



## **Safer and Stronger Communities Overview and Scrutiny Committee**

**Date**            **Friday 23 September 2016**  
**Time**            **9.30 am**  
**Venue**          **Committee Room 2, County Hall, Durham**

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### **Business**

#### **Part A**

**Items during which the Press and Public are welcome to attend. Members of the Public can ask questions with the Chairman's agreement.**

1. Apologies for Absence
2. Substitute Members
3. Minutes of the Meetings held 21 June, 29 June and 25 July 2016  
(Pages 1 - 24)
4. Declarations of Interest, if any
5. Any items from Co-opted Members or Interested Parties
6. Media Relations
7. County Durham Youth Offending Service - Youth Justice Plan:  
(Pages 25 - 54)  
Report of the Interim Corporate Director of Children and Young People's Services – presented by the Strategic Manager, County Durham Youth Offending Service.
8. Progress of Recommendations following the Overview and Scrutiny Review of Organised Crime: (Pages 55 - 64)
  - (i) Report of the Director of Transformation and Partnerships.
  - (ii) Presentation by DCI Dave Ashton, Durham Constabulary.
9. Road Safety Reduction Partnership: (Pages 65 - 68)
  - (i) Report of the Director of Transformation and Partnerships.
  - (ii) Presentation by the Strategic Traffic Manager, Regeneration and Economic Development.

10. Quarter 1 2016/17 Performance Management Report: (Pages 69 - 80)  
Report of the Director of Transformation and Partnerships – Strategic Manager – presented by the Performance and Information Management, Planning and Service Strategy.
11. Overview and Scrutiny Review Updates:  
Verbal update by the Overview and Scrutiny Officer, Transformation and Partnerships.
12. Police and Crime Panel: (Pages 81 - 86)  
Report of the Director of Transformation and Partnerships – Overview and Scrutiny Officer, Transformation and Partnerships.
13. Safe Durham Partnership Update: (Pages 87 - 92)  
Report of the Head of Planning and Service Strategy – presented by the Community Safety Manager, Planning and Service Strategy.
14. Such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration

**Colette Longbottom**  
Head of Legal and Democratic Services

County Hall  
Durham  
15 September 2016

To: **The Members of the Safer and Stronger Communities Overview and Scrutiny Committee**

Councillor D Boyes (Chairman)  
Councillor T Nearney (Vice-Chairman)

Councillors J Armstrong, J Charlton, J Cordon, S Forster, J Gray, C Hampson, M Hodgson, G Holland, S Iveson, H Liddle, J Maitland, N Martin, J Measor, K Shaw, W Stelling, P Stradling, F Tinsley, J Turnbull and C Wilson

**Co-opted Members:** Mr A J Cooke and Mr J Welch

**Co-opted Employees/Officers:** Chief Fire Officer S Errington and Temp Assistant Chief Constable H McMillan

**DURHAM COUNTY COUNCIL**

**SAFER AND STRONGER COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE**

At a Meeting of **Safer and Stronger Communities Overview and Scrutiny Committee** held in the **Council Chamber, County Hall, Durham** on **Tuesday 21 June 2016** at **9.30 am**

**Present:**

**Councillor D Boyes (Chairman)**

**Members of the Committee:**

Councillors J Charlton, S Forster, J Gray, C Hampson, N Martin, T Nearney, K Shaw, P Stradling, F Tinsley and J Turnbull

**Co-opted Members:**

Mr A J Cooke and Mr J Welch

**Co-opted Employees/Officers:**

Chief Superintendent H McMillan

**Also Present:**

Councillors

**Apologies:**

Apologies for absence were received from Councillors J Armstrong, M Hodgson, G Holland, S Iveson, H Liddle, J Maitland, C Wilson and Chief Fire Officer S Errington

**1 Apologies For Absence**

Apologies for absence were received from Councillors J Armstrong, M Hodgson, G Holland, S Iveson, H Liddle, J Maitland, C Wilson and Chief Fire Officer S Errington.

**2 Substitute Members**

No notification of Substitute Members had been received.

**3 Minutes**

The Minutes of the meeting held 23 March 2016 were agreed as a correct record, subject to the apologies for Councillor S Forster being recorded, and signed by the Chairman.

The Chairman noted the Council had won a MJ Award for Excellence in Governance and Scrutiny and the thanked all Members, Co-opted Members and Officers for their hard work. The Chairman congratulated Deputy Chief Constable, Stephen Watson on behalf of the Committee, on his appointment to be Chief Constable at South Yorkshire Police.

The Overview and Scrutiny Officer, Jonathan Slee explained that a response to the City Safety Group (CSG) had been passed from the Committee to the Corporate Director of Neighbourhood Services, Oliver Sherratt and there would be an update back to Committee in due course.

Councillors noted an upcoming meeting of the Environment and Sustainable Communities Overview and Scrutiny Committee on 3 June, with Safer and Stronger Communities Members invited to attend in respect of the item on Environmental Improvement Campaigns. It was added there was a Special Meeting of the Committee, 29 June, looking at the new drug and alcohol service, following the comments from Members in terms of the Quarter 3 Performance Management Report. It was explained that as there were cross-cutting issues, Members of the Adults, Wellbeing and Health and Children and Young People's Overview and Scrutiny Committees would be invited to attend.

#### **4 Declarations of Interest**

There were no Declarations of Interest.

#### **5 Any items from Co-opted Members or Interested Parties**

There were no items from Co-opted Members or Interested Parties.

#### **6 Media Relations**

The Overview and Scrutiny Officer referred Members to the recent prominent articles and news stories relating to the remit of the Safer and Stronger Communities Overview and Scrutiny Committee (for copy see file of minutes). The articles included: Durham Constabulary focusing on the issues of drinking and driving and anti-social behaviour, "issuing a red card warning" during the European Football Championship 2016; and "One Punch Can Kill" a campaign rolled out to Chester-le-Street. It was added that this campaign was headed by the Harm Reduction Unit (HRU) in terms of warning against the dangers of violence, with the mother of a victim having worked with the HRU and via Area Action Partnership funding to have promotional beer mats warning of the dangers distributed in the Chester-le-Street area. Members noted that further to the work of the 20mph Working Group and the Road Safety Team schoolchildren from Cestria Primary School and Park View Lower School had their artwork was added to 20mph signage.

#### **Resolved:**

That the presentation be noted.

#### **7 Counter Terrorism and Security Act 2015 Update**

The Chairman introduced Sergeant Jayne Freeman, Durham Constabulary who was in attendance to give an update presentation to Members in respect of the County Terrorism and Security Act 2015 (for copy see file of minutes).

Sergeant J Freeman referred Members to the report circulated with the agenda papers, adding she would cover the most salient points therein. Members noted the background to the "Prevent Duty" and that there had been strong progress in all elements, with the Safe Durham Partnership's (SDP) Contest Silver Group (CSG) having demonstrated strong leadership and partnership working. Members were reminded of the ongoing awareness sessions that had been carried out, thousands of professionals having noted the Prevent Duty, with Childcare professionals having been the latest people receiving the briefing. It was added that Dr D Sloggett, a national expert on Counter Terrorism, had spoken at four Prevent Seminars, to over 375 professionals across the SDP and Community and Voluntary Sector (CVS).

It was reiterated that all parties had a duty to raise awareness and were doing so well, and it explained that Durham County Council had in place a "Channel Panel", with the Council's Strategic Manager, County Durham Youth Offending Service (CDYOS), Gill Eshelby chairing the Panel. Members noted a referral programme for those aged 0-19 was being developed by the Council.

The Chairman thanked Sergeant J Freeman and asked Members for their questions on the report.

Councillor T Nearney asked whether community intelligence was key, noting that there had been a lot of work in briefing our professionals adding perhaps there was a need to look to brief community groups, and commented that perhaps far-right extremism was more of an issue than Islamic extremism in our region. Sergeant J Freeman noted that community intelligence was vital and that the Council's Community Safety Coordinator, Graham McArdle was working with his team on community projects. The Head of Planning and Service Strategy, Children and Adult Services, Peter Appleton explained that the Community Cohesion Toolkit could be used and built upon in terms of local intelligence and working with Elected Members. The Head of Planning and Service Strategy added that where there were tensions in communities, there was pro-active work taken in communities by the Council's Head of Partnership and Community Engagement, Gordon Elliott, working to promote community cohesion, utilising the Area Action Partnerships (AAPs).

The Chairman noted the recent tragic events in Yorkshire regarding Jo Cox MP and asked if there was any intelligence of an upsurge in far-right activity in our region. Sergeant J Freeman noted that there were no specific threats identified at this time, however, it was noted that far-right extremism was an issue that professionals looked at, not just a stereotypical view of an "Islamic extremist". Members were reminded of a plot in 2009 elsewhere in the county involving ricin and the importance of gathering intelligence, with the Prevent Duty having been portrayed in some parts of the media as spying.

Councillor F Tinsley asked if the speaker felt there were any gaps in the information sharing that was taking place and asked if the guidance referred to in paragraph 16 of the report had now been received. Sergeant J Freeman noted that the guidance to accompany the national Counter Extremism Strategy had not yet been received. Sergeant J Freeman added that there was a Memorandum of Understanding (MoU) for all partners within the CSG and information is shared accordingly and there was no gaps in the information sharing perceived at this time.

Mr AJ Cooke noted recent tragic events in this country and abroad and asked if mental health issues were a factor that was considered. Sergeant J Freeman noted that mental health professionals were aware of the Prevent duty and would share information accordingly. Mr J Welch asked whether high profile events were being reviewed in the wake of recent incidents. Sergeant J Freeman noted that there would be a review and also specific events would have security arrangements in place and if any Members had concerns regarding an event they should speak to the Police. The Head of Planning and Service Strategy added that there was important work ongoing with schools, noting the use of risk assessment templates and that advice was available for schools as required.

### **Resolved:**

That the report be noted.

## **8 Quarter 4 2015/16 Performance Management Report**

The Chairman introduced the Strategic Manager - Performance and Information Management, Keith Forster who was in attendance to speak to Members in relation to the Quarter 4 2015/16 Performance Management Report for the Altogether Safer theme (for copy see file of minutes).

The Strategic Manager - Performance and Information Management referred Members to the report and noted key performance achievements, including: 91.4% of respondents to the Adult Social Care Survey noting the services they used made them feel safe and secure, against a target of 90%; increased performance in relation to Care Connect call responses; the number of first time entrants to the Youth Justice System being well within target.

Members recalled the discussion at the last meeting in terms of crime, reporting and recording and it was noted that tracker indicators showed while there was an increase in the number of crimes, the rate was lower than comparable force areas. It was added that anti-social behaviour (ASB) and ASB which was alcohol related had reduced, as had violent crime. It was noted that while there had been a slight increase in theft offences, the rate per 1,000 population was significantly better than the national average. Members recalled an item at a recent Environment and Sustainable Communities Overview and Scrutiny Committee that looked at the issue of fly-tipping, highlighting activities including Operation Stop It.

It was noted that the key performance issues included a further underperformance in respect of the number of people completing alcohol and drug treatment, noting the new provider, Lifeline, now had data for 6 months in terms of drug treatment and 12 months for Alcohol Treatment. Members noted Public Health and Commissioning were monitoring the service and a Performance Improvement Plan was in place with actions including: programmes to reduce the time in treatment; improved pathways for referrals; enhanced performance management of caseloads; and procurement of a new IT database. It was added that there would be a Special Meeting of the Committee looking at the drug and alcohol service, scheduled for 29 June 2016.

In respect of re-offending, it was noted that Durham's re-offending rate was 28.4% which was higher than the national average (26%). Members noted the success of the Checkpoint Phase 1 with 391 of 440 people having successfully completed the programme. It was added that Phase 2 would also contain randomised control sampling. Councillors were reminded that the number of children re-offending had reduced over the last few years, with the remaining cohort being those with the most challenging behaviours.

Members noted that number of people killed or seriously injured in road traffic accidents had increased and queries with Road Safety colleague had not highlighted any single significant cause.

The Chairman thanked the Strategic Manager - Performance and Information Management and asked Members for their questions.

Councillor N Martin noted for the upcoming meeting looking at the drug and alcohol service it would be useful to not only have the percentage of those successfully completing alcohol treatment, but also information in terms of the demand upon the service, the number needing to access the service in comparison to those in treatment.

Councillor S Forster asked as regards successful "completions". For alcohol treatment, the Strategic Manager - Performance and Information Management explained that completions were where clients had completed their planned treatment and left the service. In the case of successful drug treatments, clients must not re-present within 6 months of completing treatment to count as a success.

Councillor T Nearney asked as regards Checkpoint Phase 2 and whether the programme was being expanded. The Strategic Manager - Performance and Information Management noted he would seek clarification from Police colleagues in this regard, with the Head of Planning and Service Strategy adding that following an independent evaluation of Phase 1 a decision on Phase 2 would be made. The Overview and Scrutiny Officer noted that following the progress of the Checkpoint programme was set out within the Committee's Work Programme.

The Chairman noted the increasing figures in terms of those killed or seriously injured in road traffic accidents and that the Council's Strategic Traffic Manager, Dave Wafer would be in attendance at the September meeting of the Committee with further information. The Chairman asked as regards how comparators were chosen in terms of performance data. The Strategic Manager - Performance and Information Management explained that when looking regionally this was comparing to 11 neighbouring Local Authorities (LAs) and when considering similar areas, this would look at a group of approximately 15 LAs that were comparable to Durham.

The Chairman noted the actions taken against those fly-tipping, highlighting the fines issued and the effectiveness of the surveillance equipment used, some of which Members had contributed towards via their Neighbourhood Budgets. The Chairman asked whether the figures in relation to the number of young people re-offending had reached a plateau. The Strategic Manager - Performance and Information Management reiterated that the Strategic Manager, County Durham Youth Offending Service (CDYOS) had explained that over the last few years there had been a significant reduction in numbers, and enhanced interventions were continuing with the existing cohort to try and reduce re-offending further.

The Chairman noted this and asked whether there would need to be a change in the approach in order to tackle those complex issues.

**Resolved:**

That the report be noted.

## **9 Domestic Abuse and Sexual Violence Strategy 2015-2018**

The Chairman introduced the Public Health Practitioner, Public Health, Tammy Ross, who was in attendance to speak to Members in relation to the Domestic Abuse and Sexual Violence Strategy 2015-2018 (for copy see file of minutes).

The Public Health Practitioner reminded Members that following a governance review at the SDP the SDP Vulnerability Group was disbanded and the sexual violence agenda was incorporated into the Domestic Abuse Forum Executive Group. It was explained that the Domestic Abuse and Sexual Violence Strategy had 16 high level objectives based under 4 headings, and set out clear escalation routes for issues. It was added that the Strategy had been agreed by the Domestic Abuse and Sexual Violence Executive Group and had gone through the relevant management teams and had been considered and endorsed by the SDP Board.

The Committee learned that the high level objectives had been updated in January 2015, although it was noted that the definitions in terms of priority groups had not changed, and the vision had also remained unchanged. It was noted the document was attached to the agenda papers and Members were asked for any questions.

Councillor T Nearney noted from the report and strategy document that there was a lot of focus on multi-agency working, and the CVS in addition, and asked whether care was being taken to ensure that there was not too much being loaded onto the CVS. The Public Health Practitioner explained that CVS representatives attended the Operational Group and capacity issues would be taken into account. It was noted that Public Health were commissioners, and therefore work was undertaken together with other agencies and partners for the benefit of children, young people and families.

The Chairman asked if the role of alcohol in such cases was taken into account. The Public Health Practitioner noted that mental health issues, and alcohol or substance abuse formed the "toxic trio" and colleagues worked together with members of the HRU.

**Resolved:**

That the report be noted.

## **10 Review of the Committee's Work Programme 2016-17**

The Overview and Scrutiny Officer referred Members to the report in the agenda papers relating to the Review of the Committee's Work Programme for 2016-17 (for copy see file of minutes).



Members noted the report set out the work programme for the year ahead and suggested topics for review, though Councillors were reminded of the upcoming elections in 2017 and the need to complete reviews in a timely fashion, prior to the purdah period. It was noted that Improved Home Safety had been highlighted by both Councillors J Armstrong and M Hodgson as a potential review topic and the CDDFRS had been keen to engage on this issue. Members noted other suggestions had included psychoactive substance misuse and road safety. The Overview and Scrutiny Officer suggested that two focussed sessions on the issues of psychoactive substance misuse and road safety could be held and that Improved Home Safety would be suitable as a review topic.

The Chairman noted the timescales in terms of leading into the next set of Council elections and added that should Improved Home Safety be agreed as the review topic, Councillor T Nearney would Chair that review. Members agreed.

The Overview and Scrutiny Officer concluded by noting the upcoming meeting with the new drug and alcohol treatment provider, Lifeline in attendance and added that in terms of Checkpoint and the Reducing Reoffending Strategy, these issues would be picked up within the work programme for 2016-17.

**Resolved:**

- (i) That the Work Programme at Appendix 2 to the report be agreed.
- (ii) That the review topic of Improved Home Safety be agreed.
- (iii) That arrangements be made for focussed meetings to be held on the issues of Psychoactive Substances and Road Safety for Young Drivers.

## **11 Overview and Scrutiny Review Update**

The Overview and Scrutiny Officer explained that in terms of the 20mph Working Group, the report had been presented to Cabinet in May and that in terms of the Alcohol and the Demand on the Emergency Services Working Group, a meeting would be called in due course to discuss findings a draft recommendations prior to being considered by Members and Partners, with an aim to have the report of the Working Group on the agenda for the October meeting of Cabinet.

Councillors noted that, as agreed, the next Working Group of the Committee would be looking at Improving Safety in the Home and would aim to have its first meeting in September, dates to be circulated once arranged. It was added there would be information from the Local Authority and County Durham and Darlington Fire and Rescue Service and on how the two organisations shared their information to help protect those vulnerable people in our communities.

The Vice-Chairman, Councillor T Nearney noted that the reason for the Alcohol and the Demand on the Emergency Services Report going to the October Cabinet rather than September was to ensure that all Partners involved in the review had been given the opportunity to input and provide feedback.

**Resolved:**

That the verbal update be noted.

## **12 Police and Crime Panel**

The Overview and Scrutiny Officer noted that the next meeting of the Police and Crime Panel would be its Annual General Meeting on 19 July with the main items of business would include the appointment of the Chairman and Vice-Chairman and the Police and Crime Commissioner's Annual Report.

Members noted there would be a further update at the September meeting of the Safer and Stronger Communities Overview and Scrutiny Committee.

### **Resolved:**

That the verbal update be noted.

## **13 Safe Durham Partnership Update**

The Chairman asked the Community Safety Manager, Caroline Duckworth to speak to Members as regards an update from the SDP (for copy see file of minutes).

Members noted one of the key issues discussed at the May meeting of the SDP Board had been Open Water Safety, with the improvements made as a consequence of the CSG having been noted and the work having been recognised as national best practice. It was noted that there would be ongoing regular meetings of the CSG and in terms of governance, together with the Open Water Safety Group (OWSG), would become a sub-group of the SDP. Members were informed of the "Dying to be cool" campaign aimed at teenagers and young people warning of the danger of cold water shock, especially in the summer months.

The Community Safety Manager noted that other issues discussed had included: the SDP Governance Review, with more information coming back to the Committee in September; Victim Care and Advice Service, offering support to all victims of crime and being better in terms of issues of age, social isolation, hate crime, disability and mental health needs; Checkpoint; the PREVENT duty, already discussed at Committee; and the Domestic Abuse and Sexual Violence Strategy again already discussed at Committee.

The Chairman thanked the Community Safety Manager for her update and noted the excellent work in terms of open water safety, now established as national best practice in this regard.

### **Resolved:**

That the report be noted.

## **DURHAM COUNTY COUNCIL**

### **SAFER AND STRONGER COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE**

At a Meeting of **Safer and Stronger Communities Overview and Scrutiny Committee** held in **Committee Room 2, County Hall, Durham** on **Wednesday 29 June 2016** at **10.00 am**

#### **Present:**

**Councillor D Boyes (Chairman)**

#### **Members of the Committee:**

Councillors J Armstrong, J Charlton, J Gray, C Hampson, M Hodgson, G Holland, S Iveson, N Martin, P Stradling, J Turnbull, C Wilson

#### **Co-opted Members:**

Mr J Welch

#### **Co-opted Employees/Officers:**

Chief Fire Officer S Errington

#### **Also Present:**

Councillors J Allen, P Brookes, C Potts and H Smith

#### **1 Apologies for Absence**

Apologies for absence were received from Councillors S Forster, H Liddle, J Maitland, T Nearney, K Shaw, F Tinsley and Mr A J Cooke.

#### **2 Substitute Members**

No notification of Substitute Members had been received.

#### **3 Declarations of Interest**

There were no Declarations of Interest.

#### **4 Any items from Co-opted Members or Interested Parties**

There were no items from Co-opted Members or Interested Parties.

## **5 Substance Misuse Centres**

The Chairman introduced the Consultant in Public Health, Dr Lynn Wilson to give an update presentation to Members in respect of Substance Misuse Centres (for copy see file of minutes).

The Consultant in Public Health reminded Members of the review undertaken by the Scrutiny Committee in 2014/15 on the issue of the Service Review of Drug Treatment Recovery Centres and the subsequent implementation of an integrated service for drug and alcohol treatment services from 1 April 2015.

Members were reminded that the new service had moved from 23 providers to 1 provider, Lifeline, with a new service model in place, with the Tees, Esk and Wear Valley NHS Trust (TEWV) providing the clinical and prescribing aspects. It was added that the new service was for both children and adults, for any stage within a person's recovery and for whatever substance misuse whether that was alcohol, drugs or a combination. The Consultant in Public Health explained that the County Durham Recovery Model commissioned early interventions, including from General Practitioners (GPs) and Pharmacists, and also to provide an educational role, in terms of schools, colleges and to the relevant working professionals. Members were reminded that there was a focus on recovery, within the community and supporting clients, including via the work of Recovery Ambassadors.

The Consultant in Public Health noted that challenges within the first year had included the move to a single provider for an integrated drug and alcohol recovery service and the associated training for all staff that was required. It was added that in addition, there was the associated work in respect of the Recovery Academy Durham (RAD), initially to have a 36 bed capacity, now a 24 bed capacity. Members had noted issues in terms of performance, and it was highlighted that difficulties with the IT System had meant that Lifeline had been unable to access some elements of performance data from April until October 2015. It was added that over the life of the contract data reports had been developed and information was available to interrogate and this provided valuable performance feedback.

Members were referred to a table setting out the targets and numbers in respect of drug and alcohol misuse and people who were in treatment. It was added that the prevalent problematic substances reported in 2013/14 for young people in County Durham were: Cannabis (71%); Alcohol (71%); Amphetamines (13%); and Cocaine (10%). Members learned that at March 2016 there were 203 young people in treatment via Lifeline.

Councillors were reminded that there were 6 Recovery Hubs, based at: Bishop Auckland; Consett; Durham; Newton Aycliffe; Peterlee; and Seaham. The Consultant in Public Health noted that the Portfolio Holder for Safer Communities, Councillor J Allen had helped in respect of the new bespoke facility at Bishop Auckland.

The Committee noted that there were a number of measures from national data in terms of successful completions and Members were reminded of the performance data for Public Health Outcomes Framework Completions (PHOF), non-PHOF successful completions and re-presentations, with targets currently not being met, albeit with data lag being noted.

The Consultant in Public Health noted there were many successes including 14 apprenticeship posts being filled and 4 Recovery Ambassadors gaining employment. It was added that there were more opiate clients in treatment and the number of clients without blood borne virus (BBV) vaccines was reducing. Members noted that over 8,300 professionals had received training by the Lifeline Team and 61.4% of individuals in treatment were accessing mutual aid in the community, for example via Alcoholics Anonymous, Narcotics Anonymous, Cocaine Anonymous and SMART (Self-Management and Recovery Training) Recovery, which helped in terms of preventing re-presentations. It was added that there were no individuals at exit reporting to be at housing risk and Young People's workers were integrated in the multi-agency safeguarding hub (MASH) and One-Point, and the targets were achieved in terms of young people's exits.

The Committee noted that current ongoing work included: the Performance Plan; monthly meetings; monitoring data on a monthly and quarterly basis; the implementation of a new IT database by October 2016; and in terms of the RAD.

The Chairman thanked the Consultant in Public Health and asked the Service Manager, Lifeline, Anne Bell to speak in relation to the first year of the integrated drug and alcohol service.

The Service Manager explained that in terms of achievements, access had been improved, with all the Recovery Centres being open 9am to 5pm, Monday to Friday, with each having one late evening until 7.30pm. It was added that the Durham City Recovery Centre also opened Saturday AM and that anyone who walked through the door would be seen straight away and their needs assessed.

Councillors noted good progress in terms of 10,101 client attendances, of which 1,518 were SMART group attendances. Members learned that there were 10 volunteers, 8 of which were clients and that the total number of hours worked by the volunteers was 766.5. It was added that 16 clients had become ambassadors, and 1 client had become an apprentice. It was explained that the increased footfall at the Recovery Hubs was a good indicator that people were learning of the service and the number of volunteers and ambassadors was excellent in being to visibly demonstrate recovery.

Members learned that there were services in support of young people and families, with 114 families having been supported to date. Councillors learned as regards training and CRAFT (Community Reinforcement and Family Training) accreditation provided by Lifeline, looking at positive parenting, how to deal with problems and helping to breakdown the cycle of substance misuse and intergenerational misuse. It was added that families could get well together, and an adolescent CRAFT had been introduced. The Service Manager noted that there was good feedback in terms of information from the MASH that helped in terms of improved safeguarding and child protection issues, and that there was work alongside Durham Constabulary in terms of the Staysafe initiative.

The Committee noted that there had been 15 successful completions from the RAD, with there now being 3 premises, increased from 2. It was added there was a number of houses supporting the RAD with ongoing discussions on this issue.

Members were reminded of the Public Health England statistics as referred to by the Consultant in Public Health, and that issues in respect of delays in being able to access performance data from the IT System were reiterated.

The Service Manager referred Members to data for successful episode discharge, with it being stated that this meant a person had exited and had met all the outcomes of their care plans and were drug and/or alcohol free. It was highlighted that there had been a significant increase in the percentage of successful episode discharge the April/May period. Councillor M Hodgson noted that it would have also been useful to have the actual number as well as the percentages listed. The Service Manager added that there was a similar increase in the successful pharmacological modality end for the April/May period.

The Chairman thanked the Service Manager and asked the two Recovery Ambassadors who were in attendance to speak as regards their experience and the work of Lifeline.

The first Recovery Ambassador explained as regards his background and recalled the help he had received via the previous RAD operating in Durham City. It was added that this insight enabled him to offer help to clients from a position of credibility, and as proof that clients could get well and change their behaviours. The Recovery Ambassador added that he, and the other Recovery Ambassadors, received a lot of excellent training and those skills, along with the personal insight helped in being able to support clients in their recovery.

The second Recovery Ambassador explained her background and reiterated the comments in terms of the excellent training provided to Recovery Ambassadors. It was added that she had been helped a lot by Social Services, with volunteering having given a taste of the work involved in helping others in their recovery and this had led to pursuing the role as a Recovery Ambassador. It was reiterated that credibility was vital and that those who had “been there and got the t-shirt” were able to connect with clients and understand their situation. The Recovery Ambassador added that it was satisfying work and that it helped to boost her confidence and helping a client through their recovery journey made her feel “over the moon”.

The Building Recovery in Communities (BRIC) Coordinator, Lifeline, Jackie Hilditch explained that the focus was on recovery and reiterated that the figure of 10,101 attendances at the Recovery Centres was a testament to how the recovery community value and access the service. It was added that there were a number of apprentices and ambassadors helping support clients including at Lanchester Hospital, HMP Durham with support to be offered at HMP-YOI Low Newton in the future with training with Durham Constabulary. Members noted that the retention rate of apprentices was good, with only 2 people having moved on, with half moving into employment and the remainder in place as apprentices.

The Chairman thanked the speakers, the Recovery Ambassadors especially for their stories and experiences, and asked Members for their questions.

Councillor N Martin noted the number of people in treatment as per the information in the presentation and asked whether there was a question of capacity in terms of the increased numbers, citing an example of a student with chronic alcohol problems he was involved with several years ago where the student was told he would wait 6 months before being seen. The Service Manager noted that there was now the capacity and that anyone that came through the door would be seen the same day. It was added that the client would have a care plan produced, interventions would be identified and noted that in cases of chronic alcohol misuse then a reduction in consumption would be a first step, not a move to immediate detoxification.

Councillors noted that a Nurse would carry out a health assessment and detoxification would be at a later stage, and depending upon the client this could be carried out at home, or at a RAD. It was added that there was no waiting list and that if a person was motivated then the service could help.

Councillor M Hodgson asked how people were referred to the service. The Service Manager noted that people could walk in to the Recovery Hubs or be referred by other agencies, for example GPs, and those agencies had all the relevant information in terms of making referrals.

Mr J Welch asked as regards cannabis misuse as an issue. The Service Manager noted that cannabis was often also used and that poly-drug use would be identified within a clients' individual care plan.

Councillor J Armstrong noted Members supported the excellent model and the very good performance framework that was in place and asked when Members could expect target to be met. The Chairman added that it was known that there was data lag in terms of the drug targets, however the alcohol data was up-to-date. The Head of Planning and Service Strategy, Children and Young People's Services, Peter Appleton noted that the data in terms of alcohol treatment that was presented to Committee within the performance reports received was effectively real-time, and there was some lag in the drug treatment data. The Head of Planning and Service Strategy added that it would be important to sustain the alcohol performance and to identify what actions taken recently had made an impact. The Service Manager noted that since being able to access some of the performance data from the IT system from November 2015 this has allowed staff to be pro-active in dealing with the issues affecting their clients.

The Senior Partner, AMuto Project Management, Lifeline, Rebecca Parker reiterated there had been delays in accessing performance data and subsequent to having reports made available it had been possible for staff to identify issues and target those accordingly. It was added that there was an audit process looking at live data, feeding into performance planning to allow timely correction measures to impact upon underperformance. It was reiterated that these actions would not affect the Public Health England data reported at Quarter 1 due to the previously mentioned data lag.

Councillor N Martin asked if there were any specific examples of such actions taken that had helped to improve performance. The Senior Partner noted that as the performance data was now coming through it was possible to drill down to see what actions were and were not effective and to also use the data to allocate responsibility accordingly. The Senior Partner added that there had been a bedding-in period in moving from many providers to the new service, exacerbated by the IT issues as discussed, and that upward trends would begin to appear in performance from Quarter 1 2016/17.

The Chairman noted the backdrop of Government policy in terms of methadone proscribing and the Recovery Ambassadors explained that there was a focus on recovery and that there was a need to for clients to look to break old associations and to want change in order to move towards recovery. The Service Manager added that it could be difficult for some clients and this was an area that the RAD referrals was impacting upon, helping client recover quickly and with the visible results of other clients and the Recovery Ambassadors showing clients that recovery was possible.

Councillor J Allen added that the performance data was complex and that drilling down would help to identify the best practices across the Recovery Hubs and then this could be shared to help improve performance. Councillor J Allen noted from visiting the Recovery Hubs and Academies that there was a lot of vital and important work being done by staff and the Recovery Ambassadors, with the volunteers as previously mentioned also providing much assistance. The BRIC Coordinator explained that clients being able to work with volunteers and Ambassadors was vital in showing how people could progress, “passing the baton” in terms of the recovery journey.

Councillor M Hodgson noted that an important aspect in terms of data was to be able to show that the service was operating well across the County for all our residents and families that needed help. Councillor N Martin added that it would be useful to have some specific examples of the changes that had been made and the milestones in those cases. Councillor J Armstrong noted that further performance updates could also include narrative to help explain the work ongoing to improve performance. Councillor J Armstrong reiterated that Members supported the model and the work ongoing in respect of the new drug and alcohol service.

**Resolved:**

- (i) That the report and presentations be noted.
- (ii) That the Safer and Stronger Overview and Scrutiny Committee receive a further update within its work programme.



## **DURHAM COUNTY COUNCIL**

### **SAFER AND STRONGER COMMUNITIES AND CHILDREN AND YOUNG PEOPLE'S OVERVIEW AND SCRUTINY COMMITTEES**

At a Joint Special Meeting of the **Safer and Stronger Communities and Children and Young People's Overview and Scrutiny Committees** held in **Committee Room 2, County Hall, Durham** on **Monday 25 July 2016** at **9.30 am**

#### **Present:**

**Councillor D Boyes and C Potts (Joint-Chair)**

#### **Members of the Joint Committee:**

Councillors J Armstrong, J Charlton, C Hampson, M Hodgson, G Holland, T Nearney, K Shaw, P Stradling, J Turnbull, C Wilson, O Gunn, D Hicks, K Hopper, P Lawton, S Morrison, M Nicholls, C Potts, L Pounder and H Smith

#### **Co-opted Members:**

Mr R Patel

#### **Co-opted Employees/Officers:**

Chief Fire Officer S Errington

#### **Also Present:**

Councillors J Allen

### **1 Apologies for Absence**

Apologies for absence were received from Councillors D Bell, J Cordon, J Gray, H Liddle, J Maitland, F Tinsley, Mr J Welch, D Bell, K Corrigan and M Simmons and F Tinsley and Mr J Welch.

### **2 Substitute Members**

No notification of Substitute Members had been received.

### **3 Declarations of Interest**

There were no Declarations of Interest.

### **4 Any items from Co-opted Members or Interested Parties**

There were no items from Co-opted Members or Interested Parties.

## 5 ERASE Team - Update

The Chairman, Councillor D Boyes introduced the Safeguarding Manager, Durham Constabulary, Helen Murphy, and the Team Manager, Children and Adults Services (CAS), Sheila Purvis who were in attendance to give an update presentation to Members in respect of the ERASE Team (for copy see file of minutes).

The Safeguarding Manager referred Members to the report circulated with the agenda papers, and the slides provided. It was explained that the current profile in terms of child sexual exploitation (CSE) for County Durham was young people most commonly aged 13-16, with those who are reported missing being especially at risk. Members noted that the vast majority of CSE began online, however, other locations could include takeaways, house parties, and youth hang out areas. Members learned of the work undertaken by Neighbourhood Wardens (NWs), Police Community Support Officers (PCSOs), and local Beat Officers in identifying areas where young people hang out and making them safe. Councillors noted that while boys were affected, the majority of victims were female and there were also links in terms of Lesbian, Gay, Bisexual and Transgender (LGBT) young people and CSE. It was added that offenders tended to be lone offenders, rather than operating in groups and most offenders within County Durham were White British.

Members learned that the aims of the ERASE team were to reduce the risk of CSE through:

- Multi-agency working, prevention and disruption plans
- Intelligence development
- Engaging with young people at risk
- Raise awareness about CSE

It was noted there were different target audiences, including professionals, people within communities/parents, and young people themselves. It was reiterated that there was an aim to reduce the risk and demand associated with missing children. Councillors noted that the Team Manager, CAS attended all the CSE meetings with the Detective Sergeant chairing the meetings. Members were given an example, highlighting how the range of agencies shared their information, how issues would be identified and prevention and disruption plans would be put in place. The Team Manager, CAS noted how well various agencies worked together, for example bus companies, colleges, charities in being able to identify potential warning signs such as young people receiving gifts or money and changes in use of mobile phones. The Safeguarding Manager added that all information was vital in being able to help prevent and disrupt CSE, with the Team being able to build upon intelligence received.

The Team Manager, CAS noted that the ERASE Team had noted a number of young people from other Local Authority areas were placed in accommodation within County Durham and if this is determined within interviews with Social Workers or CSE interviews, then the ERASE Team would speak to the other Local Authority as regards how they could then support the young person, noting in some cases the Local Authority may not be nearby. The Safeguarding Manager noted the vast majority were from nearby Local Authorities and a meeting had taken place with the Chief Constable and Chief Executive from another Local Authority to discuss protocols for information sharing in terms of CSE risk.

The Safeguarding Manager explained that CSE profile was looked at annually, to improve the intelligence development and tasking around perpetrators, with a dedicated researcher looking all information received and providing research for CSE meetings to help task other teams and including innovative tactics to intervene to protect a child. Members noted examples of how suspected vehicles could be added to the Automatic Number Plate Recognition (ANPR) system and that ERASE Caseworkers could liaise with the analyst as required. It was noted that the Multi-Agency Safeguarding Hub (MASH) also helped in terms of information gathering and filling in any gaps, and that the big task was in raising awareness. Councillors noted that there was number awareness raising activities including: the Local Safeguarding Children Board (LSCB) delivering briefings to Area Action Partnerships (AAPs); two half-day conferences to over 300 professionals; single agency training; team briefings; and media and marketing plan around target audiences. Councillors also noted that there would also be social media activity, bus stop adverts from mid-September as well as feeding into national campaign days. The Team Leader, CAS noted that further to presentations for young people, Headteachers from secondary schools had received training last year and this year would also include Headteachers from primary schools.

The Safeguarding Manager explained that in terms of reducing the risk and demand associated with missing children and supporting young people at risk, activities included: two missing coordinators: a youth worker engaging with young people, carrying out return to home interviews and carrying out a risk matrix in terms of CSE; a community support team; accountability of all repeat missing; contact with children homes; and demand analysis. The Team Manager, CAS noted that it was important to be able to have these early interventions and to assess and refer accordingly.

The Committee noted there had been some real successes and that the next steps would include an interim review, carried out by Professor S Hackett of Durham University, and multi-agency audit findings. Members noted emerging issues such as the need to get it right in “sexting” cases, as some could include CSE issues, and in terms of a new child advocacy model pilot. It was added that it was important to continue to engage with young people and parents to be able to explain the importance of being safe while using social media and messaging applications. Members noted that young people should not be criminalised where there is no CSE issue; however, it was vital to communicate to young people the dangers in such messaging and sharing of pictures. The Team Leader, CAS added that it was also important to help parents understand and be aware of the relevant privacy settings for their children’s social media, keeping the whole family safe.

The Safeguarding Manager explained that funding of £750,000 had been obtained in terms of a pilot programme to help support victims, with updates on this being reported back to the LSCB.

Councillors noted that the ways that they could help would be by: “see something, say something”, meaning to pass any information to the Police for them to make a judgement as regards the situation and then to respond in a proportional manner; to help raise awareness and share information and look at events where training could be provided; and to keep CSE on the agenda, fostering a supportive culture for all victims and providing a message of zero tolerance to abusers.

The Chairman, Councillor D Boyes thanked the Safeguarding Manager and the Team Manager, CAS and asked Members for their questions on the report and presentation.

Councillor M Nicholls noted the presentation and report were very in-depth and thanked the Officers for their work, as well as all associated agencies and organisations, such as DISC, and also asked if there was a number that Members could use to give information. The Safeguarding Manager explained that Members could use the non-emergency 101 telephone number if they had some information, however, it may also be possible to bring forward information via the First Contact service.

Councillor O Gunn noted that it was good that information was being shared via AAPs and within Primary Schools, however added that she felt it may also be appropriate for School Governors to also receive training. Councillor O Gunn asked whether there was any impact in terms of the school holiday period and also whether information leaflets could be made available for parents, for example at Police and Communities Together (PACT) Meetings. The Safeguarding Manager noted that some messages were brought forward at PACT meetings as appropriate, and the Team Leader, CAS added that there were awareness session within school with Governors, and this linked in with the LSCB and their training. It was noted that there was work carried out in the school holidays with the Family First and One Point Services, working closely with communities. The Team Leader, CAS explained that with the ERASE Team being based within One Point allowed for face-to-face interaction which was a better working relationship and helped ensure a speed of response. The Safeguarding Manager added that summer project were designed to help engage with young people and included fishing events, drama events and courses in relation to emotional resilience.

Councillor T Nearney asked as regards multi-agency working and the increased training and how investigation and enforcement were carried out. Councillor T Nearney also asked as regards the role of the community and voluntary sector (CVS) in terms of helping with education on the issues, noting there were a lot of good materials available from charities. The Team Leader, CAS noted that there had been meetings with colleagues from the Education department and materials were chosen to ensure all primary schools were using the same series of presentations on the issue, ensuring a consistent approach. The Safeguarding Manager noted issues such as alcohol would be looked at by the Harm Reduction Unit (HRU) and they would look to confiscate any alcohol from underage drinkers. It was added that the HRU would also share information in terms of any vulnerable young people.

Councillor H Smith noted that getting the message across at a young age was vital, and agreed with the issue being brought to attention at primary school. Councillor H Smith noted there were a lot of very good materials available from the NSPCC and asked whether the materials being used were bespoke Durham County Council (DCC) materials. The Team Leader, CAS noted those materials were very good, as were a number from other organisations such as Barnardos, and the National Crime Agency's (NCA) CEOP (Child Exploitation and Online Protection) website and that those developed for use in schools would bring together the best of what was available.

The Portfolio Holder for Safer Communities, Councillor J Allen noted she had visited the ERASE project approximately a year ago in the early stages of its development. Councillor J Allen noted the issues in terms of children's homes and missing children, and welcomed the involvement of the Chief Constable and also the Council's Head of Children's Services, Carol Payne in the work undertaken. Councillor J Allen referred Members to the impact and success of the "Dying to be Cool" campaign in relation to cold water shock and added that a campaign akin to that may be useful.

Councillor J Turnbull asked if there were any mechanisms in place to alert Authorities offenders being placed in properties close to schools. The Safeguarding Manager explained that if they were convicted offenders, there would be a multi-agency approach which would include housing providers. It was added that should there be information as regards a situation that was not working, then the Public Protection Unit should be informed accordingly. The Team Leader, CAS added that should Members have any information, no matter how trivial it may seem, they should bring it to the attention of the Police as they can investigate the matter further and that sometimes one piece can be the key to “completing the jigsaw”.

The Chairman, Councillor D Boyes thanked the Safeguarding Manager, the Team Manager, CAS and Members for their questions.

**Resolved:**

That the report and presentation be noted.

**6 Children's Services - Update**

The Chairman, Councillor C Potts introduced the Council's Head of Children's Services, Carol Payne who was in attendance to give an update presentation to Members in respect of the Children's Services (for copy see file of minutes).

The Head of Children's Services noted that the Council's Children's Services had been subject to a Ofsted Single Inspection Framework (SIF) Inspection, carried out between 22 February and 16 March 2016, with the report within the agenda papers having originally having been presented to Cabinet at its meeting held on 13 July 2016. It was explained that a SIF Inspection focuses upon: children in need of help and protection; services for looked after children, including care leavers and those within fostering and adoption; leadership and governance; and the LSCB.

Members were reminded the inspection took place over 4 weeks, and that the experience was very intense and with 10 Inspectors, a Senior Data Analyst, 2 Quality Assurance Managers and a Regional Director from Ofsted being involved. It was explained that Inspectors had originally looked at 20 cases files to audit, however, this expanded to samples from many other files to approximately 200 files in total. Members noted that issues that were reviewed included: decision making; supervision; managerial oversight; written plans; and recording at all stages of a child's journey. It was explained that Inspectors were provided with 535 documents, including strategic reports, minutes of meetings, performance data and case file data. The Head of Children's Services referred Members to a slide depicting a word cloud generated from the view of those staff that had experienced the inspection, with examples including: thorough, intense, relentless and exhausting.

The Committee noted that the overall Ofsted judgement was “requires improvement”, with a breakdown of across the SIF focus areas being:

Children who need help and protection	-	Requires improvement
Children Looked After and Achieving Permanence	-	Requires improvement
- Adoption performance	-	Good
- Experience and progress of Care Leavers	-	Good
Leadership, management and governance	-	Requires improvement
LSCB	-	Good

The Head of Children’s Services noted that there had been many strengths highlighted within the inspection and these had included good early help services and good multi-agency working that was well established. Members noted that other positives had been noted included: the high levels of Children’s Centre registrations; appropriate referrals via First Contact; the MASH working well where there was risk of significant harm; and with placements for looked after children being at least good. The Committee noted that the inspection had shown other areas that were working well, such as the services for disabled children being good and well-managed, adoption was good, and the services, support and range of accommodation for care leavers was also good. It was added that another strength mentioned was that political and senior leaders, as corporate parents, demonstrated passion and commitment to children and young people.

Members learned that other areas also found to be good and working well included: staff training and development, consultation with children and young people, including care leavers; accommodation choices; and work in terms of combating CSE and children who go missing. It was added that other positives had included the Youth Offending Service being well integrated and the education support for looked after children being good. The Inspectors had noted that the performance information was extensive and that the Children and Young People’s Overview and Scrutiny Committee had demonstrated passion and commitment to improve the lives of young people. Another strength highlighted was the processes that were in place in order to be able to learn from serious case reviews.

The Head of Children’s Services explained that the inspection had noted that the Council’s Corporate Parenting Panel provided good feedback, however, added that Members were not given enough performance information in order to be able to provide challenge and influence improvement in terms of frontline practice. It was reiterated that the inspection had highlighted the positive role of Overview and Scrutiny and in providing effective challenge of performance.

Members were reminded of the context in which the review of Children’s Services was undertaken, including the significant changes over recent years such as restructuring of teams in 2014, the single assessment process coming into effect, the formation of the MASH, and the innovation programme with 10 Families First Teams. It was added that as result of these changes, improvements had been seen in some areas, however the impact had other changes had not yet been seen. Members were reminded of the pressures placed upon social workers, including that of their caseloads.

The Head of Children's Services noted that the review had 14 recommendations in terms of areas for improvement, noting issues such as: social worker caseloads being too high, in the region of 30-40 per social worker at the time of the inspection, compared 8-12 in the only 3 Local Authorities that were Ofsted rated "outstanding"; reports to politicians and senior leaders need more focus on quality of practice; case auditing needed to be more robust; and social work assessment, planning and recording needs to improve. Members noted that areas for improvement in connection with compliance with regulations and legislation had included: private fostering; voluntary accommodation (Section 20 of the Children Act); temporary assessment of Foster Carers; advocacy and independent visitors for Looked After Children; staying put regulations for care leavers; the quality of return to home interviews; and analysis on adoption recruitment. The electronic case management system was found to be unfit for purpose.

The Committee noted several of the issues were already in the process of being addressed prior to the inspection; however, several issues had been highlighted through the process. It was noted that a number of actions were being taken to remediate issues and that also an Improvement Plan had been developed, with actions to be overseen by the Quality Improvement Board. Councillors noted actions already underway included: a recruitment strategy in place, though noting the difficulty in recruiting experienced social workers; an additional team being recruited; the Newly Qualified Social Worker (NQSW) Academy set up to help grow and nurture our own staff in-house; a revised structure being implemented; and the focus of the Families First programme. It was added that other actions included: Social Work Consultants being in place; Learning Communities being piloted; and a Quality Improvement Framework, including a revised audit process. Members noted the Social Services Information Database (SSID) review that was underway with a procurement process to be undertaken in November as regards this. Councillors noted that Family Friendly Care Plans had been developed and guidance had been reissued in terms of Section 47, Section 20 and Regulation 24 matters. Members noted improved tracking of the Public Law Outline (PLO) process and that the numbers of young people "staying put" had already improved. It was added that improvement clinics were in operation within teams.

The Head of Children's Services concluded by highlighting national inspection outcomes, which showed that the majority of Local Authorities and LSCBs fell within the "requires improvement" category, 52% and 50% respectively.

The Chairman, Councillor C Potts thanked the Head of Children's Services and asked Members for their questions on the report and presentation.

Councillor H Smith noted the NQSW set up was a good idea and asked if there could be any way to include within contracts that they would remain at the Council, else once experienced they could be tempted to leave and go elsewhere. The Head of Children's Services noted that although clauses were in place, it is not possible to hold staff to the agreement. However, it was important to ensure that employees felt valued and would want to stay at Durham County Council and it was noted that major factors in ensuring this were: making social workers feel supported; provide good training; help social workers feel that they were "making a difference"; and to have manageable caseloads.

Councillor O Gunn noted the Ofsted inspection and added that the context of budget cuts and the creativity of DCC had not been taken into account. Councillor O Gunn asked if there was a national shortage of social workers and whether this was being addressed.

The Head of Children's Services noted that some Local Authorities in London and one in the North East had agency worker levels of around 40-50%, with DCC having less than 10%. However, it was added that if more agency workers were available this would be welcomed as indeed there was a shortage locally and nationally. It was added that there were drives to try and improve the profile of social workers, akin to how teaching as a profession had its profile raised through the 1980s, with Isabelle Trowler having been appointed as Chief Social Worker for Children and Families by Government.

The Head of Children's Services noted that "golden handshakes" were not recommended in order to attract experienced social workers, as this could result in costs spiralling, and that the best way would be to provide a good professional experience that would attract those people to want to work in Durham.

Councillor M Hodgson asked as regards any pressures on foster families if the number of young people "staying put" was increasing and as regards the service moving forward. The Head of Children's Services reported that payments to carers for Staying Put are less than for under-18s, but that rates are increasing.

It was added that a draft Improvement Plan would be submitted to Ofsted in August, and that areas for improvement would be tackled head-on. It was added that the level of support in Durham for the service was good and that the appointment of a Corporate Director of Children's Services would also be a good step in moving forward.

The Chairman, Councillor C Potts noted that a further update at Committee in a further 6 months would be useful in terms of demonstrating progress being made. The Head of Children's Services noted that reporting back to Members via Committee was an area highlighted by Ofsted.

Councillor J Armstrong noted that the Inspectors had not taken into account the context the budget savings the Council had been required to make and added that the action plan was the right thing to do.

Councillor G Holland noted that the commitment of staff had not been in question; however, there was the issue of caseloads had been mentioned. Councillor G Holland added that the Government could not "have something for nothing" and that if caseloads were to reduce then there was a need for Government pay for the necessary training to ensure the resources necessary. The Head of Children's Services noted that the inspection was carried out "resource blind", however, it was to be noted that during austerity DCC had not lost a single social worker. It was explained that in terms of caseloads, 40 was not a usual figure, however the inspection had taken place during a particularly busy period. It was added that 20-25 was more usual and that goalposts nationally and regionally had shifted with an aim for around 16-20, though Members noted that before asking funds it must be ensured that we were working as efficiently as possible in the first instance.

The Head of Planning and Service Strategy, Peter Appleton added that he had been party to the 4 weeks of the inspection and reiterated the comments of the Head of Children's Services as regards the intensity of the process. It was added that DCC was learning, however, some of the standards being applied, for example in recording, were not based on the resources actually available and that DCC had focus on good outcomes for young people, not just paperwork.



The Chairman thanked the Officers for their presentation and comments, noting that Members recognised the commitment of the Council Officers to provide a quality service and Members supported and thanked Officers for this.

**Resolved:**

- (i) That the report and presentation be noted.
- (ii) That the Children and Young People's Overview and Scrutiny Committee receive further updates in relation to the transformation of Children's Services on a six month basis.

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## Safer and Stronger Communities Overview and Scrutiny Committee

23 September 2016



### Youth Justice Plan 2015/17: Progress Update 2015/16

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## Report of Margaret Whellans, Interim Corporate Director, Children and Young People's Services

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### Purpose of the Report

1. This report presents members with an overview of performance, progress and achievements (2015/16) in the context of the Youth Justice Plan 2015/17. A copy of the refreshed Youth Justice Plan 2016/17 is attached at Appendix 2 for information.

### Background

2. County Durham Youth Offending Service (CDYOS) is a statutory multi-agency partnership, established under the Crime and Disorder Act 1998, with the principal aim of preventing offending by children and young people. Local Authorities are responsible for establishing a Youth Offending Team in their area. Police, National Probation Service and Clinical Commissioning Groups are statutorily required to assist in their funding and operation.
3. It is the duty of each local authority, after consultation with partner agencies, to formulate and implement a statutory Youth Justice Plan setting out:
  - How youth justice services in their area are to be provided and funded;
  - How the Youth Offending Service (CDYOS) will be composed and funded, how it will operate, and what functions it will carry out.
4. The Youth Justice Plan outlines the work of the partnership to achieve its strategic purpose:
  - To prevent re-offending by children and young people
  - To reduce First Time Entrants (FTEs) to the youth justice system
  - By delivering specialist interventions
  - Underpinned by safeguarding and public protection.
5. CDYOS is accountable to a multi-agency Management Board, chaired by the Head of Children's Services, DCC. Membership and governance are reviewed annually in line with '*Modern Youth Offending Partnerships – Guidance on Effective Youth Offending Team Governance in England*' (MoJ/YJB, November 2013) to ensure they remain robust in a complex, changing operating environment.
6. Legal and data requirements placed on CDYOS and the Management Board include:
  - Complying with the statutory requirements laid out in s.38 to 40 of the Crime and Disorder Act 1998, and other relevant sections of the Act
  - Complying with National Standards for Youth Justice and reporting requirements for Community Safeguarding and Public Protection incidents

- Adhering to the relevant Youth Justice Board (YJB) data recording guidance
  - Approving the annual Youth Justice Plan
7. After approval by the Management Board, the Youth Justice Plan is presented to Cabinet and full Council for approval before submission to the YJB. After submission to the YJB, Youth Justice Plans are sent to Her Majesty's Inspectorate of Probation (lead for YOS inspections) and are sent to the House of Commons library for Ministers.
  8. The Youth Justice Plan 2015/17 was approved by full Council in July 2015.
  9. The Youth Justice Plan 2016/17 (Appendix 2) was approved by full Council in July 2016. It outlines key priorities, budget, staffing, and the service improvement plan.

### **National Outcome Measures 2015/16**

10. There are three national outcome measures for Youth Offending Services/Teams: reducing First Time Entrants (FTEs) to the Youth Justice System; Reducing Re-offending; and Reducing the Use of Custody. Progress against the national outcome measures is outlined in the following paragraphs.
11. **First time Entrants (FTEs): 161**, our lowest ever, and 16.6% reduction compared to 2014/15 (193 FTEs). This represents a significant achievement. Overall there has been an **85.7% reduction in FTEs since 2007/08**.
12. **Re-offending:** Ministry of Justice (MoJ) data (April 2013- March 2014 cohort) shows a binary rate (percentage of young people re-offending within a 12 month timeframe) from a cohort of all young people sentenced and/or cautioned of **44.7%** and a frequency rate of **3.22** (offences per re-offender). This method of calculating frequency was introduced nationally in April 2016. While the binary rate has risen by 6 percentage points compared to the previous year, this is as a result of the cohort size reducing by **13.1%**, while the number of young people in the cohort re-offending has reduced by 1.
13. Since 2007/08, the number of young people in the cohort has fallen by **80.2%**, the number of young people re-offending has fallen by **73.9%** and the number of offences committed by those re-offending has fallen by **68.7%**. The increase in the re-offending rate reflects the significant decrease in the cohort size as a result of the impact of diversion/early intervention (our fully integrated pre court/out of court system).
14. **Reducing the Use of Custody:** the national outcome measure is in relation to young people sentenced to custody. Locally, we also monitor remand bed nights (remands to youth detention accommodation).
15. **Use of Custody: 8** custodial sentences, a 60% reduction compared to 2014/15, and the lowest figure, by a significant amount, that we have ever achieved. Since 2010/11 we have **reduced the number of custodial sentences by 81.8%**.
16. **Remand bed nights: 227** bed nights in 2015/16, a 35.9% reduction on the previous year. The costs of remand bed nights are met by the Local Authority, partly offset by a grant from the YJB. Since 2010/11 we have **reduced the number of remand bed nights by 78.1%**.

## Key Achievements 2015/16

17. Key achievements are outlined in the Executive Summary (pages 4-7). We are particularly proud of:

- Achieving our lowest ever number of first time entrants (FTEs): 161, a 85.7% reduction since 2007/08 (1129 FTEs)
- Achieving our lowest ever number of custodial sentences: 8, a 81.1% reduction since 2011/12
- Achieving our lowest ever number of remand bed nights: 227, a 78.1% reduction since 2011/12
- Continuing to reduce the number of offences committed and the number of young people committing them: a 54.6% reduction in both of these since 2010/11
- Increasing the proportion of 16-18 year olds, known to CDYOS, in education, training or employment compared to the previous year
- Two of our staff being awarded a joint Butler Trust Award 2015/16 for their innovative work and leadership of our Speech Language and Communication Needs Strategy and ClearCut Communication resources – one of only 10 Butler Trust awards in the UK
- Achieving the Restorative Service Quality Mark (Restorative Justice Council) for our restorative justice work across the service - the gold standard for RJ nationally. We are in the only service in Co. Durham and Darlington to achieve the RSQM.
- Achieving a further Investing in Volunteers Quality Mark
- Achieving Investing in Children status
- Successfully implementing AssetPlus across the service
- Our work on resettlement: 100% of young people leaving custody in 2015/16 had appropriate accommodation available prior to release
- Our work to support victims of youth crime
- Our staff and volunteers' hard work and continued commitment to reduce first time entrants, re-offending and the use of custody; their work to improve outcomes for young people, families, victims and communities; and their willingness to adapt to new challenges

## Recommendation

18. Members are recommended to:
- (i) Note the contents of this report
  - (ii) Request an update in 12 months
  - (iii) Receive the Youth Justice Plan 2016/17

## Background Papers

Youth Justice Plan 2016/17

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**Contact: Gill Eshelby, Strategic Manager, County Durham Youth Offending Service**  
**Tel : 03000 295 989 Email: [gill.eshelby@durham.gov.uk](mailto:gill.eshelby@durham.gov.uk)**

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## **Appendix 1: Implications**

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**Finance** – This work continues to evidence significant savings to the Criminal Justice System, to Durham County council and partners.

**Staffing** – None

**Risk** - None

**Equality and Diversity / Public Sector Equality Duty** – None

**Accommodation** - None

**Crime and Disorder** – This work is a crucial part of the Reducing Re-Offending Strategy and has implications for all partners (CDYOS Management Board, the Safe Durham Partnership, Children and Families Partnership and the County Durham Partnership).

**Human Rights** – None

**Consultation** – Statutory partners have been consulted in the production of the Youth Justice Plan.

**Procurement** – None

**Disability Issues** – None

**Legal Implications** – The Youth Justice Plan is a statutory requirement.



County Durham Youth Offending Service

# Youth Justice Plan

2016 / 2017



National Probation Service



## Foreword from the Chair

It is my pleasure to present the County Durham Youth Offending Service Youth Justice Plan 2016/17. This statutory refresh of the previous two year plan (2015 – 2017) reviews the work of the service over the last year and sets out priorities for the next 12 months.

County Durham Youth Offending Service continues to achieve some remarkable outcomes. Since 2007/08, the number of young people entering the criminal justice system has reduced by an impressive 85% as a result of effective joint work between the service and the Police. We know that for most young people this will be their only involvement with youth justice and that they will not be in trouble again.

Since 2010/11 the number of young people committing offences has reduced by 54.6%, and the number of offences has reduced by the same figure. Most of those offences had a victim, so that means there are many fewer victims too. That's great news for our community as a whole.

Many other achievements are set out in the plan, including the success of Restorative Justice; speech, language and communication work; community reparation and a significant reduction in the use of custody (both sentences and remands). The number of young people re-offending and the number of offences they commit are also reducing.

CDYOS' innovation has been acknowledged nationally, with a string of national award successes. CDYOS' work over the last 12 months to improve its response to young people's communication needs, including partnership work with Health and the development of ClearCut Communication resources resulted in national awards for the work and a Butler Trust Award for the two staff leading the programme. In addition, the Service was awarded a Restorative Service Quality Mark, by the Restorative Justice Council, for its restorative approach across all our work, and Investors in Volunteers accredited the service for a further three years for our work with volunteers, both adults and young people.

These achievements would not be possible without the full and active engagement of a wide range of partners, committed to working together to meet the needs of challenged and challenging young people. I would like to thank the partners who make up the Youth Offending Service for their continued commitment of time, expertise and resources.

I would also like to thank the staff of the service, under the leadership of Gill Eshelby and Dave Summers. Their unceasing commitment to realising the best possible quality and outcomes is shown in this performance.

All public services are facing challenges from reduced funding, and CDYOS is no different. However, the service has set out realistic priorities for the future, building on the firm foundations built over recent years. This plan gives the full flavour of what has been achieved and what the next steps are.

I am confident that by continuing to work together, we can continue to achieve great things.



Carole Payne  
Chair of CDYOS Management Board



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## Executive Summary

The future for youth justice services is, at present, an uncertain one. The MoJ commissioned review of the youth justice system by Charlie Taylor is due to finally report in the summer of 2016. Interim findings and recommendations, in respect of the secure estate, have proved to be radical and far reaching. There is no reason to believe that final recommendations, covering the remainder of the youth justice system, will be any less far reaching. The effect of this uncertainty is that, for a short period at least, planning for the future is difficult. This is exacerbated by anticipated future cuts to YJB funding for YOTs, the scale of which remains unknown. Consequently, this Youth Justice Plan 2016/17 provides a 'light refresh' to the, previously published, Youth Justice Plan 2015/17. This plan should be read in conjunction with the 2015/17 plan. It outlines developments since the publication of the substantive plan and includes any changes that have occurred since its publication. This 'refresh' plan also includes performance information for 2015/16 and the Service Improvement Plan for 2016/17.

The County Durham YOS has a good reputation and performs to a high standard. The service is proud of its creative and innovative approach to service delivery and has won a number of awards, in particular for work around restorative practices. It was apparent that staff and managers alike are widely respected, skilled and experienced in understanding, and working with, some of the hardest to reach young people in the county.' (Peer Review, November 2015)

### National Outcome Measures 2015/16

#### ■ **First Time Entrants to the Youth Justice System (FTEs): 161**

Once again, we have achieved our lowest ever figure of FTEs. This is a **16.6% reduction** from 2014/15 and

represents a significant achievement. Overall there has been an **85.7% reduction since 2007/08**.

#### ■ **Re-offending**

The latest Ministry of Justice (MoJ) data (April 2013 – March 2014 cohort) shows a binary rate (percentage of young people re-offending (within a 12 months' timeframe) from a cohort of all young people sentenced and/or cautioned) of **44.7%** and a frequency rate of **3.22** (offences per re-offender). This method of collating frequency is newly introduced this year. Whilst the binary rate has risen by 6 percentage points over the previous year, this is as a result of the cohort size reducing by 13.1% whilst the **number** of young people reoffending has increased by only 1. Since 2007/08, the number of young people in the cohort has **fallen by 80.2%**, the number of young people reoffending has **fallen by 73.9%** and the number of offences committed by those re-offending has **fallen by 68.7%**.

#### ■ **Use of Custody**

##### **Custodial Sentences: 8**

This is a **60% reduction** from 2015/16 and is the lowest figure, by a significant amount, that we have ever achieved. Since 2011/12 we have **reduced the number of custodial sentences by 81.8%**.

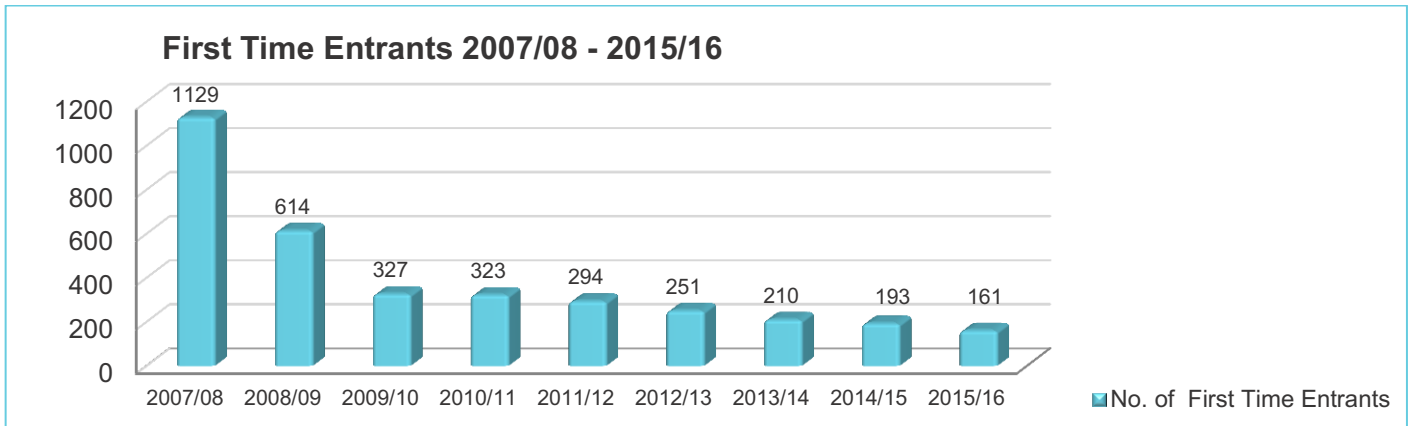
##### **Remand Bed Nights: 227**

This is a **35.9% reduction** on the previous year. The costs of remand bed nights are met by the Local Authority, partly offset by a grant from the YJB. Since 2011/12 we have **reduced the number of remand bed nights by 78.1%**

### First Time Entrants 2007/08 – 2015/16

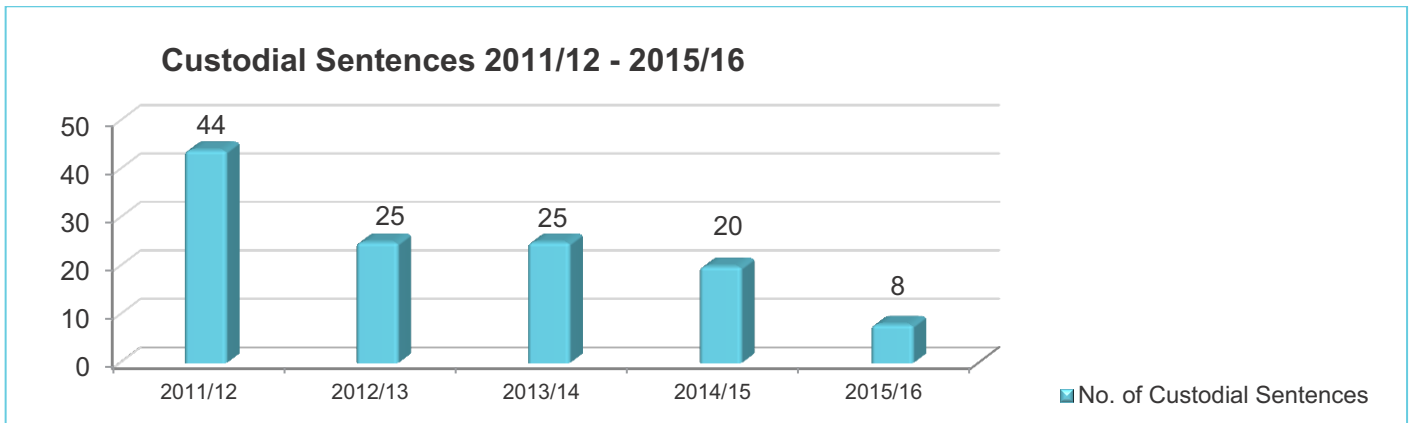
As a result of our fully integrated pre court/out of court system which provides assessment and intervention at a young person’s first point of contact with the youth justice system (first offence), we have reduced first time entrants (FTEs) and re-offending.

Between 2007/8 and 2015/16, we have achieved an **85.7% reduction** in first time entrants, from 1,129 in 2007/08 to 161 in 2015/16.

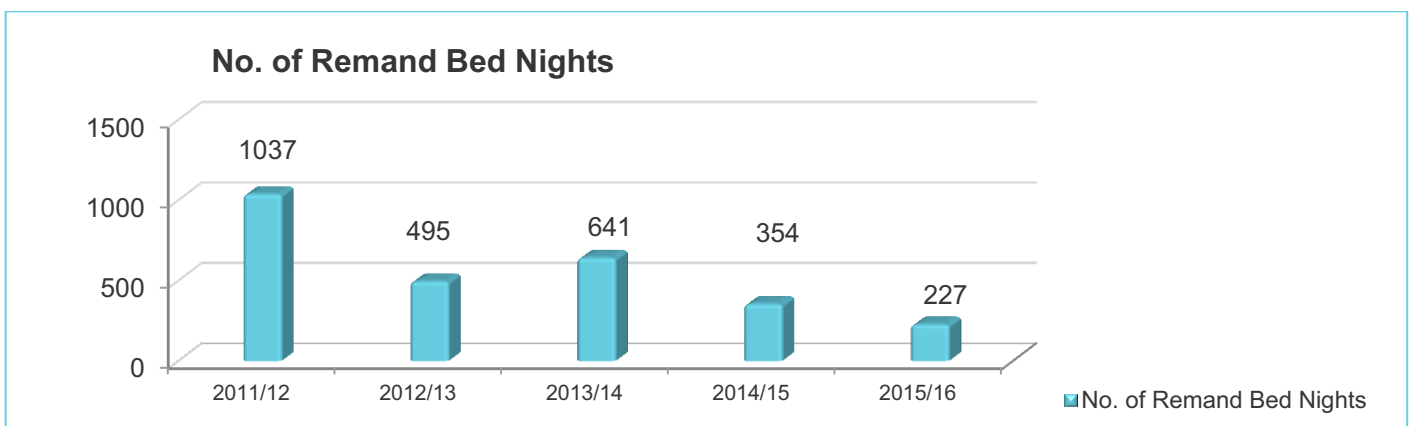


### Reducing the Use of Custody 2011/12 – 2015/16

Between 2011/12 and 2015/16 we have reduced the number of custodial sentences **by 60%**, from 44 custodial sentences in 2011/12 to 8 in 2015/16.

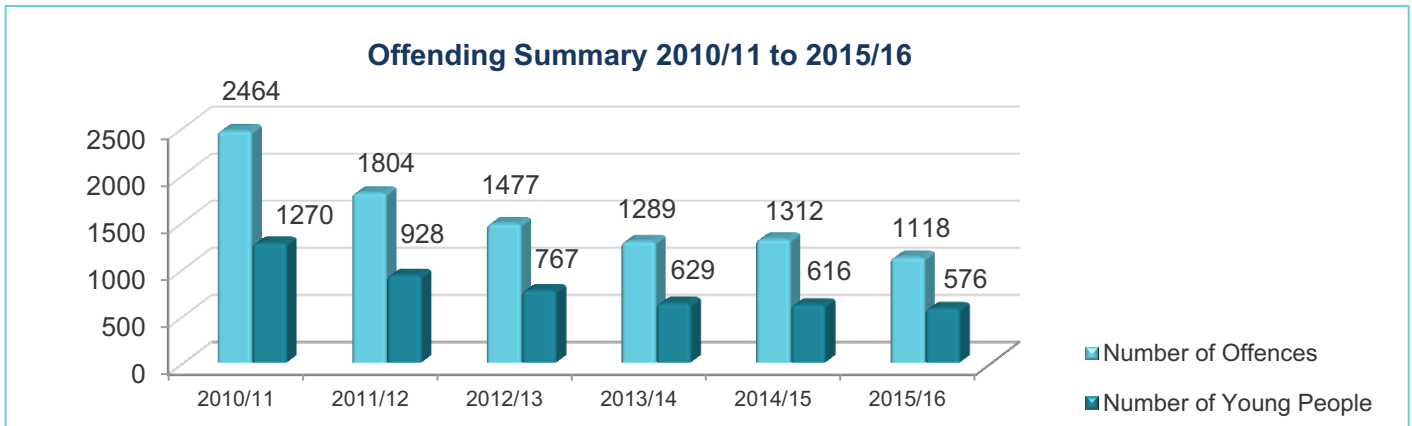


Over the same period we have reduced the number of remand bed nights (remands into youth detention accommodation) **by 78.1%**, from 1037 in 2011/12 to 227 in 2015/16.



### Number of Young People Offending and Offences Committed 2010/11 – 2015/16

We have achieved a **54.6% reduction** in both the number of offences committed and the number of young people offending (2010/11 – 2015/16). This includes all offences committed by young people aged 10-17 years, resulting in a Pre Reprimand Disposal (PRD) / Pre Caution Disposal (PCD), pre court/out of court disposal or a court conviction.



### Reducing Re-offending 2007/08 – 2013/14

The evidenced success of CDYOS pre court/out of court system in diverting young people from the criminal justice system has resulted in

- 80.2% reduction in the cohort (from 2145 young people in 2007/8 to 425 in 2013/14);
- 73.9% reduction in the number re-offending (from 728 in 2007/8 to 190 2013/14);
- 68.7% reduction in re-offences (from 1950 in 2007/8 to 611 2013).

Both binary and frequency rates have increased regionally and nationally due to the continued and significant decrease in cohort size.

Year	Number in the cohort	Number re-offending	Binary Rate	Number of re-offences	Old Frequency Rate	New Frequency Rate
2007/08	2145	728	33.9%	1950	0.91	2.68
2008/09	1384	489	35.3%	1425	1.03	2.91
2009/10	944	393	41.6%	1150	1.22	2.93
2010/11	773	337	43.6%	1052	1.36	3.12
2011/12	631	239	37.9%	725	1.15	3.03
2012/13	489	189	38.7%	612	1.25	3.24
2013/14	425	190	44.7%	611	1.44	3.22
% reduction (07/08 – 13/14)	-80.2%	-73.9%		-68.7%		

(Source: MoJ data, YOT Data Summary, March 2016)

## In 2015/16 we:

### Miscellaneous

- Continued to improve the service we offer to victims and young people who offend through our restorative justice work;
- Developed and embedded our group of mentors and 'leaders' all of whom are young people who have been victims of crime;
- Expanded restorative justice interventions across all orders in the service;
- Improved our links with the Office of the Police and Crime Commissioner;
- Expanded the use of Volunteer Mentors for the Stronger Families Programme;
- Improved our work in recognising and dealing with child sexual exploitation;
- Established a programme for parents who are victims of their child's offending;
- Continued our response to the speech, language and communication needs of young people into phase 3 of our strategy;
- Reviewed and improved our work with young people displaying sexually harmful behaviour;
- Contributed to a new multi-agency process for dealing with young people 'sexting';
- Developed and delivered staff focus groups on a range of pertinent issues;
- Developed and delivered management development sessions;
- Extended the use of volunteers as mentors for young people under the supervision of CDYOS;
- Embedded performance measures into our administration processes;
- Improved management information for front-line managers.

### Reducing First Time Entrants (FTEs)

- Ensured we delivered a 'scaled approach' to young people subject of out-of-court disposals;
- Refined and developed our assessments of young people and families;
- Reviewed and developed our process for identifying families under the Stronger Families programme;

- Expanded, developed and improved our range of intervention programmes delivered by the Delivery Team;
- Embedded the out-of-court quality assurance process;
- Improved the quality of assessments of young people and families.

### Reducing Re-offending

- Worked with colleagues in residential homes to reduce the percentage of young people looked after who offend to the lowest ever level;
- Identified a cohort of young people who are persistent offenders (6 or more offences in 12 months) and provided them with an enhanced intervention programme;
- Embedded the Re-offending Panel into practice;
- Expanded, developed and improved the range of intervention programmes delivered by the Delivery Team;
- Improved the involvement of victims in deciding the type of reparation work to be undertaken;
- Continued to improve our work to meet the needs of young people's speech, language and communication needs;
- Implemented Asset Plus and the consequent new ways of working;
- Improved staff's confidence in working with young people's emotional and mental health needs through training and mentoring;
- Improved the services received by young people in respect of mental health issues through the secondment of Liaison and Diversion staff in CDYOS;
- Extended the Transfer to Local Authority Accommodation Protocol under PACE to include those 17 years old and those detained outside of PACE;
- Developed a process for the transfer of young people from CDYOS to NPS and CRC;
- Extended young people's volunteering opportunities.

### Reducing Use of Custody

- Embedded improvements to the Intensive Supervision and Surveillance Programme;
- Targeted young people at risk of a Remand to Youth Detention Accommodation as a means of reducing both bed nights and custodial sentences;
- Reviewed and improved our working practices with other parts of Children's Services;
- Continued our close working relationship with the Magistrates Court.

### In 2015/16 we are particularly proud that:

- We achieved our lowest ever number of FTEs;
- We achieved our lowest ever number of custodial sentences;
- We achieved our lowest ever number of remand bed nights;
- We continued to reduce the number of young people offending and re-offending and the number of offences they commit;
- We increased the proportion of 16-18 year olds, who were known to CDYOS, in education, employment and training in 2015-16, compared to 2014-15.
- Two of our staff (Sarah Caden – Practice Improvement Officer and Susan Stewart – Speech and Language Therapist) were awarded a joint Butler Trust Award for their innovative work in developing and delivering both resources for staff and a strategy for CDYOS in working with young people's speech, language and communication needs;
- We achieved the Restorative Justice Council, Restorative Service Quality Mark for our restorative justice work across the service;
- We agreed funding with the PCC for a post of Victim Liaison Officer (Young People);
- We agreed arrangements for the continued secondment of our Speech and Language Therapist;
- We agreed arrangements for the continued secondment of our CAMHS Band 7 Nurse;
- We have successfully implemented Asset Plus across the Service;
- We achieved a further Investing in Volunteers Quality Mark;

- We achieved Investing in Children status for our service.

'In Sarah and Susan's case, the dedication and passion they have brought to their work in transforming the Speech Language and Communication Needs (SLCN) strategy really shone through; our Panel were deeply impressed by their commitment and inspirational leadership which is making such a difference to the young people in their care' (Andrew Skilton, Operations Manager, Butler Trust, March 2016)

### In 2016/17 we will:

- Reduce First Time Entrants to the Youth Justice System;
- Reduce re-offending by young people;
- Reduce the use of custody for both sentenced and remanded young people.

### By:

- Improving how we communicate with young people and the interventions we do with them;
- Putting victims, including young victims, and restorative justice at the heart of everything we do;
- Targeting our resources on those young people committing the most offences;
- Ensuring we have robust quality assurance and staff management processes in place and a skilled management team to manage these processes;
- Ensuring that we listen and respond to what young people and their families are telling us;
- Ensuring that volunteering, by both adults and young people, is a key component of the work we do with young people and victims;
- Ensuring that case management systems and administration support provides the highest quality support to staff and managers in the delivery of services to courts, communities, victims, families and young people.

See Appendix 3 (Service Improvement Plan 2016/17) for more detail.

## Structures and Governance

### Outcome:

Integrated strategic planning and working with clear performance oversight to ensure effective delivery of youth justice services

### Governance – Management Board

CDYOS is accountable to a multi-agency Management Board, chaired by the Head of Children's Services, Children and Adults Services, Durham County Council. The membership and terms of reference of the Management Board are reviewed annually. Membership is at Chief Officer or appropriate Senior Officer level.

The Management Board consists of:

- Children and Adults Services, Durham County Council (DCC) (Chair);
- Durham Constabulary;
- National Probation Service;
- North East Commissioning Support (NECS) representing the two Clinical Commissioning Groups (CCGs);
- HM Courts and Tribunals Service;
- Improving Progression of Young People Team, DCC;
- Office of the Police and Crime Commissioner;
- Durham Tees Valley Community Rehabilitation Company;
- Public Health, Durham County Council;
- SEND and Inclusion, Education, DCC.

Membership and governance are reviewed annually in line with '*Modern Youth Offending Partnerships – Guidance on Effective Youth Offending Team Governance in England*' (MoJ/YJB, November 2013) to ensure they remain robust in a complex and changing operating environment.

The Management Board (via the Chair) reports to the Children and Families Partnership, Safe Durham Partnership and County Durham Partnership. Durham County Council's Overview and Scrutiny Committees also monitor performance against the 3 national outcome measures and receive annual presentations on progress against the Youth Justice Plan.

The Management Board ensures CDYOS can deliver effective youth justice services and improve outcomes for young people by:

- Providing clear performance oversight and direction;
- Receiving regular budget reports;
- Ensuring the service is adequately resourced;
- Providing clear governance and accountability;
- Reviewing the statutory partners' budget contribution to CDYOS;
- Ensuring excellent links with the Children and Families Partnership, Safe Durham Partnership, Local Criminal Justice Board (LCJB), Local Safeguarding Children Board (LSCB) and broader partnership arena.

This is achieved by providing:

- Strategic oversight and direction;
- Support;
- Partnership working;
- Planning and resources.

The Youth Justice Plan, after approval by the Management Board, is presented to Cabinet and full Council for approval before submission to the YJB.

### Structures

Since October 2013, CDYOS has been part of Children's Services, Children and Adults Services, Durham County Council. The Strategic Manager CDYOS is line managed by the Head of Children's Services (Chair of the Management Board) and is a member of Children's Services Senior Management Team.

Children's Services include:

- One Point (Integrated Children and Family Services);
- CDYOS;
- Think Family Services;
- Secure Services;
- Child Protection and Disability;

- Looked After Children and Permanence;
- Assessment and Intervention.

Children's Services provide valuable opportunities for joint work and a clear continuum of services which includes early help and prevention as well as specialist youth justice services. The Think Family and Early Help Strategies underpin all our work. The creation of the Single Front Door and Single Assessment (April 2014) shows the commitment to early help and prevention in Co. Durham. The transformation of Children's Services via the Innovations Programme (integrating One Point, Think Family, Assessment and Intervention), and establishing Families First Team, will further strengthen joint work.

Children and Adults Services, including Public Health, provide valuable opportunities for joint work and innovation – essential in the context of a rapidly changing partnership operating environment and reducing resources.

### **Reducing Youth Crime – Integrated Strategic Planning**

The primary focus of CDYOS – preventing re-offending by young people, reducing first time entrants to the youth justice system and reducing the use of custody – is fully integrated into the following strategic plans/strategies in County Durham:

- Safe Durham Partnership (SDP) Plan;
- County Durham Children, Young People and Families Plan;
- Durham County Council Plan;
- The Sustainable Community Strategy for County Durham;

- Safe Durham Partnership Reducing Re-Offending Strategy;
- Safe Durham Partnership Integrated Restorative Practice Strategy;
- Safe Durham Partnership Anti-Social Behaviour Strategy;
- Safe Durham Partnership Alcohol Harm Reduction Strategy;
- Safe Durham Partnership Drug Strategy
- Think Family Strategy;
- Early Help Strategy;
- Durham Police and Crime Plan;
- County Durham Joint Health and Wellbeing Strategy;
- Durham County Council Strategy for Children and Young People with Special Educational Needs and / or Disabilities.

The health needs of young people who offend are included in both the Joint Strategic Needs Assessment and Joint Strategic Assessment. This maximises opportunities for joint work across Children and Adult Services, Health, Community Safety and Criminal Justice and ensures a co-ordinated strategic approach across County Durham.

The service has developed effective links with the Police and Crime Commissioner and CDYOS partnership priorities are included in the Police and Crime Plan.

Think Family work in Co. Durham has been improved by the active involvement of the service. Additional funding has been secured expand the role of CDYOS volunteers as family mentors for the Stronger (Troubled) Families programme. Following a successful pilot in early 2014, this work will continue throughout the next phase of the programme.



## Resourcing and Value for Money

### Outcome:

Efficient deployment of resources to deliver effective youth justice services to prevent offending and re-offending.

CDYOS is committed to the following principles:

- maintaining front line delivery and core services to young people and partners as far as possible;
- ensuring CDYOS remains in a position to improve practice and outcomes for young people;
- ensuring young people are safeguarded and risk is managed;
- ensuring Value for Money (VfM).

These underpin all our work re budgetary management. Robust financial management is underpinned by regular budget reports to the Management Board.

### Budget 2016/17

CDYOS budget comprises partnership funding, YJB funding and specific grant funding. The budget allocation is reviewed annually by CDYOS Management Board and all partners (Police, Probation, Health (CCGs) and Local Authority) agree funding contributions for the following year.

The confirmed pooled budget for 2016/17 is £3,639,491.

92% of CDYOS budget (£3,364,786) is spent on staff costs. 94% of this is front line delivery.

A detailed budget breakdown can be found at Appendix 2.

### YJB Grant Funding 2016/17

The YJB provides 2 grants which are part of CDYOS' pooled budget:

- Youth Justice (YOT) Grant (England) inc. Unpaid Work Grant;
- Remand Grant;

Both grants are ring-fenced to youth justice services.

### Youth Justice (YOT) Grant: £609,601.

This grant is for the operation of the youth justice system and the provision of youth justice services with a view to achieving the following outcomes: reduction in youth offending; reduction in the number of first time entrants to the justice system; reduction in the use of youth custody; effective public protection; effective safeguarding. This now includes the Unpaid Work Grant which is the responsibility for the delivery of the YRO unpaid work requirement for 16/17 year olds, if imposed by the courts, transferred from Probation/NOMS to youth offending services from 1 June 2014. This is a new responsibility for YOTs. The purpose of this grant is to develop effective practice in the way YRO Unpaid Work requirements are discharged and to provide YOTs with the necessary funding to create an infrastructure to allow such orders to be completed in line with the requirements of the Operating Model.

The 2016/17 grant is a further 12% reduction on the 2015/16 (£673,702) grant after already having received an in year cut of 12%

### Remand Framework for Children: £6,430.

From April 2013, the full cost of all remand bed nights became the responsibility of the local authority, following implementation of that part of the Legal Aid, Sentencing and Punishment of Offenders (LASPO) Act 2012. The Remand to Youth Detention accommodation (RYDA) presents a new – and major – burden and risk to local authorities.

The 2016/17 grant is an 86% reduction on that received for 2015/16 (£46,218). Actions to reduce overspend include: Reducing Remand Bed Night Strategy and remand/special court cover for all courts, including weekend and Bank Holidays.

**Restorative Justice Maintenance Grant:**

No grant received for 2016/17.

**Budget Savings 2016/17**

CDYOS has to manage within a tough budgetary environment. The Service had a further budget reduction of £66,625 for 2016/17. Since 2011/12 CDYOS budget has been reduced by 19% (£827,058).

We managed the budget reductions for 2016/17 by:

- reviewing all staffing in light of service needs and re-profiling some posts to increase resilience/capacity;
- formalising working arrangements for service operation 6 days per week (7 when necessary), including Bank Holidays, with dedicated management cover;
- deleting vacancies to minimise risk to staff;
- reducing support/admin services;
- introducing a range of lean admin processes/operating procedures;
- reducing all non-staffing expenditure to an absolute minimum;
- maximising Durham County Council's support structures;
- changing the way we work with local partnerships (e.g. Safe Durham Partnership/ Children and Families Partnership etc).

It should be noted the budget savings have been achieved while improving performance across a range of measures.

**Staffing and Service Delivery****Service Delivery**

CDYOS works with young people across the whole Youth Justice spectrum (pre/out of court and post court):

- prevention of offending (Safe Durham Partnership ASB Escalation Procedures)
- pre conviction arena (bail and remand management)
- fully integrated pre/out of court system (nationally recognised)
- community sentences
- long term custodial sentences.

CDYOS ensures the delivery of court orders (both in the community and custody) in line with National Standards for Youth Justice, national Case Management Guidance and other statutory requirements. We recruit, train, manage, supervise and deploy volunteers to carry out a range of functions (including the statutory delivery of Referral Orders). We operate a fully staffed court rota for the Youth Court, Remand Court, Crown Court and Special Courts (Saturdays and Bank Holidays). We ensure safeguarding and management of risk, including public protection, in relation to young people in the youth justice system.

CDYOS works with victims of youth crime to ensure meaningful input to work with young people who have offended and has expanded restorative justice across all orders within existing resources.

**Staffing**

The Service is staffed in line, and fully complies, with the requirements of the Crime and Disorder Act (1998), including:

- Social Workers;
- Probation Officers (NPS);
- Police Officers;
- Police staff;
- Health staff (Community Nurses);
- Education Officers.

There a range of other staff, for example:

- Managers;
- Practice Improvement Officers;
- Victim Liaison Officers;
- Think Family Mentor;
- Family Support Officer;
- Intensive Supervision and Surveillance (ISS) Officer;
- Reparation Officer;
- Speech and Language Therapist;
- Admin staff;
- And staff who deliver a range of interventions with young people to reduce re-offending, including ISS, reparation, and pre court/out of court.

The service has 101 staff (91.9fte) and 70 active volunteers in 2016/17, an increase from 96 staff (88.9fte) in 2015/16 (additional Victim Liaison Officer, Liaison and Diversion workers and CAMHS nurse)

Some staff are seconded to CDYOS from Durham Constabulary, National Probation Service, North Tees and Hartlepool Foundation Trust, County Durham and Darlington Foundation Trust, and the Think Family Team. The vast majority are employed by DCC on behalf of the partnership.

### Staffing Structure

As of 1 April 2016 CDYOS has 101 staff (91.9fte) and 70 active volunteers.

(See Appendix 4 for CDYOS Staffing Structure)

85 (78.4fte) staff are employed by the Local Authority on behalf of the partnership; 4 (3.8fte) seconded from National Probation Service; 4 (4fte) seconded from Police; 4 (3fte) seconded from Health (County Durham and Darlington Foundation Trust); and 1 (1fte) seconded from North Tees and Hartlepool Foundation Trust, 1.5 L & D and 0.2 CAMHS.

**Staff gender:** 69 female; 26 male (6 vacancies).

**Ethnicity of staff:** 94 White British, 1 Other White and 1 White/Black African.

**Volunteer gender:** 51 female and 19 male.

**Ethnicity of volunteers:** 66 White British, 1 Pakistani, 1 Bangladeshi and 1 Chinese.

All 101 staff and all 70 volunteers are trained in Restorative Approaches/ Restorative Justice. 53 are trained to facilitate Restorative Justice conferences.

## Partnership Arrangements

### Outcome:

Effective partnership arrangements are in place between YOT statutory partners and other local partners that have a stake in delivering local youth justice services, and these arrangements generate effective outcomes for children and young people who offend or at risk of offending.

### Partnership Arrangements

Partnership arrangements in place to deliver effective and efficient youth justice services in County Durham include:

- Partners (Police, National Probation Service and Health) have maintained their specialist staff and financial contributions to the service for 2016/17;
- Durham County Council as lead partner;
- The Management Board consists of statutory partners plus broader membership (Office of the Durham Police and Crime Commissioner, HMCTS, CRC, Public Health, SEND);
- Seniority of Management Board members
- Management Board members are proactive, working both within and outside the Board, to support the work of the service;

- Partnership work to support the development of a range of projects and initiatives e.g. SLCN Strategy; work with RSPCA, Fire and Rescue Service, Police re development of additional intervention programmes; Positive Futures re interventions directory;
- Police officers and Police staff in CDYOS are now responsible for the collection of forensic samples and for fingerprinting all young people who attend the Police station on a voluntary basis for a Youth Caution or Youth Conditional Caution.

### Effective Partnership Work

CDYOS has strong partnership work with an extensive range of partners at both strategic and operational level. Partners include:

- Criminal Justice (Police, Probation, Courts);

- Community Safety (DCC, Health, Fire and Rescue);
- Children and Families Partnership (DCC, Health, Police, VCS);
- Local Safeguarding Children Board;
- MAPPA;
- Health (CDDFT, CCGs, NECS, TEWV, NTHFT);
- National Probation Service (NPS);
- Durham Tees Valley Community Rehabilitation Company (CRC);
- Think Family/Stronger (Troubled ) Families;
- Local Criminal Justice Board.

Strong partnership resourcing in CDYOS is formalised by HR Service Level Agreements with partners in regards to seconded staff (NPS, Police, CCGs, Think Family). HR Service Level Agreements (SLAs) are reviewed annually.

The Service operates a range of protocols with partners (including courts, health, Children and Adolescent Mental Health Service (CAMHS), Children's Services (former children's social care) which are regularly reviewed.

'There were good examples of sound and effective operational partnership arrangements. A particularly good example was the arrangements in place regarding the housing provision available for young people. This was underpinned by an effective protocol and well integrated practice supported by the availability of plentiful, quality arrangements. The effective working relationships between the YOT and the wider Children's Services were apparent.'

(Peer Review, November 2015)

### Commissioned Services

CDYOS has been successful in agreeing, and arranging funding for, the continued secondment of the Band 7 Clinical Lead Speech and Language Therapist until 31.3.17 from North Tees and Hartlepool Foundation Trust.

In addition, CDYOS has agreed and arranged funding for, the continued secondment of a 0.2fte Band 7 CAMHS Nurse until 31.3.17 This is in addition to the increased presence

of the Liaison and Diversion Programme through the deployment of 1.5fte staff to work with CDYOS.

Future health commissioning will be based upon a comprehensive health needs assessment being undertaken on young people who offend in County Durham. This is being lead and managed by colleagues in Public Health and will provide, for the first time, a comprehensive analysis of health needs of young people in contact with CDYOS and will enable us to enter into discussions to commission health services confident of the needs to be met.

### Stronger (Troubled) Families

CDYOS is an active partner in the successful delivery of the Stronger Families programme in County Durham. Agreement was reached for the secondment of a Think Family Mentor to work full-time within CDYOS, supporting staff in ensuring we 'Think Family'.

In addition, CDYOS Volunteer Programme supports at least 50 families (Stronger Families) each year, from across the range of agencies acting as lead professional.

### Resettlement after Custody

As a result of our multi-agency approach to resettlement, 100% of young people leaving custody had appropriate accommodation sourced and available prior to release. CDYOS works closely with Housing and Children's Services to ensure young people are effectively resettled.

No young people were remanded to the secure estate in 2014/15 as a result of inappropriate accommodation.

### Prevent

Local Authorities, including Youth Offending Services are subject to a duty under section 26 of the Counter-Terrorism and Security Act 2015, in the exercise of their functions, to have "due regard to the need to prevent people from being drawn into terrorism". This duty is known as the Prevent duty. It applies to a wide range of public-facing bodies. Within CDYOS this duty is discharged through our case work with young people who have

offended and through our membership of partnerships charged with carrying out the 'Prevent' work. All CDYOS staff have been trained in Prevent and the inherent duties through use of e-learning. This is a first stage. CDYOS also has two staff members trained to deliver 'WRAP' training which will be rolled-out to all staff during 2016/17. Case Managers have worked closely with Police and other colleagues when concerns about radicalisation/extremism have been identified with young people and/or families. The Strategic Manager CDYOS is the Children's Services (Durham County Council) lead for the 'Silver Contest Board' and she is also Chair of the 'Channel Panel' – a panel that considers the case management of any individual about whom there are concerns in respect of radicalisation and/or extremism

### Information Sharing

Partnership information sharing protocols/agreements work very well and ensure holistic assessment, intervention and outcomes for young people who offend. Staff have access to a range of case management systems/databases in CDYOS offices, including:

- All Police intelligence systems inc. PNC, Sleuth, Blue Delta, Red Sigma, Vicman (Police);
- SystemOne (Health);
- ICS/SSID (Safeguarding/ Children's social care);
- ONE (Education);
- Capita (Education);
- CareWorks (Youth Justice case management system).

Police intelligence systems are available to a group of vetted and suitably trained staff in CDYOS, in addition to Police Officers and Police staff.

The range of case management systems/databases in CDYOS allows staff and secondees to access critical, real-time information regarding the young person/family to support management of risk and vulnerability, and ensure holistic assessment and information sharing to improve outcomes for young people in the youth justice system.

In addition, Careworks is available in house for:

- Emergency Duty Team (EDT)
- All magistrates courts in County Durham for CDYOS access.

### Key New Partnerships

Key new partnerships/joint work includes:

- The Royal British Legion – reparation work;
- Children's Speech and Language Therapy Services, North Tees and Hartlepool Foundation Trust, formerly County Durham and Darlington Foundation Trust – Speech, Language and Communication Needs Strategy;
- SEND – Local Area Strategy and Accountability Group;
- Safe Durham Partnership – strategic lead for partnership work on Integrated Restorative Practice;
- The Prince's Trust – accreditation of core work;
- Colleges, training providers, VCS, Improving Progression of Young People Team – Youth Employment Initiative;
- Safe Durham Partnership, NPS, CRC, Police, PCC – TR developments;
- Office of the PCC – young victims of youth crime;
- RSPCA – Paws4Change programme;
- Durham Constabulary Armoury – Air Guns programme;
- Fire and Rescue Service – Firebreak programme;
- Positive Futures partners – range of programmes available;
- The Open Awards – accreditation of core work;
- Checkpoint – partnership diversion programme for low level adult offenders.

### Durham Works

CDYOS is a Delivery Partner of the Durham Works Programme (Youth Employment Initiative) and, as a result, significant additional resource is available to support young people who are known to the Service into education, employment and training. This is an exciting development and will continue the steady increase of the number of young people (age 16 to 18 years) in education, employment and training.

'Relationships are excellent with the Police and OPCC, Health, NPS/CRC which can be seen from allocated resources, financial contributions and engagement in the Management Board. The YJB ... has a high level of confidence that whatever the final budget is for 15/16 that services will be arranged to focus on the key priorities and CDYOS will continue to be in a strong position to deliver high quality services.' (YJB, March 2015)

### Reducing Re-offending

The impact of early intervention via pre/out of court work and robust case management post court is evidenced by:

- 85.7% reduction in first time entrants (FTEs) – from 1129 in 2007/08 to 161 in 2015/16;
- reducing all offences committed by young people by 54.6% - from 2464 in 2010/11 to 1118 in 2015/16;
- reducing the number of young people offending by 54.6% from 1270 in 2010/11 to 576 in 2015/16;
- 80.2% reduction in the number of young people in the MoJ cohort between 2007/8 and 2013/14 (from 2145 to 425);

### National Recognition

During the course of 2015/16, CDYOS staff and programmes were:

- Awarded a Butler Trust Award, to two members of staff for their innovative work in meeting young people's speech, language and communication needs;
- A finalist in the Children & Young People Now Awards for the resources developed through Clear Cut Communications;
- Highly Commended in the Shine A Light Awards for the work of Clear Cut Communications;
- Awarded a Restorative Service Quality Mark by the Restorative Justice Council for our restorative work across the service;
- Awarded a further three years Investing in Volunteers Mark.

'I am delighted that County Durham Youth Offending Service's Restorative Work has been awarded the RSQM. It is an acknowledgement of their dedication to providing a consistently excellent service for young people who offend and their victims, who are guaranteed a safe and effective restorative justice process.' (Jon Collins, RJC Chief Executive, April 2016)

## Risks to Future Delivery against Youth Justice Outcome Measures

### Outcome:

Robust actions are in place to mitigate risks to future delivery against youth justice outcome measures

### CDYOS Quality Assurance (QA) Framework

CDYOS has implemented a comprehensive QA Framework which covers all QA work undertaken by line managers in CDYOS, one element of which includes a robust audit programme and quarterly thematic audits. Themed audits to be undertaken in 2016/17 include:

- CSE
- Emotional wellbeing/mental health
- Desistance
- Management of risk

Both the Management Development programme, for CDYOS managers, and the staff focus sessions will continue throughout 2016/17.

### Peer Review

CDYOS undertook a Peer Review (YJB) during October 2015. The focus of the review was our practice and partnerships to reduce re-offending. The review process was a positive experience and we received both complimentary and helpful, constructive feedback. Areas for consideration were debated by CDYOS Management Board at a

special meeting held in November 2015 and improvement/development actions, following on from the review, have either been completed already or included in the Service Improvement Plan for 2016/17.

### Diversity

CDYOS is committed to meeting the needs of the young people, families and victims with

whom we work. All staff have undertaken specialist diversity training for youth offending, SLCN training and, in addition, case managers have undertaken specialist diversity training for assessments. Diversity issues are a specific category on the checklist used by managers to countersign assessments and intervention plans.

Risk	Action to Mitigate Risk
Remands to Youth Detention Accommodation (RYDA) – financial risk to local authority	<ul style="list-style-type: none"> <li>• Reducing Remand Bed Nights Strategy</li> <li>• Management oversight</li> <li>• Mid-week and weekend staffed court cover</li> <li>• Remand Court specialists</li> <li>• ISS Bail Programme</li> <li>• Joint work with Children’s Service’s colleagues</li> </ul>
Future budget efficiencies/reductions in partner contributions	<ul style="list-style-type: none"> <li>• On-going review of Service structure</li> <li>• Review accommodation</li> <li>• Review all vacancies</li> <li>• Consider new ways of working</li> </ul>
Maintaining improving performance in face of on-going budget reductions	<ul style="list-style-type: none"> <li>• SIP 2016/17</li> <li>• Quality Assurance framework</li> <li>• Self-assessment against HMIP criteria</li> <li>• Innovation</li> <li>• Staff forums</li> <li>• Managers forums</li> </ul>
Taylor Review of the Youth Justice System leads to uncertainty for the future and complicates planning	<ul style="list-style-type: none"> <li>• On-going review of Service structure</li> <li>• Staff forums</li> <li>• Managers forums</li> <li>• Innovation</li> <li>• Emphasis on improving quality of core practice</li> </ul>
Reoffending rate (binary) increases due to continued reduction in full cohort numbers at a rate greater than reduction in numbers of young people reoffending	<ul style="list-style-type: none"> <li>• Expansion of reoffending cohort</li> <li>• Review and changes to enhanced programme for reoffending cohort</li> <li>• Introduction of Asset Plus</li> <li>• Amendments and improvement in QA processes</li> <li>• Managers forums</li> <li>• Staff forums</li> <li>• Emphasis on improving quality of core practice</li> <li>• SIP 2016/17</li> </ul>

Robust management and governance will continue to ensure that CDYOS improves outcomes for young people in the youth justice system and reduces re-offending. The Service is well placed to build on the progress and improved performance of the last 8 years.

‘We were extremely impressed by the enthusiasm and dedication of the staff team, who were clearly motivated to provide the best service to meet the needs of the young people engaged with the service. There was substantial evidence from both the staff team and the young people themselves. We heard good evidence of relationship based practice and young people felt their YOT workers were there for them.’ (Peer Review, November 2015)

## Appendix 1

### CDYOS Management Board – Approval of Strategic Plan

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This plan was considered by CDYOS Management Board on 9 May 2016.

I approve this plan on behalf of the Board.



Carole Payne  
Head of Children's Services  
Chair of CDYOS Management Board



## Appendix 2

## County Durham Youth Offending Service Budget 2016/17

Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Local Authority			2,010,997	2,010,997
Police Service	153,991	72,000	125,000	350,991
National Probation Service	107,919		27,029	134,948
Health Service	149,573		50,267	199,840
Community Safety Funding			160,872	160,872
YJB – Youth Justice (YOT) Grant			609,601	609,601
Other Funding (Stronger Families)			35,000	35,000
<b>Total</b>	<b>411,483</b>	<b>72,000</b>	<b>3,018,766</b>	<b>3,502,249</b>

CDYOS also has a budget of £155,033 for specific projects as detailed below.

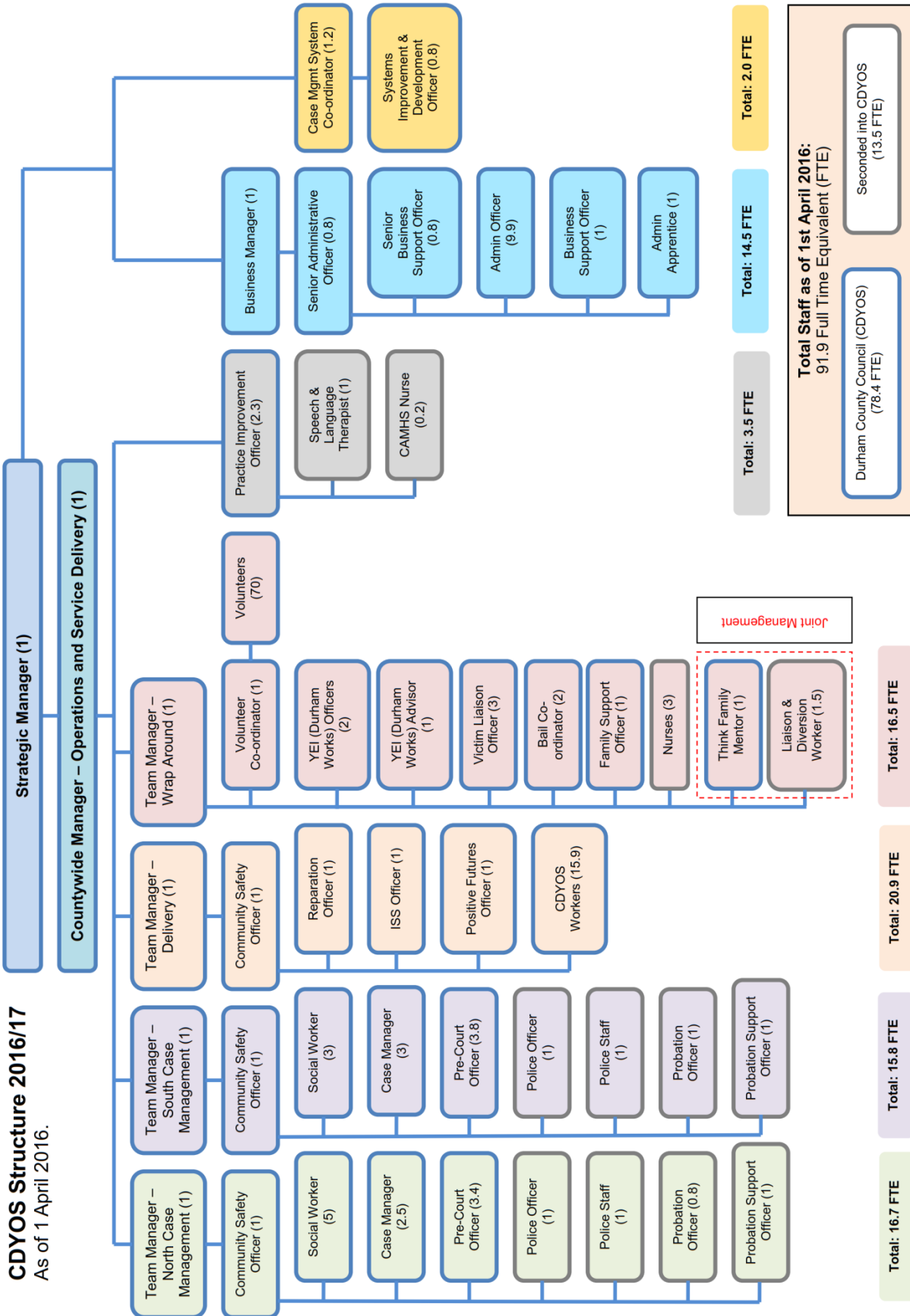
YJB - Remand Grant	6,430	6,430
Community Safety Funding	48,200	48,200
Youth Employment Initiative	82,612	82,612
<b>Total CDYOS Pooled Budget</b>	<b>3,156,008</b>	<b>3,639,491</b>

## Priority

- 1) **Improving how we communicate with young people and the interventions we complete with them**
  - Deliver phase three of the Speech, Language and communication strategy, concentrating on the quality of the service we deliver to young people and clinical input
  - Expand the SLCN resources available for work with young people
  - Further develop the Clear Cut brand
  - Continue to expand the range of interventions delivered by the Delivery Team
  - Improve the quality of the programmes delivered
  - Improve Case Managers confidence in screening for mental health needs
  - Improve pathways to mental health services for young people under the supervision of CDYOS
  - Ensure our work on CSE and sexually harmful behaviour is complimentary and coordinated
  - Improve our evaluation of the effectiveness of interventions used within CDYOS
  - Embed and improve the quality of assessments through Asset Plus
  - Undertake a comprehensive health needs assessment on young people who offend to influence commissioning of services
- 2) **Putting victims, especially young victims, and Restorative Justice at the heart of everything we do**
  - Embed and expand 'With Youth in Mind' Group for young people who have been victims of crime
  - Integrate the volunteering function into the Wrap Around Team
- 3) **Targeting our resources on those young people committing the most offences**
  - Improve the monitoring and evaluation of the Reoffending Cohort
  - Review and improve both the enhanced programme and the process for reviewing the reoffending cohort
- 4) **Ensuring we have robust quality assurance and staff management processes in place and a skilled management team to manage these processes**
  - Deliver a series of training sessions for managers in respect of countersigning within Asset Plus
  - Ensure CDYOS is prepared for the implementation of the new inspection framework
  - Embed 'operational managers' development sessions
- 5) **Ensuring we listen and respond to what young people and their families are telling us**
  - Increase to 70 the number of HMIP young people's surveys undertaken
  - Ensure the opinions of young people from County Durham are included in the Taylor Review of the Youth Justice System
  - Embed the use of young people's self-assessment into the Asset Plus assessment process
  - Review and increase the 'voice of the child' in our work
  - Embed and expand 'With Youth in Mind' Group for young people who have been victims of crime
- 6) **Ensuring volunteering, by both adults and young people, is a key component of the work we undertake with young people and victims**
  - Embed and expand 'With Youth in Mind' Group for young people who have been victims of crime
  - Improve the quality of our work and monitoring of Family Mentors through the Stronger Families Programme
  - Increase the opportunities for young people working with CDYOS to take-up volunteering opportunities
  - Increase the use of volunteer mentors working with young people
- 7) **Ensuring that case management systems and administration support provides the highest quality support to staff and managers in the delivery of services to courts, communities, victims, families and young people.**
  - Embed performance targets into administration processes
  - Expand the review of management information to include all management information needs

Appendix 4

Service Structure 2016/17



## Appendix 5 CDYOS Statutory Functions

### Provision of:

- Supervision of Courts Orders (Community and Custody) in line with National Standards for Youth Justice
- Youth Conditional Caution Supervisions
- Court staffing (Youth, Crown, Remand Courts including Saturday and Bank Holiday working)
- Bail Supervision functions
- Appropriate Adult service for Police interviews (PACE)
- Pre-Sentence Reports for Courts
- Community Volunteers (Referral Order Panels)
- Recruit, train, manage, supervise, and deploy volunteers to carry out statutory functions
- Referral Order Panel Reports
- 'Prevention' services to prevent youth crime
- Anti-Social Behaviour escalation supervision
- Service to victims of youth crime
- Delivery of court-ordered reparation to community and victims
- YJMIS data / management info to Youth Justice Board / Ministry of Justice regarding youth justice cases
- Parenting Orders imposed in the Youth Court (Criminal Matters)

### Management of:

- Sex Offenders (Assessment, Intervention and Moving On (AIM)) – young people under 18
- Children remanded into Youth Detention Accommodation
- Remands into Youth Detention Accommodation (RYDA)

### Duty to:

- Comply with National Standards for Youth Justice (accountable to Ministers)
- Comply with arrangements for multi-agency public protection (MAPPa)
- Cooperate with MAPPa/LSCB/SDP (CSP)
- Provide and support a Management Board
- Produce and deliver an annual Youth Justice Plan
- Provide assistance to persons determining whether Youth Cautions or Youth Conditional Cautions should be given
- Cooperate with Children's Services to improve wellbeing of children and young people in County Durham
- Cooperate regarding safeguarding and public protection incidents in the community (YJB)

### Additional Functions:

- Provision of Out of Court Disposals (service delivery)
- Provision of Think Family / Stronger Families
- Manage safeguarding and risk management inherent in all the above
- Team Around the Child (TAC) / Team Around the Family (TAF)
- Assessment, Planning Interventions, Supervision (APIS)
- Offending Behaviour Programmes (OBPs)

## Appendix 6

## Glossary

Acronym	Meaning
<b>AIM</b>	Assessment, Intervention and Moving on
<b>APIS</b>	Assessment, Planning, Intervention and Supervision
<b>ASB</b>	Anti-Social Behaviour
<b>CAMHS</b>	Child and Adolescent Mental Health Service
<b>CCG(s)</b>	Clinical Commissioning Group(s)
<b>CDDFT</b>	County Durham and Darlington Foundation Trust
<b>CDYOS</b>	County Durham Youth Offending Service
<b>CRC</b>	Community Rehabilitation Company
<b>CSP</b>	Community Safety Partnership
<b>DCC</b>	Durham County Council
<b>DDES</b>	Durham Dales, Easington and Sedgefield CCG
<b>DTO</b>	Detention and Training Order
<b>FTEs</b>	First Time Entrants (to the Youth Justice System)
<b>HMCTS</b>	Her Majesty's Courts and Tribunals Service
<b>HR</b>	Human Resources
<b>liV</b>	Investing in Volunteers
<b>ISS</b>	Intensive Supervision and Surveillance (alternative to custody)
<b>LAC</b>	Looked After Children
<b>LCJB</b>	Local Criminal Justice Board
<b>LSCB</b>	Local Safeguarding Children Board
<b>MAPPAs</b>	Multi-Agency Public Protection Arrangements
<b>MoJ</b>	Ministry of Justice
<b>NECS</b>	North East Commissioning Support (Health)
<b>NTHFT</b>	North Tees and Hartlepool Hospitals NHS Foundation Trust
<b>NPS</b>	National Probation Service
<b>OPPC</b>	Office of the Police and Crime Commissioner
<b>PCC</b>	Police and Crime Commissioner
<b>PCD</b>	Pre Caution Disposal (April 2013 onwards)
<b>PNC</b>	Police National Computer
<b>PRD</b>	Pre Reprimand Disposal (May 2008 – March 2013)
<b>QA</b>	Quality Assurance
<b>SDP</b>	Safe Durham Partnership (CSP)
<b>SIP</b>	Service Improvement Plan
<b>TEWV</b>	Tees, Esk, and Wear Valleys NHS Foundation Trust (Mental Health)
<b>TR</b>	Transforming Rehabilitation
<b>VCS</b>	Voluntary and Community Sector
<b>VfM</b>	Value for Money
<b>YJB</b>	Youth Justice Board
<b>YOS</b>	Youth Offending Service
<b>YOT</b>	Youth Offending Team

## Appendix 7

### Contact Details

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County Durham Youth Offending Service  
**Youth Justice Plan**  
2016/17



**Safer and Stronger Communities  
Overview and Scrutiny Committee**

**23 September 2016**

**Progress of Recommendations following  
the Overview and Scrutiny Review of  
Organised Crime**



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**Report of Lorraine O'Donnell, Director of Transformation and  
Partnerships**

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**Purpose of the Report**

1. To provide Safer and Stronger Communities Overview and Scrutiny Committee with progress of recommendations following the Committee's previous review of Organised Crime.

**Background**

2. In 2014 Members of the committee agreed to undertake a review activity looking at how the police and partners on the Safe Durham Partnership work together tackle organised crime. The committee's work focused on looking at the effectiveness of partnership working and community engagement and the role community intelligence plays in tackling organised crime. The committee also looked at the risk to the council of fraud and organised crime. Members also considered a case study looking at how partners worked together to tackle organised crime groups operating illegal waste sites in County Durham and what lessons could be learned from this work.
3. The report concluded that there are strong partnership arrangements in place to tackle organised crime and that the work led by Durham Constabulary is considered to be leading work nationally. The committee noted that Government issued guidance at the time of the review on how the police together with its partners should develop profiles on the threat of serious and organised crime in their localities. These local profiles will help build on the good work that has been introduced in Durham.
4. Communities can provide valuable intelligence to the police and partners to help fight serious and organised crime. Education and awareness is a key part of the work of the Safe Durham Partnership. The report concluded that work in helping partner agencies and communities to recognise serious and organised crime and encourage them to report it remains a critical area in fighting the threat and be kept apprised of the work being done in this area.

5. The work of the Police, the Council, Environment Agency and other agencies working together to tackle organised crime groups operating illegal waste sites in County Durham was the focus of a case study. The committee heard how a Joint Memorandum of Understanding had been developed between the council and the Environment Agency for cases where waste processing businesses are being used as a front for criminal activity. Whilst legal action may be being pursued, members recognise that residents may become frustrated with the lack of any visible progress regarding dealing with unsightly illegal waste sites in their neighbourhood. The committee requested to be updated on work being done in partnership in this area and what further action can be done to engage with communities when dealing with illegal sites.
6. Local government can be the target of organised crime groups. The committee looked at the risk of fraud to the council. Public sector organisations can legitimately share data to help disrupt organised crime and protect the public purse. The committee heard that Durham County Council is taking part in one of only a small number of pilots nationally looking at data sharing and procurement contracts. Following conclusion of this exercise the committee requested to hear if there are any lessons learned from this innovative work.
7. The Committee felt that both members and officers of the council could also benefit from further training in being able to recognise organised crime particularly those officers in the front line who work within communities.
8. The Committee's report was presented by Cllr Boyes to Cabinet on 16th September 2015 and included the following recommendations:
  - 1) Cabinet note the work of the Council and partners in contributing to partnership activity to tackle organised crime through the Disruption and Intervention Panel.
  - 2) Relevant organisations on the Safe Durham Partnership comply with all information and actions required to develop and deliver the Local Profiles Document. In addition, the Committee request that a progress report on the Local Profiles document is presented to a future meeting.
  - 3) The Safe Durham Partnership continues work to raise awareness with partner agencies and communities to be alert and be confident to report activity that could be linked to organised crime.
  - 4) Through the Memorandum of Understanding the council work with the Environment Agency to take prompt action when illegal waste sites are identified.
  - 5) Cabinet note the potential risk of organised crime through fraud and that following conclusion of the Home Office project look to seek if learning from this work can be implemented more widely.

- 6) Enhance training and awareness raising in relation to organised crime through:
  - an awareness session on Organised Crime for Elected Members
  - Integrating organised crime information within the Council's fraud awareness training, including consideration of developing on-line training information
  
9. Appendix 2 provides progress on implementation of each of these recommendations and Detective Chief Inspector Dave Ashton, Durham Constabulary will be in attendance at the Committee's meeting to provide further information on the partnership approach to tackling organised crime and respond to Members questions in relation to this topic.

### **Recommendation**

10. Members of the Committee are asked to note information contained within this report and comment accordingly.

### **Background Papers**

Overview and Scrutiny Review, Organised Crime, Cabinet September 2015

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**Contact: Tom Gorman, Corporate Improvement Manager Tel: 03000 268 027**  
**Jonathan Slee, Overview and Scrutiny Officer Tel: 03000 268 142**

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## **Appendix 1: Implications**

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**Finance – None**

**Staffing – None**

**Risk - None**

**Equality and Diversity / Public Sector Equality Duty – None**

**Accommodation - None**

**Crime and Disorder** – information within the report is aimed at reducing crime and disorder, Anti-Social behaviour and environmental crime

**Human Rights – None**

**Consultation – None**

**Procurement – None**

**Disability Issues – None**

**Legal Implications – None**

**OVERVIEW AND SCRUTINY WORKING GROUP REPORT – Organised Crime  
REVIEW OF RECOMMENDATIONS**

Review Recommendation	Progress Report of Action taken to implement recommendation	Resib'ty	Timescale
<p>1) Cabinet note the work of the Council and partners in contributing to partnership activity to tackle organised crime through the Disruption and Intervention Panel.</p>	<p>On behalf of Cabinet, Councillor Joy Allen, Portfolio Holder for Safer Communities has stated: “I welcome the review into Organised Crime undertaken by the Safer and Stronger Communities Overview &amp; Scrutiny Committee. This was an excellent piece of work that demonstrates the positive multi-agency partnership working being undertaken across County Durham. The report highlights the work of the Disruption and Intervention Panel which has supported tackling and disrupting organised crime groups and making our communities safer.”</p>		
<p>2) Relevant organisations on the Safe Durham Partnership comply with all information and actions required to develop and deliver the Local Profiles Document. In addition, the Committee request that a progress report on the Local Profiles document is presented to a future meeting.</p>	<p>DCI Ashton is attending the September Overview &amp; Scrutiny Committee meeting to provide an organised crime presentation. This will contain information from the organised crime local profiles document. The document will updated in March 2017 and an update will be provided to both the Safe Durham Partnership and the Overview &amp; Scrutiny Committee.</p>	DCI Ashton	March 2017

Review Recommendation	Progress Report of Action taken to implement recommendation	Resib'ty	Timescale
<p>3) The Safe Durham Partnership continues work to raise awareness with partner agencies and communities to be alert and be confident to report activity that could be linked to organised crime.</p>	<p>A presentation was provided to the Safe Durham Partnership in July in relation to the Local Profiles Document. A further presentation is to be provided in September in relation to how to recognise the signs of organisation crime. Partners are then to further share this information in their organisation. AAP Co-ordinators were briefed by DCI Ashton in November 2015 in order to share the information with their AAPs.</p> <p>Cyber-crime is one element of organised crime. A Task &amp; Finish Group was set up to develop a more co-ordinated approach under the governance of the Safe Durham Partnership. One large scale event was held for the public in July with around 500 people attending. A further partnership event is to take place on 20th September.</p> <p>Front line workers awareness raising is built into everyday working / core business within Durham Constabulary. Information is also shared at local PACT meetings.</p> <p>Operation Sledgehammer information is provided to partners following operations in the North East.</p>	DCI Ashton	March 2017

Review Recommendation	Progress Report of Action taken to implement recommendation	Resib'ty	Timescale
<p>4) Through the Memorandum of Understanding the council work with the Environment Agency to take prompt action when illegal waste sites are identified.</p>	<p>The principles behind Memorandum of Understanding (MOU) were informally established several years ago and have therefore been operating in practice for some time. The MOU formally establishes these principles. It is a joint statement of responsibilities, duties and expectations of the signatories in relation to the regulation of waste management sites, permits, planning permissions and environmental crime.</p> <p>In practice the MOU operates at 2 levels:</p> <p>Managers and Senior Officers of all agencies come together at quarterly meetings to share information and exchange on-going developments regarding waste businesses who have a history of complaint or breaches of legislation. These businesses are generally subject to regular monitoring by all agencies. In addition to these businesses, any current cases which are the subject of joint action are discussed for the benefit of all parties. Information sharing plays a key role in the regulation of environmental crime, pollution prevention and protection of the wider community and the environment.</p>	<p>Joanne Waller</p>	<p>Ongoing</p>

Review Recommendation	Progress Report of Action taken to implement recommendation	Resib'ty	Timescale
	<p>2. Where complaints from the public are received by any of the agencies or individual officers become aware of unauthorised or potentially illegal practices, the responsible agency can be notified without delay and where appropriate joint visits arranged promptly so as to ensure any breaches can be tackled without delay by the application of the relevant legislation. It is in these situations that the benefit of the MOU is more keenly realised by engaging the wider resource base available provided by a combination of all agencies to deal with illegal waste practices. In addition there is a more-co-ordinated approach to tackling illegal waste activities in County Durham.</p> <p>Officers within Durham County Council have a better understanding of the role of the Environment Agency in waste regulation and how their own regulatory regimes integrate with those of the other signatories. This has particularly useful in circumstances where multiple issues are reported which require joint inspection and investigation.</p> <p>Since the introduction of the MOU there have been several examples of multi-agency investigations to tackle illegal and unauthorised waste activities and the resultant environmental pollution.</p>		



Review Recommendation	Progress Report of Action taken to implement recommendation	Resib'ty	Timescale
<p>5) Cabinet note the potential risk of organised crime through fraud and that following conclusion of the Home Office project look to seek if learning from this work can be implemented more widely.</p>	<p>Work now completed. Last update received by Home Office on 13 July 2016. Paper on results to be published on Gov.uk website upon approval by the new Home Secretary. Decision should be made in September 2016.</p> <p>There is always a risk of organised crime infiltrating Council procurement however the actions put into place will further mitigate this risk. Lessons learned from the exercise have now been put into practice as far as possible. Including, training for schools now in School Learning Directory and we have allocated a Council Corporate Fraud Investigator to work with the Police one day a week. Further work around adding a deterrent to the procurement process is being discussed with Cabinet Office Legal advisers. Regular six monthly updates are provided to the Council's Audit Committee.</p>	Paul Bradley	Complete
<p>6) Enhance training and awareness raising in relation to organised crime through:</p> <ul style="list-style-type: none"> <li>• an awareness session on Organised Crime for Elected Members</li> <li>• Integrating organised crime information within the Council's fraud awareness training, including consideration of developing on-line training information</li> </ul>	<p>As detailed above, Elected Members have received information to raise awareness through AAPs and partnership fora. SSC Overview &amp; Scrutiny will be provided with a presentation in September in relation to organised crime and following the development of the 2017 Local Profiles document, subsequent presentations will take place.</p>	DCI Ashton	March 2017

<b>Review Recommendation</b>	<b>Progress Report of Action taken to implement recommendation</b>	<b>Resib'ty</b>	<b>Timescale</b>
	Development of the on line training package is well underway and should be prepared and rolled out by the end of the year.	Paul Bradley	March 2017

**Safer and Stronger Communities  
Overview and Scrutiny Committee**

**23 September 2016**



**County Durham Road Casualty  
Reduction Forum**

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**Report of Lorraine O'Donnell, Director of Transformation and Partnerships**

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**Purpose of the Report**

1. To provide Members of the Committee with information in advance of a presentation from Dave Wafer, Chair of the County Durham Road Casualty Reduction Forum on activity undertaken throughout 2016/17.

**Background**

2. At its meeting in September 2015, the Committee received and responded to a presentation on work of the Road Casualty Reduction Forum during 2015/16. Within its response, the Committee note that whilst the number of people 'killed or seriously injured' for 2014 was down compared to the previous year, Members raised concern that there has been an increase in fatal accidents for 2015.
3. Members acknowledged the positive work that is being undertaken by the Forum through education, engagement, engineering and enforcement and gained an insight to this work through attending wisedrive and safety carousel events in October and November 2015.
4. The Committee also supported the positive introduction of roadside testing for drug driving and encouraged the Road Casualty Reduction Forum to raise awareness to the dangers and consequences of drug driving.
5. The Committee agreed its work programme in June 2016 and requested to include an item on the County Durham Road Casualty Reduction Forum. Information within the presentation contributes to the objective of 'Road Casualty Reduction' within the Safe Durham Partnership Plan 2016-19. In addition Members also requested to hold a focussed meeting during 2016/17 on road safety with regard to young drivers and the fatal four causes of accidents.
6. The road casualty reduction forum reports to the Safe Durham Partnership and its membership includes representation from Durham County Council, Durham Constabulary, County Durham & Darlington Fire and Rescue Service and NHS organisations. In partnership, the forum undertake a range of activity that focus on education, engagement, engineering and enforcement and the Safe Durham Partnership Plan identifies the following key objectives:

- a. Improve education and raise awareness of road safety;
  - b. Improve health and wellbeing of communities through casualty reduction, and
  - c. Develop a safer road environment.
7. The presentation to the Committee's meeting will provide Members with an update following the presentation in September 2015 on current accident trends together with an overview of activity undertaken to deliver the above objectives and information on campaign activity throughout 2016/17.
8. In addition, the presentation will also contribute to the Committee's focussed meeting on road safety with regard to young drivers and the fatal four causes of accidents.

### **Recommendation**

Members of the Committee are asked to note information contained within the report and presentation and comment accordingly.

### **Background Papers**

None

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**Contact: Jonathan Slee, Overview and Scrutiny Officer    Tel: 03000 268 142**

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## **Appendix 1: Implications**

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**Finance – None**

**Staffing – None**

**Risk - None**

**Equality and Diversity / Public Sector Equality Duty – None**

**Accommodation - None**

**Crime and Disorder – None**

**Human Rights – None**

**Consultation – None**

**Procurement – None**

**Disability Issues – None**

**Legal Implications – None**

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**Safer and Stronger Communities  
Overview and Scrutiny Committee**

**23 September 2016**



**Quarter One 2016/17  
Performance Management Report**

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**Report of Corporate Management Team**

**Lorraine O'Donnell, Director of Transformation and Partnerships  
Councillor Simon Henig, Leader**

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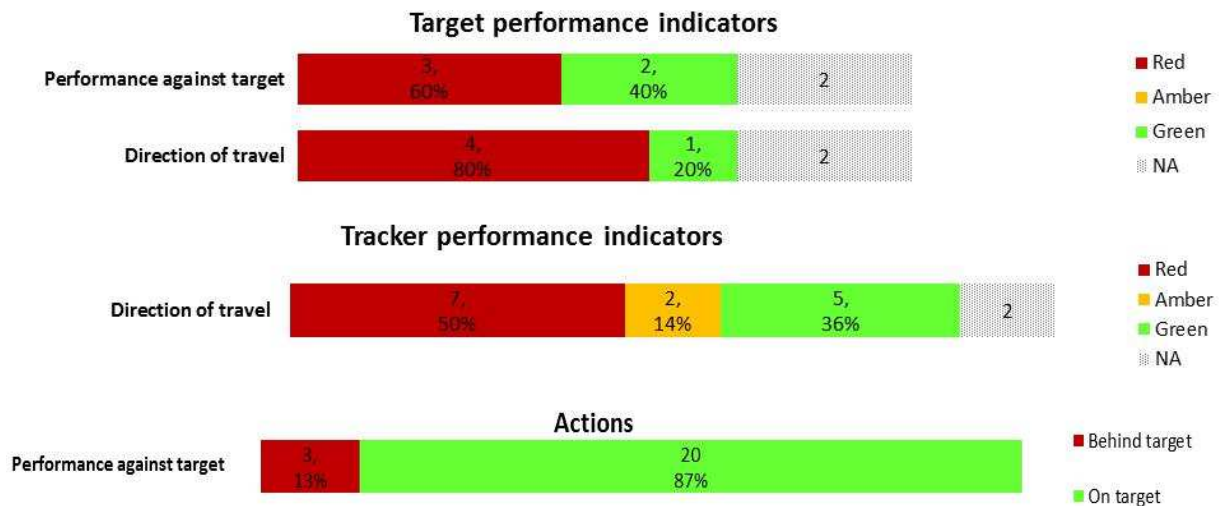
**Purpose of the Report**

1. To present progress against the council's corporate basket of performance indicators (PIs), Council Plan and service plan actions and report other performance issues for the first quarter of the 2016/17 financial year, covering the period April to June 2016.

**Background**

2. The report sets out an overview of performance and progress by Altogether theme. Key performance indicator progress is reported against two indicator types which comprise of:
  - a. Key target indicators – targets are set for indicators where improvements can be measured regularly and where improvement can be actively influenced by the council and its partners (see Appendix 3, table 1); and
  - b. Key tracker indicators – performance will be tracked but no targets are set for indicators which are long-term and/or which the council and its partners only partially influence (see Appendix 3, table 2).
3. Work has been undertaken by all services to develop a revised 2016/17 corporate set of indicators. This set of indicators is based around our Altogether priority themes and will be used to measure the performance of both the council and the County Durham Partnership
4. During the year a review will be undertaken to improve performance reporting, including streamlining reports and strengthening reporting of children's social care in line with OFSTED recommendations.
5. The corporate performance indicator guide has been updated to provide full details of indicator definitions and data sources for the 2016/17 corporate indicator set. This is available to view either internally from the intranet (at Councillors useful links) or can be requested from the Corporate Planning and Performance Team at [performance@durham.gov.uk](mailto:performance@durham.gov.uk).

## Altogether Safer: Overview



## Council Performance

### 6. Key achievements this quarter include:

- a. The number of anti-social behaviour (ASB) incidents reported to the police has reduced. This tracker indicator shows that there has been a 21% reduction in ASB reported to the police from 5,835 between April and June 2015 to 4,616 between April and June 2016.
- b. Between April and June 2016 there were 43 first time entrants (FTEs) to the youth justice system in County Durham, which is 99 per 100,000 population, achieving the County Durham Youth Offending Service Management Board target of less than 63 (144.5 per 100,000). This is however a slight increase from 41 between April and June 2015.
- c. Between April and May 2016 the proportion of people who use services who say that those services have made them feel safe and secure was 92.9%. Although this represents a slight decrease from 93.9% over the same period in 2015/16 this is within confidence interval parameters (+/-10.3%). Performance remains above the latest North East (88.8%) and England (84.5%) benchmarking data.

### 7. The key performance improvement issues for this theme are:

- a. Latest alcohol and drug data show that successful completions have deteriorated compared to a year earlier and continue to be below target:
  - i. Between July 2015 and June 2016, 27.3% of people in alcohol treatment successfully completed, below the target of 39.5% and performance last year of 32.5%
  - ii. In 2015 5.2% of people in drug treatment for opiate use successfully completed, i.e. they did not re-present between January and June 2016, below the target of 8.7% and performance last year of 6.8%.



- iii. In 2015 25.4% of people in drug treatment for opiate use successfully completed, i.e. they did not re-present between January and June 2016, below the target of 42% and performance last year of 39.9%.

Public Health have developed a performance plan for Lifeline which continues to be closely monitored on a monthly basis. Actions within the plan include:

- Identifying those clients who have been in treatment for 4-6 years and over and reviewing their needs. This include prescribing regimes and further behaviour change support
- Improving pathways to the treatment service to increase referrals, including children's services and criminal justice pathways.
- Increasing the identification of clients lost to follow-up treatment and enhancing performance management of caseloads.
- Procuring a new IT system which is due to be implemented by October 2016

b. Tracker indicators show:

- i. In the period April to June 2016 there were 8,796 crimes, equating to a rate of 17 per 1,000 population. This is an increase of 40.9% (2,552 more crimes) when compared to the previous year. It should however be noted that there are several factors which have resulted in this increase and it does not indicate a substantial increase in crime in County Durham:
  - Changes in national timescales for the recording of identified crimes have changed from 72 hours to 24 hours, resulting in a greater proportion of incidents now being recorded as a crime.
  - Improved local recording of victim-based offence categories, specifically that of violence without injury and an audit of retrospective harassment cases.
  - In addition, new technology, social networking including chat rooms, dating sites or online gaming, present opportunities but it also brings new risks and increased opportunity for offenders to target young people, and any offences are appropriately recorded by Durham Constabulary as a crime, to instigate an investigation.

Despite this increase however, the crime rate per 1,000 population within the Durham Community Safety Partnership (CSP) area (10.9) is lower than that nationally (11.7) and its most similar CSP's (11.6) for the period April to May 2016.

- ii. A key objective within the Safe Durham Partnership Hate Crime Action Plan is to increase the reporting of hate crimes. 83 hate incidents were reported to Durham Constabulary between April and June 2016, an increase of 12.2% compared to equivalent period 2015/16 (74).

- iii. Between April and June 2016 there were 7,419 victim based crimes, an increase of 32.2% (1,808 more victims of crime) when compared to the 2015/16 equivalent period (5,611). This equates to 14.3 per 1,000 population. As stated above, improved local recording and an audit of retrospective harassment cases have impacted on performance in this period. For the period April to May 2016, the rate of victim based crime per 1,000 population within the Durham CSP area (9.6) is lower than its most similar CSPs (10.1) and the national rate (10.3).
  - iv. In the period April to June 2016 there were 2,808 theft offences, equating to a rate of 5.4 per 1,000 population. This is an increase of 197 offences when compared to the 2015/16 equivalent period (2,611). Dwelling burglaries have increased by 46%; from 194 to 283 and shoplifting has increased by 19%; from 604 offences to 716. Despite the increase, the rate of theft offences per 1,000 population within the Durham CSP area (3.6) is lower than its most similar CSPs (average is 4.3) and the national rate (5.0) (April to May 2016).
  - v. Between April and June 2016, 840 ASB police-reported incidents were alcohol-related. This equates to 18.2% of total ASB reported to the police and is an increase when compared to the equivalent period in 2015 (13.1%). As there was a 21% decrease in overall ASB incidents during this period which coincided with a 10% increase in alcohol related incidents (from 764 to 840), a higher proportion of ASB was identified as alcohol-related.
  - vi. There has been an increase in the number of people killed or seriously injured in road traffic accidents, from 35 between January and March 2015 to 47 between January and March 2016. Six of these were fatalities. Of the 47, five were children and none of these were fatalities.
8. There are no Council Plan actions which have not achieved target in this theme.
9. There are no key risks which require any mitigating action in delivering the objectives of this theme.

### **Recommendation and Reasons**

10. That the Safer and Stronger Communities Overview and Scrutiny Committee receive the report and consider any performance issues arising there from.

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**Contact:** Jenny Haworth, Head of Planning and Performance  
**Tel:** 03000 268 071      **E-Mail:** jenny.haworth@durham.gov.uk

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- Appendix 1: Implications
- Appendix 2: Key to symbols used in the report
- Appendix 3: Summary of key performance indicators

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## **Appendix 1: Implications**

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**Finance** - Latest performance information is being used to inform corporate, service and financial planning.

**Staffing** - Performance against a number of relevant corporate health Performance Indicators (PIs) has been included to monitor staffing issues.

**Risk** - Reporting of significant risks and their interaction with performance is integrated into the quarterly monitoring report.

**Equality and Diversity / Public Sector Equality Duty** - Corporate health PIs are monitored as part of the performance monitoring process.

**Accommodation** - Not applicable

**Crime and Disorder** - A number of PIs and key actions relating to crime and disorder are continually monitored in partnership with Durham Constabulary.

**Human Rights** - Not applicable

**Consultation** - Not applicable

**Procurement** - Not applicable

**Disability Issues** - Employees with a disability are monitored as part of the performance monitoring process.

**Legal Implications** - Not applicable

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## Appendix 2: Key to symbols used within the report

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Where icons appear in this report, they have been applied to the most recently available information.

### Performance Indicators:

#### Direction of travel/benchmarking

Same or better than comparable period/comparator group

**GREEN**

Worse than comparable period / comparator group (within 2% tolerance)

**AMBER**

Worse than comparable period / comparator group (greater than 2%)

**RED**

#### Performance against target

Meeting/Exceeding target

Getting there - performance approaching target (within 2%)

Performance >2% behind target

### National Benchmarking

We compare our performance to all English authorities. The number of authorities varies according to the performance indicator and functions of councils, for example educational attainment is compared to county and unitary councils however waste disposal is compared to district and unitary councils.

### North East Benchmarking

The North East figure is the average performance from the authorities within the North East region, i.e. County Durham, Darlington, Gateshead, Hartlepool, Middlesbrough, Newcastle upon Tyne, North Tyneside, Northumberland, Redcar and Cleveland, Stockton-on-Tees, South Tyneside, Sunderland. The number of authorities also varies according to the performance indicator and functions of councils.

### Nearest Neighbour Benchmarking:

The nearest neighbour model was developed by the Chartered Institute of Public Finance and Accountancy (CIPFA), one of the professional accountancy bodies in the UK. CIPFA has produced a list of 15 local authorities which Durham is statistically close to when you look at a number of characteristics. The 15 authorities that are in the nearest statistical neighbours group for Durham using the CIPFA model are: Barnsley, Wakefield, Doncaster, Rotherham, Wigan, Kirklees, St Helens, Calderdale, Dudley, Northumberland, Tameside, Sheffield, Gateshead, Stockton-on-Tees and Stoke-on-Trent.

We also use other neighbour groups to compare our performance. More detail of these can be requested from the Corporate Planning and Performance Team at [performance@durham.gov.uk](mailto:performance@durham.gov.uk).

### Actions:

**WHITE**

Complete (action achieved by deadline/achieved ahead of deadline)

**GREEN**

Action on track to be achieved by the deadline

**RED**

Action not achieved by the deadline/unlikely to be achieved by the deadline

## Appendix 3: Summary of Key Performance Indicators

Table 1: Key Target Indicators

Ref	PI ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
<b>Altogether Safer</b>											
38	CASAS1	Percentage of domestic abuse victims who present at the Multi-Agency Risk Assessment Conference (MARAC) and are repeat victims	18.1	Apr - Jun 2016	25.0	NA [1]	18.5	NA [1]	25.0	29*	Jul 2014 - Jun 2015
									NA	NA	
39	REDPI98	Percentage of emergency response Care Connect calls arrived at the property within 45 minutes	100.0	Apr - Jun 2016	90.0	GREEN	99.0	GREEN			
40	CASAS5	First time entrants to the youth justice system aged 10 to 17 (per 100,000 population of 10 to 17 year olds) <b>(Also in Altogether better for Children and Young People)</b>	99	Apr - Jun 2016	145	GREEN	95	RED			
41	CASAS 23	Percentage of successful completions of those in alcohol treatment <b>(Also in Altogether Healthier)</b>	27.3	Jul 2015 - Jun 2016	39.5	RED	32.5	RED	39.2		2015/16
									RED		
42	CASAS7	Percentage of successful completions of those in drug treatment - opiates <b>(Also in Altogether Healthier)</b>	5.2	2015 (representations to Jun 2016)	8.7	RED	6.8	RED	6.8		Oct 2014 - Sep 2015 (representations to Mar 2016)
									RED		

Ref	PI ref	Description	Latest data	Period covered	Period target	Current performance to target	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
43	CASAS8	Percentage of successful completions of those in drug treatment - non-opiates <b>(Also in Altogether Healthier)</b>	25.4	2015 (representations to Jun 2016)	42.0	RED	39.9	RED	37.3 RED		Oct 2014 - Sep 2015 (representations to Mar 2016)
44	CASCYP 14	Percentage of successful interventions (families turned around) via the Stronger Families Programme (Phase 2) <b>(Also in Altogether Better for Children and Young People) [2]</b>	6	Sep 2014 - Jun 2016	TBC	NA	NA	NA			

[1] [The MARAC arrangements aim to increase the number of referrals but to remain below a threshold of 25%](#)

[2] [Reported as a % target PI again following 2015/16 when the numbers were reported as a tracker indicator](#)

**Table 2: Key Tracker Indicators**

Ref	PI ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
<b>Altogether Safer</b>											
151	CASAS 12	Overall crime rate (per 1,000 population)	17	Apr - Jun 2016	55.4	Not comparable [4]	12.1	RED			
152	CASAS 24	Rate of theft offences (per 1,000 population) [3]	5.4	Apr - Jun 2016	21.9	Not comparable [4]	5.0	RED			
153	CASAS 10	Recorded level of victim based crimes per 1,000 population	14.3	Apr - Jun 2016	49.7	Not comparable [4]	10.8	RED			
154	CASAS 11	Percentage of survey respondents who agree that the police and local council are dealing with concerns of anti-social behaviour and crime [5]	61.7	2015	63	RED	62.5	AMBER		58.8**	2015
155	CASAS 15	Number of police reported incidents of anti-social behaviour [3]	4,616	Apr - Jun 2016	20,649	Not comparable [4]	5,835	GREEN			
156	CASAS9	Building resilience to terrorism (self assessment). Scored on level 1 (low) to 5 (high)	3	2015/16	2	GREEN	2	GREEN			
157	CASAS 22	Number of hate incidents reported to the police	83	Apr - Jun 2016	367	NA	74	NA			
158	CASAS3	Proportion of people who use adult social care services who say that those services have made them feel safe and secure	92.9	Apr - May 2016	91.4	GREEN	93.9	AMBER	84.5	88.8*	2014/15

Page 78	Ref	PI ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
	159	CASAS 25	Percentage of individuals who achieved their desired outcomes from the adult safeguarding process	77.2	Apr - Jun 2016	New indicator	NA	New indicator	NA			
	160	CASAS 18	Proportion of all offenders (adults and young people) who re-offend in a 12 month period	27.5	Oct 2013 - Sep 2014	28.4	GREEN	28.1	GREEN	25.7 RED	28.9* GREEN	Oct 2013 - Sep 2014
	161	CASCYP 29	Proven re-offending by young people (who offend) in a 12 month period (%) <b>(Also in Altogether Better for Children and Young People)</b>	46.9	Oct 2013 - Sep 2014	46.3	AMBER	42.4	RED	37.8 RED	44.1* RED	Oct 2013 - Sep 2014
	162	CASAS 19	Percentage of anti-social behaviour incidents that are alcohol related	18.2	Apr - Jun 2016	11.6	RED	13.1	RED			
	163	CASAS 20	Percentage of violent crime that is alcohol related	28.0	2015/16	28.5	GREEN	32.4	GREEN			
	164	REDPI44	Number of people killed or seriously injured in road traffic accidents	47	Jan - Mar 2016	211	Not comparable [4]	35	RED			
Number of fatalities			6				2					
Number of seriously injured			41				33					
	165	REDPI45	Number of children killed or seriously injured in road traffic accidents	5	Jan - Mar 2016	24	Not comparable [4]	4	RED			



Ref	PI ref	Description	Latest data	Period covered	Previous period data	Performance compared to previous period	Data 12 months earlier	Performance compared to 12 months earlier	National figure	*North East figure **Nearest statistical neighbour figure	Period covered
		Number of fatalities	0				0				
		Number of seriously injured	5				4				
166	CASAH 21	Suicide rate (deaths from suicide and injury of undetermined intent) per 100,000 population <b>(Also in Altogether Healthier)</b>	13.3	2012-14	13.4	<b>GREEN</b>	13.4	<b>GREEN</b>	8.9	11*	2012-14
									<b>RED</b>	<b>RED</b>	

[\[3\] Data 12 months earlier amended \(final published data\)/refreshed](#)

[\[4\] Data cumulative so comparisons are not applicable](#)

[\[5\] A confidence interval applies to the survey results](#)

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**Safer and Stronger Communities  
Overview and Scrutiny Committee**

**23 September 2016**

**Police and Crime Panel**




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**Report of Lorraine O'Donnell, Director of Transformation and Partnerships**

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**Purpose of the Report**

1. To provide Members of the Safer and Stronger Communities Overview and Scrutiny Committee with progress of the Police and Crime Panel (PCP) for the Durham Constabulary Force area.

**Background**

2. This report builds upon information previously presented to the Committee and the aim of this report is to provide an update to Members in relation to the following areas from the Panel's meeting held on 19<sup>th</sup> July 2016:

- Panel Membership and Chair and Vice Chair
- HMIC Inspection Overview and Year End Performance
- Police, Crime and Victims' Commissioner's Annual Report 2015-16
- Draft Police, Crime and Victims Plan 2016-2021
- Commissioning and Community Safety Funding 2016/17
- Police and Crime Panel Work Programme
- Police, Crime and Victims' Commissioner and Police and Crime Panel, Memorandum of Understanding/Partnership Working Arrangement

**Detail**

**Panel Membership and Chair and Vice Chair**

3. The Panel is politically balanced and consists of 12 Members, seven Elected Members from Durham County Council, three Elected Members from Darlington Borough Council and two Independent Co-opted Members. The Panel's Membership for 2016/17 is:

***Durham County Council***

Councillors J Allen, J Armstrong, D Boyes, P Brookes, S Forster, A Hopgood and P May

***Darlington Borough Council***

Councillors I Haszeldine, S Harker and B Jones

***Independent Co-opted Members***

Mr NJH Cooke and Mr DKG Dodwell

4. The Panel elected Cllr J Allen and Cllr S Harker as its Chair and Vice Chair for 2016/17.

#### **HMIC Inspection Overview and 2015/16 Year End Performance**

5. The Chief Constable, Mike Barton provided Panel Members with an overview on how Durham Constabulary was performing against each of the three pillars of Effectiveness, Efficiency and Legitimacy within the HMIC PEEL Inspection programme. Overall, Durham Constabulary is the only Force in the country to have been assessed as outstanding in two of the three PEEL assessment pillars and the only force to receive an outstanding for Effectiveness.
6. The Panel received a report on the Year End 2015-16 Performance from the Police, Crime and Victims' Commissioner (PCVC), Mr Ron Hogg. The report provided Members with performance information on victim based crime, public confidence and victim satisfaction. The report is available from the PCC's website and provides information on key performance data linked to the Commissioner's priorities and anti-social behaviour at a local level.

#### **Police, Crime and Victims' Commissioner's Annual Report 2015-16**

7. In accordance with the Police Reform and Social Responsibility Act 2011, the Panel considered and responded to the PCVC's Annual Report. Within its response the Panel acknowledged the comprehensive report detailing work that has been undertaken by the Commissioner's Office and with partners to deliver priority areas throughout the past year. The response also highlighted achievements within the HMIC PEEL inspection as reported in paragraph five of this report.
8. The PCVC's Annual report highlighted the national perspective through delivery of the Strategic Policing Requirement and the Panel acknowledged the many local achievements including delivery of the Checkpoint programme, work of the ERASE team and supported the view that Neighbourhood Policing remains a priority for Durham Constabulary.
9. Within its response to the 2014/15 Annual Report, the Panel were interested in issues of public confidence and harm caused by alcohol. The Panel noted that Durham Constabulary's national position for 'confidence' and 'police do a good job' has improved and acknowledged work undertaken through delivery of the Constabulary's confidence plan and that the Commissioner had undertaken a variety of initiatives including Community Days, Area Action Partnership Meetings and the Celebration of Superheroes event. With regard to alcohol harm, the Panel welcomed support for the Panel's development session in December 2015, the invitation to attend the 'Reduce Alcohol Related Harm Conference' in February 2016 and acknowledged work that has been undertaken to lobby and campaign for reform of licensing laws and drink driving limits.

10. In addition to acknowledging these achievements, the panel shared the Commissioner's concerns to the number of fatal road traffic collisions within the past year and requested road safety being included within the Panel's work programme for 2016/17.

#### **Draft Police, Crime and Victims Plan 2016-2021**

11. In advance of launching a consultation exercise, the PCVC provided the Panel with details of a draft Police, Crime and Victims Plan 2016-2021. The draft plan is structured into the following three aims 'Improve confidence in policing and criminal justice', Support victims and the vulnerable' and 'Tackle crime and make our communities safe'.
12. The consultation exercise closes on 30<sup>th</sup> September 2016 and in accordance with the Police Reform and Social Responsibility Act 2011, the Panel will consider a refreshed Plan at its meeting in October 2016, prior to publication.

#### **Commissioning and Community Safety Funding 2016/17**

13. The report, presented by Mr Alan Reiss, Chief of Staff provided an update to members on the allocation of community safety funding and commissioning activities within the 2016/17 financial year.
14. The report provides further detail on allocation of funding through Ministry of Justice Funding, Community Safety Partnerships and projects that have received Community Safety Funding within the County Durham & Darlington area during 2016/17.

#### **Police and Crime Panel Work Programme 2016-2017**

15. The work programme enables the Panel to plan how it will effectively provide challenge to the PCVC and deliver its responsibilities within the context of the terms of reference and rules of procedure and the Police Reform and Social Responsibility Act. The programme includes identified dates for considering the Commissioner's 2016/17 precept and consideration of the draft Police and Crime Plan.
16. The Panel agreed the work programme report and requested that arrangements be also made to hold a Panel meeting in Darlington and to undertake a development session in 2016/17.

#### **Police, Crime and Victims' Commissioner and Police and Crime Panel, Memorandum of Understanding/Partnership Working Arrangement**

17. The document was first published following the election of the PCC in November 2012 as a statement of the PCC's and PCP's commitment to build and nurture an effective partnership based on the principles set out in the agreement.

18. Following the re-election of the Commissioner in May 2016 and change of the Commissioner's title to PCVC the agreement was refreshed. The document was agreed by the Panel and provides a framework for attendance at meetings, work programme and the development and agreement of additional protocols/procedures to deal with specific issues including procedures for dealing with complaints against the PCVC or Deputy PCC, Confirmation Hearings for Chief Constable and Statutory Officer posts and Information Sharing.

### **Recommendation**

19. Members of the Committee are asked to note information contained within the report and comment accordingly.

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## **Appendix 1: Implications**

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**Finance – None**

**Staffing – None**

**Risk - None**

**Equality and Diversity / Public Sector Equality Duty – None**

**Accommodation - None**

**Crime and Disorder** – information contained within this report is linked to Altogether Safer element of the Council Plan.

**Human Rights – None**

**Consultation – None**

**Procurement – None**

**Disability Issues – None**

**Legal Implications** – the Panel’s responsibilities within the Police, Reform and Social Responsibility Act is referenced within the report

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**Safer and Stronger Communities  
Overview and Scrutiny Committee**

**Safe Durham Partnership Update**

**23 September 2016**



Safe Durham Partnership

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**Report of Peter Appleton, Head of Planning and Service Strategy**

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**Purpose of the Report**

1. To provide members of the Safer and Stronger Communities Overview and Scrutiny Committee with a summary update on key issues discussed at the July Safe Durham Partnership (SDP) Board meeting.

**Organised Crime**

2. Durham Constabulary provided a presentation to the Safe Durham Partnership Board in relation to Organised Crime. This included work taking place in relation to the stolen goods market, counterfeit goods network and legal highs, with human trafficking, modern day slavery and Child Sexual Exploitation also issues for the region.
3. An awareness raising presentation for front-line staff "Does Your Work Take You Behind Doors?" has been developed to assist front-line staff spot possible signs of organised criminal activity, similar to Trust Your Instincts in relation to counter terrorism. This will be presented to the next Safe Durham Partnership Board.

**Cyber Crime Task and Finish Group**

4. The Cyber Crime Task and Finish Group provides a co-ordinated and joined up partnership approach to the threat of Cyber Crime. The Group is chaired by DCI Dave Ashton, Durham Constabulary and includes multi-agency partners, nominated by members of the Safe Durham Partnership. The Local Resilience Forum provided representation and support was also provided by the regional Cybercrime Unit.
5. The group has developed an action plan and awareness raising forms a significant part of this work and is to be targeted at specific sectors and groups:
  - Private Sector - Local Small to Medium Enterprises (SMEs) that includes the voluntary and childcare sectors;
  - Public Sector - including the Police, Local Authorities, Education Services, Health Services, Offender Management;
  - Community - including children, young people and parents along with elderly and repeat victims.
6. Work has been undertaken for these three sectors/groups and awareness raising events have taken place on 20<sup>th</sup> July for members of the public, with approximately 500 people attending and for partners on 20<sup>th</sup> September. A calendar of events has also been developed.

7. The Safe Durham Partnership agreed that the group had made good progress and that further updates on the work of the Cyber Crime Task and Finish Group will be provided.

### **Multi-Agency Intervention Service (MAIS) Review**

8. Following the review of LMAPS2 (Local Multi-Agency Problem Solving), a pilot MAIS project was implemented in March 2014 by the Safe Durham Partnership followed by a full County wide roll out in May 2015. Operational policies and procedures were developed by practitioners and agreed by the MAIS Operational Group who managed the implementation of MAIS.
9. MAIS is a multi-agency approach with local partners working together to manage **adults** who may:
  - be a victim of anti-social behaviour or crime
  - repeatedly cause anti-social behaviour or crime
  - be a persistent complainant
  - be at risk of harm and / or have other factors which increase their vulnerability
  - place a high demand on services
10. A review has been undertaken which explored the MAIS process in order to identify any required improvements and streamlined arrangements.
11. Overview and Scrutiny Committee will receive a more detailed report on the MAIS improvement plan at the January 2017 meeting.

### **Safe Durham Partnership Governance Review**

12. Regular governance reviews of partnership arrangements are undertaken to ensure they remain fit for purpose. The Safe Durham Partnership agreed additional representation from the voluntary sector and an academic/university representative. Where possible, sub-groups have merged with Darlington Community Safety Board to streamline current arrangements.

### **Modern Crime Prevention Strategy**

13. A report was provided for information which summarises the Home Office Modern Crime Prevention Strategy released on 23rd March 2016 the Home Secretary released the Modern Crime Prevention Strategy.
14. The Strategy acknowledges that crime has reduced but is changing, with a particular focus on cyber-crime and crimes that have previously been under-reported such as rape, domestic abuse and child sexual exploitation.
15. The Strategy focusses on six key drivers of crime:
  - Opportunity - removing or designing out opportunities to offend, offline and online.
  - Character - intervening early with those exposed to factors that might lead to a high propensity to commit crime.
  - The effectiveness of the Criminal Justice System - ensuring that the CJS acts as a powerful deterrent to would-be offenders.

- Profit - making it harder for criminals, particularly organised criminals, to benefit financially from their crimes.
- Drugs – the Home Office will publish a new drug strategy, which builds on the approach published in 2010 to restrict the supply of drugs and tackle the organised crime behind the drugs trade, prevent drug misuse in our communities, help people resist getting involved in drugs, and support people dependent on drugs through treatment and recovery.
- Alcohol - making the night time economy safe so that people can consume alcohol safely without fear of becoming a victim of alcohol-related crime or disorder, enabling local economies to grow.

### **Collaboration Programme between County Durham and Darlington Fire and Rescue Service and Durham Constabulary**

16. The Safe Durham Partnership (SDP) was provided with an update on progress with collaboration between County Durham and Darlington Fire and Rescue Service (CDDFRS) and Durham Constabulary (DC).
17. A governance framework between the PCVC, the Fire Authority, the Fire and Rescue Service and Durham Constabulary has been established. The framework includes a Joint Strategy Board (JSB) consisting of the Chair and Vice Chair of the Combined Fire Authority, the Police, Crime and Victims' Commissioner (PCVC), the Chief Fire Officer and the Chief Constable.
18. A Collaboration Delivery Group (CDG) has also been established, consisting of the Deputy Chief Fire Officer, the Head of Corporate Resources / Treasurer of the Fire and Rescue Service, the Chief Executive of the OPCVC and the Assistant Chief Officer from Durham Constabulary.
19. Currently the project teams are looking at collaboration opportunities for any new ways of working that will have a positive effect for both organisations in terms of either, monetary savings, increased resilience in service delivery, reduced demand on services and improved interoperability.
20. The development of the specific projects is monitored by the CDG and any project which will have the potential to impact on the SDP will reported back to the board.

### **Funding**

21. The Safe Durham Partnership continues to review funding opportunities to support delivery against the Partnership's strategic objectives. The Police, Crime and Victims Commissioner's Community Safety Fund 2016/17 current supports initiatives in relation to Anti-Social Behaviour, Reducing Re-Offending by adults and young people and Alcohol and Drugs Harm Reduction. A range of funding opportunities are also being explored to support initiatives including Cyber-Crime, Open Water Safety, Domestic Abuse, Community Cohesion and the MAIS.

## **Concordat on Children in Custody**

22. Durham County Council and Durham Constabulary have signed up to the national Home Office Concordat on Children in Custody. The concordat aims to improve transfer arrangements from custody to local authority accommodation for children not granted bail upon charge. The concordat has the following principles:

- Whenever possible, charged children will be released on bail.
- Children denied bail will be transferred whenever practicable.
- Secure accommodation will be requested only when necessary.
- Local authorities will always accept requests for non-secure accommodation.
- The power to detain will be transferred to the local authority.
- Where a local authority fails to provide accommodation it will reimburse the police.
- Police forces will collect data on transfers.

## **Recommendations and reasons**

23. The Safer and Stronger Communities Overview and Scrutiny Committee is recommended to:

- (i) Note the contents of the report.

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## **Appendix 1 – Implications**

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**Finance** – N/A

**Staffing** – N/A

**Risk** – N/A

**Equality and Diversity / Public Sector Equality Duty** – N/A

**Accommodation** – N/A

**Crime and Disorder** – The Safe Durham Partnership update provides an overview of reports and discussions from the Safe Durham Partnership Board meetings.

**Human Rights** – N/A

**Consultation** – N/A

**Procurement** – N/A

**Disability Issues** – N/A

**Legal Implications** – N/A

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