

Darlington Youth Justice Plan 2017/18



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In my first year as Chair of the Youth Offending Service (YOS) Management Board, I am pleased to introduce Darlington's Youth Offending Service Youth Justice Strategic Plan for the forthcoming year (2017–18). As in previous years the Board has developed this Plan after consultation with staff, partner agencies and most importantly our clients. This Plan will be used practically to influence future decisions and set strategic priorities whilst also taking account of some of the key challenges, beyond the control of the Board that we face in the year to come.

This year's Plan has been developed in a continued climate of reduced funding and the YOS, like all public sector bodies, is facing difficult decisions about how we maintain and improve our services. We were pleased to receive a similar funding offer to that of last year from the Youth Justice Board however the YOS and its partner agencies have seen reductions in budget allocations which will inevitably impact upon service provision.

On a brighter note, Darlington YOS continues to be one of the most successful services in the country evidenced by;

- Outstanding diversion programmes for those young people eligible to be diverted away from the Court arena.
- A continued reduction in young people entering the criminal justice system.
- A broad range of reparation projects.
- Providing high quality victim contact and restorative justice services.
- Working in collaboration with partners which continues to be a key strength of the YOS.

Darlington YOS has a clear vision,. Deliver high quality, effective and safe youth justice services to prevent offending and reoffending by young people in Darlington

This Plan outlines how we intend to do this in the forthcoming year.

The continued challenge is to build upon the success to date and ensure that we keep offending and re-offending levels low utilising the services and opportunities available to us. This will not only achieve safer, stronger and more confident communities but crucially will result in better life opportunities for our young people.

The Board would like to express its thanks to those who support young people on a day to day basis. We recognise that the achievements I have mentioned are only made possible with the help of our skilled and dedicated workforce and partner agencies.

On behalf of the YOS Management Board I am pleased to endorse the Youth Justice Strategic Plan for 2017-18.

Adrian Green

Temp. Chief Superintendent Durham Constabulary & Chair-Darlington YOS Board.

This plan provides an overview of how Darlington Youth Offending Service (YOS) will deliver services to improve outcomes for young people, their families and our community over the next year.

The plan supports wider partnership strategies such as; ‘Darlington Children and Young Peoples Plan’, ‘Darlington’s sustainable community strategy ‘One Darlington Perfectly Placed 2008 – 2026’, ‘One Darlington Perfectly Safe Community Safety Plan 2015 – 2020’, the ‘Police, Crime and Victims Plan 2016 -21’ and the ‘Cleveland & Durham Local Criminal Justice Partnership Board Plan’.

We are a multi-agency service tasked with;

- Working with young people to prevent offending and reoffending whilst also safeguarding them from future harm.
- Supporting the victims of crime and protecting the public.

Some of the young people involved with the YOS are the most vulnerable children in society and are at greatest risk of social exclusion, ‘Working Together to Safeguard Children 2015’ highlights the need for Youth Offending Services to work jointly with other agencies and professionals to ensure that young people are protected from harm and to support them to achieve more.

This plan will outline our local delivery model of youth justice services, including; our structure, governance and roles, inter-agency and intra-agency working, financial information, the risks to our future delivery as well as detailing our priorities for the coming year. Additionally our work is framed by the national Youth Justice strategic objectives for 2015 - 18, which are:

- Oversee the delivery of distinct youth justice services which deliver against the three youth justice outcomes (first-time entrants to the criminal justice system, rate of reoffending, and the use of custody), as well as ensuring the safety of children and young people.
- Maximise our influence on the work of key partners nationally and locally to contribute to the effective delivery of distinct youth justice services in the community and the secure estate.

“Deliver high quality, effective and safe youth justice services to prevent offending and reoffending by young people in Darlington.”

- *Our Vision*

Reduce Offending & Reoffending

What we aim to achieve:

- Identify and intervene early with young people to address risk and safety concerns that are likely to contribute to offending behaviour.
- Excellent Public Service.
- Holistic and integrated case management.

What we will do:

- Develop an integrated plan with Early Help services.
- Design and create new preventive programmes in response to emerging behaviours.
- Introduce and embed an Out of Court Disposal Panel that will encourage joint decision making between YOS, Police and other relevant partners. The panel will ensure appropriate decisions are made around disposals, repeat cautioning and unnecessary entrance into the criminal justice system.
- Revise the YOS & ASB Performance Framework.
- Consolidate and extend the ASB Referral system to include the provision of volunteer mentors to support effective intervention programmes and reparation activities.
- Complete quality assurance and audits to maintain high standards of service to stakeholders and customers.
- Work with partners to secure efficient and effective physical and mental health provision to young people.
- Review the appraisal and supervision framework and ensure that developmental needs of staff are identified and prioritised.
- Work with schools to educate and prevent offending behaviour.
- Present case studies to the YOS Board to highlight both good practice and areas for improvement.

How will we measure success:

- Reduced FTE's.
- Reoffending rates.
- Analysis of performance against national and local standards.
- Number of school YJ Awareness programmes.
- Decisions ratified by the regional Out of Court Disposal Scrutiny Panel.

Support Victims & Protect the Public

What we aim to achieve:

- Ensure young people who pose a risk are appropriately assessed through effective risk assessment.
- Appropriate management of offenders who pose risk to others.
- Ensure total victim and customer care.
- Put the victim at the centre of what we do.
- Maximise the opportunities for Restorative Approaches to provide victims a voice.

What we will do:

- Complete a review of National standards relating to victim care.
- Explore and implement new / revised restorative, reparation and positive activity programmes in Darlington.
- Complete a review of Referral Order Panels and implement service improvement.
- Continue to provide high quality Restorative Justice Services that support victims of crime and provide confidence to both community and Youth Justice Services.
- Create a work plan to professionalise volunteers.
- Maintain high levels of public satisfaction with regards to victims of antisocial behaviour and crime.
- Continue to contribute to the reduction of crime, anti-social behaviour and reoffending with partner agencies.
- Evidence and promote positive outcomes for victims and witnesses thereby increasing public confidence.
- Targeted and outcome focused support for all victims to enable effective participation in the criminal justice process.
- Develop and promote victim and witness centred practice.
- Obtain customer feedback to promote service improvement.

How will we measure success:

- Increased victim satisfaction.
- Recidivism rates.
- Outcome of national standards review.
- Engagement in and completion of successful orders.
- Recruitment, retention and development of volunteers.
- Performance management framework of other agencies i.e. police.
- Effective use and completion of interventions.
- Analysis of local data against national performance indicators.
- Identification of trends and risks to inform future planning.

Safe & Secure Future

What we aim to achieve:

- Secure and promote the young person's voice to shape local youth justice delivery.
- Provision of targeted and desistance based interventions to prevent offending and reoffending.

What we will do:

- Develop links with other advisory groups across the council and voluntary sector.
- Ensure staff have a clear understanding of the good lives model.
- Ensure staff adopt desistance and strength based approaches when working with young people.
- Darlington YOS, with support from key partners, will promote success to increase public confidence.
- Explore income generation which will provide additional investment and opportunities for young people.
- Ensure all staff have a clear understanding with regards to the local safeguarding procedures including child exploitation.
- Develop a thematic audit programme inclusive of case samples from across the service.
- Develop innovative practice to secure effective feedback from young people.

How will we measure success:

- Tailored and flexible interventions to address offending behaviour.
- Young people's voice evident in plans and progress reports.
- Evidence of engagement and service improvement.
- Effective use and completion of sentences and interventions.
- Increase levels of confidence.
- Number of young people in education.
- Number of young people in suitable accommodation.

Darlington YOS continues to move forward with innovative and creative practice, maintaining a workforce that has passion and drive to make a difference for children and young people in our area.

During 2016 -17 the YOS made a number of significant achievements including:

- A reduction in first time entrants to the youth justice system, in 2016 - 17, 36 young people entered the system compared with 49 young people the previous year.
- Improvements to the quality assurance process in line with the asset plus assessment framework change activity programme.
- Introduction of a revised performance management framework reflecting the work of youth justice, victim care and ASB services.
- Successfully embedded Asset Plus (assessment tool) and continuing to develop practice through Individual workshops aimed at improving practice in specific areas highlighted through feedback from the quality assurance (QA) process.
- All practitioners have received specialist training to recognise and respond to Child Sexual Exploitation (CSE).
- Providing high quality Restorative Justice Services that support victims of crime and provide confidence to both the community and Youth Justice Services.
- Embedding Restorative Justice in communities and among partner agencies and services.
- A comprehensive review of our Referral Order Panels to improve practice and methods of working.
- Completion of a review of best practice resulting in the implementation of new reparation activities in Darlington.
- Recruitment and training of community volunteers who have a shared interest and understanding in Neighbourhood Resolution and Youth Justice.
- The introduction of the Anti-Social Behaviour (ASB) Hub involving the Police and Local Authority which supports the effective use of civil and criminal powers and the prioritisation of resources based on risk.
- Improved links and working between YOS and ASB, including a method for the ASB team to identify and refer young people to services and intervention previously only provided for young people who had offended. Providing early identification, engagement, assessment, positive intervention and education for those who are committing or have the propensity to commit further ASB or offending.

- Continued implementation of Youth Justice Awareness sessions which have been delivered across staff within the council and partner agencies.

"Thank you for the info. The session was very informative and enjoyable. It gave me a good insight into how the young people we refer are dealt with and the processes that follow Thanks Again."

- Police Officer (CID)

- Continued delivery of prevention work within secondary schools across the town.

"Thank you so much to you all for coming into Hummersknott yesterday. The feedback from both kids and staff has been outstanding, with your session being the favourite for many. Thank you for making it so interactive, that really engaged them and they learned a lot."

- Teacher (Hummersknott)

- Continued partnership with Durham University to develop and deliver initiatives including development days with staff and a project involving young people and bereavement.

"It was just to feed back about today's lecture, it was fantastic. It was incredibly interactive and informative, and I know I'm not alone in having thoroughly enjoyed the content and structure of the day. I just wanted to recommend that if the opportunity arises to use today's lecturers again, to do so. Their presentation made the system and outcomes relatable and was visually engaging, I look forward to going through it again."

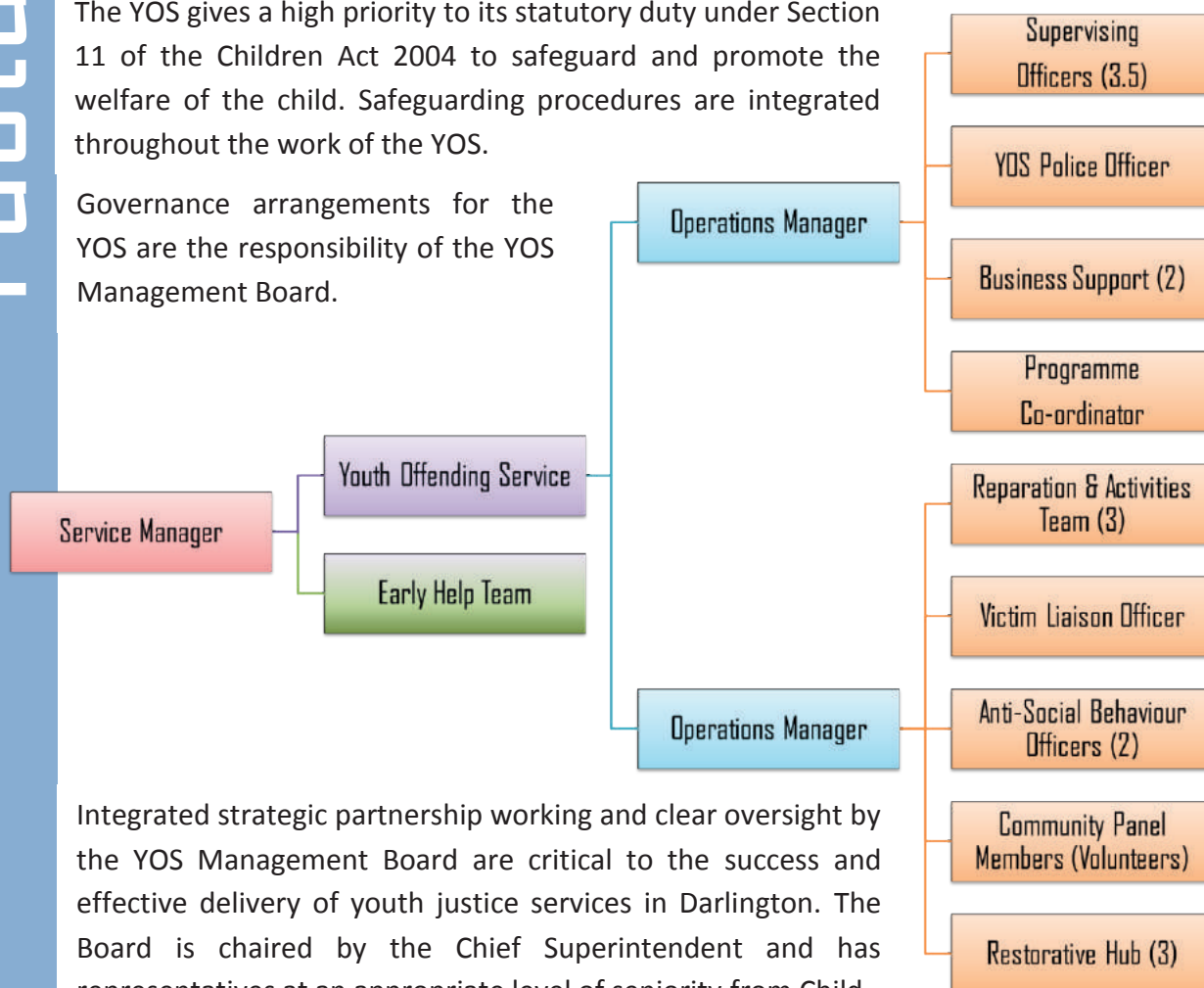
- Student Social Worker (Durham University)



The YOS is located within the Early Help and First Contact Service of Darlington’s Children & Adult Services Directorate. From April 2017 services have reshaped and the YOS and Anti-Social Behaviour Team are now delivered within the Early Help model.

The YOS gives a high priority to its statutory duty under Section 11 of the Children Act 2004 to safeguard and promote the welfare of the child. Safeguarding procedures are integrated throughout the work of the YOS.

Governance arrangements for the YOS are the responsibility of the YOS Management Board.



Integrated strategic partnership working and clear oversight by the YOS Management Board are critical to the success and effective delivery of youth justice services in Darlington. The Board is chaired by the Chief Superintendent and has representatives at an appropriate level of seniority from Child and Adult Services, Safeguarding and Specialist Services, Police, National Probation Service (NPS), Community Rehabilitation Company (CRC), Health representation, Courts and the Community Safety Partnership (CSP).

The leadership, composition and role of the YOS Management Board are crucial. The board is directly responsible for:

- Delivering the principal aim of reducing offending and reoffending.
- Strategic performance oversight.
- Ensuring the effective delivery of justice services for children and young people.
- Accountability and representation of youth justice issues within the local authority.
- Ensuring that children and young people involved in the youth justice system have access to universal and specialist services.

- Ensuring local authorities discharge their duties under the Children Act 1989, in particular those in Schedule 2, paragraph 7, to:
 - Discourage children and young people within their area from committing offences.
 - Take reasonable steps designed to reduce the need to bring criminal proceedings against children and young people in their area.
 - Avoid the need for children within their area to be placed in secure accommodation.

BOARD ROLE	NAMED INDIVIDUALS
CHAIR	Chief Superintendent, Durham Constabulary
STATUTORY PARTNERS	Head of Durham National Probation Service
	Chief of Staff, Office of the Durham Police, Crime and Victims' Commissioner
	Director of Nursing & Quality, CCG
	CAMHS Team Manager
CRC	Director of Operations for DTV CRC
LOCAL AUTHORITY PARTNERS	Assistant Director of Children's Services, Darlington Borough Council
	Vice Chair, Darlington Borough Council Leader
	Service Manager Youth Offending Service, ASB & Early Help, Darlington Borough Council
	Youth Offending Service Operations Manager, Darlington Borough Council
	Youth Offending & ASB Service Operations Manager, Darlington Borough Council
COURT	Clerk to the Justices, Her Majesty's Court Services (HMCTS)
EDUCATION	Acting SEN Manager/16-19 Manager Learning & Skills
	Virtual School Head Teacher for Looked After Children, Darlington Borough Council

The Management Board is clear about the priority areas for improvement, is outcome focussed and has plans aligned with those of key stake holders. Meeting on a quarterly basis the Board receives comprehensive financial and performance reports which assist in monitoring the delivery of the Youth Justice Plan and the YOS Performance Framework.

Partnerships

Darlington Youth Offending Service (YOS) is proud of its long history, traditions and achievements in partnership working.

The YOS was established in April, 2000 following the introduction of the Crime and Disorder Act 1998. It is a multi-agency service comprising of representatives from the Council's Children and Adults Directorate, Police, National Probation and Health and is directed by a Head of Service.

Governance arrangements for the YOS sit within the Darlington YOS Management Board and are overseen at a national level by the Youth Justice Board for England and Wales.

Darlington YOS is fully integrated with partnership planning arrangements for both children and young people and criminal justice services and reports are provided to Boards in relation to cross cutting safeguarding and youth crime related issues. The YOS is also represented on the Local Safeguarding Children's Board (LSCB) as well as various thematic sub-groups including anti-social behaviour, strengthening families, missing and exploited children, safeguarding, alcohol and substance misuse and reducing re-offending.

The YOS also contributes to the wider sustainable community strategy "One Darlington: Perfectly Placed" which sets the direction for the various organisations working together within the Darlington Partnership to make the borough an even better place to live and work. The strategy has a number of key aims including "providing children with the best start in life" and ensuring "a safe and caring community".

The YOS Service Manager is a member of Darlington Community Safety Partnership, nominated lead for the Channel Programme and an active contributor to a number of regional and national groups including Heads of Service Youth Justice Executive North-East Region, National Delivery Programme for Youth Justice Services, shared provision for Early Help and a member of the Association of Youth Offending Team Managers.

Darlington YOS has excellent engagement with the Police Crime and Victims Commissioner (PCVC) and his office. The links with the PCVC are strengthened through joint membership of local strategic groups.

Darlington YOS remains committed to working in partnership with others around the key issues affecting young people including significant and emerging problems around sexual exploitation, domestic abuse, mental health, substance misuse and the prevent agenda.



Crafter's Companion

Darlington YOS and Crafter's Companion (Newton Aycliffe) have recently entered a partnership to provide an arts and crafts programme for young people aimed at improving self-esteem, confidence and life skills.

Crafter's Companion was formed in 2005 and has grown to become one of Europe's leading manufacturers and suppliers of crafting products. It is a family business and renowned for bringing customers innovative crafting tools and supplies.

Different classes are provided to young people in an educational setting by fully trained staff and include a series of activities including mug-painting, decoupage, card making, mixed media canvas, box-making and ribbon wreath.

This is an exciting partnership where young people will have the opportunity to develop their personal and social skills in a most conducive environment.



Anti-Social Behaviour Referrals

In early 2017, YOS provision was extended to develop a referral system for partners to refer young people to the YOS who are at risk of offending for assessment, intervention, education and positive engagement. In essence, partners refer appropriate young people to the YOS Anti-Social Behaviour Unit who, in consultation with the young person, their parent and other colleagues, develop a programme of "tailored" interventions and activities to prevent future offending behaviour. Whilst the scheme is new feedback is encouraging and is supported by clients, parents and members of staff.

Victim Care

Victim care is an integral part of the YOS, and contributes significantly to key statutory duties namely; to prevent offending and reoffending, to safeguard young people and to address the causes of their offending behaviour. Victim satisfaction and public confidence are other key outcomes.

The Victim Liaison Officer (VLO) deals with a variety of cases including restorative referrals, Out of Court Disposals and Court Orders. The VLO will determine impact, assess the needs of the victim, identify remedies and serve as a key link to the victim throughout the criminal justice process.

The VLO aims to empower victims, restore confidence and facilitate meetings with perpetrators which can be extremely beneficial for victim and offender.

"We feel that the service goes a long way to help victims feel something positive is being done to rehabilitate offenders and help them understand consequences of their actions."

"I understand that he is sorry for what he did. Please pass on the message, no hard feelings and that I hope he manages to avoid trouble and has a good life."

"Thank you very much for an excellent and professional service that you provided."

"Myself & my son felt that the Restorative Justice Service really helped relieve our anxieties."

- Victim Comments

Reparation work encourages young people to make genuine efforts to make amends for their offending behaviour while also helping to restore broken relationships within the community. This is done by encouraging the young people to engage meaningfully in the placements and to support them to undertake the reparative activities as part of their statutory orders.

Some examples of Community based Reparation Projects in Darlington include:

- **Community Allotment.**
Maintaining an allotment site and growing vegetables which are then offered to local charitable organisations.
- **Bicycle Recycle Project.**
Bicycles given by the Police are repaired by YOS staff and Young People and donated to local schools.
- **St. Theresa's Hospice.**
Maintaining the gardens during the Autumn season and removing leaves from the grounds.
- **Dimensions Disability Centre**
Maintaining the garden throughout the year and snow clearance in Winter.
- **Groundwork.**
Working in support of 'Street Scene' and engaging with local communities to secure litter free parks and public areas.
- **Graffiti Removal.**
Removing graffiti from local buildings and parks across the borough.



Positive Activities

YOS have the primary aim of reducing offending and re-offending in their areas and administering court orders, however, having a provision of positive activities can be an excellent way of achieving the above aims by encouraging young people to partake in activities that they might otherwise not have access to. Another benefit of these activities is their social nature, staff from the YOS take part which in turn improves relationships with the young people and subsequently leads to better compliance with court ordered interventions. Finally, the sessions have a positive impact on communication skills and the self-esteem of the young people which can also have a large impact on preventing further offending.

During school holidays, the YOS have organised a fantastic diverse range of activities for the young people involved with the service. The activities included visits to nature and conservation sites, mountain biking, climbing Roseberry Topping, Skateboarding and BMX cycling. In addition, the programme has been extended to include weekly “positive activities” which have encouraged young people to develop their personal and social development. The activities are well attended and feedback from young people and parents is most encouraging.



Darlington Youth Offending Service has a team of 24 volunteers who are fully trained to perform the role of community representatives on “Referral Order Panels”.

The Youth Justice and Criminal Evidence Act 1999 sets out the ‘referral order’ as one of the first sentencing options available to courts for young people who have plead guilty to an offence.

Following assessment, the young person attends a ‘Panel Meeting’ chaired by volunteers who examine why young people offend, explore opportunities and goals and develop plans which form part of a working “contract” which typically consists of intervention, restorative and voluntary elements.

The purpose of the panel is to prevent future offending, facilitate and repair harm caused and engage the young person in decision making to ensure that they take responsibility for their actions and behaviour.

Prior to commencing panel duties each member completes a ten week training programme which is based on a package developed by the Youth Justice Board “Panel Matters” and supplemented with locally developed material to provide guidance in delivering key messages during the panel process.

In early 2017, Darlington YOS commenced a Review of Referral Order Panels with the aim of securing the retention of volunteers, developing individual skills, qualities and competencies and improving the quality and effectiveness of the panel process.

This involved a series of meetings with volunteers and concluded in a number of suggested improvements which will be implemented during 2017-18.



Restorative Hub

Launched in Darlington in November 2013, the Restorative Hub has grown rapidly to become one of the most successful schemes of its kind in the UK. The Hub gives communities direct input into problems in their area, encouraging them to be more actively involved in the resolution of crime, conflict and other issues of concern. Cases are undertaken by the community themselves, rather than by professionals. The service is delivered by specially trained volunteers, most of whom have undergone an intensive 18 week course in restorative approaches, conflict resolution and solution-focused mediation.

The Hub has grown to a team of 8 staff and 60 volunteers and restorative approaches are available to victims at any stage of the criminal justice system, to assist in their healing and recovery. Restorative Justice in the courts and prisons is offered providing a much-valued advocacy service to help victims feel an integral part of the court process.

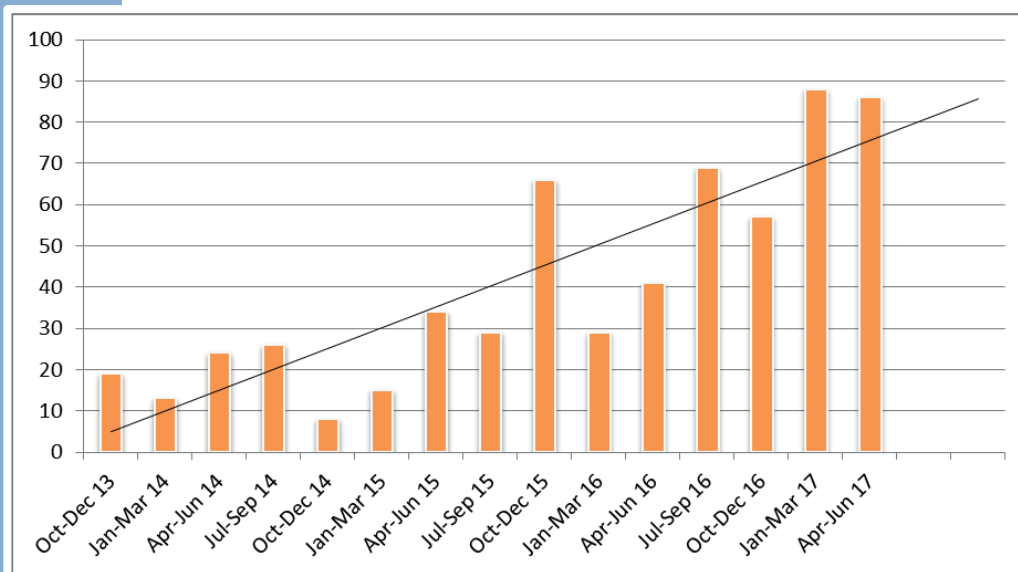
On the pre-charge team, the number of referrals continues to rise, achieving cost savings for frontline services, and diverting offenders from formal Criminal Justice while deterring them from further offending. The chart below shows the increase in demand on the Hub.

In the last 12 months, we have had 300 cases referred, and supported over 800 people. Roughly a quarter of these (24%) were from Darlington.

Overall, there is clear evidence that the Hub is making a significant contribution to local YOS, Community Safety and PCVC priorities, by:

- Rehabilitating offenders
- Reducing overall re-offending, as well as the frequency and severity of re-offending
- Tackling anti-social behaviour
- Working with families with multiple problems

Cases Referred (per quarter) – Pre-charge Team



Quality Assurance and Performance Management

Darlington YOS has a quality assurance and audit process for all case management which is allocated to a YOS Operational Manager for oversight and scrutiny. Findings via the quality assurance tool are shared with case managers on a one to one basis and appropriate actions are agreed during individual development sessions.

Monthly performance clinics are established where managers review data reports on local and national indicators. The YOS has undertaken a review of the performance framework and agreed new key performance indicators which support more in-depth analysis.

Workforce Development

The YOS are committed to the Young People's Workforce Development Strategy for Darlington which sets out the strategic direction of how we support and develop our staff. The YOS offers development opportunities to staff via internal and external providers and over the past year this has included training modules on engaging with young people, self-harm and suicide prevention and PREVENT. Staff are involved at all levels in working groups inclusive of the Missing and Exploited Operational Group, Children's Home Forum and the Out of Court Scrutiny Panel.

Individual needs are recognised through regular supervision meetings, the staff appraisal process and access to the corporate workforce development directory.



The Partnership financial structure consists of a central government grant administered by the Youth Justice Board (YJB) and mandatory investments from key stakeholder agencies (i.e. Health, Local Authority, Police and Probation). Darlington Borough Council's contribution represents the most significant local strand to pooled budget arrangements. This settlement is scheduled to reduce by a substantial factor from 2017-18 as part of the recently approved Medium Term Financial Planning (MTFP) framework.

The YJB grant award is an important income stream representing c40% of partnership funding sources. Significant deductions have been applied in recent periods; however the settlement has been maintained in 17-18 thus securing a degree of budget stability. The level and terms attached to this disbursement will be critical in determining the future scope and sustainability of a number of interventions, particularly those assessed as being of a non-statutory nature.

The contribution of £27.3K received from the local PCVC office to underpin restorative justice projects will continue at the same level in 17-18 thus maintaining a focus on this priority agenda. The award is discretionary and confirmed on an annual basis.

Investments from the Police, Clinical Commissioning Group (CCG) and Probation are also expected to be maintained which is a positive result in the current public sector funding climate.

Revenue and infrastructure liabilities have a present value of c£40K and are subject to continuous review to ensure that service provision remains lean and all potential economies are identified within the relevant risk management framework.

Staff secondments from Police and Probation represent a significant commitment and provide important additional expertise from a partnership perspective. Office accommodation and support service overheads are absorbed by Darlington Borough Council on behalf of the Partnership and have an estimated cash equivalent value of c137K.

We are committed to delivering services that represent value for money. A significant amount of time has been spent on understanding the 'value' of services that are delivered, in terms of cost, outcomes and savings created through diversion and 'invest to save' approaches.

Agency	Staffing Costs (£)	Payments in Kind (£)	Other Delegated Funds (£)	Total (£)
Local Authority	-	£136,941	£208,860	£345,801
Police Service	£49,479	-	£69,400	£118,879
National Probation Service	£26,130	-	£5,000	£31,130
Health Service	-	-	£19,672	£19,672
Police and Crime Commissioner	-	-	£27,389	£27,389
YJB (Youth Justice Grant)	-	-	£222,827	£222,827
Total	£75,609	£136,941	£553,148	£765,698

We will be delivering a range of services going forward in respect of Early Help provision and in partnership with others, to avoid duplication and to draw upon the skills and expertise of staff and partners in order to maximise use of resources.

In compiling this Plan the YOS Board understand that the youth justice system faces challenges, with the continued need to deliver savings.

Due to the national and local focus on austerity measures; the Council's Medium Term Financial Plan has had an impact on the finance and resources of the Youth Offending Service which has experienced significant reductions in budget and staffing in recent years.

Some key risks to future delivery over the forthcoming year include:

- The Local Authority's Medium Term Financial Plan includes further significant reductions in funding allocated to the YOS.
- Low level use of remand and custody is not maintained and pressure is placed upon the secure accommodation budget.
- The reduction in the numbers of First time Entrants (FTEs) each year will level off and may actually reverse; as happened in 2015 - 16 where the YOS saw a 48% increase compared with 2014 - 15.
- The element of funding controlled by the PCVC remains at risk.
- Statutory partners have significant budget cuts to absorb and this may in turn reduce their capability to maintain YOS funding contributions and/or remove seconded staff.
- As more young people are successfully diverted away from the criminal justice system via early intervention work, those who remain are increasingly complex with greater challenging needs.
- Adjustments applied to the provision of management information services presents risks to the fulfilment of reporting obligations.

Some opportunities include:

- Further development of our successful early intervention schemes.
- Working in collaboration with partners to ensure a consistent and cohesive approach.
- Expand restorative justice and reparations projects.
- Work alongside the Early Help provision in order to appropriately 'step down' cases where further support has been identified.
- Continue to work with Durham University in the evaluation of 'what works'.

Darlington YOS intends to work with its partners to continue to drive efficiency within the Service through the delivery of high quality, lean and efficient practices which make maximum use of resources. The YOS Partnership will be proactive in addressing risks to ensure it continues to achieve its central aim in its priorities for 2017 - 18.

Darlington Youth Offending Service



Partner Agencies

Strategic Links



Boards and Groups

Further Information can be obtained from:

Service Manager / Central House Annexe

Gladstone Street

Darlington

DL3 6JX

Telephone: 01325 406999

Or view the YOS website:

<http://www.darlington.gov.uk/your-council/policing/youth-offending-service/>