

# Darlington Youth Justice Plan

2018/19



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In my second 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 2018–19. As in previous years the Board has developed this Plan after consultation with staff, partner agencies and most importantly our clients., it 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 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 the same allocation of funding 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 in partnership with the local authority Anti- Social Behaviour Team
- A continued reduction in young people entering the criminal justice system
- A broad range of reparation projects following a successful review of local and national good practice
- Providing high quality victim contact and restorative justice services
- Working in collaboration with partners continues to be a key strength of the YOS
- Continued work with Durham University, sharing good practice and research

Darlington YOS has a clear vision, delivers 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. I would also like to personally thank both staff and managers for their ongoing commitment to ensuring the smooth and safe running of the service for what has been an exacting year.

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 2018-19.



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 including; '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 2018 - 21'.

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, partnership working, financial information, the risks to our future delivery as well as detailing our priorities for the coming year.

The work of the YOS is framed by the Youth Justice Board strategic aim and functions 2018 - 21, which are:

- Monitor the operation of youth justice services which deliver against the youth justice outcomes (Reduce the number of children in the YJ system, reduce reoffending by children in the YJ system, improve the safety and wellbeing of children in the YJ system and improve outcomes for children in the YJ system)
- Advise the Secretary of State on matters relating to the youth justice system
- Identify and share good practice and report on how the statutory aim of the youth justice system 'prevent offending by children and young people' can be best achieved

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 2017 -18 the YOS had a number of significant achievements, we will outline those achievements against our priorities for the past year;

## Reduce Offending & Reoffending

- Improvements to the quality assurance process and development of a thematic audit programme taking into account HMIP Framework for inspecting Youth Offending Teams.
- Implementation of a new performance management framework reflecting the work of youth justice, victim care and ASB services.
- A reduction in first time entrants to the youth justice system.

### FIRST TIME ENTRANTS



The number of young people entering the system has fallen by 40% and 29% when compared with 2015/16 and 2016/17 respectively.

- New intervention, diversion and preventative programmes implemented including arts and crafts, wildlife and countryside events, music workshop and an anti-social behaviour referral programme targeting young people at risk of offending.

Darlington Community Safety Partnership (CSP) has recently awarded a grant to the YOS and YMCA for the provision of an educational programme of Rap & Hip-Hop which is being delivered to young people in Darlington during 2018. The programme 'Rap it in' is being delivered through a series of workshops involving breakdance, graffiti and rapping.

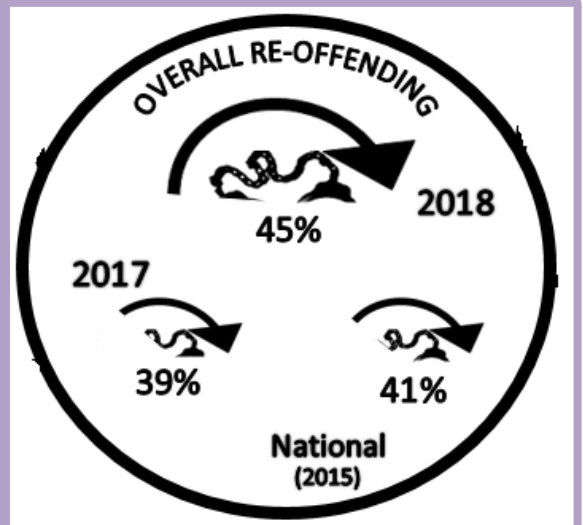
The initiative will support positive change, improve interpersonal skills, challenge negative behaviours, create positive identity and increase self-esteem, confidence and life skills. Ultimately, the programme will reduce anti-social behaviour in the community, improve citizenship and the contribution of young people in society.

# Achievements

- Introduction of both a health and wellbeing support service and child psychology support within the YOS

Every young person is screened in relation to physical and emotional & mental health and this is continually reviewed. In collaboration with NHS England the YOS have recruited a Health and Wellbeing Support Worker to engage with young people assessed as having additional health and wellbeing needs. The support worker plays an active role in improving the lives of young people within the youth justice system who have mental ill health, learning disabilities and or substance misuse issues whilst promoting social inclusion, community access and participation for this group. This post also supports the connection with both strategic and operational health initiatives.

The re-offending rate which tracks a 3 month cohort of young people subject to statutory disposals is at 45%. Locally we track a cohort of young people across all disposal types when these young people are included the overall rate falls to 27%.



- All practitioners have received specialist training in recognising and responding to young people displaying sexual harmful behaviour and dealing with conflict

Darlington YOS, jointly with Durham YOS, North Durham and Durham Dales, Easington and Sedgefield Clinical Commissioning Groups (CCJ), have been successful in securing funding under the NHS England Collaborative Commissioning Network for a project working with young people who sexually harm. The project provides Consultant Child Psychologist expertise to the YOS to improve assessment of and intervention for young people with sexually harmful behaviour (SHB).

The Child Psychologist works with Darlington YOS case managers to provide clinical input as well as design and deliver training to staff to ensure that young people are appropriately screened and assessed regarding trauma, development and attachment. The Child Psychologist oversees staff delivering appropriate interventions and also identifies and advises on the most appropriate pathways for young people with SHB.



# Support Victims & Protect Public

- Providing high quality Restorative Justice Services that support victims of crime and provide confidence to both the community and Youth Justice Services.
- Improved joint working across partner agencies in the delivery of effective restorative justice services via the Cleveland and Durham Local Criminal Justice Partnership.
- Community volunteer event with those who have a shared interest in Neighbourhood Resolution and Youth Justice, to explore the expansion of mentoring.

34 victims have agreed to participate in restorative justice including; letters of apology, face to face meetings, compensation and requests for reparation.



- Cycle Re-cycle

This project which has been running for a number of years now continues to make constructive use of Young People's reparation time whilst also benefitting the community and other Young People across the town.

The Cycle Re-cycle scheme sees bicycles, that have either been abandoned or seized as stolen and then unclaimed, donated by Durham Constabulary to Darlington Youth Offending Service. These bicycles are then worked on by young people and either fixed or broken down into spare parts to be used on other bicycles. Once in a road worthy condition the finished product is then either donated to primary schools across Darlington for the use of their pupils as part of a safer riding scheme or offered to disadvantaged young people as a means of getting to school, college or work.



## Safe & Secure Futures

- Improved provision of youth related programmes and activities via income generated contracts. During the summer period a variety of activities were provided to young people including bike riding, hiking, museum visits and 4 motion skatepark. Feedback from young people was extremely positive in relation to developing new skills, building relationships and improving confidence, self-esteem and team work.



- Delivery of a new diversion programme within schools, as part of our continued efforts to present an awareness prevention session in schools we were recently contacted by a local primary school who wanted some input in relation to some problematic behaviour some of their students had been engaging in. We decided to make some alterations to our Youth Justice Awareness sessions and set about delivering to the year 6 students. Feedback was positive and with this session now as part of our repertoire we feel more confident in delivering preventative messages to younger groups.

**Who we are..**

**D A R**  
**Youth**

**Who we work**

The youth offending s  
olds that have commit  
to prevent offending a  
people.

**Crimes**

**CRIMINAL DAMAGE**

**COMMON ASSAULT**

**Cautions**

- Who will find out?
- To get one you need to tell the truth.
- What does being on the Police System mean?
- What jobs might it stop you from getting?
- What will you have to do if you get one?

**Prison**

**Community Orders**

**Cautions**



- Introduction of an evaluation programme around interventions and delivery taking into account young people's views and representing the voice of the child

Over the years we have attempted different methods of gathering of clients' views on our service and the justice system as a whole with varying degrees of success. An idea to develop our evaluation practice was born from an event for our community panel members, we wanted a young person to come along and tell 'their story', but they were reluctant to stand and speak to a room of people. However, they were happy to be recorded whilst being asked questions about their experiences, the event was a success due largely to the way in which the recordings brought the young people's voices into the room, their comments on their experiences and the justice system carried so much more weight than if they had just been written down and shown on a slideshow. We thought "why not use a similar method to gather views on our service?"

Each year we will aim to gather the views of young people from all stages of the justice system, they will be asked questions in a semi-structured manner to elicit their feelings, opinions and views, it will be split into two sections; generic questions on different aspects of the justice system and the youth offending service and questions on specific issues relating to offending behaviour which we will decide on a yearly basis. We hope that the responses to these interviews will be far more valuable than the previous method of gathering views that we have used and just like the panel volunteer event that their views will be more impactful and influential on our practice and delivery. We appreciate that not all young people and parents will consent to the audio recordings, other methods of gathering their views on the set and specific questions will be available. Analysis of the responses could be assisted by Durham University as part of our memorandum of understanding and continued links.

In conjunction with recording a semi-structured interview with young people about their experiences we also wanted to use audio recordings for staff development, the changing structure of our service has meant that managerial oversight of work is restricted. Therefore we are asking all client facing staff to record a piece of work, managers can then listen to these recordings and analyse the content. The purpose of this will be for staff to think about their personal delivery and reflect on their practice to look for ways to improve. Managers will discuss recorded sessions during supervision and this will hopefully lead to more specific and relevant professional development for staff.

We have worked on changes to our supervision contracts and consent documents because of this proposal and we have developed a process for how to execute the project whilst adhering to information governance protocols.



Finally a quicker more immediate feedback process was implemented, at the conclusion of any session a client could input their satisfaction and comments on the session.

In next year's plan we hope to have positive feedback on how this project has developed in its first year of implementation and we would also like to thank Roger Smith from Durham University for his assistance and support in this development.

Over the course of the next year we have three priorities, the following are details of what those priorities are and how we will go about achieving them.

## Reduce Offending and 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 planning and case management
- To build on our success in reducing the number of first time entrants into the youth justice system

### What we will do:

- Promote parent engagement and participation
- Develop an integrated plan with Early Help Services
- Through the quality assurance framework ensure that we maintain high standards of service
- Ensure assessment and plans identify individual strengths and promote desistance
- Review pathways and assessment processes for young people displaying sexually harmful behaviour
- Extend the provision of volunteer mentors to support effective intervention and positive activities
- Further develop our work with young people looked after or leaving care

### How will we measure success:

- Reduced first time entrants
- Re-offending rates and analysis
- Improved use of young people's self-assessments
- Positive feedback from young people and families via the evaluation programme

## Support Victims and Protect the Public

### What we aim to achieve:

- Robust assessment and effective risk management of young people who pose a risk to others
- Ensure that the victim is at the centre of what we do
- Maximise the opportunities for restorative approaches to provide victims with a voice

### What we will do:

- Revise the risk management procedure to ensure the process supports case managers in tailoring interventions
- Strengthen risk management plans and ensure contingency plans are strong
- Ensure effective use of sentencing options and requirements to reduce risk
- Work with the local criminal justice partnership to ensure effective delivery of services for victims of youth crime
- Continue to provide high quality restorative services that support victims of crime

### How will we measure success:

- Increased victim satisfaction
- Reduction in Re-offending rates and analysis of cohort to enable understanding and shape service delivery
- Successful completions of orders
- Increased participation from victims
- Increased levels of confidence
- Effective use of interventions
- Positive feedback from services users

## Safe and Secure Futures

### What we aim to achieve:

- Promote and secure the voice of young people within the youth justice system to shape service delivery
- Deliver tailored and targeted interventions to promote desistance
- Promote the health and wellbeing of young people

### What we will do:

- Work with education and training colleagues to promote attendance and attainment
- Ensure that the delivery of service continues to take account the impact of trauma on young people and their families
- Ensure that the young person's voice is evidenced within assessments and plans
- Assess the impact of intervention via the YOS evaluation programme

### How will we measure success:

- Number of young people in education/training or employment increases
- Successful completions of orders and interventions
- Young people's voice evident in plans

The YOS is located within Darlington’s Children & Adult Services Directorate, it 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. Governance arrangements for the YOS are the responsibility of the YOS Management Board who hold all statutory partners accountable to represent youth justice issues in their organisation.

The Board (see table below) has an agreed terms of reference which is reviewed and refreshed on a 2 year basis. All Board members have signed and agreed to the terms. 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
- Reacting and responding to findings from HMIP inspection reports
- 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	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 (DBC)
	Vice Chair, Darlington Borough Council Leader
	Service Manager Youth Offending Service & Early Help, DBC
	Youth Offending Service Operations Manager, DBC
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, DBC

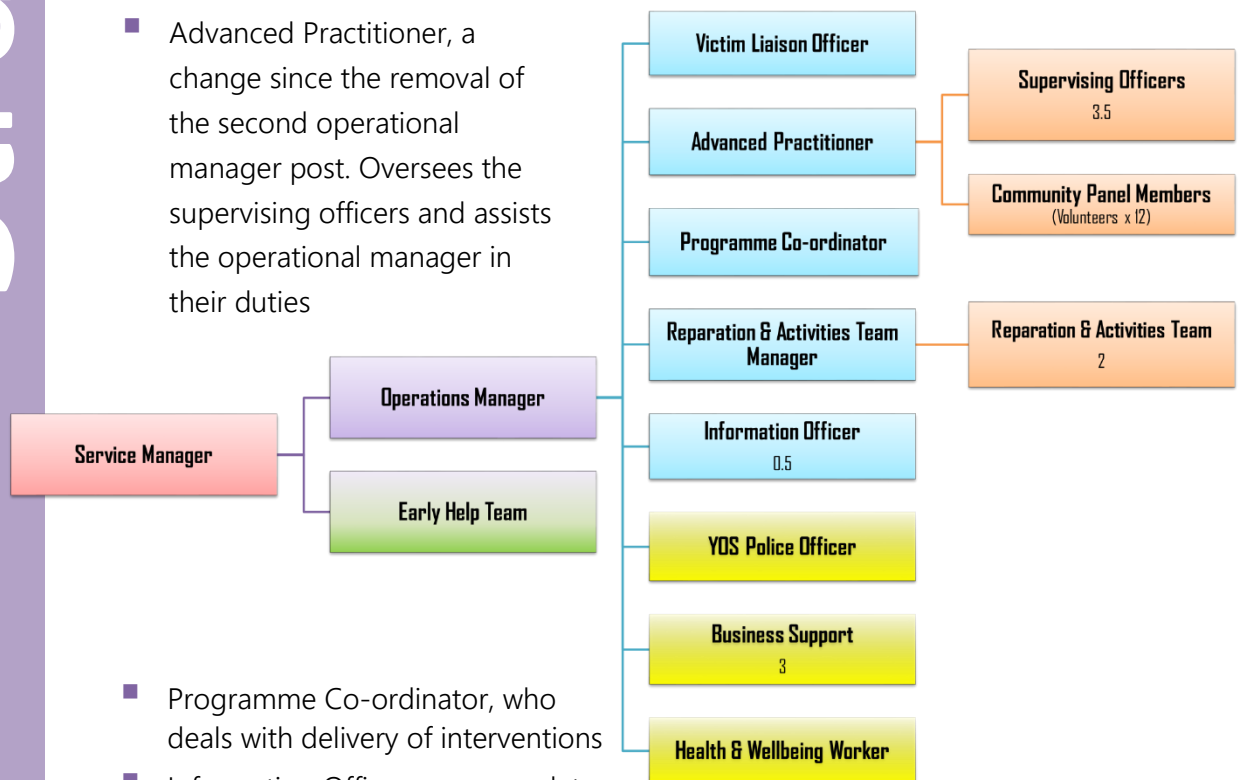


# Structure

The YOS is a multi-agency team with staff from different agencies, our structure (diagram below) has changed over time due to constraints and developments within the world of youth justice and also based on the pressures and focuses of local government and other partnership agencies.

The YOS comprises of;

- Early Help Service Manager, responsible for the YOS, their role is to steer service direction
- Operation Manager, who assists in day to day management of staff and service delivery
- Victim Liaison Officer, who meets and supports those impacted by youth crime
- Advanced Practitioner, a change since the removal of the second operational manager post. Oversees the supervising officers and assists the operational manager in their duties



- Programme Co-ordinator, who deals with delivery of interventions
- Information Officer, prepares data reports and feedback to the team and for the YJB/Management Board
- Reparation and Activities Team Co-ordinator, responsible for overseeing the reparation and activities team
- YOS Police Officer, a seconded worker who is a direct link to the Police and works predominantly with out of court cases
- Business Support, assist the team in administration tasks and other duties
- Health and Wellbeing Worker, is a new role funded by health partners, supporting young people in an array of ways with a focus on health needs
- Supervising Officers, are assigned workers who deal with all aspects of a young person's case and other duties of the YOS such as court
- Community Panel Members, discussed later in this plan under the 'Volunteers' section
- Reparation and Activities Team are responsible for delivering all forms of reparation as well as other positive activity sessions with young people

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.

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 represented at the Local Safeguarding Children's Board (LSCB) at Head of Service level, 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 and the Association of Youth Offending Team Managers.

The objectives in this Youth Justice Plan support the objectives within both the County Durham and Darlington Police, Crime and Victims Plan and the Local Criminal Justice Plan for Durham, Darlington and Cleveland. All these plans emphasise reducing reoffending and supporting victims. The PCVC is represented on the YOS Board, and the YOS is represented on strategic partnership groups such as the Reducing Reoffending Strategic Group. This ensures that we have a coherent approach across the area and can maximise opportunities for collaboration with other agencies.

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, trauma (as outlined in the most recent findings from HMIP Public Protection thematic inspection), substance misuse and the prevent agenda.



# Victims

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.

*"I have been kept informed throughout the progress and given the chance to get more involved should I choose to, very good service"*

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 youth justice process.

*"Kept up to date and the quality of the repair is very good"*

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

*"Good communication and good range of options to become involved in"*

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 young people to engage meaningfully in the project and to support them to undertake the reparative activities as part of their disposal or statutory order.

*"The young lad has learned valuable life skills about this experience"*

*"I asked for compensation and got the full amount back, thank you"*

*"I was very upset, your team helped me"*

Darlington Youth Offending Service has a team of 12 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 further offending, facilitate and enable young people to make amends 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 volunteer 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 the Autumn of last year the YOS held a volunteer event whereby our existing volunteers came together to celebrate success and allowed for the YOS to show their appreciation by way of an award ceremony. As part of the event the YOS and our volunteers explored the depth of existing skills and experiences collectively and how we can expand this provision with young people. This will be a priority for the YOS in the year ahead.



The Partnership financial structure consists of a central government grant administered by the Youth Justice Board (YJB) and mandatory investments from key stakeholder agencies. Darlington Borough Council's contribution is the most significant strand to the pooled budget arrangements.

The YJB grant award is an important income stream representing c40% of funding sources, deductions have been applied in recent periods however the settlement has been maintained in 18-19, thus securing a degree of budget stability for the coming year. This funding is critical in order that we are able to sustain the ability to deliver on all aspects of youth justice locally.

The contribution of £27.3K received from the local PCVC office to underpin restorative justice projects will continue at the same level in 18-19. In addition the PCVC office contributed a further £24k to support work with victims. Investments from the Police, and Probation Service have been maintained which is a positive result in the current public sector funding climate.

The recurrent allocation received from Public Health lapsed back in 15/16 with the Local Clinical Commissioning Group assuming responsibilities in terms of fulfilling health partner obligations. Whilst there has been no formal correspondence from health partners, there has been an indication that the contribution will not be provided for 18-19. At the time of compiling this plan, we are awaiting clarity from Health Partners as to their rationale for this decision.

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 DBC 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.

We will continue to deliver a range of services going forward in respect of youth justice 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.

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



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 Youth Offending Service 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 will require further reductions which may impact on 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 a year on year discretionary allocation.
- 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.
- The potential loss of Health's contribution of £20k is a significant risk to the pooled budget arrangements resulting in a potential deficit to find in 2018-19.
- 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.

Some opportunities include:

- Further development of our successful early intervention schemes.
- Working in collaboration with partners to ensure a consistent and cohesive approach.
- Expansion of restorative justice and reparations projects.

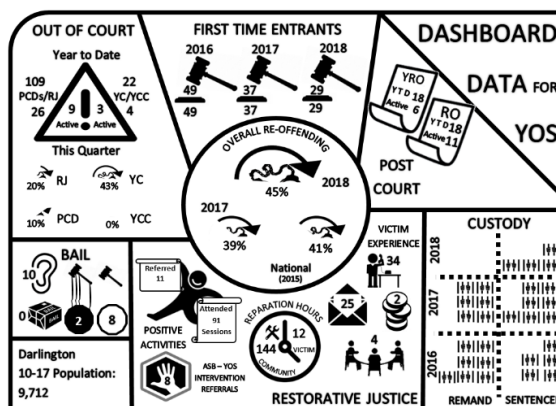


Darlington YOS has a quality assurance and audit process for all case management which is allocated to a YOS Operational Manager for oversight and scrutiny. Findings via the quality assurance tool are shared with case managers and appropriate actions are agreed during individual development sessions.

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.

The YOS Performance Framework – What is the 'Dashboard'

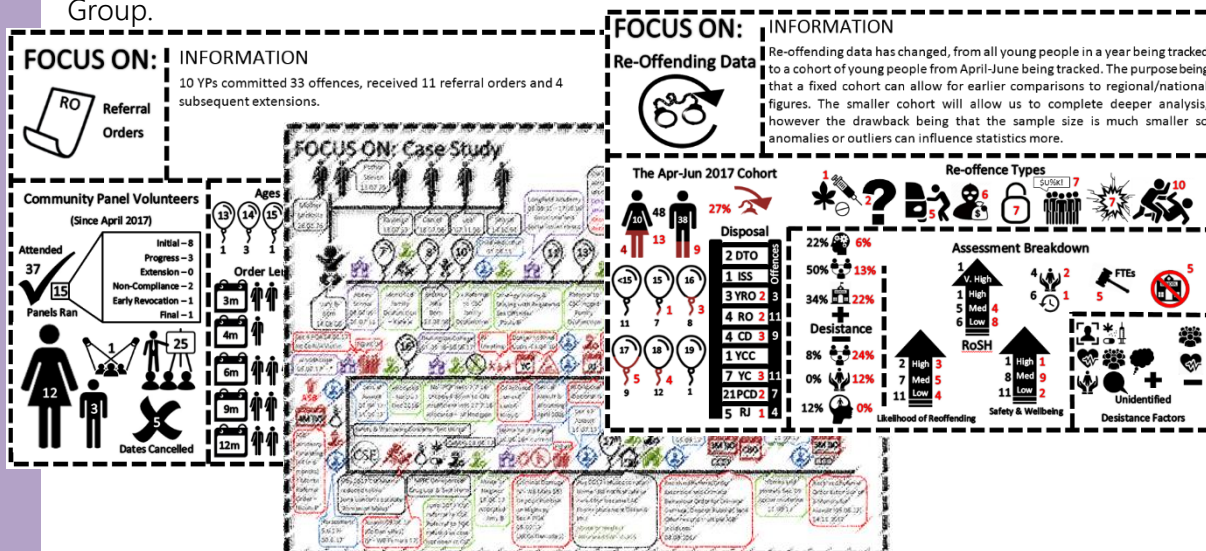
YOS performance against both local and national measures is monitored and scrutinised at the YOS Management Board. Previously information had been presented either in graphs or tables, in 2017 we made a concerted effort to breathe some life into our data reporting for our partners and a 'Data Dashboard' was conceived which would be a pictorial representation of the key data points that we report on. Following consultation with the Board members the layout and content was agreed and as a Board we are assured that the current dashboard is fit purpose, (see below);



The Board receive performance information from all areas of the service each quarter, this gives members a quick and concise overview of performance and or any potential areas for consideration. This by itself would have been a much improved method of delivering key information,

however the general data section is not where the dashboard ends, each quarter there is an additional 'focus on' section which drills into specific areas of the headline data or uses the dashboard format to present prevalent topics and other issues that the service may be facing. In the last year this section of the dashboard has seen analysis of referral orders and the work of volunteers (see below), case studies and analysis of young people who re-offend.

Performance information is also routinely reported to the Youth Justice Board, Children's Social Care performance clinics and Durham & Darlington Strategic Reducing Reoffending Group.



## 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 working with young people who sexually harm, conflict management and safeguarding children and young people. 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. We will continue to monitor and direct our training requirements based on emerging trends and issues faced by young people to enable a swift and appropriate response to need.

## PARTNER AGENCIES



## STRATEGIC LINKS



## INTERNAL LINKS

- Early Help Team
- MASH
- Children's Access Point
- LookedAfter Through Care Team
- Anti-Social Behaviour Team



## 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/>