

Appendix 4: Service Development Plan

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

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

				<p>time the new KPIs will be presented here.</p> <p>December 2023</p> <p>New Key performance indicators requested by the Youth Justice Board have now been incorporated into the database and the first reporting of these will be in January.</p> <p>This information can now be used moving forwards to inform decision making.</p>
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<p>Resolve lack of seconded CAMHS Practitioner in YJS</p>	<p>Clare Griffiths and Mike Baker</p>	<p>August 2023</p>	<p>Children will have access to mental health support to promote desistence</p>	<p>September 2023</p> <p>A meeting took place in August between Clare Griffiths, Lisa Slater and Gary Flanagan. Documentation has been shared with Gary as supporting evidence to prepare a paper which will be presented to the Integrated Care Board. He agreed to feedback but please follow up if we do not hear anything by the end of September.</p> <p>December 2023</p> <p>Several emails have been exchanged between Louise Paterson and Garry Flanagan to resolve this issue. Garry is now aware that Oldham is the only Youth Justice Service in Greater Manchester without a CAMHS worker and will be escalating this situation.</p> <p>A meeting is going to be held with Lisa Slater to</p>
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				<p>explore what options are available in the meantime.</p> <p>Sadly the Community Safety Partnership have been clear that they will not be funding the TOG mind service in the future as they do not feel their funding should be being used to plug gaps left by statutory services (this is an across the board decision and will also impact on other services).</p>
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Resolve concerns regarding short time funding commitment for seconded health roles	Clare Griffiths and Mike Baker	August 2023	Children will have access to speech and language support to promote desistence	<p>September 2023</p> <p>Funding for the SALT post has been agreed for another 12 months. There is no disinvestment from the Greater Manchester pot (which provides the majority of the financial envelope) but the LA and ICB have only agreed the £10K on an annual basis.</p> <p>December 2023</p>
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				<p>This continues to be on the agenda and further discussions will need to take place – however the Speech and Language Therapist Services within the Youth Justice Cohort is now well established in Greater Manchester and there is a report on the effectiveness presented to the December Youth Justice Management Board.</p>
<p>Develop and embed YJS Disproportionality Strategy</p>	<p>Claire Hudson</p>	<p>September 2023</p>	<p>Children from black and minority ethnic groups will not have an unfair experience of the criminal justice system</p>	<p>September 2023</p> <p>This work needs to be progressed.</p> <p>December 2023</p> <p>This is being explored as part of an updating of policies and procedures.</p> <p>This strategy will need to include exploring wider disproportionality issues including looked after children, sexuality, disabilities and unassessed needs.</p>

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

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

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

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