

**Durham**  
County Council



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

2014 / 2016



National  
Probation  
Service



**NHS**



## Foreword from the Chair

It is my pleasure to present the County Durham Youth Offending Service Youth Justice Plan for 2014/16. This statutory plan reviews the work of the service over the last year and sets out priorities for the next period.

County Durham Youth Offending Service continues to achieve some remarkable outcomes. For several years, the number of young people entering the criminal justice system has reduced as a result of effective joint work between the service and the Police. This trend continues. We know that for most young people, this will be their only involvement with youth justice, and that they will not be in trouble again.

The number of young people committing offences has halved over the last four years, as has the number of offences committed. Most of those offences had a victim, so that means there are many fewer victims too. That's great news for our community as a whole.

Many other achievements are set out in the plan, including the success of Restorative Justice, community reparation and a reduction in the use of custody.

CDYOS' innovation has been acknowledged nationally, with a string of national award successes.

These achievements would not be possible without the full and active engagement of a range of partners, committed to working together to meet the needs of challenged and challenging young people. I would like to thank the partners who make up the Youth Offending Service for their continued commitment of time, expertise and resources.

I would also like to thank the staff of the service, under the leadership of Gill Eshelby and Dave Summers. Their unceasing commitment to realising the best possible quality and outcomes is shown in this performance.

All public services are facing challenges from reduced funding, and CDYOS is no different. However, the service has set out realistic priorities for the future, building on the firm foundations built over recent years.

This plan gives the full flavour of what has been achieved and what the next steps are.

I am confident that by continuing to work together, we can continue to achieve great things.



**Carole Payne**  
**Chair of CDYOS Management Board**

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## Executive Summary

The Youth Justice Plan 2014/16 highlights work done to date, and key achievements and outcomes for 2013/14. It outlines key priorities, budget, staffing, service developments and the service improvement plan for 2014/15. A light touch refresh for 2015/16 will be produced in due course.

### National Outcome Measures 2013/14

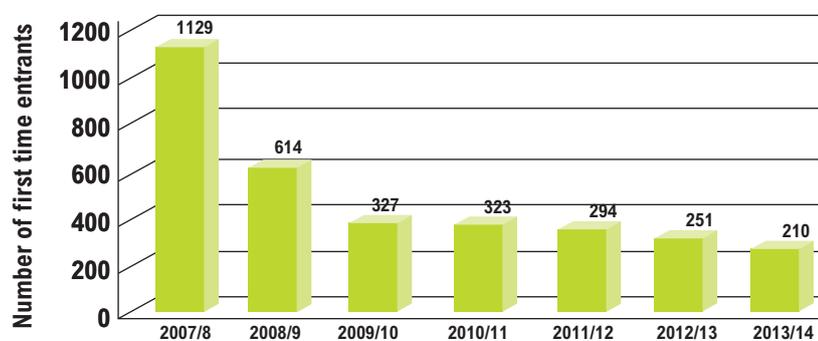
- **First time Entrants (FTEs) to the Youth Justice System: 210**, our lowest ever, and a 16.3% reduction compared to 2012/13 (251 FTEs). Well below the locally agreed target (less than 340). 81.4% reduction in FTEs 2007/08 – 2013/14. (Source: CDYOS case management system, April 2014)

- **Re-offending** latest Ministry of Justice (MoJ) data (March 2014) shows **13.1% reduction** in the **binary rate** and **15.6% reduction** in the **frequency rate** (April 11 – March 12) compared to the same period the previous year. This includes all offences. (Source: Police National Computer (PNC) data; MoJ, March 2014).
- **Use of custody:**  
**Custodial Sentences: 25** custodial sentences, the same as 2012/13. (Source: CDYOS case management system, April 2014)  
**Remand Bed Nights:** we have reduced the number of YOI bed nights. Remands are used only when necessary.

### First Time Entrants 2007/08 to 2013/14

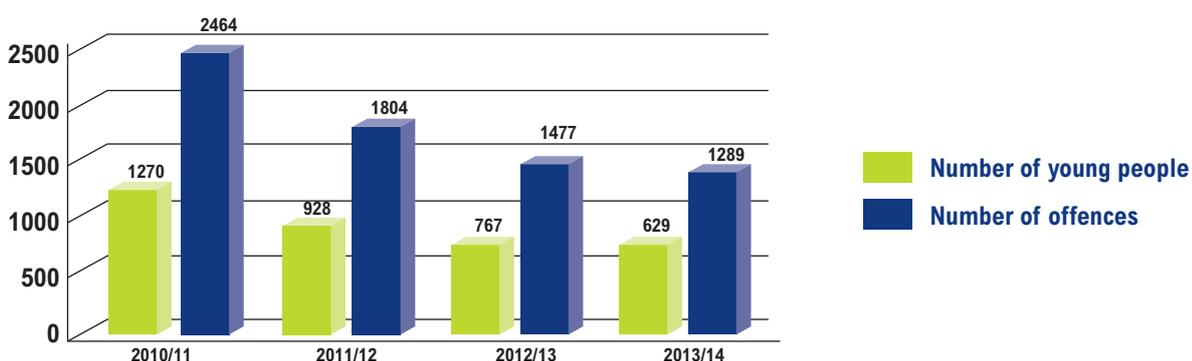
As a result of our fully integrated pre court/out of court system which provides assessment and intervention at a young person's first point of contact with the youth justice system (first offence), we have reduced first time entrants (FTEs) and re-offending.

Between 2007/08 and 2013/14 we have achieved **81.4% reduction** in first time entrants, from 1,129 in 2007/08 to 210 in 2013/14.



### Number of young people offending and offences committed 2010/11 to 2013/14

We have achieved a **47.7% reduction** in the number of offences committed and a **50.5% reduction** in the number of young people offending (2010/11 – 2013/14). This includes all offences committed by young people aged 10-17 years, resulting in a Pre Reprimand Disposal (PRD) – a Pre Caution Disposal (PCD) since April 2013 - pre court/out of court decision or court conviction.



## In 2013/14 we: Miscellaneous

- achieved a 53.3% reduction in the number of alcohol related offences committed (from 655 offences in 2010/11 to 306 in 2013/14) and a 39.4% reduction in the number of young people committing them (from 302 in 2010/11 to 183 in 2013/14)
- improved the quality and consistency of our work with victims, including increasing victim involvement in our work with young people
- expanded restorative justice across all orders within existing resources
- ensured our Out of Court Disposals work and Positive Futures programme are integrated into the Police and Crime Commissioner (PCC)'s planning for 2014/15
- trained 90 case managers and volunteers in restorative approaches, including conferencing at level 2 and 3, to improve our work with victims of youth crime
- lead partnership work on the Integrated Restorative Practice Strategy on behalf of the Safe Durham Partnership
- implemented our service restructure (1 February 2014), introducing new ways of working, and building resilience in the context of reducing resources
- won The Youth Justice Award, Children and Young People Now Awards 2013 with our Intensive Employability Programme. This is the third time in four years that we have won this national award
- achieved excellent outcomes with our successful Summer Arts College, a partnership between CDYOS, Positive Futures, and The Living Well Trust. Seven young people achieved Bronze Arts Awards; the programme won 3 of the 8 national awards; and one young person won the 'Achiever of the Year' award
- reshaped Positive Futures to focus on a specific cohort of young people/offences
- raised almost £1,000 for the Royal British Legion from 'bling poppies' produced as part of young people's court ordered reparation
- were chosen as one of only 31 YOTs nationally to work with the British Dyslexia Association on a 2 year project to become dyslexia friendly
- secured funding from the North Durham Clinical Commissioning Group (NDCCG) to enable the secondment of a Speech and Language Therapist to CDYOS (from March 2014) to improve how we work with young people with speech, language and communication needs
- embedded Prince's Trust accreditation in core work
- improved the quality of exit strategies/pathways for young people after statutory supervision
- identified and embedded best practice across the whole service

## Reducing First Time Entrants (FTEs)

- achieved our best ever FTE figures (210 young people)
- introduced robust risk and vulnerability processes to pre court practice
- included FTEs/pre court in the Positive Futures Outcomes Plan
- further integrated out of court and post court delivery, especially in respect of high risk young people
- ensured a holistic model of assessment, planning intervention and supervision (APIS) for pre court /out of court delivery
- embedded the Think Family approach to all pre court/out of court work
- introduced a pre court case closure checklist to ensure continued quality

## Reducing Re-offending

- implemented our Reducing Re-offending by Young People Strategy to further reduce re-offending
- implemented our Reducing Re-offending by Looked After Children (LAC) Strategy in partnership with Children's Services (former children's social care) and Durham Constabulary
- reduced re-offending by 13.1% (binary rate) and 15.6% (frequency rate). (Source: PNC data; MoJ, March 2014)
- implemented Re-engagement Panels prior to breach
- exceeded our targets for our Intensive Employability Programme for progression into employment/training
- ensured the Prince's Trust is a core part of CDYOS intervention programmes
- implemented improved processes for exit planning after statutory supervision

- sourced 2 larger reparation units to enhance service delivery and allocated over 5,000 hours of court ordered reparation
- expanded the use of restorative justice across all orders
- implemented our Enhanced Transitions Pilot for vulnerable 18-20 year olds, in partnership with Durham Tees Valley Probation Trust
- ensured a proactive approach in court to supporting Pre Sentence Reports (PSR) proposals
- further improved links with Crown Court sentencers
- implemented Team Manager reviews of all cases, which include young people and their parents/carers, to ensure their feedback improves service design and delivery
- embedded the Think Family approach to all post court work
- maximised the flexibilities inherent in new National Standards for Youth Justice to improve service delivery
- provided training for all staff on Case Recording
- developed discrete Vulnerability Policy and Procedures

### **Reducing Use of Custody**

- implemented Custody Panels to review all custodial sentences
- improved the quality of work with Detention and Training Orders (DTOs), including resettlement after custody
- reviewed and improved our Bail Supervision and Support Programme
- reviewed and improved our Intensive Supervision and Surveillance (ISS) programme
- strengthened our links with Integrated Offender Management (IOM) partners
- implemented our Reducing Remand Bed Nights Strategy
- monitored remand bed nights and associated costs robustly
- developed and implemented a protocol with Children's Services (former children's social care) regarding Remands to Youth Detention Accommodation

### **We are particularly proud, in 2013/14, of:**

- improving performance in two of the three national outcome measures (First Time Entrants and Re-offending) and maintaining the previous year's good performance in the third (Use of Custody)
- reducing re-offending by 13.1% (binary rate) and 15.6% (frequency rate). (Source: PNC data; MoJ, March 2014). This improvement is better than the North East and England performance
- implementing our Reducing Re-offending by Young People Strategy to further reduce re-offending
- achieving our lowest ever number of first time entrants (FTEs): 210. A 16.3% reduction compared to 2012/13 (251 FTEs) and a 81.4% reduction since 2007/08 (1129 FTEs)
- having only 25 custodial sentences (same as 2012/13)
- increasing victim participation in our work with young people: 62.4% in 2013/14 compared to 51.8% in 2012/13
- embedding new roles for volunteers in service delivery and having 70 trained active volunteers
- winning The Youth Justice Award, Children and Young People Now Awards 2013 with our Intensive Employability Programme - the third time in four years that the service has won this national award. (The PRD won in 2010; Fully Integrated Pre Court System won in 2012)
- our partnership with Children's Speech and Language Therapy Services, County Durham and Darlington Foundation Trust, and the North Durham Clinical Commissioning Group (NDCCG) to enable the secondment (from March 14) of a Speech and Language Therapist to CDYOS to improve how we work with young people with speech, language and communication needs
- becoming one of only 31 YOTs nationally chosen to work with the British Dyslexia Association to become a dyslexia friendly organisation

- our partnership with The Royal British Legion to produce 'bling poppies' which raised almost £1,000 from young people's court ordered reparation. The partnership has been extended for 2014/15 to include other work e.g. First World War gravestones
- showcasing our restorative justice work at the Safe Durham Partnership's Restorative Practice Conference (January 2014)
- implementing our restructure (February 2014), including new ways of working
- securing additional funding from the Police and Crime Commissioner (PCC) to expand our speech, language and communication project to include improving how we work with young victims of youth crime
- our staff and volunteers' hard work and continued commitment to reduce first time entrants, re-offending and the use of custody; their work to improve outcomes for young people, families, victims and communities; and their willingness to adapt to new challenges

#### In 2014/15 we will:

- Reduce First Time Entrants to the Youth Justice System
- Reduce re-offending by young people
- Reduce the use of custody for both sentenced and remanded young people

By:

- Improving how we communicate with young people and the interventions we complete with them
- Putting victims, including young victims, and restorative justice at the heart of everything we do
- Targeting our resources on those young people committing the most offences
- Ensuring we have robust quality assurance and staff management processes in place and a skilled management team to manage those processes
- Ensuring we listen and respond to what young people and their families are telling us
- Ensuring volunteering, by both adults and young people, is a key component of the work we undertake with young people and victims
- Ensuring that case management systems and administration support provides the highest quality support to staff and managers in the delivery of services to courts, communities and young people

See Appendix 3 (Service Improvement Plan) for more detail.

## Introduction

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

It is the duty of each local authority, after consultation with the partner agencies, to formulate and implement a statutory annual youth justice plan setting out:

- How youth justice services in their area are to be provided and funded;

- How the Youth Offending Service (YOS) will be composed and funded, how it will operate, and what functions it will carry out.

Legal and data requirements placed on the YOS and the Management Board include:

- Complying with the statutory requirements laid out in s.38 to 40 of the Crime and Disorder Act 1998, and other relevant sections of the Act
- Complying with National Standards for Youth Justice and reporting requirements for Community Safeguarding and Public Protection incidents
- Adhering to the relevant Youth Justice Board (YJB) data recording guidance

## County Durham Youth Offending Service (CDYOS)

County Durham Youth Offending Service (CDYOS), a statutory multi-agency partnership, is part of Children's Services within Children and Adults Services, Durham County Council. Active links are maintained at both strategic and operational 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 Partnership, Safe Durham Partnership (CSP), Local Safeguarding Children Board, Local Criminal Justice Board, Strategic MAPPA Board, Think Family Partnership etc.) as well as relevant sub groups.

### Strategic Purpose of CDYOS

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

For 2014/15, CDYOS' primary focus is on the following three outcome areas:

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

We will embed service improvements; focus on the quality of practice; and work to ensure that our new structure continues to improve outcomes and focus on core business.

See Appendix 3: Service Improvement Plan 2014/15

We are particularly proud of:

- our integrated pre/out of court structures which have resulted in 81.4% reduction in first time entrants (2007/8 – 2013/14)
- reducing re-offending by 13.1% (binary rate) and 15.6% (frequency rate). (Source: PNC data; MoJ, March 2014)
- reducing all offences committed by young people by 47.6% (2010/11 – 2013/14)
- reducing the number of young people offending by 50.5% (2010/11 – 2013/14)
- increasing victim participation in CDYOS' work with young people: 62.4% in 2013/14 compared to 51.8% in 2012/13
- 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 skills
- delivering our work in the communities where young people and families live
- allocating over 5,000 hours of court ordered reparation in 2013/14
- our willingness to change and improve

## 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 Children's Services, 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, Durham County Council (DCC) (Chair)

- Durham Constabulary
- National Probation Service
- North East Commissioning Support (NECS) representing the two Clinical Commissioning Groups (CCGs)
- HM Courts and Tribunals Service
- Improving Progression of Young People Team, DCC
- Office of the Police and Crime Commissioner

Membership and governance were reviewed (April 2014) in line with 'Modern Youth Offending Partnerships – Guidance on Effective Youth Offending Team Governance in England' (MoJ/YJB, November 2013). As a result of this review, the Community Rehabilitation Company (CRC) and Public Health will be invited to join the Management Board (June 2014).

The Management Board (via the Chair) reports to the Children and Families Partnership, Safe Durham Partnership and County Durham Partnership. The Council's Safer and Stronger Communities Overview and Scrutiny Committee also monitors performance (e.g. First Time Entrants) within its quarterly performance reports.

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 Partnership, Safe Durham Partnership, Local Criminal Justice Board (LCJB), Local Safeguarding Children Board (LSCB) and broader partnership arena

This is achieved by providing:

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

## Structures

Since October 2013, CDYOS has been part of Children's Services, Children and Adults Services, Durham County Council. The Strategic Manager CDYOS is line managed by the Head of Children's Services (Chair of the Management Board) and is a member of Children's Services Senior Management Team.

Children's Services include:

- One Point (Integrated Children and Family Services)
- CDYOS
- Think Family Services
- Secure Services
- Child Protection and Disability
- Looked After Children and Permanence
- Assessment and Intervention

The new service grouping provides valuable opportunities for joint work and a clear continuum of services which includes early help and prevention as well as specialist youth justice services (CDYOS and Secure Services). The Think Family strategy underpins all our work. The transformation of Children's Services and the creation of the Single Front Door and Single Assessment (April 2014) shows the commitment to early help and prevention in Co. Durham.

Children and Adults Services, including Public Health which became part of the local authority in April 2013, provide opportunities for joint work and innovation – essential in the context of a rapidly changing partnership operating environment and reducing resources.

## Reducing Youth Crime – Integrated Strategic Planning

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

- Safe Durham Partnership (SDP) Plan (2014/17)
- County Durham Children, Young People and Families Plan (2014/17)
- Durham County Council Plan (2014/17)

- The Sustainable Community Strategy for County Durham (2014/30)
- Safe Durham Partnership Reducing Re-Offending Strategy (2014/17), including Integrated Offender Management developments
- Safe Durham Partnership Integrated Restorative Practice Strategy (2013) and Action Plan (2014/15)
- Safe Durham Partnership Anti-Social Behaviour Strategy and Action Plan (2014/17)
- Safe Durham Partnership Alcohol Harm Reduction Plan (2012/15)
- Think Family Strategy
- Early Help Strategy
- Durham Police and Crime Plan (2013/17)

The health needs of young people who offend are included in both the Joint Strategic Needs Assessment and Joint Strategic Assessment 2013. This maximises opportunities for joint

work across Children and Adult Services, Health, Community Safety and Criminal Justice and ensures a co-ordinated strategic approach across County Durham.

The service has developed links with the Police and Crime Commissioner and CDYOS partnership priorities are included in the Police and Crime Plan. We have secured some extra funding for 2014/15 from the PCC's Victims Fund to improve how we work with young victims of youth crime, with a special focus on their speech, language and communication needs.

Think Family work in Co. Durham has been improved by the active involvement of the service. Additional funding has been secured for 2014/15 to develop to the role of CDYOS volunteers as family mentors for the Stronger (Troubled) Families programme.

## 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 as far as possible
- 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. Robust financial management is underpinned by regular budget reports to the Management Board.

### Budget 2014/15

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 pooled budget for 2014/15 is £3,785,186. A detailed budget breakdown can be found at Appendix 2.

88% of CDYOS budget (£3,334,096) is spent on staff costs. 93% of this is front line delivery.

CDYOS partnership has implemented a comprehensive youth crime prevention strategy which includes pre/out of court and post court. Our nationally recognised fully integrated pre court/out of court system has evidenced success in reducing first time entrants and re-offending and is an Invest to Save Strategy.

It has resulted in a 47.7% reduction in the number of offences committed by young people aged 10-17 and a 50.5% reduction in the number of young people offending (2010/11 – 2013/14).

### **YJB Grant Funding 2014/15**

The YJB provides 4 grants which are part of CDYOS' pooled budget:

- Good Practice Grant
- Restorative Justice Grant
- Remand Framework for Children
- Youth Rehabilitation Order (YRO) Unpaid Work Order Grant

All four grants are ring-fenced to youth justice services.

**Good Practice Grant: £815,343.** This grant must be used for the development of good practice in the service and underpins the work of our Service Improvement Plan (SIP) 2014/15. The SIP and costed Business Plan for this grant (as required by YJB/MoJ grant conditions) can be found at Appendix 3.

**Remand Framework for Children: £43,511.** From April 2013, the full cost of all remand bed nights became the responsibility of the local authority, following implementation of that part of the Legal Aid, Sentencing and Punishment of Offenders (LASPO) Act 2012. The Remand to Youth Detention accommodation (RYDA) presents a new – and major – burden and risk to local authorities.

The grant is part of CDYOS' pooled budget. The 2014/15 grant is a 42% reduction on that received for 2013/14 (£75,297). Actions to mitigate risk of overspend include: Reducing Remand Bed Night Strategy and remand/special court cover for all courts, including weekend and Bank Holidays.

**Restorative Justice Grant: £17,413.** This supports the Restorative Justice Improvement Plan, part of the Service Improvement Plan (Appendix 3). Restorative justice is at the heart of everything we do. A full action plan to expand and improve the work we undertake has been produced and is now being implemented.

**YRO Unpaid Work Order Grant: £12,604 (indicative).** As part of Transforming Rehabilitation, responsibility for the delivery of the YRO unpaid work requirement for 16/17 year olds (if imposed by the courts), transfers from Probation/NOMS to youth offending services from 1 June 2014. This is a new responsibility for youth offending services. This grant is to be used for developing good practice in respect of unpaid work.

### **Budget Savings 2014/15**

CDYOS has to manage within a tough budgetary environment. The Service had a budget reduction of 175k for 2014/15 (excluding reduction in Remand Framework Grant). This equates to 4.5% of the pooled budget. Since 2011/12 CDYOS budget has been reduced by 15% (£653,268).

We managed the budget reductions for 2014/15 by:

- restructuring the service (February 2014)
- reducing from 3 to 2 office bases and implementing new ways of working
- reviewing all staffing in light of service needs and re-profiling some posts to increase resilience/capacity
- formalising working arrangements for service operation 6 days per week (7 when necessary), with dedicated management cover
- holding/deleting a range of vacancies to minimise risk to staff
- reducing support/admin services
- introducing a range of lean admin processes/operating procedures
- reducing all non-staffing expenditure to an absolute minimum
- maximising Durham County Council's support structures
- changing the way we work with local partnerships (e.g. Safe Durham Partnership/ Children and Families Partnership etc.)

It should be noted the budget savings have been achieved while improving performance in two of the three national outcome measures (FTEs and re-offending) and maintaining our good performance in the third (use of custody).

## Staffing and Service Delivery

### Service Delivery

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

- prevention of offending (Safe Durham Partnership ASB Escalation Procedures)
- pre conviction arena (bail and remand management)
- fully integrated pre/out of 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, train, 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.

See Appendix 4 (Statutory Functions) for more detail.

During 2013/14 we worked with 1199 cases (pre/out of court and post court) with 36,858 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 Officers, Health staff (Community Nurses), Education Officers plus a range of other staff e.g. Managers, Practice

Improvement Officers, Victim Liaison Officers, Think Family Mentor, Family Support Officer, Intensive Supervision and Surveillance (ISS) Officer, Reparation Officer, Police staff, Admin staff and staff who deliver a range of interventions with young people to reduce re-offending, including ISS, reparation, and pre court/out of court.

The service has 99 staff (89.34fte) and 70 active volunteers in 2014/15, a reduction from 107 staff (93.56fte) in 2013/14.

Some staff are seconded to CDYOS from Durham Constabulary, National Probation Service, County Durham and Darlington Foundation Trust, and the Think Family Team. The vast majority are employed by DCC on behalf of the partnership.

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 hold overall responsibility for between 15-18 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); establishment of the countywide admin team (2012); and restructure of the service into two office bases, facilitated by remote working/technology (February 2014) have helped to build capacity and capability, improve outcomes and ensure Value for Money.

'CDYOS ...is now operating out of two offices, providing services using more flexible working arrangements... all staff working flexibly with over 60 using Juniper licences. This will provide efficiencies without significantly impacting on frontline service.' (YJB, March 2014)

## Partnership arrangements

### Outcome:

Effective partnership arrangements are in place between YOS 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 for 2014/15
- Durham County Council as lead partner
- The Management Board consists of statutory partners plus broader membership (Office of the Durham Police and Crime Commissioner, HMCTS)
- Public Health and the Community Rehabilitation Company will be invited to join the Management Board (June 2014)
- Seniority of Management Board members
- Management Board members are proactive, working both within and outside the Board, to support the work of the service
- Partnership work to support the development of a range of projects and initiatives

### Effective Partnership Work

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

- Criminal Justice (Police, Probation, Courts)
- Community Safety (DCC, Health, Fire and Rescue)
- Children and Families Partnership (DCC, Health, Police, VCS)
- LSCB
- MAPPA
- Health (CDDFT, CCGs, NECS, TEWW)
- Transforming Rehabilitation (TR) partners (National Probation Service (NPS), Community Rehabilitation Company (CRC) etc.)
- Think Family

A priority for 2014/15 is to ensure effective partnership work with the NPS and CRC in the context of Transforming Rehabilitation. This work is being progressed via the Safe Durham Partnership.

Strong partnership resourcing in CDYOS is formalised by HR Service Level Agreements with partners in regards to seconded staff (NPS, Police, CCGs, Think Family). HR Service Level Agreements (SLAs) are reviewed annually.

The Service operates a range of protocols with partners (including courts, health, Children and Adolescent Mental Health Service (CAMHS), Children's Services – former children's social care) – 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:

- All Police intelligence systems inc. PNC, Sleuth, Blue Delta, Red Sigma (Police)
- SystemOne (Health)
- ICS/SSID (Safeguarding/ Children's social care)
- ONE (Education)
- Capita (Education)
- CareWorks (Youth Justice case management system)

Police intelligence systems are available to a group of vetted and suitably trained staff in CDYOS, in addition to Police Officers and Police staff.

The range of case management systems/databases in CDYOS allows staff and secondees to access critical, real-time information regarding the young person/family to support management of risk and vulnerability, 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.

### Key new partnerships

Key new partnerships/joint work during 2013/14 and 2014/15 include:

- The Royal British Legion - reparation work
- Children's Speech and Language Therapy Services, County Durham and Darlington Foundation Trust and the North Durham Clinical Commissioning Group – Speech and Language Therapy pilot/ speech language and communication needs of young people who offend
- British Dyslexia Association – speech language and communication needs
- Safe Durham Partnership – strategic lead for partnership work on Integrated Restorative Practice
- The Prince's Trust – accreditation of core work
- Colleges, training providers, VCS, Improving Progression of Young People Team – Intensive Employability Programme
- Safe Durham Partnership, NPS, CRC, Police, PCC – TR developments
- Office of the PCC – young victims of youth crime

'There is evidence of positive engagement with partners.' (YJB, March 2014)

### Reducing Re-offending

The impact of early intervention via pre/out of court work and robust case management post court is evidenced by:

- 81.4% reduction in first time entrants (FTEs) – from 1129 in 2007/08 to 210 in 2013/14
- reducing re-offending by 13.1% (binary rate) and 15.6% (frequency rate). (Source: PNC data; MoJ, March 2014)
- reducing all offences committed by young people by 47.6% - from 2464 in 2010/11 to 1289 in 2013/14
- reducing the number of young people offending by 50.5% from 1270 in 2010/11 to 629 in 2013/14
- reducing alcohol related offences by 53.3% and the number of young people committing alcohol related offences by 39.4% (2010/11-2013/14)

### National Recognition

National recognition of CDYOS' work includes:

- Winning the Youth Justice Award, Children and Young People Now Awards – three times in four years (2010, 2012, 2013)
- Being awarded Investing in Volunteers (IiV) status (January 2013) – the first Durham County Council service to achieve IiV status
- Being runner up in the Howard League Community Programmes Awards 2010 (Children and Young People category); and being shortlisted in 2012 and 2013
- Being highly commended in the LGC Awards 2011 (Children's Services)
- Being awarded two Butler Trust Commendations: in 2011 (Strategic Manager - for contribution to diverting young people from the criminal justice system) and in 2012 (one of our volunteers for over 10 years' service in CDYOS). CDYOS is the only YOS in the country to have been awarded two commendations from The Butler Trust
- A visit from HRH The Princess Royal, Royal Patron of the Butler Trust (Sept 2011) as follow up to the Strategic Manager's Butler Trust Commendation
- Our fully integrated Out of Court System being included as national best practice in the Out of Court Disposals Guidance (MoJ/YJB, 2013)

## Risks to Future Delivery

Risk	Action to Mitigate Risk
Remands to Youth Detention Accommodation (RYDA) – financial risk to local authority	<ul style="list-style-type: none"> <li>• Reducing Remand Bed Nights Strategy</li> <li>• Robust monitoring systems/management oversight</li> <li>• Fully staffed weekend and Bank Holiday court rota with dedicated management cover</li> <li>• 2 full time Bail Coordinators</li> <li>• Senior Management oversight/leadership</li> <li>• Bail supervision and support programme</li> </ul>
Future budget efficiencies/reduction in partner contributions	<ul style="list-style-type: none"> <li>• Review service restructure (Feb 2014) by March 2015</li> <li>• Review impact of remote working (inc. QA systems /vfm)</li> <li>• Management Board planning to mitigate risk</li> <li>• Explore new ways of working</li> <li>• Further expand role of volunteers</li> </ul>
Maintaining/improving performance and quality service in face of on-going real reductions in budget	<ul style="list-style-type: none"> <li>• Implement SIP 2014/15</li> <li>• CDYOS Quality Assurance systems/processes</li> <li>• Audits</li> <li>• Ongoing self- assessment against HMIP Thematic inspections</li> <li>• Impact of Early Help Strategy</li> <li>• Explore new ways of working/innovation</li> <li>• Continue focus on national outcome measure</li> </ul>
Continue to reduce re-offending in context of very challenging cohort as a result of impact of fully integrated pre court/out of court system	<ul style="list-style-type: none"> <li>• Reducing Re-offending by Young People Strategy</li> <li>• Reducing Offending by Looked After Children Strategy</li> <li>• SDP Integrated Restorative Practice Strategy</li> <li>• Speech, language and communication needs of young people who offend</li> <li>• Further develop interventions/resources</li> </ul>

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 7 years.

‘The excellent work of CDYOS and key partners is now translating to significant improvements in re-offending performance. The rate of improvement seen in MoJ data is commendable especially given the national and regional trends. CDYOS continues to demonstrate success... in reducing FTEs which has contributed to a significantly smaller offending cohort, making the performance in re-offending even more remarkable...A significant reduction in remands suggests a determination to use custody only when necessary, and provide appropriate services to support this.

With evidence of robust governance overseeing the work of a well-established and effective leader I would expect this service to continue to progress in 2014.’  
(YJB, March 2014)

## Appendix 1 CDYOS Management Board Membership and Approval of Strategic Plan

Name	Role / Agency	Approval of the Plan
Carole Payne (Chair)	Head of Children's Services, Children and Adults Services, Durham County Council	
Michael Banks	Deputy Chief Constable, Durham Constabulary	
Carina Carey	Local Area Lead – Durham, National Probation Service	
Emma Thomas	Joint Commissioning Manager – Children NHS NECS, (on behalf of ND and DDES CCGs)	
Natalie Robinson	Youth Lead Legal Advisor Co. Durham and Darlington HM Courts and Tribunals Service	
Christine Usher	Planning, Analysis and Provision Manager, Improving Progression of Young People Team, Children and Adults Services, Durham County Council	
Ron Hogg	Durham Police and Crime Commissioner	
Gill Eshelby	Strategic Manager, County Durham Youth Offending Service, Children and Adults Services, Durham County Council	
Dave Summers	Countywide Manager, County Durham Youth Offending Service, Children and Adults Services, Durham County Council	

The plan has also been approved by Nicola Bailey, Chief Operating Officer, ND and DDES CCGs.

## Appendix 2 County Durham Youth Offending Service Budget 2014/15

Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Local Authority	-	-	1,933,320	1,933,320
Police Service	153,991	72,000	128,000	353,991
National Probation Service	107,919	-	54,058	161,977
Health Service	149,573	-	50,267	199,840
Police Crime Commissioner	-	-	160,872	160,872
YJB - Good Practice Grant	-	-	815,343	815,343
Other Funding (Stronger Families)	-	-	35,000	35,000
<b>Total</b>	<b>411,483</b>	<b>72,000</b>	<b>3,176,860</b>	<b>3,660,343</b>

**CDYOS also has a budget of £126,643 for specific projects as detailed below.**

YJB - Remand Grant	43,511	43,511
YJB – Restorative Justice Grant	17,413	17,413
YJB – YRO Unpaid Work Grant (indicative)	12,604	12,604
Police Crime Commissioner - Victims Fund	22,000	22,000
NDCCG - Speech, Language, Communication	19,747	19,747
Police Community Safety Prevent Funding	8,568	8,568
Miscellaneous/Research	1,000	1,000
<b>Total CDYOS Pooled Budget</b>		<b>3,785,186</b>

## Appendix 3 Service Improvement Plan 2014/15

Priority	YJB Good Practice Grant
<b>1) Improving how we communicate with young people and the interventions we complete with them</b> <ul style="list-style-type: none"> <li>Improve CDYOS response to the speech, language and communication needs of young people</li> <li>Integrate further the 'Think Family' approach in post court work</li> <li>Identify and obtain Intervention Packages and Best Practice toolkits to complement those already in place</li> <li>Identify and implement CDYOS role in Anti-Social Behaviour developments</li> <li>Improve the delivery and robustness of the Intensive Support and Supervision requirement</li> <li>Review and amend the AIM procedures</li> </ul>	228,929 117,861 18,612 42,685 28,461 14,460
<b>2) Putting victims, including young victims, and Restorative Justice at the heart of everything we do</b> <ul style="list-style-type: none"> <li>Implement Restorative Justice Improvement Plan</li> </ul>	Funded by specific YJB Grant
<b>3) Targeting our resources on those young people committing the most offences</b> <ul style="list-style-type: none"> <li>Reduce Offending by Looked After Children</li> <li>Develop a premium service and monitoring process for the Persistent Offender Cohort</li> <li>Implement the Transfer to Local Authority Accommodation under PACE protocol</li> <li>Implement Quality Standards for Case Management based on HMIP criteria</li> </ul>	18,976 62,280 32,426 34,212
<b>4) Ensuring we have robust quality assurance and staff management processes in place and a skilled management team to manage these processes</b> <ul style="list-style-type: none"> <li>Develop and implement a specific Management Development Programme for CDYOS managers</li> <li>Develop and implement a Pre-court Quality assurance process</li> <li>Develop and implement procedures for the management of remote working</li> </ul>	18,322 31,541 28,852
<b>5) Ensuring we listen and respond to what young people and their families are telling us</b> <ul style="list-style-type: none"> <li>Achieve Investing in Children status</li> </ul>	43,434
<b>6) Ensuring volunteering, by both adults and young people, is a key component of the work we undertake with young people and victims</b> <ul style="list-style-type: none"> <li>Extend and embed the volunteers' role in mentoring for young people and families</li> <li>Develop and embed young people's volunteering opportunities</li> </ul>	21,874 21,874
<b>7) Ensuring that case management systems and administration support provides the highest quality support to staff and managers in the delivery of services to courts, communities and young people</b> <ul style="list-style-type: none"> <li>Develop and implement Data Retention procedures</li> <li>Develop use of the case Management System as the primary source of information for case management and quality assurance processes</li> <li>Develop, implement and monitor performance measures for administration</li> </ul>	11,670 23,277 15,597
<b>Total</b>	<b>815,343</b>

## Appendix 4 | CDYOS Statutory Functions

### Statutory functions include:

- Supervision of Court Orders (Community and Custody) in line with National Standards for Youth Justice.
- Provision of Youth Conditional Caution Supervisions.
- Provision of Court staffing (Youth, Crown, Remand Courts, inc Saturdays and Bank holidays)
- Provision of Bail supervision functions.
- Provision of Appropriate Adults for Police interviews.
- Provision of Pre Sentence Reports.
- Provision of Community Volunteers for Referral Panels.
- Recruit, train, manage, supervise and deploy volunteers to carry out statutory functions
- Provision of Referral Panel reports.
- Provision of 'Prevention' services to prevent youth crime.
- Provision of YJMIS data/ management information to YJB/MoJ re youth justice cases.
- Delivery of court ordered reparation to community and victims.
- Provision of a service to victims of youth crime.
- Comply with arrangements for multi –agency public protection (MAPPA).
- Duty to cooperate with MAPPA, LSCB, SDP (CSPs) etc.
- Duty to cooperate re safeguarding and public protection incidents in the community (YJB).
- Duty to comply with National Standards for Youth Justice (accountable to Ministers).
- Statutory duty to provide and support a Management Board.
- Statutory duty to produce and deliver an annual Youth Justice Plan.
- Statutory duty to provide assistance to persons determining whether Youth Cautions or Youth Conditional Cautions should be given.
- Management of children Remanded to Youth Detention Accommodation (RYDA).
- Statutory duty to cooperate with Children's Services to improve wellbeing of children in Co Durham.
- Management of sex offenders (AIM) – young people under 18 years of age.
- Provision of Parenting Orders imposed in the youth court (criminal matters).
- Management of remands to youth detention accommodation (RYDA).
- Provision of ASB escalation supervision.

### Additional functions include:

- Provision of integrated Out of Court delivery.
- Provision of services for Think Family/Stronger Families.
- Manage safeguarding and risk management inherent in all the above tasks.

## Appendix 5 Glossary

Abbreviation	Meaning
<b>APIS</b>	Assessment, Planning, Intervention and Supervision
<b>ASB</b>	Anti-Social Behaviour
<b>CAMHS</b>	Child and Adolescent Mental Health Service
<b>CCG(s)</b>	Clinical Commissioning Group(s)
<b>CDDFT</b>	County Durham and Darlington Foundation Trust
<b>CDYOS</b>	County Durham Youth Offending Service
<b>CRC</b>	Community Rehabilitation Company
<b>CSP</b>	Community Safety Partnership
<b>DCC</b>	Durham County Council
<b>DDES</b>	Durham Dales, Easington and Sedgefield CCG
<b>DTO</b>	Detention and Training Order
<b>FTEs</b>	First Time Entrants (to the Youth Justice System)
<b>HMCTS</b>	Her Majesty's Courts and Tribunals Service
<b>HR</b>	Human Resources
<b>iiv</b>	Investing in Volunteers
<b>IOM</b>	Integrated Offender Management (Adults)
<b>ISS</b>	Intensive Supervision and Surveillance (alternative to custody)
<b>LAC</b>	Looked After Children
<b>LCJB</b>	Local Criminal Justice Board
<b>LSCB</b>	Local Safeguarding Children Board
<b>MAPPA</b>	Multi-Agency Public Protection Arrangements
<b>MoJ</b>	Ministry of Justice
<b>NECS</b>	North East Commissioning Support (Health)
<b>NPS</b>	National Probation Service
<b>PCC</b>	Police and Crime Commissioner
<b>PCD</b>	Pre Caution Disposal (April 2013 onwards)
<b>PNC</b>	Police National Computer
<b>PRD</b>	Pre Reprimand Disposal (May 2008 – March 2013)
<b>PSR</b>	Pre-Sentence Report
<b>QA</b>	Quality Assurance
<b>SDP</b>	Safe Durham Partnership (CSP)
<b>SIP</b>	Service Improvement Plan
<b>TEWV</b>	Tees, Esk, and Wear Valleys NHS Foundation Trust (Mental Health)
<b>TR</b>	Transforming Rehabilitation
<b>VCS</b>	Voluntary and Community Sector
<b>VfM</b>	Value for Money
<b>YJB</b>	Youth Justice Board
<b>YOS</b>	Youth Offending Service
<b>YOT</b>	Youth Offending Team

## Appendix 6 Contact Details

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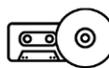
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