



POSITIVE STEPS

SUPPORT | CHALLENGE | CHANGE

YOUTH JUSTICE PLAN

2023/24

Oldham Youth Justice Service Plan 2023-2024

Head of Service

Clare Griffiths

Chair of Youth Justice
Management Board

Gerard Jones, Director of
Children's Services

Contents

1. Introduction, vision and strategy
 2. Child First
 3. Voice of the child
 4. Governance, leadership and partnership arrangements
 5. Board development
 6. Progress on previous plan
 7. Resources and services
 8. Performance
 9. National key performance indicators
 10. Priorities
 11. Children from groups which are over- represented
 12. Prevention
 13. Diversion
 14. Education
 15. Restorative approaches and victims
 16. Serious violence and exploitation
 17. Detention in police custody
 18. Remands
 19. Use of custody
 20. Constructive resettlement
 21. Standards for children in the justice system
 22. Workforce development
 23. Evidenced based practice, innovation and evaluation
 24. Evaluation
 25. Service development plan
 26. Challenges, risks and issues
 27. Sign off, submission and approval
- Appendix 1: Youth Justice Management Board Membership
- Appendix 2: Staffing Structure
- Appendix 3: Budget Costs and Contributions
- Appendix 4: Service Development Plan

1. Introduction, vision and strategy

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

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

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

children While additionally:

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

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

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

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

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

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

- Achieving outstanding outcomes in inspection programmes

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

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

2. Child First

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

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

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

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

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

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

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

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

3. Voice of the child

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

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

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

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

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

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

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

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

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

4. Governance, leadership and partnership arrangements

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

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

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

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

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

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

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

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

5. Board development

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

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

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

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

In addition to this we will:

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

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

6. Progress on previous plan

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

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

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

7. Resources and services

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

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

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

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

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

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

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

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

8. Performance

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

9. National key performance indicators

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

Reoffending rates

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

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

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

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

First time entrants

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

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

Use of custody

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

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

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

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

Accommodation

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

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

Education, training and employment

Percentage of Young People engaged with the Youth Justice Service who are in suitable education, employment or training.	Number of YP with Interventions ending	Number in ETE	Outcome	Improvement on 77% target in percentage points
2022/23	168	162	96%	19%age points
Apr - Jun 2022	49	43	88%	11%age points
July - Sep 2022	25	22	88%	11%age points
Oct -Dec 2022	40	39	97%	20%age points

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

Children Looked After

Likelihood of Childen Looked After receiving a substantive outcome compared with non CLA 10-17 population	
Jul 20 to Jun 21	10.49%
October 20 to Sept 21	12.71%
Jan 21 to Dec 21	15.38%
April 21 to March 22	16.03%
Jul 21 to Jun 22	21.93%
Oct 21 to Sept 22	21.70%
Jan 22 to Dec 22	20.91%

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

Diversity

Ethnicity	Post court		Pre court		Custody		Total YJS caseload		*Oldham 10-17 Population
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Percentage
Young people worked with during Jan 22 to Dec 22									
White/White other	24	45%	43	75%	0	0%	67	61%	58%
Asian or Asian British	15	28%	9	16%	4	67%	24	22%	32%
Mixed Parentage	4	8%	3	5%	0	0%	7	6%	1%
Black or Black British	4	8%	2	4%	1	17%	6	5%	6%
Chinese or other ethnic group	6	11%	0	0%	1	17%	6	5%	3%
Total	53		57		6		110		100%

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

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

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

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

10. Priorities

10.1 Children from groups which are over-represented

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

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

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

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

10.2 Prevention

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

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

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

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

10.3 Diversion

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

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

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

10.4 Education

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

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

10.5 Restorative approaches and victims

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

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

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

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

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

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

10.6 Serious violence and exploitation

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

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

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

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

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

10.7 Detention in police custody

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

10.8 Remands

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

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

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

10.9 Use of custody

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

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

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

10.9.1 Constructive resettlement

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

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

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

11 Standards for children in the justice system

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

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

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

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

12 Workforce development

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

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

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

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

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

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

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

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

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

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

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

13 Evidence-based practice, innovation and evaluation

GRIP

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

[GRIP Report](#)

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

Skill Mill

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

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

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

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

Mind Partnership

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

Dignify

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

14 Service development plan

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

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

This can be found in Appendix 4.

15 Challenges, risks and issues


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

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

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

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

16 Sign off, submission and approval

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

Appendix 1: Youth Justice Management Board Membership

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

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

Appendix 2: Staffing

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

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

Appendix 3: Budget Costs and Contributions

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

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

Appendix 4: Service Development Plan

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

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

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