

## **Minutes of the Children and Families Overview and Scrutiny**

### **Panel**

### **County Hall, Worcester**

**Wednesday, 6 December 2023, 2.00 pm**

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#### **Present:**

Cllr David Chambers (Chairman), Cllr David Ross (Vice Chairman),  
Cllr Kyle Daisley, Cllr Nathan Desmond, Cllr Matt Jenkins, Cllr Jo Monk and  
Cllr Tony Muir

#### **Also attended:**

Cllr Steve Mackay, Cabinet Member with Responsibility for Children and  
Families

Cllr Tracey Onslow, Cabinet Member with Responsibility for Education

Cllr Mike Rouse, Cabinet Member with Responsibility for Highways and  
Transport

Keith Barham, Head of Service, West Mercia Youth Justice Service

Lorna Tilley, Head of Service, West Mercia Youth Justice Service

Debbie Stokes, Worcestershire Team Manager, West Mercia Youth Justice  
Team

Simon Adams, Healthwatch Worcestershire

Debbie Lamont, Healthwatch Worcestershire

Tina Russell, Director of Children's Services/Chief Executive, Worcestershire  
Children First

Mel Barnett, Director for All Age Disability, Worcestershire Children First

Emma Brittain, Director of Early Help, Children in Need and Family Front Door,  
Worcestershire Children First

Chris Bird, Interim Director of Resources, Worcestershire Children First

Paul Smith, Assistant Director for Highways & Transport Operations

Kate Griffiths, Interim Democratic Governance and Scrutiny Manager

Alison Spall, Overview and Scrutiny Officer

#### **Available Papers**

The members had before them:

- A. The Agenda papers (previously circulated);
- B. Improvement Plan for Agenda Item 5 (circulated at the Meeting)

C. The Minutes of the Meeting held on 27 September 2023 (previously circulated).

(Copies of documents A and B will be attached to the signed Minutes).

## **605 Apologies and Welcome**

Apologies were received from Panel Members Mel Allcott and Tim Reid, CMR Karen May and Environment Overview and Scrutiny Panel Chairman Alastair Adams.

## **606 Declaration of Interest and of any Party Whip**

None.

## **607 Public Participation**

There were two public participants, Amanda Black and Dawn Style who asked questions in relation to the agenda items on Performance and In year Budget monitoring and the Update on the Special Educational Needs and Disabilities (SEND) Accelerated Progress Plan.

The Chairman thanked the speakers for their questions and confirmed they would each get a written response.

## **608 Confirmation of the Minutes of the Previous Meeting**

The Minutes of the Meeting held on 27 September 2023 were agreed as a correct record and signed by the Chairman.

## **609 West Mercia Youth Justice Service**

In attendance for this item:

Head of Service, West Mercia Youth Justice Service  
Incoming Head of Service, West Mercia Youth Justice Service  
Worcestershire Team Manager, West Mercia Youth Justice Service  
Cabinet Member for Children and Families  
Chief Executive, WCF and Director of Children's Services, WCC  
Director of Early Help, Children in Need and the Family Front Door

The Chairman welcomed the West Mercia Youth Justice Service (YJS) team, and it was noted that Keith Barham was retiring from the role of Head of Service, and that Lorna Tilley had just joined as the new Head of Service.

The Panel received an update on developments relating to the YJS. A copy of the improvement plan referred to in paragraph 34 was circulated at the meeting.

The Head of Service provided an overview of the YJS. The Panel was informed that the service was subject to 3 main national Performance Indicators (PI's):

- In respect of first-time entrants to the YJS, it was highlighted that the figures had reduced by 79% in the past 10 years. This converted to 119 per 100,000 youth population, compared to 148 for the national average.
- The figures for the use of custody were that 3 children had received custodial sentences in Worcestershire in 2022, which represented 0.06 per 1,000 of the youth population, compared to 1.11 for the national average.
- The reoffending rate measured the proportion of children who had received a formal justice sanction who then reoffended within a 12-month period of the date of their sanction. The Worcestershire figure for December 2022 was 30.4% of children reoffending, compared to 31.4 nationally.

Following an inspection by HMI Probation, from which the service was rated 'requires improvement', there were 9 recommendations to be taken forward. The Worcestershire Team Manager advised that she had been working closely with Worcestershire Children First (WCF) to progress Recommendation 4, and she highlighted some of their key activity including discovering what the youth justice system felt like from the young person's perspective and using that experience to develop practice standards that guided professionals when they were supporting a child entering the system. Information provided to young people and their families had been updated and made more accessible with the introduction of cards containing QR codes giving direct access to the website. Training for social workers had also been introduced on a 'child's journey through the criminal justice system' to aid and develop understanding. The Director of Early Help commented on the strong relationship that they had developed with the YJS which benefitted the CYP in terms of responses being co-ordinated quickly and decisions being made in a timely manner.

Members were invited to ask questions and the following main points were raised:

- In respect of the determination of out of court disposals, it was questioned who made the decision whether an issue went to court or not. The Head of Service explained that for serious offences the advice of crime prosecutors was obtained, whereas for less serious offences, the Police made the decision as to whether to refer to the Joint Decision-Making Panel (JDMP).
- It was requested that for future reports, there be a more detailed breakdown of the children's age range.
- The number of vacant posts was highlighted as a concern and the Head of Service advised there was a variety of reasons why the posts were currently vacant, but that active recruitment was ongoing.
- With respect to the vacant Mental Health Worker Officer post, the Panel was informed that this was a seconded post from the Herefordshire and Worcestershire Health and Care NHS Trust (HWHCT) which had been

vacant for 2 months. Despite three recruitment drives, they had not yet managed to attract the right candidate for the post. The Panel was assured that the referral process to CAMHS via the single point of access (SPA) continued to be used where appropriate. Members asked to be kept informed of the long-term plans for mental health support. The Head of Services explained that the Integrated Care Board (ICB) was currently reviewing the health provision in the YJS to identify needs, to then be able to identify appropriate resources to be commissioned. The review was expected to be completed in a few months-time.

- The Panel suggested that the Health Overview and Scrutiny Committee could be requested to follow up the concerns regarding mental health provision for the YJS and the outcome of the current review of health provision.
- In response to a Member's question, the Panel was advised that the JDMP did not meet with a child directly, but that the Youth Justice Officer (YJO) meets with the child and their parents/carers and built a holistic assessment of the child's situation. It was highlighted that additional attendees, such as social workers, can sometimes also be invited to attend the JDMP.
- A Member asked about the connection between adverse childhood experiences and children's involvement with the YJS. The Worcestershire Team Manager highlighted that there was a detailed report on this issue on the West Midlands Combined Authority website that might be of interest, and she explained the types of 'flags' that they kept track of.
- The reduction in numbers of children entering the YJS for the first time was highlighted, with the figure having reduced by 79% in the last 10 years. The Head of Service advised that this situation had been replicated nationally and that a number of contributory factors seemed to have led to the drop in numbers, including the role of the JDMP, diverting children away from the formal justice system and more effective early help and intervention systems.
- In response to a question, the Panel was informed that the reoffending rate remained at about 30%, but with those coming through the court system being more complex in nature.
- The rating of 'requires improvement' obtained by the service was raised. It was recognised that there were 9 specific recommendations for the YJS and for the West Mercia Youth Justice Service Management Board, but the Member asked whether there was further detail on start/end dates, a time plan on progress or what had been achieved. It was also queried what approach would be taken as to how these recommendations would then be linked to the 10 new Performance Indicators that were being introduced this year. The Head of Service explained that there were scrutiny arrangements in place from two separate bodies, firstly, the Youth Justice Board for England and Wales which covered oversight and quarterly monitoring of the inspection plan and performance measures, and secondly, the HMI Inspectors which focused on governance and partnership arrangements including the quality of assessment, planning and service delivery. In both cases, the feedback was reported to the Management Board.

The Chairman invited the Healthwatch representatives to speak. The Managing Director (MD) reminded the Panel of the three key functions of Healthwatch and then introduced the Lead for Children and Young People (LCYP). The role of the mental health worker was raised as to whether it was designed to provide a gateway into CAMHS. The Head of Service explained that as the mental health worker was seconded from CAMHS, they were also able to carry out some direct work with CYP themselves. In respect of the availability of support within the service for CYP with SEND, the Panel was informed that assessment of need, was carried out and intervention programmes were tailored as appropriate. The Worcestershire Team Manager explained that that an EHCP would be required as part of an assessment and the YJS would liaise with the school and parents as appropriate. It was also confirmed that the service used the usual diagnosis route rather than any direct pathway. In response to a query on the numbers of CYP within the service with SEND, this was confirmed as 19% as at December 2022. In respect of an issue raised by Healthwatch about the extent to which the Health Service was meeting its obligations towards the YJS, the Chief Executive stressed that it was important to ensure that these questions were directed to the right people in the HWHCT and ICB.

## **610 Performance and In Year Budget Monitoring**

The Panel received an update on performance and financial information for services relating to Children and Families. The Chief Executive, WCF provided an overview of the key performance indicators, highlighting some points of interest as follows:

- The top 3 indicators of harm and risk for assessments carried out by the Family Front Door (FFD) were the mental health of the parent/carer, domestic abuse, and the mental health of the child.
- Despite some staff instability, the headlines for the throughcare service were positive, but there were challenges with foster care provision. A new role of specialist foster carer had been introduced, aimed at supporting the under 12's.
- The latest figures on child protection plans (CPPs) showed that the levels were higher than statistical neighbours, but much lower on repeat CPPs. Comparison work on this area was currently ongoing with Warwickshire County Council.
- With Children in Need (CIN), a redesign of services was taking place, with a new CIN support team being developed to focus on CYP who had an EHCP and were awaiting an autism assessment. Work was being carried out in conjunction with partners.
- Workforce permanency rates were high at 85% for social workers. The Chief Executive detailed the support provided to social workers and managers working in this pressured environment.
- Overall, 10 schools had improved their Ofsted grade in recent school inspections, with a couple of schools having been downgraded.
- Children missing education was an area of concern. Weekly meetings were held to review each case, including those with an EHCP. It was highlighted that the 422 figure for September for children under

investigation, would have now been reduced as September was the peak for school mobility.

The Interim Director of Resources, WCF provided an overview of the 2023/24 budget position, and highlighted in particular:

- The full year WCF expenditure budget at Period 6 was £148m of which over half was the demand led budgets of Placements and Home to School Transport (HTST). A £2m risk reserve had been assigned by the Council to mitigate potential overspends.
- The forecast outturn for 2023/24 was £28.6m with social care placements and HTST being the main cost drivers. The current number of placements had risen by 5.6% from last year, but it was the inflation on placement costs that was driving the overspend, with average increases of 25% compared to the same period last year. Some of the factors leading to this increase were highlighted.
- The Panel was informed of the mitigating actions being taken to reduce the forecast outturn, which included ensuring achievement of planned savings of £1.3m which were currently on track, as well as meeting the corporate vacancy saving which was expected to be achieved.
- It was explained that the Dedicated Schools Grant (DSG) was subject to a statutory override which was in place until March 2026, therefore it sat as a negative unusable reserve on the balance sheet, at which stage urgent budgetary pressures would be faced by every local authority. The DSG allocations were forecast to continue to rise, but at a level below current growth in demand and inflation. The forecast High Needs allocation for Worcestershire for 2024/25, would provide £77.9m, which was at a level far below the current spend, which has a 10.9% variance on spend.

In the discussion on the PI's and Budget situation the following main points were raised:

- In respect of schools' Ofsted performances, a Member drew attention to the fact that 8 schools had moved from a 'good' rating to 'requires improvement (RI)' in less than a year. The Chief Executive explained that this was in line with the regional picture post Covid with some schools not having had an inspection for many years.
- In response to a follow up question, the Panel was advised that if a school had 2 consecutive 'RI' notices, the assumption was that they would be moved to Academy status. The national figures for the number of schools moving to Academy status following two RI notices was requested.
- With regards to social care placements, a Member queried whether private foster agencies were increasing their prices significantly to increase their profits. The Chief Executive referred to a national report which highlighted the excessive profits being made by the top providers in the country. It was explained that preventing a child from needing residential care was their best option, but that when it was essential, the need to secure best value was crucial. WCF worked with specific providers who offered best value whenever possible. The Chief

Executive highlighted, however, that there had been an increase in numbers of unaccompanied children to accommodate, which had meant that less places were available for children with higher needs, leading to inflated prices being charged for the spaces that were available. The Panel was informed that this was a national issue, and discussions were taking place about the possibility of capping levels being introduced.

- A Member asked about the figures on the permanent exclusion of primary aged children. The Chief Executive commented that the 2023/24 figure was expected to be at a lower level but highlighted that a detailed report at the next Panel meeting would cover these issues in detail.

The Interim Director of Resources then led the Panel through the detailed HTST cost pressures as included in Appendix 3 highlighting in particular:

- As at Period 6, HTST was forecast to spend £31.977m against a budget of £22.477m, which was a 42% overspend of £9.5m.
- Given the outturn figures from 2022/23, the current forecast represented a 29% increase in year-on-year spend, with baseline figures for average pupil spend provided for each eligibility category.
- Referring to the graph on page 38, the Interim Director advised that the £28.5m figure now stood at £32m. The cost drivers behind increasing spend included a 49% increase in Children with an EHCP and a 45% increase in mainstream pupils over the last 4 years.
- Two key factors impacting on demand for HTST were highlighted to the Panel, they being the increasing numbers of children in Worcestershire and the implications of the 2014 Act.

The Panel was informed that budget responsibility for HTST now sat with the Environment and Infrastructure Directorate. Members discussed whether going forward, the scrutiny of HTST would take place by this Panel or the Environment Overview and Scrutiny Panel. A wide range of views were expressed, with an acknowledgement of the different interests of both Panels. A way forward that would still involve members from both Panels, but avoided duplication, was preferred. It was agreed that the relevant Cabinet Members and Scrutiny Chairman should be asked to discuss a way forward.

In the discussion on the HTST budget situation, the following main points were raised:

- Given the current HTST overspend, a Member asked what long term, sustainable measures were being put in place that would address the situation. The Assistant Director of Highways and Transportation explained the options that were being looked at to mitigate the funding gap, whilst still maintaining an appropriate service for children. The Directorate was seeking to increase cost effectiveness by reviewing the route optimisation of the fleet and working closely with operators as to the viability of different options for their vehicle usage. The use of in-house fleet and drivers were also being given consideration.

- The importance of a joined-up approach towards new housing developments was raised, so that access to primary and secondary schools and to safe walking routes were key considerations taken into account. The Cabinet Member assured the Panel that these types of considerations were already in place but acknowledged that safer walking routes needed developing further. He suggested that in the future there could be a greater scale of change with schools being developed into active transport hubs.
- The Director of All Age Disability advised that when an extension of school places was being considered for SEN provision, close liaison with planning colleagues ensured that these matters were taken into account at an early stage in the process.
- The Cabinet Member highlighted the importance of being aware of the national context on the HTST cost pressures and gave examples of the national rise in costs and usage.
- The importance of the sustainability of travel to and from schools was highlighted to the Panel. The Chief Executive referred to a Warwickshire review on sustainable travel which had recently taken place. Members expressed interest in seeing the outcome of that review.
- The Cabinet Member stressed the need for a holistic approach to this problem with innovative solutions being considered. The Council was networking with other authorities, and he highlighted there could be opportunities to make savings through, for example, cross border collaboration, whereby the scale of operations would be increased across a wider rural area.
- A Member asked whether HTST spend all resulted from the Council's statutory responsibilities. The Chief Executive advised that the spend resulted from duties set out in both statute and policy.

## **611 Update on the Special Educational Needs and Disabilities (SEND) Accelerated Progress Plan**

The Panel received an update on the progress being made against the Accelerated Progress Plan (APP). The Director for All-Age Disability reminded the Panel of the background to this report from the initial Department for Education/ National Health Service England Inspection in 2018 through the monitoring and reinspection activity since. The 18-month progress review against the APP in September 2023 had looked at the 4 remaining areas of weakness. The outcome letter received in November had advised that with regards to Workstream 1 (*The variation in the skills and commitment of some mainstream schools to provide effective support for children with SEND*), clear and sustained progress had been demonstrated and therefore this workstream had been removed from the formal APP. The Director was pleased with this positive outcome, but also stressed that work would continue to be progressed on improving this area further. The Panel was informed that the revised APP was now focussed on the 3 remaining workstreams, and the 24-month progress review would take place in April 2024, although it was highlighted that a full inspection might take place before that date.

Members raised a number of questions as follows:



- A Member asked about the situation with Families in Partnership (FIP), which had received positive formal feedback, however, some parents felt that the way the group operated did not work for them. The Director was asked how the situation could be improved to encourage more parents to get involved. The Panel was informed that FIP was a parent stakeholder group to which representatives from parent groups throughout the County were invited to take part. The agenda was set by parents to include issues of general interest and in addition to the regular meetings, newsletters and information were circulated to all of the groups involved. The Chief Executive explained that the stakeholder group had not worked in the way WCF had envisaged and so feedback had been sought from the parent groups to gain a better understanding of why this was the case. The 0-25 Partnership Board being held in December was to look at whether an individual Partnership Board member could be linked with each of the 24 groups to form a more personal connection. The Director added that in recognition of the concerns that some parents had raised regarding FIP, she had contacted the DfE for support in providing mediation between those involved. She stressed the importance of parent groups being able to resolve the issues they had with FIP so that they could move forward and be able to work effectively together.
- A Member raised the issue of SEND tribunals. The Director provided a brief overview of the current situation and the number of appeals that were lodged in the academic year 2022/23. The Director agreed to provide further detailed figures on the use of mediation and outcomes of SEND tribunals.
- In response to issues raised by Healthwatch, the Director provided timescales for those waiting for a decision to assess, with an average of 95% of decisions being made within the 6-week statutory timescale. Although an improvement had been seen in meeting the 20-week timescale for issuing an EHCP there continued to be challenge, due to capacity, relating to advice from Educational Psychologists and Health Services. The Panel was informed that those cases where the 20-week timescale had not been met were monitored weekly by the Director at performance meetings held with Managers and updates were provided on the reason for the delay for each case.
- The Chief Executive highlighted the pressurised environment that these staff worked within, constantly having to manage capacity issues and they were looking at all ways to provide support and improve this situation. With regards to capacity issues, the Panel was informed that proactive recruitment of Educational Psychologists for 2025 had already taken place to help address this issue going forward.
- A Member placed on record his thanks to the Director, the Chief Executive and the whole team for their hard work. He acknowledged the size of the challenge, but that he was very proud that the team's joint effort had resulted in the DfE letter of 1 November (18-month progress review against your APP) being received. He also expressed his frustration at the unfairness of the situation, that delays regarding EHCPs, which were out of WCF control, were impacting progress on this aspect of the APP. The Director advised that she was attending a

Joint Commissioning Group which was looking at this issue. The Chief Executive added that other ideas to improve the situation had also been put forward to the ICB, for which this was currently a key area of focus.

- In response to a question, it was confirmed that 9 children with an EHCP were known to the YJS.

## **612 Work Programme**

The Panel reviewed its Work Programme. A Member requested that agency staff be considered for inclusion on the Work Programme. It was recognised that this was a cross cutting issue, rather than just specific to this Panel. It was agreed that the Chairman would raise this at the Overview and Scrutiny Performance Board to determine the best way to proceed with scrutiny of this issue.

The Chairman reminded the Panel that the 10 January Panel meeting had been moved to a 2pm start.

The meeting ended at 5.10 pm

Chairman .....

Inspection Improvement Plan and Implementation – Overview

Inspection Recommendation Workstreams

1	2	3	4	5	6	7	8	9
<b>Oversight of Practice</b>	<b>Focus on diversity in case work</b>	<b>Planning and responding to changing circumstances</b>	<b>Work with partners to keep children and others safe</b>	<b>Management Board and Service Management capacity</b>	<b>Understanding and reducing groups of children over represented in the justice system</b>	<b>Addressing disparities in service provision and commissioned services between areas</b>	<b>Work with partners to ensure OoCD decisions are proportionate and maximise diversion</b>	<b>Address obstacles to successful delivery of resettlement practice</b>
<b>MB Lead:</b> Head of Service <b>Manager:</b> P&Q Lead Manager	<b>MB Lead:</b> ChEx OPCC <b>Manager:</b> Team Manager, T&W	<b>MB Lead:</b> Head of Service <b>Manager:</b> P&Q Lead Manager	<b>MB Lead:</b> DCS Worcs & Head of Probation Shropshire/ Herefordshire <b>Manager:</b> Team Manager, Worcs	<b>MB Lead:</b> DCS T&W <b>Manager:</b> Head of Service	<b>MB Lead:</b> ICB Representative, H&W <b>Manager:</b> Team Manager, T&W	<b>MB Lead:</b> DCS Shropshire & ICB Representative STW <b>Manager:</b> Team Manager, Shropshire	<b>MB Lead:</b> Head of Criminal Justice (Poilce) <b>Manager:</b> Team Manager, Herefordshire	<b>MB Lead:</b> Head of Probation, Worcs & DCS, Herefordshire <b>Manager:</b> Team Manager, Worcs
<b>Sub Groups:</b>	<b>Sub Groups:</b>	<b>Sub Groups:</b>	<b>Sub Groups:</b>	<b>Sub Groups:</b> Service Structure Finance	<b>Sub Groups:</b>	<b>Sub Groups:</b>	<b>Sub Groups:</b>	<b>Sub Groups:</b>

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Linked Actions Between Workstreams

Primary Action		Linked Actions		Responsible Workstream
No	Action	No	Action	
1.1	Implement a new management oversight (M.O.) policy and framework.	3.3	Ensure planning and risk guidance is translated into practice through the revised M.O. framework.	WS 1
		4.3	M.O. framework to include ensuring other agency involvement and alignment of plans	WS 1
1.2	Revise the service's quality assurance framework to include elements to ensure that management oversight is effective and to include cross service auditing	2.1	Ensure the revised quality assurance framework has a sufficient focus on diversity and meeting individual needs, including audit and service user feedback.	WS 1
3.1	Training in planning and reviewing to include contingency planning, responding to changing circumstances and sequencing	4.2	Training - planning – to work effectively with partners in post-court work to keep children and other people safe.	WS 3
5.1	Review of the governance structure	9.2	Ensuring in the review of board structure and arrangements, there is a focus and oversight on resettlement	WS 5
5.3	Review management structure of the service	1.4	Ensure sufficient management capacity to provide management oversight	WS 5
		8.6	OoCD oversight to be allocated to a more senior manager	WS 5

Learning and Development Themes

<b>Management Oversight:</b> 1.3 - Interdependent with completion of 1.1 – Management Oversight Framework	<b>Diversity:</b> Working with protected characteristics, identity, neurodiversity and inclusion (2.4)	<b>Planning:</b> Planning and reviewing to include contingency planning, responding to changing circumstances and sequencing (3.1) & working effectively with partners to keep children and others safe (4.2)
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Minute Item 609

WS	Recommendation	Planned Actions				
1	<b>Service should strengthen the quality and consistency of oversight of practice.</b>	1.1 Implement a new management oversight policy and framework (which includes oversight of all cases across all risk levels and risk domains) To also include elements from actions 3.3 and 4.3	1.2 Revise the service's quality assurance framework to include elements to ensure that management oversight is effective and to include cross service auditing. (To also include action 2.1).	1.3 Workforce Development – Training in management oversight- ensuring there is a consistent view of what good looks like.	1.4 Ensure sufficient management capacity to provide management oversight through review of management structure (see actions 5.3 and 5.4).	
2	<b>Service should develop a more meaningful focus on diversity in its casework.</b>	2.1 Ensure the revised quality assurance framework has a sufficient focus on diversity and meeting individual needs, including working with protected characteristics, identity, neurodiversity and inclusion, through a standard process which includes audit and service user feedback – reference action 1.2.	2.2 To ensure “meeting individual needs” is built into the staff appraisal framework.	2.3 Amend the OoCD Assessment form to include a section on diversity	2.4 Workforce development – diversity training including working with protected characteristics, identity, neurodiversity and inclusion.	2.5 To collaborate with partners including voluntary BAME organisations to develop effective practice in managing the diversity and safety of the child and others.
3	<b>Service should make sure that case managers plan for, and respond effectively to, changing circumstances in a case.</b>	3.1 Workforce development – training in planning and reviewing to include contingency planning, responding to changing circumstances and sequencing (reference also action 4.2)	3.2 Regular and continuing awareness raising of the need to plan for changing circumstances and responding to outstanding legal matters through the establishment of a cross service development workshops, staff briefings on good practice and shared case studies.	3.3 Review current planning and risk guidance to ensure planning for changing circumstances is adequately covered and ensure this is translated into practice through the revised management oversight framework.		
4	<b>Service should work effectively with partners in post-court work to keep children and other people safe.</b>	4.1 Establishment of multi-agency group to review joint working arrangements in respect of risk planning.	4.2 Workforce development – planning (reference action 3.1)	4.3 Management oversight framework to include ensuring other agency involvement and alignment of plans where appropriate – reference also action 1.1.		
5	<b>Management board should make sure there is capacity at both Board and YJS senior management level to fulfil its ambitions for an effective, child-first service</b>	5.1 Review of the governance structure – including board membership, structure, operation and processes.	5.2 Development of lead roles for board members	5.3 Review management structure of the service – reference to action 1.4.	5.4 Finance review to support revised structures	
6	<b>Management board should take steps to better understand why some groups of children are overrepresented in the YJS, and work to reduce this</b>	6.1 Board to determine what information is required to be provided to the board to ensure adequate scrutiny and assurance.	6.2 Data analysis to identify where deeper dives required and identify actions to reduce overrepresentation	6.3 Put process in place for board to hear the voice of the child and their lived experience.	6.4 Implement board member visits to teams and/or case managers presenting case examples to board, to better aid board members understanding of children in the youth justice system.	
7	<b>Management board should address disparities in service provision between localities and commissioned services and ensure they are providing a consistent and effective response to identified needs</b>	7.1 Establish board task and finish group to take forward the work for this recommendation	7.2 Review of the service model across the areas to identify gaps, opportunities to level up and ensure consistency	7.3 To continue the review of health provision to the service		
8	<b>Management board should work with partners to ensure out-of-court disposal decisions are proportionate and maximise opportunities for children to receive support without being criminalised</b>	8.1 Undertake a self-assessment and review of our JDMP arrangements against best practice examples in other areas.	8.2 Establish an internal cross service scrutiny process	8.3 Establish an induction process and training for panel members to include child first/child centred policing and trauma informed approaches	8.4 Revise OoCD assessment form to allow for a proposal	8.5 The board to receive sufficient information to ensure effectiveness of multi-agency decision making and where necessary hold agencies to account
9	<b>Management board should work as a partnership to identify and address obstacles to the successful delivery of the YJS resettlement practice.</b>	9.1 Review of housing policies/protocols for vulnerable children in each area to ensure they identify and prioritise children coming out of custody.	9.2 Ensuring in the review of the future board structure and arrangements, there is a focus and oversight on resettlement – reference action 5.1.	9.3 Review risk processes to ensure victim safety is a key consideration.		