

Durham
County Council



DRAFT
County Durham
Youth Justice Plan
2019 - 2021

Foreword

It is our pleasure to present the County Durham Youth Justice Plan 2019 - 2021. This statutory plan reviews the work of the service over the last year and sets out our agreed partnership priorities. It follows a similar format to our last plan which was well received across the partnership.

County Durham Youth Offending Service (CDYOS) continues to achieve positive outcomes. Since 2013/14, the number of young people entering the criminal justice system has reduced by 46%. We feel this represents continued effective joint work from staff in the service working closely with the police and other partners. We know that for most young people this will be their only involvement with the youth justice system and that they will not be in trouble again. Through our work with them, we want to do the best we can to help them to move on to lead fulfilling adult lives.

In recent years the number of young people committing offences and the number of offences committed have both reduced. That means there are fewer victims too which is good news for our community as a whole. We know though that crime can have a big impact on people and we continue to put a lot of effort into work with the victims of youth crime and support restorative approaches where possible.

The plan covers a number of the achievements of the service. This included the success of our co-commissioned health team which is a finalist in the MJ Local Government Awards 2019; our work with young victims of crime; our parenting support for parents who are victims of their own children's offending; our volunteer programme, including young volunteers working as mentors for young victims and the award of Investor in Children status for the whole service.

As a service and a local partnership we are not complacent. There are clearly further improvements to be achieved and there are challenges ahead to ensure that the outcomes delivered by the partnership make a real difference locally and support service improvement both regionally and nationally. The Service Improvement Plan in Appendix 4 lays out the main focus for service improvement work over the year ahead.

These achievements, and the drive to improve, 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 young people who offend, victims and communities. We would like to thank the partners who make up the Youth Offending Service for their continued commitment of time, expertise and resources.

All public services continue to face challenges from funding pressures, and CDYOS is no exception. However, the service is well placed to deliver realistic priorities for the future, building on firm foundations and with support from our funding partners.

We are committed to working together to ensure the outcomes achieved by CDYOS continue to improve over the forthcoming years. During 2019/20, CDYOS will change its name to **County Durham Youth Justice Service**. It is felt this name better reflects the strategic purpose of the service and better reflects that young people who offend are first and foremost young people with a range of attributes, skills and issues. We see this as a way of trying to more accurately describe the work the service does and this will not mean a reduction in the core focus of the service.

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Executive Summary

The Youth Justice Plan 2019/20 highlights work done to date, and key achievements and outcomes for 2018/19. It outlines key priorities, budget, staffing, service developments and the service improvement plan for 2019/20.

Our Key Achievements:

1. National Outcome Measures 2018/19

■ Reducing First Time Entrants to the Youth Justice System (FTEs):

Between October 2017 and September 2018 the rate of FTEs per 100,000 10-17 years population in County Durham is 250, which is slightly higher than the national average rate of 248. The County Durham rate is significantly lower than the North East average at 329.

■ Reducing Re-offending

Ministry of Justice (MoJ) data (April 2016 – March 2017 cohort) shows a re-offending rate of 41.4% which is a 10.8% reduction compared to the previous year. This is higher than the National average rate of 40.9% but lower than the North East average rate of 41.8%.

Given the consistently reducing size of the cohort of young people entering the youth justice system, the reoffending figure can vary considerably when compared to previous years.

■ Reducing the Use of Custody Custodial Sentences:

The CDYOS performance remains on par with previous years with a rate per 1,000 10-17 years of 0.42 during January–December 2018. This is higher than both the National and North East averages with rates of 0.32 and 0.30 respectively. On each occasion a young person is sentenced to custody, the work of CDYOS is reviewed to ensure all appropriate work was undertaken.

Remand Bed Nights: 679

This is a 62% increase on the previous year. This is despite their being a reduction in both the number of young people being remanded to youth detention accommodation and the number of episodes when compared to the previous year – 14 to 11 young people and 22 to 13 episodes. The increase in bed nights is due to most remands being for a significantly longer period (more bed

nights) than those in the previous year. Within year, remand numbers varies considerably. For example there were 0 remands between December 2018 and April 2019.

Appendix 2 provides more details to illustrate the above information.

2. Co-Commissioned Health Model:

During 2018/19 we have managed to 'mainstream' the funding for most of the health staff within the Service. The Health Team based in CDYOS comprises Public Health Nurse, Clinical Psychologist, Speech Language Therapists, Substance Misuse Specialists, and Mental Health Specialists. Each post (with the exception of the Psychologist) is now funded through the various mainstream commissions. This has provided a stable base from which we can plan future developments.

3. Work With Victims, including Young Victims:

Our work with the victims of youth crime has engaged over 130 victims in restorative approaches. In particular, our work with young people who are the victims of youth crime has provided dedicated support and an opportunity to re-build and restore confidence. The support group for young victims of all crime ('With Youth in Mind') has continued to develop and is now working with an average of 35 young people at any one time throughout the year. Young people who offend have also engaged in almost 3,000 hours of unpaid work in and across communities in County Durham as a means of reparation.

4. Targeting those young people committing the most offences

The Service has continued to prioritise our work with young people who are persistently offending. The Service operates an enhanced, intensive, case management model for this cohort of young people. Each case is reviewed monthly by a panel chaired by the YOS Manager. The Service is developing, in conjunction with CAMHS & CYPS, a trauma recovery model of enhanced case management for this cohort of young people. Monitoring of this work has continued to show that whilst significant reductions in offending are difficult to achieve, it is possible to have a meaningful

impact in reducing both the frequency and seriousness of offending.

The work carried out during 2018/19 which has supported our Key Achievements has been:-

Reducing First Time Entrants (FTEs)

- Reviewed the assessment tool used for young people subject to an out of court disposal and introduced a reduced version of asset plus.
- Introduced the availability of more than one PCD
- Introduced, with colleagues from Durham Constabulary, a scrutiny process for out of court decision making involving a community member
- Developed the out of court work quality assurance process;
- Undertook a self-assessment based on HMIP inspection domains
- Developed and completed an improvement plan based on the self-assessment

Reducing Re-offending

- Ensured that all intervention plans, where appropriate, are developed in conjunction with other planning processes in CYPS
- Continued to work with colleagues in residential homes to reduce offending by Looked After Children (LAC);
- Researched and developed a profile for young people who are persistent offenders to improve our targeting of interventions
- Developed the reoffending panel to review the cases of young people in the reoffending cohort;
- Reviewed and improved our screening of communication needs of all young people we work with;
- Improved staff's confidence in working with young people's emotional and mental health needs through training and mentoring;
- Developed our health team and developed working links with other parts of the service and with other partner agencies
- Developed our work with young people who display harmful sexual behaviours and ensured staff were appropriately confident and skilled;
- Provided both targeted and service-wide training for staff based on outcomes of quality assurance processes and quality improvement plans
- Undertook improvement actions as a result of JTAI Inspection (Domestic Abuse).
- Improved communication with the MASH by appointing 2 x SPOCs.

Reducing Use of Custody

- Reviewed all cases where a custodial sentence was imposed and looked for learning opportunities;
- Reviewed, in conjunction with colleagues from Durham Constabulary, the process for transfer to Local Authority under PACE;
- Received feedback from Magistrates in respect of the service provided by CDYOS in court and jointly developed areas for improvement/review;
- Maintained a 6 day per week service, including experienced court officers available for Saturdays and Bank Holiday special courts;
- Maintained dedicated management cover for a 6 days per week service.
- Researched and reviewed the use of breach and resentencing to ensure it provides the highest quality service to young people

Work with Victims, including Young Victims

- Continued to improve the involvement of victims in deciding the type of reparation work to be undertaken;
- Undertook research into take-up of services by victims and developed an improvement plan based on this research;
- Expanded and embedded our programme for parents who are victims of their child's offending;
- Reviewed and amended processes to improve the service we offer to victims and young people who offend through our restorative justice work;
- Further developed our group of mentors and 'leaders' all of whom are young people who have been victims of crime and expanded both the group size and the range of activities on offer;
- Improved the range of volunteering opportunities and the link between wider service volunteering opportunities and the young mentors/leaders
- Continued to work closely with the Office of the Police, Crime and Victims' Commissioner (OPCVC) in the development of services for victims;
- Embedding new roles for volunteers in service delivery, including, panels, mentoring, independent visiting, appropriate adults, and having over 50 trained active volunteers;
- Our specialist Restorative Justice (RJ) work to support victims of youth crime;
- Delivering our work in the communities where young people and families live;

- Delivering 3,000 hours of court ordered reparation/ unpaid work and raising over £700 for charity from young people's reparation work;

Support for Young People's Education and Progression:

- Expanded the Skill Mill programme and reviewed its operation to ensure it remains appropriate to changing needs;
- Began preparatory work to introduce Life Chances funding for Skill Mill
- Developed a productive partnership with colleagues in the Progression Team, DCC
- Continued our response to the speech, language and communication needs (SLCN) of young people in the Youth Justice System, so that they are supported to engage in further Education, Employment and Training opportunities;
- Reviewed and amended the post of Employment Advisor in CDYOS;
- Extended the use of volunteers as mentors for young people under the supervision of CDYOS and as Independent Visitors for young people looked after by the Local Authority;
- Extended young people's volunteering opportunities;
- Audited our work in respect of SLCN and developed an improvement plan
- Audited our work in respect of SEND and completed an improvement plan;
- Working with schools through behaviour panels to support multi-agency efforts to keep young people included within schools

In 2019/20 we will:

- Maintain the low level of 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;
- Reducing re-offending by targeting our resources on those young people committing the most offences and improving their engagement in opportunities for education, employment and training;
- 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 4** (Service Improvement Plan 2019/20) for more detail.

Introduction

Youth Offending Teams (YOTs) are statutory partnerships, 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 within their area. Police, National Probation Service and Clinical Commissioning Groups (CCGs) are statutorily required to assist in their funding and operation.

Local authorities continue to have a statutory duty to submit an annual youth justice plan relating to their provision of youth justice services. Section 40 of the Crime and Disorder Act 1998 sets out the youth offending partnership's responsibilities in producing this plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement a statutory annual youth justice plan setting out:

- How youth justice services in their area are to be provided and funded;
- How the Youth Offending Service (YOS) will be composed and funded, how it will operate, and what functions it will carry out.

Statutory requirements placed on the YOS and the Management Board include:

- Complying with the 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 (including returning the annual NS audit).
- Submitting required data to the YJB in accordance with the relevant YJB data recording guidance;
- Ensuring appropriate methods are used to transfer data within the youth justice system.

County Durham Youth Offending Service

County Durham Youth Offending Service (CDYOS), a statutory multi-agency partnership, is part of Children and Young People's Services, Durham County Council, and is managed by them on behalf of the partnership. Active links are maintained at both strategic and operational level to Criminal Justice, Community Safety and Children, Young People and Families arenas.

The Service is represented at strategic level in a range of key partnerships (e.g. Children and Families Partnership, Safe Durham Partnership (CSP), Durham Safeguarding Children Partnership (DSCP), Local Criminal Justice Partnership (LCJP), Strategic MAPPA Board, Think Family Partnership etc.), as well as relevant sub groups.

Strategic Purpose of CDYOS

- To prevent re-offending by children and young people;
- To reduce First Time Entrants (FTEs) to the youth justice system;
- To be achieved by delivering specialist interventions;
- Underpinned by safeguarding and public protection.

Transition to Youth Justice Service

During 2019/20, CDYOS will change its name to **County Durham Youth Justice Service**. It is felt this name better reflects the strategic purpose of the service and better reflects that young people who offend are first and foremost young people with a range of attributes, skills and issues. It is felt to be inappropriate to name the service after just one of those. This will not mean a reduction in the core focus of the service.

For 2019/20, CDYOS' primary focus is on the following four outcome areas:

- reducing first time entrants
- reducing re-offending
- reducing the use of custody (both sentenced and remanded)
- and ensuring public protection/safeguarding by providing specialist interventions.

We will embed service improvements; focus on the quality of practice; and work to ensure we continue to improve outcomes and focus on core business.

See Appendix 4: Service Improvement Plan 2019/20

Structure and Governance

Governance – Management Board

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

The Management Board consists of:

- Children and Young People's Services, Durham County Council (DCC) - Chair;
- Durham Constabulary;
- National Probation Service;
- Clinical Commissioning Groups x 2
- HM Courts and Tribunals Service;
- Progression Team, DCC;
- Office of the Police, Crime and Victims' Commissioner (OPCVC);
- Durham Tees Valley Community Rehabilitation Company;
- Public Health, DCC;
- SEND and Inclusion, Education, DCC;
- NHS England Health and Justice

Membership and governance are reviewed annually to ensure they remain robust in a complex and changing operating environment.

The Management Board ensures it has appropriate links with other partnerships by requiring members of the Board to report on the work of those partnerships of which they are a member. A review is undertaken to ensure that the members of the Management Board are also members of an appropriate range of other partnerships. This ensures synergy and that youth justice continues to be a priority across the wider partnership arena.

The YOS Manager and Chair of the Management Board provide regular formal reports and updates to many of the partnerships to enable them to monitor performance and contribute to the improvement of services for young people who offend, their families and victims. In addition, Durham County Council's Overview and Scrutiny Committees also monitor performance against the three national outcome measures and receive annual presentations from the YOS Manager 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 links to the various partnerships external to CDYOS

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. In addition it is considered at the Safe Durham Partnership and by Durham County Council Overview & Scrutiny Committees.

Durham County Council (DCC) Structures

CDYOS is part of Children and Young People's Services, Durham County Council and managed by them on behalf of the partnership. The YOS Manager is line managed by the Head of Service Early Help, Inclusion and Vulnerable Children (EHIVC), who is also the Chair of CDYOS Management Board. The YOS Manager is a member of Children's Services EHIVC Management Team. Regular meetings are also held with the Children's Social Care Management Team.

Early Help, Inclusion & Vulnerable Children Service includes:

- One Point (Early Help, Prevention and Think Family Services)
- CDYOS
- Aycliffe Secure Services
- SEND & Inclusion Services

BY being a part of Children and Young People's Services, CDYOS has well proven working links with all parts of CYPS and is able to be proactive in development of services and overcoming issues. There are numerous valuable opportunities for joint work and innovation across the spectrum of services and the Service is able to work with the Corporate Director and Heads of Service on cross cutting themes e.g. quality improvement.

CDYOS continues to work closely with colleagues in Adult and Health Services (e.g. Public Health and Commissioning) and across the council. Joint work and innovation is essential in the context of a rapidly changing operating environment and resource pressures.

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;
- Safe Durham Partnership Reducing Re-Offending 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, Crime and Victims' Plan;
- County Durham Joint Health and Wellbeing Strategy;
- Durham County Council Strategy for Children and Young People with Special Educational Needs and / or Disabilities.

CDYOS has developed effective links with health partners. During 2017 the service worked with Public Health and partners to complete a Health Needs Assessment (HNA) of young people who offend. This resulted in a co-commissioned model of health provision in CDYOS. Initially funded for two years from a variety of sources, it is pleasing to report that the funding for the range of health professionals in the service has now been included in the various 'mainstream' commissions for services.

The service has developed effective links with the Office of the Police, Crime and Victims' Commissioner and the Commissioner's plan is reflected in the work and priorities of CDYOS. In addition, the service will be working closely with the Young PCVC on a number of developments during 2019/20.

Resources and Value for Money

CDYOS is committed to the following principles:

- Prioritising front line delivery and core services to young people and partners;
- Continuous quality improvement to improve practice with and outcomes for young people, victims and communities;
- ensuring young people are safeguarded and risk is managed;
- ensuring Value for Money (VfM).

These underpin all our work in respect of budgetary management. Robust financial management is underpinned by regular budget reports to the Management Board, EHVC Management Team and Finance colleagues, DCC.

Budget 2019/20

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.

CDYOS pooled budget for 2019/20 is £2,657,036

A detailed budget breakdown can be found at Appendix 3.

CDYOS and partner's evidenced success in reducing first time entrants and re-offending and is an Invest to Save strategy. It has resulted in 46% reduction in first time entrants since 2013; and 60% reduction in the number of offences committed and 67% reduction in the number of young people offending since 2010/11. The number of young people re-offending and the number of offences committed has fallen consistently since 2010/11.

YJB Grant Funding 2019/20

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

- Youth Justice (YOT) Grant (England)
- Remands to Youth Detention Accommodation (RYDA) Grant

Both grants are ring-fenced to youth justice services.

Youth Justice (YOT) Grant: £606,275

The ring-fenced grant is provided by the YJB to local authorities *'for the purposes of the operation of the youth justice system and the provision of youth justice services'* (*'Youth Justice Plans: YJB Practice Note for Youth Offending Service Partnerships'*, YJB, May 2017). The grant may only be used by the Local Authority to fund its Youth Offending Team with a view to achieving the following outcomes:

- Reduction in youth re-offending;
- Reduction in the numbers of first time entrants to the Youth Justice System;
- Reduction in the use of the youth custody;
- Effective public protection;
- Effective safeguarding.

The YJ Grant is used as part of CDYOS pooled budget (see Appendix 3). This supports delivery of our Service Improvement Plan 2019/20 which focuses on the YJB key outcome measures.

Uncertainty caused by very late notification of YJB grants, as is the case this year, causes problems in respect of business planning.

Remands to Youth Detention Accommodation: £49,407

The full cost of all remand bed nights is the responsibility of the local authority. The grant is for bed nights in Young Offenders Institutions (YOI) only.

Budget Savings 2019/20

CDYOS, like all public services, has to manage within a tough budgetary environment.

Since 2010/11, CDYOS budget has reduced by £3,142,776 (54% reduction). It should be noted the budget savings have been achieved while maintaining performance across a range of measures by developing new and more efficient ways of working.

Subject to confirmation of the YJB grant for Services and Remand Grant, we have managed the revised budget envelope for 2019/20 by:

- reviewing all staffing in light of service needs and re-profiling some posts to increase resilience/capacity;
- Co-locating the Service in DCC strategic hub accommodation and achieving significant cost savings;
- Reviewing and amending our 'remote working' operational model;
- Streamlining management and support/admin services;
- introducing a range of lean admin processes/operating procedures;
- maximising Durham County Council's support structures and contributing to reviews to develop this further
- changing the way we work with local partnerships to ensure the most efficient and effective approach possible

Staffing and Service Delivery

Service Delivery

CDYOS works with young people across the whole Youth Justice spectrum (out of court and post court) to reduce re-offending. All young people have been through formal Police processes.

CDYOS work includes:

- pre conviction arena (bail and remand management);
- integrated out of court system
- community sentences;
- 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 through a deployment of a range of professional staff acting as either Case Managers or specialist deliverers of interventions (See Appendix 5). In addition, we recruit, train, manage, supervise and deploy volunteers to carry out a range of functions (including the statutory delivery of Referral Order Panels). We operate a fully staffed court rota for the Youth Court, Remand Court, Crown Court and Special Courts (Saturdays and Bank Holidays) with dedicated management cover. We ensure safeguarding and management of risk, including public protection, in relation to young people in the Youth Justice System.

Restorative Justice underpins all our work. 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. CDYOS was awarded the Restorative Service Quality Mark and had that award extended for a further 12 months in 2019. CDYOS also achieved Investing in Children accreditation in 2016 for our work with young people.

As a result of the increasing complexity of cases, CDYOS operates a specialist model of case management, enabling staff to work to their expertise. The primary focus of staff is on their specialist roles. Specialist case managers in our two case management teams are responsible for assessment, intervention planning and overall case management. Interventions, based on risk of re-offending, are delivered by the Interventions Team and the Health Team.

The focus of all our work is reducing re-offending. We operate a multi-professional Team around the Child, maximising expertise of professionals in CDYOS, and utilising additional skills from across our partnership as required.

In 2018/19, almost 3,000 hours of court ordered reparation were delivered by young people supervised by CDYOS.

Staffing

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

- Social Workers;
- Probation Officer (NPS);
- Police Officers;
- Police staff;
- Health staff;
- Education/Employment Advisor.

There is a range of other staff, for example:

- Managers;
- Youth Justice Consultants;
- Case Managers;
- Victim Liaison Officers;
- Family Support Officer;
- Intensive Supervision and Surveillance (ISS) Officer;
- Reparation Officer;
- Admin staff;
- Intervention Team staff who deliver a range of interventions with young people to reduce re-offending, including ISS, reparation, and out of court.

Staffing Structure

See Appendix 5 for CDYOS Staffing Structure.

As of 1 April 2019 CDYOS has 72.42fte staff and 30 active volunteers.

60.42fte staff are employed by Durham County Council on behalf of the partnership; 12fte are seconded from partners (Durham Constabulary, National Probation Service, North Tees and Hartlepool NHS Foundation Trust (NTHFT), Harrogate and District NHS Foundation Trust (HDFT), Tees Esk and Wear Valleys Mental Health Trust (TEWV).

All staff and volunteers are trained in Restorative Approaches/ Restorative Justice. 50 are trained to facilitate Restorative Justice conferences.

Specialist Victim Liaison Officers (VLOs) are responsible for high level/complex work with victims.

Our co-commissioned, multi-professional model of health provision is included in the service structure (Appendix 4).

The Health Team comprises:

- 0.6fte Speech and Language Therapist;
- 1fte Specialist Public Health Children's Nurse;

- 2fte Health & Wellbeing Support Workers;
- 2fte Substance Misuse Workers;
- 1fte Liaison and Diversion Link Nurse;
- 0.4fte Consultant Clinical Psychologist

The Voice of Young People in the Youth Justice System

Young people play an active role in the work of CDYOS. Their involvement during 2018/19 has helped to shape the Service Improvement Plan 2019/20 and the priorities included in this Youth Justice Plan.

The service has numerous ways of obtaining young people's views, including;

- e-survey for all young people working with CDYOS;
- Feedback on each intervention undertaken;
- Ad hoc feedback on specific themes
- Manager reviews of cases with young people;
- Referral Order panel reviews with young people;
- Every assessment includes a self-assessment by the young person;
- Re-engagement Panels with young people (for those at risk of breach/non-compliance);
- With Youth in Mind – young victims' consultation and engagement group.
- Structured interviews with victims by CDYOS volunteers

The active participation of young people in their own assessments and intervention plans is a theme running through all CDYOS quality assurance work and is a priority in the Service Improvement Plan for 2019/20.

Through our extensive work to improve our understanding of young people's communication needs, we have shaped our approach to ensure that young people's experience of CDYOS is as positive as possible and really helps to improve their outcomes. We have transformed the way we work and developed our own resources which ensure all young people can contribute to the work we plan and undertake with them. WE now share these resources nationally and share our expertise through the provision of training throughout the country.

We achieved the award of Investor in Children through our work to ensure young people have a say in their future and we both listen and respond to their wishes and views. We are currently in the process of renewing that award for the Service.

With Youth in Mind, our young people's group, comprising young victims of crime (aged 9 to 20), actively shapes our work with young victims

to improve the service we offer. Some young people are trained as team leaders to offer peer support to other young victims of crime.

'We started this group because we all were very interested in helping young people because of our own experiences. This could be about bullying or problems at home with the idea being that young people support other young people who have had similar experiences. The leaders and staff put time and effort in and really care about you and you get the chance to talk about different stuff and plan what you want to do for activities.'

(Members of With Youth in Mind)

Partnership Arrangements

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 2019/20;
- Durham County Council is the lead partner;
- The Management Board consists of statutory partners plus broader membership (Office of the Police, Crime and Victims' Commissioner, HMCTS, CRC, Public Health, SEND, NHS England);
- 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. Speech Language and Communication Needs (SLCN) Strategy; work with RSPCA, Fire and Rescue Service, Police re. development of additional intervention programmes; Positive Futures re. interventions directory, Looked After Children developments;
- CDYOS Interventions Directory includes some interventions delivered in partnership and some are delivered by partners for CDYOS.

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);
- Durham Safeguarding Children Partnership;

- Multi-Agency Public Protection Arrangements (MAPPA);
- Office of the Police, Crime and Victims' Commissioner (OPCVC);
- Health (HDFT, CCGs, NECS, TEWV, NTHFT);
- National Probation Service (NPS);
- Durham Tees Valley Community Rehabilitation Company (CRC);
- Think Family/Stronger (Troubled) Families;
- Local Criminal Justice Partnership (LSCP).

The Service operates with a range of protocols between agencies/services, for example, homelessness, Mental Health pathways, SEND etc.

Commissioned Services

Based upon our Health Needs Assessment of young people who offend in County Durham, a range of health professionals are commissioned to work with CDYOS to ensure a quality service for this group of young people.

In addition to services commissioned for CDYOS, the service has also been commissioned to deliver training to other services. This includes:

- SLCN awareness/ ClearCut Communication resources, both locally and nationally
- ClearCut Communication resources and/or training have been purchased by over 50 YOTs and a range of other services nationally;
- Restorative Approaches training for partners, including Residential staff;
- Provision of the Independent Visitors Service for LAC in County Durham.

Resettlement after Custody

As a result of our multi-agency approach to resettlement, all young people leaving custody in 2018/19 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 2018/19 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, known as the Prevent duty, applies to a wide range of public bodies. Within CDYOS this duty is discharged through our casework 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. CDYOS also has two staff trained to deliver 'WRAP' (Workshop to Raise Awareness of Prevent) training.

Case Managers have worked closely with Police and other colleagues when concerns about radicalisation/extremism have been identified with young people and/or families and have taken lead case management roles when appropriate.

Information Sharing

Partnership information sharing protocols/agreements are in-place 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);
- SystmOne (Health) and all other health databases relevant to the home agency of the staff within CDYOS;
- LiquidLogic (Safeguarding/ Children's social care);
- Capita ONE (Education);
- Hanlon (DurhamWorks);
- CareDirector Youth (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. This ensures holistic assessment and information sharing to improve outcomes for young people in the Youth Justice System.

In addition, CareDirector Youth is available for:

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

Additional Key Partnerships

Additional key partnerships, to those detailed elsewhere in this report, include:

- The Royal British Legion – reparation work;
- SEND – development of shared planning
- Safe Durham Partnership
- The Prince's Trust – accreditation of core work;
- Colleges, training providers, VCS, Progression Team
- Office of the Police, Crime and Victims' Commissioner – reducing reoffending and young victims of youth crime;
- RSPCA – Paws4Change programme;
- Durham Constabulary Armoury – Air Guns programme;
- Durham Constabulary – U Turn programme;
- Fire and Rescue Service – Firebreak programme;

- The Open Awards – accreditation of core work;
- Skill Mill – development and expansion of Skill Mill Durham;
- Numerous partners (Allotment Associations, Town Councils, Heritage Trust etc) as customers of Skill Mill
- Blue Cross – 'Respectabull' intervention programme;

National Recognition

National recognition of CDYOS' work in 2018/19 was:

- Shortlisted for a Health Services Journal Award for our co-commissioned health model.
- Shortlisted for a Municipal Journal Award for our co-commissioned health model (outcome unknown at time of writing)

Risks to Future Delivery against Youth Justice Outcome Measures

Risks to future delivery against youth justice outcome measures

Risks have been identified (see table on pages 22-23) and a series of mitigating actions agreed.

In addition there are a number of other actions in place to mitigate risk, including:

- Sector Led Improvement;
- Peer Review;
- Role of CDYOS Youth Justice Consultants; ;
- CDYOS Quality Assurance Framework;
- Development work with colleagues in CYPS and across partnerships;
- Workforce Development.

Sector Led Improvement

Involvement in Sector Led Improvement enables CDYOS to keep up to speed with national developments, share good practice and learn from others. Three members from CDYOS are currently training to be Peer Reviewers as part of this process.

CDYOS is involved in effective practice sharing through commitment to the YJB North East YOS Executive Group and other practice development groups.

CDYOS Youth Justice Consultants

CDYOS employs 2fte Youth Justice Consultants who have a crucial role in driving forward service improvement and quality of front line practice. They have shared responsibility identifying issues and driving quality improvement; provide senior case management advice and guidance to staff; and play a vital role in quality assurance and improvement for both OOCd and post court. They have driven forward service improvements in a range of areas, e.g. Assessment & Planning; Child Sexual Exploitation (CSE); Speech Language and Communication Needs; interventions; the voice of the young person in the Youth Justice System, Risk & Vulnerability Management, SEND etc.

CDYOS Quality Assurance (QA) Framework

CDYOS has reviewed, developed and implemented an amended Quality Assurance Framework which covers all QA work undertaken by line managers in the service. One element of this is an audit programme identified by a Quality Improvement Group made up of YOS Manager, Team Managers & YJ Consultants. In 2018/19 we developed and implemented Improvement Plans based on self-assessments/audits in respect of HMIP Inspection Criteria, SEND, Risk Management, Full Case Audit, SLCN, Intervention Planning.

Both the Management Development programme, for CDYOS managers, and the staff focus sessions will continue throughout 2018/19, as part of our QA framework.

Development work with other partners

During 2018/19, CDYOS contributed to developments with:

- Durham Constabulary in respect of Transfers under PACE and OoCDs
- Various Health Trusts in the development of the health team and pathways to services
- Children's Care in respect of Child Protection Procedures
- Children's Care for operating procedures

Workforce Development

An extensive programme of workforce development is in place, provided both through DCC training and also through access to all partner's training, to ensure all CDYOS staff and managers can maintain and develop their skills in a rapidly changing operating environment. An additional post has been created across EHIVC to support the coordination of workforce development. Finally, £2,800 was received through a Troubled Families programme grant, which will contribute to the costs of introducing a Trauma Recovery model within CDYOS.

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. The population of County Durham includes a significant Gypsy/Roma/Traveller population (around three times the national average) and the service works closely with colleagues in other parts of CYPS and DCC to ensure that our practice reflects the needs of this population.

Risk	Action to Mitigate Risk
Future budget efficiencies/reductions in partner contributions	<ul style="list-style-type: none"> • On-going review of Service structure • Review all vacancies/requests for redundancy/retirement • Review and develop pathways to support young people during & after statutory supervision • Consider developing new ways of working • Maximise community resources • Maximise opportunities for partnership working with other agencies • SIP 2019/20 • Develop best plans for the medium term and review constantly • Quality Assurance processes/quality improvement plans and processes • Commit to continuous quality improvement regardless of budget situation • Robust mid-term financial planning within DCC and with partners.
Increases in remand bed nights places increased strain on CDYOS budget	<ul style="list-style-type: none"> • High quality budget monitoring and management • Timely, accurate and relevant information to managers • Review and develop role of key staff (Remand Court Officer) • Brief relevant partners on need for efficient, speedy processes • Constantly review and develop CDYOS practice in each remand case • Provide timely updates to CDYOS Management Board and other relevant partnerships
Re-offending rate (binary) increases due to continued reduction in full cohort numbers at a rate greater than reduction in numbers of young people re-offending	<ul style="list-style-type: none"> • Expansion of re-offending targeted cohort • Review and changes to enhanced programme for re-offending cohort • Amendments and improvement in QA processes • Managers forums • Staff forums • Emphasis on improving quality of core practice • SIP 2019/20 • Development of trauma recovery model (ACEs) for reoffending cohort

Summer Activities (Outward Bounds) staff member:

“All of the young people involved had a fab time and wanted to carry on and do them all again. The young people worked really well together developing team building and effective communication skills and also increasing their confidence. They all behaved really well and were a credit to the Service and to themselves”.

Prison Me No Way Groupwork session:

Parent – “Couldn’t make the session any better. Prison inmates were amazing and all the staff. Highly recommend.”

Young person – “I liked the part when we talked to prisoners.”

Skill Mill:

Young Person – “I like working with Skill Mill as it involves hands on work and is teaching me new skills. We work together as a team and Peter discusses things with us and lets us have input rather than just telling us what to do. It has given me a routine and a good wage which has helped me keep out of trouble. It will also help me in the future by giving me the skills and experience to apply for other jobs when my contract with Skill Mill comes to an end”

Young person – “I currently have an apprenticeship with Skill Mill working under Peter.

Firstly I would like to take this opportunity to say thank you for giving me a chance. I know that I have made mistakes in the past, but I can guarantee you that I have turned myself around.

I thoroughly enjoy the work we do and love the variation of the job. I am a hardworking, honest and conscientious person who gives 100% at all times to the job. I do believe that Peter considers me a hard worker too.”

Parenting Group

Parent – “A well-structured and organised 10-week programme with appropriate content delivered. A range of techniques were used to develop trust within the group and ensure a safe space. This maximised group interaction and supported us to develop knowledge and skills.”



Appendix 1

CDYOS Management Board – Approval of Strategic Plan

This plan was approved by CDYOS Management Board members on 17 June 2019.

I approve this plan on behalf of the Board and agree submission to the YJB.

Martyn Stenton

Chair of CDYOS Management Board

17 June 2019

I approve this plan and look forward to having political oversight of this important area of work.

Councillor Olwyn Gunn

Cabinet Portfolio Holder for Children & Young People

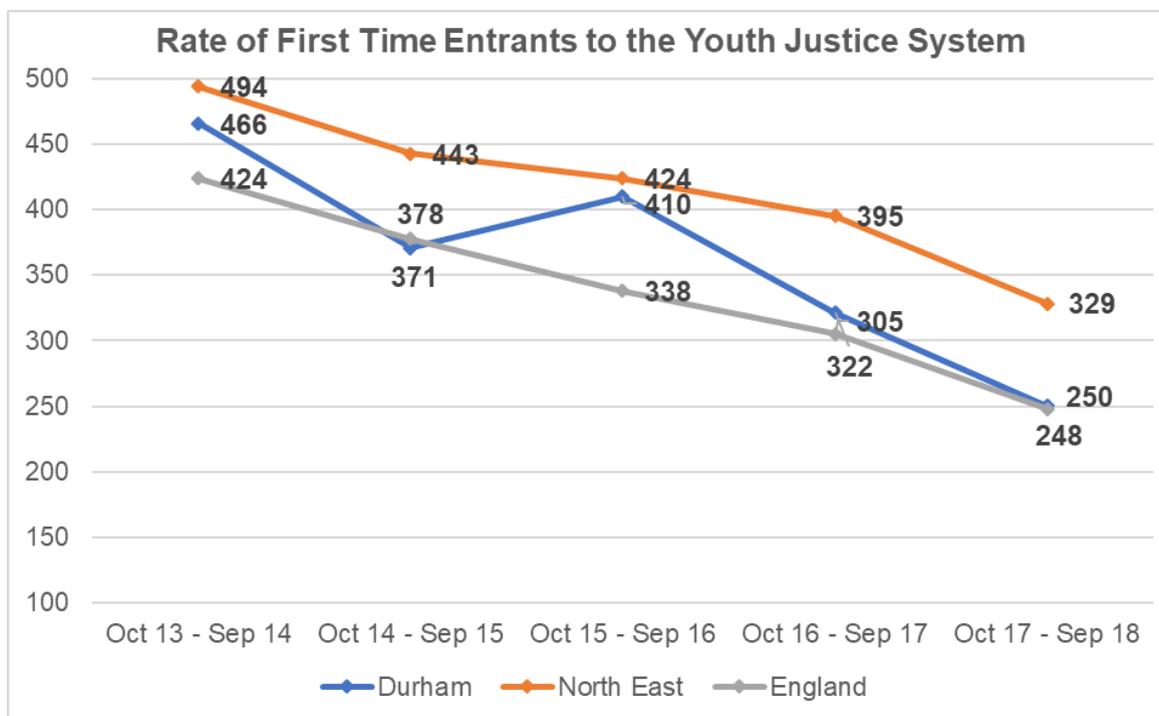
This plan was approved by DCC Cabinet on: TBC

Appendix 2

Review of Performance against YJB Key Indicators

First Time Entrants

Between Oct 2013-Sept 2014 and Oct 2017-Sept 2018, we have achieved a **46.3% reduction** in first time entrants to the youth justice system, from a rate of 466 per 100,000 10-17 year olds to 250.



The latest available locally sourced data shows 118 young people entering the Youth Justice System between April 2018 and March 2019 at a rate of 273.

Reducing Re-offending

This measure, provided by the MoJ, provides a rate of reoffending of a cohort of young people who:

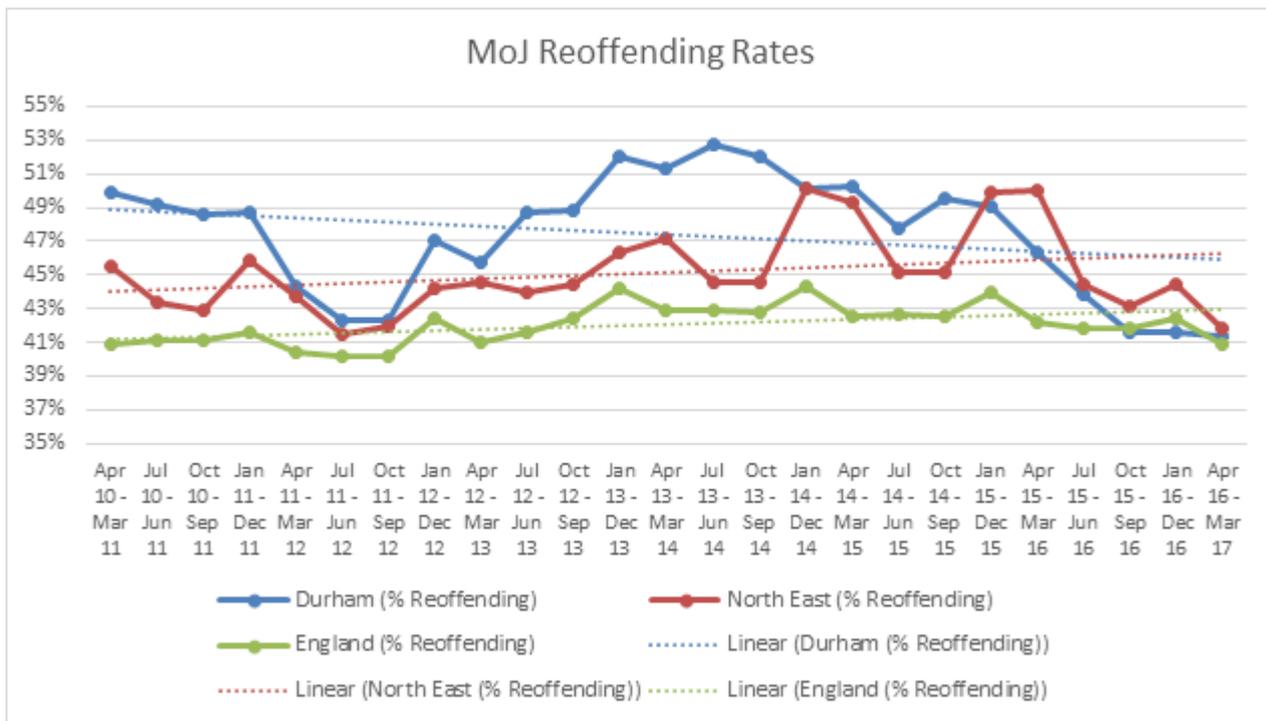
- Receive an out of court disposal (N.B. This does not include the Pre Caution Disposal)
- Receive a court conviction
- Were discharged from custody

The measure counts any offences committed in a 12 month follow up period, where those offences are proved by a court conviction or out of court disposal in that period or in a further 6 months. This gives a methodologically robust measure of re-offending.

All data is taken from the Police National Computer (PNC) and is summarised before distribution to youth offending services/teams.

Ministry of Justice (MoJ) data (April 2016 – March 2017 cohort) shows a re-offending rate of 41.4% which is a **10.8% reduction** compared to the previous year. This is higher than the National rate which is 40.9% but below the North East rate of 41.8%.

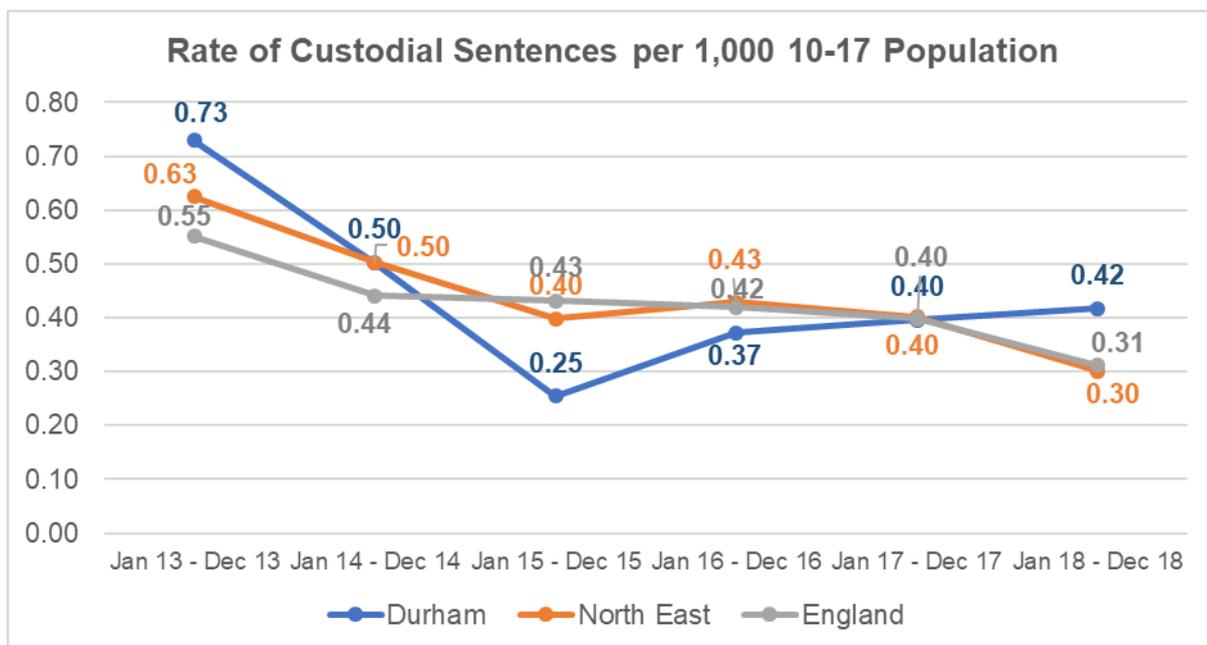
The rate of reoffending can fluctuate considerable due to the significant decreases, year to year, in the size of the cohort of young people. The graph below shows the fluctuating re-offending rates for County Durham since the April 11-March 12 cohort, but also shows that the trend is a reduction in reoffending rates.



Reducing the Use of Custody

Between 2013 and 2018 we have reduced the rate of custodial sentences from 0.73 to 0.42.

The CDYOS rate per 1,000 10-17 population of 0.42 is higher than both the England and North East average rates of 0.31 and 0.30 respectively. This, therefore, remains a challenge for the Service to reduce, where appropriate, the use of custodial sentences. Each time a young person receives a custodial sentence, the role of CDYOS is reviewed to ensure that we have undertaken all appropriate tasks to ensure that custody is used as a last resort.



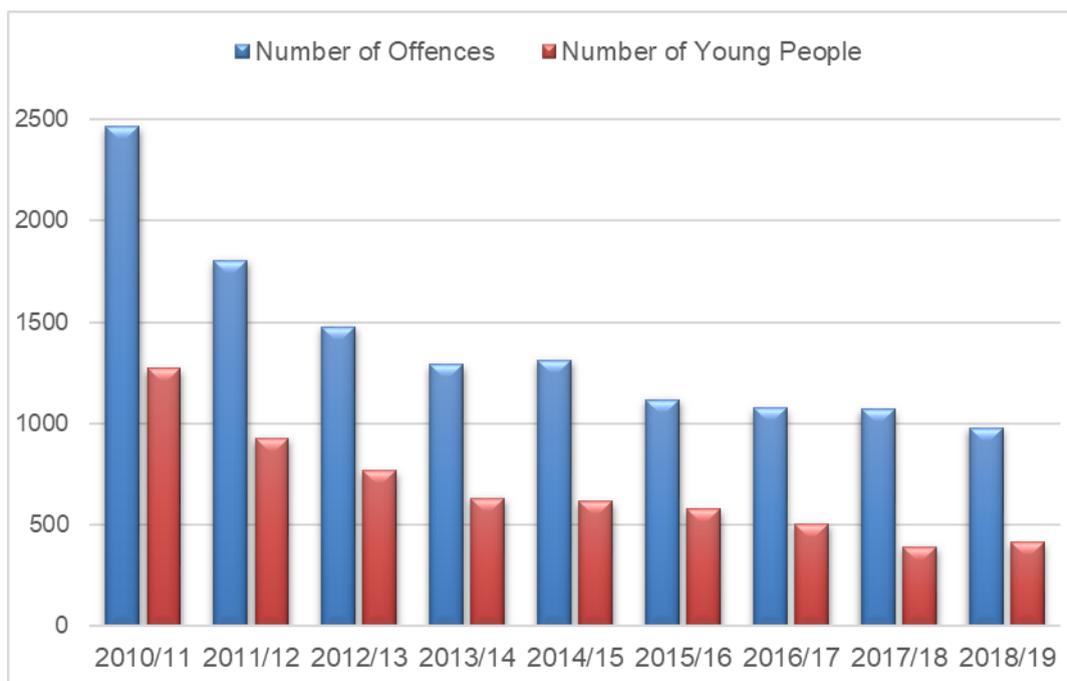
The most up to date locally sourced information (April 2018-March 2019) shows 15 custodial sentences which is the **same** as the previous year.

Remand bed nights (Remands to Youth Detention Accommodation) at **679 nights** saw a **62% increase** on the previous year. This is despite their being a reduction in both the number of young people being remanded to youth detention accommodation and the number of episodes when compared to 2017/18 – 14 to 11 young people and 22 to 13 episodes. The increase in bed nights is due to most remands being for a significantly longer time (more bed nights) than those in the previous year. We have reviewed each

case and in all cases the remand to youth detention was considered appropriate due, mostly, to the seriousness of the offences but also due to the history of the young people. We are in discussion with colleagues from HM Courts to review processes to ensure the time spent, by young people, remanded to youth detention is minimised as much as possible.

Number of Young People Offending and Offences Committed

We have achieved a **60.4% reduction** in the number of offences committed, from 2464 in 2010/11 to 977 in 2018/19; and a **67.4% reduction** in the number of young people offending, from 1270 in 2010/11 to 414 in 2018/19. This includes **all** offences committed by young people aged 10-17 years, resulting in a Pre Reprimand Disposal (PRD) 2008 - 2013 / Pre Caution Disposal (PCD) 2013 onwards, out of court disposal or a court conviction.



Appendix 3

County Durham Youth Offending Service Budget 2019/20

Agency	Date Confirmed	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Local Authority	10/2018			1,297,962	1,297,962
Police Service	10/2018	171,000		108,900	279,900
National Probation Service	03/2019	45,532		5,000	50,532
Health Provision (Co-commissioned)	01/2019	221,000		50,267	271,267
OPCVC	10/2018			151,100	151,100
YJB – Youth Justice (YOT) Grant	05/2019			606,275	606,275
Total		437,532		2,219,504	2,657,036

N.B.

The Youth Justice (YOT) Grant is used as part of partnership pooled budget to support delivery of our Service Improvement Plan (see Appendix 4) to support work to reduce re-offending, first time entrants and use of custody.

Appendix 4

Service Improvement Plan 2019/21 (To be reviewed in 2020)

Priority

1) Improving how we communicate with young people and the interventions we complete with them

- Extend the quality assurance process to include the delivery of interventions
- Ensure SLCN screening is routinely undertaken for all young people at assessment
- Develop interventions to ensure they can be adapted to meet individual needs of young people
- Increase the amount and quality of young person/parent/carer involvement in planning & delivery of interventions
- Develop our use of social media as a means of communicating with young people and parents/carers

2) Putting victims, especially young victims, and Restorative Justice at the heart of everything we do

- Improve the liaison/joint working between Victims Liaison Officers and Case Managers
- Develop and implement key indicators for this area of the service
- Research reasons and develop improvement plan to increase the take-up of CDYOS offer by victims, especially for victims of offences of violence.
- Further develop our work with young people who are both victims and offend.
- Embed our new Referral Order process to ensure greater use of restorative work.

3) Targeting our resources on those young people committing the most offences

- Further improve our understanding and assessment of risk of offending and risk of serious harm
- Refine our research into this cohort of young people and use the findings to shape future developments
- Implement an appropriately resourced model of trauma recovery/enhanced case management for this cohort
- Review resources available for work with this cohort of young people to avoid 'intervention fatigue'
- Target resources on those young people at significant risk of becoming a young person who offends persistently – identified through the research undertaken

4) Ensuring we have robust quality assurance and staff management processes in place and a skilled management team to manage these processes

- Continue to develop the quality assurance processes to ensure they are flexible enough to meet the changing requirements of the service and responsive to issues as they are identified
- Review and amend the management development process to reflect the changing role and make-up of the management team
- Ensure the proper links between the issues identified through the quality assurance process and the development of quality improvement plans
- Ensure relevant managers receive the same training/briefings as their staff
- Ensure, as far as possible, that processes remain stable and consistent over time.

5) Ensuring we listen and respond to what young people and their families are telling us

- Review, amend and develop the means through which we receive feedback from young people and parents/carers
- Improve the use of young people's self-assessment into the AssetPlus assessment process and their explicit involvement in intervention planning
- Develop means of collating feedback/communication so that we can evidence its impact of service developments
- Develop our understanding/use of the role of advocate for young people's views

6) Ensuring volunteering, by both adults and young people, is a key component of the work we undertake with young people and victims

- Continue to develop volunteering opportunities by young people who are part of the With Youth in Mind Group for young people who have been victims of crime
- Develop the links between young people who are volunteers with 'With Youth in Mind' and other volunteering opportunities with the service
- Expand further the volunteering opportunities for adults working with the service

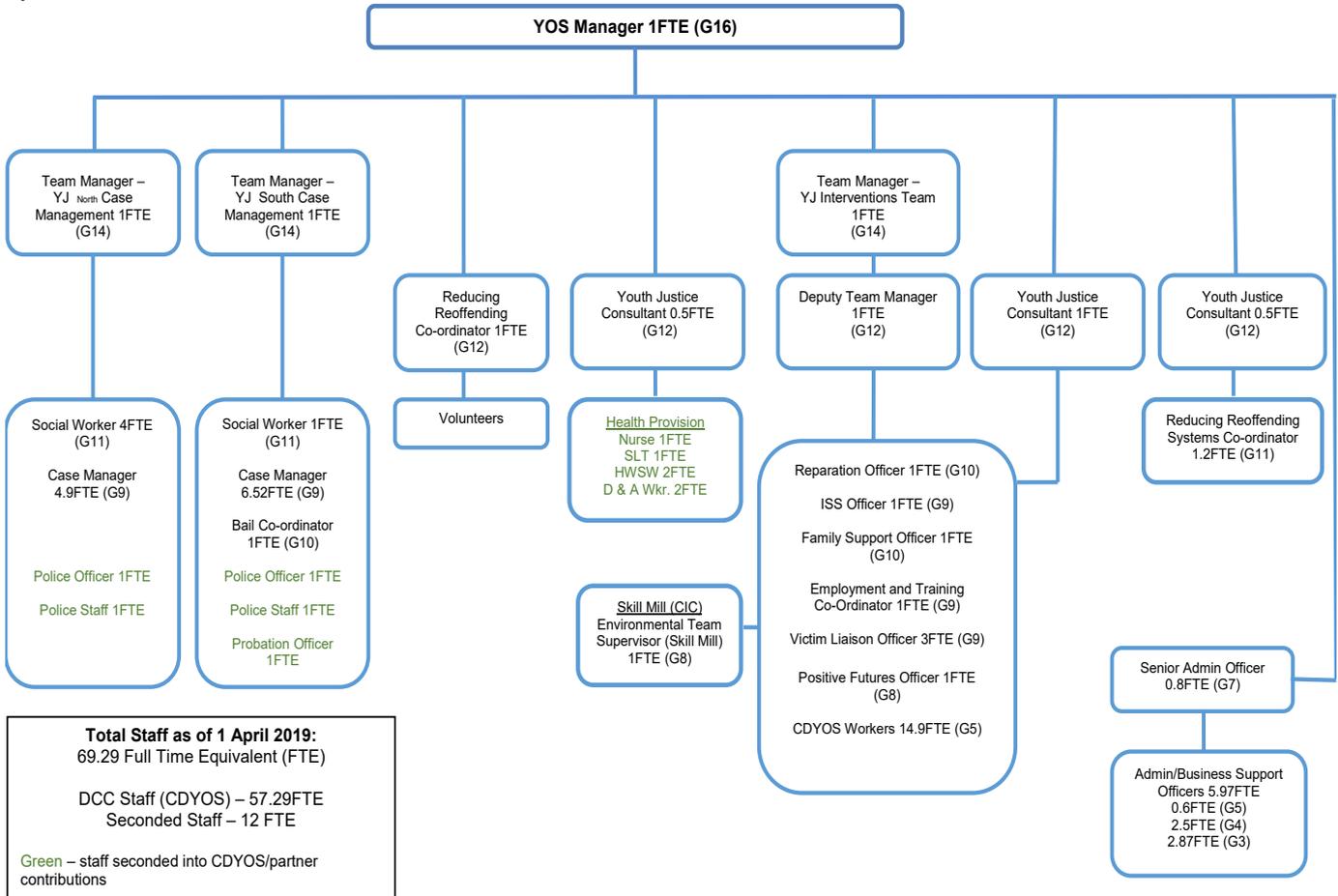
7) Ensuring that case management systems and administration support provides the highest quality support to staff and managers in the delivery of services to courts, communities, victims, families and young people.

- Develop processes for working with new structures for the provision of support and data services to ensure the continuation of high-quality information and support to the service
- Further refine the data/information provided both within the service and to external partnerships

Appendix 5

Service Structure 2019/20

**County Durham Youth Offending Service
Final Structure
April 2019**



Appendix 6

CDYOS Statutory Functions

Provision of:

- Case management of Court Orders (Community and Custody) in line with National Standards for Youth Justice
- Out of Court Disposals
- Specialist assessment based on criminogenic factors and desistance
- Interventions to reduce re-offending
- 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 (both young people and adults)
- Delivery of court-ordered reparation to community and victims
- Delivery of Unpaid Work requirements (16/17 year olds)
- Transition services to NPS/CRC
- YJMIS data / management info to Youth Justice Board / Ministry of Justice regarding youth justice cases
- Parenting Orders imposed in the Youth Court (Criminal Matters)
- Case management of Sex Offenders (Assessment, Intervention and Moving On (AIM)) – young people under 18
- Remands to Youth Detention Accommodation (RYDA)
- Resettlement of young people after custody

Duty to:

- Comply with National Standards for Youth Justice
- Comply with arrangements for multi-agency public protection (MAPPA)
- Comply with relevant legislation
- Cooperate with MAPPA/DSCP/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

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 7

Glossary

Acronym	Meaning
AIM	Assessment, Intervention and Moving on
APIS	Assessment, Planning, Intervention and Supervision
CAMHS	Child and Adolescent Mental Health Service
CCG(s)	Clinical Commissioning Group(s)
CDYOS	County Durham Youth Offending Service
CRC	Community Rehabilitation Company
CSP	Community Safety Partnership
CSPPI	Community Safeguarding and Public Protection Incidents
CYPS	Children & Young Peoples Service
DCC	Durham County Council
DTO	Detention and Training Order
EHIVC	Early Help, Inclusion & Vulnerable Children (part of CYPS)
ESF	European Social Fund
FTEs	First Time Entrants (to the Youth Justice System)
fte	Full Time Equivalent (staff)
HDFT	Harrogate and District NHS Foundation Trust
HMCTS	Her Majesty's Courts and Tribunals Service
HMIP	Her Majesty's Inspectorate of Probation
HNA	Health Needs Assessment
HR	Human Resources
liV	Investing in Volunteers
ISS	Intensive Supervision and Surveillance (alternative to custody)
LAC	Looked After Children
LCJB	Local Criminal Justice Board
LSCB	Local Safeguarding Children Board
MAPPA	Multi-Agency Public Protection Arrangements
MoJ	Ministry of Justice
NECS	North East Commissioning Support (Health)
NTHFT	North Tees and Hartlepool NHS Foundation Trust
NPS	National Probation Service
OBPs	Offending Behaviour Programmes
OPCVC	Office of the Police, Crime and Victims' Commissioner
OOCD	Out of Court Disposal
PACE	Police and Criminal Evidence Act
PCD	Pre Caution Disposal (April 2013 onwards)
PIO	Practice Improvement Officer
PNC	Police National Computer
PRD	Pre Reprimand Disposal (May 2008 – March 2013)
QA	Quality Assurance
RJ	Restorative Justice
RJC	Restorative Justice Council
RSQM	Restorative Service Quality Mark
RSPCA	Royal Society for the Prevention of Cruelty To Animals

Acronym	Meaning
RYDA	Remands to Youth Detention Accommodation
SEND	Special Educational Needs and Disability
SDP	Safe Durham Partnership (CSP)
SIP	Service Improvement Plan
SLCN	Speech, Language and Communication Needs
SPOC	Single Point of Contact
TAC	Team Around the Child
TAF	Team Around the Family
TEWV	Tees, Esk, and Wear Valleys NHS Foundation Trust (Mental Health)
VCAS	Victim Care Advice Service
VCS	Voluntary and Community Sector
VfM	Value for Money
VLO	Victim Liaison Officer
YOI	Youth Offender Institution
YJ	Youth Justice
YJB	Youth Justice Board
YJMIS	Youth Justice Management Information System
YOS	Youth Offending Service
YOT	Youth Offending Team

Appendix 8

Contact Details

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County Durham
Youth Justice Plan
2019 / 2021