

**Durham**  
County Council



County Durham Youth Offending Service

# Youth Justice Plan

2017 / 2019



National  
Probation  
Service



## Foreword from the Chair

It is my pleasure to present County Durham Youth Offending Service Youth Justice Plan 2017/19. 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 85.5% 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 in the youth justice system and that they will not be in trouble again.

Since 2010/11 the number of young people committing offences has reduced by 60.4%, and the number of offences has reduced by 56.3%. The number of young people re-offending and the number of offences they commit have also reduced. 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; and community reparation. CDYOS' innovation continues to be 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 further development of ClearCut Communication resources, has resulted in several awards, including winning the Shine A Light Innovation Award 2017 for the ClearCut Communication resource 'Thinking About Victims'. The Service has also been awarded the Restorative Service Quality Mark, by the Restorative Justice Council, for its restorative approach across all our work; and Investing in Volunteers accredited the service for a further three years for our work with volunteers, both adults and young people. CDYOS has also achieved Investing in Children award for our work with young people who have been victims of crime.

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 partnership for their continued commitment of time, expertise and resources.

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

All public services are facing challenges from reduced funding, and CDYOS is no different. However, the service has set out realistic priorities for the future, building on the firm foundations built over recent years. This plan gives the full flavour of what has been achieved and what the next steps are.

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



Carole Payne  
Chair of CDYOS Management Board

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## Executive Summary

The Youth Justice Plan 2017/19 highlights work done to date, and key achievements and outcomes for 2016/17. It outlines key priorities, budget, staffing, service developments and the service improvement plan for 2017/18.

'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 2016/17

#### ■ **First Time Entrants to the Youth Justice System (FTEs): 164**

CDYOS' performance remains strong against this measure with 164 young people entering the Youth Justice System in 2016/17. Overall there has been an **85.5% reduction** in FTEs since 2007/08 (from 1129 in 2007/08 to 164 in 2016/17).

#### ■ **Re-offending**

Ministry of Justice (MoJ) data (April 2014 – March 2015 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 **45.9%** and a frequency rate of **3.36** (offences per young person re-offending). Although the binary rate has risen by 1.2 percentage points compared to the previous year, the cohort size reduced by 7.8% and the **number** of young people re-offending fell by 10.

Since 2007/08, the number of young people in the cohort has **fallen by 81.7%** (from 2145 to 392), the number of young people re-offending has **fallen by 75.3%** (from 728 to 180) and the number of offences committed by those re-offending has **fallen by 69%** (from 1950 to 605). Most of these offences had a victim, so that means many fewer victims too.

The most recent MoJ re-offending data (July 2014 – June 2015 cohort) issued 26 May 2017, shows a binary rate of **43.6%**. 161 young people out of 369 in the cohort re-offended, committing 540 offences.

#### ■ **Use of Custody**

##### **Custodial Sentences: 21**

CDYOS performance remains strong in relation to use of custody. Since 2011/12 we have **reduced the number of custodial sentences by 52.3%** (from 44 to 21).

##### **Remand Bed Nights: 627**

Since 2011/12 we have **reduced the number of remand bed nights by 39.3%** (from 1037 to 625).

In 2016/17, CDYOS worked with 1243 people. 928 (74.7%) were young people who had offended; 315 (25.3%) were victims of youth crime. The total number of contacts in the year was 33,308.

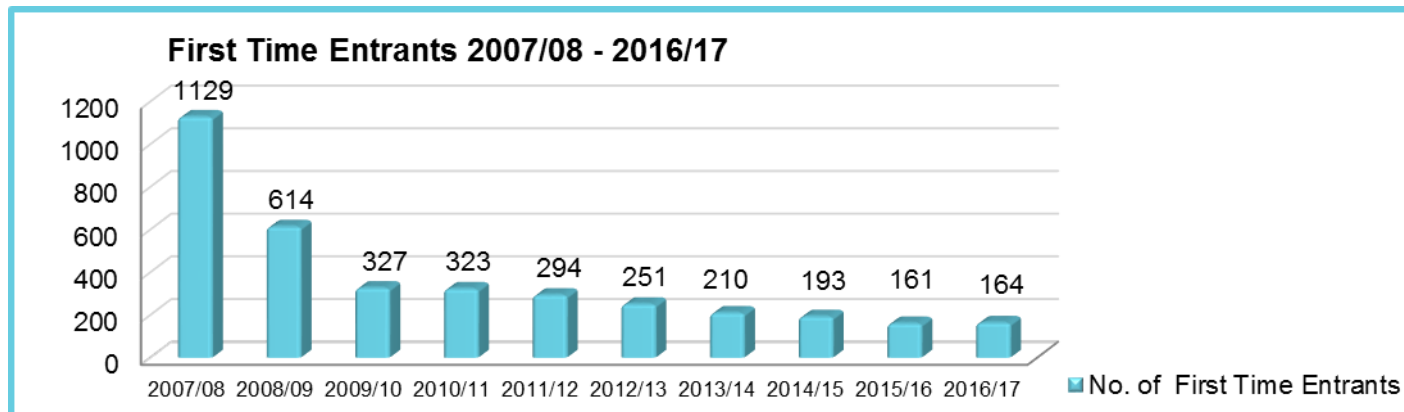
In 2015/16, CDYOS worked with 1221 people. 900 were young people who had offended; 321 were victims of youth crime. The total number of contacts in the year was 34,497.

In 2016/17, 3966 hours of court ordered reparation were completed by young people supervised by CDYOS.

### First Time Entrants 2007/08 – 2016/17

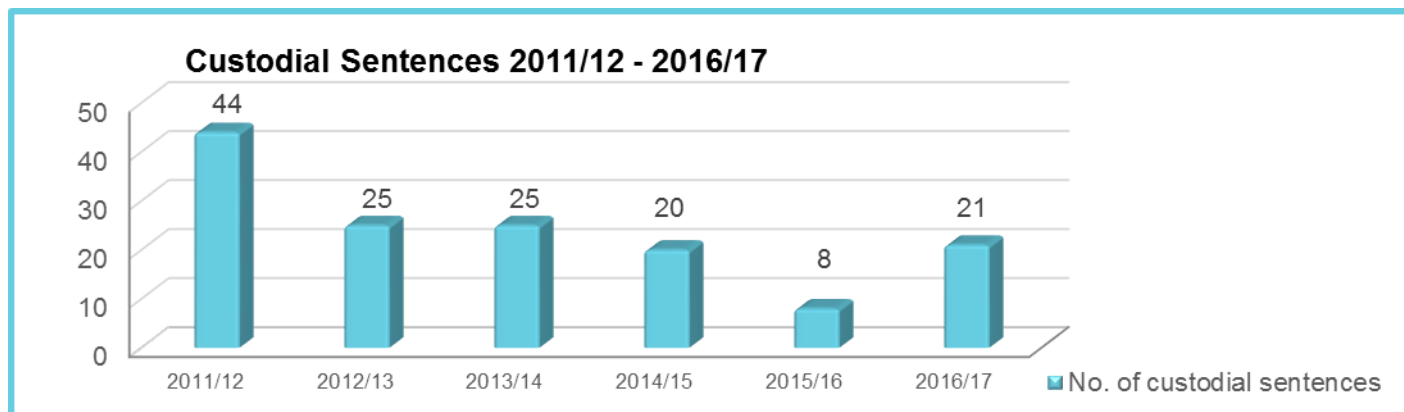
As a result of our fully integrated out of court system which provides assessment and intervention when a young person has gone through formal Police process (e.g. arrest/ Police custody suite), we have reduced first time entrants (FTEs) and re-offending.

Between 2007/8 and 2016/17, we have achieved an **85.5% reduction** in first time entrants, from 1129 in 2007/08 to 164 in 2016/17. N.B. Co Durham’s 10-17 population is 42,937 (2015 mid-year estimates. Source: ONS).

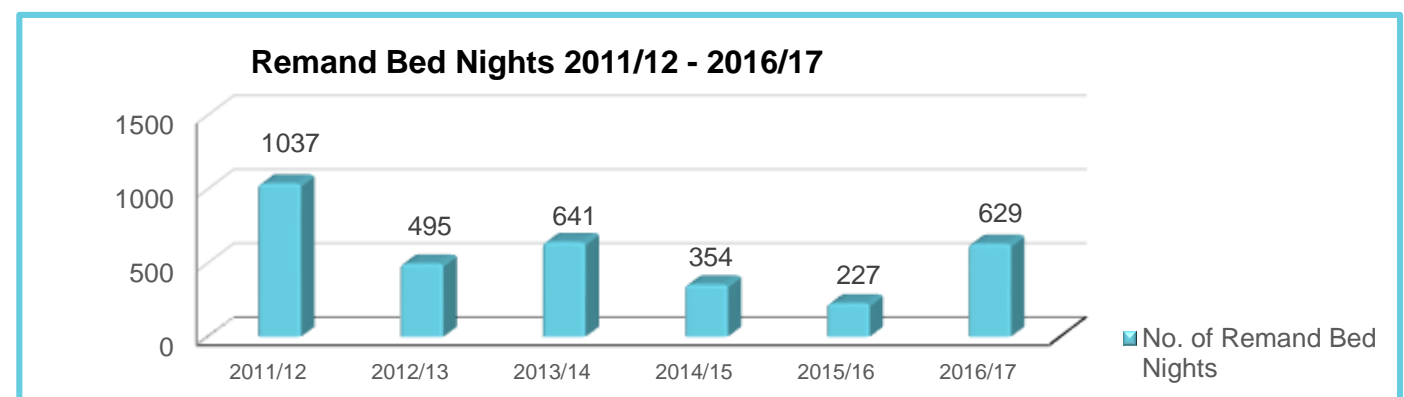


### Reducing the Use of Custody 2011/12 – 2016/17

Between 2011/12 and 2016/17 we have reduced the number of custodial sentences by **52.3%**, from 44 custodial sentences in 2011/12 to 21 in 2016/17. 2016/17 performance is in line with previous years. 2015/16 performance (8 custodial sentences) was an exceptionally low year.

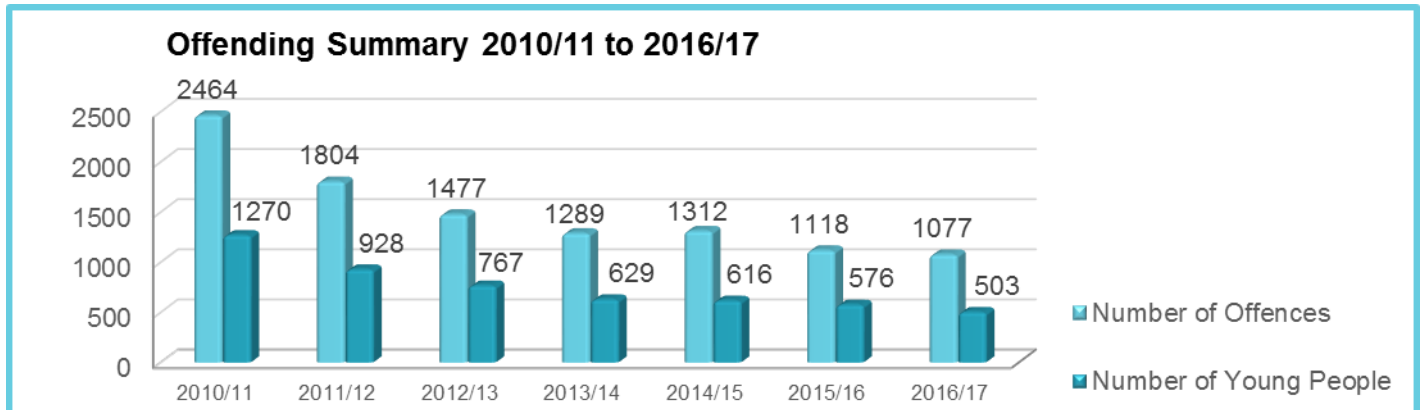


Over the same period we have reduced the number of remand bed nights (Remands to Youth Detention Accommodation) by **39.3%**, from 1037 in 2011/12 to 629 in 2016/17. Remands to Youth Detention Accommodation (RYDA) is a volatile area, and depends on the seriousness of the offence(s) committed by a young person.



### Number of Young People Offending and Offences Committed 2010/11 – 2016/17

Since 2010/11 we have achieved a **56.3% reduction** in the number of offences committed, from 2464 in 2010/11 to 1077 in 2016/17; and a **60.4% reduction** in the number of young people offending, from 1270 in 2010/11 to 503 in 2016/17. This includes **all** offences committed by young people aged 10-17 years, resulting in a Pre Reprimand Disposal (PRD) 2008 - 2013 / Pre Caution Disposal (PCD) 2013 onwards, out of court disposal or a court conviction. Most of these offences had a victim, so that means many fewer victims too.



### Reducing Re-offending 2007/08 – 2014/15

The evidenced success of CDYOS fully integrated out of court system which provides assessment and intervention when a young person has been through formal Police processes (arrest/ Police custody suite) in reducing re-offending, has resulted in:

- 81.7% reduction in the cohort (from 2145 young people in 2007/8 to 392 in 2014/15)
  - 75.3% reduction in the number re-offending (from 728 in 2007/8 to 180 in 2014/15)
  - 69% reduction in re-offences (from 1950 in 2007/8 to 605 in 2014/15)
- (See table on following page)

Re-offending is measured nationally by the MoJ. The measure is a 12 month rolling cohort and includes all young people who:

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

The measure counts any offences committed in a 12 month follow up period, where those offences are proved by a court conviction or out of court disposal in that period or in a further 6 months. This gives a methodologically robust measure of re-offending.

All data is taken from the Police National Computer (PNC) and is summarised before distribution to youth offending services/teams.

The binary rate of re-offending shows the number of young people re-offending as a percentage of the number of young people in the cohort. The frequency rate previously showed the number of re-offences as a rate per young person in the whole cohort (old frequency rate in table below). It has recently changed to show a rate per young person re-offending (new frequency rate in table below).

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

**MOJ Re-Offending Data (March 2017)**

(N.B. PCDs are not included in MoJ data as they are not a formal outcome).

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
2014/15	392	180	45.9%	605	1.54	3.36
% reduction (07/08 – 14/15)	-81.7%	-75.3%		-69%		

(Source: YOT Data Summary, March 2017)

**In 2016/17 we:****Miscellaneous**

- Undertook a comprehensive Health Needs Assessment of CDYOS cohort to inform future commissioning intentions;
- Reviewed our practice in response to Her Majesty's Inspectorate of Probation (HMIP) thematic inspections to inform our service improvement plan actions and quality assurance;
- Continued to improve the service we offer to victims and young people who offend through our restorative justice work;
- Further 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;
- Continued to work closely with the Office of the Police, Crime and Victims' Commissioner (OPCVC);
- 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 (SLCN) of young people in the Youth Justice System (phase 3 of our SLCN Strategy);
- Expanded our ClearCut Communication resources for young people in the Youth Justice System;
- Continued to expand the range of interventions delivered by the Delivery Team and improved the quality of programmes delivered;

- 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 to out of court disposals (OOC);
- 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**

- Continued to work with colleagues in residential homes to reduce offending by Looked After Children (LAC);

- Identified a cohort of young people who are persistent offenders (6 or more offences in previous 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 young people's speech, language and communication needs;
  - Implemented AssetPlus 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;
  - 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;
  - Completed our Health Needs Assessment and agreed a new co-commissioned model of CDYOS health provision for 2017/19.
- Embedding new roles for volunteers in service delivery and having 70 trained active volunteers;
  - Our Health Needs Assessment (HNA) which resulted in a new co-commissioned model of health provision for 2017/19;
  - Further development of ClearCut Communication resources to support young people's engagement in the Youth Justice System;
  - Influencing the youth justice system nationally – over 40 YOTs have purchased and are using our ClearCut Communication resources;
  - Our 'Thinking about Victims' programme (ClearCut Communication) winning the national Shine A Light Innovation Award 2017. The programme supports engagement (by both victim and perpetrator) in the restorative process;
  - Implementing new ways of working to ensure VfM while improving outcomes and quality;
  - Increasing the number/proportion of 16-18 year olds known to CDYOS, in education, employment and training (DurhamWorks);
  - Achieving the Restorative Service Quality Mark (RJC); a further Investing in Volunteers Quality Mark; and Investing in Children status for our service;
  - Our specialist Restorative Justice (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;
  - Delivering 3966 hours of court ordered reparation/ unpaid work;
  - Raising £800 for charity from young people's reparation work;
  - Our staff and volunteers' hard work, innovation and continued commitment to reduce re-offending, FTEs and use of custody; their willingness to adapt to new challenges, and to change and improve.

### 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 remand 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;
- Maintained a 6 day per week service, including experienced court officers available for Saturdays and Bank Holiday special courts;
- Maintained dedicated management cover for 6 day week service.

### In 2016/17 we are particularly proud of:

- Continuing to maintain low number of FTEs;
- Continuing to reduce the number of young people re-offending and the number of offences committed;
- Having only 21 custodial sentences;
- Our work on resettlement: All young people leaving custody in 2016/17 had appropriate accommodation sourced and available prior to release;

'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.'  
(The Butler Trust, March 2016)



**In 2017/18 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 2017/18) for more detail.

'County Durham YOS' restorative practice and work with volunteers clearly provides an excellent service to young people, families and victims.'  
(Lord McNally, 23 September 2016)

'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)

## 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.

Local authorities continue to have a statutory duty to submit an annual youth justice plan relating to their provision of youth justice services. Section 40 of the Crime and Disorder Act 1998 sets out the youth offending partnership's responsibilities in producing this plan. It states that 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.

Plans covering more than one year require an annual refresh and updating of key information, particularly in relation to finance and governance.

Statutory 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 (including returning the annual NS audit). From 1 July 2017 AssetPlus is the only assessment framework approved by the YJB and is therefore mandatory for compliance with National Standards and assessments;
- Reporting Community Safeguarding and Public Protection Incidents (CSPPI) to the YJB in accordance with published guidance;
- Submitting required data to the YJB in adherence with the relevant YJB data recording guidance;
- Ensuring Connectivity is used to transfer data across the youth justice system (including case transfers and stage updates under AssetPlus sent between YOT; between YOTs and YJB Placements; and between YOTs and the secure estate in accordance with AssetPlus requirements).

### The Taylor Review of the Youth Justice System

In September 2015 Charlie Taylor was asked to lead a departmental review of the youth justice system for the Ministry of Justice. The Taylor Review and Government's response were published on 12 December 2016.

The Taylor Review makes recommendations for extensive reform of the youth justice system covering devolution, courts, sentencing and custody. The review states health and education need to play a bigger role in improving outcomes for young people in the youth justice system.

The Review acknowledges the significant reduction in the number of children and young people in the youth justice system since 2007, due to the impact of coordinated delivery of services at local level.

The Review outlines the considerable achievements of the youth justice system. It recognises the impact of the Youth Offending Teams (YOTs).

CDYOS is highlighted in the Review following Charlie Taylor's visit to Durham (March 2016).

'Some local authorities such as County Durham and Cornwall have retained a YOT model closer to its original form but co-located it with their children's services to achieve a more integrated response to vulnerable and offending children.'  
(The Taylor Review, paragraph 22).

### Youth Justice Reform Programme

The Government's response to the Taylor Review sets out a number of actions the Government will take including: reviewing governance of the system; improving the support available to young people 'upstream' and throughout the youth justice system; taking decisive action to tackle violence and improve outcomes for young people in custody; and putting health and education at the heart of youth custody.

The Government has committed to further engagement with stakeholders and interested parties on a number of recommendations made.

The overarching role that youth offending services have in case management for all young people in the youth justice system is recognised as one of the key factors in the success seen in recent years. This includes: a reduction in the number of young people in the youth justice system, in first time entrants to the youth justice system, and the number in custody.

'There is no doubt that a key strength of the youth justice system has been the delivery through YOTs of locally based, multi-disciplinary services for children who offend.'  
(The Taylor Review, paragraph 18).

A national Youth Justice Reform Programme will commence during 2017/18. The Strategic Manager CDYOS has been invited to be part of some national workstream(s).

Charlie Taylor was appointed Chair of the YJB (March 2017), following Lord McNally's decision to stand down at the end of his tenure as Chair.

### County Durham Youth Offending Service

County Durham Youth Offending Service (CDYOS), a statutory multi-agency partnership, is part of Children and Young People's Services, Durham County Council, and is managed by them on behalf of the partnership. Active links are maintained at both strategic and operational level to Criminal Justice, Community Safety and Children, Young People and Families 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 (LSCB), Local Criminal Justice Board (LCJB), 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 2017/19, 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 2017/18

## Structure and Governance

### Governance – Management Board

CDYOS is accountable to a multi-agency Management Board, chaired by the Head of Children's Services, Children and Young People's Services, Durham County Council. The membership and terms of reference of the Management Board are reviewed annually. Membership is at Chief Officer or appropriate Senior Officer level.

The Management Board consists of:

- Children and Young People's 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, Crime and Victims' Commissioner (OPCVC);
- Durham Tees Valley Community Rehabilitation Company;
- Public Health, DCC;
- SEND and Inclusion, Education, DCC;
- NHS England Health and Justice (new member from April 2017)

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.

From January 2017, the Management Board has established a series of subgroups/aligned partnership subgroups. The Board receives regular updates from the Chairs (CDYOS Board members) at each meeting. This ensures synergy and ensures youth justice continues to be a priority across the wider partnership arena.

Subgroups include the following (Chair in brackets):

- Health Steering Group (Strategic Manager CDYOS);
- Reducing Re-offending (cross cutting subgroup across Safe Durham Partnership and Safer Darlington Partnership - OPCVC);
- Victims and Witnesses (cross cutting across Safe Durham Partnership and Safer Darlington Partnership – OPCVC);

- Vulnerable Child Pathway (subgroup of Healthy Child Programme Board – Public Health);
- Transitions (group to be established across DTV CRC area, Durham, Darlington and Tees Valley, to include the 5 YOS – CRC)

The Management Board reports to the Children and Families Partnership, Safe Durham Partnership and County Durham Partnership (overarching partnership for Co. Durham). Durham County Council's Overview and Scrutiny Committees also monitor performance against the 3 national outcome measures and receive annual presentations from the Strategic Manager CDYOS 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.

### Durham County Council (DCC) Structures

Durham County Council's new Chief Executive took up post in January 2016. A major transformation programme across the whole council commenced in 2016. This has included the creation of some new service groupings.

The former Children and Adults Service directorate was disaggregated during 2016 and two new directorates created: Children and Young People's Services and Adult and Health Services. Each has a Corporate Director.

CDYOS is part of Children and Young People's Services, Durham County Council and managed by them on behalf of the partnership. 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 and Young People's Services include:

- One Point (Early Help, Prevention and Think Family Services)
- CDYOS
- Aycliffe Secure Services
- Child Protection and Disability
- Looked After Children and Permanence
- First Contact and Intervention
- Families First
- Education

Children and Young People's Services provides a clear continuum of services (including early help and prevention, education, children's social care, specialist youth justice services) and valuable opportunities for joint work and innovation across the spectrum of services. Think Family and Early Help Strategies underpin CDYOS' work.

CYPS Strategic Managers work closely with the Corporate Director and Heads of Service on cross cutting themes e.g. quality improvement.

CDYOS continues to work closely with colleagues in Adult and Health Services (e.g. Public Health) and across the council. Joint work and innovation is essential in the context of a rapidly changing operating environment and reducing resources.

A new Head of Service (Tier 3) structure in CYPS was implemented in June 2017. The Head of Children's Services has become Head of Early Help, Assessment and Safeguarding. The post holder will continue to line manage the Strategic Manager CDYOS and to chair CDYOS Management Board.

### **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, Crime and Victims' 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 partnerships and ensures a co-ordinated strategic approach across County Durham.

CDYOS has developed effective links with health partners. During 2016/17 the service worked with Public Health and partners to complete a Health Needs Assessment (HNA) of young people who offend. This has resulted in a new co-commissioned model of health provision in CDYOS for 2017/19, agreed by the Management Board and health commissioners. The HNA has been shared with a range of partnerships and will be presented to the Health and Wellbeing Board in July 2017.

The service has developed effective links with the Office of the Police, Crime and Victims' Commissioner. CDYOS partnership priorities are included in the Police, Crime and Victims' Plan.

Think Family work in Co. Durham has been improved by the active involvement of CDYOS. Additional funding has been secured to expand the role of CDYOS volunteers as family mentors for the Stronger (Troubled) Families programme until March 2018.

## Resources and Value for Money

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, CYPS Management Team and Finance colleagues, DCC.

### Budget 2017/18

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.

CDYOS pooled budget for 2017/18 is £3,662,885.  
92% of CDYOS budget is spent on staff costs.  
94% of this is front line delivery.

A detailed budget breakdown can be found at Appendix 2.

CDYOS partnership has implemented a comprehensive youth crime strategy, focused on reducing re-offending, which includes out of court and post court.

Our nationally recognised fully integrated 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 85.5% reduction in first time entrants since 2007/08; and 56.3% reduction in the number of offences committed and 60.4% reduction in the number of young people offending since 2010/11. The number of young people re-offending and the number of offences committed has fallen consistently since 2010/11.

### YJB Grant Funding 2017/18

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

- Youth Justice (YOT) Grant (England)

- Remands to Youth Detention Accommodation (RYDA) Grant

Both grants are ring-fenced to youth justice services.

### Youth Justice (YOT) Grant: £612,038

The ring-fenced grant is provided by the YJB to local authorities 'for the purposes of the operation of the youth justice system and the provision of youth justice services' ('Youth Justice Plans: YJB Practice Note for Youth Offending Service Partnerships', YJB, May 2017). The grant may only be used by the Local Authority to fund its Youth Offending Team with a view to achieving the following outcomes:

- Reduction in youth re-offending;
- Reduction in the numbers of first time entrants to the Youth Justice System;
- Reduction in the use of the youth custody;
- Effective public protection;
- Effective safeguarding.

The YJ Grant is used as part of CDYOS pooled budget (see Appendix 2). This supports delivery of our Service Improvement Plan 2017/18 which focuses on the key outcome measures:

- Reducing re-offending;
- Reducing first time entrants;
- Reducing use of custody;
- Underpinned by safeguarding and public protection.

Uncertainty caused by late notification of YJB grants can cause problems re. business planning.

### Remands to Youth Detention Accommodation: £2,324

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 for bed nights in Young Offenders Institutions (YOI) only.

The 2017/18 remand grant is a 64% reduction on that received for 2016/17 (£6,430) and a 98% reduction on that received for 2015/16 (£46,218). Actions to mitigate risk include: Reducing Remand Bed Night Strategy and remand/special court cover for all courts, including weekend and Bank Holidays.

## Budget Savings 2016/17

CDYOS, like all public services, has to manage within a tough budgetary environment.

Since 2010/11, CDYOS budget has reduced by £1.6m (30.4% reduction). It should be noted the budget savings have been achieved while improving performance across a range of measures.

The Service had a further budget reduction of £128,493 for 2017/18.

We managed the budget reduction for 2017/18 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 3fte 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.).

## Staffing and Service Delivery

### Service Delivery

CDYOS works with young people across the whole Youth Justice spectrum (out of court and post court) to reduce re-offending. All young people have been through formal Police processes (e.g. arrest/Police custody suite).

CDYOS work includes:

- pre conviction arena (bail and remand management);
- fully integrated 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 Order Panels). We operate a fully staffed court rota for the Youth Court, Remand Court, Crown Court and Special Courts (Saturdays and Bank Holidays) with dedicated management cover. We ensure safeguarding and management of risk, including public protection, in relation to young people in the Youth Justice System.

Restorative Justice underpins all our work. 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. CDYOS was awarded the Restorative Service Quality Mark in 2016. CDYOS also achieved Investing in Children accreditation in 2016 for our work with young victims of crime.

As a result of the increasing complexity of cases, 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 in our two case management teams are responsible for assessment, intervention planning and overall case management. Interventions, based on risk of re-offending, are delivered by the Delivery Team and Wrap Around Team

The focus of all our work is reducing re-offending. 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.

In 2016/17, CDYOS worked with 1243 people. 928 (74.7%) were young people who had offended; 315 (25.3%) were victims of youth crime. The total number of contacts in the year was 33,308.

In 2016/17, 3966 hours of court ordered reparation were completed by young people supervised by CDYOS.

## 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;
- Education Officers (DurhamWorks).

There is a range of other staff, for example:

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

## Staffing Structure

See Appendix 4 for CDYOS Staffing Structure.

As of 1 April 2017 CDYOS has 89 (82fte) staff and 70 active volunteers.

76 (69fte) staff are employed by Durham County Council on behalf of the partnership; 13 (13fte) are seconded from partners (Durham Constabulary, National Probation Service, North Tees and Hartlepool NHS Foundation Trust (NTHFT), Harrogate and District NHS Foundation Trust (HDFT), Tees Esk and Wear Valleys Mental Health Trust (TEWV) and the Think Family Team.

All staff and volunteers are trained in Restorative Approaches/ Restorative Justice. 50 are trained to facilitate Restorative Justice conferences.

Specialist Victim Liaison Officers (VLOs) are responsible for high level/complex work with victims.

Based on the findings and recommendations of our HNA, a new model of co-commissioned health provision in CDYOS has been approved by the Management Board and agreed with commissioners for 2017/19. This is currently

being implemented and will be fully operational by autumn 2017. The new model of Health provision is included in the service structure (Appendix 4).

Funded by a range of partners – Public Health, NHS England (Health and Justice), Clinical Commissioning Groups (CCGs), CDYOS and the Office of the Police, Crime and Victims' Commissioner (OPCVC) - the new model comprises:

- 1fte Speech and Language Therapist;
- 1fte Specialist Public Health Children's Nurse;
- 2fte Mental Health Support Workers;
- 2fte Drug and Alcohol Workers;
- 1.5fte Liaison and Diversion Link Workers;

## The Voice of Young People in the Youth Justice System

Young people play an active role in the work of CDYOS. Their involvement during 2016/17 has helped to shape the Service Improvement Plan 2017/18 and the priorities included in the Youth Justice Plan.

The service has numerous ways of obtaining young people's views, including;

- Annual HMIP e-survey;
- Manager reviews of cases with young people;
- Referral Order panel reviews with young people;
- Every assessment includes a self-assessment by the young person;
- Re-engagement Panels with young people (for those at risk of breach/non-compliance);
- Every intervention programme is concluded by obtaining young people's views on the work undertaken;
- With Youth in Mind – young victims' consultation and engagement group.

The active participation of young people in their own assessments and intervention plans is a theme running through all CDYOS quality assurance work.

Young people supervised by CDYOS provide feedback on intervention programmes, both those provided by CDYOS and those delivered in partnership, at the end of each intervention. Their views are used, among other things, by CDYOS to determine what is included in our Directory of Interventions, used by all case managers.



Young people's feedback, their experience and frequent lack of understanding of their journey through the criminal justice processes, has been – and continues to be – central to our Speech, Language and Communication Needs Strategy. Their engagement in the process – both as young people who offend and young victims of crime – has transformed how we work and been central to the development of our ClearCut Communication resources, regarded as national best practice and purchased by other YOTs nationally.

With Youth in Mind, our young people's group, comprising 38 young victims of crime (aged 9 to 20), actively shapes our work with young victims to improve the service we offer. 71 young people have been involved since the group was established in May 2015; 38 attend on a regular basis. 10 young team leaders are trained to offer peer support to other young victims of crime.

'We started this group because we all were very interested in helping young people because of our own experiences. This could be about bullying or problems at home with the idea being that young people support other young people who have had similar experiences. The leaders and staff put time and effort in and really care about you and you get the chance to talk about different stuff and plan what you want to do for activities.'

(Members of With Youth in Mind, 2016)

'County Durham Youth Offending Service continues to demonstrate its commitment to young people's rights by engaging with young people as both victims of crime as well as young people who offend. The Service listens to their views and has taken seriously the issues they have raised. Investing in Children is proud to be able to make their Award <sup>TM</sup> in recognition of this commitment to young people's involvement.'

(Investing in Children, 2016)

Our Health Needs Assessment included feedback from young people and this helped to shape the new co-commissioned model of health provision.

The views of parents/carers and victims also shape service delivery e.g. our Parenting Support Group which supports parents who are victims of their own child's offending.

## Partnership Arrangements

### 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 2017/18;
- Durham County Council as lead partner;
- The Management Board consists of statutory partners plus broader membership (Office of the Police, Crime and Victims' Commissioner, HMCTS, CRC, Public Health, SEND);
- NHS England Health and Justice have joined the Board from April 2017;
- Seniority of Management Board members;
- Management Board members are proactive, working both within and outside the Board, to support the work of the service;
- Subgroups/aligned groups ensure effective linkages and synergy with other partnerships/work and avoid duplication;
- Partnership work to support the development of a range of projects and initiatives e.g. Speech Language and Communication Needs (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 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. They operate in line with ACPO/YJB Guidance and also carry out some functions formerly carried out by the Criminal Justice Unit (CJU);
- CDYOS Interventions Directory includes some interventions delivered in partnership; some are delivered by partners for CDYOS.

### 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;

- Multi-Agency Public Protection Arrangements (MAPPA);
- Office of the Police, Crime and Victims' Commissioner (OPCVC);
- Health (HDFT, CCGs, NECS, TEWV, NTHFT);
- National Probation Service (NPS);
- Durham Tees Valley Community Rehabilitation Company (CRC);
- Think Family/Stronger (Troubled ) Families;
- Local Criminal Justice Board (LSCB).

CDYOS is a key partner in the Criminal Justice Board for Durham and Cleveland. Chaired by the Police, Crime and Victims' Commissioner, the Board has recently set out an ambitious vision for an end-to-end criminal justice system which supports victims, reduces re-offending and supports rehabilitation. All partners are committed to working across organisational boundaries, pursuing shared objectives, sharing performance information and data, and working together to solve problems.

CDYOS, as the largest youth offending service in the area, will play a key role in affirming the youth offending services' contribution to the delivery of an effective criminal justice system.

Partnership resourcing in CDYOS is formalised by HR Service Level Agreements (SLAs) in regards to seconded staff. 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...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 YOS and the wider Children's Services were apparent.'  
(Peer Review, November 2015)

## Commissioned Services

The new model of co-commissioned health provision in CDYOS (2017/19) is based on the findings and recommendations of our Health Needs Assessment of young people who offend in County Durham. Jointly lead by Public Health and CDYOS, it has provided, for the first time, a comprehensive analysis of health needs of young people in contact with CDYOS and has enabled us to enter into discussions to commission health services, confident of the needs to be met.

In addition to services commissioned for CDYOS, the service has also been commissioned to deliver training to other services for 2017/18. This includes:

- SLCN awareness/ ClearCut Communication resources to the Victim Care Advice Service (VCAS), Durham Constabulary and staff working in the RJ Hubs (commissioned by the OPCVC);
- SLCN awareness and ClearCut Communication screening tool to One Point staff;
- ClearCut Communication resources and/or training have been purchased by over 40 YOTs and a range of other services nationally;
- Restorative Approaches training for partners;
- Independent Visitors pilot for LAC (using some of our volunteers).

## Stronger (Troubled) Families

CDYOS is an active partner in the successful delivery of the Stronger Families programme in County Durham. A Think Family Mentor is aligned to CDYOS, supporting staff in ensuring we 'Think Family'.

CDYOS Volunteer Programme supports at least 50 families (Stronger Families) each year, from across the range of agencies acting as lead professional. Funding for this has been secured until March 2018.

## Resettlement after Custody

As a result of our multi-agency approach to resettlement, all young people leaving custody in 2016/17 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 2016/17 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, known as the Prevent duty, applies to a wide range of public bodies. Within CDYOS this duty is discharged through our casework 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. CDYOS also has two staff trained to deliver 'WRAP' (Workshop to Raise Awareness of Prevent) training which will be rolled out to staff during 2017/18. All managers attended a presentation by Dr Dave Sloggett, a leading authority on Prevent, in April 2016.

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 CYPS (Durham County Council) lead for Prevent. She is a member of the Silver Contest Board and Chair of the Channel Panel for Co. Durham. Channel 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);
- Capita ONE (Education);
- Hanlon (DurhamWorks);
- CareDirector Youth (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. This ensures holistic assessment and information sharing to improve outcomes for young people in the Youth Justice System.

In addition, CareDirector Youth is available 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 NHS Foundation Trust – Speech, Language and Communication Needs Strategy;
- SEND – joint work between Children’s Services and Education;
- 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 – DurhamWorks (Youth Employment Initiative, ESF funded);
- Office of the Police, Crime and Victims’ Commissioner – young victims of youth crime;
- RSPCA – Paws4Change programme;
- Durham Constabulary Armoury – Air Guns programme;
- Durham Constabulary – U Turn 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;
- Newcastle Skill Mill/ Newcastle YOS – development of Skill Mill Durham;
- Blue Cross – Respectabull intervention programme;
- Street Doctors – new intervention programme;
- NHS England Health and Justice, CCGs, Public Health, OPCVC – new model of health provision;
- Open Awards and Prince’s Trust – CDYOS is an Open Awards accreditation centre and a member of The Prince’s Trust xl network.

### DurhamWorks

CDYOS is a Delivery Partner of the DurhamWorks 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. DurhamWorks ends in 2018.

### National Recognition

National recognition of CDYOS’ work since 2010 includes:

- Winning the Youth Justice Award, Children and Young People Awards (2010, 2012, 2013);
- Runner up in the Howard League Community Programmes Awards 2010;
- Being awarded Investing in Volunteers (IiV) status (January 2013);
- IiV status awarded for a further 3 years (2016-2019) – we are the only Durham County Council service to achieve IiV status;
- Two staff awarded a Butler Trust Award (March 2016) for their innovative work in meeting young people’s speech, language and communication needs;
- Two Butler Trust Commendations – for contribution to diverting young people from the criminal justice system (Strategic Manager, 2011); and one of our volunteers for over 10 years’ service in CDYOS (2012);
- We are the only YOS in the country to have been awarded a Butler Trust Award and 2 Commendations;
- Our fully recognised Out of Court system included as national best practice in the Out of Court Disposals Guidance (MoJ/YJB, 2013);
- Finalist in the Children & Young People Now Awards 2015 for ClearCut Communication resources;
- Highly Commended in the Shine A Light Awards (2015/16) for our ClearCut Communication SLCN screening tool;
- Winning the Shine A Light Innovation Award (2016/17) – ‘Thinking About Victims’ programme, ClearCut Communication;
- Awarded the 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;
- Awarded Investing in Children accreditation (2016).

## Risks to Future Delivery against Youth Justice Outcome Measures

All public services are facing challenges from reduced funding, and CDYOS is no different. CDYOS budget has reduced by £1.6m (30.4%) since 2010/11. Despite this, CDYOS has continued to improve outcomes for young people who offend, families, victims and communities.

The current review of the funding formula for policing may result in reduced funding for Durham Constabulary and the Police, Crime and Victims' Commissioner, which may place additional pressure on the budget, on top of the pressure already likely to be faced as a result of local authority reductions.

The service has set out realistic priorities for the future, based on the firm foundations built over recent years. These are outlined in this plan.

### Risks to future delivery against youth justice outcome measures

Risks have been identified (see table on pages 22-23) and a series of mitigating actions agreed.

In addition there are a number of other actions in place to mitigate risk, including:

- Sector Led Improvement;
- Peer Review;
- Role of Practice Improvement Officers (PIOs);
- HMIP Practice Assessors;
- CDYOS Quality Assurance Framework;
- Involvement in Youth Justice Reform Programme;
- Development work with colleagues in CYPs and across partnerships;
- Workforce Development.

### Sector Led Improvement

Involvement in Sector Led Improvement enables CDYOS to keep up to speed with national developments, share good practice and learn from others. The Strategic Manager is a YJ Peer Reviewer and has been actively involved in a range of national youth justice work.

CDYOS is involved in effective practice sharing through the North East Practice Development Group and the Youth Justice Board, involving practice exchange, quality assurance and developing protocols.

The Youth Justice Resource Hub contains examples of good practice in the Youth Justice System, enabling effective practice to be disseminated across the sector. CDYOS' work is included on the hub e.g. our Parenting Support

Group (which supports parents who are victims of their child's offending). This resource has been accessed by other youth justice professionals over 350 times (May 2017).

### Youth Justice Peer Review

CDYOS undertook a Youth Justice Peer Review during October 2015. The focus of the review was our practice and partnerships to reduce re-offending. Feedback was complimentary and helpful. Areas for consideration were discussed by the Management Board (November 2015). Improvement and development plans were incorporated into our Service Improvement Plan 2016/17 and completed.

### Practice Improvement Officers

Practice Improvement Officers (PIOs) have a crucial role in driving forward service improvement and quality of front line practice. They have shared responsibility for the delivery of high quality services; provide senior case management advice and guidance to staff; and play a vital role in quality assurance for both OOC and post court. They have driven forward service improvements in a range of areas, e.g. AssetPlus; Child Sexual Exploitation (CSE); Speech Language and Communication Needs; interventions; and the voice of the young person in the Youth Justice System.

### HMIP Practice Assessors

Two PIOs and a team manager are HMIP Practice Assessors. This helps to mitigate risk by keeping CDYOS' practice up to speed with inspection standards.

### CDYOS Quality Assurance (QA) Framework

CDYOS has implemented a comprehensive Quality Assurance Framework which covers all QA work undertaken by line managers in the service. One element of this is a robust audit programme and quarterly thematic audits, including reviewing our practice against HMIP thematic inspections and implementing improvement areas.

Themed audits to be undertaken in 2017/18 include:

- SEND
- SLCN
- CSE
- Full case file audits
- Substance Misuse
- Outcomes

Both the Management Development programme, for CDYOS managers, and the staff focus sessions will continue throughout 2017/18, as part of our QA framework.

### YJ Reform Programme

CDYOS will take an active role in the Youth Justice Reform Programme via key stakeholder groups to help to shape the future direction of the youth justice landscape nationally, regionally and locally.

### Development work with CYPS and across Partnerships

Development work with colleagues in CYPS includes: developing pathways with One Point; improving outcomes for young people with SEND in the Youth Justice System; work to reduce offending by Looked After Children; and a range of improvement activity. CDYOS is represented on the Children’s Services Quality Improvement Champions Network which is improving the quality of assessment, plans, the voice of the child and progress towards outcomes.

Development work with partners includes: work with the Reducing Re-offending Group (desistance pathways etc.); Safe Durham Partnership Peer Review (Sept 2017); and work with the Child Advocacy Centre.

### Workforce Development

An extensive programme of workforce development is in place (including youth justice, CYPS, SEND, LSCB etc.) to ensure CDYOS staff can maintain and develop their skills in a rapidly changing operating environment.

### 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"> <li>• Reducing Remand Bed Nights Strategy</li> <li>• Management oversight</li> <li>• Mid-week and weekend staffed court cover</li> <li>• Remand Court specialists</li> <li>• ISS Bail Programme</li> <li>• Joint work with Children’s Service’s colleagues</li> <li>• Monthly monitoring of RYDA/corporate reporting</li> </ul>
Future budget efficiencies/reductions in partner contributions	<ul style="list-style-type: none"> <li>• On-going review of Service structure</li> <li>• Review accommodation</li> <li>• Review all vacancies</li> <li>• Review and develop pathways to support young people after statutory supervision</li> <li>• Consider new ways of working</li> <li>• Development of Skill Mill Durham</li> </ul>
Maintaining improving performance in face of on-going budget reductions	<ul style="list-style-type: none"> <li>• SIP 2017/18</li> <li>• Quality Assurance framework</li> <li>• Self-assessment against HMIP criteria</li> <li>• Innovation</li> <li>• Staff forums</li> <li>• Managers forums</li> </ul>
Uncertainty about future Youth Justice landscape complicates planning	<ul style="list-style-type: none"> <li>• Youth Justice Reform Programme</li> <li>• Involvement in YJ Reform Programme at national, regional and local level</li> <li>• On-going review of Service structure</li> <li>• Staff forums</li> <li>• Managers forums</li> <li>• Innovation</li> <li>• Emphasis on improving quality of core practice</li> </ul>
Re-offending rate (binary) increases due to continued reduction in full cohort numbers at a rate greater than reduction in numbers of young people re-offending	<ul style="list-style-type: none"> <li>• Expansion of re-offending cohort</li> <li>• Review and changes to enhanced programme for re-offending cohort</li> <li>• Introduction of AssetPlus</li> <li>• Amendments and improvement in QA processes</li> <li>• Managers forums</li> <li>• Staff forums</li> <li>• Emphasis on improving quality of core practice</li> <li>• SIP 2017/18</li> </ul>

Robust management and governance will continue to ensure that CDYOS improves outcomes for young people in the Youth Justice System and reduces re-offending. The Service is well placed to build on the progress and improved performance of the last 9 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 YOS workers were there for them.'

(Peer Review, November 2015)

'We would like to thank members of the youth offending service for all their help, support and advice. They have all been fantastic... We felt A had not received the right support until working with members of the YOS.'

Over the years we have had a variety of agencies working with A, but we have never received such caring, conscientious, understanding and outstanding support that we have received from the youth offending service. We can't praise or thank the staff who have worked with A enough. We are going to miss them, their support and advice immensely. They are a credit to your service.'

(Family of a young person, March 2017)

## Appendix 1

### CDYOS Management Board – Approval of Strategic Plan

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This plan was considered by CDYOS Management Board in May 2017.

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 extending from the end of the name.

Carole Payne

Chair of CDYOS Management Board

1 June 2017



## Appendix 2

## County Durham Youth Offending Service Budget 2017/18

Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Local Authority			2,016,452	2,016,452
Police Service	153,991	72,000	121,600	347,591
National Probation Service	91,084		10,000	101,084
Health Service	212,000		50,268	262,268
OPCVC (Community Safety Fund)			152,828	152,828
YJB – Youth Justice (YOT) Grant			612,038	612,038
Other Funding (Stronger Families)			35,000	35,000
<b>Total</b>	<b>457,075</b>	<b>72,000</b>	<b>2,998,186</b>	<b>3,527,261</b>

**CDYOS also has a budget of £135,624 for specific projects as detailed below.**

OPCVC (Victims' Fund)	24,100	24,100
OPCVC (Community Safety Fund)	24,100	24,100
YJB - Remand Grant	2,324	2,324
Youth Employment Initiative	85,100	85,100
<b>Total CDYOS Pooled Budget</b>	<b>3,133,810</b>	<b>3,662,885</b>

N.B.  
The Youth Justice (YOT) Grant is used as part of partnership pooled budget to support delivery of our Service Improvement Plan (see Appendix 3) to support work to reduce re-offending, first time entrants and use of custody.

Community Safety Fund and Victims' Fund comes from the Office of the Police, Crime and Victims' Commissioner. The OPCVC is also contributing to the new co-commissioned model of health provision for 2017/19.

## Appendix 3

## Service Improvement Plan 2017/18

## Priority

**1) Improving how we communicate with young people and the interventions we complete with them**

- Expand the SLCN resources available for work with young people – ‘Thinking about Victims’, Referral Order
- Further develop the ClearCut brand
- Continue to expand the range of interventions delivered by the Delivery Team, especially in respect of desistance factors
- Develop interventions that support the ‘Good Lives’ model
- Continue to improve the quality of the programmes delivered
- Improve Case Managers’ confidence in screening for a range of health needs
- Embed and improve the quality of assessments through AssetPlus
- Implement the new model of health provision within CDYOS
- Develop and implement the Skill Mill for County Durham
- Develop and implement pathways with One Point, especially in respect of young people displaying anti-social behaviour
- Improve the pathways and risk management process for young people displaying sexually harmful behaviour
- Develop links and integrate with the Child Advocacy Centre developments
- Improve the quality of our work with young people leaving care

**2) Putting victims, especially young victims, and Restorative Justice at the heart of everything we do**

- Expand With Youth in Mind Group for young people who have been victims of crime
- Expand the Parenting Support Group for parents who are victims of their own child's offending
- Expand the role of Case Managers in work with victims

**3) Targeting our resources on those young people committing the most offences**

- Improve the monitoring and evaluation of the Re-offending Cohort
- Review and improve both the enhanced programme and the process for reviewing the re-offending 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 based on audit findings
- Ensure CDYOS is prepared for the implementation of the new HMIP inspection framework
- Expand the programme of ‘operational managers’ development sessions
- Implement the programme of themed audits to compliment routine case auditing
- Ensure CDYOS auditing programme complements and links with the wider Children’s Services auditing programme
- Audit managers’ compliance with CDYOS Quality Assurance processes
- Improve the collation and presentation of audit findings and ensure feedback to staff

**5) Ensuring we listen and respond to what young people and their families are telling us**

- Develop and implement revised on-line feedback for young people to replace the HMIP e-survey
- Improve the use of young people’s self-assessment into the AssetPlus 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
- Expand the Parenting Support Group for parents who are victims of their own child’s offending

**6) Ensuring volunteering, by both adults and young people, is a key component of the work we undertake with young people and victims**

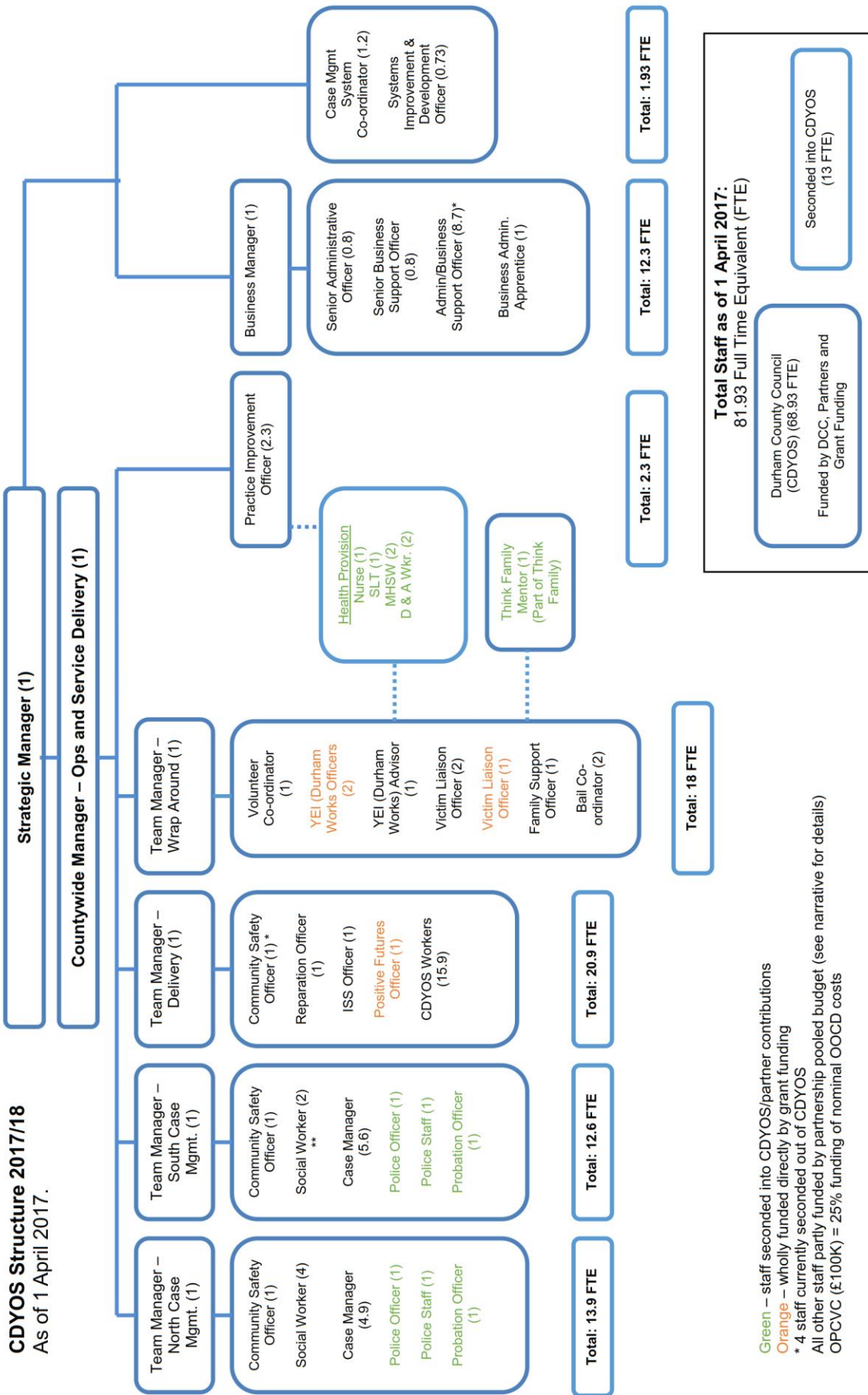
- Embed and expand With Youth in Mind Group for young people who have been victims of crime
- Improve the quality of our work and monitoring of Family Mentors through the Stronger Families Programme
- Increase the opportunities for young people working with CDYOS to take-up volunteering opportunities
- Develop the Independent Visitors programme for LAC based upon the findings of the pilot programme
- 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.**

- Expand the review of management information to include all management information needs, especially in respect of individual team performance

Appendix 4

Service Structure 2017/18



## Appendix 5

### CDYOS Statutory Functions

#### Provision of:

- Case management of Court Orders (Community and Custody) in line with National Standards for Youth Justice
- Out of Court Disposals
- Specialist assessment based on criminogenic factors and desistance
- Interventions to reduce re-offending
- 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 (both young people and adults)
- Delivery of court-ordered reparation to community and victims
- Delivery of Unpaid Work requirements (16/17 year olds)
- Transition services to NPS/CRC
- YJMIS data / management info to Youth Justice Board / Ministry of Justice regarding youth justice cases
- Parenting Orders imposed in the Youth Court (Criminal Matters)
- Case management of Sex Offenders (Assessment, Intervention and Moving On (AIM)) – young people under 18
- Remands to Youth Detention Accommodation (RYDA)
- Resettlement of young people after custody

#### Duty to:

- Comply with National Standards for Youth Justice (accountable to Ministers)
- Comply with arrangements for multi-agency public protection (MAPP)
- Comply with relevant legislation
- Cooperate with MAPP/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
<b>AIM</b>	Assessment, Intervention and Moving on
<b>APIS</b>	Assessment, Planning, Intervention and Supervision
<b>CAMHS</b>	Child and Adolescent Mental Health Service
<b>CCG(s)</b>	Clinical Commissioning Group(s)
<b>CDYOS</b>	County Durham Youth Offending Service
<b>CRC</b>	Community Rehabilitation Company
<b>CSP</b>	Community Safety Partnership
<b>CSPPI</b>	Community Safeguarding and Public Protection Incidents
<b>DCC</b>	Durham County Council
<b>DTO</b>	Detention and Training Order
<b>ESF</b>	European Social Fund
<b>FTEs</b>	First Time Entrants (to the Youth Justice System)
<b>fte</b>	Full Time Equivalent (staff)
<b>HDFT</b>	Harrogate and District NHS Foundation Trust
<b>HMCTS</b>	Her Majesty's Courts and Tribunals Service
<b>HMIP</b>	Her Majesty's Inspectorate of Probation
<b>HNA</b>	Health Needs Assessment
<b>HR</b>	Human Resources
<b>liV</b>	Investing in Volunteers
<b>ISS</b>	Intensive Supervision and Surveillance (alternative to custody)
<b>LAC</b>	Looked After Children
<b>LCJB</b>	Local Criminal Justice Board
<b>LSCB</b>	Local Safeguarding Children Board
<b>MAPPA</b>	Multi-Agency Public Protection Arrangements
<b>MoJ</b>	Ministry of Justice
<b>NECS</b>	North East Commissioning Support (Health)
<b>NTHFT</b>	North Tees and Hartlepool NHS Foundation Trust
<b>NPS</b>	National Probation Service
<b>OBPs</b>	Offending Behaviour Programmes
<b>OPCVC</b>	Office of the Police, Crime and Victims' Commissioner
<b>OOCD</b>	Out of Court Disposal
<b>PACE</b>	Police and Criminal Evidence Act
<b>PCD</b>	Pre Caution Disposal (April 2013 onwards)
<b>PIO</b>	Practice Improvement Officer
<b>PNC</b>	Police National Computer
<b>PRD</b>	Pre Reprimand Disposal (May 2008 – March 2013)
<b>QA</b>	Quality Assurance
<b>RJ</b>	Restorative Justice
<b>RJC</b>	Restorative Justice Council
<b>RSQM</b>	Restorative Service Quality Mark
<b>RSPCA</b>	Royal Society for the Prevention of Cruelty To Animals
<b>RYDA</b>	Remands to Youth Detention Accommodation
<b>SEND</b>	Special Educational Needs and Disability

Acronym	Meaning
<b>SDP</b>	Safe Durham Partnership (CSP)
<b>SIP</b>	Service Improvement Plan
<b>SLCN</b>	Speech, Language and Communication Needs
<b>TAC</b>	Team Around the Child
<b>TAF</b>	Team Around the Family
<b>TEWV</b>	Tees, Esk, and Wear Valleys NHS Foundation Trust (Mental Health)
<b>VCAS</b>	Victim Care Advice Service
<b>VCS</b>	Voluntary and Community Sector
<b>VfM</b>	Value for Money
<b>VLO</b>	Victim Liaison Officer
<b>YOI</b>	Youth Offender Institution
<b>YJ</b>	Youth Justice
<b>YJB</b>	Youth Justice Board
<b>YJMIS</b>	Youth Justice Management Information System
<b>YOS</b>	Youth Offending Service
<b>YOT</b>	Youth Offending Team

## Appendix 7

## Contact Details

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County Durham Youth Offending Service  
**Youth Justice Plan**  
2017 / 2019