

Youth Justice Plan

Service: County Durham Youth Justice Service

Service Manager: David Summers

**Chair of Youth Justice
Service Board:** Martyn Stenton

Contents

1. Introduction, vision and strategy	Page 2
2. Local context	Page 3
3. Child First	Page 7
4. Voice of the child	Page 8
5. Governance, leadership and partnership arrangements.....	Page 9
6. Resources and services	Page 14
7. Progress on previous plan.....	Page 17
8. Performance and priorities	Page 21
9. Service improvement plan	Page 35
10. Evidence-based practice and innovation	Page 39
11. Sign off, submission and approval.....	Page 39
12. Appendix 1 – Management Board membership.....	Page 40
13. Appendix 2 – Service Structure Chart.....	Page 41

1. Introduction

This document is the updated Youth Justice Plan for 2022 - 2023. 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 2021-2022; 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 2022-2023.

The plan for 2022-2023 follows a template and format provided by the Youth Justice Board (YJB) and is one which we are required to follow. There are several uncertainties, currently, which directly impact on this plan. The grant from the YJB is unknown at the time of writing, the Remand Grant from the Youth Custody Service is also unknown. The government minister, responsible for youth justice, has written to each Youth Justice Service to outline planned increases in funding from the Ministry of Justice, alongside additional responsibilities for each service. The plan is for the increase in funding and additional responsibilities to become operational during 2022-2023. This will clearly impact on our Youth Justice Plan, so, the plan will be amended during the current year as required.

It is over two years since the first announcement of a lockdown to combat the spread of Covid19. The impact of the pandemic is still felt by the Youth Justice Service, young people and families with whom we work, partner agencies and the communities we serve.

It is pleasing to highlight in this plan the continued high level of performance and improvement during 2021-2022. The national measures of First Time Entrants (FTE) to the youth justice system; reoffending by young people dealt with by the police and courts; and the use of custody all show continued improvements in performance.

The review of performance during 2021-2022 also shows how CDYJS continued to innovate and continued to drive forward actions to improve performance, displaying a commitment to quality services. Clearly, the service is not complacent and there are areas where further improvement must be achieved, and they are laid out in the Service Improvement Plan for 2022-2023.

The strength of the partnership governing and supporting the work of the service is also clearly demonstrated in the plan, both in terms of the representation and seniority of Management Board members and through the many links with the range of strategies and partnerships which are provided by Management Board members.

Martyn Stenton
Chair of County Durham Youth Justice Service Management Board

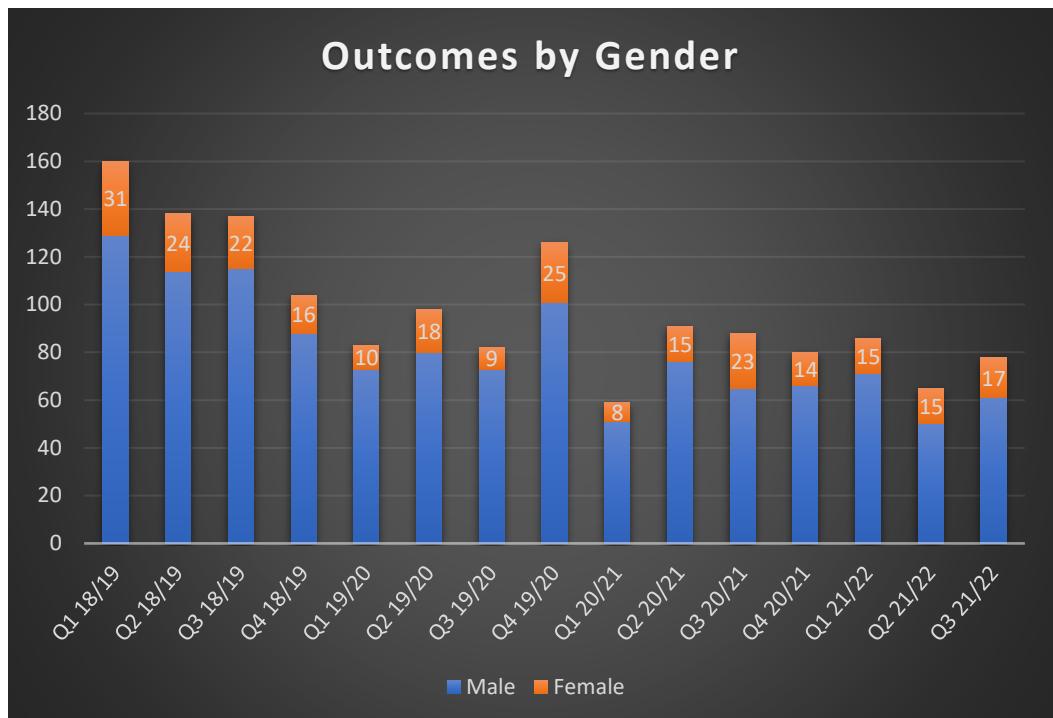
2. Local context

General

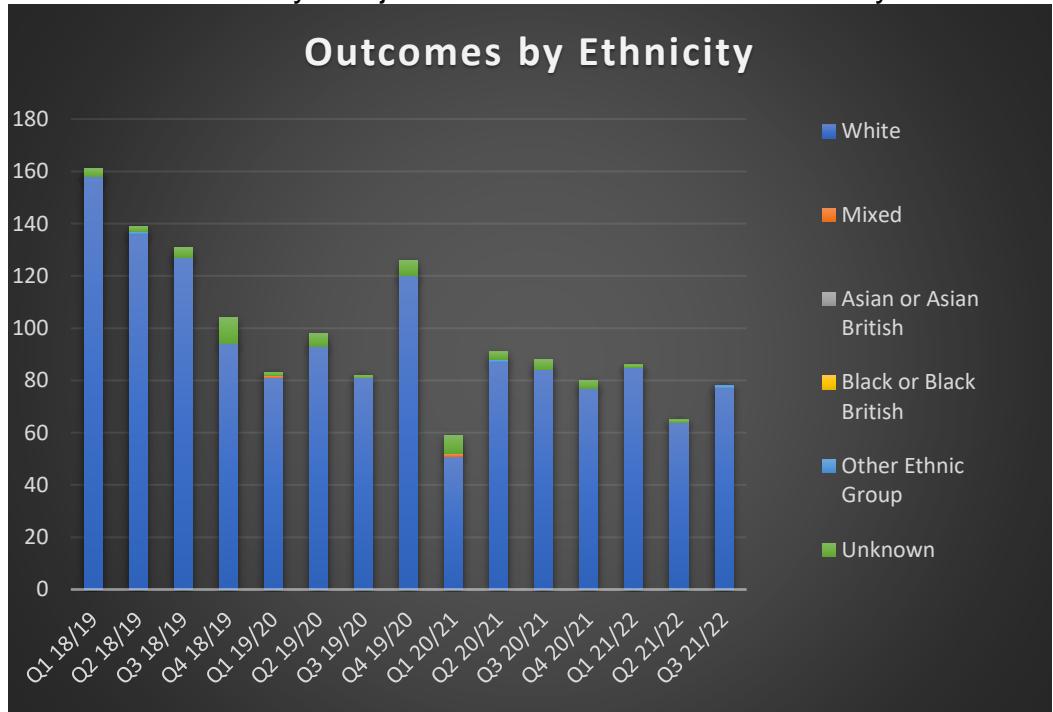
- County Durham has around 45,000 10 – 17-year-old young people.
- We have 21,000 children and young people living in poverty; however, we also have communities where almost half of children live in poverty. Childhood obesity is a persisting issue, with almost one in four 10–11-year-olds being obese; this is significantly worse than England.
- Admissions to hospital caused by unintentional injuries and deliberate injuries are significantly higher than England, at almost 1,500 admissions per year.
- 10% of children have a diagnosable mental health condition. That is around 10,000 children and young people in County Durham.
- GSCE attainment is similar to national averages. We have around 11,200 young people with special education needs and disabilities (SEND) at school which equates to 14.5% of all school pupils. This is not significantly different from England or the North East.
- Around 6% of 16-17-year-olds are not in education, employment or training, that is around 600 young people aged 16-17. This proportion is not significantly different to England or the North East.
- We currently have 3,363 children in need, including 330 children subject of a child protection plan, a rate of 32.8 per 10,000 children which is lower than the England rate and the North East rate.
- We currently have over 880 looked after children which equates to a rate of 87.5 per 10,000. This rate has risen over recent years showing an increase of over 50% since 2011 and is statistically significantly higher than England but significantly lower than the North East.

Youth Justice Cohort

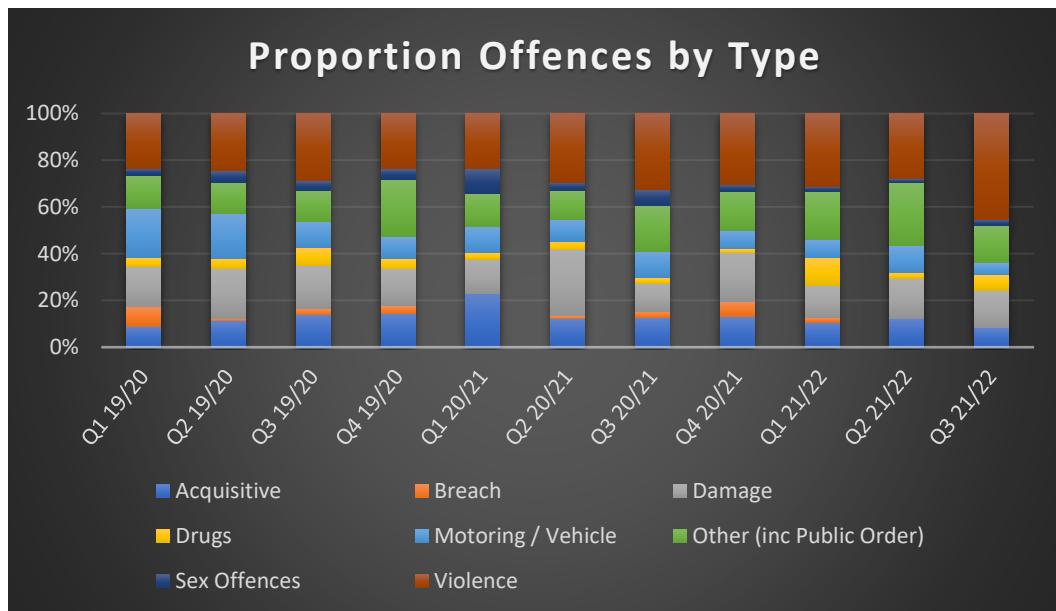
- Males account for 72.5% of offences committed by young people; whilst females account for 17.5%



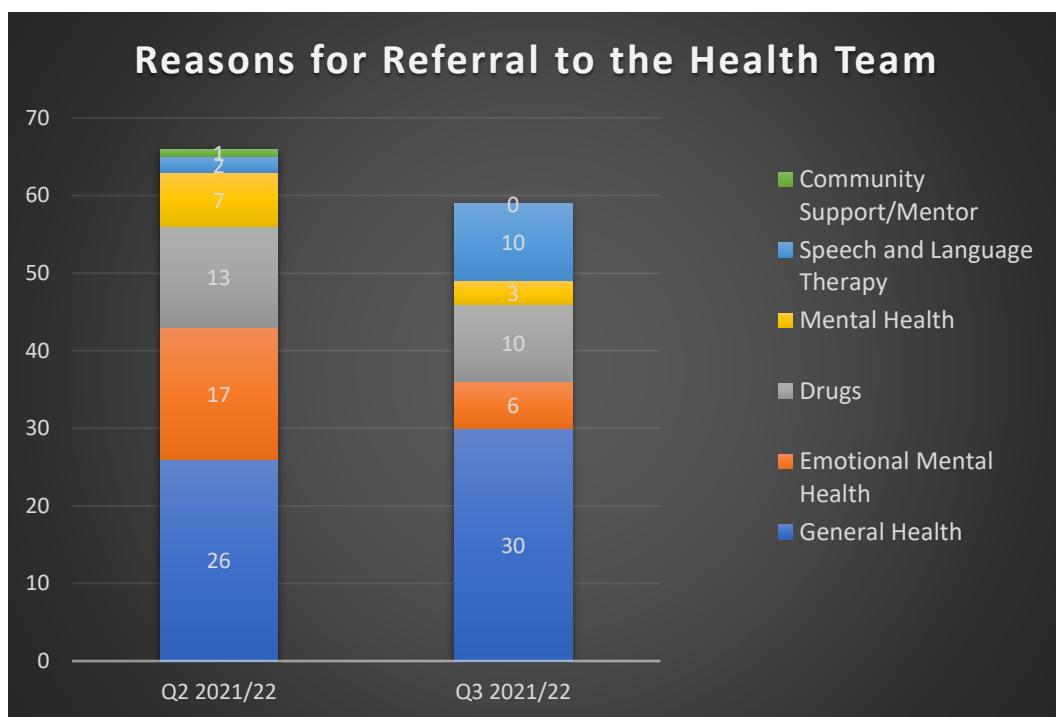
- 98.5% of the youth justice cohort are of 'White' ethnicity



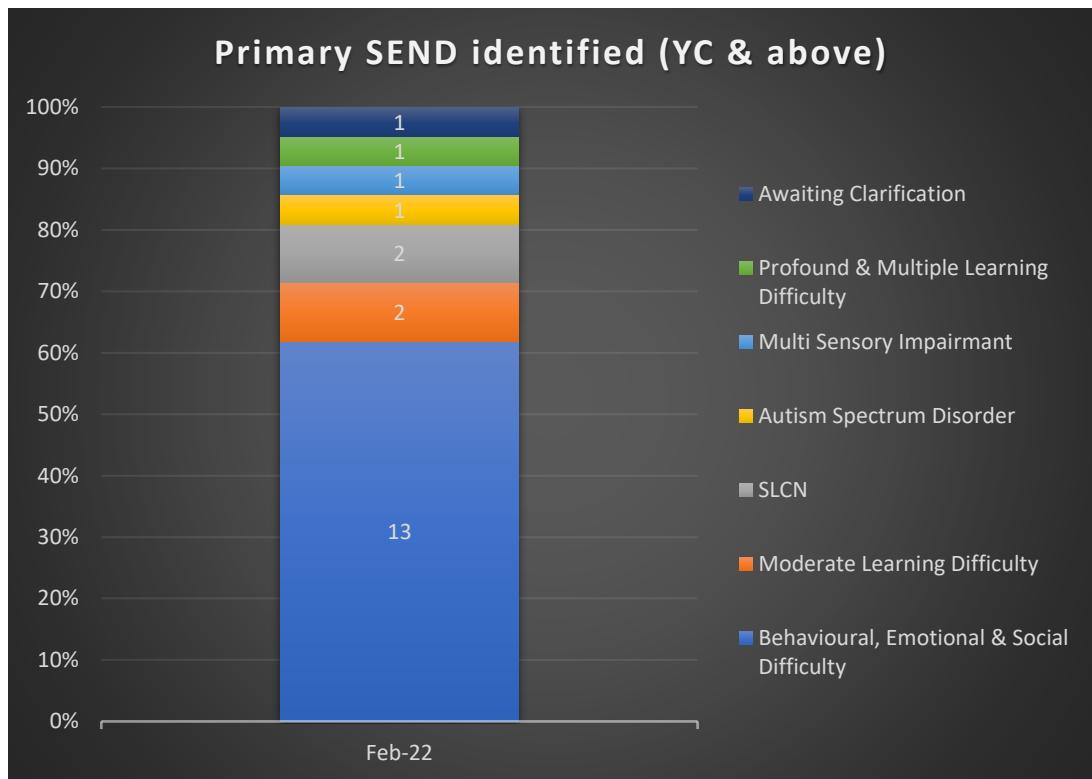
- Almost half of offences committed by young people are categorised as 'Violent' offences. The most common type of violent offence is 'Common Assault'. The next largest categories are 'Damage' (13%) and 'Public Order' (12%).



- The most common health needs of the youth justice cohort of young people are 'General Health' followed by 'Emotional Wellbeing/Mental Health' and Substance Misuse'



- The primary reason for identifying SEND in the youth justice cohort is shown in the table, below.



3. Child First

County Durham Youth Justice Service promotes the four tenants of ‘Child First’ across everything we do, including in the following ways:

‘See Children as Children’

- We developed a bespoke suit of interventions based upon the level of maturity and understanding of the young person
- We vary our method of delivery to suit the individual
- We make allowances for the way young people react to situations, especially stressful situations
- We make clear that young people are still developing and have capacity to change
- All our plans are bespoke to the individual
- We produce holistic intervention plans with young people which consider their welfare and development as well as preventing offending

‘Develop Pro-Social Identity’

- We refer to young people we work with as ‘young people who offend’ NOT ‘young offenders’
- We recognise the stigma of negative, offending ‘labels’
- We reward positive actions by young people
- We develop plans that identify and build-on the strengths of young people
- We reiterate to young people that offending does not define their whole personality. Rather it is behaviour that needs to change.

‘Collaboration with Children’

- We promote volunteering and community involvement in our work with young people
- Our work with young victims of crime is led by young people
- Young people completing reparation choose the charities we will support
- See section ‘Voice of the Child’ for further information

‘Promote Diversion’

- We have a tiered approach to diversion from the criminal justice system
- We recently introduced a ‘triage’ tier of intervention to replace community resolutions with the aim of further reducing first time entrants to the youth justice system
- We operate a ‘Pre-Caution Disposal’ (PCD) whereby young people can access the full resources of County Durham Youth Justice Service (CDYJS)

4. Voice of the child

The views of young people are collected by CDYJS in the following ways:

- We undertake a short survey with young people at the end of every intervention session
- Ad-hoc surveys with young people on specific themes
- Manager reviews of cases with young people
- Referral Order panel reviews
- Re-engagement Panels with young people (for those at risk of breach/non-compliance)
- We undertake an on-going survey with young people who are victims of crime - 'Your Thoughts about Our Work'
- We develop Case Studies with young people to present to partners etc.
- Every group intervention or activity finishes with feedback from the young person
- All young people undertaking an assessment complete a self-assessment

The results of feedback and consultation influence service delivery in the following ways:

- The Management Board receive a report at each meeting collating the views of young people and development actions based on the information received are agreed
- Young people develop programmes of interventions for the WYIM group. This was introduced based on feedback received from young people.
- Interventions for young people who offend were both developed and amended in light of feedback from young people.
- The service has been awarded 'Investing in Children' status for 2022-2023.

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 2022/23.

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.

5. Governance, leadership and partnership arrangements

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;
- Integrated Care Board – Deputy Chair
- Durham Constabulary;
- The Probation Service;
- Progression Team, DCC;
- Office of the Police and Crime Commissioner (OPCC);
- 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 2022.

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 CDYJS 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 (EHIVC), Children and Young Peoples Directorate. The Head of EHIVC is the Chair of CDYJS Management Board and the line manager of CDYJS Manager. The CDYJS Manager is solely responsible for CDYJS and is a Tier 5 Manager in Durham County Council.

EHIVC is comprised of the following services:

- One Point (Early Help, Prevention and Think Family Services)
- CDYJS
- Aycliffe Secure Services
- SEND and 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 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 Multi-Agency Public Protection Arrangements (MAPPA) Board
 - Children and 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 and 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 and Wear Valley NHS Foundation Trust (Funded by ICB)
- Harrogate and District NHS Foundation Trust (Funded by Public Health)
- Humankind (Funded by Public Health)
- North Tees and Hartlepool Hospitals NHS Foundation Trust (Funded by ICB).

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

- Social Workers
- Probation Officer (no secondee, on temporary basis, from June 2022)
- Police Officers
- Police staff
- Health staff
- Education/Employment Advisor.

There is a range of other staff, for example:

- Managers
- Youth Justice Consultants
- Probation Service Officer
- 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 Clinical Psychologist.

In total 40 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 2 for CDYJS Staffing Structure.

In addition to the staff covered above, there are 45 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 2021-2023.

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

6. Resources and services

CDYJS is committed to the following principles:

- 
- Prioritising front line delivery and core services to young people, families, victims and communities
 - 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

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 2022/23

CDYJS budget is comprised of the following contributions:

- Partnership cash funding (DCC, Police, Police and Crime Commissioner, TPS, ICB)
- 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 2022/23 the total value (staff & cash contribution) of the pooled budget for CDYJS is: **to be confirmed**

County Durham Youth Justice Service Budget 2022/23					
Agency	Staffing Costs	Payment in Kind	Other Delegated Funds	Total	
Local Authority				1,049,790	1,049,790
Police Service	167,560				167,560
The Probation Service	tbc		tbc		tbc
Health Provision	281,686		50,267		331,953
Police and Crime Commissioner			267,651 (incl Police cash funding)		267,651 (incl Police cash funding)
YJB – Youth Justice Grant			tbc		tbc
Miscellaneous			tbc		tbc
Total	482,911		tbc		tbc

Note:

- The Youth Justice Grant is used as part of partnership pooled budget to support delivery of our Service Improvement Plan to support work to reduce re-offending, first time entrants and use of custody.
- At time of producing this plan, both the YJB Grant for 2022-2023 and the Remand Grant (included under 'Miscellaneous' in the table) for 2022-2023 is unknown.
- 'Miscellaneous' includes the following: **To be confirmed**

The Management Board believes its resources represent 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 (2022-2023): £ to be confirmed

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 outcomes detailed in the Service Improvement Plan.

7. Progress on previous plan

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.

Progress: On-going development work with partners

- Audit the impact of consultation with young people and service users on our practice.

Progress: Completed. Audit outcomes reported to Management Board and consultation methods varied considering outcomes

- Audit quality and develop an improvement plan for our response to self-harm and suicide attempts.

Progress: Completed. Improvement plan developed and actioned

- Consider how to ensure the resilience of the Skill Mill programme.

Progress: Completed. Programme part of national project

- Enhance Quality Assurance auditing and processes for the Intervention Team.

Progress: Completed. Quality Assurance processes amended to focus on outcomes for young people.

- Improve use of YJAF for young people in custody.

Progress: Completed as part of new database implementation.

- Implement full planning meetings in all statutory cases.

Progress: Ongoing as part of quality improvement work

- Review and amend our quality assurance processes considering new ways of working.

Progress: Completed. New Quality Assurance processes implemented

- Ensure greater integration of the health team into the whole service.

Progress: Completed. Process in-place for referral and review of health needs to team.

- Increase the range of reparation activities available for young people.

Progress: Completed. Range and type increased to include more social/charity focussed reparation.

- Improve the effectiveness of our work with Durham Works to improve the outcomes in respect of Education, Training & Employment.

Progress: Completed. Durham Works now part of Education Panel. Durham Works staff have access to CDYJS database.

Improve the quality of our assessments and plans

- Continue to monitor and audit the restorative module of assessment.

Progress: Completed. Audit undertaken and improvement plan completed.

- Improve our planning for exit strategies to ensure that appropriate support for young people is in-place once support from the service is removed.

Progress: Completed. Exit planning is a focus for all intervention plans.

- Ensure full involvement of young people and families throughout the life of our intervention.

Progress: Completed. Audit undertaken identified evidence of increased involvement of young people in intervention plans etc.

- Improve assessment for Harmful Sexual Behaviour (HSB) (multi-agency).

Progress: On-going. Quality improved through appointment of HSB Coordinator working across partners.

- Audit and develop improvement plan to ensure proper consideration and planning for desistance/protective factors.

Progress: Completed. Audit undertaken and improvement plan actioned.

- Trial 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.

Progress: Completed. Assessment developed and implemented.

- Audit and improve the experience of education for young people in CDYJS cohort.

Progress: Completed. Audit undertaken and CDYJS/Education Panel implemented.

Target our resources on those young people committing the most offences

- Implement the new Enhanced Case Management Programme with new Psychologist appointment

Progress: Not completed. It was decided not to progress with the ECM Programme. Psychology offer being developed across Durham and Teesside YOTs and Forensic CAMHS.

- Review and continue to enhance the panel process for young people who persistently offend.

Progress: Completed. Panels reviewed and changes implemented.

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.

Progress: Completed. Report amended and improved

- Audit the impact of feedback from young people and develop improvement plan if required.

Progress: Completed. Audit undertaken. Investor in Children award achieved.

- Introduce the use of Mind of My Own (MOMO) for CDYJS to make it easier for young people to engage with us.

Progress: On-going. To be introduced during 2022/23

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

- Expand the amount and range of activities on offer for young victims.

Progress: Completed. Programme continues to develop and improve.

- Undertake overall review of our service to both adult and young victims.

Progress: Not completed. To be completed during 2022/23

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.

Progress: Completed. Volunteers now involved in panels, mentoring, Independent Visiting, work with parents, work with victims.

- Develop the links between the Independent Visitor programme and other volunteering roles within the service.

Progress: Completed. IV programme now integrated into CDYJS provision.

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

Progress: Not completed. To be completed during 2022/23

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.

Progress: Completed. Scheduled review meetings with administration management and management information management undertaken.

- Install and implement the new case management database for the Service.

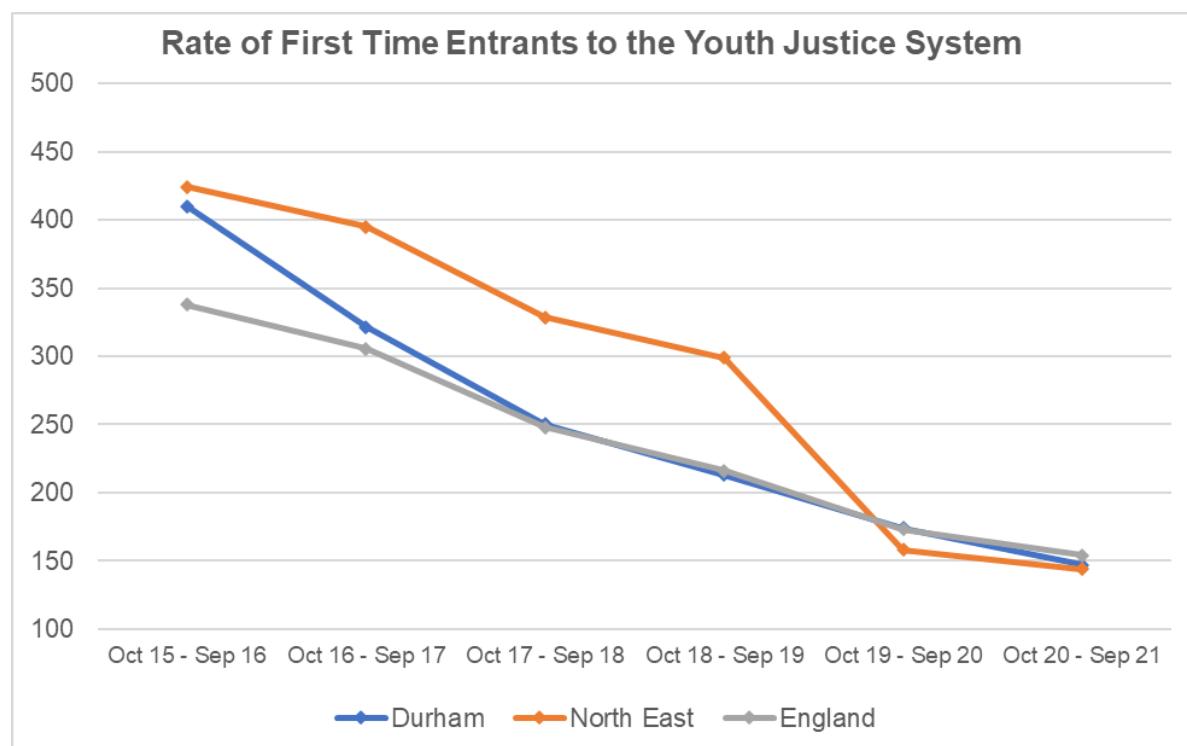
Progress: Completed. Database implemented and operating.

8. Performance and priorities

Review of Performance against Key Indicators

First Time Entrants

Between Oct 2015-Sep 2016 and Oct 2020-Sep 2021, we have achieved a **64.2% reduction** in first time entrants to the youth justice system, from a rate of **410** per 100,000 10-17 year olds to **147**.



The latest available locally sourced data shows **58** young people entering the Youth Justice System in 2021/22 at a rate of **125.1** per 100 000 10-17 year olds.

Reducing Re-offending

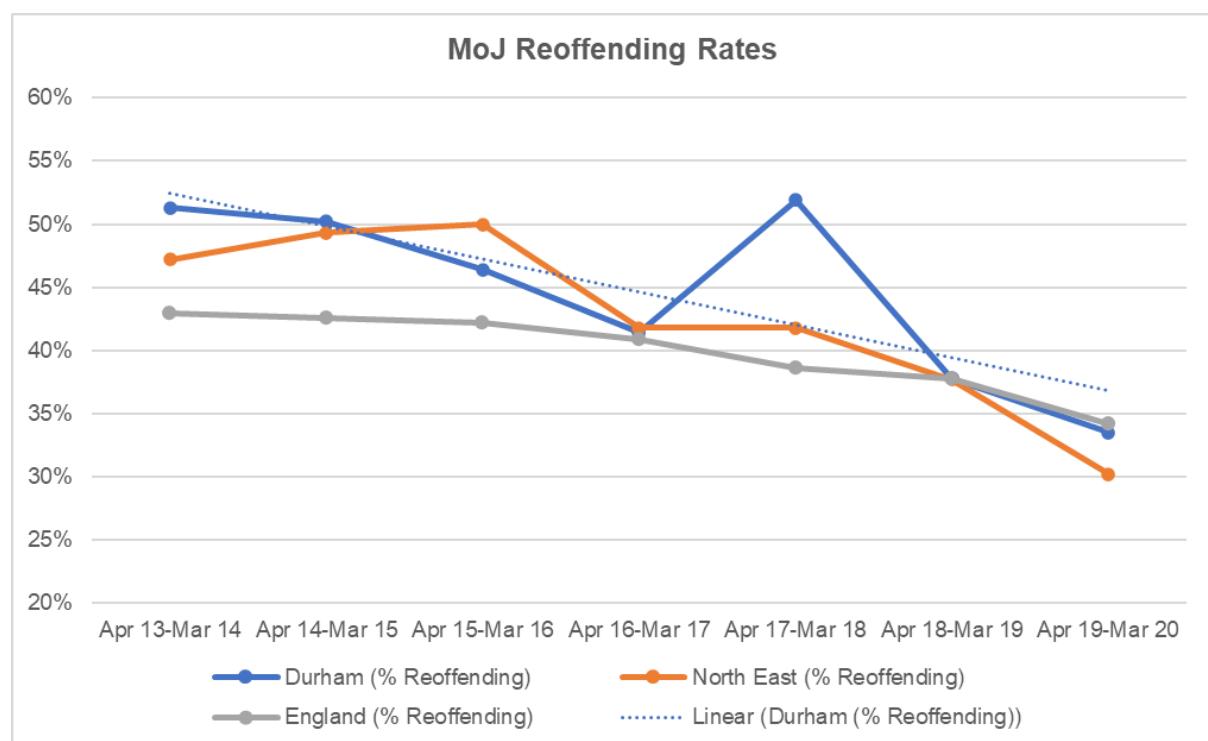
This measure, provided by the MoJ, provides a rate of reoffending of a cohort of young people who:

- 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 (Apr 2019 – Mar 2020 cohort) shows a re-offending rate of **33.5%** which is an **11.4% reduction** compared to the previous year. This is higher than the average North East rate of 30.2% but lower than the average England rate of 34.2%.

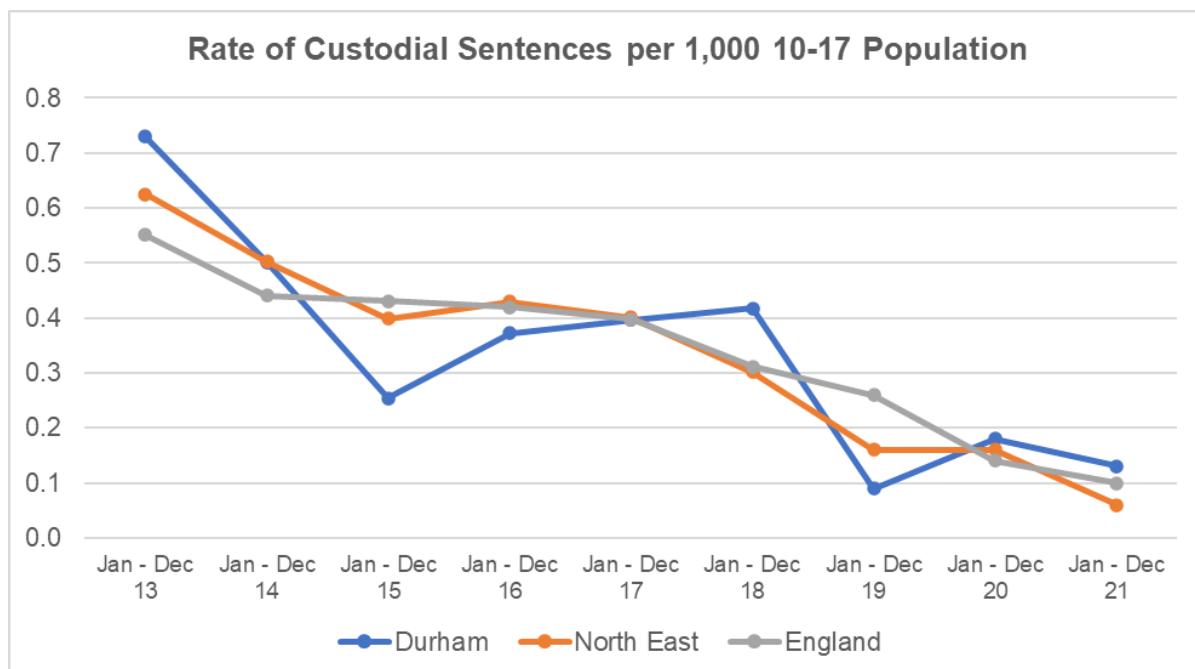
The rate of reoffending can fluctuate due to the significant decreases, year to year, in the size of the cohort of young people. The graph below shows the fluctuating re-offending rates since the April 2013 – March 2014 cohort, but also shows that the trend is a reduction in reoffending rates.



Reducing the Use of Custody

Between 2013 and 2021 we have reduced the rate of custodial sentences from **0.73** to **0.13** per 1,000 10-17 year olds.

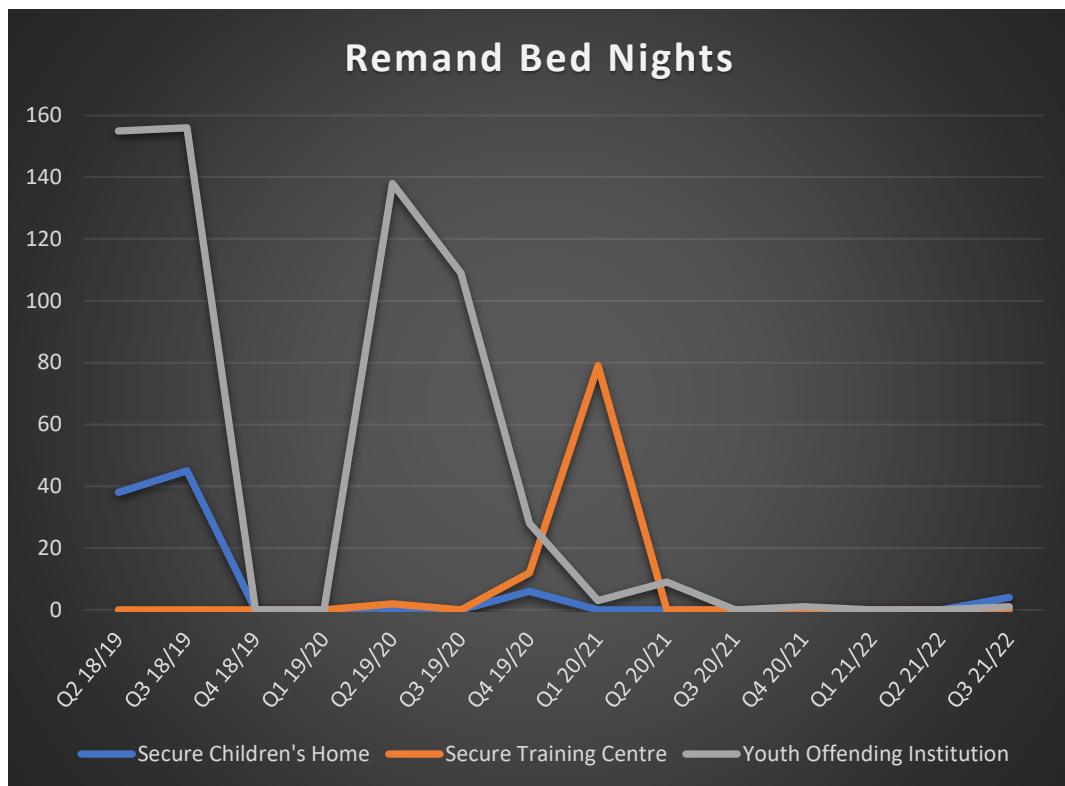
The CDYJS rate per 1,000 10-17 population of 0.13 is higher than both the England and North East average rates of 0.10 and 0.06 respectively. This, therefore, remains a challenge for the Service to reduce, where appropriate, the use of custodial sentences. Each time a young person receives a custodial 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 2021-March 2022) shows **5 custodial sentences** which is a reduction of 5 from the previous year.

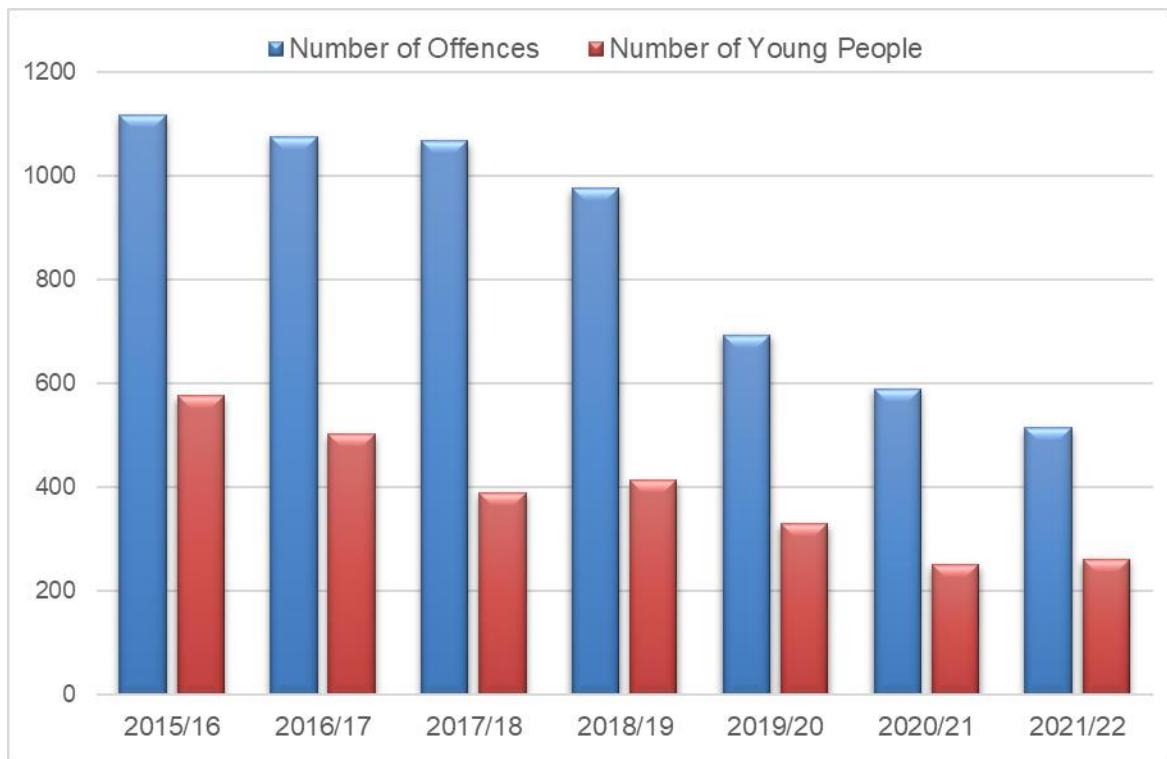
Remand bed nights (Remands to Youth Detention Accommodation)

The total bed nights for 2021/22 was **5 nights**. This is a **95% decrease** on the previous year. Each case where a young person is remanded to youth detention is reviewed and in all cases during the year, the remand to youth detention was considered appropriate due, mostly, to the seriousness of the offences but also due to the offending history of the young people.



Number of Young People Offending and Offences Committed

We have achieved a **54% reduction** in the number of offences committed, from **1118** in 2015/16 to **515** in 2021/22, and a **55% reduction** in the number of young people offending, from **576** in 2015/16 to **262** in 2021/22. This includes **all** offences committed by young people aged 10-17 years, resulting in a Pre-Caution Disposal (PCD), out of court disposal or a court conviction.



The work carried out during 2021/22 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.

➤ **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 HMI Probation 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 People who are Victims of Crime:

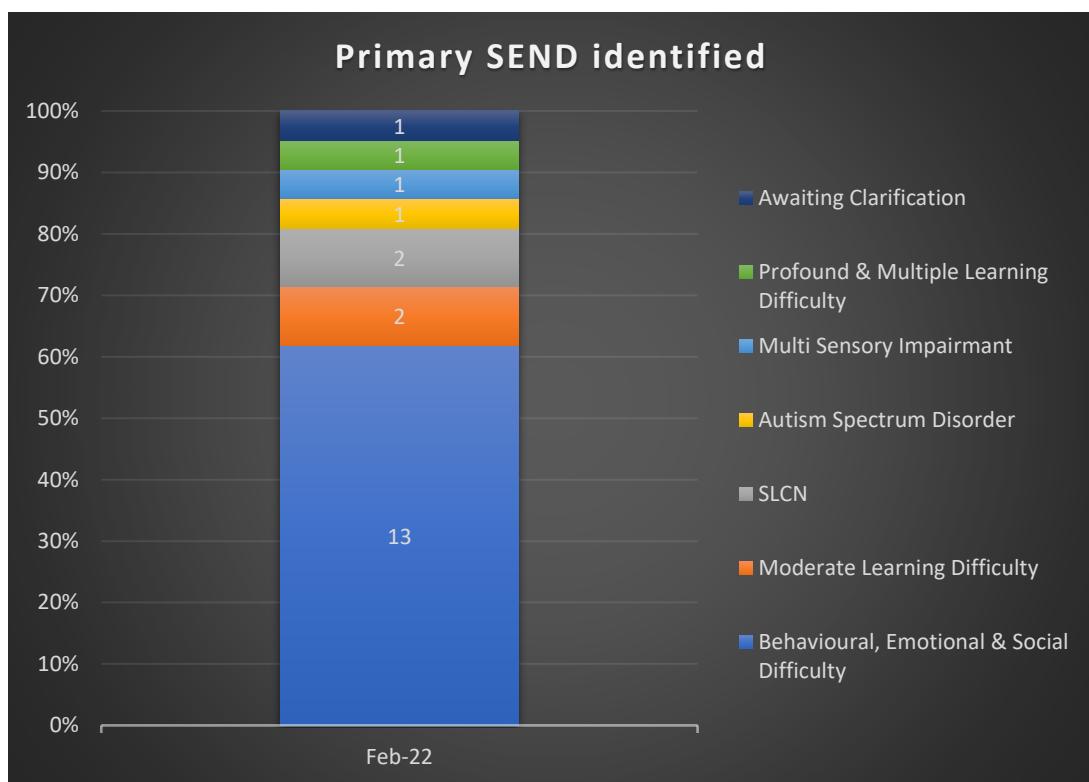
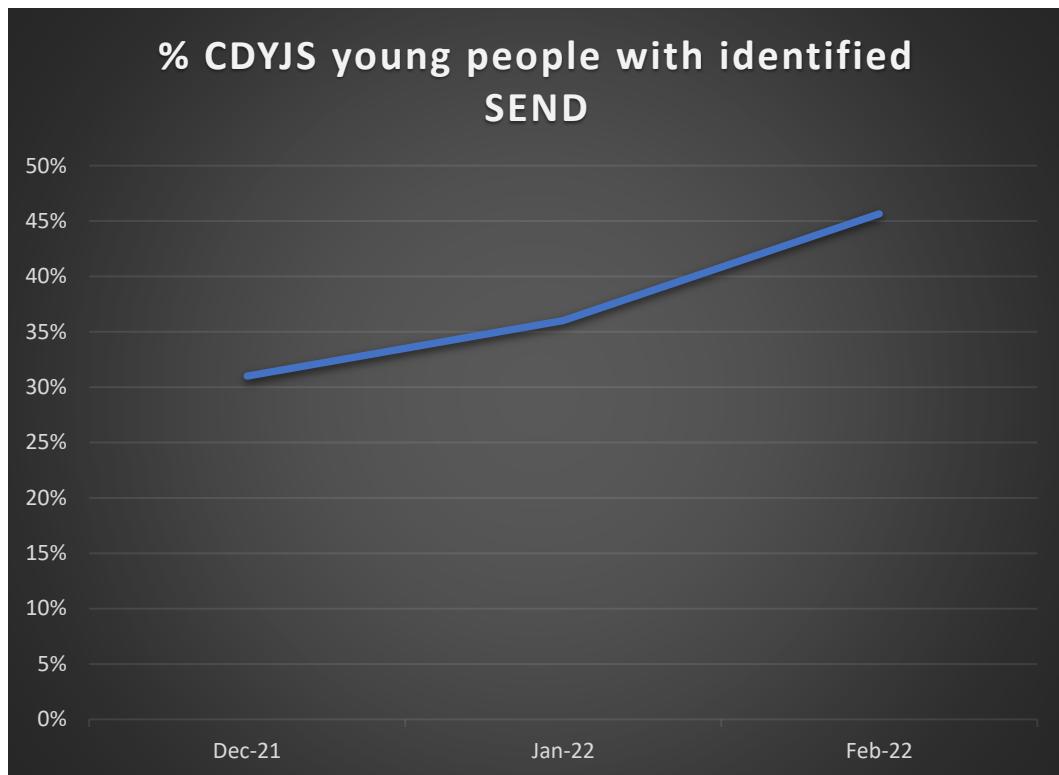
Our work with adults and young people who are victims of youth crime in 2021/22 has engaged a further 142 people in restorative approaches. Our work with young people who are the victims of youth crime has provided dedicated support and an opportunity to re-build and restore confidence. The support group for young people who are 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 1,247 hours of unpaid work in and across communities in County Durham as a means of reparation.

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. 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.

Priority Areas 2022/23:

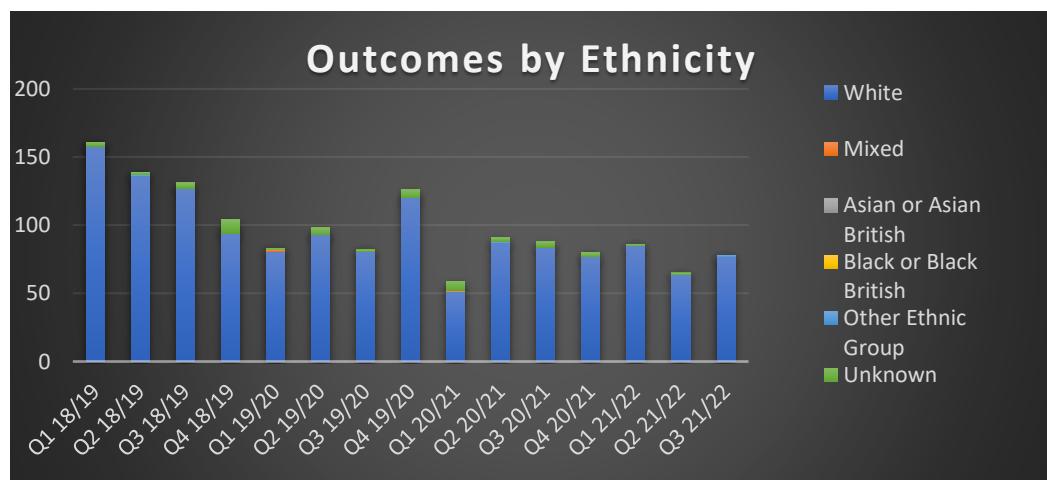
Education

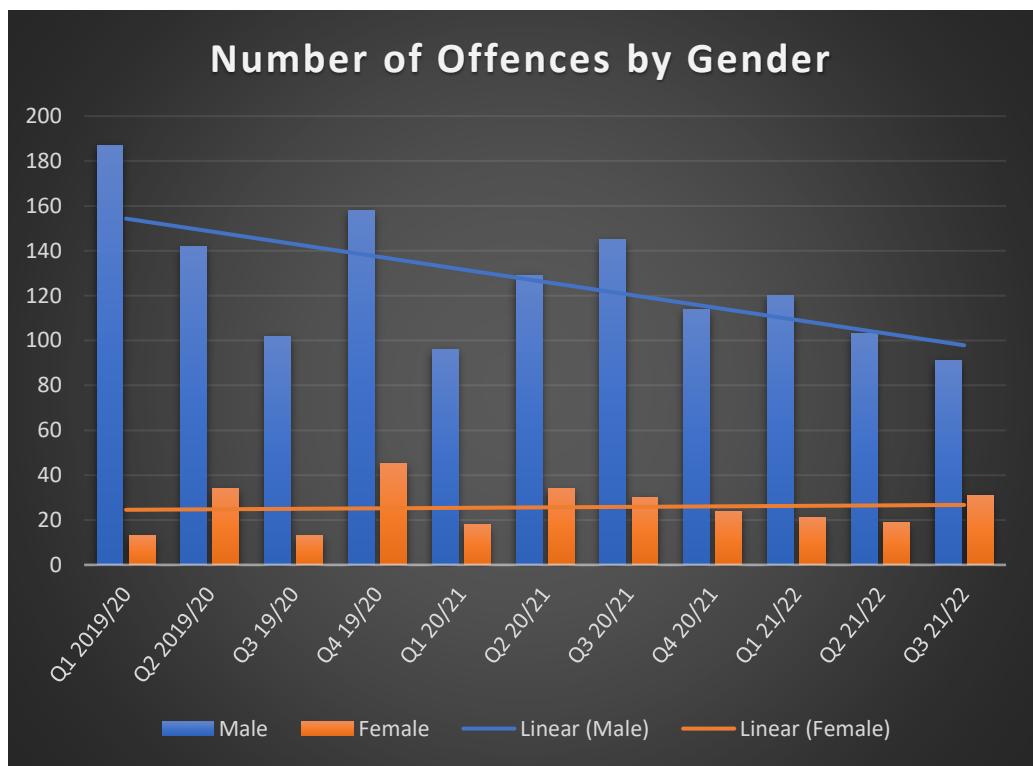
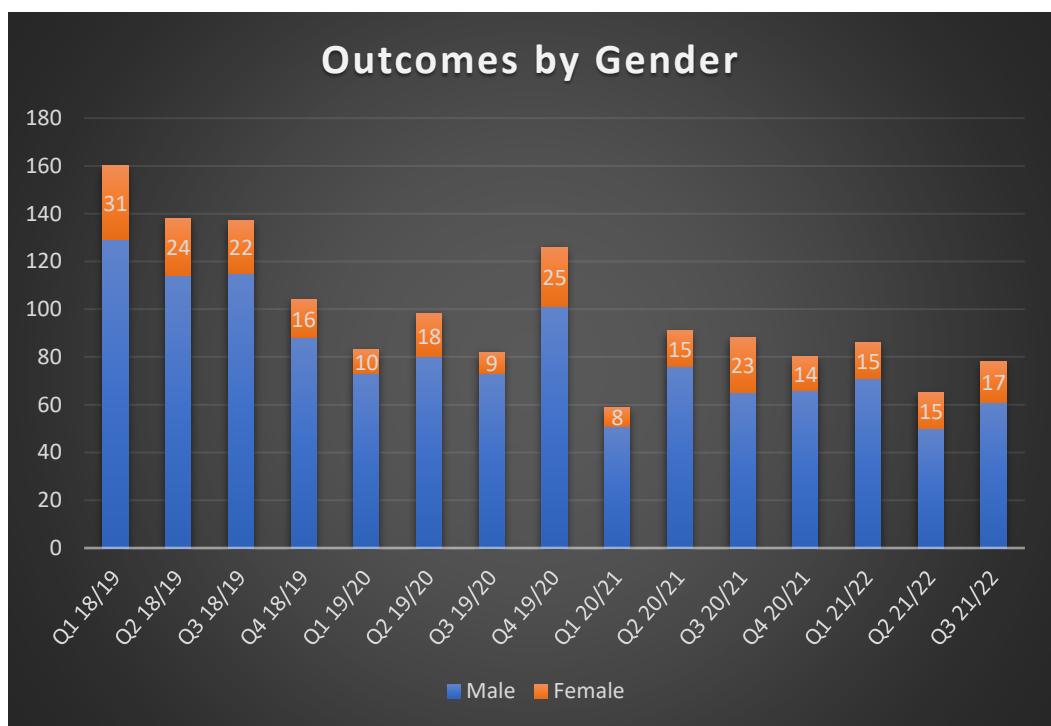


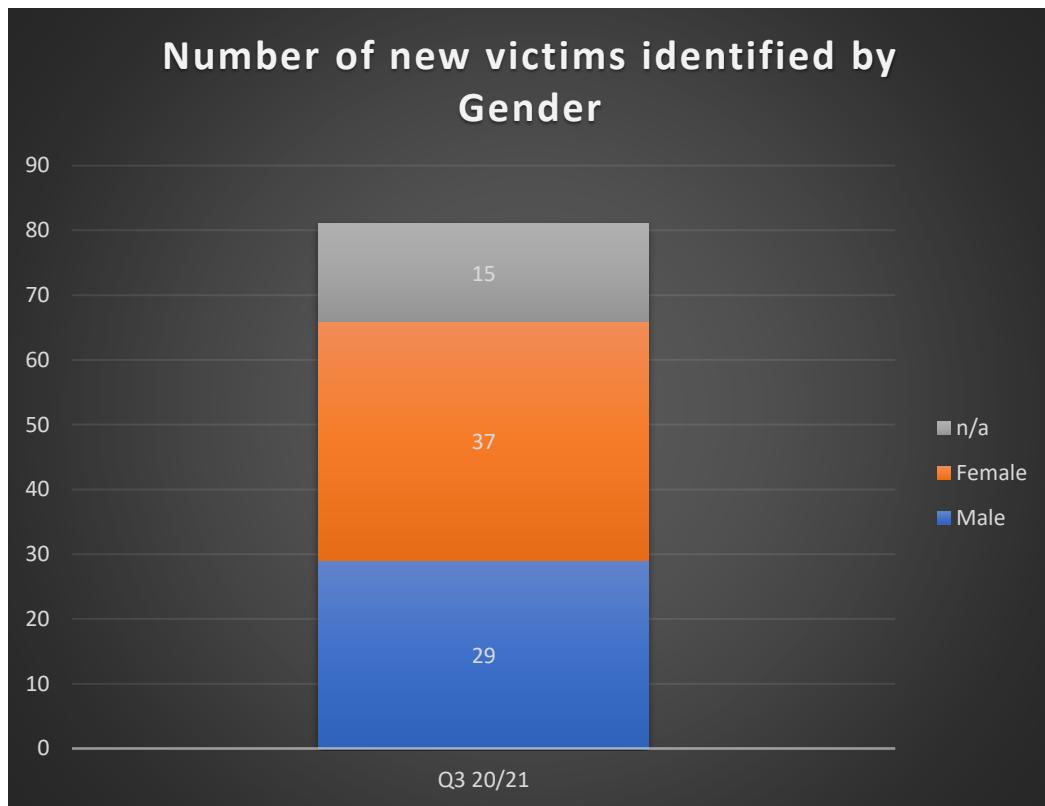
- The DCC Education Service, SEND Service, Durham Works are all represented on CDYJS Management Board
- The Management Board is currently identifying a representative for the Secondary Schools and colleges across the County.
- We operate a joint panel between CDYJS Managers, Virtual Head, Durham Works, SEND Casework, Education Safeguarding Lead, Alternative Provision Coordinator.
- The panel meets monthly and considers education performance and individual cases.
- We are developing a suit of performance measures.
- CDYJS has input to all education behaviour and inclusion panels.

Nationally Over-Represented Children in the Youth Justice System

- There appears to be no evidence of over-representation of any group by ethnicity. Nor is there any disparity between the local population by ethnicity and the youth justice cohort.
- The Service has adopted a policy on working with Children who are Gypsy, Roma or Traveller.
- The number of offences committed by males continues to fall each year, whereas the number of offences committed by females in increasing slightly.
- The Service has developed resources for working with girls and has delivered interventions in girls only groups.
- Most young people in the cohort of those that have offended are male; however, most identified victims are female. We will be exploring this statistic further to gain greater understanding.
- The percentage of looked after children in CDYJS cohort is: **15%**
- We are presently undertaking an audit of our processes with care colleagues with a view to improving our services







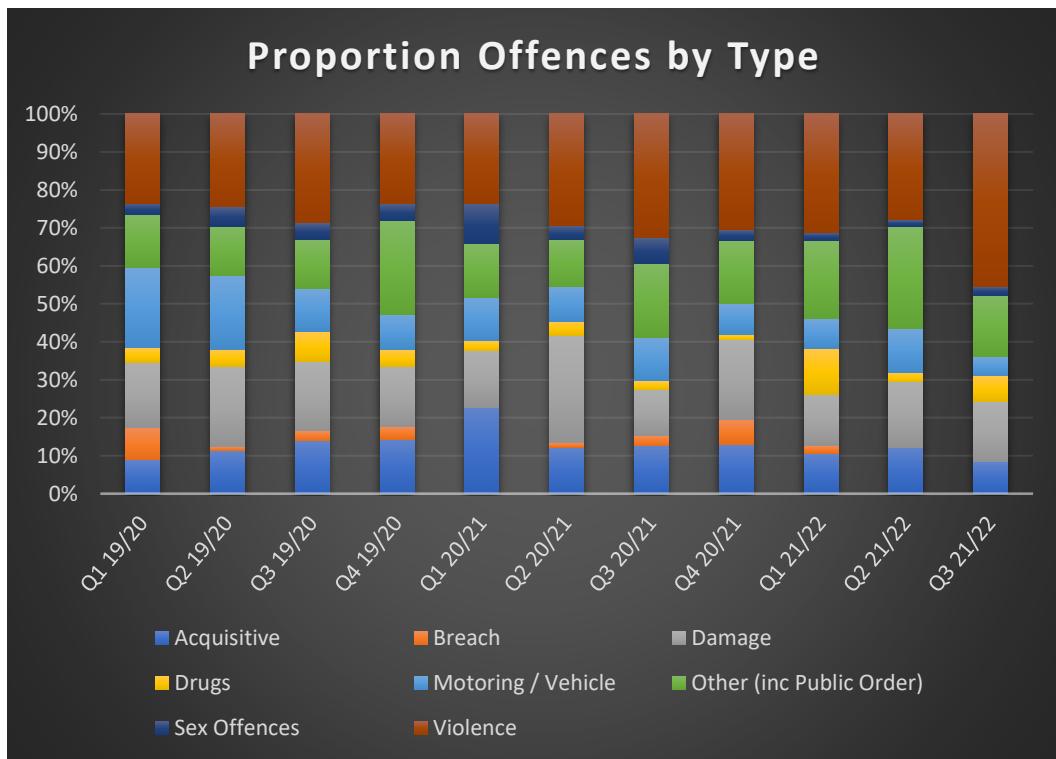
Diversion

- CDYJS operates a diversion process in conjunction with Durham Constabulary.
- The process is:

Community Resolution (Maximum of 2 in 12 months) – ‘Triage’ (CDYJS) – Pre-Caution Disposal (CDYJS) – Youth Caution (CDYJS) – Youth Conditional Caution (CDYJS).

- Durham Constabulary refer young people to CDYJS from Triage onwards. For those young people for whom ‘Triage’ is appropriate, a standard intervention based around understanding consequences of offending is offered, along with ‘sign-posting’ for any other identified issues. Young people receiving a Pre-Caution Disposal will be assessed using our bespoke assessment and an intervention programme developed, using all of the service’s resources as required. Young people receiving a Youth Caution and Youth Conditional Caution will be assessed using AssetPlus and an intervention plan developed accordingly.
- Reporting of performance is included in the performance reports presented to the Management Board each meeting.

Serious Violence & Exploitation

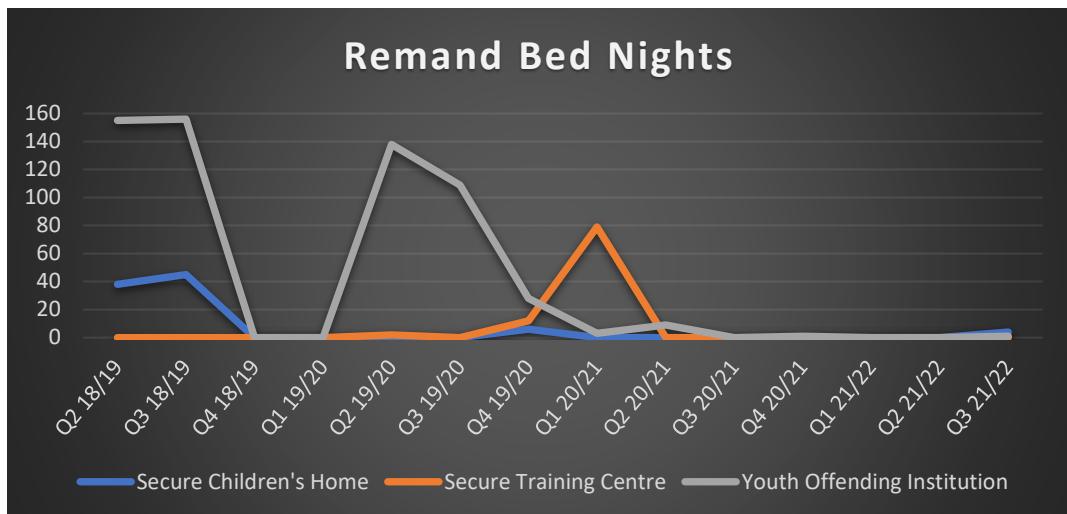


- Violence offences, as a proportion of all offences committed by the CDYJS Cohort, are increasing and violence offences account for almost half of all offences.
- Within the category of violent offences, the most common offence is Section 39 Assault (common assault), followed by Assault Police Constable and then Section 47 Assault (actual bodily harm).
- Whilst 'serious violence' represents only a small proportion of violent offences, given the increasing proportion of violent offences overall, the service considers violent offending as a priority issue. Additionally, offences of possession of a knife have increased by 60% - though this represents an increase from 10 to 16 offences only. Violence offences by females has increased during 2021-2022 which also leads CDYJS to consider violence by young people to be a priority area.
- We have developed specialist interventions in respect of violence offences.
- County Durham does not have a gang culture like some other areas of the UK. However, exploitation of young people for various reasons remains an issue.

- The Service is represented on the Child Exploitation Group and attends the weekly case planning forums. The Service makes regular case referrals to these meetings.
- The Management Board provided additional funding to employ a Young Person Harmful Sexual Behaviour Coordinator for County Durham.
- CDYJS will contribute to review of causes of all aspects of child exploitation to better understand the drivers for this.
- All young people under the supervision of CDYJS receive an intervention on healthy relationships
- All staff are trained in recognising and working with young people at risk of exploitation
- CDYJS is undertaking a follow-up audit on the quality of our work in respect of exploitation.
- All staff in CDYJS are trained in recognising and working with young people at risk of radicalisation. The service is represented on relevant partnerships and works with partners to supervise young people convicted of Terrorist Act offences and/or under the Prevent strand.

Constructive resettlement and the use of custody (including remands)

- The rate of custodial sentence (rate per 1,000 10-17 years old) is **0.13**. This rate is greater than both the regional average and the England average
- See previous section for actions to reduce the use of custody, including remands.
- The number of custodial offences in the preceding 12 months is **6**. This represents a **27% decrease** on the same period in the previous year.
- The service has adopted a Resettlement Policy and delivers constructive resettlement through our Health Team, Education Panel, Joint Homelessness Protocol (16-18 years) (Housing, CYPS and others), Durham Works (Post 16 Training).
- All young people are released from custody with appropriate accommodation.
- All young people receiving a custodial sentence are reviewed throughout their sentence by a panel chaired by the Service Manager.
- The total number of Remand Bed Nights for 2021/22 is: **5**



9. Service improvement plan

- CDYJS has developed a Quality Improvement Group (QIG) which identifies issues requiring improvement, undertakes quality audits and compiles improvement plans based on those audits.
- We developed a bespoke tool for collating recommendations from HMIP inspections, both thematic and individual services. The QIG considers all recommendations for their relevance to CDYJS and, if appropriate, we action plan against the recommendation.
- Current priorities for the QIG include audit and improvement plan for exploitation; improvement plan for self-harm/suicide; planning for full-case quality audit.
- The Service Improvement Plan is produced by the Management Board after consultation with young people, carers/parents/families, adult and young victims, partner agencies, CDYJS staff and partnership bodies.

The Service Improvement Plan for 2022/23 is:

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
- Implement full planning meetings in all statutory cases.
- Appoint a Harmful Sexual Behaviour Coordinator working across all relevant partners
- Undertake a quality audit in respect of our work with exploitation and develop bespoke interventions
- Develop a 'psychology offer' with colleagues in neighbouring YOTs and Forensic Child and Adolescent Mental Health Services (CAMHS)
- Review & amend process for transfers from Police Custody to Local Authority Accommodation
- Consider all custodial sentences in the Reoffending Panel
- Review practice in respect of young people in care & offending
- Review our offer in respect of Adverse Childhood Experiences (ACE) & mental health and develop an improvement plan
- Review and Update the Health Needs Assessment for Young People who offend.

Improve the quality of our assessments and plans

- Continue to improve the quality of assessments in respect of Harmful Sexual Behaviour
- Embed assessment tool for Pre-Caution Disposal and ensure collection of all relevant data/information

- Improve the quality of our assessment in respect of education, especially in respect of links with SEND casework colleagues.

Target our resources on those young people committing the most offences

- Develop a ‘psychology offer’ with colleagues in neighbouring YOTs and Forensic CAMHS
- Review functions of CDYJS Teams to ensure optimisation of resources
- Review and develop the transition process between CDYJS and Probation Service

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

- Review our methods of collection of young people’s views and develop an improved collated report
- Ensure greater use of staff feedback
- Introduce the use of Mind of My Own (MOMO) for CDYJS to make it easier for young people to engage with us.
- Increase the range of partner agencies submitting feedback

Continue to improve our work with victims of crime – both adults and young people

- Undertake overall review of our service to both adult and young people who are victims of crime and produce improvement plan

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 expand the Independent Visitor programme
- Expand volunteering opportunities for young people in 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 embed CDYJS database
- Expand the dashboard of performance measures considered by the Management Board and Management Team.

Workforce Development

The service has developed, as part of Early Help, Inclusion & Vulnerable Children workforce development:

- A Workforce Development Strategy
- A Workforce Development Plan
- A Workforce Development Pathways document
- A Supervision Policy

These documents cover the development of staff at all levels of the service from induction to on-going professional development. In addition, the service works with partner agencies who have seconded/deployed staff to CDYJS, to maximise the potential for joint training and access to a full range of training opportunities.

Management Board Development

The Management Board undertakes an annual development session (each March) in addition to quarterly Board meetings.

These development sessions always include consideration of actions to improve the effectiveness of the Management Board and the consideration of priorities for the service in the forthcoming year. An example of the latest Management Board Development agenda, is shown below:

COUNTY DURHAM YOUTH JUSTICE SERVICE - MANAGEMENT BOARD DEVELOPMENT SESSION

**Tuesday, 1 March 2022, 10.30am – 1.00pm
Committee Room 1A, County Hall, Durham
(Please note: the meeting is 'in-person' only)**

AGENDA

- 1. Introduction**
- 2. Management Board Terms of Reference** Paper Attached
- 3. YJS Governance & Leadership (YJB)** Paper Attached
- 4. CDYJS Priorities 2022-2023** Presentation
- 5. Conclusion**

Areas for board development identified by the board are:

- Review & amendment of the Terms of Reference (completed at Board meeting 17.3.22)
- Expand membership to include Head Teachers representative
- Board members to present their (and agency) role in preventing youth crime
- Improve visibility of board members to staff in service
- Develop performance reporting to be more outcomes focussed
- Develop vision statement for service and share widely
- Board members to develop greater insight into operational issues for service
- Board members to ensure sharing of information/issues within their agency

These development actions will be included in the improvement plan actions and updates considered by the Management Board at each meeting.

10. Evidence-based practice and innovation

- We are developing a ‘Psychology offer’ for the youth justice cohort in conjunction with Tees, Esk & Wear Valley NHS Foundation Trust (Forensic CAMHS & Liaison and Diversion) funded by the Integrated Care Board.
- We continue to develop resources for working with young people with speech, language or communication needs and we continue to provide training in the use of these resources to Youth Offending Services nationally and to other children’s services locally within County Durham.
- We developed the ‘Visit Programme’ – funded by the Youth Endowment Fund – to target interventions for young people who had come to the attention of the police for several violence incidents but ‘No Further Action’ (NFA) was the outcome. This programme was based on local research that identified a cohort of young males who were regularly arrested by the police for violence but, most commonly, victims declined to progress matters resulting in NFA outcome.
- We have developed our interventions for parents of young people who offend, particularly for parents who are victims of their child’s offending.

11. Sign off, submission and approval

Chair of YJS Board - name	Martyn Stenton
Signature	To be added to submitted version
Date	16/06/2022

12. Appendix 1: Management Board Membership

Children and Young People's Services, Durham County Council (DCC)

- Head of Early Help, Inclusion & Vulnerable Children – Chair
- Head of Children's Social Care
- Strategic Manager SEND and Inclusion
- Education Safeguarding and Vulnerability Lead

Progression Team, Durham County Council

- Progression Coordinator

Public Health, Durham County Council

- Public Health Strategic Manager

Integrated Care Board

- Commissioning Delivery Manager – Deputy Chair

Durham Constabulary

- Deputy Chief Constable

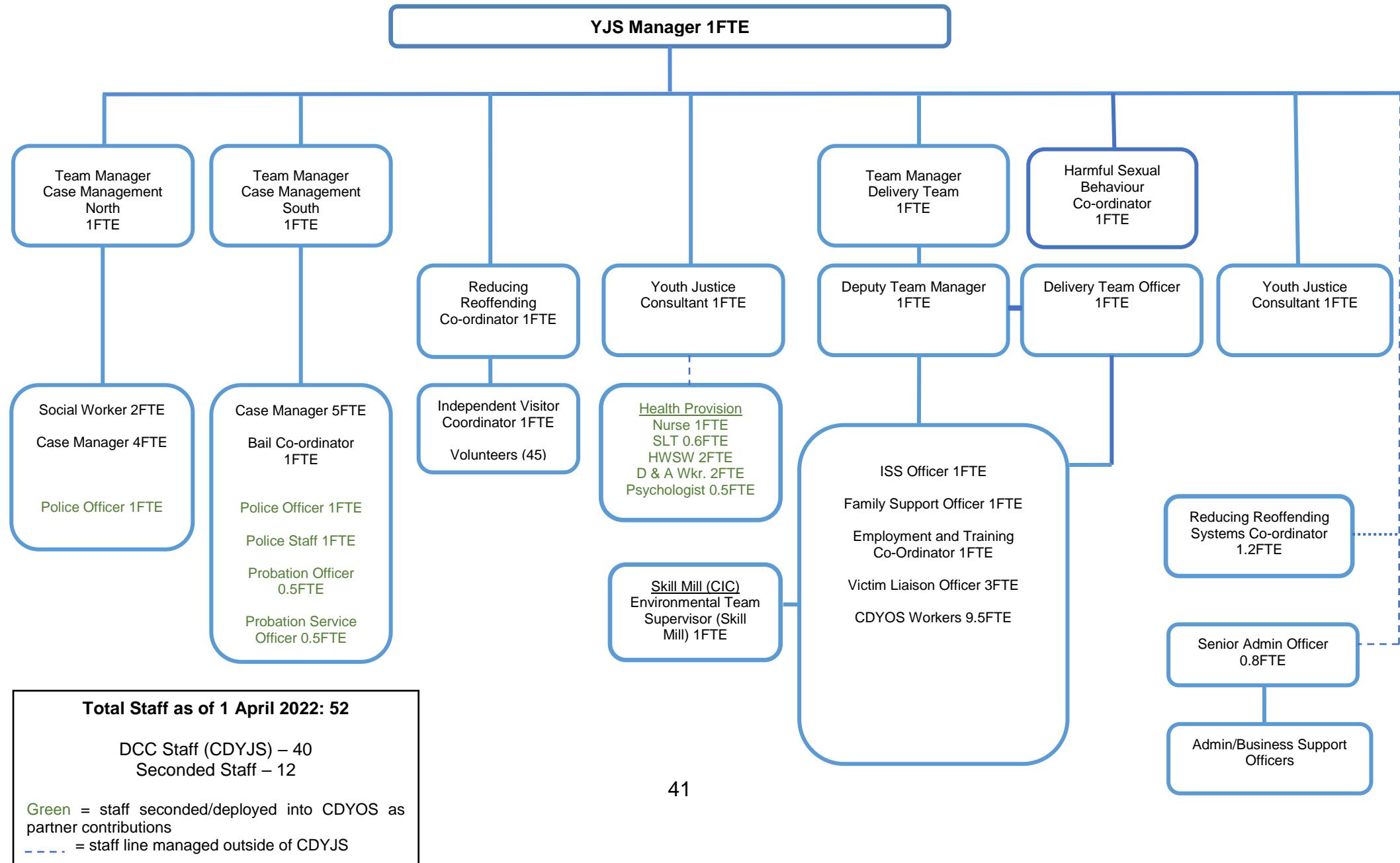
Probation Service

- Head of County Durham and Darlington Probation Delivery Unit.

Office of the Police & Crime Commissioner

- Chief Executive

Appendix 2 – Service Structure Chart



Common youth justice terms

ACE	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti-social behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.

Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child Looked After, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for

	the first time (youth caution, youth conditional caution, or court disposal
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing

SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution