



POSITIVE STEPS

SUPPORT | CHALLENGE | CHANGE

YOUTH JUSTICE PLAN

2022/23

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Introduction, Vision and Strategy

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

The primary functions of the service are:

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

Our guiding principles are to offer a service that is:

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

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

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

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

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

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

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

Local Context

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

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

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

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

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

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

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

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

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

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

Governance, Leadership and Partnership Arrangements

Positive Steps is governed through a Board of Trustees comprised of elected members and community representatives. The YJS is overseen by a Youth Justice Management Board which reports to both the Children's Trust and the Community Safety and Cohesion Partnership, in compliance with statutory requirements. Quarterly meetings are held to hold the service to account and performance monitoring is well embedded within these meetings. Performance monitoring includes ensuring that terms and conditions set out in the YJB grant are maintained. The board is active and represents statutory partners but also the wider partnership essential to overcome barriers to multi agency working.

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

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

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

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

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

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

Resources and Services

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

In this section you are required to include details of:

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

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

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

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

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

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

Progress on Previous Plan

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

Prevention and Diversion from Youth Crime, including Youth Violence

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

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

Reducing Reoffending

What will we achieve?

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

2022/23 Update

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

How will success be measured?

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

2022/23 Update

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

How will success be measured?

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

2022/23 Update

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

Performance and Priorities

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

REOFFENDING RATES

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

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

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

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

FIRST TIME ENTRANTS (FTEs) - National Data

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

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

CUSTODY - National Data

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

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

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

ACCOMMODATION SUITABILITY - Local Data

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

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

EDUCATION TRAINING AND EMPLOYMENT - Local Data

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

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

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

CHILDREN LOOKED AFTER (CLA) - Local Data

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

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

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

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

DIVERSITY Local Data

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

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

Prevention & Diversion

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

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

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

Serious Violence and Exploitation

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

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

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

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

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

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

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Constructive Resettlement and The use of custody (including remands)

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

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

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

Restorative Justice and Victims

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

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

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

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

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

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

National Standards

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

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

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

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

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

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

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

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

Challenges, Risks and Issues

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

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

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

Service Improvement Plan

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

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

Progress in 2021/22 includes:

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

Key priority areas for 2022/23:

Health

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

Disproportionality

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

Resettlement

- Implementing the recommendations of the MoJ national remand review

Sector Led Improvements

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

Service Development and Quality

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

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

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

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

Evidence-based Practice and Innovation

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

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

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

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

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

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

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

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

Looking Forward

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

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

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

Health

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

Disproportionality

- Work across Oldham to reduce the unnecessary criminalisation of children looked after. Set up a partnership with key stakeholders and look at replicating the National and Northumberland protocols for Oldham.
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- Completion of the 'peer review', accessing sector support from the youth justice board. This will focus on prevention and diversion and management oversight/quality systems.
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Service Development and Quality

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

Sign Off, Submission and Approval

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

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

To submit your youth justice plan you should e-mail CBU@yjb.gov.uk and copy in your YJB regional lead.

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


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

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

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

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

Sign Off, Submission and Approval

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

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

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

Common Youth Justice Terms - Please add any locally used terminology

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

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

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