

## **Report of the Strategic Director of Children's Services to the meeting of Children's Overview and Scrutiny Committee to be held on 15<sup>th</sup> December 2021**

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**Subject:**

**P**

**Youth Justice Service**

### **Summary statement:**

This report will provide an update on highlights from the Youth Justice Service since the HMIP Inspection during September & October 2019. Including focus on areas of progress, action in the next period and areas of concern and potential concern.

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**Portfolio:**  
**Children & Families**

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**Overview & Scrutiny Area:**  
**Children & Families**

## 1. SUMMARY

- 1.1 This report will provide an update in highlights of the improvement journey of the Youth Justice Service in Bradford post inspection to date.

## 2. BACKGROUND –

- 2.1 The Youth Justice Service works with young people aged 10-18 that get into trouble with the law. We look into the background of a young person and try to help them stay away from crime. We are part of the local council and are separate from the police and the courts. We work with other statutory and non-statutory partners including police, health, education, children’s social care, probation, youth service and voluntary organisations. We are jointly funded by the Youth Justice Board and the Local Authority and sit within Children’s directorate. We are inspected under the HMIP Inspectorate (Her Majesty’s Inspectorate of Probation).
- 2.2 A Full Joint HMIP Inspection took place September – October 2019, published January 2020.
- 2.3 The rating of Requires Improvement was given and references made to concerns in Leadership and Governance, Quality and Safeguarding including that of the public, our 3 Key Performance Indicators (Data) and an inability to provide and analyse data to adequately know our cohort and develop our services around need.

### Leadership and Governance

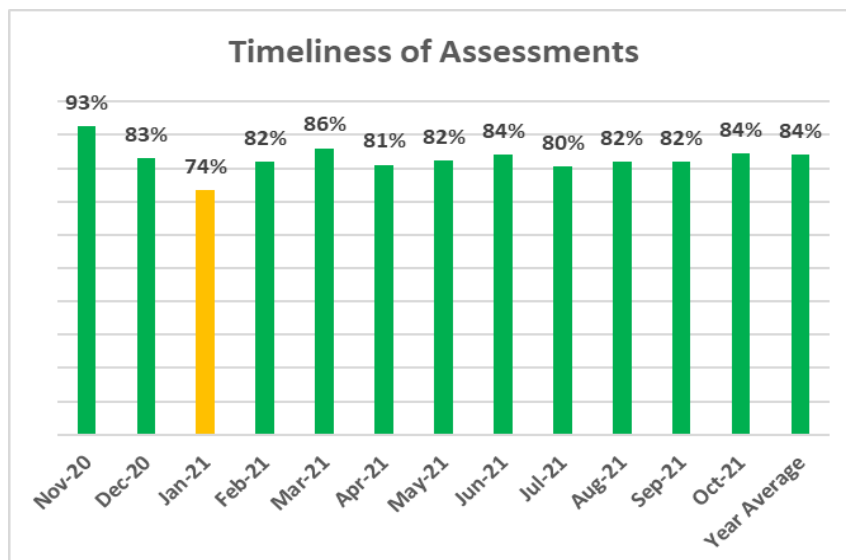
- Following inspection, the Youth Justice Board (YJB) moved us to Priority 2 status. This year our YJB Priority Status has been de-escalated from 2 down to 1 due to the improvements and progress made.
- A Partnership Improvement Plan, shared and agreed with all statutory and non-statutory partners.
- We have a new permanent Head of Service Lisa Brett and Permanent Service Manager Sarah Griffin.
- The Youth Justice Strategic Management Board membership is now stable and consists of members with appropriate strategic leadership knowledge and ability and our Board Induction Process has started with plans to delivered on a regular basis. The Deputy Director for Children Social Care is the chair of board.
- The Youth Justice plan for 2021 is approved and submitted to the YJB, this outlines key priorities.
- We have rebranded and are now known as Bradford Youth Justice Services (YJS), helping to make Bradford a safer place to live. Our logo designed by one of our young people that will be part of the rebranding.
- As Service Manager there are regular one to ones with Cllr Jabar as lead for Youth Justice within the council.
- We have communication, Vision and Mission Strategy that has been coproduced with partners.
- We hold a number of key meetings to ensure communication including quarterly staff briefings, monthly staff listening groups, monthly performance meetings.
- Attendance at 6 weekly West Yorkshire Service Manager and 6 monthly North East and Yorkshire Service Manager meetings. This enables sharing and reflecting on

good practice and joint projects, national and local guidance and issues alongside regular updates from partners such as the Violence Reduction Unit.

- We have a number of additional significant posts to aid our improvement journey, drive quality and help manage risks. These include;
  - FT Data analytics officer – permanent
  - FT Advance Practitioner – permanent
  - 3 FT Advance Practitioners – Temporary until 31<sup>st</sup> March 2022
  - FT YJS Quality Assurance Officer – Temporary until May 2022 based within Quality Assurance and Safeguarding Department.

### **Quality, Risks & Safeguarding**

- We have undertaken work to improve quality and safeguarding – including a revised Audit Process we aim to audit 15-20% of cases per month. A report on the initial finding has now been produced and shared with the teams and the board.
- Advance Practitioners are coaching and mentoring all case holding staff and working closely with the management team developing practice across all areas within the service. This includes 6 guides that have been approved and uploaded to Tri-x. Advance Practitioners are undertaking 1:1 and group reflective practice sessions and feeding into Principle Social Worker for a service wide understanding of the impact of this.
- We have introduced a new Multi-Agency Initial Planning Panel (MIPP) which ensure all cases post court are screened by a multi-agency team, this is chaired by senior manager or team manager at YJS and includes Education, Health (Nurses, SALT, CAMHS), Parenting, Victim workers, Police and Children’s Social Care.
- We have an OOC panel (Out of Court Disposals) which is multi-agency and considers and agrees appropriateness of disposals.
- We received the Kite mark in September 2020 for quality of the work we do with our Referral Order Volunteers. This is a 2-year award. The People Can panel identified that Bradford Youth Justice Services successfully achieved the quality standards listed within the kite mark application.
- Timeliness of Assessments has much improved, now up to expected standards and sits on above 80% range, whereas in comparison September 2019 this was at 34%.



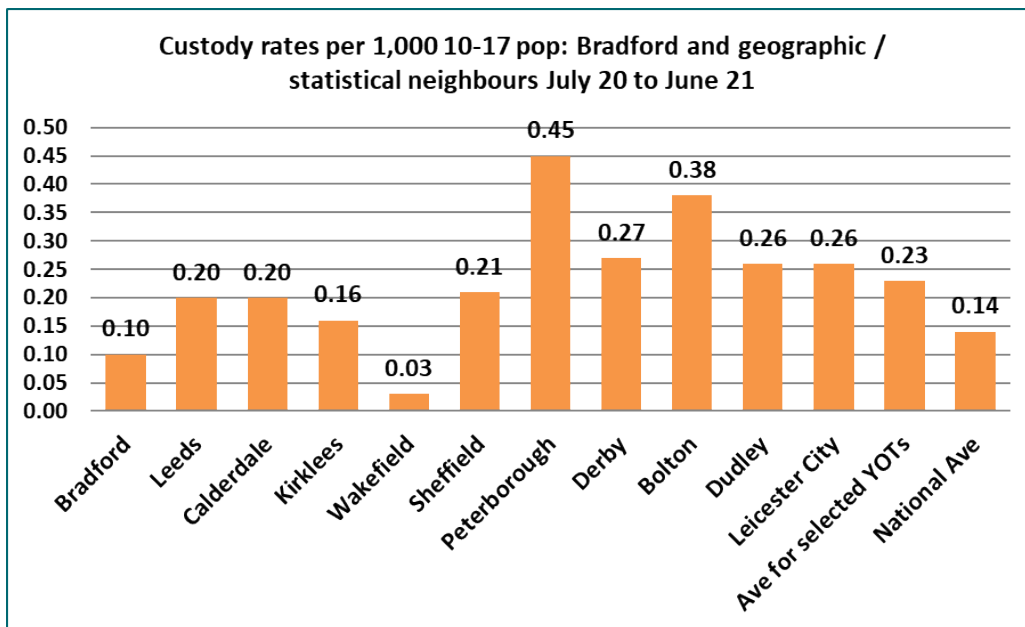
- We have revised our risk policy to ensure this is robust and covers safeguarding at all stages and undertaken service wide training to embed.
- 94 % of our staff have completed compulsory safeguarding training.
- Training has been delivered on child friendly planning, risk of harm and analysis of assessments, as well as various other identified general learning.
- Supervision is regularly at 100% and we have a supervision policy and standardised template to ensure consistency of supervision. The monthly audit process will help ensure the supervision we deliver is of sufficient quality and reflection.
- We have worked continuously to improve the interventions we use with young people using our Speech and Language Therapists (SALT). SALT have been able to help us review our resources / leaflets / letters to check the understand-ability for young people.
- We have worked to improve our relationship with workforce development. We have a pilot training and development project which includes 2 staff undertaking the Foundation Degree in Youth Justice and we are committed to ensure all our management team gains the Leadership and Management (Youth Justice) certificate as a minimum.
- We are working with Workforce Development to produce a Training offer and Plan bespoke to YJS.

### **Data and performance Indicators**

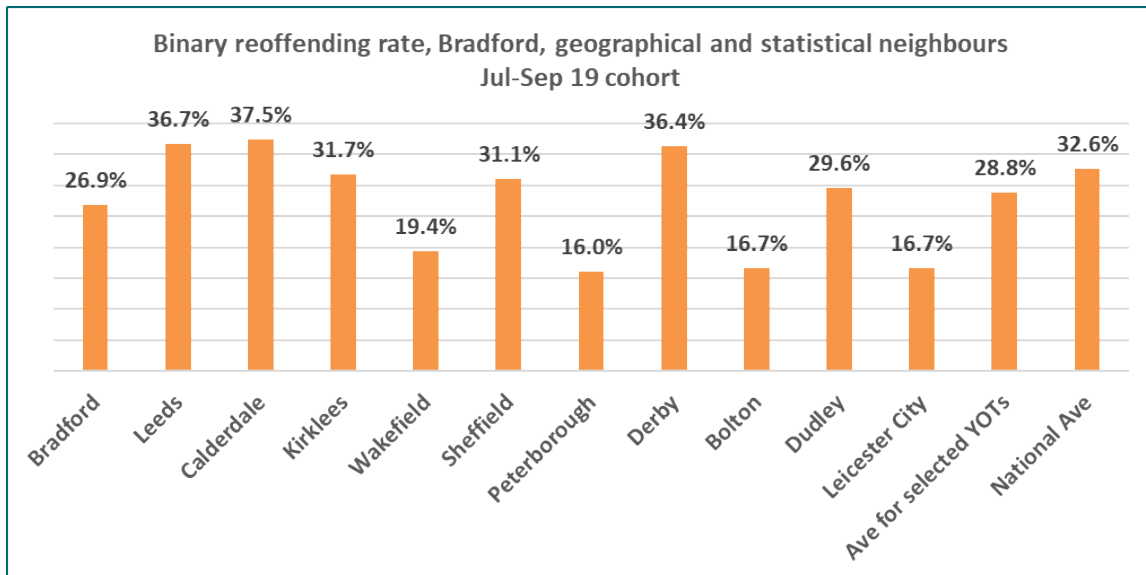
- We have undertaken a number of data exercises to help us start to better understand our Cohort of young people with a quarterly Vital Signs report to the Management Board. These include exploring: Children in Care, SEND & Violence against the Person.
- The Vital Signs report has been developed and addresses and monitors Key performance indicators, the profile and needs of our young people; YJS management and workforce and Service Effectiveness. We are now also looking at more specific deep dive reports for example at the June 2021 Management Board a Deep Dive into Violence Against the Person was presented.
- We are more confident our data is representative of our current cohort of young people. We have worked particularly hard with partners to ensure our data around SEND and Education is accurate and impacting on the interventions we deliver.
- We are now able to use our data to purchase new programmes of work and are currently delivering specific offence focused work on Burglary, Behind the Blade (knife crime) and Managing Anger. We will be rolling out a new programme around Anti-Social Behaviour in the near future. These programmes will produce impact data after a period of time.
- We have used our data to identify as expected high levels of trauma and adverse childhood experiences and are currently undergoing a whole service move to a

trauma recovery model which will ensure our practice and approach works to achieve best outcomes with young people with experiences of trauma. This project is ongoing and will be evaluated as part of the model. As part of this project we have secured some psychology resource.

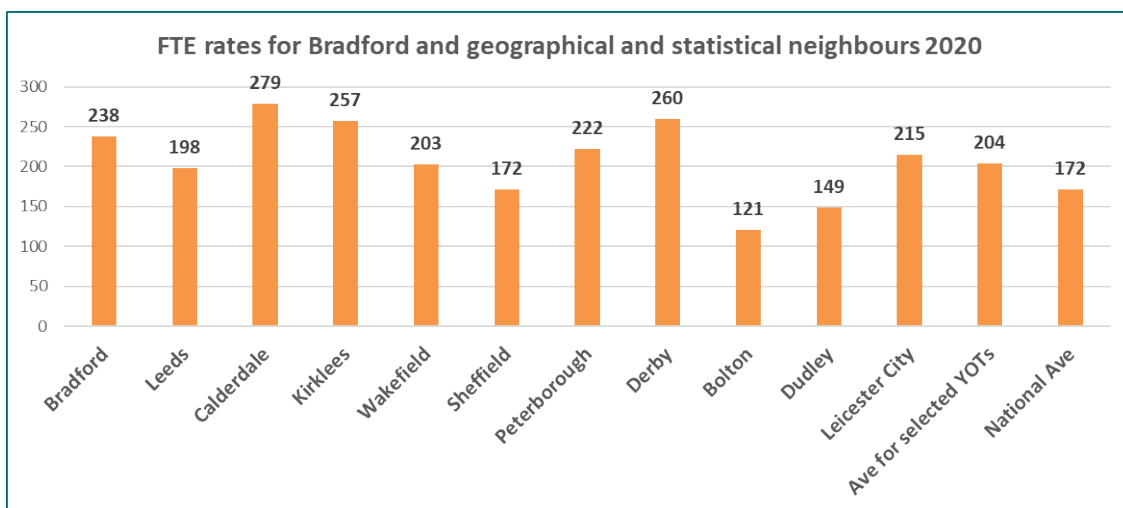
- We have recently took on the lead authority for a YJB pathfinder pilot for West Yorkshire to look at OOC policy and practice which is hoped to help reduce further our First Time Entrants (FTE's) and divert young people away from the criminal justice system.
- We are participating in a Ministry of Justice (MOJ) pilot Chance to Change - Case managers report that young people's engagement is very good, parents are happy and appreciative their child has been given the opportunity to make positive changes in their life, learn from their mistake and make amends both to the victim and the community by doing reparation without getting a criminal record.
- Our custody figures are decreasing significantly – Bradford has the 2<sup>nd</sup> lowest rate in our comparator group compared to 2<sup>nd</sup> highest four quarters ago and our rate is now below our comparator average. The caveat with this is there may be some impact of Court Closure during initial lockdown on the reduction and we will need to continue to monitor this.



- National Reoffending data has an 18-month lag due to how it is tracked and reported. Nationally, it is showing our reoffending is reducing and our rate is lower than the comparator group. However, we are currently inputting data into a new YJB toolkit to help provide more current data underpinning local re-offending data, however the limited data in 2020-21 due to Covid is showing limited trends. Once the data input starts to show us trends we will be looking to set up a task and finish group for Re-offending to review our approach and themes. We also now report on this in monthly performance meetings with the management team which feeds into senior leadership oversight.

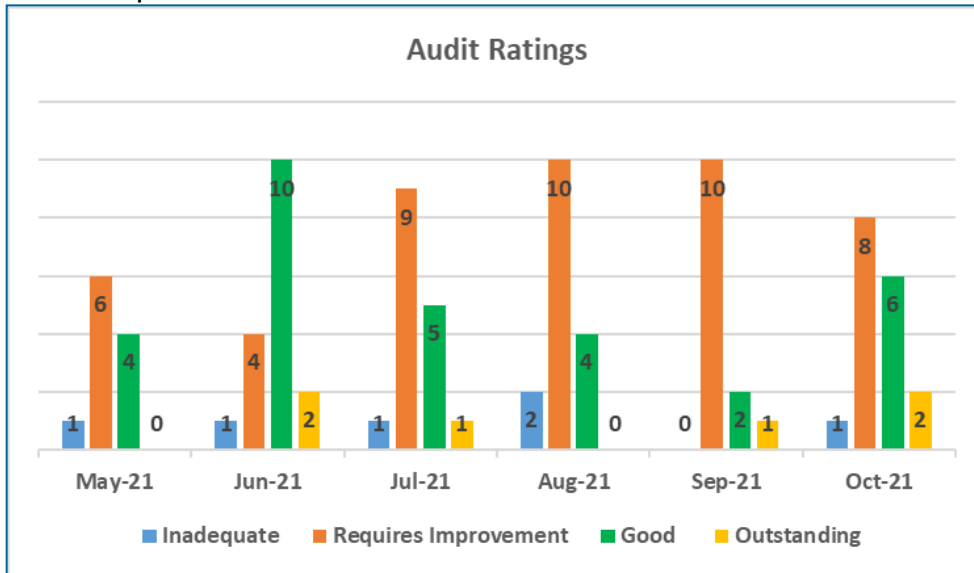


- First Time Entrants (FTE's)- The latest available published data from the YJB is 2020. The direction of travel is a reduction of 28.7% on the previous year in terms of peer comparison the latest rate shows us as the fourth highest in the comparator group down from the highest previously. There were 148 first-time entrants (FTEs) in Bradford in 2020 giving a rate of 238 per 100,000 10-18 population compared to 204 (FTEs) to the youth justice system in Bradford in 2019, a rate of 327 per 100,000 10-18 population therefore a reduction of 56 young people.



- ASB (Anti-social Behaviour) – we sit on regular partnership meetings and will be looking at how we work to improve rates and continue to work in partnership to reduce the impact of this part of this is the resources we have purchased recently and looking to roll out in 2022 and current exploration around work streams to ensure prevention is a specific role within a team.
- We receive and utilise data from the police such as the quarterly Performance report from the Local Criminal Justice Board (LCJB) this includes rich police outcomes data and report on knife crime. Similarly, from health and SALT data is being shared and used to consider resources and which we hope to try introduce into our Vital Signs report in the future.

- Our first monthly Quality Assurance Audit report compiled independently by the Quality Assurance Team was released in September 2021 looking over the initial 5 months of this process which will help us to identify further learning and development. We have since held a 2<sup>nd</sup> benchmarking session and have further sessions planned.



- Specialist Taskforce in Alternative Provision - As part of the government's 'Beating Crime Plan, the government announced £45 million would be invested in specialist support in both mainstream schools and alternative provision in serious violence hotspot areas in England. In a programme led by the Department of Education (DfE), multi-agency specialist taskforces will be co-located in education settings to support children who are deemed vulnerable to exclusion, becoming NEET (not in education, training or employment) or exploited and involved in the criminal justice system – we have recently seconded a YJS worker into one of the positions to help deliver on this project.

### Next Steps

- We still need to improve our participation with young people and families to understand their experiences of our service. We are looking at how we collect and gain meaningful feedback.
- We need to start to address any themes that arise from the audit feedback and from this clear action planning.
- We need to continue to use our data to drive the service and impact
- We need to consider continued Thematic Inspection reports within the service.
- Embed the pathfinder model to focus on prevention
- Continue to improve quality and embed the audit process.

### 3. OTHER CONSIDERATIONS

There are no other considerations.

### 4. FINANCIAL & RESOURCE APPRAISAL

N/A

## **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

- 5.1 Risks if the YJB Effective Practice Grant, Community Safety Partnership funding or Local Authority budget is reduced. This is an annual issue, however, has not had an impact recently, there has been no indication of any imminent changes.

## **6. LEGAL APPRAISAL**

N/A

## **7. OTHER IMPLICATIONS**

### **7.1 SUSTAINABILITY IMPLICATIONS**

N/A

### **7.2 GREENHOUSE GAS EMISSIONS IMPACTS**

N/A

### **7.3 COMMUNITY SAFETY IMPLICATIONS**

Not Applicable for this update although the Inspection rating and service improvements impacts on Community safety across the district.

### **7.4 HUMAN RIGHTS ACT**

N/A

### **7.5 TRADE UNION**

N/A

### **7.6 WARD IMPLICATIONS**

The Inspection Judgement affects all Wards.

### **7.7 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)**

N/A.

### **7.8 IMPLICATIONS FOR CORPORATE PARENTING**

All improvements across Children's and the YJS will strengthen the Council's ability to discharge its Corporate Parenting responsibilities.

### **7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**



None, the HMIP report is in the public domain.

**8. NOT FOR PUBLICATION DOCUMENTS**

None.

**9. OPTIONS**

None.

**10. RECOMMENDATIONS**

That the Committee notes the contents of this report and the progress being made.  
Recommended.

**11. APPENDICES**

None.

**12. BACKGROUND DOCUMENTS**

None.