



Youth Justice Plan 2023-2024



Building bridges and changing the course for young people

Service	South Tees Youth Justice Service
Service Manager/Lead	Kay Dargue
Chair of the YJS Board	Rob Brown Director of Education and Partnerships-Middlesbrough

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FOREWORD FROM THE CHAIR OF THE YJS BOARD

I am delighted to present the South Tees Youth Justice Plan for 2023-2024 and would like to say a big thank you to all of the staff and partners for their continued support. This year's plan reports on progress made over the last 12 months and sets out the vision for the service over the next year. We are confident that our priorities for the forthcoming year are aligned to those of the YJB and our partners. Following consultation with our key stakeholders and staff, and having received feedback from our young people, there is a commitment to strengthening the quality of practice whilst embedding the changes in operational delivery brought about by new initiatives such as Turnaround.

The last three years have seen South Tees Youth Justice Service adapt to the ever-changing landscape brought about by the Covid-19 pandemic, and I am pleased that the Service is once again operating 'business as usual'. The service continues to be responsive to the complexities presented by young people, and this year plans to build upon the trauma informed practice approach to establish a restorative culture and ethos across all areas of practice. There is a clear intent to support staff with their development via a range of training and learning opportunities.

There have been many achievements in the last year as outlined in this plan along with some innovative practice such as our work in educational settings and the development of the Inclusion Pathway. We were also pleased to welcome a Speech and Language Therapist into the service to deliver direct therapy interventions with our young people and offer assessments of need along with personalised plans where appropriate. However, there is further change on the horizon and this year will see even more initiatives being introduced including developments around the Custody Navigator project, the ISS pilot commencing in July and developments around Immediate Justice. The new YJB key performance indicators introduced by the YJB will also need to be embedded.

There are some significant challenges on the horizon, not least serious youth violence and exploitation. Despite these challenges I am confident the service will continue to be aspirational for young people and aim to make the community safer by working collaboratively with partners.



Rob Brown

Director of Education and Partnerships, Middlesbrough Council

Chair of the South Tees Youth Justice Board

INTRODUCTION, VISION AND STRATEGY

Section 40 of the Crime and Disorder Act 1998 requires each local authority, after consultation with the partner agencies, to formulate and implement a Youth Justice Plan detailing:

- How Youth Justice Services in their area are to be provided and funded
- How the Youth Justice Service (YJS) will be composed and funded
- How it will operate and what functions it will carry out
- The priorities for the YJS

In addition to the production of a Youth Justice Plan, the Crime and Disorder Act 1998 places a range of other statutory duties on YJS, these include:

- Complying with National Standards for Youth Justice
- Compliance with requirements of Sections 38-40 of the Act

South Tees Youth Justice Service (STYJS) is a statutory multi-agency partnership including:

- Middlesbrough Council
- Redcar and Cleveland Council
- Cleveland Police
- Probation Service
- Tees Valley Clinical Commissioning Group

The strategic purpose of STYJS is:

- To reduce first time entrants to the youth justice system
- To prevent re-offending by children and young people
- Reduce the use of custody for young people (both sentenced and remanded)

This Youth Justice Plan 2023-2024 will provide:

- An overview of STYJS performance and achievements during 2022-2023
- Details of STYJS structure and governance arrangements
- An overview of service developments during 2022-2023
- An overview of the principal partnerships STYJS engages in to support the delivery of services
- Assurance to the YJB in relation to STYJS plans for the use of our YJB Grant Funding
- Details of the principal areas for service improvement and development during 2023-2024
- Identification of any potential risks and challenges to the future delivery of Youth Justice Services
- STYJS strategies to mitigate against these risks

In addition, the Youth Justice Plan will also demonstrate how we intend to align our service priorities with those of the YJB Business Plan. This plan will seek to show how through our strategic priorities, we intend to respond to the YJB areas of focus. These areas of focus are:

- Courts
- Policing
- Education
- Partnerships to reduce serious violence and exploitation

The Principles and Values that underpin our work

STYJS embraces the YJB child first, offender second ethos and this approach has been used to inform the values and principles which underpin our work with young people and their families. STYJS aims to work in partnership with young people, their families and all other services who are engaged with the young person to achieve effective and lasting outcomes through engagement, challenge and support. To achieve positive interaction the following values will inform and direct our work:

- Promoting engagement with the young person and their family to ensure their voice is heard in YJS processes
- All young people will be engaged as individuals with all interventions designed to meet their needs
- Young people will be challenged to take responsibility for their behaviours to protect the public and the communities we serve
- Intervening early to divert a young person away from crime and anti-social behaviour and prevent offending
- Ensuring a focus on the whole family in particular in the work of Turnaround and Prevention activities
- Working in partnership with other agencies to maximise opportunity and ensure access to services for all young people
- Identify and overcome any barriers to accessing information that can inform and guide our work
- Promote the rights of victims and ensure they have a voice in our work
- Engage with victims to ensure that they are satisfied with the services provided to them
- Provide high quality services that are effective, efficient and provide value for money

Our Vision

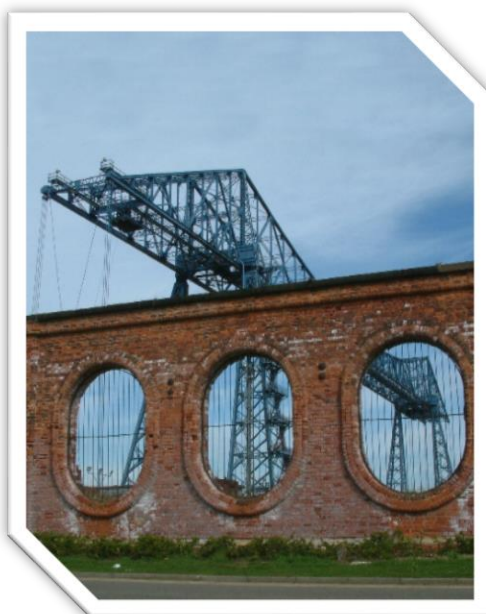
In line with the principles detailed above STYS has established the following vision for the service and this is shared by all staff, partners and stakeholders.

“Building bridges and changing the course for young people”

In addition, our mission statement has been designed to reflect the approaches taken by the YJS in our work with young people:

“Working together to create a safe, positive community to allow children and young people opportunities to achieve their full potential whilst reducing offending behaviour”

Discussions with young people and staff places significant emphasis on the word ‘opportunity’ and young people in particular are passionate about how their work with the YJS has created new opportunities for them.



South Tees Youth Justice Service Practice Standards

The corporate governance for STYJS rests with Middlesbrough Council and the YJS sits within the Education and Partnerships section of Middlesbrough Children's Services. In partnership with Children's Services STYJS has designed a set of practice standards to inform how we deliver our work ensuring that we place young people at the centre of everything we do. These standards are intended to inform the work of frontline staff and managers.

Staff responsibilities:

- I will make sure the young person and their care giver fully understands and is included at all stages of the Criminal Justice Process.
- I will always use language the young person and their care giver understands to explain what I and other services are doing in relation to the police, the courts and their Orders.
- I will always see the young person first and the offender second, conversations will be open and honest around both risk management and safety.
- I will ensure a young person's voice is part of the assessment and build on their strengths by involving them in the decisions around interventions and setting achievable targets.
- I will ensure I consider the victims of offences in our work and plans with a young person, enabling them to understand the impact of the offence on those harmed and offer the opportunity to take responsibility for their actions and repair harm.
- The YJS role is one of support and guidance, we are here to help young people make sense of their journey, whilst trying to repair harm and change behaviours, using a restorative and educational approach.
- I will work with outside agencies that are best suited to the young person's needs and assist young people in accessing and building supportive/positive relationships which can last past their time with our service.
- I will offer support to parents/carers, ensuring they have been referred to appropriate services whilst keeping them involved and updated on their child's progress.
- I will review plans regularly with young people and reflect on what is and what is not working well. We will celebrate young people's progress and success, whilst ensuring robust exit strategies are in place so to encourage desistance and progression in their lives.
- All work will be completed/delivered in a timely manner and in line with the standards set out by the STYJS Board, YJB and HMIP.
- Support will continue for the young person throughout their time with the service and interventions will continue to be delivered in a non-judgmental and safe environment.
- I will make informed decisions around risk, safeguarding and enforcement to ensure the victims and general public are protected as well as safeguarding the young people we supervise.

Managers Responsibilities:

- I will provide monthly supervision with a focus on staff wellbeing as well as case supervision
- I will Quality Assure work in line with STYJS policies and procedures and provide constructive feedback highlighting both areas for development and areas of good practice
- I will ensure staff are given opportunities to engage with continuous professional development
- I will encourage staff to become involved in the ongoing development and progression of STYJS to ensure we continue to deliver the best possible outcomes for the children and young people we work with.

Consultation with Staff and Partners in the Preparation of the 2023-2024 Youth Justice Plan

In preparing this Youth Justice Plan a comprehensive consultation process was entered into and this included consultation with staff and partners and young people. The purpose of the consultation was to share the plans and service priorities, as proposed by the STYJS management team and also to secure the views of staff and partners on these proposals. This consultation has ensured that all key stakeholders have had a voice in the plan and the actions detailed in this plan are owned by all.

Consultation sessions were held with staff in a full team meeting in March 2023 where the priority areas for STYJS Service Development Plan were discussed. Staff felt that the priorities for this plan, outlined below, offered a clear focus for the STYJS allowing the service to build on previous success and respond appropriately and effectively to new challenges.

YJS staff felt that the priorities of the service should reflect local issues and factors which impact on their work with young people as well as ensuring that service resources are used to support a framework of intervention, challenge and support regarding how we work with young people and their families. YJS staff proposed the following areas for further development in 2023-2024:

- Developing a strength-based practice model which will respond to the desistance factors affecting young people
- Broadening the scope of the volunteer role, including to provide mentors and peer mentors to support work with young people
- Restorative Practice, examining opportunities to establish this as the underlying ethos of the service to inform how we work as a team, with young people and their families and with partners
- Further developing the range of intervention programmes to support work with young people, with an emphasis on violence and knife crime
- Ensuring young people are supported through transition processes include the pathways into adult service
- Identifying opportunities to promote the work of the YJS, including promoting positive messages about the young people we work with

STYJS partners were consulted during the STYJS Executive Board Meeting in April 2023, and the service priorities detailed below were presented to board members for their consideration. Board members supported the service priorities presented by the YJS Management Team.

2023-2024 STYJS Service Priorities:

The priorities identified by STYJS to support the development of the service during 2023-2024 have been designed to reflect issues which are affecting the service at a local, regional and national level. Consideration has also been given to factors impacting on the young people, families and the communities we serve to ensure that we can affect positive change in these areas

The priorities to support ongoing service development will include:

Priority 1: Prevention- to further embed the Turnaround Programme and develop alternative Prevention opportunities to support partners who cannot benefit from Turnaround.

Priority 2: Serious Youth Violence and Exploitation- to ensure a co-ordinated approach with partners to support the needs of young people at risk of or subject to serious violence and/or exploitation.

Priority 3: Preparation for Inspection- to ensure that the YJS are fully prepared for the challenge of a potential HMIP Inspection during 2023-24.

Priority 4: Education- to continue to engage with partners and ETE service providers to ensure the best outcomes for young people engaged with the YJS.

Priority 5: Restorative Practice- to establish a restorative culture and ethos across all areas of YJS practice.

Priority 6: Performance- to ensure that the YJS is fully prepared for the challenge presented by the new YJB performance framework.

THE LOCAL CONTEXT

South Tees Youth Justice Service (STYJS) covers the two local authority areas of Middlesbrough and Redcar and Cleveland. Both authorities are impacted upon by a range of social, economic and environmental factors. Middlesbrough and Redcar and Cleveland have been identified as two of the most deprived local authorities, as detailed in the English Indices of Deprivation 2019. Both communities are impacted upon by high levels of unemployment, the impact of changes to benefits including Universal Credit, poor health outcomes, crime and anti-social behaviour, domestic violence, as well as challenges around educational access, inclusion and attainment and these factors have been further impacted upon by the current high cost of living crisis affecting our communities. Both local authorities also experience higher than average numbers of children in the care of the Local Authority with significant pressure and demand placed on Children's Services.

The geography and cultural make-up of the area presents further challenges. Redcar and Cleveland have large rural communities spanning across 96 square miles of rural land which can be isolated and transport links can be challenging. Middlesbrough is a compact urban community with a diverse ethnic and cultural make up, with large Asian and Eastern European communities. Young people face significant challenges in each local authority area and these impact on their behaviours and influence outcomes.



Currently the behaviours of young people are marked by increasing violent offending, use of weapons and hot spot areas with high levels of anti-social behaviour by large groups of young people across both local authority areas, some of which has received national media attention. In response the Cleveland Police area has been designated as a Violence Reduction Unit area and the three Youth Justice Services in the Cleveland area have begun a process of consultation with the Office of the Police and Crime Commissioner (OPCC) to ensure that young people and early intervention and prevention are priorities for the Cleveland Unit for the Reduction of Violence (CURV). Such work will be further supported by the introduction of Custody Navigators into the Middlesbrough Police Custody Suite to promote engagement and support with young people during the 'reachable and teachable' moment offered by their presence in custody. In addition, the Cleveland Police area has also been designated a pilot area for the Immediate Justice initiative and this will offer scope to offer further early intervention and prevention activity and deliver swift responses to those young people engaged in crime and anti-social behaviour in our communities.

STYJS has evolved in recent years to respond to changing local circumstances and economic factors affecting young people. The current service model is a traditional YJS model with operational teams delivering case management in each local authority. The operational teams are supported by a Resource Team which includes Restorative Practice, Education, Training and Employment Support, Preventions, performance management, service planning, policy and procedures and back-office support in the form of admin and information management services. The rationale behind this is to ensure that the service can meet the challenges placed by users and changes to legislation with a 'fit for purpose' structure which supports high quality service delivery. Central to this is the recognition

that our staff will need to be well equipped with the knowledge and skills to support a wide variety of service user needs and the risks posed by an increasingly complex and challenging cohort of young people. This service model is supported by a Trauma Informed Practice model which has ensured that YJS staff have received appropriate training and support to understand and respond to the needs of the young people we work with.

The profile of young people who engaged with STYJS in 2022-2023

During 2022-2023 STYJS delivered a total of 533 interventions with young people. This included:

- 459 males
- 74 females

By local authority area the figures show that there were 305 young people from Middlesbrough and 219 from Redcar and Cleveland, with 9 young people subject to caretaking by STYJS on behalf of other YJS.

These show an increase of 26 interventions compared to the figures for 2021-2022.

These figures show that the YJS worked with proportionally less females during 2022-2023 with this figure decreasing to 13.9% of the cohort, from 14.2% the previous year. During 2022-2023 STYJS has sought to develop interventions to support the needs of girls and young women, and this has included the Rubies programme an intervention activity designed to offer girls and young women their own safe space to engage with staff.

The age profile was:

- | | |
|---------------|---------------|
| • 4 (0.7%) | aged 10 years |
| • 29 (5.4%) | aged 11 years |
| • 47 (8.8%) | aged 12 years |
| • 62 (11.6%) | aged 13 years |
| • 83 (15.6%) | aged 14 years |
| • 95 (17.8%) | aged 15 years |
| • 98 (18.4%) | aged 16 years |
| • 111 (20.8%) | aged 17 years |
| • 4 (0.7%) | aged 18 years |

These figures show that the proportion of the cohort aged 10-14 years during 2022-2023 remained the same as the figure for previous year, at 42.2%. The figures also show that the peak age of offending continues to be the 15-17 age group. For females the peak age of offending continues to be 16 years.

The ethnic minority profile was:

- | | |
|---------------|-------------------------------------|
| • 468 (87.8%) | White European |
| • 3 (0.5%) | Black or Black British |
| • 13 (2.4%) | Asian or Asian British |
| • 27 (5.1%) | Mixed Race |
| • 11 (2.1%) | Chinese or other Asian ethnic group |
| • 11 (2.1%) | Not Known |

These figures are consistent with the figures shown by the ethnic minority breakdown in 2021-2022, with 87.8% of the cohort being White British. The figure for Asian young people has risen slightly during 2022-2023 increasing from 7 to 13 young people, however the figures show that there is no over representation from this group. The figure for young people who identify as mixed race has risen slightly compared to the previous year's figure and at 5.1% of the cohort this figure remains higher than the secondary school population found in the January 2020 school census which was 3.4%,

indicating a level of over representation of this group in the offending population. This will be further monitored to identify if there is an increasing trend developing in this group.

Overall, the STYJS cohort continues to be white, male and this is consistent with the profile for the cohort in recent years. Overall girls and young women are not overrepresented in this cohort although data presented to the YJS Executive Board meeting suggest that girls aged between 14-16 years are becoming a more prominent group. This was recognised by the YJS, and the Rubies programme was introduced, the intention during 2023-2024 is to develop this into a permanent group for girls and young women to focus on issues identified by the group.

Profile of Interventions

Data shows that during 2022-2023 the breakdown of interventions included:

122 (22.9%)	Prevention Cases
49 (9.2%)	Turnaround Programme
259 (48.6%)	OOCD (Community Resolution, Restorative Disposals, Outcome 22, YC/YCC)
110 (20.6%)	Court Ordered Programmes (Referrals Orders, YRO and DTO and Remands)
15 (2.8%)	Civil Programmes (CBO and ASBI)

These figures show that OOCs continue to represent the highest proportion of interventions delivered with young people and their families. The proportion of prevention-based activity and if we consider the Prevention, Turnaround and Civil cases as the primary prevention activity this now equates to over a third, 34.9%, of the interventions delivered. Court based programmes now represent a fifth of the total interventions delivered.

Profile of the desistance factors influencing the behaviours of young people:

An examination of 214 YJS assessments, undertaken with young people using AssetPlus during 2022-2023 provides an illustration of the principal desistance factors identified as potential risk and protective factors for young people has shown the following:

(Please note a separate assessment tool is used for assessments for OOC and Prevention cases).

The key factors that support the young person to desist from further offending include:

- Engagement and Participation
- Learning, Education, Training and Employment
- Living arrangements, housing and financial considerations
- Parenting, care and supervision
- Resilience and goals
- Family and wider networks
- Attitudes to Offending/Behaviours
- Substance Misuse

The information drawn from desistance factors in assessments shows that during 2022-2023 Engagement and Participation, Learning, Education, Training and Employment are the most prevalent protective factors identified with young people. Also Parenting, Living Arrangements and Family continue to be key factors in preventing further offending. This information suggests that where young people have a level of security and support from families/carers and engage in ETE or with other services they have a more positive outlook, and this promotes positive outcomes as well as preventing further offending. Such desistance factors are broadly in line with the previous years and highlight the increasingly complex nature of the cohort of young people.

The key factors that increase the risk of the young person re-offending:

- Thinking and behaviour
- Features of lifestyle
- Emotional development and mental health

- Attitudes to offending and behaviours
- Substance misuse
- Learning, Education, Training and Employment
- Family and Wider Networks
- Parenting care and supervision

The risk factors detailed above reflect the challenging nature of the cohort of young people who are referred to the STYJS. The above information continues to suggest that the risk factors influencing young people to re-offend are strongest around individual factors including self-identity, Attitudes to Offending and Thinking and Behaviour. The Emotional Wellbeing of young people is also a significant factor and reflects the influence of ACES and Trauma on the young people we work with.

STYJS will continue to monitor the nature of those desistance factors that impact on the young people we work with and seek to shape service delivery to respond and address these specific needs.

Response to HMI Thematic Inspections

During 2022-2023 the following thematic inspection was undertaken which identified development actions for YJS:

A joint inspection of education, training and employment services in youth offending teams in England and Wales

And this was published in June 2022 detailing a range of recommendations for Youth Justice Service Management Boards. The inspection recommended:

YJS Management Boards should:

- ensure that all children have a comprehensive ETE assessment
- monitor, alongside the local authority, key aspects of ETE work for children working with
- the YOT, including:
 - the extent of school exclusion in the YOT cohort.
 - the actual level of attendance at school, college, work or training placement.
 - the extent of additional support provided to children with SEN/ ALN.
 - that every child with an EHCP or IDP has this reviewed on an annual basis to meet the statutory requirement.
- develop ambitious aims for ETE work in the YOT, including the achievement of Level 2 English and Maths by every child
- establish a greater range of occupational training opportunities for those children beyond compulsory school age
- monitor and evaluate the levels of educational engagement and attainment in disproportionately represented groups within the YOT caseload in order to develop improvement, including for:
 - children with an EHCP/ ILP.
 - children with SEN/ ALN.
 - children permanently excluded from school.
 - out of court disposal cases.
 - children released under investigation

This report was presented to the YJS Management and was also the subject of a local authority scrutiny panel in Middlesbrough Council, to look at the education, training and employment needs of young people in the youth justice system

As part of the response to scrutiny and the ETE thematic STYJS agreed the following actions:

- put in place monitoring systems to ensure that young people and those at risk of exclusion are tracked and supported to access services they need
- monitor assessment processes for young people identified as at risk of exclusion to ensure that those include effective plans to engage them in ETE

- conduct audit activity of ETE processes.

The Head of STYJS will work with the management board and heads of service within the education directorate to take forward the recommendations included in the HM Inspectorate of Probation thematic report. This work will include:

- introducing new data sharing agreements to enable pupil-level data to be captured and reported upon
- implementing tracking and monitoring systems to analyse and evaluate data in the future, with the overarching aim of reducing exclusions and improving the education experience and outcomes for young people.



CHILD FIRST

STYJS embraces the child first ethos and has sought to ensure that all our interventions with young people are informed by this approach. Young people are encouraged to engage and participate, and we seek to listen to them and ensure their voice can be heard.

STYJS takes a trauma informed approach to our work with young people, and we believe it is important to base our work on the positives and strengths in a young person's life. The Trauma Informed model used by the YJS in partnership with TEWV CAMHS uses a range of strategies to ensure YJS staff understand the impact of the issues affecting young people and can tailor their approach to support young people. During 2022-2023 this approach has been enhanced by the commissioning of a Speech and Language Therapist to improve our understanding of language and communication and how this can affect young people with neurodivergent needs in the youth justice system.

During 2022-2023 we have sought to develop programmes which offer young people a safe space to engage with the service and our partners and this approach has been embodied by our gender focussed work through Tuff Tees and Rubies.

Headstart Tuff Tees

Tuff Tees is a programme of intervention designed to meet the needs of young men and boys who are engaging with the YJS. Developed in partnership with the Headstart programme in Public Health, Tuff Tees aims to offer young men and boys a safe space to engage in activities and learning without the pressures brought by their peer group. Activities include access to a gym, sports and leisure activities, the provision of food and access to substance misuse and mental health services.

Rubies

In partnership with the Rubies Service, based in the South Bank area of Redcar and Cleveland, the Rubies programme is an intervention aimed at providing a safe space for girls and young women to explore issues important to them. Work with this group focussed on such issues as relationships, self-esteem and self-worth, grooming and safe sex. The aim of the group is to empower girls and young women to make informed choices and decisions as well as to promote positive opportunities and outcomes. During 2023-2024 STYJS will seek to establish a permanent group for girls and young women.

One of the challenges facing STYJS when promoting a child first model is potential conflict with partners who have enforcement responsibilities and communities affected by the behaviours of young people, including anti-social behaviour. The YJS approach places an emphasis on the child and seeks to engage and challenge behaviours and this may not always have the immediate and visible response required by partners and communities.

VOICE OF THE CHILD

The voice of the child is an important factor which underpins all of our work with young people. During 2022-2023 STYJS has continued to promote the voice of the young person across all areas of our work, using self-assessments and learning style tools to ensure all work we undertake with young people reflects their experience and is delivered in ways which allow them to maximise their involvement. This has also included young people attending and presenting at the annual YJS open days.

In order to improve our practice in regard to understanding the language and communication needs of young people STYJS has commissioned access to a Speech and Language Therapist in partnership with South Tees Foundation Trust Children & Young People's Speech & Language Therapy Service. This role will offer STYJS staff SALT input into cases, engagement and support provided to young people to access the SALT Service, training for staff and further development of our engagement tools for working with young people, including leaflets and our learning styles tool.

What young people said about their YJS experience:

STYJS provides all young people who have received an intervention with the service the opportunity to comment on their experience with the service through an online feedback survey. During 2022-2023, 136 young people responded and provided feedback through the survey:

- 95.92% said my YJS workers did enough to help me take part in the YJS work.
- 82.86% said the YJS helped me to feel safer.
- 92.94% said someone at the YJS asked me what I thought would help me stop offending.
- 84.49% said I had enough to say in what went into my YJS Contract/Intervention Plan.
- 93.88% said my work with the YJS has helped me realise I can change.
- 97.55% said the YJS took my views seriously.
- 99.59% said I have been treated fairly by the people who worked with me.
- 88.98% said I think the service given to me by the YJS was good.

These responses are consistent with responses provided by young people over previous years and show a high level of satisfaction in the work of the YJS and experience of young people. The survey provides further evidence of the work undertaken by YJS staff to engage young people, listen to what they have to say and support them to have their say in the work undertaken with them. The outcomes from the survey have been used to target improvements in service delivery and how we engage with young people.

During 2023-24 this survey will be further enhanced with input from the Speech and Language Therapist to ensure that the language we use and the communication methods we use can fully engage young people and allow us to better understand their needs.

GOVERNANCE, LEADERSHIP & PARTNERSHIP ARRANGEMENTS

Partnership arrangements

STYJS provides youth justice services for the local authorities of Middlesbrough and Redcar and Cleveland. Corporate governance arrangements are provided by Middlesbrough Council and STYJS sits within Middlesbrough Council Children's Services, in the directorate of Education and Partnerships.

This offers the YJS a broad remit, working across all children service areas ensuring links with those services that can maximise outcomes for young people, including early help and safeguarding services. The Head of Partnerships (the STYJS Manager) is line managed by the Middlesbrough Council Director of Education and Partnerships (Chair of the Management Board), who is also a member of Middlesbrough's Children's Services Senior Management Team. The Head of Partnerships contributes and consults with Redcar and Cleveland's Children's Services Management Team on a quarterly basis, providing updates on service developments and performance.

In addition to our links with Children's Services, STYJS has strong links across other services and partner agencies in both local authorities, including Education Services, Community Safety and Anti-Social Behaviour Teams and Early Help and Prevention Services. These links ensure that processes are in place that can promote joined up working to support young people into services as well as placing STYJS in a position to influence decision making around issues such as anti-social behaviour and how these impact on young people. Relationships with partners are very mature and create an environment of mutual respect and trust which allows STYJS to promote our child first approach and secure buy in from partners.

STYJS continues to support a range of partnerships which are essential to supporting and informing the work we do. These include:

- Work with Community Safety Partnerships in both local authorities with a focus on anti-social behaviour and problem solving
- Working with the Safeguarding Children's Services in both local authorities to support service development, inspection readiness and service improvement. In addition, the Head of Service represents the YJS at the No Wrong Door Partnership meetings
- Supporting Safeguarding Arrangements for children and young people, attending strategies, child protection and planning meetings for children and young people
- Ensuring representation at the South Tees Safeguarding Children Partnerships, to monitor performance, support quality improvement and staff training and development activity
- The Head of Service is the lead manager for the Middlesbrough Children's Trust and is a representative at the Redcar and Cleveland Young People's Partnership Board
- Vulnerable, Exploited, Missing and Trafficked (VEMT) arrangements for young people identified as at risk of this, in both local authorities, supporting both strategic and operational forums
- The Head of Service currently chairs the Children in Custody group which reviews young people held in police custody and PACE decisions
- Engaging in multi-agency forums for education, training and employment which focus on attendance, inclusion and behaviours in schools and to address issues impacting on NEETs
- Attendance at the Prevent Bronze group to fulfil statutory duties relating to extremism and community tensions
- Representation at the OPCC led CURV meetings to ensure involvement in the oversight of the work of the Violence Reduction Unit
- Representation at the Cleveland Local Criminal Justice Board
- Representation at the Strategic MAPPA Board

Within both local authorities STYJS have strong partnership arrangements with children's safeguarding services at strategic and operational levels. The STYJS Service Manager attends the South Tees Safeguarding Children's Partnership meetings, Corporate Parenting Board Strategic

MACH groups and Strategic VEMT arrangements. This is supported operationally by attendance at a range of subgroups and task and finish processes by other members of the management team.

In addition to the above, at an operational level STYJS is represented at a managerial level at a number of multi-agency forums designed to ensure the safety and wellbeing of young people. These include:

- STSCP thematic groups
- CSE/VEMT Multi Agency and strategy meetings
- Safeguarding Risk Management Groups
- Vulnerable Young People's Groups
- Domestic Violence Partnerships
- Problem Solving Groups
- Education, Attendance and Behaviour meetings
- Early Help huddles

STYJS also ensures attendance at any planning or strategy meetings for young people who are subject to Children's Services intervention.

Strong co-working arrangements are established with both Children's Services Teams with clear systems in place for communication with in the two Local Authorities. The joint working agreements with both local authorities are subject to ongoing review and updated to reflect current practices. Arrangements are also now in place for YJS single points of contact for the two Multi Agency Children's Hubs and Early Help Hubs and this offers key points of contact for MACH/Early Help staff to contact for information and advice on young people known to STYJS. MACH case admin has access to STYJS case management system 'Childview' this allows for checks to be made as a referral is received to the MACH to ascertain if the case is open to STYJS and ensure that joint working commences at the earliest opportunity.

Reciprocal arrangements are in place to offer access to case management systems, and this allows YJS Service Support staff to access these systems to identify if new referrals are known to children's services and to access information. STYJS staff log new referrals into individual children's files where they are open to safeguarding teams and this ensures effective communication and joint working.

Joint supervision arrangements are now well established between the YJS and both Children's Services and this offers the opportunity to share decision making and agree strategies to meet the needs of young people known to both services.

The STYJS safeguarding case managers provide another essential link to Children's Services teams in both Local Authorities as well as providing advice and guidance to colleagues on safeguarding issues and processes. During 2023-2024 STYJS will be seeking to identify how these links can be enhanced to support the development of Exploitation Hubs in each local authority.

The culture of working together among the youth justice services in the Tees Valley is well established and during 2023-2024 as we work together to respond to challenges placed before us and we will continue to look for opportunities to develop services and improve practice. As a group we engage positively with the Cleveland Police and Police and Crime Commissioner, through a programme of monthly meetings. This has benefitted the youth justice services and we have achieved greater security in our funding from the OPCC, with a new 3-year formula being agreed during 2022, replacing the previous year on year arrangement. During 2022-2023 The YJS have worked in partnership with the OPCC and CURV to develop the Custody Navigator project which will place Navigators into the Middlesbrough Police Juvenile Custody Suite to engage and support young people as they enter the custody area and through outreach into the community. In addition, we are also working with the OPCC to identify opportunities to provide appropriate responses to the Immediate Justice Initiative, designed to address anti-social behaviour and low-level crime.

Cleveland Police are developing a bespoke juvenile custody area within the Middlesbrough Police HQ. This will create a safer space for young people in custody with their own access routes, and access to a breakout room for young people away from the adult area. The custody area will reflect a trauma informed approach and additional support to young people will be provided by the Custody Navigators,

Mitie Nurses, Liaison and Diversion and the Custody Substance Misuse Team. STYJS have been leading a project with Cleveland Police to create an opportunity for young people who are engaged with the service to paint the cell in the Young Person's Custody area. This is a response to a challenge placed on Cleveland Police by the Inspectorate of Constabulary following an inspection of Cleveland Police, to make the custody area a younger person friendly environment. STYJS has consulted with young people to ensure that the young person's voice is shaping this project, in addition consultation has been undertaken with key stake holders to secure their input into the project. The aim of this project is to transform the environment in the Juvenile Custody Area and improve the young person's experience at this stressful time. It is intended that this project will be realised during 2023-2024.

The Trauma Informed Model of working with young people developed in partnership between the STYJS Cleveland area Youth Justice Services and TEWV NHS Trust continues to show a high level of success and has transformed how we work with young people. In addition to providing a pathway into CAHMS services the service also offers YJS staff opportunities for reflective group supervision, training opportunities for staff and has established clinical supervision to assist staff in their work with young people.

The accommodation arrangements of STYJS will continue to offer co-location and co-working arrangements with the Middlesbrough Case Management and Resource Teams sharing an office space with Children's Services, Early Help and Education Teams. The Redcar Case Management Team will continue to be co-located within the Redcar Police HQ with links into Cleveland Police and Redcar Anti-Social Behaviour Teams. The YJS also has a full-time presence in the Youth Court and continues to provide a commissioned Court Service on behalf of Hartlepool YJS. We continue to look for opportunities to raise our profile in local communities and this is being achieved in part by our engagement in locality working models in various locations across both local authorities and our involvement in family hubs.

There have been significant political changes in Middlesbrough and Redcar and Cleveland following local elections in May 2023. In Middlesbrough the Labour Party became the largest political group and the elected mayor was also a Labour candidate. In Redcar and Cleveland no group has overall control, but Labour has now become the largest group. Although these developments may have no significant impact on the day-to-day workings of STYJS, there will be changes in the lead councillors who represent the local authorities on the YJS Management Board, and it is likely there will be changes in policies and priorities for each council.



Links to the Office of the Police and Crime Commissioner (OPCC)

STYJS continues to work closely with the OPCC to develop services to young people, communities and victims of crime. The OPCC provides funding to STYJS to support the delivery of Out of Court Disposals, with specific reference to the delivery of Community Resolution as the principal option to prevent young people entering the youth justice system, this has contributed significantly to reducing FTEs.

During 2023-2024 this partnership working with the OPCC will be further enhanced with the development of the Custody Navigators project, funded by CURV, which will provide additional support and engagement to young people in the custody area. Also, we will be developing programmes to respond to those young people who engage in anti-social behaviour and low-level crime through the governments Immediate Justice initiative.

The close working relationship with the OPCC has been enhanced through the approaches now taken to OOC opportunities for young people. The development of an enhanced OOC option during 2020 has provided scope for STYJS to ensure that young people are matched to the best option to address and challenge their behaviours, and also ensuring that we can maximise the engagement of victims in our work with young people. Discussions with the new PCC elected in 2021 has also shown that there is a lot of common ground with the YJS with specific reference to the importance of prevention, diversion and intervening early.

STYJS now offers young people the following options at OOC:

- Restorative Interventions
- Outcome 22 (Diversionary, Educational or Intervention Activity)
- Community Resolution
- Youth Cautions with interventions
- Youth Conditional Cautions

During 2022 we have extended the use of Outcome 22 as a preventative/early intervention method of engaging young people and this development has been further enhanced by the introduction of Turnaround from January 2023.

In addition to the above STYJS will also be engaging with the OPCC Strategic Reducing Offending Group. This forum offers the opportunity to work with partners, ensure that issues impacting on young people can be prioritised and promote early intervention and prevention as the primary approach to divert young people away from offending and anti-social behaviour.

During 2023-2024 STYJS will be introducing an Immediate Justice offer, as part of the Anti-Social Behaviour Action Plan, in partnership with Cleveland Police, OPCC and the local authority anti-social services. This will aim to work with those young people who are engaging in anti-social behaviour in our communities and challenge them to engage with services and positive activities to divert them away from anti-social behaviour and low-level crime.

Links to the Cleveland Unit for the Reduction of Violence (CURV)

Cleveland Police area is now designated as a Violence Reduction Unit area and the OPCC has developed the Cleveland Unit for the Reduction of Violence (CURV) to lead the delivery of the Violence Reduction Strategy locally. The Custody Navigators project is a central theme of the CURV model enabling services to engage at a 'reachable and teachable' moment with young people in police custody. The Navigators will provide a key point of contact to engage young people in the custody suite and offer intervention and support to divert them from further involvement in criminal behaviours.

STYJS is now integrated into the CURV governance structures and as part of the oversight of the CURV model STYJS has secured representation at the strategic meeting processes which provide oversight for CURV. STYJS has also aligned itself with the CURV vision that allows...

individuals, families and communities to live, learn and work in Cleveland free from the fear, effects and consequences of violence.

This is reflected in the priorities outlined in this plan and our commitment to support the work of CURV, initially through the development of the Custody Navigators project.

STYJS Management Board

STYJS is accountable to a multi-agency Management Board, chaired by the Middlesbrough Director for Education and Partnerships. The membership and terms of reference of the Management Board are reviewed annually and membership is at an appropriate Senior Officer level to contribute to and support decision making in Management Board meetings. The Management Board is reflective of our statutory partners and other essential partners and consists of representatives from:

- Middlesbrough Council, Children's Services
- Middlesbrough Council Education Services
- Middlesbrough Council, Elected Member
- South Tees Public Health
- Redcar and Cleveland Council, Children's Services
- Redcar and Cleveland Council, Elected member
- Cleveland Police
- Probation Service
- Tees Valley Clinical Commissioning Group
- HM Courts and Tribunals Service
- Office of the Police and Crime Commissioner

The role of the Management Board is to:

- Provide strategic direction and challenge to the YJS management team on service delivery and development
- Provide accountability for the performance of the service
- Provide financial accountability to the service
- Challenge partners with regards to their commitments to STYJS, including financial and resource commitments

The YJS Management Board has embarked upon an ongoing process of development to ensure that board members maintain an up-to-date knowledge of the work of their services and fully understand the responsibilities of their role as a board member.

This process has included a number of initiatives to support Board members to understand the work of STYJS and how they can support operational delivery, including:

- Annual reviews and updating of the Board's constitution
- Delivering open days for Board members and other partners to provide an insight into the work of STYJS. The 2022 open day was once again a virtual event which was also attended by representatives of other partnerships including the corporate parenting boards in both local authorities and elected members and a total of 49 people attended this event. Young people were also in attendance and presented work they had undertaken with YJS staff. STYJS received positive feedback from this event and a further open day will be delivered in September 2023
- Offering opportunities for Board members to 'shadow' YJS staff in their daily duties
- Monitoring attendance at Board meetings and events and challenging Board members around their commitment

The Management Board continues to ensure the multi-agency co-operation that enables STYJS to deliver effective youth justice services and improve outcomes for young people. Through a programme of quarterly meetings, the Management Board provides the strategic overview and direction and a framework for oversight and assurance for the work of STYJS. One of the challenges for the Management Board during 2023-2024 will be to provide the YJS response to the new Youth Justice Key Performance Indicators, in particular the key performance indicator which monitors partner's attendance at the board.

The Management Board members provide links into other partnerships, and this offers the opportunity to promote the work of STYJS to a wider audience. This also offers the reciprocal arrangement where board members feed information from their partnerships to other board members and the management team to disseminate as appropriate to YJS staff.

Staffing

STYJS is staffed in line with the requirements of the Crime and Disorder Act (1998), including, Social Workers, a Seconded Probation Officer (post currently unfilled) and Seconded Police Officers.

The service will have 45 individual members of staff in 2023-2024 with no vacancies currently. This is an increase of 6 members of staff compared to the previous year and this has been made possible by the development of the Custody Navigator and Turnaround Programmes. The service structure, detailed at appendix 3, shows how these staff are deployed. The service has 32 female members of staff and 14 males. In terms of ethnicity, 3 members of staff are of Pakistani origin, with the remaining staff being white British.

The majority of staff are employed by Middlesbrough Council on behalf of the partnership, with additional staff seconded from partners including Cleveland Police. The YJS does not currently have a seconded probation officer, and this reflects the recruitment challenges faced by the National Probation Service. A pathway to access young people into adult services has been established and discussions are ongoing to secure the seconded officer.

STYJS has 3 core teams, these include 2 case management teams who service each local authority area and a resource team which works across the service area and supports the delivery of case management and service development activity.

The Case Management Teams are comprised of:

- An Operations Manager
- Assistant Operations Manager
- Youth Justice Case Managers
- Specialist Court Officer
- Probation Officer
- Support Workers

The Resource Team is comprised of:

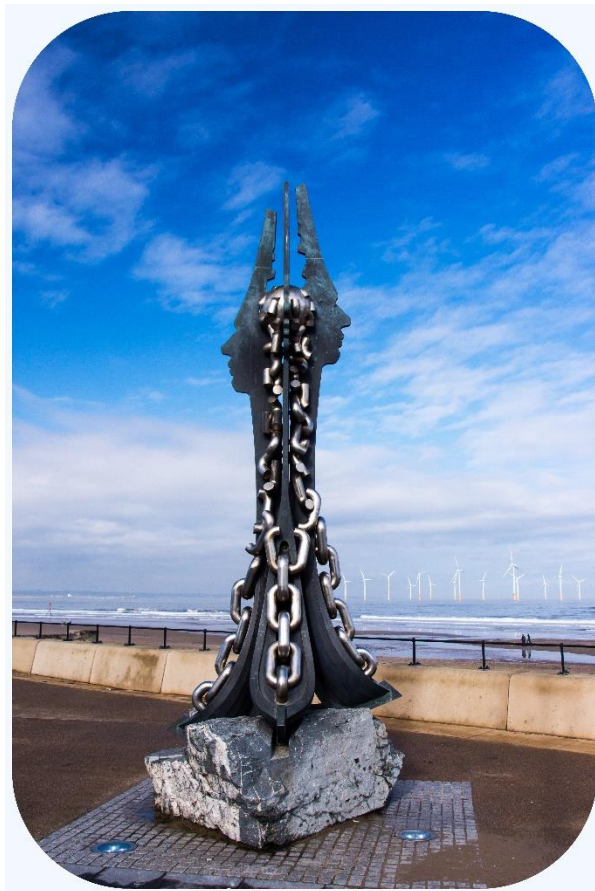
- Partnerships Manager
- 2 Assistant Operations Managers
- Education Training and Employment Specialist
- Restorative Justice Specialist
- Prevention/Turnaround Case Managers
- Police Officers
- Restorative Justice Worker
- Custody Navigators
- Support Workers
- Service and Case Support Officer
- Service and Case Support Workers

The YJS has access to a Business Analytics Partner who is based with the Information and Governance Team in Middlesbrough Council and Finance support is provided by a Finance Business Partner from Middlesbrough Council's Finance Section.

The provision of a dedicated Court Specialist ensures that STYJS provides appropriate and timely responses to young people in the Court arena. The Court Specialist also advises and informs Court users and supports decision making. This Court Specialist is supported by other YJS staff during busy Court periods. STYJS also supports colleagues in other YJS areas delivering a Court service on behalf of Hartlepool YJS and supporting other services from the region when young people appear at Teesside Courts. The quality and the effectiveness of YJS staff in Court is recognised and valued by other Court users, including the judiciary.

STYJS continues to ensure that service structures are adaptable and responsive to changing needs and priorities, whilst ensuring both local authority areas are effectively served. The service model supports effective responses to the risks posed to young people by serious violent crime, enables STYJS to intervene earlier and facilitate a learning and development culture in the service, which will support practice improvement and provide opportunity for staff development. The additional staff brought by the additional Turnaround resource and Custody Navigators resources will also support our efforts to achieve the priorities outlined in this plan.

One of the challenges to be faced by STYJS during 2023 will be brought by the planned retirement of one of our Operations Managers, Phil Hampton, who plans to retire from STYJS in September 2023 after 40 years' service with children and young people. This will create a significant gap in the expertise and knowledge in STYJS and the challenge will be to identify a suitable replacement who can build on the achievements made by Phil during his time with STYJS.



Involvement of Community Volunteers

The work of STYJS is supported by a small group of volunteers recruited from our local community, who offer the service invaluable life skills, life experiences and local knowledge which can be used to great effect to engage and support young people. The main focus of this volunteer offer is with the Young People's Panels we deliver as part of the Referral Order and all volunteers receive a full training programme to equip them with the knowledge and skills to make a success of this role. Volunteers are trained to a Restorative Practice level 2 qualification and this training is enhanced by other opportunities reflecting emerging areas of practice with volunteers receiving training in the Trauma Informed Model, Speech, Language and Communication and Child First approaches.

During 2023-2024 we hope to broaden the recruitment base for our volunteers and extend the opportunities available to support the work of the YJS.

Staff Development and Training

An important factor in delivering high quality services is to develop the staff team to build an extensive skills, knowledge and experience base to fulfil the duties and requirements of their role. STYJS continues to invest in our staff team using the following processes:

- Using the Middlesbrough Council Corporate Induction Programme for all new staff to ensure that they receive a co-ordinated introduction to the YJS, with all the necessary corporate training to meet statutory duties
- Provide regular monthly supervision as a tool to support professional judgement, including regular performance related issues and staff development
- Provide opportunities for staff to access training and development opportunities to support their professional and personal growth, including
 - Access to Middlesbrough Council Corporate Training
 - Access to the Youth Justice Application Framework
 - Accessing the YJB SEND Bubble
 - Accessing LSCB Training
 - Attending conferences and development sessions relevant to role

In addition to the above, STYJS staff will be offered opportunities to engage with the training programmes associated with the change processes being undertaken by both local authority Children's Services. Such training programmes include training delivered by the South Tees Safeguarding Children's Partnership to ensure that all staff have the necessary safeguarding knowledge to inform their practice.

During 2023-2024 STYJS staff will be offered a range of new training opportunities to enhance the skill base and to equip staff with the necessary knowledge to respond to the complex and changing needs of the young people and families we work with. Training and development opportunities will include:

- SAVRY Training- to equip staff with an understanding of violence risk and prepare risk management plans with young people
- Exploitation Training- to assist YJS staff to understand the risk factors around exploitation and how these impact on young people and develop strategies with young people to minimise this risk
- Restorative Practice Training- to assist staff to develop skills in restorative working to support our work with young people and their families
- Support Worker Training- to develop our Support Worker roles to assist them to deliver intervention sessions with young people and build positive relationships

In addition, as part of the Trauma Informed Practice Model delivered in partnership with TEWV NHS Trust training and development activities will be developed to respond to themes identified through practice and work with young people. This will be supported by a programme of reflective practice

sessions to assist staff to develop the decision-making skills they need to support their work with young people.

As part of the Trauma Informed Practice Model the Highly Specialised Clinical Psychologist also offers wellbeing support to staff. This offers separate sessions for staff and managers and includes quarterly wellbeing check-in and looking after ourselves sessions supported by themed activities on areas chosen by YJS staff.

STYJS delivers a programme of monthly team meetings with the full staff team. These meetings provide opportunities for professional collaboration among staff, with a focus on emerging issues and updates on service developments. The team meetings also offer an invaluable social function during the current hybrid working arrangements experienced by all staff, providing opportunities for the full team to come together and catch up with colleagues and friends.

RESOURCES AND SERVICES

Budget 2022-2023

STYJS welcomed the additional investment we received from the Youth Justice Board for 2022-2023 as part of the Youth Justice Grant. This funding has been used to further enhance the services we provide, including through the commissioning of the Speech and Language Therapist, and investing in additional support work staff. The introduction of Turnaround provided additional new funding from the Ministry of Justice which was used to invest in staff to support service delivery, extend the time we have with the Speech and Language Therapist and develop new forms of intervention to support our work with young people. Further funding was also received from the OPCC to deliver the Custody Navigator project and this funding has largely been used to support staff recruitment for what will be a labour-intensive area of work.

The final grant figure from the YJB has yet to be set and therefore it is not currently possible to give a figure for the pooled income for 2023-2024. The final figure will include contributions from partners as well as the YJB grant, plus the continued in-kind support of a seconded Probation Officer or a financial settlement if this post cannot be filled, 2 seconded Police Officers and the accommodation provided by Cleveland Police at the Redcar Police HQ. This figure will also include a £5000.00 payment from Hartlepool YJS for the provision of Court services.

Staffing costs represent the largest expenditure item for STYJS and as detailed above during 2022-2023 STYJS has continued to invest in our staffing resources, securing new posts which will improve service delivery and promote positive outcomes for young people.

One of the challenges we need to consider when allocating resources will be the current high cost of living with continuing increases in the prices of the goods and services we use. Consideration will also need to be given to how this will impact on the young people and families we work with and how we respond to the challenges that families face.

YJB Grant Funding 2023-2024:

The YJB grant allowance for 2023-2024 has not been agreed at the time of producing this plan and STYJS welcomes the news that there will be no reductions in the grant. As a result, it is not possible to offer any indication currently as to how financial resources can be specifically allocated. This funding will continue to be the most significant element of the budget and continues to support the work we are looking to undertake in response to our priority areas and statutory duties. We look forward to the grant announcement and will make informed decisions on how this can be used based on data available to us and to invest in the priority areas detailed in this plan.

STYJS has been able to maintain service levels, sustain continuous improvements in our performance, achieving positive outcomes for the young people we work with. This has been achieved despite serving communities who experience significant levels of deprivation and with young people who demonstrate increasingly complex needs. The additional funding from the Youth Justice Grant has allowed STYJS to invest in access to a Speech and Language Therapist to support staff and engage with young people with language and communication needs.

During 2022-2023 we have continued to extend OOCd opportunities for young people to divert them away from the criminal justice system. The introduction of Turnaround has enabled us to further develop the Outcome 22 offer to provide education and support interventions rather than look to the criminal justice route. The proposed Immediate Justice model will further enhance our prevention approaches and through funding through the OPCC we will be able to offer additional responses to young people who engage in anti-social behaviour.

The YJB Grant will continue to be used efficiently and to maximum effect to improve the range of services we have with young people.

This additional provision we have in the area of prevention, with the extension of our OOCd offer detailed below demonstrates that STYJS offers good value for money for our stakeholders. The quality of this provision and this has been enhanced by these new services with ongoing improvements in services demonstrated by the internal audit and quality assurance of work undertaken by managers. The reduction in FTEs highlights the success of our prevention offer and OOCd provision with FTEs now 82% lower than the figure of 10 years ago. The additional investment made into our prevention services will offer the opportunity for STYJS to engage young people earlier and sustain our low levels of FTEs.

Turnaround Funding 2023-2024:

STYJS is to receive a grant of £247,215 from the Ministry of Justice to support the delivery of the Turnaround Programme during 2023-2024. This funding is to be used to assist STYJS to meet the target of 84 young people engaging in the Turnaround programme based on a 'base unit' of approximately £2,900 per child.

This funding will be used to support the staffing required to deliver Turnaround, enhance our access to the Speech and Language Therapist and invest in interventions to support bespoke work with young people and their families.

In addition to the above STYJS has also been identified as one of ten hot spot police service areas who will benefit from additional Turnaround funding as part of the Anti-Social Behaviour Action plan, with additional annual funding of £30,158.12 over the next 2 financial years. The challenge for the YJS is to engage a further 10 young people annually into Turnaround and this is not limited to those young people who are identified from an anti-social behaviour pathway.

Remand Framework for Children:

The YJB Grant for Remands for 2023-2024 is not available at the time this plan was produced. Remand costs continue to present a significant risk to the YJS given the complex nature of the young people we work with, and the increasing risks to young people presented by forms of exploitation which can introduce young people into more serious types of offending. During 2022-2023 there has been an increase in the incidences of young people engaging in violent offending and the use of weapons.

This risk is enhanced by the increase costs per night for remand beds across the secure estate.

STYJS will continue to mitigate against remands to youth detention through the effective use of our court services and the offer to case manage young people in the community. The changes in the Police, Crime, Sentencing and Courts Bill to the remand thresholds should offer greater flexibility to managing and mitigating against remands except in the most serious offences. In addition, the Intensive Supervision and Surveillance Pilot to be introduced to the North East Region during 2023-2024 will offer scope to reduce remands to custody with an enhanced ISS Bail offer to reflect the needs of young people, supported by additional surveillance methods, including extended curfew periods and GPS tracking of young people.

The remand grant is complimented by additional funding from the 2 local authorities, £29,603 from Middlesbrough and £35,120 from Redcar and Cleveland.



Funding from the PCC:

STYJS receives funding from the PCC to support our early intervention and prevention work through the enhanced OOC model. Funding from the PCC has reduced in recent years however the services offered by STYJS has significantly increased. The extension of the provision offered as part of our OOC programme has led to a marked increase in work in this area and we continue to have low levels of re-offending by young people subject to OOCs. This has been recognised by the PCC who, although not able to increase this resource currently has ensured that the funding is secure for the next 3 years.

During 2023-2024 STYJS will receive additional funding, of £177,668 to support the delivery of a Cleveland wide Custody Navigator project. This funding will be largely used to support the staffing costs relating to the project with a small additional fund to support interventions and activities with young people.

Funding for the Immediate Justice project will also come through the OPCC, the level of this funding is currently under discussions.

PROGRESS AGAINST THE 2022-2023 YOUTH JUSTICE PLAN

The overriding priority for STYJS in 2022-2023 has been to view all young people that we work with as a child first and seek to ensure that they have been engaged and supported to achieve positive outcomes. All our work has been informed by the voice of the child and we have sought to work proactively with those young people who have experienced significant vulnerabilities including children in care and those young people at risk of forms of exploitation.

During 2022-2023 the priorities to support ongoing service development included:

Priority 1: Prevention- to strengthen the YJS offer for prevention services, embedding good practice into our service delivery.

Priority 2: Serious Youth Violence-developing a model of practice which safeguards those young people impacted upon by serious violence and forms of exploitation.

Priority 3: Child First- developing approaches which place the needs of young people at the forefront of YJS practice, ensuring the voice of the child informs how we deliver services.

Priority 4: Out of Court Disposals-to ensure that the portfolio of OOC options available to young people are responsive to their needs and behaviours.

Priority 5: Education- to ensure that the YJS contributes to supporting those young people at risk of exclusion.

Priority 6: Restorative Practice- embedding a restorative culture across all areas of the work of the YJS.

Priority 7: To ensure full accountability for YJS partners in their commitment to supporting the work of the YJS.

The priorities were underpinned by a service development plan which detailed the actions to successfully achieve against each of the service priorities. The service development plan for 2022-2023 outlined a total of 38 individual actions across the 7 priority areas. The service development plan allows the STYJS to monitor progress against the key actions related to each priority area, to identify where progress is being made and to mitigate against those areas where further development is required or provide explanations where this will not be met. This development plan has been managed by the Partnerships Manager with monthly monitoring through the YJS Management Team. Reports are also made to the YJS Executive Board and into the departmental management teams to which the Head of Service reports into in each local authority.

A monthly 'Herd Indicator Report' is produced to report the progress of the service development plan and a RAG rating has been used to outline progress. Of the 38 individual actions 31 were identified as having been completed at the end of the monitoring period for the service development plan at the end of April 2022 and the remaining 5 were identified as being on track with some of these actions rolling over into the priorities for 2022-2023. Only 2 actions were not on track to be achieved and these will be included as actions where they are linked to the priorities for 2023-2024.

Achievements made against each priority include:

Priority 1: Prevention- to strengthen the YJS offer for preventions services, embedding good practice into our service delivery.

- Turnaround was introduced as a new prevention and diversion programme for young people at risk of entering the criminal justice system
- STYJS successfully achieved the year 1 target for Turnaround with 27 young people referred into the programme
- A new assessment tool was developed to support Turnaround, this has assisted STYJS to better understand the issues facing the young people and families we work with
- Audits and performance monitoring have assisted the YJS to understand the impact of prevention activity
- Turnaround is supported and monitored by a steering group which is made up of all key partners and stakeholders

Priority 2: Serious Youth Violence-developing a model of practice which safeguards those young people impacted upon by serious violence and forms of exploitation.

- STYJS has secured representation on the CURV strategic board and its subgroups where these apply for young people
- Information has been provided by STYJS to inform the CURV Strategic Needs Analysis, including supporting young people to engage in this process. This has provided the evidence base to inform CURV priorities
- Funding has been secured to introduce a Custody Navigator programme to engage young people in custody
- The Trauma Informed Practice model has continued to STYJS staff with training and support to understand the needs of the young people we work with
- A Youth Violence Strategy was developed to inform practice and service delivery in this area

Priority 3: Child First- developing approaches which place the needs of young people at the forefront of YJS practice, ensuring the voice of the child informs how we deliver services.

- STYJS has secured access to a Speech and Language Therapist who will offer the service better insight in the speech, language and communication needs of young people
- A new learning styles tool has been developed to assist the YJS to understand how best to work with a young person

- Opportunities have been sought to promote positive outcomes achieved by young people, including with a young person attending the Board Open Day in September 2022

Priority 4: Out of Court Disposals-to ensure that the portfolio of OOC options available to young people are responsive to their needs and behaviours.

- The use of Outcome 22 as an additional OOC has been extended as an additional option to divert young people away from the criminal justice system
- Audits and performance management reviews have been undertaken and these have shown high levels of success shown by the use of OOCs

Priority 5: Education- to ensure that the YJS contributes to supporting those young people at risk of exclusion.

- Intervention activities have been delivered in schools and alternative education providers to challenge behaviours and raise young people's awareness of specific issues, such as knife crime, ASB, etc.
- An inclusion pathway has been developed with schools and other partners as means of meeting the needs of young people at risk of exclusion
- Systems have been established within STYJS to ensure that all young people designated as NEET or at risk of being NEET are identified and plans put in place to meet their needs

Priority 6: Restorative Practice- embedding a restorative culture across all areas of the work of the YJS.

- STYJS secured accredited status from the Restorative Justice Council as a Registered Service Provider
- Examples of good practice in Restorative Interventions with young people have been highlighted and shared with partners
- Reparation activities have been extended including developing more community focused programmes and working with charitable organisations

Priority 7: To ensure full accountability for YJS partners in their commitment to supporting the work of the YJS.

- The Management Board Constitution has been further reviewed to ensure that it meets Child First principles
- Attendance at the Management Board has been monitored and absent partners challenged around their attendance
- A Board Open Day was held in September 2022 to promote the work of the service
- Thematic presentations have been made to the Management Board to promote and highlight good practice in the YJS and with partners

PERFORMANCE AND PRIORITIES

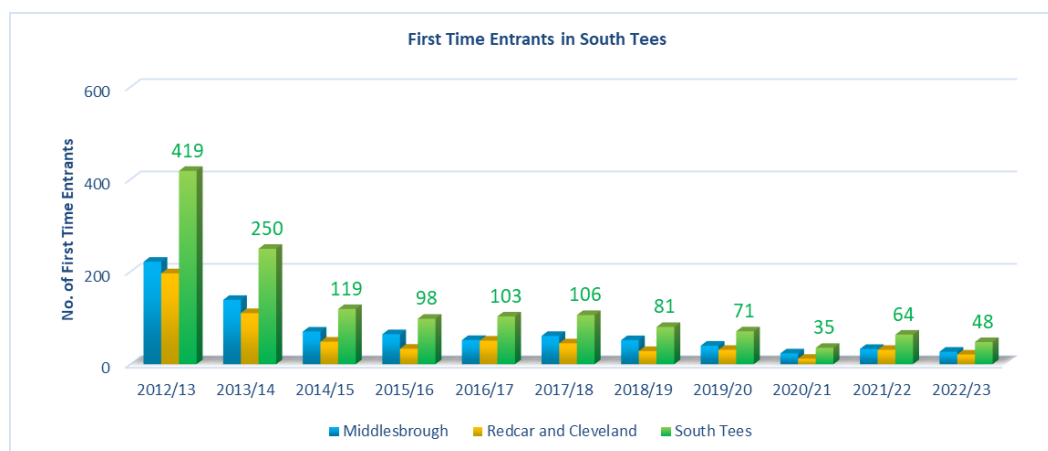
National Outcome Measures

First Time Entrants to the Youth Justice System:

During 2022-2023 there were only 48 First Time Entrants (FTEs) into the Youth Justice system. This represents a reduction of 16 FTES from 64 the previous year, this included 27 from Middlesbrough and 21 from Redcar and Cleveland.

This figure represents a relatively low number of FTEs and the YJS continues to benefit from the enhanced OOC model currently being delivered in partnership with Cleveland Police and the introduction of Turnaround. Turnaround has offered STYJS to opportunity to extend the use of Outcome 22 as an additional OOC option for young people at risk of entering the criminal justice system. The opportunity to engage an additional 84 young people into the Turnaround programme

will offer further options to divert young people from the criminal justice system, offer additional support to prevent further offending and play a role in maintaining the numbers of FTEs at a relatively low level.

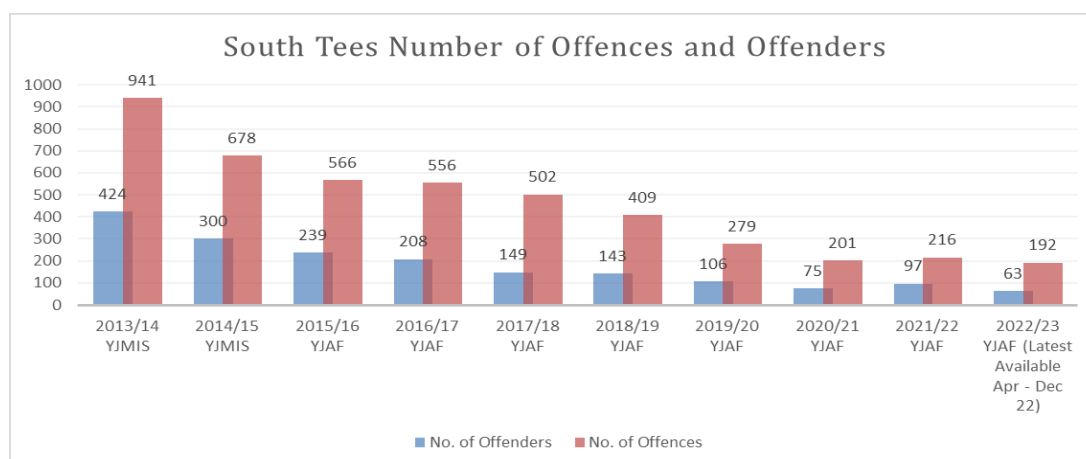


Re-offending:

Re-offending information based on the January to March 2021 cohort shows that the re-offending cohort for 2022-2023 consists of 34 and this is an increase of 7 young people based on the cohort for 2021-2022. Broken down further to local authority area this cohort consists of 21 young people from Middlesbrough and 13 from Redcar and Cleveland. The increase in the cohort represents the second year in a row that this group has increased and after a number of years falling numbers in this cohort represents the start of a concerning trend.

Based on the available data on this cohort (to 31/12/22) a total of 9 young people re-offended or 26.5% of the cohort. This figure compares to a level of re-offending of 27.9% during the same period in 2020-21, where there were 27 young people in the cohort and 8 re-offended. This figure breaks down further to 6 young people from Middlesbrough and 3 from Redcar and Cleveland. The total number of offences committed by this group was 74, with 20 committed by the Middlesbrough group and 54 by the Redcar group.

In addition to tracking the Jan-Mar cohort, STYJS uses the re-offending tracking tool to monitor a number of cohorts to assess re-offending levels for live caseloads. These are monitored by the YJS management team on a monthly basis and enable us to identify and track those young people involved in offending and further amend our plans to challenge this behaviour.

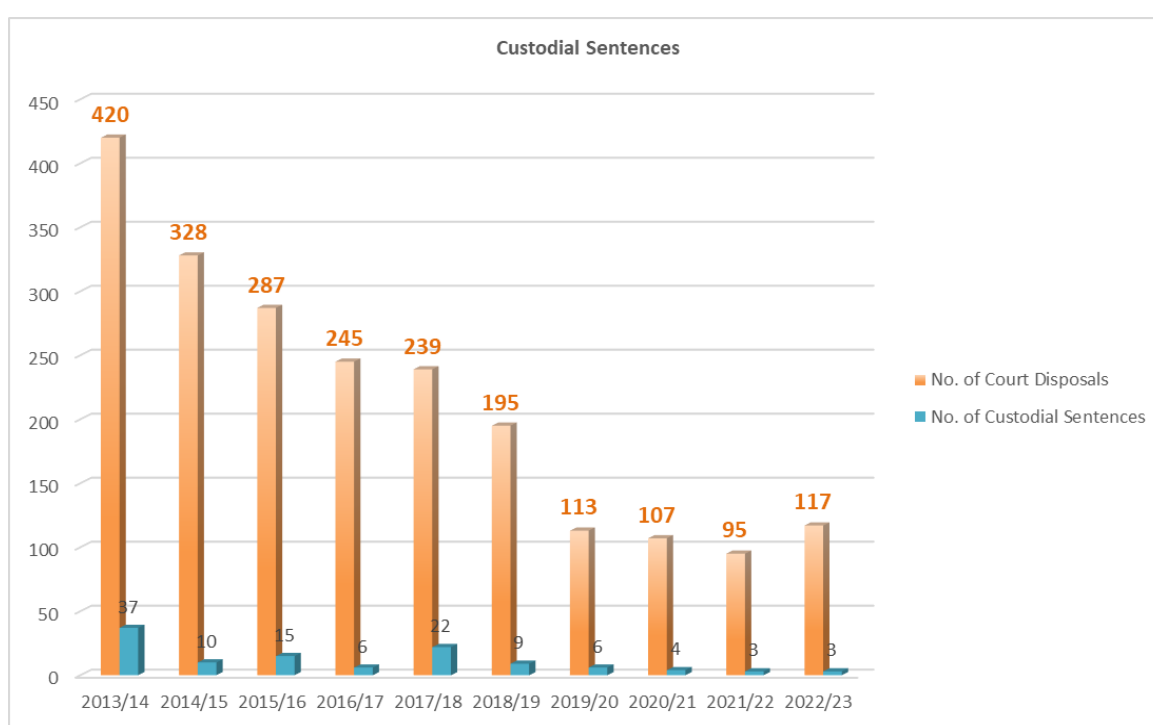


Use of custody - Custodial Sentences

There were only 3 custodial outcomes out of a total of 117 court outcomes in 2022-2023. This represents a static figure to the previous year's total of 3 custodial outcomes but maintains the relatively low numbers of young people entering custody as a result of their offending behaviour. All 3 young people were from the Middlesbrough area. The figures for 2021-2022 are over 85% lower than the figure for 2017-2018 when there were 22 young people who received custodial outcomes.

The overall custody rate for STYJS in 2022-2023 was 2.56% (3 out of 117 court outcomes) and well below the indicative target of 5%.

All custodial outcomes continue to be subject to scrutiny by STYJS Management Team to ensure that these are appropriate and in line with the offending by the young person. All custodial outcomes are reviewed by STYJS management team on a monthly basis and information from our reviews of custodial outcomes indicates that the young people we are working continue to be very complex and challenging with regards to the risks they pose to themselves and others, their engagement and compliance and levels of re-offending. This is reflected in the higher incidences of violent offending and use of weapons.



Use of Custody- Remands to Youth Justice Accommodation

There were 7 remand episodes for 7 young people in 2022-2023 accounting for 392 remand bed nights. This is an increase from the total young number people remanded in 2021-2022, but a slight reduction in the number of remand bed nights. During 2022-2023, 1 young person was responsible for 231 remand bed nights during a remand episode for the charge of murder. Overall, the number of remand episodes reflect the serious nature of the offences committed by young people with 1 young person subject to a charge of murder, 3 young people charged with Section 18 wounding, 1 young person charged with robbery and section 18 wounding and 1 young person charged with robbery.

Young people were made subject to a custodial remand because bail was refused in 4 cases due to the nature of the risks to the public and the seriousness of the offences, in 2 cases no bail was offered due to the seriousness of the offences and the difficulties managing the young person in the community and in 1 other case the young person breached an ISS Bail package.

Remands to Youth Detention Accommodation continue to be a significant financial challenge for STYJS with total remands costs of £120,651 for 2022-2023, which is significantly higher than the remand budget provided by the YJB and our partners. Analysis of the total number of bed nights shows that all young people subject to remand to youth detention accommodation were aged either 16 or 17 years.

All remand outcomes are subject to scrutiny by the STYJS Management Team to ensure that they are appropriate and in line with the alleged offending by the young person and meet the criteria for remands.

When considering options for young people at risk of Remand to YDA, STYJS Court staff will engage in discussion with other relevant court users (CPS and defence for example) to discuss what we feel is an appropriate option based on the nature of offending and the risks presented by the young person. All options will be considered including bail support and remands to local authority care where this is a suitable alternative to a remand to YDA.

Detention in Police Custody

With partners from the other Cleveland YJS, local authority children's services, partners working in Police custody and the Police, STYJS takes the lead for a Cleveland area wide PACE steering group which monitors the experience of young people in Police custody under PACE. The group meets quarterly with a strong involvement from most key partners.

The purpose of this PACE steering group is to scrutinise Police data alongside data provided by the Emergency Duty Team (EDT) in order to formally review and challenge outcomes of PACE transfers. This group offers the opportunity for professional challenge and multi-agency learning when PACE transfers have been unsuccessful. This scrutiny activity should offer all stakeholders the assurance that all children and young people have been held in Police custody appropriately, and the PACE protocol has been adhered to. The PACE protocol is designed to ensure the processes for considering such requests from the Police are clear. It is primarily targeted at Duty Social Workers for both during the day and out of hours, and for Police Custody Staff. Youth Justice Service staff acting in the Appropriate Adult role are also aware of the protocol.

This group reports on a quarterly basis to the YJS Management Board which provides scrutiny and a performance reporting framework for reporting into other strategic forums.

One of the challenges for this group is the availability of PACE beds for young people who are to be held in custody overnight. Currently there are only 2 PACE beds available to meet the needs of young people across the Tees Valley area.

STYJS provides an Appropriate Adult service to support young people in custody with the Police Juvenile Custody area in Middlesbrough. As well as meeting the needs of young people in the South Tees area the service also supports young people from other YJS areas who have been arrested locally. This service is provided out of office hours by the Emergency Duty Team.

In addition to the above in partnership with the OPCC and other Cleveland YJS a Custody Navigator project is being introduced during the summer of 2023 to provide support to young people during 'reachable and teachable' moments in Police custody.

New Key Performance Indicators

In addition to reporting on the above performance indicators STYJS will from April 2023 be required to report on an additional key performance indicators. These new key performance indicators were designed by the Ministry of Justice (MoJ) in consultation with the YJB, front line services, inspectorates and other government departments. The indicators are:

KPI 1 – Accommodation: The percentage of children in the community and being released from custody with suitable accommodation arrangements

KPI 2 - Education, training and employment (ETE): The percentage of children in the community and being released from custody attending a suitable ETE arrangement

KPI 3 - Special educational needs or disability (SEND)/Additional Learning Needs (ALN): The percentage of children who have an identified SEND need (or ALN in Wales), are in suitable ETE and have a formal learning plan in place for the current academic year

KPI 4 - Mental healthcare and emotional wellbeing: The percentage of children in the community and being released from custody with a screened, or, identified need for an intervention to improve mental health or emotional wellbeing; and of that the percentage of planned/offered interventions; of that percentage of children attending interventions

KPI 5 - Substance misuse: The percentage of children with a screened or identified need for specialist treatment intervention to address substance misuse; and of that the percentage of children with planned or offered intervention/treatment; and of that the percentage number of children attending intervention/treatment

KPI 6 – Out-of-court disposals: The percentage of out-of-court disposal interventions that are completed/not completed

KPI 7 - Management Board attendance: Monitoring senior partner representation at management boards, and monitoring if partners contribute data from their individual services that identify areas of racial and ethnic disproportionality.

KPI 8 - Wider services: The percentage children who are currently on either an Early Help (EH) plan; on a child protection (CP) plan or classified as Child in need (CiN) or have looked-after status. For Wales only, children who are classified as Children in Need of Care and Support

KPI 9 - Serious violence: The rates of children convicted for a serious violent offence on the YJS caseload.

KPI 10 - Victims The percentage of victims who consent to be contacted by the YJS, and of those, the percentage of victims who are engaged with about restorative justice opportunities, asked their view prior to out-of-court disposal decision-making and planning for statutory court orders, provided information about the progress of the child's case (when requested) and provided with information on appropriate services that support victims (when requested).

To respond to these new performance indicators STYJS has engaged with the software supplier, CACI-Childview, to ensure that the case management support will effectively support the data entry and reporting requirements to allow the YJS to report performance. Also, YJS staff are to be trained on the new recording requirements to ensure data entry is correct and kept up to date. This represents a significant challenge to STYJS, but one that we believe we are well prepared for. These performance indicators will provide a greater depth and span of oversight information and intelligence about the performance of the system and local partnerships.

Underpinning these new performance indicators will be the new YJB performance management framework. In this new framework YJS's will be placed in quadrants depending on performance levels and these will determine the levels of performance and scrutiny provided to the YJS by the YJB regional teams.

Constructive Resettlement

The resettlement of young people back into society following a custodial experience is a crucial factor in redirecting young people away from a criminal lifestyle and protecting the communities in which they reside. STYJS seeks to ensure that all sentence planning is robust when custodial outcomes are to be considered, with discussion taking place at the point of sentence on the most appropriate license conditions to help support the young person back into the community.

STYJS seeks to ensure that planning for resettlement starts at the earliest stages with consideration for this given during the period a young people is due to attend court when a custodial outcome is under consideration. Following assessment, a multi-agency approach is adopted to build on the current strengths identified with the young person and address any challenges which would benefit

from support during the custodial period. Consideration is given to the most appropriate model of support to be applied when the young person is to be returned to the Community. Discussions are undertaken through the ETE Specialist who will act as a broker to ensure education, training or employment needs remain a focus in the resettlement plan. Also, the ETE Specialist has developed a protocol with Wetherby YOI to support the transition of young people into education through custody and upon release. Ongoing liaison will take place with children services and the allocated social worker, to ensure their duties to the young person are fulfilled and appropriate plans for release are in place within a timely manner.

Case managers adopt the STYJS Trauma Informed Model during their assessment process which ensures where additional needs are identified, provisions in this area can be prioritised during the custodial period of the young person's sentence and continued support arranged for the community element.

During 2022-2023 STYJS has worked with Safer Communities, a charity serving the Teesside area to develop a Transitions Programme, which includes supporting young people as they leave custody and return to the community.

One of the challenges facing STYJS regarding the resettlement of young people is the transition process for those young people who reach 18 years of age during the custody and upon release. Pressures in the adult estate has meant the STYJS is continuing to hold case responsibility for young people in custody after their 18th birthday as part of Operation Safeguard. For young people in the community the absence of a seconded Probation Officer has meant that STYJS has had to develop a bridging plan with the Probation Service locally to support transition into adult services.

Education Training and Employment

Following the YJS inspection in 2019, which issued a challenge to the YJS to improve the education, training and employment provision for young people, STYJS has ensured that this area has been a priority for the service. Investment has been made in an Education, Training and Employment Specialist role and additional support staff to co-ordinate support for young people.

The ETE Specialist role has re-established links with all education, training and support providers in the South Tees area, supporting this work with guidance documents and protocols to ensure joint approaches and the sharing of information. Links have been established with SEN, Inclusion, Schools, PRUs and other providers to ensure that where required additional support can be offered to assist young people to engage or re-engage with education. STYJS has joint working protocols in place that allows the service to share information and data on a monthly cycle on school age young people. This information goes to the virtual school, SEN and Inclusion team. This allows for robust and stronger partnership working and provides one consistent message to the family.

A key part of this approach has been the Inclusion Pathway in the Middlesbrough area which is designed to improve access to education, attendance, and behaviours in schools. In Redcar and Cleveland, the ETE Specialist is also engaging in a research programme to understand the reasons young people are absent from education as a means to improve services in the area.

As part of STYJS prevention offer, the service provides group-based interventions with schools and alternative education providers. The purpose of these activities is to improve young people's understanding of the impact of such issues as Anti-Social Behaviour and Knife Crime and the consequences of such activities on communities, victims and the young people.



Following a successful community reparation scheme, delivered in partnership with a local social housing provider, STYJS are currently exploring an opportunity to develop a pathway for young people to access apprenticeship opportunities with this housing provider. This will be explored further during 2023-2024.

STANDARDS FOR CHILDREN IN THE YOUTH JUSTICE SYSTEM

The most recent full audit of STYJS performance against the Standards for Children in the Youth Justice System was undertaken in April 2020 and this found that the YJS was compliant against all the requirements of each standard, achieving ratings of outstanding or good against the standards. Actions arising from the last Standards for Children in the Youth Justice System audit conducted in 2020 have been included in service development plans and as detailed in this document and previous Youth Justice Plans, STYJS has been highly effective in meeting the priorities and challenges set down in such plans. The actions arising from the last audit have all been achieved and compliance against the Standards is monitored in the monthly performance clinics.

STYJS undertakes a programme of audits every year to focus of specific themes and areas of practice. During 2022-2023 these thematic audits have included assessments against practice in such areas as Restorative Practice, Education, Training and Employment and OOCs. These audits have shown that the YJS continues to perform effectively in relation to the standards and this is confirmed by the monthly performance data which shows effective performance in relation to engagement and compliance.

During 2023-2024 to judge compliance against the Standards an audit will be undertaken during the course of the year to ensure continued good performance against the Standards for Children in the Youth Justice System.

PRIORITIES FOR STYJS IN 2023-2024

Following consultation with all stakeholders the following priorities have been identified by STYJS during 2023-2024. These priorities were ratified by the YJS Management Board in January 2023.

1. Prevention- further embed the Turnaround Programme and develop alternative Prevention opportunities to support partners who cannot benefit from Turnaround.

One of the challenges presented to the YJS during 2022-23 was to introduce the Turnaround Programme funded by the MOJ as the primary service for working with young people at an early intervention stage to divert them from the criminal justice system.

The YJS have successfully begun the process of introducing Turnaround and started taking referrals from January 2023 and successfully met the target set by the MOJ for 2022-23. The challenge now is to embed practice, understand what the needs of this cohort are likely to be and develop services to meet these needs.

During the initial stages of Turnaround, the majority of referrals were received through the existing OOD pathway, and the option of Outcome 22 provided an opportunity to include some of these young people into Turnaround. Processes have now been put in place to enable STYJS to secure information on all young people who come into contact with Cleveland Police including voluntary attenders. It is intended to use this information to target young people released on bail for further investigation and those young people who receive no further action and offer Turnaround support. The introduction of the Custody Navigators will also provide another means to identify young people in custody and support them to access Turnaround. In addition, we are working with the Anti-Social Behaviour Teams in each area to promote the use of Turnaround as a positive intervention for young people who come to the attention of these services.

One of the unintended consequences of the introduction of Turnaround has been the unfortunate ending of the wider prevention offer by the YJS, this was due to staffing capacity issues when Turnaround was launched. The removal of the YJS prevention offer has meant that schools, other education providers and early help services have now lost an avenue for intervention for young people who exhibit challenging behaviours or are at risk of exclusion and do not meet Turnaround Criteria. The challenge for the YJS is to re-introduce a limited prevention offer to work with those young people who require YJS intervention but don't meet the Turnaround criteria.

The introduction of the Immediate Justice Pilot in the Cleveland Police area offers STYJS further opportunities to engage with young people at an early stage and offer challenge and support through the delivery of swift and visible interventions.

2. Serious Youth Violence and Exploitation- ensuring a co-ordinated approach with partners to support the needs of young people at risk of or subject to serious violence and/or exploitation

Serious Youth Violence and Exploitation continues to represent the most significant challenge to the YJS in our work with young people. During 2022-23 we have experienced a significant increase in the willingness of young people to use weapons and to engage in serious types of offending. The challenge for the YJS is to ensure that services do not work in isolation to address such issues but engage with co-ordinated strategies to engage and support those young people at risk. STYJS will be seeking to engage with the Exploitation Hubs in each local authority to ensure that we can achieve joined up and co-ordinated responses to meeting the needs of young people at risk of exploitation.

The introduction of the Custody Navigator scheme funded by the CURV programme will offer opportunities to engage with young people involved in serious violence offences at a 'reachable and teachable' moment at the point they are arrested and in police custody and provide ongoing intervention and support to divert them away from offending behaviours.

During 2023-2024 we will seek to build on the successes we have achieved in this area, maintaining our attendance at case meetings and joint supervision with Children's Services. In addition, representation has been secured at a range of strategic meeting processes including VEMT, MAPPA, MARSOC and representation has also been secured on CURV, all of which provide STYJS with the opportunity to highlight issues affecting young people.

Staff training will be a key feature of our work in 2023-2024 and STYJS will be seeking to roll out a programme of SAVRY training to improve skills and knowledge relating to violence risk assessments.

3. Preparation for Inspection- ensure that the YJS are fully prepared for the challenge of a potential HMIP Inspection during 2023-24.

It is now 4 years since the YJS was inspected by the HMIP, receiving a very positive Good Rating across the whole service area and Excellent Ratings across all but one area of our case management practice. The challenge is now to ensure that the YJS has further developed following the 2019 inspection, taking into consideration the challenges faced by the service brought by new working arrangements introduced during the COVID pandemic issues of exploitation and how these impact on young people and the significant issues faced by our young people, families and communities brought by high levels of deprivation and the cost-of-living crisis.

Audits and quality assurance processes undertaken by the YJS show that there continues to be a high level of quality in our practice. During 2023-24 we will continue our programme of audits and will also seek to benchmark ourselves against the most recent Inspection Criteria and against the outcomes from other YJS services who have been inspected. Work will also be undertaken with STYJS staff to ensure that they are aware of the Inspection requirements and are fully prepared to respond should an inspection be called.

4. Education- continue to engage with partners and ETE service providers to ensure the best outcomes for young people engaged with the YJS.

Over the past 3 years STYJS has successfully introduced a new role of ETE Specialist, this role has proven to be effective in re-establishing our relationships with schools and other ETE providers, developing the inclusion pathways for young people. This is shown by the development of the inclusion pathways with schools and other support services and by attendance at the Inclusion Panels in each area, both strategies designed to address exclusion and promote young people's engagement with schools.

Further development needs to be undertaken in our work in schools and our intervention offer will be used to engage with schools, discuss such issues as behaviour and attendance to ensure that young people can be supported to fully engage in their education.

During 2023-24 we intend to embed our practice and build on our relationships with ETE providers to ensure that the YJS is in a strong position to respond to the new ETE KPI set by the YJB.

5. Restorative Practice- to establish a restorative culture and ethos across all areas of YJS practice.

During 2022-23 the YJS successfully secured the Registered Restorative Organisation Approval from the Restorative Justice Council to recognise the progress we have made delivering restorative practice with young people and to support victims of crime. In addition, we now have Accredited Practitioner Status for both of our Restorative Justice Practitioners.

The process for developing our submission for the Registered Restorative Organisation Approval showed that although positive steps had been made in our practice there was still challenges to be faced in establishing a truly restorative culture across all areas of the YJS.

Therefore during 2023-24 we will be continuing with our programme of training for staff in restorative practice and ensure that all policies and procedures and information we share with

young people and victims reflects our restorative culture in terms of language and presentation.

Also, we will be establishing a set of Restorative Practice standards which will be used to guide and underpin our work in this area.

6. Performance- ensure that the YJS is fully prepared for the challenge presented by the new YJB performance framework

From April 2023 the YJS has been set new challenges by the YJB in terms of a new performance framework, including new KPIs and a new performance management regime.

In order to ensure that we continue to be high performing YJS we need to understand how we can meet the requirements of the new KPIs and develop our working practices to meet these requirements.

Work will be undertaken with our software supplier CACI to ensure that the Childview system is set up correctly to support STYJS to input the required information and can extract this with the required reporting tools.

Further work will also be undertaken with YJS staff to ensure that they understand their responsibilities and are able to record appropriately to support the YJS to meet the KPIs. This work will include training and awareness sessions, robust QA of cases and checklists to support recording.



CHALLENGES AND RISKS

The environment in which we work continues to be very difficult and challenging. After the COVID 19 pandemic we have been faced with a new working environment both in terms of a blended working model and the changes presented by a new base in Middlesbrough. The financial situation will continue to present a risk with the potential pressures of higher case numbers, increases in remands and the challenging nature of our young people. Risks and challenges include:

1. Funding for the YJS

The funding profile for STYJS has become increasingly complex and challenging. Local Authorities nationally are facing difficulties in managing budgets and maintaining services and this has been reflected locally with Redcar and Cleveland Council proposing a reduction in the level of funding to the YJS of £69,000 in 2023-2024. This proposal is still under discussion at management board level. The risk posed by such a reduction would mean that although the YJS will continue to deliver its statutory functions other services provided by STYJS may be affected.

During 2022-2023 STYJS secured two additional funding streams through Turnaround and the Custody Navigators. STYJS welcomes this additional funding and the opportunities this

has presented to develop services; however, the funding is only guaranteed to 2025 and this will impact on long term service planning.

The current cost of living crisis presents a further financial challenge for the YJS and the people we work with. Increasing costs of goods and services and staffing costs are not fully reflected in increases in the financial support we receive, and this may impact on the range of services we can offer. In addition, the impact on the young people and families will further exacerbate the high levels of deprivation faced by our communities.

2. The new Key Performance Indicators

The 10 new KPIs for YJS Partnerships are welcomed by the STYJS Partnership. This will provide a performance framework which will assist the YJS to identify direction of travel and support the identification of new priorities each year. STYJS has identified challenges which need to be overcome in order to achieve success against these new performance indicators. Access to some service provision, in particular access to mental health services, as detailed below, remains a challenge and this may impact on performance in this area. STYJS is working with our software partners CACI/CHildview, to roll out the new software to assist YJS's to record and report as this planning is being developed and this may lead to delays in the capacity of the service to fully report on performance.

3. Access to Specialist Services: Mental Health

During 2022 STYJS has secured a Speech and Language Therapist, this has addressed one of the risks we identified last year. However, funding for this has only been secured up to December 2024 and additional resource may be needed to continue with this arrangement.

The Trauma Informed Model continues to offer an example of good practice and can facilitate some access to wider CAMHS services locally. However, access to mental health services is becoming increasingly more challenging for the YJS. Staff experience challenges in making referrals into services where there are long waiting lists and a lack of alternative provision available to secure support for young people.

4. Re-offending

Re-offending by young people will continue to present a challenge for the YJS. After many years of reductions in the January to March cohort, the young people tracked for the re-offending KPI, we are now seeing young people in this cohort increasing and this suggests the start of a trend.

STYJS will continue to track and monitor our quarterly cohorts to identify those young people who are re-offending and in particular those young people whose behaviours present the most significant concerns. The new tools available through the Police, Crime, Sentencing and Courts Bill which will offer an extension to the Intensive Supervision and Surveillance requirement and extension of electronic monitoring and GPS tracking may assist in this area.

5. Use of Custody

The increasing complex and challenging nature of the young people we work with will potentially lead to increases in those young people receiving custodial outcomes, including sentences and remands and this is evidenced by the increases in the number of young people subject to custodial remand in 2022-2023. As the issue of serious youth violence develops and more young people become involved in criminal exploitation, violent behaviours, use of weapons and higher volumes of offending the challenge for the YJS is to work with the Police and the Courts to provide meaningful community outcomes for the young people. The upcoming ISS pilot and the developments of electronic monitoring and GPS tracking will assist the YJS in this area.

6. Preventions

The introduction of Turnaround has been a positive development for STYJS, and we successfully achieved our initial targets in 2023. Turnaround offers the opportunity to engage young people and families for a period longer than would be the case for an OOC and this offers scope to achieve positive outcomes. However, STYJS had to move the resource which previously supported our wider Preventions work to achieve the start date for Turnaround. This has meant that there is currently no provision available for those services which do not meet the Turnaround referral criteria, this has been the case with referrals from schools and other education providers. STYJS has now further invested in the staffing levels in our prevention area and Turnaround and offer additional resource to allow us to accept some limited referrals for prevention interventions from our partners.

7. Access to services to support young people who sexually offend

Previously support and intervention for young people who have engaged in sexual offending or abuse was provided by the Adolescent Forensic Service offered by CAMHS. However, this service is no longer available in the Tees Valley area, this has created a gap in provision which can only be partially filled by the investment made by the YJS in training staff in the AIM3 process. The AIM3 offer is short term and can only be delivered during the period of YJS intervention. There are also potential financial barriers to accessing intervention for young people who engage in sexually harmful behaviour who are under 12 years of age.

8. Provision of a Seconded Probation Officer

STYJS has been advised by the Probation Service that due to staffing capacity issues within the Probation Service they will be unable to provide a seconded Probation Officer to the YJS as is their responsibility under Section 38 of the Crime and Disorder Act 1998. This will mean that the YJS will have to operate outside of National Standards for Youth Justice and the Youth to Adult Transition Protocol and the timely and safe transition of young people into adult provision may be affected by this. A pathway has been established through a link worker in the Probation Service for transitions cases to be received, however we are encountering delays in the process and new guidance has meant that some young people continue to be supported by STYJS beyond their 18th birthday.

9. Changes to STYJS Business Support Services

During 2023-2024 we are likely to see significant changes in the YJS Business Support Service with the potential retirement or semi-retirement of two long standing members of staff and potential career change for another. The Business Support Team has been a stalwart for STYJS for a number of years with a stable team group who are highly professional and knowledgeable in their approach and highly valued by the rest of the service. Such change presents a significant challenge with the need to recruit and train new staff into very complex procedures.

10. Anti-Social Behaviour Action Plan and Immediate Justice

The government action plan to crack down on anti-social behaviour in our communities presents new challenges to STYJS in relation to how we address the issue of anti-social behaviour. As detailed previously in the South Tees Area there are a number of identified hot-spot areas for anti-social behaviour, some of this perpetrated by young people. The Cleveland Police area has been identified as a pilot area to design and develop Immediate Justice responses in these areas. In partnership with the OPCC and the other Cleveland YJS a model of service delivery is to be developed to support the YJS and its partners to respond quickly to the challenges posed by the behaviours of young people and to respond to the needs of victims. It is likely that this model will focus on early intervention, targeting those young people involved in anti-social behaviour at the earliest opportunity.

EVIDENCE BASED PRACTICE AND INNOVATION

STYJS has sought to continually develop and improve our practice to ensure the best possible services to the young people we work with and the communities we serve. To this end we have sought to build on the good practice we have built over many years and to look for opportunities to build and extend the services we offer. STYJS believe that we are innovative and seek to invest in activity which is proven in practice and promotes the best possible outcomes for young people. In recent years this has included:

Prevention Intervention and Turnaround

The YJS further developed the preventions offer during 2022-2023 extending this work to include focussed group work with local youth service providers. The development of the preventions offer has allowed us to seamlessly develop the Turnaround Programme and we successfully delivered the targets set by the MOJ.

The group work offer to schools and our work with local youth groups has enabled us to reach out and engage with young people not involved in the criminal justice system. This work has offered STYJS the opportunity to deliver messages to young people highlighting the risks of knife crime and exploitation, issues around the impact of anti-social behaviour and the impact this can have on the young person, communities and victims. These messages have been well received and our work has been acknowledged by local communities who have recognised the impact this has had on the behaviours of young people in their areas.

Interventions in Education Settings

As part of the Preventions offer STYJS has developed a programme of work in education settings, schools PRU's and other alternative education providers to engage young people who are exhibiting concerning and challenging behaviours which put them at risk of exclusions. This activity delivered by our Support Workers alongside education staff has focussed on issues impacting on the school community and the young person and has included such themes as knife/weapon-based crime, exploitation, violent crime and anti-social behaviour.

The impact of such work has been acknowledged by our colleagues in education and the young person and has had a positive impact on the behaviours of the young people involved. Young people have commented on how the sessions have made them think about their behaviours and the impact these can have on themselves and others.

Headstart Tuff Tees and Rubies

The Headstart Tuff Tees and Rubies programmes were developed to meet an identified need to deliver gender focussed work with young people. Designed as groups to work specifically with boys and young men (Tuff Tees) and girls and young women (Rubies) these programmes aimed to provide young people a safe space to engage socially, access services and discuss issues which were important to them.

Both projects have proven to be immensely successful and well received by young people and the other agencies we have worked with. Part of this success has also included extending these interventions to siblings of young people open to STYJS and this helps to divert young people away from anti-social and offending behaviours. The intention is to build on such activity and further develop these groups further, with the intention to promote the young person's voice and offer young people greater input into the future direction of such work.

Registered Restorative Organisation and Restorative Practice

During 2022 STYJS secured the Restorative Justice Council secured the Restorative Justice Council Registered Restorative Organisation status and this recognised the progress we have made in developing the service as a truly restorative organisation. STYJS met all of the required criteria and the Restorative Justice Council highlighted the following areas of strength in our practice:

- Managers and staff are committed to building a restorative community within the organisation
- The organisation can clearly identify appropriate opportunities for restorative processes to be used safely and inclusively
- Staff have a great understanding of how to prepare and empower participants for the process
- Staff consistently evidenced their skill and experience when delivering direct, indirect and informal processes
- Organisation is committed to facilitating and monitoring outcomes and gathering feedback and using it to develop the service delivery
- Organisation is committed to evaluating restorative processes to enable service to reflect and grow



STYJS has been successful in delivering a number of positive restorative based interventions with young people, victims and communities and these have contributed to providing those affected with a greater understanding of why young people have engaged in such behaviour and challenged the young person to understand and acknowledge the impact of their behaviours.

One such restorative intervention involved a high-profile local case which had received national media attention due to the seriousness of the behaviour by young children. This incident included challenging behaviours towards a local supermarket and its staff by a group of young people aged 8-12 years of age:

We had a lovely restorative meeting at Morrisons last week with one of the young people in the scooter incident. It was the 11-year-old who had ridden his scooter into the glass doors. He met with the Duty Manager, who was the lady on duty on the evening of the well-publicised incident, in fact she was shown on the video/stills holding the door to prevent the young people from entering the store. One of the points she made in the meeting was that she was identified by family members etc. who have questioned why she continues to work there.

The young person's dad brought him to the meeting, and both were respectful and listened patiently to what the Manager had to say before apologising. She addressed him in an age-appropriate way but made it clear his behaviour was unacceptable, but she appreciated him facing up to what he had done and being brave enough to attend. The young person has also expressed a wish to apologise in person to the security guard which I will arrange asap.

The young person (891625) also attended the JAC/pre-court and Tuff Tees in the same week as the RJ meeting as it was half term so possible to strike while the iron was hot, especially as he was also grounded! He is Cath's case and has been referred to MFC and working with Early Help.

Trauma Informed Pathway

The Trauma informed pathway, delivered in partnership with the other Cleveland YJS and TEWV is continues to prove itself to be an excellent model of collaborative working which has had a visible impact on staff confidence in their work with young people who have experienced trauma. The project continues to have a positive impact for staff and young people.

During 2022-2023 we have enhanced the project further with a programme of Continued Professional Development which has included reflective practice sessions, themed based training sessions, group supervisions and clinical supervision. This programme has allowed staff opportunities to reflect back

on their work and decision making and have further enhanced the responses we can make with young people.

Custody Navigators

As detailed previously in this plan STYJS has been provided with a unique opportunity to develop a project to introduce Custody Navigators into the Police Custody Area. This project is funded by the CURV and is initially to be delivered as a pilot scheme for 2 years. The Custody Navigator role will offer the opportunity for 'reachable and teachable' moments to engage with young people involved in serious violent offending and identify those who are ready to make changes in their lives. The role of the Navigator will be to engage and support people at the point of arrest to build relationships to make positive changes. Navigators will provide ongoing contact and support and provide gateways into services to meet needs and assist individuals to realise and work towards achieving their goals and aspirations.

Custody Navigators will look to understand how children and young people have become involved in the criminal justice system and provide help and support. The support will continue once they leave custody to help them avoid further offending. Navigators will not offer an alternative to criminal justice proceedings but will offer individuals opportunities to make positive changes in their lives.

The overall aim of the Custody Navigator will be to intervene at a time when an individual may be contemplating change and divert them away from violent crime. Following an initial discussion in custody the Navigator will meet with the individual in the community. The Navigators will work in partnership with other Cleveland PCC/CURV programmes and initiatives with the overall aim to reduce offending rates and levels of violence.

Youth Justice Inclusion Pathway

During 2022 as part of the YJS strategic priority to respond to the needs of young people at risk of school exclusion, STYJS in partnership with schools and education support services introduced the inclusion pathway.

The STYJS Inclusion Pathway creates a mechanism which enables Case Managers to access support for young people who are at risk of disengagement from education. The pathway has been designed to promote engagement in the education system, improve attendance, prevent exclusions (fixed-term and permanent), improve attainment and deliver well-targeted educational support. Training has been delivered for Case Managers, which included information on the importance of the STYJS Inclusion Pathway and the reason for its development. Young people at risk of exclusion as discussed on a monthly basis and a plan is put in place to promote and support their re-integration into schools. The introduction of the STYJS Inclusion Pathway demonstrates effective practice in respect of partnership arrangements with schools, colleges and training providers to actively support the delivery of education.

The STYJS Inclusion Pathway was endorsed by the Middlesbrough Council scrutiny panel as a means of raising the needs of young people at risk of exclusion and this was implemented in mid-December 2022. Since its introduction, 50 referrals have been received. This cohort is made up of 41 males and 9 females aged 12-16 years. One of the successes of this programme has been to improve the average attendance of young people going through the Inclusion Pathway from 44% to 54% and 81% of young people have improved their attendance in school.

Speech, Language and Communication

Since January 2023 South Tees Youth Justice Service has commissioned a highly specialist speech and language therapist (SALT) for 0.6WTE to meet the needs of the YJS service including Turnaround. The role of the SALT has been and will continue to be:

- Direct speech and language therapy intervention with young people
- The development of an extended screen of speech, language and communication skills and needs which is to be used in conjunction with the AssetPlus screen already in use by case managers.

- Further assessment of children's speech, language and communication needs including the development of personalised plans and recommendations which will influence their experiences within the justice system (Court or Police) and with youth justice interventions.
- Indirect speech and language therapy intervention
- The review of written information and correspondence used with children and families. This promotes access to information and is achieved through the modification and simplification of letters and interventions. This includes the changing of wording, vocabulary and the addition of visual supports.
- Consultations with those around the child on ways to communicate effectively with them, how to modify any verbally delivered interventions, support positive behaviours and promote engagement.
- Staff training within the YJS team raising awareness of SLCN and strategies to support children who have SLCN.

Plans for 2023 -2024

In addition to the above the Speech and Language Therapist plans to:

- Work closely with our inclusion and education specialists in the YJS team considering preventions for children at risk of school exclusions. Thereby potential reducing risks of future involvement with the justice system.
- Extend training offer to include:
 - Volunteers within the Restorative Justice panels
 - Magistrates
 - Custody Navigators
- Work alongside Assistant Operations Managers and wider YJS staff to update and develop interventions which meet the changing needs of the YJS.

Speech, language and communication needs (SLCN) are often described as an 'invisible' or 'hidden' disability. Assumptions are often made that children and young people can understand what has been said, interpreted the intention of the speaker and that they can verbally communicate competently. As a result, the significance of considering the impact of communication needs is often overlooked.

Notification of Serious Incidents

STYJS reports all serious incidents involving young people to the YJB to ensure that these cases can be reviewed and support practice improvements. Serious incidents are reported to the YJS Management Board who also monitor any practice learning and development which arises from such cases.

LOOKING FORWARD

There are a number of factors we need to consider as we move forward into 2023-2024. The introduction and embedding of new projects such as Turnaround and the Custody Navigators, the introduction of the Immediate Justice Pilot and the ISS Pilot are all factors we have to look forward to in 2023-2024 as we strive to maintain high levels of effective and innovative practice.

- The introduction of the Custody Navigators offers STYJS and our partners in the other Cleveland YJS the opportunity to develop a new way of working, supporting young people through the youth custody process. This project is a key theme in the CURV programme and will be subject to regular monitoring and scrutiny.
- Turnaround is now established as the primary model of prevention and diversion in STYJS. The model will be subject to further development during 2023-2024 as we work to understand the changes in the anti-social behaviour pathway and establish links with the Navigators and immediate justice pilot.
- The Cleveland Police Area has been identified as a pilot area for the Immediate Justice element of the Anti-social Behaviour Action Plan. In partnership with the OPCC the Cleveland YJS's have been identified to deliver the young people element of this. A model of working is currently being developed and this will be rolled out in autumn 2023

- The north east area has been identified as a pilot area for the introduction of new models of delivery for the Intensive Supervision and Surveillance element of the YRO and licences. The changes to ISS offer STYJS the opportunity to deliver individual programmes of intervention designed to challenge and safeguard young people. It is hoped that this pilot will increase the use of ISS as an alternative to custodial remands
- The new key performance indicators for youth justice introduced in April 2023 provide an opportunity for STYJS to further develop our performance management framework and identify future areas for service development. STYJS is currently working with our software supplier, Childview, to ensure that the case management system is up to specification to meet the recording and reporting criteria.
- Youth custody suite redecoration and arts project. This is in development, but the aim is to improve the environment for young people who find themselves in custody. There will also be a dedicated separate space for young people to engage with the custody navigators
- The Exploitation Hub development in Middlesbrough. Aimed at vulnerable adolescents the purpose of the hub is to have a collective multi-agency robust response to children at risk of and/or being exploited. It will provide intensive working, and a swift response in a timely way to safeguard and support young people and their families. We will be linked to this hub and will provide a SPOC as the link. However, exploitation is also high on the agenda in Redcar who are also looking to develop a model of working with young people at risk or involved in exploitation. Both LA's have put in a bid to the YEF 'supportive home' fund.
- Further investment will be made to support staff development and progression opportunities with opportunities for staff to undertake a Management Trainee/Apprenticeship and we will continue to invest in our Support Workers to support their progression.
- Following the review of AssetPlus a programme of work has begun to embed new working practices for assessment, including how we support how practitioners think, the language they use and their approaches to young people and their families.

SIGN OFF AND APPROVAL OF THE YOUTH JUSTICE PLAN

A handwritten signature in black ink, appearing to be 'Rob Brown', written on a light-colored background.

Rob Brown
Director of Education and Partnerships- Middlesbrough
Chare of the South Tees Youth Justice Service Management Board

APPENDIX 1: STYJS Executive Management Board Membership

Name	Organisation
Director of Education & Partnerships	Middlesbrough Council (Chair of the Board)
Head of Partnerships	Head of STYJS
Cleveland Police	Head of Prevention, Intervention & Offender Management
Asst. Director of Partnerships, Quality & Performance	Redcar & Cleveland Council (Vice Chair)
Councillor	Redcar & Cleveland Council
Youth Justice Board for England & Wales	Head of Innovation & Engagement (Northeast)
Councillor	Middlesbrough Council
Acting Legal Team Manager	His Majesty's Courts & Tribunal Service (HMCTS)
Head of Commissioning & Strategy	Integrated Care Board (ICB)
Interim Public Health Principal	South Tees Public Health
Commissioning Officer	Office of the Police & Crime Commissioner (OPCC)
Head of Area (South Tees)	Probation Service
Head of Education and Alternative Provision	Middlesbrough Council

Meeting attendance	06.04.22	06.07.22	05.10.22	10.01.23
Prevention & Partnerships MBC	✓	✓	✓	✓
STYJS (Head of Service)	✓	✓	✓	✓
YJB	Apols	✓	✓	✓
R & C Children's Services	✓	✓	✓	✓
NPS	Apols		✓	✓
Police	✓	✓	✓	✓
Commissioning - CCG	✓	✓	✓	Apols
Legal - Courts	Apols			
Health Improvement M'bro/R&C	✓	✓	✓	✓
Councillor MBC	Apols	✓		Apols
Councillor RC	✓	✓	✓	✓
PCC	Apols	✓	✓	✓
Education MBC	✓	Apols	✓	✓
Partnership Manager	✓	Apols	✓	

APPENDIX 2– STYJS Statutory Functions

Statutory functions include:

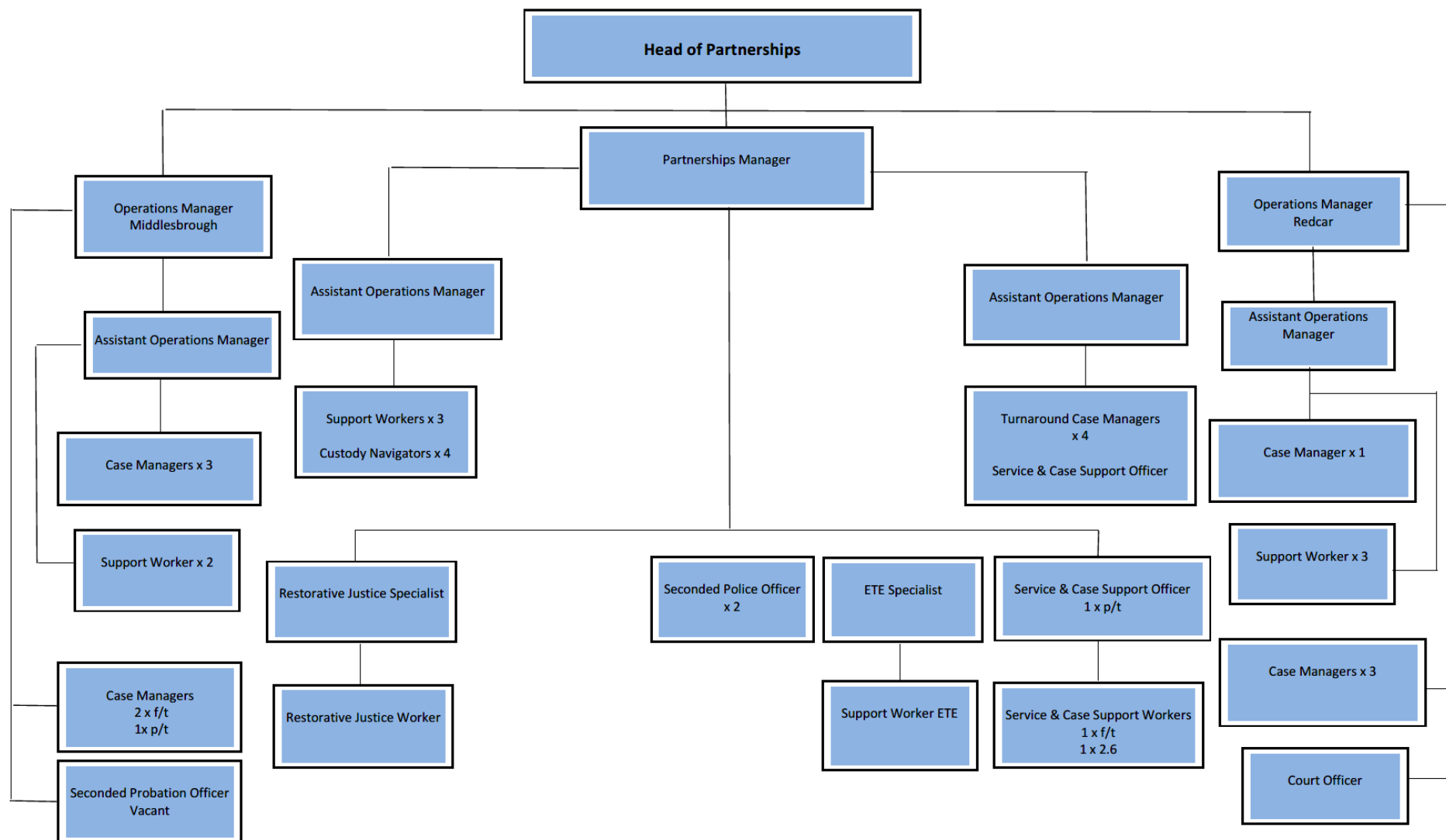
- Statutory Responsibility for Court Orders (Community and Custody) as they relate to young people, including all Requirements and Licences
- Compliance with National Standards for Youth Justice 2013 (accountable to Ministers)
- Enforcement of Court Orders and Licences
- Provision of Out of Court Disposals (Youth Cautions and Youth Conditional Cautions)
- Prevention of offending and re-offending by young people
- Provision of Court staffing (Youth, Crown, Remand Courts, including Saturdays and Bank holidays)
- Provision of Bail supervision functions
- Provision of Appropriate Adults for Police interviews
- Provision of Pre-Sentence Reports
- Provision of community volunteers for Referral Order panels
- Recruit, train, manage, supervise and deploy volunteers to carry out statutory functions
- Provision of Referral Order Panel reports
- Provision of YJMIS data/management information to YJB/MoJ regarding youth justice cases
- Delivery of Court ordered reparation to community and victims
- Provision of a service to victims of youth crime
- Comply with arrangements for multi-agency public protection (MAPPA)
- Duty to cooperate with MAPPA, LSCB, VEMT, CSPs etc.
- Duty to cooperate regarding safeguarding and public protection incidents in the community (YJB)
- Statutory duty to provide and support a Management Board for the YJS
- Management and development of the Junior Attendance Centre
- Statutory duty to produce and deliver an annual Youth Justice Plan
- Management of children Remanded to Youth Detention Accommodation (RYDA)
- Statutory duty to cooperate with Children's Services to improve wellbeing of children
- Management of sex offenders (AIM) – young people under 18 years of age
- Provision of Parenting Orders imposed in the Youth Court (criminal matters)
- Provision of ASB escalation supervision (Criminal Behaviour Orders and Injunctions to prevent nuisance and annoyance)

Additional functions include:

- Provision of integrated Out of Court delivery including Restorative Interventions, Community Resolution and Outcome 22
- Manage safeguarding and risk management inherent in all the above tasks
- Provision of prevention and diversion activities with young people and families, including Turnaround

APPENDIX 3 – STRUCTURE CHART

STYJS STRUCTURE May 2023



APPENDIX 4 South Tees Youth Offending Service: Service Development Plan

South Tees Youth Justice Service: Service Development Plan 2023-2024

Priority 1: Prevention- to further embed the Turnaround Programme and develop alternative Prevention opportunities to support partners who cannot benefit from Turnaround.			
Key Actions	Who will do it	Timescales	Review/Update on Actions/RAG Rating
Develop a programme of themed based interventions to deliver in education settings to support those young people at risk of exclusion	Assistant Operations Manager	September 2023	
Establish a programme of interventions to support the needs and interests of girls and young women in the Youth Justice Service	Assistant Operations Manager	September 2023	
Further develop the pathways with housing providers and Anti-Social Behaviour Teams to support access to Turnaround for young people involved in anti-social behaviour	Partnerships Manager/ Assistant Operations Manager	December 2023	
Develop a pathway with the Custody Navigators project to identify those young people entering the Police Custody area who would benefit from Turnaround	Partnerships Manager/ Assistant Operations Manager	September 2023	
Develop a working model to support the delivery of the Immediate Justice scheme in the Middlesbrough and Redcar areas	Head of Service/Partnerships Manager	September 2023	
Work with Cleveland Police/PCC to ensure that the information they provide supports referrals to Turnaround and Immediate Justice	Partnerships Manager	September 2023	
Priority 2: Serious Youth Violence and Exploitation- to ensure a co-ordinated approach with partners to support the needs of young people at risk of or subject to serious violence and/or exploitation			
Key Actions	Who will do it	Timescales	Review/Update on Actions/RAG Rating
Ensure STYJS representation and participation in strategic and operational multi-agency risk forums where young people at risk or involved in exploitation are being discussed or managed.	Head of Service	Ongoing Action	
Include Exploitation Training and awareness is included in all future induction programmes for new staff joining the YJS	Head of Service	December 2023	
Deliver a programme of SAVRY training with all YJS staff involved in preparing assessments and writing reports	Head of Service	December 2023	
Introduce the Custody Navigator project as a support for young people in Police Custody	Partnerships Manager	September 2023	

Ensure STYJS representation and involvement in the CURV governance framework to ensure the issues affecting young people are identified as a priority for CURV	Head of Service	Ongoing Action	
Ensure STYJS involvement and support to the Middlesbrough exploitation hub	Head of Service	Ongoing Action	
Identify proven in practice/evidence-based interventions to support work with young people at risk of serious violence and exploitation	All Managers	Ongoing Action	
Priority 3: Preparation for Inspection – to ensure that the YJS are fully prepared for the challenge of a potential HMIP Inspection during 2023-24			
Key Actions	Who will do it	Timescales	Review/Update on Actions/RAG Rating
Undertake a benchmarking exercise against the current Inspection Standards to identify the base line for STYJS	Partnerships Manager	October 2023	
Undertake a full case file audit of STYJS cases using the Inspection CARAG tool	All Managers	September 2023	
Develop a programme of case file audits which also reflects thematic inspections to establish the position of STYJS in relation to themes in criminal justice	All Managers	August 2023	
Work in partnership with the software supplier CACI to ensure that the YJS case management system supports all key performance reporting and inspection requirements	Operations Manager- Middlesbrough/ Service and Case Support Officer	August 2023	
Benchmark STYJS against Youth Justice Inspection Reports and Thematic Inspection Reports to ensure STYJS preparedness for Inspection	Partnerships Manager	Ongoing Action	
Priority 4: Education- continue to engage with partners and ETE service providers to ensure the best outcomes for young people engaged with the YJS.			
Key Actions	Who will do it	Timescales	Review/Update on Actions/RAG Rating
YJS ETE Specialist and support staff to undertake checks on digital systems to identify those young people who require additional support	ETE Specialist	Ongoing Activity	
YJS ETE Specialist to maintain and enhance links to Education Support Services across both local authority areas	ETE Specialist	Ongoing Activity	
YJS education staff to ensure that all young people with an identified ETE need have an Education Plan to support access to school and other education providers	ETE Specialist	Ongoing Activity	

Identify opportunities to work in partnership with education providers to develop restorative responses to challenging behaviours by young people	Restorative Justice Specialist/ETE Specialist	Ongoing	
YJS ETE Specialist to arrange meetings with PCSO and Police Neighbourhood teams working in Schools to support collaboration of working with a contextual safeguarding/risk outside the home approach.	ETE Specialist	Ongoing Activity	
YJS ETE Specialist to build a directory of year leaders and senior leadership teams in schools for STYJS to have direct contact to share and gather information.	ETE Specialist	Ongoing Activity	
Priority 5: Priority 5: Restorative Practice- to establish a restorative culture and ethos across all areas of YJS practice.			
Key Actions	Who will do it	Timescales	Review/Update on Actions/RAG Rating
Deliver Restorative Practice Training to all STYJS staff	Restorative Justice Specialist	December 2023	
Identify opportunities to develop restorative responses to support families and reduce conflict in the home, repairing relationships	Restorative Justice Specialist	Ongoing	
Identify opportunities to work in partnership with education providers to develop restorative responses to challenging behaviours by young people	Restorative Justice Specialist/ETE Specialist	Ongoing	
Undertake a review of the management culture in STYJS to ensure that this embraces Restorative principles across all managerial activity, including supervision, quality management and challenge to staff	Restorative Justice Specialist/Partnership Manager	December 2023	
Ensure that STYJS follows the requirements of the victim's code of practice	Restorative Justice Specialist	Ongoing Action	
Develop a set of Restorative Practice Standards to inform service delivery in STYJS	Restorative Justice Specialist	December 2023	
Priority 6: Performance- to ensure that the YJS is fully prepared for the challenge presented by the new YJB performance framework.			
Key Actions	Who will do it	Timescales	Review/Update on Actions/RAG Rating
In partnership with the software supplier ensure the successful upgrade of the STYJS case management system to equip the service with the framework to record and report performance	Assistant/Operations Manager/Service and Case Support Officer	July 2023	
Deliver a programme of training to staff to ensure that they are equipped with the knowledge to record appropriately in the case management system	Operations Manager/Assistant Operations Manager	July 2023	

Create a checklist of performance recording to support staff to understand their responsibilities in this area	Operations Manager/Assistant Operations Manager	July 2023	
Further develop the YJS Quality Assurance framework to ensure that all required information is recorded in the Case Management System	Operations Manager/Assistant Operations Manager	July 2023	
Undertake Monthly health checks on the case management system to ensure information is recorded appropriately in the system	Operations Manager/Assistant Operations Manager	Ongoing action	

APPENDIX 5: Common Youth Justice Terms

ACE	Adverse Childhood Experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti-social behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal Exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child Looked After, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
CURV	Cleveland Unit for the Reduction of Violence- a joined-up, preventative approach to tackling serious violence, with the Commissioner's office taking a leading role in bringing together local

	organisations such as the police, YJS, local authorities, public health teams and local hospital trusts.
Custody Navigator	A new role in the YJS designed to act as a key support to young people in the Police Custody area, to engage young people to divert them away from offending
EHCP	Education and Health Care Plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, Training or Employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal
HMIP	His Majesty's Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
Immediate Justice	Part of the Anti-Social Behaviour Action Plan, to engage young people involved in anti-social behaviour and crime with swift and visible interventions to challenge behaviours and reduce harm
ISS	Intensive Supervision and Surveillance-a high intensity programme used as part of the Youth Rehabilitation Order as an alternative to custody
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them

OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and Communication needs
STC	Secure Training Centre
SCH	Secure Children's Home
Turnaround	This is an early intervention, diversion and prevention programme designed to divert young people away from involvement in crime and anti-social behaviour
VEMT	Relates to young people who may be Vulnerable, Exploited, Missing or Trafficked
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
Youth Justice KPIS	This refers to the key performance indicators for Youth Justice with an additional 10 introduced from April 2023
YOI	Young Offender Institution