

# YOUTH JUSTICE STRATEGIC PLAN 2017/18

July 2017



POSITIVE STEPS

Support | Challenge | Change

## 1. CONTENTS

---

<b>2</b>	Purpose of Plan
<b>3</b>	Introduction
<b>4</b>	Positive Steps
<b>5</b>	Structure & Governance
<b>6</b>	Youth Justice Management Board
<b>7</b>	Overall Structure
<b>8</b>	Targeted Services
<b>9</b>	Performance Report
<b>10</b>	First Time Entrants
<b>11</b>	Rate of Re-offending
<b>12</b>	Young People in Custody
<b>13</b>	ETE Rate
<b>14</b>	LAC offenders
<b>15</b>	Key Developments, risks opportunities
<b>16</b>	Youth Justice Service Budget 2017/18
<b>17</b>	Resources and Value for Money
<b>18</b>	Service Priorities for 2017/18
<b>19</b>	Partnership Signature

## 2. PURPOSE OF THE PLAN

---

This plan seeks to inform the strategic direction of Oldham Youth Justice Service (YJS) in 2017/18 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)

---

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 is a medium-sized YJS, employing 28 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 and a Healthy Young Minds specialist. Bridgewater provide a health professional who assesses 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 Youth Justice University Partnership (GMYJUP)
- Community Safety and Cohesion Partnership (CSCP)
- Local Safeguarding Children Board including the following sub groups:
  - Child Sexual Exploitation and Missing
  - Peer on Peer Abuse
  - Serious Case Review
  - Audit and Scrutiny
  - Policy and procedure
- One Recovery
- Reducing reoffending board
- Children's Social Care Resource Panel
- Corporate parenting panel
- Integrated Offender Management Steering Group
- Greater Manchester Youth Justice Strategic Managers
- North West Resettlement Consortium

2017/18 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.

#### 4. POSITIVE STEPS (PS)

---

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:

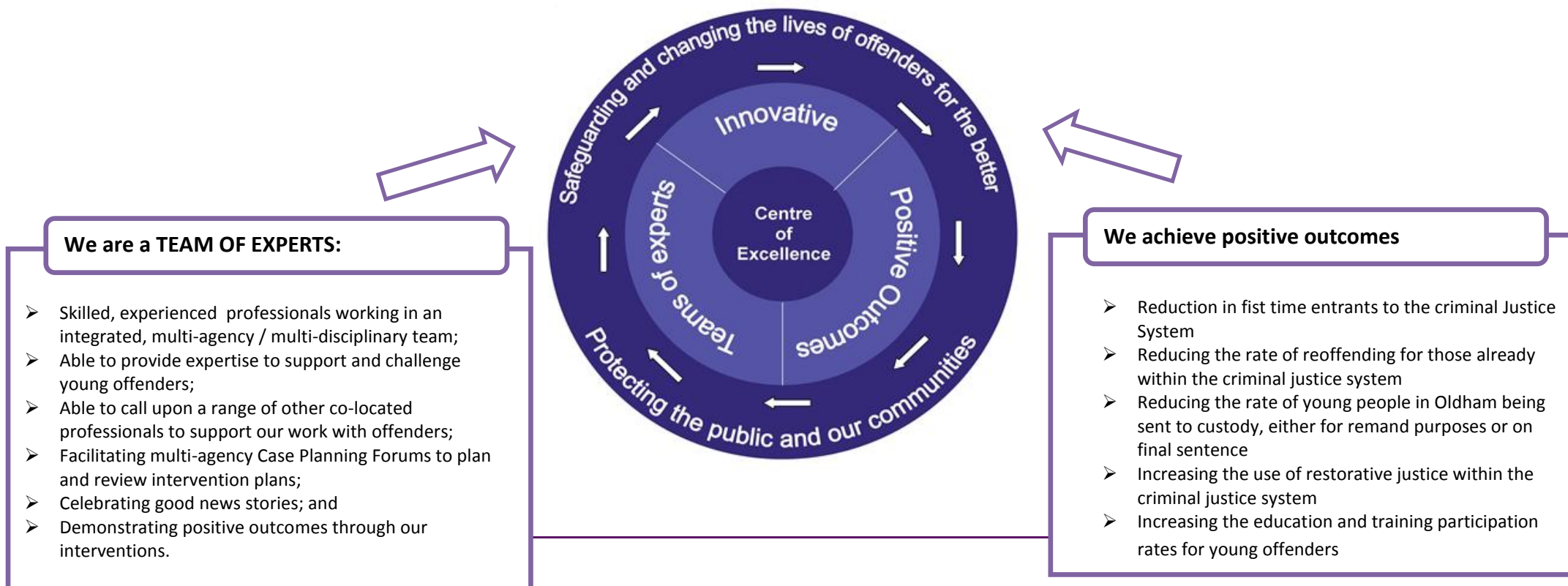
1. to advance the education and training of young people in order to prepare them for working and adult life;
2. the relief of unemployment for the public benefit in such ways as may be thought fits, including providing assistance to find employment;
3. the provision of recreational facilities for young 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. The PS CEO is vice-chair of the Children’s Trust Executive and the YJS Director is the CSCP Priority lead for young people.

**Positive Steps Oldham – Board of Trustees**

**DIRECTORS/TRUSTEES**  
**Partner Representatives**  
**Mr Bernie Keay**  
 Chair  
**Mrs Julie Edmondson**  
 Vice Chair  
 (Community Representative)  
**Sam Breckell**

**DIRECTORS/TRUSTEES**  
**Oldham MBC**  
**Cllr Sean Fielding**  
**Cllr Garth Harkness**  
**Cllr Joy Wrigglesworth**

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

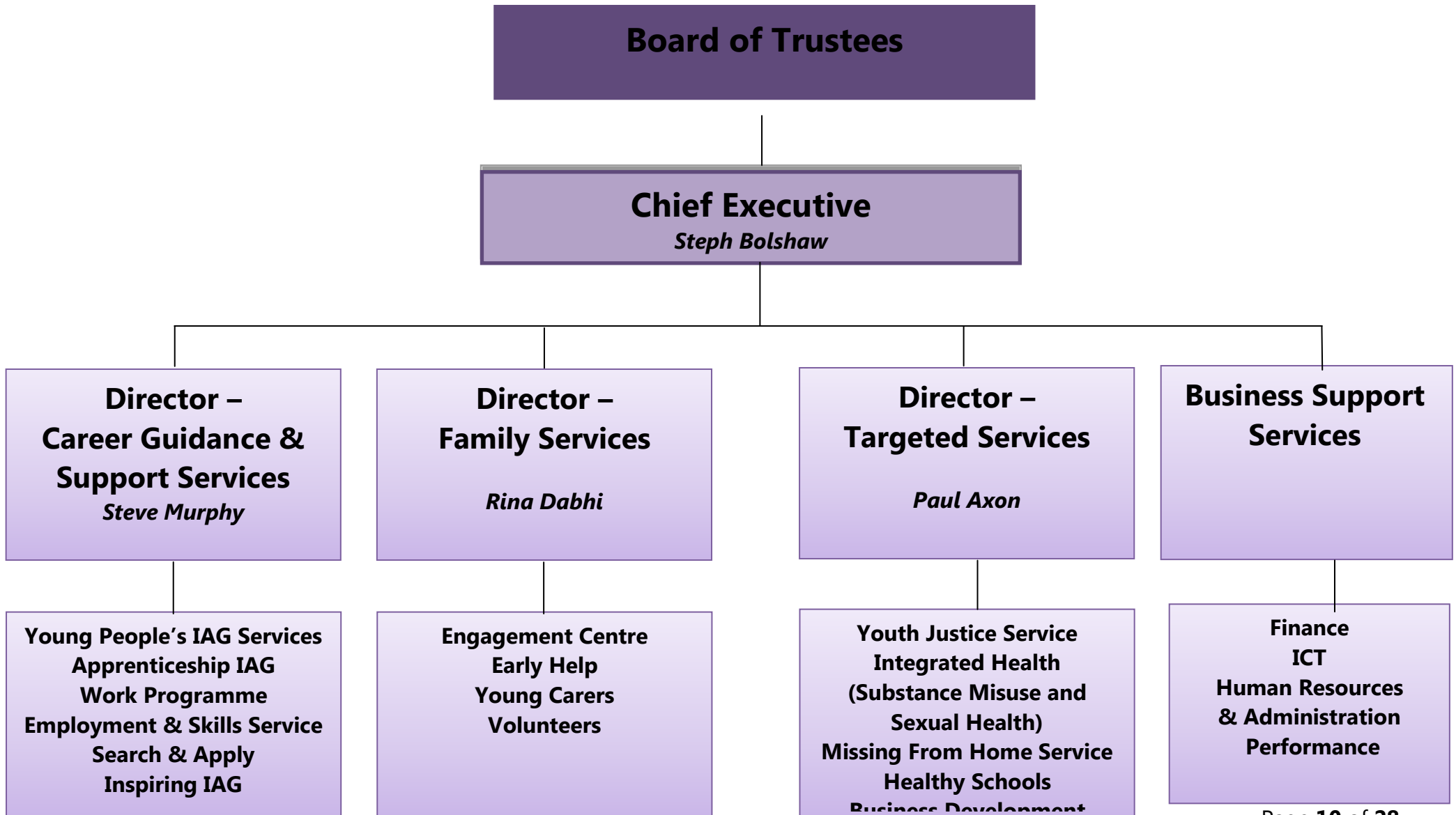
Name	Job title	Organisation
Jill Beaumont (Chair)	Director, Early Help and Social Care	Council
Steph Bolshaw	Chief Executive	Positive Steps
Paul Axon	Director (Head of YJS)	Positive Steps



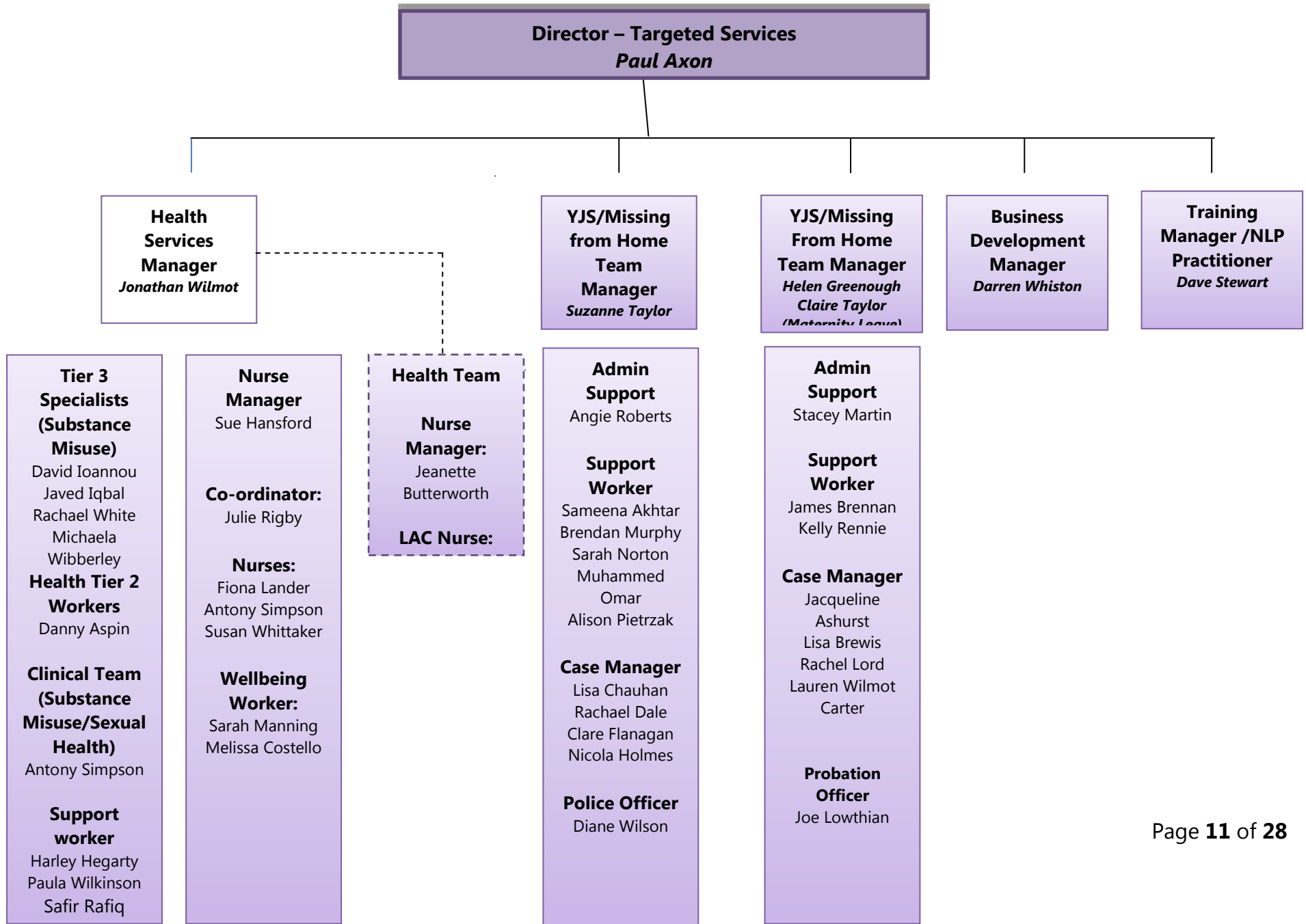
Ann Marie McGinn	Supported Housing Project Manager, Housing Strategy	Council
Nisha Bakshi	Assistant Chief Executive	Probation Service
Daniel Inglis	District Superintendent	Greater Manchester Police
Kay O Sullivan	Legal Advisor	Oldham Magistrates Court
Siobhan Ebden	Clinical Network Manager	Community Health Services
Gill Barnard/Julia Taylor	Commissioning Manager	Clinical Commissioning Group
Patsy Burrows	Head of Service for Looked After Children and Children with Additional Needs	Children's Social Care
Father, David Hawthorn	Member of Voluntary Sector Hub	Voluntary Sector

7. OVERALL STRUCTURE

---



8. TARGETED SERVICES (INCLUDING YOUTH JUSTICE SERVICE)



## 9. PERFORMANCE REPORT

---

Performance reports based on the key objectives are provided quarterly to the YJMB and then on to the Children's Trust 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.

<b>FTE PNC rate per 100,000 of 10-17 population **Good performance is typified by a negative percentage</b>	<b>Oldham</b>	<b>North West</b>	<b>Greater Manchester</b>	<b>YOT comparison group selected*</b>	<b>England</b>
<b>Jan 16 - Dec 16 (latest period)</b>	346	294	337	261	327
Jan 15 - Dec 15	376	340	388	347	373
percent change from selected baseline	-8.1%	-13.6%	-13.0%	-24.9%	-12.2%
<b>FTE PNC rate per 100,000 of 10-17 population **Good performance is typified by a negative percentage</b>	<b>Oldham</b>	<b>North West</b>	<b>Greater Manchester</b>	<b>YOT comparison group selected*</b>	<b>England</b>
Jan 15 - Dec 15	368	336	381	348	369
Jan 14 - Dec 14	474	402	448	361	413
percent change from selected baseline	-22.4%	-16.4%	-15.0%	-3.6%	-10.8%
<b>FTE PNC rate per 100,000 of 10-17 population **Good performance is typified by a negative percentage</b>	<b>Oldham</b>	<b>North West</b>	<b>Greater Manchester</b>	<b>YOT comparison group selected*</b>	<b>England</b>
Jan 14 - Dec 14	458	392	434	400	409
Jan 13 - Dec 13	507	433	463	430	448
percent change from selected baseline	-9.60%	-9.30%	-6.30%	-7.00%	-8.70%

Significant work has been allocated to strengthening referral systems with the Police and we now have a full time officer who devotes much time to ensuring the any referral from Police for pre court or preventative disposals are accurate and meaningful. Oldham continues to maintain a strong early help prevention focus and is now moving to incorporate the early help assessments within delivery.

## 11. RATE OF RE-OFFENDING

Nationally the rate of reoffending amongst young people is measured using data from the Police National Computer (PNC). All young people who have received a caution, court conviction (other than custody) or have been released from custody are tracked for a 12 month period. Any further offences over the next 12 months which lead to a court conviction will constitute a 'proven re-offence' and be counted in the reoffending measure.

The rate of reoffending is presented in two ways:

A **frequency** measure of offending - the average number of re-offences per 100 young people.

A **binary** measure of reoffending - a count of the number of young people who re-offend.

### Frequency rate

Latest PNC results show that Oldham has seen a decline in performance, relating to the frequency of reoffending. We are closely aligned to our comparison group but above regional and local comparators.

This increase is the result of a highly complex and increasingly challenging cohort of offenders who are entrenched in cycles of offending. The huge overall reductions in young people offending have left an extremely challenging cohort and we are seeing local evidence that although the number of offences and offenders overall is continuing to drop steeply, offences committed by a small group of complex reoffenders is rising.

Reoffending - frequency rate	Oldham	North West	Greater Manchester	YOT family comparison group	England
frequency rate - Jul 14 - Jun 15 cohort (latest period)	1.54	1.46	1.41	1.51	1.26
frequency rate - Jul 13 - Jun 14 cohort	1.43	1.37	1.38	1.41	1.18
change from selected baseline	7.7%	6.2%	2.5%	7.0%	6.4%
Reoffending - frequency rate per reoffender	Oldham	North West	Greater Manchester	YOT family comparison group	England
frequency rate - Jul 13 - Jun 14 cohort	1.43	1.37	1.38	1.45	1.18
frequency rate - Jul 12 - Jun 13 cohort	1.20	1.26	1.25	1.17	1.10
change from selected baseline	18.9%	8.9%	10.5%	23.8%	7.1%
Reoffending - frequency rate	Oldham	North West	Greater Manchester	YOT family comparison group	England
frequency rate - Jul 12 - Jun 13 cohort	1.2	1.26	1.25	1.21	1.1
frequency rate - Jul 11 - Jun 12 cohort	0.99	1.22	1.27	1.22	1.02
change from selected baseline	0.21	0.05	-0.02	-0.01	0.09

## Binary measure

Since the publication of PNC results started, Oldham has consistently had lower levels of reoffending compared to YOTs in our family group and the north-west. Latest reoffending binary rates shows that Oldham has continued to outperform other YOTs at both a local and national level successfully limiting the number of young people going on to reoffend following a conviction.

Reoffending - binary rate	Oldham	North West	Greater Manchester	YOT family comparison group	England
<b>binary rate - Jul 14 - Jun15 cohort (latest period)</b>	32.4%	40.0%	38.6%	40.8%	37.7%
binary rate - Jul 13 - Jun 14 cohort	39.2%	40.0%	38.1%	40.1%	37.7%
percentage point change from selected baseline	-6.9%	0.0%	0.5%	0.7%	0.0%
Reoffending - binary rate	Oldham	North West	Greater Manchester	YOT family comparison group	England
binary rate - Jul 13 - Jun 14 cohort	39.2%	40.0%	38.1%	40.6%	37.7%
binary rate - Jul 12 - Jun 13 cohort	33.2%	38.4%	38.9%	37.1%	36.5%
percentage point change from selected baseline	6.0%	1.6%	-0.8%	3.5%	1.2%
Reoffending - binary rate	Oldham	North West	Greater Manchester	YOT family comparison group	England
binary rate - Jul12 - Jun 13 cohort	33.20%	38.40%	38.90%	37.30%	36.50%
binary rate - Jul 11 - Jun 12 cohort	33.80%	39.00%	38.60%	38.40%	35.30%
percentage point change from selected baseline	-0.60%	-0.70%	0.30%	-0.10%	1.20%

## 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.

The table below shows annual custody rates over the last three years. Oldham has a higher rate of custody than comparators and this is an area of concern to maintain focus on in 17/18. In particular we have seen a rise in young people entering the criminal justice system with offences that resulted in custody. This has meant that prior to this sentence no work had been undertaken by YJS. This underlines the need to maintain a targeted and focussed preventative offer and utilise all forms of intelligence available to work with young people exhibiting risky behaviours.

<b>Use of custody rate per 1,000 of 10 -17 population - Good performance is typified by a low rate</b>	<b>Oldham</b>	<b>North West</b>	<b>Greater Manchester</b>	<b>YOT family comparison group</b>	<b>England</b>
Apr 16 - Mar 17 (latest period)	0.73	0.48	0.59	0.39	0.37
Apr 15- Mar 16	0.65	0.61	0.69	0.58	0.41
change from selected baseline	0.08	-0.13	-0.10	-0.19	-0.05
<b>Use of custody rate per 1,000 of 10 -17 population -Good performance is typified by a low rate</b>	<b>Oldham</b>	<b>North West</b>	<b>Greater Manchester</b>	<b>YOT family comparison group</b>	<b>England</b>
Apr 15 - Mar 16	0.65	0.50	0.52	0.32	0.37
Apr 14 - Mar 15	0.57	0.63	0.76	0.47	0.44
change from selected baseline	0.08	-0.13	-0.24	-0.15	-0.07
<b>Use of custody rate per 1,000 of 10 -17 population -Good performance is typified by a low rate</b>	<b>Oldham</b>	<b>North West</b>	<b>Greater Manchester</b>	<b>YOT family comparison group</b>	<b>England</b>
Apr 14 - Mar 15	0.57	0.61	0.74	0.44	0.42
Apr 13 - Mar 14	0.53	0.66	0.77	0.61	0.52
change from selected baseline	0.04	-0.06	-0.03	-0.17	-0.10

### 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 employment, education and training “pathway” alongside accommodation, access to health services, engagement programmes etc. is at the heart of YJS delivery. Having the YJS co-located with the Young Peoples Advice & Guidance Service has proven highly effective and enables the service to continue to maintain performance that approaches the extremely challenging 80% target.

Percentage of young people working with YJS who are in suitable ETE				
2016/17	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Target	80%	80%	80%	80%
Total (cumulative total)	80.37	80.11	81.10	82.80

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

---

The YJS 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 2017/18 Oldham YJS had the target for this measure reduced from 7% to a challenging 5%. This is an ambitious target and hasn't been reached in 16/17, although we feel it is right to maintain the ambition due to the nature of the cohort and impact this reduction could have across the partnership.

Percentage of looked after children cautioned or convicted				
2016/17	Quarter 1 (Jul 15 - Jun 16)	Quarter 2 (Oct 15 - Sep 16)	Quarter 3 (Jan 16 - Dec 16)	Quarter 4 (Apr 16 - Mar 17)
Target	5%	5%	5%	5%
Percentage over rolling 12 month periods	5.20	5.80	5.73	6.35

## 15. KEY DEVELOPMENTS, RISKS AND OPPORTUNITIES

---

- Work continues to concentrate on key areas of practice to reduce reoffending. In particular the service has developed a range of interventions and approaches that try to see beyond the 'presenting issue' and tackling the root causes of the behaviour. These include:

- **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 as 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.

- **Speech and Language:**

Through a partnership with a Manchester University PhD student, practitioners have access to support and consultation relating to SALT issues. This has been an excellent resource to further understand need and enable pathways of support. Unfortunately the pilot has now come to an end and we are looking at potential ways to continue with this support

We have also this year purchased resources from 'clear cut' communication. This was in recognition of the issues, particularly relating to court, for all young people, but especially those with SALT issues, in understanding the processes they are subject to.

- **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.

- Oldham continues to work towards preventing and reducing risks relating to extremism. The Head of the YJS is a member of the Prevent steering group and panel assessing risks presented and developing partnership strategies. These include specific intervention packages such as the 'challenge cards' used to encourage courageous conversations between staff in schools and other settings and young people. Several training packages have been delivered and staff within the YJS are skilled in using these approaches.
- The YJS is well embedded within the wider framework of local social policy. Positive Steps is commissioned to deliver the boroughs Early Help strategy and this is evidenced in our approach. Staff have received training in early help assessments and where relevant can undertake these assessments with young people and families. We have found this particularly helpful in the work with prevention. This work should allow us to prevent first time entrants, early within a young person's potential escalation.

- 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 2017/18

---

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local authority*			<i>635,657</i>	<i>635,657</i>
Police Service				

<b>National Probation Service</b>			<b>5,000</b>	<b>5,000</b>
<b>Health Service</b>				
<b>Police and crime commissioner**</b>			<b>46,478</b>	<b>46,478</b>
<b>Welsh Government</b>				
<b>YJB Youth Justice Grant (YRO Unpaid Work Order is included in this grant)</b>			<b>467,033</b>	<b>467,033</b>
<b>Other***</b>			<b>28,864</b>	<b>28,864</b>
<b>Total</b>			<b>1,183,032</b>	<b>1,183,032</b>

\* 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)

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 local authorities in supporting service integration and collaboration, across all three LA areas 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 Youth Justice Service has been effective in 2016/17 in gaining support from the academic community to support delivery. The project with Manchester University to develop SALT consultation models for staff has been a welcome addition to improve assessments and plans. Similarly we have developed partnerships with researchers in trauma to access support through a pilot programme to get better understandings of underlying factors in offending behaviour. Both of these partnerships have been accessed at no cost to the service.

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.

Within the workforce, 21 are female, 7 male and of those three are from the BME community. All three would identify themselves as British Asian. Within the staff 14 have received Restorative training, although we estimate that 5 are in need of refresher courses. Of panel volunteers all eight have received training.

## 18. SERVICE PRIORITIES FOR 2017/18

---

- 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) Particular focus on the reduction in use of custody and remand, given performance. As part of this we are working with the local authority, through th Children's Assurance Group, to identify young people subject to custodial sentence over the preceding 12 months and developing a partnership approach to preventing this trend;
- e) Expanding the communicate project to improve literacy and communication
- f) Developing the missing from home provision and ensuring YJS cohorts benefit from this offer
- g) Increasing RJ, reparation and victim work;
- h) Girls and young women;
- i) Resettlement and Positive Progression;
- j) Volunteers;
- k) Focus on LAC cohort – ensuring junior RJ scheme 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		



Appendix 1

**Oldham Youth Justice Service –  
Developing Good Practice Grant Costed Plan - 2017/18**

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>• Justice and Rehabilitation</li> <li>• Troubled families / Complex Dependence</li> <li>• Greater Manchester Youth Justice Service Managers</li> <li>• Manchester Metropolitan University Strategic Partnership</li> <li>• Knowledge Transfer Partnership</li> <li>• Unpaid Work</li> <li>• CSE DV Perpetrator work</li> <li>• Partnership response to relationship violence</li> <li>• Local Safeguarding Children Board and sub-groups</li> <li>• Community Safety and Cohesion Partnership</li> <li>• Development of Oldham wide pre-court diversion scheme (Youth Restorative Intervention)</li> <li>• PACE and joint work with Police and CSC</li> <li>• GM Strategic Managers and Operational Managers Annual conference</li> <li>• GM Resettlement Lead</li> <li>• Junior and volunteer RJ schemes</li> <li>• Volunteer Coordination Strategy</li> <li>• Development work with partners</li> <li>• Youth Justice Convention</li> <li>• YJB Service Managers Conference</li> </ul>	<p style="text-align: center;">£92,609</p>

Activity	Outcome Supported	Developing Good Practice	Costs
		<ul style="list-style-type: none"> <li>• Attendance at other relevant conferences</li> <li>• Development of the YJS Early Help Offer linked to LASPO</li> </ul>	
<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>• Links to IOM and ICO</li> <li>• Panel development, training and support</li> <li>• Oversight of Knowledge Transfer Partnership and GMYJUP</li> <li>• Volunteer coordination and supervision</li> <li>• Development and delivery of internal training programme</li> <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>	£68,333
<b>Practitioner time</b>	<ul style="list-style-type: none"> <li>• As above</li> </ul>	<ul style="list-style-type: none"> <li>• Developing practice around early help</li> <li>• IOM Review and changing ways of working</li> <li>• GM Peer Review</li> <li>• Neglect toolkit delivery</li> <li>• Trauma checklist delivery</li> <li>• SALT consultation</li> <li>• Continued development of wrap-around court services</li> <li>• Implementing court changes</li> <li>• Continuous development of resettlement support</li> </ul>	£283,849
<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> </ul>	£16,672

Activity	Outcome Supported	Developing Good Practice	Costs
		<ul style="list-style-type: none"> <li>• FOI requests</li> </ul>	
<b>Training</b>	<ul style="list-style-type: none"> <li>• As above</li> </ul>	<ul style="list-style-type: none"> <li>• All staff 6 days training per year</li> <li>• Management supervision training</li> <li>• Training for using Rapid English</li> <li>• Training around Complex Dependency</li> <li>• Trauma training</li> <li>• Neglect toolkit training</li> <li>• Early Help family Engagement Training</li> <li>• Continued attendance at relevant LSCB training</li> <li>• QA Training for Managers</li> <li>• On-going Safeguarding training</li> <li>• Management Development Programme</li> </ul>	£5,070
<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>	£500
<b>Total</b>			£467,033

