



Youth Justice Strategic Plan 2018-19



Foreword

I have pleasure in presenting Gateshead Youth Offending Team's Plan for 2018/19. The submitted plan is part of the grant conditions and part of Gateshead's continued commitment to keep the Youth Justice Board, Her Majesty's Inspectorate of Probation, Board Members, Partner agencies and employees up to date with the work of the team.

The strategic plan provides an update on the Key Priorities set for the statutory Youth Offending Team for 2018/19 and informs on the progress and successes achieved during the last year. The strategic plan looks forward to how, with partners, the team will continue to deliver improved outcomes for some of our most vulnerable young people and help to steer them from offending behaviour into education and positive activities so that they can achieve their full potential.

The last three years has seen a period of change within the local authority with the development and implementation of the Early Help Service (EHS) in late 2017. Early 2018 saw the development and implementation of the Intensive Referral and Assessment Team (IRAT) to replace the current Referral and Assessment Team and the Multi-Agency Assessment and Referral Team (MAART) that replaces the adult MASH. These changes have ensured that concerns for children and vulnerable adults are dealt with daily by Police Officers, Early Help Staff and social work staff.

New ways of working have strengthened the continuum of care for all vulnerable children and adults who reside in Gateshead and ensures a prompt response to all concerns identified. Gateshead's Early Help strategy and intervention is a force for transforming the lives of children, families and communities, particularly the most disadvantaged. Its importance today in terms of policy and practice owes as much to its economic sense, as well as the social and personal benefits that it can generate.

The aspiration and vision articulated in the strategy is that:

'All children and young people are empowered and supported to develop to their full potential and have the life skills and opportunities to play an active part in society' CYPP 2014-17.'

The aim of this strategy is to empower families, professionals from all sectors and local communities to work collaboratively in order to make Gateshead the best place in which to live and develop.

The strategy recognises that from conception to the age of two years the effects of disadvantage are magnified. We know that this is a period of significant brain development and that neglect in these early years is likely to lead to a substantial and detrimental impact on a child's development. Equally we know that the other significant period of brain development is during the teenage years as young people approach puberty. This is a time when young people often want to take more risks and it is important that early help services are in place for young people identified as vulnerable. We therefore want to ensure, through our collective approaches outlined in the strategy, that these children will be prioritised with the ambition for all children to get the best start in life.



Councillor Gary Haley
Cabinet Member
Children & Young People



Contents

Section 1	– Introduction	4
Section 2	– Performance Data 2018/19	7
Section 3	– Structure and Governance	15
Section 4	– Innovative and Promising Practice	16
Section 5	– Partnership Arrangements	19
Section 6	– Resources and Value for Money	24
Section 7	– Key Priorities for 2018/19	26
Section 8	– Risks to Future Delivery	27
Section 9	– What do People Say About Us?	28
Section 10	– Our Work with Victims	32
Section 11	– Contact Us	34



Introduction

Gateshead's Vision 2030 for local people is to realise their full potential, enjoy the best quality of life in a healthy, equal, safe, prosperous and sustainable Gateshead. The Council's strategic approach has developed 5 pledges as follows:

- **Put people and families at the heart of everything we do;**
- **Tackle inequalities so people have a fair chance;**
- **Support our communities to support themselves and each other;**
- **Invest in our economy to provide sustainable opportunities for employment, innovation and growth across the Borough;**
- **Work together and fight for a better future for Gateshead.**

During 2017 the Council restructured part of its Care Wellbeing and Learning Directorate to develop an Early Help Service established late September 2017. The Early Help Service consists of two Early Help Teams and a Hub. The Youth Offending Team sits within Early Help Team 2. The restructure has brought together staff from different backgrounds and the model is based on the Troubled Families ethos and way of working which includes a lead practitioner, Common Assessment Framework and Team around the Family.

The second phase of this development is due July 2018 when the newly procured 0-19 Public Health Nursing Service, delivered by Harrogate and District NHS Foundation Trust will align with Early Help. The Trust will work closely with Gateshead Council and key delivery partners to transform and continuously improve the 0-19 public health nursing service by challenging assumptions, jointly develop an integrated delivery model which will create a shared vision, value and behaviours for the service, and agree a transformational route map which will identify workstreams and improvement projects to transform service delivery.

The Youth Offending Team (YOT) continues to review its performance in relation to the following nationally report outcomes:

- **Reduction in the rate of first time entrants (FTE)**
- **Reduction in the rate of re-offending**
- **Reduction in the rate of custody**

The principles of the Youth Justice Board (YJB) are:

- **Children first, offenders second**
- **Encourage system-led change, use the expertise within local authorities and the secure estate to improve practice**
- **Be an enabler of innovation**
- **Fulfil statutory functions**
- **Listen to children**
- **Focus on outcome not process**
- **Reduce bureaucratic burden and duplication**

Despite significant financial pressures, a restructure and changes to local delivery service frameworks, YOT will continue to adhere to the principles of the Youth Justice Board and will continued to deliver a high-quality service which we will demonstrate within our performance outcomes.

The Early Help teams contribute to the prevention of crime under the umbrella of the Troubled Families agenda which has reducing crime and ASB as one of its 6 key indicators. The latest published data for period 2016/17 shows that Gateshead has seen a 21% increase to the number of FTE entering the youth Justice System. When we compare the latest period to the earliest period available (2012/13) this calculates as a -28% decrease. During the latest quarter (Jan 2018 and March 2018) there were 10 FTE reported, when compared to the same period for the previous year (22) this is a 54% reduction.

The triage and community resolution work has now been assimilated into the work of the statutory YOT so that the positive impact preventative work has upon first time entrants is not lost.

HMIP Thematic Inspections (Out of Court Disposals and Public Protection)

Gateshead YOT have considered two recent HMIP Thematic inspections on, "The Work of Youth Offending Teams to Protect the Public" (2017) and "Out-of-court disposal work in Youth Offending Teams" (2018) and are confident that the standard of work delivered within Gateshead YOT, is in line with the recommendations outlined in both reports. This work has impacted positively on re-offending rates.

Out of Court Disposals - Gateshead YOT assess every Youth Caution, Triage and Community Resolution (CR). ASSET+ is used to assess youth cautions with a summarised smaller version for Triage and CR. We have also devised a Youth Caution 1 check list to use in situations where it is not appropriate to undertake a full assessment. An example of this could be when:

- **a young person comes to the attention of Police for a low-level offence;**
- **high need is identified;**
- **appropriate services are already in place;**
- **where it is not seen in the interest of the child to undertake an assessment and introduce more professionals when not required.**

Weekly pod meetings, where attendance is mandatory, allow ongoing, interagency collaboration with partners, the Victim Liaison Worker and Police to ensure that victims are protected and listened to and that conditions are meaningful and geared to reduce the risk all round. Assessments are discussed and there is a multi-agency, multi-disciplinary team contribution to planning.

During the assessment process, young people and their parents/carers are provided with information regarding the process, expectations and potential consequence for non-compliance.

Protection the Public - Gateshead YOT Case Management team have received Trauma and ACE (Adverse Child Experiences) Training and have read the Evaluation of the Enhanced Case Management Approach Report (March 17). We have adapted the way in which we approach and attempt to engage with young people as well as considering this in terms of sequencing and enforcement. Through the Quality Assurance process, the voice of the child and their parents/carers is visible, in both assessment and planning. Pod meetings, as mentioned above, contribute to a multi-professional and agency approach to reviews where managers encourage a joint approach in decision making. This supports the staff development and contributes to protecting the public.

Staff are aware that they are expected to approach legal services prior to any attempts to access young people's social media pages to protect the public.

Gateshead Community Safety Board

The Early Help Team 2 Service Manager is an active member of the Gateshead Community Safety Partnership who have identified priorities for 2018/19 as follows:

Anti-Social Behaviour & Environmental Crime

Tackling issues of anti-social behaviour and environmental crime continues to be one of the biggest areas of concern identified by residents.

Domestic Abuse

Domestic abuse continues to increase year-on-year and the effect that it has on individuals, their families, their children and wider society is profound.

Restricting Supply – Drug Misuse

We know drug misuse causes significant problems for local communities – and recognise that we need to do more to be able to restrict its supply.

There are also several thematic areas which the Board will monitor for 2018/19, as follows:

Hate Crime and Tension Monitoring

We will continue to raise awareness of hate crime and provide relevant support/guidance to victims as well as monitoring local tensions to ensure we engender cohesive and integrated communities.

Preventing Violent Extremism (Terrorism)

The threat of terrorism continues to be ever-present and we will continue to promote amongst our partners and to engage/safeguard vulnerable persons who have the potential to be drawn into this area.

Serious and Organised Crime (Disruption)

We will persist in preventing people getting involved in serious and organised crime activity, strengthen our protection/response to it as well as continuing to work collectively to pursue and disrupt the criminals behind it.

Repeat Victimisation and Vulnerability

We need to ensure that we have services in place that will help us to tackle repeat victimisation and vulnerable clients.

Reducing Re-offending

We know that a small proportion of offenders generate a disproportionate level of crime and disorder. We will continue to work collectively to provide appropriate support/enforcement to change behaviour and divert offenders.

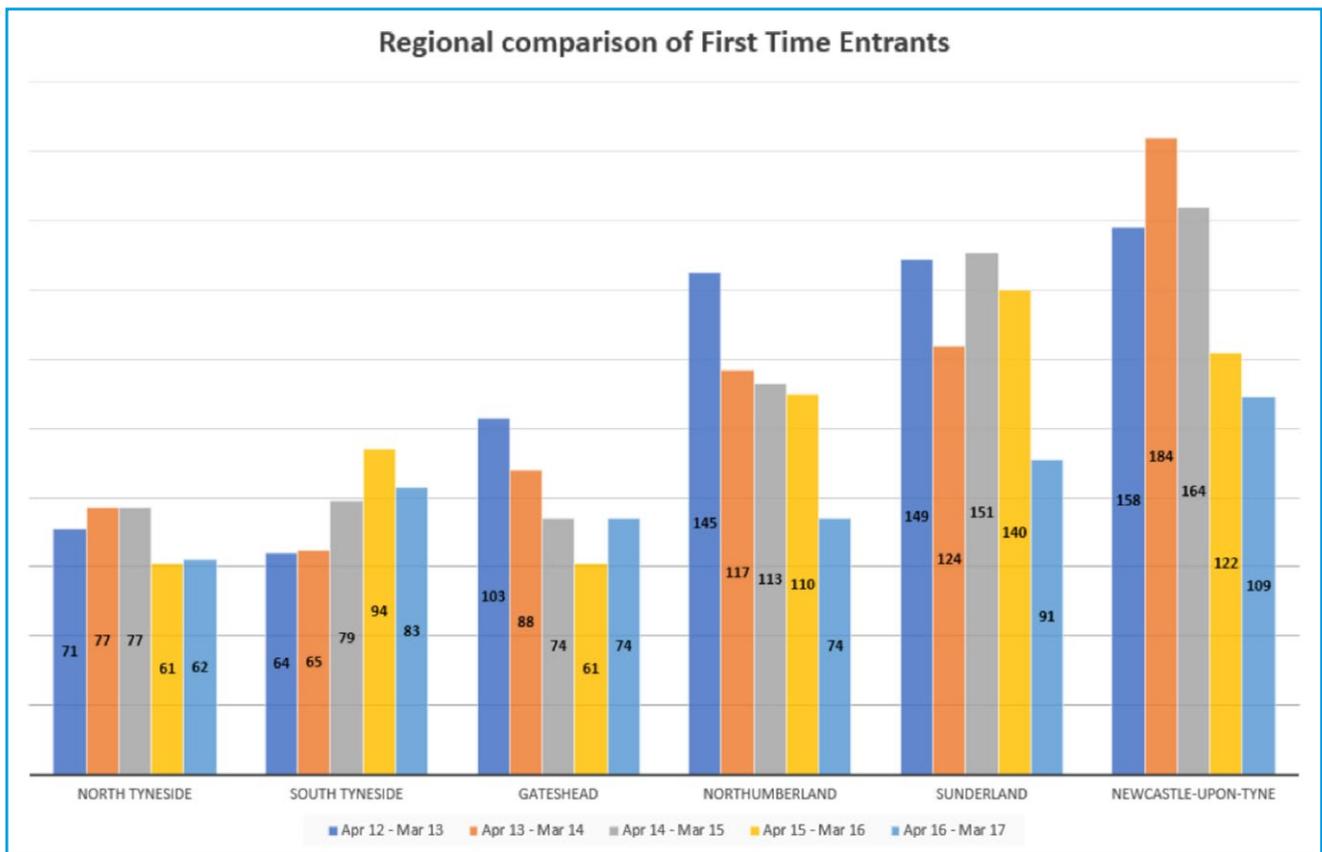
Integrated Offender Management (IOM) – new approach

A revised approach to how we address the offending behaviour of some of our most complex and prolific offenders is due to be rolled out by Northumbria Police during 2018/19. The new Integrated Offender Management (IOM) model is a multi-agency process designed to help identify, respond and stop persistent offending across the Borough and has strong links to the work overseen by the Youth Offending Team (YOT) Board. The transition of young offenders from YOT provision through into probation services will be a crucial element of IOM and needs to be correctly managed to ensure a reduction in recidivism and ensure that young adults are effectively supported. Regular updates are provided on the progress around the IOM model to both the Community Safety Partnership and to the YOT Board.



Performance Data 2016/17

First Time Entrants (FTE) data source – Police National Computer (PNC)



During the latest quarter (January 2018/March 2018) there were 10 FTE reported, when compared to the same period for the previous year (22) this is a 54% reduction.

The latest published data (April 2016/March 2017) shows that Gateshead had a 21% increase to the number of First Time Entrants entering the youth Justice System since published data (April 2015/March 2016). When we compare the latest period to the earliest period available (April 2012/March 2013) this calculates as a -28% decrease.

With Gateshead YOT being aligned with the newly developed Early Help Service, the capacity for prevention interventions has increased significantly. In addition, the YOT works with young people subjected to all community resolutions or Triage interventions, with the aim of preventing offending and reducing the likelihood of those young people becoming a First Time Entrant (FTE).

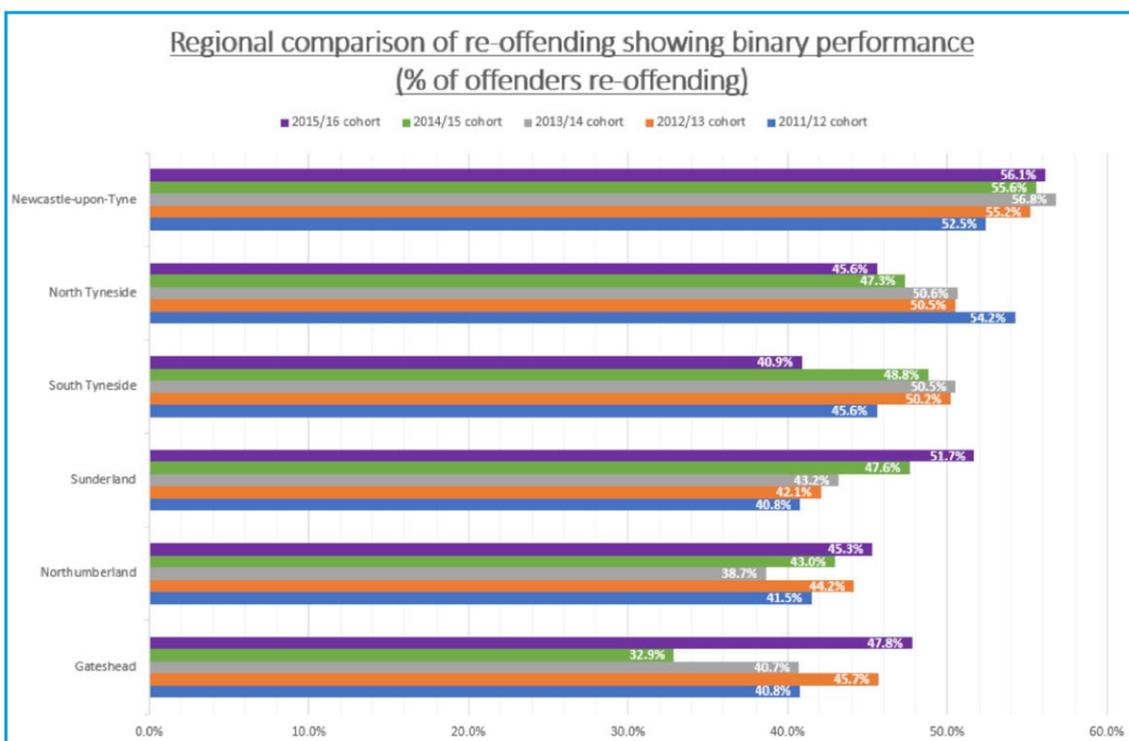
Gateshead's FTE's	2012/13	2013/14	2014/15	2015/16	2016/17
Number	103	88	74	61	74
Rate/100,000	599	500	430	361	437
North East (PCC Northumbria area only)	2012/13	2013/14	2014/15	2015/16	2016/17
Number	690	655	658	588	493
Rate/100,000	568	532	541	490	411
North East	2012/13	2013/14	2014/15	2015/16	2016/17
Number	4,163	3,512	3,297	3,049	2,576
Rate/100,000	586	490	464	432	363
National	2012/13	2013/14	2014/15	2015/16	2016/17
Number	26,351	21,433	19,848	17,663	15,812
Rate/100,000	539	437	406	362	321

Re-offending data source – Police National Computer (PNC)

The most recently published 12-month reoffending data from the Police National Computer (PNC) for April 2015/Mar 2016 sets Gateshead's binary performance (percentage of young people who go on to reoffend) at 47.8%. When we compare this data to the previous year of 32.9% (Apr 2014/Mar 2015) the binary performance has increased by 14.9%.

While caseloads in youth justice have continued to reduce nationally, the young people that remain active have tended to be more chaotic and complex and are often open to multiple services such as Children's Services (29%) and Early Help Services (16%). This has impacted on reoffending locally given a reduced cohort with increased offending per young person.

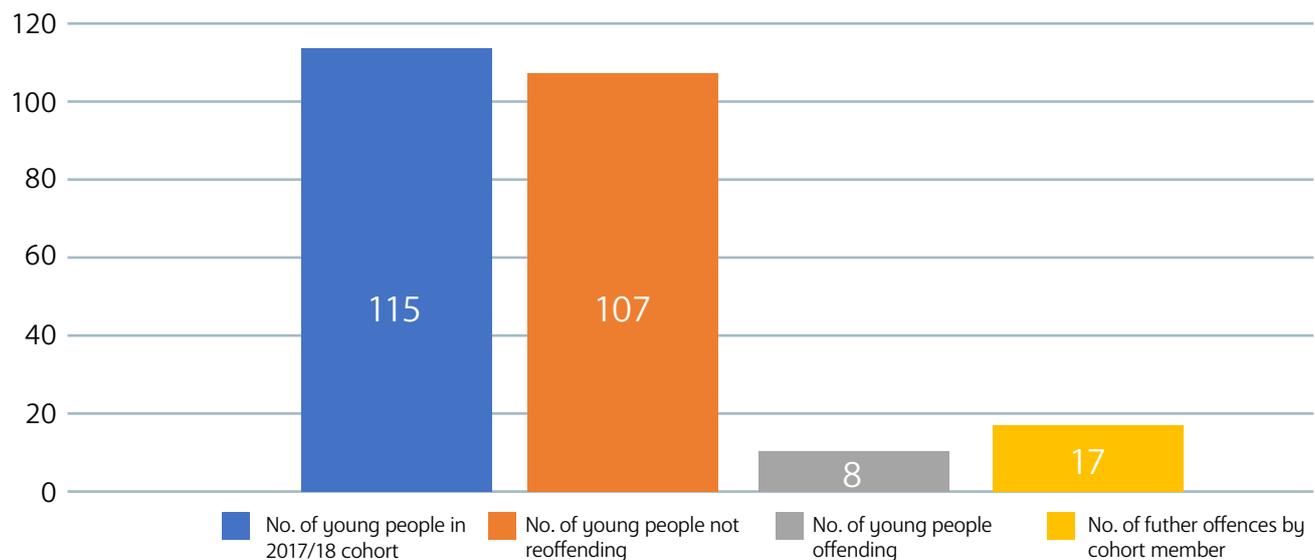
The latest binary performance of 47.8% is lower than the Northumbria PCC regional average of 49.8%, but higher than the National average of 41.9%.



Gateshead's Proven Rate of Reoffending	2011/12	2012/13	2013/14	2014/15	2015/16
Reoffences/reoffender	2.98	2.83	2.57	3.49	3.69
% Reoffending	40.1	45.7	40.7	32.9	47.8
North East (PCC Northumbria area only)	2011/12	2012/13	2013/14	2014/15	2015/16
Reoffences/reoffender	3.28	3.14	3.45	3.9	3.91
% Reoffending	46.4	48.2	47.7	48.2	49.8
North East	2011/12	2012/13	2013/14	2014/15	2015/16
Reoffences/reoffender	3.32	3.42	3.58	3.96	4.04
% Reoffending	41.6	43.3	44.5	44.9	44.4
National	2011/12	2012/13	2013/14	2014/15	2015/16
Reoffences/reoffender	3.14	3.25	3.41	3.61	3.78
% Reoffending	40.4	41.0	42.9	42.6	41.9

Latest Offending data of 2017/18 Community Resolution & Triage cohort

Current offending of 2017/18 Community Resolution/Triage cohort



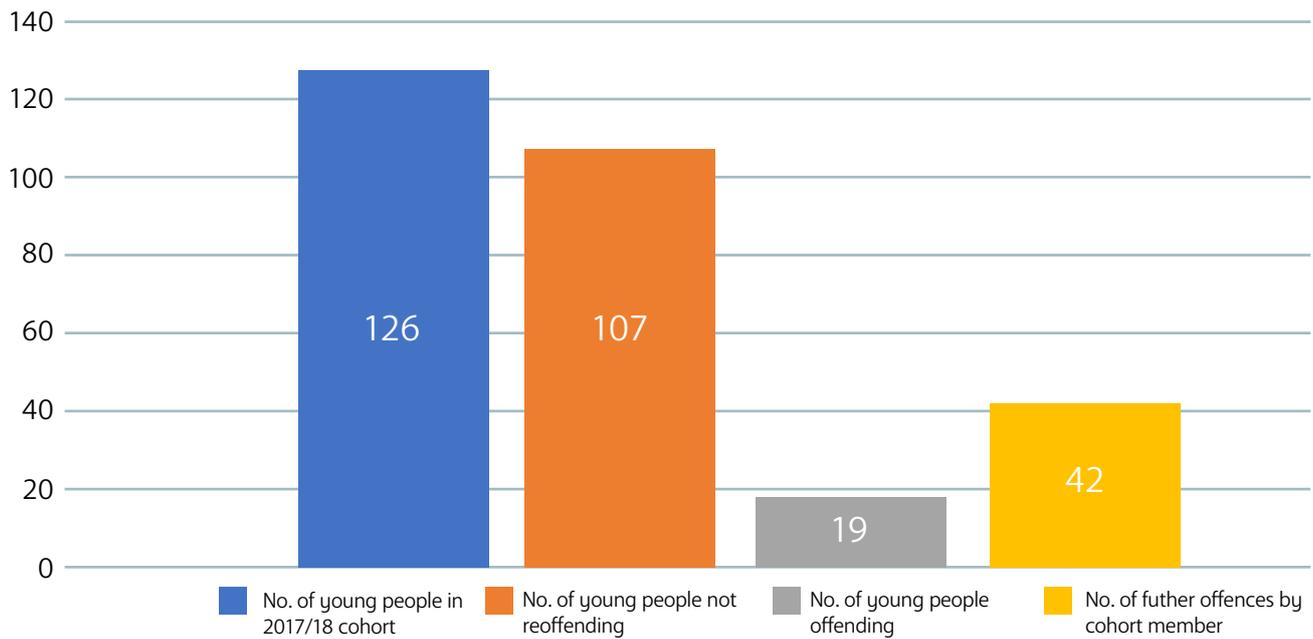
Latest offending data relating to those young people receiving either a Community resolution or Triage intervention during April 2017/March 2018 shows the reoffending rate at 7%, this is a -68% reduction when compared to the previous year's cohort binary performance currently at 22%.

Of the 115-young people within this cohort, 8 young people have so far gone onto offend, committing a total of 17 offences.

Using a monthly tool, we can track the offending of this cohort which enables the YOT to review the current YOT intervention plan that is in place. This ensures that all relevant interventions are evident and sequenced appropriately to prevent the likelihood of those young people becoming First Time Entrants (FTE). Referral pathways are developed into the Early Help Teams to provide a joint approach and wrap around service to the whole family. This can also act as an exit plan for YOT where risk factors are evident which necessitates a lengthier and ongoing intervention.

Latest Offending data of 2017/18 Live tracker cohort

Current offending of 2017/18 Live tracker cohort



Latest offending data relating to those young people receiving either a Youth Caution or court disposal during April 2017/March 2018 shows the reoffending rate at 15%, this is a -46% reduction when compared to the previous year's cohort binary performance currently at 28%.

Of the 126-young people within this cohort, 19 young people have so far gone onto offend committing a total of 42 offences.

Like the Community Resolution and Triage cohort we can track those young people who received either a Youth Caution or court conviction for an 18-month period. Upon refreshing the cohort offending data the YOT management team review those cases each month to ensure the plan in place is robust and includes the necessary objectives to prevent further offending.

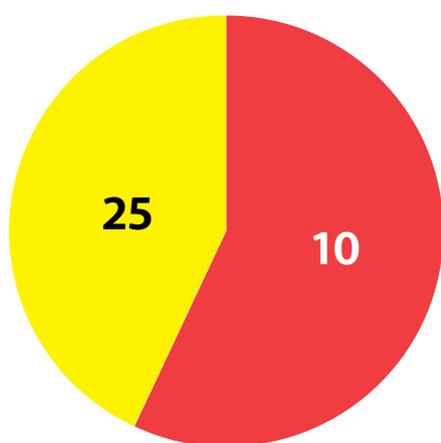


Active cohort analysis

YOT Performance Management regularly track those young people within each re-offending cohort monthly. The YOT are also able to identify which cohort members are open to a YOT intervention on a weekly basis using the Risk Register report. This weekly report is a breakdown of cases open to the YOT that includes the latest case level data relating to many factors such as: Likelihood of re-offending (LOR), Risk of Serious Harm (ROSH), Safety and Wellbeing (S&W), Looked After Child (LAC) status, Child Protection (CP) involvement, Troubled Families involvement. The YOT's most worrying cases (LOR, ROSH or S&W) are also identified on this register as Cases of Concern, which supports managers to oversee high risk issues and the age of young people is noted to support transition work.

The below charts are a snapshot as of May 2018 that outlines the types of risks associated with those cohort members who are currently open to a YOT intervention. As of May 2018, of the 241 cohort members being tracked there were a total of 35 or 14% of the re-offending cohort cases open to the YOT, below is a summary of current risks associated with those active cohort cases:

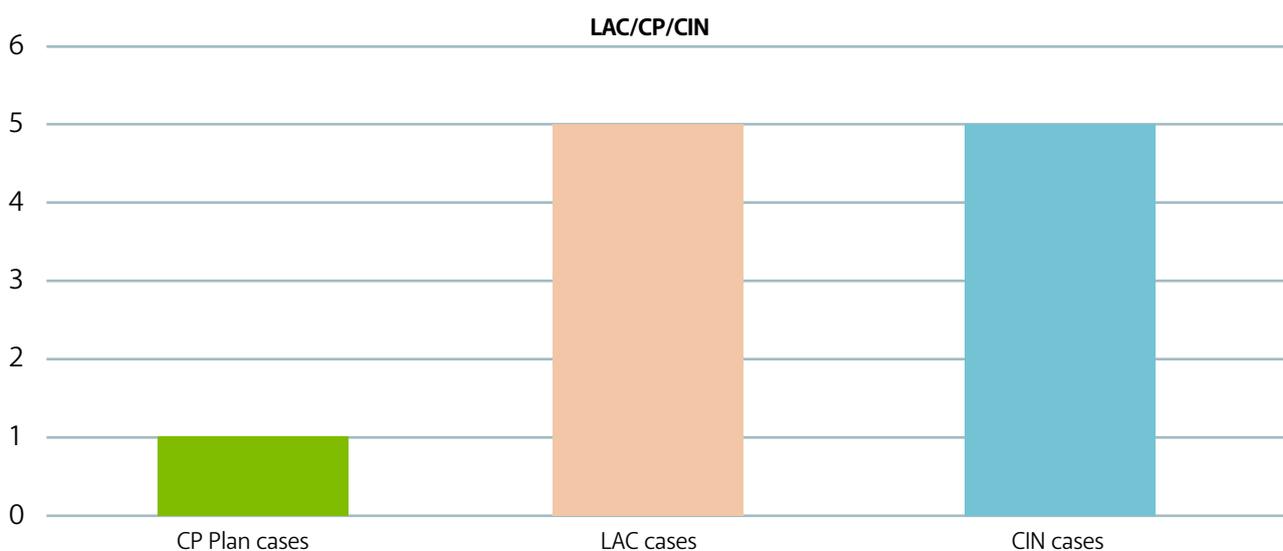
Troubled Families Involvement



71% (25) of active cohort cases are allocated to the Troubled Families Programme

Active cohort cases with Troubled Families involvement

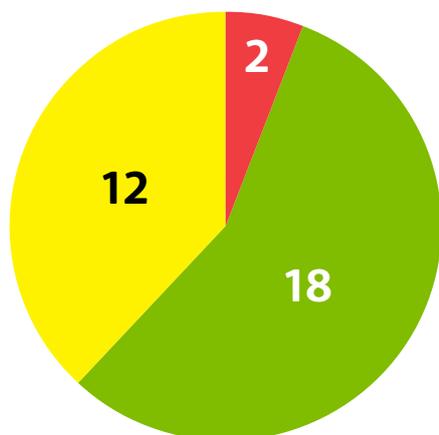
Active cohort cases without Troubled Families involvement



3% of active cohort cases are subjected to a Child Protection Plan
14% are identified as a Looked After Child (LAC)
14% are identified as a Child in Need (CIN)

Latest Offending data of 2017/18 Live tracker cohort

Likelihood of re-offending



6% (2) of active cohort cases were recently assessed with a High Likelihood of re-offending

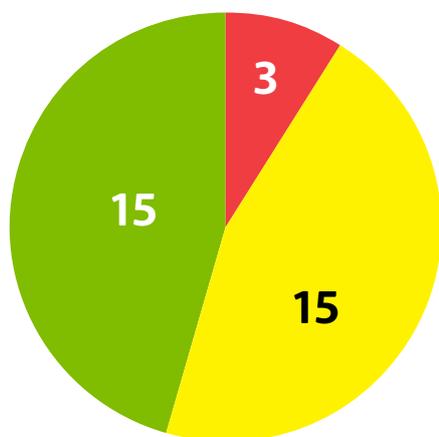
56% (18) were assessed with a Medium Likelihood of re-offending

38% (12) were assessed with a Low Likelihood of re-offending

■ High likelihood of re-offending ■ Medium likelihood of re-offending ■ Low likelihood of re-offending

NB: the likelihood of re-offending is based on many factors such as: gender, age, prior conviction severity and frequency.

Risk of serious harm



9% (3) of active cohort cases have a High Risk of Serious Harm rating

45% (15) of cases have a Medium Risk of Serious Harm rating

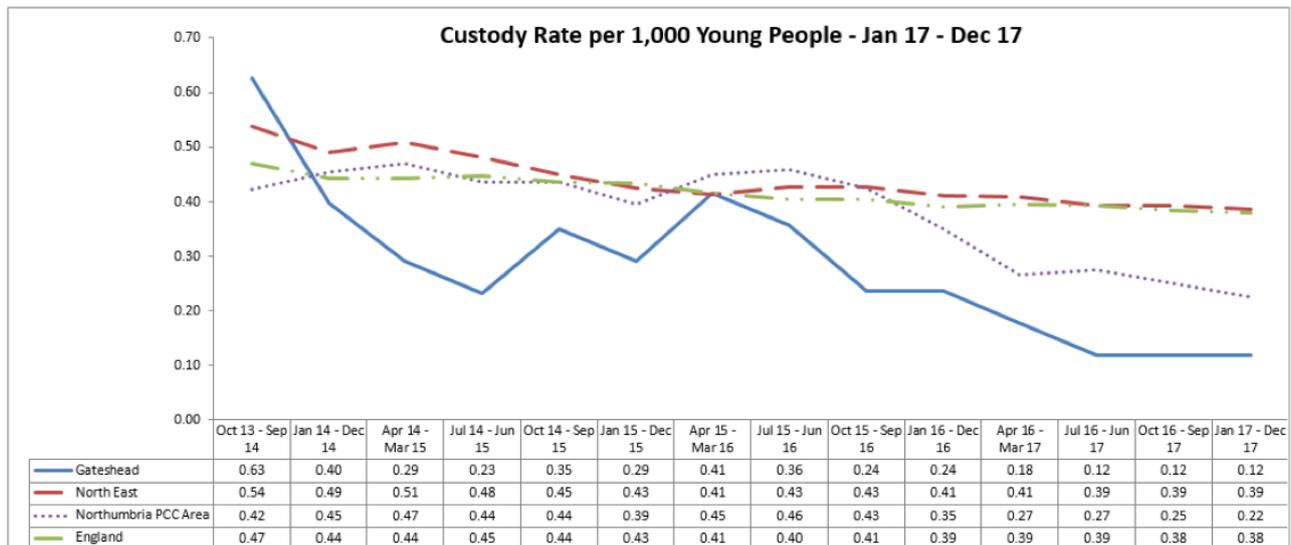
45% (15) of cases have a Low Risk of Serious Harm rating

■ High likelihood of re-offending ■ Medium likelihood of re-offending ■ Low likelihood of re-offending

NB: The Risk of Serious Harm Level is based on a "Yes" response to any of the questions in the indicators of harm section within the assessment.

Custodial Sentences – Data source Case Level Data

The latest YJB published data for January 17/December 17 shows the 12-month rate of Custody for Gateshead at 0.12, this represents 2 custodial sentences in the 12-month period, and is a -50% reduction when compared to the same period of the previous year. This is below the Northumbria PCC regional average for this period (0.23), and below the National average (0.38).



Gateshead continues to reduce the number of custodial sentences given to young offenders using alternative interventions to custody.

Looked After Children

There were 20 cases of Looked After Children (LAC) who were sentenced to a YOT intervention throughout April 2017/March 2018, which is a 43% increase in the number of LAC offenders when compared to the previous year (14).

11 LAC or 55% were subjected to a Section 20 order (single period or accommodation), 8 LAC or 40% were subjected to a Care Order, and 1 LAC or 5% was subjected to an Interim Care Order.



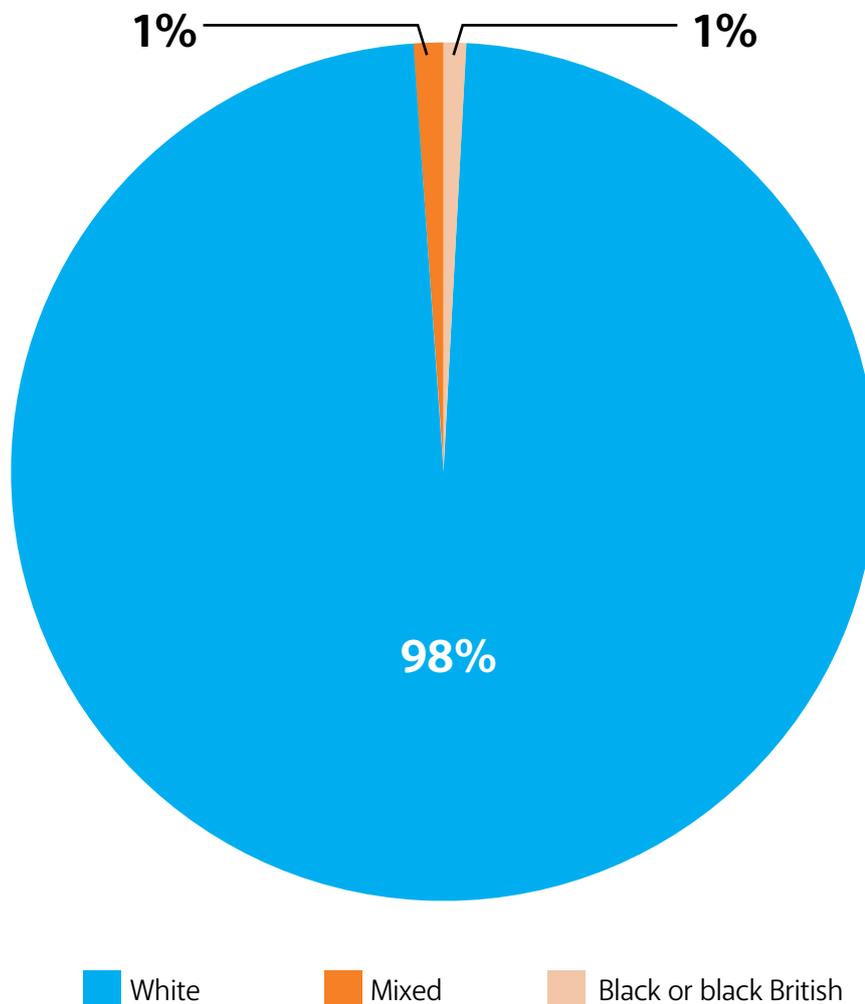
Restraints in Secure Accommodation

During the period of April 2017/March 2018 there were no instances of restraints being used by custodial establishments. These incidents are reported to the YOT Board and the YOT Assistant Team Manager attends the regional YJB Practice Improvement Meeting where restraints are monitored and where necessary, further investigation can be undertaken.

Ethnic proportion of young people receiving youth cautions or convictions during April 2017 & March 2018

Young people from white ethnic background accounted for 98% of all young people receiving a youth caution or court conviction in the year ending March 2018. Those from a black or black British ethnic background accounted for 1%. Those from a mixed ethnic background accounted for 1%. This is in line with the latest Office for National Statistics (ONS) census report for Gateshead.

Ethnic breakdown of young offenders who received a youth caution or conviction during April 2017 and March 2018





Structure and Governance

The YOT Board was reviewed during 2017/18 and a newly appointed external Chair from Northumbria Police was appointed in early 2018.

The Board has changed from quarterly to bi-monthly meetings and we are currently reviewing membership of the Board and ensuring that Board members fully understand their role and remit and the implications of the new HMIP Inspection Framework, particularly around Governance and Leadership.

The YOT Board reports to the Families Overview and Scrutiny Committee (OSC), to present achievements, challenges and seeks the views of members on the annual strategic plan. The final report is presented to appropriate Portfolio and Cabinet Members for approval.

The YOT continues to be managed by a Service Manager who is also responsible for an Early Help Team and is the lead officer to co-ordinate the Troubled Families Programme for Gateshead.

Since the restructure of the YOT prevention staff into the new Early Help Service the YOT has undertaken responsibility to carry out the Missing Interviews for young people who go missing from Gateshead.

These young people are often known to YOT and our Looked After Service which strengthens relationships between the two services and gives a wealth of information to the YOT team. This work was previously carried out by staff from the Youth Service who have now joined and increased the resource into the Reparation and Intensive Supervision and Surveillance Team (ISS).

The line management arrangements have not changed for the Service Manager who is still currently line managed by the Service Director of Early Help who reports directly to the Director of Children's Services.

The YOT continues to hold weekly Management and Leadership Team (MALT) meetings, Chaired by the Service Manager. The MALT continues to monitor all performance reports that are scheduled in at regular intervals throughout the month; ensures that data is submitted to the YJB in a timely manner; ensures compliance with the secure estate placement information; co-ordinates the completion of National Standards and has continued with local arrangements for the reviewing of Community Safeguarding and Public Protection incidents aligned to the LSCB. These incidents continue to be reported to the YOT Board and LSCB and any actions are monitored through the YOT Board.



Innovative and Promising Practice

RJ quality mark

Research shows Restorative Justice delivers better outcomes across schools, care, community and the criminal justice system. Done well, it has the potential to change lives. The Restorative Justice Council wants to make sure it is always done well so that people harmed by crime and conflict can be confident they will get a safe, effective service that meets their needs. The Restorative Service Quality Mark (RSQM) gives the public that confidence. Holding the RSQM is a celebration of the hard work undertaken by organisations offering a restorative service and is the best way of showcasing safe, high quality practice. Gateshead YOT was one of the first Youth Offending Team's in the country to gain this accreditation, in 2018 the YOT will apply to renew the Award.

Respect Young People's programme (RYPP)

Gateshead has had a relationship with Respect (a charity intervening in domestic abuse and family violence) for many years which was established when Gateshead Youth Offending Team still had its prevention service. Staff within the prevention team were trained in RYPP (Respect Young People's Programme) to address the emerging issue of what is commonly known as APVA (adolescent to parent violence and abuse). Since September 2018 the prevention team has been incorporated into an Early Help Model. This service is a tier two service with objectives to reduce the number of children entering statutory Children's Services.

Having lost some of the trained workers in this restructure a bid for additional funding was made to the OPCC which has secured staff training. This has meant that we were able to train a further 18 practitioners across both teams within Early Help in June 2018 to ensure that we are still able to work in a preventative way despite restructuring. In the coming year we will continue to dual allocate cases where parent/carer abuse is an issue which should reduce the incidences of children who refuse to attend school and to prevent further reoffending.

Continued links with Respect has also meant that we have secured Gateshead as the location of the next annual Respect Conference which will be held on 26th September 2018. This is the first time the conference has been held within the North East and it will be a fantastic way to showcase domestic abuse services within Gateshead. All regional Youth Justice Organisations and third sector organisations have been invited to this event.

Attachment based parenting interventions

A child with a secure attachment is deemed to have a positive view of self and others having experienced sensitive and attuned parenting. There are now several pieces of research that show that attachment insecurity correlates with anxiety and emotional wellbeing. In addition, there are numerous papers highlighting the link between secure infant attachment and the development of language skills and social functioning (Belsky & Fearon, 2002), with poor social and communication skills a known risk factor for offending.



Insecure attachment patterns are also thought to play a role in the development of some personality disorders with disorganised insecure attachment as the subtype that best predicts future problems and its rate varies from around 15% in families who access universal services to over 80% in families where there is neglect or maltreatment (Goodman, 2012, p. 262). Assisting parents to have a secure relationship with their children could therefore help prevent offending, better language skills, social functioning could improve school readiness and responses to the education system. This could help to prevent the 'accumulation of disadvantage' that is often seen across the lifespan for those who have a poor start (Ferraro et al 2016).

For these reasons we are beginning to explore the use of attachment based parenting approaches with Early Help cases to encourage secure child to parent attachment in the recipients which could further reduce First Time Entrants (FTE). Models based upon the ABC (Attachment and Bio-Behavioural Catch up) are being explored as means of addressing parenting deficits that may lead to offending and school refusal in later life. It is hoped that this will assist us in reducing the number of children who enter the Criminal Justice System further. The ABC intervention is being considered as it has a strong evidence base for efficacy as outlined in randomised control trials. There is a significant cost to this programme as it was developed in America. This is something that could be explored in the next 12 months with other Youth Justice Managers in the region.

The Enhanced Case Management Model and ACE's (Adverse Childhood Experiences)

Gateshead YOT have adopted a different approach regarding the process of assessment and intervention, and how we interact with young people and their parents and carers. Drawing on the Evaluation of the Enhanced Case Management approach (published 28.3.18) we have considered the Trauma Recovery Model and ACE's, and provided YOT Practitioners and managers with training and briefings which has increased their knowledge and understanding in relation to how early attachment, trauma and adverse life events can impact on a young person's ability to engage effectively in youth justice interventions. This has resulted in practitioners and managers tailoring and sequencing interventions more effectively, according to the development and mental health needs of the individual young person.

This change in practice is in its early stage, however, what is evident is that good practice examples are already evident whereby young people with significant histories of non-compliance are starting to engage on a meaningful basis. Alongside this approach, practitioners have recognised that parents and carers, whilst now adults, may also have experienced trauma as children. Their struggles have also been identified and worked upon regarding diversity and equality through assessment and sequenced planning, adopting a joined-up approach with the Early Help Team, where whole family working is the model.

Development of Prevention Interventions

With the initiation of the Early Help Service (EHS), Gateshead YOT Prevention Team was dissolved and the work was transferred to the newly created service. If a young person is at risk of entering the Criminal Justice System a referral can be made to the EHS. However, there is a gap regarding young people already identified as Looked After, Child in Need, Complex Child in Need or Child Protection whereby they do not fit the criteria for the EHS. We are in the process of developing youth justice preventative work specifically aimed at more complex and chaotic young people within Children's Social Care services with the aim to reduce first time entrants and re-offending even further to build upon a multi-agency approach that already exists within Gateshead statutory YOT.

Civil Injunctions – Preventative Strategy

The development of Prevention within YOT is also aimed to support attempts by police to reduce anti-social behaviour through early intervention referrals. This will provide assessments and interventions to divert young people from being at risk of being made subject to Civil Injunctions. This is specifically aimed at young people who are Looked After, Child in Need, Complex Child in Need or Child Protection, as they do not fit the criteria for the EHS and therefore are not supported to reduce the likelihood of them being involved in anti-social behaviour.

Additional Developments to support Performance Management:

Case Weighting and Audit Tool

To manage caseloads across the YOT a case weighting tool has been developed that is in line with the Early Help Teams. This has contributed to fairer distribution of cases and has supported responsivity across the team.

Case Audit

The audit tool, which is in its early stages, has been updated to be in line with the EH audit tool.



5

Partnership Arrangements

Parenting

A parenting offer is embedded into the Early Help Service of which the YOT is integral. Building strong relationships are a key area of support when working with families who have been identified as needing support through the YOT service. The Early Help Service offers a wide range of group parenting programmes that intends to provide parents/carers with tools and strategies that can be used to enhance existing parenting techniques or to give new ideas and practical tips to support the everyday tasks of bringing up children. As part of the overall council's policy of employee continuous professional development, all staff are encouraged and supported to undertake training in line with their role, responsibility and practice.

Programme	Child age	Programme summary
Incredible Years (Babies)	0-6 months	Build a positive relationship with your baby through listening, observing, bonding, demonstrating warm and tactile behaviours. Delivered over ten, two and a half hour sessions.
Incredible Years (Pre/Early School)	3-8 years	Learn to reinforce behaviour and set clear routines and boundaries through setting goals. Using rewards and communicating consequences. Delivered over fourteen, two and a half hour sessions.
123 Magic	2-12 years	Simple, precise and effective way of managing behaviour of young children. Delivered over two three -hour sessions.
Family Nurture	2-12 years	Understand the feelings behind behaviours Delivered over nine three -hour sessions.
Parenting Factor in ADHD	5-18 years	Increase knowledge and understanding of ADHD and learn strategies to manage the core ADHD behaviours. Child must have a ADHD diagnosis. Delivered over nine two and a half hour sessions.
Strengthening Families	10-16 years	Increase parenting confidence and build positive relationships with your child. Initial part of each session uses a separate 'Youth' and 'Parent' group, followed by facilitated whole-group discussion afterwards. Delivered over nine two hour sessions.
Keeping up with your teens	13-18 years	Distinguishing normal and risk-taking behaviours when to 'let go' of problems and specific guidance on teen topics Delivered over one half day session.

Parents as partners

Gateshead Early Help Service runs Parents as partners, it is a free groupwork programme for parents who want to work together to address relationship issues affecting their parenting. This innovative approach brings couples and co-parents together in a safe place for 16 weekly sessions co-facilitated by trained group workers. By working with both parents, the group fosters long lasting change, benefitting children`s cognitive, emotional and social development.

Accommodation

New services for Young People with varying levels of need have been commissioned by Gateshead Council over the next 5 years and are due to commence from 2nd July 2018.

Changing Lives have been commissioned to provide a new Direct Access/Needs Assessment service; Home Group will be providing the new Shared Living and Semi-Independent Living services; the new Supported Lodgings service will be provided by Barnardo`s and new Floating Support services provided by the Gateshead Housing Company. These services are for single young people aged 16 to 25, requiring emergency accommodation and/or support to live independently.

The new services will offer a needs-led, person centred approach for the support of vulnerable young people in Gateshead with a focus on wellness, promoting positive independent living skills, engagement, employment and training, emotional stability, psychological informed environments and encouraging peer mentoring.

The Shared Living, Semi-Independent Living, Supported Lodgings and Floating Support services will offer varying levels of support for young people dependent upon need. Young people will be referred into these services via a multi-disciplinary panel following the completion of a robust needs assessment assembled by the initial Needs Assessment Service.

Young people with complex, high or medium level needs will be referred to the Shared Living service where on-site psychological interventions such as therapy and counselling will be available. Young people with lower needs and greater independent living skills will be referred to either the Semi-Independent Living or Floating Support services where a mixture of either office hours supported housing or regular, weekly home visits will be provided. The Supported Lodgings service is provided by host families in Gateshead and is available for care leavers or looked after children. Floating Support provided by the Gateshead Housing Company will be available for those Young People who have low level need and require a minimum of intervention to live independently.

Emergency provision, including out of hours, is provided by the initial Needs Assessment Service and two extra flats can be accessed by the Emergency Duty Team.

Anti-Social Behaviour

Gateshead Community Safety and Northumbria Police have developed a new standardised process to record individual details of those stopped for ASB and a central recording system to ensure that there is a staged process for interventions (Clasper).

When a young person is stopped by an officer their details are taken and logged on a Clasper form. These forms are collated and logged centrally. All neighbourhood policing team and 24/7 response officers have been updated about Clasper and have started to use the forms.

When a young person requires a home visit this will be undertaken jointly with a police officer and housing officer. During the discussion at the home the officers will be aware of the Early Help Service and Families Gateshead and if appropriate an assessment will be completed and this will be sent through to the relevant service for support.

Early Help is a voluntary for families and works under the Common assessment and Team Around the Family framework (CAF and TAF), if a family refuse support, there is the potential for an increase in more serious sanctions later, the possible criminalisation of some young people and an increase in ASB, which could in turn lead to increased demand for the statutory YOT service.

NHS Newcastle Gateshead Clinical Commissioning Group

Newcastle Gateshead Clinical Commissioning Group (NGCCG) makes a health contribution towards improving outcomes for young people know to the criminal justice system. The underpinning rationale for the embedding arrangement came out of the key policy documents such as “Healthy Children Safer Communities” and then influenced by “Same old”.

Healthy Children, Safer Communities is a cross-government strategy to improve the health and well-being of children and young people at risk of offending and re-offending. Led by the Department of Health, the strategy is a joint document with the Department for Children, Schools and Families, the Home Office and the Ministry of Justice. Because of the high levels of physical and mental health problems among children and young people in contact with the Youth Justice System (YJS), the legislation that underpins the YJS places duties on Clinical Commissioning Groups (CCG) to:

- **co-operate with local authorities in establishing YOTs**
- **contribute to their budget, and**
- **provide or nominate a member of the YOT team**

The Executive Director of Nursing, Patient Safety and Quality and or the Clinical Director for Children Young People and Families (NGCCG) attends the YOT board meetings, the purpose is to have a multi-agency approach when working with children and young people accessing the Youth Justice System focusing on areas such as emotional and mental health wellbeing, Communication and Language, School Health / Dental Health Eye Health and Joint Strategic Needs Assessment.

Children and Youth People’s Service (CYPS)

From 29th May 2018 there has been an increase in the resource allocated to Gateshead YOT as follows: The team working into YOT will consist of three-part time workers as follows:

- **Band 7 Specialist YOT Clinical Lead (P/T)**
- **Band 6 Specialist YOT Practitioner (P/T)**
- **Band 3 Specialist YOT Support Worker (P/T)**

Early Help

Gateshead Youth Offending Team is based within the Early Help Service. Our Early Help Service is made of up staff who specialise in supporting children, young people and their parents and carers. The team gives practical help, advice and advocacy to Gateshead families who need extra support with:

- **Family relationships**
- **Children’s behaviour**
- **Home conditions**
- **Parenting and introducing routines/boundaries**
- **Health and wellbeing**
- **Household budgets**
- **Leisure and learning**
- **Help from other professionals**

The Early Help Service work with families where they feel comfortable and safe which could be in their homes, schools or community settings. The team are committed to working with the whole family to provide a tailored package of support which leads to lasting change. Early Help can also support families with emergency provisions, including foodbank vouchers, where there is clear and specific evidence of hardship. Strong relationships are at the heart of all stable families. Early Help offer a wide range of group parenting programmes to help parents and carers build effective relationships with children of all ages and with a variety of needs. These FREE programmes include refreshments, take-away resources and certificates for completion. A FREE monthly drop-in service providing a safe, comfortable space in which to receive parenting advice is also available.

Education

Education in Gateshead has a strong working relationship with the Youth Offending Team; this includes among other education providers our secondary schools/academies, PRU and primary schools. YOT continue to be active participants in the fair access process with regular attendance at the secondary Pupil Placement and primary Fair Access panels; supporting the educational placements of some of our more difficult children and young people. The process seeks to reduce exclusions and support some of our most vulnerable children and young people including the needs of refugees and asylum seekers. More recently there has been representation on the Education Inclusion Panel; where the education for children and young people who have been permanently excluded or who are medically unfit to attend mainstream school is agreed.

National Probation Service

The National Probation Service (NPS) resource into the YOT is determined using a national formula, a review of which was completed this year, whilst some YOT's experienced a reduction, Gateshead's resource remained the same – 1 full-time Probation Officer and an administrative payment of £5k.

In March 2018, in line with the secondment protocol the incumbent NPS secondee transferred back to NPS Gateshead and a replacement Probation Officer from NPS Gateshead was appointed to the post. A plan for transition for the incoming and outgoing staff member was put in place by YOT/NPS to ensure cases were handed over effectively and there was no break in service provision.

Regular reviews have been conducted locally throughout the year to ensure key stakeholders (NPS, YOT and CRC) are working in line with the Joint National Protocol for Transitions in England. This document outlines roles and responsibilities for NPS, YOT and the Community Rehabilitation Company (CRC). Changes have been implemented within the YOT to ensure the role and responsibilities of the NPS Secondee comply with the Protocol. The Probation Officer now manages all transitional cases of 16 years and above, either within YOT or Probation arrangements until transfer is completed.

Case example: the NPS Secondee co-worked a Looked After Child along with a YOT Case Manager for three months prior to the young person's release from custody and three months post release until the young person was more stable in the community. This flexible approach supported the individual to successfully complete their order.

New technology in NPS enables the NPS Secondee to access Probation systems from the YOT, in addition an external probation case record has been created which allows transitional cases to be registered and recorded by the NPS secondee. This will enhance case transfers and enable management information regarding transitions to be gathered. There is a positive working relationship with Gateshead YOT, which is appreciated.

Northumbria Police

Gateshead YOT has a good and long-established working relationship with Northumbria Police. This relationship has gone from strength to strength in the past 12 months, with the appointment of a new YOT PC in October 2016 and the appointment of a Chief Inspector who now chairs the Board, adding a degree of independent scrutiny to the process.

There have been dialogue at the YOT Board regarding changes to the IOM process which includes Youths and a referral pathway has been developed. This enable young people to be dealt with in a timely fashion by the police and the courts to reduce re-offending, The YOT PC attends weekly meetings where information is shared regarding young people who are in the top 100 cohort and young people who can be referred in to IOM if greater police intervention or management is required.

The YOT continue to offer assessments and interventions for young people at all stages of the Criminal Justice System including Community Resolution, Triage and Cautions where an individual plan is agreed. This is a joint discussion between YOT and Police and a decision is made that takes into consideration all aspects of offending and risk and it is tailored for the young person in order to address re offending and offer support.

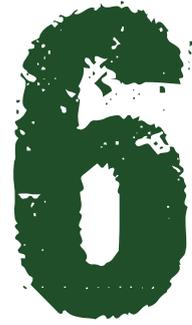
The YOT PC ensures understanding of the implications of receiving an Out of Court Disposal (OOC) by explanation and use of a Speech Language Communication Needs (SLCN) pictorial guide, if the young person has difficulty understanding. This is prior to the Caution being administered.

Operation Clasper was launched in January 2018 and is a joint operation to address ASB in the local community and involves Neighbourhood Police, Housing – both private and public sector and Community Safety; it will highlight any reported issues with a young person around ASB and is aligned to the local Troubled Families Programme (Families Gateshead). This operation also allows the Police to share the information they hold with partners, to ensure that we can affect timely and proportionate interventions to prevent young people entering the criminal justice system.

A weekly operational group meeting is held which is attended by all relevant partner agencies, including the YOT PC, to determine what interventions (if any) should be employed for the young person.



Resources and Value for Money



The table below shows how funding for the core YOT functions have changed between the financial years 2017/18 and 2018/19 and how the current years funding allocation will be spent. Regular revenue monitoring meetings take place with the budget holder alongside audit regulations and checks which remain in place in order to ensure that the Council has a system for monitoring YJB Grant Conditions.

Core YOT

	2017/18 Budget			2018/19 Budget			
	Cash	In-Kind	Total	Cash	In-Kind	Total	Difference
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income							
YJB Grant	383	0	383	383	0	383	0
Police	25	51	76	0	54	54	-22
Probation	5	45	50	5	44	49	-1
Health	62	26	88	62	27	89	1
Gateshead MBC	615	32	647	616	0	616	-31
	1,090	154	1,244	1,066	125	1,191	-53
Expenditure							
Salaries	1,034	154	1,188	1,010	125	1,135	-53
Activity	42	0	42	42	0	42	0
Overheads	13	0	13	12	0	12	-1
Equipment	1	0	1	1	0	1	0
	1,090	154	1,244	1,065	125	1,190	-53

Remand

	2017/18 Budget			2018/19 Budget			Difference £'000
	Cash	In-Kind	Total	Cash	In-Kind	Total	
	£'000	£'000	£'000	£'000	£'000	£'000	
Income							
YJB Grant	8	0	8	36	0	36	28
	8	0	8	36	0	36	28
Expenditure							
YOI Recharge	8	0	8	36	0	36	28
	8	0	8	36	0	36	28

The YJB grant is unchanged and specific grants for Restorative Justice and Unpaid Work have not been received for some time.

The Police and Crime Commissioner YOT grant is no longer received as a matter of course, although bids may be accepted for specific project work. Whilst 2017/18 had a successful bid of £25k in relation to Putting Families First there is nothing currently included in respect of 2018/19.

The YOT receives the services of a full-time seconded Police Officer.

The National Probation Service contribution is unchanged at £5k in addition to which the services of a full-time seconded Probation Officer is received and unchanged from previous years.

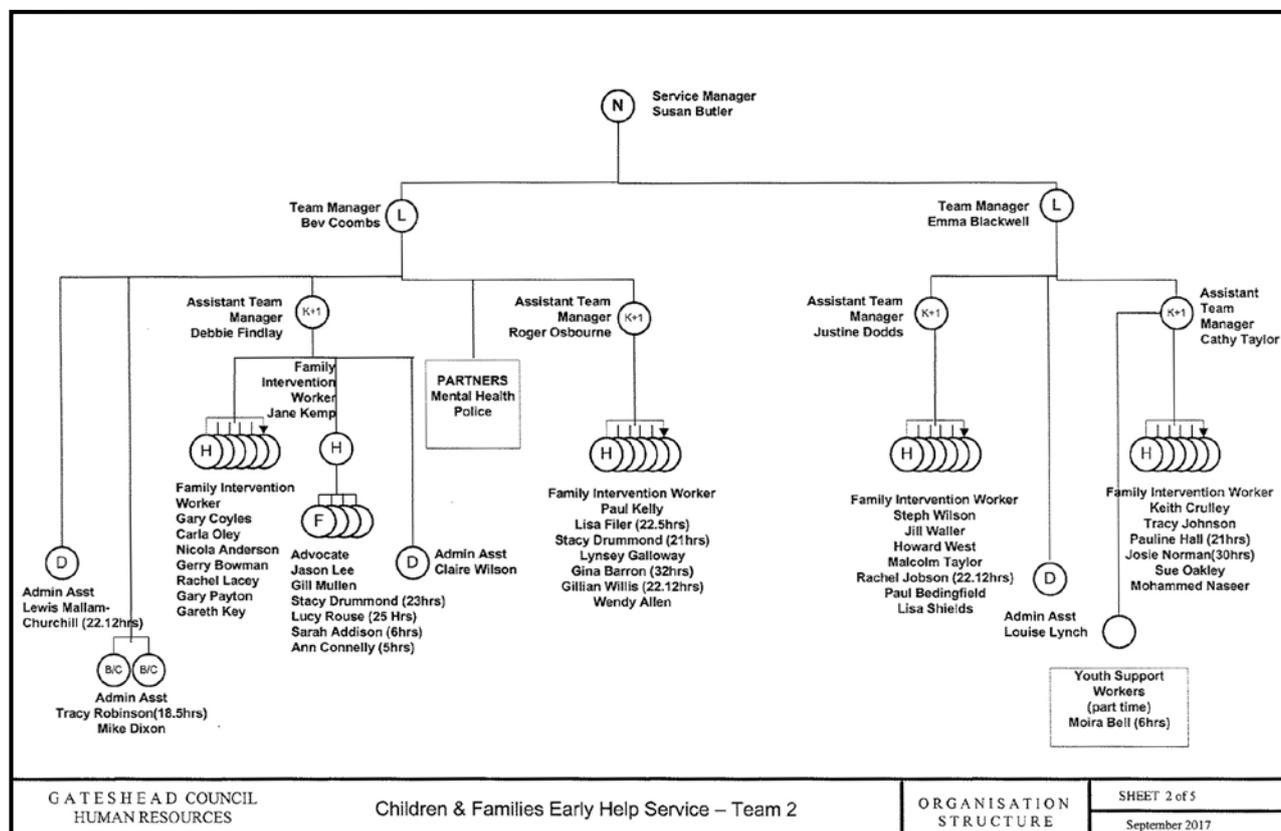
The cash contribution Gateshead YOT receives from Health has been maintained at the same level, along with an increase of 0.5FTE staff provision.

A service restructure effective September 2017 accounts for the removal of the 2017/18 in-kind Council staffing figure.

Remand

The increase in Remand Grant is due to the time lag in it reflecting remand bed usage in recent years. It is worthy of note that the amount allocated would fund 187 Youth Offender Institute nights at £191 or 66 Secure Training Centre nights at £536. It is too early in the financial year, however, to have a view on likely spend on remand beds as this is a very reactive area of the budget.

Staffing Structure





Key Priorities 2018/19

Gateshead Youth Offending Team Priorities for 2018/19

1. Improve the access to general health assessments for young people who enter the Criminal Justice System - carried forward from 17/18 plan.

New priorities

2. Explore with the Newcastle/Gateshead CCG to identify potential funding to introduce the Liaison and Diversion scheme within Gateshead.
3. Review Restorative Justice approaches within Gateshead and apply for renewal of the Restorative Justice Quality Mark (RJQM.)
4. Explore alternative methods of funding with regional colleagues to deliver on Attachment Based Parenting Interventions for young people known to Youth Justice Services.
5. To embed the Enhanced Case Management (ECM) model and Adverse Childhood Experiences (ACEs) research into every day practice which will aim to acknowledge and consider young peoples' diverse needs in relation to trauma.
6. Ensure that relevant staff attend the 3 days - Trauma Recovery Training arranged for March 2019.
7. To develop preventative approaches to work with young people in the LAC, CIN, CCIN and CP arenas and those at risk of Civil Injunctions.

I HAVE A
DREAM

Risks to future delivery

The restructure in Gateshead, that has included the Youth Offending Team has meant a significant change in management roles and responsibilities which could, if not managed effectively, result in less experienced managers taking on the Youth Justice agenda that could impact on staff morale, staff development and the destabilising of the team.

First time entrants have reduced in the quarter from January 2018 to March 2018 and whilst this is a positive ongoing trend, given the recent restructure and the dissolution of the Prevention Team into new roles within Early Help Services from September 2018 could impact on FTEs.

Potential budget efficiencies, and changes within the Youth Justice Board could impact on overall performance.

Maintaining and improving performance in a changing political landscape could dilute the Youth Justice services provided to young people and families.



9

What do people say about us?

This feedback from young people was taken from exit interviews.

'Did you find staff at Gateshead YOT helpful towards you?'

"Yes. Helped with transport, and bus fare to get to civic centre for appointments."

"The YOT helped me to stay out of more trouble. I had meetings with them to discuss different things."

"They took me out to do fun things that helped me not get angry or stressed"

All the staff at the YOT were helpful. Being at the YOT taught me right from wrong, and showed me that I can make the correct decisions or not."

Reparation

The young people will spend their two-hour session in the allotment learning about what vegetables to plant (the conditions they like) and the care needed to help them grow. They help with weeding, watering, planting and general maintenance of the site. Produce is either sold to raise funds for charity or given to local community groups and food banks. Our named charity for 18/19 is the 'Chloe and Liam Together Forever Trust'. Chloe and Liam were victims of the Manchester bombing and the charity supports young people to explore passions in music and sport.



The work young people completed in the Bede Centre was cosmetic decorating of hallways to brighten the building for use by a variety of community groups. The young people use the centre for the storage of repair items and can use the hall for constructive activities, the kitchen for cooking programmes and the storeroom for making our Christmas wreaths.



Judith Wilson, Facilities Management said

'Just a few words of thanks for the work that the young people have done at Bede Community Centre. The building is certainly looking tidier since they painted the corridor and tidied up the outside. I must also say that I've received very positive comments from the Headteacher of Bede Primary School that is just next door. He says that there's never any trouble and everyone is very helpful'. Thanks

Quote from a victim of a sexual assault who participated in a face to face meeting.

"The whole process was very satisfactory and it was seen through from the beginning to end and I was updated throughout the whole process. I felt listened to and made to feel that my views mattered."

Alderman Brian Coates, Older People's Assembly said:

'Without the £500 donation from the Reparation Team, the centre would not have been able to produce a defibrillator machine which is such a valuable items of the centre. Just brilliant.'



10

Our Work with Victims

Gateshead Youth Offending Team endeavours to contact all victims of offences resulting in disposals of Community Resolution, Triage, Youth Caution, Court Orders, Custody and for Pre-Sentence Reports. We are working with Northumbria Police piloting the involvement of the YOT in the delivery of Community Resolution plans which focus on the needs and wishes of the victim.

At the initial point of contact with any victim it will be emphasised that any involvement in the process is voluntary. The designated victim worker will ensure that all victims are given accurate, balanced and realistic information which will allow them to make decisions as to whether they wish to be involved in the process or not. To ensure that all victims of crime are given an opportunity to participate in the Restorative Justice process and to facilitate all victims' requirements and requests they are given the following RJ interventions as options:

- **Restorative meeting;**
- **Mediation (Direct or Shuttle);**
- **Reparation (both for the benefit of the community and/or specifically requested by the victim);**
- **Letter from the young person (apology or explanation);**
- **Be kept updated about the progress the young person is making on their intervention;**
- **Other forms of multimedia can also be used to record indirect mediation between parties.**

If a victim indicates that they do not want to be involved in the process after they are given the information. Gateshead Youth Offending Team will respect their decision and the information will be passed on to the relevant case manager. However, if someone decides later that they would like to take part in the process; the Gateshead Youth Offending Team will endeavour to accommodate their request. Also, with the agreement of the victim at the initial contact, Gateshead Youth Offending Team will contact victims by phone at different times during the young person's intervention to update them on the progress.

Case Study

C is placed in foster care and whilst on holiday with his carer at a caravan in Amble he sexually assaulted his carer, physically assaulted another foster child and sexually assaulted the victim (another foster carer). C was intoxicated at the time. He received a Youth Conditional Caution for the common assault and the second sexual assault. His carer did not wish action taken for the sexual assault against her. The victim of the common assault did not wish to participate in RJ. However, both C and the victim of the other sexual assault both wished to engage in a face to face meeting and I met with both to prepare them for this.

At the conference the victim spoke about what happened and how C had presented (short of breath and stating he had chest pains). She explained that she had rang for an ambulance as she was concerned about his wellbeing. The victim asked C what he had drank/taken and he told her he had been drinking cider with peers at the beach but had not knowingly taken any other substances. The victim described C's bizarre presentation which ranged from being sexually aggressive and then very babylike. She explained how they were in the caravan for 2 hrs waiting for the Police and ambulance. She spoke about how he had hit her in the face and grabbed her breast. She said how strong he had been and how she was frightened about being injured as she had recently had an operation for breast cancer (she is ok now).

The victim told C that she had no anger about the assault and how she had wanted to keep him safe throughout. C told her that he was sorry for his actions and that he hoped by apologising that he could move on. She said she would accept his apology on one condition - that he did good with his life and learnt from this experience. C said he would and told her about his apprenticeship at Ford and that he was doing his exams. He spoke about attending the NSPCC which the victim supported. He explained about sessions he had done with a case manager from YOT. The victim told C that her husband felt the same as her and wished him well. At the end of the meeting they hugged.

C said that the meeting was good because he felt he could move on and that he is not thinking about the offence all the time now. He said that it was good and everything was explained to him.

The victim feedback was that she had felt emotional afterwards (in a positive way) because she had been able to let go of all her feelings about the incident. She said that she hoped the meeting had helped C to reflect on his actions and move on and make a better life for himself. She said the whole restorative process had been very satisfactory and she was updated throughout the whole process. She said she felt listened to and made to feel that her views mattered.

Contact Us

Early Help Service
 Youth Offending Team
 Civic Centre, Ground Floor
 Regent Street
 Gateshead Council NE8 1HH

Our opening hours are:

Monday to Thursday	8.30am – 5.30pm
Friday	8.30am – 4.30pm
Saturday Reparation/Constructive Activity and on call Court	8.30am - 4.30pm
Sunday ISS/Constructive Activity – as required	

Tel: 0191 433 3000 • Fax: 0191 433 4548

Service Manager

Susan Butler, Service Manager for Early Help Team 2 which includes the Youth Offending Team and Co-ordinator of the Families Gateshead Programme

Tel: 0191 433 4596

Email: susanbutler@gateshead.gov.uk

How to find Gateshead Youth Offending Team







Gateshead
youth
offending
team



© Produced by Youth Offending Team, July 2018

All images in this publication are taken from artwork created by young people known to Gateshead Youth Offending Team.

