



# County Durham Youth Justice Plan

2021 – 2022



# Foreword

I am pleased to present the updated Youth Justice Plan for 2021-2022. This plan is a statutory requirement of Local Authorities and is in two parts. The first part of the plan provides information about the performance of County Durham Youth Justice Service (CDYJS) and Partnership during 2020-2021; whilst the second part details the plans in-place to ensure that the service continues to deliver a high, and continually improving, level of service for 2021-2022.

No review of the previous year can be complete without recognising the unprecedented impact of Covid19 on the lives of the young people with whom we work, their families, communities, our staff and partner agencies. Consultation with our service users and staff shows that CDYJS responded positively and sensitively to the needs of all partners to ensure that we continued to deliver a high quality, effective service, despite the varying restrictions in place at different times. It is important for me to place on record the thanks of the Management Board to the staff of the service for their resilience and determination to meet the needs of young people and victims throughout the year, and the way young people and their families rose to the challenges presented.

It is, therefore, all the more pleasing to be able to highlight the continued improvements in performance against the three national measures – Rate of First Time Entrants to the criminal justice system; Rate of Re-offending; and Rate of Custody Use. These improvements in performance mean that the lives of young people who offend, and their families, are made better, there are less offences committed (and consequently less victims created) and victims of youth offending feel listened to and supported.

The quality of the work and innovation of the service continues to be recognised nationally. The Service was awarded a Children & Young People Now Award earlier in the year for our work with parents of young people who offend. In addition, the Service was reaccredited as an 'Investor in Children' and an 'Investor in Volunteers'.

The second part of the plan shows that the service, and just as importantly our wider partnership, is not complacent and continues to strive to improve. As a management board we feel the plan clearly lays out our priorities as we seek to drive forward continued positive change, particularly as the service steers its way along the roadmap to recovery from the Covid19 restrictions. It is my firm belief that the service is well placed to ensure successful outcomes to the plans laid out.

Finally, I would like to pay tribute to the work of numerous partners, represented through the CDYJS Management Board, who provide expertise, skills and hard work to ensure that the service is well resourced, responsive and is able to continue to deliver high quality services.

***Martyn Stenton***  
***Chair of CDYJS Management Board***

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# Executive summary

The Youth Justice Plan 2021/22 highlights work done to date, and key achievements and outcomes for 2020/21. It outlines key priorities, budget, staffing, service developments and the service improvement plan for 2021/22.

Please note that the data for the national outcome measures is produced by the Ministry of Justice (MoJ) and for both First Time Entrants (FTEs) and Re-offending are based on data taken from the Police National Computer (PNC). Due to revised priorities at the MoJ due to the Covid19 pandemic, PNC data has not been available and therefore the figures are more historical than would otherwise be the case.

## Our Key Achievements

### 1. National Outcome Measures 2020/21

#### ▶ Reducing First Time Entrants (FTEs) to the Youth Justice System

Between January and December 2019, the rate of FTEs per 100,000 10-17 years population in County Durham was 179, which is lower than both the England rate (208) and that of the North East Region as a whole (274).

#### ▶ Reducing Re-offending

MoJ data (January to December 2018) shows a re-offending rate of 39.2% which is a reduction of 10.6 percentage points compared to the previous year (49.8%). This rate is marginally higher than both the National and North East rate of 38.4% but shows a much greater rate of improvement.

#### ▶ Reducing the Use of Custody

##### Custodial Sentences

County Durham Youth Justice System (CDYJS) performance has seen a big reduction in the last two years compared with previous years with a rate 0.18 per 1,000 10-17 year olds during January– December 2020 (compared with 0.42 in 2018). This is marginally higher than both the National and North East averages with rates of 0.14 and 0.16 respectively. On each occasion a young person is sentenced to custody, the work of CDYJS is reviewed to ensure all appropriate work was undertaken.

##### Remand Bed Nights: 92

This is a 69% reduction on the previous year (295 nights). The 92 nights relates to just 4 young people, all of whom ultimately resulted in custodial sentences.

[Appendix 2](#) provides more details to illustrate the above information.

## 2. Work with victims, including young victims

Our work with the victims of youth crime in 2020/21 has engaged a further 137 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 around 35 young people at any one time throughout the year. Young people who offend have also engaged in 1366 hours of unpaid work in and across communities in County Durham as a means of reparation.

*"Thanks for bringing Dan down. I'm glad to have met him and to see he is a young man who made a mistake. I didn't know much about this type of meeting (restorative conference) but it is definitely a good idea. Thank you"*

(Victim of offending)

*"I'm pleased I have apologised for what I did and had support to do it. Thank you"*

(Young Person)

## 3. 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 YJS Manager. The service has developed, 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 sometimes difficult to achieve, it is possible to have a meaningful impact in reducing both the frequency and seriousness of offending.

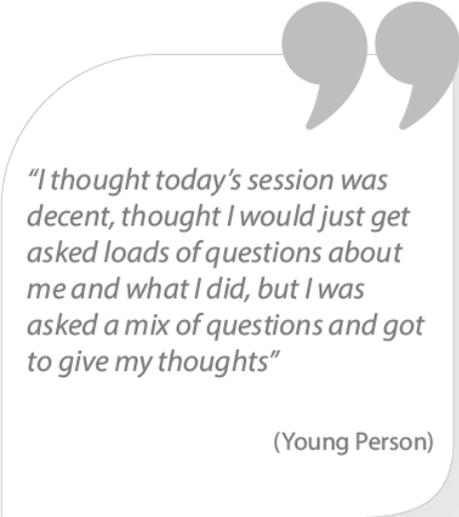
## 4. Covid 19 Pandemic

Like all services, CDYJS has operated under the national requirements of lockdown because of the Covid19 pandemic. As a result of this, we developed new operating procedures and monitoring arrangements, based on the level of risk presented by young people (both harm to others and vulnerability), to take account of lockdown and social distancing. From March 2020, we operated with the strategic approach of *'we will undertake all the same things as before. How we do them will be different'*. This ensured that we carried out our role safely, for young people, families, communities and staff, and continued to undertake our full range of statutory duties.

The work carried out during 2020/21 which has supported our Key Achievements has been:

### ► Reducing First Time Entrants (FTEs)

- Developed and introduced the VISIT Programme (Early intervention programme for children who come to the attention of the Police for violence for the first time). The programme is funded by the Youth Endowment Fund.
- Introduced a new assessment process that allows us to collate data on young people who offend for the first time
- Embedded a review process, with Durham Constabulary, for out of court decision making involving a community member
- Developed a suit of intervention programmes that can be delivered remotely
- Introduced new monitoring/data arrangements as a result of changes in practice due to lockdown
- Ensured greater coordination between 'on-street' restorative approaches by police and CDYJS interventions
- Developed the use of video for communicating with young people, including the provision of laptops.



*"I thought today's session was decent, thought I would just get asked loads of questions about me and what I did, but I was asked a mix of questions and got to give my thoughts"*

(Young Person)

## ➤ Reducing Re-offending

- Developed methods of working with young people remotely – provision of laptops, development of special interventions to be delivered remotely
- Provided training for staff to assist them in undertaking assessments and deliver interventions remotely
- Developed and implemented a model of assessing level of risk and designing approach, taking into account lockdown, to supervision of each young person
- Provided training to staff in elements of assessments, based on findings from quality assurance processes
- Amended our process for consulting with young people to take account of lockdown
- Re-applied for, and were successful, with Investing in Children status which helps us to ensure we listen to voices of young people and that their opinions influence our decisions
- Increased and improved the psychology/emotional wellbeing input from the County Durham Clinical Commissioning Group
- Reviewed, amended and launched new multi-agency Harmful Sexual Behaviour (HSB) procedures on behalf of Durham Safeguarding Children Partnership
- Provided over 20 multi-agency briefings on the HSB procedures
- Improved links with the multi-agency safeguarding hub
- Procured a new case management database for the Service for implementation during 2021/22.



## ➤ Reducing Use of Custody

- Maintained the panel review process for young people who receive custodial sentences
- Reviewed our processes for resettlement of young people from custody following recommendations from HMIP thematic inspection
- Maintained a six day per week service, including experienced court officers available for Saturdays and Bank Holiday special courts
- Maintained dedicated management cover for a six days per week service.
- Researched and reviewed the use of breach and resentencing to ensure it provides the highest quality service to courts and to young people
- Took the lead in the development of a regional approach to quality auditing for cases.

## ► Work with Victims, including Young Victims

- Developed a service level agreement with the Office of the Police, Crime & Victim Commissioner for the delivery of services to victims, including young people
- Undertook research into take-up of services by victims and developed a new suite of measures for monitoring performance
- Developed a programme for parents who are victims of their child's offending which can be delivered remotely
- Developed new process, based on remote support, for working with victims, including young people, during lockdown
- Continued to deliver personal development training for the young mentors
- Won a C&YP Now National Award for our services to parents who are victims of the children's offending/actions
- Improved the range of volunteering opportunities and the link between wider service volunteering opportunities and the young mentors/leaders
- Increased the use of community volunteers in working with victims and young people
- Continued to develop the roles for volunteers in the service, including considerable expansion of the Independent Visitor programme to now total 40 volunteers and provide mentoring for 40 looked after young people despite the restrictions of lockdown
- Delivering 1366 hours of court ordered reparation/ unpaid work in communities, despite lockdown.

*"I didn't understand what I did was wrong at first, but Chris helped me to understand. I'm sorry for what I did"*

(Young Person)



*"The group sessions are really positive meetings and I gained lots of helpful information for myself to support my child"*

(Parent/Carer)

## ➤ Targeting those young people committing the most offences

- Reviewed (with colleagues from York University), improved and relaunched the Enhanced Case Management (trauma recovery) Programme
- Amended the panel process for reviewing cases of young people who are the most persistent offenders
- Undertook a quality audit of practice with this cohort of young people and developed and implemented an improvement plan.

## ➤ Response to the Covid19 Pandemic

- Categorised all young people & victims we worked with into two groups – ‘High Risk of Harm and/or Vulnerability’ and ‘Standard Risk of Harm and/or Vulnerability’.
- Continued to provide face-to-face home visits (doorstep) for all people in the High-Risk Group.
- Undertook video intervention sessions for all people in the Standard Group.
- Worked with colleagues, both nationally and locally, in developing safe ways to conduct court hearings.
- Worked with Police colleagues to develop safe ways to conduct Police interviews with young people requiring us to act as ‘Appropriate Adult’.
- Designed a suite of interventions, specifically designed for delivery with young people remotely.
- Designed a suite of reparation tasks for young people to carry out at home.
- Implemented daily management team meetings via Microsoft Teams.
- Developed and implemented a CDYJS communication strategy.
- Developed and implemented performance indicators to manage performance under ‘lockdown’.
- Undertook surveys of staff and young people to find their views on our approach to lockdown and amended how we worked based on the feedback
- Worked with colleagues in Durham County Council to ensure the appropriate provision of laptops for young people, including young victims.

## In 2021/22 we will seek to:

-   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:

- Further improving the interventions we complete with young people and the quality of our assessments and plans
- Target our resources on those young people committing the most offences
- Ensuring that we listen and respond to what young people and their families are telling us
- Continue to improve our work with victims – both adults and young people
- 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 2021/22) for more detail.

# Introduction

Youth Offending Teams – referred to in County Durham as County Durham Youth Justice Service - 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. This is covered by Section 40 of the Crime and Disorder Act 1998 which states that each local authority, after consultation with partner agencies, must formulate and implement a statutory annual youth justice plan setting out:



□ How the Youth Justice Service (YJS) will be composed and funded, how it will operate, and what functions it will carry out.

Statutory requirements placed on the service 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 an annual audit);
- ▶ Submitting required data to the YJB; and
- ▶ Ensuring appropriate methods are used to transfer data within the youth justice system.

# County Durham Youth Justice Service

County Durham Youth Justice Service (CDYJS), 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.

## Strategic Purpose of CDYJS

-   To prevent re-offending by children and young people;
-   How the Youth Justice Service (YJS) will be composed and funded, how it will operate, and what functions it will carry out.
-   To be achieved by delivering specialist interventions;
-   Underpinned by safeguarding and public protection

# Structure and Governance

## Governance – Management Board

CDYJS 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;
- ▶ Clinical Commissioning Group – Deputy Chair
- ▶ Durham Constabulary;
- ▶ The Probation Service;
- ▶ Progression Team, DCC;
- ▶ Office of the Police, Crime and Victims' Commissioner (OPCVC);
- ▶ Public Health, DCC;
- ▶ SEND and Inclusion, Education and Children's Social Care, DCC;
- ▶ Equality & Strategy, DCC.

Membership of the Board is regularly reviewed and each year the Board participates in an annual development session where it analyses its structure and functions and develops an improvement plan. The last development session was undertaken in March 2021.

Members of the management board are also members of a range of other partnerships relevant to the work of CDYJS. Board members are required to ensure that they represent the views of CDYJS in those partnerships as well as their home agency. During the annual development session, board members consider how this can best be achieved and what support they require to undertake this role.

The YJS 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 Safer and

Stronger Scrutiny Committee also monitor performance against the three national outcome measures and receive annual presentations from both the YJS Manager and Chair of the Board on current performance and progress against the Youth Justice Plan.

## **Governance – Durham County Council**

CDYJS is line-managed, on behalf of the Management Board, by Durham County Council. The Service is part of Early Help, Inclusion and Vulnerable Children Service (EHIVCS), Children and Young Peoples Directorate. The Head of EHIVC is the Chair of CDYJS Management Board and the line manager of CDYJS Manager.

EHIVC is comprised of the following services:

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

In addition, the CDYJS Manager attends regular joint meetings with all managers from Children’s Social Care and managers from Education. This allows for joined up services, planning and development.

- ▶ CDYJS is currently a member of the following strategic partnerships and also the sub-groups of these partnerships:
  - Children and Families Partnership
  - Safe Durham Partnership (SDP)
  - Durham Safeguarding Children Partnership (DSCP)
  - Local Criminal Justice Partnership (LCJP)
  - Strategic MAPPA Board
  - Children & Young People Mental Health Partnership
  - Care Leavers Steering Group
  - Child Exploitation Group
  - Integrated Offender Management Strategic Group
  - Prevention and Early Help Partnership
  - Preventing Reoffending Group
  - Integrated Community Care Group

- Strategy & Commissioning Group for Housing Offenders
- Integrated Commissioning Team

In addition, CDYJS is represented on numerous other partnerships by members of the Management Board. This helps to ensure that the needs of young people who offend and the victims of those offences are therefore included in all relevant strategies and plans.

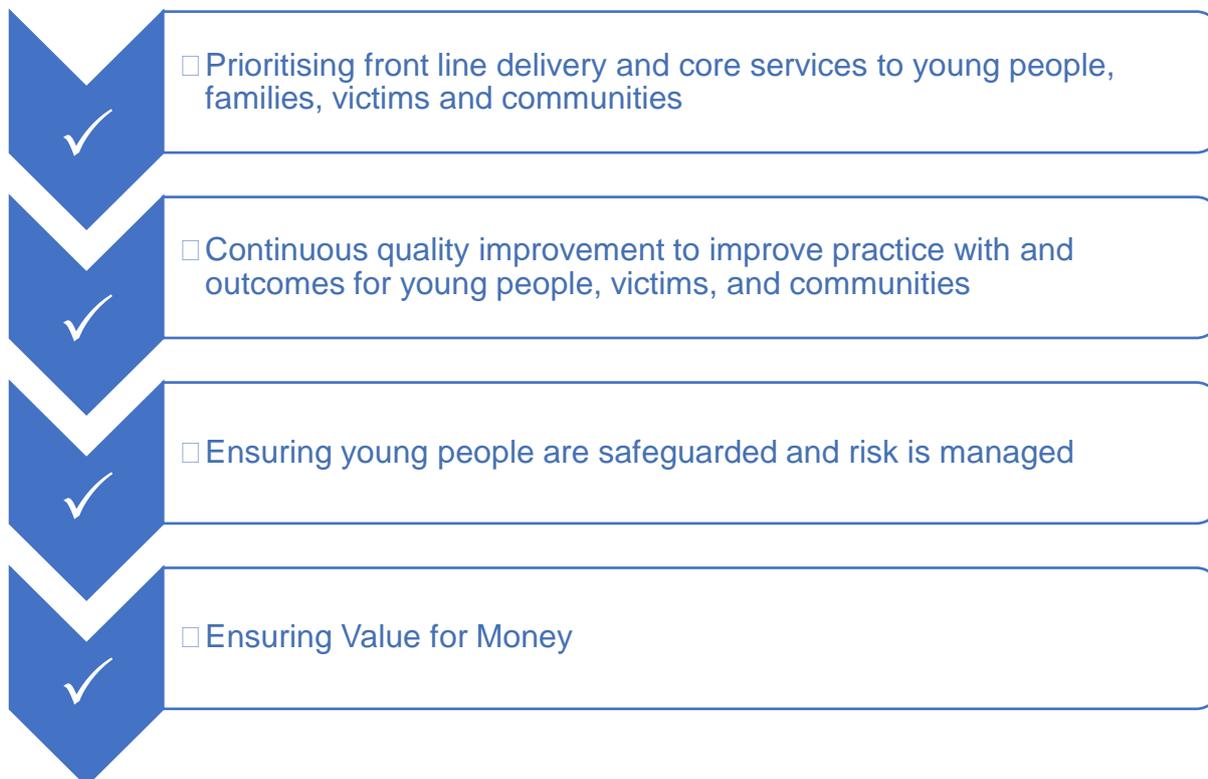
## **Agencies Staffing CDYJS**

The following agencies/services deploy or second staff to CDYJS:

- ▶ Durham County Council
- ▶ Durham Constabulary
- ▶ The Probation Service
- ▶ Tees, Esk & Wear Valley NHS Foundation Trust (Funded by CCG)
- ▶ Harrogate & District NHS Foundation Trust (Funded by Public Health)
- ▶ Humankind (Funded by Public Health)
- ▶ North Tees & Hartlepool Hospitals NHS Foundation Trust (Funded by CCG).

# Resources and Value for Money

CDYJS is committed to the following principles:



Robust financial management, within CDYJS and overseen by DCC, is underpinned by regular budget reports to the Management Board, EHIVC Management Team and Finance colleagues, DCC.

## Budget 2021/22

CDYJS budget is comprised of the following contributions:

- Partnership cash funding (DCC, Police, OPCVC, TPS, CCG)
- Partnership staff secondments/deployments (Police, TPS, TEWV, H&DFT, NTHFT, Humankind)
- Youth Justice Board (YJB) Grant
- Youth Custody Service (YCS) Remand Grant
- Specific Grant Funding
- Each year the Management Board considers individual contributions and the budget for the following year is agreed.

- For 2021/22 the total value (staff & cash contribution) of the pooled budget for CDYJS is: £2,860,870
- A detailed budget breakdown can be found at [Appendix 3](#).

The Management Board believe this represents very good value for money and well-developed use of its collective pooled resources. Since 2014 the service has achieved a 63% reduction in first time entrants to the criminal justice system (FTEs); a 56% reduction in the number of young people offending and a 47% reduction in the total number of offences committed. In addition, the service has reduced the rate of reoffending by young people already convicted of previous offending by 11 percentage points since last year.

### Youth Justice Grant (2021/22): £672,916

This 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 CDYJS pooled budget (see [Appendix 3](#)). This supports delivery of our Service Improvement Plan 2021/22 which focuses on the YJB key outcome measures.

## Staffing

The Service staffing fully complies with the requirements of the Crime and Disorder Act 1998, including:

- Social Workers
- Probation Officer (TPS)
- 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
- Administration staff
- Intervention Team staff who deliver a range of interventions with young people to reduce re-offending, including ISS, reparation, and out of court disposals
- Management Information Analysts

In addition, we have a dedicated, multi-disciplinary health team, comprising:

- 0.6fte Speech and Language Therapist
- 1fte Specialist Public Health Children's Nurse
- 2fte Health & Wellbeing Support Worker
- 2fte Substance Misuse Worker
- 0.5fte Consultant Clinical Psychologist.

# Service and Staffing Structure

62 staff are employed by Durham County Council on behalf of the partnership and 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) and Humankind. See [Appendix 5](#) for CDYJS Staffing Structure.

There are 40 volunteers working with the service to deliver:

- ▶ Referral Order Panels
- ▶ Mentoring
- ▶ Work with Victims
- ▶ Work with Parents
- ▶ Independent visiting for children looked after

All staff and volunteers are trained in:

- ▶ Restorative Approaches/ Restorative Justice
- ▶ Safeguarding
- ▶ Speech, language, and communication needs

All staff and managers receive supervision with a line manager each month and an annual Performance and Development Review. From this, their development and training needs are identified and are then provided either through DCC staff development, partner agency staff development or sourced independently. The needs of the service also feed into the wider service workforce development strategy 2021-23.

All volunteers are assessed annually and have access to the same range of training courses available to staff.

# The Voice of Young People

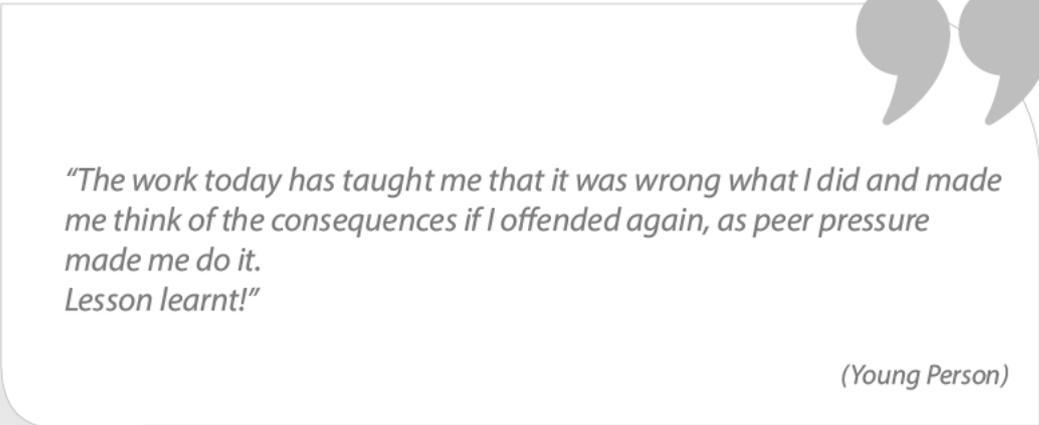
Young people play an active role in the work of CDYJS. Their feedback and involvement have helped to shape the Service Improvement Plan 2021/22, our response throughout the Covid19 pandemic and the priorities included in this Youth Justice Plan.

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

- ▶ E-survey for all young people working with CDYJS
- ▶ 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 CDYJS volunteers.

The active participation of young people in their own assessments and intervention plans is a theme running through all CDYJS quality assurance work and remains a priority in the Service Improvement Plan for 2021/22.

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 CDYJS 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.



*"The work today has taught me that it was wrong what I did and made me think of the consequences if I offended again, as peer pressure made me do it.  
Lesson learnt!"*

*(Young Person)*



CDYJS Management Board considers a report, at every meeting, detailing the collated feedback from young people and use this to inform their decision making and the strategic direction of the service.

The service has, once again, 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. Crucially, we can

evidence that young people's views have made a difference to the way we practice and the development of our procedures.



## National Recognition

During 2020/21, CDYJS was awarded a Children & Young People Now Award for our service to parents of young people who are victims of their child's behaviour. We were praised for our innovation and dedication to providing support for parents who, otherwise, felt they were alone in their experiences. CDYJS allows parents the opportunity to share their experiences and learn, from each other, how to do things differently.

In addition, we have once again achieved the award of both Investor in Children and Investor in Volunteers

*"I just wanted to thank you so much for your help and support with Sarah. It feels so good to have someone who I can talk to and feel reassured that there are people out there who care. Sarah is loving the support too"*

*(Parent of young victim of offending)*

*"Just want to say thank you for your advice. I sent Mark a text yesterday praising him for something he'd done and I got a text back off him saying 'thank you mam love u! It's the little things!!"*

*(Parent)*

# Road Map out of Covid 19 Lockdown

Like all other services, CDYJS produced a revised plan to safely manage the restrictions of lockdowns. Whilst this proved challenging, we believe that we managed well and continued to provide a good service to young people, families, victims, courts, and communities. Our work was regularly reported to the Management Board which continued to meet virtually each time.

As at June 2021, in-line with Government intentions to move out of lockdown, we are implementing a roadmap for recovery of our services. We do not intend to return, fully, to how we used to practice prior to March 2020 as we have learned over the last year that there are some things that work well delivered in a more 'remote' manner.

Examples include:

- ▶ Some meetings
- ▶ Some types of interventions
- ▶ Some young people respond better and find it easier to cope with remote interventions
- ▶ A hybrid way of working in respect of staff attendance at their office base
- ▶ Delivery of some reparation work.

The significance and impact of moving out of lockdown for young people, families and staff is not under-estimated by the service. Each element of the roadmap out of lockdown is being managed sensitively, whilst recognising our duty to courts and their expectations. CDYJS firmly believes that young people and staff achieve better outcomes when they interact in-person and this will remain our priority form of intervention with each other.



*"I did the session on vehicle crime with my case manager. It was very helpful, couldn't ask for better people to help me"*

(Young Person)

## Appendix 1

# CDYJS Management Board Approval of Strategic Plan

This plan was approved by CDYJS Management Board members on 21 June 2021.

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

SIGNATURE



Martyn Stenton  
Chair of CDYJS Management Board

I welcome this updated plan and as a recently appointed portfolio holder look forward to having political oversight of this important area of work.

SIGNATURE



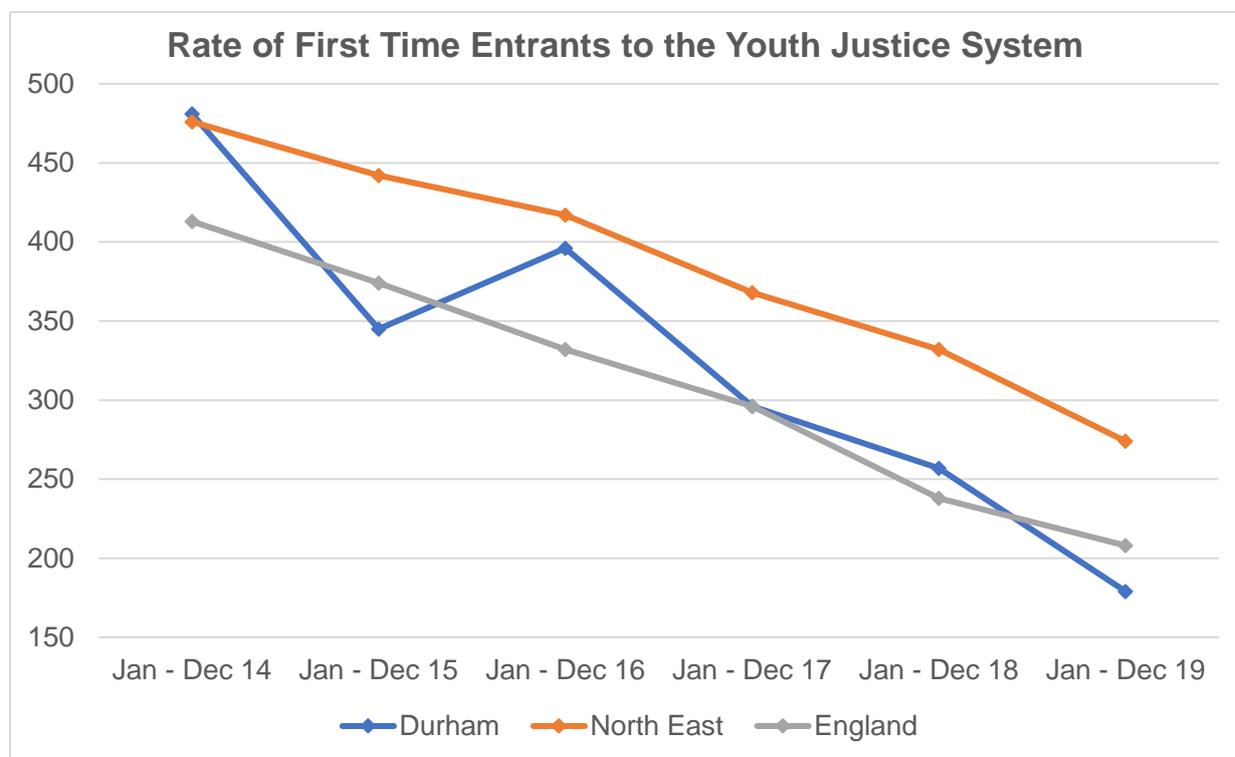
Cllr Ted Henderson  
Cabinet Portfolio Holder for Children & Young People  
Durham County Council

## Appendix 2

# Review of Performance against Key Indicators

### First Time Entrants

Between Jan-Dec 2014 and Jan-Dec 2019, we have achieved a **62.8% reduction** in first time entrants to the youth justice system, from a rate of 481 per 100,000 10-17 year olds to 179.



The latest available locally sourced data shows 81 young people entering the Youth Justice System in 2020/21 at a rate of 181 per 100 000 10-17 year olds.

### Reducing Re-offending

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

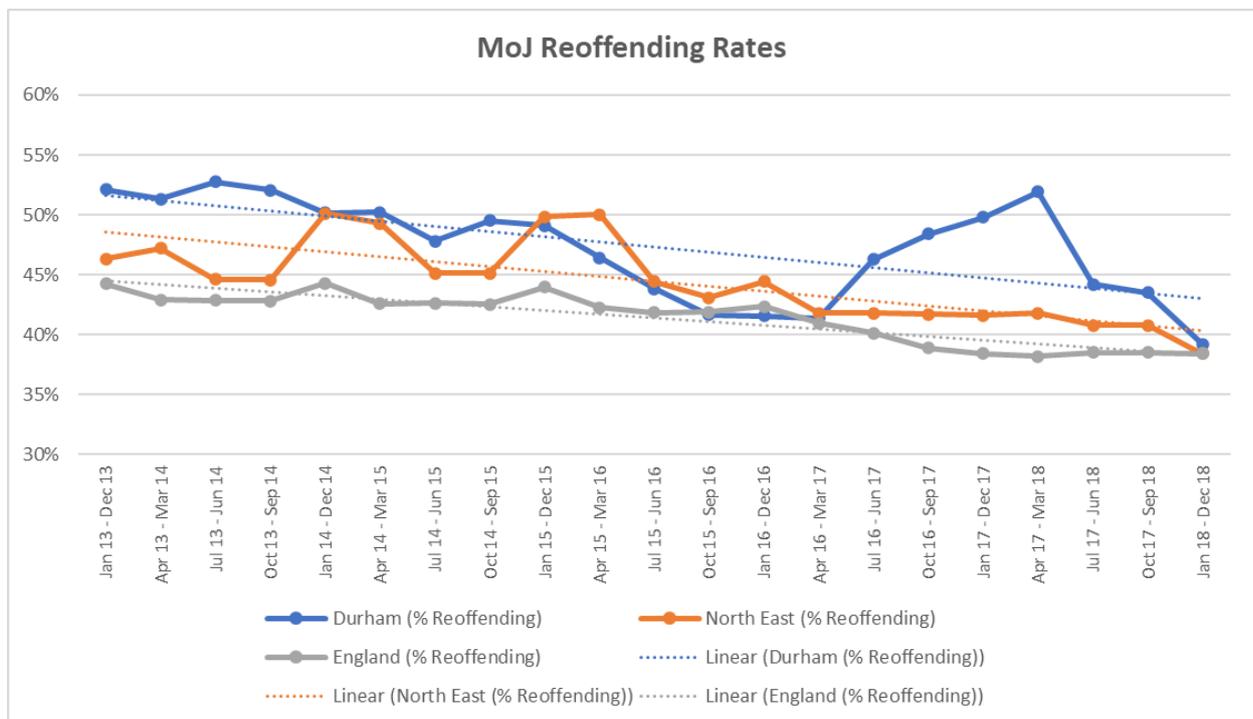
- Receive an out of court disposal (N.B. This does not include the Pre Caution Disposal)
- Receive a court conviction
- Were discharged from custody.

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 (Jan – Dec 2018 cohort) shows a re-offending rate of 39.2% which is a **10.6 percentage point reduction** compared to the previous year. This is marginally higher than the National and North East rate of 38.4%.

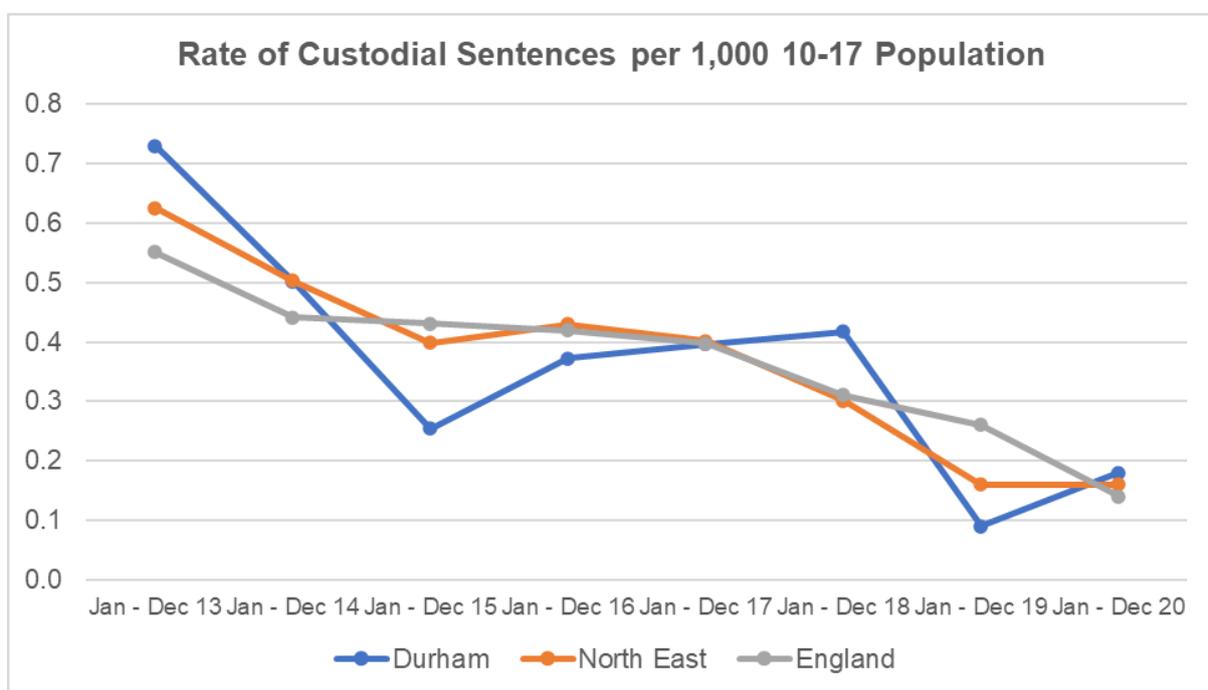
The rate of reoffending can fluctuate considerable due to the significant decreases, year to year, in the size of the cohort of young people. The graph below shows the fluctuating re-offending rates for County Durham since the 2013 cohort, but also shows that the trend is a reduction in reoffending rates.



## Reducing the Use of Custody

Between 2013 and 2020 we have reduced the rate of custodial sentences from 0.73 to 0.18 per 1,000 10-17 year olds.

The CDYJS rate per 1,000 10-17 population of 0.18 is marginally higher than both the England and North East average rates of 0.14 and 0.16 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 CDYJS is reviewed to ensure that we have undertaken all appropriate tasks to ensure that custody is used as a last resort.

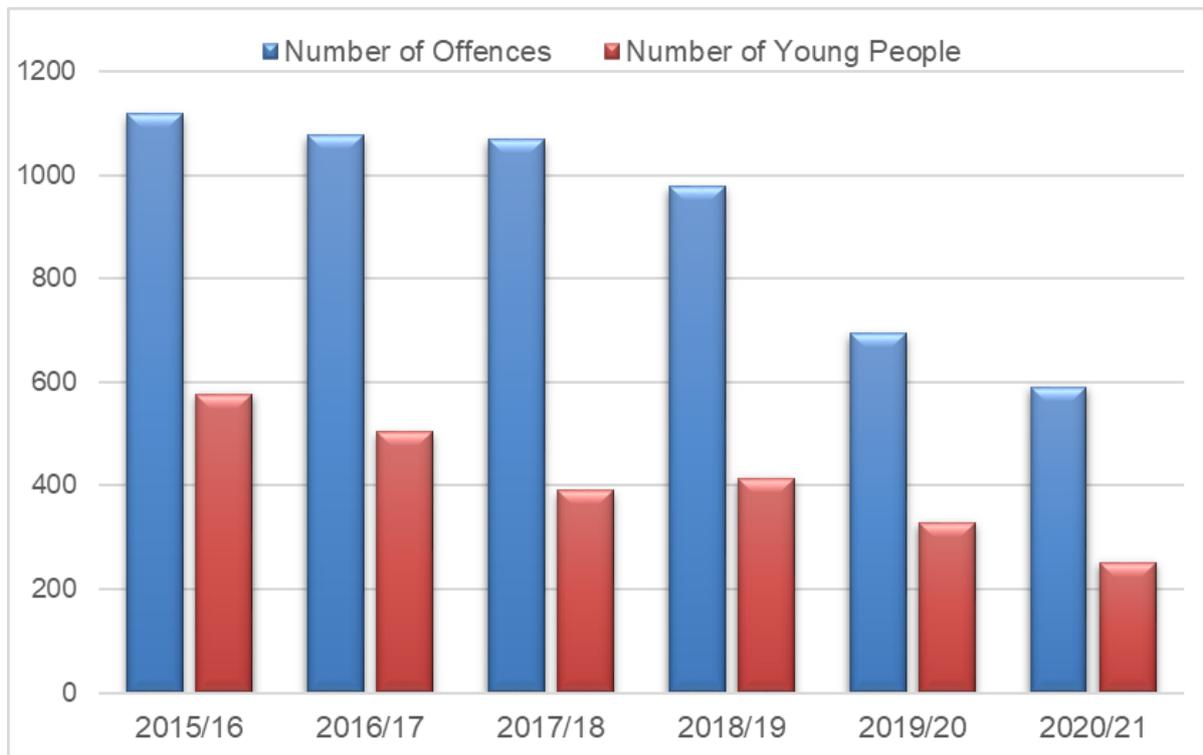


The most recent locally sourced information (April 2020-March 2021) shows 10 custodial sentences which is an increase of 6 from the previous year.

Remand bed nights (Remands to Youth Detention Accommodation) at **92 nights** saw a **69% decrease** on the previous year. Each case has been reviewed 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 **47.2% reduction** in the number of offences committed, from 1118 in 2015/16 to 590 in 2020/21, and an **56.4% reduction** in the number of young people offending, from 576 in 2015/16 to 251 in 2020/21. 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 Justice Service Budget 2021/22

Agency		Staffing Costs	Payment in Kind	Other Delegated Funds	Total
Local Authority				1,086,781	1,086,781
Police Service		167,560		108,900	276,460
The Probation Service		33,665		5,000	38,665
Health Provision		281,686		50,267	331,953
OPCVC				208,100	208,100
YJB – Youth Justice Grant				672,916	672,916
Miscellaneous				245,995	245,995
<b>Total</b>		<b>482,911</b>		<b>2,377,959</b>	<b>2,860,80</b>

Note:

- The Youth Justice 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.
- At time of producing this plan, the Remand Grant for 2021/22 is unknown.

## Appendix 4

# Service Improvement Plan 2021/22

### Improving the interventions we complete with young people

- Develop a suite of interventions for working with Harmful Sexual Behaviour and ensure staff are trained in their use
- Audit the impact of consultation with young people and service users on our practice
- Audit quality and develop an improvement plan for our response to self-harm and suicide attempts
- Consider how to ensure the resilience of the Skill Mill programme
- Enhance Quality Assurance auditing and processes for the Intervention Team
- Improve use of YJAF for young people in custody
- Implement full planning meetings in all statutory cases
- Review and amend our quality assurance processes in light of new ways of working
- Ensure greater integration of the health team into the whole service
- Increase the range of reparation activities available for young people
- Improve the effectiveness of our work with Durham Works to improve the outcomes in respect of Education, Training & Employment

### Improve the quality of our assessments and plans

- Continue to monitor and audit the restorative module of assessment
- Improve our planning for exit strategies to ensure the appropriate support for young people is in-place once support from the service is removed
- Ensure full involvement of young people and families throughout the life of our intervention
- Improve assessment for Harmful Sexual Behaviour (multi-agency)

- Audit and develop improvement plan to ensure proper consideration and planning for desistance/protective factors
- Trail a new assessment for out-of-court disposals which seeks to streamline the demands of the assessment in-line with the stage of the process
- Audit and improve the experience of education for young people in CDYJS cohort

### **Target our resources on those young people committing the most offences**

- Implement the new Enhanced Case Management Programme with new Psychologist appointment
- Review and continue to enhance the panel process for young people who persistently offend

### **Ensure that we listen and respond to what young people and their families are telling us**

- Continue to develop and improve the collated report provided to the Management Board
- Audit the impact of feedback from young people and develop improvement plan if required
- Introduce the use of Mind of My Own (MOMO) for CDYJS to make it easier for young people to engage with us

### **Continue to improve our work with victims – both adults and young people**

- Expand the amount and range of activities on offer for young victims
- Undertake overall review of our service to both adult and young victims

### **Ensuring that volunteering, by both adults and young people, is a key component of the work we do with young people and victims**

- Continue to develop the range of roles for volunteers in the Service
- Develop the links between the Independent Visitor programme and other volunteering roles within the service

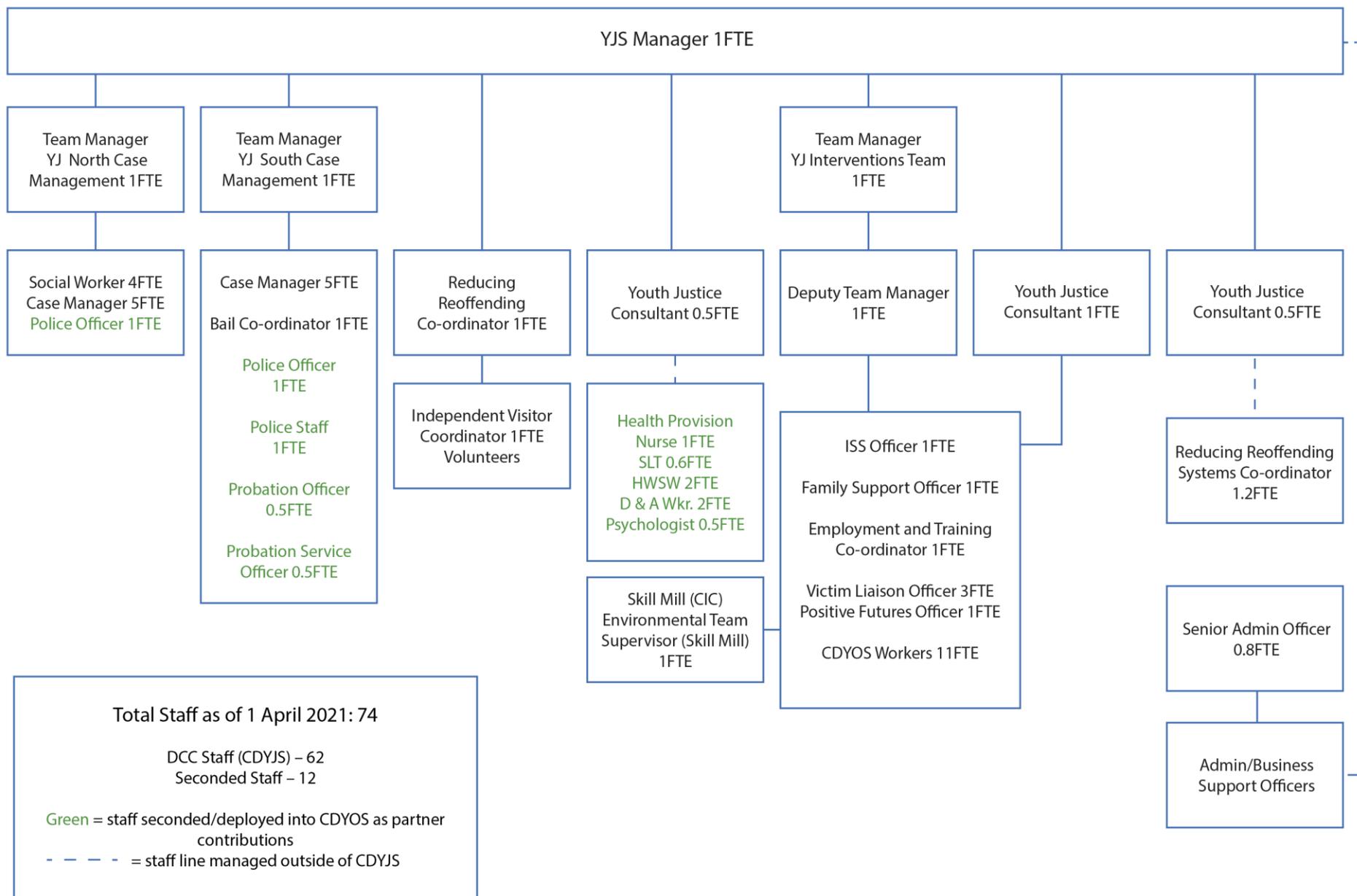
- ▶ Scope the range of volunteering opportunities in the community for CDYJS cohort.

**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.**

- ▶ Continue to develop the working relationship between the service and colleagues in administration and management information
- ▶ Install and implement the new case management database for the Service.

# Appendix 5

## CDYJS Service Structure 2021



## Appendix 6

# CDYJS 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
FTE	Full Time Equivalent (staff)
FTEs	First Time Entrants (to the Youth Justice System)
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

Acronym	Meaning
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)
NPS	National Probation Service
NTHFT	North Tees and Hartlepool NHS Foundation Trust
OBPs	Offending Behaviour Programmes
OOCD	Out of Court Disposal
OPCVC	Office of the Police, Crime and Victims' Commissioner
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
RSPCA	Royal Society for the Prevention of Cruelty To Animals
RSQM	Restorative Service Quality Mark
RYDA	Remands to Youth Detention Accommodation
SDP	Safe Durham Partnership (CSP)
SEND	Special Educational Needs and Disability
SIP	Service Improvement Plan
SLCN	Speech, Language and Communication Needs
SPOC	Single Point of Contact

Acronym	Meaning
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
YJ	Youth Justice
YJB	Youth Justice Board
YJMIS	Youth Justice Management Information System
YJS	Youth Justice Service
YOI	Youth Offender Institution
YOS	Youth Offending Service
YOT	Youth Offending Team

## Appendix 8

### Contact Details

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