

Durham
County Council



County Durham Youth Offending Service

Youth Justice Plan

2016 / 2017



National
Probation
Service



Foreword from the Chair

It is my pleasure to present the County Durham Youth Offending Service Youth Justice Plan 2016/17. This statutory refresh of the previous two year plan (2015 – 2017) 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 85% 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 54.6%, and the number of offences has reduced by the same figure. 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 significant 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 resulted in national awards for the work and a Butler Trust Award for the two staff leading the programme. In addition, the Service was awarded a Restorative Service Quality Mark, by the Restorative Justice Council, for its restorative approach across all our work, and Investors in Volunteers accredited the service for a further three years for our work with volunteers, both adults and young people.

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

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Executive Summary

The future for youth justice services is, at present, an uncertain one. The MoJ commissioned review of the youth justice system by Charlie Taylor is due to finally report in the summer of 2016. Interim findings and recommendations, in respect of the secure estate, have proved to be radical and far reaching. There is no reason to believe that final recommendations, covering the remainder of the youth justice system, will be any less far reaching. The effect of this uncertainty is that, for a short period at least, planning for the future is difficult. This is exacerbated by anticipated future cuts to YJB funding for YOTs, the scale of which remains unknown. Consequently, this Youth Justice Plan 2016/17 provides a 'light refresh' to the, previously published, Youth Justice Plan 2015/17. This plan should be read in conjunction with the 2015/17 plan. It outlines developments since the publication of the substantive plan and includes any changes that have occurred since its publication. This 'refresh' plan also includes performance information for 2015/16 and the Service Improvement Plan for 2016/17.

The County Durham YOS has a good reputation and performs to a high standard. The service is proud of its creative and innovative approach to service delivery and has won a number of awards, in particular for work around restorative practices. It was apparent that staff and managers alike are widely respected, skilled and experienced in understanding, and working with, some of the hardest to reach young people in the county.' (Peer Review, November 2015)

National Outcome Measures 2015/16

■ **First Time Entrants to the Youth Justice System (FTEs): 161**

Once again, we have achieved our lowest ever figure of FTEs. This is a **16.6% reduction** from 2014/15 and

represents a significant achievement. Overall there has been an **85.7% reduction since 2007/08**.

■ **Re-offending**

The latest Ministry of Justice (MoJ) data (April 2013 – March 2014 cohort) shows a binary rate (percentage of young people re-offending (within a 12 months' timeframe) from a cohort of all young people sentenced and/or cautioned) of **44.7%** and a frequency rate of **3.22** (offences per re-offender). This method of collating frequency is newly introduced this year. Whilst the binary rate has risen by 6 percentage points over the previous year, this is as a result of the cohort size reducing by 13.1% whilst the **number** of young people reoffending has increased by only 1. Since 2007/08, the number of young people in the cohort has **fallen by 80.2%**, the number of young people reoffending has **fallen by 73.9%** and the number of offences committed by those re-offending has **fallen by 68.7%**.

■ **Use of Custody**

Custodial Sentences: 8

This is a **60% reduction** from 2015/16 and is the lowest figure, by a significant amount, that we have ever achieved. Since 2011/12 we have **reduced the number of custodial sentences by 81.8%**.

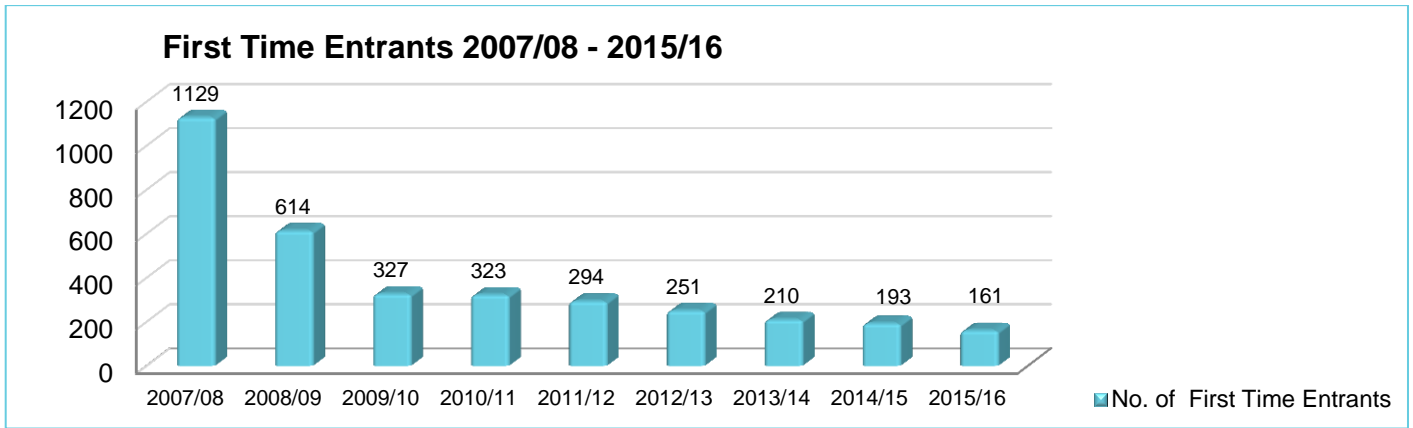
Remand Bed Nights: 227

This is a **35.9% reduction** on the previous year. The costs of remand bed nights are met by the Local Authority, partly offset by a grant from the YJB. Since 2011/12 we have **reduced the number of remand bed nights by 78.1%**

First Time Entrants 2007/08 – 2015/16

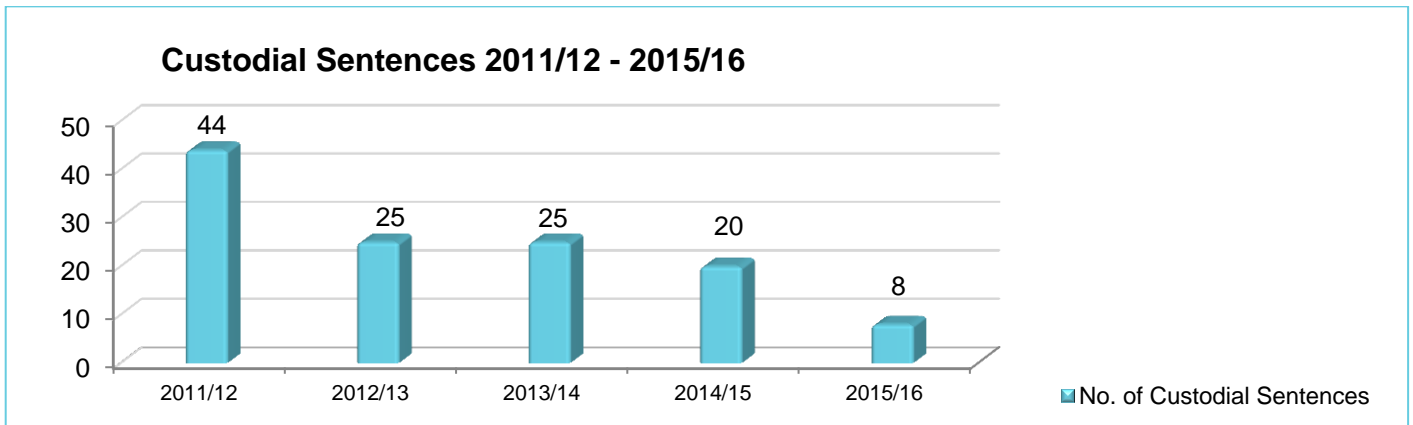
As a result of our fully integrated pre court/out of court system which provides assessment and intervention at a young person’s first point of contact with the youth justice system (first offence), we have reduced first time entrants (FTEs) and re-offending.

Between 2007/8 and 2015/16, we have achieved an **85.7% reduction** in first time entrants, from 1,129 in 2007/08 to 161 in 2015/16.

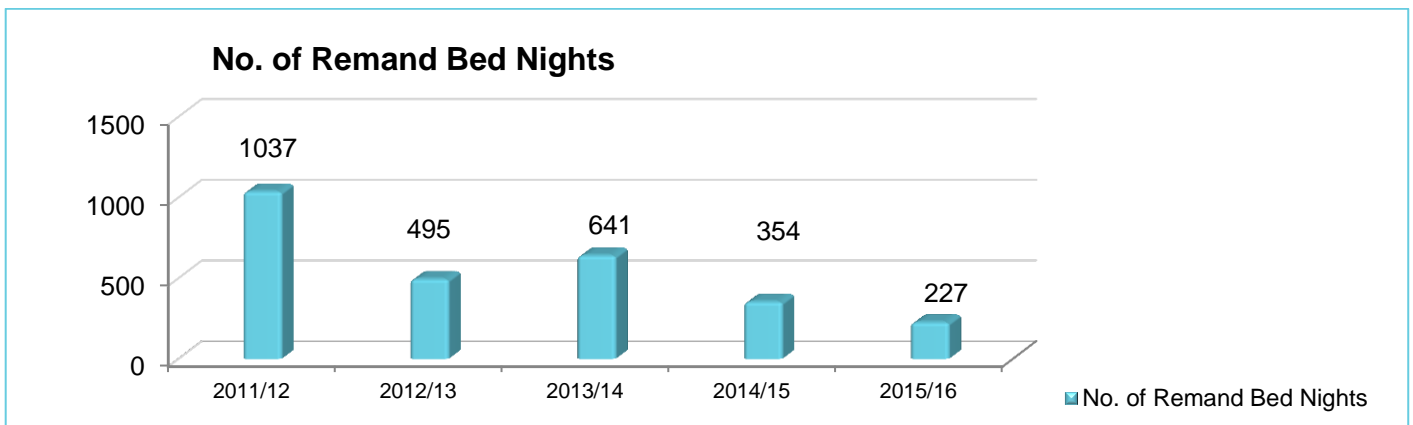


Reducing the Use of Custody 2011/12 – 2015/16

Between 2011/12 and 2015/16 we have reduced the number of custodial sentences **by 60%**, from 44 custodial sentences in 2011/12 to 8 in 2015/16.

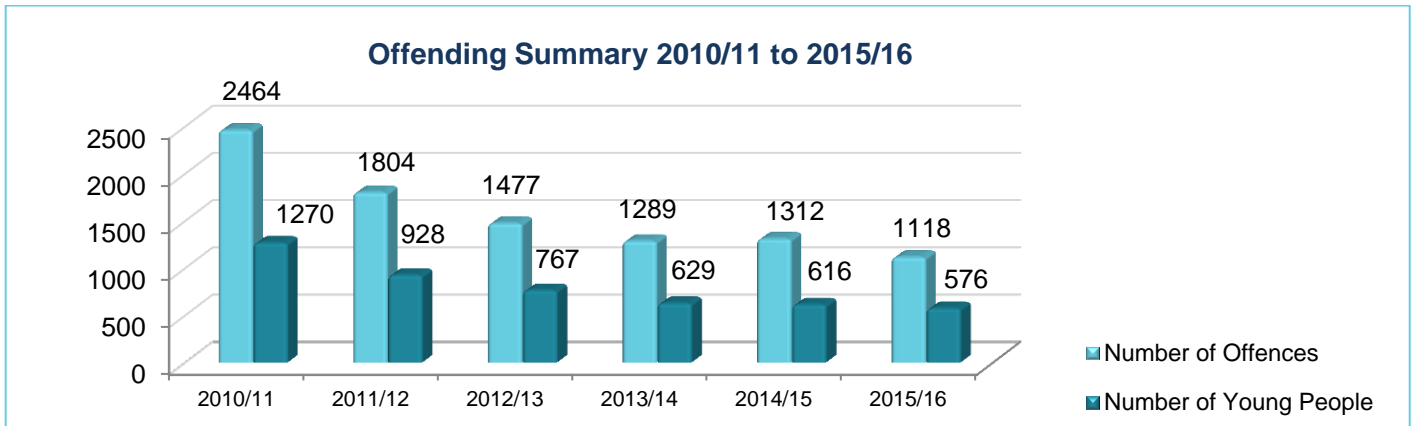


Over the same period we have reduced the number of remand bed nights (remands into youth detention accommodation) **by 78.1%**, from 1037 in 2011/12 to 227 in 2015/16.



Number of Young People Offending and Offences Committed 2010/11 – 2015/16

We have achieved a **54.6% reduction** in both the number of offences committed and the number of young people offending (2010/11 – 2015/16). 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 disposal or a court conviction.



Reducing Re-offending 2007/08 – 2013/14

The evidenced success of CDYOS pre court/out of court system in diverting young people from the criminal justice system has resulted in

- 80.2% reduction in the cohort (from 2145 young people in 2007/8 to 425 in 2013/14);
- 73.9% reduction in the number re-offending (from 728 in 2007/8 to 190 2013/14);
- 68.7% reduction in re-offences (from 1950 in 2007/8 to 611 2013).

Both binary and frequency rates have increased regionally and nationally due to the continued and significant decrease in cohort size.

Year	Number in the cohort	Number re-offending	Binary Rate	Number of re-offences	Old Frequency Rate	New Frequency Rate
2007/08	2145	728	33.9%	1950	0.91	2.68
2008/09	1384	489	35.3%	1425	1.03	2.91
2009/10	944	393	41.6%	1150	1.22	2.93
2010/11	773	337	43.6%	1052	1.36	3.12
2011/12	631	239	37.9%	725	1.15	3.03
2012/13	489	189	38.7%	612	1.25	3.24
2013/14	425	190	44.7%	611	1.44	3.22
% reduction (07/08 – 13/14)	-80.2%	-73.9%		-68.7%		

(Source: MoJ data, YOT Data Summary, March 2016)

In 2015/16 we:

Miscellaneous

- Continued to improve the service we offer to victims and young people who offend through our restorative justice work;
- Developed and embedded our group of mentors and 'leaders' all of whom are young people who have been victims of crime;
- Expanded restorative justice interventions across all orders in the service;
- Improved our links with the Office of the Police and Crime Commissioner;
- Expanded the use of Volunteer Mentors for the Stronger Families Programme;
- Improved our work in recognising and dealing with child sexual exploitation;
- Established a programme for parents who are victims of their child's offending;
- Continued our response to the speech, language and communication needs of young people into phase 3 of our strategy;
- Reviewed and improved our work with young people displaying sexually harmful behaviour;
- Contributed to a new multi-agency process for dealing with young people 'sexting';
- Developed and delivered staff focus groups on a range of pertinent issues;
- Developed and delivered management development sessions;
- Extended the use of volunteers as mentors for young people under the supervision of CDYOS;
- Embedded performance measures into our administration processes;
- Improved management information for front-line managers.

Reducing First Time Entrants (FTEs)

- Ensured we delivered a 'scaled approach' to young people subject of out-of-court disposals;
- Refined and developed our assessments of young people and families;
- Reviewed and developed our process for identifying families under the Stronger Families programme;

- Expanded, developed and improved our range of intervention programmes delivered by the Delivery Team;
- Embedded the out-of-court quality assurance process;
- Improved the quality of assessments of young people and families.

Reducing Re-offending

- Worked with colleagues in residential homes to reduce the percentage of young people looked after who offend to the lowest ever level;
- Identified a cohort of young people who are persistent offenders (6 or more offences in 12 months) and provided them with an enhanced intervention programme;
- Embedded the Re-offending Panel into practice;
- Expanded, developed and improved the range of intervention programmes delivered by the Delivery Team;
- Improved the involvement of victims in deciding the type of reparation work to be undertaken;
- Continued to improve our work to meet the needs of young people's speech, language and communication needs;
- Implemented Asset Plus and the consequent new ways of working;
- Improved staff's confidence in working with young people's emotional and mental health needs through training and mentoring;
- Improved the services received by young people in respect of mental health issues through the secondment of Liaison and Diversion staff in CDYOS;
- Extended the Transfer to Local Authority Accommodation Protocol under PACE to include those 17 years old and those detained outside of PACE;
- Developed a process for the transfer of young people from CDYOS to NPS and CRC;
- Extended young people's volunteering opportunities.

Reducing Use of Custody

- Embedded improvements to the Intensive Supervision and Surveillance Programme;
- Targeted young people at risk of a Remand to Youth Detention Accommodation as a means of reducing both bed nights and custodial sentences;
- Reviewed and improved our working practices with other parts of Children's Services;
- Continued our close working relationship with the Magistrates Court.

In 2015/16 we are particularly proud that:

- We achieved our lowest ever number of FTEs;
- We achieved our lowest ever number of custodial sentences;
- We achieved our lowest ever number of remand bed nights;
- We continued to reduce the number of young people offending and re-offending and the number of offences they commit;
- We increased the proportion of 16-18 year olds, who were known to CDYOS, in education, employment and training in 2015-16, compared to 2014-15.
- Two of our staff (Sarah Caden – Practice Improvement Officer and Susan Stewart – Speech and Language Therapist) were awarded a joint Butler Trust Award for their innovative work in developing and delivering both resources for staff and a strategy for CDYOS in working with young people's speech, language and communication needs;
- We achieved the Restorative Justice Council, Restorative Service Quality Mark for our restorative justice work across the service;
- We agreed funding with the PCC for a post of Victim Liaison Officer (Young People);
- We agreed arrangements for the continued secondment of our Speech and Language Therapist;
- We agreed arrangements for the continued secondment of our CAMHS Band 7 Nurse;
- We have successfully implemented Asset Plus across the Service;
- We achieved a further Investing in Volunteers Quality Mark;

- We achieved Investing in Children status for our service.

'In Sarah and Susan's case, the dedication and passion they have brought to their work in transforming the Speech Language and Communication Needs (SLCN) strategy really shone through; our Panel were deeply impressed by their commitment and inspirational leadership which is making such a difference to the young people in their care' (Andrew Skilton, Operations Manager, Butler Trust, March 2016)

In 2016/17 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 do 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 these processes;
- Ensuring that we listen and respond to what young people and their families are telling us;
- Ensuring that volunteering, by both adults and young people, is a key component of the work we do 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, victims, families and young people.

See Appendix 3 (Service Improvement Plan 2016/17) for more detail.

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 via the Innovations Programme (integrating One Point, Think Family, Assessment and Intervention), and establishing Families First Team, 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;
- Durham County Council Strategy for Children and Young People with Special Educational Needs and / or Disabilities.

The health needs of young people who offend are included in both the Joint Strategic Needs Assessment and Joint Strategic Assessment. 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 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 2016/17

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 confirmed pooled budget for 2016/17 is £3,639,491.

92% of CDYOS budget (£3,364,786) is spent on staff costs. 94% of this is front line delivery.

A detailed budget breakdown can be found at Appendix 2.

YJB Grant Funding 2016/17

The YJB provides 2 grants which are part of CDYOS' pooled budget:

- Youth Justice (YOT) Grant (England) inc. Unpaid Work Grant;
- Remand Grant;

Both grants are ring-fenced to youth justice services.

Youth Justice (YOT) Grant: £609,601.

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. This now includes the Unpaid Work Grant which is 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.

The 2016/17 grant is a further 12% reduction on the 2015/16 (£673,702) grant after already having received an in year cut of 12%

Remand Framework for Children: £6,430.

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 2016/17 grant is an 86% reduction on that received for 2015/16 (£46,218). Actions to reduce overspend include: Reducing Remand Bed Night Strategy and remand/special court cover for all courts, including weekend and Bank Holidays.

Restorative Justice Maintenance Grant:

No grant received for 2016/17.

Budget Savings 2016/17

CDYOS has to manage within a tough budgetary environment. The Service had a further budget reduction of £66,625 for 2016/17. Since 2011/12 CDYOS budget has been reduced by 19% (£827,058).

We managed the budget reductions for 2016/17 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.

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 (NPS);
- Police Officers;
- Police staff;
- Health staff (Community Nurses);
- Education Officers.

There a range of other staff, for example:

- Managers;
- Practice Improvement Officers;
- Victim Liaison Officers;
- Think Family Mentor;
- Family Support Officer;
- Intensive Supervision and Surveillance (ISS) Officer;
- Reparation Officer;
- 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 101 staff (91.9fte) and 70 active volunteers in 2016/17, an increase from 96 staff (88.9fte) in 2015/16 (additional Victim Liaison Officer, Liaison and Diversion workers and CAMHS nurse)

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.

Staffing Structure

As of 1 April 2016 CDYOS has 101 staff (91.9fte) and 70 active volunteers.

(See Appendix 4 for CDYOS Staffing Structure)

85 (78.4fte) staff are employed by the Local Authority on behalf of the partnership; 4 (3.8fte) seconded from National Probation Service; 4 (4fte) seconded from Police; 4 (3fte) seconded from Health (County Durham and Darlington Foundation Trust); and 1 (1fte) seconded from North Tees and Hartlepool Foundation Trust, 1.5 L & D and 0.2 CAMHS.

Staff gender: 69 female; 26 male (6 vacancies).

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

Volunteer gender: 51 female and 19 male.

Ethnicity of volunteers: 66 White British, 1 Pakistani, 1 Bangladeshi and 1 Chinese.

All 101 staff and all 70 volunteers are trained in Restorative Approaches/ Restorative Justice. 53 are trained to facilitate Restorative Justice conferences.

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 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 2016/17;
- 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.

'There were good examples of sound and effective operational partnership arrangements. A particularly good example was the arrangements in place regarding the housing provision available for young people. This was underpinned by an effective protocol and well integrated practice supported by the availability of plentiful, quality arrangements. The effective working relationships between the YOT and the wider Children's Services were apparent.'

(Peer Review, November 2015)

Commissioned Services

CDYOS has been successful in agreeing, and arranging funding for, the continued secondment of the Band 7 Clinical Lead Speech and Language Therapist until 31.3.17 from North Tees and Hartlepool Foundation Trust.

In addition, CDYOS has agreed and arranged funding for, the continued secondment of a 0.2fte Band 7 CAMHS Nurse until 31.3.17 This is in addition to the increased presence

of the Liaison and Diversion Programme through the deployment of 1.5fte staff to work with CDYOS.

Future health commissioning will be based upon a comprehensive health needs assessment being undertaken on young people who offend in County Durham. This is being lead and managed by colleagues in Public Health and will provide, for the first time, a comprehensive analysis of health needs of young people in contact with CDYOS and will enable us to enter into discussions to commission health services confident of the needs to be met.

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. 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.

Prevent

Local Authorities, including Youth Offending Services are subject to a duty under section 26 of the Counter-Terrorism and Security Act 2015, in the exercise of their functions, to have "due regard to the need to prevent people from being drawn into terrorism". This duty is known as the Prevent duty. It applies to a wide range of public-facing bodies. Within CDYOS this duty is discharged through our case work with young people who have

offended and through our membership of partnerships charged with carrying out the 'Prevent' work. All CDYOS staff have been trained in Prevent and the inherent duties through use of e-learning. This is a first stage. CDYOS also has two staff members trained to deliver 'WRAP' training which will be rolled-out to all staff during 2016/17. Case Managers have worked closely with Police and other colleagues when concerns about radicalisation/extremism have been identified with young people and/or families. The Strategic Manager CDYOS is the Children's Services (Durham County Council) lead for the 'Silver Contest Board' and she is also Chair of the 'Channel Panel' – a panel that considers the case management of any individual about whom there are concerns in respect of radicalisation and/or extremism

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 includes:

- 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;
- SEND – Local Area Strategy and Accountability Group;
- 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 – Youth Employment Initiative;
- Safe Durham Partnership, NPS, CRC, Police, PCC – TR developments;
- 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;
- Checkpoint – partnership diversion programme for low level adult offenders.

Durham Works

CDYOS is a Delivery Partner of the Durham Works Programme (Youth Employment Initiative) and, as a result, significant additional resource is available to support young people who are known to the Service into education, employment and training. This is an exciting development and will continue the steady increase of the number of young people (age 16 to 18 years) in education, employment and training.

'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:

- 85.7% reduction in first time entrants (FTEs) – from 1129 in 2007/08 to 161 in 2015/16;
- reducing all offences committed by young people by 54.6% - from 2464 in 2010/11 to 1118 in 2015/16;
- reducing the number of young people offending by 54.6% from 1270 in 2010/11 to 576 in 2015/16;
- 80.2% reduction in the number of young people in the MoJ cohort between 2007/8 and 2013/14 (from 2145 to 425);

National Recognition

During the course of 2015/16, CDYOS staff and programmes were:

- Awarded a Butler Trust Award, to two members of staff for their innovative work in meeting young people's speech, language and communication needs;
- A finalist in the Children & Young People Now Awards for the resources developed through Clear Cut Communications;
- Highly Commended in the Shine A Light Awards for the work of Clear Cut Communications;
- Awarded a Restorative Service Quality Mark by the Restorative Justice Council for our restorative work across the service;
- Awarded a further three years Investing in Volunteers Mark.

'I am delighted that County Durham Youth Offending Service's Restorative Work has been awarded the RSQM. It is an acknowledgement of their dedication to providing a consistently excellent service for young people who offend and their victims, who are guaranteed a safe and effective restorative justice process.' (Jon Collins, RJC Chief Executive, April 2016)

Risks to Future Delivery against Youth Justice Outcome Measures

Outcome:

Robust actions are in place to mitigate 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. Themed audits to be undertaken in 2016/17 include:

- CSE
- Emotional wellbeing/mental health
- Desistance
- Management of risk

Both the Management Development programme, for CDYOS managers, and the staff focus sessions will continue throughout 2016/17.

Peer Review

CDYOS undertook a Peer Review (YJB) during October 2015. The focus of the review was our practice and partnerships to reduce re-offending. The review process was a positive experience and we received both complimentary and helpful, constructive feedback. Areas for consideration were debated by CDYOS Management Board at a

special meeting held in November 2015 and improvement/development actions, following on from the review, have either been completed already or included in the Service Improvement Plan for 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 • Management oversight • Mid-week and weekend staffed court cover • Remand Court specialists • ISS Bail Programme • Joint work with Children’s Service’s colleagues
Future budget efficiencies/reductions in partner contributions	<ul style="list-style-type: none"> • On-going review of Service structure • Review accommodation • Review all vacancies • Consider new ways of working
Maintaining improving performance in face of on-going budget reductions	<ul style="list-style-type: none"> • SIP 2016/17 • Quality Assurance framework • Self-assessment against HMIP criteria • Innovation • Staff forums • Managers forums
Taylor Review of the Youth Justice System leads to uncertainty for the future and complicates planning	<ul style="list-style-type: none"> • On-going review of Service structure • Staff forums • Managers forums • Innovation • Emphasis on improving quality of core practice
Reoffending rate (binary) increases due to continued reduction in full cohort numbers at a rate greater than reduction in numbers of young people reoffending	<ul style="list-style-type: none"> • Expansion of reoffending cohort • Review and changes to enhanced programme for reoffending cohort • Introduction of Asset Plus • Amendments and improvement in QA processes • Managers forums • Staff forums • Emphasis on improving quality of core practice • SIP 2016/17

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.

‘We were extremely impressed by the enthusiasm and dedication of the staff team, who were clearly motivated to provide the best service to meet the needs of the young people engaged with the service. There was substantial evidence from both the staff team and the young people themselves. We heard good evidence of relationship based practice and young people felt their YOT workers were there for them.’ (Peer Review, November 2015)

Appendix 1

CDYOS Management Board – Approval of Strategic Plan

This plan was considered by CDYOS Management Board on 9 May 2016.

I approve this plan on behalf of the Board.

A handwritten signature in black ink that reads "Carole Payne". The signature is written in a cursive style with a long horizontal stroke at the end.

Carole Payne
Head of Children's Services
Chair of CDYOS Management Board

Appendix 2

County Durham Youth Offending Service Budget 2016/17

Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Local Authority			2,010,997	2,010,997
Police Service	153,991	72,000	125,000	350,991
National Probation Service	107,919		27,029	134,948
Health Service	149,573		50,267	199,840
Community Safety Funding			160,872	160,872
YJB – Youth Justice (YOT) Grant			609,601	609,601
Other Funding (Stronger Families)			35,000	35,000
Total	411,483	72,000	3,018,766	3,502,249

CDYOS also has a budget of £155,033 for specific projects as detailed below.

YJB - Remand Grant	6,430	6,430
Community Safety Funding	48,200	48,200
Youth Employment Initiative	82,612	82,612
Total CDYOS Pooled Budget	3,156,008	3,639,491

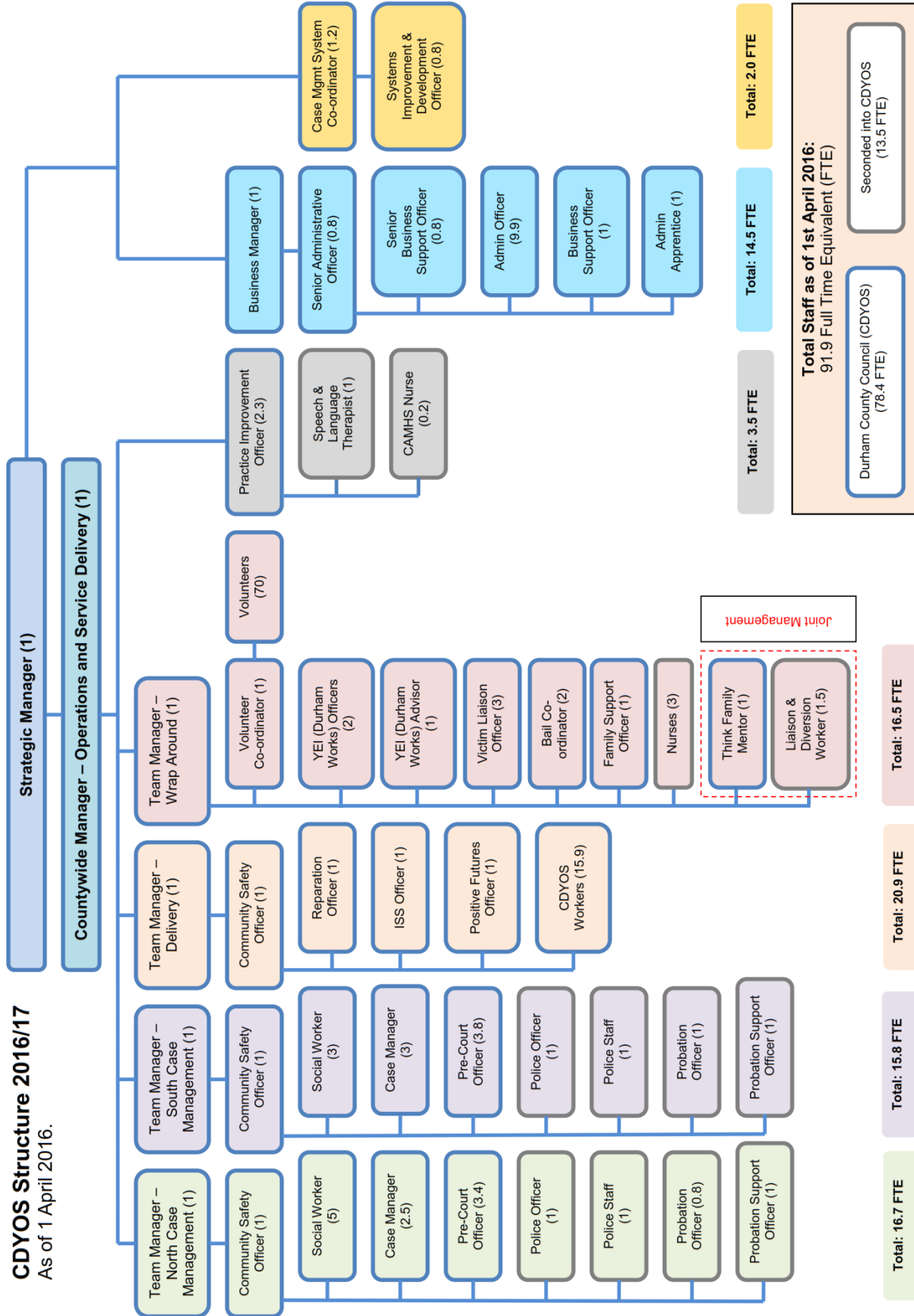
Priority

- 1) **Improving how we communicate with young people and the interventions we complete with them**
 - Deliver phase three of the Speech, Language and communication strategy, concentrating on the quality of the service we deliver to young people and clinical input
 - Expand the SLCN resources available for work with young people
 - Further develop the Clear Cut brand
 - Continue to expand the range of interventions delivered by the Delivery Team
 - Improve the quality of the programmes delivered
 - Improve Case Managers confidence in screening for mental health needs
 - Improve pathways to mental health services for young people under the supervision of CDYOS
 - Ensure our work on CSE and sexually harmful behaviour is complimentary and coordinated
 - Improve our evaluation of the effectiveness of interventions used within CDYOS
 - Embed and improve the quality of assessments through Asset Plus
 - Undertake a comprehensive health needs assessment on young people who offend to influence commissioning of services
- 2) **Putting victims, especially young victims, and Restorative Justice at the heart of everything we do**
 - Embed and expand 'With Youth in Mind' Group for young people who have been victims of crime
 - Integrate the volunteering function into the Wrap Around Team
- 3) **Targeting our resources on those young people committing the most offences**
 - Improve the monitoring and evaluation of the Reoffending Cohort
 - Review and improve both the enhanced programme and the process for reviewing the reoffending cohort
- 4) **Ensuring we have robust quality assurance and staff management processes in place and a skilled management team to manage these processes**
 - Deliver a series of training sessions for managers in respect of countersigning within Asset Plus
 - Ensure CDYOS is prepared for the implementation of the new inspection framework
 - Embed 'operational managers' development sessions
- 5) **Ensuring we listen and respond to what young people and their families are telling us**
 - Increase to 70 the number of HMIP young people's surveys undertaken
 - Ensure the opinions of young people from County Durham are included in the Taylor Review of the Youth Justice System
 - Embed the use of young people's self-assessment into the Asset Plus assessment process
 - Review and increase the 'voice of the child' in our work
 - Embed and expand 'With Youth in Mind' Group for young people who have been victims of crime
- 6) **Ensuring volunteering, by both adults and young people, is a key component of the work we undertake with young people and victims**
 - Embed and expand 'With Youth in Mind' Group for young people who have been victims of crime
 - Improve the quality of our work and monitoring of Family Mentors through the Stronger Families Programme
 - Increase the opportunities for young people working with CDYOS to take-up volunteering opportunities
 - Increase the use of volunteer mentors working with young people
- 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, victims, families and young people.**
 - Embed performance targets into administration processes
 - Expand the review of management information to include all management information needs

Appendix 4

Service Structure 2016/17

CDYOS Structure 2016/17
As of 1 April 2016.



Appendix 5 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)

Appendix 6

Glossary

Acronym	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
liV	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
MAPPAs	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
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

Contact Details

Gill Eshelby
Strategic Manager

Dave Summers
Countywide Manager (Operations and Service Delivery)

County Durham Youth Offending Service

County Hall
Durham
DH1 5UJ

Telephone: 03000 265999



clearcutcommunication@durham.gov.uk



County Durham Youth Offending Service
Youth Justice Plan
2016/17