

BIRMINGHAM **YOUTH** **OFFENDING** **SERVICE**



Strategic Youth Justice Plan

2022/2023



BIRMINGHAM
CHILDREN'S TRUST

Annex A - Youth Justice Plan

Service	Birmingham Youth Offending Service
Head of Service	Janine Saleh
Chair of YOS Partnership Board	John Drew

1. Introduction, Vision and Strategy

1.1 Foreword

I have great pleasure in presenting this Youth Justice Plan from the Birmingham Youth Justice Partnership. The plan represents an honest assessment of the challenges and opportunities facing Britain's second city and largest youth justice service. I use the word 'challenges' both because in the past other people, most notably our Regulators the Probation Inspectorate, have assessed us as falling short of the standards expected of a modern youth justice service, and also because there are longstanding issues of inequality and child poverty in Birmingham that find their expression in high levels of exploitation and crime affecting children – this is the terrain within which we have chosen to work. I use the word 'opportunities', because nothing stays still for long in Birmingham and I have found a strong determination throughout in Birmingham Youth Justice Service (YOS) and also amongst its partners, particularly the Children's Trust and the City Council, to take stock and really get to grips with returning the service to its proper position as a model of modern youth justice for the children, their families and the whole community in Birmingham, and also as a beacon to other services in the country.

It is neither possible nor necessary to summarise the plan here. What I do wish to capture, however, is the mood within the service and the ambition within the partnership. We all know we have much to do, but as the plan demonstrates we have a coherent plan to tackle, in clear sequence, these issues. In particular, the Board has been helped by the Service's leadership, to develop a coherent development plan from which it will improve its own understanding and contributions to the building of an outstanding service.

There is much work to be done. We are not in any way in denial about this. But, led by a dynamic new team of senior leaders in the Youth Justice Service led by our Head of YOS, Janine Saleh, we are building our service, based on the bedrock that everyone in the service knows or will know what they need to do personally to make our service 'outstanding'. Birmingham has been a byword for civic pride and excellence in the past; our ambition is to locate youth justice firmly within this tradition.

1.2 Executive Summary

Birmingham faces several challenges, yet with these challenges also come opportunities for reflection, collaboration, innovation and change. Within the 22-23 Strategic Youth Justice plan, the challenges faced by our children, amplified by COVID-19, are recognised and responded to through the vision, strategy and plans that are set out for the local Youth Justice Partnership.

It is evident from national research and local data analysis that children entering the Youth Justice System experience abuse, neglect, poverty, school exclusion and poorer health at levels that are disproportionate to the general 10-17 population. This understanding has had a substantial influence on this plan, the priorities and direction of travel for the Service.

Birmingham YOS continues to be in a period of substantial transformation and modernisation. This is being driven by research, the findings and recommendations of HMIP Youth and Thematic Inspections, what we know about our children, local data and needs assessments, the YJB Child First principles, an ambition to become trauma and psychologically informed, and an aspiration to centralise relationship-based practice in all we do.

Birmingham YOS aspires to be creative, different and modern in its approaches. We will demonstrate care for those who need our help and support. We will be tenacious in our efforts, we will believe and aspire high for those we encounter, and we will continue to hold the hope, where often this is difficult for our children, parents, carers and victims to do.

Fundamentally, childrens offending must be recognised as symptomatic of their experiences. It is well established that behaviour is a form of communication. Through a relentless focus on tackling the root causes of childhood offending, using a strengths-based approach, Birmingham YOS will seek to improve practice and performance against the national and local performance indicators.

Moving towards a model that truly does 'with' instead of 'to', will lead to authentic engagement and the involvement of those we work alongside at every possible opportunity. This will help us to shape services and systems that are accessible and that work well for those who use them.

In 21-22 there were several successes, both in terms of service transformation and performance. A Prevention Team was established; work to better understand and improve practice was commenced with two commissioned independent reviews of practice and the appointment of a Practice and Performance Manager; a Restorative Practice and Victim Manager position was established and appointed to, with the intention of strengthening and standardising the support being delivered to victims of youth crime; a full review of the OOC systems and practice was completed; and a number of key structural and practice reforms underpinned by Child First principles were delivered.

However, this plan demonstrates clearly that there remains more to be done. Too many children enter the Youth Justice System in Birmingham, becoming a first-time entrant and of those, black, Asian and mixed heritage children are over-represented. Similarly, when we examine local use of custody, including those children remanded, despite the unprecedented improvements that have been made in 21-22, too many Birmingham children remain in the secure estate. Again, black, Asian and mixed heritage children are over-represented.

What does this mean for the Birmingham Youth Justice Partnership and our response?

In support of strengthening governance and Service accountability, in 22-23 a revised set of local performance indicators that align to the service priorities have been developed. In parallel, the plan sets

out our ambition and programme of activity to develop a Partnership Board that meets with the YJB expectations around leadership and governance.

In recognition that we must tackle the root causes of offending, priorities have been established with clear and measurable programmes of work to strengthen support provided around education, training and employment; improve the health offer to children in the YJS; develop and strengthen youth crime prevention and diversion; tackle the over-representation of certain children in the system; respond to the rise in serious youth violence; developing constructive resettlement; establishing systems and practices around participation and engagement; strengthening the support delivered to victims and improving practice quality and consistency.

There is a commitment towards investment that supports the vision, strategy, and priorities, including increased investment to developing our workforce and a commitment to investment in modernising the case management system. We will ensure that the workforce, as our greatest asset, have the appropriate skills, knowledge and are equipped to deliver high quality and effective services that align with the vision for the service, the Trust and the city.

This strategic plan is rightly ambitious. There is a clear set of priorities, underpinned by a vision and a strategy, and a robust Service Improvement Plan. We remain committed to continuing with the transformation of Birmingham YOS and to ensuring that we are delivering the very best youth justice services to our children, their parents and carers, victims and communities.

2. Local Context

The indices of deprivation indicate that Birmingham suffers from high levels of deprivation. With 43% of the population living in Lower Layer Super Output Areas (LSOAs) in the 10% most deprived areas in England, and 51% of children (under 16s) living in the 10% most deprived areas.

- Birmingham is ranked the 7th most deprived local authority in England.
- The city is also the most deprived authority in the West Midlands Metropolitan area.
- Birmingham is ranked the third most deprived English Core City after Liverpool and Manchester.
- While there are pockets of deprivation in all parts of the city, deprivation is most heavily clustered in the area surrounding the city centre.
- Hodge Hill is the most deprived constituency in the city; Sparkbrook & Balsall Heath East, Bordesley Green and Lozells are the top 3 most deprived wards. Sutton Coldfield is the least deprived part of the city with 7 of the 8 Sutton wards ranked as the city's least deprived wards.

Deprivation in Birmingham by Sub Domain



Aside from the indices of deprivation, what do we know about our children and our city?

- There are 158,800 children aged 10-19 in Birmingham.
- Child poverty in Birmingham is worse than the England and Core Cities average.
- At the end of secondary school, Birmingham children's attainment is ahead of the other core cities and within 1% of England average. However, this is not the case for those with special needs.
- The unemployment rate for 16–24-year-olds is worse than the England and Core Cities average.
- Black and mixed heritage children are over-represented in the local youth justice system, as are children in care.
- Serious youth violence is rising.

The local context is critically important when we consider offending behaviour in children. Children face many, often interconnected and complex challenges. Fundamentally offending behaviour does not mean children forfeit their right to be seen and treated as children and many children entering the Youth Justice System should themselves be considered and recognised as victims, either as a result of the offending behaviour of others, but also as victims of their experiences.

The root causes of childhood offending require a joined up and coordinated approach across the partnership, there is no single solution to reducing childhood offending. As we consider the local context within Birmingham, and as we transform the local youth justice response, careful consideration is being given to how we build a service that is well placed, alongside partners, to tackle the root causes that underpin children's offending.

3. Knowing Our Children

Research tells us that children coming to the attention of Youth Justice Services have experienced disproportionate levels of harm, trauma, and disadvantage. In 2021, a report commissioned by the West Midlands Combined Authority and the West Midlands Police and Crime Commissioner, Punishing Abuse, studied 80 children across the West Midlands, including several children from Birmingham. Of these:

- Nine in ten were known or suspected to have been abused.

- Eight in ten were known or suspected to have a health issue.
- Eight in ten were subject to school exclusion or attendance at multiple secondary schools.
- Seven in ten were known or suspected to have lived with domestic violence whilst growing up.
- Seven in ten were known or suspected to be a victim of violence.
- Seven in ten lived in poverty.
- There was only one child with no recorded abuse or childhood adversity.

Birmingham Youth Offending Service (BYOS) is committed to working with partners locally and across the West Midlands to develop a system that responds to the specific and unique needs of children in the youth justice system.

Local assessment data in 21-22 indicated clearly that the children the Service is working alongside have a range of complex needs, with 75% of all assessments indicating elevated concerns around children's safety and wellbeing and risk of harm to others, requiring an enhanced offer from the Service and partners.

Information provided by the children themselves in self assessments further supports the research. Between 01 April 2021 and 31 March 2022, 476 children completed a self-assessment. The information these provide help to shape and influence the child's plan and support for them, but also influence partnership and commissioning priorities. Responses to self-assessments indicated:

I drink too much	21	4.4%
I get angry and lose my temper	301	63.2%
I have lost someone special from my life	187	39.3%
I have thought about hurting myself	39	8.2%
I have thought about killing myself	27	5.7%
I live with people who get into trouble	45	9.5%
I miss/missed school	207	43.5%
I take too many drugs	27	5.7%
I want help with reading	66	13.9%
I want help with writing	77	16.2%
My friends get into trouble	208	43.7%

This strategic and the service improvement plans are responding to the findings above through:

- Work to strengthen the health offer across the service, including substance misuse, physical and emotional and mental health support, via the YOS Health Taskforce
- Continued investment in school age education support and additional investment to strengthen targeted management oversight of this within the service
- A full review of interventions in use across the service with a move towards trauma informed, relationship-based resources.

3.1 Working with Girls

Whilst across Youth Justice Services girls are underrepresented, within Birmingham there is a recognition that they often present with a specific and unique set of needs. BYOS continues to benefit from a Girls

Empowerment Team, #GET. Formerly the Gender Specific programme, in March 2022 the team was re-named following the active engagement and collaboration with the girls the team were working with.

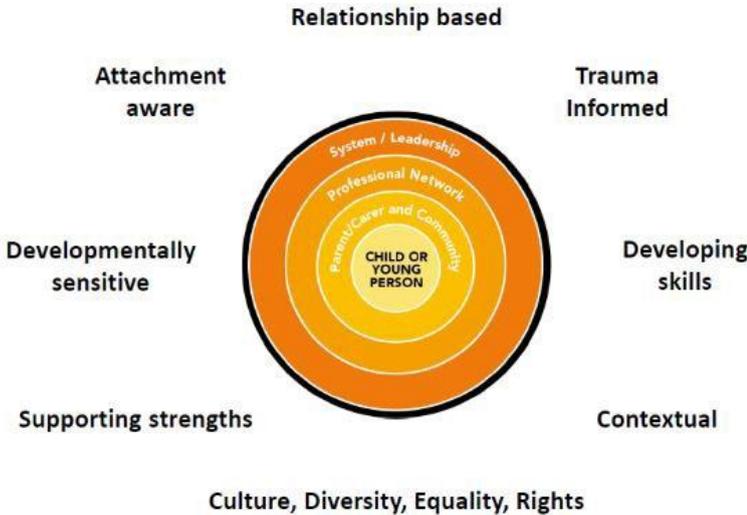
In 22-23, the Service plans to continue investment in this team and will:

- Explore opportunities for investment, both internally funded and through externally secured additional grants, to expand the team.
- Review current criteria to ensure that resources are targeted to where need is greatest.
- Design and create a trauma informed and therapeutic space girls can be seen in; consulting and involving them where possible.
- Consider local and national best practice arrangements for working with girls and utilise this to review and refresh the current operating model.

4. Child First

There is a genuine commitment to building a child first system in Birmingham, extending beyond children who have offended and who are known to the Youth Justice Service. Birmingham Childrens Trust Practice Model, to be launched in 22-23, is underpinned by a relational approach to our children and their parents and carers and whilst Birmingham YOS has already started this journey, the launch of this practice model will further strengthen the partnership’s understanding and approach to our children who have offended and their parents and carers. This work is further strengthened and supported by the Child’s Journey programme. This programme of activity is the overarching programme for driving and co-ordinating continued improvement across the Trust. The programme builds on the commitment already made to a trauma-informed and relationship-based model of practice, The Practice Model. It is a long-term programme to improve arrangements across the Trust so that all our people, systems and activities are aligned to deliver effective practice and improve outcomes for children and their parents and carers in Birmingham.

Relationship Based Approach



These key initiatives within the Trust are timely as Birmingham YOS continues the implementation of a substantial transformation programme. This systemic change, places children, their parents and carers, and victims at the heart of all we do. Central to the transformation programme and the local child first agenda, is the importance of re-framing, across the partnership, offending behaviour in children.

How do we truly see offending in children as symptomatic of their experiences, of their trauma and adversity and how does this act as the driver for change around our systems and practices within the YOS?

How do we use this to effect behaviour and system change within our own Service, but also to influence the same across the partnership?

Behaviour in children is a form of communication. As professionals, it is our responsibility to be curious, to get underneath the behaviour and to understand the root causes. In accordance with the YJB Child First principles we will:

Prioritise the best interests of children and recognising their needs, capacities, rights, and potential by:

- Understanding and doing all we can to break down structural barriers.
- Thinking carefully around our language and our approach to how we work with our children, so that it does not re-traumatise or re-victimise those we work alongside.

Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims by:

- Adopting a strengths-based approach – asking what's strong, NOT what's wrong.
- Holding the hope when sometimes our children, their parents and carers and victims are struggling to do this.
- Championing those we work alongside and aspiring for them as if they were our own children.
- Maximising opportunities for our children both within and external to the Service through effective commissioning and partnership arrangements.

Encourage children's active participation, engagement, and wider social inclusion by:

- Actively creating opportunities for authentic participation and engagement.
- Ensuring that children, their parents and carers and victims have various opportunities to influence how we work together but also influence service development.

Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention by:

- Establishing a robust YOS Prevention offer and strengthening, with WMP, the use of OOCs. Proactively ensuring that at every possible opportunity children are prevented from entering or diverted from the youth justice system.

Throughout improvements and innovation delivered in 21-22 and as we continue to transform Birmingham YOS, these principles will be evident and reflected in our core values, priorities, and programmes of work.

In addition to the work of Birmingham Childrens Trust, and the future priorities for BYOS, there is much more happening across the city and region that align with the principles of child first and that will support and endorse the YOS direction of travel.

BCC (Birmingham City Council) is leading on the development of a partnership Children and Young Peoples Plan. Priorities will include:

- Early Help
- Early Years and the first 1001 days
- Learning, Skills, and Pathways to Employment
- Safe at Home (Domestic Abuse and management of chronic illness in the home)
- SEND (Special Educational Needs and Disabilities) & Inclusion
- Young People with complex needs
- Serious Youth Violence
- Birmingham – A great place to live
- Ways of working

A number of the priorities above will be supported by the activity laid out within this plan, in particular the Service focus on understanding and contributing to the reduction of serious youth violence in the city, as outlined in more detail later in this plan.

Across the West Midlands, a Youth Improvement Board has been established under the Local Criminal Justice Board. A set of key priorities have been agreed to improve the justice system as it relates to children and this board will promote collaboration, consistency, and best practice for children in youth justice. Collaborative priorities include:

- Developing a Protocol to support the consistent application of out of court disposals in the West Midlands.
 - Supporting the work locally to ensure children are prevented from entering the YJS and diverted at every opportunity will be the development of a Pan West Midlands OOC Protocol. This will ensure a consistent and fair application of diversion across the region.
- Reducing the unnecessary criminalisation of children in care.
 - Children in care are over-represented in Birmingham YOS, as discussed later in this plan. However, this situation is not unique to Birmingham. The aim of this Board is to develop a joint protocol between West Midlands Local Authorities, Youth Justice Services and West Midlands Police to ensure that decisions to prosecute Looked After Children are given the special consideration they require, particularly for offences committed in childrens homes. This will involve the expected use of the 10 Point Checklist that informs decisions to prosecute by the Crown Prosecution Service.

BYOS is well connected to the work across the WMCA (West Midlands Combined Authority) to support regional collaboration and to secure strategic buy in to become trauma informed and responsive.

Locally a BYOS Trauma Taskforce has been established, supported by Barnardo's. There have been specific briefings for the YOS Leadership Team, and the taskforce is being led by an Assistant Head of Service with a view to improving the experiences of our children, their parents and carers, victims, and workforce. Starting at one YOS site, the aim is to develop a space where children feel safe and supported,

where children can have their needs met, where effective interventions can take place and where best practice is promoted.

5. Voice of the Child, Family, and Victims

Birmingham YOS is committed to ensuring that we hear the voices of our children, their parents and carers, and victims. Our ambition is to authentically work alongside and involve them at every opportunity. In Birmingham YOS, our ambition is for participation and engagement to become part of our culture, a thread running through all we do and that this extends to everyone we work alongside.

A YOS participation working group has been established, which includes board members, practitioners, and the board sponsor for this work. The longer-term aim is to involve children and their parents and carers. The forum will be instrumental in developing the YOS Participation and Engagement Strategy and will ensure that developmental work is connected to the wider participation and engagement work taking place across the Trust.

In 21-22, the service reviewed the mechanisms for capturing the views of children and a decision was made to cease the use of the system in place at the time. Conversations have commenced around a replacement application, that children will be supported to use by Practitioners. It is anticipated that this will provide a more engaging way of capturing relevant information for assessments, but also a way of us gathering information that will help us develop and shape our services.

Work in 22-23 and beyond will include:

- Establishing and embedding the Participation Working Group, this will report to the YOS Partnership Board.
- The development of a participation and engagement strategy detailing at every step the opportunities for engagement, collaboration, and co-production.
- Establishing appropriate systems for the collation and analysis of information we receive.
- Ensuring that we are considering and responding to findings.

There are already several excellent examples where children are involved in activity over and above their contributions to assessment and planning. In 21-22, a participation forum was established involving those children who had experienced police custody and those who had been in custodial establishments. Children working with the YOS supported the West Midlands Police (WMP) led Custody Trauma Steering Group, of which the YOS was a member. Children were given opportunities to provide their views and thoughts and were influential in developing the 'feel' of the custody suite, through providing feedback to Barnardo's. Children's feedback was used to develop distraction packs that are now in use within the Birmingham Custody Suite and was also used to inform training and development delivered to Police Officers.

6. Governance, Leadership, and Partnership Arrangements

Youth Offending Teams were established under the statutory provisions of the Crime and Disorder Act 1998. The Act sets out the requirement for local Youth Offending Teams and primary duties on key agencies and individuals involved in the delivery and governance of those services. Over time, the governance and leadership of youth justice services, through Youth Justice Management or Partnership Boards has evolved. In December 2021 revised guidance was published with the aim of enabling local

authorities, including education and social care; and statutory partners in health, police, and probation to fulfil their statutory duties effectively.

The Youth Offending Service sits within Birmingham Children’s Trust (BCT). In May 2016 Birmingham City Council announced its intention to move towards a Children’s Trust. In April 2018 it became operationally independent of the council as part of the ongoing process of improvement. The Trust is a wholly owned company of the council and works in close partnership to continue to improve outcomes for disadvantaged children in the city.

In recognition of the scale of Birmingham YOS and the challenges the city faces, as described throughout this plan, Birmingham has retained a Head of Service with sole responsibility for the delivery of local youth justice services. They report directly to the Assistant Director for Vulnerable Children and Young People. Birmingham has also retained a distinct Youth Offending Service Partnership Board. The Head of Service and Board Members (appendix 1) have strong cross cutting connections across various partnership arrangements, outlined later in this plan.

The Birmingham Youth Offending Service Partnership Board meets 8 times per year and is chaired by an independent chair, a decision taken in 21-22 and an arrangement that continues. The structure of Board meetings was revised in 2021-22 and now benefits from four main business and performance focussed boards, interspersed with Practice Boards, discussed later in the plan.

BYOS Partnership Board has responsibility for:

- Leadership and oversight of justice services for children.
- Contributing to local multi-agency strategies and work with local and national criminal justice organisations.
- Safeguarding children who receive youth justice services.

6.1 Partnership Arrangements

In addition to the existing partnership arrangements that support the direct work with children and their parents and carers, the Service is currently represented directly or indirectly at several strategic and operational meetings, including:

Birmingham’s Fair Access Governance Board	West Midlands Local Criminal Justice Board
Birmingham Tackling School Exclusions Partnership	West Midlands Violence Reduction Partnership Strategic Board
Birmingham Children and Young People 0-25 Mental Health Transformation Programme Board	West Midlands Strategic Criminal Exploitation and Missing Board
SAFE Taskforce Steering Group	West Midlands Youth Improvement Board
Alternative Provision Specialist Taskforce Steering Group	West Midlands Head of Youth Offending Strategic Leads Group
Birmingham Prevent Strategic Board	West Midlands Trauma Informed Coalition
Birmingham Channel Panel	Youth Justice Board Midlands Developing Practice Forum
Birmingham Safeguarding Children’s Partnership	

Birmingham Contextual Safeguarding Board	
Multi-Agency Safeguarding Hub Partnership Forum	
Birmingham Preparation for Adulthood Board	
Birmingham Early Help Partnership	
Birmingham Think Family Operational Group	
Birmingham Strategic Gangs, Violence and Serious Organised Crime Board	
Birmingham Gangs and Serious Youth Violence Operational Group	
Birmingham Community Safety Partnership	
Birmingham Community Safety Partnership Operational Meeting	
YOS/The Probation Service Operational Transitions meeting	

7. Resources and services

The Youth Offending Service partnership's overall delegated funding for 2022/23 is expected to be £8,931,874.

Funding Source	Staffing Budget 2022/23	Payments in Kind 2022/23	Other Delegated Funds 2022/23	Total
Birmingham Children's Trust	£3,762,545	£0	£567,397	£4,329,942
*Police	£322,000	£0	£0	£322,000
Police & Crime Commissioner	£84,589	£0	£190,411	£275,000
Probation	£153,417	£0	£15,000	£168,417
*Health	£252,327	£0	£0	£252,327
Youth Justice Board	£2,334,337	£0	£0	£2,334,337
*Other sources of funding	£1,211,851	£0	£38,000	£1,249,851
Total	£8,121,066	£0	£810,808	£8,931,874

*2022/23 Funding level is still to be confirmed

As can be seen in the table above, there are a number of funding allocations yet to be confirmed for 22-23. Whilst this undoubtedly makes future planning more difficult, there is no indication at this stage that there are risks attached to any funding sources. However, should funding levels change this plan will be amended to reflect any resulting impact, working to the available funding.

- The remand budget is held external to the YOS.
- Probation, Health, and Police partners continue to second staff into the Service at a level identical to 21-22.
- The West Midlands Police and Crime Commissioner grant is underpinned by a detailed spending plan and in 22-23, funding fully supports the local Police and Crime Plan, the priorities laid out within this strategic plan for the service and more broadly the priorities for Birmingham.
- The Service continues to receive a local financial contribution under the Supporting Families

programme. This allows the service to take a systemic approach to working with children. It enables children and their parents and carers to remain open on a voluntary basis, once statutory involvement has ended, where ongoing support is wanted by the child and/or family.

Combined, the budget fully funds the delivery of local youth justice services, including commissioned services. As the Service continues through its journey to outstanding and delivers the transformation programme, careful consideration is being given at every opportunity, to how we build a service that meets need and aligns to cross cutting priorities.

Examples of how investment and innovation has been influenced in 21-22 by the Service direction of travel and inspection recommendations include:

- The establishment of a YOS Prevention Team
 - Led by a newly established Prevention Team Manager an expanded team of Prevention Officers are currently mapping out how the offer can support and complement other services operating across the partnership, adding value where there are concerns regarding offending behaviour.
- A Restorative Practice and Victim Manager position was established in 21-22 with a clear focus on improving services to victims, strengthening the approach to the management of Referral Orders and community reparation for children.
- A Project and Performance Improvement Manager was created in 21-22 to drive forward the workforce development agenda and take a lead role in promoting consistency and best practice across the service.

As we continue into 22-23, we will progress further with several new initiatives including:

- Establish and recruit to a new Referral Order and Volunteer Coordinator position.
- Appoint a second Project and Performance Manager, further strengthening the work started.
- Establish and recruit to an Education Coordinator, a new position, enhancing the oversight of the YOS Virtual School register and responses where there are concerns regarding school attendance, engagement, or exclusion.
- Explore with colleagues within health, via the YOS Health Taskforce, what bespoke resources children in youth justice need and develop a set of proposals.
- Investment in training around grief and loss in children and links to offending.
- Investment in understanding the local context to gangs, exploitation, and violence and how we may best respond within the service.
- Developing our approach to engagement and participation in a meaningful way, with investment into an application that children find accessible and can use with support.

This plan clearly sets out our commitment to invest in our staff and to make thoughtful decisions around use of resources, all with the aim of developing a youth justice service that is making a genuine difference to our children, their parents and carers, victims of youth crime and resulting in safer and more resilient communities.

8. Progress on Previous Plan

In 2021-22, the Service set out an ambitious to begin to improve and modernise the delivery of youth justice services in Birmingham.

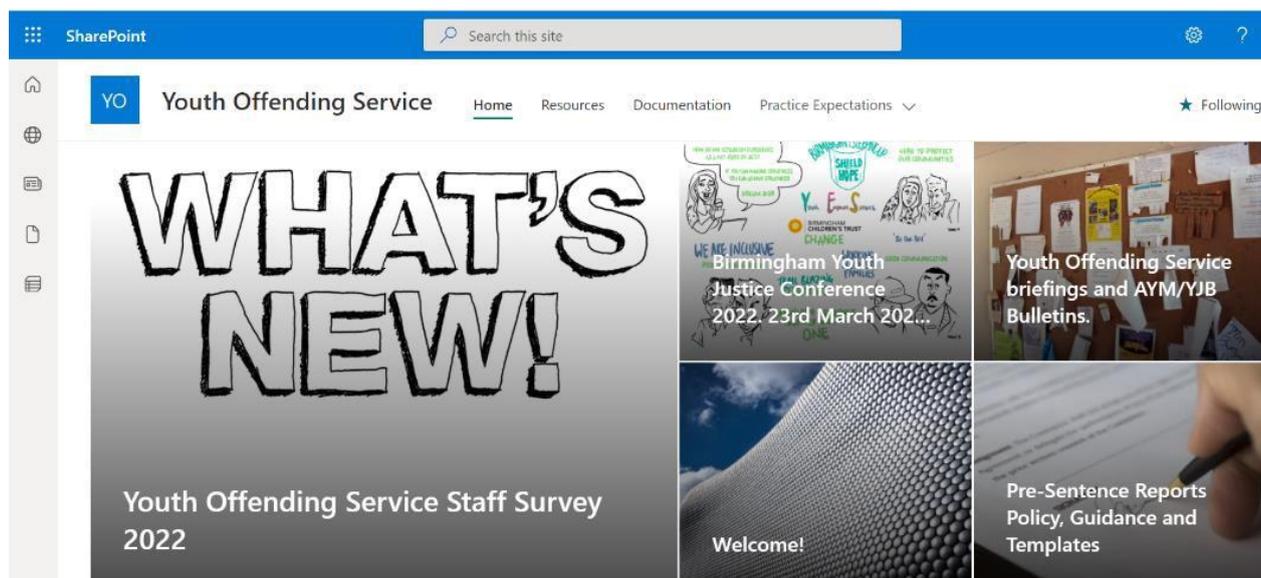
The following table provides an overview of the priorities and the progress achieved to date.

21-22 Priorities	Update
<p>Reviewing and enhancing the Service prevention offer across the partnership.</p> <ul style="list-style-type: none"> Recruitment of a dedicated Prevention Manager; expansion of the team of Prevention Officers, including a Serious Youth Violence Prevention Officer; development of pathways and promotion of the developing YOS offer across the partnership. 	<p>Prevention Manager recruited. 2 x additional Prevention Officers appointed. Serious Youth Violence Prevention Officer appointed and funded through the PCC (Police and Crime Commissioner) Grant in 21-22. Systems established with WMP to review all children arrested where no further action is taken.</p> <p>Further work required around pathways, assessment, promotion, and partnerships that will be prioritised in 22-23.</p> <p>The YOS provide a range of personal development interventions and ETE re-engagement support. This mentoring and enhanced curriculum provision is also offered to those at risk of offending. The provision includes a boxing anti knife crime programme, the Music Studio Project, vocational training, and entrepreneurial programmes.</p>
<p>Developing robust approaches to effective multi agency risk management.</p> <ul style="list-style-type: none"> Development of Birmingham YOS Risk Management Policy; review of internal risk management processes; work to strengthen understanding and application of MAPPA (Multi Agency Public Protection Arrangements). 	<p>A whole staff survey was completed in 21-22 to sense check understanding of the current risk management systems, a risk register has been developed and work was commenced to write a Risk Management Policy.</p> <p>Work into 22-23 will see the risk management policy developed, ratified in August 2023, and embedded across the service. This will include a series of workshops for front line practitioners and a strengthened approach to management oversight where risk is elevated. Audit programmes will test application.</p>
<p>Improving the quality and consistency of practice.</p> <ul style="list-style-type: none"> Development of a robust audit programme and audit cycle for 2021/22; ensuring that findings are collated and fed back to teams and are informing practice development and workforce development. 	<p>2 independent reviews of practice have been conducted around out of court work within the service and post court practice. A number of internal audits have also been completed along with several internal learning reviews following serious incidents (described in more detail later in the plan).</p> <p>A Practice and Performance Improvement Manager was appointed in 21-22, with plans to increase investment in 22-23 for an additional, identical position to be established.</p> <p>This work is a key priority in 22-23 and this year will see the development of an audit cycle that includes both deep dive audits, and thematic audits. Work will also be undertaken to further strengthen links with the Trust Practice Hub, allowing for YOS training to be accessible to book online via the Trust Intranet, ensuring that YOS are making best use of Trust wide training and allowing for robust monitoring of attendance and impact of training courses delivered.</p>
<p>Responding to disproportionality where it exists across the service.</p> <ul style="list-style-type: none"> Re-forming of the disproportionality working group; development and implementation of a multi-agency action plan, including the development of a robust data set. 	<p>Work has commenced in this area but requires a much stronger focus moving forward that aligns with the Trust vision. There is a dedicated strategic lead within the service. There has been a detailed presentation to the extended management team around the Ethnic Disparity Youth Justice Board toolkit, local data and how we can utilise this.</p> <p>All aspects of service development have a strand of disproportionality, including the work around reducing the use of custody.</p>

<p>Workforce Development; Including a programme of restorative practice and trauma informed training across the Service.</p> <ul style="list-style-type: none"> • Training needs analysis, drawing upon developmental needs across the service; creation and implementation of a workforce development plan. 	<p>Restorative Practice Training commissioned and delivered across the service in 21-22, this included restorative leadership training with ongoing action learning sets to be delivered into 22-23.</p> <p>Further work is underway to develop an understanding of the training needs across the workforce, develop a robust workforce development plan that aligns with this, and the vision and future direction of the service.</p>
<p>Ensuring that services to victims are considered in all cases and are delivered well.</p> <ul style="list-style-type: none"> • Recruitment to a Restorative Practice and Victim Coordinator; Building consistency around the offer to victims; embedding victims voices, views and wishes appropriately across the system; RP (Restorative Practice) training across the service. 	<p>Restorative Practice and Victim Manager appointed. Restorative Practice Workers centralised under their line management to promote consistency and best practice. Restorative Practice Workers embedded into risk panels and out of court disposal panels to promote the views and wishes of victims. RP Training delivered across the service.</p> <p>Continued work is required to ensure that information sharing between West Midlands Police and Birmingham Childrens Trust (YOS) is robust so that all consenting identifiable victims can be offered a service.</p> <p>Work needed to improve victim attendance at referral order panels, increase direct reparation opportunities and understand and improve victim satisfaction.</p>
<p>Developing a Birmingham YOS culture and vision that secures consistency across the city.</p> <ul style="list-style-type: none"> • Rolling out an all-staff survey; sharing findings and using these to inform development; communication strategy, including service development days. 	<p>Various surveys have been shared in 21-22, with an all-staff survey to temperature check the service in June 2021. This will be repeated in June 2022 and the findings reported to Board. A more structured approach to meetings is in place and a whole service conference was delivered in March 2022.</p> <p>Specialist officers within the service have been centralised to promote consistency where appropriate, local case management practice expectations are being developed and launched and several local policies and guidance documents, including a bespoke induction and supervision templates have been developed.</p> <p>Despite the work delivered, building a culture and a system that is relationship based, sees offending as the symptom and is trauma aware remains a priority. Work has commenced around a YOS trauma working group and this will continue in 22-23.</p>

What else happened in 21-22?

- Reviewed our approach to Out of Court Disposals, underpinned by a local independent review of practice and assessment of best practice across the sector.
- Successfully delivered a substantial recruitment campaign.
- Closed the bail and remand team, expanding the Court team, aligning practices with child first principles.
- Completed a full review of the local delivery of the Appropriate Adult Service, with a decision to bring delivery internal to the YOS.
- Developed a YOS SharePoint Site accessible to all YOS colleagues, promoting consistency, a central point for key information.



9. Performance and Priorities

9.1 Key Performance Targets

9.1.1 Reducing the Number of First-Time Entrants

First Time Entrants (FTEs) to the criminal justice system are classified as those children (aged 10 - 17), resident in England and Wales, who received their first caution or conviction in a given period.

The figures are presented as a number and as a rate per 100,000 of the 10-17-year-old local population. The latest national data for first time entrants (October 2020 – September 2021) identifies that Birmingham's performance against this national priority continues to improve year on year. The total number of FTEs between 01 October 2020 and 30 September 2021 was 250 children, a reduction of 23.5% from 327 in the same period the previous year. Over the same period the first-time entrant rate fell from 266 children per 100,000 to 202 children per 100,000, an improvement of 24.0 %.

Despite progress and continued year on year reductions, BYOS is performing worse than the England and Wales average (154 per 100,000), though performance is similar to other Core Cities and its Youth Justice Service Family.

Analysis of locally held data for 2021/22 (a different period to the national dataset presented above) has identified:

- Most first-time entrants were aged 15-17, with 54% aged 16 or older.
- 8.8% of first-time entrants were female.
- Violence Against the Person was the most prevalent offence category accounting for 95 offences, 53.0% of all proven offences for first time entrants. Compared with the same period in 2020/21, the category shows a decrease of 32.1% in the number of offences.
- 46.4% of children becoming a first-time entrant had an identified special educational need.
- Black and Black British children are over-represented appearing at approximately twice the rate of their incidence in the general 10-17 population.

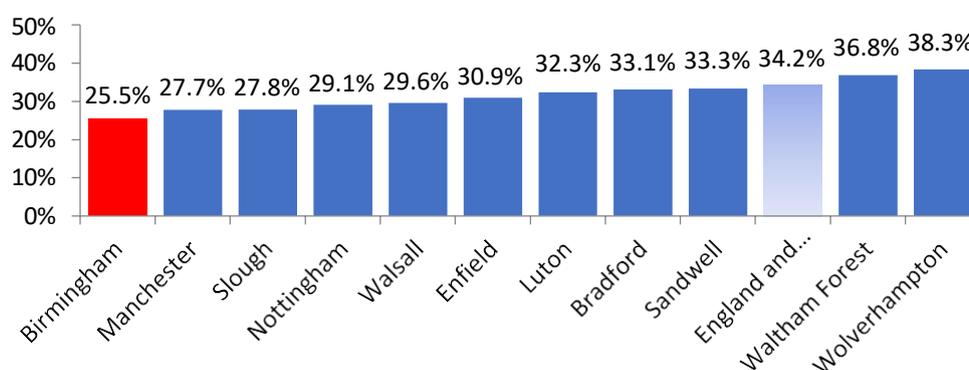
- Black, Asian, and mixed heritage children accounted for 63.0% of all First Time Entrants compared with 55.0% in the general 10 -17 population.
- Of the children becoming a first-time entrant, 34.8% received Youth Cautions, 58.0% first-tier outcomes, 5.5% community penalties, and 1.7% were sentenced to custody.

This plan later sets out clear plans to improve practice and performance in this area. Alongside continue scrutiny by the YOS Partnership Board, work in 22-23 will see the launch of the YOS Prevention offer, a strengthening of diversion and use of OOCs and a new system to scrutinise every child becoming a FTE.

9.1.2 Reducing Re-offending

The latest national figures (April 2019 – March 2020) show the Service is performing better than the England and Wales national average and is in the top quartile of all Youth Justice Services across the country. The Service also continues to perform well in comparison with others in its statistical family.

Re-offending Rate per 100,000: Apr 2019 to Mar 2020 cohort



Within this cohort were 642 children, the largest nationally, with a 25.5% re-offending rate, which was one of the lowest within its statistical family and lower than the England and Wales average.

An analysis of AssetPlus data for Birmingham children shows that those who re-offended were more likely to:

- Have Special Educational Needs.
- Be experiencing issues around school attendance/exclusion.
- Be living in families where there is evidence of intergenerational offending, parental substance misuse and/or mental health.
- Be children in care.
- Have a high number of previous offences and outcomes
- Be at risk of gang affiliation and exploitation

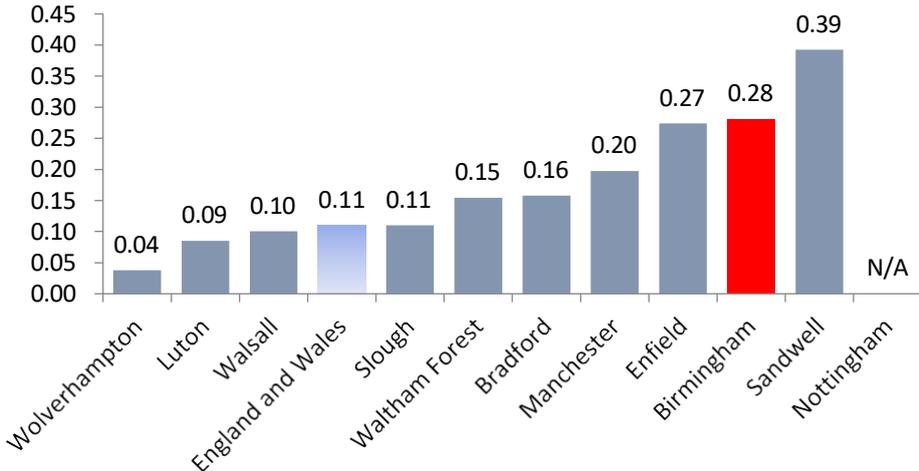
Whilst performance in this area compares favourably, there is more to do. At the heart of the work to improve re-offending in children is the move towards truly becoming child first, trauma informed and responsive and relationship based in our approaches. Investment in relationship-based interventions,

fundamental changes to key policy and procedure and the development of new case management planning and review systems will support improvements in this area of practice and performance.

9.1.3 Reducing the Use of the Secure Estate

This indicator compares the number of custodial sentences against the 10 –17-year-old population of a local area.

Rate per 1,000 of the 10-17 population



Birmingham has a higher rate of custodial sentences than the national average, although within the range of other Core Cities. Whilst it is positive that the number of children sentenced to custody in Birmingham has decreased, from 40 in 2020/21 to 19 in 2021/22, this remains an area of focus for the Trust and Service.

The latest national data for custodial sentences (January 2021 – December 2021) shows the Service is performing worse than the national average and worse than most other members of its statistical family. Analysis of local data for 2021/22 (a different period to the national dataset) has identified that:

- the majority (63%) of children sentenced to custody were aged 16-17.
- Boys of either Black or Black British ethnicity or mixed heritage backgrounds remain over-represented, appearing at approximately four times the rate in comparison with the general population.
- Black, Asian, and mixed heritage children accounted for 78.9% of all children receiving a custodial disposal compared with 55.0% in the general 10 -17 population.
- There were no females sentenced to custody.
- Violence Against the Person is most prevalent offence category accounting for 30 offences which is 48% of proven offences.

9.1.4 Remand Bed Nights

A remand to youth detention accommodation is currently to either: a secure children's home (SCH); a secure training centre (STC); or a young offender institution (YOI).

Between 01/04/2021 and 31/03/2022, a total of 45 Birmingham children were remanded to the secure estate, representing a 25% decrease from 60 in the previous year. Those 45 children spent a total of 4710 nights held on remand (average of 104 nights per child) in comparison to 60 children, spending 5429 nights in custody in the previous year (an average of 91 nights per child).

In 2021/22 children placed in SCHs spent on average a longer period on remand (103 days) compared with those in STCs (44 days) and those in YOIs (96 days).

Of the 45 children remanded during the period:

- 29 (64.4%) were Children in Care at the time of the remand.
- 6 were previously a Child in Care.
- 15 children (33.3%) gained Child in Care status as a result of their remand.

The plan sets out the work delivered to ensure that custody, including remand is reserved for those children charged or convicted of the most serious offences and who present the greatest of risks to society. Developments so far have seen positive reductions in the use of remand and custodial sentences, yet these remain key priorities for the partnership with ambitions to further reduce the number of children in the secure estate. The rise in serious youth violence presents real challenges to this area of performance, however, the plan also outlines intentions to work collectively to understand and reduce this. Plans include continued work to strengthen packages of bail support, ensuring that the local Intensive Supervision and Surveillance offer is robust and credible, improving management oversight and the quality of Pre-Sentence Reports and developing constructive resettlement for our children.

Examining the quality of practice where children are in custody and are transitioning back to the community forms part of the audit plan for 22-23. As part of this audit, assessing work prior to any remand, during custodial sentences and including resettlement practices will shape our developments in these areas.

9.1.5 Local Performance Indicators 2022-23

Work has commenced to review the local indicators for 22-23, to ensure that they align with the key priorities for the service, approved by the YOS Partnership Board in February 2022. The indicators provide a high-level indication of performance that will allow for robust governance and accountability around service activity. Supported by more detailed gathering and analysis, findings will drive service improvement and development.

Health

- % of children assessed with AssetPlus with an identified Health need referred to a specialist service where necessary
- % of children receiving a speech and language screening

Victims

- % of identifiable victims contacted

- % of victims engaged with by the Service who respond to follow up that are satisfied with the service received.

Education Training and Employment

- % of children ending their engagement with the Service, where they have maintained or improved their education or employment engagement
- % of school age children with no school place

Serious Youth Violence

- Track a cohort of children convicted of SYV (Serious Youth Violence) for 12 months, report at 3,6,9 and 12 months to identify: re-offending patterns, seriousness, changes in risk, safety and well-being and formulate responses.

Staff Performance and Supervision

- % of staff subject to formal performance management
- % of staff receiving supervision in line with the BCT Supervision Policy

9.2 Education

Priority - *All children working with the YOS have access to education, training or employment that is appropriate and responsive to their needs*

The engagement of children into positive education, training, and employment (ETE) is a clear protective factor that contributes significantly to the prevention and reduction of offending. As such, in 22-23 the Service will re-commission, with a revised specification, education support for school age children. Investment will increase in 22-23 with the establishment of a new Education Project Co-ordinator.

Within BYOS, our aspiration is that:

- Every child who is struggling to engage in education is offered the support of a specialist education practitioner to support and promote engagement and reduce risk of exclusion.
- Support delivered by any commissioned service will take a trauma informed and restorative approach and will respond to the disproportional effect of discrimination in society, taking positive action to remove the barriers that inhibit engagement in education.
- Specialist education practitioners take a holistic, strengths-based approach to raising aspirations, building self-esteem, developing confidence, and help our children discover their talents and reach their potential.
- Our children have support from practitioners who believe in them, and who will work tenaciously to advocate on their behalf and champion them.
- Schools and alternative education providers are supported through the information we can provide to help them to better understand our children's needs.
- Where necessary we explore and identify or commission additional "in service" resources to support successful re-engagement.

In 22-23 the establishment and monitoring of a Birmingham YOS Virtual School register supports this priority. This will provide a timely and accurate overview of our children's engagement with education.

This register will provide clarity around their School roll status, along with details of their exclusion history, SEN needs and attendance levels. This additional level of information will enhance our educational assessments. However, critically it will also enable improved tracking, monitoring, and management oversight, creating the ability to proactively target support to ensure children are accessing a suitable education offer.

Within Birmingham we have a disproportionately high number of children with Education, Health, and Care plans (EHCP) and special educational needs (SEN) open to the Service. In our recent response to the YJB (Youth Justice Board) ETE enquiry 49% of children open to the Service had SEN support needs with 19% having an EHCP. In addition, a significant number have undiagnosed SEN needs and have not previously had their educational learning needs assessed, often due to sporadic or non-attendance. The Service continues to support children by providing access to Speech and Language Therapists who can assess and provide diagnostic reports, work directly with children, and provide support for Case Managers in their work.

The YOS now reports monthly to our Partnership Board Education lead and Board Sponsor, those children open to our Service who have no school place, allowing for further analysis and action to be taken.

The YOS employ an ETE Strategic Lead who has a clear and dedicated focus to support this priority. The ETE Strategic lead works closely with Partnership board members and sponsors, including the Head of Admissions and Alternative Provision within the Local Authority, the Head of City of Birmingham School Pupil Referral Unit, and the Head of Service for the 14-19 Team.

Within BYOS there is a wide and varied range of support and interventions available to all children, including:

- Speech and Language Therapists - commissioned to assess, plan, deliver direct interventions and provide advice, support, and coaching to YOS staff.
- ETE Re-engagement Programme - provides part time vocational training and accredited outcomes, delivered one to one or in small nurture groups, to act as a catalyst for re-engagement to mainstream ETE.
- Functional Skills provision – provides one to one education in Numeracy and Literacy where this is a barrier to re-engagement with ETE.
- Entrepreneurial courses – a credible provision for those who are motivated to learn how to make money legally.
- Boxing mentoring anti knife crime programme – boxing sessions, used to engage children in positive activities whilst having conversations around the dangers of knives.
- Music Studio Project - delivers high quality music making activities in a fully equipped professional recording studio. Children work alongside Producers, Lyric Writers and Musicians developing skills in the creative music industry and given a platform for expression and performance.
- Skill Mill Employment Scheme – provides 6-month employment opportunities for children, with a highly skilled and supportive YOS Skill Mill supervisor to support them in their employment journey.

The Service also benefits from strong partnerships with key organisations and other initiatives that support our work to promote engagement in education, training, and employment for our children. These include:

- Change Grow Live (CGL) Youth Promise Plus Project - providing intensive mentors to support children to secure ETE.
- Catch 22 Creating Opportunities programme – with links to work experience opportunities and major employers, and able to offer managed move support for those in ETE but are looking to a new opportunity.
- Aston Villa VIP and Chances Programme –funded programmes offered by the Aston Villa Foundation providing a sport based mentoring programme and diversionary sports sessions, with the aim to improve ETE outcomes.
- Choices Mentoring Resettlement programme – funded by the Violence Reduction Partnership (VRP) to provide holistic support for those coming out of custody and those at risk of Custody.
- The Alternative Provision Specialist Taskforce – a multi-disciplinary team, which includes YOS seconded staff, based within the Pupil Referral Unit (PRU) environment to support those at risk of disengagement and improve their educational outcomes.
- The SAFE taskforce – support for mainstream schools for children at risk of permanent exclusion and reduce Serious Youth Violence.

In addition to the support provided above, the YOS will also commission bespoke services for children based on individual need where required.

9.3 Health

Priority – *Ensure that the health needs of children involved with the service are fully assessed, understood, and responded to effectively*

In 21-22 a detailed report was presented to the Birmingham YOS Partnership Board within which the health needs of 211 children were analysed. The findings of this revealed:

- 174 (82.4%) had a recorded GP.
- 29 (14.3%) children had an assessed physical health need.
- 126 (59.7%) children had an assessed substance misuse need.
- 132 (63.3%) children had an assessed mental health need.
- 146 (74.1%) children had an assessed speech and language need.

It further revealed several areas for improvement including:

- Completion of speech and language screening tools where there is an assessed need.
- Understanding the extent of neurodiverse conditions our children experience.
- Onward referrals and practitioner use of specialist health support.
- The need for further assessment around sufficiency of health support in the Service.
- Support for children who have experienced loss.

In 22-23, the service, with partners, have given a commitment and set a clear priority and expectation that every child coming into the youth justice service is able to benefit from a holistic health assessment

and appropriate support based upon need. A YOS Health Taskforce has been established as a subgroup to the YOS Partnership Board and is attended by senior health officers across the city. This work further benefits from three board sponsors and YOS staff who have volunteered to support this work.

Activity linked to this priority in 22-23 will include:

- Improvements in practice with the aim that our work with children is underpinned by a robust understanding of their health needs, including robust mechanisms for identifying and responding to neurodivergent children.
- A review of existing YOS Health arrangements, assessment of services based on local need and data analysis and a subsequent review of commissioned services, service specifications and contracts.
- The continued scoping of best practice in this field nationally across youth justice services but also within published reports, including recommendations from HMIP youth inspections. Links have been established with YJB National Strategic Lead for health to advise and support BYOS on this workstream.
- Ongoing work with the West Midlands Violence Reduction Partnership to ensure that services commissioned by them are maximised.
- Progressing psychology resource within the YOS to support case consultations, formulations, and individual and group staff reflective sessions, further strengthening trauma informed and psychologically informed perspectives across thinking and practice.

With partners, the service is committed to ensuring that the health needs of children in youth justice are understood and responded to. The health taskforce will ensure that this remains a high priority.

9.4 Over-Represented Children

Priority - Tackle disproportionality where it exists across the service

Children from a range of backgrounds and experiences are over-represented in the Youth Justice System. Local data and research indicate an over-representation of:

- Children in Care or children who have experienced social care processes.
- Children who have experienced trauma, adversity including exploitation.
- Children who have experienced exclusion from school, including permanent exclusion.

However, ethnic disparity in the Youth Justice System continues to be the single greatest challenge across the partnership and is an area we are committed to tackling. The Service continues to place a high priority to identifying and addressing issues of disproportionality, including ethnic disparity at all points within the system.

In 21-22 analysis of local data indicated in comparison to white children, all other ethnic groups combined accounted for:

- 63.0% of all First Time Entrants compared with 55.0% in the general 10 -17 population.
- 59.2% of all children receiving out of court disposals compared with 55.0% in the general 10 -17 population.
- 84.2% of all children receiving a custodial sentence compared with 55.0% in the general 10 -17 population.

- 81.1% of all children receiving a disposal for knife enabled offences compared with 55.0% in the general 10 -17 population.
- 65.7% of all children with a proven re-offence compared with 55.0% in the local YOT area 10 -17 population.

In 21-22 the Service:

- Established the members of the disproportionality working group, including board sponsors and practitioner representation.
- Sought volunteers to be disproportionality champions across BYOS.
- Invited the Trust Equalities and Diversity Manager to share the Trust Equality and Diversity Plan with Managers.
- Revised the Pre-Sentence Report quality assurance tool, with a focus on ethnic disparity.
- Developed and launched a PSR feedback form for Magistrates that captures the child's ethnicity and concordance with recommendations.
- Revised the out of court disposal processes, to ensure that it is child first considering the needs and vulnerabilities of the child, alongside risk to others.

In 22-23 the Service will:

- Deliver training around equality, diversity, unconscious racism, exploring the potential for local sentencers to join this event.
- Establish mechanisms for the monitoring, review and analysis of every first-time entrant, challenging decisions in real time.
- Explicitly consider adultification bias that specifically affects black children resulting often in their exclusion from being considered vulnerable, weaving this into every process reviewed and developed.
- Work with the Safe Taskforce as an active member of the board that intends to monitor ethnic disparity in relation to school exclusions.
- Strengthen relationships with community organisations and the third sector, improving our ability to support children and parents and carers to build systemic resilience through better access to local opportunity.
- Ensure that we have effective systems in place that are culturally sensitive and encourage feedback and participation.
- Exploring and developing appropriate interventions and group work, that responds to the needs of our children.
- Work across the region to understand and tackle the unnecessary criminalisation of children in care.

In support of our work and commitment to this area of practice, BYOS is currently working with Traverse, participating in the YJB's research project, "Understanding ethnic disproportionality in reoffending rates in the youth justice system". BYOS is also working with the Centre for Justice Innovation to capture the views of children who have experienced diversion and out-of-court disposals, particularly relating to ethnicity. The Centre for Justice Innovation anticipates that this project will expand the evidence base on diversion and provide clear practice recommendations informed by children. Once the final reports from

both research studies are available, BYOS will incorporate the findings into an evidence base of what is needed in order to try to reduce over-representation.

9.5 Prevention

Priority – Develop the YOS Prevention Offer

BYOS has historically employed dedicated Anti-Social Behaviour (ASB) Officers. However, their remit was limited to solely ASB preventative work. To address the growing need for a much more innovative and modern preventative offer for Birmingham children and their parents/carers, in 21-22 BYOS committed resources to a dedicated Targeted Prevention Team.

Prevention is defined by the YJB as *‘support and intervention with children (and their parents/carers) who may be displaying behaviours which may indicate underlying needs or vulnerability. In practice this involves a tiered approach of early and targeted prevention. The aim being to address unmet needs, safeguard, promote positive outcomes and stop children entering the formal youth justice system.’*

Recognising the value of prevention, a Prevention Team Manager was established and appointed, ASB Officers were re-designated to Prevention Officers and the team was expanded by 2 Prevention Officers. The YOS Prevention Team will predominantly provide a Targeted Prevention offer, although may well collaborate with BCT Early Help Services around early prevention where children are identified as being on the cusp of criminality or ASB. This parallel approach will be piloted in 22-23 and will enable the Service to strengthen practice and performance around reducing children becoming first time entrants to the system.

In 22-23, the criteria, pathway, referral, and assessment process will be finalised and launched, and work is ongoing to ensure that the team adds value and complements existing provision across the partnership.

- Whilst still maintaining the referral pathway for ASB matters from neighbourhood Police and housing, the team will expand its remit to also include requests for support from schools, Children’s Services, community groups, youth services, and parents/carers or self-referrals from children.
- Notwithstanding ASB matters, all preventative work will be consent based and voluntary.
- The focus will be to provide early help to children at risk of entering the criminal justice system.
- The Department for Education has funded an Alternative Provision (AP) Taskforce from September 2021 to August 2023. This is based and managed in the City of Birmingham (COB) Pupil Referral Units. BYOS has seconded 3 Prevention Officers into the AP Taskforce and the Service will work closely with the Taskforce and will sit as a member of the Taskforce Steering Group.
- From June 2022, a new and innovative partnership will commence at Birmingham’s custody suite. Through working in partnership with WMP, agreement has been reached where BYOS will be based in the custody suite Monday-Friday 9am-5pm offering a daytime Appropriate Adult service alongside prevention advice and support. Where children are arrested and subsequently no further action is taken or they are bailed, they and their parents/carers will be able to be connected to a Prevention Officer at the custody suite. The Prevention Officer can advise about the support that is available to them through the YOS or other services available. This means that

children are identified from a very early stage in terms of likelihood of offending, and research shows that the earlier an intervention, the more likelihood of reduction/desistance.

9.6 Diversion and Out of Court Disposals

In 21-22, BYOS undertook a full review of the local Diversion and Out of Court (OOC) processes to ensure all Birmingham children arrested, where appropriate, received fair access to diversion from the formal youth justice system. Diversion is defined by the YJB as the process *'where children with a linked offence receive an alternative outcome that does not result in a criminal record, avoids escalation into the formal youth justice system and associated stigmatisation. This may involve the YJS delivering support / intervention that may or may not be voluntary and/or signposting children (and parent/carers) into relevant services. All support should be proportionate, aimed at addressing unmet needs and supporting prosocial life choices.'*

Police forces have a range of options available when dealing with children who have offended that either avoid criminalising them or avoid them having to be dealt with via the formal court systems.

Local data analysis underpinning this review highlighted issues around the outcomes for children at local panels including, minimal use of No Further Action, including Outcome 21 and 22 and a gap in the use of Youth Cautions.

This review, started in 21-22 and concluded in 22-23, was conducted collaboratively with WMP colleagues. As part of this review, a refreshed policy, set of practice expectations, and specific assessment tool were developed with West Midlands Police, co-chairs of the Panel, and was consulted on across the Service. The revised and bespoke assessment tool begins with the child first, incorporates their voice, includes the risk and desistance matrix from AssetPlus and includes a co-produced plan. The result is a high-quality system, that is professional, child first, trauma informed, and victim focussed. The Panel leads to timely joint decision making and seeks to achieve the right outcome for the child, that aims to prevent re-offending.

Under the new system:

- Assessment, approaches, and language are underpinned by child first principles.
- The refreshed OOC assessment tool starts with the child and has a clear section so that their voice is heard at Panel.
- There is a focus on the impact of trauma, maturity, development, and communication needs and offending.
- The views and wishes of the child, parents/carers and victims are all considered.
- The views of victims, parents and carers are represented through specialist practitioners and are afforded high significance in the discussions and decisions. Opportunities for restorative justice are considered in all cases.
- Decisions are proportionate and appropriate and informed by multi-agency information sharing and discussions with key partners.
- Diversion is considered in every case.
- Diversity, equality, and disproportionality are considered.

Across the West Midlands, Community Resolution (CR) diversions can be given to children without consultation with the local Youth Justice Service. These CRs can sometimes include direct referrals by WMP to an OPCC (Office of the Police and Crime Commissioner) commissioned service DIVERT, delivered by Cranstoun where children are found in possession of drugs.

Conversations have started within the West Midlands Youth Improvement Board to consider Police only CR's further and to explore the potential for all decisions regarding children to be made via local out of court panels. Conversations will continue in 22-23 with the development of a West Midlands Out of Court Disposals (OOCD) Protocol.

Where children currently receive a CR, issued directly by WMP without consultation, BYOS has a robust screening Panel. Each decision is reviewed jointly by a Seconded YOS Police Officer and a YOS Manager to determine whether further YOS involvement could be beneficial for the child.

The work above is strengthened further through the commitment of the service to divert at every possible opportunity, including when children reach court. At the Court front door, a daily Court meeting screens all children and identifies those who may be suitable for diversion back to OOC Panel. Any such children are discussed with the Crown Prosecution Service and WMP and in 21-22 the service has successfully diverted several children to the OOCD Panel in this way.

BYOS is a core member of the quarterly Scrutiny Panel, chaired by a member of the judiciary, looking at a sample of children subject to OOC diversions. As part of the development of a pan West Midlands OOCD protocol, this scrutiny panel will be considered to ensure that it is effectively meeting the needs of children.

9.7 Serious Violence and Exploitation

Priority - Improve the multi-agency management of risk and safety and well-being

In 2021-22 167 serious youth violence offences were recorded against 99 children. This resulted in 103 outcomes. In comparison with 2020/21, this represents a 41.5% increase in the number of serious youth violence offences from 118, a 17.9% increase in the number of children (from 84) and a 18.4% increase in the number of outcomes from 87.

- Robbery accounted for 75% of the offences, with violence against the person the remaining 25%.
- Black and mixed ethnicity children are over-represented, representing 26.3% and 25.3% respectively, versus 10.7 and 8.4% of the 10-17 population.
- 52.5% of the children receiving an outcome for serious youth violence were assessed as having some form of educational need.
- 15% were a child in care at the time the offence was committed.

Understanding and responding to serious youth violence, gangs and the exploitation of children is a priority for the Birmingham Partnership. In supporting this aim:

- Birmingham YOS is a core member of the Gangs, Serious Violence and Organised Crime Strategic Board.

- The service is contributing to the development of a Serious Violence Strategy, linked to the Serious Violence Duty and the requirement within this for Youth Justice Services to work with partners to prevent and reduce Serious Youth Violence.
- The Head of Service is the co-chair with WMP of the recently re-formed Gangs and Serious Youth Violence Operational Group.
- There has been a full review of interventions available across the service with a focus on relationship-based practice and trauma informed responses to children.
- Investment and resources are being directed at the root causes of offending in children, i.e. health and education.
- The service is a key partner of the EmpowerU Contextual Safeguarding Hub and contributes to daily discussions and planning around children identified as at risk of exploitation and/or gang affiliated.
- In 22-23, a review of dedicated YOS investment in the EmpowerU Hub will be explored.
- Specific training for YOS staff will be delivered in 22-23 to support improved knowledge, understanding and practice in tackling this area.
- The Service continues to have a dedicated Prevent Lead at Practitioner level, representing the Service at relevant forums and promoting best practice across case management.
- The prevention offer as it develops will consider responses to children arrested and released under investigation or where no further action is taken, ensuring every possible early intervention is explored.

9.8 Constructive Resettlement and Use of Custody

In 21-22, in response to the local analysis of use of custody, through a range of targeted activity, Birmingham has successfully reduced the number of children being sentenced to custody and remanded. This included:

- A full review of the Pre-Sentence report processes including the development of a new report template and robust practice expectations to practitioners and managers providing management oversight. This was shared as best practice in a YJB Bulletin.
- Attendance and discussion at Magistrates forums around use of custody and the credibility of community-based options.
- The development of a feedback form for sentencers to use to support continued development and improvement of local practice.
- Strengthening approaches to packages of bail support, including involvement of the Intensive Supervision and Surveillance (ISS) team, where appropriate.
- Establishing and embedding a system around the use of Pre-Sentence Panels in all situations where children are at risk of custody.
- The development of an oversight tool where a Custodial Sentence or Remand into Youth Detention Accommodation (YDA) or Local Authority Accommodation (LAA) is made.

As a service there remains commitment towards ensuring that children should only be remanded or sentenced to custody as a measure of last resort. Custody can have a long lasting and traumatic impact on children and can adversely affect their life chances. Where the YOS assessment indicates that the risks

presented by children can be managed in the community, BYOS will always endeavour to advocate and support applications for bail or provide the courts with credible alternatives to a custodial sentence. Whilst progress has undoubtedly been made in this area, there remains more to do and in 22-23, there are several key activities that will be progressed.

- Reviewing practices with children's social care and placements teams where children are at risk of remand/custody to ensure that a robust joint plan is available for sentencers to consider.
- Ensuring that services within the Vulnerable Young Peoples Directorate, including Family Group Conferencing, Lifelong Links and Preparation for Adulthood are considered for children at points of transition and that children and parents and carers are connected as appropriate.
- Ensuring that all children being released from the secure estate are offered the support of the Violence Reduction Partnership commissioned services, in addition to the support available within BYOS.
- Commencing the conversations locally, including the OPCC to explore opportunities around alternatives to remand, including offering support to the current recruitment campaign for additional remand foster carers and placements.
- Exploration of opportunities to second an officer into Werrington YOI.
- Establishing a process and clear pathway whereby children subject to repeat, and often lengthy remand can be discussed with colleagues within CPS and HMCTS (Her Majesty's Courts and Tribunal Services) with a view to considering alternative solutions.

9.9 Restorative Justice and Victims

Priority - *Ensure that services to victims, including child victims, are considered in all cases, and are delivered well*

In recognition of the importance of support to victims and the need to improve, in 21-22 a Restorative Practice and Victim Manager position was established and appointed in the Service, to coordinate and bring consistency to the existing team of Restorative Practice Workers. Alongside this appointment and aligning with our drive to have relationship-based practice at the heart of what we do, a whole service restorative practice and leadership training programme was successfully commissioned and delivered.

Further investment in 22-23 will see a Referral Order and Volunteer Coordinator position established and recruited to, further supporting the offer to victims of youth crime. This will not only increase opportunities for victims to participate in restorative practice through attendance at Panels where appropriate but will also seek to review and standardise processes and practice.

In 22-23 the service will develop a clear policy and set of practice expectations relating to our work with victims, ensuring that the service is fully compliant with The Code of Practice for Victims of Crime England and Wales (Victim's Code). Furthermore, it will seek to clarify YOS practice expectations including:

- Ensure that every identifiable victim who has consented to support from the YOS is contacted within an agreed timeframe.
- Scope and clarify all available opportunities for victims to engage in restorative justice allowing children to make amends for harm caused.

- Ensure that the views, wishes and feelings of victims are represented and considered in appropriate multi agency forums, including Out of Court Disposal Panels, Pre-Sentence Panels and Risk Panels, improving victim safety planning.
- Establish systems for the collation, analysis and reporting of victim feedback including satisfaction with services received from the YOS, ensuring impartiality, and including opportunities to feedback anonymously where required.
- Clarify the expectations of joint work between the YOS Case Manager and Restorative Practice Workers.

In 22-23, victim contact, and impact will form part of the local indicator set reported to the YOS partnership Board. Quantitative and qualitative data will be available across the service and reported, allowing for detailed analysis that will drive development.

9.10 Standards for Children in the Justice System, Practice Quality and Consistency

Priority - Develop a Birmingham YOS culture and vision that secures quality and consistency of practice across the city

Substantial work has been delivered to understand better local areas for improvement and in 21-22 the internal audit and review programme consisted of:

- Five internal audit programmes, including children on court orders, children in custody and children subject to out of court disposals.
- The commissioning of an external consultant to undertake assessment exercises on Out of Court work and case management for children on court orders.
- Four internal learning reviews.
- An internal review of children placed at Oakhill Secure Training Centre, commissioned by the Head of Service at the time when concerns were raised about safeguarding practices within the establishment.

The findings from this activity included:

Areas of Good Practice	Areas for Development
YOS staff demonstrating relational practice	Quality and timeliness of assessments
Evidence of improvements made in quality of assessment and out of court process between the first external assessment exercise and the 2 nd one.	Quality of assessment and risk and safety management planning
Good liaison with parents and cares including when their children were in custody	Improvement in gathering information from key agencies
The day-to-day work with the children to implement their sentence was strong	Quality of the child's plan
Good joint working with partners	Improvement in the provision of ISS interventions

	Improvement in contact frequency and contact recording
	Quality of management oversight
	Increase in professional challenge and escalation

Birmingham YOS is on a journey of significant transformation and improvement. Whilst there have been several developments and improvements implemented in 21-22, which are beginning to show impact, the findings above, indicates there is more to do. In response, the following action has been taken or is underway:

- Review of Policy, Procedure and Guidance Documents including the development a set of clear and succinct practice expectation documents and reminders of key Trust and Safeguarding Policies, including the Resolution Protocol.
- Significant workforce development improvements including:
 - A new robust YOS specific induction process to accompany the Birmingham Childrens Trust Induction process.
 - Internal YOS Practice Development Sessions from May 2022
- Improved Partnership Working
 - With West Midlands Police and Electronic Monitoring Service (EMS) to improve the communication, monitoring, and enforcement.
 - With Oakhill Secure Training Centre to ensure incident reports are shared.

In 22-23, a Quality Assurance (QA) Framework will be developed and launched. This will include:

- A review of the current case management audit tool.
- Development of a local set of Practice Expectations and Standards.
- Audit activity alongside the case manager and line manager where appropriate.
- Contact with the child and parent/carer and victim (where appropriate) to seek their views on the services they are receiving.
- Production of 7 minutes briefings for all audits and reviews, identifying good practice, areas for improvement and actions.
- A programme of full case management audits and thematic audits, increasing overall audit activity within the service.

Planned audit activity in 22-23 includes:

- Managers Benchmarking exercise – June 2022
- Supervision Audit – July 2022
- Management Oversight Audit – August 2022
- Full case management audits in October and December.

9.11 Challenges, Risks and Issues

This is undoubtedly an exciting time for Birmingham YOS, and this plan has set out the opportunities and transformation plan for 22-23 and beyond. The scale of change within the Service is unprecedented, and whilst this brings with it opportunities, it also presents some challenges.

As previously discussed, Birmingham YOS is the largest in England and Wales. Consistency and quality of practice was an area highlighted as needing improvement in the latest HMIP Inspection. Although several key initiatives laid out within this plan seek to support improvements in this area, the scale of the city and Service means achieving consistency is more of a challenge and requires the structured approach to reform that is in place.

Alongside continuing the ambitious plan for reform, 21-22 has also seen a large-scale recruitment campaign with a number of staff leaving the service requiring replacement and new positions being established. As we endeavour to develop a robust workforce development plan, there has been substantial internal investment to ensure all new starters have the absolute best start to their career in youth justice. This has included internal training and development to ensure YOS staff have the skills and knowledge to deliver the best possible service to our children, parents and carers and victims.

In 22-23, the Service will replace its' current Case Management System, a decision taken to support the transformation programme and Service modernisation. There are 195 active users of the existing system, and migration to a new system will both require substantial resource and preparation, and transition will not be without its risks. A project group is developing the service specification and working through procurement processes to ensure that the new system purchased has the capability to move a Service the size of Birmingham without substantial disruption to service delivery.

Serious Youth Violence within Birmingham is rising. This not only presents the YOS and its partners with some challenges, but also leaves many of our children, victims and communities at significant risk of being seriously harmed. This rise in serious youth violence cross cuts with concerns regarding exploitation and gang affiliation, which often has its root causes in exclusion, poverty, abuse, and neglect amongst other things. This plan has clearly set out that we cannot tackle offending in isolation and has articulated the service's intention to work differently, creatively and with relationships at the heart of what we do. However, managing and containing risk through external controls is also a critical element to this and to the safety of victims and communities. A revised Risk Reduction Policy and set of operating procedures will support effective risk management and promote victim safety.

In 22-23, through the programme of activity outlined in the Board development section of the plan, the YOS Partnership Board will be further strengthened, under the leadership and direction of the Independent Chair, John Drew.

10. Service Improvement Plan

BYOS remains on a substantial improvement journey, with ambitions to get to outstanding. Our drivers align with those set out within the strategic YJB 21-24 plan.

In support of this ambition, the service benefits from a robust improvement plan. This plan not only responds to the findings from the latest service inspection by HMIP, but also captures:

- All development work being delivered under the strategic oversight of individual members of the leadership team, as has been set out within this plan.
- The recommendations from internal learning reviews and audits.
- Recommendations from HMIP Youth and thematic inspections, to help shape and influence local priorities and work.

- Recommendations from safeguarding practice reviews and other relevant inspections.

This plan is subject to the strategic oversight of the Head of Service and progress is reported to the YOS Partnership Board, the YJB (through additional monitoring) and Trust Executive. Planning and delivery benefits from a project manager who meets regularly with action owners to ensure that the plan is being delivered as expected.

As services are reformed, reference to findings will be a key consideration as we benchmark local practice against these, work creatively, innovatively and strive for excellence.

10.1 Workforce Development

In 21-22, there has been substantial work to invest in and develop the YOS workforce. As a service we are committed to ensuring that all staff have the appropriate skills and knowledge and are effective and competent to deliver high quality services to children, parents and carers, and victims. In addition, we want our teams to have access to a range of relevant development opportunities including opportunities to support their personal growth and professional development.

To fulfil the vision of a high performing, highly trained workforce, in 22-23 there has been a substantial increase in the training and development budget. The YOS 22-23 workforce development plan takes full advantage of training opportunities delivered by:

- The wider Birmingham Childrens Trust Academy.
- The Birmingham Safeguarding Childrens Partnership.
- The West Midlands Violence Reduction Partnership.

In addition, we will maximise the expertise within YOS to deliver in-house training, but have also committed resource to commissioned training for staff, including:

- Grief and Loss and links to offending in children.
- Understanding and responding to exploitation and serious youth violence.

Work commenced in 21-22 will continue in 22-23 and has included to date:

- Development of a training matrix to capture the various training requirements both mandatory and optional for the full complement of YOS staff including specialist staff.
- Integration with the Trust's Learning Academy so that all YOS training can be managed via this platform allowing for attendance monitoring and reporting.
- The development of a robust and effective induction programme bespoke for different roles within the service.
- The commencement of work on a Workforce Development Strategy to capture and set out the workforce development vision and principles Birmingham YOS aspires to including:
 - A restorative trauma informed approach both in the delivery and participation of all training.
 - A training plan that is robust and achievable, based on the learning from internal and external reviews; inspection findings and recommendations; internal audit activity; the training and development needs of the staff group and the health and well-being of staff.

Training Highlights from 2021-2022

- Appropriate Adult Training - all practitioners have undertaken Appropriate Adult training in preparation for the commencement of the AA in-house service provision from June 2022.
- Restorative Practice Training - all staff have undertaken a 2-day Restorative Practice Training, including a separate leadership programme for managers.
- Assessment Benchmarking - managers have taken part in a benchmarking exercise with a focus on quality assurance of AssetPlus, facilitated by the YJB.
- AssetPlus - all new case managers and managers have undertaken full AssetPlus training. This was also offered out as a refresher for those requiring it.

Training Impact

- In January and March 2022, two independent casework reviews were conducted around practice as it related to pre-court and post-court disposals. Between the 1st and 2nd review, all case managers had undertaken the AssetPlus training and in the feedback from the 2nd review, it was highlighted by the independent reviewer that the quality of the casework demonstrated the positive impact of this training.

Training Highlights for 2022-2023

In 22-23, having considered the local data analysis, and in support of the priorities, the following training will be delivered:

- Gangs, serious youth violence and disproportionality for all practitioners and some managers.
- Grief, Loss, and attachment – for all practitioners and some managers.
- Child Protection (with a focus on common child protection concerns for adolescents).
- UNITAS courses available for staff: Youth Diversion; Child First Effective Practice; Professional Certificate in Effective Practice.
- Equality and Diversity Training for all staff.

10.2 Board Development

As previously discussed, Birmingham YOS Partnership Board commits to meeting 8 times per year with 4 main boards and 4 practice Boards. The main Board meetings fulfil the governance requirements for the service, while the Practice Boards enable the senior partners to work alongside the service's management team on the key issues that need to be addressed to make the service outstanding. As such they are a key component of the Board's development.

Each area of focus has an assigned YOS lead, together with at least one Board member as sponsor. Working together between meetings, their role is to drive forward the specific development agendas. Specifically, Board members:

- Provide a key point of contact at board level for discussion and consultation for lead officers within the YOS.
- Champion at board level developments linked to the area.
- Co-deliver updates at board meetings where possible.
- Take an active interest and shared ownership of practice and developments in the area.

The Board and YOS Leadership Team have a clear forward plan, therefore allowing for meetings to be maximised in terms of effectiveness and productivity.

In 22-23, the forward plan has been aligned with Service priorities and is planned as follows:

Practice Board Forward Plan

Date	Board Focus	YOS Lead	Board Sponsor
17 th November 2021	Reducing the use of custody	Kate Albright, Assistant Head of YOS	Mary Spencer, Magistrate, HMCTS
6 th April 2022	Reducing FTE through proactive prevention and diversion	Rachael Phillips, Assistant Head of YOS	Jennifer Pearson, Superintendent, WMP
20 th July 2022	The health needs of our children and local response	Tracey Thomas, Assistant Head of YOS	Emma Cooper, Head of Nursing Complex Care, Forward Thinking Birmingham Gordon Strachan, Commissioning Manager Adult Social Care (Prevention/Complex)
5 th October 2022	ETE Development	David Webb, Strategic Lead for ETE	Steve Howell, Head Teacher City of Birmingham School Alan Mitchell, Head of Service, Schools Admissions, Attendance, Exclusions and Pupil Tracking
25 th Jan 2023	Participation and Engagement in BYOS	Cath Cheshire, Assistant Head of YOS	Mamps Gill, Head of Innovation and Engagement (Midlands), YJB Steve Howell, Head Teacher City of Birmingham School

Main Board Forward Plan

Date	Practice Topic	YOS Lead	Board Sponsor
23 rd Feb 2022	Health and Children in the YJS	Tracey Thomas, Assistant Head of YOS	Emma Cooper, Head of Nursing Complex Care, Forward Thinking Birmingham
25 th May 2022	Quality Assurance and achieving consistency	Cath Cheshire, Assistant Head of YOS	Jenny Turnross, Director of Practice (BCT)
24 th August 2022	Managing Risk HSB (Harmful Sexual Behaviour) Update	Kate Albright, Assistant Head of YOS Nikki Sofia, Team Manager	Dionne McAndrew, Assistant Director (BCT)
23 rd November 2022	Disproportionality (including response to letter from YJB)	Rachael Phillips, Assistant Head of YOS	Dionne McAndrew, Assistant Director (BCT) Mamps Gill, Head of Innovation and Engagement (Midlands), YJB Gordon Strachan, Commissioning Manager Adult Social Care (Prevention/Complex)

22 nd February 2023	Restorative Practice and Victim Support	Tracey Thomas, Assistant Head of YOS	Dionne McAndrew, Assistant Director (BCT)
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In addition, the Board held a Development Day, 'Getting to Outstanding'. This was jointly facilitated by the Head of Birmingham YOS and the Independent Chair of the Board in April 2022. This day focussed on several key areas:

- What is Good Governance?
- The Responsibilities of our YOS Partnership Board.
- The Responsibilities of Board Members.
- HMIP and Local Expectations.

The intention is to continue to build upon the initial development sessions with:

- Effective monitoring of Board Member attendance.
- Twice yearly one to one development and performance sessions between Board Members and the Board Chair.
- A Market Place Event planned for September 2022, to showcase the various strands of work delivered by Birmingham YOS to Board Members and an opportunity to meet YOS staff.
- Exploring the potential to invite Board Members to training commissioned by the YOS.

The Independent Chair is tasked with updating Board member development. Where a collective desire to improve focus on a specific issue or issues arises the Chair and the Head of the YOS will add opportunities for development during the year.

10.3 Evidence-based Practice and Innovation

The primary aim of all developments and improvements happening within Birmingham YOS is to ensure that those we work alongside are supported to achieve the absolute best outcomes, this is at the very heart of what we do and what we stand for. This plan has identified a number of innovative developments and improvements delivered in 21-22 and planned for 22-23, that are underpinned by evidence, research, and other examples of best practice across the sector.

In 21-22 the Service:

- Held an all-staff conference. With 180 attendees, colleagues heard from Dr Alex Chard on the findings of his Punishing Abuse Report, The Chair of the YOS Partnership Board and the Deputy Police and Crime Commissioner for the West Midlands. As part of this day, we 'Re-Imagined Birmingham YOS as Outstanding' and the findings of round table conversations will be further informing future developments.
- A Service SharePoint Site was launched, a central point for policies, newsletters, YJB and Association of YOT Managers (AYM) Bulletins and all other service wide information.
- Monthly whole Service newsletters were introduced, streamlining communication across the Service. Within these successes are celebrated, key information is shared, new starters are introduced, training is communicated.
- A whole service RP training programme was delivered to support the move towards relationship based, trauma informed practices.

In 22-23:

- A new, child first Pre-Sentence Report Template was developed, this has been shared with other Youth Justice Service and was reported in a YJB Bulletin.
- AA delivery will be brought in house and daytime provision co-located at the Police Custody Suite.
- A child first/victim focussed Risk Management Policy will be developed and launched.
- Additional investment in education, training and employment has been committed.
- A YOS Health Taskforce has been established and will drive improvements in health services for our children. The YJB are interested in and supporting this workstream.

10.4 Looking Forward

This plan has set out detailed programmes of work for the Service in 22-23. High level Service priorities for 22-23 are as follows:

- Develop the YOS Prevention offer.
- Improve the multi-agency management of risk and safety and well-being.
- Tackle disproportionality where it exists across the service.
- Ensure that services to victims, including child victims, are considered in all cases, and are delivered well.
- Develop a Birmingham YOS culture and vision that secures quality and consistency of practice across the city.
- Ensure that the health needs of children involved with the service are fully assessed, understood, and responded to effectively.
- All children working with the YOS have access to education, training or employment that is appropriate and responsive to their needs.
- Developing a systemic approach to participation and engagement with all the people we provide services to.
- Improving governance, building a proactive and engaged partnership board.

The priorities above, which have been laid out within this plan, will be supported by other activity in year including:

- The commissioning of a new Case Management System within the Service.
- Establishing, delivering, and assessing the impact of a robust workforce development plan.
- Ensuring we continue to scan local and national publications to ensure the Service makes best use of the evidence and research available across and relevant to the sector.

11. Sign off, Submission and Approval

Chair of YJS Board <i>Approved on behalf of the Birmingham YOS Partnership Board</i>	John Drew
Date	27 th June 2022

Appendix 1:

Board Member	Job title	Organisation
Alan Michell	Head of Service, Schools Admissions, Attendance, Exclusions and Pupil Tracking	Birmingham City Council
Carol McCauley	Senior Strategic Commissioner Mental Health	NHS Birmingham and Solihull Clinical Commissioning Group
Councillor John Cotton	Labour & Co-operative - Glebe Farm and Tile Cross Ward Cabinet Member - Social Justice, Community Safety and Equalities	Birmingham City Council
Denise M Wilson	Head of Finance Birmingham Children's Trust	Birmingham Childrens Trust Finance
Dionne McAndrew	Assistant Director Vulnerable Young People	Birmingham Childrens Trust
Elaine Kirwan	Director of Nursing - Mental Health Services Clinical Lead - West Midlands Child and Adolescent Mental Health Service Provider Collaborative	NHS Birmingham and Solihull Clinical Commissioning Group
Emma Cooper	Head of Nursing Complex Care	NHS Birmingham and Solihull Clinical Commissioning Group
Glen Baynton	Probation Delivery Unit Head – Central, South Birmingham, West Midlands Region	Probation
Gordon Strachan	Commissioning & Brokerage Manager, Adult Social Care	Birmingham City Council
Hannah Redfern	Employment & Skills Lead Officer	Birmingham City Council
Janine Saleh	Head of Service	Birmingham Childrens Trust Youth Offending Service
Jennifer Pearson	Superintendent	West Midlands Police
Jenny Turnross	Director of Practice	Birmingham Childrens Trust
John Drew	Independent Chair	Independent Chair
Lincoln Moses	Community Member	Chairperson Holford Drive Community Sports Hub, Birmingham
Mamps Gill	Head of Innovation and Engagement (Midlands)	Youth Justice Board
Mary Spencer	Magistrate and Chair of Youth Court Panel	Her Majesty's Courts and Tribunals Service
Pamela A Powis	Senior Service Manager - Safer Places Neighbourhoods	Partnership, Insight and Prevention
Steve Howell	Head Teacher	City of Birmingham School
Tom McNeil	Assistant Police & Crime Commissioner for the West Midlands	Office of the Police and Crime Commissioner

Appendix 2 – Service Structure Chart

Common youth justice terms

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

SLCN	Speech, Language, and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution