

Oldham Youth Justice Service Plan
2026 – 2027

Head of Service – Clare Griffiths

Chair of Youth Justice Partnership Management Board – Julie Daniels, Executive Director Children and Young People
Oldham Council

1. Introduction, vision and strategy

Oldham is one of ten boroughs in Greater Manchester. It is a complex and challenging area to deliver youth justice, with, according to 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 figure continues to rise. While a youthful population undoubtedly has many advantages, the impact on services, education and employment cannot be ignored. Adding to this, while the borough has pockets of prosperity, the English Indices of Deprivation shows levels in Oldham are ranked amongst the highest in the country- 19 out of 317 Local Authorities. Further analysis evidences that several wards are placed within the bottom 1% nationally in terms of income deprivation amongst children.

The ethnic composition of Oldham is more diverse than both Greater Manchester and England as a whole. In 2021, Oldham's largest population was White (68.1%) with the largest ethnic minorities being Pakistani (13.5%) and Bangladeshi (9%). A significant increase in non- white residents was observed (31.9% compared to 22.5% in 2011). This diversity is a strength to be valued, celebrated and promoted, although discrimination and disadvantages continue to be an experience of some.

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 by the local authority and delivered by a charitable trust, Positive Steps. Positive Steps delivers a range of services, including Education Advice and Guidance; Early Intervention and Prevention (Early Help); Oldham Young Carers; National Probation Service Welfare Hub; Missing from Home Return Interview Service; and Positive Futures Alternative Provision. As such, children, families and adults can access an integrated, holistic and non- stigmatizing offer, delivered from our modern 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.

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

- Reducing the number of first-time entrants (FTE) into the criminal justice system
- Reducing re-offending by children subject to statutory court orders or out of court resolutions (OOCR)
- 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 Service Plan is not an isolated initiative, but part of the broader Oldham Children, Young People and Families Plan with a shared vision:

“Oldham: A community where children, young people and families thrive”

2. Governance, leadership and partnership arrangements

Positive Steps is governed through a Board of Trustees which is comprised of elected members and community representatives. In 2025, the board introduced mandatory reporting on delivery, performance and risk for each service area, to highlight impact and allow for challenge at an organizational level.

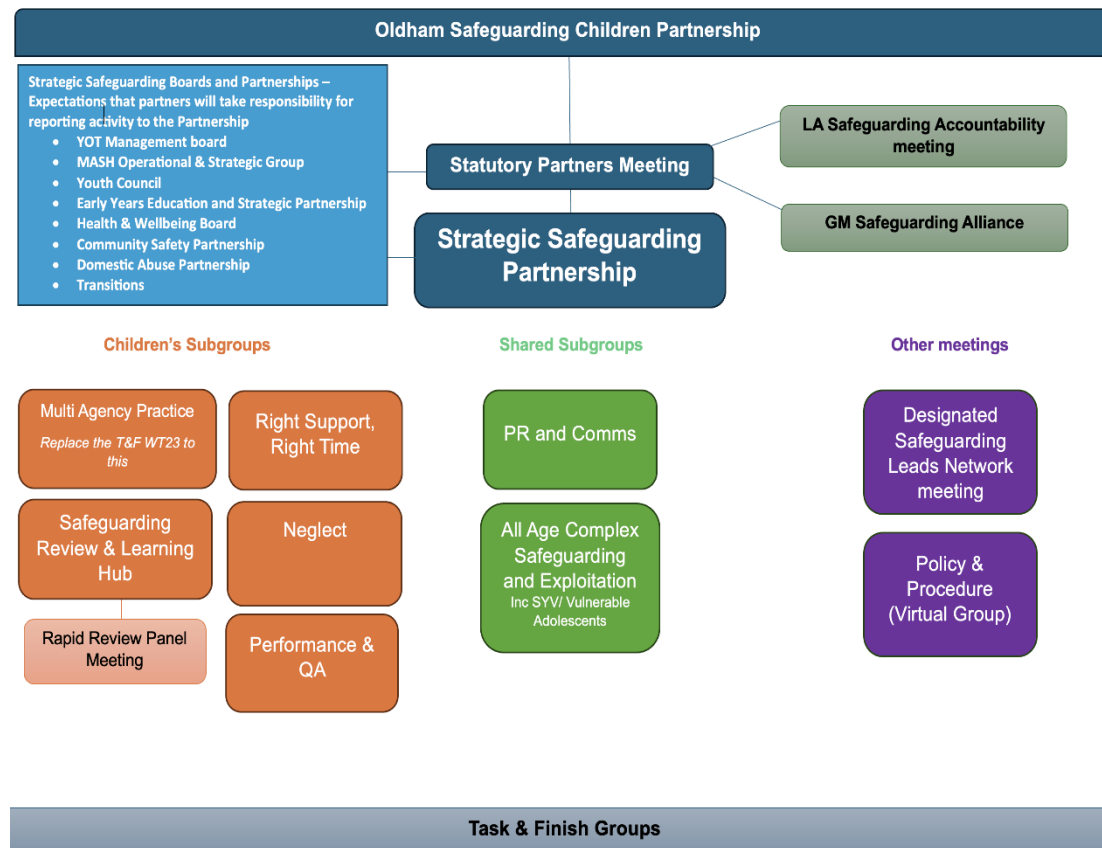
In its own right, Oldham YJS meets statutory requirements and maintains oversight from the local authority through the Youth Justice Partnership Management Board, chaired by the Executive Director, Children and Young People, who reports to the Chief Executive of Oldham Council.

Working with the Executive Director, Children and Young People is the Head of Service for Youth Justice and Missing from home, who reports to the Chief Executive of Positive Steps. Alongside this, they are also the Designated Safeguarding Lead for Positive Steps.

As a multi- agency team, Oldham YJS has in place specialists through partnership arrangements to provide support to children working with the service. This includes a seconded Police Officer (1 FTE); CAMHS Practitioner (0.7 FTE); Speech and Language Therapist (0.7 FTE) and School Nurse (0.7 FTE). In 2026, Oldham YJS and Tameside, Oldham, Glossop and Stockport Mind are entering into the fourth year of a partnership project in which an Emotional Wellbeing Coach is seconded into the service. The staffing structure of the workforce available to deliver youth justice can be found in Appendix 1. Ethnicity sex and known disability of the workforce is contained within Appendix 2.

In recognition that to affect change, collaboration, grounded in positive relationships, is key, the Youth Justice Partnership Management Board has all statutory partners represented from Oldham Council; Greater Manchester Police; health; education; and Probation; alongside local agencies and the voluntary, community and faith sector. Quarterly meetings ensure that the Board is pro-active in taking responsibility for all aspects of youth justice, leading strategically, and providing oversight, to ensure a high-quality service is provided to all children. The full structure of the Youth Justice Partnership Management Board can be found in Appendix 3.

The Oldham Youth Justice Partnership Management Board is part of the Oldham Safeguarding Children's Partnership who oversee the effectiveness of multi- agency arrangements with the shared aims of safeguarding and promoting the welfare of children.



There is a strong tradition of partnership working in Oldham and as such, Oldham Youth Justice Service is engaged with the relevant boards and strategic subgroups including; Corporate Parenting Partnership; Children’s Assurance Board; Oldham Reducing Re- Offending Board (Co- Chair); Oldham Performance Subgroup; Oldham Review and Learning Hub; Neglect Subgroup; Complex and Contextual Safeguarding Subgroup.

3. Update on the previous year

3.1 Progress on priorities in the previous plan

Oldham YJS and partners have worked tirelessly over the past 12 months to progress with the actions agreed in the Oldham Youth Justice Plan 2025– 2026. A summary of this can be found within the table below.

Priority Area	Progress
Health: Children working with youth justice will have access to a fully comprehensive health offer as a foundation for achieving positive change Measure: There will be a seconded school nurse in place to offer health assessments, inform assessments, planning and reports, and provide interventions for children	Oldham YJS now have a full health team made up of a Speech and Language Therapist, CAMHS Practitioner and School Nurse, who work alongside our Mind Emotional Wellbeing Coach and Substance Use Advocacy Worker. Each child referred into Oldham YJS is seen by the School Nurse within 10 days who completes an assessment. Following this and information sharing with the Case Manager, the child is then discussed at the bi- weekly Health Panel, to determine the plan of work that will be delivered to meet their needs in this area. This will include who is going to work with the child, what the work will entail and how long this piece of work is likely to take. The health needs of a child are re- assessed when there is a request for a Pre- Sentence Report or when there is a change in the child’s circumstances.
Transitions:	In 2025, YJPMB agreed that in absence of a seconded Probation Officer, finance would be provided to YJS to recruit a Case Manager to

Children will have a positive transition from youth to adult services that is aligned to Child First principles and effectively manages risk and safety and wellbeing Measure: There will be arrangements in place with Probation to assess, plan and manage children transitioning to adult services	lead on transitions to Probation. This would be reviewed on an annual basis due to national capacity issues within NPS. This arrangement is going to continue into 2026- 2027. In light of this, the Oldham Transitions Policy was reviewed to ensure all children who will transfer to Probation are identified at the earliest opportunity, information is shared and warm handovers are provided to promote relationships and engagement.
First Time Entrants: Children will be supported at the earliest opportunity to prevent entering, or further contact with the Youth Justice System Measure: The number of first- time entrants into the criminal justice system will reduce	Over the past 12 months, the number of first-time entrants into the criminal justice system has decreased each quarter. There is now consistent use of Outcome 22 and Deferred Caution across the service so that children receive early support outside of the formal criminal justice system. In 2025, Oldham YJS, alongside colleagues in Greater Manchester are working with the Youth Endowment Fund to further progress this area of work through the Whole Area Model- Diversion which will seek to improve practice and ensure consistency across the region. This will continue into 2026- 2027.
Victims:	Previous issues relating to consent to contact victims were resolved with a new process in place which involves the YJS Police Officer

Victims of crimes committed by children and communities will feel safe and protected Victims of crimes committed by children will be supported with any identified needs, aligned with their protected characteristics Measure: The number of referrals into the service for Out of Court Disposals or Court Orders with consent to contact victims will increase There will be an increase in Restorative Justice interventions delivered within the service	following this up when not obtained. The number of victims working with the service has increased significantly over the past year. A communication document has been produced by YJS and shared with GMP regarding the “Oldham YJS Victim Offer) which has been shared with the force to increase the understanding of the service. The YJS Team received training via Remedi, specialists in Restorative Justice, as well as in house training from Operational Managers to improve the interventions being delivered to victims in terms of restorative justice, safety planning and support.
Serious Youth Violence: Children, victims and communities will feel safe and protected Children will receive the relevant support to prevent involvement, or further involvement, in serious youth violence Measure:	Serious Youth Violence is now a priority of the Oldham Safeguarding Children’s Partnership as such there is a Serious Youth Violence Action Plan. However, the rates in Oldham continue to be statistically above average and there was an increase in Serious Incident Notifications from 2 in 2024 to 7 in 2025 and 2 to date in 2026. This work will continue into 2026- 2027.

There will be a reduction in Serious Incident Incidents submitted to the Youth Justice Board There will be a reduction in the rates of Serious Youth Violence within the service	
Data and Quality Assurance: Improvements to service delivery will be responsive and based on quantitative and qualitative data to ensure that the partnership offer is aligned to observations and trends in data Measure: The Youth Justice Partnership Management Board, partner and staff will report a better understanding of the work of the youth justice service There will be a more comprehensive "Impact Report" in place each quarter for delivery to the Youth Justice Partnership Management Board	There has been a significant improvement to the data and quality assurance activity over the past year. The new "impact Report" was launched in September 2025 which improved the quantitative and qualitative data available to the YJPMB and partners. Board members are encouraged to share this within their own service areas. The YJS Quality Assurance Framework has been implemented consistently which sees 9 full Quality Assurance Audits completed each quarter, with findings being shared with the Case Manager and Manager and developments to be overseen through supervision. Each quarter, the YJPMB receives a Quality Assurance Report with a summary of findings and action plan as part of the Impact Report. In Autumn 2025, the service commissioned external quality assurance activity through Child First Consultancy. The outcome of this

	was that YJS would be in a strong position to receive a “good” inspection outcome based on the cases observed. From this actions were progressed by the management team to strengthen practice in relation to safety planning and victims, with funding being sought to strengthen case formulation and risk assessment using the 5Ps Model.
Child First: Children will receive a response from all services which is in line with the principles of child first to achieve positive change, manage risk and increase safety and wellbeing Measure: Partners will report an improved understanding of Child First. Through partnership quality assurance work, evidence of Child First will be available throughout multi- agency working There will be no children remanded to custody due to placement sufficiency issues	There is a definite improvement in the understanding and implementation of Child First Principles across the partnership having delivered briefings to GMP and Children’s Social Care, with good examples of partnership working where children are appearing in court to ensure the correct outcome is reached. While the number of children remanded has risen, there have been no children remanded simply for the reason that there has not been a placement available.

Policing: Children will receive a response from police in line with Child Centered Policing to achieve positive change, manage risk and increase safety and wellbeing Measure: There will be a reduction in the number of children remanded to court and kept in the police station There will be improved reporting on children released under investigation, children on bail and children who are stopped and searched	A monthly meeting is scheduled between the Head of Service for YJS and MASH/ EDT to review children held in police custody overnight. There have been no instances whereby staff in Oldham EDT dealing with this have not followed the procedure for securing a PACE Bed but issues arise in terms of placement availability or time of charge. This will continue to be addressed into 2026 – 2027. A review of children released under investigation was presented to Senior Leaders in Police by a YJS Operational Manager which highlighted the impact of lengthy investigation times on children and the support they receive. In 2026- 2027, children who are stopped searched will be included in the Oldham Prevention Panel referrals to ensure these have oversight and offered to work with the relevant professionals at the earliest opportunity.
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3.2 Performance over the previous year

Oldham YJS, despite the challenging demographics highlighted earlier in this plan, continues to perform exceptionally well in all of the areas to be discussed in more detail below. This is in no small part due to the stable and dedicated workforce, who build positive relationships with children and families, using out Child First, trauma informed approach, which is supported by a strong multi-agency partnership.

Our performance data has progressed us into Quadrant 1 of the Youth Justice Oversight Framework since this was implemented.

Reducing the number of First Time Entrants (FTE) into the criminal justice system

FTE PNC rate per 100,000 of 10-17 population	Oldham	North West	Greater Manchester	YOT family group	England
Jan 25 - Dec 25	131	159	162	199	152
Oct 24 - Sep 25	162	161	175	199	154
Jul 24 - Jun 25	185	165	187	201	153
Apr 24 - Mar 25	202	165	192	187	157

Over the past year, the service saw a decrease in each quarter in the number of first- time entrants into the criminal justice system. In the final quarter, the figure sat well below that of all comparative groups.

There is a real focus on ensuring that, where appropriate, at the Joint Decision-Making Panel, children are afforded the opportunity to engage with an Outcome 22 or Deferred Caution to receive support without use of a formal disposal. This has been led strategically across Greater Manchester through the Police and Greater Manchester Youth Justice Senior Leadership Group, review of local policy and procedure and staff training.

Oldham has a robust prevention offer, using a combination of self and partnership referrals into the service, alongside the Greater Manchester Police (GMP), “PIED” (prevention, intervention, education and diversion) identification tool. In line with GDPR, details of all children linked to a crime in the borough are shared on a weekly basis. All children are then discussed at the bi- weekly Oldham Prevention Panel where agencies come together and agree who is best placed to support the child in the space of early intervention. Where it is agreed children will work with Oldham YJS, this is done via Turnaround or Prevention Intervention.

Reducing re- offending by children subject to Court Orders or Out of Court Resolutions

Reoffending - binary rate	Oldham	North West	Greater Manchester	YJS family	England
Binary Rate - Jan 24 to Mar 24	26.70%	29.80%	22.70%	25.30%	31.60%
Binary Rate - Oct 23 to Dec 23	20.00%	32.30%	25.70%	30.40%	32.00%
Binary Rate - Jul 23 to Sep 23	7.70%	33.60%	25.60%	24.60%	31.40%
Binary Rate - Apr 23 to Jun 23	12.5%	30.4%	25.8%	26.6%	31.7%

The number of children who have worked with Oldham YJS and gone onto commit further offences is consistently low. It is only in the final quarter that the figure was slightly higher than the Greater Manchester and YJS family average. However, it is worth noting that given the small number of children counted within this cohort, one child can increase the percentage point significantly. In 2025, the service introduced a “live re- offending tracker” to allow the Youth Justice Partnership Management Board more of an insight into this.

This low rate can be attributed to by the Child First approach taken to assessment, planning, delivery and managing risk, ensuring that the function of protecting the child, victims and public is not lost. Interventions are strengths based and build on the interests of the child, allowing for the development of a pro- social identity and raising their aspirations. Working holistically with parents and carers is crucial and we involve them at each stage, maintaining contact throughout and ensuring that their own support needs are considered. The professional team around the child is also key with attendance and engagement at multi- agency meetings being evident and the work of others is clear within plans.

Reducing the use of custody for children

Custody Rate per 1,000 of 10-17 population	Oldham	North West	YJS family	England
Jan 25 - Dec 25	0.10	0.09	0.14	0.09
Oct 24 - Sep 25	0.13	0.11	0.14	0.10
Jul 24 - Jun 25	0.14	0.14	0.14	0.10
Apr 24 - Mar 25	0.07	0.13	0.14	0.10

The use of custody in Oldham remains low with staff and partners ensuring that stringent community options are presented to the court on all occasions and that custodial sentences of this nature are only used where there are serious and imminent public protection concerns.

All Pre Sentence Reports go through a robust management oversight process to maintain high standards of work, to provide challenge and allow for professional development, and to make sure that reports are balanced, unbiased and appropriate language has been used.

All reports also now highlight the overrepresentation of specific groups, including children looked after and children from black and minority ethnic backgrounds so that the courts are aware of these statistics when coming to any decision that they make.

3.3 Risks and issues

While Oldham Youth Justice Service is highly regarded across the Oldham partnership, within Greater Manchester and by the Youth Justice Board, in terms of performance and innovative working, we must still acknowledge any potential challenges we face.

Serious Youth Violence

Data tells us that Oldham observes higher than average levels of serious youth violence and this has been raised to the partnership at the relevant boards to ensure transparency. This has been a priority area for Oldham Safeguarding Children's Partnership since 2025 following a thematic review in which three local children were victims of such. There is a partnership action plan which sits within the Complex and Contextual Safeguarding Subgroup which has just been reviewed by the Head of Service for Youth Justice and Assistant Director for Children's Social Care. The Serious Violence Action Plan includes, but is not limited to; the development and implementation of a "risk outside the home pathway"; strengthening the awareness of early indicators of violence across all professionals; strengthening the identification of children involved in youth violence; and strengthening the response to early indicators of violence within education settings.

Children Remanded in Custody

In 2025 – 2026, Greater Manchester were approaching the end of the Remand Pilot, funded by the Ministry of Justice, which sought to reduce the number of children subject to custodial remand. Across the region, most local authorities saw a decrease in the number of children remanded in custody. However, Oldham observed an increase. In 2025, the Oldham Bail and Remand Strategy was reviewed and this is now a partnership document with a shared understanding and approach to this area of work, and we are also confident that Bail Packages before the Court are of high quality. While it is possible that the number of children remanded in

custody can be attributed to by the number of violent offences, as a partnership we need to ensure that multi- agency plans for children within the community are robust and effective to prevent further escalation into the criminal justice system.

Children Looked After

Approximately 10% of the overall youth justice cohort are children looked after. However, this increases to 40% in the cohort of “re-offenders”, with two of these children having been in custody on more than once occasion (3 and 8). This year, through the YJS and Corporate Paenting Plan, overseen by the relevant boards, there will need to be a focus on how we can reduce this cycle for children in our care to improve the life chances away from the criminal justice system.

4. Plan for the forthcoming year

4.1 Child First

Child First principles permeate all aspects of service delivery in youth justice in Oldham and are becoming increasingly recognized across the partnership.

We prioritise the best interests of children through acknowledging their developmental needs, maturity and experiences in all aspects of our work, and seek to break down any structural barriers that may be in place such as access to services, education training and employment or housing. All staff have positive relationships with partners to be able to work together to do this and challenge where required. Staff have received training on Child First Assessment, Planning and Interventions to ensure that while working with the child in mind, risk is still accurately assessed and managed and the balance between these two often contradictory ways of working is sought.

We promote the child’s individual strengths and capacities to develop their prosocial identity. All staff use the acronym- AIR, activities, interactions and roles, when planning and delivering interventions. Over a number of years, the service has moved away from consequential interventions to ensure that a deficit model of work is not in place. We are immensely proud of the new opportunities and experiences we have been able to provide children to raise their aspirations through seeking additional funding to provide positive activities which includes children visiting places they previously not had the opportunity to see such as National

Trust and English Heritage sites. Within quality assurance work, the relationships that staff have with children and families is a key strength.

Children's active participation is encouraged and there is meaningful collaboration with children and their families. All children and their parents/ carers create their intervention plan alongside their Case Manager and contribute to the activities they carry out. They can also shape service delivery through "Your Opinions Matter". Children also take part in recruitment processes in which they devise their own questions for potential candidates are engaged in the decision making around who will be offered the role.

We promote a childhood removed from the justice system. In 2025, Oldham introduced PIED- Prevention, Intervention, Education and Diversion to identify children coming into contact with the Police on a weekly basis. These children are screened by partners and discussed at the well- established multi- agency Prevention Panel, alongside referrals from schools and other organizations, to agree who is best placed to offer early intervention. We are increasing the use of Outcome 22 and Deferred Caution/ Prosecution and have trained all staff in this, updating the Prevention and Diversion Policy in addition.

Children and families working with Oldham Youth Justice Service say:

"Workers make it easy as they can to just get me through the order without making my life even more difficult. It's much better than what I thought. I'm glad I stuck with it"

"Everything runs smooth and they help me when I need it and make my life easier"

"Thank you from the bottom of my heart for being such a refreshing supportive change to many of the professionals I've had trying to make me believe all of X's' problems are my doing. I'm so grateful for the pro action you have taken on this. Thank you so much"

"I really enjoyed our waffles (chats). You have been reliable so I have been able to open up and talk about things. Thank you for helping me to not get a court order"

"I have felt heard and supported. Thank you for all you have done for him and us".

“Just wanted to say thank you so much for your help in getting C referred for possible ADHD. A little over a year ago, you lead on referring him. Anyway, a year later we have a diagnosis of ADHD and the children’s team at CAAMHS are treating him and keeping him until he’s stabilised before he transfers to the adult team”

“Overall the support that has given to A has been brilliant. He has been shown compassion and empathy throughout. You have been patient and kind. A really took to his worker and he has worked very well him. I am very happy and would like to say thank you”

“Thank you to YJS for supporting K to obtain his CSC Card, gain employment and helping him with speech and language”.

4.2 Resources and services

This plan provides assurance throughout that the youth justice core grant will be used appropriately, as described in the Terms and Conditions of Grant.

Oldham Youth Justice Service is committed to ensuring value for money. The youth justice budget comprises of local authority funding and the Youth Justice Board grant which, in the main, supports the core staffing of the service. Staffing is further supplemented through the Ministry of Justice Turnaround Grant, the Greater Manchester Early Intervention and Prevention Grant and partnership secondments. The staffing structure has previously been highlighted and is contained within Appendix 1.

The commissioning arrangement between the local authority and Positive Steps is advantageous as it allows the Youth Justice Service to express an interest in and apply for funding streams that other services would not be able to. We will continue to explore opportunities for additional funding to enhance the offer for children and families. At the point of writing this plan the following have been confirmed or are in progress for 2026 – 2027 (all have been described in detail in other sections of this plan).

- Tameside, Oldham and Glossop Mind and Oldham Youth Justice Service- Emotional Wellbeing Coach, funded by Oldham Community Safety Partnership
- Family First Partnership Youth Violence Pilot, funded by the local authority
- 5 Ps Case Formulation- training and implementation support, funded by Oldham Community Safety Partnership

We use our grant, partner contributions and additional funding streams to achieve our vision and primary functions, while driving best practice and demonstrating excellent performance. Our performance will be improved in 2027 – 2027 by:

- Ensuring all children working with the service have a full and comprehensive health offer, including physical, mental and sexual health, through further development of the Oldham Health Panel, so that these needs are addressed to promote desistence.
- Continuing to reduce the number of first-time entrants into the criminal justice system through partnership training, continuation of the well- established Prevention Panel and promotion of the use of Outcome 22 and Deferred Caution/ Prosecution.
- Working with the Youth Justice Partnership Management Board to understand the increase in the number of children remanded in custody and implement an associated action plan across the partnership.
- Reducing instances of Serious Youth Violence through taking an active role within the Safeguarding Partnership and Community Safety Partnership, sharing expertise and completing the associated action plans which sit within these groups.
- Increasing the voice of the victim and improving their experience of working with youth justice, through ensuring processes are in place to gain consent to contact victims whereby crimes are committed by children, and that there is an escalation process in place when this does not occur. Quality Assurance work relating to this area will be included in the annual Quality Assurance Framework.

4.3 Board development

The Oldham Youth Justice Partnership Management Board has an established and experienced Chair with active members who promote the work of youth justice in their own service areas and provide challenge and scrutiny where required.

In 2025, a new quarterly Impact Report was implemented which not only demonstrates the required performance measures, but also provides a Quality Assurance report, a narrative story on “added value” for that period, feedback received on the staff and service from children, parents and carers and professionals, and case studies, to provide the board with a far more in depth understanding of the work that we do to achieve such positive performance figures.

Work has taken place to improve the board over the last few years and the board is now stable, with both new and long-standing members who are committed to their role. They actively take responsibility for all aspects of youth justice; lead strategically across relevant partners and ensure a high- quality service is provided to all children. In 2025, a new Youth Justice Board Induction Pack

was developed to improve this process and ensure that all involved have access to the relevant information they need to contribute to the successful oversight of youth justice.

In 2025, the Oldham Youth Justice Partnership Management Board introduced Multi- Agency Case Discussions, using the HMIP template, into the Oldham Youth Justice Quality Assurance Framework. Completed each quarter, a board member takes the lead for chairing a partnership case discussion and provides feedback on areas of strength regarding how professionals have worked together to achieve positive change.

Annually, Oldham Youth Justice Partnership Management Board holds a development day. In 2026, this will cover YJB Reforms, Inspection Readiness, Participation, Analysis of Children who Re- offend and a showcase of YJS work.

4.4 Workforce development

There is recognition that the most important asset to the service is the staff team and so a real focus is placed on professional development from the outset and internal promotion. This is evidenced through a number of staff having started their journey as volunteers or apprentices, as well as others who have held numerous roles making their way up to leadership and management positions. All staff receive an in- depth induction, not only to youth justice, but to Positive Steps and the partnership.

Each member of staff has an annual appraisal where targets are set for the year to promote their development and are in line with their lead areas of practice, some of which include; work in court; serious youth violence; complex safeguarding; harmful sexual behaviour; and disproportionality. This process is then supported by regular supervision both by their Operational Manager and peers, direct observations and informal discussions.

Training for the year is set based on a review by the management team of each appraisal. All permanent staff have completed the Youth Justice Effective Practice Certificate and all Case Managers are trained in AIM3. All staff have ongoing access to varied training from the Oldham Safeguarding Partnership and Youth Justice Legal Centre. In 2026, the service will be implementing the 5Ps Model of Case Formulation which is funded through the Community Safety Partnership and delivered by Tameside, Oldham and Glossop Mind who we have a long-standing working relationship with.

As part of the wider workforce development across the partnership, there is a comprehensive offer from youth justice which sees training being delivered to other services on; Youth Justice and Child First, Missing from Home and Contextual Safeguarding. This promotes the understanding of the role and of our service, our offer and ways of working. We have also worked collaboratively with other services in Greater Manchester to provide training to the judiciary around Child First and Speech and Language, with a full Magistrates Engagement Afternoon in June 2026.

Staff in youth justice are also provided with the opportunity to develop through secondments to other teams or services. We continue to have one Engagement Worker seconded to the Alternative Provision Specialist Taskforce at the Pupil Referral Unit where they are part of a multi-disciplinary team, working to reduce and prevent exclusions, increase integration back into mainstream, reduce offending and violence and increase emotional wellbeing. We have also seconded another Engagement Worker into a Senior Engagement Worker role in the Family First Partnership pilot to support early intervention in relation to serious youth violence in the south district of the borough.

Positive Steps understands the importance of a healthy workforce and as such, all employees and their families have access to the TELUS Health and Wellbeing Platform. TELUS has a wide range of online wellbeing resources, as well as telephone and online support available 24/7 with professional advisors who are able to provide advice, work- life support and onward referrals. Immediate and short-term counselling is also available as well as in person counselling.

All staff have access to Reflective Supervision provided by our seconded CAMHS Practitioner and Speech and Language with the primary purpose of enhancing both the wellbeing and professional development of the team, ultimately leading to better outcomes for the children and families we work with.

4.5 Knife possession guidance

In February 2026, the Ministry of Justice published, “A Modern Youth Justice System”, which included new knife crime possession offences guidance which requires all police forces and youth justice services to adhere to. The change supports the government’s target to half knife crime over this decade and places a greater focus on prevention, early intervention and diversion, stipulating that all children caught in possession of a weapon will be referred into the youth justice service and receive mandatory intervention.

This new approach came into effect on April 1st 2026, and as such, Oldham YJS and GMP have implemented the following:

- GMP notify Oldham YJS of every child found to be in possession of a knife as a standalone offence within 24 hours.
- GMP complete a Child Action Plan which is shared with Police based in the Multi-Agency Safeguarding Hub.
- Notifications are tracked by YJS Service Support to ensure that a full referral for an Out of Court Resolution is received at the point of the investigation completed or that children are referred into the Oldham Prevention Panel via the weekly PIED data.
- All children charged with simple knife offences have the relevant YJS assessment completed and the appropriate outcome is agreed within a Joint Decision-Making Panel.
- In Oldham, all children have access to the same resource within the service, regardless of the outcome they receive to ensure this is robust, led by the needs of the child and built on the foundations of being Child First, trauma informed and strengths based.

4.6 Evidence-based practice and innovation

TOG Mind Emotional Wellbeing Coach Partnership

Oldham Youth Justice Service will enter its fourth year of partnering with Tameside, Oldham and Glossop (TOG) Mind to support children with their emotional wellbeing. We know that many children present with concerns at varying levels in this area but there are often structural barriers in place or stigma which prevent engagement with services. As such, the service benefits from the secondment of an Emotional Wellbeing Coach who has provided support in areas such as anxiety, stress, mindfulness, grief and bereavement, grounding techniques, sleep and adverse childhood experiences to name a few. The outcomes of this partnership have been extraordinary with only two children out of 51 having been convicted with further offences in 2025 – 2026. In recognition of the positive outcomes we have achieved, this project is now included on the Youth Justice Resource Hub for other services to replicate and Community Safety Partnership have agreed to the funding for this for another year.

Family First Partnership

The Families First Partnership (FFP) is a UK government-backed initiative designed to transform children's social care by creating an integrated, "whole-system" approach. It shifts focus towards early intervention, providing tailored support to keep families together, reduce crisis, and improve outcomes through multi-agency collaboration.

In April 2026, a Multi-Disciplinary Team (MDT) at Positive Steps was set up with a focus on delivery within the South District of Oldham, changing the way we work with families through a 12-month period of test and learn. The team consists of a range of professionals who will work together to provide holistic support to children, young people and families and includes, a Family Voice Co- Ordinator, a Family Voice Engagement Worker, two Engagement Workers, a Careers Advisor, a Career Coach and a Senior Engagement Worker, seconded from Oldham Youth Justice Service to focus on serious youth violence. While still in the early stages, the team will share information as appropriate, maximise impact and effectiveness for those they engage with, by joining up support, sequencing, and agreeing priorities with families. We will utilise existing commissioned partners and pathways to ensure we are dovetailing rather than duplicating.

Greater Manchester Resettlement Consortium

In 2025- 2026, alongside local and national colleagues, Oldham YJS continued to lead the Greater Manchester Resettlement Consortium at both strategic and operational levels to improve outcomes for children entering and leaving custody. The work of the consortium this year has included quarterly data sharing which helps to understand areas of strength and development across the region, quality assurance through Multi- Agency Case Discussions chaired by the Head of Service for Oldham Youth Justice Service, raising the profile of ROTL to increase usage in support of resettlement and considering the education, training and employment for children leaving custody.

As part of this, there has been a dedicated Social Worker for Greater Manchester Children in HMPYOI Wetherby who has strengthened the safeguarding responses for our children and provides a quarterly report to services which demonstrates not only data but good practice in this area of work.

Going into 2026- 2027, this work will continue through the Greater Manchester Youth Justice Hub, within the workstream of, “Preventing Custody, Remand and Resettlement” with a plan already in development to ensure the longevity of positive progress already made.

Greater Manchester Remand Pilot

Oldham have been part of the Greater Manchester Remand Pilot which was funded by the Ministry of Justice in 2024 to explore whether a regional, pooled funding model could reduce the number of secure remands and provide better outcomes for children.

The pilot has delivered strong outcomes on the whole, demonstrating clear financial and operational benefits alongside system change. The pilot's use of Remands into Local Authority Accommodation generated estimated savings of £3.4m, driven by learning, more timely and informed decision making and instilling best practice. It also strengthened partnership working across agencies, improved use of data and insights, and increased confidence in using alternatives to remand where appropriate.

Regional pooled funding allowed the commissioning of Greater Manchester's first dedicated remand accommodation provision, The Branch, and plans are underway to secure remand fostering. Building on these outcomes, the next steps will focus on embedding the learning from the pilot and sustaining the benefits achieved within Oldham to reduce the number of our children placed in custody.

Youth Endowment Fund Whole Area Model Diversion

In 2025, Youth Justice Services in Greater Manchester began to work with the Youth Endowment Fund and Centre for Justice and Innovation to strengthen police and youth justice processes in the area of diversion. The pilot is overseen by a Project Manager from Remedi, with the aim of ensuring that children who commit minor offences receive evidence based, equitable support to avoid formal criminal justice processing and lower re-offending rates where appropriate. Six core principles were developed on which work will be focussed: culture; contact and criteria; custody; collaboration; care; and checks.

To date, "wins" of the pilot have been, agreeing a joint out of court policy and protocol between GMP and the 9 youth justice services, a workshop on sector based communication has been completed, a communication specialist has supported the production of a child friendly victim information sheet regarding consent for child victims and Rocket Science (data specialists) have completed their scoping work around what data sets and agreements are currently being used across Greater Manchester.

Next steps will include, onboarding a police consultant and race equity associate, supporting wider victim work, observing Joint Decision-Making Panels, reviewing Out of Court Resolution Scrutiny Panels and holding a joint learning event in July.

Greater Manchester Youth Justice Hub

Over the next three years the ambition for Greater Manchester is that we develop a Youth Justice (YJ) Hub which will provide a coordinating function and serve “engine room” for youth justice transformation and system improvement across Greater Manchester.

The hub will aim to reduce cross-borough variation by standardising expectations, pathways, tools and training where appropriate and improve children’s experiences and outcomes through child-centred, trauma-informed practice and meaningful participation. It will support the use of pooled resources across the ten authorities with the aim of commissioning projects on a larger scale and piloting innovative ways to practice.

Strategic oversight sits with GMCA and the ten Directors of Children’s Services (within the wider transformation MoU), with multi-agency governance through the GM Youth Justice Transformation Board.

The Hub aims to support partners and practitioner networks across prevention, diversion, courts, community, custody and resettlement. It will aim to capture, evaluate and scale learning from pilots and innovation into consistent GM-wide practice and provide practical support.

4.7 Evaluation and standards for children

TOG Mind Partnership

An annual evaluation of the TOG Mind Partnership was completed in April 2026 . In 2025- 2026, the Emotional Wellbeing Coach worked with 51 children across Prevention, Out of Court, Court and Bail. This year we saw an increase in children being supported who were working on the Turnaround Programme. Interventions that have been covered have been wide reaching and are always based on the needs of the child. These have included; anxiety and stress; motivation; grounding techniques; mindfulness; resilience; self- awareness and adverse childhood experiences. Only two children who the coach has worked with have gone on to be commit further offences (one further offence each). Thie children have said that the support from the coach is, “brilliant” and another said, “I felt listened to and not judged”. Children have observed improvements in education, in relation to their self- esteem and within family relationships.

Child First Consultancy Quality Assurance

In autumn 2025, Oldham YJS commissioned Child First Consultancy to carry out a piece of external quality assurance work to provide assurance regarding practice and inspection readiness and to inform continuous improvement and wider workforce development. This focused on 8 children across Domaine 2 within the HMIP criteria for case selection and sought to identify themes of strengths, areas of improvement and recommendations for practice.

A summary of the key findings in the three areas audited are detailed below:

Assessing	
Strengths	Areas for Improvement
• Assessments were consistently high quality, holistic, and trauma-informed. • The Good Lives Model was used effectively, balancing child needs and public safety. • Strong multi-agency involvement (e.g., education, health, social care) enhanced understanding of children's needs. • Assessments were child-centred and relational, with good engagement and inclusion of the child's voice. • Good evidence of equality, diversity and inclusion considerations.	• Strengthen the analytical framework for complex cases by implementing The 5Ps Model • Potential victims were not consistently identified or addressed in assessments.
Planning	

Strengths	Areas for Improvement
- Plans were future-focused, strengths-based, and adapted to changing circumstances. - Safety planning for children and others was generally robust, with good use of external controls.	- Safety planning for potential victims was inconsistent in some cases. - Lower-risk cases lacked sufficient or creative safety planning to sustain low risk and enhance safety. - Contingency planning was sometimes generic and lacked co-production with children, families, and networks.
Delivery	
Strengths	Areas for Improvement
- Examples of excellent practice (e.g., accredited qualifications, education interventions, reparation activities). - Strong multi-agency safety planning through daily meetings and strategy discussions. - RMM meetings provided robust safety planning	There were delays in police investigations and criminal justice processes in multiple cases

All of the above has been addressed through internal training provided by the YJS Operational Managers to the team. In 2026- 2027, Oldham Community Safety Partnership have agreed to fund training to implement The 5Ps Model to strengthen the analytical framework used in assessments.

Internal Quality Assurance

In 2025 – 2026, Oldham YJS have continued to implement an annual Quality Assurance Framework to evaluate practice which includes 9 cases being selected at random each quarter to be fully quality assured by the Operational Managers. Each Quality Assurance Audit is rated across; Local Practice Standards; assessment; planning implementation; resettlement (where applicable); reviewing; the child's experience; management oversight; and victim work.

cases have been quality assured this year.

Rating	Total
Outstanding	12
Good	21
Requires Improvement	3
Inadequate	

Each quarter, the Youth Justice Partnership Management Board are provide with a Quality Assurance Report within the Impact Report to summarize key findings and actions required to drive development.

Multi- Agency Case Discussions

Multi- Agency Case Discussions forms part of the Oldham YJS Quality Assurance Framework, with one discussion held per quarter, led by a board member and attended by partners. 4 children were discussed in 2025 – 2026 and actions progressed for service and partnership development. Professionals have feedback that they have found this process beneficial, giving them time to reflect on their practice. A summary of findings from discussions is detailed below.

- There is a good understanding of “why” the child has come into contact with YJS.
- The child's voice is clear, assessments draw on strengths and interests, and are multi- agency in approach.
- Risk of harm and safety and wellbeing are understood by partners.
- Plans are comprehensive and involve a range of partners

- Risk Management plans are clear and Risk Management Meetings are well used
- Agencies attempt to break down barriers
- Relationships are positive
- Advocacy is strong
- There is a real focus on education

5. National priority areas

5.1 Children from groups which are over- represented

At times, we see children from black and minority ethnic backgrounds and children looked after over- represented within the criminal justice system. In an analysis of children who re- offend completed in April 2026 covering the previous 12 months, 40% of children who had more than one contact with Oldham YJS were children looked after. In 2026- 2027, we will relaunch the Oldham Disproportionality Strategy and The Oldham Protocol on Reducing the Unnecessary Criminalisation of Children Looked After and Care Leavers which demonstrates a partnership commitment to addressing this issue. Reducing the number of children looked after who have contact with the criminal justice system is a strategic priority within the Oldham Corporate Parenting Strategy 2026 – 2029 evidencing shared priorities for this group of children.

5.2 Policing

In Oldham, there has been a longstanding commitment to having a seconded Police Officer within the Youth Justice Service with the seconded Police Officer has been in role for six years. They are part of the Oldham Prevention Hub portfolio which highlights the priority for early intervention, prevention and diversion, and they play a key role in identifying children at risk of becoming involved in the criminal justice system, and decision making in the Prevention Panel and in Out of Court Joint Decision- Making Panel, as well as being involved in developing risk management and safety plans. They have led on the implementation of Outcome 22 and Deferred Caution/ Prosecution in Oldham.

Greater Manchester Police introduced the Child Centered Policing Strategy in 2023 and while there is direction from strategic leaders in relation to this, research conducted by Manchester Metropolitan University found that operationally they are at an earlier

stage of embedding consistent practice in this area. Therefore, a focus on supporting advancements in confidence and intent will be a priority for this year.

5.3 Prevention

Oldham YJS are proud that the holistic offer available for children and families working with the service remains the same regardless of the intervention the child is working under. This means that all children are overseen by a Case Manager, can access the health offer in its entirety and can gain support from the same funding pots to promote desistance.

Oldham is committed to preventing children from entering the criminal justice system and this can be observed through the multi-agency commitment to the well- established Prevention Panel. Partnership decision making here ensures that information is shared in a timely manner and the child receives support from those with expertise in their area of need or those who already have positive relationships. In 2026- 2027, we will expand the referrals into this panel to include children who have been stopped and searched.

Turnaround has been established in Oldham since 2023 and in 2025 – 2026, 48 children and families were referred into this programme. The service is also fortunate to receive a small grant from Greater Manchester Combined Authority to offer early intervention work to those children who do not meet the criteria for Turnaround which has been agreed for a further 6 months into 2026 – 2027.

As has been noted earlier within this plan, Oldham YJS are part of a multi- disciplinary team working as part of a Family First Partnership pilot with a focus on serious youth violence at the stage of early intervention. Referrals to this come via the Oldham Prevention Panel.

5.4 Diversion

Diversion remains a priority and we have been working closely with the Youth Endowment Fund as detailed in the earlier sections of this plan. We have observed a decrease in each quarter in the number of first time entrants into the criminal justice system which demonstrates positive progress in this area, with only one child not successfully completing their Out of Court Resolution.

All children who receive an Out of Court Disposal have this agreed at a Joint Decision- Making Panel which is attended by youth justice, police, social care. Where other professionals are involved, they may also attend to contribute. Where there is disagreement on an outcome, there is an agreed escalation route in place.

Oldham YJS are also part of the Mentally Vulnerable Offender Panel which sees children who have become involved in an offence and charged be diverted to other agencies specializing in mental health. This ensures that children are not unnecessarily involved with justice-related service because of an unmet need where appropriate. This is being further promoted now that we have a CAMHS Practitioner seconded to youth justice and her expertise is essential to this assessment and decision making.

5.5 Education

Oldham YJS demonstrate excellent performance in relation to education, training and employment. We have an experienced YJS Co- Ordinator with a background in education who focusses on this as part of her role and uses her expertise and relationships to ensure that children have access to provision that is suited to their needs. We recognize that attendance and school exclusions are a risk factor for children becoming involved in the criminal justice system and in response to this, the Alternative Provision Specialist Taskforce has been set up at Kingsland Pupil Referral Unit with staff from YJS being seconded into the team for the third year.

Being based within Positive Steps is of great benefit as the service sits alongside the Careers Information Advice and Guidance Service, Positive Futures Alternative Provision and Empower Oldham (UKSPF). This means there are established relationships with staff from these areas, information sharing is efficient and more importantly, children know the building and professionals when referring into Positive Futures or Empower Oldham. Empower Oldham is becoming a popular option for children working with YJS who are not in education, training or employment for those who are post 16.

Where a child is released from custody and does not have education, training or employment in place, the Director of Education and member of the Youth Justice Partnership Management Board, has requested that he is made aware of these instances.

Oldham have had in place for a number of years an Education Risk Assessment so that children can remain in their current school, college or training provider, and this does not break down simply because of the offence that has been committed. This has been

adopted the Greater Manchester Remand Pilot and further developed with the main colleges in the area to be used across all services in the region.

5.6 Restorative approaches and victims

The service has a YJS Co- Ordinator who focuses on restorative justice and victims as part of her role. They work in line with the Oldham Restorative Justice Policy and Victim Code of Practice.

In Oldham there are various indirect options available for children to complete their Giving Back including work with Oldham Foodbank, My Community Wardrobe and through local councilors who identify areas of the borough which may need support with gardening. Children are also supported to engage with activities of their own choosing and have enjoyed wrapping Christmas gifts for children and families in need.

Over the past year, issues around gaining consent to contact victims from the police have been resolved. The number of victims actively working with the service has increased and support is being provided around re- integration to schools, positive activities and referrals to mental health services. Training has also been delivered to YJS staff on victim safety planning. The increase in work means that in 2026- 2027, we will seek funding opportunities to increase staffing capacity through implementing a victim mentoring role to work alongside the YJS Co- Ordinator.

5.7 Serious violence, exploitation and contextual safeguarding

Oldham Youth Justice Service, through the Head of Service, are part of the Community Safety Partnership and through the CEO of Positive Steps, the Oldham Safeguarding Children's Partnership, with the YJS Management Team being involved in related subgroups.

Serious Youth Violence is now a partnership priority following a number of serious incidents referred to the Child Safeguarding National Panel. There is an action plan which sits within the Complex and Contextual Safeguarding Subgroup to address this. Following any serious incident, the process for referral to national panel is followed or the Oldham Safeguarding Children's Partnership conduct a Brief Learning Review to ensure any learning is taken forward. At Oldham YJS, these actions sit within the Safeguarding Assurance Group to provide oversight and scrutiny on completion or any barriers that may be in place.

It has been noted that rates of serious youth violence in Oldham are above average and we have an increasing rate of Serious Incident Notifications submitted year on year. As such, this has been raised at the relevant partnership boards and a review of the action plan has been completed to ensure that this is making positive progress within this area.

Oldham YJS has a Case Manager who leads on Complex and Contextual Safeguarding and attends Daily Governance Meetings with the Complex Safeguarding Hub to ensure information is shared and actions to safeguard children are complete. The service also plays a role in decision making on referrals through attendance at the Missing and Child Exploitation Panel. We are aware that children often find themselves working with both YJS and Complex Safeguarding and as such, a Joint Working Protocol has been developed to ensure responsibilities are clear and there is no duplication of work. We also collaborate to ensure children are referred into the National Referral Mechanism when needed.

5.8 Detention in police custody

In Oldham, we recognise the impact that being held in police custody has on a child both mentally but also with regards to the likelihood of an onward remand to custody should they appear in the dock upon presentation at Court.

Each month, the YJS Head of Service and Head of Service for MASH and EDT review all children held overnight to ensure that a transfer out to a PACE Bed has been considered. This process is often difficult due to the times children are charged with offences and cut off times for PACE Bed providers. This is something that will be explored at a Greater Manchester level in 2026- 2027 to ensure there are improved options available for our children.

Should there be any concerns relating to the treatment of a child in police custody, we ensure children and families are aware of complaints processes and can advocate on their behalf or raise any issues professionally.

5.9 Remands

Oldham YJS work tirelessly to prevent children from being unnecessarily remanded to custody. This year we have reviewed the Bail and Remand Strategy, and this is now a partnership document which promotes children remaining at home on bail where appropriate and concludes a shared understanding of preventing children from being unnecessarily remanded. This year there has

been some great examples of partnership working in support of bail across multiple agencies to ensure children do not need to be remanded in custody but that communities and victims can be kept safe.

That said, we have observed an increase in the number of children remanded in custody which could be attributed to by the levels of violent offending but will need to be further explored to fully understand the depth of this issues.

We have been an active part of the Greater Manchester Remand Pilot which has been discussed in detail previously in this plan.

5.10 Use of custody and constructive resettlement

When children go into custody, we are mindful of the trauma this will cause themselves and their family. We have a YJS Co-Ordinator who focuses on this area of work to support both parties alongside their Case Manager. In recognition that custody numbers in Oldham are low and this effects the experience some staff have in relation to this, we have introduced Custody Planning Panels to ensure all staff are working in line with Local Practice Standards and timeframes are met.

We know that accommodation for children leaving custody can be an issue and so Case Managers know that planning for release begins at the point of sentence and will escalate any concerns with accommodation or ETE via the correct routes. There has been an increase in the use if ROTL this year to support children upon release back into the community, particularly around maintaining family relationships.

Oldham have also responsible for leading the Greater Manchester Resettlement Consortium which has also been discussed in detail in this report and will continue to lead on this work alongside the Greater Manchester Youth Justice Hub in the coming year.

5.11 Working with families

Working with families is fundamental to achieving positive change and is identified in the assessment and plan for the child. Practitioners build trusted relationships with the family and often work with different family members individually, as well as together. This can include re- building relationships or this year, we have focused on joint safety and contingency planning with family members.

Oldham YJS benefit from being co- located with the Early Intervention and Prevention Service (Early Help) and as such information sharing can be quick as well as discussions being able to take place informally regarding potential referrals. Families also do not experience the stigma of coming to a YJS office to access this given the holistic offer from Positive Steps.

6. Priorities for the year and service development

The Service Development Plan for the coming year has been developed in line with the content of this document and is aligned to the national priority areas discussed above. This details the activity of the Oldham Youth Justice Partnership for the next 12 months and who is responsible for this. Each quarter, the Youth Justice Partnership Management Board will receive an update on the progress of the plan, as well as any risks, challenges or issues that arise in relation to this.

The Service Development Plan 2026 – 2027 can be found in Appendix 4.

7. Sign off

Chair of Oldham Youth Justice Partnership Management Board	Julie Daniels, Executive Director, Children and Young People, Oldham Council
Signature	
Date	
Council Representative	
Signed	
Date	

Appendix 1: Staffing Structure

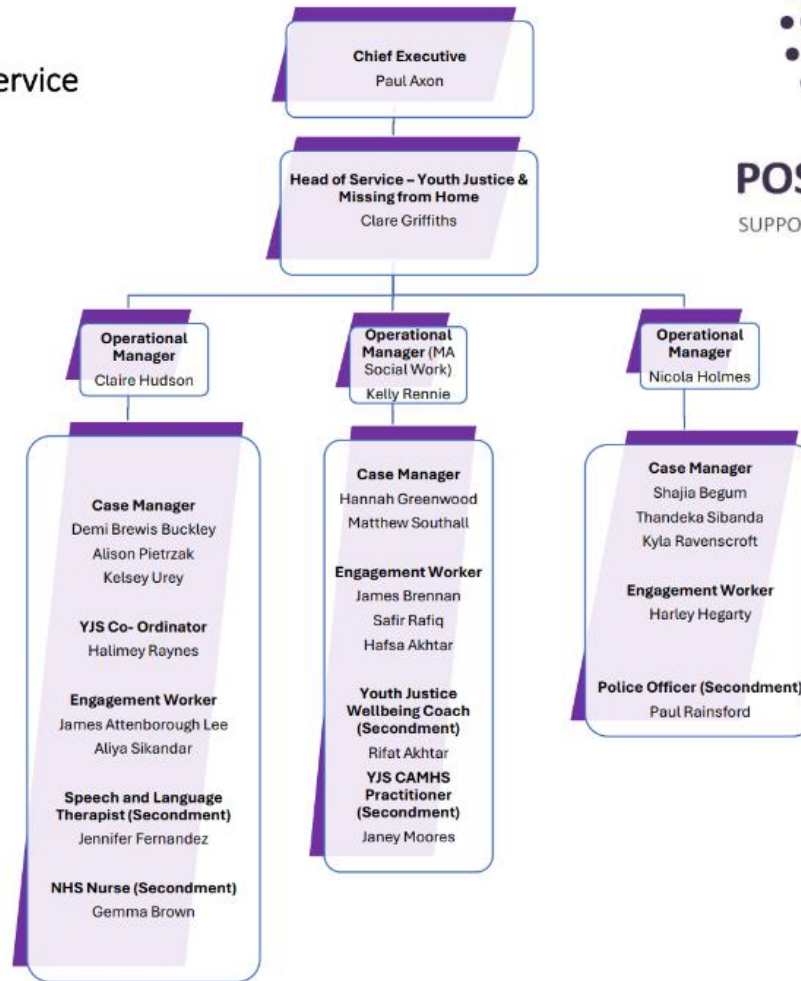
POSITIVE STEPS – ORGANISATIONAL STRUCTURE – June 2026

Youth Justice Missing from Home Service



POSITIVE STEPS

SUPPORT | CHALLENGE | CHANGE



Appendix 2: Characteristics of the Workforce

Ethnicity		Gender		Known Disability
		Male	Female	
White British	17	3	14	1
Pakistani	4	2	2	
Bangladeshi	1	0	1	
White Caribbean	1	1	0	
Black African	1	0	1	
White Irish	1	1	0	

Appendix 3: Youth Justice Partnership Management Board Membership

Name	Role	Organisation
CHAIR- Julie Daniels	Executive Director Children and Young People (DCS)	Oldham Council
Clare Griffiths	Head of Service	Oldham YJS
Tony Decrop	Director Children's Social Care and Early Help	Oldham Council
Sheila Garara	Assistant Director Children's Services Integration	Oldham Council
Paul Axon	Chief Executive Officer	Positive Steps
Claire Hudson	Operational Manager	Oldham YJS
Nicola Holmes	Operational Manager	Oldham YJS
Kelly Rennie	Operational Manager	Oldham YJS
Cara Charlesworth	District Superintendent	GMP
Amy Poulson	Head of Oldham Delivery Unit	National Probation Service
Lorraine Kenny	Head of Violence Reduction and Community Safety Services	Oldham Council
Paul Tinsley	Director of Education Skills and Early Years	Oldham Council
Andrea Edmondson	Head of Quality and Safeguarding	Greater Manchester Integrated Care
Joanne Whittingham	Service Lead for Early Years and Early Help Pathways (CAHMS)	Pennine Care
Janine Day	Operations Director	Early Break Substance Misuse
Andrea Weir	Senior Commissioning and Partnerships Manager	Oldham Council

Laura Windsor Welsh	Strategic Locality Lead	Action Together
Moirra Fields	Senior Housing Officer	Oldham Council
Katie Shoebridge	North- West Oversight Manager	Youth Justice Board
	Councillor	
Rachel Medcalf	Magistrate	

Appendix 4: Service Development Plan

Priority Area	Lead (to work alongside the YJS Head of Service)	By when	How will this improve outcomes for children in Oldham	Progress
Child Centered Policing	Cara Charlesworth		Children will receive a response from police in line with Child Centered Policing to achieve positive change, manage risk and increase safety and wellbeing.	
			Measure: The number of children held overnight in police custody will decrease. Children will report better relationships with the Police.	
Serious Youth Violence	Lorraine Kenny		Children, victims and communities will feel safe and protected. Children will receive the relevant support to prevent involvement, or further involvement, in serious youth violence.	

			Measure: There will be a wider remit into the Oldham Prevention Panel to identify children at risk or involvement into serious youth violence. The rate of serious youth violence in Oldham will decrease. The number of Serious Incident Notifications in Oldham will decrease.	
First Time Entrants	Cara Charlesworth		Children will be supported at the earliest opportunity to prevent entering, or further contact with the Youth Justice System	
			Measure: All decisions made regarding children in possession of a knife will be	

			in line with Knife Crime Guidance. The rate of first time entrants into the criminal justice system will remain below all comparative family groups.	
Children Remanded and Sentenced to Custody	Michelle Bernasconi		Children will not be unnecessarily exposed to custody.	
			Measure: The number of children remanded in custody will reduce. The number of children receiving custodial sentences will reduce.	
Victims	Clare Griffiths		Victims of crimes committed by children will have access to an enhanced offer from Oldham YJS in line with their identified needs and any protected characteristics	

			Measure: There will be an Enhance Victim Mentoring Programme in place within Oldham YJS. The number of victims receiving support from Oldham YJS will increase.	
Quality Assurance Workforce Development	YJS Managers		Improvements to service delivery will be responsive and based on quantitative and qualitative data to ensure that the partnership offer is aligned to observations and trends in data. Oldham YJS will have a workforce skilled to deliver outstanding service to children, families and victims. Measure: The service will not assess “requires improvement” or “inadequate” within any quality assurance activity.	

			The 5Ps Model will be embedded within assessments and plans for all children.	
Children Looked After	Nick Whitbread		Children will not receive disproportionate outcomes based on their lived experiences.	
			Measure: The number of children referred into the service for incidents within care homes will reduce. The number of children looked after working with YJS will reduce.	