



# Youth Justice Strategic Plan 2016-17



Gateshead  
youth  
offending  
team

# Foreword

I have pleasure in presenting Gateshead Youth Offending Team's Strategic Plan for 2016/17. The plan is part of our continued commitment to keeping 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 report provides an update on the Key Priorities set for 2015/16 and 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.

During 2016 Gateshead YOT hosted a visit by Charlie Taylor, who is undertaking a review of Youth Justice Services on behalf of the Lord Chancellor and Secretary of State for Justice. His interim report of emerging findings was published on 9th February 2016 with the final report due in July 2016. However, changes within the political landscape brought about by Brexit have meant that the final report will not be published until after the Parliamentary Recess in September 2016.

In May 2016 Gateshead YOT was subject to an HMIP Short Quality Screening Inspection and the summary in the report was as follows:

**'The published reoffending rate for Gateshead was 32.6%. This was better than the previous year and better than the England and Wales average of 37.8%.**

**Overall, we found that work to reduce reoffending, to protect the public, protect children and young people, and to make sure sentences were served, was of very high quality. It was encouraging to see that the work of the Youth Offending Team had improved substantially in all areas since our previous inspection**

**in 2010. Staff were committed and enthusiastic, and they had a detailed knowledge of the children and young people they were working with'.**

Despite the continuing period of financial constraint the YOT has continued to progress the development of key areas of business, for example, the Child to Adult Violence work which is now embedded across the team. The partnership work developed with the NSPCC in relation to the pre-pubescent worrying sexualised behaviour work, and the continued development of the prevention and early intervention work with families within the Troubled Families Programme.

During April 2015 to March 2016 the YOT began to develop a Live Tracking Tool for young people known to prevention and triage interventions. Early analysis of this work shows that of the 144 young people in this cohort; only 9 young people went on to offend becoming a First Time Entrant (FTE). This work continues to support the low figures Gateshead has for FTE into the Youth Justice System with only 65 young people becoming FTE in 2015/16 and to date (quarter 1) in 2016/17 there are only 12 FTE's.

The team continues to have a role in the development of the Early Intervention Model for Gateshead and continues to be pivotal in the development of Phase 2 of the Families Gateshead Programme, ensuring a whole family approach to the work of the YOT.

I would like to thank everyone for the hard work they do in improving the life chances and outcomes for children, young people and their families in Gateshead.



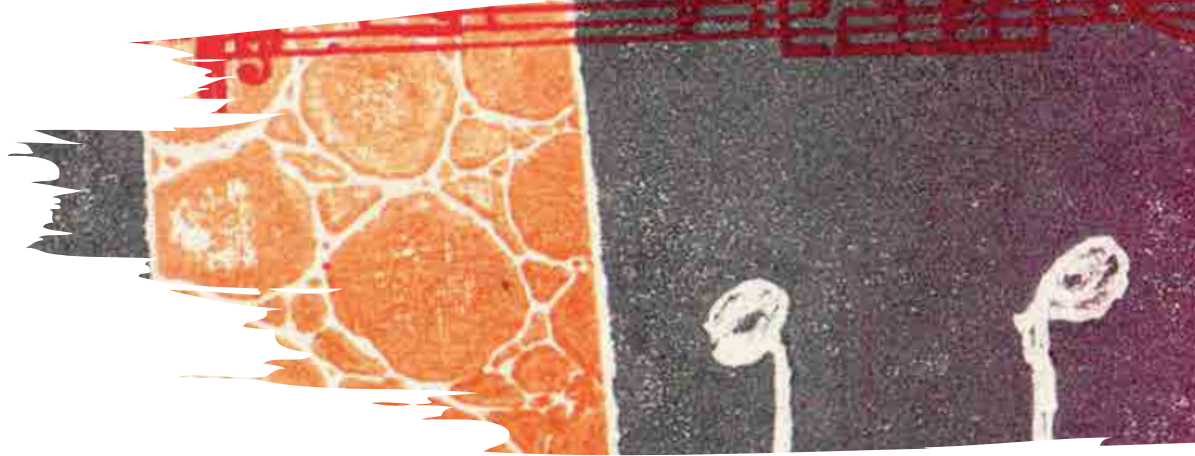
**Councillor Angela Douglas**  
Cabinet Member  
Children & Young People



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# 1



## Introduction

Children Gateshead, the plan for Children, Young People and families in Gateshead 2014/17 continues to set our priorities for children, young people and their families.

The priorities for 2014/17 are:

- **Safeguarding children and strengthening families – from early help to statutory social care**
- **Tackling child poverty and raising families' incomes**
- **Reducing risk and promoting resilience – giving children the best start in life**
- **Education – opportunity and achievement for all**

The plan is linked to the Gateshead Vision 2030 which is:

- **Local people realising their full potential, enjoying the best quality of life in a healthy, equal, safe, prosperous and sustainable Gateshead.**

Gateshead Youth Offending Service continues to review its performance in relation to the following nationally reported outcomes;

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

Despite significant financial pressures, some reduction in staffing numbers and changes to local delivery service frameworks, Gateshead Youth Offending Team has continued to deliver a high quality service which is clearly demonstrated within our performance outcomes.



## **Gateshead Community Safety Board**

Gateshead YOT is an active member of the Gateshead Community Safety Partnership who have identified priorities for 2016/17 as:

### **Prevent Crime, Re-offending and Anti Social Behaviour to Reduce Demand on Services**

Burglary Dwelling  
Violent Crime  
Criminal Damage  
Anti-Social Behaviour  
Deliberate Secondary Fires  
High Demand Locations: Bensham, Felling, Dunston and Teams

### **Protect and Support Vulnerable Victims and Persons**

Domestic and Sexual Abuse  
Operation Encompass  
Sexual Exploitation  
Drug-related Deaths  
Prevent Violent Extremism and Radicalisation  
Hate Crime

### **Addressing Key and Emerging Threats**

Novel Psychoactive Substances  
Cyber-related Crime  
Community Tensions and Cohesion  
Serious and Organised Crime  
Suicides  
Continued Impact of Welfare Reform

**There are also a number of cross-cutting issues that were found to impact on all of the above themes and priorities and these include:**

Families Gateshead Programme  
Early Intervention and Prevention  
Improving Community Confidence in Services  
Tackling Complex and Multiple Needs  
Substance Misuse (Drugs and Alcohol)  
Dual Diagnosis and Mental Health

# 2

## Performance Data 2106/17

Reporting of performance data to the Youth Justice Board (YJB) is set against the three youth justice outcome indicators set by the UK Government:

- reducing first-time entrants (FTE) to the criminal justice system
- reducing reoffending
- reducing the use of custody

These are reported to and monitored by the YJB, and locally reported to the YOT Board. The national and local statistics show an ongoing reduction in the numbers of young people entering the youth justice system, those receiving court and pre-court outcomes, rates of custody and reoffending. The performance of Gateshead YOT in the three National Outcomes Indicators is an encouraging picture, as well as comparing favourably with other Youth Offending Teams both regionally and nationally.

First-Time Entrants (FTE) – This indicator has shown a consistent reduction since 2008. For the last three years Gateshead Youth Offending Team have invested in a prevention scheme known locally as the Youth Crime Education Programme (YCEP). The scheme aims to deliver educational intervention for those deemed to be most at risk of offending. Where previous reductions in FTE's have been attributed to changes in policing practices and external factors to the YOT, it is evident that the Gateshead YCEP programme which is aligned to the Troubled Families, Families Gateshead delivery model, has proven to be a significant factor in further reducing the numbers of young people entering an expensive and life changing criminal justice system.

The effectiveness of investment in preventative services is further demonstrated by the overall figures for prevention and triage. There were 144 young people who were worked with via a prevention intervention or via a triage programme during the period April 2015 to March 2016. Of these 144, only 9 young people have reoffended to date (reported August 2016). After conducting further research of the group and from what we know from last year's self-assessment the demographic for reoffenders on triage and prevention demonstrates that Looked After Children are at higher risk of reoffending and are less likely to engage with intervention in the first instance. Our priority is to tailor the early help offer to address the diverse needs of this group.

In order to maintain or improve our current low numbers of children entering the criminal justice system further work will be carried out to examine in full the most recent cohort of young people in order that we can effectively target our early help model. A further priority will be to examine community resolution disposals to see if any of our First Time Entrants have previously received a community resolution and whether this had any impact upon desistance. We intend to strengthen our referral routes from community resolution to YCEP and Families Gateshead to ensure families have access to relevant help as early as possible.

We reported 65 FTE's during 2015/16, a 3% reduction from the previous year's FTE of 67, continuing the downward trend experienced locally and nationally since 2010. The YJB data for this target is gathered from the Police National Computer, as well as reported by YOT's to the YJB, and stated per 100,000 of 10-17 year old population.

The latest YJB published data for January 2015 - December 2015 shows the rate of FTE's for Gateshead at 331, below the regional average (430), and also below the national average (369) demonstrating the effectiveness of the local initiatives in reducing the number of young people becoming FTE's.

## FTE Data – Taken from PNC

Gateshead's FTE's	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Number	267	120	115	103	82	74
Rate/100,000	1,501	691	641	576	464	428
North East	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Number	3,487	2,215	2,085	1603	3,426	3,281
Rate/100,000	1,427	930	875	689	478	462
National	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Number	58,457	43,111	34,931	26,127	21,118	19,660
Rate/100,000	1,180	884	696	528	431	402

**Use of Custody** – Reducing the use of custodial sentences has been an ongoing focus for the Gateshead YOT. Robust risk management interventions are embedded into daily practice following assessment. Alongside this, the consistent consideration of the use of alternatives to custodial orders with every high risk case has resulted in positive outcomes with regard to a reduction in the use of custodial orders. The introduction of ASSET Plus has improved the way in which we assess, plan, intervene and review cases which has improved the way in which we manage high risk young people, with a significant push towards the use of strengths based approaches.

The latest YJB published data for Apr 15 - Mar 16 shows the 12 month rate of Custody for Gateshead at 0.35, this represents 6 custodial sentences in the 12 month period and a 0.06 increase year-on-year. This is below the Regional average for this period (0.36), and also below the National average (0.37).

Gateshead's Custody Rates	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Custodial Sentences	13	14	7	11	5	6
Rate of Custody / 1000	0.71	0.78	0.39	0.62	0.28	0.35
North East	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Custodial Sentences	177	153	128	139	332	258
Rate of Custody / 1000	0.73	0.66	0.55	0.60	0.46	0.36
National	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Custodial Sentences	4349	4099	3101	2211	2064	1814
Rate of Custody / 1000	0.86	0.83	0.63	0.45	0.42	0.37

**Rate of Reoffending** – Reducing reoffending is the Youth Justice Board's main aim. Performance reports are used to target the most prolific offenders across the Gateshead Partnership with a drive to ensure that consideration is given to intervention plans having additionality with regard to targeted interventions and additional external requirements. Development is underway with regard to a 'YOT Cases for Concern' multi-agency forum which will provide intelligence to our wider Community Safety Partners and create a higher level of scrutiny for the most concerning and risky young people.

The latest YJB published data from PNC for the Rate of Re-offending is for the period, July 2013 – June 2014. The percentage rate of reoffending is 32.6% - this is the number of young people who go on to reoffend in the year, which is a -4.8 decrease year on year. The frequency rate of reoffending is 0.89 – this is the number of offences committed by those who reoffend, this is a -10.3 decrease year on year.

<b>Gateshead's Proven Rate of Reoffending</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Offences/Offender	0.96	0.87	1.05	0.99	0.93
% Reoffending (# reoffender)	36.3	34.4	33.5	37.4	36.9
<b>North East</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Offences/Offender	0.92	1.18	1.13	1.19	1.26
% Reoffending (# reoffender)	36.7	39.5	37.6	38.2	39.1
<b>National</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
Offences/Offender	0.92	1.03	1.02	1.10	1.19
% Reoffending (# reoffender)	33.3	35.8	35.4	36.5	37.9





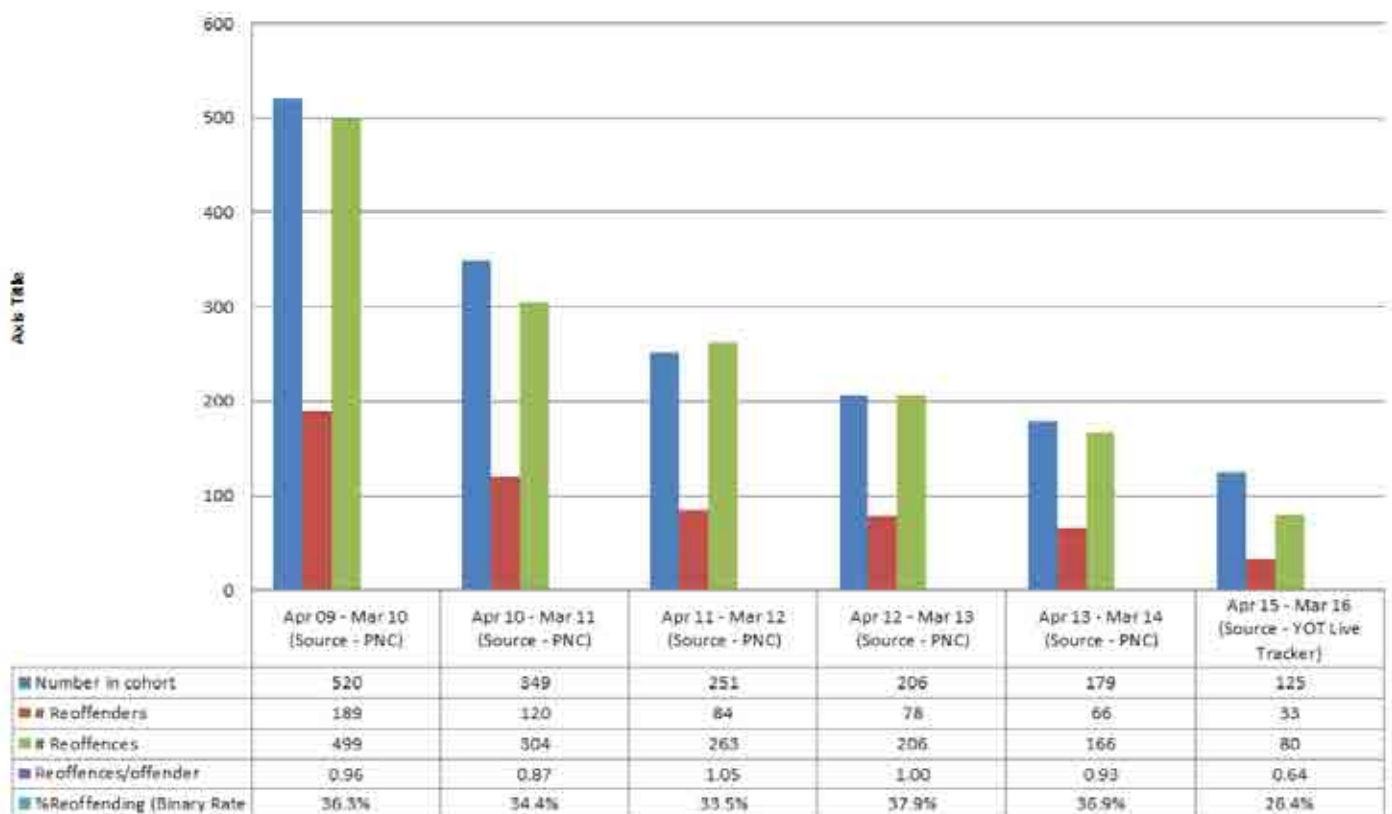
**Reoffending Live Tracker Tool** - The toolkit has allowed Gateshead YOT to undertake reoffending analysis locally, and to identify the actions most likely to have an impact on reoffending in our area.

In addition we continue to develop our local reoffending report which looks at live data through the use of the re-offending Live Tracker Toolkit

The current Live Tracker re-offending cohort takes the 125 young people who were in the service during Apr 15-Mar 16 and measures their reoffending rates for 12 months. To date we know that of the 125 offenders within the cohort only 33 offenders have so far gone on to re-offend, committing 80 re-offences since they entered the cohort. This gives a rate of reoffending for this group at 26.4%, and the frequency rate of reoffending currently as 0.64.

The graph on page 8 compares Gateshead’s current re-offending performance taken from the Re-offending Live Tracker, against PNC data and it is encouraging to note that since 2009 there has been a 75% reduction in cohort size this equates to a reduction from 520 young people in the service to 125 young people. There is also an 82% reduction of re-offenders, which equates from 189 re-offenders in the 2009 cohort to 33 re-offenders in the current 2015 cohort.

This demonstrates that the size of the cohort has reduced from 160 during Jan-Dec 2014 to 125 for Apr 15 – Mar 16. Changing the cohort period to financial year allows us to more easily align resources to service need and compare regional data which is reported on a financial year basis. The current cohort are complex young people who have a range of needs which in most cases extends beyond the criminal justice system.



## **Local Targets**

Within Gateshead YOT we have continued to embed the Government's National Programme 'Troubled Families' within all areas of prevention and statutory case management. In addition we have continued to monitor the journey of Looked After Children within the Criminal Justice System and the use of restraints within secure accommodation.

### **Families Gateshead**

The Troubled Families programme has been embedded within the YOT as a local strategy to support families, prevent first-time entrants, and reoffending within families by offering additional support to all family members using a dual allocation system, we are currently in Phase 2 of the Troubled Families Programme which began in September 2014.

During the early adopter stage of Phase 2, 504 families were allocated within Gateshead between September 2014 to March 2015. Of these 78 families were allocated to YOT, this is represented as 15.47%.

From April 2015 to March 2016, 605 families were allocated of which 59 were allocated to YOT, this is represented as 9.75%.

From the beginning of the Phase 2 programme to August 2016, 1270 families have been allocated in total, 105 of those were allocated to YOT, 8.26%.

### **Looked After Children**

There were 39 cases of Looked after Children in the YOT during April 15 and March 16, 21 were LAC for 12 months, and 18 cases were LAC for a period during the year. Males make up 74% of the cases which reflects the general population of service users.

Recent analysis of our April 2015 - March 2016 prevention and triage cohort, (144 young people), show that 9 children (6%) did go on to offend. Of the 9 who reoffended all have been subject to a Child in Need Assessment. One was no further actioned and two have been placed with other family members. The remaining six young people are currently open to Children Services, four of whom YOT made the initial referral. This indicates that YOT prevention and statutory services are correctly identifying issues of neglect and working to ensure an appropriate statutory service is in place to meet the complex needs of those children, which will reduce both risk of family breakdown and of the child re-entering the criminal justice system.

### **Restraints in Secure Accommodation**

Gateshead YOT continues to monitor the use of restraints of young people in secure accommodation. During the period April 2015 – March 2016 there were 9 restraints involving four young people, one of whom was restrained on five occasions. These incidents are reported to the YOT Board and the YOT team manager attends the regional Resettlement and Case Management Improvement Group meetings, where restraints are monitored and where necessary further investigation undertaken.



## Structure and Governance

On 23 February 2016 a report on the restructure of Care Wellbeing and Learning, was presented to Cabinet to seek approval to recommend to Council a new senior management structure within Care, Wellbeing and Learning to ensure that there is the capacity to deliver further redesign across the Group to both improve outcomes for Gateshead residents and deliver savings.

The proposed new service group will therefore comprise five Service Directors:

- Service Director, Children and Families
- Service Director, Education and Learning
- Service Director, Early Help (Children and Adults)
- Service Director, Adult Social Care
- Service Director, Health and Social Care Commissioning and Quality Assurance.

There are currently a number of interim arrangements in place in Gateshead until the vacant Chief Executive and Director of Children's Services posts are successfully filled.

The YJB Strategic Plan for 2015/16 key priority number 10 was to review the membership and attendance level of the YOT Management Board which was achieved.

During 2016/17 a review of the function of the YOT Management Board will take place following the publication of the Charlie Taylor Review of Youth Justice Services.

The next Board meeting will take place in October 2016, (quarterly thereafter), and as well as focussing on the standing items the process of review will begin.

To aid the review there will also be a session on Developing Strong Leadership and Governance led by the YJB's Partnership Officer and supported by the Service Manager responsible for: Youth Offending Team (YOT), Family Intervention Team (FIT), Co-ordinator of the Families Gateshead Programme and Independent Domestic Violence Advisers team (IDVA).

The Board will continue to report directly to the Children's Trust Board.

The line management arrangements for the Service Manager is the Service Director of the Early Help Service who reports directly to the Director of Children's Services.

The weekly Management and Leadership Team, Chaired by the Service Manager monitors 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; coordinates the completion of national standards, audits and monitors the Community Safeguarding and Public Protection Incidents (CSPPi). The performance, national standards and Community Safeguarding and Public Protection Incidents are standing items on the quarterly YOT Board.

The Local Children's Safeguarding Board's performance sub group regularly reviews case file audits from both the YOT and FIT. Any CSPPi is reported to the both the LSCB and the YJB and the action plan is monitored by the YOT Board with actions shared with the Service Director, Social Work – Children and Families and the LSCB.



# 4



## Innovative and Promising Practice

Gateshead YOT have analysed data from the Re-offending Live Tracker Tool and Risk Register for all active cases to develop a Case for Concern Framework (C4C). On a monthly basis the enhanced information will enable us to assess all cases across both the prevention and statutory teams to identify the most likely young people who may become prolific offenders. This will be used in conjunction with police PENY notifications for all disposals including No Further Action, Community Resolutions, children entering the Looked After System and school exclusions. These cases will be given priority on a rolling programme to ensure they are given all early intervention provisions available within the authority.

Gateshead YOT have expanded capacity with the Child to Adult Violence work by training a further eight staff in the Respect Youth People Programme. We continue to share an excellent working arrangements with the national programme deliverer RESPECT and the research findings for our last year's work will be published by Newcastle University Law School in September 2016.

Staff within the team have benefited from Speech, Language and Communication Training which has enabled us to strengthen our relationships and referral routes to local Speech and Language Therapy providers.

Gateshead have maintained a significant number of volunteers who continue to deliver a range of services across all areas of our work and a training programme to bring a further ten volunteers into the service concluded in July 2016.

The introduction of Asset Plus in January 2016 provided Gateshead YOT with a substantial challenge in terms of cultural and working practice change. The implementation programme alongside continuous case monitoring, revisions to quality assurance systems, staff feedback forums and peer reviewing has resulted in staff and managers developing a more robust and consistent assessment framework.

The use of the Re-offending Live Tracker has given Gateshead YOT a unique opportunity to identify potential gaps in practice, increase awareness, predict trends and created a development opportunity for staff to learn from feedback.

Young people are rarely sentenced to custody in Gateshead. All options are considered beforehand and the courts have shown to have confidence in our bail support packages. To further reduce the use of custody we have recognised that due to difficulties with some Looked After Children Placements post custody we now have specified case managers within statutory case management who hold responsibility for all Looked After Children. This has led to improved relationships and planning with Children Services for children who are leaving custody and reduced risk of placement breakdown.

The links to MARAC (Multi Agency Risk Assessment Conference) have improved as the MARAC case managers are co-located within YOT and arranged by the Service Manager

Staff have benefitted from Extremism and Anti Radicalisation Training which does not feature highly in our work but remains an area of work which we regularly review. Gateshead YOT is a member of the Gateshead Community Tensions Framework and this has enabled us to have expedited access to relevant intelligence for all ongoing and emerging tensions. We have had cause to work with our counter terrorism partners within the police using the PREVENT framework with a high level of success and a positive long term outcome.

Gateshead YOT continues to develop innovative and imaginative methods of delivering a wide range of services to victims. A recent review of the role of the Victim Liaison Officer (VLO) has resulted in the creation of a hybrid VLO and case management post.

Gateshead YOT have identified one case manager to regularly attend the local Missing, Sexually Exploited and Trafficked Young Person Group (MSET). Gateshead Local Safeguarding Childrens Board have a commitment to safeguarding those young people who go missing or place themselves as risk of exploitation or other harm. There is a commitment for every 'missing episode' to attract relevant attention from a range of professionals involved with the young person and to identify gaps where a provision may be required.



# 5

## Partnership Arrangements

### Substance Misuse

Gateshead Youth offending Team continue to work with Platform Gateshead to meet the needs of young people who require substance misuse intervention. This service is commissioned by the Health Commissioner. There continues to be good links between Platform, and the YOT but there is no longer a physical presence within the YOT office. However, Platform staff working with young people are invited to risk management meetings and contribute to intervention planning. This model is reliant upon good working relationships between the services and sound communication to ensure a consistent approach to meet a young person's needs. The YOT has delivered training to Platform staff and there is a reciprocal arrangement in place. The manager of Platform and a YOT Team Manager are now working collaboratively to analyse outcome data on a regular basis and where relevant this will be reported to the YOT Board.

### General Health

There continues to be health support through Platform but this service is limited to clients known to their service, therefore young people with no identified substance misuse needs are not able to access this provision. There is a need for the YOT to consider how the general health of young people can be effectively assessed and support offered. Gateshead YOT is in the process of meeting with health commissioners to redirect resources to ensure there are robust pathways in place to meet the health needs of all our client group.

### Parenting

A review of parenting support in Gateshead has taken place and this has led to an innovative project being commissioned by the YOT with Barnardos. This project will specifically work with young people and their families with emotional and low level mental health concerns. This project was commissioned to start in May 2016 and has already received a number of referrals. There is a referral pathway in place and the project will be evaluated throughout the year.

The YOT has an agreement with Barnardos to deliver parenting orders on a spot purchase agreement when the Court directs a parenting order.

We have a small number of staff who have benefitted from Couple Conflict and Parents as Partners training. This allows us to meaningfully consider the importance of the couple's relationship in the context of intimate partner violence and abuse.

In addition there is a comprehensive offer made to Gateshead YOT from the Gateshead Family Intervention Team for a range of parenting programmes from pre-birth including access to support for young parents and parents of children with specific health needs.



## Housing

Accommodation for 17 year olds continues to be a challenge. Young people are offered support through the YOT to access generic services within the council. Once a child is accommodated the YOT has developed a programme which can be delivered with young people to promote life skills and independent living. Advocates and case managers provide one to one bespoke support to meet each individual young person's needs.

Housing are represented within the Community Safety structures across Gateshead and this has improved relationships with individuals, departments, housing associations and private landlords. Intelligence is shared and there have been some excellent examples of evictions being prevented which would have impacted upon long term outcomes for children and families by utilising the new range of Anti Social Behaviour powers and sanctions.

## Emotional and Mental Health

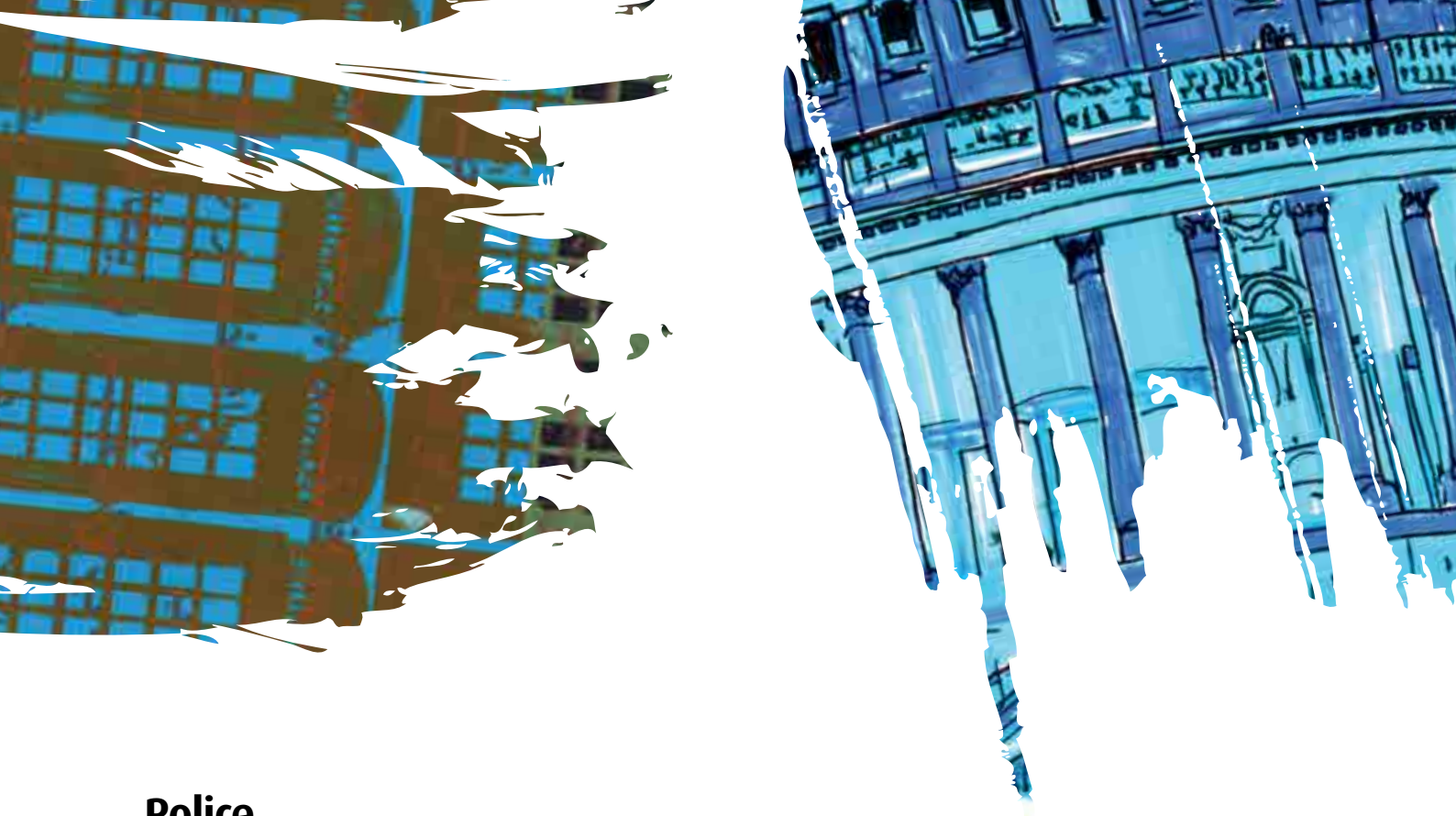
The level of CYPs (Children and Young People's Service) provision in the YOT remains the same as the previous year, which is a reduction from the previous year. A referral pathway has been developed and is to be agreed. This offer would include additional training for staff and clear pathways for young people who will accept a CPYS service. The pathway also considers young people who will not engage in formal intervention but who still have outstanding needs.

A referral pathway has been agreed with the Gateshead Speech Language and Communication Needs team and an identified lead has been agreed however, Gateshead YOT does not have direct access to this service. The YOT has trained all staff in SLCN and resources have been obtained to ensure the service is continuing to try and meet the needs of young people with communication difficulties.

## National Probation Service

The YOT has a full time seconded Probation Officer within the Team. There is a clear role for this officer to ensure the transitions of young people are managed effectively. The consistent use of the Y2A portal has been difficult due to a change of staff in NPS. The YOT Probation Officer has put systems in place to ensure full compliance with the National Probation Service and the National Partnership Framework for England. The Probation Officer has clear case load criteria and provides support across the team for young people in the transitions window. The role involves the assessment of transition cases to determine the most appropriate service for the young person to be transferred to and this is determined between the CRC or NPS. There is a positive working relationship between YOT and NPS however there has been limited representation on the YOT board.





## Police

A good working relationship has been developed with the police and some innovative and creative partnership working has taken place. There has been recent changes in police staff within Gateshead YOT and several changes within the police management structure which has impacted on the level of attendance at the YOT board. However this is an improving picture with representation at the last two Board meetings. The YOT continue to offer assessments and interventions for young people at all stages of the Criminal Justice System including for Community Remedi, Triage and first Youth Cautions. The YOT and Police have historically enjoyed a strong working relationship which has reflected in the quality of the pre-court interventions. Recruitment has taken place and a new YOT PC has been offered the position however, she is currently on maternity leave until September. An interim arrangement has been agreed starting 22nd June 2016 until September 2016.

## Education

Gateshead YOT is proud of the relationship it maintains with a wide range of education providers across the Borough. Despite structural changes to the education system creating potential barriers to access for some young people, an increase in permanent exclusions and budget constraints we have achieved some excellent outcomes for some very difficult to place and risky young people. We have achieved this by attending the pupil placement panels for children at risk of or who have been excluded, none attendance panels who consider prosecution alongside assessment of safeguarding risks. The YOT education officer for statutory school age is a member of the management committee of the local Pupil Referral Unit who are an importer of a high number of YOT children. In addition we are active contributors to the fair access process where Gateshead benefit from both primary and secondary school systems. The process seeks to reduce exclusions and more recently has considered the needs of refugees and asylum seekers. The YOT Service Manager attends the complex needs panel. In addition we have a dedicated Youth Crime Education Programme Officer who works with children age 8 – 18 years in a range of education settings. The programmes we deliver include safe internet use, recognising the signs of sexual exploitation, dangers of sexting, anti-social behaviour, peer pressure, positive relationships in the community, victim awareness, joint enterprise and where relevant bespoke programmes which have been particularly relevant where child deaths have taken place.

# 6

## Resources and Value for Money

The table below shows how funding for the Core YOT functions have changed between 2015/16 and 2016/17

	2015/16 Budget			2016/17 Budget			
	Cash	In-Kind	Total	Cash	In-Kind	Total	Difference
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Income</b>							
YJB Grant	483	0	483	382	0	382	-101
Police	0	49	49	0	51	51	2
Probation	25	44	69	12	45	57	-12
Health	62	30	92	62	26	88	-4
Gateshead MBC	810	33	843	664	34	698	-145
	<b>1,380</b>	<b>156</b>	<b>1,536</b>	<b>1,120</b>	<b>156</b>	<b>1,276</b>	<b>-260</b>
<b>Expenditure</b>							
Salaries	1,270	156	1,426	1,073	156	1,229	-197
Activity	92	0	92	33	0	33	-59
Overheads	17	0	17	13	0	13	-4
Equipment	1	0	1	1	0	1	0
	<b>1,380</b>	<b>156</b>	<b>1,536</b>	<b>1,120</b>	<b>156</b>	<b>1,276</b>	<b>-260</b>

The YJB Grant has been reduced by £101K to £382k. Specific grants for Restorative Justice and Unpaid Work are no longer received.

The Police and Crime Commissioner YOT Grant is no longer received as a matter of course although bids are accepted for project work; however the 2016/17 £30k bid was unsuccessful.

The YOT receives the services of a full-time Police Officer. The National Probation Service contribution has reduced by £13k in 2016/17 to £12k and this will reduce to £5k from 2017/18 additionally receive the services of a full-time worker.

The cash contribution Gateshead YOT receive from Health has been maintained, however the staff provision has been reduced to 0.3 FTE.

Gateshead Council continues to need to make significant savings across all Directorates due to an increased funding gap. The 2016/17 savings for YOT amounted to £195k equivalent to 5.37 full-time equivalent posts. Overall the major reduction in the income to the YOT has continued with a drop of £260k in cash terms. In-kind contributions have remained static overall.

Gateshead YOT complies with the minimum staffing requirements set out in the Crime and Disorder Act 1998. Although we do not benefit directly from a Children Services seconded Social Worker we are co-located with Children Services Social Care Teams.

Gateshead's current staffing structure is outlined overleaf and in addition we have 20 volunteers of whom 15 are female and 5 are male. With the exception of one male case manager (White Irish), all staff and volunteers are White European.

Twelve staff and all volunteers are trained Restorative Justice Facilitators, in addition we have two Restorative Justice Trained Trainers. Two staff and two managers are currently undertaking level four Restorative Justice qualifications.

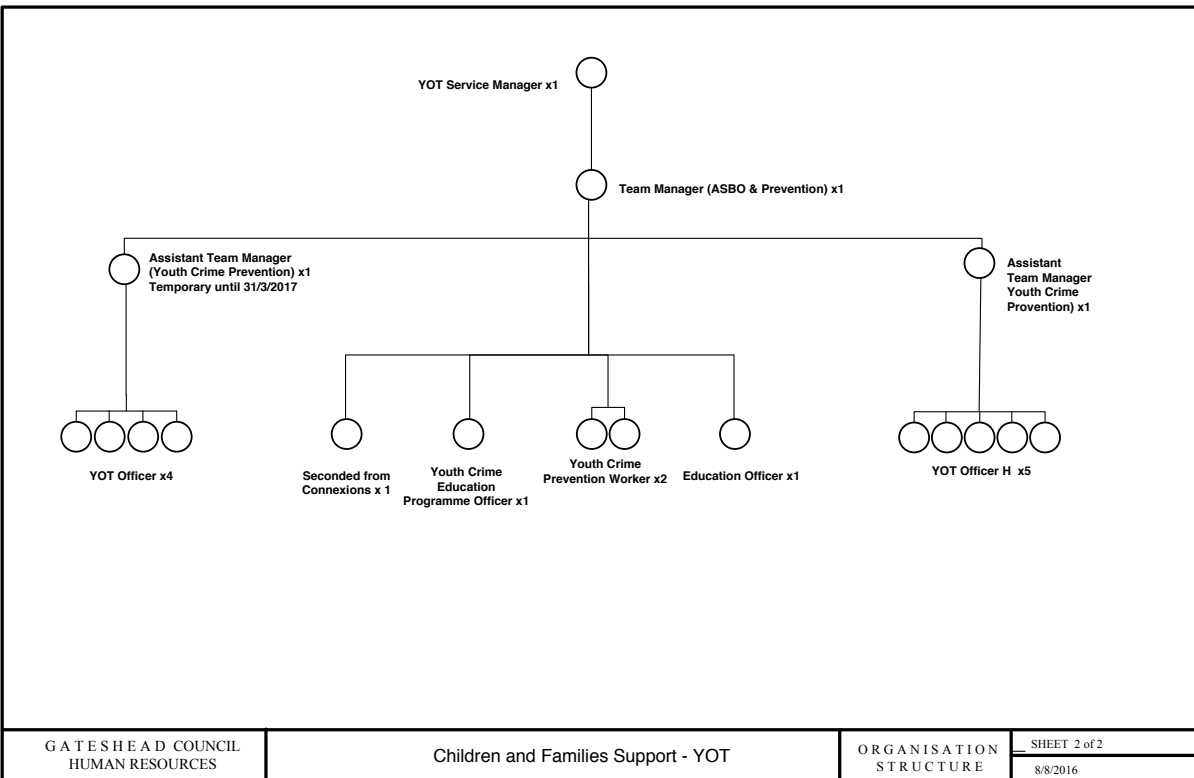
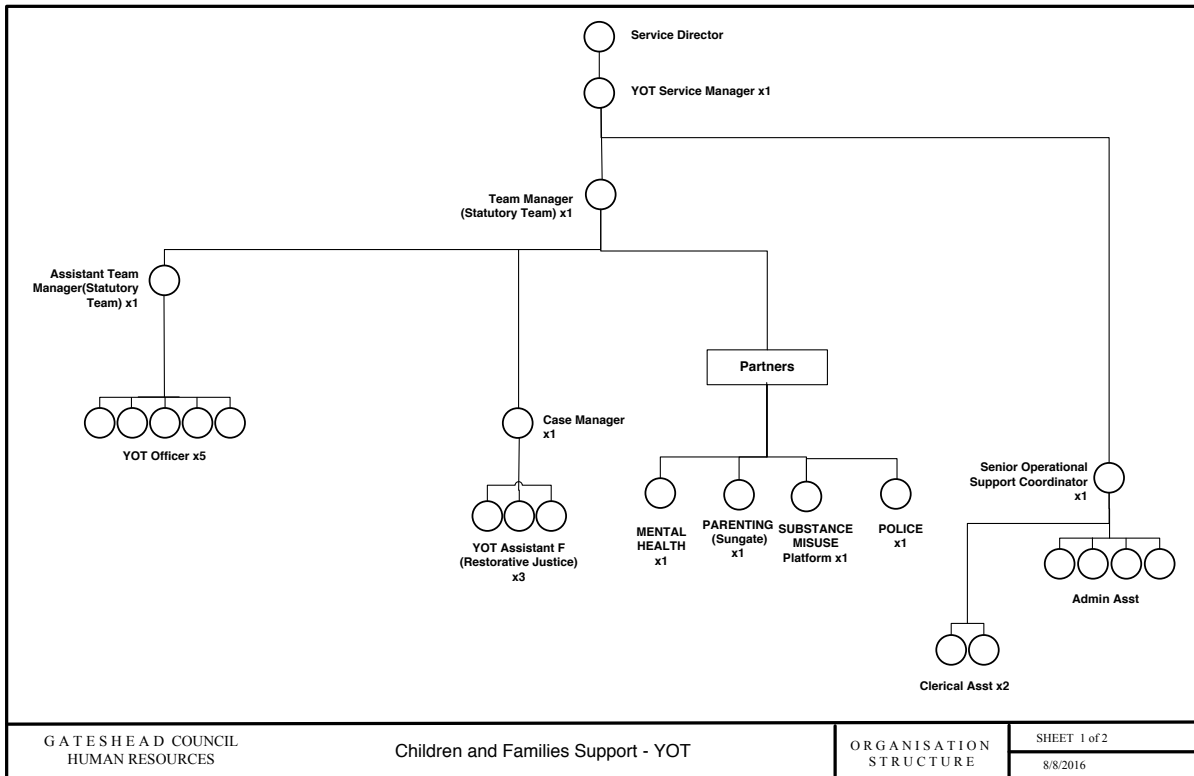
## Remand

The Remand Grant reflects low historical usage of remand beds in recent years by Gateshead YOT.

The budget was set based on the 2015/16 level. It is worthy of note that the £2.6k allocated to Gateshead YOT will only fund 15 Youth Offender Institute nights at £177 or 5 Secure Training Centre nights at £472. Current spend for this financial year to date is 256 nights in a Youth Offender Institute (£45k).

	2015/16 Budget			2016/17 Budget			
	Cash	In-Kind	Total	Cash	In-Kind	Total	Difference
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Income</b>							
YJB Grant	12	0	12	13	0	13	1
	12	0	12	13	0	13	1
<b>Expenditure</b>							
YOI Recharge	12	0	12	13	0	13	1
	12	0	12	13	0	13	1

# Staffing Structure





SOUP

CHICKEN

crepes

A.I.D.

KEE

A.I.

SUSHI

CAKE

MA

IASAGNE

SPAG

STEAK & CHIPS

SING

# 7

## Key Priorities 2016/17

### Gateshead Youth Offending Team Priorities for 2016/17

- 1 Implement Charlie Taylor Review recommendations which is likely to include legislative, financial and structural reviews across all areas of service delivery.
- 2 Continue to monitor the implementation of Asset Plus across all areas both Prevention and Statutory areas of business.
- 3 Improve access to general health assessments for young people who enter the Criminal Justice System.
- 4 Increase the number of Families Gateshead cases where crime is a contributing factor.
- 5 To be at the forefront of protecting children from sexual exploitation specifically linked to internet use and online abuse.
- 6 Continue improvements in RJ specifically to create more opportunities for victims to receive direct reparation.
- 7 Explore alternative methods of funding to enable development of emerging areas of concern



# 8

## Risks to future delivery

The early indicators from the Charlie Taylor Review of the Youth Justice System in England and Wales which will be published in September 2016 and will provide both opportunities as well as challenges for Gateshead Youth Offending Team. At the present time we are unable to say how much of a risk to service delivery this will create. The interim report findings advocate that a separate youth justice system should be maintained; a smaller education led custodial estate to be created, investment in targeted prevention work and potential devolution of funding to local areas alongside changes to legislation. Gateshead YOT will be required to undertake a review of the current delivery model once the final report is published.

Remand episodes remain a significant financial risk to Gateshead Local Authority. Contingencies for reducing remands are in place including robust monitoring systems, dedicated weekend court cover, bail supervision and support programmes alongside regular review of current remand cases. However, the nature of remands are that there are occasions where a young person requires a longer term remand and with the current remand budget allocation being set at £2.6k, which would fund only 15 nights in a Young Offenders institute or 5 nights in a Secure Training Centre.

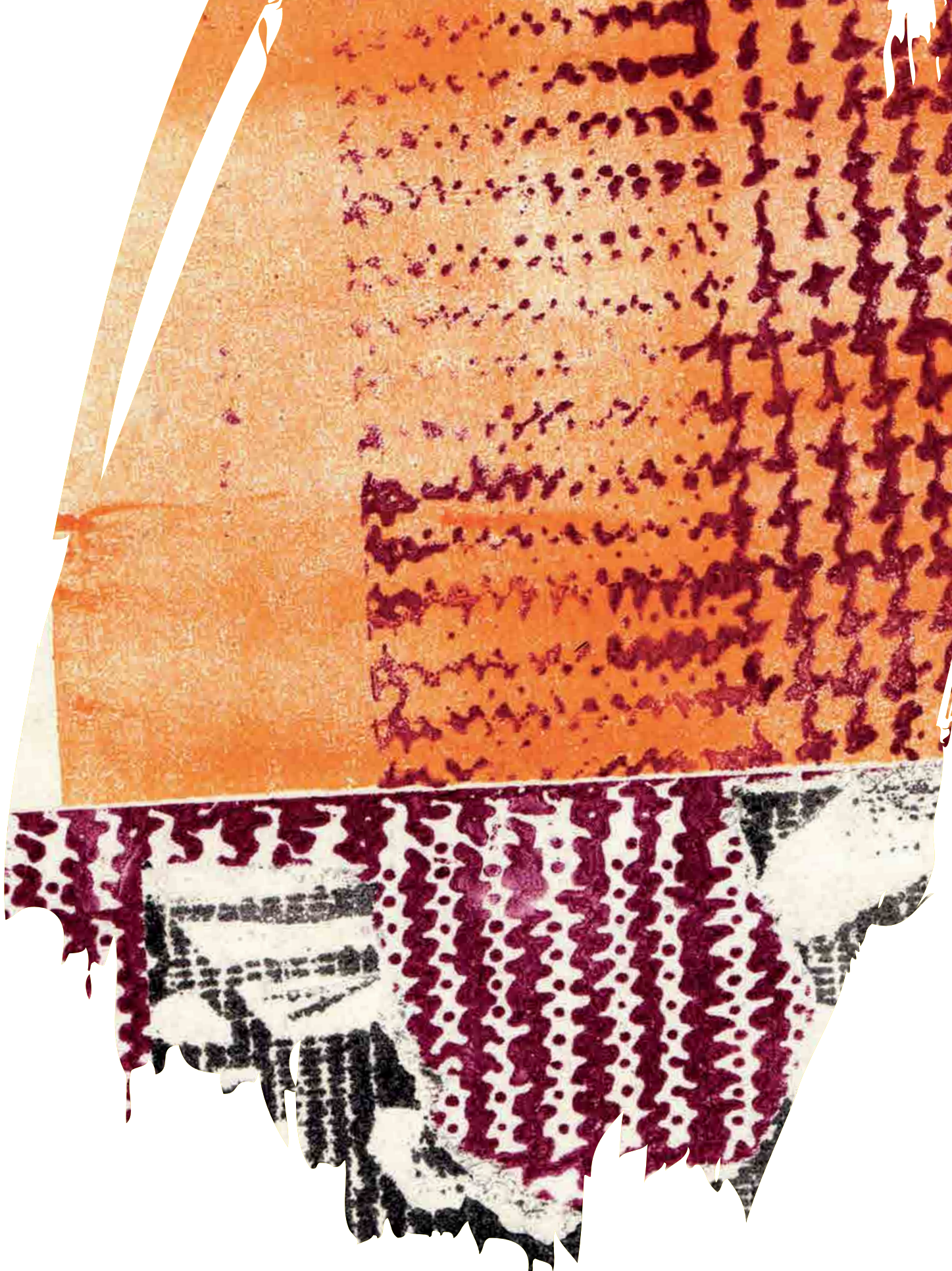
Potential future budget efficiencies, reductions in partner contributions and changes in the Youth Justice Board funding linked to Business Rates. There is currently a consultation running up to 26 September 2016 which is proposing that local authorities can retain 100% of the Business Rates they raise to fund local public services. Part of the consultation invites the views on existing central government grants that could in future be replaced by retained Business Rates. This includes local authorities' responsibilities for the operation and provision of youth justice services. .

Maintaining and improving performance in face of on-going budget reductions.

Implementation of the planned Early Intervention Model of Children Services across Gateshead could provide challenges for Youth Justice Services.

Heightened threats and perception of the rise of radicalisation and extremism linked to terrorism amongst communities.





# 9

## What do people say about us?

*"My YOT worker was the first person who has changed my thinking. I've stopped using drugs, things are better with my family and better at home. Nothing was bad about coming to the YOT, they have helped me and I would even do reparation again."*

*Young person – closure assessment April 2016*

*"I now get on with my family, I have changed my behaviour, I talk about my feelings, I'm not as 'radgie' and there are less arguments since I have worked with my YOT worker."*

*Young person – review assessment July 2016*

*"I want to thank Gateshead YOT for the work they have done with my Grandson. If the YOT had not been involved our family unit would have broken down and he would not have been able to stay with me. The YOT have changed our lives. My grandson's anxiety levels are more manageable, he is calmer, less aggressive and he has moved up a target set at school. I like the fact that if things become worse again I have been told I can come back for more help. Thank you."*

*Young persons' carer – closure interview June 2016*

*"Thank you so much for teaching us so much over our sessions. We now know how important it is to keep out of trouble when we are out and about"*

*14 year old female from Thorp Academy*

*"I really appreciate all of the effort you have put into my family. My son has been quite good at home much better than he was and it's like am getting my boy back but a more mature one. He is starting with a training provider on Monday and he has told me he is 'buzzing'. I am so grateful for the hard work you have all put in with us and want to say thank you."*

*Parent feedback – August 2016*

*"Being taught about and made aware of sexting and CSE, I now know how I can stay safe"*

*15 year old boy Thorp Academy*

*"I found the YOT officer to be very helpful and I understand more about child sexual exploitation. He also got into character and role played a lot which helped to have a laugh and understand a lot better. I will be using all the information learnt as I am hoping to become a social worker, these sessions will have a massive positive impact on my life and future careers"*

*15 year old girl from Heworth Grange Comprehensive*

*"I found the sessions mint, a really fun way to teach how to keep myself safe"*

*13 year old boy from Lord Lawson of Beamish Academy*

*"The sessions were very helpful on how to keep safe, especially on social media"*

*15 year old girl from Heworth Grange Comprehensive*

# 10

## Our Work with Victims

Gateshead Youth Offending Team is very proud of the high level of service we offer to a wide range of victims across the Borough. We were awarded the Restorative Justice Council Quality Mark in June 2015. The award demonstrates that services are delivering good quality, safe and sustainable restorative services that meet the six Restorative Service Standards.

We constantly review our victims offer to ensure we are offering a range of imaginative and meaningful Restorative Interventions.

The following pages demonstrate both direct and indirect forms of our reparative work alongside feedback from some of our beneficiaries.



## **Case Study – Restorative Conference with four youths who were charged with Causing Intentional Harassment, Alarm or Distress.**

Bensham is an area in Gateshead well known due to the sizable Jewish community and the prestigious college for Jewish young people. The College is among the best known and largest of its kind in the world, with student's coming from all over the world to study there.

The Jewish community of Gateshead is unique among provincial communities in the UK, being almost exclusively ultra-Orthodox and first settlements have been recorded from as early as the 1800's.

An incident occurred whereby a large group of over 15 young people were in the local park which is located opposite the Jewish College. Two Jewish men got out of their car and walked towards the college. As they did the group started shouting and throwing objects at the two gentlemen. They were left feeling intimidated and threatened by this group; they also felt angry due to the racial and sensitive nature of the words that were being used. As the Police arrived the group dispersed but Police apprehended four young people and they were given Conditional Cautions.

Following assessment the plan identified the young people should complete victim awareness work, group work facilitated by Show Racism the Red Card and community reparation. The young people had also stated a willingness to take part in a voluntary Restorative Meeting with a member of the Jewish community and this was included in the plan.

Over the period of the intervention, the young people showed a great level of engagement and motivation which led to them having a greater understanding of the impact of their actions on the Jewish community. Utilising the services of 'Show Racism the Red Card' allowed us to use their expertise and this gave the young people very specific and extensive information about the escalation of hate crime which allowed them to understand the actual impact of their behaviours on others to a greater extent. This session gave the young people time to reflect on how different communities can and should live together without hatred or division.

Following this work the Youth Offending Team and Northumbria Police arranged with the Jewish Community Council that a Rabbi from within the Jewish Community would meet with the young people to discuss the harm caused.

Within the Restorative Meeting the Rabbi in attendance told the boys that what's done is done and in the past. He did not want to dwell on the actions of that night but wanted to focus on moving forward in a positive way. The young people initially struggled to comprehend that the Rabbi was willing to look at the positives rather than dwell on the negatives. The meeting progressed and all boys apologised to the people who had been affected on the day of the incident and the wider Jewish Community.

To end the meeting, the young people thanked the Rabbi for his time and following the meeting the young people spoke positively of the whole process. They were impressed by the Rabbi's positivity and were fascinated by stories he told. They said they had gained a greater understanding and developed a positive opinion of the Jewish community. One of the young people spoke of his amazement at how 'after being so abusive to them, that the Jewish community had offered him work.'

### **Quote from Leader of the Jewish Community Council in the North East (February 2016)**

*"This was a very positive experience for all involved and shows that Restorative Justice is the best way for young people to make amends for their mistakes and move forward in a positive way. It also allows for the whole community of Gateshead to hear the positive outcome of what was initially a negative event."*

# Examples of recent Community Reparation

Project working with Virgin Media to combat the anti-social menace of graffiti.



*"We are delighted to be working with Gateshead Youth Offending Team to combat the anti-social menace of graffiti."*

*We are confident the joint efforts will result in a significant improvement in the local environment."*

Nigel Myers,  
spokesman for Virgin Media

*"Just to say thank you very much for the cheque and to ask you to pass on our gratitude to the staff and service users who worked so hard to collect the money for us."*

*"I'm not sure if you'd been told but although we're all volunteers providing the service without charge our fuel bill alone is regularly over £2,000 per month so the £1,000 will enable us to keep our fleet fuelled and on the road for around two weeks and at 700 jobs per month that's probably 300+ potentially lifesaving journeys the YOT has helped pay for!!"*

*Once again many thanks and best wishes to you all for the future."*

Peter, Blood Bikes,  
Great North Air Ambulance

Gateshead Youth Offending Team utilise the skills of young people undertaking reparation to make a range of products which can be sold to benefit a different charity each year. During 2015/16 our young people have made a range of stone garden ornaments and hanging baskets allowing us to donate a substantial sum of money for the Great North Air Ambulance Blood Bikes.





## Support for Alive Lunch Club at St Chad's Church



"I write to express our appreciation for the work that the Youth Offending Team do for the Alive Lunch Club based at St Chad's Church.

"The Lunch Club meets every Thursday. The young people arrive around 10.00am and help prepare the room, arranging the room, setting the tables, getting out the crockery and other equipment, making tea and coffee for people as they arrive. Today I saw a young man playing a ball game with Sid (95).

"Sometimes the young people are able to engage with the older people - and that is excellent when it happens, because people develop a better understanding across generations, both young and old.

"We do our best to welcome the young people and make them feel welcome and appreciated - I hope that helps them."

Meg Gilley, Rector of Bensham & Teams,  
Alive Lunch Club

Maintenance to cemetery at St Oswald's Church, Wrekenton, following request from Father Kevin Cummins



Dear Youth Offending Team,

I would be very grateful if you could help me. We have a small cemetery at the back of our church - St Oswald's High Street, Wrekenton. It is closed, apart from very occasionally if there is room in a grave for a family member. As we are all getting old it is impossible to get volunteers to cut the grass occasionally and keep it tidy. It got out of hand last June and got very overgrown and as a result I and Bishop's House got some nasty letters about the disgraceful state of it. Two worshippers took pity on us and paid for it to be cut back. Sadly they have moved on. This is where you might be able to help.

Thank you,

Father Kevin Cummins,  
St Oswald's Presbytery, High St. Wrekenton.

**"The Parishioners and I are very happy with the work that you are doing within the graveyard. It is looking a lot better and shaping up very well."**

Father Kevin Cummins



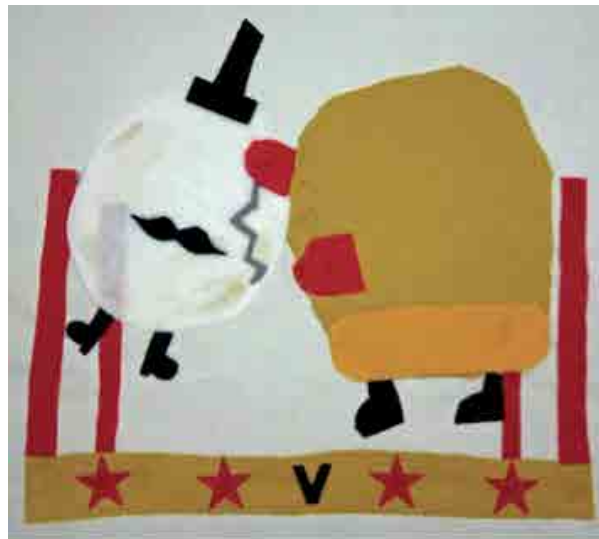


# 11

## Our Young People's Art Work

Art work produced by young people working with Gateshead YOT has been shortlisted to be displayed in the Koestler Trust UK Exhibition 2016 'We are All Human' curated by Benjamin Zephaniah.

The piece of work opposite is 'Egg vs Potato' and will be displayed at Southbank Centre, London.



Another piece of art work 'Roll Up Roll Up', will be displayed at an exhibition at the Supreme Court curated by the Koestler Trust in collaboration with Victim Support. The young person and his family have been invited to the exhibition which is due to take place in October 2016.



# 12

## Contact Us

Children and Families Support Service  
Youth Offending Team  
Civic Centre, Ground Floor  
Regent Street  
Gateshead NE8 1HH

### Our opening hours are:

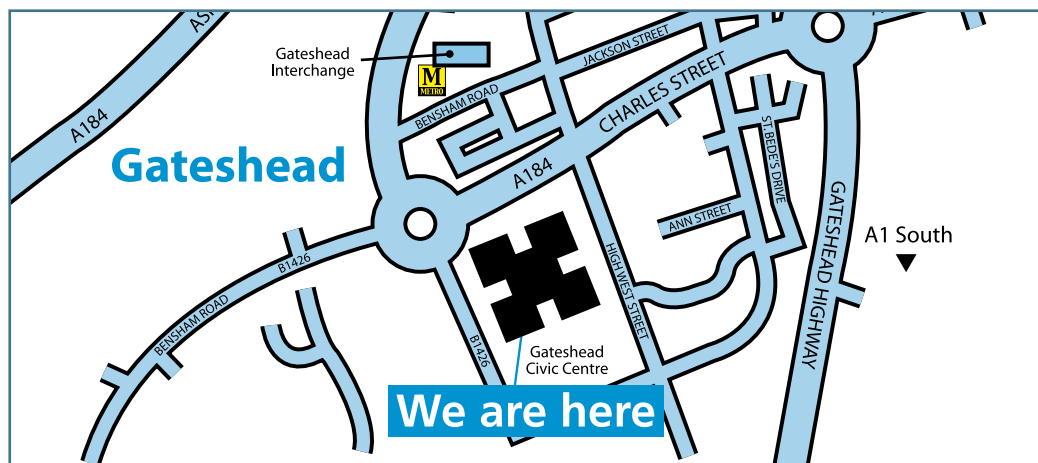
Monday to Thursday 8.30am – 5.30pm  
Friday 8.30am – 4.30pm  
Saturday Reparation/Constructive Activity and on  
call Court 8.30am - 4.30pm  
Sunday ISS/Constructive Activity – as required

Tel: 0191 433 3000 • Fax: 0191 433 4548

### Service Manager

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Tel: 0191 433 4596  
Email: [susanbutler@gateshead.gov.uk](mailto:susanbutler@gateshead.gov.uk)

### How to find Gateshead Youth Offending Team





Gateshead  
youth  
offending  
team



©Produced by Youth Offending Team, August 2016

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

