

# **YOUTH JUSTICE STRATEGIC PLAN 2018/19**

July 2018



**POSITIVE STEPS**  
Support | Challenge | Change

## 1. CONTENTS

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2	Purpose of Plan
3	Introduction
4	Positive Steps
5	Structure & Governance
6	Youth Justice Management Board
7	Overall Structure
8	Targeted Services
9	Performance Report
10	First Time Entrants
11	Rate of Re-offending
12	Young People in Custody
13	ETE Rate
14	LAC offenders
15	Key Developments, risks opportunities
16	Youth Justice Service Budget 2018/19
17	Resources and Value for Money
18	Service Priorities for 2018/19
19	Partnership Signature

## **2. PURPOSE OF THE PLAN**

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This plan seeks to inform the strategic direction of Oldham Youth Justice Service (YJS) in 2018/19 and outline how it will achieve its primary functions and the identified key objectives and developments.

The primary functions of the services are:

- The reduction in First Time Entrants (FTE) to the criminal justice system
- The reduction in Re-Offending following both pre and post court disposals
- The reduction in the use of Custody for offenders
- To effectively protect the public
- To effectively safeguard children and young people

## **3. INTRODUCTION (INCLUDING PARTNERSHIP ARRANGEMENTS)**

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Oldham is one of nine YOTs in Greater Manchester within the North West region. To the best of our knowledge, Oldham YJS is the only statutory YJS in England & Wales which is sub-contracted by the Local Authority and directly delivered by an independent charitable trust - Positive Steps (PS). PS also provides an integrated range of targeted services, including: Information, Advice & Guidance services; an 'Early Help' offer aimed at preventing young people from entering the youth justice system; the Borough's teenage pregnancy strategy; a young people's substance misuse service; sexual health services, missing from home return interviews and the young carers' support service. We also deliver a range of family-based services. The Centre, through which all these services are delivered, also hosts a range of partner services including: Healthy Young Minds; a generalist nurse and assistant practitioner team; counselling services; housing advocacy and mediation services and the after-care duty team from the Council's Children's Social Care. Oldham YJS, employs 29 staff and currently has 15 volunteers. The YJS is managed in an integrated way alongside other services to support children, young people and families within a Targeted Services Directorate at PS, the other services include:

- Integrated substance misuse and sexual health services delivered through the OASIS and Brook partnership
- Early Help
- CGSS for young people and adults
- Oldham Young carers
- Missing from Home Return Interview Service
- NLP Consultant providing therapeutic support to clients across the services
- Healthy Schools
- Teenage Pregnancy and Sexual Health Strategy

In addition to our directly-employed staff the YJS benefits from a seconded police officer. Bridgewater provide a team of three staff who assess all YJS clients and provides direct medical support or referral where needed. The Probation service seconds one full time officer. We employ a

Volunteer Coordinator within Positive Steps and within the YJS have a strong volunteer workforce which contributes, in the main, to the work the service undertakes with young people subject to Reparation and Referral Orders.

The Service is overseen by the Youth Justice Management Board which includes representatives from the Local Authority and other statutory partners. The Board holds the service to account for achieving the performance targets, provides challenge where required and endorses the strategic direction and operational delivery of the service.

The YJS has a strong tradition of working effectively with partners at a range of forums including:

- Oldham's Best Start in Life Board (Sub group of Health and Wellbeing)
- Greater Manchester Senior Leadership Group (GMSL)
- Community Safety and Cohesion Partnership (CSCP)
  - Reducing reoffending board
  - Operation Challenger
- Local Safeguarding Children Board including the following sub groups:
  - Child Sexual Exploitation and Missing
  - Safeguarding and Wellbeing in Education
  - Serious Case Review
  - Audit and Scrutiny
  - Policy and procedure
  - Training
- Drug and alcohol strategic forum
- Teenage Pregnancy and Sexual Health Board
- Greater Manchester Youth Justice University Partnership (GMYJUP)
- Children's Social Care Resource Panel
- Corporate parenting panel
- Integrated Offender Management Steering Group
- Greater Manchester Youth Justice Strategic Managers
- North West Resettlement Consortium

2018/19 has seen continued developments in wider policy and governance. Greater Manchester has seen emerging change through the GM Children's Service Review. This work is a reflection of the devolution of power to Greater Manchester in key policy areas, including criminal justice. Oldham continues to work with all key GM decision makers and stakeholders to ensure the quality of local provision is

maintained and improved. In response Oldham has taken a key role in the development and continuation of Greater Manchester priorities. These are outlined in **appendix 1** of this document. Oldham holds a lead role in the development of the following areas:

- Resettlement
- Evidence based practice
- Out of court Disposal (pilot area)
- Problem Solving courts (pilot area)

#### **4. POSITIVE STEPS (PS)**

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As an independent charitable trust, Positive Steps Oldham (PS) is unique in England in the way it provides an integrated range of targeted support services for young people. Its charitable objectives are:

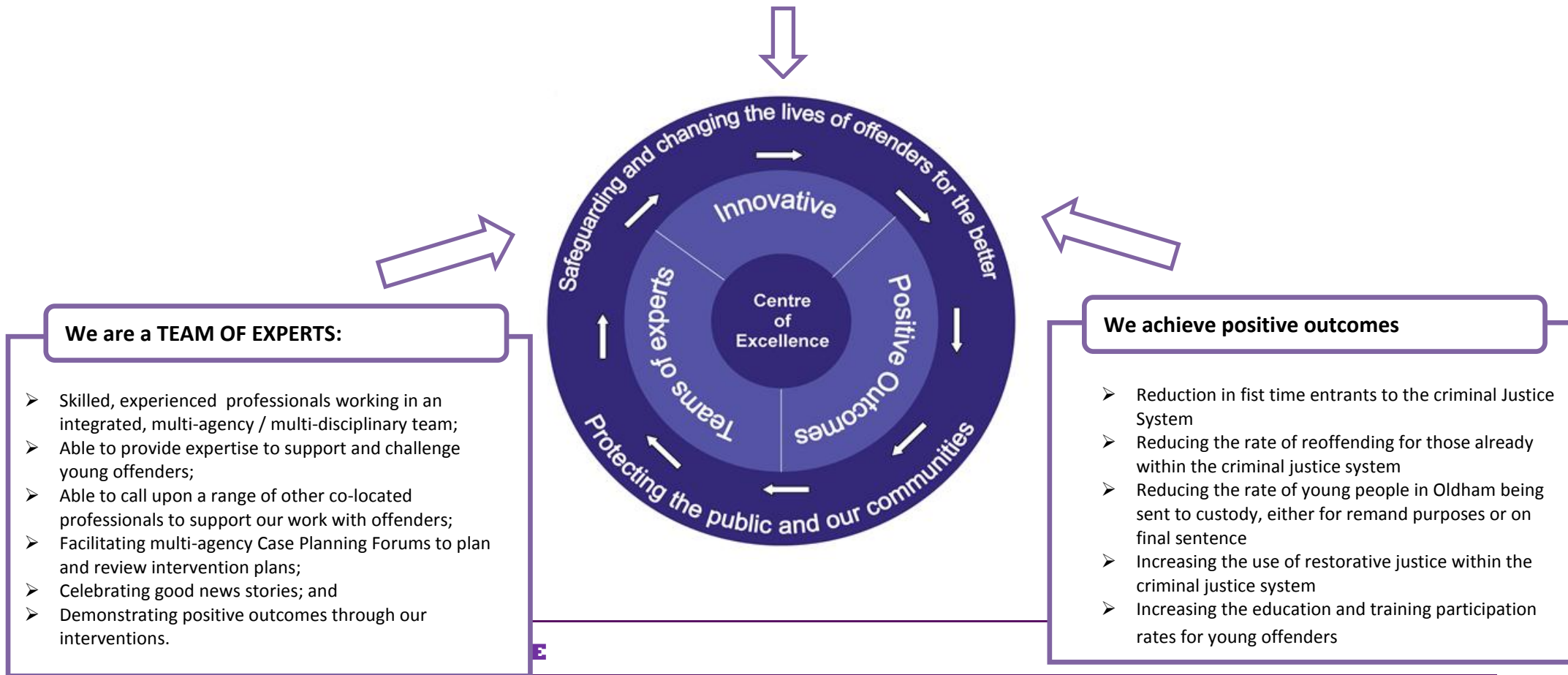
The objects for which the Company is established (“**Objects**”) are:

1. to advance the education and training of young people in order to prepare them for working and adult life;
2. the relief of unemployment for the public benefit in such ways as may be thought fits, including providing assistance to find employment;
3. the provision of recreational facilities for young people in the interests of social welfare;
4. the promotion of public safety;
5. the prevention of crime and the rehabilitation of young offenders;
6. advancing in life and helping young people by developing their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals;
7. the relief of sickness and the preservation of health among people residing permanently or temporarily in such locations as the Company is commissioned to deliver services;
8. the provision of support and activities which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals;
9. to assist in the treatment and care of persons suffering mental or physical illness arising from substance abuse or in need of rehabilitation as a result of such illness.

## Oldham YJS Vision

### We use evidence-based practice but also INNOVATE in our approach:

- Identifying what can be done more efficiently or effectively;
- Creating opportunities for learning from new ways of working both internally and externally;
- Believing that we can find the solutions; but if what we need doesn't exist, we will create it;
- Not being afraid to do something differently – if what we normally do doesn't work it has to change; and
- Extending our boundaries and embracing new thinking.



The YJS is overseen by a Youth Justice Management Board which reports to both the Children’s Trust and the Community Safety and Cohesion Partnership. Quarterly meetings are held to hold the service to account and performance monitoring is well embedded within these meetings. Performance monitoring includes ensuring that terms and conditions set out in the YJB grant are maintained. The board is active and represents statutory partners but also the wider partnership essential to overcome barriers to multi agency working.

**Positive Steps Oldham – Board of Trustees**

**DIRECTORS/TRUSTEES  
Partner Representatives**

**Mrs Julie Edmondson**  
Chair  
(Community Representative)  
**Ms Vicki Devonport**  
(Community Representative)  
**Hannah Roberts**  
(Community Representative)  
**Joanne Taylor**  
(Community Representative)  
**Muzahid Khan**  
(Community Representative)

**DIRECTORS/TRUSTEES  
Oldham MBC**

**Cllr Amanda Chadderton**  
**Cllr Paul Jacques**  
**Cllr Garth Harkness**  
**Cllr Mohan Ali**

**6. OLDHAM YOUTH JUSTICE SERVICE - MEMBERSHIP OF YOUTH JUSTICE MANAGEMENT BOARD**

<b>Name</b>	<b>Job title</b>	<b>Organisation</b>
Jill Beaumont (Chair)	Director, Early Help and Social Care	Council
Steph Bolshaw	Chief Executive	Positive Steps



Paul Axon	Director (Head of YJS)	Positive Steps
Ann Marie McGinn	Supported Housing Project Manager, Housing Strategy	Council
Nisha Bakshi	Assistant Chief Officer	National Probation Service
James Faulkner	Detective Chief Inspector, Oldham Division	Greater Manchester Police
John Cotton	Head Legal Advisor	South Cluster Magistrates Court
Siobhan Ebdon	Head of Children's Services	Community Health Services
Angela Welsh	Senior Commissioning Business Partner	NHS Clinical Commissioning Group
Kay Thomas	District Manager	Bridgewater Community Healthcare
Patsy Burrows	Head of Service for Looked After Children and Children with Additional Needs	Children's Social Care
Laura Windsor-Welsh	Partnerships Service Manager	Action Together

## 7. OVERALL STRUCTURE

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**Board of Trustees**

**Chief Executive**  
*Steph Bolshaw*

**Director –  
Career Guidance &  
Support Services**  
*(Vacant)*

Young People’s IAG  
Services  
Apprenticeship IAG  
Work Programme  
Employment & Skills Service  
Search & Apply  
Inspiring IAG

**Director –  
Family Services**  
*Rina Dabhi*

Engagement Centre  
Early Help  
Young Carers  
Volunteers

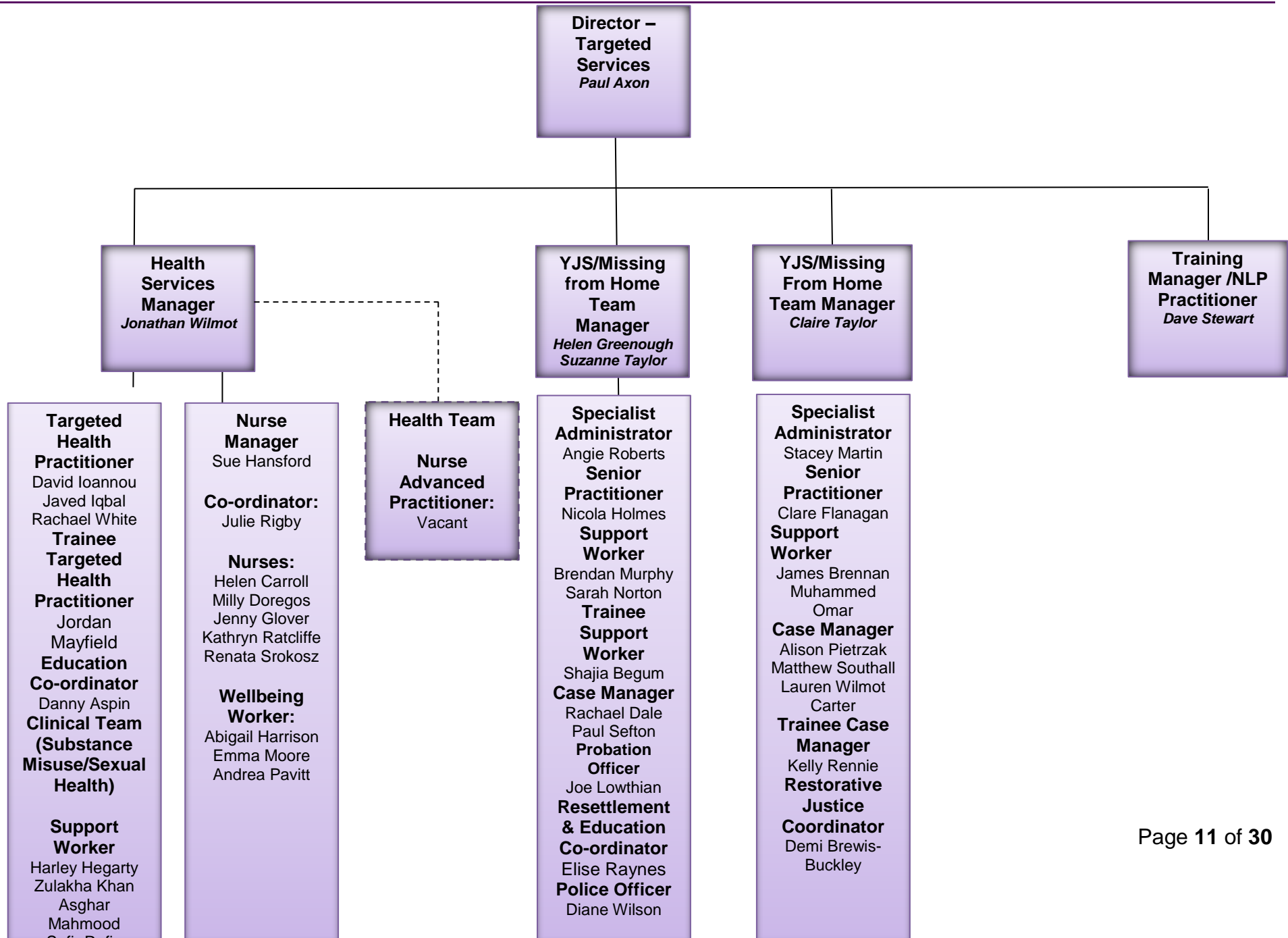
**Director –  
Targeted Services**  
*Paul Axon*

Youth Justice Service  
Integrated Health  
(Substance Misuse and  
Sexual Health)  
Missing From Home Service  
Healthy Schools  
Business Development  
Manager

**Business Support  
Services**

Finance  
ICT  
Human Resources  
& Administration  
Performance

## 8. TARGETED SERVICES (INCLUDING YOUTH JUSTICE SERVICE)



## **9. PERFORMANCE REPORT**

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Performance reports based on the key objectives are provided quarterly to the YJMB and Community Safety and Cohesion Partnership. Reports are also made to the Local Safeguarding Children Board (LSCB). These reports are used within the YJS Management Team and are shared across staff teams.

The three main indicators are:

- Number of First Time Entrants
- Re-offending rates
- Custody rates

In addition to the National data set a number of measures are also collected locally for monitoring purposes, included in this plan are the ETE and LAC data which are only monitored locally.

We also produce local 'caseload management' and 'data checking' reports to help Managers and staff to ensure that data accuracy and client contact standards are maintained.

## 10. FIRST TIME ENTRANTS

First Time Entrants (FTEs) are classified as young people, resident in England and Wales, who received their first youth caution, youth conditional caution or court conviction, based on data recorded by the Police National Computer (PNC). Nationally the Youth Justice Board utilises Police National Computer (PNC) data linked to the offenders' postcodes to report retrospectively on each YOTs performance on a rolling 12-month basis. The indicator measures the rate of first-time entrants to the criminal justice system per 100,000 of 10 to 17 year olds.

FTE PNC rate - September 2014 to 2017					
FTE PNC rate per 100,000 of 10-17 population (Good performance is typified by a negative percentage)	Oldham	North West	Greater Manchester	*Family comparison group	England
Oct 16 - Sep 17	301	262	272	327	304
Oct 15 - Sep 16	354	301	345	351	340
percent change from selected baseline	-15.0%	-12.8%	-21.1%	-6.8%	-10.7%
Oct 15 - Sep 16	341	298	339	279	334
Oct 14 - Sep 15	417	352	404	400	380
percent change from selected baseline	-18.1%	-15.4%	-16.2%	-30.2%	-12.0%
Oct 14 - Sep 15	418	349	397	360	376
Oct 13 - Sep 14	459	414	471	380	426
percent change from selected baseline	-8.9%	-15.8%	-15.7%	-5.3%	-11.8%

\* New Family Group used for Sep 16/17 comparison

We have seen a reduction in first time entrants in Oldham, which is welcome for those young people who are at no risk of further offending or in need of wider support services. Oldham is currently piloting new ways of working with young people at prevention level, with the 'Out of Court Disposals Framework'. The framework has been designed in partnership with young people involved in the criminal justice system, through the partnership with Manchester Metropolitan University. This is at a very early stage however we have seen high levels of engagement with the new approach and a low level of reoffending to date.

There should also be a note of caution attached to the success of reducing first time entrants- although it is very welcome that young people are avoiding unnecessary criminalisation there are signs locally and nationally that some young people are in contact with the police on a repeat basis, sometimes for offences and issues that need addressing, without any consequence or support. The new framework should allow us to see more of these young people and prevent them entering the system at high tariff offence levels, as we have seen in recent incidents of serious youth violence. This response may potentially result in an increase in FTE overall but a reduction in offences and serious crimes overall.

## 11. RATE OF RE-OFFENDING

Nationally the rate of reoffending amongst young people is measured using data from the Police National Computer (PNC).

The rate of reoffending is presented in three ways:

A **frequency** measure of offending - the average number of re-offences per offender

A **re-offence** measure of offending - the average number of offences per young person who went on to re-offender

A **binary** measure of reoffending – the percentage of young people who re-offended

Previously young people during a 12-month period cautioned, convicted (other than custody) or released from custody were tracked for reoffending levels. However, national changes made earlier this year mean that young people in a 3-month period (rather than 12-month) are now tracked for further offences over the next 12 months.

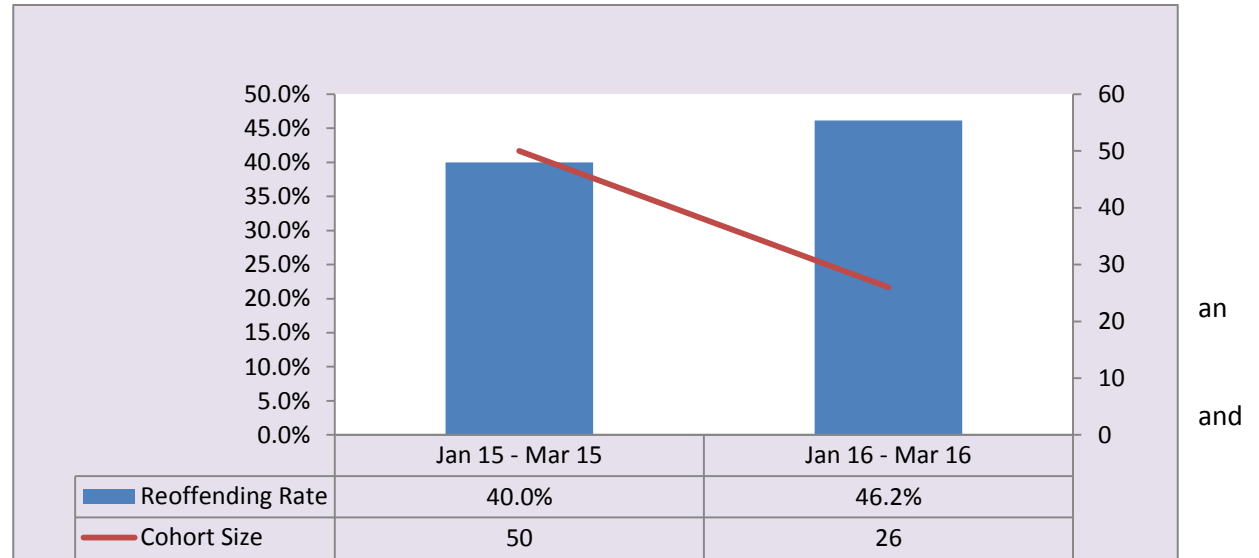
The table below compares the last 2 years reoffending rates and the newly introduced 3-month measure. Under the revised reoffending measures, Oldham's re-offending rates have been negatively impacted upon and are at the highest for some time. Historically Oldham has had low numbers of reoffenders with a small cohort of prolific offenders. As the new rates measure 3 months only, the offender cohort is now much smaller and therefore the proportion of prolific offenders magnified. The change to 3-month cohorts also means that most prolific offenders now have index offences in all four 3 month cohorts, whereas under the old measure, prolific offenders would have one index offence identified over a 12month period.

Reoffending Rates	Oldham	North West	Greater Manchester	*YOT family comparison group	England
Reoffences per reoffender Jan 16 - Mar 16 cohort (New 3 mth cohort)	8.75	4.33	4.90	3.93	3.85
Reoffences per reoffender Apr 14 - Mar 15 cohort	4.22	3.51	3.56	3.77	3.27
Reoffences per reoffender Apr 13 - Mar 14 cohort	3.86	3.47	3.69	3.51	3.13
Frequency rate per offender Jan 16 - Mar 16 cohort (New 3 mth cohort)	4.04	1.93	1.96	1.76	1.62
Frequency rate - Apr 14 - Mar 15 cohort	1.30	1.42	1.37	1.51	1.23
Frequency rate - Apr 13 - Mar 14 cohort	1.36	1.39	1.42	1.45	1.19
Binary rate - Jan 16- Mar 16 cohort (New 3 mth cohort)	46.2%	44.6%	40.1%	44.7%	42.1%
Binary rate - Apr 14 - Mar 15 cohort	30.9%	40.3%	38.4%	40.1%	37.7%
Binary rate - Apr 13 - Mar 14 cohort	35.4%	40.2%	38.5%	41.2%	37.9%
* New Family Group used for Jan - Mar 16 cohort					

Clearly it is concerning to see what appears to be increases across all reoffending rates under the revised measures. It is however worth remembering that this does not indicate an increase in actual numbers of offenders, or total offences committed.

As can be seen on the chart although Oldham’s binary rate of reoffending has increased by 6% in the last quarter, the actual number of young people committing initial offence has almost halved from 50 to 26 cases.

Oldham has less young people offending, reoffending less offences committed than neighbouring Tameside (with a comparative population).



Further analysis of the numbers behind the latest rates are shown in the family comparator table on the next page. Looking at Oldham’s YOT family group, it can be seen that during Jan 16 to Mar 16, Oldham not only had the lowest number of offenders and also one of the lowest number of reoffenders in our grouping. Put another way only a third of our offenders went on to reoffend, demonstrating the impact of work with the cohort as a whole and highlighting us as the second most successful service within the comparators.

As reoffending numbers are provided via records held on the Police National Computer, we are not able to verify our offender numbers against national data. However, analysis of reoffenders during Jan to March 16 broadly tallies with the national numbers and shows that a small number of prolific offenders (5 yps) committed two-thirds of all reoffences during the following 12 months. Of these 5 reoffenders, 4 have recently turned 18 years old and are no longer working with the YJS.

There does however clearly remain an issue with a small number of young people having a damaging impact on the community by committing numerous offences. Broadly speaking the offences tended to be of a low level however continued focus on prolific offenders needs to be a priority going forward, particularly engaging partnership solutions to often complex issues.

Reoffending Numbers Jan 16 - Mar 16						
Table 2 Reoffender numbers and rates for YOT family comparative group.	Number of YP offending during the 3 month period	Number of YP in cohort reoffending	Number of offences committed by reoffenders	Reoffences per reoffender	Reoffences per offender	% Reoffending (Binary Rate)
Oldham	26	12	105	8.75	4.04	46.2%
Bradford	127	62	241	3.89	1.90	48.8%
Bury and Rochdale	74	32	148	4.63	2.00	43.2%
Kirklees	65	35	129	3.69	1.98	53.8%
Family Average	57	25	100	3.93	1.76	44.7%
Bolton	55	20	68	3.40	1.24	36.4%
Tameside	46	21	122	5.81	2.65	45.7%
Derby	45	17	57	3.35	1.27	37.8%
Newport	44	26	99	3.81	2.25	59.1%
Dudley	43	18	47	2.61	1.09	41.9%
Walsall	38	12	37	3.08	0.97	31.6%
Blackburn with Darwen	29	10	47	4.70	1.62	34.5%



## 12. YOUNG PEOPLE RECEIVING A CONVICTION IN COURT WHO ARE SENTENCED TO CUSTODY

The custody indicator measures the number of young people given a custodial sentence in a rolling 12-month period and is presented as a rate per 1,000 of the general 10–17 year-old population. Nationally the data is collated through the Youth Justice Management Information System (YJMIS) with comparative data available from across all English YOTS.

Oldham's custody level is roughly in line with comparators, although GM and our family comparison group is significantly above the England average. Serious youth violence is a significant contributory factor to the levels of custody within Oldham. There is a significant amount of focussed work on a partnership basis, through the youth violence strategy, to improve our response to these issues.

Immediate steps have been taken in Oldham to identify potential serious youth violence at an earlier stage and develop a more robust approach. This includes the allocation of all cases (whether pre or post court) to qualified case managers for assessment, the use of the Out of Court Disposal Framework to improve engagement at an earlier level, an increased focus on 15-year-old and younger cohorts to ensure that partnership support is available and the recent employment of an educational specialist to support young people into education, training and employment throughout the cohort. There are currently 8 young people serving custodial sentences, of which half will be supervised by the YJS on release over the course of this year. 50% of the cohort have had no previous YOT involvement prior to custody. One young person was previously LAC, the majority having had lower level social services involvement.

<b>Use of custody rate per 1,000 of 10 -17 population</b> -Good performance is typified by a low rate	Oldham	Greater Manchester	*YOT family comparison group	England
Jan 17 - Dec 17	0.60	0.57	0.57	0.38
Jan 16 - Dec 16	0.65	0.63	0.63	0.39
change from selected baseline	-0.05	-0.06	-0.06	-0.01
Jan 16 - Dec 16	0.61	0.59	0.45	0.37
Jan 15 - Dec 15	0.77	0.70	0.63	0.43
change from selected baseline	-0.16	-0.11	-0.18	-0.07
Jan 15 - Dec 15	0.74	0.54	0.36	0.40
Jan 14 - Dec 14	0.41	0.76	0.46	0.44
change from selected baseline	0.33	-0.21	-0.10	-0.04

\* New Family Group used for Jan 16 - Dec 17 comparison

## 13. ENGAGEMENT OF YOUNG OFFENDERS IN SUITABLE EMPLOYMENT, EDUCATION AND TRAINING (ETE)

The YJS has a statutory obligation to record whether young people completing community and custodial orders are actively engaged in suitable employment, education or training when their order comes to an end. Oldham YJS use this information to inform a local measure of young offender's engagement in ETE. Results are extracted using the local case management system (IYSS). Although ETE case data is also submitted centrally to the Youth Justice Management Information System (YJMIS), the Youth Justice Board does not yet offer comparative ETE data at a national level.

This is an important indicator in measuring the impact of the YJS and partner interventions when young people reach the end of their court order. The ETE outcomes for young people involved in the criminal justice system are a positive reflection of the integrated offer across Positive Steps. This has recently been reinforced by the addition of a resettlement and education co-ordinator to the team to maintain and improve outcomes.

Percentage of YP engaged with the Young Justice Service who are in suitable education, employment or training 2017/18	Outcome (cummulative total each qtr)	Year end 2009/10 (Baseline)	Change from baseline
Qtr 1	88%	77%	11%
Qtr 2	89%	77%	12%
Qtr 3	86%	77%	9%
Qtr 4	85%	77%	8%

**14. LOOKED AFTER CHILDREN CONVICTED OF AN OFFENCE.**

Local authorities measure the number of young people who have been continuously looked after for a 12-month period and during this time have committed an offence resulting in a court outcome or caution. The results are measured using a rolling 12-month total and presented quarterly.

During 2016/17 Oldham YJS had the target for this measure reduced from 7% to a challenging 5%. This was an ambitious target and wasn't reached. However, we felt it was right to maintain the ambition due to the nature of the cohort and impact this reduction could have across the partnership. Encouragingly during the last 2 quarters of 2017/18 the target has now been met.

Rolling 12 month period	Number of 10 - 17 yr olds continuously looked after in 12 month period	Number of 10-17 yr olds convicted or subject to a Youth Caution	*Percentage of looked after children aged 10+ convicted or subject to a caution during a 12 month period
July 16 to June 17	192	12	6.25%
Oct 16 to Sept 17	204	11	5.40%
Jan 17 to Dec 17	175	8	4.57%
April 17 to March 18	232	9	3.88%

\* Target measure 5%

Looking at the broader context of young people in care and involved with the YJS either pre or post court analysis of numbers show that statistically **1.5 in every 100 young people in the general population worked with the YJS as opposed to 14 in every 100 LAC cases**. This equates to young people in care being almost 9.5 times more likely to work with the YJS compared to the general population. This reflects national trends but remains a significant concern for the partnership.

Positive Steps sits in a unique position relating to care homes and the integrated offer available. The staff work across disciplines and several are allocated single points of contact for children who go missing from care homes. They also carry out interventions for the youth justice service and so we are aiming to build on these links to develop a 'trusted adult' model for those young people who cut across these service areas. There is a wider piece of work, looking for funding from external sources and led by the local authority, however there are immediate actions that can be taken to build this approach.

The number of LAC/FTE is reducing, with the largest reduction from baseline in the most recent quarter's performance. We are working hard to continue to reduce this figure. We are working closely with care homes and Children's Social Care to ensure that RJ is used appropriately for offences committed within care homes. In relation to LAC who commit offences outside of the care home/foster care we continue to put in place robust multi agency support packages.

## 15. KEY DEVELOPMENTS, RISKS AND OPPORTUNITIES

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- **Youth Violence**

Unfortunately, this year has seen a spike in serious youth violence, as outlined previously. Oldham YJS is working with the partnership as a lead agency in the development of a youth violence strategy. This will include reviewing the resources available to us to tackle this issue and ensuring that we are directing our interventions at those most in need. Proposed plans include the development of a post linked to Accident and Emergency to support young people admitted more quickly and further developing a mentoring activity for young people at risk of gang activity. As part of this workstream we are working with partners to develop an intelligence led youth panel which will more accurately identify those in need of support and refer them into a variety of interventions and activities.

- There will be a continued commitment in 18/19 to the effective delivery and engagement of young people and families onto the Which Way programme of intervention which focusses on diversionary activities for those at risk of criminal exploitation and those believed to be linked to known organised crime. Since the start of 2018, a total of 21 young people have been referred to The Project. The current uptake for engagement stands at 86%, with only 3 young people having not wished to take up the offer of support.

- **Peer on peer violence and pathway/Contextual Safeguarding**

Oldham have led on the development of a peer on peer pathway, working within the framework of contextual safeguarding. The pathway aims to support practitioners in improving their knowledge of safeguarding outside of the family home and is particularly important when considered in the context of increasing youth violence. We also delivered partnership training on the issue.

- **Quality Assurance**

Oldham have had three QA exercises completed with 2017/1018. These have involved:

- Peer review from a team of managers within greater Manchester services
- A small sample of cases subject to oversight as part of inspection training from HMIP
- A Local Children's Safeguarding Board inspection focussing on cases involved within the youth justice system

The results have been positive overall from each of the QA's and action plans are in place to support improvements and build on practice.

- **Restorative Justice**

A distinct post has been developed relating to restorative justice and we are seeing an increase in victim engagement and conferences as a result. In addition the work done at out of court disposal level means that problematic use of restorative justice is being challenged regularly to ensure quality, meaningful interventions are being carried out at the earliest point.

- **Resettlement/Education**

The development of the Education and Resettlement Co-ordinator post works to ensure that there is a continued commitment to the delivery of high quality resettlement practice for young people and their families from point of sentence through to release from custody, to include support with family relationships, sustaining suitable accommodation and engagement in Education Training and employment.

Work will also be carried out to increase young people's participation in appropriate Education, Training and Employment within the offending cohort both pre and post-Court by developing effective links with partner agencies. Support will be provided for young people who are Not in Education, Employment or Training (NEET), to co-ordinate a support package leading to a positive destination. This involves partnership working with schools, IAG, perspective employers and other relevant agencies and families.

- **Neglect Toolkit:**

It has become clear that a core issue relating to offending is neglect of children and young people. Staff have been trained in a relatively simple assessment tool to highlight signs of neglect and help facilitate pathways into relevant social care support, or at lower levels to work with families around the issue

- **Trauma Checklist:**

Similarly, Trauma is also a key characteristic of many young people's offending behaviour. There is a growing recognition that the complexity of the caseload has been rising, with heightened need relating to trauma. The trauma checklist is an evidence based tool use to identify young people's issues and highlight needs. We have worked in partnership with children's social care and healthy young minds to train staff in its use and highlight key issues. The tool acts as leverage when referring to further specialist agency support. The pilot phase of the tool is now drawing to a close so there is some risk that this won't be available on an ongoing basis.

- **Communicate:**

The communicate project works to ensure that young people are assessed and receive interventions relating to literacy and communication skills. The programme has now been in progress for 2 years and is a key element of our offer to tackle the contributory factors of reoffending. Young people who may have missed key elements of education are trained in an accessible, targeted format to rapidly improve the core elements of communication.

- **Evidence based practice**

Oldham has led developments relating to evidence in practice. This year has seen the continuation of the ground-breaking Knowledge Transfer Partnership. The KTP is hosted by Positive Steps, working across Greater Manchester to embed evidence based practice and create innovation in youth justice.

- **Out of court disposals and Early Help**

17/18 has seen a focus on the impact of out of court disposals as a pilot area for development of the new out of court framework , aligned with the partnership work Positive Steps led within Manchester Metropolitan University. The pilot has been successful and the approach is now due to be rolled out across Greater Manchester.

- **Problem Solving Courts**

Oldham is now beginning a new pilot relating to problem solving courts. It's hoped, that in conjunction with the OOCB pilot, this will support a 'whole system' problem solving approach to improving outcomes in youth justice. This is in early stages of development and will be reported through the board during 18/19

- Oldham have continued to be fully involved in the devolution agenda and subsequent review of youth justice, both nationally and within Greater Manchester. Oldham is leading in three areas of the review; resettlement, the development of evidence-based practice/innovation and the safeguarding of young people in Wetherby YOI. As with all devolution and governance transitions, there is a risk that local delivery (and performance) will be compromised, however we are working hard to engage with the agenda to mitigate these risks.

- We have worked collectively with the Oldham partnership to develop a set of interventions, under the umbrella of ‘Which Way’ that seek to target those within complex safeguarding cohorts and create preventative pathways away from these harmful behaviours. The approach was showcased at the Youth Justice Convention, with the chair of the board recognising Oldham’s innovative approach
- There remain funding risks relating to delivery of youth justice in Oldham. Partnership contributions has gradually reduced throughout the life of the service and the supporting services have also had reduced resource to deliver. This is particularly acute in relation to prevention activity with a clear trend of demand outstripping the resource available. We continue to work with partners in early help to support pathways into other services however this is the clearest risk for continued sustained performance.

**16. YOUTH JUSTICE SERVICE BUDGET 2018/19**

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Agency	Staffing costs (£)	Payments in kind –	Other delegated	Total (£)
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		revenue (£)	funds (£)	
<b>Local authority*</b>			<i>635,657</i>	<i>635,657</i>
<b>Police Service</b>				
<b>National Probation Service</b>			<i>5,000</i>	<i>5,000</i>
<b>Health Service</b>				
<b>Police and crime commissioner**</b>			<i>90,000</i>	<i>90,000</i>
<b>Welsh Government</b>				
<b>YJB Youth Justice Grant (YRO Unpaid Work Order is included in this grant)</b>			<i>467,033</i>	<i>467,033</i>
<b>Other***</b>			<i>28,864</i>	<i>28,864</i>
<b>Total</b>			<i>1,226,554</i>	<i>1,226,554</i>

\* For multi-authority YOTs, the totality of local authority contributions should be described as one figure.

\*\* Any money from the police and crime commissioner that has been routed through a local crime reduction partnership should be included here.

\*\*\* It should be noted that the 'Other' category is for additional funding that the YOT can use for any general youth justice activities. Accordingly, funding such as the YJB Grant for Junior Attendance Centres should not be included as there is an expectation that these streams must be used for the delivery of services as intended, only when this has been achieved can any surplus be reinvested within wider YOT service delivery.



## **17. RESOURCING AND VALUE FOR MONEY (ALSO SEE APPENDIX 1)**

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The complexities of YJS funding streams, which identify resources for specific groups of clients, have both enabled us to target resources towards clients with the greatest need, but also allowed us some flexibility with individual specialisms to enable a wider group of young people to benefit from enhanced provision.

Oldham YJS, being part of an integrated targeted services delivery model, benefits from increased value for money from many of the co-located service areas.

All organisations face the continuing challenge of maximising resources and demonstrating value for money to funders and commissioners – Positive Steps is no different. The complexities of the funding streams have both enabled us to target resources towards clients with the greatest needs whilst still allowing flexibility to ensure wider groups of clients benefit from enhanced provision. Value for money is a significant benefit of the integrated service delivery model with a wide range of co-located services enabling practitioners to provide a high quality multi-faceted service to clients. We benefit from having an internal Business Support Team providing a cost effective, timely and high-quality support service across the organisation.

We've provided added value to the local authority in supporting service integration and collaboration and maintained charges to schools and colleges for traded services rather than increasing them. Additionally, we have been able to be creative in how we use resources when we've been required to provide cover.

The successful Positive Steps Volunteer Strategy demonstrates value for money and offers opportunities for increased integration and mutual benefits across services. For example, the Volunteers Team provided development volunteering opportunities for clients on Family Support programme and have had 17 clients referred to the volunteering team from Positive Steps. We have had a number of clients who have gained employment who have said the volunteering experience has helped them to achieve this.

Targeted Services provides a unique service delivery model, based on the integration of statutory and voluntary support services for young people. The delivery model allows young people to seamlessly access a range of services through a one stop shop approach and creates considerable efficiencies as a result. The most recent area for development is the newly commissioned integrated substance misuse/sexual health services. Significant efficiencies have been found by integrating these inter dependant services and the model of developing integration should have potential further cost benefits.

We have faced a challenge relating to probation funding this year with a proposed 50% cut in resource. This was challenged through the board and has been successfully appealed.

*Within the workforce, 18 are female, 9 male and of those five are from the BAME community. All would identify themselves as British Asian. Within the delivery staff 8 have received Restorative training. Restorative refresher and delivery training is a priority for the upcoming year, the gap is due to staff turnover. Of panel volunteers all eight have received training.*

*Oldham is compliant with the requirements of the crime and disorder act with a seconded police officer, probation officer, social worker (previously seconded but now employed by positive steps) access to a full team of education expertise through the integrated offer within positive steps and a health offer from Bridgewater Care providers.*

## 18. SERVICE PRIORITIES FOR 2018/19

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- a) Further reduction in first time entrants;
- b) Focussing resource on 'early help' young people who are entering the CJS at high sentencing tariffs;
- c) Reduction in re-offending;
- d) Expanding the Communicate project to improve literacy and communication
- e) Continuing development of the missing from home provision and ensuring YJS cohorts benefit from this offer linking to early help offer
- f) Increasing RJ, reparation and victim work;
- g) Girls and young women;
- h) Resettlement and Positive Progression;
- i) Volunteers;
- j) Focus on LAC cohort – ensuring RJ is making a difference

<b>Name of Chair</b>	<b>Role</b>	<b>Date</b>	<b>Signature</b>
Jill Beaumont	Director: Early Help and Social Care	<b>31/07/2018</b>	

**Oldham Youth Justice Service –  
Developing Good Practice Grant Costed Plan - 2018/19**

Activity	Outcome Supported	Developing Good Practice	Costs
<b>Strategic Development</b>	<ul style="list-style-type: none"> <li>• Reduction in FTE</li> <li>• Reduction in Re-Offending</li> <li>• Reduction in Custody</li> <li>• Effective Public Protection</li> <li>• Effective Safeguarding</li> </ul>	<ul style="list-style-type: none"> <li>• Greater Manchester Combined Authority/Justice devolution</li> <li>• Greater Manchester Youth Justice Service Managers</li> <li>• Manchester Metropolitan University Strategic Partnership</li> <li>• Unpaid Work</li> <li>• Development of Youth Violence Strategy</li> <li>• Quality Assurance outcomes from:               <ul style="list-style-type: none"> <li>○ LSCB Peer on peer violence audit</li> <li>○ HMIP ‘training’ audit</li> <li>○ GM peer review</li> </ul> </li> <li>• Local Safeguarding Children Board and sub-groups</li> <li>• Community Safety and Cohesion Partnership</li> <li>• Development of out of court disposal framework and pilot</li> <li>• GM Resettlement Lead</li> <li>• Volunteer Coordination Strategy</li> <li>• Development of Restorative Justice approach</li> <li>• YJB Service Managers Conference</li> <li>• Attendance at other relevant conferences</li> </ul>	£76,315
<b>Management time</b>	<ul style="list-style-type: none"> <li>• As above</li> </ul>	<ul style="list-style-type: none"> <li>• Supervision and support</li> <li>• Annual Appraisal</li> <li>• Representation at relevant GM forums: resettlement, court, operational managers, AIM, Asset plus development</li> <li>• Panel development, training and support</li> <li>• Oversight of GMYJUP</li> <li>• Volunteer coordination and supervision</li> <li>• Development and delivery of internal training programme</li> </ul>	£68,129

Activity	Outcome Supported	Developing Good Practice	Costs
		<ul style="list-style-type: none"> <li>• Service response to GM developments</li> <li>• Recruitment and training staff and volunteers</li> <li>• Induction development and delivery</li> <li>• Development of therapeutic interventions</li> <li>• Management support to students</li> </ul>	
<b>Practitioner time</b>	<ul style="list-style-type: none"> <li>• As above</li> </ul>	<ul style="list-style-type: none"> <li>• Audit and peer review implementation</li> <li>• Restorative justice development and delivery</li> <li>• Neglect toolkit delivery</li> <li>• Trauma checklist delivery</li> <li>• Continued development of wrap-around court services</li> <li>• Implementing court changes</li> <li>• Continuous development of resettlement support</li> </ul>	£305,176
<b>Information Officer</b>	<ul style="list-style-type: none"> <li>• As above</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring system performance and providing reports</li> <li>• Working with YJS Managers to understand the MI to improve practice</li> <li>• Submission of statutory returns</li> <li>• Guidance on data protection issues</li> <li>• FOI requests</li> </ul>	£14,543
<b>Training</b>	<ul style="list-style-type: none"> <li>• As above</li> </ul>	<ul style="list-style-type: none"> <li>• All staff 3 days training per year</li> <li>• Restorative Justice Training</li> <li>• Training for communicate</li> <li>• Training around Complex Dependency</li> <li>• Trauma training</li> <li>• Neglect toolkit training</li> <li>• Engagement Training</li> <li>• Continued attendance at relevant LSCB training</li> <li>• QA Training for Managers</li> <li>• On-going Safeguarding training</li> </ul>	£2,500

Activity	Outcome Supported	Developing Good Practice	Costs
<b>Resources</b>	<ul style="list-style-type: none"> <li>• As above</li> </ul>	<ul style="list-style-type: none"> <li>• HR Support</li> <li>• Subscriptions and publications</li> </ul>	£370
<b>Total</b>			£467,033