

County Durham Youth Offending Service
Youth Justice Plan
2015/2017



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**County Durham Youth Offending Service (CDYOS)
Youth Justice Plan 2015/17**

Foreword from the Chair

It is my pleasure to present the County Durham Youth Offending Service Youth Justice Plan 2015/17. This statutory plan reviews the work of the service over the last year and sets out priorities for the next 12 months.

County Durham Youth Offending Service continues to achieve some remarkable outcomes. Since 2007/08, the number of young people entering the criminal justice system has reduced by an impressive 83% as a result of effective joint work between the service and the Police. 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.

Since 2010/11 the number of young people committing offences has reduced by 51.5%, and the number of offences has reduced by 47%. 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; speech, language and communication work; community reparation and a reduction in the use of custody (both sentences and remands). The number of young people re-offending and the number of offences they commit are also reducing.

CDYOS' innovation has been acknowledged nationally, with a string of national award successes. CDYOS' work over the last 12 months to improve its response to young people's communication needs, including partnership work with Health and the development of ClearCut Communication resources, is particularly impressive.

These achievements would not be possible without the full and active engagement of a wide 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

Executive Summary

The Youth Justice Plan 2015/17 highlights work done to date, and key achievements and outcomes for 2014/15. It outlines key priorities, budget, staffing, service developments and the service improvement plan for 2015/16.

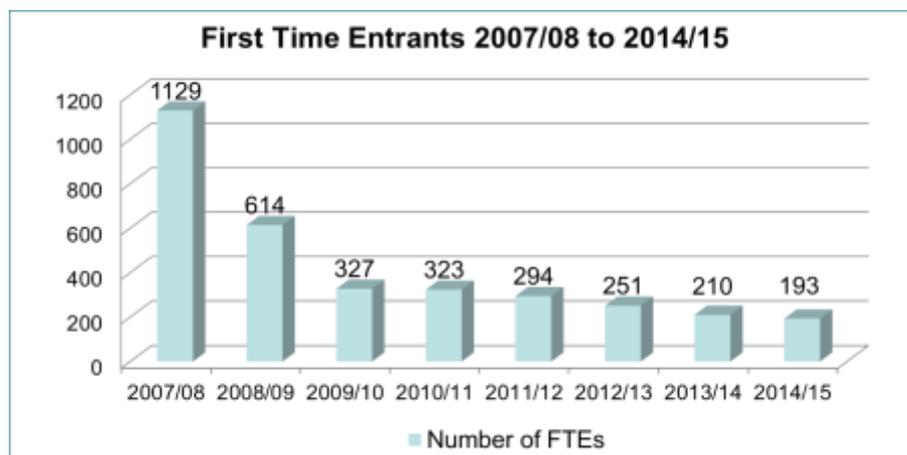
National Outcome Measures 2014/15

- **First time Entrants (FTEs) to the Youth Justice System: 193**, our lowest ever, and a 8.1% reduction compared to 2013/14 (210 FTEs). Well below the locally agreed target (less than 310). **82.9% reduction in FTEs 2007/08 – 2014/15**. (Source: CDYOS case management system, April 2015)
Re-offending: The latest Ministry of Justice (MoJ) data for re-offending (April 12 - March 13 cohort) shows a binary rate (proportion of young people re-offending) of **38.7%** and a frequency rate (number of offences per re-offender) of **1.25**. The binary rate rose by 2% on the previous year. The slight increase in re-offending is in line with other YOTs in the NE and is the first increase since the April 10 – March 11 cohort. The increase is in context of a 22.5% reduction in the number of young people in the cohort (631 young people in 11/12 compared to 489 young people in 12/13); 20.9% reduction in the number of young people re-offending (239 in 11/12 compared to 189 in 12/13); and a 15.6% reduction in the number of re-offences committed (from 725 in 11/12 to 612 in 12/13). (Source: Police National Computer (PNC) data; MoJ, March 2015)
- **Use of Custody: Custodial sentences: 20** custodial sentences, a 20% reduction compared to 2013/14 (25 sentences). Only **15** young people were sentenced to custody in 2014/15 compared to 22 in 2013/14 (31.8% reduction). (Source: CDYOS case management system, April 2015).
- **Remand bed nights: 354** bed nights in 2014/15 compared to 641 in 2013/14, a 44.8% reduction. Remands are used only when necessary

First Time Entrants 2007/08 – 2014/15

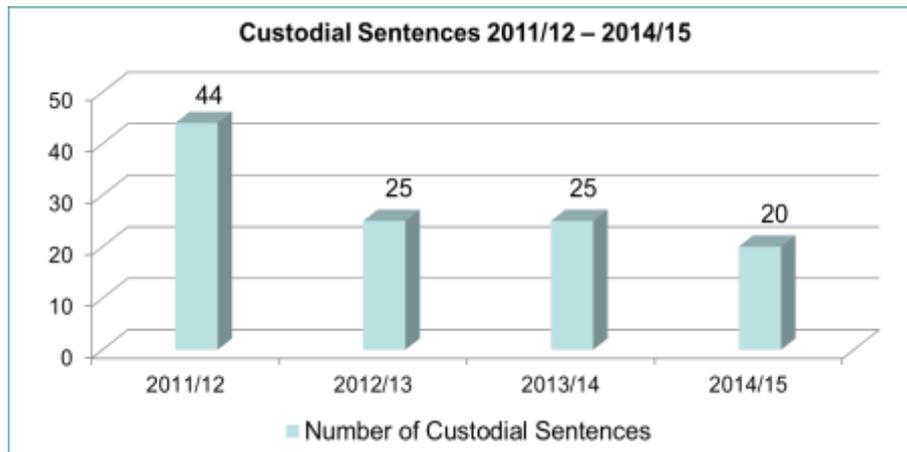
As a result of our fully integrated pre court/out of court system which provides assessment and intervention at a young person's first point of contact with the youth justice system (first offence), we have reduced first time entrants (FTEs) and re-offending.

Between 2007/08 and 2014/15 we have achieved 82.9% reduction in first time entrants, from 1129 in 2007/08 to 193 in 2014/15.

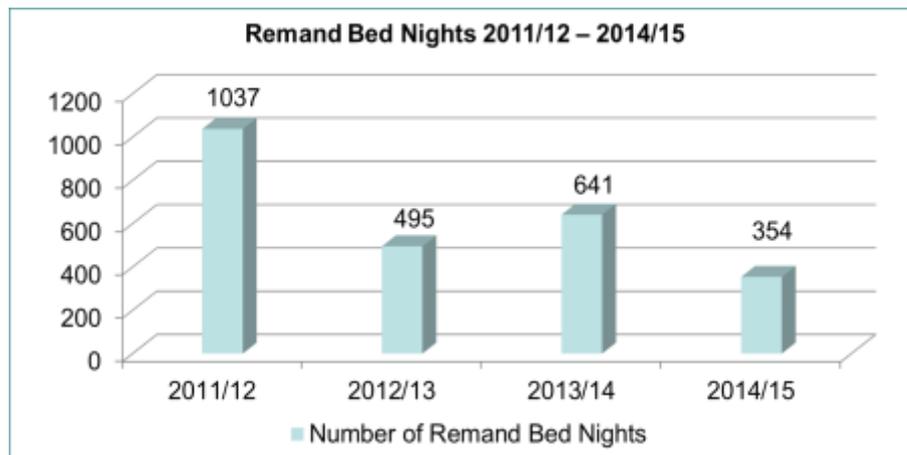


Reducing Use of Custody 2011/12 – 2014/15

Between 2011/12 and 2014/15 we have reduced the number of custodial sentences by 54.5%, from 44 custodial sentences in 2011/12 to 20 in 2014/15.

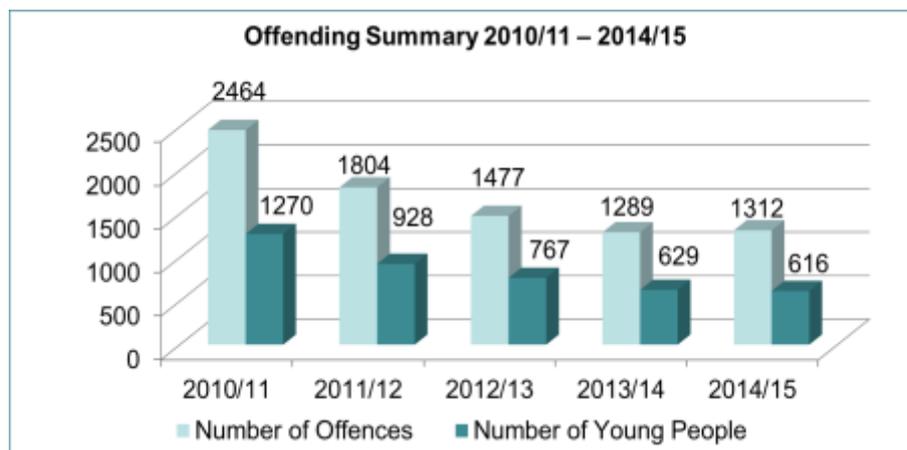


Over the same period we have reduced the number of remand bed nights (remands to youth detention accommodation) by 65.9%, from 1037 in 2011/12 to 354 in 2014/15.



Number of Young People Offending and Offences Committed 2010/11 – 2014/15

We have achieved a **46.8% reduction** in the number of offences committed and a **51.5% reduction** in the number of young people offending (2010/11 – 2014/15). This includes all offences committed by young people aged 10-17 years, resulting in a Pre Reprimand Disposal (PRD) / Pre Caution Disposal (PCD), pre court/out of court decision or a court conviction.



The evidence success of CDYOS pre-court/out of court systems in diverting young people from the criminal and justice system has resulted in:

- 77.2% reduction in the number of young people in the MoJ cohort between 2007/08 and 2012/13 (from 2145 to 489)
 - 74% reduction in the number of young people re-offending (from 728 to 189)
 - 68.6% reduction in the number of re-offences (from 1950 to 612)
- (See table below)

Year	Number in the cohort	Number re-offending	Binary Rate	Number of re-offences committed	Frequency Rate
2007/08	2145	728	33.9%	1950	0.91
2008/09	1384	489	35.3%	1425	1.03
2009/10	944	393	41.6%	1150	1.22
2010/11	773	337	43.6%	1052	1.36
2011/12	631	239	37.9%	725	1.15
2012/13	489	189	38.7%	612	1.25

(Source: MoJ data, YOT Data Summary, March 2015).

In 2014/15 we:

Miscellaneous

- achieved a 53.1% reduction in the number of alcohol related offences committed (from 655 offences in 2010/11 to 307 in 2014/15) and a 41.1% reduction in the number of young people committing them (from 302 in 2010/11 to 178 in 2014/15)
- 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 2015/16
- trained all staff and volunteers in restorative approaches, including 23 case managers and 30 volunteers trained in 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, introducing new ways of working, and building resilience in the context of reducing resources
- reshaped Positive Futures to focus on a specific cohort of young people/offences
- developed and implemented our innovative Speech, Language and Communication Needs (SLCN) Strategy, initially with County Durham and Darlington Foundation Trust (March – Nov 14), then with North Tees and Hartlepool Foundation Trust (from Dec 14)
- secured the secondment of a Clinical Lead Speech and Language Therapist to CDYOS (from March 2014) to improve how we work with young people with speech, language and communication needs. Work has included: staff training, development of a comprehensive range of communication friendly resources, and implementation of the SLCN screen and pathway for young people who offend
- 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
- reviewed and changed our practice in light of recommendations from HMIP Thematic inspections (including Resettlement, Girls in the Criminal Justice System, YOTS and Troubled Families)
- implemented our Inspection Improvement Plan following our Short Quality Screening (SQS) Inspection (HMIP, July 2014) to address recommendations made

Reducing First Time Entrants (FTEs)

- achieved our best ever FTE figures (193 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
- developed and implemented a bespoke quality assurance process for out of court work

Reducing 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 offending by Looked After Children in Co. Durham
- identified a Reducing Re-offending Cohort and ensured they receive a comprehensive and targeted package of interventions
- introduced Re-offending Panels to monitor work with the re-offending cohort
- implemented Re-engagement Panels prior to breach
- ensured the Prince's Trust is a core part of CDYOS intervention programmes
- implemented improved processes for exit planning after statutory supervision
- further developed our 2 reparation units to enhance service delivery and allocated 3,420 hours of court ordered reparation
- expanded the use of restorative justice across all orders
- 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
- further developed our range of intervention programmes
- worked closely with the National Probation Service and Community Rehabilitation Company to ensure effective transition for young people aged 18 plus

Reducing Use of Custody

- improved the quality of work with Detention and Training Orders (DTOs), including resettlement after custody
- reviewed and improved our Intensive Supervision and Surveillance (ISS) programme
- implemented our Reducing Remand Bed Nights Strategy
- developed and implemented a protocol with Children's Services (former children's social care) regarding Remands to Youth Detention Accommodation.
- targeted resources, interventions and monitoring on those most at risk of custody

We are particularly proud, in 2014/15, of:

- improving performance in two of the three national outcome measures (First Time Entrants and Use of Custody); reducing remands to youth detention accommodation (both number of young people and bed nights); and reducing the number of young people re-offending and offences committed
- achieving our lowest ever number of first time entrants (FTEs): 193; a 82.9% reduction since 2007/08 (1129 FTEs)
- having only 20 custodial sentences (20% less than 2013/14); 15 young people
- our work on resettlement: 100% of young people leaving custody in 2014/15 had appropriate accommodation sourced and available prior to release
- our work to support victims of youth crime
- embedding new roles for volunteers in service delivery and having 70 trained active volunteers
- our partnership work with Children's Speech and Language Therapy Services, formerly County Durham and Darlington Foundation Trust, now North Tees and Hartlepool Foundation Trust 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
- our work to become communication friendly, including the development of a range of innovative resources to address young people's speech, language and communication needs
- the development of ClearCut Communication resources – the income from which will be used to improve outcomes for young people who offend and young victims in Co. Durham
- our partnership with The Royal British Legion to produce 'bling poppies' which has raised almost £1,500 for the charity from young people's court ordered reparation over the last two years
- exceeding our targets for Stronger (Troubled) Families
- implementing new ways of working to ensure value for money – while still improving performance
- securing funding from the Police and Crime Commissioner (PCC) to expand our Speech, Language and Communication Needs Strategy to improve how we work with young victims of youth crime and the development of communication friendly resources to enable them to better understand and engage in restorative justice
- leading the Safe Durham Partnership (Community Safety Partnership) work on Integrated Restorative Practice – which was runner up in the Howard League Community Programmes Awards (RJ Category) 2014
- being awarded County Durham Young Carers Charter for how we support young people who offend who are also young carers
- our Speech Language and Communication Needs work winning the Excellent Service – Customer First Award (Children and Adults Services, Durham County Council, 2014) and being highly commended for Excellent Service in the Great Staff, Great Stuff Awards (Durham County Council, 2014)
- being highly commended in the Efficiency Award (Children and Adults Services, Durham County Council, 2014)
- 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 2015/17 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 2015/16) 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, National Probation Service 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
- Complying with YJB grant conditions e.g. timely submission of data; compliance with secure estate placement information; completion of National Standards audits and procedures for reviewing community safeguarding and public protection incidents

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 2015/16, 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 we continue to improve outcomes and focus on core business.

See Appendix 3: Service Improvement Plan 2015/16

We are particularly proud of:

- our integrated pre/out of court structures which have resulted in 82.9% reduction in first time entrants (2007/8 – 2014/15)
- the evidenced success of our pre court/out of court system in diverting young people from the criminal justice system. This has resulted in a 77.2% reduction in the number of young people receiving a substantive outcome (from 2145 young people in 2007/08 to 489 in 2012/13); a 74% reduction in the number of young people re-offending over the period (from 728 in 2007/08 to 189 in 2012/13); and a 68.6% reduction in the number of re-offences committed over the period (1950 re-offences in 2007/08 to 612 in 2012/13). (Source: MoJ data, YOT Data Summary, March 2015). Please note: 2012/13 is the latest data available.
- reducing all offences committed by young people by 46.8% (2010/11 – 2014/15)
- reducing the number of young people offending by 51.5% (2010/11 – 2014/14)
- our specialist RJ work to support victims of youth crime
- our strong partnership work
- our work to become communication friendly
- 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 3,420 hours of court ordered reparation in 2014/15
- 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
- Durham Tees Valley Community Rehabilitation Company
- Public Health, Durham County Council
- SEND and Inclusion, Education, DCC

Membership and governance are reviewed annually in line with 'Modern Youth Offending Partnerships – Guidance on Effective Youth Offending Team Governance in England' (MoJ/YJB, November 2013) to ensure they remain robust in a complex and changing operating environment.

The Management Board (via the Chair) reports to the Children and Families Partnership, Safe Durham Partnership and County Durham Partnership. Durham County Council's Overview and Scrutiny Committees also monitor performance against the 3 national outcome measures and receive annual presentations on progress against the Youth Justice Plan.

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

The Youth Justice Plan, after approval by the Management Board, is presented to Cabinet and full Council for approval before submission to the YJB.

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

Children's Services provide valuable opportunities for joint work and a clear continuum of services which includes early help and prevention as well as specialist youth justice services. The Think Family and Early Help Strategies underpin all our work. The creation of the Single Front Door and Single Assessment (April 2014) shows the commitment to early help and prevention in Co. Durham. The transformation of Children's Services which will commence in June 2015, via the Innovations Programme (integrating One Point, Think Family, Assessment and Intervention), will further strengthen joint work.

Children and Adults Services, including Public Health, provide valuable 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
- County Durham Children, Young People and Families Plan
- Durham County Council Plan
- The Sustainable Community Strategy for County Durham
- Safe Durham Partnership Reducing Re-Offending Strategy
- Safe Durham Partnership Integrated Restorative Practice Strategy
- Safe Durham Partnership Anti-Social Behaviour Strategy
- Safe Durham Partnership Alcohol Harm Reduction Strategy
- Safe Durham Partnership Drug Strategy
- Think Family Strategy
- Early Help Strategy
- Durham Police and Crime Plan
- County Durham Joint Health and Wellbeing Strategy

The health needs of young people who offend are included in both the Joint Strategic Needs Assessment and Joint Strategic Assessment 2014. 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 effective links with the Police and Crime Commissioner and CDYOS partnership priorities are included in the Police and Crime Plan.

Think Family work in Co. Durham has been improved by the active involvement of the service. Additional funding has been secured to expand the role of CDYOS volunteers as family mentors for the Stronger (Troubled) Families programme. Following a successful pilot in early 2014, this work will continue throughout the next phase of the 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 2015/16

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 (CCGs) and Local Authority) agree funding contributions for the following year.

The pooled budget for 2015/16 is £3,706,116. A detailed budget breakdown can be found at Appendix 2.

86% of CDYOS budget (£3,188,272) 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 46.8% reduction in the number of offences committed by young people aged 10-17 and a 51.5% reduction in the number of young people offending (2010/11 – 2014/15).

YJB Grant Funding 2015/16

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

- Youth Justice (YOT) Grant (England)
- Restorative Justice Maintenance Grant
- Remand Grant
- Unpaid Work Order Grant

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

Youth Justice (YOT) Grant: £753,377. This grant is for the operation of the youth justice system and the provision of youth justice services with a view to achieving the following outcomes: reduction in youth offending; reduction in the number of first time entrants to the justice system; reduction in the use of youth custody; effective public protection; effective safeguarding.

Remand Framework for Children: £46,218. 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 2015/16 grant is a 6% increase on that received for 2014/15 (£43,511). 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 Maintenance Grant: £2,000. This is to maintain capacity of Restorative Justice Conference Facilitation (RJCF) trained staff by ensuring Youth Offending Teams (YOTs) have at least 2 RJCF trainers in their staffing complement.

YRO Unpaid Work Order Grant: £15,791. The responsibility for the delivery of the YRO unpaid work requirement for 16/17 year olds, if imposed by the courts, transferred from Probation/NOMS to youth offending services from 1 June 2014. This is a new responsibility for YOTs. The purpose of this grant is to develop effective practice in the way YRO Unpaid Work requirements are discharged and to provide YOTs with the necessary funding to create an infrastructure to allow such orders to be completed in line with the requirements of the Operating Model.

Budget Savings 2015/16

CDYOS has to manage within a tough budgetary environment. The Service had a budget reduction of £107,165 for 2015/16. Since 2011/12 CDYOS budget has been reduced by 17.5% (£760,433).

We managed the budget reductions for 2015/16 by:

- 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), including Bank Holidays, with dedicated management cover
- deleting 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 across a range of measures.

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.

In 2014/15 CDYOS improved staff's capacity and confidence to recognise and address the communication needs of young people who offend and young victims of youth crime via the development and implementation of our comprehensive Speech, Language and Communication Needs (SLCN) Strategy. This involved extensive training; development of communication friendly resources for young people who offend and young victims of youth crime; and development and implementation of the SLCN screening tool. 82% of staff report this has transformed how they work with young people.

'There was a positive developing focus on speech, language and communication needs.'
(HMIP, August 2014)

The current phase of the strategy (2015/17), via the continued secondment of the Clinical Lead Speech and Language Therapist to CDYOS (now jointly funded by CDYOS and NTHFT), has established an effective pathway in CDYOS for specialist Speech and Language Therapy (SLT) assessment and intervention for those young people who require it. This is an Invest to Save strategy and will be subject to academic evaluation.

See Appendix 5 (Statutory Functions) for more detail.

During 2014/15 we worked with 958 cases (pre/out of court and post court) with 31,249 contacts by CDYOS over the year.

Staffing

The Service is staffed in line, and fully complies, with the requirements of the Crime and Disorder Act (1998), including: Social Workers, Probation Officers (National Probation Service), 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, Speech and Language Therapist, 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 96 staff (88.9fte) and 70 active volunteers in 2015/16, a reduction from 99 staff (89.34fte) in 2014/15.

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

2015/16 will see CAMHS input in CDYOS via the Liaison and Diversion service two year pilot and a 0.6fte Band 7 CAMHS nurse – in partnership with TEWV to replicate the learning from our SLCN strategy for young people's emotional wellbeing.

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); restructure of the service into two office bases, facilitated by remote working/technology (February 2014); and our SLCN strategy have helped to build capacity and capability, improve outcomes and ensure Value for Money.

'Case managers knew children and young people well and could accurately and concisely describe why they offended and what needed to be done to reduce re-offending.' (HMIP, August 2014)

Staffing Structure

As of 1 April 2015 CDYOS has 96 staff (88.9fte) and 70 active volunteers.

See Appendix 4 for CDYOS Staffing Structure.

85 (78.1fte) staff are employed by the Local Authority on behalf of the partnership; 3 (2.8fte) seconded from National Probation Service; 4 (4fte) seconded from Police; 3 (3fte) seconded from Health (County Durham and Darlington Foundation Trust); and 1 (1fte) seconded from North Tees and Hartlepool Foundation Trust.

Staff gender: 66 female and 30 male.

Ethnicity of staff: 94 White British, 1 Other White and 1 White/Black African.

Volunteer Gender: 49 female and 21 male.

Volunteer ethnicity: 62 White British, 1 Pakistani, 1 Indian, 1 Bangladeshi, 2 Other Asian and 3 Other White.

All 96 staff and all 70 volunteers are trained in Restorative Approaches/ Restorative Justice. 53 are trained to facilitate Restorative Justice conferences.

AssetPlus

AssetPlus is a new, nationally imposed, assessment and planning interventions framework developed by the Youth Justice Board (YJB) to replace Asset and its associated tools. AssetPlus has been designed to provide an holistic end-to-end assessment and intervention plan, allowing one record to follow a child or young person throughout their time in the youth justice system.

CDYOS' target date for implementation is 2 September 2015. Implementation is a significant undertaking and a Practice Improvement Officer (PIO) has been allocated, full-time, to lead the implementation with the Countywide Manager. In addition, a team of 5 staff (Practice Improvement Officers (PIOs) and Case Managers) have been allocated to deliver training for all staff throughout July, September and October. Implementation is supported by the YJB.

'CDYOS have been very positive in their approach and preparations, despite some challenges brought about by the timing of 'go live'. The capacity of the Change Lead has

been increased to support the process. A thorough training plan is in place.The AssetPlus Business Change Adviser (March 2015) confirmed progress is excellent and there are no risks identified at this point.' (YJB, March 2015)

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, National Probation Service and Health) have maintained their specialist staff and financial contributions to the service for 2015/16
- 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, CRC, Public Health, SEND)
- 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 e.g. SLCN Strategy; work with RSPCA, Fire and Rescue Service, Police re development of additional intervention programmes; Positive Futures re interventions directory.
- Police officers and Police staff in CDYOS are now responsible for the collection of forensic samples and for fingerprinting all young people who attend the Police station on a voluntary basis for a Youth Caution or Youth Conditional Caution

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)
- Local Safeguarding Children Board
- MAPPA
- Health (CDDFT, CCGs, NECS, TEWV, NTHFT)
- National Probation Service (NPS)
- Durham Tees Valley Community Rehabilitation Company (CRC)
- Think Family/Stronger (Troubled) Families
- Local Criminal Justice Board

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.

Commissioned Services

CDYOS commissions its specialist Speech and Language Therapy provision from North Tees and Hartlepool Foundation Trust. This has ensured the secondment of a Band 7 Clinical Lead Speech and Language Therapist to CDYOS for Phase 3 of our innovative and successful SLCN Strategy. The post is jointly funded (0.75fte CDYOS/0.25fte NTHFT). Arrangements are in place until end September 2016 and, working closely with partners, we hope to extend current arrangements until March 2017. This supports our work to reduce re-offending.

CDYOS is currently working with CAMHS to commission an 0.6fte Band 7 CAMHS nurse secondment to CDYOS for the remainder of 2015/16. This will be jointly funded (0.4fte CDYOS/0.2fte CAMHS). This is in addition to the CAMHS input in CDYOS via the Liaison and Diversion Service two year pilot in partnership with TEWV; and will replicate the learning from our SLCN strategy for young people's emotional wellbeing.

Stronger (Troubled) Families

CDYOS is an active partner in the successful delivery of the Stronger Families programme in County Durham. Agreement was reached for the secondment of a Think Family Mentor to work full-time within CDYOS, supporting staff in ensuring we 'Think Family'.

In addition, CDYOS Volunteer Programme supports at least 50 families (Stronger Families) each year, from across the range of agencies acting as lead professional.

Resettlement after Custody

As a result of our multi-agency approach to resettlement, 100% of young people leaving custody had appropriate accommodation sourced and available prior to release in 2014/15. CDYOS works closely with Housing and Children's Services to ensure young people are effectively resettled.

No young people were remanded to the secure estate in 2014/15 as a result of inappropriate accommodation.

Information Sharing

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, Vicman (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)
- All magistrates courts in County Durham for CDYOS access.

Key New Partnerships

Key new partnerships/joint work include:

- The Royal British Legion – reparation work
- Children’s Speech and Language Therapy Services, North Tees and Hartlepool Foundation Trust, formerly County Durham and Darlington Foundation Trust – Speech, Language and Communication Needs Strategy
- 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 (2014/15)
- Office of the PCC – young victims of youth crime
- RSPCA – Paws4Change programme
- Durham Constabulary Armoury – Air Guns programme
- Fire and Rescue Service – Firebreak programme
- Positive Futures partners – range of programmes available
- The Open Awards – accreditation of core work
- Labelled/Patchwork People (community interest company) – training and employment pathway
- Checkpoint – partnership diversion programme for low level adult offenders

‘Relationships are excellent with the Police and OPCC, Health, NPS/CRC which can be seen from allocated resources, financial contributions and engagement in the Management Board. The YJB ... has a high level of confidence that whatever the final budget is for 15/16 that services will be arranged to focus on the key priorities and CDYOS will continue to be in a strong position to deliver high quality services.’ (YJB, March 2015)

Reducing Re-offending

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

- 82.9% reduction in first time entrants (FTEs) – from 1129 in 2007/08 to 193 in 2013/14
- reducing all offences committed by young people by 46.8% - from 2464 in 2010/11 to 1312 in 2014/15
- reducing the number of young people offending by 51.5% from 1270 in 2010/11 to 616 in 2014/15
- reducing alcohol related offences by 53.1% and the number of young people committing alcohol related offences by 41.1% (2010/11- 2014/15)
- 77.2% reduction in the number of young people in the MoJ cohort between 2007/8 and 2012/13 (from 2145 to 489)

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)
- SDP Restorative Practice – runner up Howard League Community Programmes Awards (RJ Category) 2014

Risks to Future Delivery Against Youth Justice Outcome Measures

CDYOS Quality Assurance (QA) Framework

CDYOS has implemented a comprehensive QA Framework which covers all QA work undertaken by line managers in CDYOS, one element of which includes a robust audit programme and quarterly thematic audits. Thematic audits for 2015/16 include:

- CSE (Quarter 1)
- Alcohol (Quarter 2)
- Emotional wellbeing/mental health (Quarter 3)
- Vulnerability (Quarter 4)

The outcome of audits is shared with the service management team and staff, Children’s Services and the Management Board to drive forward service improvement.

CDYOS Management Development Programme, focussing on improving the quality of service delivery, commenced in 2014. Another new development which commenced in 2014 and will continue during 2015/16 is a series of professional discussion forums for staff and managers. These are on a range of subjects identified through our QA framework and /or by staff themselves. To date areas covered include: risk management, vulnerability management and CSE.

Peer Review

CDYOS is well engaged with the YJ Peer Review process and sector led improvement. The Strategic Manager is an accredited YJ Peer Reviewer and is actively involved in the process, participating in the Peer Reviews of other youth offending services nationally.

CDYOS has been accepted for a YJ Peer Review (October 2015). The focus will be on practice and partnerships to reduce re-offending. This will inform our Service Improvement Plan 2016/17.

Diversity

CDYOS is committed to meeting the needs of the young people, families and victims with whom we work. All staff have undertaken specialist diversity training for youth offending, SLCN training and, in addition, case managers have undertaken specialist diversity training for assessments. Diversity issues are a specific category on the checklist used by managers to countersign assessments and intervention plans.

Risk	Action to Mitigate Risk
Remands to Youth Detention Accommodation (RYDA) – financial risk to local authority	<ul style="list-style-type: none"> • Reducing Remand Bed Nights Strategy • Robust monitoring systems/management oversight • Fully staffed weekend and Bank Holiday court rota with dedicated management cover • 2 full time Bail Coordinators • Senior Management oversight/leadership • Bail supervision and support programme
Future budget efficiencies/reduction in partner contributions	<ul style="list-style-type: none"> • Review service restructure • Review impact of remote working (inc. QA systems /VfM) • Management Board planning to mitigate risk • Explore new ways of working • Further expand role of volunteers • Future business planning in view of AssetPlus
Maintaining/improving performance against the 3 YJ outcomes and delivery of a quality service in face of on-going real reductions in budget	<ul style="list-style-type: none"> • Implement SIP 2015/16 • CDYOS Quality Assurance systems/processes • Audits • Ongoing self- assessment against HMIP Thematic inspections • Impact of Early Help Strategy • Explore new ways of working/innovation • Continue focus on national outcome measures
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"> • Reducing Re-offending by Young People Strategy • Reducing Offending by Looked After Children Strategy • SDP Integrated Restorative Practice Strategy • Speech, Language and Communication Needs Strategy • Further develop interventions/resources including for girls and healthy relationships • Liaison and Diversion Pilot (TEWV) • Reducing Re-offending Cohort

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 8 years.

'CDYOS continues to demonstrate success in reducing FTEs and tackling re-offending. Custody rates are improving. The feedback from the HMIP SQS has re-shaped some of the YOS priorities, but much of this work was already planned as the YOS is very aware of any areas requiring improvement. Progress against the SQS improvement plan is very good, as is the progress against the Service Improvement Plan.

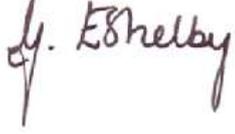
The ... Youth Justice Plan 2014/16 has an outstanding list of achievements which are a real credit to the partnership work in Durham, and the workforce which have delivered these achievements.

The developments around Speech Language and Communication difficulties are highly professional and potentially ground breaking.

With evidence of robust governance overseeing the work of an exceedingly professional and effective leader, I would expect this service to continue to progress in 2015/16 and beyond.' (YJB, March 2015)

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	
Stephen Watson	Deputy Chief Constable, Durham Constabulary	
Carina Carey	Local Area Lead – Durham, National Probation Service	
Hazel Willoughby	Head of Services Co Durham and Darlington, Durham Tees Valley Community Rehabilitation Company (CRC)	
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	

Name	Role / Agency	Approval of the Plan
Gill O'Neill	Consultant in Public Health Children and Adults Services Durham County Council	
Alan Reiss	Chief of Staff Office of the Police and Crime Commissioner	
Jane Le Sage	Strategic Manager SEND and Inclusion Children and Adults Services Durham County Council	
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.

County Durham Youth Offending Budget 2015/16

Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Local Authority			1,977,050	1,977,050
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 and Crime Commissioner			160,872	160,872
YJB – Youth Justice (YOT) Grant			753,377	753,377
Other Funding (Stronger Families)			35,000	35,000
Total	411,483	72,000	3,158,624	3,642,107

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

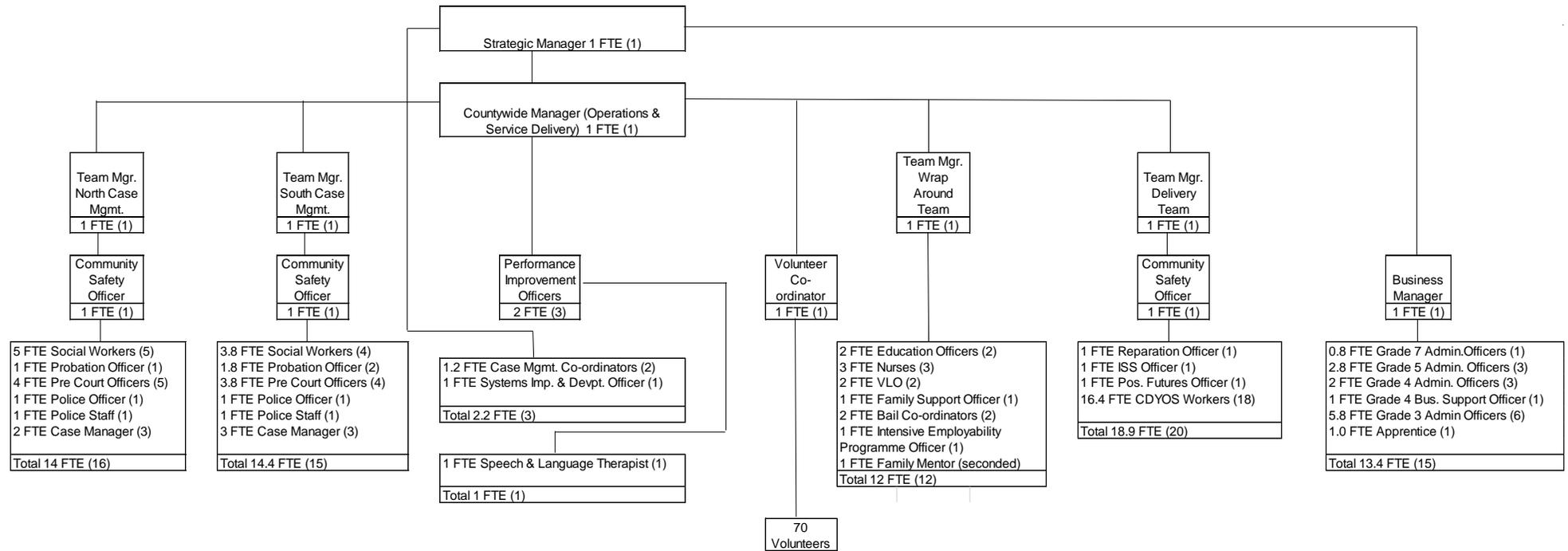
YJB - Remand Grant			46,218	46,218
YJB – Restorative Justice Maintenance Grant			2,000	2,000
YJB – YRO Unpaid Work Grant			15,791	15,791
Total CDYOS Pooled Budget				3,706,116

Service Improvement Plan 2015/16

Priority	
1)	<p>Improving how we communicate with young people and the interventions we complete with them</p> <ul style="list-style-type: none"> • Continue to improve CDYOS response to the speech, language and communication needs of young people • Expand the use of volunteer mentors for families under the Stronger Families process. • Continue to expand range of intervention programmes delivered through the Delivery Team. • Improve our work in respect of CSE • Implement AssetPlus • Improve our work in respect of emotional and mental health through the secondment of specialist staff into CDYOS • Undertake a programme of themed audits, identified through our QA processes • Review and amend the AIM procedures
2)	<p>Putting victims, including young victims, and Restorative Justice at the heart of everything we do</p> <ul style="list-style-type: none"> • Achieve the RSQM (RJC Quality Mark) for our whole service approach to restorative justice
3)	<p>Targeting our resources on those young people committing the most offences</p> <ul style="list-style-type: none"> • Improve our joint working with colleagues in the Looked After system to further reduce Offending by Looked After Children • Embed the panel monitoring process and premium programme of intervention for young people in the re-offending cohort • Extend the Transfer to Local Authority Accommodation under PACE protocol to include those 17 years and detained outside of PACE • Implement the action plans developed as a result of our auditing programme • Develop a protocol for the transfer of young people to the CRC and NPS, including implementation of the Y2A Portal • Ensure that the management information provided/available is meeting the needs of operational managers
4)	<p>Ensuring we have robust quality assurance and staff management processes in place and a skilled management team to manage these processes</p> <ul style="list-style-type: none"> • Expand the Management Development Programme to include all CDYOS managers • Amend the Management Oversight Policy and QA Framework to reflect improvements in practice and new processes • Improve the links between case auditing and staff development and supervision
5)	<p>Ensuring we listen and respond to what young people and their families are telling us</p> <ul style="list-style-type: none"> • Achieve Investing in Children status
6)	<p>Ensuring volunteering, by both adults and young people, is a key component of the work we undertake with young people and victims</p> <ul style="list-style-type: none"> • Extend the use of volunteers in mentoring for young people and families • Extend young people's volunteering opportunities

- 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**
- Develop and implement Data Retention procedures
 - Develop use of the case Management System as the primary source of information for case management and quality assurance processes
 - Ensure that performance measures for administration are embedded in practice

CDYOS Structure 2015/16



CDYOS Statutory Functions

Provision of:

- Supervision of Courts Orders (Community and Custody) in line with National Standards for Youth Justice
- Youth Conditional Caution Supervisions
- Court staffing (Youth, Crown, Remand Courts including Saturday and Bank Holiday working)
- Bail Supervision functions
- Appropriate Adult service for Police interviews (PACE)
- Pre-Sentence Reports for Courts
- Community Volunteers (Referral Order Panels)
- Recruit, train, manage, supervise, and deploy volunteers to carry out statutory functions
- Referral Order Panel Reports
- 'Prevention' services to prevent youth crime
- Anti-Social Behaviour escalation supervision
- Service to victims of youth crime
- Delivery of court-ordered reparation to community and victims
- YJMIS data / management info to Youth Justice Board / Ministry of Justice regarding youth justice cases
- Parenting Orders imposed in the Youth Court (Criminal Matters)

Management of:

- Sex Offenders (Assessment, Intervention and Moving On (AIM)) – young people under 18
- Children remanded into Youth Detention Accommodation
- Remands into Youth Detention Accommodation (RYDA)

Duty to:

- Comply with National Standards for Youth Justice (accountable to Ministers)
- Comply with arrangements for multi-agency public protection (MAPPA)
- Cooperate with MAPPA/LSCB/SDP (CSP)
- Provide and support a Management Board
- Produce and deliver an annual Youth Justice Plan
- Provide assistance to persons determining whether Youth Cautions or Youth Conditional Cautions should be given
- Cooperate with Children's Services to improve wellbeing of children and young people in County Durham
- Cooperate regarding safeguarding and public protection incidents in the community (YJB)

Additional Functions:

- Provision of Out of Court Disposals (service delivery)
- Provision of Think Family / Stronger Families
- Manage safeguarding and risk management inherent in all the above
- Team Around the Child (TAC) / Team Around the Family (TAF)
- Assessment, Planning Interventions, Supervision (APIS)
- Offending Behaviour Programmes (OBPs)

Glossary

Abbreviation	Meaning
AIM	Assessment, Intervention and Moving on
APIS	Assessment, Planning, Intervention and Supervision
ASB	Anti-Social Behaviour
CAMHS	Child and Adolescent Mental Health Service
CCG(s)	Clinical Commissioning Group(s)
CDDFT	County Durham and Darlington Foundation Trust
CDYOS	County Durham Youth Offending Service
CRC	Community Rehabilitation Company
CSP	Community Safety Partnership
DCC	Durham County Council
DDES	Durham Dales, Easington and Sedgefield CCG
DTO	Detention and Training Order
FTEs	First Time Entrants (to the Youth Justice System)
HMCTS	Her Majesty's Courts and Tribunals Service
HR	Human Resources
IiV	Investing in Volunteers
ISS	Intensive Supervision and Surveillance (alternative to custody)
LAC	Looked After Children
LCJB	Local Criminal Justice Board
LSCB	Local Safeguarding Children Board
MAPPA	Multi-Agency Public Protection Arrangements
MoJ	Ministry of Justice
NECS	North East Commissioning Support (Health)
NTHFT	North Tees and Hartlepool Hospitals NHS Foundation Trust
NPS	National Probation Service
OPPC	Office of the Police and Crime Commissioner
PCC	Police and Crime Commissioner
PCD	Pre Caution Disposal (April 2013 onwards)
PNC	Police National Computer
PRD	Pre Reprimand Disposal (May 2008 – March 2013)
QA	Quality Assurance
SDP	Safe Durham Partnership (CSP)
SIP	Service Improvement Plan

Abbreviation	Meaning
TEWV	Tees, Esk, and Wear Valleys NHS Foundation Trust (Mental Health)
TR	Transforming Rehabilitation
VCS	Voluntary and Community Sector
VfM	Value for Money
YJB	Youth Justice Board
YOS	Youth Offending Service
YOT	Youth Offending Team

Appendix 7

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