



County Durham Youth Justice Plan

2023 – 2024

County Durham Youth Justice Service
Service Manager: Dave Summers
Chair of Youth Justice Service Board: Martyn Stenton



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Introduction

Our Youth Justice Plan for 2023 – 2024 seeks to ensure the delivery of high-quality services that are achieving positive outcomes for young people and communities.

As in most other years there are significant uncertainties which may impact on the partnership's ability to deliver our work and we may need to adjust our plan during the year. We are seeing significant changes in service demand, along with concerns from partners about resources and capacity to deliver what we would like to. At the end of June 2023 we were still awaiting confirmation of both the core grant from the Youth Justice Board (YJB) and the Remand Grant from the Youth Custody Service (YCS). Once the settlement for both grants is known we will amend the plan accordingly if required but have based our assumptions on no significant changes compared with 2022 - 2023.

In August 2022 the service was inspected by HMI Probation as part of their national programme of service inspections. The outcome of the inspection recognised the high quality of the work of the service in respect of young people presenting a high risk of harm, young people in custody and young victims of crime. The inspection also highlighted areas that the partnership needed to prioritise as part of our improvement plan, particularly our out of court work, and all these improvement areas are included in our plan for the year ahead. Alongside this we have implemented new arrangements for the Ministry of Justice's Turnaround programme which seeks to support more early intervention and are working with a range of partners on anti-social behaviour interventions.

Ensuring that the views of young people and their parents and carers has a meaningful impact on the work we do as a partnership and on our future plans is very important to us. It is therefore very pleasing to note that the Youth Justice Service has, once again, been awarded Investors in Children status for 2023-24. The Management Board considers the views of all service users and stakeholders at every Board meeting and ensures that those views influence development at both a strategic and operational level.

We have tried to ensure that the strength of our partnership working to prevent youth crime is evident throughout this plan – both in terms of agency representation on the Management Board and in terms of the support provided by all partners to ensure that issues pertinent to preventing youth crime are included in all other relevant strategies and plans.

Finally, I would like to express my thanks to Management Board colleagues, managers, all our staff and volunteers for their continued hard work and dedication to the young people and communities with whom they work.

Martyn Stenton

Chair, CDYJS Management Board.

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'

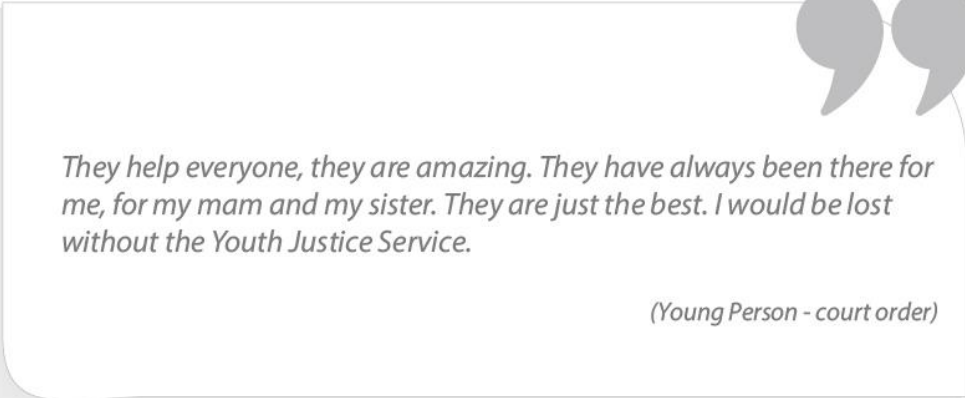
- We refer to young people we work with as 'young people who offend' NOT 'young offenders'
- We recognise the stigma of negative, offending 'labels'
- We reward positive actions by young people
- We develop plans that identify and build-on the strengths of young people
- We reiterate to young people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

'Collaboration with Children'

- See section 'Voice of the Child' for further information
- 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.


‘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 implemented the MoJ Turnaround Programme
- We operate a ‘Pre-Caution Disposal’ (PCD) whereby young people can access the full resources of County Durham Youth Justice Service (CDYJS).



They help everyone, they are amazing. They have always been there for me, for my mam and my sister. They are just the best. I would be lost without the Youth Justice Service.

(Young Person - court order)



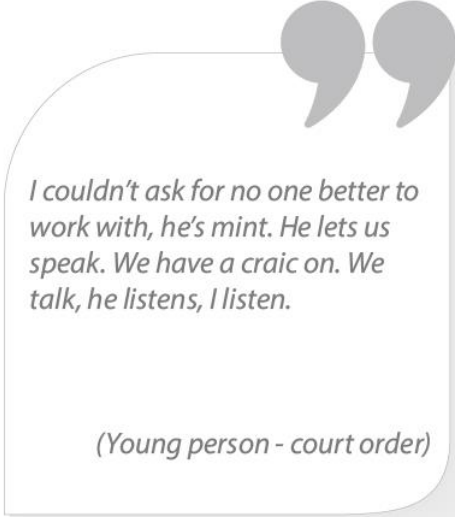
‘It’s been a breath of fresh air, he was at the lowest point when he started. He’s gaining confidence. He’s a different kid altogether going there’

(Parent)

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.



I couldn't ask for no one better to work with, he's mint. He lets us speak. We have a craic on. We talk, he listens, I listen.

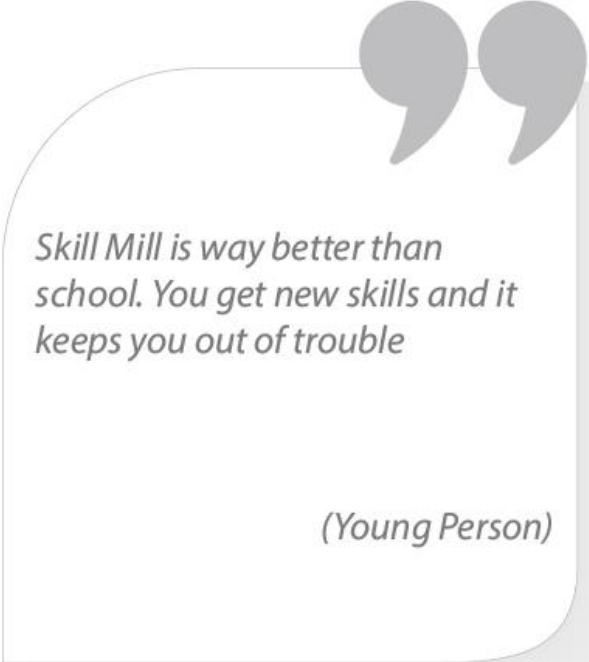
(Young person - court order)

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 2023-2024.

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 2023/24.

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.



Skill Mill is way better than school. You get new skills and it keeps you out of trouble

(Young Person)

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;
- ▶ North East & North Cumbria Integrated Care Board (ICB) – 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.
- ▶ Head Teacher Representatives.

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.

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 secondees on temporary basis)
- 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.

Children and young people who are in contact with the youth justice system are generally a socially excluded population with significant complex health needs. There is evidence showing that children and young people who offend are less likely than their peers to have their health needs recognised and these needs tend to remain unrecognised and unsupported when they enter the youth justice system.

The health outcomes for young people who offend are poor and associated with poorer physical, emotional, and socio-economic wellbeing. Supporting these vulnerable young people is an essential element for the prevention agenda. Tackling the health and wellbeing needs of these young people is a complex issue and depends on many underlying factors such as: low educational attainment; poor attendance at school; non-participation in post-16 learning; unidentified speech, language, and communication problems; mental health issues and increased risk taking behaviour relating to smoking, drug and alcohol use and risky sexual activity.

County Durham Youth Justice Service recognises the health needs of young people who offend and partners of CDYJS Management Board have a clear commitment to improve the health and wellbeing outcomes for young people. To ensure positive progress in tackling inequalities and improving outcomes for young people who offend, a multi-agency health team is in place that is reflective of the range of determinants to support young people within the youth justice system.

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
- 0.4fte Clinical Psychologist.

In total 43 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.

In addition to the staff covered above, there are, on average, 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 DCC service workforce development strategy.

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



We get a phone call, every week, every two weeks, whenever it suits us to be honest. If you want more meet-ups, she will plan it in to her schedule. To be honest, everything they've been doing has been spot on. There's nothing more that they could do.

(Young Person – support for victims of crime)

Management Board Development

The Management Board undertakes an annual development session 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.

Priorities for Board development for 2023-24 include:

- ▶ Deliver the Inspection Improvement Plan (Service Improvement Plan) through the identification of Board Sponsors for all actions
- ▶ 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.



They made the time and effort to take us out into the local area and gradually build this up into small groups. It's led to me being able to go out and do everything I want to.

(Young person – support for victims of crime)

Progress on Previous Plan

The Service Improvement Plan for 2022-23 is detailed below. There is a commentary on progress at the end of each section. In August 2022, the Service was inspected by HMI Probation as part of the core inspection programme. As a result of that inspection, an Inspection Improvement Plan was developed and implemented which amended the priorities for the service during 2022-23 and provides the basis for the improvement plan for 2023-24.

The Service Improvement Plan for 2022/23 was:

- 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.

Commentary:

All actions listed above have been completed except for the review of the Health Needs Assessment for young people who offend. This is now a priority in the improvement plan for 2023-24 and has now been scoped and resources allocated for completion of the needs assessment.

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.

Commentary:

All actions have been completed. We continue to work to improve our offer in respect of education issues based by the YJS cohort and it is included on the improvement plan for 2023-24.

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.

Commentary:

Actions completed. However, an overall structure review for CDYJS is currently underway with a deadline to report to the Management Board of September 2023.

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

Commentary:

Actions completed except for introduction of 'Mind of My Own', consideration of which is ongoing – meetings have been held with database supplier and are ongoing. Inspection findings were very positive in respect of feedback from young people and families.

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.

Commentary:

Review was completed and additional funding secured for delivery of victim services.

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.

Commentary:

Both actions completed. The Independent Visitor programme continues to over-achieve against targets set.

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.

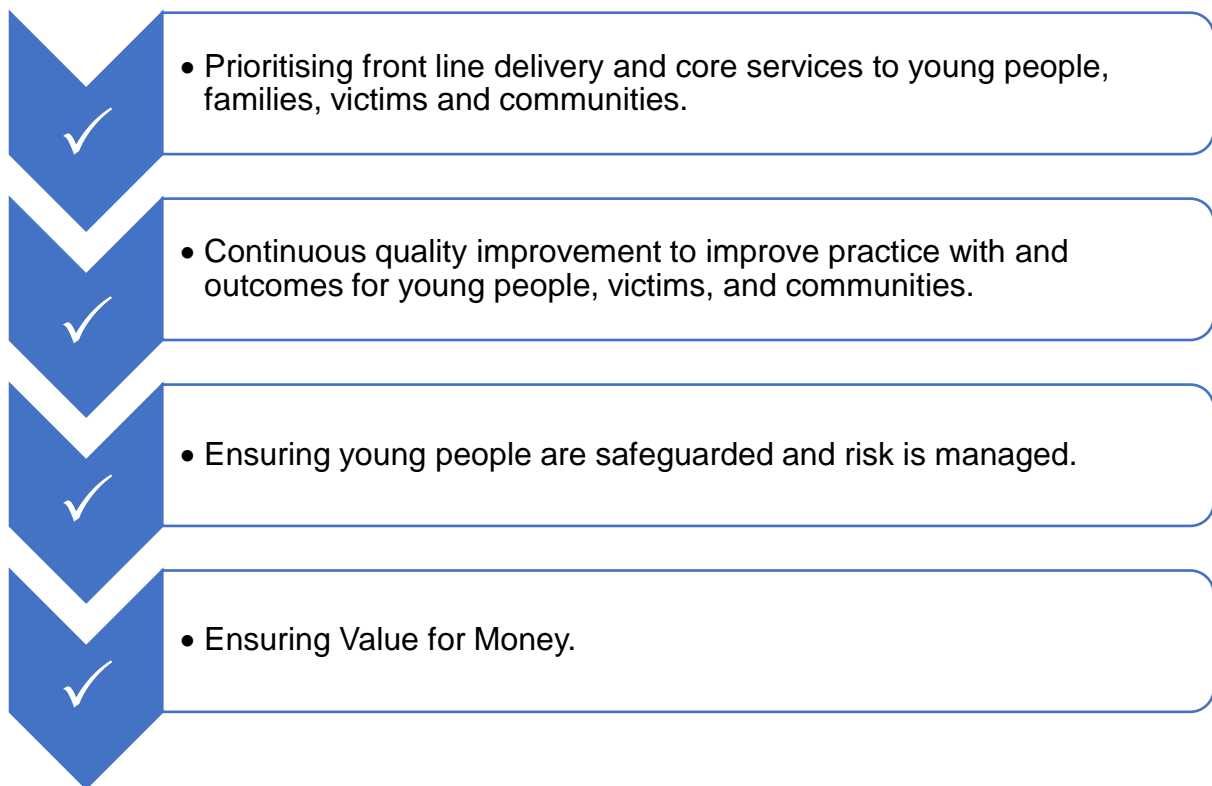
- Continue to embed CDYJS database
- Expand the dashboard of performance measures considered by the Management Board and Management Team.

Commentary:

Both actions completed. The dashboard of measures reported to the Management Board has been expanded and improved. Further review is also underway as part of the current service improvement plan.

Resources and Services

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 2023/24

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 – including Turnaround Grant.
- Each year the Management Board considers individual contributions and the budget for the following year is agreed.
- For 2023/24 the total value (staff & cash contribution) of the pooled budget for CDYJS is: **to be confirmed.**

County Durham Youth Justice Service Budget 2023/24

Agency	Staffing Costs	Payment in Kind	Other Delegated Funds	Total
Local Authority		tbc (5)	1,183,056	1,183,056
Police Service	198,132			187,135
The Probation Service	tbc (1)		tbc (1)	tbc (1)
Health Provision	328,132		50,267	363,110
Police and Crime Commissioner			267,651	267,651 (2)
YJB – Youth Justice Grant			tbc	tbc
Miscellaneous			324,800 (3)	324,800
Total			tbc	tbc (4)

Note:

- The Youth Justice Grant (YJB) 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.
- (1) The Probation Service served notice that from 1.6.22 the Probation Officer (0.5FTE) would be withdrawn from CDYJS. This is continuing into 2023-24 with a currently unknown end date. The Probation Service will increase their cash contribution by an equivalent amount.
- (2) Includes Police Service contribution of £108,900.
- (3) 'Miscellaneous' includes income from Skill Mill Programme, Clear Cut Communication, Unison (staff secondment), Turnaround Grant (MoJ).

- ▶ (4) In addition there is a ring-fenced YCS Remand Grant (tbc) and ring-fenced LA Remand Budget (£170,000). As well as funding the placement of young people remanded to youth detention accommodation, this budget also funds the placement of young people transferred to the local authority by the Police under PACE.
- ▶ (5) Durham County Council (DCC) also provides in-kind contributions to cover administrative support staff and data provision and analysis, both of which are provided 'corporately' by DCC.

The Management Board believes this represents good value for money and well-developed use of its collective pooled resources. Since 2014 the service has achieved a significant reduction in first time entrants to the criminal justice system (FTEs); a significant reduction in the number of young people offending and also a significant reduction in the total number of offences committed.

Youth Justice Grant (2023-2024): tbc

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. Use of the grant is focussed on improving the quality of frontline delivery and is not used to fund any support staff or accommodation/operating costs – all of which are provided by DCC as an in-kind contribution.

Specifically, the grant is used to:

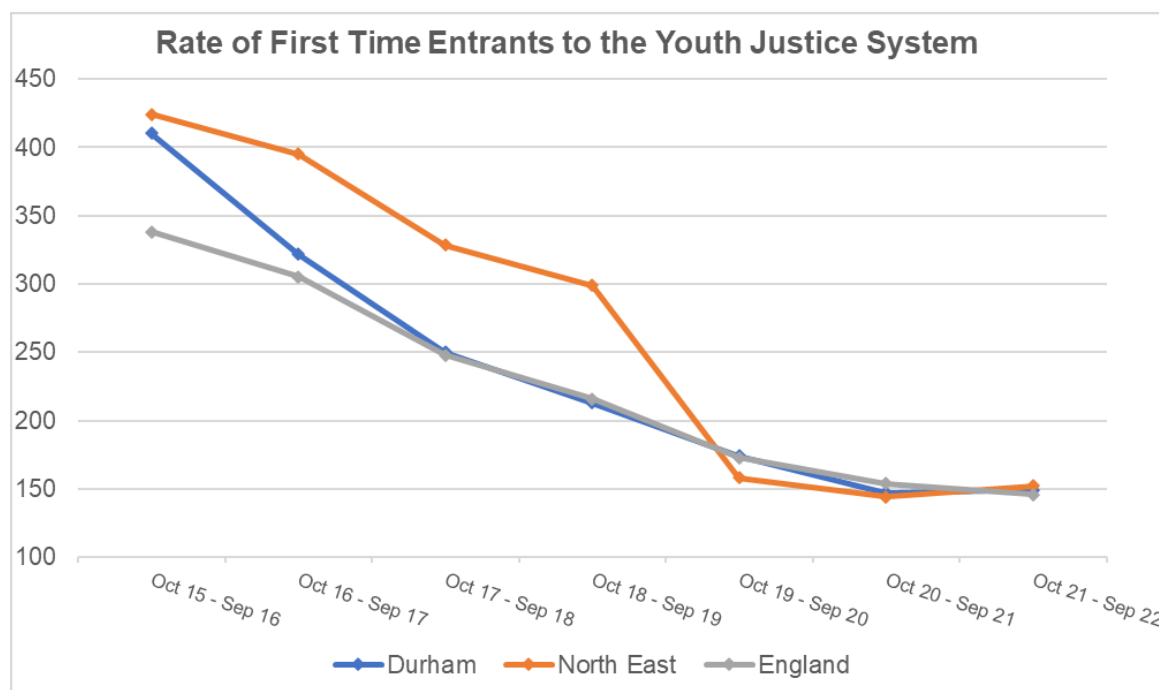
- ▶ Employ staff in core delivery roles
- ▶ Employ managers
- ▶ Improve the quality of services delivered.

National Key Performance Indicators

Review of Performance against Key Indicators

First Time Entrants

Between Oct 2016-Sep 2017 and Jan 2022-Dec 2022, we have achieved a **53.7% reduction** in first time entrants to the youth justice system, from a rate of **322** per 100,000 10-17 year olds to **146**.



The latest available locally sourced data shows 85 young people entering the Youth Justice System in 2022/23 at a rate of **184** per 100 000 10-17 year olds. This is an increase but will be affected by the covid lockdowns/recovery.

Reducing Re-offending

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

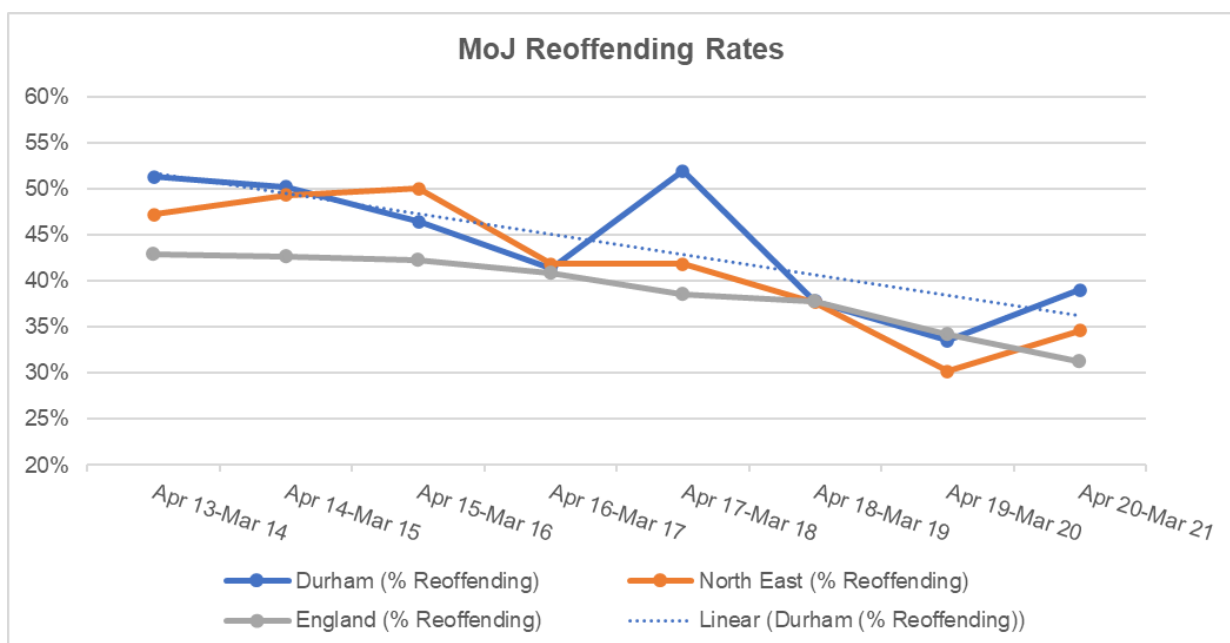
- ▶ Receive an out of court disposal (N.B. This does not include the Pre Caution Disposal)
- ▶ Receive a court conviction
- ▶ Were discharged from custody.

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 Justice Services/Teams.

Ministry of Justice (MoJ) data (July 2020 – June 2021 cohort) shows a re-offending rate of 36.6% which is an 1.5% reduction compared to the previous year. This is similar to the average Northeast rate of 31.7% and the England rate of 31%.

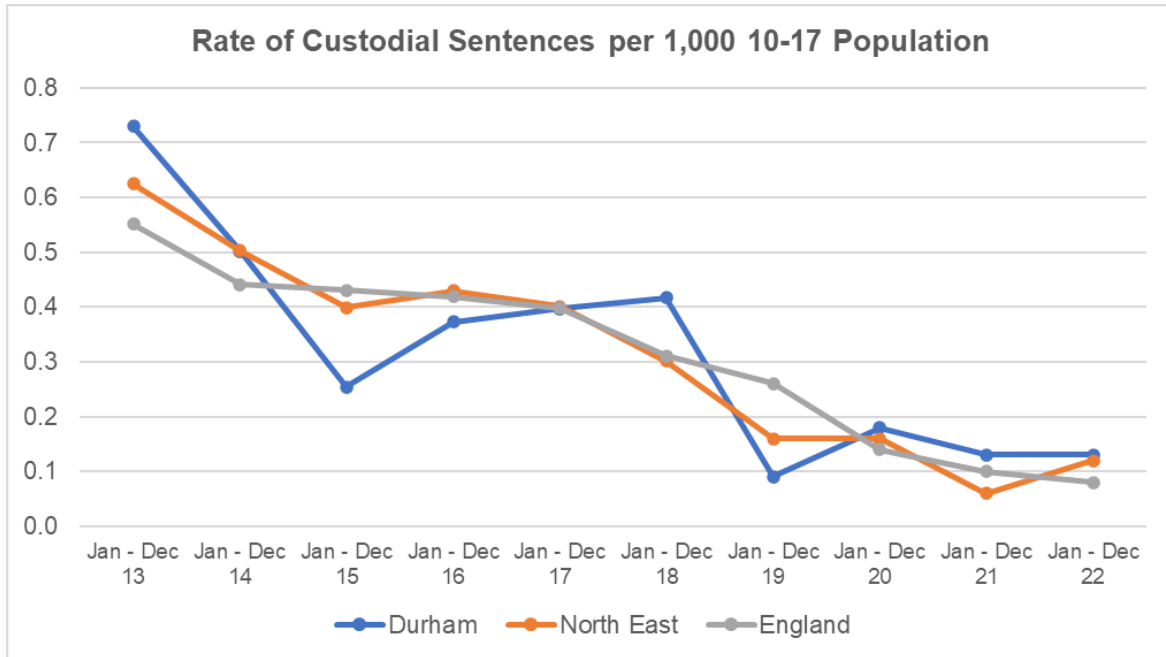
The rate of reoffending can fluctuate due to the significant decreases, year to year, in the size of the cohort of young people. The graph below shows the fluctuating re-offending rates since the April 2013 – March 2014 cohort, but also shows that the trend is a reduction in reoffending rates overtime.



Reducing the Use of Custody

Between 2013 and 2022 the rate of custodial sentences from has reduced from **0.73** to **0.11** per 1,000 10-17 year olds.

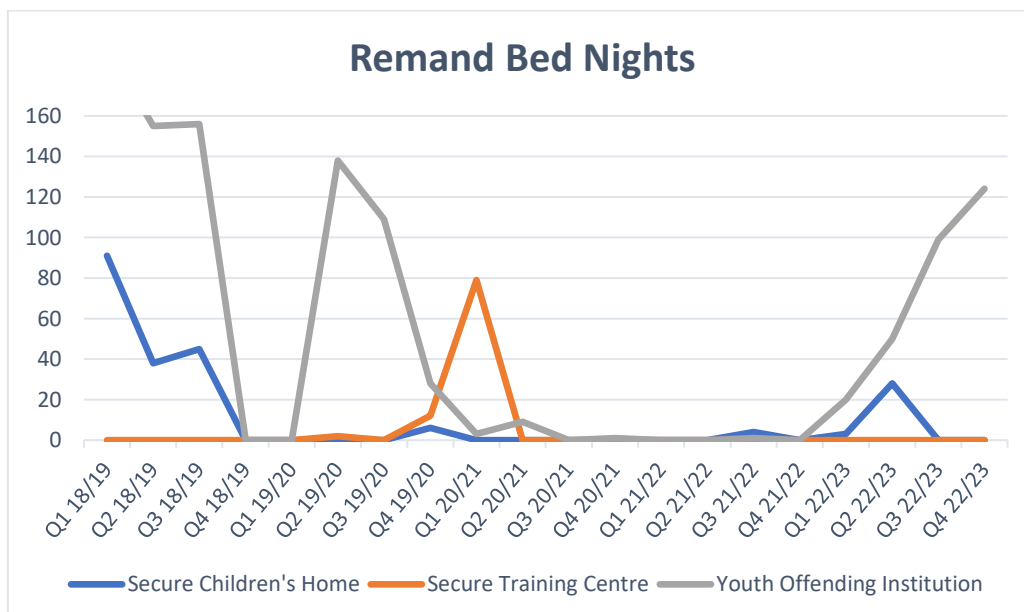
The CDYJS rate per 1,000 10-17 population of **0.11** is exactly the same as both the England and North East averages. Each time a young person receives a custodial sentence, the role of CDYJS is reviewed to ensure that we have undertaken all appropriate tasks to ensure that custody is used as a last resort.



The most recent locally sourced information (April 2022-March 2023) shows that **5 custodial sentences** were given during this period which is the same number as the previous year and a 50% reduction on the year prior.

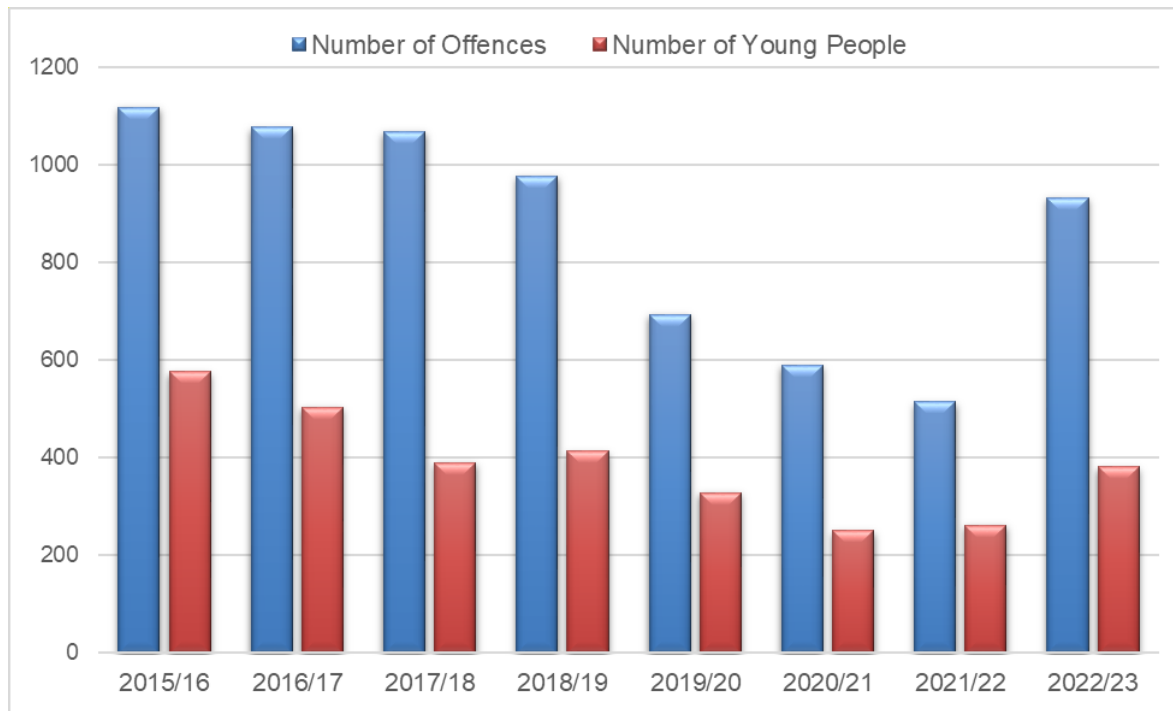
Remand bed nights (Remands to Youth Detention Accommodation)

The total bed nights for 2022/23 was 293 nights (9 episodes, 6 young people). 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 **5.9% reduction** in the number of offences committed, from **1077** in 2016/17 to **932** in 2022/23, and a **9.5% reduction** in the number of young people offending, from **503** in 2016/17 to **382** in 2022/23. This includes **all** offences committed by young people aged 10-17 years, resulting in any out of court disposal or a court conviction.



The work carried out during 2022/23 which has supported our Key Achievements has been:

► Reducing First Time Entrants (FTEs)

- Developed and implemented the Turnaround programme
- Embedded our assessment for out of court that allows us to collate data on young people who offend for the first time
- Reviewed and amended our out-of-court processes in conjunction with Durham Constabulary in light of the MoJ funding available and recommendations in our HMIP inspection report.
- Developed an escalation process for disagreements in decision making
- Ensured greater coordination between ‘on-street’ restorative approaches by police and CDYJS interventions.

➤ **Reducing Re-offending**

- Developed the trauma informed pathway in conjunction with psychology colleagues.
- 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
- Developed and published a HSB traffic light tool
- Developed and improved both the strategic links and delivery of interventions in respect of HSB
- Improved the dashboard of performance data available to the service
- Focussed our developments and training on the management of risk as a result of findings in our HMIP inspection.

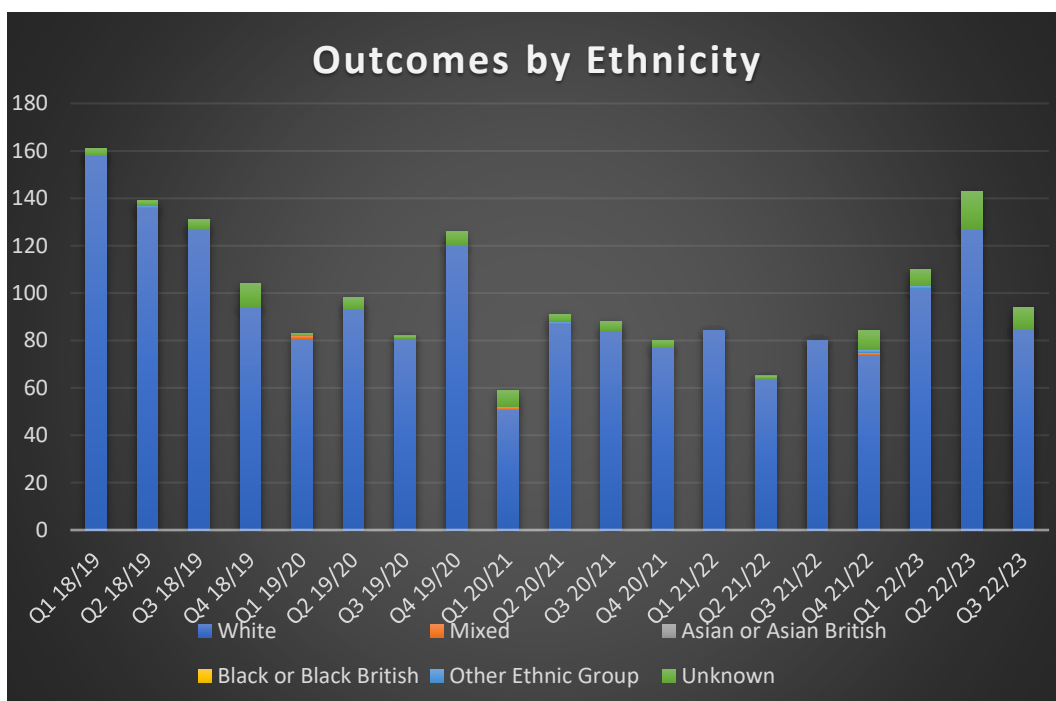
➤ **Reducing Use of Custody**

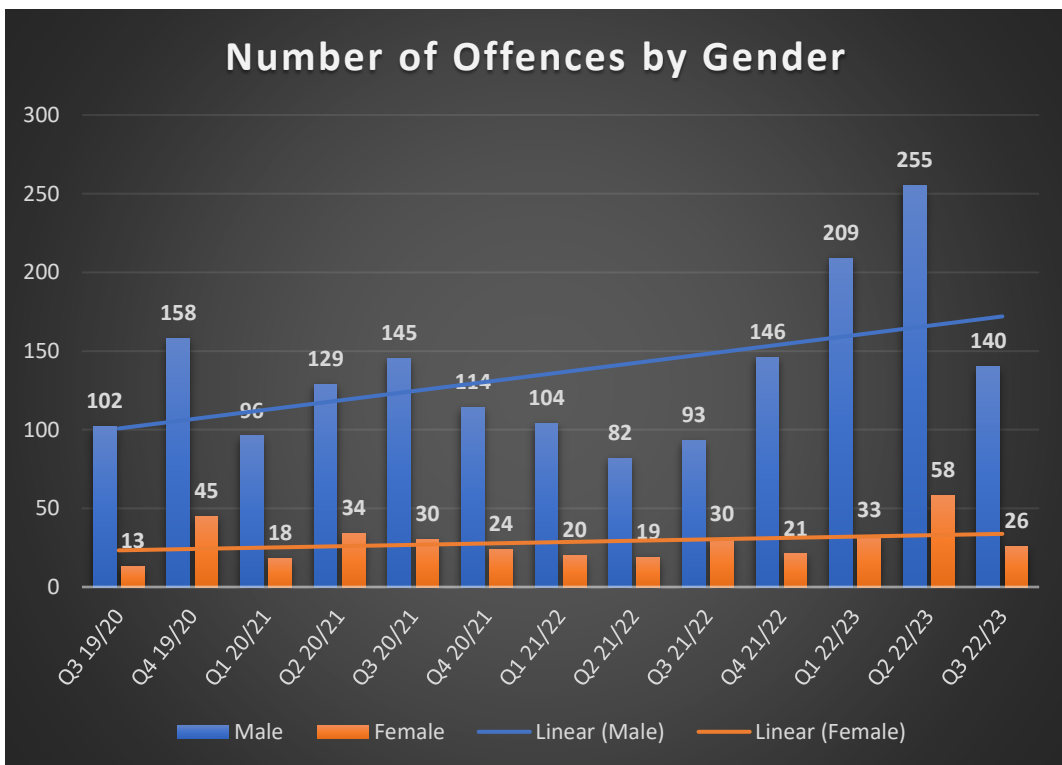
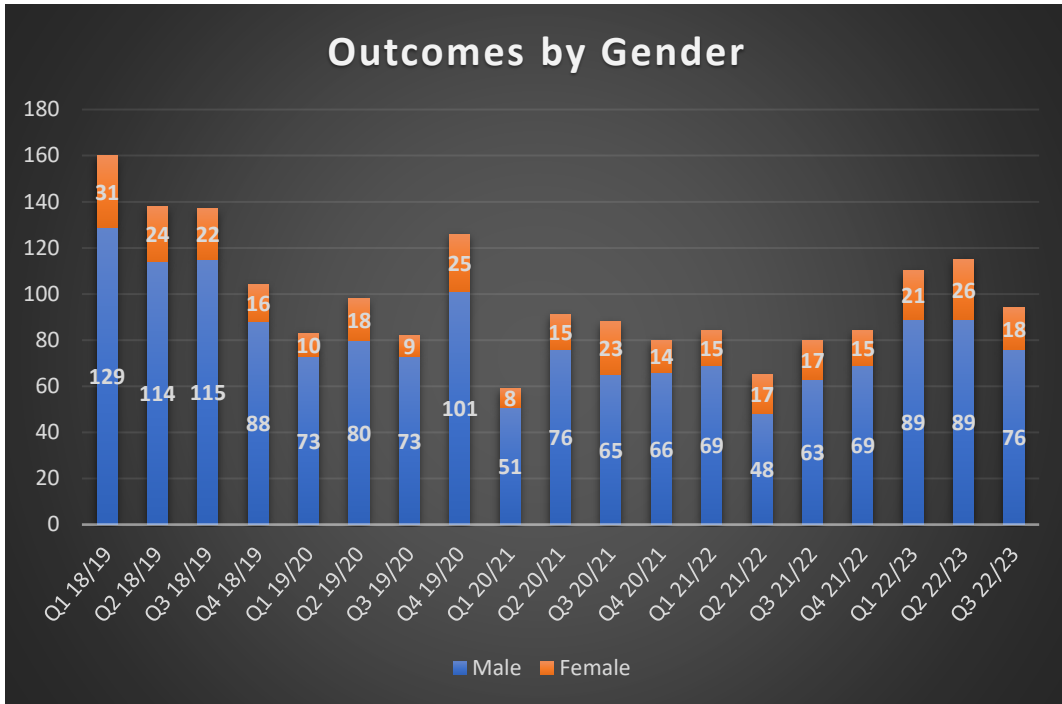
- Maintained the panel review process for young people who receive custodial sentences
- Maintained a six day per week service, including experienced court officers available for Saturdays and Bank Holiday special courts
- Maintained dedicated management cover for a six days per week service.
- Researched and reviewed the use of breach and resentencing to ensure it provides the highest quality service to courts and to young people.

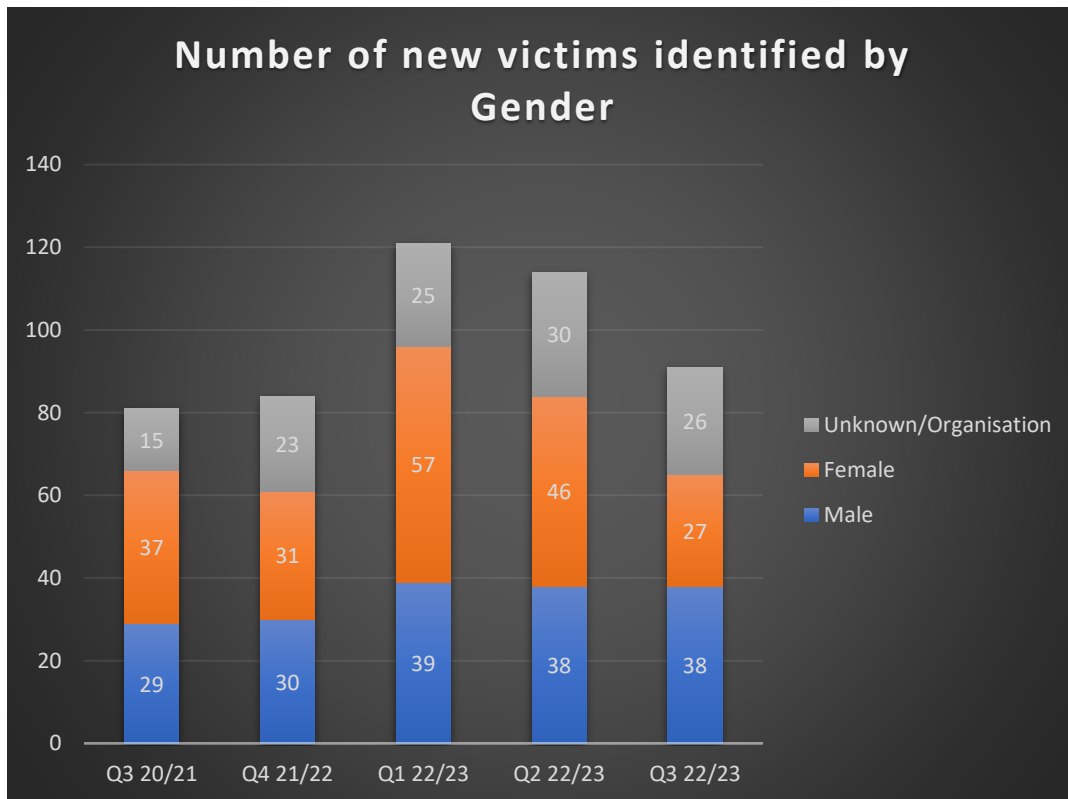
Priorities

Nationally Over-Represented Groups of 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 Service has developed resources for working with girls and delivers interventions in girls only groups.
- Most young people in the cohort of those that have offended are male; however, most identified victims are female.
- The percentage of looked after children in CDYJS cohort is: 10.6%
- We have undertaken an audit of our processes with colleagues in the Children in Care service to improve our services.







Prevention and Diversion:

CDYJS operates a diversion process in conjunction with Durham Constabulary.

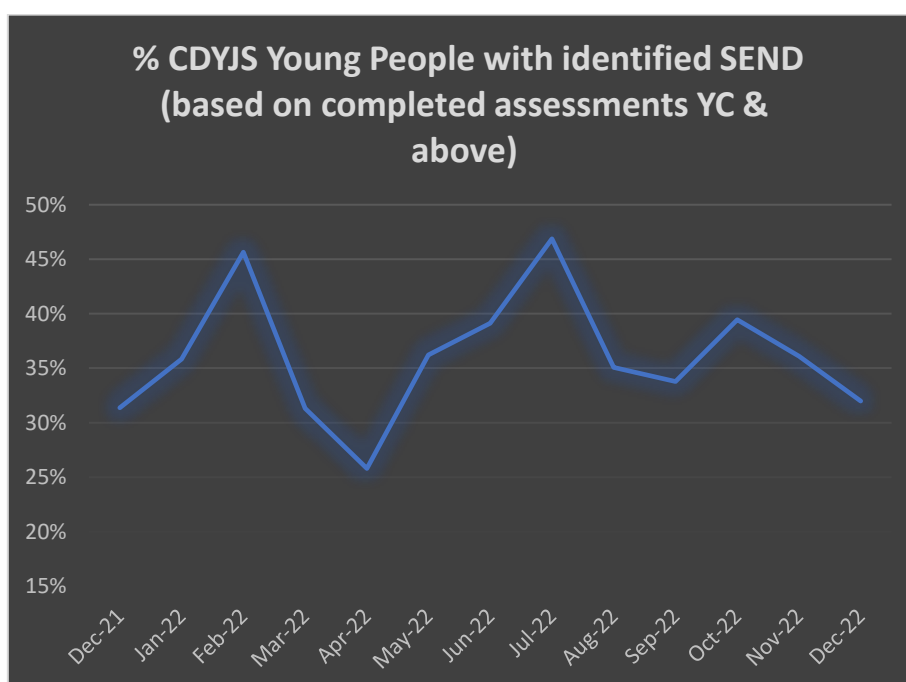
The process is:

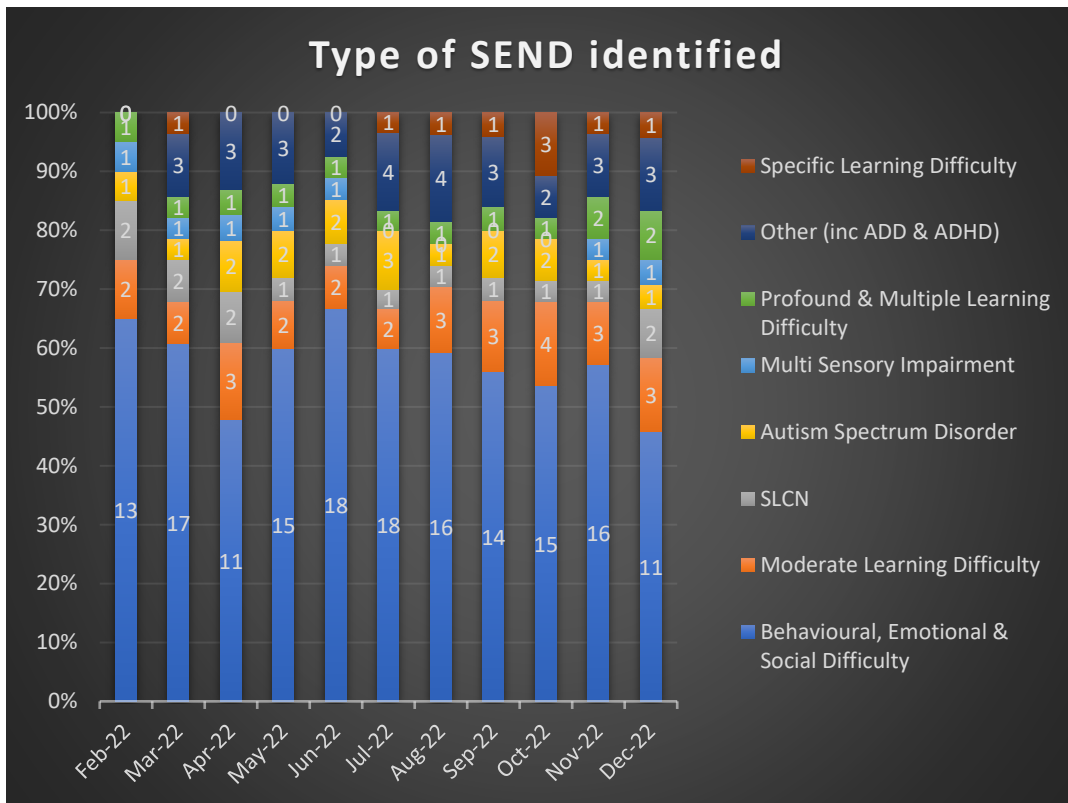
- Community Resolution (Maximum of 2 in 12 months) – ‘Triage’ (CDYJS) – Turnaround (CDYJS/Early Help) - Pre-Caution Disposal (CDYJS) – Youth Caution (CDYJS) – Youth Conditional Caution (CDYJS).
- Durham Constabulary refer young people to CDYJS from Triage onwards. For those young people for whom ‘Triage’ is appropriate, a standard intervention based around understanding consequences of offending is offered, along with ‘sign-posting’ for any other identified issues. Young people who are eligible for the Turnaround programme will receive an assessment undertaken jointly with an Early Help Advisor (One Point) and a programme of intervention will be delivered based on that assessment. 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.
- Decision making in respect of which intervention is appropriate is undertaken by a multi-agency panel.

- Reviews of decision making is undertaken by a multi-agency panel, including a community representative.
- Reporting of performance is included in the performance reports presented to the Management Board each meeting.

Education:

- The DCC Education Service, SEND Service, Virtual Head and Durham Works are all represented on CDYJS Management Board
- There are also Head Teacher representatives on the Management Board for Secondary Schools 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 reviews individual cases experiencing education issues and develops joint plans
- The dashboard of performance information considered by the Management Board, in respect of education, has been improved.
- CDYJS has input to all education behaviour panels across County Durham.
- The Strategic Manager for SEND and Inclusion is a member of the EHIVC Management Team which also includes the YJS Manager.





Restorative Approaches and Victims

Our work with adults and young people who are victims of youth crime in 2022/23 has engaged a further 127 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 1,449 hours of unpaid work (reparation) in and across communities in County Durham as a means of reparation.

The table, below, provides an outline of our processes for working with victims:

Victims Programmes

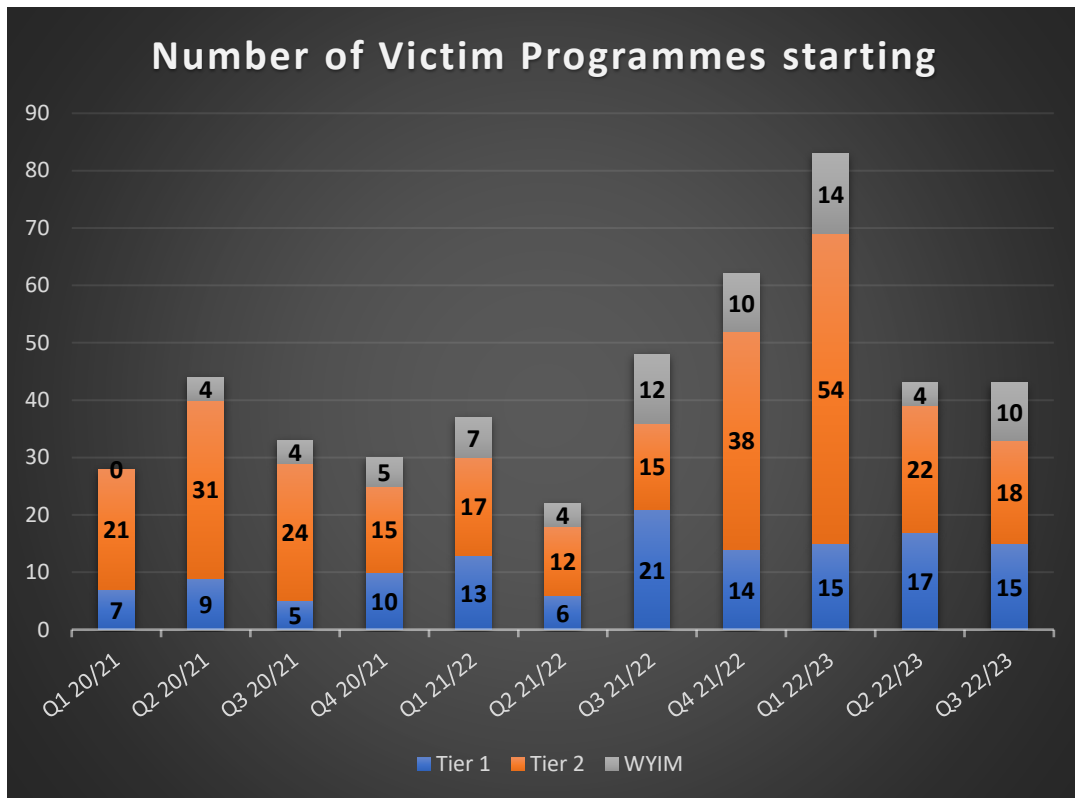
Tier 1: Case Managers

Includes:	<ul style="list-style-type: none">▶ Coordinating victim awareness work;▶ Apology letters;▶ Use of victim report or info provided by VLO in victim awareness work;▶ Updates to victim.
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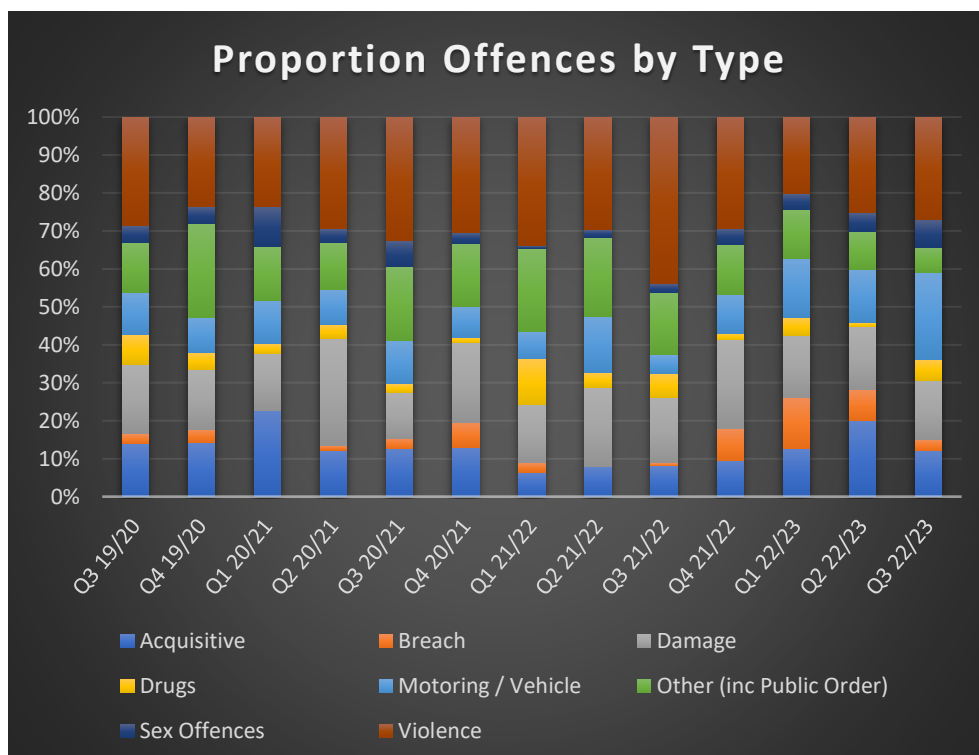
Tier 2: VLOs

Includes:	<p>All of Tier 1 interventions for complex and sensitive cases plus:</p> <ul style="list-style-type: none">▶ Gathering information from victims for victim awareness work;▶ Representing victims' views at Referral Order panels;▶ Direct reparation;▶ RJ conferences / face-to-face meetings.
	<p>WYIM:</p> <ul style="list-style-type: none">▶ Activity-based peer support group for young people who have been victims (direct or indirect) of crime.

During 2022-23 there was a significant increase in the number of victims programmes starting:



Serious Violence and Exploitation:



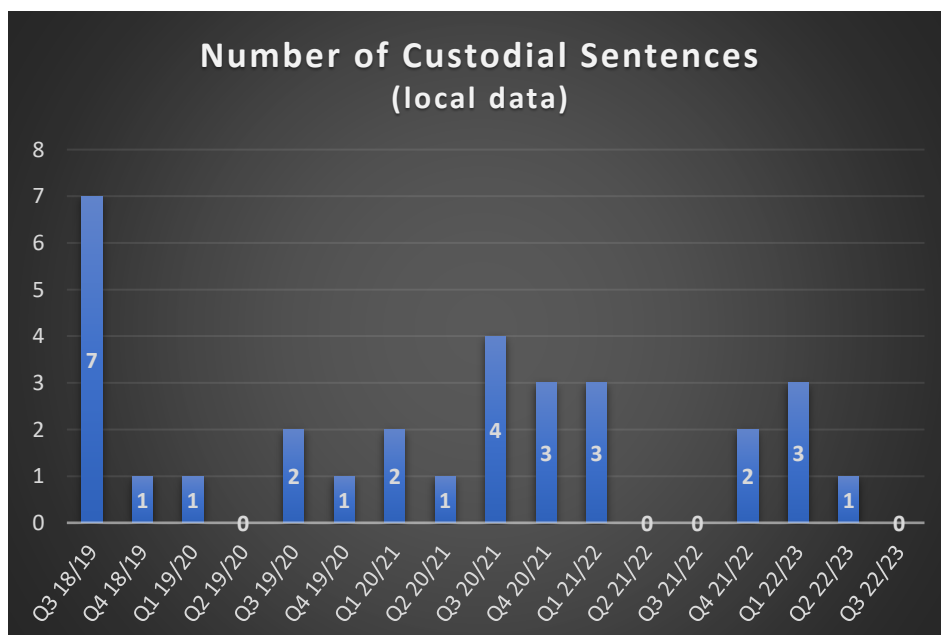
- Violence offences, as a proportion of all offences committed by the CDYJS Cohort, are increasing.
- Within the category of violent offences, the most common offence is Section 39 Assault (common assault), followed by Assault Police Constable and then Section 47 Assault (actual bodily harm).
- Whilst '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.
- 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 an active partner in the analysis and development of the Serious Violence Strategy for County Durham.
- 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.
- 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 undertook an audit on the quality of our work in respect of exploitation and delivered an improvement plan based on that audit during 2022-23.
- 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.

Use of Custody/Remands/Detention in Police Custody

The rate of custodial sentence (rate per 1,000 10-17 years old) is **0.13**. County Durham Youth Justice System (CDYJS) performance has remained stable this year with a rate 0.13 per 1,000 10-17 year olds during January– December 2022 (compared this a rate with 0.42 in 2018). This is slightly higher than the North East rate of 0.12 and the national rate of 0.08. On each occasion a young person is

sentenced to custody, the work of CDYJS is reviewed to ensure all appropriate work was undertaken.

- See previous section for actions to reduce the use of custody, including remands.
- 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). Our work in respect of resettlement from custody was considered 'Outstanding' by HMI Probation.
- 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 2022/23 is 293. This is a significant increase on the previous year (5 nights), though it should be noted that the number of bed nights during that year was a particular 'outlier'.
- The service operates a six days a week service for remand courts and operates a joint process for remands with colleagues in DCC Children's Social Care.
- There is a joint process in-place for transfers from Police custody (under PACE) in conjunction with Police, Children's Social Care (Looked After & EDT), CDYJS and Aycliffe Secure Centre. A separate budget is also available for this responsibility.



Remand Bed Nights



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. As part of the service response to our inspection by HMI Probation, we will be undertaking the following training courses for all staff and managers:

- ▶ Risk assessment & management
- ▶ Safety & wellbeing assessment & management
- ▶ Expansion of the Management Development Programme.



*The nurse was amazing.
She was lovely. She helped with a
Doctor's appointment for me,
with a translation, with my
mam's medication.*

(Young person – court order)

Service Improvement Plan/Inspection Improvement Plan 2023 – 2024

Specific Area of Concern -extract from report		Key Actions	Start	Finish	Operational Lead	Management Board Sponsor
There is insufficient attention to fostering engagement with the requirements of the disposal through processes or guidance. The scheme relies heavily on good relationships and needs to be supported by formal processes, understood and adhered to by staff operating the delivery of the scheme.	1.1	Develop new Out-of-Court Disposal, process, policy and service structure, taking into account the requirements of the Turnaround Programme	Nov 2022	March 2023	Service Manager/Reoffending Coordinator	Ciaron Irvine Durham Constabulary
	1.2	Establish closer working processes with One Point and other early help services – linking services provided by CDYJS with services delivered through One Point	Nov 2022	March 2023	Service Manager/Reoffending Coordinator	Ciaron Irvine Durham Constabulary
	1.3	Develop specific data reporting and needs analysis in respect of out-of- court/Turnaround cohort and requirements	Nov 2022	March 2023	Service Manager/Reoffending Coordinator	Ciaron Irvine Durham Constabulary
The intention of the policy is not being delivered in practice.	1.4	Develop a written escalation process for out-of-court decision making	Nov 2022	March 2023	Service Manager/Reoffending Coordinator	Ciaron Irvine Durham Constabulary
	1.5	Re-establish the out-of-court review panel, including the role of volunteer	Nov 2022	March 2023	Service Manager/Reoffending Coordinator	Ciaron Irvine Durham Constabulary

Completed:

- Process and procedures agreed between CDYJS, Constabulary, One Point (Early Help) and implemented. Initial batch of specialist 'Out-of-Court' staff appointed within CDYJS.
- Early Help Advisor funded and appointed in One Point for out-of-court work – working jointly with CDYJS staff
- Escalation process for out-of-court decision process written and implemented.
- Recording process developed and implemented

Ongoing – commenced:

- Appoint additional Early Help Advisor in One Point to work with CDYJS on out-of-court cases.
- Review and identify information requirements – performance & protected characteristics

Ongoing – planned:

- Implement review process and re-establish Review Panel (including Community Volunteer(s))
- Regular reporting of Out-of-court performance

Recommendation	Specific Area of Concern -extract from report		Key Actions	Start	Finish	Operational Lead	Management Board Sponsor
Develop robust quality management arrangements that provide assurance to the board that key aspects of service delivery (case management and interventions) are delivering to the standard required by HM Inspectorate of Probation	Quality audits are conducted by individual managers in relation to their direct reports. This is accompanied by themed audits, general case audits and quality assurance of assessments by other managers. Although some external benchmarking has taken place in the past, the work is not subject to the level of scrutiny and challenge required to drive improvement	2.1	Review and amend quality assurance framework and agree new framework with Management Board	Nov 2022	Sept 2023	Service Manager, Deputy Manager Interventions	Alison Ayres ICB
		2.2	Establish focussed, regular external assurance of quality auditing through link-up with a partner YJS	Nov 2022	June 2023	Service Manager, Deputy Manager Interventions	Alison Ayres ICB
		2.3	Review and amend quality auditing tools and ensure shared understanding of quality amongst management team	Nov 2022	Sept 2023	Service Manager, Deputy Manager Interventions	Alison Ayres ICB
		2.4	Re-audit service (case management and interventions) against the criteria/requirements of HMIP	Nov 2022	Dec 2023	Service Manager, Deputy Manager Interventions	Alison Ayres ICB
		2.5	Develop further improvement actions based on the above re-audit	Nov 2022	Dec 2023	Service Manager, Deputy Manager Interventions	Alison Ayres ICB

Completed:

- Link with partner YJS established for reciprocal auditing
- Psychologist led reflective programme developed and commenced for managers

Ongoing – commenced:

- Process in-place to review, with stakeholders, current QA framework to identify priority areas of work
- Review and amend Management Oversight and Quality Assurance Policy – expectations of managers

Ongoing – planned:

- Incorporate ‘What Good Quality Looks Like’ into Management Development Programme
- Develop/amend process for recording and reporting quality assurance
- Develop reciprocal auditing process with partner YJS
- Fully incorporate reflective practice into Management Development Programme and staff supervision
- Re-audit of service using HMIP criteria for case management.

Recommendation	Specific Area of Concern -extract from report		Key Actions	Start	Finish	Operational Lead	Management Board Sponsor
Formally review the learning that can be gleaned from external sources, for example HM Inspection of Probation reports or incidents of concern, and develop action plans to implement service improvement	The extent of learning from inspections or incidents of concern in the locality and tangible, consequential improvement is limited.	3.1	Develop CDYJS Business Risk Register (separate from DCC Register) and ensure standing agenda item at Board meetings	Nov 2022	June 2023	Service Manager, Youth Justice Consultant	Michelle Baldwin Public Health
		3.2	Review current process for collation of service and thematic inspection findings and ensure explicit link to CDYJS improvement plans	Nov 2022	Sept 2023	Service Manager, Youth Justice Consultant	Michelle Baldwin Public Health
		3.3	Review all policies in respect of clarity of commitment to diversity	Nov 2022	June 2023	Service Manager, Youth Justice Consultant	Michelle Baldwin Public Health

Completed:

- Risk Register established and will be standing agenda item at each Board meeting from June 2023

Ongoing – commenced:

- Reviewing all current policies to identify gaps in respect of diversity
- Development a diversity policy for CDYJS, distinct from DCC policy
- Interim service lead for diversity identified

Ongoing – planned:

- Ensure every policy explicitly addresses diversity issues
- Develop current process to ensure HMIP Youth Justice Annual Review of Inspections & thematic inspections, Serious Case Reviews, MAPPA Re-offending Reviews, and service audits are explicitly included in the service improvement plan.
- Report on findings from each of the above to be an agenda item at appropriate Management Board meetings.

Recommendation	Specific Area of Concern -extract from report		Key Actions	Start	Finish	Operational Lead	Management Board Sponsor
Review the case management interventions structure and develop methods of making sure it is delivering services as they are intended	The arrangements for the delivery of services include a bifurcation of case management and interventions staff, and there is evidence that this model is not delivering what is intended.	4.1	Review Service structure, including Case Management model and Out-of-Court/In-Court split. Report to Management Board for development of implementation plan	Nov 2022	Sept 2023	Service Manager, Team Manager (South)	Paul Shadforth SEND Strategy
		4.2	Review the role of the CDYJS/Education Panel	Nov 2022	March 2023	Service Manager, Team Manager (South)	Paul Shadforth SEND Strategy
		4.3	Report provided to Management Board reviewing operation of service after 6 months from implementation of new structure	Sept 2023	April 2024	Service Manager, Team Manager (South)	Paul Shadforth SEND Strategy
		4.4	Ensure representation of Head Teachers on Management Board	Nov 2022	Dec 2022	Service Manager, Team Manager (South)	Paul Shadforth SEND Strategy
		4.5	Review, amend and update the Interventions Directory	Nov 2022	June 2023	Service Manager, Team Manager (South)	Paul Shadforth SEND Strategy
		4.6	Produce clearer guidance for case managers and intervention staff in respect of the expectations of their roles	Nov 2022	Sept 2023	Service Manager, Team Manager (South)	Paul Shadforth SEND Strategy

Completed:

- 3 x Head Teachers now members of Management Board – attended first meeting December 2022
- Operation and format of CDYJS/Education Panel reviewed and process amended

Ongoing – commenced:

- Review of Interventions Directory (content & format) underway with both staff & managers
- Introduction and implementation of YJB Case Management Guidance across service

Ongoing – planned:

- Series of sessions to be scheduled for both managers & staff to develop options for service structure
- Review of other YJS structures for consideration
- Strengths, opportunities etc analysis to be undertaken for current and alternative structures
- Develop CDYJS 'Expectations' guidance for staff to sit alongside YJB Case Management Guidance

Recommendation	Specific Area of Concern -extract from report	Key Actions	Start	Finish	Operational Lead	Management Board Sponsor	
Require all operational staff (including operational managers) to receive at least refresher training in the core skills of assessment, planning, and review of cases		5.1	Identify/develop and deliver training for staff and all managers on diversity	Nov 2022	Sept 2023	Service Manager, Team Manager (North)	Jeanne Trotter OPCC
		5.2	Develop and undertake training programme for all Case Managers and Intervention staff for Resettlement	Nov 2022	Sept 2023	Service Manager, Team Manager (North)	Jeanne Trotter OPCC
		5.3	Undertake individual staff and service-wide skills/training audit (in respect of core skills for each staff role) and develop individual and service training plans based on the findings	Nov 2022	June 2023	Service Manager, Team Manager (North)	Jeanne Trotter OPCC

Completed:

- None

Ongoing – commenced:

- Review of training need in respect of diversity underway
- Skills & training needs audit for managers and staff underway
- Commission bespoke training for diversity in a youth justice context.

Ongoing – planned:

- Develop and deliver in-house training for managers and staff in Resettlement requirements
- Review and amend service training plan based on training needs audit once completed.

Recommendation	Specific Area of Concern -extract from report	Key Actions	Start	Finish	Operational Lead	Management Board Sponsor	
Require all operational staff (including operational managers) to receive at least refresher training in safeguarding children and the management of risk of harm to other people		6.1	Commission an independent audit of safeguarding practice within the service and develop and deliver safeguarding training specific to the role of staff in the YJS	Nov 2022	Sept 2023	Service Manager, Team Manager (Delivery Team)	Karen Blackburn Probation Service
		6.2	Commission an independent audit of risk management within the service and develop and deliver risk of harm assessment and management training specific to the role of staff in the YJS	Nov 2022	Sept 2023	Service Manager, Team Manager (Delivery Team)	Karen Blackburn Probation Service

Completed:

- Budget to fund commission(s) secured

Ongoing – commenced:

- Three recommended independent companies identified and initial correspondence underway.

Ongoing – planned:

- Undertake independent audit, as above
- Identify & deliver a bespoke, targeted training programme for staff and managers.

Recommendation	Specific Area of Concern -extract from report	Key Actions	Start	Finish	Operational Lead	Management Board Sponsor	
Provide operational management with training, and development opportunities, in the management of risk to safety and wellbeing and the risk of harm to others		7.1	Ensure notes of all meetings, where case decisions are taken, are recorded on the child's casefile.	Nov 2022	June 2023	Service Manager	Jodie Henderson Children's Social Care
		7.2	Undertake individual manager skills/training audit (in respect of core skills for each management role) and develop individual and service training plans based on the findings	Nov 2022	Sept 2023	Service Manager	Jodie Henderson Children's Social Care
		7.3	Ensure operational managers undertake joint training with staff (as above) in respect of risk of harm assessment and management of risk and safeguarding	Nov 2022	Sept 2023	Service Manager	Jodie Henderson Children's Social Care
		7.4	Include staff supervision and 'management oversight with remote workers' as part of the management development programme for CDYJS	Nov 2022	June 2023	Service Manager	Jodie Henderson Children's Social Care

Completed:

- All meetings where case related decisions are made have been identified and process in-place to record all decisions on database.

Ongoing – commenced:

- Refresh skills/training audit for managers
- Develop & implement managers development programme
- Develop & implement individual training programme for each manager
- Ensure appropriate management attendance at staff training sessions

Recommendation	Specific Area of Concern -extract from report		Key Actions	Start	Finish	Operational Lead	Management Board Sponsor
Develop methods of establishing closer links between operational staff and board members	The board seems a distant body to staff and there is limited engagement between operational staff and board members.	8.1	Establish a Management Board newsletter to be published quarterly	Nov 2022	March 2023	Chair Management Board, Service Manager	Martyn Stenton EHIVC
		8.2	Management Board members to each lead a section of Improvement Plan	Nov 2022	Dec 2022	Chair Management Board, Service Manager	Martyn Stenton EHIVC
		8.3	Staff to present about their role at each Management Board meeting	Nov 2022	March 2023	Chair Management Board, Service Manager	Martyn Stenton EHIVC

Completed:

- 'Newsletter' for staff, covering matters discussed/decided at Management Board to be produced and circulated following March 2023 meeting
- Management Board 'sponsor' for each section of the improvement plan identified
- Staff to present on their role at the Management Board Development session (March 2023) and at each Management Board from June 2023

Ongoing – commenced:

- None

Recommendation	Specific Area of Concern -extract from report	Key Actions	Start	Finish	Operational Lead	Management Board Sponsor	
Develop the availability of needs-based data and analysis as a matter of urgency.	Needs assessment data remains underdeveloped (acknowledging that a wider public health refresh of the needs analysis is pending). The focus on protected characteristics in policies and procedures is limited by the historic difficulty in obtaining needs-based data.	9.1	Develop Reports to Management Board to include analysis of needs/risks identified through assessments	Nov 2022	Sept 2023	Service Manager	Stephen Tracey, DCC Equality & Strategy
		9.2	Refresh Health Needs Assessment of Young People who Offend	Nov 2022	Sept 2023	Service Manager	Stephen Tracey, DCC Equality & Strategy
		9.3	Develop education data reported to Management Board for CDYJS cohort	Nov 2022	Sept 2023	Service Manager	Stephen Tracey, DCC Equality & Strategy

Completed:

- Needs/Risks Analysis undertaken and presented to Management Board
- HNA scoped and resources allocated to undertake the needs assessment

Ongoing – commenced:

Implement new MoJ KPIs with effect from 1 April 2023. New KPIs are:

- Binary reoffending rate
 - Frequency of reoffending
 - First Time Entrants
 - Use of custody
- The new KPIs**
- Suitable accommodation
 - Education, training and employment
 - Special educational needs and disabilities
 - Mental health care and emotional wellbeing
 - Substance misuse
 - Out of court disposals
 - Links to wider services
 - Management board attendance
 - Serious violence
 - Victims

Ongoing – planned:

- Review data requirements for all levels of service
- Identify data needs for: all levels of managers, management board, partnerships
- Future reported data to be 'centred' on the new KPIs (from April 2023)

Challenges, Risks & Issues

Risk	Action to Mitigate Risk
<p>Remands to Youth Detention Accommodation (RYDA) – financial risk to local authority</p>	<p>Reducing Remand Bed Nights Strategy Management oversight Mid-week and weekend staffed court cover Remand Court specialists ISS Bail Programme Joint work with Children’s Service’s colleagues Monthly monitoring of RYDA/corporate reporting</p>
<p>Future budget efficiencies/reductions in partner contributions</p>	<p>On-going review of Service structure Review all vacancies Review and develop pathways to support young people after statutory supervision Consider new ways of working Maximise income/grant opportunities</p>
<p>Maintaining improving performance in face of on-going budget challenges</p>	<p>Service Improvement Plan 2023-24 Quality Assurance framework HMIP Inspection improvement plan Innovation Staff forums Managers forums</p>
<p>Increase in young people offending leads to increase in workload for service</p>	<p>On-going review of Service structure Priority areas of specialism for staff Staff forums Managers forums Innovation Emphasis on improving quality of core practice</p>
<p>Re-offending rate (binary) increases due to continued reduction in full cohort numbers at a rate greater than reduction in numbers of young people re-offending</p>	<p>Expansion of re-offending cohort Review and changes to enhanced programme for re-offending cohort Amendments and improvement in QA processes Managers forums Staff forums Emphasis on improving quality of core practice Service Improvement Plan 2023-24</p>

Evidence Based Practice & Innovation

As a result of our inspection by HMI Probation in August 2022, the Resettlement Policy and procedures implemented in CDYJS were included in HMIP's best practice advice for Resettlement of Young People from Custody and we will be contributing to a workshop on this guidance.

Our developing work with young people who are victims of both adult and youth crime has attracted interest both nationally and locally. The young person lead group – With Youth in Mind – operates under the leadership of a group of 'young leaders' who themselves have been victims of crime. The Leaders plan and implement the programme in conjunction with all members and they act as mentors and supporters for the group members. In addition, the Young Leaders work alongside the Service's Victim Liaison Officers when they support young people on a one-to-one basis. This has proven very effective, particularly in breaking down initial barriers when first meeting the young person.

Sign off, submission and approval

Name:	Martyn Stenton, Chair CDYJS Management Board
Signature:	To be added to submitted version
Date:	26 June 2023

This Youth Justice plan was approved by CDYJS Management Board on 26 June 2023.

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
- ▶ Virtual Head Teacher

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

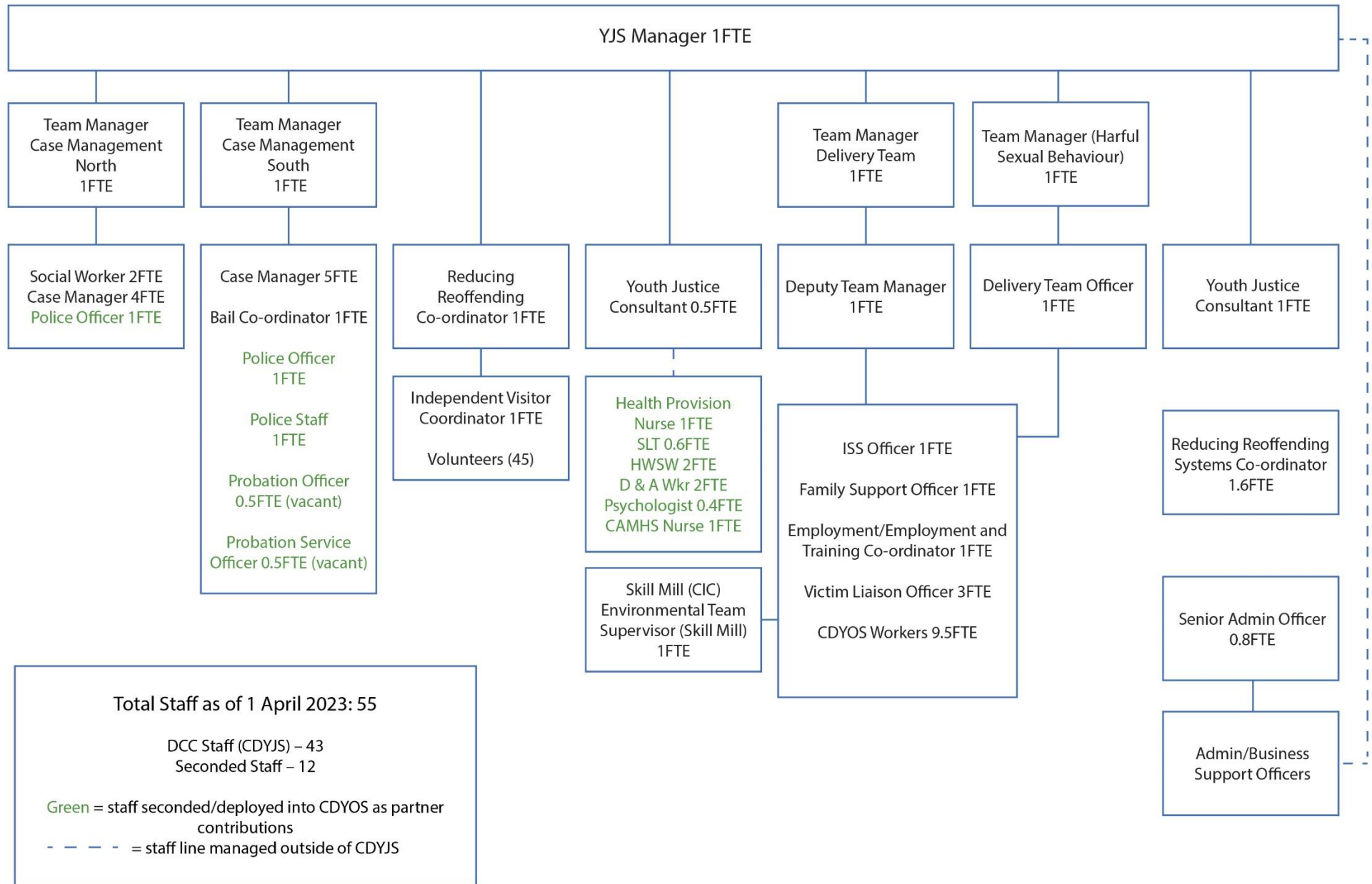
- ▶ Chief Executive

School Representatives

- ▶ Head Teacher x 3

Appendix 2

Service Structure Chart



Appendix 3

Staff analysis (Ethnicity, Sex, Known Disability)

The Youth Justice Service workforce is 57% female, 39% male and 3% not disclosed. It has a significant proportion of its workforce in higher age brackets with 50% of employees over 50 years old, and 23% of employees are aged between 50 and 54, 15% are between 55 and 59, 11% are between 60 and 65.

The percentage of the workforce who are 'Black, Asian or Minority Ethnicity' is 3.8%, the remainder being 'White British'. This reflects the make-up of the population of County Durham. The percentage of the workforce with a declared disability is 2.5%.

The Youth Justice Service workforce is long serving. 87% of employees have worked within the Service for more than 5 years, 6.5% have between 2 and 5 years' service and 6.5% less than 2 years' service. Consequently, the turnover rate (the percentage of employees who have left over the last 12 months) is 2%.