

**Durham**  
County Council



County Durham Youth Offending Service  
**Youth Justice Plan**

2012 / 2014



Durham Tees Valley  
Probation Trust





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## Executive Summary

### In 2011 – 2012 we:

#### Miscellaneous

- introduced a suite of Offending Behaviour Programmes
- integrated pre and post court services
- created Practice Improvement Officer posts
- delivered Intervention Planning and Managing Risk and Vulnerability training to all staff
- audited practice against KEEPs and implemented improvement plans
- received national awards for our work
- gave evidence at APPG Inquiry into the impact of decisions on girls
- introduced ESF funded education provision and secured funding for 2012/13
- implemented HMIP Thematic Inspection recommendations
- reduced operating costs by over £200,000 in part by utilising in-house expertise for training/service improvement and reducing administration/management posts
- improved the volunteer programme and expanded the roles of volunteers

#### Reducing FTEs

- embedded the Triage 2 process
- introduced robust risk and vulnerability processes to pre court practice
- included FTEs in the Positive Futures Outcomes Plan
- achieved our best ever FTE figures (294 young people)
- implemented a Healthy Relationships module for PRD

#### Reducing Re-offending

- reduced re-offending (number/rate/frequency – NI 19 measure)
- piloted Compliance Panels
- introduced methods of assessing learning styles
- exceeded our ESF targets for progression into employment/training
- sourced 2 larger Reparation Units to enhance service delivery and delivered 4142 hours of reparation work
- expanded the use of Restorative Justice approaches across all orders

#### Reducing Use of Custody

- introduced Custody Review Panels
- reviewed and improved our Bail Supervision and Support Programme
- reviewed our ISS Programme and developed an action plan
- strengthened our links with IOM partners
- analysed causes of remands into the secure estate
- monitored remand bed nights to provide a baseline figure for improvement

**During April/May 2012 we undertook a comprehensive self assessment.**

**As a result, in 2012-2013 we will:**

### **Miscellaneous**

- increase victim involvement in work with young people
- develop accreditation for CDYOS work with young people in conjunction with Prince's Trust and County Durham Learning Network
- develop discrete Vulnerability Policy and Procedures
- ensure CDYOS plans are integrated into Police and Crime Commissioner planning
- develop a joint protocol with One Point to maximise the value of interventions
- provide training for all staff on Case Recording
- embed new roles for volunteers in service delivery

### **Reducing FTEs**

- implement and deliver the Positive Futures Outcomes Plan ensuring PRD cohort is fully integrated
- further integrate pre and post court delivery, especially in respect of high risk young people
- ensure a holistic model of APIS for pre court delivery
- embed the Think Family approach to all pre court work
- introduce a pre court case closure checklist to ensure continued quality

### **Reducing Re-Offending**

- develop a Transition Pilot (18 -21 years) with DTVP Trust and Children and Adults Services, DCC
- embed the Think Family approach to all post court work
- ensure the views of young people and families inform service design and delivery
- implement learning from the Compliance Panel pilot across whole Service
- evaluate the impact of Offending Behaviour Programmes on recidivism
- maximise the flexibilities inherent in new National Standards to improve service delivery
- continue to improve the quality of exit strategies for supervised young people
- develop an Offending Behaviour Programme for young people who sexually offend

### **Reduce Use of Custody**

- introduce Local Authority accommodation for young people held in Police cells
- develop protocol with Children's Care regarding the Remand Order for Youth
- implement the findings of the Custody Panel
- develop a proactive approach in court to supporting PSR proposals
- explore opportunities for joint training with Courts staff and Magistrates
- further improve links with Crown Court sentencers
- implement the ISS improvement plan

## Introduction

Youth Offending Teams (YOTs) were established under the Crime and Disorder Act 1998, with the principal aim of preventing offending by children and young people. Local Authorities are responsible for establishing a Youth Offending Team within their area. Police, Probation and Health Services are statutorily required to assist in their funding and operation.

County Durham Youth Offending Service (CDYOS) is a statutory multi-agency partnership and is part of Early Intervention and Involvement Services within Children and Adults Services, Durham County Council. Active links are maintained at both local and strategic level to the Criminal Justice / Community Safety arenas. The Service is represented at strategic level in a range of key partnerships (e.g. Children and Families Trust, Safe Durham Partnership (CSP), Local Safeguarding Children Board, Think Family Board) as well as relevant sub groups.

### **Strategic Purpose of CDYOS**

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

For 2012/14, CDYOS' primary focus is on the following three outcome areas:

- reducing first time entrants
- reducing re-offending
- reducing the use of custody, including secure/custodial remands and ensuring public protection/safeguarding by providing specialist interventions.

This plan outlines our strategies to do so for 2012/14. Please refer to Appendix 4 for our Service Improvement Plan for 2012/13.

### **We are particularly proud of:**

- our integrated pre court structures which have resulted in 74% reduction in first time entrants (2007/8 – 2011/12), reduced youth crime and therefore the number of victims by 50%
- our strong partnership work
- our child centred approach – where safeguarding of young people is a priority alongside preventing re-offending
- our range of professionals in the service who work to their specialist area
- delivering our work in the communities where young people and families live
- delivering 4142 hours of community based reparation in 2011/12
- our willingness to change and improve

## Resourcing and value for money

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

CDYOS is committed to the following principles:

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

These underpin all our work re budgetary management.

### Budget 2012/13

CDYOS budget comprises partnership funding, YJB funding and specific grant funding. The budget allocation is reviewed annually by CDYOS Management Board and all partners (Police, Probation, Health and Local Authority) agree funding contributions for the following year. The budget for 2012/13 is £4, 219,548. A detailed budget breakdown and comparison with 2011/12 can be found at Appendix 3.

86.2% of CDYOS budget (£3,635,302) is spent on staff costs.  
89% of this is front line staff.

CDYOS partnership has implemented a comprehensive youth crime prevention strategy which includes pre and post court. The partnership has invested considerable funding – 670k in 12/13 - in our pre court work. The acknowledged success of our pre court strategy has proven success in reducing first time entrants and re-offending and is an Invest to Save Strategy.

### Invest to Save Strategy

Conservative estimated savings to the criminal justice system in Co. Durham (Court, Police,

CPS and YOS costs, not including custody) comparing 2007/8 to 2011/12 are **£15 million per year.**

(Based on Audit Commission costs (2009), allowing for the reduction in County Durham's 10 -17 population and increase in Durham Constabulary detection rates over the period).

The 670k investment per year in pre court saves the criminal justice system (comparing 2007/8 and 2011/12) – as a conservative estimate - **an additional £1.5 million per year.**

Robust financial management is underpinned by regular budget reports to the Management Board.

### Budget Savings 2012/13

CDYOS has to manage within a tough budgetary environment. The Service made savings of **224k** for 2012/13. This equates to 5% of the pooled budget. This was in on top of **previous savings of 840k for 2011/12.**

We managed the budget reductions by:

- Holding all vacancies to minimise risk to staff
- Reducing non-staffing expenditure to an absolute minimum
- Exploring all options re VfM
- Changing the way we work with local partnerships (e.g. Community Safety/ Children and Families Trust)
- Maximising the benefits of reduced central monitoring
- Maximising Durham County Council's support structures

It should be noted the budget savings have been achieved while maintaining improvements in two of the three priority areas (FTEs and re-offending).

## Staffing and Service Delivery

### Service Delivery

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

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

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

CDYOS works with victims of youth crime to ensure meaningful input to work with young people who have offended and has expanded restorative justice across all orders within existing resources during 2011/12.

During 2011/12 we worked with almost 1400 cases (pre and post court) with over 32,000 contacts by CDYOS over the year.

### Staffing

The Service is staffed in line with the requirements of the Crime and Disorder Act (1998), including: Social Workers, Probation Officers, Police, Health, Education staff plus a range of other staff e.g. Victim Liaison Officers, Family Support Officers, Intensive Supervision and Surveillance (ISS), Pre Court staff and Restorative Justice staff. The service has 115.7 staff (101.84fte) and 58 active volunteers in 2012/13, a reduction from 148 staff (134 ftes) in 2010/11.

As a result of the increasing complexity of cases managed, CDYOS operates a specialist model of case management, enabling staff to work to their expertise. The primary focus of staff is on their specialist roles. Specialist case managers (e.g. Social Workers/Probation Officers) hold overall responsibility for between 18-20 cases each.

We operate a multi- professional Team around the Child, maximising expertise of professionals in CDYOS, and utilising additional skills from outside the service as required.

The integration of pre and post court staff under single line management at local level (2011) and the establishment of a countywide admin team under single line management (2012) have helped to build capacity and capability, improve outcomes and ensure Value for Money.

'CDYOS continues to make progress in key areas of development. Offending Behaviour programmes are an excellent innovation; work with the pre-court cohort continues to attract national interest and the partnership approach continues with successful approaches to joint working.' (YJB, June 2012)



## Structures and governance

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

### Governance – Management Board

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

- Children and Adults Services, DCC (Chair)
- Durham Constabulary
- Durham Tees Valley Probation Trust
- NHS Co Durham and Darlington
- HM Courts and Tribunals Service
- Improving Progression of Young People Team, DCC
- Local Safeguarding Children Board (LSCB)

The Management Board (via the Chair) reports to the Children and Families Trust, Safe Durham Partnership and County Durham Partnership.

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

- Providing clear performance oversight and direction
- Receiving regular budget reports
- Ensuring the service is adequately resourced
- Providing clear governance and accountability
- Reviewing the statutory partners' budget contribution to CDYOS
- Ensuring excellent links with the Children and Families Trust/Safe Durham Partnership/LCJB/LSCB/broader partnership arena

This is achieved by providing:

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

'The Management Board meets regularly, providing oversight and effective governance.' (YJB, 2012)

(Please refer to Appendix 2 for Management Board Terms of Reference)

### Structures

Following the merger of Children and Young People's Services and Adult and Health Services, DCC into one directorate under a single Corporate Director– Children and Adults Services – from 1 August 2012, CDYOS became part of Early Intervention and Involvement Services, under the Head of Early Intervention and Involvement.

Early Intervention and Involvement Services include:

- One Point (Integrated Children and Family Services)
- CDYOS
- Community Safety
- Think Family (including Family Pathfinder)
- Countywide Youth Service
- Investing in Children
- Welfare Rights
- Gypsy and Travellers

The new structure – both the new service grouping and the broader directorate - will provide valuable opportunities for joint work and should help to address some of the transition issues for young people who offend aged 18-21. Full integration into the new directorate will maximise opportunities for joint work inherent in the new structure.

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

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

- Safe Durham Partnership Plan (2011-14)
- County Durham Children, Young People and Families Plan (2012-2016)
- DCC Council Plan (2012-16)
- Sustainable Communities Strategy (2010 - 2030)
- Safe Durham Partnership Reducing Re-Offending Strategy (2011-2014), including Integrated Offender Management developments
- Safe Durham Partnership Anti-Social Behaviour Strategy and Action Plan
- Positive Futures Outcomes Plan (2011-2013)
- Think Family Strategy

This maximises opportunities for joint work across Children and Adult Services, Community Safety and Criminal Justice and ensures a co-ordinated strategic approach across Co Durham.

For 2012/13 and beyond we need to forge links with the Police and Crime Commissioner and ensure CDYOS Partnership priorities are included in the 5 year Police and Crime Plan from April 2013

## Partnership arrangements

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

### Partnership Arrangements

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

- Partners ( Police, Probation and Health) have maintained their specialist staff and financial contributions to the service
- Durham County Council as lead partner
- The Management Board consists of statutory partners plus broader membership (LSCB, HMTCS)
- Seniority of Management Board members
- Management Board members are proactive, working both within and outside the Board, to support the work of the service

### Effective Partnership Work

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

- Criminal Justice ( Police, Probation, Courts)
- Community Safety ( DCC, Health, Fire and Rescue)
- Children and Families Trust ( DCC, Health, Police, VCS)
- LSCB
- MAPPA

Strong partnership resourcing is formalised by HR Service Level Agreements with partners (Probation, Police, NHS County Durham and Darlington). HR SLAs are reviewed annually.

The Service operates a range of protocols with partners (including courts, health, CAMHS, Safeguarding and Specialist Services) which are regularly reviewed.

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

- PNC/ Sleuth (Police)
- SystemOne (Health)
- ICS/SSID (Safeguarding/ Children's Social Care)
- ONE (Education)
- Careworks (Youth Justice case management system)

This allows staff and secondees to access critical information regarding the young person/family to support management of risk and vulnerability, and ensure holistic assessment and information sharing to improve outcomes for young people in the youth justice system.

In addition, Careworks is available in house for:

- Emergency Duty Team (EDT)
- 4Real (young people's substance misuse service)
- One Point (integrated early intervention service for young people 0 -19 and families)
- All magistrates courts in County Durham.

Specific examples of effective partnership work include:

- The development of an integrated pre court process would not have been possible without the full support of various partners, especially Durham Constabulary, Crown Prosecution Service, Courts Service, Children's Executive Board, Safe Durham Partnership and Durham County Council Members.
- The Common Assessment Framework (CAF) is fully embedded within CDYOS processes both at pre and post court.
- CDYOS operates a fully staffed court rota including Saturday and Bank Holiday Special Court cover (Social Workers and Probation Officers) with dedicated management cover and clearly identified escalation procedures. These arrangements are formalised in the SLA with Durham Tees Valley Probation Trust in relation to Probation secondees to CDYOS.
- CDYOS commissions its substance misuse service from 4Real, the young people's specialist tier 3 substance misuse service. 4Real includes staff from the VCS.
- CDYOS Triage Workers have close links to Integrated Offender Management units (IOM).
- CDYOS, in partnership with Durham Constabulary, has led on the development of Safer School Partnerships (SSPs) across County Durham. Partnership work across a range of agencies has had a positive impact on FTEs, ASB and re-offending in the two Enhanced SSPs.
- Joint work – on behalf of the Safe Durham Partnership - with Probation, Durham Constabulary, Safer Darlington Partnership, IOM, CDYOS and Darlington YOT to develop a single proxy re-offending measure for Durham Constabulary and both community safety partnerships.

- CDYOS is lead partner for Positive Futures on behalf of the Safe Durham Partnership, with DCC Leisure Services as delivery partner. Partnership work with the Safe Durham Partnership includes Local Multi Agency Problem Solving groups (LMAPs) and High Impact Localities (HILs) etc.
- Development of the Healthy Relationships module for pre court with health input from Community Nurses, seconded to CDYOS.

Key new partnerships for 2012/13 include:

- Work with the Prince's Trust to develop accreditation for CDYOS work (initially reparation and ISS) prior to full service rollout by March 2013.
- Work with County Durham Learning Network, including Steps4Success providers (inc the VCS and colleges) to ensure court ordered reparation is counted as guided learning hours for young people known to CDYOS on Steps4Success programmes/ pathways into training and employment.
- Development of a Transitions pilot for young people 18 plus with Probation and IOM.

### **Reducing Re-offending**

The continuation of CDYOS Performance Improvement Framework, coupled with the development and implementation of our own Offending Behaviour Programmes (March 2012) will further strengthen the partnership's efforts to reduce re-offending. The expansion of pre-court services has already had demonstrable impact on the partnership's efforts to improve performance, and reduce re-offending pre court.

Impact to date (2007/8 – 2011/12) includes:

- 74% reduction in first time entrants (FTEs)
- 77.6% reduction in female FTEs; 72% reduction in male FTEs over the period
- 50% reduction in re-offending after a Pre Reprimand Disposal (PRD) compared to after a Reprimand (both in the number of young people re-offending and number of offences committed)
- Female re-offending after PRD is lower than male re-offending (7.7% female; 27.3% male in 2010/11)
- 62.7% reduction in the number of Referral Orders over the period
- 5 percentage point reduction in the number of girls being sentenced at court over the period (17% in 2007/8 – 12% in 2011/12)
- Re-offending (2011 recidivism cohort): 0.4% reduction in the binary rate over 12 months (new national MOJ measure) 2011 v 2010. 13.9% reduction in the frequency rate (2011 v 2009) and 15.4% reduction (2011 v 2010). 25% reduction in number of re-offences committed by the cohort. (2011 v. 2010)

### National Recognition

The achievements/strengths of CDYOS partnership work have been acknowledged by a series of national awards. The success of the PRD has been recognised by a series of awards:

- Howard League – Community Programmes Awards 2010 (Children and Young People category) - runner up
- Children and Young People Now Awards 2010 – winner of the Justice Award
- LGC Awards 2011 – highly commended (Children's Services)
- Butler Trust Commendation 2011 – Head of Service (for contribution to diverting young people from the criminal justice system)

Other national recognition (2011/12) includes:

- Our pre court work (including the PRD) was fully validated by The Centre for Excellence and Outcomes in Children and Young People's Services (C4EO) as level 1 (highest level) in August 2011. It was published (September 2011) as effective local practice and disseminated to inform decision and policy making across the children's sector nationally
- The Head of Service gave evidence to the All Party Parliamentary Group (APPG) Inquiry – Girls and the Penal System in the House of Lords (January 2012) on our success in diverting girls from the criminal justice system
- One of our volunteers received a Butler Trust commendation (2012) for her excellent contribution (over 10 years) to CDYOS
- CDYOS was the only YOS to receive an award from the Butler Trust in 2012 – and the only YOS in the country to receive a commendation two years running
- A visit from HRH The Princess Royal, Royal Patron of the Butler Trust (Sept 2011) as follow up to the Head of Service's Butler Trust Commendation (2011)
- Our work to divert girls from the criminal justice system was short listed for a Howard League Community Programmes Award (2012)

## Opportunities and Challenges 2012/13

### Opportunities

- Police and Crime Commissioner
- Children and Adults Services, Durham County Council
- Think Family
- Strong Partnership Work
- Strong Management Board
- Success of pre court and impact on re-offending/ post court
- Relatively low custody compared to national average
- Offending Behaviour Programmes
- Transitions Pilot with Probation
- Accreditation / build on ESF project
- Remand Order for Youth

Robust management and governance will continue to ensure that CDYOS improves outcomes for young people in the youth justice system and reduces re-offending. The Service is well placed to build on the progress and improved performance of the last 5 years.

“CDYOS is well positioned with their key partners to address youth offending in County Durham.” (YJB, 2012).

### Challenges

- Future budget efficiencies
- Police and Crime Commissioner
- Ensure CDYOS Partnership priorities are included in the Police and Crime Plan
- Remand Order for Youth
- Maintaining reductions in re-offending
- Payment by Results
- Continuing to ensure the safety of young people in custody
- Continuing to improve performance in the face of on-going real reductions in budget

## Appendix 1

### CDYOS Management Board Membership and Approval of Strategic Plan

#### Board Member

#### Approval of Strategic Plan 2012/14

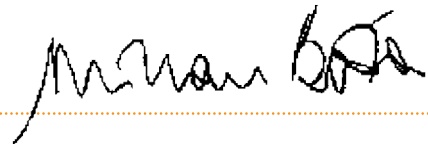
##### **Carole Payne**

Head of Early Intervention and Involvement,  
CAS, DCC (Chair)



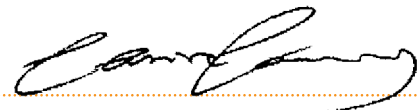
##### **Mike Barton**

Deputy Chief Constable, Durham  
Constabulary



##### **Carina Carey**

Director, Durham Tees Valley Probation Trust



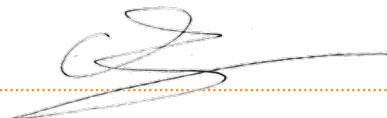
##### **Lorrae Rose**

Head of Children's Commissioning,  
NHS County Durham and Darlington



##### **Graham Bishop**

Deputy Clerk to the Justices, Her Majesty's  
Courts and Tribunals Service



##### **Gail Hopper**

Head of Children's Care, CAS, DCC (LSCB  
Vice Chair)



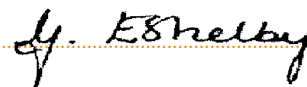
##### **Christine Usher**

Strategic Manager  
The Improving Progression of Young People  
Team, CAS, DCC



##### **Gill Eshelby**

Head of CDYOS, CAS, DCC



## Appendix 2

### County Durham Youth Offending Service Management Board: Terms of Reference

#### **Introduction**

Youth Offending Teams (YOTs) were established under the Crime and Disorder Act 1998, with the principal aim of preventing offending by children and young people.

Local Authorities are responsible for establishing a Youth Offending Team within their area. Police, Probation and Health Services are statutorily required to assist in their funding and operation.

County Durham Youth Offending Service (CDYOS) is part of Early Intervention and Involvement Services, Children and Adults Services, Durham County Council. Active links are maintained at both local and strategic level to the Criminal Justice / Community Safety arena. The Service is represented at strategic level in key partnerships (Children and Families Executive Board, Safe Durham Partnership, Local Criminal Justice Board, Local Safeguarding Children Board) as well as relevant sub groups.

#### **Membership**

Please refer to page 15.

#### **Frequency of Meetings**

Meetings of the Management Board will be convened every 3 months.

#### **Chair of the Management Board**

The Chair / Vice Chair of the Management Board will be reviewed every three years.

#### **Agenda and Reporting**

The CDYOS Head of Service is responsible for the collation of agenda items and associated reports. The Head of Service, in consultation with Chair, will ensure that papers are circulated no later than 7 days in advance of the Board meeting, so that Board members review reports prior to the meeting.

The Chair / Vice Chair of the Management Board will brief the Elected Member regularly. Agendas will be planned throughout the year, with a clear focus on improving performance.



## Roles and Responsibilities

### Strategic Oversight and Direction

- Agree and monitor actions within the Youth Justice Plan/Self Assessment.
- Receive recommendations from the Youth Offending Service Senior Managers in order to make informed strategic decisions which impact on the Service
- Receive half-yearly reports on the progress against the Youth Justice Plan from Managers and identify service priorities, as appropriate
- Review the Business Risk Register twice yearly and provide recommendations to minimize risk to the Service and partner agencies

### Strategic Performance Management

- Monitor progress of the Youth Offending Service against targets, and National and Local Performance Indicators
- Monitor standards of performance and suggested 'good practice' appropriate for each organisation

### Support

- Ensure robust management arrangements are in place to ensure the Youth Offending Service operates efficiently and effectively
- Receive and ratify bids for funding from external sources to address the agreed priorities as mandated by the Board
- Partners / Board members to actively oversee and participate in the recruitment and selection of senior posts in the Youth Offending Service
- Review and make recommendations regarding course of action in relation to issues which pose a threat to the successful operation of the Youth Offending Service

### Partnership Working

- Report progress of the Service to other partnership bodies, as appropriate (e.g. Safe Durham Partnership, County Durham Partnership, Children and Families Executive Board, Local Criminal Justice Board, Local Safeguarding Children's Board etc)
- Ensure that Partnership decisions are communicated within each organisation and that the Board actively ensures that partners understand and prioritise key actions and targets
- Ensure that strategic decisions regarding the work of CDYOS are in harmony with other Partnership objectives across Children and Adults Services/Criminal Justice / Community Safety arenas

### Planning and Resources

- Ensure resources are available to ensure the Youth Offending Service runs effectively and fulfils its roles and functions
- Adequately resource and finance the partnership to achieve the priorities outlined by the YJB, Central Government, partners etc
- Provide and monitor the budget of the Youth Offending Service to ensure effective performance and value for money
- Oversee the establishment of policy, procedures and guidance in line with relevant legislation, National Standards and YJB guidelines
- Review the membership of Youth Offending Service Management Board annually to consider new partnership arrangements (e.g. Children and Families Trust / Safe Durham Partnership/County Durham Partnership etc)

## Current Membership of the CDYOS Management Board

Name	Agency representing	Post in agency	Ethnicity	Gender	Deputy
Carole Payne (Chair)	Children and Adults Services, Durham County Council	Head of Early Intervention and Involvement	White	Female	TBC
Mike Barton	Durham Constabulary	Deputy Chief Constable	White	Male	Chief Superintendent Jane Spraggon
Carina Carey	Durham Tees Valley Probation Trust	Director of Offender Management	White	Female	Martin Cunningham
Lorrae Rose	NHS Co Durham and Darlington	Head of Children's Commissioning	White	Female	Philip Ray
Graham Bishop	HM Courts and Tribunals Service	Deputy Clerk to the Justices (South Durham)	White	Male	Karen Embleton
Gail Hopper	Local Safeguarding Children's Board	LSCB Vice Chair	White	Female	TBC
Christine Usher	Children and Adults Services, Durham County Council	Strategic Manager Provision, Planning & Analysis, The Improving Progression of Young People Team	White	Female	Linda Bailey
Gill Eshelby	County Durham Youth Offending Service, Children and Adults Services, Durham County Council	Head of Service	White	Female	-

## Appendix 3

## County Durham Youth Offending Service Budget 2011/12

Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total	Reduction	% Reduction
Police	184,300	73,000	128,000	385,300	4,649	1%
Probation	132,244	-	55,161	187,405	7,799	4%
Health	138,069	-	50,267	188,336	-	0%
Local Authority	-	-	2,459,255	2,459,255	206,220	-9%
YJB	-	-	1,023,067	1,023,067	56,894	-6%
Allocation to Police Authority	-	-	-	-	52,936	100%
Crime Concern	-	-	129,000	129,000	-	0%
European Social Fund	-	-	37,412	37,412	8,301	18%
Community Space Challenge	-	-	34,000	34,000	25,500	-300%
<b>Total</b>	<b>454,613</b>	<b>73,000</b>	<b>3,916,162</b>	<b>4,443,775</b>	<b>224,227</b>	<b>-5%</b>

## County Durham Youth Offending Service Budget 2012/13

Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Police	179,651	73,000	128,000	380,651
Probation	141,146	-	54,058	195,204
Health	138,069	-	50,267	188,336
Local Authority	-	-	2,253,035	2,253,035
YJB	-	-	966,173	966,173
Allocation to Police Authority	-	-	52,936	52,936
Crime Concern	-	-	129,000	129,000
European Social Fund	-	-	45,713	45,713
Community Space Challenge	-	-	8,500	8,500
<b>Total</b>	<b>458,866</b>	<b>73,000</b>	<b>3,687,682</b>	<b>4,219,548</b>

**Notes**

Health staffing contribution from 2010/11 to be updated. Savings in 2010/11 were £849,000.

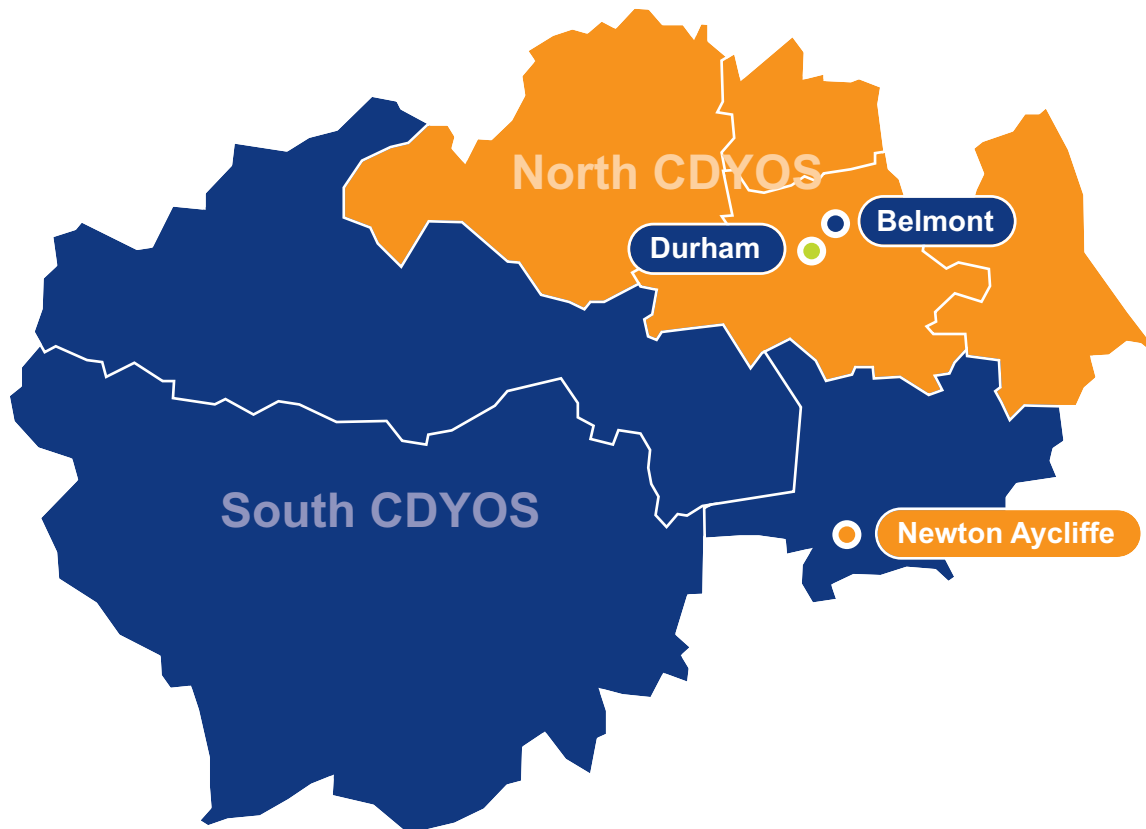
## Appendix 4

### CDYOS Partnership/Service Improvement Plan 2012 – 2013

Priority Area	Action	Deadline	
Miscellaneous	Increase victim involvement in work with young people	31 March 2013	
	Develop accreditation for CDYOS work with young people in conjunction with Prince's Trust and County Durham Learning Network	31 March 2013	
	SLT Lead: Gill Eshelby	Develop discrete Vulnerability Policy and Procedures	31 March 2013
	Ensure CDYOS plans are integrated into Police and Crime Commissioner planning	31 March 2013	
	Develop a joint protocol with One Point to maximise the value of interventions	31 March 2013	
	Provide training for all staff on Case Recording	31 March 2013	
	Embed new roles for volunteers in service delivery	31 March 2013	
Reduce First Time Entrants	Implement and deliver the Positive Futures Outcomes Plan ensuring PRD cohort is fully integrated	31 March 2013	
	Further integrate pre and post court delivery, especially in respect of high risk young people	31 March 2013	
	SLT Lead: Dave Summers	Ensure a holistic model of APIS for pre court delivery	31 March 2013
	Embed the Think Family approach to all pre court work	31 March 2013	
	Introduce a pre court case closure checklist to ensure continued quality of service	31 March 2013	
Reduce Re-offending	Develop a Transition Pilot (18 -21 years) with DTVP Trust and Children and Adults Services, DCC	31 March 2013	
	Embed the Think Family approach to all post court work	31 March 2013	
	SLT Lead: Gill Eshelby	Ensure the views of young people and families inform service design and delivery	31 March 2013
	Implement learning from Compliance Panel pilot across whole Service	31 March 2013	
	Evaluate the impact of Offending Behaviour Programmes on recidivism	31 March 2013	
	Maximise the flexibilities inherent in new National Standards to improve service delivery	31 March 2013	
	Continue to improve the quality of exit strategies for supervised young people.	31 March 2013	
	Develop an Offending Behaviour Programme for young people who sexually offend	31 March 2013	
Reduce use of Custody	Introduce Local Authority accommodation for young people held in Police cells	31 March 2013	
	Develop protocol with Children's Care regarding the Remand Order for Youth	31 March 2013	
	Implement the findings of the Custody Panel	31 March 2013	
	Develop a proactive approach in court to supporting PSR proposals	31 March 2013	
	SLT Lead: Colin Reed	Explore opportunities for joint training with Courts staff and Magistrates	31 March 2013
	Further improve links with Crown Court sentencers	31 March 2013	
	Implement the ISS improvement plan	31 March 2013	

## Appendix 5

### County Durham Youth Offending Service Geographical Areas covered by the Service and Office Bases



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#### **South Area – Newton Aycliffe**

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## Appendix 6

### Glossary

<b>APIS</b>	All Party Parliamentary Group
<b>APPG</b>	Assessment, Planning Intervention and Supervision
<b>ASB</b>	Anti-social Behaviour
<b>CAMHS</b>	Child and Adolescent Mental Health Services
<b>CPS</b>	Crown Prosecution Service
<b>DCC</b>	Durham County Council
<b>DTVP</b>	Durham Tees Valley Probation Trust
<b>ESF</b>	European Social Fund
<b>FTEs</b>	First Time of Entrants (to the Youth Justice System)
<b>HMCTS</b>	Her Majesty's Courts and Tribunals Service
<b>HMIP</b>	Her Majesty's Inspectorate of Probation
<b>IOM</b>	Integrated Offender Management (Adult Offenders)
<b>ISS</b>	Intensive Supervision and Surveillance
<b>KEEPs</b>	Key Elements of Effective Practice (YJB)
<b>LSCB</b>	Local Safeguarding Children Board
<b>MAPPA</b>	Multi Agency Public Protection Arrangements
<b>PCC</b>	Police and Crime Commissioner
<b>PRD</b>	Pre Reprimand Disposal
<b>PSR</b>	Pre Sentence Report

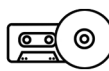
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