

## ***POLICY OVERVIEW AND SCRUTINY COMMITTEE Overview & Scrutiny Committee Agenda***

Date Tuesday 8<sup>th</sup> November 2022

Time 6.00 pm

Venue Council Chamber, Civic Centre, West Street, Oldham, OL1 1NL

Notes 1. DECLARATIONS OF INTEREST- If a Member requires advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Paul Entwistle or Constitutional Services at least 24 hours in advance of the meeting.

2. CONTACT OFFICER for this agenda is Constitutional Services Tel. 0161 770 5151 or email [constitutional.services@oldham.gov.uk](mailto:constitutional.services@oldham.gov.uk)

3. PUBLIC QUESTIONS - Any Member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the contact officer by 12.00 noon on Thursday, 3 November 2022.

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MEMBERSHIP OF THE POLICY OVERVIEW AND SCRUTINY  
COMMITTEE

Councillors Alyas, Barnes, Dean, Harrison, McLaren (Chair), C. Phythian, Wilkinson and Williamson

Item No

1 Apologies For Absence

2 Declarations of Interest

To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.

3 Urgent Business

Urgent business, if any, introduced by the Chair

4 Public Question Time

To receive Questions from the Public, in accordance with the Council's Constitution.

5 Minutes of Previous Meeting (Pages 1 - 6)

The Minutes of the Policy Overview and Scrutiny Committee held on 20<sup>th</sup> September 2022 are attached for approval.

6 Youth Justice Plan 2022/23 (Pages 7 - 40)

Report to follow

7 Oldham Engagement Framework Task and Finish Group (Pages 41 - 42)

Notes of a meeting held 18<sup>th</sup> October 2022

8 Policy Overview and Scrutiny Committee Work Programme 2022/23 (Pages 43 - 56)

9 Key Decision Notice (Pages 57 - 74)



**Present:** Councillor McLaren (Chair)  
Councillors Alyas, Hamblett (Substitute for Councillor  
Williamson), Harrison and C. Phythian

Also in Attendance:

Sayed Osman – Deputy Chief Executive

Neil Consterdine – Assistant Director – Youth, Leisure and  
Communities

Fiona Carr – Principal Homelessness Strategy Officer

Peter Thompson – Constitutional Services

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Dean and  
Williamson. Councillor Hamblett attended as the substitute for  
Councillor Williamson.

2 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

3 **URGENT BUSINESS**

The Chair permitted the consideration of an additional item of  
business, namely 'Oldham Engagement Framework' as, part of  
a consultation exercise, the Committee's views thereon were  
required prior to its next scheduled meeting.

4 **PUBLIC QUESTION TIME**

There were no public questions for this meeting of the  
Committee to consider.

5 **MINUTES**

Resolved:

That the Minutes of the meeting of the Policy Overview and  
Scrutiny Committee, held 26<sup>th</sup> July 2022, be approved as a  
correct record.

6 **GREATER MANCHESTER STREETS FOR ALL STRATEGY**

The Chair advised that this item had been withdrawn and would  
be considered at a later meeting in the municipal year.

7 **HOMELESSNESS PREVENTION AND REDUCTION  
STRATEGY: YEAR 1 UPDATE**

The Committee scrutinised a report of the Principal  
Homelessness Strategy Officer, which explained that Oldham's  
Homelessness Prevention and Reduction and Strategy 2021-26  
had now been in place for nearly one year and provided an  
update on progress so far with regards to the implementation of  
actions within the Delivery Plan.

Local authorities had a statutory responsibility to publish a  
Homelessness Strategy based on a review of homelessness in  
their district at least every five years; Oldham's current Strategy  
was approved by Cabinet in October 2021. The Strategy was

accompanied by a Delivery Plan which was kept under review by a multi-agency monitoring group; updates to the Delivery Plan were influenced by factors including trends in homelessness presentations, changes in legislation and other local plans and policies. Good progress had been made towards achieving actions in the Delivery Plan during the first year despite challenging circumstances including increasing homelessness both locally and nationally. However, it was anticipated that these challenges would continue as the cost-of-living crisis impacted alongside growing demand for affordable housing – making early intervention, prevention and partnership working increasingly important.

Year One of the Homelessness Prevention and Reduction Strategy Delivery Plan had established eight actions for completion by April 2022. Six of these actions were delivered on time, with two moved to a later date due to awaiting the outcome of funding bids.

The Year One Plan had a particular focus on recovery from the Covid-19 pandemic, including promoting advice to landlords and tenants to help prevent eviction and/or promote planned moves, building resources within the frontline Housing Options Team, and responding to particularly affected groups including rough sleepers and people leaving institutions such as hospitals and prisons. The plan also sought to respond to changes in legislation brought about by the Domestic Abuse Act and the new duties this placed on local authorities to provide support to victims in safe accommodation.

The Committee was informed that the main three reasons for homelessness in Oldham had remained the same for several years, being: exclusion by family; loss of private rented accommodation; and domestic abuse. Oldham and some neighbouring Greater Manchester authorities also had slightly higher levels of presentations from households leaving the Home Office's accommodation due to the numbers of placements made into the area. There was a relatively high number of presentations from people leaving institutions. This point could though have been due to effective pathways built via partnership working to help prevent rough sleeping and repeat homelessness for these households.

The Committee discussed the report in some detail, seeking clarification on the use of houses of multiple occupation (HMO's), the numbers of people presenting as homeless who were either disabled or elderly, the funding of the 'bed every night' initiative and how to maximise external funding opportunities.

Resolved:

1. That the report be noted.

2. That a further update report, regarding the Homelessness prevention and Reduction Strategy be presented to the Committee in approximately 12 months.
3. That the Leader of the Council and Cabinet Member for Regeneration and Housing be encouraged to seek to maximise funding opportunities from the Local Housing Allowance.
4. The Principal Homelessness Strategy Officer be requested to circulate to members of the Committee information relating to the numbers of disabled and elderly people in the Borough who were presenting as homeless.

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## **PLACE BASED WORKING**

The Committee scrutinised a report of the Deputy Chief Executive which advised that 'Placed Based' working was becoming a key area of transformation within the Corporate Plan, aiming to deliver more and more services and functions locally, across the Borough's five districts. The submitted report updated the Committee on current progress along with some future suggested areas of exploration to check on progress of implementation.

Place based integration (PBI) was a person-centred, 'bottom-up' approach that was being used to meet the unique needs of people in a given location. This was achieved by public and community services working together to use the best available resources whilst collaborating to share local knowledge and insight. By working in partnership with residents, it aimed to build a picture of the system from a local perspective, taking an asset-based approach that highlights the strengths, capacity, and knowledge of all individuals and groups involved.

The Committee was informed that Oldham's PBI approach has been iterative, based on testing and learning. In September 2021 a deep dive report was presented to the Authority's 'Leadership' on the role of district working and place-based integration. This provided the background and current position of district working/PBI across Oldham and its evolution over the past 10 years. The discussion with elected Members was positive, focusing on the need to progress the implementation of PBI, particularly operational arrangements and local governance.

Throughout 2021/2022 the programme has made demonstrable progress against the following areas:

- Geographical segmentation to five places, aligned to the Primary Care Networks, Neighbourhood Policing and the CVS through Action Together.
- Alignment of services to the place including Community Safety, Early Help, Neighbourhood Policing, Youth, District Teams, Social Prescribing and Community Development. Housing provider representatives agreed for each place. Further alignment is required to include

environmental services and public protection as well as key partner agencies such as DWP.

- Progress made including co-terminus geographical and service alignment, good CVS, strong partnerships and Member engagement.
- Governance established across the partnership; Public Service Reform Board, PBI Strategic Steering Group
- Scrutiny Task and Finish Group in development focusing on key areas of PBI implementation including CVS capacity and resident awareness
- Targeted workstreams established including workforce reform, PBI Hubs, Early Intervention & Prevention, District governance
- Alignment of PBI as key enabler in the Oldham Plan
- Development of the PBI Vision and Principles to be presented at the PSR Board (September)
- Launch of Planning for Real sessions in the South, further dates planned to December including evidence profiles
- Development of a workforce plan including strength-based training
- Development of a resident offer within place focused on Cost of Living
- PBI Hub Development with key sites identified.

The Deputy Chief Executive advised that initial discussion had taken place through a task and finish group which had been convened by the Chair of this Committee. The meeting discussed the implementation of place-based working and integration across the Oldham Borough and the active role that scrutiny could have within this process. The Deputy Chief Executive provided a presentation describing the Oldham journey to date, the drivers for change and opportunities associated with place-based integration and next steps.

The task and finish group highlighted the complexity of the programme which was far reaching and encompassed the whole system. This would require further discussions to examine key parts of the programme. Whilst the shift towards local delivery was welcomed, it was needed to take account of the current inconsistency and fragmentation in the types of support that residents received across the borough as well as their understanding of what the offer was.

The task and finish group had noted the important contribution made by community and voluntary partners, particularly demonstrated throughout the Covid-19 pandemic. However, the sector faced real challenges in attracting and maintaining volunteers, particularly younger residents, as well as challenges in securing funding, managing buildings, and legal understanding as examples. There was agreement on the need for better infrastructure support.

The terms of reference for the task and finish group were circulated for Member's consideration.

Resolved:

1. That the report be noted.
2. That the task and finish group investigating Council Policy and Implementation of Place Based Integration be formally adopted by this Committee and the terms of reference relating thereto be approved.

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## **OLDHAM ENGAGEMENT FRAMEWORK**

The Chair of the Committee reported upon the Oldham Engagement Framework that aimed to implement a shared approach to engagement across the Oldham social support system and which was being organised by representatives of Action Together.

Improving the quality and scope of engagement, co-design and co-production across the Oldham social support system had been an aim since before the Covid-19 pandemic. With an immediate response required, to tackle the Covid-19 crisis, efforts to introduce a common engagement framework had stalled.

There were in the Oldham borough an impressive range of engagement offers. These included the Doorstop Engagement Team, Oldham's Poverty and Truth Commission, the Community Champions public health programme, the Citizen's Panel and Maternity Voices Partnership on top of pre-existing approaches such as the Oldham Youth Council, the Place Based Integration Programme and the Making Every Adult Matter Partnership.

However, many of these engagement approaches existed in isolation, with resources and efforts often being duplicated. There was therefore significant potential to strategically embed the learning processes from the Covid-19 pandemic and approaches that have spread across the social support system. In doing so maximum value can be obtained from the structured and informal engagements that are taking place, resulting, hopefully, in improved long-term outcomes for residents as well as increased efficiency for planned interventions.

The Chair suggested that a way of expediting this matter would be via a workshop event where Committee members could discuss engagement approaches across the social support system with the organisers of the Oldham Engagement Framework, Action Together.

Resolved:

That a workshop event be held, involving Members of the Policy Overview and Scrutiny Committee and of Action Together to discuss and consider engagement approaches across the social support system.

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## **POLICY OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2022/23**

The Committee considered its Work Programme for 2022/23. It was noted that the agendas for the first part of the municipal year had been relatively light, with several scheduled items/reports being deferred until later in the year. To avoid a backlog of reports developing, making the agendas in the latter part of the municipal year overly long it was suggested that one of the dates set aside for budgetary issues in November 2022 be used as an ordinary meeting of the Committee instead, if necessary.

Resolved:

1. That the Policy Overview and Scrutiny Committee's Work Programme 2022/23, be noted.
2. That if necessary and with the agreement of the Chair, one of the dates set aside for budgetary issues in November 2022 be used as an ordinary meeting of the Committee.

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### **KEY DECISION NOTICE**

The Committee reviewed the Key Decision Notice which provided an opportunity for the identification of items or policy or service development, not otherwise listed on the Committee Work Programme.

Resolved:

That the report and the Key Decision Notice be noted.

The meeting started at 6.00pm and ended at 7.40pm





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## Report to OVERVIEW AND SCRUTINY BOARD

# [Youth Justice Management Board Report 2022/23]

### Portfolio Holder:

[insert name and portfolio of Executive Member e.g. Councillor Smith, Cabinet Member for Schools]

**Officer Contact:** [Insert job title of Executive Director]

**Report Author:** Paul Axon]

**Ext.** [Insert no.]

**08/11/2022**

### Purpose of the Report

The plan outlines the responsibilities of the Youth Justice Service and its priorities for 22/23 as well as financial arrangements and performance within the previous year.

### Executive Summary

Attached in appendix is the annual Youth justice Plan. This has already been subject to review via the Youth justice Management Board and Youth Justice Board. This year the YJB changed the report request with a more extensive plan in line with a prescribed format. The plan includes:

- Introduction, Vision and Strategy
- Local Context
- Child First
- Voice of the Child
- Governance, Leadership and Partnership
- Resources and Services
- Progress on Previous Plan
- Performance and priorities
- National Standards
- Challenges, Risks and Issues
- Service Improvement Plan
- Evidence Based Practice and Innovation
- Looking Forwards

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## Recommendations

That the report be approved by the O & S Board.

Overview and Scrutiny Board

08/11/2022

### Youth Justice Plan

#### 1 Background

- 1.1 The YJMB Annual plan is a requirement of grant allocation for Oldham's Youth Justice Service and overseen by the Youth Justice Board nationally.

#### 2 Current Position

- 2.1 The plan has been developed and approved at Strategic level through the Youth Justice Management Board and nationally via the Youth Justice Board.

#### 3 Key Issues for Overview and Scrutiny to Discuss

- 3.1 Oversight of plan to meet statutory requirements and consideration of any suggested improvements for 22/23

Recognising the successful outcomes for the service: within the reporting period Oldham has some of the lowest rates of reoffending in England, despite the challenges faced.

The report is subject to grading from the Youth Justice Board. Oldham's Plan was awarded an 'Outstanding' rating for 22/23

#### 4 Key Questions for Overview and Scrutiny to Consider

- 4.1 To satisfy the Panel that the service is operating successfully to support young people in Oldham

To have oversight of the service and its governance arrangements.

#### 5 Links to Corporate Outcomes

- 5.1 The report outlines the successful delivery of the service, with nationally leading performance in reoffending.

#### 7 Consultation

- 7.1 The plan has been through consultation with the Youth Justice Management Board, chaired by Gerard Jones, Managing Director. Membership of the board is comprehensive and involves a broad partnership membership as below (please note the board is correct at the time of plan submission):

Name	Job title	Organisation
Gerard Jones (Chair)	Director of Children's Services	Council
Steph Bolshaw	Chief Executive	Positive Steps
Paul Axon	Director of Young People's Services (Head of YJS)	Positive Steps
Elaine Devaney	Director of Children's Social Care	Council
Richard Lynch	Director Education Skills and Early Years	Council
Moira Fields	Senior Housing Needs Officer	Council
Amy Poulson	Head of Probation Delivery Unit	National Probation Service
Jennie Davies	Head Teacher for the Virtual School	Oldham Council
Chris French	GMP Oldham (Title TBC)	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
Meghan Ward [Andrea Weir]	Senior Commissioning Officer for Children	Clinical Commissioning Group
Lorraine Kenny	Community Safety Manager	Oldham Council
Laura Windsor-Welsh	Partnerships Service Manager	Action Together
Neil Consterdine	Assistant Director Youth, Leisure and Community	Oldham Council

## 8 Appendices

### 8.1 Youth Justice Strategic Plan 22/23

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**POSITIVE STEPS**

SUPPORT | CHALLENGE | CHANGE

# YOUTH JUSTICE PLAN

2022/23

Service	Oldham
Service Manager/ Lead	Paul Axon
Chair of YJS Board	Gerard Jones

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2. Local Context
3. Child First
4. Voice of the Child
5. Governance, Leadership and Partnership Arrangements
6. Resources and Services
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11. Performance and Priorities
18. National Standards
19. Challenges, Risks and Issues
20. Service Improvement Plan
21. Evidence-based Practice and Innovation
22. Looking Forward
23. Sign Off, Submission and Approval
25. Common Youth Justice Terms

# Introduction, Vision and Strategy

This plan seeks to inform the strategic direction of Oldham Youth Justice Service (YJS) in 2022/23 and outline how it will achieve its primary functions and the identified key objectives and developments.

The primary functions of the service 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

Our guiding principles are to offer a service that is:

- Child first in approach
- Rooted in effective partnership work and meeting holistic need
- Ambitious for the young people it works with
- Pursuing excellence in governance and leadership
- Achieving outstanding outcomes in inspection programmes

The Youth Justice Plan is overseen by the Youth Justice Management Board and has been through a period of engagement and consultation prior to development. The management board is well established within Oldham's governance, chaired by the Managing Director of Children & Young People (DCS) and linked into key strategic boards such as the safeguarding partnership, complex safeguarding and children and young people's alliance. The board has representation and engagement from a wide partnership, including the three statutory safeguarding partners, Children's Social Care, Health and Greater Manchester Police.

Youth Justice is a key element of Oldham's ambition to provide the very best support to young people, families and communities. Our innovative approach, one of only two local authorities to commission the service to a charitable organisation has delivered consistent benefits. The opportunity Positive Steps has to integrate the offer within a wider offer and access funding streams adds value to Oldham's partnership and has delivered outstanding outcomes.

Oldham is working hard to ensure that young people at risk of or involved in offending are given the best opportunities to engage in positive activities and move away from decisions that put themselves and communities at risk. This was clear within 2018's HMIP inspection which found many areas of outstanding practice and noted **'children and young people are at the heart of everything this service does'**. We want to build on these strong foundations, ensuring that the community is safe, and that victims of youth crime and disorder are given a strong voice within the system that can be a central part of diversion and rehabilitation. Through an increased focus on partnership working and an ambitious agenda for change we believe we can build on good performance and continue to improve to deliver these outcomes.

We have set the agenda for 'child first' approaches to youth justice and recent projects and practice in trauma and contextual safeguarding to support diversion and rehabilitation are strong evidence of this work. Our vision of child first youth justice is based in a strong partnership approach that reduces contact with the criminal justice system, wherever possible. Where not, young people should receive interventions that reduce their likelihood to develop a criminal identity and promotes the safety of the community they live within. This includes an overall approach that includes trauma informed and strengths-based practice.

Youth violence has become a key factor in shaping service delivery in Oldham. Across the community and partnership, the impact of serious violence has been felt over recent years with serious and multi-agency case reviews highlighting the damage caused and the need to take new approaches. We recognise that those involved in youth violence are often not those that are familiar to the justice system and therefore need an improved partnership approach to intelligence sharing and identification of need. Oldham's 'diversion and prevention panel is a significant step in attempting to resolve this issue. The development of this approach and associated improvements in directing and targeting resources will be key to an overall strategy for success in incidents of youth violence and general diversion and prevention of offending.

The Service is not only responsible for the management of young people in the justice system; we also hold responsibility for both victims of crime and ensuring that families and communities needs are heard and met through our service offer. We have strengthened our approach to victims in recent years through the development of a specific role meeting these needs and aim to continue to grow that offer in 22/23. It is the victim's needs are heard and responded to effectively rehabilitate and prevent further harm.

Oldham is a complex, challenging place to deliver Youth Justice. With a population of 232,724 the borough is considered an area with 'pockets of prosperity' characterised by a burgeoning youth population with 22.5% of residents under 16. There is a high representation of Asian British heritage amongst its diversity, with 10.1% Pakistani and 7.3% Bangladeshi. Levels of deprivation are ranked amongst the highest in the country and average household numbers also higher than national averages. Oldham is in the top 1% of deprivation in England and has seen particularly stark increases in crime levels, according to 2019's Indices of Deprivation.

2021/22 remained one of considerable challenge for the service; the impact of COVID-19 continued to impact the service. Despite this the service has been resilient and continued to deliver face to face services to young people and families throughout. As in previous pandemic affected years special praise should be reserved for the staff, management and support teams who have maintained high quality services throughout. It has also been a period of accelerated learning; we have developed a virtual offer that young people have engaged well with, alongside critical direct contact for those in need. This learning underpins all our plans for 2022/23.

Performance has been outstanding throughout this period. Oldham is now consistently performing at an improved level to all comparators, including that of England and Wales. Given the town's level of deprivation and overall context that is a fantastic achievement and one that reflects on the skills of the team but also the commitment of the wider partnership to the service; youth justice is by nature dependant on a wide variety of expertise and support and the leadership of the Management Board has been critical to these outcomes.

Oldham is one of nine youth justice services in Greater Manchester within the Northwest 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 young people's services, including information, advice & guidance services; a prevention and diversion offer aimed at preventing young people from entering the youth justice system, 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.



The principle 'child first' guides the work of Oldham Youth Justice Service:

1. We prioritise the best interests of children, recognising their needs, capacities, rights and potential.
2. Build on children's individual strengths and capabilities as a means of developing a pro-social identity for sustainable desistance from crime. This leads to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
3. Encourage children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers.
4. Promote a childhood removed from the justice system, using prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.

To support these aims, Oldham YJS are fully committed to a child first approach and proud of our history in this area. Some practical examples of our commitment include:

- Delivery of "Child First" training as part of the Oldham Safeguarding Children's partnership calendar so that others across the partnership have a greater understanding of the principles that underpin our practice, in the hope that all services see children through the same lens as ourselves.
- The Prevention and Diversion procedure in Oldham allows children to be identified at the earliest opportunity through referrals from partners and the Police, including the screening of all crimes which have been closed No Further Action. Multi-agency decision making at the bi-weekly Prevention and Diversion panel means that the appropriate service becomes involved, rather than the response to incidents simply being a criminal justice one. For example, where a referral relates to simple possession of cannabis, it may be more appropriate for the child to work with Early Break, our local young person's substance misuse service, rather than bringing the child into youth justice.
- An allocations policy which ensures those working with children are aligned with characteristics such as age, gender, ethnicity, care status and SEND, wherever possible, as we recognize matching diversity needs with specialised practitioners is fundamental to engagement.
- Every child, from prevention through to out of court disposals and statutory court orders has an in depth, strengths based, assessment. This is then used to form an intervention plan in agreement with the child, their parent, carer or significant adult, with a focus on actively engaging them in the community with universal services so that this can continue past the point of intervention with criminal justice services.
- Our focus on education, training and employment is imperative for successful desistance and our figures for young people engaged in suitable provision at the end of intervention is exemplary. In 21/22 we had between 98 and 100% of children engaged in ETE upon their exit from YJS.
- Commitment beyond words- We have been employing young people from offending backgrounds for several years, with two fully qualified staff in post at Positive Steps. We have also successfully funded eight posts in our 'roots to employment' programme who are delivering environmental improvements to an eco-park 'norther roots'. All young people are fully paid for a six month period and gain qualifications in partnership with Skill Mill.

The service is committed to including the voice of children and young people throughout its strategy and delivery. This includes:

- Active participation in partnership arrangements to support young people's influence. This includes supporting the Youth Council, Children in Care Council and Youth Partnership
- Regular opportunities of young people to feed back their own experiences of our survey through the "Your Opinions Matter" survey which launched in June 2022. This is completed with each child and their parent, carer or significant adult by the Youth Justice Service Participation Lead at three monthly intervals and at the end of their intervention. The findings will be collated every 6 months and presented to the Youth Justice Management Board by the Service lead to shape delivery going forward.
- Thematic reporting of young people's experiences of the service. A recent example of this included a resettlement specific consultation.
- Providing paid opportunities for young people to engage with the service through specific programmes of work or within the staffing structure. We currently have one member of staff that came through a 'user voice' apprenticeship and is now fully qualified within the team, leading on user voice and participation. We also have eight current opportunities for young people from a youth justice or children in care background to develop environmental sites on a fully paid basis as part of our 'roots of opportunity' project
- All feedback developed is included in our decision-making structures and will be used to improve engagement and interventions.

# Governance, Leadership and Partnership Arrangements

Positive Steps is governed through a Board of Trustees comprised of elected members and community representatives. 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, in compliance with statutory requirements. 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.

Youth justice governance principally comes from the statutory functions of the Youth Justice Management Board. Strategic influence and governance are strong; the Director of Children's Services is a vocal advocate of the service both within Oldham and across the region. The Service also leads the resettlement consortium across GM and the Head of Service is currently working as the GM lead within the Violence Reduction Unit, developing public health responses to reducing levels of violence.

The YJS has a strong tradition of working effectively with partners at a range of strategic and operational decision-making forums including:

- Children and Young People's Alliance
- Health and Wellbeing Board
- Greater Manchester Senior Leadership Group (GMSL- vice chair)
- Community Safety and Cohesion Partnership (CSCP)
- Reducing reoffending board (as joint chair)
- Delivery group
- Oldham Children's Safeguarding Partnership including the following subgroups:
  - Complex and Contextual Safeguarding
  - MASH Governance Board
  - Serious Case Review & Scrutiny
- Greater Manchester Youth Justice University Partnership (GMYJUP)
- Children and Young People's Emotional Wellbeing and Mental Health Partnership
- Corporate Parenting Panel
- Northwest Resettlement Consortium (as lead organisation/deputy chair)
- Violence Reduction Unit (As Greater Manchester strategic Lead)

The service benefits from specialists from health, social care, national probation service, greater Manchester police and education to improve outcomes for young people. The service benefits from 2 operational managers, 1 senior practitioner, Specialist workers in Restorative Justice, Resettlement and Education, Parenting & Arts Therapy, 7 case managers, 9 engagement workers who are directly employed. In addition, we currently have two police officers, two probation staff, a nurse and Speech and language post within the service.

Youth Justice is a key element of Oldham's ambition to provide the very best support to young people, families and communities. Our innovative approach, one of only two local authorities to commission the service to a charitable organisation has delivered consistent benefits. The opportunity Positive Steps has to integrate the offer within a wider offer and access funding streams adds value to Oldham's partnership and has delivered outstanding outcomes.

The YJS Head of Service is a current director within Positive Steps and holds several wider responsibilities. These include strategic lead for youth violence, resettlement, and evidence-based practice across Greater Manchester. Currently they are employed as part of the Greater Manchester Violence Reduction Unit, offering expertise in youth and adolescence one day a week.

The full structure (appendix 2 to your plan). The structure chart should include details of the staff roles in the YJS and the reporting arrangements for the Head of Service. Information on the links to the data analyst should also be included. There should be a separate table in the appendix recording the ethnicity, sex and known disability of staff.

# Resources and Services

Your youth justice plan will need to provide assurance that the YJB grant will be used appropriately (as described in the Terms and Condition of Grant).

In this section you are required to include details of:

The Youth Justice Board Grant will be used to support the service in delivering on its outlined priorities and plans. The staffing structure in appendix 1 details the allocated resource for youth justice, with a priority on front line delivery to communities. In addition, the service also benefits from contributions from statutory partners in the form of:

- Health Provision from a qualified nurse practitioner and Speech and language therapist
- One seconded Police Officer from Greater Manchester Police
- Two seconded Probation Officers from National Probation Service

In addition to this Positive Steps also provides resource for internal employment of a resettlement & education worker, a social work qualified senior practitioner and restorative justice specialist.

Oldham's youth justice service has consistently performed at levels in contrast to its levels of deprivation in recent years. We have invested in child first principles of youth justice and are an early adopter of this approach, changing names from a youth offending service to youth justice over ten years ago. Staff have been supported to develop innovative approaches with our adoption of trauma informed assessment and consultation in place for seven years. Similarly, we have been keen to pursue contextual safeguarding to inform our approach with a pilot established four years ago and now being developed on a partnership basis.

Oldham benefits significantly from the youth justice services status within a charitable organisation. This has historically provided excellent value as this gives us access to funding streams and resources that traditional local authority based services may not be able to access. Within recent years this has included:

- Development of a contextual safeguarding team, now being developed in partnership with the local authority after a successful two-year pilot in conjunction with the University of Bedfordshire
- Delivery of 'Getting out for Good' a mentoring support programme for girls and young women delivered in partnership with Manchester metropolitan University
- Access to community renewal funding, allowing the development of 'Roots to Opportunity' an environmental skills programme that has led to the direct employment of 6 young people and opportunities for hundreds of other young people at risk of NEET

# Progress on Previous Plan

The previous plan identified a clear plan to guide the service's priorities and activity. Below is a summary on each sections progress.

## Prevention and Diversion from Youth Crime, including Youth Violence

1. First time entrant rates continue to reduce, and the youth panel is well embedded and supported by the partnership.
2. Improved health offer (SALT and EMH) and all children receiving a holistic health assessment.
3. Review to be approved by Youth Justice Management Board
  - (i) Independent training analysis from partnership training in contextual safeguarding (OSCP)
4. Prevention and diversion Partnership review completed, including attendance monitoring.
5. Independent training analysis from partnership training in prevention and diversion (OSCP)
6. Engagement worker posts are fully operational with a manager review of effectiveness in community engagement..
7. YJB self-assessment shows Good/Outstanding outcomes in prevention and diversion.
  - (i) Peer Review outcomes demonstrate effective practice.
8. Quarterly reporting will show the reduced the number of CLA being unnecessarily criminalised and the likelihood of a CLA in Oldham being open to the YJS.

1. The youth panel is now a well-established forum within Oldham Youth Justice and embedded across the partnership. Oldham is recognised across Greater Manchester as having a mature and effective approach to diversion with excellent feedback from partners and the GM scrutiny panel.
2. A speech and language therapist are now in place and staff have access to mental health support through MIND, Healthy Young Minds & LANCS. CBT (Cognitive Behavioural Theory) Bid Trauma informed practice. Training in engagement and attachment
3. Training in contextual safeguarding has been delivered by Positive Steps on behalf on Oldham Safeguarding Partnership at strategic and operational levels. Feedback has been excellent from the training analysis provided.
4. Prevention and diversion review is complete and ways of working fully embedded.
5. Training in Prevention and Diversion has been delivered by Positive Steps on behalf on Oldham Safeguarding Partnership at strategic and operational levels. Feedback has been excellent from the training analysis provided.
6. Engagement worker posts are now fully operational. Review of community engagement is outstanding and needs to be a focus for 2022/23.
7. Self-assessment highlighted a significant improvement in prevention and diversion practice. A [peer review has been requested but we are awaiting a response due to demand levels nationally within youth justice.
8. Children Looked After remain a volatile group and this has been a primary focus of work over the past 12 months to develop ways of working to reduce the number of Children Looked After coming into contact with the Youth Justice Service.

## Reducing Reoffending

### What will we achieve?

1. To reduce reoffending by children and young people, particularly those who cause the most harm either through the prolific nature of offending or the gravity of offences committed.
2. Increase and improve engagement and impact/ at locality level, integrating further with the partnership offer.
3. To continue to embed approaches on a 'child first' basis, recognising that systemic and contextual practice has the greatest opportunities for success.
4. To ensure that the quality of court work is of a high standard and that sentencing is guided by a high-quality range of reports and input to the courts to support effective rehabilitation.
5. To ensure that those entering custody are receiving high quality resettlement services from across the partnership from the point of sentence.
6. To deepen our understanding of diversity and how it impacts on disproportionate representation within the criminal justice system for these young people.

### 2022/23 Update

1. Reoffending rates in Oldham have been at a low level throughout the previous period, supporting our methods of child first, trauma informed youth justice
2. Integration within the partnership offer has been improved through initiatives such as the localities based contextual safeguarding offer (GRIP), Roots of Opportunity and Getting Out for Good programmes. Staff are now working at community levels across the service, supported by improved technology and agile ways of working.
3. Oldham continue to develop child first youth justice across the service and have led partnership training and events to support implementation on a wider basis.
4. Court practice remains of a high standard. Feedback from magistrates is consistently good. In 22/23 we will re-introduce congruence rates as a measure of performance
5. We remain committed to effective resettlement in practice. Our custody levels have been low throughout the previous twelve months. We have maintained our specialist resettlement and education worker role. Positive Steps leads the Greater Manchester Resettlement Consortium, improving practice across the region.
6. Reporting is in place locally for CLA and BAME (Black, Asian and Minority Ethnic) cohorts. We have put in place specific quality assurance processes to guard against unconscious or conscious bias in reporting and risk assessments which has proved insightful for staff members and changed practice. All staff have received unconscious bias training

### How will success be measured?

1. Training analysis from Oldham Children's Safeguarding Partnership
2. Deep dive analysis of young people with risks associated to complex safeguarding entering the criminal justice system.
  - (i) Measured impact of those entering the complex safeguarding hub through new integrated delivery model.
3. Engagement worker support is analysed, and impact reported through Youth Justice Management Board
4. Resettlement practice is improved and young people leaving custody are less likely to reoffend. This is reported through the Youth Justice Management Board
5. Young victims' engagement in the mentoring offer, victims' satisfaction and reduced SYV by the cohort.

### 2022/23 Update

1. Staff members are actively engaged in both attending and delivering training on the safeguarding partnership calendar. We also contribute to the training needs analysis through strategic and operational group membership.
2. Analysis of the complex safeguarding caseload is provided by the local authority however the youth justice analysis remains outstanding. This can be included in 22/23 priorities.
3. The embedding of engagement worker posts across the service is now complete. Diversionary practice is now well embedded, and improvements reported through the management board structures via performance updates.
4. Custody levels have been low throughout the period making performance difficult to judge, however there remains a strong commitment to this work through the resettlement co-ordinator post and our strategic lead role across Greater Manchester.
5. We have engaged 14 young people in a specific victim mentoring programme for those who have met with youth justice service to work through the trauma they have experienced, including an offer of Art Therapy. All victims who engage with our Restorative Justice Co- Ordinator participate in an end of intervention questionnaire with documents feedback on our service. Going forward, we need to ensure that this is monitored and included in regular reporting to shape the delivery of the service.

### How will success be measured?

1. The number of young people subject to serious and multi-agency case review, associated with young people open to youth justice services and relating to youth violence reduces.
2. Analysis of impact and implementation of integrated working through the complex safeguarding hub.
3. Partner engagement at risk management meetings will improve, supporting effective reduction of risks.

### 2022/23 Update

1. Since November 2020, serious incidents have increased as we have experienced two murder cases. Both had links to complex safeguarding and resulted in cross borough strategy discussions being held which were successful and allowed learning from other areas to take place. In one of the areas, this led to the implementation of a full Police Operation, Operation Helix, into multi- generational violence, which remains ongoing and YJS are actively involved in with partners.
2. The local authority provides analysis and updates on the impact of the safeguarding hub, and we are represented at these meetings. Youth Justice specific data needs to be included in the plan for 22/23
3. Risk Management Meetings remain virtual following the pandemic as we found that attendance and engagement from partner agencies has increased.



# Performance and Priorities

The service has delivered excellent outcomes for young people over the last year as evidenced by our performance below. Locally we have consulted with partners and confirmed that Diversity, Education Employment and Training, Accommodation and Children Looked after will remain our key focus areas. Once confirmed we will also include the Youth Justice Board's refreshed set of Key Performance indicators within reporting.

## REOFFENDING RATES

Binary Rate - Apr 20 to June 20	12.5%	33.5%	33.0%	32.2%	32.3%
Binary Rate - Jan 20 to Mar 20	11.1%	33.0%	32.4%	37.0%	33.8%
Binary Rate Oct 19 - Dec 19	27.3%	33.0%	30.0%	Not Available	34.2%
Binary Rate - Jul 19 to Sep 19 cohort	31.6%	33.5%	27.8%	29.7%	32.6%

Reoffences- frequency rate per reoffender	Oldham	North West	Greater Manchester	YJS family	England
Binary Rate - Apr 20 to June 20	1.00	3.50	3.50	3.69	3.44
Binary Rate - Jan 20 to Mar 20	1.5	3.59	4.24	4.2	3.61
Binary Rate Oct 19 - Dec 19	1.50	3.43	3.62	Not Available	3.54
Binary Rate - Jul 19 to Sep 19 cohort	3.33	4	5.26	3.56	3.77

Reoffending - frequency rate	Oldham	North West	Greater Manchester	YJS family	England
Frequency Rate - Apr 20 to June 20	0.13	1.17	1.15	1.19	1.11
Frequency Rate - Jan 20 to Mar 20	0.17	1.18	1.37	1.55	1.22
Frequency Rate Oct 19 - Dec 19	0.45	1.13	1.08	Not Available	1.21
Frequency Rate - Jul 19 to Sep 19 cohort	1.05	1.34	1.46	1.06	1.23

As can be seen from the data presented above, Oldham's reoffending rate is significantly lower than the Greater Manchester, Northwest, YJS Family and National Average. This reflects our commitment to child first principles and the outcomes that can achieve. People often treat "risk" and "child first" as opposite ends of a spectrum, which in fact if you work with this approach in mind, you reduce risk and a pro social identity emerges. We have been consistently performing as one of, or the best services in England and Wales for over two years now which given the cohort we work with is extraordinary.

## FIRST TIME ENTRANTS (FTEs) - National Data

FTE PNC rate per 100,000 of 10-17 population	Oldham	North West	Greater Manchester	YOT family group	England
Jan 21 - Dec 21	194	133	161	168	146
Oct 20 - Sep 21	194	140	168	189	156
Jul 20 - Jun 21	217	156	176	197	169
Apr 20 - Mar 21	168	140	150	232	159

While our first-time entrant data is elevated, this has allowed young people to engage in support at the earliest point of the criminal justice system to prevent behaviour or criminality from escalating. We continue to be proud of the new ways of working that the Oldham Prevention and Diversion Panel has brought and the multi-agency decision making associated with this in terms of early intervention. Relationships with key partners are stronger than ever and they are fully engaged in decision making regarding referrals that are made into our service and that the right intervention, at the right level, is sought. We continue to receive positive feedback from GMP regarding this process and are keen to continue “lead the way” across Greater Manchester. We will be expanding our offer and reporting to those released under investigation in 2022/23

## CUSTODY - National Data

Custody Rate per 1,000 of 10-17 population	Oldham	North West	YJS family	England
Apr 21 to Mar 22	0.15	0.15	0.20	0.12
Jan 21 to Dec 21	0.11	0.12	0.19	0.11
Oct 20 to Sep 21	0.08	0.14	Not Available	0.13
Jul 20 to Jun 21	0.04	0.15	0.18	0.14

Our custody rates also show positive performance with the rates being below that of the comparative groups. Our staff recognise the need to use custody only as a last resort where there is a serious risk posed to the public that cannot be managed by means of a stringent community order. Where the custody threshold is met, all sentencing options are fully explored and presented to the Court. The YJS Service Lead, Managers and Senior Practitioner hold a Custody Debrief Panel following completion of any Pre-Sentence Reports to ensure that information is balanced and free from unconscious bias which is key to ensure the most appropriate outcome is reached.

We are looking into reporting on the congruence of our Pre-Sentence Reports and will include this in reports going forward once this in place.

## ACCOMMODATION SUITABILITY - Local Data

Accommodation upon release from custody	Number released from custody	Number with appropriate accommodation arrangements	Number with suitable accommodation arrangements	Percentage in suitable accommodation
2020/21	4	N/A	4	100%
Qtr 1 2021/22	0	N/A	N/A	N/A
Qtr 2 2021/22	0	N/A	N/A	N/A
Qtr 3 2021/22	1	N/A	1	100%
Qtr 4 2021/22	1	N/A	1	100%

Leaving custody is a difficult transition for young people, making resettlement vital. This measure is designed to monitor accommodation arrangements for all young people on leaving custody. To provide a meaningful insight into YPs circumstances the report distinguishes between suitable and appropriate accommodation. 'Suitable' relates to the YJS interpretation and requires a stable address (i.e., not a bedsit, hostel, homeless). 'Appropriate' relates to the domestic environment (i.e., is it likely to have a positive impact upon the YPs desistance and well-being).

## EDUCATION TRAINING AND EMPLOYMENT - Local Data

Percentage of Young People engaged with the Youth Justice Service who are in suitable education, employment or training.	Number of YP with Interventions ending	Number in ETE	Outcome	Improvement on 77% target in percentage points
Jan - March 2022	36	35	97%	20%age points
Oct - Dec 2021	49	48	98%	22%age points
Jul - Sep 2021	58	58	100%	33%age points
Apr - Jun 2021	25	21	84%	7%age points
2020/21	172	137	84%	7%age points

This quarter 97% of young people were in education, training, or employment at the end of their intervention, with just one not being actively engaged. We know that this is one of the strongest factors against desistance and are proud of this figure as the Greater Manchester average is far lower than that in Oldham.

We are coming to the end of a 6-month employment project ran with young people from across YJS and children's social care in conjunction with Norther Roots and Skill Mill. This has had some fantastic outcomes and the young people are currently being supported by their Engagement Workers with their exit plans to progress into roles in related fields. A final evaluation of the programme will be presented when this is available.

## CHILDREN LOOKED AFTER (CLA) - Local Data

April 2021 to March 2022 Inclusive Offender Cohort	Total cohort	Nos of young people who were CLA	Percentage of cases who were CLA	Rate per 100 of 10-17 general population working with YJS	Rate per 100, 10-17 CLA population working with YJS
YP with a substantive court outcome	62	13	20.97%	0.35	7.33
YP with an out of court disposal	69	8	11.59%	0.39	4.51
Total young people (Oldham only)	131	21	16.03%	0.74	11.84

Likelihood of Childen Looked After receiving a substantive outcome compared with non CLA 10-17 population	
Jan 20 to Dec 20	N/A
April 20 to March 21	12.59%
Jul 20 to Jun 21	10.49%
October 20 to Sept 21	12.71%
Jan 21 to Dec 21	15.38%
April 21 to March 22	16.03%

Despite seeing another increase in figures this quarter, it is hoped that going forward, based on the work that has taken place over the past 12 months, that in the next reporting period we will observe a decrease in the over representation of Children Looked After and that figures remain high due to the stage in time this report covers.

The deep dive into the cohort is now complete and the findings will be presented at the June Youth Justice Management Board. The dedicated YJS Case Manager for CLA and the Youth Justice Service Lead are also now actively involved in the MALPAS panel to share their expertise and be part of decision making around complex cases, ensuring the earliest intervention is in place as possible. We continue to provide training on Restorative Justice and Prevention and Diversion across the partnership, most recently at the Designated Teacher Forum

## DIVERSITY Local Data

Ethnicity	Post court		Pre court		Custody		Total YJS caseload		*Oldham 10-17 Population
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Percentage
Young people worked with during July 20 to June 21									
White/White other	34	55%	53	77%	2	40%	87	66%	58%
Asian or Asian British	9	15%	7	10%	2	40%	16	12%	32%
Mixed Parentage	7	11%	3	4%	0	0%	10	8%	1%
Black or Black British	4	6%	3	4%	1	20%	7	5%	6%
Chinese or other ethnic group	8	13%	3	4%	0	0%	11	8%	3%
Total	62		69		5		131		100%

In previous reports, young people from Asian or Asian British backgrounds have been overrepresented and for the second quarter in a row, this is no longer the case. Those with mixed parentage continue to be overrepresented and we have updated our allocations guidance to ensure that practitioners are culturally matched to young people where possible to promote engagement, consideration to diversity is given in each assessment and staff are appropriately challenged around use of language and unconscious bias in assessment and report writing through the gatekeeping process.

## Prevention & Diversion

Oldham has a well-established early intervention offer in place, driven by the development of a partnership-based diversion panel. This arrangement is linked to the overall complex and contextual safeguarding strategy and forms a key component of child first youth justice across Oldham. The panel have access to a range of intervention and support interventions from statutory safeguarding functions to community-based activities.

The panel is multi agency with representatives from across the partnership in place, making decisions of all young people subject to arrest, where outcomes have been finalised, including all those which are closed no further action. They also take referrals from schools and communities, deciding which offer and pathway would best meet need with the overall aim of reducing levels of crime & diverting young people towards pro social activity at the earliest opportunity. This approach then supports a reduction in safeguarding risks and reduced criminogenic identity forming.

Data is available for this cohort with processes in place to track the cohort and outcomes although currently this takes place on a thematic basis on request. This will be mainstreamed into the youth justice management report in 22/23. This data will then be used to track outcomes and shape service delivery- we have an agreement in place with Greater Manchester Police to access released under investigation cohorts and will be looking to develop an offer for these young people in 22/23.

## Serious Violence and Exploitation

The issue of serious violence and exploitation has a significant impact on young people in Oldham. Analysis completed recently highlighted that nearly 70% of our cohort had some form of risk factor relating to these issues. The strategic oversight of these young people is led by the complex and contextual safeguarding workstream from the safeguarding partnership. We have been actively advocating for this work for many years and part of an overall partnership ambition to reduce risks of exploitation.

The Youth Justice Service delivered a contextual safeguarding pilot in education and community settings in partnership with the University of Bedfordshire 'Youth Now'. The findings of the programme are available through the contextual safeguarding network website and formed the basis of a broader partnership programme we are currently delivering alongside Childrens Social Care's Complex Safeguarding Hub.

As a key member of the safeguarding partnership, we are driving improvements in response through development of policy, practice and the delivery of training relating to these issues. We support local processes to improve responses to serious incidents through the safeguarding learning a review workstream.

- Improved consistency to gold strategy meetings when serious incidents have occurred, which has included cross borough meetings
- Service Lead chair's RMMs where risk is increased in ROSH and S&W
- Actively involved in Rapid Reviews, MACE panels and learning reviews
- Service Lead, Operational Manager and Team Manager are in pool to deliver "Understanding Exploitation" training
- Director and Head of Service part of developing Contextual Safeguarding Strategy and have led on different pieces of work in this area

Data is available and regularly reviewed to assess need in this area although not currently included within our YJMB (Youth Justice Management Board) reporting. This will be included in 22/23. We currently have 10 children either on reasonable or conclusive grounds of exploitation through the National Review Mechanism (NRM).

Staff members are aware of reporting mechanisms for extremism and training is available for refresher and induction purposes. Release under investigation cohort data is now in place and will be included in YJMB reporting from 22/23. All young people arrested are currently screened on a multi-agency basis through the diversion panel, which includes RUI (Release Under Investigation). These young people have access to a range of statutory, voluntary, educational, and community-based pathways of support to reduce exploitation risks.

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## **Constructive Resettlement and The use of custody (including remands)**

Oldham has seen welcome reductions in the use of custody in 21/22, in line with national trends. which we aim to maintain. A dedicated resettlement co-ordinator supporting this cohort has helped to maintain an effective constructive resettlement (CR) offer for young people. The post is also responsible for maintaining education support for young people which aligns with the key pathways for effective rehabilitation. The needs of young people in custody are recognised across the partnership in strategic and operational planning with focus through safeguarding partnership workstreams as well as the Reducing Reoffending board- this is currently co-chaired by the Youth Justice Head of Service.

Oldham is in a strong position to influence resettlement practice and ensure that a constructive and strengths-based approach is being embedded within Oldham's ways of working and across Greater Manchester. Oldham is currently commissioned to deliver the Resettlement Consortium across GM and has co-ordinated training across the region in the use of CR for practitioners and managers. We also lead and co-chair both strategic and operational resettlement forums, leading on the development of practice, accessing funding opportunities and ensuring best use of existing resources. All staff are trained in the use of CR and implement this within case management and support practice, linking to our overall commitment to a child first approach.

The cohort is regularly monitored through YJMB arrangements. This includes the number of young people that are on remand. Due to the small numbers in cohort, we can respond in real time to need through the co-ordinator and case manager functions, ensuring that an integrated approach is taken, and effective rehabilitation reduces risks of reoffending. This includes access to suitable accommodation which is reported as a local measure through YJMB arrangements.

## **Restorative Justice and Victims**

Oldham dedicates a specific post to the co-ordination of services for victims of crime. All victims are contacted and offered a range of restorative options, including direct mediation.

We go above and beyond the guidance on working with victims and offer them the opportunity to engage with a young person's OOC (Out of court disposals) or Court Order from Community Resolution upwards, through the My View questionnaire.

The offer of indirect or direct Restorative Justice is offered to all victims, where appropriate and every child will complete Giving Back (reparation) as part of their OOC or Court Order.

We have positive levels of engagement with victims and from 22/23 this will be included within YJMB reporting. Following the last audit on our work in this area, we continue to build on findings from this and our last HMIP inspection. We have recruited a new Restorative Justice Co Ordinator in May 2022 and we will ensure a further audit is conducted in November 2022 to ensure standards remain consistently at a high level.

Positive Steps have an enhanced community offer and work closely with partners to develop opportunities for those we work with. As part of Operation Avro in April 2022, a group of young people completed a day of Giving Back at a local allotment, organized by the council and supported by the Police to clear areas, cut back plants and plant new seeds, all while building relationships with the Police.

We know that being the victim of violent offending can increase the likelihood of this behaviour presenting itself and over the past 12 months we have engaged 14 victims who come into contact with our service in a mentoring programme to reduce this risk and provide therapeutic intervention through art therapy.

# National Standards

The Youth Justice Service has an extensive operational plan that focuses on practice issues, including national standards. Key priority areas for 2022/23 include:

- Embedding strategic and operational improvements in health resource, specifically the Speech and Language Therapist.
- Work across Oldham to reduce the unnecessary criminalisation of children looked after. Set up a partnership with key stakeholders and look at replicating the National and Northumberland protocols for Oldham.
- Commissioning specific mental health support through partnership with MIND
- Implementing the recommendations of the MoJ (Ministry of Justice) national remand review
- Implementing the recommendations of the experiences of black and mixed heritage boys HMIP review
- Completing and implementing recommendations from 22/23 peer review
- Reviewing staffing appraisal analysis and implementing training plan to meet needs. This includes completion of Cognitive Behavioural Therapy for all staff in year, responding to the recommendations of the Youth Endowment findings on effective approaches to reducing youth violence.

In our last audit Oldham was felt to be compliant in the self-assessment process with overall good and outstanding outcomes. Priority areas for improvement were found in:

- Court Work (Standard Two): Reducing Remand, Custodial Warrant Issue
- Secure Settings (Section Four): Management of Risk and Need, Post Court Information & Risk Management Reviews.

An operational action plan is in place to implement and monitor these areas and remedial action has taken place to support improvements. This includes the appointment of a Speech and Language therapist, full training for all staff in constructive resettlement and new reporting processes now in place for remand cases.

Internal audit processes are overseen by a dedicated service lead post and operational plan. Recent audits have included:

- Management Oversight: Focussing on the quality and consistency of oversight from management. This was put in place as we have had changes within this staff team and wanted reassurance that standards were being maintained. Feedback has already been summarised to both Operational Managers to implement changes and a further audit will be conducted in November 2022
- "Refused Programme": Focussing on young people identified through the diversion panel who did not then take up a voluntary offer of support. This is to ensure the panel is making best use of the offer and that workers are engaging young people effectively to aid diversion from the criminal justice system. Allocation and Closure guidance have been reviewed and staff have been updated on this. This ensures the correct pathway if followed, the relevant level of oversight is gained and exit planning is in place.
- Two specific case audits linked to incidents of murder: this is in line with local safeguarding partnership and recommended:
  - Improved communication between Courts and YJS'
  - Staff should ensure that cases do not "drift" to ensure assessment and intervention are delivered in a timely manner
  - Consistency of workers
  - Increased management oversight on case closures and a review of the guidance to be followed
  - Decision making to be based on risk and include the voice of the child and parents

\*Please note a review of the action plan is currently underway following the completion of strategic plan. New version will be available 08/22



# Challenges, Risks and Issues

The Youth Justice Service is in a strong overall position in terms of performance, governance and overall direction. Since the previous plan we have dedicated significant resource to mitigating some weaknesses in health provision and strategic support. This has left us in a much stronger position for 22/23. The service is one of only two within England and Wales to be commissioned to a charitable organisation, with the contract due to end in March 2023. Plans are under way to recommission the service and the local authority and Positive Steps working closely to reduce any potential risk from the commissioning process and ensure the service will continue to be delivered seamlessly throughout this process. Independent meetings have taken place between commissioning and the Youth Justice Management Board Chair and arrangement on the agenda YJMB.

Oldham continues to feel the impact of COVID 19. The service responded well to the challenges of delivery throughout this period, maintaining all service delivery in person throughout. Key lessons were learnt relating to digital capacity and delivery and staff now have excellent access to IT resources to enable them to operate in a more agile and responsive manner. One of the main consequences is the delay in processing times throughout the criminal justice system. As evidence highlights the longer the delay between offence and intervention the less likely rehabilitation becomes. To mitigate these risks data is now available on children from the point of arrest and relevant services identified. Our engagement worker posts now specialise in working in a voluntary capacity to form relationships on a voluntary basis to aid this approach.

Youth violence remains a high priority issue of Oldham. We have been developing ways of working to support this agenda for many years and the Head of Service currently operates as a member of Greater Manchester Violence Reduction Unit. We have contextual safeguarding teams in 'hot spot' areas working in community engagement and individual support for young people at risk of engaging in violence. We have also secured funding from community safety to develop an increased resource for mental health support, recognising the links between wellbeing and violence.

# Service Improvement Plan

The Youth Justice Service has a detailed service improvement plan in place for 21/22 and 22/23 (see Appendix 3) to ensure the standards of the service are maintained and our ambitions for improvement remain in scope throughout the year. The plan is informed by the Youth Justice Board Strategic Plan 2021-24, thematic inspections from the previous 18 months and local and national safeguarding review recommendations.

Please note that the 22/23 plans will need review following confirmation of funding and KPI's from the Youth Justice Board and so should be viewed as in development currently.

Progress in 2021/22 includes:

- Continuing to support our 'user voice' strategy, employing four young people in an eco-site programme 'Roots to Employment'
- Employment of Speech and Language Therapist
- Continued development of trauma informed practice. Oldham has led on the implementation of trauma consultation for staff members through a qualified clinical supervisor
- Development of family specific role to improve parental/carer engagement
- Secondment of staff into contextual safeguarding team within Oldham Safeguarding Hub

Key priority areas for 2022/23:

Health

- Embedding strategic and operational improvements in health resource, specifically the Speech and Language Therapist.
- Commissioning specific mental health support through partnership with MIND

Disproportionality

- Work across Oldham to reduce the unnecessary criminalisation of children looked after. Set up a partnership with key stakeholders and look at replicating the National and Northumberland protocols for Oldham.
- Implementing the recommendations of the experiences of black and mixed heritage boys HMIP review

Resettlement

- Implementing the recommendations of the MoJ national remand review

Sector Led Improvements

- Implement findings of YJB led 'governance and leadership' development sessions
- Completion of the 'peer review', accessing sector support from the youth justice board. This will focus on prevention and diversion and management oversight/quality systems.
- Completing and implementing recommendations from 22/23 peer review

Service Development and Quality

- Audit and update all YJS policies and procedures.
- Continue programme of internal quality assurance, focusing on .....
- Reviewing staffing appraisal analysis and implementing training plan to meet needs. This includes completion of Cognitive Behavioural Therapy for all staff in year, responding to the recommendations of the Youth Endowment findings on effective approaches to reducing youth violence.

Oldham plays a leading role in developing youth justice across Greater Manchester and is currently leading on the development of a regional action plan which will provide sector support for these developments. The GM Youth Justice Transformation Programme is a partnership between Greater Manchester Combined Authority (GMCA), the ten Greater Manchester local authorities, GMP and the wider criminal justice system.

The vision for the programme is to improve the lives of young people, victims and the community, through taking a 'child first' and entire system approach to youth justice that reduces offending and reoffending through tackling offending behaviour at each point of the system.

The Plan will be linked to the development of the **Page 32** Children & Young People Plan with particular emphasis on adolescence.

# Evidence-based Practice and Innovation

Oldham has developed excellent relationships and partnerships with evidence partners to support improvements. This has included work with Manchester Metropolitan University on programmes to improve participatory practice in youth justice and evidence-based programmes for young women and girls in the justice system <https://www.mmu.ac.uk/mcys/current-research--activities/getting-out-for-good/>.

We are also currently delivering a 'Community Renewal Fund' programme in partnership with Northern Roots and Skill Mill with MMU (Manchester Metropolitan University) as a research partner. "Roots of Opportunity" is a partnership initiative, led by Positive Steps working with Northern Roots and The Skill Mill. The partnership has been successful in securing £595,772 funding from the Community Renewal Fund to deliver a six-month pilot project starting in January 2022.

Roots of Opportunity will focus on supporting young people in Oldham into employment, delivering an initial arts and culture programme at Northern Roots, and supporting a few local businesses to start operating from the Northern Roots site. This includes the direct employment of 8 young people from Youth Justice of Care backgrounds. Evaluation will be available in January 2023.

We have also delivered a contextual safeguarding programme with University of Bedfordshire 'Youth Now' which is a model of practice highlighted in the contextual safeguarding network <https://contextualsafeguarding.org.uk/portfolio-items/oldham-youth-now/>. Additionally, we have embedded the 'trauma symptoms checklist' in practice, delivering this in partnership with the safeguarding partnership and a clinical psychologist and were part of the evidence-based review. Following this we are now looking to embed a trauma informed approach in partnership with Greater Manchester Combined Authority and the Health partnership.

We have been implementing child first approaches to youth justice for many years and prior to the national framework. We are now working to ensure the overall aims of the national framework are well embedded across the service and within the partnership. This includes training partnership staff in child first principles as part of Oldham's safeguarding partnership strategy.

Feedback from practitioners and young people highlighted a potential gap in family support for young people so we are trialling the appointment of a parent/carer specialist to test new ways of working. This includes a baseline assessment of parental satisfaction and need and specialist support. We will monitor the outcomes at the end of March 23.

Our focus on contextual safeguarding approaches continues with our partnership 'GRIP' programme, developed in partnership with Oldham Council and the complex safeguarding hub. This will be subject to evaluation available in April 2024

We have benefitted from our strong links to the violence reduction unit with two small programmes delivered in 21/22. A 'practitioner-based commissioning' fund allowed case workers to access funding for any support need young people face. This was fully accessed with many young people benefitting and a small-scale evaluation completed in service to inform need. A mentoring programme was also available for young people in transition from YJ to NPS services although the learning was that our service offer met most needs and therefore other services made more use of the programme. Underlying our approach to violence reduction is an ongoing commitment to the findings of the national evidence base available through the Youth Endowment Fund <https://youthendowmentfund.org.uk/toolkit/>. This has resulted in a partnership bid to improve our workforce skills in Cognitive behavioural Therapy through a programme of training and consultation with the Local Authority and MIND. This approach, if successful, will be subject to evaluation.

# Looking Forward

Our overall ambition within youth justice is to maintain our excellent performance and ensure that young people are given every opportunity to rehabilitate or be diverted from crime. Our guiding principles are to deliver a service that is:

- Child first in approach
- Rooted in effective partnership work
- Ambitious for the young people it works with
- Pursuing excellence in governance and leadership
- Achieving outstanding outcomes in inspection programmes

Our service delivery plan (appendix 3) outlines the areas of focus, linked to the overall aims of Oldham's Youth Justice Service. This is awaiting a full review following approval of this strategic plan and confirmation of the new YJB Key Performance Indicators. The focus areas for 22/23 are currently established as:

## Health

- Embedding strategic and operational improvements in health resource, specifically the Speech and Language Therapist.
- Commissioning specific mental health support through partnership with MIND

## Disproportionality

- Work across Oldham to reduce the unnecessary criminalisation of children looked after. Set up a partnership with key stakeholders and look at replicating the National and Northumberland protocols for Oldham.
- Implementing the recommendations of the experiences of black and mixed heritage boys HMIP review

## Resettlement

- Implementing the recommendations of the MoJ national remand review

## Sector Led Improvements

- Implement findings of YJB led 'governance and leadership' development sessions
- Completion of the 'peer review', accessing sector support from the youth justice board. This will focus on prevention and diversion and management oversight/quality systems.
- Completing and implementing recommendations from 22/23 peer review

## Service Development and Quality

- Audit and update all YJS policies and procedures.
- Continue programme of internal quality assurance, focusing on .....
- Reviewing staffing appraisal analysis and implementing training plan to meet needs. This includes completion of Cognitive Behavioural Therapy for all staff in year, responding to the recommendations of the Youth Endowment findings on effective approaches to reducing youth violence.

# Sign Off, Submission and Approval

Youth justice plans must be agreed by your partnership and signed off by the Chair of the board before submission to the YJB.

Youth justice plans can be submitted to the YJB at any point, but we request that approved plans are submitted by 30 June 2022 at the latest.

To submit your youth justice plan you should e-mail [CBU@yjb.gov.uk](mailto:CBU@yjb.gov.uk) and copy in your YJB regional lead.

If there is wider sign off, scrutiny or governance required for your youth justice plan taking place after the 30 June, your plan can be submitted as long as the management board Chair has approved the plan. The 'sign off' by the Chair is an indication that the wider management board have approved the submitted plan.


The YJB regional lead covering your region/Wales are available to review and consult on locally approved plans. Should feedback from them be sought, we advise consultation on a draft version take place as early as possible and before formal submission.

The YJB recommends that you consider the production of a summary version for the general public and a simplified and accessible version for children.

While the YJB provides grant to local areas, it is neither a signatory to the plan nor directly responsible for its contents. Consequently, neither the YJB nor the Ministry of Justice logo should appear on the document.

## **Appendix 1** - Full board membership; linked to Governance, Leadership and Partnership Arrangements

# Sign Off, Submission and Approval

Chair of YJS Board -Name	Gerard Jones
Signature	
Date	28/06/2022

**Appendix 1** - (Page 10 of the Guidance) Outline of full board membership, including attendance, job title of the board member and dates of board meetings should be included in Appendix 1

**Appendix 2 – Service Structure Chart** (Page 10 of Guidance) should include details of the staff roles in the YJS and the reporting arrangements for the Head of Service. Information on the links to the data analyst should also be included. There should be a separate table in the appendix recording the ethnicity, sex and known disability of staff.

## Common Youth Justice Terms - Please add any locally used terminology

<b>ACE</b>	Adverse childhood experience. Events in the child's life that can have negative, long lasting impact on the child's health, and life choices
<b>AIM 2 and 3</b>	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
<b>ASB</b>	Antisocial behaviour
<b>AssetPlus</b>	Assessment tool to be used for children who have been involved in offending behaviour
<b>CAMHS</b>	Child and adolescent mental health services
<b>CCE</b>	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
<b>Children</b>	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
<b>Child First</b>	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
<b>Child looked-after</b>	Child looked-after, where a child is looked after by the local authority
<b>CME</b>	Child Missing Education
<b>Constructive resettlement</b>	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
<b>Contextual safeguarding</b>	An approach to safeguarding children which considers the wider community and peer influences on a child's safety

<b>Community resolution</b>	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
<b>EHCP</b>	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
<b>ETE</b>	Education, training or employment
<b>EHE</b>	Electively home educated, children who are formally recorded as being educated at home and do not attend school
<b>EOTAS</b>	Education other than at school, children who receive their education away from a mainstream school setting
<b>FTE</b>	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
<b>HMIP</b>	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
<b>HSB</b>	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
<b>JAC</b>	Junior Attendance Centre
<b>MAPPA</b>	Multi agency public protection arrangements
<b>MFH</b>	Missing from Home
<b>NRM</b>	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
<b>OOCD</b>	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
<b>Outcome 22/21</b>	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending



<b>Over-represented children</b>	Appearing in higher numbers than the local or national average
<b>RHI</b>	Return home Interviews. These are interviews completed after a child has been reported missing
<b>SLCN</b>	Speech, Language and communication needs
<b>STC</b>	Secure training centre
<b>SCH</b>	Secure children's home
<b>Young adult</b>	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
<b>YJS</b>	Youth justice service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a Child First approach
<b>YOI</b>	Young offender institution

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**Present:** Councillor McLaren (in the Chair)  
Councillors Barnes, Dean, Harrison, Wilkinson and Williamson

Also in Attendance:  
Robbie Cowbury (Positive Steps)  
Peter Thompson (Constitutional Services)

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Alyas, Nasheen and Clint Phythian.

2 **OLDHAM ENGAGEMENT FRAMEWORK**

The Chair reported upon the Oldham Engagement Framework that aimed to implement a shared approach to engagement across the Oldham social support system and which was being organised by representatives of Action Together and he introduced Robbie Cowbury, who was a Policy Officer for Action Together.

Improving the quality and scope of engagement, co-design and co-production across the Oldham social support system had been an aim since before the Covid-19 pandemic. With an immediate response required, to tackle the Covid-19 crisis, efforts to introduce a common engagement framework had stalled.

There were in the Oldham borough an impressive range of engagement offers. These included the Doorstop Engagement Team, Oldham's Poverty and Truth Commission, the Community Champions public health programme, the Citizen's Panel and Maternity Voices Partnership on top of pre-existing approaches such as the Oldham Youth Council, the Place Based Integration Programme and the Making Every Adult Matter Partnership.

However, many of these engagement approaches existed in isolation, with resources and efforts often being duplicated. There was therefore significant potential to strategically embed the learning processes from the Covid-19 pandemic and approaches that have spread across the social support system. In doing so maximum value can be obtained from the structured and informal engagements that are taking place, resulting, hopefully, in improved long-term outcomes for residents as well as increased efficiency for planned interventions.

The key issues included:

1. The adoption of an Engagement Framework for the whole social support system is made of a Strategic Priority with Executive Sponsorship among the Senior Leadership Team of Oldham Council and responsibility for its

implementation taken up by a partnership board incorporating officers, elected members, residents and community group representatives.

2. That 'Seldom heard' voices, via community groups representing them are actively involved in developing the principles, values and tools underpinning the Framework, so that it is designed from the start to best engage everyone in the Borough.
3. That data protection officers are involved in the process from early in the design to meet any regulatory requirements.
4. That dedicated resource is centrally provided for analysis of insights, translation into decision making spaces and communicating actions taken as a result, as well as investment in a unified platform that all partners would be encouraged to utilise.
5. That assessing the effectiveness of engagement approaches a cross the social support system is adopted as a priority by the Council's Policy Overview and Scrutiny Committee.

It was **agreed** that as a way of expediting this matter, the Task Group would discuss engagement approaches across the social support system with the organisers of the Oldham Engagement Framework, Action Together.

### 3 **DATE OF NEXT MEETING**

It was **agreed** that the Task Group next meet on Tuesday, 8<sup>th</sup> November 2022, starting at 4.30pm in the Civic Centre, West Street, Oldham.

The meeting started at 4.30pm and ended at 5.30pm



## **POLICY OVERVIEW AND SCRUTINY COMMITTEE**

# **Policy Overview and Scrutiny Committee Work Programme 2022/23**

**Chair:** Councillor Colin McLaren

**Lead Officer:** Elizabeth Drogan, Statutory Scrutiny Officer

**Report Author:** Mark Hardman, Constitutional Service

**8<sup>th</sup> November 2022**

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### **Purpose of the Report**

For the Policy Overview and Scrutiny Committee to review the Committee's proposed Work Programme for 2022/23.

### **Recommendations**

The Policy Overview and Scrutiny Committee is asked to note and comment on the attached Policy Overview and Scrutiny Committee Work Programme 2022/23.

## 1. Background

- 1.1 Overview and Scrutiny Procedure Rule 4.1 requires each Overview and Scrutiny Committee to prepare and maintain a Committee Work Programme.
- 1.2 The Policy Overview and Scrutiny Committee Work Programme presents the issues that the Committee will be considering and scrutinising during the 2022/23 Municipal Year. The Policy Overview and Scrutiny Committee works to the following terms of reference as agreed by the Council in June 2020 -
- a) To lead the development of the overview and scrutiny process in Oldham Metropolitan Borough Council, including responsibility for Member development with regard to overview and scrutiny.
  - b) To undertake strategic level scrutiny (having regard to the Prioritisation Framework where relating to significant policy/service change or an area of public or local interest) relating to:
    - Oldham Council;
    - Wholly owned Local Authority Companies;
    - Strategic Partners and Partnerships;
    - Greater Manchester Combined Authority (GMCA), Association of Greater Manchester Authorities (AGMA) and the city region generally;
    - Education (ensuring there is appropriate statutory representation of co-opted members);
    - Community issues which would include crime and disorder, cohesion, housing and environment and regeneration issues etc.; and
    - Area based issues.
  - c) To develop proposals for submission to the Cabinet and/or to scrutinize proposals of the Cabinet in respect of Policy Framework items, such items being as described at Article 4.1 to the Council Constitution.
  - d) To develop proposals for submission to the Cabinet and/or to scrutinize proposals of the Cabinet in respect of the Budget and related strategies etc., such items being as described at Article 4.1 to the Council Constitution.
  - e) To be the designated 'crime and disorder' committee pursuant to s19 of the Police and Crime Act 2006.
  - f) To establish Task and Finish groups, Inquiries etc to give in depth consideration to issues within the purview of the Committee.
  - g) To consider all Call-Ins (with the exception of called in business from the Commissioning Partnership Board) (In the event a call-in related to an education issue, the statutory co-optees would be invited to participate in that matter at the meeting).
  - h) To consider relevant matters referred from Council in accordance with Council Procedure Rule 10.11(g).
  - i) To make recommendations to the Cabinet or to any partner organisation on issues scrutinised relevant to those bodies, and where appropriate, direct to Council.
- 1.3 In drafting the Committee Work Programme, the work programme and outcomes from the 2021/22 Municipal Year have been reviewed to ensure continuation of

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business where appropriate. The business likely to come forward through the year has been considered and, where possible, scheduled in the programme. Such items particularly relate to the Committee's more 'strategic' roles of scrutinising the Council's key policy items, annual budget proposals, proposals with significant service and or budgetary implications, and considering the implications for the Borough and for the Council of proposals being developed at the Greater Manchester (GM) level and by the Council's strategic partners.

- 1.4 Overview and scrutiny should be regarded as a 'dynamic' process in that issues should be expected to pass from one Committee to another at appropriate times: for example, activities and services following from approval of a Policy would in many cases be expected to be monitored by the Performance Overview and Scrutiny Committee. Variation from this approach would be where this Committee reserves a particular issue for its own consideration on the basis that the item is deemed 'strategic'. In addition, any issue that falls within the terms of reference of the Health Scrutiny Committee would, in the first instance, be assumed to be the responsibility of the Health Scrutiny Committee. In all cases, the flow of business across Committee will be managed by the Statutory Scrutiny Officer in consultation with the Chairs and Vice Chairs of the Overview and Scrutiny Committees. It should, however, be noted that the scheduling of Committee business is, to some degree, in the hands of others: for example, consideration of GM-level business will need to reflect the decision making timetable of the GM Combined Authority.
- 1.5 The Policy Overview and Scrutiny Committee Work Programme at this stage only notes business scheduled for meetings of the Committee and those items where there is a realistic prospect of consideration within the year. However, the use of workshops or of task and finish groups are a tool of the overview and scrutiny function, enabling longer and more in-depth consideration of issues than is possible in a Committee setting. Such events will be recorded in the Work Programme as they are called for, scheduled and held.
- 1.6 The initial Policy Overview and Scrutiny Committee Work Programme 2022/23 is attached as an Appendix to this report. The Work Programme will be updated and re-submitted to each meeting of the Committee (excluding dedicated budget meetings) as the year progresses.

## **2 Options/Alternatives**

- 2.1 Option 1 – To receive and consider the Committee Work Programme for 2022/23.  
Option 2 – Not to consider the Work Programme.

## **3 Preferred Option**

- 3.1 Option 1 is the preferred option as there is a Constitutional requirement for the Committee to have a Work programme.

## **4 Consultation**

- 4.1 Consultation has taken place with lead Officers around scheduling and consideration of business relevant to the Committee. Initial consultation with the

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Chair has been undertaken and will continue with the Chair and the Committee through the Municipal Year.

**5 Financial Implications**

5.1 N/A

**6 Legal Services Comments**

6.1 N/A

**7. Co-operative Agenda**

7.1 N/A

**8. Human Resources Comments**

8.1 N/A

**9 Risk Assessments**

9.1 N/A

**10 IT Implications**

10.1 N/A

**11 Property Implications**

11.1 N/A

**12 Procurement Implications**

12.1 N/A

**13 Environmental and Health & Safety Implications**

13.1 N/A

**14 Equality, community cohesion and crime implications**

14.1 N/A

**15 Equality Impact Assessment Completed?**

15.1 No

**16 Key Decision**

16.1 No



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**17 Key Decision Reference**

17.1 N/A

**18 Background Papers**

18.1 None.

**19 Appendices**

19.1 Appendix 1 – Draft Policy Overview and Scrutiny Committee Work Programme 2022/23.

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## POLICY OVERVIEW AND SCRUTINY COMMITTEE

### WORK PROGRAMME 2022/23

Tues 14 <sup>th</sup> June 2022	Young People Not in Education, Employment or Training (NEET)	To receive an update on participation and NEET rates and on activities looking to ensure appropriate opportunities for 16-18 year olds.	Portfolio – Education and Skills. Managing Director – Children and Young People. Amanda Youlden, Education and Skills Officer.	Part of the Employment, Work and Training – ‘themed’/significant issue consideration
	The Digital Sector: Developing a workshop to review apprenticeships across Oldham and the offering of digital apprenticeships by the Council.	To report back to the Committee on the Workshop delivered to the Youth Council on 23 <sup>rd</sup> March 2022	Portfolios – Education and Skills/Employment and Enterprise Executive Director Place and Economic Growth/ Managing Director – Children and Young People	Part Employment, Work and Training/part young people ‘themed’/significant issue considerations.
	The Youth Council and results of the ‘Make Your Mark’ ballot	To receive details of the annual ‘Make Your Mark’ ballot and hear the report of Youth Council representatives	Portfolio – Education and Skills Managing Director – Children and Young People Chris Lewis, Lead Youth Worker	Part of the young people ‘themed’/significant issue considerations.
	Corporate Plan	To scrutinise the draft Council Corporate Plan	Portfolio – Leader of the Council Executive Director Place and Economic Growth. Jonathon Downs, Corporate Policy Lead.	Policy Framework item

	The Oldham Plan	To scrutinise the draft Oldham Partnership Plan (sustainable community strategy)	Portfolio – Leader of the Council Executive Director Place and Economic Growth. Jonathon Downs, Corporate Policy Lead	Policy Framework item
Tues 26 <sup>th</sup> July 2022	Covid Update	Update on local matters related to the Covid pandemic.	Portfolio – Health and Social Care Deputy Chief Executive. Katrina Stephens, Director of Public Health	Update report required by the Committee, 20 <sup>th</sup> January 2022
	Creating a Better Place	To receive updates one year after adoption of Creating a Better Place and acquisition of the Shopping Centre.	Portfolio – Regeneration and Housing Executive Director Place and Economic Growth. Chris Lewis, Strategic Lead - Creating a Better Place	Update report required by the Committee, 9 <sup>th</sup> November 2021
Tues 20 <sup>th</sup> September 2022	Greater Manchester Streets for All Strategy	To be briefed on/the Greater Manchester Streets for All Strategy, a sub-strategy of the GM 2040 Transport Strategy.	Portfolio – Regeneration and Housing Assistant Chief Executive. Helen Fallon, Principal Officer Transport and Highways Policy.	Update required by the Committee, 1 <sup>st</sup> September 2021
	Homelessness Prevention and Reduction Strategy	To consider the Homelessness Prevention and Reduction Strategy 2021-26	Portfolio – Regeneration and Housing Executive Director Place and Economic Growth. Fiona Carr, Principal Housing Officer	Update report required by the Committee, 21 <sup>st</sup> September 2021

	Place Based Working	To receive an update on the development of the Place Based Model	Portfolio - Neighbourhoods Deputy Chief Executive	Item requested by former Overview and Scrutiny Board.  Scheduling to be determined.
Tues 8 <sup>th</sup> November 2022	Youth Justice Plan 2022/23	To scrutinise the Youth Justice Plan for 2022/23.	Portfolio - Children and Young People. Managing Director – Children and Young People. Paul Axon, Director – Young People’s Services, Positive Steps.	Policy Framework item.
Thurs 10 <sup>th</sup> November 2022 (if required)	Admin Budget, tranche 1	To consider any initial budget proposals that may be presented by the Administration		
Tues 22 <sup>nd</sup> November 2022 (if required)	Opposition Budget, tranche 1	To consider any initial budget proposals that may be presented by the Lead Opposition Groups		
Tues 13 <sup>th</sup> December 2021	Transport Strategy	To scrutinize proposals prior to Cabinet’s consideration	Portfolio – Regeneration and Housing Assistant Chief Executive. Helen Fallon, Principal Officer Transport and Highways Policy	

	Northern Care Alliance (NCA) NHS Group - employment support, local recruitment, and ongoing items.	Update on employment and training issues related to the Royal Oldham Hospital/NCA NHS Group, including T Levels, post-Covid/Covid compliant plan, and apprenticeships.	Donna McLaughlin, Director of Social Value, Northern Care Alliance.	Update report required by the Committee, 21 <sup>st</sup> September 2021. Scheduling to be determined.
	Equalities Strategy - Update	Following consideration of a draft Strategy in June 2021, the Equality, Diversity and Inclusion (EDI) Strategy "Building a Fairer Oldham" was adopted by the Council in September 2021. The Committee had asked for a further report, including a programme, to be submitted. The timetable for this further consideration is under consideration (late autumn/winter).	Portfolio - Assistant Chief Executive. Jonathon Downs, Corporate Policy Lead.	
	Policing in Oldham	Updates, including crime rates, actions taken against criminality, and policing in Oldham.	Chief Superintendent Chris Bowen, Greater Manchester Police.	Linkage to the 'crime and disorder overview and scrutiny committee' function.  Recommendation - The Committee is asked to consider on future scheduling of updates.
	Selective Licensing of Private Rented Properties Scheme			This item had previously been listed on the Committee work programme and a Scheme was agreed by the Cabinet in March 2022.

				Recommendation - The Committee is invited to indicate whether it wishes to receive details of the Scheme and an initial report on implementation.
Thurs 19 <sup>th</sup> January 2023				
Thurs 26 <sup>th</sup> January 2023	Administration Budget Proposals and related Matters	To consider budget proposals presented by the Administration together with the Housing Revenue Account and Schemes, Strategies and Programmes related to the Council Budget.	Portfolio - Finance and Low Carbon and Deputy Leader Anne Ryans, Director of Finance	
	Participation of Young People aged 16 – 18 in Education, Employment or Training (EET)	A further report be submitted to the Committee in early 2023 providing updates on rates of participation and of those not in education, employment or training, the development of the proposed Partnership and Strategy, and further matters considered by the Committee, alongside individual Case Studies showing the pathways of individuals into education, employment or training.	Portfolio – Education and Skills.  Managing Director – Children and Young People.  Amanda Youlden, Education and Skills Officer.	The annual NEET report, to the Committee and can work towards a January 2023 date

Tues 7 <sup>th</sup> February	Opposition Budget Proposals	To consider budget proposals presented by the Lead Opposition Groups	Opposition Finance Spokesperson(s) Mark Stenson, Assistant Director of Corporate Governance and Strategic Financial Management	
Tues 21 <sup>st</sup> March	Green New Deal and related issues	Issues considered in 2021/22 included funding arrangements for the Oldham Green New Deal; Council, GMCA and government priorities and initiatives in green/low carbon issues; developing a strategic partnership for low carbon infrastructure; and development of a Strategic Low Carbon Investment and Delivery Partnership	Portfolio – Regeneration and Housing  Andy Hunt Directorate for Place and Economic Growth	The Committee gave particular attention to these issues during 2021/22 as a 'major issue'.

### PENDING ISSUES

Joint Places for Everyone Development Plan Document (DPD)	To scrutinise the proposals contained within the proposed DPD for jobs, new homes and sustainable growth developed by nine of the local authorities in Greater Manchester, prior to their consideration by Council and/or Cabinet.	Portfolio – Regeneration and Housing Executive Director Place and Economic Growth Elizabeth Dryden-Stuart, Team Leader – Strategic Planning	Policy Framework item - Final consideration after Public Examination/prior to formal adoption. The timetable for further consideration is still to be advised.
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Greater Manchester Streets for All Strategy	To be briefed on/the Greater Manchester Streets for All Strategy, a sub-strategy of the GM 2040 Transport Strategy.	Portfolio – Regeneration and Housing Assistant Chief Executive. Helen Fallon, Principal Officer Transport and Highways Policy.	Update required by the Committee, 1 <sup>st</sup> September 2021
The Local Plan	To scrutinize proposals in respect of the Oldham Plan prior to their consideration by Council and/or Cabinet.	Portfolio – Regeneration and Housing Executive Director Place and Economic Growth Elizabeth Dryden-Stuart, Team Leader – Strategic Planning	Policy Framework item - The draft for consultation programmed for approval in September 2022. Timing of scrutiny and its position within process being considered.
GM 2040 Strategy and Sub-Strategies	To receive updates in the Strategy and be briefed/scrutinise a number of draft GM 2040 sub-strategies	Portfolio – Regeneration and Housing Assistant Chief Executive. Helen Fallon, Principal Officer Transport and Highways Policy	The scheduling of items to be determined in line with GMCA timescales.
Economic Recovery Plan	To be consulted/scrutinize the draft Economic Recovery Plan which will encapsulate the Work and Skills Strategy with the Business Growth and Investment Strategy into one document and which will provide a key focus on youth unemployment, with Care Leavers also featuring as part of the action plan.	Portfolio – Employment and Enterprise Executive Director – Place and Economic Growth Jon Bloor, Assistant Director Economic Growth.	Part of the Employment, Work and Training – ‘themed’/significant issue consideration.

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## Report to POLICY OVERVIEW AND SCRUTINY COMMITTEE

# Key Decision Document

**Portfolio Holder: Various**

**Report Author: Constitutional Services**

**8<sup>th</sup> November 2022**

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### **Purpose of the Report**

For the Policy Overview and Scrutiny Committee to review and note the Key Decision Document.

### **Executive Summary**

Overview and Scrutiny has access to the Key Decision Document and timetable for decisions and intentions for consultation. For this Committee, there is an opportunity to identify items with implications for policy/service development not otherwise listed on the Committee work programme and to seek the opportunity to submit comments to the relevant Cabinet Member/Chief Officer during the course of the consultation process in relation to any key decision.

### **Recommendations**

The Policy Overview and Scrutiny Committee is asked to note the Key Decision Document and to provide any comments.

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## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 14 OCTOBER 2022

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Housing Delivery Test Action Plan 2021	Executive Director for Place & Economic Growth - Emma Barton	September 2022	Cabinet Member - Culture and Leisure (Councillor Elaine Taylor)
<p>Description: The Housing Delivery Test (HDT) Action Plan 2021 responds to the HDT Measurement 2021 result published in January 2021. It is made up of two documents:</p> <p>Part 1 – Set's out the context, evidence and root causes for housing under-delivery in Oldham</p> <p>Part 2 – The Action plan itself</p> <p>Document(s) to be considered in public or private:</p>				
<b>New!</b>	Household Support Fund (Round 3)		October 2022	Cabinet
<p>Description:</p> <p>Document(s) to be considered in public or private:</p>				
<b>New!</b>	Grant Acceptance: City Region Sustainable Transport Settlement (CRSTS) - Quality Bus Transit (QBT) Corridor		October 2022	Cabinet
<p>Description:</p> <p>Document(s) to be considered in public or private:</p>				
<b>New!</b>	Future contracting tender arrangements for residential and dual registered care homes		October 2022	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 14 OCTOBER 2022**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Document(s) to be considered in public or private:				
<b>New!</b>	Northern Roots- Visitor Centre & External Works; Bike Hub	Director of Economy – Paul Clifford	November 2022	Cabinet
Description: Document(s) to be considered in public or private:				
<b>New!</b>	Report of the Director of Finance - Tender for Enforcement Services	Director of Finance – Anne Ryans	December 2022	Cabinet
Description: To detail the tender for enforcement services provision. Document(s) to be considered in public or private: Proposed Report Title: Tender for Enforcement Services  Background Documents: Various appendices  Report to be considered in Private due to it containing confidential, commercial information.				
<b>New!</b>	Report of the Director of Finance and Director of Education, Skills and Early Years – Schools Funding Formula	Director of Education, Skills & Early Years - Richard Lynch, Director of Finance – Anne Ryans	December 2022	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 14 OCTOBER 2022**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: Schools funding formula for 2023/24 in relation to the National Funding Formula.                      Document(s) to be considered in public or private: Proposed Report Title:                      Report of the Director of Finance and Director of Education, Skills and Early Years – Schools Funding Formula                      Background Documents: Appendices</p> <p>Report to be considered in public.</p>				
<b>New!</b>	Award of contract for the provision of School Swimming Transport services		November 2022	Cabinet
<p>Description:                      Document(s) to be considered in public or private:</p>				
Page 61	Backlog Maintenance 2022/2025	Executive Director for Place & Economic Growth - Emma Barton	Before November 2022	Cabinet
<p>Description: Backlog Maintenance Priorities for the Council Corporate Property Portfolio                      Document(s) to be considered in public or private: Private - NOT FOR PUBLICATION by virtue of Paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because it relates to the financial or business affairs of the Council.</p>				
	Wrigley Head Solar Farm	Executive Director for Place & Economic Growth - Emma Barton		Cabinet
<p>Description: Update report on the Wrigley Head Solar Farm project and options for taking the project forward.                      Document(s) to be considered in public or private:</p>				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 14 OCTOBER 2022**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Performance Space	Executive Director for Place & Economic Growth - Emma Barton	Before November 2022	Cabinet
<p>Description: Approval of Outline Business Case</p> <p>Document(s) to be considered in public or private: Cabinet Report (Part A only)</p>				
Page 66	Report of the Director of Finance – Forecast Budget Reduction Requirement 2023/24 to 2027/28	Director of Finance – Anne Ryans	November 2022	Cabinet
<p>Description: To present the outcome of a review of the forecast Budget Reduction Requirement for 2023/24 and future years over the revised Medium Term Financial Strategy period for a further four years to 2027/28. This includes a review of estimates and assumptions underpinning the previous forecasts reported at full Council on 2 March 2022.</p> <p>Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Forecast Budget Reduction Requirement 2023/24 to 2027/28</p> <p>Background Documents: Various appendices</p> <p>Report to be considered in Public</p>				
	Brownfield Register	Executive Director for Place & Economic Growth - Emma Barton	December 2022	Executive Director - Economy, Skills and Neighbourhoods



**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 14 OCTOBER 2022**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Document(s) to be considered in public or private:				
	Strategic Housing Land Availability Assessment	Executive Director for Place & Economic Growth - Emma Barton	December 2022	Executive Director - Economy, Skills and Neighbourhoods
Description: To seek approval for the publication of Oldham Council's Strategic Housing Land Availability Assessment (SHLAA) as of 1 April 2022. Document(s) to be considered in public or private:				
63	Local Development Scheme	Executive Director for Place & Economic Growth - Emma Barton	September 2022	Executive Director - Economy, Skills and Neighbourhoods
Description: The Local Development Scheme is the project plan for the Local Plan. It sets out details and timetables about the planning documents that will be prepared. Document(s) to be considered in public or private:				
	Green Infrastructure Strategy	Executive Director for Place & Economic Growth - Emma Barton	September 2022	Executive Director - Economy, Skills and Neighbourhoods

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 14 OCTOBER 2022**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Approval of Green Infrastructure Strategy, including updated Open Space Audit. Document(s) to be considered in public or private:				
	Report of the Director of Finance – Treasury Management Strategy Statement 2023/24	Director of Finance – Anne Ryans	February 2023	Cabinet
Description: To consider the Council’s Treasury Management Strategy for 2023/24 - including Minimum Revenue Provision Policy Statement, Annual Investment Strategy and Prudential Indicators Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Treasury Management Strategy Statement 2023/24 Background Documents: Appendices Report to be considered in Public				
	Report of the Director of Finance – Revenue Budget 2023/24	Director of Finance – Anne Ryans	February 2023	Cabinet
Description: To consider the Administration’s detailed revenue budget for 2023/24 and budget reduction proposals incorporating the current policy landscape and Local Government Finance Settlement. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Revenue Budget 2023/24 Background Documents: Various appendices Report to be considered in Public				
	Report of the Director of Finance – Medium Term Financial Strategy 2023/24 to 2027/28	Director of Finance – Anne Ryans	February 2023	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 14 OCTOBER 2022**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Page 65	<p>Description: The presentation of the Medium Term Financial Strategy for the Council 2023/24 to 2027/28 incorporating the current policy landscape and Local Government Finance Settlement.                      Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance –                      Medium Term Financial Strategy 2023/24 to 2027/28                      Background Documents: Appendices –Various                      Report to be considered in Public</p>			
	<p>Joint Report of the Executive Director Place and Economic Growth and Director of Finance – Housing Revenue Account Estimates for 2023/24 to 2027/28 and Projected Outturn for 2022/23</p>	<p>Director of Finance – Anne Ryans, Executive Director for Place &amp; Economic Growth - Emma Barton</p>	<p>February 2023</p>	<p>Cabinet</p>
	<p>Description: The Housing Revenue Account (HRA) Outturn Estimates for 2022/23, the detailed budget for 2023/24 and the Strategic HRA Estimates for the four years 2024/25 to 2027/28.                      Document(s) to be considered in public or private: Proposed Report Title: Housing Revenue Account Estimates for 2023/24 to 2027/28 and Projected Outturn for 2022/23                      Background Documents: Appendices                      –Report to be considered in Public</p>			

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 14 OCTOBER 2022**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments in the 2023/24 budget setting process	Director of Finance – Anne Ryans	February 2023	Cabinet
<p>Description: To consider the statement of the robustness of estimates and adequacy of the reserves in the 2023/24 budget setting process.</p> <p>Document(s) to be considered in public or private: Proposed Report Title:                      Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments in the 2023/24 budget setting process</p> <p>–Report to be considered in Public</p>				
	Report of the Director of Finance – Capital Programme & Capital Strategy for 2023/24 to 2027/28	Director of Finance – Anne Ryans	February 2023	Cabinet
<p>Description: To consider the Council’s Capital programme and capital strategy.</p> <p>Document(s) to be considered in public or private: Proposed Report Title:                      Report of the Director of Finance – Capital Programme &amp; Capital Strategy for 2023/24 to 2027/28</p> <p>Background Documents: Appendices</p> <p>–Report to be considered in Public</p>				
	Report of the Director of Finance – Council Tax Reduction Scheme 2023/24	Director of Finance – Anne Ryans	February 2023	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 14 OCTOBER 2022**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To determine the Council Tax Reduction Scheme for 2023/24  Document(s) to be considered in public or private: Proposed Report Title:  Report of the Director of Finance – Council Tax Reduction Scheme 2023/24</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				
Page 67	Report of the Director of Finance Budget 2023/24 – Determination of the Tax Bases for Council Tax Setting and for Business Rates Income Purposes	Director of Finance – Anne Ryans	January 2023	Cabinet
<p>Description: The Determination of the Tax Bases for Council Tax Setting and for Business Rates Income for use in 2023/24 budget deliberations.  Document(s) to be considered in public or private: Proposed Report Title:  Report of the Director of Finance  Budget 2023/24 – Determination of the Tax Bases for Council Tax Setting and for Business Rates Income Purposes</p> <p>Background Documents: Appendices - Various</p> <p>–Report to be considered in Public</p>				
	Report of the Director of Finance – Treasury Management Strategy Mid-Year Review 2022/23	Director of Finance – Anne Ryans	November 2022	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 14 OCTOBER 2022**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Page 68	<p>Description: Review of the performance for the first half of the financial year in relation to the Treasury Management Strategy for 2022/23.                      Document(s) to be considered in public or private: Proposed Report Title:                      Report of the Director of Finance – Treasury Management Strategy Mid-Year Review 2022/23.</p> <p>Background Documents: Appendices</p> <p>–Report to be considered in Public</p>			
	<p>Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2022/23 Quarter 3</p>	<p>Director of Finance – Anne Ryans</p>	<p>March 2023</p>	<p>Cabinet</p>
	<p>Description: The report provides an update on the Council’s 2022/23 forecast revenue budget position and the financial position of the capital programme as at the period ending 31 December 2022 (Quarter 3)                      Document(s) to be considered in public or private: Proposed Report Title:                      Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2022/23 Quarter 3</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>			
	<p>Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2022/23 Month 8</p>	<p>Director of Finance – Anne Ryans</p>	<p>February 2023</p>	<p>Cabinet</p>

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 14 OCTOBER 2022**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	<p>Description: The report provides an update on the Council’s 2022/23 forecast revenue budget position and the financial position of the capital programme as at the period ending 30 November 2022 (Month 8)</p> <p>Document(s) to be considered in public or private: Proposed Report Title:</p> <p>Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2022/23 Month 8</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>			
Page 69	<p>Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2022/23 Quarter 2</p>	<p>Director of Finance – Anne Ryans</p>	<p>November 2022</p>	<p>Cabinet</p>
	<p>Description: The report provides an update on the Council’s 2022/23 forecast revenue budget position and the financial position of the capital programme as at the period ending 30 September 2022 (Quarter 2)</p> <p>Document(s) to be considered in public or private: Proposed Report Title:</p> <p>Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2022/23 Quarter 2</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>			
TBC	<p>Care Home Contracting Tender Proposals</p>	<p>Director of Adult Social Care (DASS) – Jayne Ratcliffe</p>	<p>October 2022</p>	<p>Cabinet</p>

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 14 OCTOBER 2022**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: To update the contract arrangements for residential and nursing home provision in the borough and seeks approval to conduct an open tendering exercise.				
Document(s) to be considered in public or private: Public				
<b>New!</b>	Accessible Oldham - Henshaw Street		October 2022	Cabinet
Description: Document(s) to be considered in public or private:				
<b>New!</b>	Accessible Oldham - Henshaw Street		October 2022	Cabinet
Description: Document(s) to be considered in public or private:				
	National Careers Service Contract- Get Oldham Working		September 2022	Cabinet
Description: Document(s) to be considered in public or private:				
	Bulky Collections & LWP Contract Report	Director of Environment - Nasir Dad	December 2022	Cabinet
Description: The report seeks approval to award a new contract for the collection of bulky waste and provision of goods within the Council's local welfare provision scheme. Document(s) to be considered in public or private: Private.				



**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 14 OCTOBER 2022**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
	Update on Sites of Biological Importance	Executive Director for Place & Economic Growth - Emma Barton	October 2022	
Description: This report outlines changes to SBIs from site surveys carried out by the Greater Manchester Ecology Unit (GMEU). Document(s) to be considered in public or private: Report on update to sites of biological importance				
	Vehicle Replacement Programme	Director of Environment - Nasir Dad	November 2022	Cabinet
	Description: To seek approval for the purchase of new and replacement Council vehicle fleet for financial years 2022/23, 2023/24 and 2024/25. Document(s) to be considered in public or private: Private. It is not in the public interest to disclose the information because it relates to the commercial affairs of the Council and its contractors.			
	Grant Acceptance: City Region Sustainable Transport Settlement (CRSTS) - Quality Bus Transit (QBT) Corridor	Executive Director for Place & Economic Growth - Emma Barton	October 2022	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 14 OCTOBER 2022**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
	<p>Description: Oldham Council has secured additional funding for scheme design and development, on behalf of Transport for Greater Manchester (TfGM), via:</p> <ul style="list-style-type: none"> <li>• City Region Sustainable Transport Settlement (CRSTS)</li> </ul> <p>The purpose of this report is to confirm the value of the grant available to Oldham and to notify Cabinet of the intention to bring this additional resource into the transport capital programme to commence design and development of various elements of the schemes, commencing in Autumn 2022.</p> <p>Document(s) to be considered in public or private: N/A</p>			
Page 72	Accessible Oldham, Henshaw Street	Executive Director for Place & Economic Growth - Emma Barton	October 2022	Cabinet
	<p>Description: To approve recommendations as part of the Accessible Oldham Programme that will create improved town centre pedestrian link between Fountain Street and Henshaw Street.</p> <p>Document(s) to be considered in public or private: NOT FOR PUBLICATION by virtue of Paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because it relates to the financial or business affairs of the Council</p>			
	Oldham's Monitoring Report 2021-22	Executive Director for Place & Economic Growth - Emma Barton	December 2022	Cabinet Member - Regeneration and Housing (Leader - Councillor Amanda Chadderton)

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 14 OCTOBER 2022**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: Under Regulation 34 and 35 of The Town and Country (Local Planning) (England) Regulations 2012 local planning authorities must make monitoring information available for inspection as soon as possible after the information becomes available. The Monitoring Report covers the previous financial year that is 1 April 2021 to 31 March 2022.</p> <p>In line with the Regulations the Monitoring Report provides details on whether the council is meeting the milestones set out in the Local Development Scheme (LDS) for preparing the various Local Plan documents. Performance is monitored against the LDS that was in place at the start of the monitoring period. The Monitoring Report also monitors a range of planning indicators, such as housing, employment and biodiversity, which seek to assess the effectiveness of the council’s land-use planning policies, and whether they are achieving their objectives and delivering sustainable development. This is our 18th Monitoring Report.</p> <p>Document(s) to be considered in public or private: Oldham's Monitoring Report 2021 - 2022</p>				
Page 73	Wrigley Head Solar Farm – delivery options	Director of Economy – Paul Clifford	December 2022	Cabinet
<p>Description: To provide a decision on the recommended delivery option for Wrigley Head Solar Farm</p> <p>Document(s) to be considered in public or private: Public</p>				
	PSDS3a grant acceptance – energy works at Spindles	Director of Economy – Paul Clifford	December 2022	Cabinet
<p>Description: To accept a Public Sector Decarbonisation Scheme grant for energy works at the Spindles</p> <p>Document(s) to be considered in public or private: Public</p>				

**Key:**

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 14 OCTOBER 2022**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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**New!** - indicates an item that has been added this month

- Notes:
1. The procedure for requesting details of documents listed to be submitted to decision takers for consideration is to contact the Contact Officer contained within the Key Decision Sheet for that item. The contact address for documents is Oldham Council, Civic Centre, West Street, Oldham, OL1 1UH. Other documents relevant to those matters may be submitted to the decision maker.
  2. Where on a Key Decision Sheet the Decision Taker is Cabinet, the list of its Members are as follows: Councillors Abdul Jabbar MBE, Amanda Chadderton (Leader), Shaid Mushtaq, Mohon Ali, Shoab Akhtar, Eddie Moores, Barbara Brownridge and Elaine Taylor.
  3. Full Key Decision details (including documents to be submitted to the decision maker for consideration, specific contact officer details and notification on if a report is likely to be considered in private) can be found via the online published plan at: <http://committees.oldham.gov.uk/mgListPlans.aspx?RPId=144&RD=0>