

***CHILDREN AND YOUNG PEOPLE SCRUTINY BOARD
Overview & Scrutiny Committee
Agenda***

Date Thursday 18 January 2024

Time 6.00 pm

Venue Crompton Suite, Civic Centre, Oldham, 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. or email

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 noon on Date Not Specified.

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MEMBERSHIP OF THE CHILDREN AND YOUNG PEOPLE SCRUTINY BOARD

Councillors Adams, Bishop, H. Harrison, Hurley, McLaren, Moores (Chair), Rea and Shuttleworth

Item No

- 1 Apologies For Absence
- 2 Urgent Business
Urgent business, if any, introduced by the Chair
- 3 Declarations of Interest
To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.
- 4 Public Question Time
To receive Questions from the Public, in accordance with the Council's Constitution.
- 5 Minutes of Previous Children and Young People Scrutiny Board Meeting (Pages 1 - 10)
The Minutes of the Children and Young People Scrutiny Board held on 16th November 2023 are attached for approval.
- 6 Youth Justice Plan 2023/24 (Pages 11 - 50)
- 7 Oldham Safeguarding Children Partnership Annual Report (Pages 51 - 72)
- 8 Response to the local area inspection on support and provision for children and young people who have special education needs and/or disabilities (SEND) (Pages 73 - 78)
- 9 Work Programme (Pages 79 - 82)
- 10 Key Decision Document (Pages 83 - 98)
- 11 Rule 13 and 14
To consider any rule 13 or 14 decisions taken since the previous meeting.



Present: Councillor Moores (Chair)
Councillors Ali, Bishop, H. Harrison, Hurley, McLaren, Mushtaq,
Rea, Shuttleworth and Wahid

Also in Attendance:

Matthew Bulmer	Director Education Early Years and Skills
Leanne Cooper	Assistant Director Social Work Services
Julie Daniels	Assistant Director Safeguarding
Colette Morris	Local Authority Designated Officer
Gerard Jones	Managing Director Children and Young People
Shelley Kipling	Assistant Chief Executive
Jayne Ratcliffe	Deputy Managing Director, Health and Social Care Services
Paul Rogers	Constitutional Services

1 **APOLOGIES FOR ABSENCE**

There were no apologies for absence received.

2 **URGENT BUSINESS**

There were no items of urgent business received.

3 **DECLARATIONS OF INTEREST**

Rev. Hurlston is a governor at Brian Clarke School. Councillor Moores is a governor at Radclyffe, Bluecoat and Mills Hill schools, Councillor McLaren is a governor at Radclyffe and Halcyn Way schools and Councillor Shuttleworth is a governor at Limehurst Primary school.

4 **PUBLIC QUESTION TIME**

There were no Public Questions for the Board to consider.

5 **MINUTES OF PREVIOUS CHILDREN AND YOUNG PEOPLE SCRUTINY BOARD MEETING**

RESOLVED that subject to the following amendments, the minutes of the meeting held on 14 September 2023 be approved as a correct record:

- (i) Jean Hurlston – Manchester Church of England Diocese attended.
- (ii) 'Radcliffe' being amended to read 'Radclyffe', 'Moleshill' to read 'Miles Hill' and 'Lymehurst' to read 'Limehurst' in Declarations of Interest.

OPERATION SHERWOOD UPDATE

Phil Hutchison and Judith Holmes, Greater Manchester Police (GMP) gave an update on progress with regard to Operation Sherwood.



Members were informed that Operation Sherwood had moved into the operational phase whereby arrests have been made which are now in the hands of the Crown Prosecution Service. With regard to other work in relation to child exploitation. The Board was advised that the dedicated multi agency team comprised two detective sergeants, six detective constables, a child social care manager, senior social worker, ten complex social workers, family workers, dedicated safeguarding nurses and a part time physcho therapist. There is a strong relationship and working partnership with the multi agencies. They are currently managing in excess of 65 young persons and children over Child Sexual Exploitation (CSE) and Child Criminal Exploitation (CCE) and approximately 25 adults who have opted to remain in in the team for support.

Members were informed that this is current update on Operation Sherwood but unfortunately members cannot be given information on live ongoing investigations. Members were informed of several indictments where people have been brought to justice in relation to child sexual exploitation. The Board was reminded that they are investigating historic abuses from any time period.

Mr Hutchinson wanted to impress upon the Board the excellent work the partnership was achieving and that it was fully committed to dealing with offenders.

Councillor McLaren asked Mr Hutchinson the following questions –

1. As you are probably aware, the Council has been accused of covering up historic child sexual exploitation or abuse. During the course of the Sherwood investigation, has any evidence been uncovered that would suggest that any kind of a cover up has taken place?

Mr Hutchinson responded – Not to his knowledge. There has been an independent review of how GMP and the Council has looked at their investigations and there has been no suggestion from that review that a cover up has taken place.

2. Has any Elected Member (past or present) or member of the public reported any evidence to the Police that would suggest that the Council may have been involved in a cover up?

Mr Hutchinson responded – He does not have any information about that

3. Has any evidence come to light from any source that would suggest that the Council has engaged in any kind of systematic cover up of child sexual exploitation or abuse at any stage?

Mr Hutchinson responded – Not to his knowledge.

4. During the independent inquiry into child sexual exploitation, the Council took the opportunity to refer a number of historic cases of child sexual exploitation from pre 2011 for further consideration. Has any other case come to light during Operation Sherwood that relates to the period before 2011 that could have been referred to the independent inquiry.

Mr Hutchinson responded – He would have report back on that question.

5. Has any case relating to child sexual exploitation for, say, the period prior to 2005 come to light that should have been referred to the independent inquiry?

Mr Hutchinson responded - He will have to report back.

6. Has any Elected Member (past or present) been named in relation to any investigation that has, or is, taking place in relation child sexual exploitation or abuse?

Mr Hutchinson responded – He is not aware of every single bespoke case, in such cases people are entitled to anonymity and would not wish to affect live investigations.

Councillor Shuttleworth asked Mr Hutchinson – Has the Local authority provided all the information requested in terms of all historic cases of CSE and any other available information to support the GMP in their investigations

Mr Hutchinson responded – He would have to take advice from the specialist team and report back.

Mr Hutchinson reiterated that he report back on each of the questions where an answer had not been given.

The Chair thanked Mr Hutchinson for his attendance and the update on Operation Sherwood.

Resolved: That the update on Operation Sherwood be noted.

CROSS PARTY CSE STEERING GROUP AND THE ANNUAL REPORT



The Board considered and discussed the Child and Exploitation: Elected Member Steering Group Annual Report 2022-23 submitted by Gerard Jones, Managing Director of Children and Young People which had been produced as a record of the progress and impact of the Cross-Party Steering Group on Child Sexual Exploitation during its first year in existence. This is the first Annual Report report of the Steering Group and will be presented to Council.

The first meeting of the group was on 23 November 2022 and the group had met in February, June and October of 2023 and a summary of each of those meetings were set out in the report.

Oldham Council made a commitment to establishing a cross-party Steering Group at a meeting of Full Council in September 2022 which followed on from the conclusion of the Independent Review into historic safeguarding practices in Oldham, the findings of which have been fully accepted by the Council. The review focussed on multi-agency responses to allegations child sexual exploitation in the borough during the period 2011-14.

In response to the publication of the review the Council has produced a Plan on a Page aimed at supporting survivors of child sexual exploitation and tackling perpetrators of abuse. This is attached at Appendix 1 to the report.

The purpose of the Elected Member Steering Group is to provide cross-party oversight of current safeguarding practice and the progress of the Plan to seek justice for and offer support to historic victims of child sexual abuse.

The aim is to raise member awareness, provide scrutiny and assurance on the effectiveness of current practice and to increase public confidence in the partnership response to complex and contextual safeguarding in Oldham.

The objectives of the Steering Group are to:

1. Not duplicate the scope of existing Boards in place but will work alongside the Council's existing governance arrangements.
2. Be provided with assurance on the support to victims both present and historic by way of data and insight reports
3. Be provided with assurance on progress of Operation Sherwood and the support given by the Council to Operation Sherwood by way of data and insight report
4. Be provided with assurance on current complex safeguarding activity and practice within the context of wider children's social care activity by way of data and insight reports
5. With agreement by the Steering Group, request and receive detail in relation to current safeguarding practice

and be able to make suggestions to improve processes and practice in place

6. Have the ability to refer any matters for additional information or advice to the independent Chair of the Oldham Safeguarding Children's Partnership



The Steering Group will provide reports to Council summarising matters considered within the 12-month period. A minimum of one report within each municipal year will be presented however, there may be more should the Steering Group feel it has something to report.

The Group is not a decision-making body. Any proposed changes to process/current practice that requires a decision will be referred to the appropriate decision-making forum in line with the Council's Constitution/Schemes of Delegation. What actions the decision-making bodies make on such matters referred to them will be formally reported back to the Steering Group.

Details of the Review into historic Safeguarding practices in Oldham were set out in Appendix 1 to the report. The Terms of reference of the Oldham Council Elected Member Steering Group on Child Exploitation were set out in Appendix 2 to the report.

Gerard Jones informed the Board that the Steering Group is not a decision making body but gave the Board assurance that it keeps in close touch with the police and multi agencies and it learns in detail about the on going safeguarding work. As the meetings have progressed the Group has often requested more detail and assurance on safeguarding matters. The group will constantly review its work to keep aligned with new challenges. Following the CSE Review the priority Action was to work closely with the Greater Manchester police to investigate historical allegations of sexual exploitation and to bring offenders to justice. The Group also have to ensure that support is being provide to victims. The work of the Group is also subject to Peer and Ofsted reviews which are reported back to the Group and Agencies. It was emphasised that there is also an extensive briefing with all Members of Oldham Council about how to report a concern to either Children's Services or Adult Services.

In response to a query, Gerard Jones informed the Board that the word 'contextual' on page 4 of the report refers to criminal exploitation of children, children who might go missing and are vulnerable, together with a range of reasons where children might be exploited. On the same page of the report 'Transitions Hub' refers to other forms of exploitation which are brought together in the Hub and the wider theme of exploitation of young people, support for families being one of these areas.

On a question of funding Gerard Jones informed the Board that the work of the Steering Group and Multi Agencies had been very successful and continued funding is and will be explored for the forthcoming financial year. He drew attention to the voice

of victims that was the strongest indicator and testament on the work to date and shows a need to continue with the efforts with regard to the Child Sexual Exploitation work.



A suggestion was made that there needs to be development to achieve a clear reporting pathway to the public to make sure the public are aware of what is taking place and indeed how to report an issue which for any member of the public is a big step to take. Also that any issue reported needs to be acted on quickly.

Mr Hutchinson informed the Board that the policing group have a daily scan of issues reported. Referrals are acted upon with all due haste to support those victims.

Mr Gerrard informed the Board that the Multi Agencies deal with young male victims as well as female victims and it is very much the case that any investigation is carried out at the victim's pace. Male victims tend to move at a lot slower pace than female victims. Discussion then ensued regarding how investigations are progressed with victims.

It was suggested that to receive an even higher degree of transparency, the Board should receive a 6 month report rather than an Annual Report updating Members of the work of the Steering Group, the strategy being taken forward and the progression of public communication. It was also suggested that Members could receive more in depth safeguarding training to get a better understanding of the issues involved.

Gerard Jones informed the Board that the 12 Months Annual Report is a Council decision. He advised that the work of the Oldham Safeguarding Partnership which includes a report of the Safeguarding Steering Group, meets on a more regular basis and is available on the Safeguarding website.

In response to a query regarding the specific findings of the national Independent Inquiry into Sexual Abuse, page 8 of the report refers, Gerrard Jones informed the Board that a letter has been sent to the Home Office to say that the findings need to be carried out. He advised that with regard to this Council, the findings are taken on board and continually reviewed and where possible included into current systems. He would bring an update to a future meeting on the progress with the twenty recommendations.

Gerrard Jones asked Board Members to advise him of specific issues for him to update the Board at a meeting in 6 months.

A Member raised the point that there was no mention of Scrutiny in the Terms of Reference of the Elected Member Steering Group. Shelly Kipling, Assistant Chief Executive, informed the Board that the Terms of Reference of the Steering Group will be reviewed in the near future and the reference to Scrutiny will be included.

Resolved: that

- (i) the Child Sexual Exploitation: Elected Member Steering Group Annual Report 2022-23 be noted; and
- (ii) an update on the work of the Elected Member Steering Group together with a wider safeguarding report to include specific issues notified to Gerard Jones by Members of the Board together with an update on the way in which the specific findings of national Independent Inquiry as referred to in the report are being taken forward by this Council.

8 **PRIMARY AND SECONDARY SCHOOLS PERFORMANCE**

Councillor Ali, Cabinet Member for Education and Skills, presented the Primary and Secondary Schools Performance report.

The report informed the Board that Key Stage (KS) outcomes for 2023 show that Oldham school standards are recovering from the negative impact of the pandemic in primary and are improved since the last comparable results in secondary. Most gaps to national averages are narrowing and benchmarked performance shows consequent improvement. Outcomes for disadvantaged pupils continues to be a strength. The impact of additional resource over time and local partnership strategic prioritisation has been pivotal to improvement.

The Board was further informed that School-age children take standardised national assessments in year 1 and at the end of KS1, KS2 and KS4. The data from these assessments is shared to enable comparison of performance across schools, boroughs and regions.

Pupils take the phonics screening check at the end of year 1, typically aged 6. Those who do not meet the expected standard take the check again at the end of year 2, typically aged 7.

Pupils are assessed at the end of KS 1 (year 2) in reading, writing, maths and science. Teachers are responsible for judging the standards in English reading, English writing, mathematics, and science. To help inform those judgements, pupils sit national curriculum assessments in English and mathematics, commonly called SATs.

Pupils are assessed at the end of KS 2 (year 6) in English grammar, punctuation and spelling, English reading and mathematics. English writing and science are reported as a teacher assessment judgement.

During KS 4 most pupils work towards national qualifications - usually GCSEs. Pupils are assessed at the end of KS 4 (year 11) in the compulsory national curriculum subjects of English,

maths and science and a range of foundation and other subjects.

In response to a query, Matt Bulmer, Director of Education Early Years and Skills, informed the Board that children are referred to as disadvantaged according to the income of a family and this is determined by a test being completed by families.

With to another query with regard to more children in Oldham achieving better than the national average, Matt Bulmer informed the Board that Primary school performance have achieved 90% or better and this is as a result of a great deal of hard work over the last 5 years by Primaries to bring them up to that standard. With regard to Secondary schools there is a great deal of work needed to mirror the improvement of Primary schools. Currently this is shown in the raw attainment data and in terms of the Ofsted outcomes which currently stand at 46% good or better in Secondary schools. He informed Members that the Department of Education had made significant investment over the last 5 years in Oldhams schools. All but 3 of the schools are local authority maintained. The remaining 3 are Trusts. Teacher recruitment and retention is high on the list. Every effort is being made to keep the best teachers as is recruiting good quality teachers. He advised that there is a long way to go on secondary school performance, probably years, to achieve the Primary school levels.

Tony Shepherd, , emphasised that the vast majority funding in public schools is a direct result of central government policies. The local authority has a role in the Strategic Management and this is done through the Oldham Learning Partnership who bring together any group who work in education in the Borough and this mechanism drives the authority's education forward.

In response to a query regarding the elements that make the foundations of secondary schools good, Matt Bulmer acknowledged the fact that keeping Headteachers and stable Leadership Teams in place together with schools having adequate number of spaces and progressing the disadvantaged children in schools were all key elements for schools.

Resolved: that

- (i) the Primary and Secondary schools performance outcomes for 2023 be noted; and
- (ii) a further update report be submitted to the Board in 6 months.

THE LADO ANNUAL REPORT

The Board considered and discussed the LADO Annual Report 2022-23 submitted by Colette Morris, Team Manager, Allegations Management Unit.

The purpose of this report is to provide an overview of the management of allegations in Oldham, and the role of the Designated Officer between 1 April 2022 and 31 March 2023.



Oldham
Council

The statutory guidance Working Together to Safeguard Children 2018 sets out the requirements for all agencies providing services for children to have procedures in place for reporting and managing allegations against staff and volunteers. This is mirrored in Keeping Children Safe in Education 2020 (KCSIE). The guidance highlights the need for a Designated Officer to oversee the process, by giving independent advice on thresholds and the other aspects of safeguarding when an allegation is made. This will include a range of measures, in consultation with the employer, including risk assessment, the use of suspension for more serious conduct matters or criminal investigations, alongside other issues including managing duty of care to the employee and proportionality to ensure the process is concluded fairly and as soon as possible.

The procedures for the management of such allegations are contained in the Greater Manchester Child Protection Procedures - Allegations against Staff.

Members were informed of the role of LADO as follows –

The LADO role is designed to manage all allegations against all professionals who work with children (both employed and voluntary) and to assist professionals, to create safer environments for children to access services. Therefore, if the LADO is effective then children and young people can confidently access services safely.

The definition of an allegation is:

- Behaved in a way that has harmed or may have harmed a child;
- Possibly committed a criminal offence against or related to a child;
- Behaved towards a child that indicated he/she would pose a risk of harm if they work regularly or closely with children.
- Behaved in a way that indicates they are unsuitable to work with children.

The ways in which allegations are considered and the duties of the LADO are set out in the report.

Colette Morris informed the Board that the report did not emphasise any problems. The report shows that there is much more awareness among people. The Council has two LADOs which means they can manage cases more quickly and efficiently. The Board was advised that each concern is taken seriously. Members were advised that there have been vexacious complaints by adults but this is not reflected in complaints by children.

10 **KEY DECISION DOCUMENT**

Consideration was given to the Key Decision document covering decisions taken from 18 September 2023.

Resolved: That the Key Decision document covering decisions taken from 18 September 2023 be noted.

11 **RULE 13 AND 14**

The Chairman advised their was nothing to report at this item.

12 **WORK PROGRAMME 2023-24**

The Chair advised that the Work Programme was currently being revised and an updated Programme will be submitted to the next Board meeting.

Resolved: that the item be noted.

The meeting started at 6.00 pm and ended at 8.00 pm



POSITIVE STEPS

SUPPORT | CHALLENGE | CHANGE

YOUTH JUSTICE PLAN

2023/24

Oldham Youth Justice Service Plan 2023-2024

Head of Service

Clare Griffiths

Chair of Youth Justice
Management Board

Gerard Jones, Director of
Children's Services

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1. Introduction, vision and strategy

Oldham is in a unique position in that it is one of the only areas in England and Wales whereby the statutory Youth Justice Service (YJS) is commissioned out by the local authority and delivered by an independent charitable trust - Positive Steps. Positive Steps delivers a range of services including: Careers Advice and Guidance; Connect to Your Future Mentoring; Positive Futures Alternative Provision; Early Intervention and Prevention (formerly Early Help); Oldham Young Carer's Project and the Missing from Home Return Interview Service. As such, children and their families are able to access an integrated, holistic and non-stigmatising offer, delivered from our newly refurbished base in Oldham town centre, as well as in community hubs across the borough. Furthermore, this arrangement allows for innovation and creativity through the ability to access a range of additional funding streams to provide added value and to lead practice in specific areas of practice.

This plan has been written in accordance with the Crime and Disorder Act 1998 and national guidance from the Youth Justice Board (YJB). Following consultation with Oldham Youth Justice Management Board, YJS practitioners and children with lived experience, this plan seeks to inform the strategic direction of the service and outlines how it will achieve primary its functions of:

- Reducing the number of first- time entrants (FTE) into the criminal justice service
- Reducing re-offending by children subject to statutory Court Orders or Out of Court Disposals
- Reducing the use of custody for

children While additionally:

- Effectively safeguarding the children we work with
- Effectively protecting the public from harm
- Enhancing the voice and experience of victims of crime committed by children

The Oldham Youth Justice Plan 2023 – 2024 is consistent with the ambition of the Oldham Children, Young People and Families Plan which states,

“In Oldham, we want all children and young people to have a safe, happy and healthy life and access to a great education giving them the best possible start in life.”

As a partnership in Oldham, we have already taken great strides to improve the experience and outcomes for children living in the borough and we endeavor to continuously build upon these. We recognise that much of what we can do can only be done in collaboration with others, be that partners from the local authority, Greater Manchester Police, health, Probation, education or the voluntary sector and therefore a significant focus will be given to ensuring robust joint arrangements are in place to successfully deliver this plan and produce real and lasting results. As such, this plan will be governed through the existing structure of the Youth Justice Management Board.

The vision of Oldham Youth Justice Service is to provide a service that is:

- Child First in its effective partnership approach
- Ambitious and inspirational for the children and families it works with
- Truly collaborative and led by the voice of the child
- Pursuing excellence in governance and leadership

- Achieving outstanding outcomes in inspection programmes

Oldham is one of the ten boroughs in the conurbation Greater Manchester. It is a complex and challenging place to deliver youth justice, with, according to the 2021 Census Data, a population of 242,100, a figure which represents an overall growth rate of 7.3% within the last 10 years. Of this, 54,800 children live in Oldham and this percentage in recent years has been rising. While a youthful population undoubtedly has many advantages, the impact on health services, education and employment opportunities cannot be ignored. Adding to this, while the borough has pockets of prosperity, the English Indices of Deprivation shows levels are ranked amongst the highest in the country and Oldham is positioned 19th worst out of 317 Local Authorities. Further analysis evidences a number of wards are placed within the bottom 1% nationally in terms of income deprivation attending children, which is concerning given that the ongoing cost of living crisis is having the biggest impact on those already experiencing poverty. The ethnic composition of Oldham is changing dramatically with the proportion of residents of Pakistani and Bangladeshi heritage increasing to 10.1% and 7.3% respectively. Further growth can also be observed within Polish and Romanian heritage communities. It is well evidenced that individuals from black and minority ethnic backgrounds are over-represented within the criminal justice system and in Oldham this is true of children from Asian, Black or “Other” heritages at most stages. This diversity is a strength to be valued and promoted, although some people experience discrimination and disadvantage, requiring change to champion fairness and equality.

An increase in recorded crime across the whole of Greater Manchester can be observed and arrests were up by almost 20,000 in the year between February 2022 and 2023. This can be attributed to Greater Manchester Police having made significant progress in improving the forces’ response to incidents and investigation of crime. In Oldham, incidents of violence remain a concern and consequently this affects children physically, psychologically or emotionally. The increase in arrests has had an impact on the number of first-time entrants into the criminal justice system which has promoted a partnership response in relation to early intervention, including a review of the Prevention and Diversion Panel.

2. Child First

Child First principles permeate all aspects of service delivery in youth justice in Oldham and this is explicitly set out in our vision.

1. See children as children – all staff actively use the term “child” in assessments, reports and conversations, staff have received training on Child First and deliver this across the partnership, staff have received training and challenge other agencies on appropriate use of language, staff acknowledge maturity and how various life experiences, such as trauma, can impact on this through ensuring plans are bespoke and developmentally tailored.
2. Developing a pro-social identity – the service has moved away from consequential interventions, ensuring that instead a focus is given to the child’s strengths. There is a real emphasis on education, training, and employment. Alongside this, we provide access to activities which broaden horizons and allow children opportunities to see places outside of Oldham they have previously not experienced. This can be visiting National Trust sites with some children have volunteered as Park Rangers.

3. Collaborating with children – all children create their intervention plan alongside their Case Manager and contribute to the activities they carry out. They also have the opportunity to shape service delivery through “Your Opinion Matters” with their parents or carers. This collaboration reaches far wider than Oldham, with children being involved in work with courts and the legal system to ensure that their needs are met in this context.
4. Promoting diversion – the importance of diversion is appreciated across the partnership through a well-established Prevention and Diversion Panel. The partnership is well represented and engaged in decision making. A revised policy and procedure is in place following the implementation of Turnaround to ensure children receive the correct response at the earliest opportunity.

In August 2022, two Case Managers completed the “Child First Effective Practice Certificate”, delivered by Unitas and have shared learning with the wider team through Practitioner Forums. Staff also deliver training on Child First as part of the Oldham Children’s Safeguarding Partnership calendar, as well as to various forums upon request such as the Designated Teachers Meeting.

In March 2023, Oldham YJS underwent a Peer Review, co-ordinated by the Youth Justice Sector Improvement Programme, with one of the Key Lines of Enquiry being, “are governance and partnership arrangements Child First?” The final report stated that,

“The PRT (Peer Review Team) observed a passionate, motivated, and skilled practitioner group who were able to demonstrate how their individual practice was child first and we saw/heard about specific child examples; this energy was shared across the partnership at an operational level. It was clear from the PRT’s time in Oldham that there was a practitioner workforce who were clearly proud of the work that they do and really striving for the best outcomes for children; this was exemplified through the feedback from children:

*‘everyone I met has been sound, they’re great people and I haven’t got a bad word to say’
(Child A)”*

While there is clearly Child First practice in action in Oldham, the Peer Review still identified some inconsistencies at all levels regarding specifically what this means for the children, and in particular, those in the justice system. It was recommended that the Youth Justice Management Board prioritises ensuring that we understand and promote these principles across the partnership, aligning other relevant plans to these.

3. Voice of the child

The voice of the child continues to be a central part of practice across the partnership in Oldham. In the most recent inspection of Oldham Youth Justice Service in 2019, this was identified as a key strength with the report noting:

“children and young people are at the heart of everything this service does”.

The Peer Review also highlighted a number of areas of good practice in relation to this, with children of course being involved through focused sessions throughout.

Internally, all children and their parents, carers, or significant adults working with Oldham YJS are offered the opportunity to engage with “Your Opinions Matter”, a resource completed independently from their Case Manager alongside the Engagement Worker with a lead for participation. This covers areas such as feeling included in decision making, meeting cultural needs, feeling safe, and how well we work with other services. A report is produced bi-annually on collated feedback and presented to the Youth Justice Management Board. Examples of how this has impacted on practice are shown below:

Feedback	Action
“Less worksheets”, “be more fun”	<ul style="list-style-type: none"> Sharing resources was introduced as a standard agenda item to team meetings in January 2023.
“Appointments later in the day”	<ul style="list-style-type: none"> Staff are encouraged through team meetings, supervision and group supervision to focus on “twilight working” to accommodate the needs of children.
“Don’t assume we are ready to move to Probation when we are 18, because we aren’t always ready”	<ul style="list-style-type: none"> Oldham Transitions Protocol has been reviewed and shared with practitioners to ensure this process is led by the needs of the child,
	<p>adapted to suit individual need, documents and a clear exit plan is in place.</p>
“Air con in the meeting rooms”	<ul style="list-style-type: none"> Discussion took place with Strategic Group to make a decision if this was possible.

Locally, the Strategic Youth Partnership in Oldham has developed the “Children and Young People’s Participation Framework” which is the first cross system participation framework, spanning the period 2023-2030. It sets out our Oldham approach to support, nurture and celebrate a culture of participatory practice in both Oldham Council and Oldham Council funded services. The document is designed to introduce organisations to the approach and ensure there is a shared understanding of participation and best practice.

Alongside this, Manchester Youth Justice Service, in collaboration with Manchester Centre for Youth Studies at Manchester Metropolitan University, have authored the “Participatory Youth Practice Framework”, designed to support enhancing participatory practice with children involved in the criminal justice system. This used children’s lived experiences, supported by academic theory and trauma informed research evidence to suggest a new approach. While we are confident our practice is already completely aligned to these frameworks, they will both be used to inform a service level Participation Strategy for Oldham YJS.

We also encourage participation at local and national level. In September 2022, children from Oldham YJS were invited to create a video for the Youth Justice Board Workforce Development Council on, “what makes a good youth justice worker”. Five children engaged with this through creating posters or being interviewed, and this was presented at a national meeting to inform delivery plans and is now available on the

Youth Justice Resource Hub for other areas to reference in their own work.

4. Governance, leadership and partnership arrangements

As highlighted earlier in this plan, Oldham Youth Justice Service is in a distinctive position in that it is commissioned out to be delivered by an independent charitable trust, Positive Steps, which is governed through a Board of Trustees, comprised of elected members and community representatives.

In its own right, the Youth Justice Service meets statutory requirements, and maintains oversight from the Local Authority through the Youth Justice Management Board, chaired by the Managing Director for Children and Young People (Director of Children's Services) who reports to the Chief Executive Officer of Oldham Council. Quarterly meetings ensure that the Board is pro-active in taking responsibility for all aspects of youth justice, leading strategically across relevant partners, and ensuring a high-quality service is provided to all children. The full membership of the Youth Justice Management Board can be found in Appendix 1.

Working with the Director of Children's Services is the Head of Service (HoS) for Youth Justice and Missing from Home who was new in role as of January 2023 following a restructure but has been part of Oldham YJS since 2012. Alongside this responsibility, they take the strategic lead for resettlement and youth violence across Greater Manchester, through a secondment to the Greater Manchester Violence Reduction Unit as the Youth Justice Lead, providing expertise on children and adolescents.

Oldham Youth Justice Service comprises of one Head of Service, three Operational Managers, eight Case Managers (one vacant), eight Engagement Workers (one vacant), one Restorative Justice Co-Ordinator, one Education and Resettlement Co-Ordinator and two Service Support Assistants. The staffing structure and record of ethnicity, sex and known disability of staff can be found in Appendix 2.

Oldham Youth Justice Service benefits from specialist support from a seconded Police Officer, Nurse, Speech and Language Therapist and Mental Health Coach with all being well embedded into the service. From July 1st, a full time Probation Officer will also be in post. At present, Oldham Youth Justice Service do not have a seconded Child and Adolescent Mental Health Practitioner or an expedited pathway into the service, but this is being raised by the DCS and HoS as an urgent issue to resolve. It is also a priority to find a resolution to short term funding agreements for this post and the Speech and Language Therapist so that longer term commitment from commissioners can be promoted. Oldham YJS employs an Education and Resettlement Co-Ordinator who closely liaises with the relevant persons within the local authority such as the Virtual School, Inclusion and SEND teams, as well as schools, colleges and training providers.

There is a strong tradition of partnership working in Oldham and Greater Manchester, both strategically and operationally, with Oldham YJS engaged in the following:

- Oldham Children's Assurance Board
- Oldham Reducing Re-Offending Board (Co Chair)
- Oldham Partnership Performance Board
- Oldham Learning Review Hub
- Oldham Complex and Contextual Safeguarding Board

- Oldham Strategic Youth Partnership
- Oldham Corporate Parenting Partnership
- Oldham Missing from Home Working Group
- Child Exploitation Working Group
- Prevention and Diversion Panel (Chair)
- Greater Manchester Violence Reduction Board
- Greater Manchester Serious Violence Duty Steering Group
- Greater Manchester Youth Justice Transformation Board
- Greater Manchester Resettlement Consortium (Chair)
- Greater Manchester Youth Justice Senior Lead Meeting

5. Board development

While visiting Oldham in March 2023, the Peer Review Team observed,

“some passionate board members, who championed children’s needs. There was clear evidence that this championing transcended into their own agencies, demonstrating the sphere of influence of the board and some system impact”.

There are already a number of well-established members who have been involved in securing funding for the Speech and Language Therapist and responding to specific incidents of violence, namely the implementation of the GRIP Project (Group Response Intervention Project), a contextual safeguarding project following two murders in the local community. Meetings take place on a quarterly basis and minutes are readily available to be accessed by YJS practitioners and partners.

Board development will be a key focus of the plan for 2023/2024 to ensure that responsibilities, in relation to, leadership and oversight of justice services for children, contributing to local multi- agency strategies and work with local and national criminal justice organisations and safeguarding children who receive youth justice systems, are effectively discharged to ensure an integrated approach to crime prevention and supporting victims. A review of membership has already taken place to ensure each agency is represented at the required level of seniority with a development day planned for July 2023, to be attended by YJS and members, with the Regional YJB Head providing a presentation on governance and leadership, a session focused on getting to know each other, and an input on Child First Youth Justice being delivered by two Case Managers.

In addition to this we will:

- Review the Terms of Reference and Induction Process for the Youth Justice Management Board
- Ensure that the Strategic Plan is jointly owned by members who will be accountable for their relevant actions, and which will be monitored through YJMB
- Set the minimum agenda for each of the quarterly meetings for a 12 month period to ensure the board have access to information about the operation of Oldham YJS to enable it to scrutinise activity effectively
- Convene Task and Finish Groups as and when required in relation to specific actions to ensure these are successfully completed and do not drift
- Ensure board members are invited and attend the YJS Team Meeting to cascade information from the board and promote relationships

- Develop profiles for YJS practitioners and board members which can be accessed by all to get to know the board and team

6. Progress on previous plan

The table below sets out performance in relation to the previous plan.

Action	Progress
Embed strategic and operational improvements in health resources, specifically the Speech and Language Therapist.	The Speech and Language Therapist has been in post since October 2022. This remains a short-term funding commitment and is recognised as a priority for the board to address in the coming year with ongoing conversations taking place between health, the local authority and Head of Service. YJS do not currently have a CAMHS Practitioner seconded, and again this is a priority for the board with a meeting set up in June to address this with Chair, Head of Service and the Chief Officer in the NHS. The board also continue to focus efforts on ensuring health are represented consistently at meetings.
Commission specific mental health support through partnership with Mind.	The partnership between YJS MIND began in January 2023, seconding Mental Health Coaches into the service. Due to the success
	of this, funding will continue for another 12 months until June 2024.
Work across Oldham to reduce the unnecessary criminalisation of children looked after.	The “Oldham Protocol on Reducing the Unnecessary Criminalisation of Children Looked After and Care Leavers” was launched across the partnership in March 2023. It represents a multi-agency partnership commitment to reducing the unnecessary criminalisation of children looked after and care leavers. The impact of this will be able to be observed in data sets over the forthcoming year. Briefings have taken place in various forums, and training has been delivered in residential settings on The 10 Point Checklist and Restorative Justice. See section 10.
Implement the recommendations of the experiences of black and mixed heritage boys HMIP review.	This remains outstanding.
Implement the recommendations of the MoJ national remand review.	The Greater Manchester Resettlement Consortium is in place to improve the outcomes for children in custody. Staff have undertaken training with Just for Kids Law on Bail and Remand. YJS present alternatives to remand at Court for all cases, with evidence of this on the system.

Implement findings of the YJB led governance and leadership development sessions.	This is due to take place on July 10 th 2023.
Completion of a Peer Review.	The Peer Review took place in March with an improvement plan being implemented following receipt of the final report.
Audit and update all YJS policies and procedures.	There are new policies in relation to Missing from Home, Risk Management, Quality Assurance and Management Oversight, Resettlement, and Prevention and Diversion. This activity will continue into next year.
Continue programme of internal quality assurance.	A number of audits have taken place this year and will continue into next year.
Review appraisal analysis and implement training plan.	Appraisals were reviewed and a training plan was developed following this. This has also been completed for 2023/24. See section 12.

7. Resources and services

Oldham Youth Justice Service are committed to ensuring value for money via robust budget management and effective service delivery. The service ensures that resources are deployed appropriately to meet the needs of a smaller, convicted cohort, with increased Out of Court disposals and early preventative interventions.

The youth justice budget comprises in the main from Local Authority funding, the Youth Justice Board Grant and, as of December 2023, the Turnaround Grant from the Ministry of Justice, which primarily supports the core staffing of the service, with some allocation provided for training and a small activity budget to provide positive activities to children.

The staffing structure has been described in section 4 of this plan, along with the partnership contribution in terms of the secondment arrangements for police, health and speech and language, highlighting concerns around the lack of arrangement with the Child and Adolescent Mental Health Service.

The commissioning arrangement with Positive Steps is advantageous as it allows YJS to express an interest in and apply for funding streams that traditional local authority based services would not be able to. In 22/23 this included, a partnership project with Mind to support the emotional wellbeing of children working with YJS and a collaborative project with Complex Safeguarding, taking a contextual safeguarding approach to serious violence, both funded through the Community Safety Partnership Grant. In addition to this, YJS obtained monies from the Community Renewal Fund to host Skill Mill, an employment programme for children involved with criminal justice or social care services to develop what will be the largest urban farm in the country. The service was also successful in securing funding from Greater Manchester Combined Authority to host the Greater Manchester Resettlement Consortium, which improves the outcomes for children in custody across the conurbation.

Moving into 23/34, the funding for the Mind partnership and Greater Manchester

Resettlement Consortium will continue. Building on a previous project, Getting out for Good, there will also be a 12 month project for girls and young women at risk of involvement in serious violence, funded by the Greater Manchester Violence Reduction Unit. YJS have also applied for and been awarded money from Police Proceeds of Crime to broaden the horizons of children working with the service giving them opportunities to engage in activities they otherwise would not be able to, such as visiting local attractions, sightseeing and trying new sports.

We use our grant, partnership contributions, additional funding, and available resources to achieve the primary functions of the Youth Justice Service and demonstrate excellent performance. Our performance will be improved in 2023/2024 by:

- Ensuring an outstanding governance and leadership structure, aligning this to other local authority children’s plans, and having shared aims and understanding of the priorities for children in the criminal justice system
- Ensuring children from over- represented groups have a fair experience of the criminal justice system
- Ensuring children working with Oldham YJS have access to relevant and consistent health support at the earliest opportunity
- Ensuring children working with Oldham YJS are afforded the opportunity to engage with diversionary activities as an alternative to prosecutions
- Continuing to provide innovative approaches to support desistance through sourcing additional funding streams

8. Performance

Despite Oldham being a complex and challenging place to deliver youth justice due to a large youth population, levels of deprivation and crime rates, the youth justice service performs above comparative groups in a number of areas. At times, Oldham has reported one of the lowest re-offending rates nationally, which given the demographic is inspiring. It is obvious that the service strives to continue with these high levels of performance and so continuous monitoring and challenge from the board when required will be imperative, along with further work with the management information team to ensure there is a clear understanding of the cohort will be key.

9. National key performance indicators

Oldham Youth Justice Service continues to perform well against the nationally measured targets. Over the past 12 months the service has continued to report, on a quarterly basis, on the existing key performance indicators (KPIs).

Reoffending rates

Reoffending - binary rate	Oldham	North West	Greater Manchester	YJS family	England
Binary Rate - Jan 21 to Mar 21	16.7%	32.2%	27.5%	30.1%	31.0%
Binary Rate - Oct 20 to Dec 20	46.2%	29.7%	25.9%	27.4%	29.0%
Binary Rate - Jul 20 to Sept 20	Not Available	Not Available	Not Available	Not Available	Not Available
Binary Rate - Apr 20 to June 20	12.5%	33.5%	33.0%	32.2%	32.3%

Reoffences- frequency rate per reoffender	Oldham	North West	Greater Manchester	YJS family	England
Binary Rate - Jan 21 to Mar 21	1.67	4.25	4.36	3.97	3.80
Binary Rate - Oct 20 to Dec 20	3.83	3.66	4.08	3.70	3.71
Binary Rate - Jul 20 to Sept 20	Not Available	Not Available	Not Available	Not Available	Not Available
Binary Rate - Apr 20 to June 20	1	3.5	3.5	3.69	3.44

Reoffending - frequency rate	Oldham	North West	Greater Manchester	YJS family	England
Binary Rate - Jan 21 to Mar 21	0.28	1.37	1.20	1.20	1.18
Binary Rate - Oct 20 to Dec 20	1.77	1.09	1.06	1.01	1.08
Binary Rate - Jul 20 to Sept 20	Not Available	Not Available	Not Available	Not Available	Not Available
Frequency Rate - Apr 20 to June 20	0.13	1.17	1.15	1.19	1.11

Oldham Youth Justice Service performs exceptionally well in terms of re-offending with rates being well below all comparative groups. An increase up to 46.2% was observed in one quarter but this was agreed to be an anomaly, taking into consideration that the data was not available in the previous quarter. Given the levels of deprivation in Oldham, this is a figure that we are incredibly proud of, and is most definitely attributed to the Child First, trauma informed approach taken by the motivated and dedicated team and multi-agency partnership.

First time entrants

FTE PNC rate per 100,000 of 10-17 population	Oldham	North West	Greater Manchester	YOT family group	England
Oct 21 - Sep 22	167	151	180	176	148
Jul 21 - Jun 22	179	143	181	176	144
Apr 21 - Mar 22	202	139	171	166	143
Jan 21 - Dec 21	194	133	161	168	146

The number of first-time entrants in Oldham sits at a rate that is elevated to that of the comparative groups, aside from those figures from Greater Manchester, in which they are aligned. The YJB have confirmed that Greater Manchester is the only area to observe an increase in this number which correlates to a 50% increase in overall arrests by GMP over the past three years. There is work ongoing at a Greater Manchester level, in which the Head of Service is involved, to embed the Child Centred Policing Strategy and ensure that the work is led by the same guiding principles as youth justice. Oldham YJS is working closely with the Oldham Police Prevention Hub to ensure children are identified at the earliest opportunity to receive intervention and be referred to the Prevention Panel for a multi-agency response, including offering Turnaround.

Use of custody

Custody Rate per 1,000 of 10-17 population	Oldham	North West	YJS family	England
Jan 22 - Dec 22	0.21	0.16	0.19	0.11
Oct 21 - Sept 22	0.11	0.16	0.20	0.11
Jul 21 - Jun 22	0.15	0.16	0.19	0.11
Apr 21 to Mar 22	0.15	0.15	0.2	0.12

On the whole, Oldham's use of custody remains low, with the children included in these figures

being sentenced for the most serious offences of Murder and S. 18 Wounding. The increase in the final quarter is due to one offence which included four children. All Pre-Sentence Reports go through a robust management oversight process to check content and language and following sentence a Custody Debrief Panel is held to review any learning for individual staff or the service.

Oldham YJS also report on locally agreed performance targets agreed by the Youth Justice Management Board.

Accommodation

Accommodation upon release from custody	Number released from custody	Number with <u>appropriate</u> accommodation arrangements	Number with <u>suitable</u> accommodation arrangements	Percentage in suitable accommodation
2021/22	2	N/A	2	100%
Qtr 1 2022/23	0	N/A	N/A	N/A
Qtr 2 2022/23	1	1	1	100%
Qtr 3 2022/23	1	1	1	100%

Although numbers of children in and leaving custody are small, all are released with appropriate and suitable accommodation in place. All authorities have now signed up the to “Greater Manchester Accommodation Standard”, to ensure that an address is agreed at least 6 weeks in advance and where this is not, an escalation pathway is in place to find resolution.

Education, training and employment

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
2022/23	168	162	96%	19%age points
Apr - Jun 2022	49	43	88%	11%age points
July - Sep 2022	25	22	88%	11%age points
Oct -Dec 2022	40	39	97%	20%age points

The percentage of children completing their youth justice intervention with education, training or employment in place in Oldham is high and above the average. The service benefits from an Education and Resettlement Co-Ordinator who works with schools, colleges and training providers to build relationships and break down barriers to ensure there is a wide variety of resources available. The service has developed a specific risk assessment to ensure that context, likelihood, imminence, and victim type of risk is understood by education providers to promote and sustain engagement.

Children Looked After

Likelihood of Childen Looked After receiving a substantive outcome compared with non CLA 10-17 population	
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%
Jul 21 to Jun 22	21.93%
Oct 21 to Sept 22	21.70%
Jan 22 to Dec 22	20.91%

The number of children looked after working with Oldham YJS has increased. In response to this, the “Oldham Protocol on Reducing the Unnecessary Criminalisation of Children Looked After and Care Leavers” was launched across the partnership in March 2023. This protocol reflects the principles and ambitions set out nationally which describes “what” needs to happen across the country. Locally, Oldham complement this by setting out “how” we will do it and is reflective of service structure, stakeholders, and governance. It represents a multi-agency partnership commitment to reducing the unnecessary criminalisation of children looked after and care leavers. The impact of this will be able to be observed in data sets over the forthcoming year.

Diversity

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 Jan 22 to Dec 22									
White/White other	24	45%	43	75%	0	0%	67	61%	58%
Asian or Asian British	15	28%	9	16%	4	67%	24	22%	32%
Mixed Parentage	4	8%	3	5%	0	0%	7	6%	1%
Black or Black British	4	8%	2	4%	1	17%	6	5%	6%
Chinese or other ethnic group	6	11%	0	0%	1	17%	6	5%	3%
Total	53		57		6		110		100%

Children from black and minority ethnic backgrounds are over-represented at all stages of the criminal justice system. All children from groups which are over-represented have additional management oversight on Pre-Sentence Reports to ensure they are balanced and free from bias. The inclusion of data in reports to the Court is encouraged to highlight over-representation.

Developing a Disproportionality Strategy to guide practice will be a priority going forward and staff will receive training on Cultural Competence.

It is a requirement of all youth justice services to report on new key performance indicators from April 2023, with the first submission due in August. Therefore, this information is not available at the time of submitting this plan. The first time this data set will be presented to Youth Justice Management Board will be September. All youth justice staff been introduced to the KPIs by way of a Practitioner Forum.

The primary risk is perceived to be in relation to the system, Core+, being in a position to extract the data and for this to provide an accurate reflection on performance without glitch. The ICT Operational Manager has been working closely with the system provider to alleviate this. Of course, reporting on new measures may highlight performance issues that were not currently known and should this occur, an action plan will be agreed by the board in relation to specific data sets which may require focus at any given time.

10. Priorities

10.1 Children from groups which are over-represented

Children from black and minority ethnic backgrounds are over-represented at all stages of the criminal justice system in Oldham, and there are a high number of children looked after in the current cohort, although this is decreasing.

All children from groups which are over-represented have additional management oversight on Pre-Sentence Reports to ensure they are balanced and free from bias. The

inclusion of data in reports to the Court is encouraged to highlight over-representation. Developing a Disproportionality Strategy to guide practice will be a priority going forward and staff will receive training on Cultural Competence.

In March 2023, the “Oldham Protocol on Reducing the Unnecessary Criminalisation of Children Looked After and Care Leavers” was launched across the partnership. It represents a multi-agency partnership commitment to reducing the unnecessary criminalisation of children looked after and care leavers. This now needs to be reflected across the relevant strategies such as Corporate Parenting to ensure shared aims.

10.2 Prevention

Oldham is committed to preventing children from entering the criminal justice system and this can be observed by the partnership commitment to the Prevention and Diversion Panel. While in Oldham this has been established for a number of years, with positive levels of attendance and engagement, this has been reviewed to ensure services are intervening at an even earlier opportunity to prevent escalation of concerns. Now known as the Oldham Prevention Panel, this continues to focus on referrals from agencies who have concerns about a child in relation to anti- social behaviour or criminality, but also includes children screened through a weekly police report who have been named on a crime or arrested. In-depth background checks are completed on all of these children and presented at the panel for multi-agency decision making on the correct service to provide support. This may be from their school, School Engagement Officers, social care, complex safeguarding, Early Help, youth service or voluntary organisations, in addition to youth justice Turnaround or Prevention.

Turnaround has been established in Oldham YJS since January 2023 with 13 children and their families having engaged in the first quarter. The main intervention types included, emotional wellbeing, mentoring, recreational activities and restorative justice. Oldham YJS remains on track to meet the targets set by the Ministry of Justice for 2023/2024.

An updated policy and procedure is now in place to guide practice. Oldham YJS also deliver training to the partnerships on the importance of prevention, diversion and Child First youth justice to raise the profile of this.

Implementing the use of Outcome 22 is a priority for Oldham YJS and we are awaiting working guidance from GMP in relation to this. There are strategic meetings taking place to progress this so that children are afforded the opportunity for an education intervention rather than a criminal justice outcome, which the Head of Service is engaged in.

10.3 Diversion

Out of Court Disposals make up the majority of the youth justice caseload at present. Following recommendations from the last HMIP Inspection and the Peer Review, Oldham have now implemented a weekly Joint Decision-Making Panel attended by YJS, social care and GMP to agree the disposal that a child should receive following assessment.

Oldham have received positive feedback for their processes and decision making from the Greater Manchester Police Out of Court Scrutiny Panel and as such, the way we have been reporting to the panel has been requested of all areas so this is not just a police led meeting but has a focus on Child First principles.

An updated policy and procedure is now in place to guide practice.

10.4 Education

The percentage of children who end their youth justice intervention with education, training or employment in place is high. An Education and Resettlement Co-Ordinator is employed by YJS to build relationships with schools, colleges and training providers, to break down barriers and provide expertise to the team on SEND processes. The risk assessment we have developed for education placements has been adopted by other authorities.

Due to the unique position of the Oldham YJS being commissioned into Positive Steps, there is an integrated offer with the careers service who are co-located and offers the opportunity for more joined up working to address any educational or employment issues. Positive Steps also run work experience programmes and training initiatives that children working with YJS can access.

10.5 Restorative approaches and victims

Oldham Youth Justice Service employs a Restorative Justice Co-Ordinator in line with the importance of enhancing the voice and experience of victims of crime committed by children. They go above and beyond national guidance, where consent is provided, to offer victims of those who receive Community Resolutions and above the chance to engage with the service through the completion of a My View questionnaire, the offer of direct or indirect Giving Back or Restorative Conferencing.

This year, the service delivered their first Restorative Conference for a sexual offence and the outcome from this was positive. Both parties wished to engage in this for “closure”. Feedback from the parent was:

“the meeting brought the closure we needed and xxx is doing well. Thanks again ● ”

Following this, the Restorative Justice Co-Ordinator, due to the trusted relationship developed, provided further intervention on alcohol misuse, social pressure and health and wellbeing.

Every child working with Oldham YJS will complete Giving Back as part of their intervention. Projects this year have included volunteering in the Foodbank, local cafes and churches, gardening, working with local charity “Street Angels” to provide gifts for the homeless at Christmas, and wrapping over 250 Christmas presents for children.

Moving forward, it will be a priority to review the policy and procedure in this area and improve the number of victims who the police gain consent to contact.

10.6 Serious violence and exploitation

Oldham as a partnership have taken great strides to address serious violence and exploitation. There is now a Complex and Contextual Strategy and Action Plan in place which the YJS Head of Service is actively involved in.

Oldham YJS has identified a lead worker for complex safeguarding who is the single point

of contact for sharing information and expertise with the Complex Safeguarding Hub and other agencies. Plans are in place to have this worker co-located one day per week to improve integrated working. A summary of the GRIP project and plans for legacy have been aforementioned.

In light of the Serious Violence Duty and through their role as Youth Justice Lead in the Greater Manchester Violence Reduction Unit, the Head of Service has been part of the development of the Greater Manchester Strategic Needs Assessment which provides an advantageous position to Oldham in terms of now writing their own localised paper. This will be imperative to guide practice and continue to reduce and prevent violence in the borough.

Oldham have now reconvened the Prevent and Protect Boarding, incorporating “Martyn’s Law” following the terror attack in Manchester in 2017. The Head of Service leads on this strategically, and training is underway for all staff either by way of an introduction or refreshers. An audit will then be completed to ensure this has been accessed by all. There is also a lead worker for Prevent who contributes to the local panel and shares expertise. Oldham YJS has also taken steps to raise the profile of mixed unstable ideologies and the impact of these on children.

10.7 Detention in police custody

Oldham YJS work closely with GMP and Children’s Social Care to prevent the detention of children in police custody. This involves ensuring that the PACE Beds, both safe and secure are utilised where a child is remanded to court the following day. Numbers in Oldham remain low, however, this is monitored on a monthly basis through GMP and where a child is not transferred, challenge is provided to the relevant service.

10.8 Remands

One child was remanded to custody in 2022/23. Although children from Oldham appear in Court in both Tameside and Manchester, where there is a Greater Manchester Youth Justice duty system in place, Case Managers from Oldham YJS are always present to support and advocate for children from our area in line with a Child First approach. Bail packages are always presented in line with risk and safety and wellbeing to prevent the use of remand. Training has taken place to augment practice in this area.

The service is aware that a high percentage of children who are remanded to custody do not then go on to receive a custodial sentence. Operational Managers are ensuring that children receive a review at their remand status, following re-assessment of risk, to allow them to be released on bail with the appropriate levels of support.

Priority will be given to a review of the Bail and Remand policy to guide practice.

10.9 Use of custody

In line with national trends, Oldham observes reductions of children in custody. The detrimental impact of being placed in the secure estate is better understood across the partnership more than ever due to multi-agency working and challenge on cases where this may be assessed as a risk.

The low number of children in custody, although quarterly reports are provided to the management board, means that a response to any trends can be responded to in real time following the Custody Debrief Panel that takes place each time a custodial sentence is implemented.

A reviewed Resettlement policy is in place to ensure that work begins at Pre Sentence Report stage to reduce the likelihood of this type of sentence being given. The planned work around disproportionality will ensure changes are made to reduce over-representation of black and minority ethnic children in custody.

10.9.1 Constructive resettlement

Oldham YJS employs an Education and Resettlement Co-Ordinator who works with children who receive a custodial sentence through their time in the secure estate, on license and for a period of time once this supervision finishes. This is in recognition of the unique set of needs this cohort has. The requirement to ensure resettlement begins at the point of sentence and planning for release and beyond remains a priority.

Oldham is in a strong position to influence resettlement practice across the town and Greater Manchester. Oldham has the strategic lead for resettlement across Greater Manchester youth justice services and is commissioned to deliver and chair the Resettlement Consortium. This is a national meeting, held at strategic and operational levels, to improve the outcomes of children in custody, implement findings from national reviews, promote best practice and ensure value for money in terms of existing resource.

Staff have been trained on Constructive Resettlement, and the use of this in practice and plans is monitored through management oversight. Further training will be sought for new staff to ensure consistent levels of practice across the service.

11 Standards for children in the justice system

Standards for children in the youth justice system define the minimum expectation for all agencies that provide statutory services to ensure good outcomes for children. Revised Standards for children in the youth justice system were implemented in 2019, and self-assessments against these standards were carried out by all local partnerships and submitted to the Youth Justice Board in 2020. At this time, Oldham Youth Justice Service was felt to be compliant in this process with “good” and “outstanding” outcomes being achieved. Following this, annual Operational Plans have been in place to address specific areas for improvement within “Court Work” and “Secure Settings”.

In the three years since the initial self-assessment, there has been a global pandemic and the service has seen a change in staffing at all levels and although not a formal requirement, Oldham Youth Justice Service will revisit this exercise to evaluate their current position and identify areas for development. The findings of this this will be presented to the Youth Justice Management Board in March 2024.

Oldham YJS gives high priority to quality assurance and has recently implemented a Quality Assurance and Management Oversight policy to guide practice. The YJS has a range of mechanisms to uphold the quality of the service including, a revised induction process, annual appraisals, management supervision, peer and group supervision, direct observations, audits and feedback on all assessments and reports, and bi-annual audits on

management oversight. There may also be partnership audits such as Brief Learning Reviews, Multi-Agency Case Evaluations, Child Safeguarding Practice Reviews and Police Scrutiny Panels. Evaluations of these are fed back through Practitioner Forums or Team Meetings to be implemented in service delivery.

12 Workforce development

There is a recognition that the most important asset to the service is the staff team and there is significant focus on professional development and internal promotion. This can be observed through the Head of Service and two Operational Managers having progressed through different positions within the service.

Each member of staff undergoes a robust induction process, which was reviewed in early 2023, to not only the youth justice service, but the wider organisation of Positive Steps and the Oldham partnership. This includes the allocation of a “buddy”, meetings with key staff and teams both internally and externally, mandatory reading and training, the development of a personalised action plan, increased supervision, shadowing opportunities and joint case working.

Each member of staff has an annual appraisal to analyse performance, identify training needs and promote professional development. From this an annual training plan is developed. All staff, including those seconded, have access to training on offer through the Oldham Safeguarding Children’s Partnership (OSCP) with the calendar being visited during supervision, as well as external opportunities created through additional funding streams.

In 2022/23, staff received training on, Positive Relationships, Mental Health First Aid, Principles of CBT, and Professional Challenge, with two members of staff completing the Child First Effective Practice Award and five members of staff undertaking the Youth Justice Effective Practice Certificate (YJEP) via Unitas. The Restorative Justice Co-Ordinator also completed Restorative Justice Facilitation Skills as he was new in post as of May 2022. All staff at Positive Steps benefitted from the “Spring into Safeguarding” event earlier this year where briefings, workshops and training sessions were provided on various safeguarding topics such as domestic abuse, mixed unstable ideologies and trauma.

An analysis of appraisals has confirmed training for the next 12 months in, AIM3, YJEP, Neurodiversity, Professional Curiosity, and Cultural Competence. There is also a specific management training plan covering, Recruitment and Selection, Supervision and Appraisal, Finance and Project Management.

The workforce is supported through access to the Employee Assistance programme, and informal and formal supervision which can be in terms of both professional and personal issues. Staff say of their managers:

“my manager regularly checks in with me although we have supervision meetings.”

“my manager has been very active in supporting me on a professional level, both by providing hands on guidance discussions in supervision as well as instilling belief in me to act independently, something which I believe has been really beneficial to my learning and confidence in my role.”

“my manager is patient and understanding. always ensuring my mental health is priority so that I can continue progressing my caseload.”

Case Managers facilitate monthly Peer Supervision, and Engagement Workers have monthly Group Supervision led by an Operation Manager, giving the opportunity to discuss and reflect on case specific or thematic issues.

As part of workforce development, YJS also deliver training to the partnership as part of the OSCP calendar or upon request on a number of topics to enhance the knowledge of others working in Oldham. This includes, Understanding Exploitation (in conjunction with Complex Safeguarding), Prevention and Diversion, Principles of Child First, Missing from Home, Restorative Justice and Use of The 10 Point Checklist.

13 Evidence-based practice, innovation and evaluation

GRIP

In March 2023, the GRIP (Group Response Intervention Project) concluded. This was an 18 month collaborative project between Oldham Youth Justice Service and Complex Safeguarding, which built upon a previous contextual safeguarding pilot run by YJS, “Youth Now” and was implemented due to an escalation of concerns around social groups and violence in two specific geographical areas of the town. The full evaluation can be found below.

[GRIP Report](#)

It is important that there is a legacy of GRIP and that the learning and best practice are carried forward. There is an event planned for the partnership and although staff have returned to their substantive roles, the Youth Justice Engagement Worker will continue to lead this work, targeting the five “places” in Oldham, upskilling staff in various organisations and supporting them to take a contextual approach.

Skill Mill

Children from Oldham with experience of the criminal justice or social care system were afforded the opportunity to engage with Skill Mill. This was part of a wider project, Roots of Opportunity, which provided a graduated approach enabling children to contribute to the local environment and seek employment in the green economy. This was funded by a successful application to the Community Renewal Fund and ran from January 2022 to March 2023.

Skill Mill was the intensive level of the programme and provided paid employment for children to assist with the development of blue and green infrastructure, undertaking conservation, clearing vegetation, habitat management, pond creation, wildlife monitoring, tree planting and leading guided walks. Two Engagement Workers from Oldham YJS were seconded to this project to provide additional support to the children and remove any barriers they had to employment, while being overseen by an Environmental Manager from Northern Roots, the site under development.

This was the time Skill Mill had operated in Greater Manchester and two cohorts ran over

15 months, with eight children engaging in the first cohort and four in the second. In the first, three children were offered an apprenticeship following the programme and in the second, one child progressed to employment with Green Fingers, a landscaping firm in Oldham and one child returned to college to study construction. Children also gained health and safety qualifications and CSCS cards. For those who did not progress immediately into education, training or employment, they were supported to build relationships with their Careers Advisors to plan the next steps that they wished to take.

Mind Partnership

Oldham Youth Justice Service is currently working with Mind to support children with their emotional wellbeing. We know that many children present with concerns at varying levels in this area but that there are often structural barriers and stigma in place which prevent engagement with services. As such, Oldham YJS benefits from a Mental Health Coach being seconded into the service to provide more accessible mental health support, to support improvement in emotional wellbeing, enabling more effective engagement and to support children to explore reasons for offending. To date, 14 children have benefitted from this, and sessions have covered bereavement, court stress, family and peer relationships, exam pressure, confidence and self-esteem, and managing adversity. None of the children who have engaged have gone on to be charged with further offending.

Dignify

Youth justice services in Greater Manchester have positive links with the Violence Reduction Unit and through this have worked with Dignify on two initiatives. The first being a programme for children in care and care leavers moving from youth justice to adult services, to reduce the likelihood of involvement in violence and other offending, and to provide mentoring support at a critical transition point. As it is evidenced that a large number of individuals in the criminal justice system have witnessed domestic violence, Positive Relationships training was delivered to 250 members of staff to raise awareness and use intervention skills to reduce the risk of violence in children who have witnessed domestic violence.

14 Service development plan

A partnership Service Development Plan has been agreed in recognition that achieving the primary functions of Oldham Youth Justice is a shared responsibility. It contains both strategic and rational actions. This has been influenced by the YJB Strategic Plan 21-24, the recommendation for the recent Peer Review and engagement with Youth Justice Management Board and YJS practitioners.

Oversight will be provided on a quarterly basis at the Youth Justice Management Board meetings either through presentation or by exception.

This can be found in Appendix 4.

15 Challenges, risks and issues


Oldham Youth Justice Service is highly regarded across the partnership and the children and families we work with. We want to continue to provide an excellent offer and, as such, must acknowledge the potential challenges we may face over the next 12 months.

Gaps in the health offer provided to YJS have been highlighted in terms of having no seconded CAMHS Practitioner and short-term funding commitments. These are both being addressed by the Head of Service and Chair of YJMB at present to find resolution.

Children looked after, and those from black and minority ethnic backgrounds are over-represented in the cohort. We have already taken steps to reduce the unnecessary criminalisation of children looked after and care leavers and must now ensure this protocol is embedded and reflected in shared plans. A Disproportionality Strategy is going to be implemented to address the number of children from black and minority ethnic groups we observe.

Oldham Youth Justice Service is in a strong overall position in terms of performance and is proud of outcomes achieved despite the challenging demographic it serves. Should any performance issues arise through the introduction of new KPIs, a response will be provided by YJMB and time bound tasks and finish groups implemented to resolve these.

16 Sign off, submission and approval

Chair of Oldham Youth Justice Management Board	<u>Gerard Jones</u>
Signature	
Date	<u>30/06/23</u>
Council Representative	
Signature	
Date	

Appendix 1: Youth Justice Management Board Membership

Name	Role	Organisation
CHAIR- Gerard Jones Gerard.jones@oldham.gov.uk	Director of Children's Services	Oldham Council
Clare Griffiths claregriffiths@positive-steps.org.uk	Head of Service	Oldham YJS
Paul Axon paulaxon@positive-steps.org.uk	Chief Executive Officer	Positive Steps
Claire Hudson clairehudson@positive-steps.org.uk	Operational Manager	Oldham YJS
Nicola Holmes nicolaholmes@positive-steps.org.uk	Operational Manager	Oldham YJS
Kelly Rennie kellyrennie@positive-steps.org.uk	Operational Manager	Oldham YJS
Phil Hutchinson Phillip.Hutchinson@gmp.police.uk	District Superintendent	GMP
Julie Daniels Julie.daniels@oldham.gov.uk	Acting Director of Children's Social Care and Early Help	Oldham Council
Amy Poulson Amy.Poulson@justice.gov.uk	Head of Oldham Delivery Unit	National Probation Service
Lorraine Kenny Lorraine.kenny@oldham.gov.uk	Head of Violence Reduction and Community Safety Services	Oldham Council
Richard Lynch Richard.lynch@oldham.gov.uk	Director of Education Skills and Early Years	Oldham Council
Jennie Davies Jennie.davies@oldham.gov.uk	Head of the Virtual School	Oldham Council

Agnes Leopold Jones agnes.leopold-james@nca.nhs.uk	Assistant Director of Nursing and Children's Community Services	Northern Care Alliance
Kay Thomas Kay.thomas@nca.nhs.uk	District Schools Health Service	Bridgewater Community Healthcare
Janine Day jday@earlybreak.co.uk	Operations Director	Early Break Substance Misuse
Andrea Weir Andrea.Weir@oldham.gov.uk	Senior Commissioning and Partnerships Manager	Oldham Council
Angela Welsh angela.welsh@oldham.gov.uk	Senior Commissioning Business Partner, Children and Maternity	
Neil Consterdine Neil.consterdine@oldham.gov.uk	Assistant Director of Youth, Leisure and Communities	Oldham Council
Laura Windsor Welsh LauraWW@actiontogether.org.uk	Strategic Locality Lead	Action Together
Moira Fields Moira.fields@oldham.gov.uk	Senior Housing Officer	Oldham Council
Sue Walker susan.walker@yjb.gov.uk	Head of North West Region	Youth Justice Board

Appendix 2: Staffing

Type of Contract	<u>Strategic Manager</u>		<u>Operational Manager</u>		<u>Practitioners</u>		<u>Administration</u>		<u>Sessional</u>	<u>Students / trainees</u>
	<u>Part-time</u>	<u>Full-time</u>	<u>Part-time</u>	<u>Full-time</u>	<u>Part-time</u>	<u>Full-time</u>	<u>Part-time</u>	<u>Full-time</u>		
<u>Permanent</u>		1		3		16		2		
<u>Fixed-term</u>										
<u>Outsourced</u>										
<u>Temporary</u>										
<u>Vacant</u>						2				
<u>Secondee Children's Services</u>										
<u>Secondee Probation</u>										
<u>Secondee Police</u>						1				
<u>Secondee Health (Substance misuse)</u>										
<u>Secondee Health (Mental health)</u>										
<u>Secondee Health (Physical health)</u>					1					
<u>Secondee Health (Speech/language)</u>					1					
<u>Other/Unspecified Secondee Health</u>						1				
<u>Secondee Education</u>										
<u>Secondee Connexions</u>										
<u>Secondee Other</u>										
Total	0	1	0	3	2	20	0	2	0	0
<u>Disabled (self-classified)</u>	0	0	0	0	0	1	0	1	0	0

Ethnicity Group	<u>Managers Strategic</u>		<u>Managers Operational</u>		<u>Practitioners</u>		<u>Administrative</u>		<u>Sessional</u>		<u>Student</u>		<u>Referral Order Panel Volunteer</u>		<u>Other Volunteer</u>		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Asian or Asian British					2	3											2	3
Black or Black British																	0	0
Mixed					1												1	0
Chinese or Other																	0	0
White or White British		1		3	6	8		2									6	14
Total	0	1	0	3	9	8	0	2	0	0	0	0	0	0	0	0	9	17
Welsh Speakers*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix 3: Budget Costs and Contributions

Agency	Staffing Costs (£)	Payments in Kind (£)	Other delegated funds (£)	Total (£)
Police	0	0	0	0
Police and Crime Commissioner	0	0	0	0
Probation	0	0	5,000	5,000
Health	0	0	0	0
Local Authority	219,348	0	164,204	383,552
YJB*	604,256	0	0	604,256
Other	273,836	0	88,024	361,860
Total	1,097,440	0	257,228	1,358,668

*As of 20/06/2023 the Youth Justice Board Practice Grant for 2023/2024 had not been confirmed, therefore the funding settlement for 2023/2024 has been used as a projection for the current year's budget.

Appendix 4: Service Development Plan

Action	Lead	By when	How will this improve outcomes for children in Oldham	Progress
Continue to develop the effectiveness of the Youth Justice Management Board	Clare Griffiths and Gerard Jones	July 2023	Oldham YJS will have an outstanding governance and leadership structure	
Ensure that the Youth Justice Plan is aligned to other relevant plans in children’s services and that there are shared priorities for children which reflect Child First principles	Clare Griffiths and Julie Daniels	August 2023	There will be a shared understanding of the priorities for children in the justice system, with a multi-agency response	
Improve reporting on specific performance measures and new KPIS	YJS Management and Garry O’Driscoll	August 2023	Performance issues will be better understood and will be able to be acted on in real time, to ensure outstanding outcomes are achieved	
Resolve lack of seconded CAMHS Practitioner in YJS	Clare Griffiths and Mike Baker	August 2023	Children will have access to mental health support to promote desistance	
Resolve concerns regarding short time funding commitment for seconded health roles	Clare Griffiths and Mike Baker	August 2023	Children will have access to speech and language support to promote desistance	
Develop and embed YJS Disproportionality Strategy	Clare Griffiths and Claire Hudson	September 2023	Children from black and minority ethnic groups will not have an unfair experience of the criminal justice system	

Review and embed outstanding policies	YJS Management	September 2023	Practice will be consistent with legislation, guidance and national standards, ensuring an outstanding service offer	
Develop and embed YJS Participation Strategy	Nicola Holmes and Harley Hegarty	December 2023	The voice of the child will be used further to enhance an outstanding service offer	
Embed the use of Outcome 22 as an alternative to prosecution	Clare Griffiths and Phil Hutchinson	December 2023	Children will have the opportunity to engage with early and educational interventions as an alternative to receiving an out of court disposal, reducing the number of first- time entrants into the justice system	
Complete full National Standards Audit and present findings to YJMB	YJS Management Team	March 2023	Practice will be measured against the required standards and any improvements made to ensure an outstanding service offer	
Challenge lack of attendance at YJMB and engagement should this occur	Gerard Jones	As and when	Oldham YJS will have an outstanding governance and leadership structure	
Convene Task and Finish Groups in relation to board actions, as and when required, to ensure these are successfully completed and do not drift, in particular	YJMB Members	As and when	Any improvements made to ensure an outstanding service offer	

following HMIP Thematic Inspections or Serious Case reviews and similar				
Seek funding opportunities to develop evidence- based practice and innovation	YJS Management Team	As and when	Children in Oldham will benefit from interventions that go above and beyond the usual requirements of YJS service delivery to promote desistence	

Appendix 4: Service Development Plan

Action	Lead	By when	How will this improve outcomes for children in Oldham	Progress
Continue to develop the effectiveness of the Youth Justice Management Board	Clare Griffiths and Gerard Jones	July 2023	Oldham YJS will have an outstanding governance and leadership structure	<p>September 2023</p> <p>The membership of YJMB has now been reviewed and key gaps highlighted have been filled. The structure is available through Helen Wood or on the YJMB Teams Channel at YJS.</p> <p>A gap remains in relation to court/ magistrates and will be discussed at GM Heads of Service on 14/09/2023 to be progressed and invited.</p> <p>December 2023</p> <p>Attendance was good at the September board and hopefully the police will be attending in December which will then give the board full representation.</p> <p>The gap of a magistrate remains</p>

<p>Ensure that the Youth Justice Plan is aligned to other relevant plans in children's services and that there are shared priorities for children which reflect Child First principles</p>	<p>Leanne Cooper and Julie Daniels</p>	<p>August 2023</p>	<p>There will be a shared understanding of the priorities for children in the justice system, with a multi-agency response</p>	<p>December 2023</p> <p>Sheila Garara has now forwarded all of the Children's Services Plans to the Youth Justice Service.</p> <p>These plans will need to be aligned to the Child First principles when they are updated.</p>
<p>Improve reporting on specific performance measures and new KPIS</p>	<p>Garry O'Driscoll</p>	<p>August 2023</p>	<p>Performance issues will be better understood and will be able to be acted on in real time, to ensure outstanding outcomes are achieved</p>	<p>September 2023</p> <p>A full review of the current system has been completed with Clare Griffiths and YJS Managers. IT at Positive Steps are currently mapping old count types to new which will enable data to be drawn.</p> <p>Once this is done, staff will need to be trained on the new ways of recording and this is envisaged to be an extensive task.</p> <p>A new board report template will need to be developed for the December meeting which is the first</p>

				<p>time the new KPIs will be presented here.</p> <p>December 2023</p> <p>New Key performance indicators requested by the Youth Justice Board have now been incorporated into the database and the first reporting of these will be in January.</p> <p>This information can now be used moving forwards to inform decision making.</p>
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<p>Resolve lack of seconded CAMHS Practitioner in YJS</p>	<p>Clare Griffiths and Mike Baker</p>	<p>August 2023</p>	<p>Children will have access to mental health support to promote desistance</p>	<p>September 2023</p> <p>A meeting took place in August between Clare Griffiths, Lisa Slater and Gary Flanagan. Documentation has been shared with Gary as supporting evidence to prepare a paper which will be presented to the Integrated Care Board. He agreed to feedback but please follow up if we do not hear anything by the end of September.</p> <p>December 2023</p> <p>Several emails have been exchanged between Louise Paterson and Garry Flanagan to resolve this issue. Garry is now aware that Oldham is the only Youth Justice Service in Greater Manchester without a CAMHS worker and will be escalating this situation.</p> <p>A meeting is going to be held with Lisa Slater to</p>
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				<p>explore what options are available in the meantime.</p> <p>Sadly the Community Safety Partnership have been clear that they will not be funding the TOG mind service in the future as they do not feel their funding should be being used to plug gaps left by statutory services (this is an across the board decision and will also impact on other services).</p>
Resolve concerns regarding short time funding commitment for seconded health roles	Clare Griffiths and Mike Baker	August 2023	Children will have access to speech and language support to promote desistence	<p>September 2023</p> <p>Funding for the SALT post has been agreed for another 12 months. There is no disinvestment from the Greater Manchester pot (which provides the majority of the financial envelope) but the LA and ICB have only agreed the £10K on an annual basis.</p> <p>December 2023</p>

				<p>This continues to be on the agenda and further discussions will need to take place – however the Speech and Language Therapist Services within the Youth Justice Cohort is now well established in Greater Manchester and there is a report on the effectiveness presented to the December Youth Justice Management Board.</p>
<p>Develop and embed YJS Disproportionality Strategy</p>	<p>Claire Hudson</p>	<p>September 2023</p>	<p>Children from black and minority ethnic groups will not have an unfair experience of the criminal justice system</p>	<p>September 2023</p> <p>This work needs to be progressed.</p> <p>December 2023</p> <p>This is being explored as part of an updating of policies and procedures.</p> <p>This strategy will need to include exploring wider disproportionality issues including looked after children, sexuality, disabilities and unassessed needs.</p>

Review and embed outstanding policies	YJS Management	September 2023	Practice will be consistent with legislation, guidance and national standards, ensuring an outstanding service offer	<p>September 2023</p> <p>An audit of completed policies and those outstanding has been completed and this will continue throughout the year based on priority.</p> <p>December 2023</p> <p>A review of the learning from 2023 Youth Justice Services inspections is being completed (to be shared with the Youth Justice Management Board at the March meeting) this has already identified key areas where policies need to be updated or added.</p>
Develop and embed YJS Participation Strategy	Nicola Holmes and Harley Hegarty	December 2023	The voice of the child will be used further to enhance an outstanding service offer	<p>September 2023</p> <p>This work needs to be progressed.</p> <p>December 2023</p> <p>A meeting has taken place about this and children will now be consulted prior to the Youth Justice</p>

				<p>Management Board meetings on the papers being presented and the issues being discussed so that their views can be represented.</p> <p>This strategy will look at all of the areas that children can be involved in with a view to them being able to impact on the development of the service.</p>
Embed the use of Outcome 22 as an alternative to prosecution	Clare Griffiths and Phil Hutchinson	December 2023	Children will have the opportunity to engage with early and educational interventions as an alternative to receiving an out of court disposal, reducing the number of first-time entrants into the justice system	<p>September 2023</p> <p>This has been raised through the Greater Manchester Youth Justice Transformation Board as a priority. This was also be raised at GM Heads of Service on 14/09/2023 and then meeting with GMP will need to be arranged.</p> <p>December 2023</p> <p>Task and Finish Group is now in place with the police and Youth Justice Service. Posters will be put into police stations and other areas to increase awareness</p>

				of the option of Outcome 22 to police officers making charging decisions.
Complete full National Standards Audit and present findings to YJMB	YJS Management Team	March 2023	Practice will be measured against the required standards and any improvements made to ensure an outstanding service offer	<p>September 2023</p> <p>This work will begin in October. However, the Court National Standards work is underway and will feed into this.</p> <p>December 2023</p> <p>This report has now been submitted to the Youth Justice Board and they will be announcing which Services they will be visiting during December.</p>
Challenge lack of attendance at YJMB and engagement should this occur	Gerard Jones	As and when	Oldham YJS will have an outstanding governance and leadership structure	<p>December 2023</p> <p>Police have been invited to attend and the gap remains of a magistrate (please see above)</p>

Convene Task and Finish Groups in relation to board actions, as and when required, to ensure these are successfully completed and do not drift, in particular following HMIP Thematic Inspections or Serious Case reviews and similar	YJMB Members	As and when	Any improvements made to ensure an outstanding service offer	December 2023 A paper will be presented to the June Youth Justice Management Board outlining the thematic inspections, the learning from those and how this will be used to develop the service in Oldham.
Seek funding opportunities to develop evidence- based practice and innovation	YJS Management Team	As and when	Children in Oldham will benefit from interventions that go above and beyond the usual requirements of YJS service delivery to promote desistance	Ongoing



OLDHAM SAFEGUARDING CHILDREN PARTNERSHIP ANNUAL REPORT

1 April 2022 – 31 March 2023



This report is a public document.

It can be accessed on the website of Oldham Safeguarding Children Partnership:

<https://www.olscb.org/about/publications/>

Approved by Oldham Safeguarding Children Partners on

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Message from the Independent Chair

The year 2022-23 has been a challenging one for the Oldham children's safeguarding partnership. The conclusion of the Covid pandemic did not automatically mean a resumption of business as usual and significant pressures were faced by the partnership with respect to staffing and skills shortages, the requirements of external regulators and the emergent cost of living crisis. In the context of Oldham, this latter pressure adds to that posed by the pre-established social and economic deprivation experienced by a significant number of the local residents. Despite these forces it remains the case that:

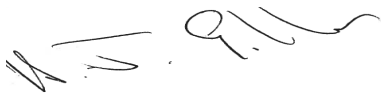
Oldham has a vibrant safeguarding children partnership with active engagement of both statutory partners and other relevant agencies.

The partnership seeks to actively embrace the contributions of key stakeholders – particularly children and young people – with respect to their perspectives on the current state of service provision and how it may be improved.

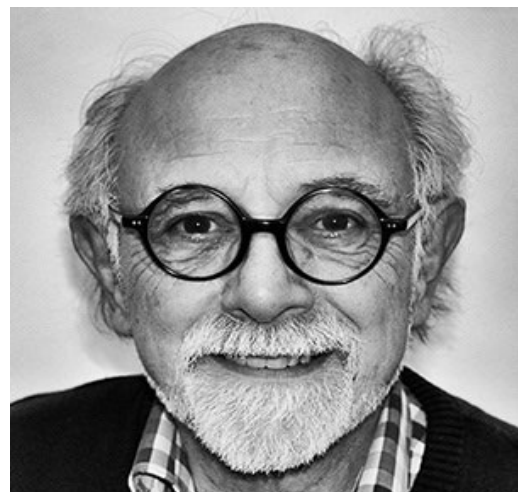
The partnership pursues a variety of safeguarding priorities underpinned by robust evidence as to their local relevance.

The partnership promotes transparency and accountability in its decision making and service delivery and is committed to change and improvement in the face of challenge.

I trust that this annual report effectively communicates the commitment of the partners in Oldham to safeguarding, their pursuit of best practice, their willingness to innovate and change and their resolution to ensuring that the children of Oldham are safe.



**Dr Henri Giller, Independent Chair of the Oldham Safeguarding
Children Partnership**



Reflections from our Statutory Partners

2022/23 has seen Greater Manchester Police [GMP] be reassessed by HMICFRS and the force taken out of 'Enhanced Scrutiny/Special Measures'. HMICFRS has, quite rightly, subjected the Force to a tough process and have set the bar deliberately high. And whilst we are now out of the 'Enhanced Scrutiny/Special Measures' nothing in these welcome developments implies any complacency on our part.

The force fully recognise that much remains to improve still further. It does however represent a tangible and substantial step on the journey set out by the Chief Constable in which we all "aspire to be the finest Force in our country".

The support and joint-agency working within the Oldham Safeguarding Partnership is strong and this along GMP's improved crime recording and investigations all combine towards our shared determination to make Oldham a safer place to live, work and visit.

The leadership within Oldham District remains focused on continuing to build and develop further on the excellent partnership we have already established. As a district, we continue to prioritise Violence Against Women and Girls (VAWG) and take a pro-active approach to safeguarding victims of sexual and violent crimes.

We continue to investigate a number of serious and complex crimes within the district and through the partnership we are determined to seek justice for the victims and safeguard all victims of crime. I will continue to share these updates on investigations when the judicial process allows me to do so.

Partnership working remains one of my main priorities and with the introduction of 'Right Care, Right Person' we move towards a new era of partnership working.

2023/24 will bring many challenges for the partnership but am also excited as we work together to further develop our multi-agency offer over the coming months and years, this will be enhanced as we move some of our safeguarding team to the new co-located premises in the Spindles.

Best wishes, Ch Supt Phil Hutchinson, District Commander, Oldham



Our Oldham Safeguarding Children's Partnership is the cornerstone of our mature and effective multi-agency response to safeguarding children and supporting families in Oldham. It has been a challenging year in which all agencies have seen high levels of demand as the legacy of COVID 19 has impacted on our community. We have maintained a relentless focus on improving complex and contextual safeguarding, domestic abuse, children's mental health, neglect, and transitions for children at all key points in their lives. OSCP has worked at pace to implement action plans from the learning from local reviews into practice improvement through a more effective Learning Hub sub-group, and a revised training offer to schools and colleges which better aligns with our key priorities. For these reasons we are confident but not complacent that we will rise to the challenges we will face in the coming year. We have recognised the need as a partnership to expand the scope and impact of early help to prevent harm to children and family breakdown and will continue to roll out better support to families where they live through our Family Hubs Programme.

Gerard Jones
Managing Director of Children & Young People (DCS)



2022/23 has been a year of change within health. Integrated Care Boards were formed in July 2022, which saw the Oldham Clinical Commissioning Group merge with the other 9 localities across Greater Manchester to form the Integrated Care Board. The Safeguarding Team also experienced change in 2022 and a newly appointed Designated Children's Nurse and a newly appointed Deputy Designated Children Looked After Nurse were recruited.

2022/23 has provided challenges for the residents of Oldham following the COVID pandemic both from a health and financial perspective, this has impacted upon the safeguarding activity within health, there are significant concerns for our young people regarding neglect, criminal and sexual exploitation and children and young peoples mental health.

The Safeguarding Team within the GM ICB Oldham locality are committed to working jointly with partners both statutory and non-statutory to drive forward improvement and change for the benefit of all children in the borough. The Safeguarding Team work closely in collaboration with colleagues across all localities within the GM system to ensure that learning and lived experiences are recognised across GM and learning is embedded within Oldham to provide fair and equal opportunities and access to services and support for all children and young people.

Andrea Edmondson
Head of Quality & Safeguarding (Oldham Locality)
NHS Greater Manchester



Introduction

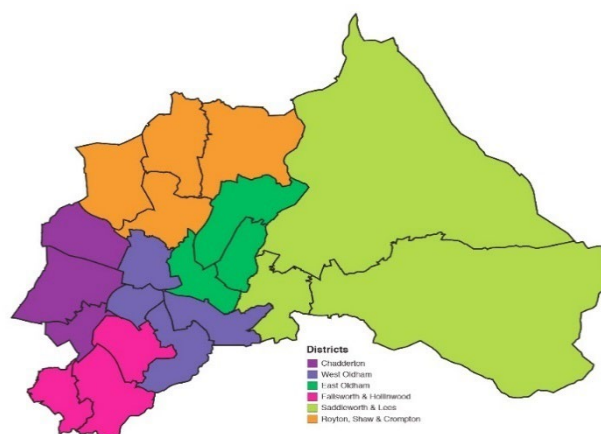
Safeguarding Partnership

The Oldham Strategic Safeguarding Partnership has been developed by Oldham Council, Greater Manchester Police, and the Oldham Clinical Commissioning Group to ensure that all children and young people in the area get the safeguarding and protection they need in order to help them to thrive.

The Partnership provides leadership and accountability for the promotion of children and young peoples' well-being and the prevention and protection from harm.

Partners work together to promote a child-centred approach to safeguarding, listening to children, empowering families and, where needed, providing services that are professional, evidenced-based, and effective. The partners will continuously strive to improve and challenge each other to learn the lessons from daily practice.

Safeguarding is everyone's business, and the Oldham Safeguarding Partnership will provide lead responsibility in demonstrating what this means for all people and professionals living and working in the local community.



Oldham has a population of 224,900 people making it the 6th largest borough in Greater Manchester.

There is a high proportion of Oldham residents under the age of 16 years (22.7%) compared with 15.9% over the age of 65 years.

Oldham has a diverse population with 22.5% of residents and 46% of school pupils from Black and Minority Ethnic (BAME) backgrounds.

38% of children in Oldham are living in poverty – this is the highest figure in the UK

Oldham is ranked 19th worst out of 317 local authority areas on the indices of deprivation. Five areas within Oldham are ranked amongst the top 1% of the nation's most deprived areas.

Our strategic aims include:

- Excellent practice is the norm across all practitioners in Oldham
- Partner agencies hold one another to account effectively
- There is early identification of new safeguarding issues
- Learning is promoted and embedded
- Information is shared effectively
- The public feel confident that children are protected

Profile of Safeguarding in Oldham

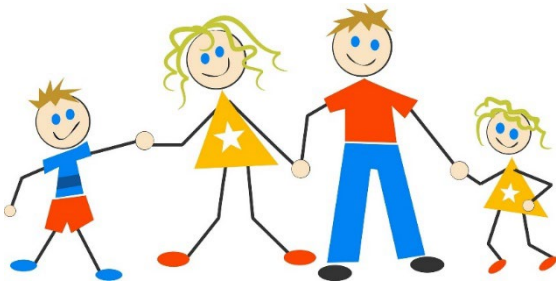
Quarterly performance continues to be monitored and scrutinised by the Partnership's Performance Management Group, before being presented by exception to the Strategic Safeguarding Partnership.

Contacts to MASH

29,647

Contacts converted to Referrals

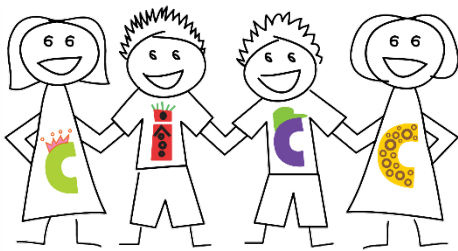
5372



3,435 referrals made to Targeted Early Help



2906 S47 enquiries initiated



543 children looked after as of March 2023



507 children on child protection plans as of March 2023



273 children electively home educated

Safeguarding Priorities for 2022-2023

Partnership Development Session – January 2023

Reflection on the previous 12 months

In January 2023 Oldham Safeguarding Children Partnership came together to reflect on, and review the impact of the work driven by the Partnership since April 2022.

The 9 months prior had seen significant change within some of the agencies, including changes in key roles within the Partnership governance paired with significant organisational changes e.g., the transition from Clinical Commissioning Group arrangements to the Integrated Care Board.

The Partnership's five priority areas in 2022-2023 were.

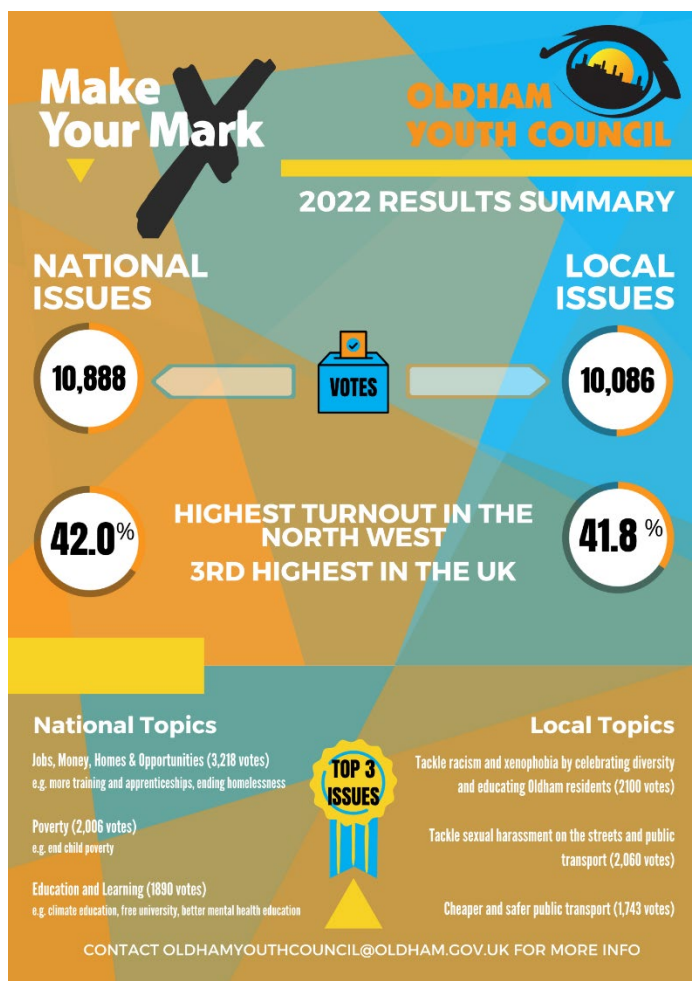
1. Neglect
2. Complex and Contextual Safeguarding
3. Domestic Abuse
4. Children's Mental Health and the impact of trauma.
5. Transitions

Voice of children and young people

Make Your Mark 2022

Every year the United Kingdom Youth Parliament (UKYP) holds a UK wide ballot called 'Make Your Mark', where all young people, 11-18, can vote on what they feel is important in their lives and what they think Members of the Youth Parliament should campaign on for the year ahead.

In 2022, young people chose 1 topic from a list of 10 topics created by Members of Youth Parliament and 1 issue from a list of 10 issues created by Oldham Youth Councillors. 10,888 young people took part in Oldham from 18 of Oldham's high schools and colleges. The top 2 topics were 'Jobs, Money, Homes & Opportunities' and 'Poverty' with the top 2 issues being 'Tackle racism and xenophobia by celebrating diversity and educating Oldham residents' and 'Tackle sexual harassment on the streets and public transport'.



You Stand Accused

From Make Your Mark it was clear that hate crime was something that young people wanted tackling. Oldham Youth Council and Oldham Council commissioned and worked collaboratively with Oldham Theatre Workshop, who produced and immersive Theatre piece called 'You Stand Accused'. aimed to educate and inspire young people to be proactive about confronting hate crime and hate speech in their communities.

Students were placed in the shoes of a hate crime 'offender' and the immersive theatre experience took place in a correction centre. The young people had the opportunity to hear and absorb victim's stories (through real testimonies and experiences) and see first-hand the consequences of hate crime activity. This powerful experience helped them understand what 'hate crime' and 'hate speech' is and the impact it has on its many victims.

Secondary schools from across the Oldham Borough were invited to bring 10 pupils from years 7 - 9 to take part in the experience with a view to forming an action group in their schools which will educate their peers around the issue. This 'Community Service' was to help spread the message and encourage awareness and empathy amongst young people within Oldham.

The performance was such a success as well as a run in June 2022, it was recommissioned for the following October.

In June, 12 schools took up the offer with 288 pupils attending the performance. The following October saw 10 schools bring across 246 pupils.

Photos below, taken from twitter, show the cast and students from Royton and Crompton School.



With the results of Make Your Mark showing that young people wanted someone to tackle sexual harassment Oldham Youth Council looked into planning a campaign around raising awareness of what street harassment was, the laws associated with it and how to report it. In researching this topic, they came across an organisation named Our Streets Now who campaign demanding the right of women, girls and marginalised genders to be safe in public space. Rather than set up their own campaign Oldham Youth Council decided to join Our Streets Now campaign.

Youth Councillors were able to attend online sessions to help to discuss what the campaign would entail and how it would be promoted. They helped produce social media content and a poster campaign targeted at hot spot areas such as bus terminuses and train/tram stops. The poster will promote a text number to report instances of sexual harassment as well raising awareness of what unwanted harassment may include.



Activity and Impact – Domestic Abuse

Domestic Abuse

Domestic abuse, and the effect it has on children and families in Oldham is sadly a repeating issue over many years of Annual Reports and plans. Oldham Safeguarding Children Partnership remains committed to preventing Domestic Abuse and making sure that the correct support is available for any child affected by it.

Over 2022-2023 there were significant areas of progress:

- There is an agreed Multi-Agency Domestic Abuse Strategy informed by SafeLives review of domestic abuse in Oldham.
 - There is now an agreed Multi-Agency Domestic Abuse Policy.
 - A Domestic Abuse Directory for professionals has been produced and distributed.
 - Through investment, there was an increase in capacity in Domestic Abuse Team over the year.
 - Implemented commissioned perpetrator offer with TLC – both for adults and children who have been abusive in their family relationships.
 - Expanded provision of safe accommodation for victims of abuse and their children, through recommissioning refuge, expanded use of dispersed accommodation and buy in to men's refuge in Trafford.
 - Investment in VCFSE Women's Network.
 - White Ribbon status achieved for Oldham Council.
 - A dedicated Senior Honour Based Violence specialist in the Domestic Abuse team.
1. Strengthen the support offer to at standard and medium levels of risk.
 2. Improved communication of the support offer including increasing the availability of online self-help resources
 3. Completion of a multi-agency training audit to identify gaps, and build capacity of services to support victims of abuse and their children.
 4. Specific capacity building initiatives – CHIDVA, IRIS with GPs and Senior IDVA supporting Children's Services, seek additional funding for hospital IDVA.
 5. Extend the commissioned intervention with perpetrators of Domestic Abuse to March 2025
 6. Disruption work with the identified high harm cohort.
 7. Further improving operation of Multi Agency Risk Assessment Conference (MARAC)
 8. Revisiting Operation Encompass to ensure that the process provides the most appropriate, timely information to schools so children affected by Domestic Abuse can be supported.
 9. There are impending changes in May 2023 to how referrals to services are processed at the 'front door' (MASH) and this presents additional opportunities for early intervention.

Activity and Impact – Complex and Contextual Safeguarding

Complex and contextual safeguarding

Complex Safeguarding is criminal activity (often organised), or behaviour associated with criminality, involving children and young adults (often vulnerable) where there is exploitation and/or a clear or implied safeguarding concern.

Over 2022-23 the partnership continued the work from the previous year regarding the Peer Review of services in the borough, and started to progressed the learning from [The review into historic safeguarding practices in the borough of Oldham](#)

The Complex Safeguarding Hub continued to evolve become and worked with over 200 young people in 2022-2023 on a range of preventative and protective interventions.

Complex Safeguarding Weeks of action:

2 successful weeks of action were undertaken by the Complex Safeguarding Hub team in October 2022 and March 2023. These weeks of action focused on raising awareness of child exploitation within the community and also with professionals.

Activities included:

- Training inputs were delivered to some schools within Oldham, reaching over 2000 students.
- Training inputs in relation to Complex Safeguarding and Appropriate Use of Language.
- Proactive community-based activities, including warrants.
- Social Media platforms utilised to raise awareness of child exploitation.
- Training inputs were delivered to some of the Care Homes within the Oldham Area.

GRIP (Group Response and Early Collaborative Intervention Project)

The GRIP project commenced in November 202, ending in March 2023. The project was implemented due to an escalation of concerns around contextual.

risks, social groups and gangs in specific geographical areas in the Oldham area; Limeside and Failsworth.

Over the 18 months, the GRIP project worked effectively with 22 young people aged 11-17 and played a key part in reducing instances of youth violence and anti-social behaviour in those areas.

2023 - 2024 Key Priorities

Continue to take robust and early action to share intelligence and challenge the operations of perpetrators of exploitation ensuring we maximise the use of all agencies and the legal powers available to us to disrupt the behaviours.

To support the development of more in-depth analysis of local trends and themes to continue to inform and drive targeted service delivery.

Strengthen the transitional safeguarding offer.

Implementation of a contextual safeguarding approach – this will include an audit of processes, procedures, and forms to ensure that context is robustly considered and rooted in our practice; as well as practically implementing the approach.

Strengthen the prevention offer for CSE, CCE and youth violence.

Complex and contextual safeguarding to continue to be offered within the OSCB training offer, alongside training continuing to be offered within schools, colleges, faith sector, residential homes and wider partners.

Multi-agency audits to take place.

Activity and Impact – Neglect

Neglect

The effect of neglect on children and young people can be life long, and the early recognition and support of children experiencing neglect is a core aim for the Partnership.

The response to neglect in Oldham is underpinned by several core areas:

- Prevention of the causes that lead to child neglect rather than only responding to the symptoms by understanding the scale of neglect in Oldham and how it's affecting our families.
- Protection by ensuring a strong Partnership response with a common understanding of the spectrum of neglect and a recognition of the need to work with families at the earliest opportunity to prevent harm.
- Provision of strengths-based support for families from voluntary and statutory organisations in Oldham
- Participation by providing opportunities for children, young people, and families to share their experiences in order to shape and develop our multi - agency response to neglect.

Graded Care Profile 2

In 2022 – 2023 the partnership began to plan for the implementation of the Graded Care Profile 2 (GCP2). GCP2 is an assessment tool that helps practitioners take a strengths-based approach to measuring the quality of care a child is receiving and supports them to identify neglect.

A Multi-agency group has worked together with the NSPCC to plan and deliver GCP2 training across the Childrens workforce in Oldham. Over late 2023 the training on the tool will be rolled out across Oldham Safeguarding Children Partnership agencies so that the new approach can be embedded.

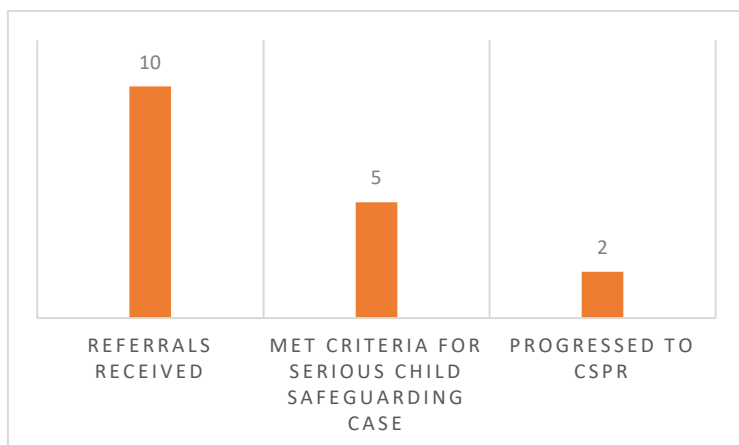
2023 - 2024 Key Priorities

- Develop a community focus on prevention and nurturing our Children and families in Oldham
- Work in partnership to support families affected by the challenges that the increase in the cost of living present.
- Encourage a positive early help response with families by implementing and using the tools available via the Graded Care Profile 2
- Working with communities to support Children, Young People and Families to recognise their strengths and, with support, build resilience to challenges
- Ensure that those Children in need of protection are identified quickly reducing the impact of longer term harm

Case Reviews

The Safeguarding Partnership has a statutory duty to review serious child safeguarding cases with the aim of identifying learning, improvements in practice and protecting children from harm.

A serious child safeguarding case is one in which, “abuse or neglect of a child is known or suspected, **and** the child has died or been seriously harmed.” (WT 2018)



During the 2022-2023 period the partnership received 10 referrals for consideration of whether they met the criteria to notify to the National Child Safeguarding Practice Review Panel and therefore progress to a Rapid Review process.

In the three cases that did not progress to a Local Child Safeguarding Practice Review. One progressed as a Local Learning Review relating to Forced Marriage, and two to the new Brief Learning Review methodology introduced to the partnership in 2022 ; one relating to Deprivation of Liberty Safeguards on a young person going through transition between children’s and adult services, and another which led to a thematic task and finish group relating to young children living in properties which are in poor condition and where there is evidence of clutter / hoarding.

Child Safeguarding Practice Reviews

Two Child Safeguarding Practice Reviews were concluded within 2022-2023; one which originated in early 2022, and another which

started in late 2022 and completed just before the period of this annual report.

The Partnership also applied a local learning approach (called a Brief Learning Review) to several other cases where it was clear that there is learning.

Local Learning Example: Child R

Child R is a teenage girl. A Rapid Review was completed, and whilst the case did not meet the criteria for a Local Child Safeguarding Practice Review, there were issues to take forward.

Child R was taken abroad and whilst there was forced to marry an older male, and experienced abuse.

There were several key lines of learning for the Partnership from the case:

1. Professionals should be more aware of how the risks of Forced Marriage can be assessed and have greater curiosity.
2. All agencies need to increase knowledge of the legal steps that can be used to protect a young person who is at risk of a Forced Marriage.
3. The take up of training across the partnership in relation to Honour Based Violence and Forced Marriage needed to be prioritised in 2022-2023.

Response from Oldham Safeguarding Children Partnership:

A full calendar of monthly training events over 2023 is planned, facilitated by the Oldham Safeguarding Children Partnership Training Consultant and the Specialist HBV Independent Domestic Violence Advocate. This includes face-to-face training, online ‘lunch and learn’ sessions and written resources.

Good Practice:

Some key good practice themes were drawn out of Local Child Safeguarding Practice Reviews 2022 – 2023:

- Commitment of practitioners to engage families where there may have been some resistance.
- High levels of support provided by schools and colleges at an 'earliest help' stage.
- Decisive, timely multi-agency protective responses in situations where it was evident that harm through abuse had occurred, including the use of Police Powers of Protection and rapid progression through legal processes.

Some key themes in case reviews 2022 – 2023

Non accidental injuries to children under 1 year old.

Transitions; especially regarding children with special educational needs or disabilities.

Neglect – specifically around carers seeking appropriate medical attention for unwell child.

Recognition of cumulative harm – when a child or family re-open to services, previous involvement and assessments should be reviewed.

Quality Assurance

Over 2022 – 2023 Oldham Safeguarding Children Partnership further embedded the MACE (Multi-Agency Case Audit) model where all partner agencies come together to jointly audit a cohort of cases around a particular theme. This is a significant commitment from all partners and is completed quarterly.

In February 2023 the Partnership focussed on the theme of Early Help; are children and young people receiving the right support and intervention at the right time.

Some of the key findings from this, which will be taken forward were:

- We identified that a lot of work is being done by schools and community organisations to prevent the needs of children and families escalating, but the volume and scope of this support is not captured in the data available to the Safeguarding Partnership.
- Some cases transitioned between Children's Social Care and Targeted Early Help services, and the audit identified areas where the processes could be improved to prevent drift and delay.
- Where, for example adults in a family are receiving support from Mental Health Services or Substance Misuse Services, there are system difficulties which make it hard for children's early help agencies to become aware of the services involvement or exchanging information unless the adults mention it.
- There are some families who experience 'start again' points when they come back into services for help and support after a previous involvement.
- Repeatedly, information known to the Early Help or Children's Social Care Services was not replicated on the School Nursing record, or in some cases not on the GP records.
- Decisions taken to close cases should result from clear progress for the child and family being evidenced on the plans; on occasion there was not sufficient evidence of progression.
- The effect of staff turnover in the Children's Services sector is a national theme but the effect of it was evident in this audit; in some cases there was multiple 'reallocations' due to staff leaving and this creates situations where children and families have to tell people about their needs multiple times.
- Some cases showed that services had missed opportunities to involve the fathers / adult carers in the families in the Early Help plans.

Training and Communication

Safeguarding children effectively requires a knowledgeable and skilled workforce. By delivering multi agency training Oldham Safeguarding Children Partnership aims to provide staff with good quality training that enhances inter agency communication, cooperation and provides a place to reflect on practice.

New research, legislation and guidance and local learning means that there is a continuous demand to update members of the workforce. An effective means to achieve this is using skilled and experienced practitioners who can share their knowledge and expertise, so a training pool of staff from across partner agencies exists.

Over 2022-2023 there were 50 training opportunities with 953 attendees across variety of blended learning approaches including face to face classroom based, briefings and webinars.

Training in schools:

Oldham Safeguarding Children Partnership provide three core services to schools: Training, professional advice / support, and direct delivery of Relationships and Sex Education (RSE) and health education in schools.

Over 2022 – 2023 Oldham Safeguarding Children Partnership facilitated four training sessions to designated safeguarding leads and deputies as part of the statutory requirement to update training to support their safeguarding role in school and college.

Whole school foundation safeguarding training sessions were provided to 13 primary schools and academies and 2 secondary schools.

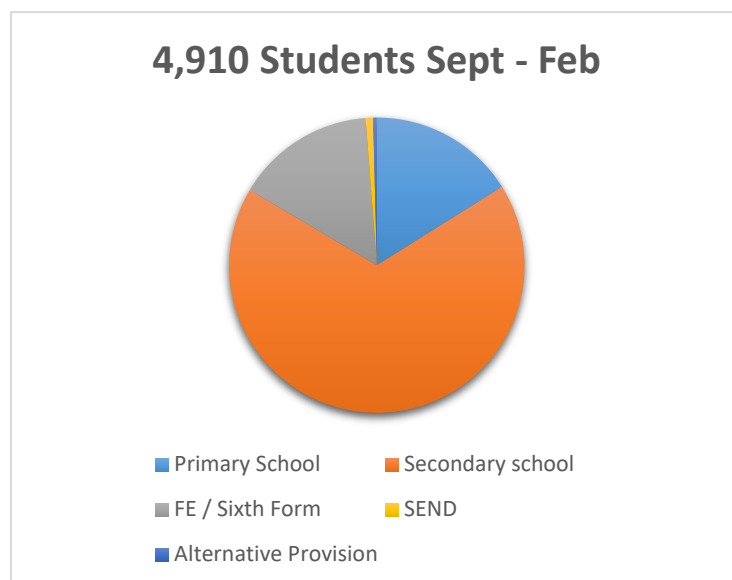
Having assurance around safeguarding is a core responsibility for any school governing body, and six training sessions were delivered to school governors over the year equipping them with the safeguarding knowledge to underpin their role.

Termly network meetings for Designated Safeguarding Leads have been coordinated and chaired by the Safeguarding Lead for Education. In the year 2022/23 attendees have received updates on DfE statutory safeguarding guidance such as Keeping Children Safe in Education, and changes to local procedures and practice. Guest speakers are invited to these network.

meetings included NSPCC, Talk Listen Change, Early Break Service, MASH and the Complex Safeguarding Team.

The work of the Partnership in reaching young people with preventative and educational input on issues of relationships and sex education over 2022-2023 was a particular area of strength and progression.

Over the first 5 months of the academic year (Sept 2022-Feb 2023) the Training Officer for Children and Young People delivered sessions to a total of 4,910 students across the borough:



Alongside the work with children and young people, this offer from the Partnership also impacts education professionals, is offered to professionals from other agencies and to parents and carers. In this same period of September to February sessions were delivered to:

245 Education Staff

250 Professionals from non-education agencies

160 Parents and Carers

The contribution that this makes to supporting children to recognise that they or a friend is experiencing harm or abuse, and in developing their knowledge for the future is an area of strength for Oldham Safeguarding Children Partnership, Community Safety Partnership, Health and wellbeing strategy and more.

SCRUTINIZING THE SAFEGUARDING CHILDREN PARTNERSHIP IN OLDHAM (APRIL 2022 TO MARCH 2023) – Dr Henri Giller, Independent Chair of the Oldham Safeguarding Children Partnership

The new safeguarding arrangements, introduced by the Children and Social Work Act 2017 and Working Together to Safeguard Children 2018, require that they include provision for the scrutiny by an independent person of the effectiveness of the arrangements. This section of the report provides the scrutiny of the Independent Chair of the Oldham Partnership of the third working year of the new partnership arrangements. The criteria for scrutiny is that contained in the report “Six Steps for Independent Scrutiny” as updated by the national survey of what is currently being scrutinised, by who and how (Pearce, Stratton, Parker & Thorpe, 2022).

LSCP Leadership

LSCP Partner Leads are clearly identified and accountable for LSCP activities safeguarding children. In addition to their participation in the Partnership Executive meetings, the Partner leads meet as a leadership group with the Independent Chair and the Partnership business manager, to consider on-going strategic safeguarding priorities and operational matters arising that may impact upon those priorities. During this period the leadership group met on a monthly basis, rather than fortnightly as was the practice during the Covid period. The leadership group continues to oversee the development of the agenda for quarterly Executive meetings. The Partnership leads are represented at allied partnerships (the safeguarding adult board, community safety partnership and the health and wellbeing board) and attend quarterly

accountability meetings with the local authority chief executive and key elected members. In this period the Council established an all-party member group to oversee safeguarding activity around sexual exploitation. The safeguarding leads were fully engaged in this initiative. Delegated representatives of the three statutory partners continue to actively participate in relevant sub-groups and working groups of the Partnership.

Engagement of Relevant Agencies

All relevant agencies are engaged with the safeguarding children partnership, are aware of local information sharing protocols and training initiatives and participate in partnership development events and reviews of strategic priorities. New members to the partnership are provided with induction materials by the business manager and a safeguarding newsletter is regularly circulated to representatives of relevant agencies informing them of local and national reviews and research and training and workforce development opportunities.

Oldham, along with the other areas of the greater Manchester conurbation, continued to experience significant staffing difficulties across the partner agencies during this period. These difficulties related to both the shortage of suitable staff and the skills levels that they were able to deploy. This has had significant impacted on the quoracy of safeguarding meetings, the timeliness of case conferences and reviews and the delivery of appointments for safeguarding services. The statutory partners continued to oversee the pattern of disruption caused by staff shortages in safeguarding agencies and to initiate preventive or remedial actions as appropriate. While the partners are undoubtedly willing to redress this situation, the timelines involved in resolving staff shortage means that quick fixes are not possible.

Outcomes for Children and Young People

Significant consultation events involving children and young people were undertaken during the course of this year providing substantial opportunities for their views to influence the development of service priorities. Safeguarding concerns around hate crimes, bullying, sexual exploitation and other complex safeguarding needs were identified, and proposals developed for service enhancements. Presentation of the findings from this work by young people was widely shared with the partnership representatives throughout 2022-23. Work on enhancing the experience of young people transitioning from children's services to adult services was likewise progressed in the period.

Quality Assurance & Information Sharing

Performance data on safeguarding activity continues to be gathered and shared across the partnership with initiatives ongoing to ensure a better representation of data from a wider range of relevant agencies. Quarterly data feedback is a standing item on the Partnership Executive agenda. This year the introduction of the multi-agency case audit (MACE) has been a significant development in both engaging partner agencies in quality assurance initiatives but also enabling the enhancement of good practice to be facilitated. The MACE activity around early help has led to significant changes in how this strategy will be delivered in the future.

Learning from Local & National Reviews & Research

Local reviews of critical cases were undertaken in the period, both on an individual case-specific basis and thematically. Significant findings on the need for improved cross-agency case management information sharing and case co-ordination were identified by both methods. These requirements continue to be monitored and followed up into 2022-23

The period also saw follow-on work arising from the independent review of cases of non-recent child sexual exploitation (CSE) and a continuing focus on current practice in CSE and complex safeguarding to ensure that the lessons from the past are clearly learned. Evaluation of the extent of change reflected in current

practice will be the subject of a further GMCA review in 2023-24.

National research findings continue to be circulated and promoted through the partnership newsletter and inform the content of the partnership training programme.

Multi-Agency Safeguarding Training & Workforce Development

The commitment to a multi-agency training strategy continues to be a strength of the Oldham partnership. A substantial number of staff from across relevant agencies have engaged with the training opportunities available in the period. The availability of a variety of training delivery mechanisms was sustained in the period 2022-23.

The training programme continues to be closely linked to the priority safeguarding concerns identified in the partnership annual business plan. This year the programme reflects the themes of complex safeguarding, domestic abuse and the assessment of neglect.

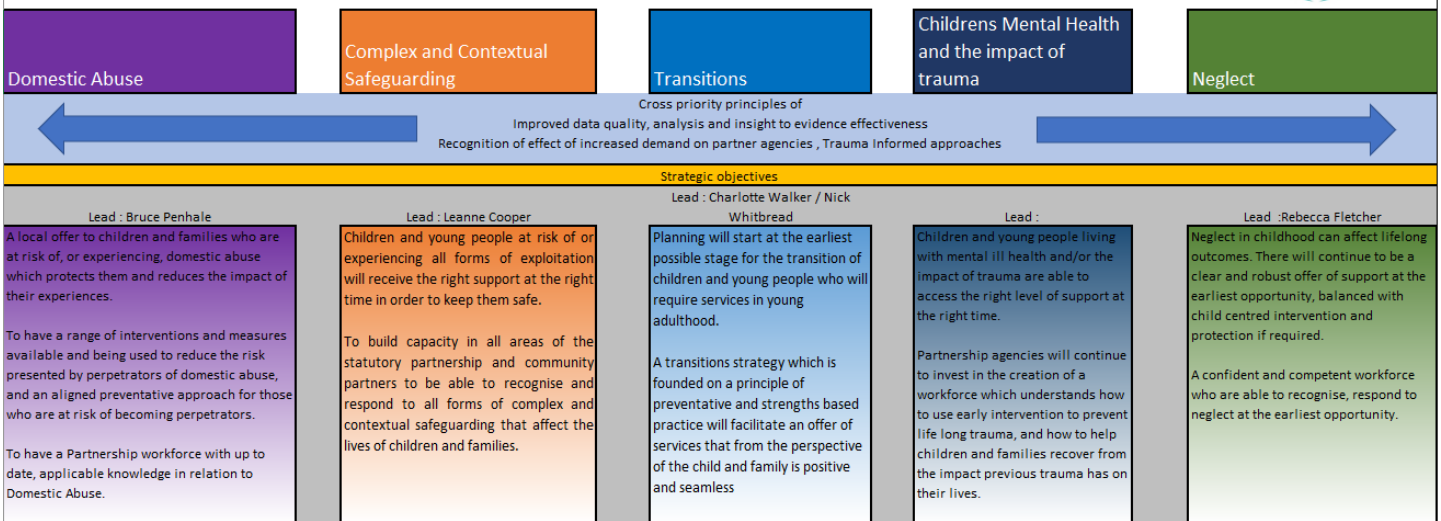
The challenge of having an adequate workforce to undertake safeguarding activities continues across all relevant agencies, and Oldham inevitably competes with the nine other GM boroughs to fill staffing vacancies. Initiatives to "grow one's own" skilled workforce continue to be forcefully progressed.

The engagement of local schools in safeguarding training initiatives continues to be a hallmark of the Oldham partnership with substantial numbers of pupils and students being engaged by dedicated staff from the partnership business unit.

Dr Henri Giller – Independent Chair

Our plan for 2023-2024

OSCP Business Plan on a Page 2023 - 24



Appendix 1 - Statements from Oldham Safeguarding Children Partnership agencies.

In addition to the Oldham Safeguarding Children Partnership's Annual Report setting out information on safeguarding trends locally, the actions of the Partnership over the last year, and priorities for the coming year, agencies are invited to provide highlights of their own safeguarding work for publication as Single-Agency Statements.



Single Agency
Report final 22-23.d

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Report to Children's Scrutiny Board

Response to the local area inspection on support and provision for children and young people who have special education needs and/or disabilities (SEND)

Portfolio Holder: Councillor Ali, Cabinet Member for Education and Skills

Officer Contact: Matt Bulmer, Director of Education, Early Years & Skills

Report Author: Amber Burton, Assistant Director, SEND & Inclusion

Date: 18 January 2024

Reason for report

- 1.1. To provide an update for the Children's Scrutiny Board on support and provision for children and young people who have special education needs and/or disabilities (SEND) and inclusion in the local area.
- 1.2. This report provides headlines related to SEND and inclusion, focusing on how the local area partnership has responded to the inspection carried out by Ofsted and the Care Quality Commission (CQC) in June 2023.

2. Overview

- 2.1. A joint Ofsted/CQC area SEND inspection of the Oldham partnership took place between Monday 26 June 2023 to Friday 30 June 2023. In August 2023 the managing director of children and young people for Oldham council and the chief executive of greater Manchester integrated care board received the inspection report, which determined the following outcome:
 - 2.1.1. *There are widespread and/or systemic failings leading to significant concerns about the experiences and outcomes of children and young people with special educational needs and/or disabilities (SEND), which the local area partnership must address urgently.*
- 2.2. As a result of the inspection, Ofsted required the local area partnership to prepare and submit a priority action plan (PAP) to address the identified areas for priority action, which consist of:
 - 2.2.1. Leaders at Oldham Metropolitan Borough Council and NHS Greater Manchester Integrated Care Board should cooperate to urgently improve the shared strategic governance, oversight, support, challenge, and planning to deliver effective strategies to meet the needs of children and young people with SEND in Oldham.

- 2.2.2. Leaders at Oldham Metropolitan Borough Council and NHS Greater Manchester Integrated Care Board, including commissioners and providers, should act urgently to identify and address the delays and gaps in service provision to meet the full range of needs of children and young people with SEND, aged 0 to 25, in Oldham. This includes speech and language provision, neurodevelopmental pathways and community paediatrics.
 - 2.3. In addition to the priority areas of action, the report stated three areas for improvement:
 - 2.3.1. Leaders across the partnership should improve transitions between children's and adult services in health, education and social care, and improve their strategy in relation to preparing children and young people with SEND for adulthood from the earliest years.
 - 2.3.2. Leaders across the partnership should embed and improve processes for the quality assurance of EHC plans and use this to further improve the quality and timeliness of outcomes and provision in new and existing EHC plans.
 - 2.3.3. Leaders across the partnership should improve annual review processes so that the finalised review documentation is completed and returned in a timely manner.
 - 2.4. The local area partnership worked to develop the PAP, which was submitted to Ofsted/CQC for approval in October 2023, gaining approval shortly after. Our parent/carer organisation, POINT, remain integral throughout our partnership response. Actions relating to areas for development have been embedded in our existing SEND & Inclusion Improvement Programme, which Ofsted/CQC felt was ambitious.
 - 2.5. A monitoring inspection will be carried out within approximately 18 months of the inspection to assess how the partnership has responded to the issues raised.
3. **Governance and accountability**
 - 3.1. In addition to existing governance structures across statutory partners, a Local Inclusion Partnership Executive Board has been established. Although linked to the PAP, this is also in response to the government's proposal to introduce this, for all local authorities, as a statutory group from 2024, bringing with it a requirement for a Local Area Inclusion Plan.
 - 3.2. Partnership boards will bring together key statutory partners, in our case, Oldham MBC and the Greater Manchester Integrated Care Board, along with system partners. They will be expected to create evidence based local inclusion plans setting out how the needs of children and young people will be met in line with new National Standards, which Oldham will be testing as part of the Change Partnership Programme.
 - 3.3. The board's role is to provide support and challenge across the partnership, at the strategic level, for Oldham Council (for education and social care) and the Integrated Care Partnership (for health).
 - 3.4. The board will hold to account the local area for identifying, agreeing and driving forward the required improvements required across the local area system. It will also be responsible for implementation of the post Ofsted/CQC priority action plan and the local inclusion plan.
 - 3.5. In doing so, the board will ensure improvement activity is carried out within the required timescales and will hold the council, the integrated care partnership and other partners to account for their respective responsibilities.

- 3.6. The Local Inclusion Partnership Executive Board is at a critical implementation stage where it is essential that an independent chair is appointed to drive progress across Oldham's special education needs and/or disability (SEND) and alternative provision (AP) agenda.
- 3.7. The Local Inclusion Partnership Executive Board has secured a high level and highly experienced independent chair, Dame Christine Lenehan, from January 2024.
- 3.8. The Local Inclusion Partnership Board will be responsible for overseeing the implementation of the SEND & Inclusion Strategy, 2023-2027, and underpinning SEND & Inclusion Improvement Programme, towards delivery of the required outcomes. In doing so, the Local Inclusion Partnership Board will ensure improvement activity is carried out within the required timescales and will hold partners to account for their respective responsibilities.
- 3.9. In short, there is an unrelenting focus on improving the experiences and outcomes of children and young people with SEND and those who are vulnerable.

4. Progress since the inspection

- 4.1. Oldham champions a local area partnership approach to improving provision, services, experience and outcomes for children and young people within the borough, regardless of their starting point or needs. This includes using the resources available to provide the best possible support and provision for those children and young people who have special education needs and/or disabilities and those who are vulnerable.
- 4.2. Improvements will be secured through the work of the Local Inclusion Partnership working across the local area.

5. Key aspects of progress related to the PAP

- 5.1. The governance structure (appendix I) shows how the governance system is now working to ensure strong oversight at the strategic organisational level, based on key areas that we know require a high-level focus.
- 5.2. Several PAP actions have been completed and evidence is being collected to support the impact of these.
- 5.3. A joint area data dashboard has been developed, featuring key areas related to the PAP. This requires further development and will grow as work progresses.
- 5.4. A speech and language therapy (S<) recovery plan has been developed and this has been discussed at the Local inclusion Partnership Executive Board. Agreements have been sought for partnership investment to support the work to address the long waiting lists. Whilst discussions are ongoing, there is a clear pathway for enhancing the S< team to ensure progress is made.
- 5.5. There is complexity around the governance for mental health provision across the partnership including the Oldham SEND Children & Young Peoples Mental Health Steering Group and the key areas for improvement for service transformation in health including: managing waiting lists and demand.
- 5.6. The 16–18-year-old offer: The Greater Manchester Mental Health Board have completed service mapping and identified 16 -18 as a gap, which is also impacted by growing demand. As a result, this has been commissioned and recruitment is underway. A new pathway is being developed, in addition to the neurodevelopment pathway, and this is featured on the action plan with recommendations for the service and commissioners.

- 5.7. Progress related to the areas for development identified in the inspection report, includes:
- 5.7.1. **Transitions:** Transitions are a key part of the SEND & Inclusion Improvement Programme, under the preparation for adulthood (PfA) priority. As transitions cover a wide range of support and provision, discussions have begun re: developing a transitions strategy with parents/carers. This will commence in Jan 2024. POINT/PCF have already commenced work with families.
 - 5.7.2. **Quality assurance of EHCPs:** An EHCP and annual review workstream has been set up and terms of reference agreed. The first meeting took place at the beginning of December. This will ensure tracking of timeliness for statutory processes and quality assurance related to SEND.
 - 5.7.3. As part of the post inspection support packages available to Oldham, external support is being utilised to enhance improvements in quality of EHCPs.
 - 5.7.4. **Annual reviews:** Four additional dedicated officers have been employed specifically to address amendments of annual reviews, prioritising those relating to transitions and pre-transition years in preparation for children and young people moving phases of education. For this academic year, 2023-2024, this totals 1355 updated EHCPs following an annual review (out of a total 3,264 EHCPs).

6. Further information

- 6.1. Early Language Support for Every Child (ELSEC): <https://www.rcslt.org/news/send-and-ap-improvement-plan-our-initial-response/>
- 6.2. Ofsted inspection report: <https://reports.ofsted.gov.uk/provider/44/80535>
- 6.3. Oldham priority action plan: https://www.oldham.gov.uk/info/201071/reports_strategies_values_codes_of_practice_send/3071/local_area_send_inspection_priority_action_plan

7. Appendix

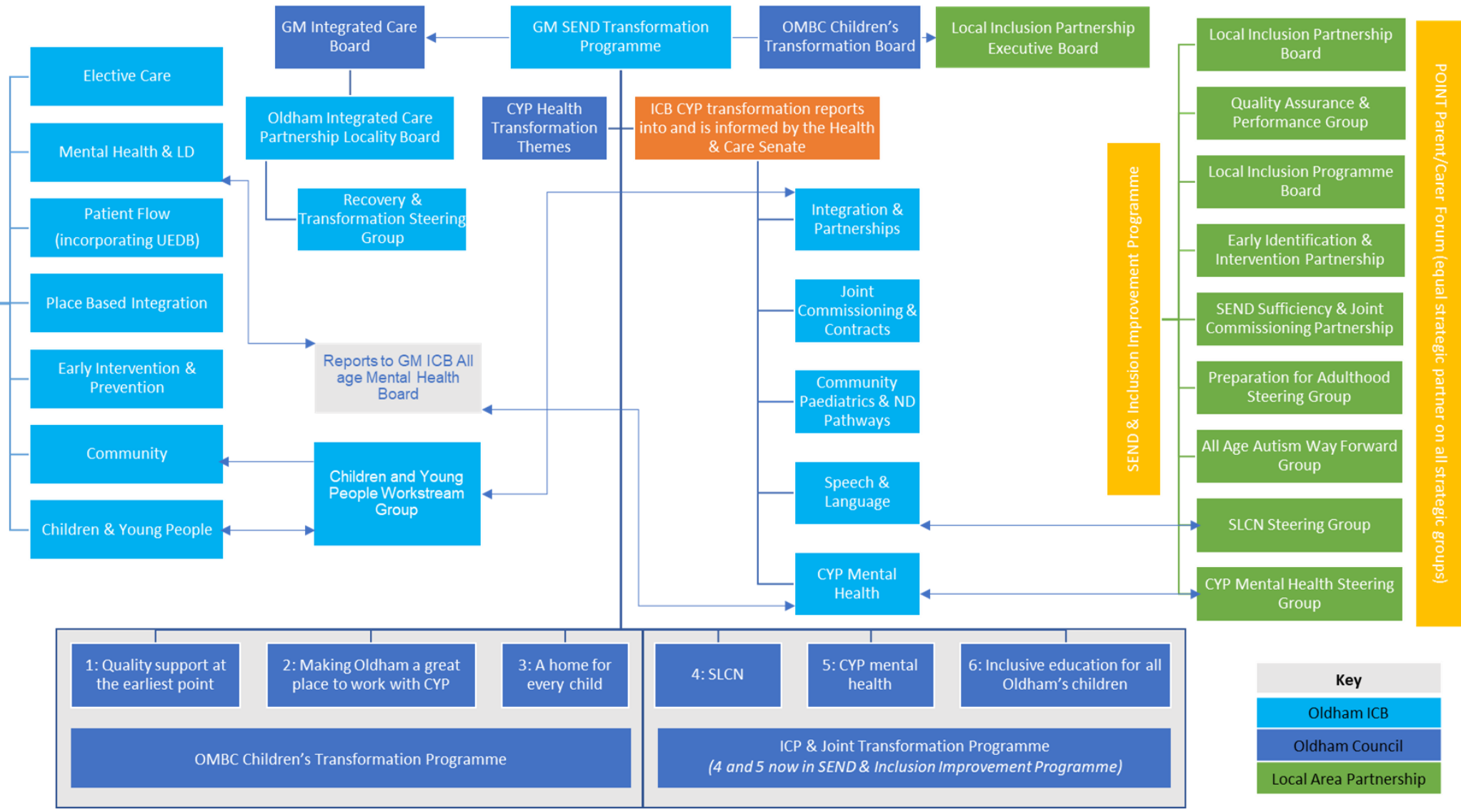
Appendix I: Governance structure

Appendix II: Glossary

Oldham Local Area Governance Structure, September 2023



Oldham ICP Transformation
Page 77



Glossary

AP	Alternative Provision
AY	Academic Year
C&FA	Children & Families Act, 2014
CAMHS	Child & Adolescent Mental Health Service
CPP	Change Programme Partnership
CQC	Care Quality Commission
DBV	Delivering Better Value
DfE	Department for Education
EHCNA	Education, health and care needs assessment
EHCP	Education, Health and Care Plan
ELSEC	Early Language Support for Every Child
EPS	Educational Psychology Service
FY	Financial Year
HNPCA	High Needs Provision Capital Allocations
ICP	Integrated Care Partnership
ICB	Integrated Care Board
INMSS	Independent and Non-Maintained Special Schools
LA	Local Authority
NHSE	National Health Service England
OMBC	Oldham Metropolitan Borough Council
OoB	Out of Borough
PA	Persistently Absent
PAP	Priority Action Plan
PfA	Preparation for Adulthood
POSC	Performance Overview & Scrutiny Committee
S<	Speech and Language Therapy/Therapist
SENCo	Special Educational Needs Coordinator
SEND	Special Education Needs and/or Disabilities
SEND CoP	SEND Code of Practice, 2015
SLCN	Speech, Language & Communication Needs
YTD	Year-to-Date

CHILDREN AND YOUNG PEOPLE'S SCRUTINY BOARD

WORK PROGRAMME 2023/24

Meeting date	Agenda item	Purpose	Attendees
Wednesday, 26th July 2023	Family Hubs Programme	To receive an update on the Family Hubs Programme	Portfolio – Children and Young People. Attendees: Gerard Jones, Managing Director Children and Young People Matt Bulmer, Director of Education, Skills and Early Years
	Children's Transformation Programme	To receive an update on the Children's Transformation Programme	Portfolio – Children and Young People. Attendees: Gerard Jones, Managing Director Children and Young People Matt Bulmer, Director of Education, Skills and Early Years
Meeting date	Agenda item	Purpose	Attendees
Thursday 14 September 2023	Additional School Places and Admissions	Annual update Report	Portfolio – Education and Skills Attendees: Gerard Jones Managing Director Children and Young People Matt Bulmer, Director of Education, Skills and Early Years Andy Collinge, Head of School Support Services Service performance reporting – annual report.
Meeting date	Agenda item	Purpose	Attendees
Thursday 16 Nov 2023	LADO annual report	To receive and consider the annual report	Portfolio – Children and Young People. Attendees: Gerard Jones, Managing Director Children and Young People Julie Daniels, Director of Children's Social Care Colette Morris, LADO

	Primary and Secondary School Outcomes	To receive and consider the annual report	Portfolio – Education and Skills Attendees: Gerard Jones, Managing Director Children and Young People Matt Bulmer, Director of Education, Skills and Early Years Tony Shepherd, Assistant Director Education and Early Years
	Operation Sherwood	Update by the Mayor of GM.	Portfolio – Children and Young People. Attendees: Phil Hutchinson
	CSE steering group annual report	To receive and consider the annual report	Portfolio – Children and Young People. Attendees: Gerard Jones, Managing Director, Children and Young People Julie Daniels, Director of Children’s Social Care
Meeting date	Agenda item	Purpose	Attendees
Thursday 18 th January 2024	Oldham Safeguarding Children Partnership Annual Report	To receive and consider the Board’s Annual Report	Portfolio – Children and Young People. Attendees: Gerard Jones, Managing Director Children and Young People. Julie Daniels, Director of Children’s Social Care Dr Henri Giller, Chair of the Board. Rick Bolton, OSCP Business Manager
	SEND update	To receive and consider the SEND priority action plan and improvement programme update	Portfolio – Education and Skills. Attendees: Gerard Jones, Managing Director, Children and Young People Matt Bulmer, Director of Education, Skills and Early Years Amber Burton, Assistant Director SEND and Inclusion
	Youth Justice Plan 2023/24	To scrutinise the Youth Justice Plan for 2023/24	Portfolio - Children and Young People. Attendees:

			Gerard Jones, Managing Director Children and Young People. Paul Axon, Chief Executive Positive Steps Louise Paterson, Head of Youth Justice, Positive Steps
	Youth Council annual report – defer - the term of office for the youth council concludes end of January	Annual Report on events and activities commissioned by the Youth Council	Portfolio – Children and Young People. Attendees: Gerard Jones, Managing Director Children and Young People. Neil Consterdine, Assistant Director Youth, Leisure and Communities
Meeting date	Agenda item	Purpose	Attendees
20 March 2024 date	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. Part of the Employment, Work and Training – ‘themed’/significant issue consideration.	Portfolio – Education and Skills. Attendees: Gerard Jones, Managing Director, Children and Young People Matt Bulmer, Director of Education, Skills and Early Years Jon Bloor, Assistant Director Economic Growth or Amanda Youlden, Post-16 Lead.
	Repeat Referrals in Children’s Social Care	Periodic annual performance update report to ensure close management of this key performance indicator.	Portfolio – Children and Young People. Attendees: Gerard Jones, Managing Director Children and Young People. Julie Daniels, Director of Children’s Social Care Leanne Cooper, Assistant Director Social Work Services.
	Performance Report – Quarter 3, 2022/23	Quarterly performance update report. To scrutinise council performance against agreed performance measures	Portfolio – Leader of the Council. Attendees: Shelley Kipling Assistant Chief Executive. Jonathan Downs, Corporate Policy Lead. Service performance reporting: Julie Daniels, Director of Children’s Social Care, Matt Bulmer director of Education, Early Years and Skills

	Children's Services - update on financial performance and Improvement Plan	To receive a periodic 6 month update in respect of financial performance in Children's Services and delivery of the Improvement Plan	Portfolio – Children and Young People. Attendees: Gerard Jones, Managing Director Children and Young People Julie Daniels, Director of Children's Social Care Sheila Garara, Assistant Director, Children's Services Integration Andy Cooper, Senior Finance Manager
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BUSINESS TO BE PROGRAMMED

1. Update on Operation Sherwood – received Nov 23
2. Oral health services for children
3. Report from the Children in Care Council – presented at corporate parenting panel, may schedule an informal session
4. Strategic Framework for Oldham's Children and Young People (potential study group topic)

Items that are scrutinised at corporate parenting panel are not required to come to Children's Scrutiny Board

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>New! NEI-16-23</p>	<p>Waste Collection Service – Additional vehicle</p>	<p>Executive Director for Place & Economic Growth</p>	<p>20th January 2024</p>	<p>Cabinet Member - Neighbourhoods</p>
<p>Description: The report seeks approval to procure one additional vehicle to support an additional waste collection round across both domestic and business collection due to growth.</p> <p>Document(s) to be considered in public or private: Public and Private NOT FOR PUBLICATION by virtue of Paragraph 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 and a third party</p>				
<p>New! HSC-07-23</p>	<p>Social Prescribing Contract Extension</p>	<p>Director of Public Health</p>	<p>20th January 2024</p>	<p>Cabinet Member - Health and Social Care</p>
<p>Description: To extend the existing Social Prescribing contract</p> <p>Document(s) to be considered in public or private: public and private NOT FOR PUBLICATION by virtue of Paragraph 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 and a third party</p>				
<p>New! HSC-19-23</p>	<p>Digital switchover's impact on the Helpline & Response Service</p>	<p>Director of Adult Social Care (DASS)</p>	<p>22nd January 2024</p>	<p>Cabinet</p>

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The report is to provide awareness to Cabinet around the risks inherent to Helpline & Response customers as a result of the national digital switchover programme and what the short and longer-term solutions are. Ultimately, this requires investment from the Council's IT Capital budget.</p> <p>Document(s) to be considered in public or private: report public and private NOT FOR PUBLICATION by virtue of Paragraph 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 and a third party</p>				
DCL-01-23	Corporate Resource to the Housing Crisis		22 nd January 2024	Cabinet
<p>Description: A report detailing the Council's response to the Housing Crisis</p> <p>Document(s) to be considered in public or private: public and private NOT FOR PUBLICATION by virtue of Paragraph 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 and a third party</p>				
HSC-16-23	Future Commissioning intentions for the Hospital to Home Service (Care at Home)		22 nd January 2024	Cabinet
<p>Description: A report outlining the proposed future commissioning intentions for the Hospital to Home Service</p> <p>Document(s) to be considered in public or private: public and private NOT FOR PUBLICATION by virtue of Paragraph 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 and a third party</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
HSC-16-23	Care at Home services		22 nd January 2024	Cabinet
Description: Options for future home care services Document(s) to be considered in public or private: public and private NOT FOR PUBLICATION by virtue of Paragraph 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 and a third party				
HSC-14-23	Market Sustainability and Improvement Fund - Workforce Fund and Urgent and Emergency Care Support Fund		22 nd January 2024	Cabinet
Description: A report outlining the utilisation of the Market Sustainability and Improvement Fund and the Workforce Fund and Urgent and Emergency Care Support Fund Document(s) to be considered in public or private: public and private NOT FOR PUBLICATION by virtue of Paragraph 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 and a third party				
FLC-20-23	Report of the Director of Finance and Director of Education, Skills and Early Years – Schools Funding Formula	Director of Finance	22 nd January 2024	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: Schools funding formula for 2024/25 in relation to the National Funding Formula Document(s) to be considered in public or private: Report of the Director of Finance and Director of Education, Skills and Early Years – Schools Funding Formula</p> <p>Background documents: Various Appendices</p> <p>Report to be considered in public.</p>				
PLC-17-23	Adoption and publication of Oldham Council's Social Value Policy	Deputy Chief Executive -	22 nd January 2024	Cabinet
<p>Description: To consider a report to approve the adoption and publication of a corporate social value policy to support Oldham Council and the wider Borough.</p> <p>Document(s) to be considered in public or private: Social Value Policy - Public</p>				
CHS-04-23	Youth Justice Service Extension to contract from 1st April 2024		22 nd January 2024	Cabinet
<p>Description: a report seeking an extension to the contract regarding the management of the Youth Justice Service</p> <p>Document(s) to be considered in public or private: public and private NOT FOR PUBLICATION by virtue of Paragraph 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 and a third party</p>				
CHS-03-23	Targeted Youth Support Commissioning and Delivery Intentions including UKSPF from April 2024		22 nd January 2024	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: Options detailing and outlining the future provision of services</p> <p>Document(s) to be considered in public or private: public and private NOT FOR PUBLICATION by virtue of Paragraph 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 and a third party</p>				
<p>New! FE-01-23</p>	<p>Oldham Community Leisure (OCL) – Utility Benchmarking 2023/24</p>		<p>22nd January 2024</p>	<p>Cabinet</p>
<p>Description: A report detailing the Oldham Community Leisure Benchmarking exercise for 2023/24</p> <p>Document(s) to be considered in public or private: public and private NOT FOR PUBLICATION by virtue of Paragraph 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 and a third party</p>				
<p>New! FCR-04-23</p>	<p>Awarding of Occupational Health contract following re-tender exercise</p>		<p>22nd January 2024</p>	<p>Cabinet</p>
<p>Description: Cabinet is to consider the award of a contract for the provision of occupational health services</p> <p>Document(s) to be considered in public or private: public and private NOT FOR PUBLICATION by virtue of Paragraph 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 and a third party</p>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>New! FCR-02-23</p>	<p>Oldham Green New Deal Delivery Partnership - Grant acceptance and appointment of Independent Assurance Provider</p>		<p>22nd January 2024</p>	<p>Cabinet</p>
<p>Description: a report outlining the Borough’s Green New Deal Partnership and a request that Cabinet appoint an Independent Assurance provider</p> <p>Document(s) to be considered in public or private: public and private</p> <p>NOT FOR PUBLICATION by virtue of Paragraph 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 and a third party</p>				
<p>OLC-11-23</p>	<p>Report of the Director of Finance Budget 2024/25 – Determination of the Tax Bases for Council Tax Setting and for Business Rates Income Purposes</p>	<p>Director of Finance</p>	<p>22nd January 2024</p>	<p>Cabinet</p>
<p>Description: The Determination of the Tax Bases for Council Tax Setting and for Business Rates Income for use in 2024/25 budget deliberations.</p> <p>Document(s) to be considered in public: Report of the Director of Finance Budget 2024/25 – 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>				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
FLC-22-23	Oldham Council's inclusion within the Greater Manchester Business Rates Pool 2024/25.	Director of Finance	22 nd January 2024	Cabinet Member - Finance and Corporate Resources
<p>Description: The report seeks formal approval for the Council's inclusion in the Greater Manchester Business Rates Pool for the financial year 2024/25. Document(s) to be considered in public: Proposed Report Title: Oldham Council's inclusion within the Greater Manchester Business Rates Pool 2024/25 Background Documents: Various Appendices Report to be considered in Public</p>				
FLC-21-23	Non-Domestic Rates Tax Base 2024/25	Director of Finance	22 nd January 2024	Cabinet Member - Finance and Corporate Resources

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: Report setting out information to determine the Non-Domestic (Business Rates) Tax Base for 2024/25, using the most up to date information and estimates available. Document(s) to be considered in public: Proposed report title: Non-Domestic Rates Tax Base 2024/25</p> <p>Background Documents: Various Appendices and Council Tax, Tax Base and Non-Domestic Rates Tax Base Forecast 2024/25 (Presented to Cabinet on 22 January 2024)</p> <p>Report to be considered in Public</p>				
FLC-15-23	Report of the Director of Finance – Treasury Management Strategy Statement 2024/25	Director of Finance	12 th February 2024	Cabinet
<p>Description: To consider the Council’s Treasury Management Strategy for 2024/25 - including Minimum Revenue Provision Policy Statement, Annual Investment Strategy and Prudential Indicators Document(s) to be considered in public - Proposed Report Title: Report of the Director of Finance – Treasury Management Strategy Statement 2024/25</p> <p>Background Documents: Appendices</p> <p>–Report to be considered in Public</p>				
FLC-13-23	Report of the Director of Finance – Revenue Budget 2024/25 and Medium-Term Financial Strategy 2024/25 to 2028/29	Director of Finance	12 th February 2024	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Page 1 61	<p>Description: To consider the Administration’s detailed revenue budget for 2024/25 and budget reduction proposals, together with the Medium-Term Financial Strategy for 2024/25 to 2028/29, incorporating the current policy landscape and Local Government Finance Settlement. Document(s) to be considered in public: Proposed Report Title: Report of the Director of Finance – Revenue Budget 2024/25 and Medium-Term Financial Strategy 2024/25 to 2028/29</p> <p>Background Documents: Various appendices</p> <p>Report to be considered in Public</p>			
	<p>Report of the Director of Finance – Capital Programme & Capital Strategy for 2024/25 to 2028/29</p>	<p>Director of Finance</p>	<p>12th February 2024</p>	<p>Cabinet</p>
FLC-08-23	<p>Description: To consider the Council’s Capital programme and capital strategy. Document(s) to be considered in public: Proposed Report Title: Report of the Director of Finance – Capital Programme & Capital Strategy for 2024/25 to 2028/29</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 2023/24 Month 8</p>	<p>Director of Finance</p>	<p>12th February 2024</p>	<p>Cabinet</p>

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Page 9</p> <p>PLC-12-23</p>	<p>Description: The report provides an update on the Council’s 2023/24 forecast revenue budget position and the financial position of the capital programme as at the period ending 30 November 2023 (Month 8) Document(s) to be considered in public: Proposed Report Title: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2023/24 Month 8 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 2024/25 to 2028/29 and Projected Outturn for 2023/24.</p>	<p>Director of Finance, Executive Director for Place & Economic Growth</p>	<p>12th February 2024</p>	<p>Cabinet</p>
	<p>Description: The Housing Revenue Account (HRA) Outturn Estimates for 2023/24, the detailed budget for 2024/25 and the Strategic HRA Estimates for the four years 2025/26 to 2028/2 Document(s) to be considered in public: Proposed Report Title: Housing Revenue Account Estimates for 2024/25 to 2028/29 and Projected Outturn for 2023/24 Background Documents: Appendices –Report to be considered in Public</p>			

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
ESR-31-23	Gallery Oldham ‘Priority Maintenance Works’		26 th February 2024	Cabinet
Description: The report details Gallery Oldham’s main priority maintenance works for 2024/25 Document(s) to be considered in public or private: public				
New! HSC-20-23	Proposal for additional funding received from smokefree generation allocation	Director of Public Health	26 th February 2024	Cabinet
Description: To seek approval for additional funding provided through a new section 31 grant and will be ring fenced for local authority led stop smoking services and support under proposed smokefree legislation. Document(s) to be considered in public or private: public				
FLC-07-23	Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2023/24 Quarter 3	Director of Finance	18 th March 2024	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Page 9</p> <p>FLC-19-23</p>	<p>Description: The report provides an update on the Council’s 2023/24 forecast revenue budget position and the financial position of the capital programme as at the period ending 31 December 2023 (Quarter 3) Document(s) to be considered in public - Proposed Report Title: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2023/24 Quarter 3 Background Documents: Appendices – Various Report to be considered in Public</p>			
	<p>Report of the Director of Finance - Local Taxation and Benefits Discretionary Policies 2024/25</p>	<p>Director of Finance</p>	<p>18th March 2024</p>	<p>Cabinet</p>
	<p>Description: To confirm the Council’s Local Taxation and Benefits Discretionary Policies for 2024/25 Document(s) to be considered in public: Proposed Report Title: Local Taxation and Benefits Discretionary Policies 2024/25 Background Documents: Appendices Report to be considered in public</p>			
<p>FLC-18-23</p>	<p>Report of the Director of Finance – Treasury Management 2023/24 – Quarter 3 Report</p>	<p>Director of Finance</p>	<p>18th March 2024</p>	<p>Cabinet</p>

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The Quarter 3 review of Treasury Management activity during the third Quarter of 2023/24. Document(s) to be considered in public: Proposed Report Title: Report of the Director of Finance – Treasury Management Review 2023/24 – Quarter 3 Report</p> <p>Background Documents: Appendices</p> <p>Report to be considered in Public</p>				
<p>T CR-05-23</p>	<p>Report of the Director of Finance – Debt Recovery Policies</p>	<p>Director of Finance</p>	<p>18th March 2024</p>	<p>Cabinet</p>
<p>Description: To provide clear guidance for Council Officers, local taxpayers, and organisation who use Council services on recovery of monies owed to the Council. Document(s) to be considered in public: Proposed Report Title: Report of the Director of Finance – Debt Recovery Policies</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				

Key:

New! - indicates an item that has been added this month

Notes:

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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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 Arooj Shah (Leader of the Council), Elaine Taylor (Statutory Deputy Leader), Shaid Mushtaq (Deputy Leader), Abdul Jabbar MBE, Fida Hussain, Barbara Brownridge, Peter Dean, Mohon Ali and Chris Goodwin.
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>

Notice of Private Reports

(In accordance with Part 2 of the Local Authorities (Executive Arrangements) Meetings and Access to Information) (England) Regulations 2012)

Oldham Borough Council intends to hold a private meeting (or part thereof) of the Cabinet on Monday, 22nd January 2024

Decision to be taken (Agenda Item) Decisions proposed to be taken in private at Cabinet on 22nd January 2024:

- a. Digital switchover's impact on the Helpline & Response Service
- b. Corporate Resource to the Housing Crisis
- c. Future Commissioning Intentions for the Hospital to Home Service (Care at Home Service)
- d. Care at Home Services
- e. Market Sustainability and Improvement Fund – Workforce Fund and Urgent and Emergency Care Support Fund
- f. Youth Justice Service – Extension to contract
- g. Targeted Youth Support Commissioning and Delivery Intentions including UKSPF from April 2024
- h. Oldham Community Leisure (OCL) Utility Benchmarking 2023/24
- i. Awarding of Occupational Health Contract
- j. Oldham Green New Deal Delivery Partnership – Grant Acceptance and Appointment of Independent Assurance Provider

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2024

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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Reason

The meeting (or part thereof) will be held in exempt session on the grounds that the reports and background papers will contain the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) – information relating to the financial or business affairs of the Council and a third party.

Representations

If you wish to make representations against the intention to hold a private meeting, please send these to Constitutional Services, Level 4, Civic Centre, Oldham, OL1 1UL or email: constitutional.services@oldham.gov.uk

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