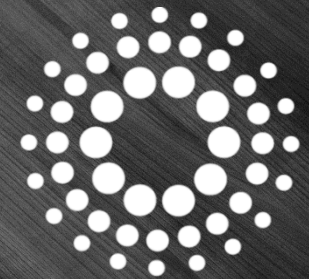




YOUTH JUSTICE STRATEGIC PLAN

2021/2022



POSITIVE STEPS

SUPPORT | CHALLENGE | CHANGE

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PURPOSE OF THE PLAN

This plan seeks to inform the strategic direction of Oldham Youth Justice Service (YJS) in 2021/2022 and outline how it will achieve its primary functions and the identified key objectives and developments.

The primary functions of the services are:

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

INTRODUCTION (INCLUDING PARTNERSHIP ARRANGEMENTS)

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

2020/2021 was one of considerable challenge for the service; COVID-19 dominated the planning of the service and delivery was affected by the 'lockdown' arrangements. Despite this the service has been resilient and continued to deliver face to face services to young people and families throughout. Special praise should be reserved for the staff, management and support teams who have maintained high quality services throughout. It has also been a period of accelerated learning; we have developed a virtual offer that young people have engaged well with, alongside critical direct contact for those in need. This learning underpins all our plans for 2021/22.

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

Oldham is one of nine youth justice services in Greater Manchester within the Northwest region. To the best of our knowledge, Oldham YJS is the only statutory YJS in England & Wales which is sub-contracted by the Local Authority and directly delivered by an independent charitable trust - Positive Steps (PS). PS also provides an integrated range of young people's services, including: information, advice & guidance services; a prevention and diversion offer aimed at preventing young people from entering the youth justice system, missing from home return interviews and the young carers' support service. We also deliver a range of family-based services. The Centre, through which all these services are delivered, also hosts a range of partner services including: Healthy Young Minds; a generalist nurse and assistant practitioner team; counselling services; housing advocacy and mediation services and the after-care duty team from the Council's Children's Social Care. Oldham is a medium-sized YJS, **employing 29 staff and currently has 15 volunteers**. The staff team is a diverse reflection of the community we service **with six staff from BAMER backgrounds**.

In addition to our directly employed staff the YJS benefits from two seconded police officers. Health services provide a nurse who assess all YJS clients and provides direct medical support or referral where needed. The Probation service second a Probation Officer and Service Officer. We employ a Volunteer Coordinator within Positive Steps and within the YJS have a strong volunteer workforce which contributes, in the main, to the work the service undertakes with young people subject to Reparation and Referral Orders. Additionally, we are supported by an education team based within Positive Steps; this ensures full compliance with the Crime and Disorder Act provisions.

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

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

POSITIVE STEPS (PS)

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

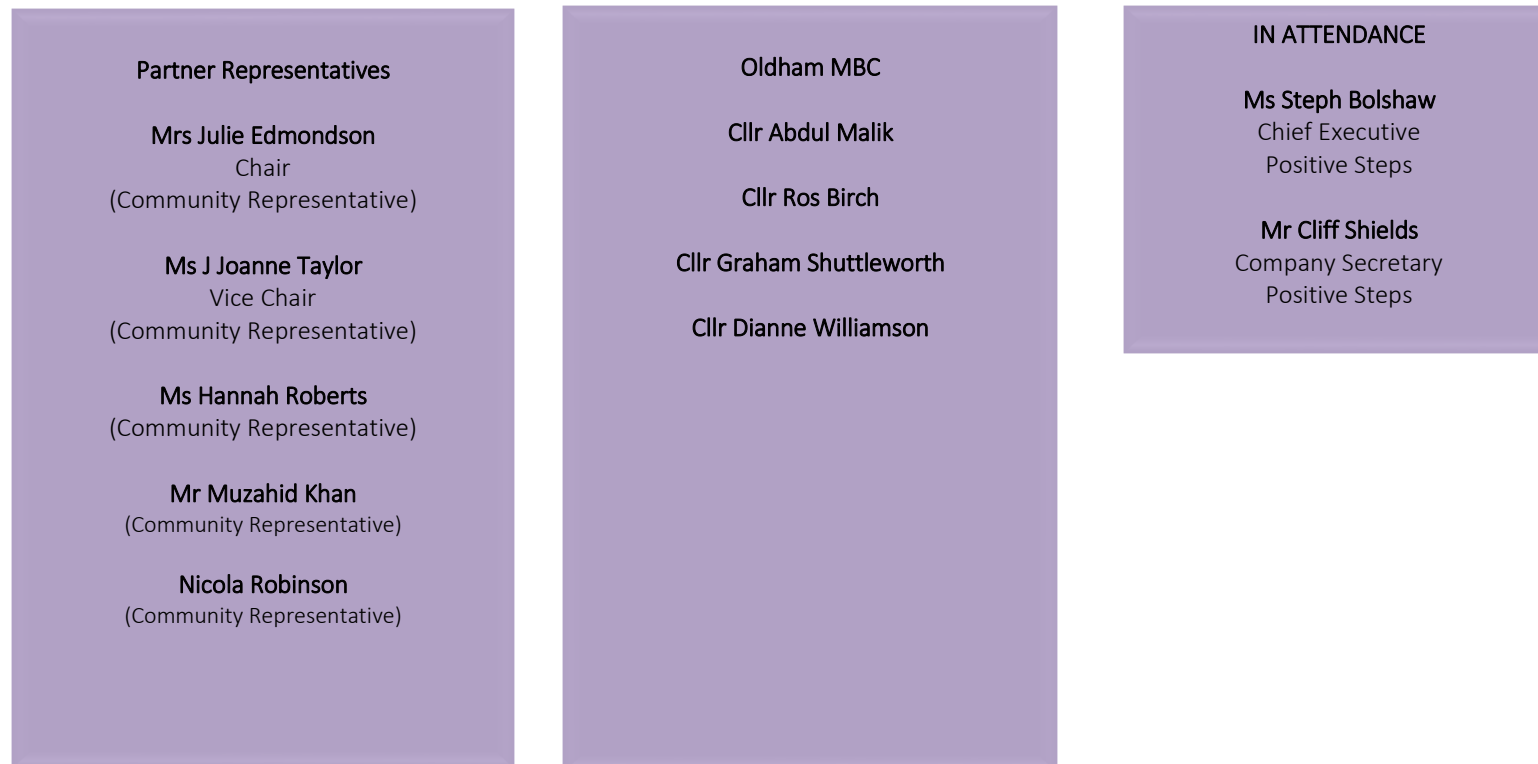
The objects for which the Company is established (“**Objects**”) are:

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

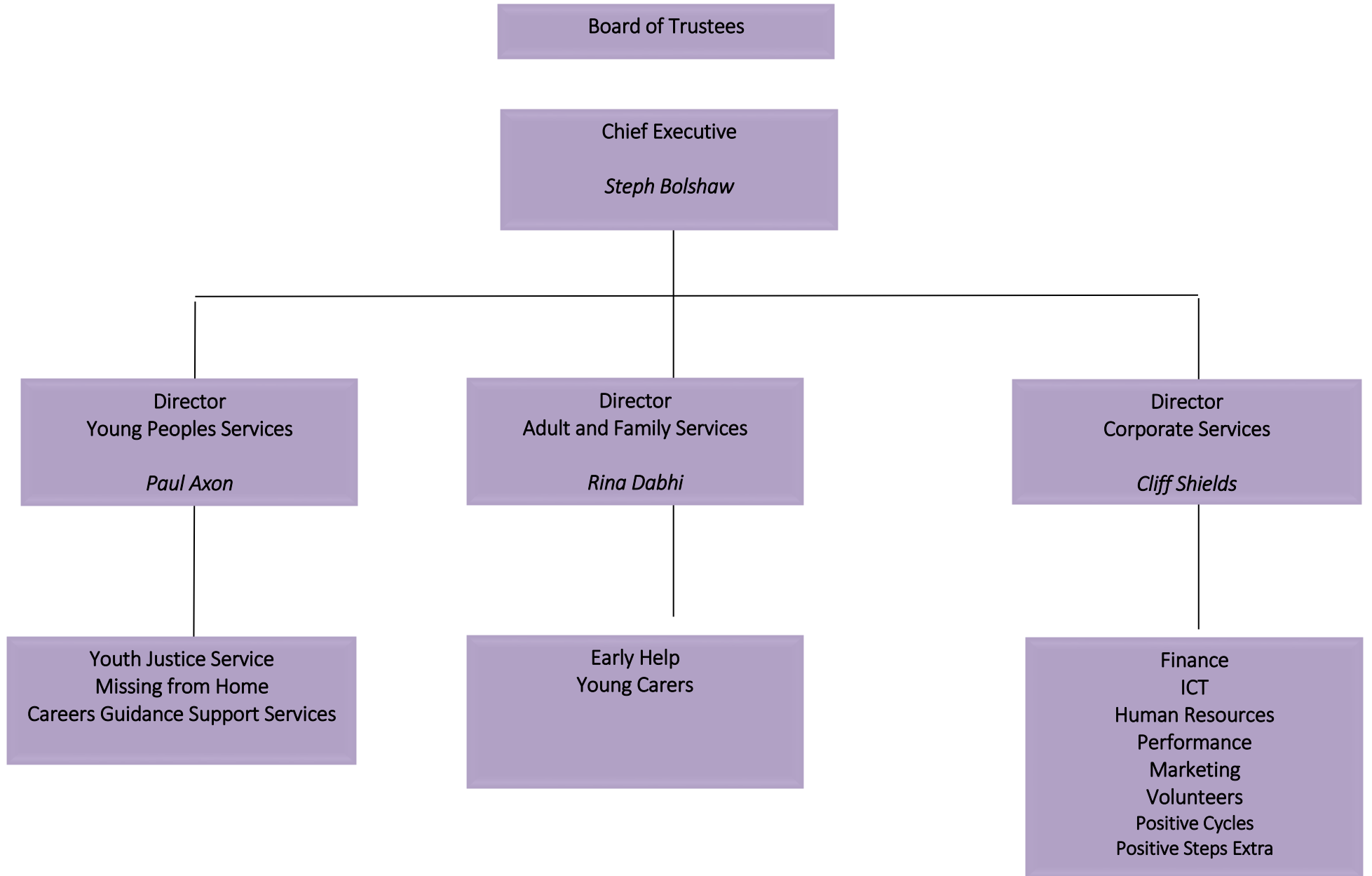
STRUCTURE AND GOVERNANCE

Positive Steps is governed through a Board of Trustees comprised of elected members and community representatives. The YJS is overseen by a Youth Justice Management Board which reports to both the Children's Trust and the Community Safety and Cohesion Partnership. Quarterly meetings are held to hold the service to account and performance monitoring is well embedded within these meetings. Performance monitoring includes ensuring that terms and conditions set out in the YJB grant are maintained. The board is active and represents statutory partners but also the wider partnership essential to overcome barriers to multi agency working. Youth justice governance principally comes from the statutory functions of the Youth Justice Management Board. Strategic influence and governance are strong; the Director of Children's Services is a vocal advocate of the service both within Oldham and across the region. The Service also leads the resettlement consortium across GM and the Head of Service is currently working as the GM lead within the Violence Reduction Unit, developing public health responses to increasing levels of violence.

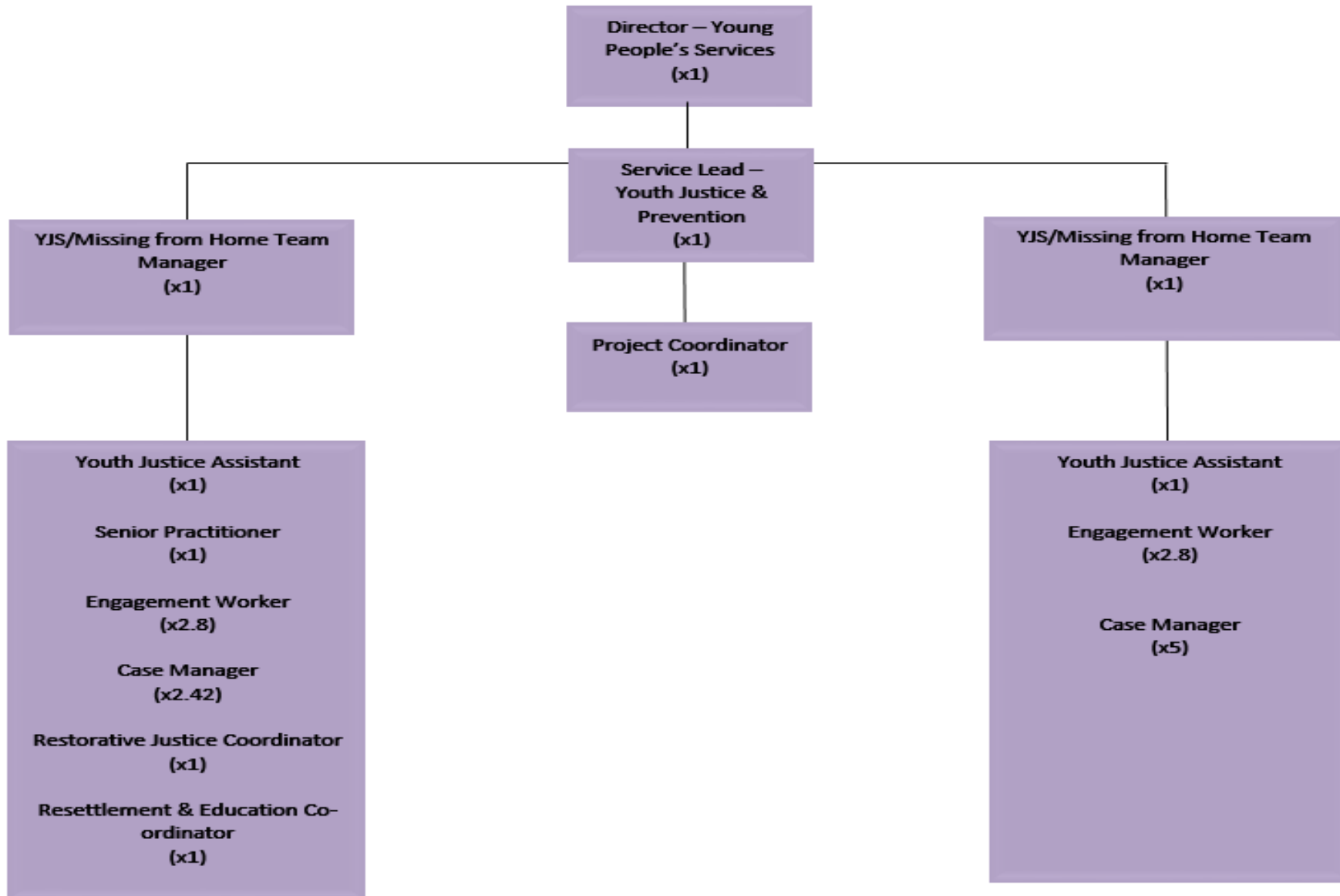
Positive Steps Oldham – Board of Trustees



OVERALL STRUCTURE



YOUTH JUSTICE SERVICE



OLDHAM YOUTH JUSTICE SERVICE - MEMBERSHIP OF YOUTH JUSTICE MANAGEMENT BOARD

Name	Job title	Organisation
Gerard Jones (Chair)	Director of Children's Services	Council
Steph Bolshaw	Chief Executive	Positive Steps
Paul Axon	Director of Young People's Services (Head of YJS)	Positive Steps
Elaine Devaney	Director of Children's Social Care	Council
Richard Lynch	Director Education Skills and Early Years	Council
Moira Fields	Senior Housing Needs Officer	Council
Janice France	Head of Cluster National Probation Service Greater Manchester - Bury, Rochdale, Oldham	National Probation Service
Jennie Davies	Head Teacher for the Virtual School	Oldham Council
Jonathan Martin [Christopher French]		Greater Manchester Police
John Cotton	Head Legal Advisor	South Cluster Magistrates Court
Siobhan Ebdon	Head of Children's Services	Community Health Services

Angela Welsh	Senior Commissioning Business Partner	NHS Clinical Commissioning Group
Kay Thomas	District Manager	Bridgewater Community Healthcare
Meghan Ward [Andrea Weir]	Senior Commissioning Officer for Children	Clinical Commissioning Group
Lorraine Kenny	Community Safety Manager	Oldham Council
Laura Windsor-Welsh	Partnerships Service Manager	Action Together

STRATEGIC PRIORITIES AND PLANS (INCLUDING RISKS TO SERVICE DELIVERY)



Our Ambition for 2021-2022

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

We have set the agenda for 'child first' approaches to youth justice and recent projects and practice in trauma and contextual safeguarding to support diversion and rehabilitation are strong evidence of this work.

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

The Service is not only responsible for the management of young people in the justice system; we also hold responsibility for both victims of crime and ensuring that families and communities needs are heard and met through our service offer. We have strengthened our approach to victims in recent years through the development of a specific role meeting these needs and aim to continue to grow that offer in 21/22. It is vital that victim's needs are heard and responded to effectively rehabilitate and prevent further harm.

The following strategic plans, based on our key priorities, outline our ambition our commitment to achieving improved performance and outcomes for children and young people.

Priority One: Prevention and Diversion from Youth Crime, including Youth Violence

Crime & Disorder Act s.37. (1) It shall be the principal aim of the youth justice system to prevent offending by children & young persons.

Early intervention in behaviours and actions that indicate potential risk of further offending can support young people to improve life chances and contribute positively to the community. Effective diversion and intervention also protect the community from further risk of harm from offending behaviour.

What will we achieve?

1. Reduce levels of first-time entrants to the criminal justice system through a collaborative, partnership approach to prevention
2. Maintain strategic oversight and partnership influence to improve outcomes for young people
3. Increase access to supportive & diversionary services for young people, building on more effective community engagement
4. Improve access and meaningful engagement in education
5. Strengthen links with voluntary sector
6. Maintain and improve quality of practice within prevention and diversion services
7. Reduce the unnecessary criminalisation of Children Looked After

How will we achieve it?

1. Maintain focus on child first practice, developing pathways away from criminality and exploitation.

Improve our health and therapeutic offer (EMH, Physical, SALT) through funding and partnership. Ensuring all young people have their holistic health needs assessed at the earliest opportunity.

2. Management information systems and reporting will be fully reviewed, and improved reporting will be delivered to the management board for discussion and challenge.

- i. Dissemination of key learning from 'Youth Now' programme of contextual safeguarding across the partnership

3. Continue to embed and improve the 'Prevention and Diversion' panel, in particular focussing on the role it has within a wider Oldham 'Early Help' partnership offer.

4. Training package delivery for education partners on prevention and diversion

5. Embedding of new 'engagement worker'; posts with increased focus on community engagement and place based working

6. Quality assurance maintained, focussed on prevention and diversion and reported to management board

- i. Review progress against the 2018 HMIP inspection relating to Out of Court Disposals and assessment

- ii. Request peer review for Out of Court practice

7. Lead a partnership response to understand and reduce the unnecessary criminalisation of Children Looked After

How will success be measured?

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

Reducing Reoffending

The Youth Justice Board outline the reduction of reoffending as a key priority and national indicator for success. Young people involved in repeat offending behaviour cause damage to the communities they live in and reduce their own opportunities for success. Effective interventions and partnership work to prevent reoffending with young people and families can improve life chances, community cohesion and public safety.

What will we achieve?

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

How will we achieve it?

1. Effective assessment, planning and review within practice including effective use of multi-agency intelligence and information sharing.
2. Development of 'engagement worker' posts to improve locality working.
3. Continue to embed partnership complex and contextual safeguarding practice.
 - i. Development of co-located practitioner model within the Complex safeguarding hub.
4. Quality assurance processes will be in place to audit court work and reported into the management board.
5. Development of funded 'transition mentor' offer in partnership with the Greater Manchester Violence Reduction Unit.
6. Continued monitoring of diversity through management board structures. Key practice within youth justice is quality assured to counter any potential discriminatory practice.

How will success be measured?

1. Reoffending is reduced, particularly for those committing serious youth violence and prolific offences.
2. Engagement worker posts will undergo a review in 2021.
3. Contextual and complex safeguarding hub partnership activity is evaluated. This demonstrates effective engagement and embedding of new ways of working.
4. Audit activity demonstrates effective practice that increases the impact of interventions and gives the best opportunity for rehabilitation

5. Evaluation of transition mentor role with cohort to assess impact.
6. Quality assurance indicates non-discriminatory practice, monitoring of diversity highlights need for action and evidence progress of the service in developing effective strategies to reduce over representation.

Safeguarding

The Children's Act 1989/2004 and Working Together 2013 outline the statutory duty for all Youth Justice Services to safeguarding practice. Safeguarding young people and communities from harm also supports the effective rehabilitation, desistance from crime and improved life chances of young people

What will we achieve?

1. Child first youth justice principles are well understood across the partnership, and within our own teams, with specific focus on Child Looked After cohorts.
2. Integration with partnership exploitation strategies to improve safeguarding for those involved in crime and/or at risk of exploitation.
3. Develop positive activities and approaches that provide effective safeguards and rewards for young people, in place of offending.
4. Young people entering custody are offered effective support to reduce risks inherent within that setting.
5. To continue development of complex & contextual safeguarding models and implement effective strategies and learning.
6. Review our offer to child victim of serious youth violence and improve where gaps are highlighted.

How will we achieve it?

1. Deliver child first training through the Oldham Safeguarding Children's Partnership. Staff to access enhanced attachment training to improve assessment of need for CLA young people.
2. The youth panel will act to strengthen identification of young people who may be at safeguarding risk in partnership with the Multi Agency Safeguarding Hub
 - i. Test an integrated model of service delivery within the complex safeguarding hub.
 - ii. The youth justice service will work alongside partner colleagues to develop complex safeguarding approaches that work to identify and effectively support young people at risk of exploitation.
3. New engagement worker' posts will be developed within service and funding sourced to strengthen interventions and activities available for young people.
4. Resettlement support is available through a specialist post and supplemented by support from mentoring activity.
5. Complex safeguarding hub will identify opportunities for learning and piloting new, joint approaches of delivery.
6. Trial mentoring and TSCC with victims of SYV.

How will success be measured?

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

Protecting the Public

It is the priority of criminal justice agencies to protect communities from harm.

Effective risk assessment and practice to reduce harm to communities is essential to effective youth justice practice. Oldham has been subject to significant instances of serious youth violence, with subsequent harm to victims. A partnership approach to support reductions of these incidents is a key and urgent priority area of service development.

What will we achieve?

1. Young people who are assessed as high risk to communities will receive effective interventions to reduce risks.
2. We will work alongside key partners in a collaborative way to reduce risks for young people, accessing the full range of partner support and interventions to meet these needs.
3. High risk cases will receive robust management oversight to ensure that case managers are acting in accordance with all national standards and MAPPA arrangements.

How will we achieve it?

1. We will build on effective strategies to reduce risk through a range of holistic, therapeutic and locality-based working built on child first youth justice principles.
2. Continued embedding of the diversion and prevention panel to respond earlier to risk factors and reduce harm.

- Testing new ways of working with the complex safeguarding hub will focus on young people at risk of potential harm through the context of exploitation.

3. Learning will be embedded from serious and multi-agency case reviews and national thematic inspection analysis.

- MAPPA training and practice will be reviewed to ensure that all staff are competent and confident in using MAPPA processes to support potential harm.
- Risk management processes will support effective partnership arrangement and management oversight, including oversight from Service Lead.

How will success be measured?

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

PERFORMANCE REPORT

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

The three main indicators are:

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

In addition to the National data sets several measures are also collected locally for monitoring purposes, included in this plan are the ETE, suitable accommodation on release from custody, CLA data & diversity which are only monitored locally.

HEADLINE PERFORMANCE AREAS- LOCAL AND NATIONAL



•There is no data available for 20/21 from the MoJ for first time entrants. Local indications show an increase in pre court cases but **continued reductions in those entering the formal justice system**



•Performance on reoffending has been excellent on all comparator data in 2020/2021. Less young people coming into the system are reoffending and those that do reoffend do so less often. In addition as an overall cohort young people are less likely to offend once working with Oldham YJS than comparator services. **During periods of 2020/21 Oldham has had the lowest national reoffending data**



•Young people are continuing to access Education, Training & Employment opportunities **with 80% of young people going on to 25 hours or more in placements**



Young people are continuing to access appropriate housing once leaving custody on 2020/21. **The board have committed to reviewing this performance measure, with an emphasis on preventative measures**



Custody numbers have significantly decreased last year and we have **only one young person serving a custodial sentence**. This is evidence of a shift in thinking from the whole partnership around young people and how to effectively rehabilitate whilst protecting the public



There has been an **increase of young people from Child Looked After backgrounds coming into the youth justice service**. This has been driven by increases in young people at pre court levels. This is a priority area for 2021/2022

REOFFENDING RATES - National Data

The data for this indicator comes from the Police National Computer and is published by the Ministry of Justice. **It shows the latest available data.** Each cohort consists of young people receiving a pre-court or court disposal or released from custody during a three-month period who are then tracked over a 12-month period for any further offending. Please note that the YJS families have now been updated. These new families are child focused and will enable benchmarking based on the sociodemographic factors in each area. The benchmarking is based on the DfE's statistical neighbour model which uses the five 'Every Child Matters' criteria.

Following a move by the YJS to tracking a 3-month cohort, numbers are smaller and reoffending rates subject to significant fluctuations.

Reoffending - binary rate	Oldham	North West	Greater Manchester	YJS family	England
Binary Rate Oct 18 to Dec 18 cohort	20.0%	37.2%	34.1%	34.4%	37.1%
Binary rate - Jan 18 to Mar 18 cohort	25.0%	41.7%	36.8%	36.1%	39.2%
Binary rate - Oct 17 to Dec 17 cohort	19.1%	41.7%	37.4%	35.0%	37.9%
Binary rate - Jul 17 to Sep 17 cohort	24.3%	37.1%	32.3%	36.3%	37.7%
Binary rate - Apr 17 to Jun17 cohort	42.3%	40.8%	36.4%	37.8%	38.1%

Reoffences- frequency rate per reoffender	Oldham	North West	Greater Manchester	YJS family	England
Reoffences per reoffender Jan 18 to Dec 18 cohort	3.23	3.91	4.23	3.95	3.93
Reoffences per reoffender Jan 18 to Mar 18 cohort	2.80	3.85	4.04	4.03	4.01
Reoffences per reoffender Oct 17 to Dec 17 cohort	2.70	4.16	4.71	4.58	4.02
Reoffences per reoffender Jul 17 to Sep 17 cohort	2.78	4.21	4.83	5.14	4.06
Reoffences per reoffender Apr 17 to Jun 17 cohort	2.27	4.36	5.03	4.78	4.15

Reoffending - frequency rate	Oldham	North West	Greater Manchester	YJS family	England
Frequency Rate Oct 18 to Dec 18 cohort	0.93	1.42	1.76	1.34	1.45
Frequency Rate Jan 18 to Mar 18 cohort	0.70	1.58	0.93	1.45	1.55
Frequency Rate Oct 17 to Dec 17 cohort	0.32	1.63	1.42	1.53	1.52
Frequency Rate Jul 17 to Sep 17 cohort	0.68	1.56	1.56	1.87	1.53
Frequency rate - Apr 17 to Jun 17 cohort	0.96	1.78	1.83	1.81	1.58

2020/2021 has seen great progress relating to the reoffending rates, performing at a level exceeding all comparator groups, including the England average despite levels of deprivation and challenge. Oldham have led practice in Child First approaches, focussing on the context of the child, trauma informed practice and improving partnership working. These results are a great credit to the partnership and its response to young people at risk of or involved in crime, marking a shift in strategic and operational thinking around this cohort of young people. It is particularly pleasing to note that within national data Oldham's binary rate of offending is currently the lowest in England and Wales. This performance level has now been sustained for eighteen months.

CUSTODY National Data

Custody rates use case level data from the YJ Application Framework measuring the number of custodial sentences in the period given to young people with a local residence and aged under 18 years on the date of the first hearing. Successfully appealed sentences are discounted. If a young person was given more than one custodial sentence on the same day, this will only be counted once. Please note that the YJS families have been updated.

These new YJS families are child focused and will enable benchmarking based on sociodemographic factors in each area. The benchmarking is based on the DfE's statistical neighbour model which uses the five 'Every Child Matters' criteria.

Custody Rate per 1,000 of 10-17 population	Oldham	North West	YJS family	England
Apr 20 - Mar 21	0.04	0.13	0.17	0.13
Jan 20 to Dec 20	0.08	0.16	0.20	0.14
Oct 19 to Sept 20	0.12	0.12	0.22	0.10
July 19 to Jun 20	0.35	0.23	0.28	0.18
Apr 19 to Mar 20	0.39	0.28	0.31	0.23
Jan 19 - Dec 19	0.39	0.33	0.36	0.19
Oct 18 to Sept 19	0.62	0.25	0.42	0.20
July 18 to Jun 19	0.39	0.36	0.46	0.28
Apr 18 to Mar 19	0.40	0.39	0.47	0.31

During 20/21 the **number of young people sent to custody have been significantly reduced**. After each custodial sentence or 'near-miss' we hold a Custody Debrief Panel to ensure the quality of assessment and reports, identify any trends and ensure we have done everything possible to get the right outcome. One of the primary reasons for this panel is to reduce the over representation of BAME young people in custody and ensure we are responding appropriately to diversity. We have found the improved quality of Pre-Sentence Reports corresponds to the increased use of high tariff community orders, as alternatives to custody.

ACCOMMODATION SUITABILITY Local Data

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

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
2018/19	6	5	6	100%
Qtr. 1 2019/20	2	1	2	100%
Qtr. 2 2019/20	0	0	0	n/a
Qtr. 3 2019/20	0	0	0	n/a
Qtr. 4 2019/20	1	1	1	100%
Qtr. 1 2020/21	2	0	2	100%
Qtr. 2 2020/21	1	0	1	100%
Qtr. 3 2020/21	1	1	1	100%
Qtr. 4 2020/21	0	0	0	n/a

The number of young people accessing suitable accommodation is still excellent, however within the last year we have added a more qualitative measure to assess ‘appropriate’ accommodation. This focuses on the likelihood that the accommodation will support effective rehabilitation. Viewed in this way there is **still much to be done to enable the best chance for our young people to succeed in resettlement**. The board have agreed that in 21/22 this measure will be reviewed, and a more preventative focus introduced.

EDUCATION TRAINING AND EMPLOYMENT Local Data

The ETE measure looks at how many young people are in suitable education or training by the end of their intervention with the YJS. Information is collated from the case management system using a combination of YJS and Careers Guidance information and is calculated on a cumulative 12-month basis.

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
2019/20	178	149	84%	7%age points
Apr - Jun 2019	42	34	81%	4%age points
Apr - Sept 2019	73	59	81%	4%age points
Apr - Dec 2019	92	72	78%	1%age point
Apr - Mar 2020	99	85	85%	8%age points
Apr - Jun 2020	111	92	82%	5%age points
Apr - Sept 2020	124	97	78%	1%age point
Apr - Dec 2020	152	119	78%	1%age point
Apr - March 2021	172	137	80%	2%age point

CHILDREN LOOKED AFTER (CLA) Local Data

The following local data is used to monitor CLA and non- CLA offender ratios over the last 12 months. A count of children being worked with from outside the Oldham area is also shown.

The measure has been refined for 2019/20 to measure young people receiving an out of court disposal or substantive outcome in court.

March 20 to March 2021 Offender Cohort	Total cohort	Nos of young people who were CLA	Percentage of cases who were CLA	Rate per 100 of 10-17 general population working with YJS	Rate per 100, 10-17 CLA population working with YJS
YP with a substantive court outcome	76	15	19.74%	0.43	8.46
YP with an out of court disposal	194	19	9.79%	1.09	10.71
Total young people (Oldham CLA only)	270	34	12.59%	1.52	19.17
Young people worked with from out of the area	5	2	40.00%		
Total young people (including out of area cases)	275	36	13.09%		

Likelihood of Childen Looked After receiving a substantive outcome compared with non CLA 10-17 population	
Jul 18 to Jun 19	16.55%
Oct 18 to Sep 19	12.25%
Jan 19 to Dec 19	9.67%
April 19 to March 20	7.01%
Jul 19 to Jun 20	7.03%
September 19 to Sept 20	10.40%
March 20 to March 21	12.59%

The likelihood of CLA being involved with YJS and receiving a substantive outcome has increased within 20/21. Whilst there is an increase, it is reassuring to know that the increase is in those children getting out of court disposals. We have seen a small decrease in actual children gaining a substantive court outcome. **The unnecessary criminalisation of children looked after is a large focus of our plans for 2021-22** and we will be looking towards the wider partnership to make this work a success.

DIVERSITY Local Data

Ethnic disproportionality measures the overall ethnicity of the local 10-17 population against the ethnicity of young people in post court, pre-court and total YJS cohort over a 12-month period. Numbers are based upon a distinct count of offenders (i.e.: a repeat offender will only be counted once) cross referenced against the most recent ONS population estimates.

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 March 2020 to March 2021									
White/White other	37	54%	131	68%	4	50%	172	64%	58%
Asian or Asian British	12	18%	34	18%	2	25%	48	18%	32%
Mixed Parentage	9	13%	15	8%	0	0%	24	9%	1%
Black or Black British	4	6%	5	3%	1	13%	10	4%	6%
Chinese or other ethnic group	6	9%	9	5%	1	13%	16	6%	3%
Total	68		194		8		270		100%

Red - over represented by more than 2%, Green -less than 2% variation, Amber - under represented by more than 2. *Oldham population based on ONS population figures 2019.

2020-2021 has seen some notable shifts within the diversity data. Children from white backgrounds are now overrepresented overall, with issues at pre court level. Asian and Asian British are underrepresented across all cohorts but mixed heritage also overrepresented at post and pre court levels. The numbers in custody are extremely low and so slight changes have significant statistical impact, this is clear for black/British young people where one young person has resulted in a 'red' report for representation.

It is welcome that the Asian/Asian British population are now underrepresented across all cohorts. The service has worked hard over recent period to improve the assessment of diversity, developing plans that take identity and cultural factors into account. This has been a particular issue for us in recent years and this is the first quarter showing positive signs across the groups. Our analysis in the last quarter on the risk assessment for young people from BAME backgrounds identified a specific practice issue which is now being more actively monitored.

YOUTH JUSTICE SERVICE BUDGET 2021/22

Agency	Staffing costs (£)	Payments in kind (staffing allocation)	Other delegated funds (£)	Total (£)
Local authority*			511,479	511,479
Police Service		2.0 FTE		
National Probation Service		1.1 FTE	5,000	5,000
Health Service		0.2 FTE		
Greater Manchester Combined Authority**			45,000	45,000
Welsh Government				
YJB Youth Justice Grant (YRO Unpaid Work Order is included in this grant)			501,052	501,052
Other***			102,875	102,875
Added Value****			101,000	101,000
Total				126, 6406

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

** Any money from GMCA that has been routed through a local crime reduction partnership should be included here.

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

****This includes funds brought in through Positive steps status as a charity and used to support improving the youth justice offer. In 2021 that includes funding for leading the resettlement consortium across Greater Manchester and a project to improve the lives of young women at risk of exploitation, Getting Out for Good

RESOURCING AND VALUE FOR MONEY (ALSO SEE APPENDIX 1)

The complexities of YJS funding streams, which identify resources for specific groups of clients, have both enabled us to target resources towards clients with the greatest need, but also allowed us some flexibility with individual specialisms to enable a wider group of young people to benefit from enhanced provision. Oldham YJS, being part of an integrated services delivery model, benefits from increased value for money from many of the co-located service areas. We also benefit from our charitable status and this year have attracted additional funding relating to youth violence, arts therapy, mentoring and support for young women from a variety of funding applications. Young people have also benefitted from our partnership with the private sector through the UPS scheme to gain laptops and other vital resources, particularly essential during COVID 19.

Positive Steps also supports a social enterprise project 'Positive Cycles'. The programme works to recycle bikes for those that are unemployed as well as completing repairs and hiring bikes to the local community. The centre is also a local community hub and hosts many health and wellbeing activities across the generations, making it an ideal place for young people to learn skills and broaden horizons. Young people within our service take part in the programme as part of repairing harm to the community whilst gaining key skills and qualification.

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


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

The organisation provides a unique service delivery model, based on the integration of statutory and voluntary support services for young people. The delivery model allows young people to seamlessly access a range of services through a one stop shop approach and creates considerable efficiencies as a result.

Service priorities for 2021/22

- a) Further reduction in first time entrants, with a specific focus on diversity
- b) Focus on outcomes for children looked after through continued local monitoring, improving staff expertise, and building partnership with children’s social care teams
- c) Reduction in re-offending
- d) Testing models of integrated working with Complex Safeguarding Hub
- e) Build effective health pathways and interventions for young people in the criminal justice system
- f) Improved family-based offer across the service
- g) Developing effective approaches to support improvements in disproportionality
- h) Resettlement and Positive Progression

Chair of Management Board and Head of Service signatures

Name	Role	Date	Signature
Gerard Jones	Director of Children’s Services		
Paul Axon	Head of Youth Justice Service		

**Oldham Youth Justice Service –
Developing Good Practice Grant Costed Plan – 2021/22**

Activity	Outcome Supported	Developing Good Practice	Costs
Strategic Development	Reduction in FTE Reduction in Re-Offending Reduction in Custody Effective Public Protection Effective Safeguarding	Greater Manchester Combined Authority/Justice devolution Greater Manchester Youth Justice Service Managers Manchester Metropolitan University Strategic Partnership Unpaid Work Quality Assurance outcomes from: YJB Self-Assessment 2020 HMIP thematic inspections GM peer review Oldham Children’s Safeguarding Partnership and sub-groups Community Safety and Cohesion Partnership GM Resettlement Lead GM Youth Violence lead Volunteer Coordination Strategy Development of Restorative Justice approach Attendance at relevant conferences Leading and co-ordinating strategic response to COVID 19	£70,707
Management time	As above	Supervision and support Annual Appraisal Representation at relevant GM forums: resettlement, court, operational managers, AIM, Asset plus development Panel development, training, and support Oversight of GMYJUP Volunteer coordination and supervision Development and delivery of internal training programme Service response to GM developments Recruitment and training staff and volunteers Induction development and delivery Management support to students	£62,263

Activity	Outcome Supported	Developing Good Practice	Costs
		Supporting development of complex and contextual safeguarding approach Support for transition support programme	
Practitioner time	As above	Self-Assessment implementation Restorative justice development and delivery Trauma checklist delivery Continued development of wrap-around court services Implementing court changes Continuous development of resettlement support	£351,777
Information Officer	As above	Monitoring system performance and providing reports Working with YJS Managers to understand the MI to improve practice Submission of statutory returns Guidance on data protection issues FOI requests	£14,000
Training	As above	All staff 3 days training per year LGBTQ equality training Trauma informed practice training Mental health training Development of Black Lives Matter staff consultation led response Continued development of Contextual Safeguarding implementation and learning Management training Continued attendance at relevant OSCP training On-going Safeguarding training Resettlement training	£2,000

Activity	Outcome Supported	Developing Good Practice	Costs
Resources	As above	HR Support Subscriptions and publications	£305
Total			£501,052