



# SAFER HARTLEPOOL PARTNERSHIP AGENDA



15<sup>th</sup> July 2024

at 5.00pm

in the Council Chamber,  
Civic Centre, Hartlepool.

MEMBERS: SAFER HARTLEPOOL PARTNERSHIP

**Responsible Authority Members:**

Councillor Brash, Elected Member, Hartlepool Borough Council  
Councillor Oliver, Elected Member, Hartlepool Borough Council  
Denise McGuckin, Managing Director, Hartlepool Borough Council  
Tony Hanson, Executive Director of Development, Neighbourhoods and Regulatory Services, Hartlepool Borough Council  
Sylvia Pinkney, Assistant Director, Regulatory Services, Hartlepool Borough Council  
Superintendent Martin Hopps, Community Safety, Cleveland Police  
Jo Heaney, Chair of Youth Offending Board  
Karen Hawkins, Director of Place, North East and North Cumbria Integrated Care Board (NENC ICB)  
Ann Powell, Head of Stockton and Hartlepool Probation Delivery Unit  
Carl Pattinson, Cleveland Fire Authority

**Other Members:**

Craig Blundred, Director of Public Health, Hartlepool Borough Council  
Matt Storey, Office of Police and Crime Commissioner for Cleveland  
Michelle Hill, Hartlepool Voluntary and Community Sector Representative, Safer Communities  
Angela Corner, Head of Community Resilience, Thirteen Group  
Sally Robinson, Executive Director of Children's and Joint Commissioning Services, Hartlepool Borough Council  
Jill Harrison, Executive Director of Adult and Community Based Services, Hartlepool Borough Council

Non-Voting Observer, Councillor Jorgeson, Representative of Audit and Governance Committee, Hartlepool Borough Council

1. **APOLOGIES FOR ABSENCE**

2. **TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**



### 3. MINUTES

- 3.1 To confirm the minutes of the meeting held on 26<sup>th</sup> February 2024

### 4. ITEMS FOR CONSIDERATION

- 4.1 Fire Brigade District Performance – *Community Liaison Officer, Cleveland Fire Brigade*
- 4.2 Police – Verbal Update - *District Commander, Cleveland Police*
- 4.3 Domestic Abuse Strategy and Progress – *Executive Director of Children's and Joint Commissioning Services*
- 4.4 Youth Justice Strategic Plan - *Executive Director of Children's and Joint Commissioning Services*

### 5. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

### 6. LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006

#### EXEMPT ITEMS

Under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraph referred to below of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006

### 7. ITEMS FOR CONSIDERATION

- 7.1 Domestic Homicide Review – *Executive Director of Development, Neighbourhoods and Regulatory Services (Para 2)*



# **SAFER HARTLEPOOL PARTNERSHIP**

## **MINUTES AND DECISION RECORD**

26 FEBRUARY 2024

The meeting commenced at 10.00 am in the Civic Centre, Hartlepool.

**Present:**

**Responsible Authority Members:**

Councillor Little, Elected Member, Hartlepool Borough Council  
Tony Hanson, Director of Neighbourhoods and Regulatory Services  
Hartlepool Borough Council  
Sylvia Pinkney, Assistant Director, Regulatory Services, Hartlepool Borough Council  
Superintendent Martin Hopps, Hartlepool District, Cleveland Police  
Carl Pattison, Cleveland Fire Authority

**Other Members:**

Sarah Wilson, Office of Police and Crime Commissioner for Cleveland  
Angela Corner, Head of Community Resilience, Thirteen Group  
Sally Robinson, Director of Children's and Joint Commissioning Services,  
Hartlepool Borough Council

**Also Present:**

Anna Waddington, Cleveland Violence Reduction Unit (CURV)

**Officers:**

Rachel Parker, Community Safety Team Leader  
David Cosgrove, Democratic Services Team

## **27. Apologies for Absence**

Denise McGuckin, Managing Director, Hartlepool Borough Council  
Karen Hawkins, Director of Commissioning, Strategy and Delivery, NHS  
Tees Valley Clinical Commissioning Group  
Jo Heaney, Chair of Youth Offending Board  
Ann Powell, Head of Stockton and Hartlepool Probation Delivery Unit  
Craig Blundred, Director of Public Health, Hartlepool Borough Council  
Joanne Hodgkinson, Hartlepool Voluntary and Community Sector  
Representative, Chief Executive, Safer Communities

Jill Harrison, Director of Adult and Community Based Services, Hartlepool Borough Council

## **28. Chair**

Subsequent to the meeting of Council on 22 February 2024, there was no appointed Chair of the Partnership. Nomination for a Chair for this meeting only was sought and Councillor Little was nominated and agreed.

**Councillor Little in the Chair.**

## **29. Declarations of Interest**

None.

## **30. Minutes of the meeting held on 2 October 2023**

Confirmed.

## **31. Right Care, Right Person** (*District Commander, Cleveland Police*)

### **Purpose of report**

The purpose of the report was to inform members of the Safer Hartlepool Partnership of the Right Care, Right Person approach, an initiative to ensure that vulnerable people get the right type of support from the police and other services to assist with their needs.

### **Issue(s) for consideration**

The Hartlepool District Commander, Cleveland Police provided an update on the roll-out of the Right Care, Right Person approach which would assist police in making decisions about when it is appropriate for them to respond to incidents. The threshold for a police response to a mental health-related incident was:

- to investigate a crime that has occurred or is occurring.
- to protect people, when there is a real and immediate risk to the life, or of a person being subject to or at risk of serious harm.

While some incidents do require police powers there were many which involve no crime or significant risk. If a police response was not lawfully or proportionately required it may, in some cases, cause further distress. For each incident, the most appropriate service to respond would be identified. This may be to manage the risk, or to provide care and support to the person and ensure vulnerable people were signposted to the right help and support for their needs.

There were risks involved that all partners, including the Police, needed to be fully aware of. The police should not assume, directly or indirectly, responsibility for all forms of risk. It should be considered whether it was appropriate for them to accept, or to continue to accept, responsibility for a risk when there were more appropriate agencies to deal with the situation.

The Chair welcomed the Right Care, Right Person approach which was to be rolled out across the force area. People suffering mental health issues needed to be dealt with by the most appropriate agency.

### **Decision**

That the report be noted.

## **32. General Neighbourhood Policing Update** *(District Commander, Cleveland Police)*

### **Purpose of report**

The purpose of the report was to provide members of the Safer Hartlepool Partnership an update in respect of general policing duties within Hartlepool.

### **Issue(s) for consideration**

The Hartlepool District Commander, Cleveland Police provided an policing update for the Partnership.

Response Policing had reduced from five reliefs to four to accommodate a new shift pattern. The new shift pattern, typically a four-on-four-off pattern, was voted in by officers late last year following a period of staff consultation. The shift pattern has been tested against demand modelling and found to be an effective way to meet demand at peak times.

Two additional vacancies had been filled within Neighbourhood Policing with the addition of Sergeant Chris Phelan and the return of Police Community Support Officer Julie Dobson. PCSO Dobson would return to her original posting covering the Seaton Ward.

The District Commander updated Members on crime figures for Violence without injury, Violence with injury, Stalking and Harassment, Shoplifting, Vehicle related crime, Burglary – Residential, Theft from person, Criminal Damage, Robbery, Anti-Social Behaviour and Hate Crime.

The Neighbourhood Policing Team continued to manage several problem-solving plans (16). One example of this approach occurred around Easington Road and King Oswy Drive where youths had been damaging vehicles by throwing stones at them. High visibility patrols, engagement with staff at Dimensions Care Home and working closely with the council assisted in reducing ASB jobs between October and December to 0. Usually, there would be a spike in ASB over Halloween / bonfire night,

however, this had not been the case. Youths involved with ASB were identified and dealt with quickly, ensuring the clear message was passed that poor behaviour would not be tolerated. The ward PCSO would continue to engage with staff, providing them with reassurance and support moving forward.

Also within the update provided, the District Commander referred to the launch of the Cleveland Police Matrix team to demonstrate to the public how we are tackling criminals and protecting communities. The Matrix team would employ a new way of working to reduce and eradicate emerging threats of serious and organised crime. The Matrix team consisted of Tactical Disruption Team (previously known as the Operational Support Unit); Firearms; the Dog Unit; Roads Policing; Casualty Reduction and Road Safety; Camera Enforcement; Football; Public Order; Chemical, Biological, Radiological and Nuclear (CBRN); Search; as well as Operational and Emergency Planning. Vehicles within the fleet have been rebranded; and the Tactical Disruption Team vehicles will also be bright yellow.

The Chair welcomed the report and the return of PCSO Dobson to Seaton Carew.

#### **Decision**

That the report be noted.

### **33. MUGA – Verbal Update** *(Cleveland Fire Brigade Representative)*

#### **Purpose of report**

To seek the Partnership's guidance on the future of the Multi-Use Games Area (MUGA) equipment purchased by the Partnership some years ago.

#### **Issue(s) for consideration**

The Fire Brigade representative reported that the MUGA equipment was stored at the Stranton Fire Station for a number of years but the garage building it was in required maintenance and was to be out of use for quite a period of time. The Fire Brigade were looking for a local voluntary group that could take the equipment on and put it to good use. Should this not be possible, then it was suggested that the equipment be auctioned with any monies gained being returned to the Partnership.

The Chair stated that she could provide storage for the equipment in the interim. It was suggested that it may be prudent to advertise for a community group to take the equipment on initially and then review the situation if that was not successful.

#### **Decision**

That the MUGA equipment be advertised to Hartlepool community groups for future management and use.

### **34. Fire Brigade Update – Verbal Update** *(Cleveland Fire Brigade Representative)*

#### **Purpose of report**

To provide a Fire update to the Partnership.

#### **Issue(s) for consideration**

The Fire Brigade representative reported that a new shift pattern had been introduced for Fire staff which allowed for better management of staff during peak times. It was reported that all Fire incidents were up 6% against the five year target and the Brigade had been focussing on accidents that didn't lead to a 'full' fire in residential dwellings. Since September 2023, these incidents had increased 91% with the majority being in sheltered housing schemes. Each Fire Watch had been designated two such residential schemes in the town to visit on a regular monthly basis to build up a relationship with the residents in the sheltered housing scheme and provide regular fire guidance.

Set fires involving fly-tipping were another issue the Brigade was proposing to address through a free skips programme in hotspot areas to encourage people to dispose of their waste properly. There would also be stickers issued for residents to use on their wheelie bins showing what days they need to be put out and brought back in. Wheelie bin fires were a particular concern. There would be a social media campaign and work with local schools as well.

Deliberately set fires were 84% of all the incidents attended by the Brigade and a major issue with Cleveland being the worst Fire Authority area in the country for such incidents. Wards with the highest incidents, Manor House, Rossmere, Headland and Harbour, De Brus and Burn Valley would be targeted in a new campaign to reduce these. This would also be discussed through the Deliberate Fires Group.

Members welcomed the report and the proposals around tackling fires of fly-tipped materials. Elected Members asked if Ward Councillors could be included in the information on the skips programme. Members also noted the work with people in sheltered accommodation communities to reduce accidental fires. A member of the public commented on fly-tipping in and around allotment sites and the frequency with which this waste was set alight risking damage to sheds and fences.

#### **Decision**

That the update report be noted.

### **35. Strategic Assessment 2022-2023** *(Executive Director, Development, Neighbourhoods and Regulatory Services)*

**Purpose of report**

To receive the Strategic Assessment for October 2022 to September 2023.

**Issue(s) for consideration**

The Assistant Director, Regulatory Services reported that the findings from the Strategic Assessment would inform the development of the next Safer Hartlepool Partnership's statutory Community Safety Plan due in April 2024. The key findings of the assessment identify that the current Community Safety Plan priorities of Anti-social Behaviour, Drugs and Alcohol and Domestic Violence and Abuse remain relevant and, with the addition of Serious Violence, should be retained as priorities in the next Community Safety Plan, due for implementation in April 2024.

The Chair asked of the issues around shop lifting were in the town centre only or across the community. The Police District Commander stated that the issues were across the town, though there were certain hotspots. The Chair asked if there needed to be a set monetary value to shop lifting incidents before the Police would take action. The Police District Commander was clear in stating this was not the case and all incidents should be reported to the Police. While only small in value, an incident could be due to a prolific shop lifter and intelligence would help the Police target and prosecute such offenders.

It was also reported that while there were increases in the numbers of crimes reported, there were now many more ways to report incidents and greater confidence among the public that reports did eventually lead to action, sometime high profile, being taken.

In light of the lengthy period before the next meeting of the partnership, it was suggested that all Partner organisations considered that Strategic Assessment and submit any comments to the Assistant Director in the next four weeks.

**Decision**

1. Members of the Safer Hartlepool Partnership are asked to consider key findings of the strategic assessment and submit any comments on the contents to the Assistant Director, Regulatory Services.
2. That a draft Community Safety Plan 2024 – 2027 be presented to the next meeting of the Safer Hartlepool Partnership for approval.

## **36. Safer Hartlepool Partnership Action Plan** *(Assistant Director, Regulatory Services)*

**Purpose of report**



To provide a Safer Hartlepool Partnership Action Plan in which partners report their performance against the priorities outlined in the Community Safety Plan 2024/2027.

**Issue(s) for consideration**

The Assistant Director, Regulatory Services reported on the draft Safer Hartlepool Partnership Action Plan which outlined activities carried out by partners across the priorities of the 2024/2027 plan. Some partners were already producing action plans to accompany strategies such as Domestic Abuse and Drugs and Alcohol which were already being presented to the Partnership. Details from these plans were included in the action plan to ensure that all partners are contributing and including work they are carrying out.

**Decision**

That the action plan be noted and approved.

**37. Draft Community Safety Plan 2024 - 2027** (*Executive Director of Development, Neighbourhoods and Regulatory Services*)

**Purpose of report**

To consider and agree a draft Community Safety Plan for 2024 – 2027

**Issue(s) for consideration**

The Assistant Director, Regulatory Services reported that the Community Safety Plan 2024-27 will provide an overview of some of the recent activities undertaken to improve community safety in Hartlepool, along with key findings from the Partnership's Strategic Assessment and consultation with the public. The draft Community Safety Plan will be subject to an eight week consultation period following its approval by the Finance and Policy Committee early in the new Municipal Year.

The Executive Director of Development, Neighbourhoods and Regulatory Services suggested that all partners be requested to consider and comment on the draft in the interim period ahead of approval by Finance and Policy Committee and the public consultation period so that any comments could be incorporated into the consultation draft. This was supported by the Partnership.

The role of the sub groups around drugs and alcohol, health and anti-social behaviour were clarified in the meeting. The Executive Director of Development, Neighbourhoods and Regulatory Services stated that the membership and role of the neighbourhood safety group should be refreshed as part of this process.

**Decision**

1. That the partner organisations consider the proposed draft plan prior to the commencement of the consultation period and submit any comments to the Assistant Director, Regulatory Services.
2. That the establishment of sub group / task groups to deliver the Community Safety Plan priorities be supported.

### **38 Any Other Items which the Chairman Considers are Urgent**

None.

The meeting concluded at 11.00 am.

CHAIR



## Hartlepool District Monthly Performance May 2024



Hartlepool District  
manager  
**Carl Pattinson**  
07740 416641

Hartlepool lies to the north of Cleveland Fire Authority area and consists of 12 local wards. These wards range from areas of high social deprivation to areas of executive housing. The current population of this area is 93,861 living in 45,337 dwellings.

Specific risks within the District include: A19, Hartlepool Power Station, Marina Development, Retail Parks and Light Engineering, Middleton Grange Shopping Centre, Dock Area and University of Hartlepool Hospital.

### Incident summary May 2024

Indicator	May 23	May 24	Direction of Travel 2023/24 - 2024/25	% Change
Total Fires	115	69	Decreased	-40%
Total Deliberate Fires	101	66	Decreased	-35%
Deliberate Primary Fires	3	5	Increased	67%
Deliberate Secondary Fires	98	61	Decreased	-38%
Accidental Dwelling Fires	3	0	Decreased	-100%
Accidental Dwelling Fire Fatalities	0	0	-	-
Accidental Dwelling Fire Injuries	0	0	-	-

**Economic cost of deliberate fires  
Hartlepool District  
May 2024**

Type of fire	May 23	May 24	Direction of Travel 2023/24 - 2024/25	% Change
Buildings & Vehicles	£45,384	£87,881	Increased	94%
All others fires not involving Buildings or Vehicles	£404,348	£251,686	Decreased	-38%
<b>Total</b>	<b>£449,732</b>	<b>£339,567</b>	<b>Decreased</b>	<b>-24%</b>

## HOTSPOT DATA

- The top 5 wards for all fire incidents between 01 May 2024 and 31 May 2024 cumulatively accounted for 74% of fires across the district.
- Burn Valley had the highest level of fire incidents with 15, of which all were deemed as deliberate.

Ward	Number of Fires
Burn Valley	15
Rossmere	12
De Bruce	10
Manor House	8
Headland & Harbour	6

## SERVICE INFORMATION

### Safer Homes

We offer Safer Homes Visits face to face, over the phone or virtual via TEAMS/ZOOM. For more details contact 01429 874063.

### Advocates

We have a team of advocates and Home Safety Officers with special training to support vulnerable adults in our community. To find out more email [advocates@clevelandfire.gov.uk](mailto:advocates@clevelandfire.gov.uk)

### Fire Education

Our fire education team work with youngsters who are at risk of starting fires to educate them about the dangers and consequences of fires. To find out more email [fsi@clevelandfire.gov.uk](mailto:fsi@clevelandfire.gov.uk)

FOR MORE INFORMATION ON THE RANGE OF SERVICES WE OFFER VISIT

**[www.clevelandfire.gov.uk](http://www.clevelandfire.gov.uk) or call 01429 872311**



# SAFER HARTLEPOOL PARTNERSHIP

15 July 2024



**Report of:** Executive Director of Children's and Joint  
Commissioning Services

**Subject:** DOMESTIC ABUSE STRATEGY AND PROGRESS

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## 1. COUNCIL PLAN PRIORITY

<b>Hartlepool will be a place:</b>
- where people are enabled to live healthy, independent and prosperous lives.
- where those who are vulnerable will be safe and protected from harm.
- of resilient and resourceful communities with opportunities for all.

## 2. PURPOSE OF REPORT

- 2.1 To update members on the progress of the Domestic Abuse Local Strategic Partnership Board (DALSPB) in delivering the Domestic Abuse Strategy in the last year 2023 – 2024 and the proposed delivery plan for 2024 – 2025.

## 3. BACKGROUND

- 3.1 The Domestic Abuse Act received royal assent in parliament in April 2021 with draft statutory guidance being published in July 2021. There is a requirement for local authorities with their partners to review their Domestic Abuse Strategies to ensure that they are meeting the statutory duties.
- 3.2 A report was presented to the Safer Hartlepool Partnership in March 2022 and the strategy approved by Finance and Policy Committee.

- 3.3 The implementation of the strategy has been delivered through the Local Domestic Abuse Strategic Partnership Board.

#### **4. PROGRESS OF STRATEGY AND PROPOSED DELIVERY PLAN**

- 4.1 The Domestic Abuse Local Strategic Partnership Board (DALSPB) meets the requirements of the Domestic Abuse Act 2021 and consists of representatives from the local authority, health services, policing and criminal justice, voluntary organisations and representatives for the voice of both child and adult victims of domestic abuse.
- 4.2 Over the last financial year the DALSPB have been implementing an action plan with a focus on the key strategic priorities within the Domestic Abuse Strategy that was presented to the Safer Hartlepool Partnership on the 8<sup>th</sup> March 2022. The key strategic priorities are:
- Working with victims/ survivors (adults and children) for them to be true partners in our review and development of services;
  - Focus on supporting as early as possible – develop a prevention/ early intervention offer;
  - Re-commission support services based on lived experiences;
  - Equip the workforce to ask the right questions and to support victims of domestic abuse;
  - Develop more choice and options for safe accommodation; and
  - Consider the needs of victims/survivors with multiple and complex issues using multi agency support in order to begin to address needs.
- 4.3 The voices of victims, survivors and children are represented by Harbour as the commissioned service provider but also by other specialist support agencies, including Halo, Hart Gables, A Way Out and ARCH. Services have service user panels and survivor groups that are utilised to influence change and development. Members of the partnership also identify as survivors of domestic abuse both as children and adults and contribute their lived experience. Survivor voice will continue to be reflected in the refreshed Needs Assessment and Strategy from 2025.
- 4.4 The offer of domestic abuse services within Hartlepool has been updated and is currently in the process of being reflected on the Hartlepool Borough Council website. A leaflet will be developed following this for both the community and professionals working with victims and survivors, including children, and perpetrators of domestic abuse. There have been numerous awareness raising campaigns including Violence Against Women and Girls week of action led by Cleveland Police with support from specialist agencies, 'Ask for Angela' was launched by Community Safety in licensed premises across Hartlepool and work has been ongoing to reinforce the 'Ask for Ani' campaign with pharmacies. Harbour, as the commissioned service provider,

celebrated their 50<sup>th</sup> anniversary and hosted a 'Walk a Mile in their Shoes' event, bringing together survivors and the professionals that support them.

- 4.5 The commissioned services for support and safe accommodation and therapeutic support for children continue to be monitored with a robust performance monitoring framework with regular outcome monitoring. Domestic abuse services in the area are complemented with funding from the Office for Police and Crime Commissioner that is aligned with commissioning arrangements, including hospital, court, mental health and Independent Domestic Violence Advocate's (IDVA) that operate within Hartlepool and a programme for perpetrators with complex needs. Other organisations also receive funding from the OPCC, including ARCH Teesside that provide support to adults and children who are victims of sexual abuse and Halo who receive funding from the OPCC to support with black and minorities ethnic groups. Work continues on reducing parental conflict led by Changing Futures North East.
- 4.6 The Safe and Together model continues to be implemented across the workforce which is strengthening our response to domestic abuse by partnering with survivors and intervening with perpetrators and keeping children safe and together with the non-offending parent. There is ongoing training of Health Advocates within the local authority, including training on responding to disclosures of domestic abuse within the workplace. Training continues to be delivered by Harbour and partners via workforce development and the Hartlepool and Stockton Safeguarding Children Partnership (HSSCP).
- 4.7 In terms of safe accommodation, Harbour continue to deliver a six bed refuge and three dispersed properties in the area. The provision of safe accommodation increased this year with the opening of a second six bed refuge for single women with complex needs as well as a 'crash pad' to reduce the need to use temporary accommodation. This is a unique model of refuge delivery and is receiving regional and national recognition.
- 4.8 Hartlepool Home Search was launched as the new Choice Based Lettings System in Hartlepool and victims of domestic abuse are awarded a priority banding in line with the allocations policy, in partnership with the Housing Advice Team and Registered Social Landlords. The offer of target hardening and Sanctuary Scheme was strengthened and continues to be used to victims wishing to stay in their own home with support and additional security.
- 4.9 Data returns have been submitted to the Department of Levelling Up, Housing and Communities (DLUHC) for the financial years 2021 – 2022, 2022 – 2023 and 2023 – 2024. Hartlepool Borough Council continues to explore provisions with other housing providers and funding bids to increase safe accommodation options albeit funding is limited.
- 4.10 The Tees Safeguarding Adult Board (TSAB) updated the Team Around the Individual (TATI) process, now known as High Risk Adult Panel (HRAP) and

offers another pathway to strengthen the response to individuals with multiple and complex issues, including victims and perpetrators of domestic abuse. Strategic MARAC (Multi Agency Risk Assessment Conference) continues to oversee the action plan recommended by Safe Lives. The OPCC are leading on a perpetrator strategy across the Cleveland area.

4.11 The key strategic priorities for 2023 – 2024 will remain the same, however the DALSP are proposing to focus on:

- Refreshing the Needs Assessment and Strategy for 2025, including a review of our strategic priorities;
- Continue to incorporate the voice of victims and survivors, both adults and children;
- Circulate our offer for domestic abuse support services and ensure this remains up to date and accurate;
- Continue to promote key awareness raising campaigns with a communication strategy;
- Continue with the outcome monitoring of commissioned services, seeking feedback and addressing gaps, and meet the requirements of the DLUHC;
- Continue to implement the Safe and Together model and develop training packages within workforce development and in partnership with HSSCP and TSAB;
- Support the strategic review of MARAC and ensure this is fit for purpose and delivers appropriate outcomes and is reflected within operational MARAC arrangements;
- Continue to explore options of safe accommodation and ensuring housing systems and applications are trauma-informed and victim-led;
- Continue to develop accommodation pathways for perpetrators; and
- Have a clear focus on perpetrators that will be implemented by the OPCC leading on a perpetrator strategy with working groups to support this.

## 5. RISK IMPLICATIONS

5.1 The added duties within the Domestic Abuse Act place a pressure on the local authority and its partners. There is a risk that the current resources cannot meet the additional duties therefore resources will need to be prioritised. It will therefore be critical for all partners to work together to make the best of use of current resources.

## 6. FINANCIAL CONSIDERATIONS

6.1 The local authority receives a dedicated budget from DLUHC for domestic abuse and safe accommodation and the budget is set to reflect the identified priorities. This is currently an annual budget with security until 2025. There



are no specific financial considerations however the above issue relating to resources needs to be noted.

## **7. LEGAL CONSIDERATIONS**

- 7.1 The local authority has legal duties under the Domestic Abuse Act 2021. There are no other specific legal considerations.

## **8. CHILD AND FAMILY POVERTY CONSIDERATIONS (IMPACT ASSESSMENT FORM TO BE COMPLETED AS APPROPRIATE.)**

- 8.1 There are no specific child and family poverty considerations. The strategy sets out the support to be offered to all victims of domestic abuse.

## **9. EQUALITY AND DIVERSITY CONSIDERATIONS**

- 9.1 The needs assessment highlighted groups of hidden victims of domestic abuse e.g. men/ LGBTQ+/ older people. These are all considered within the strategy (also see **Appendix 1**)

## **10. STAFF CONSIDERATIONS**

- 10.1 There are no staff considerations.

## **11. ASSET MANAGEMENT CONSIDERATIONS**

- 11.1 There are no asset management considerations.

## **12. ENVIRONMENT, SUSTAINABILITY AND CLIMATE CHANGE CONSIDERATIONS**

- 12.1 There are no environment, sustainability and climate change considerations.

## **13. RECOMMENDATIONS**

- 13.1 For members of the partnership to consider the progress of implementing the strategy and proposed delivery plan for 2024 – 2025.

## **14. REASONS FOR RECOMMENDATIONS**

- 14.1 To ensure that statutory duties within the Domestic Abuse Act 2021 are met.

## **15. BACKGROUND PAPERS**

15.1 None.

## **16. CONTACT OFFICERS**

Sally Robinson, Executive Director for Children's and Joint Commissioning Services  
Civic Centre  
Tel: 01429 523910

Penny Thompson, Head of Service (Housing, Hardship and Welfare Services)  
Civic Centre  
Tel: 01429 284878  
E-mail: [penny.thompson@hartlepool.gov.uk](mailto:penny.thompson@hartlepool.gov.uk)

Olivia Highley, Domestic Abuse Co-ordinator  
Civic Centre  
Tel: 01429 523919.

## Equality Impact Assessment Form

Department	Division	Section	Owner/Officer
CSJC	Safeguarding and Specialist Support	Housing, Hardship and Welfare	Sally Robinson
Service, policy, practice being reviewed/changed or planned	<b>Domestic Abuse Strategy</b>		
Why are you making the change?	Update on action plan for year 2023 – 2024 and plan for 2024 – 2025		
<b>How might this impact (positively/negatively) on people who share protected characteristics?</b>			
		<i>Please tick</i>	
		<b>POSITIVELY</b>	<b>NEGATIVELY</b>
<b>Age</b>		<b>X</b>	
<i>The Domestic Abuse response in Hartlepool supports adults and children as victims and survivors of domestic abuse as well as perpetrator aged 16+.</i>			
<b>Disability</b>		<b>X</b>	
<i>The Domestic Abuse needs assessment, strategy and action plan covers all protected characteristics and services are accessible for all.</i>			
<b>Gender Re-assignment</b>		<b>X</b>	
<i>The Domestic Abuse needs assessment, strategy and action plan covers all protected characteristics and services are accessible for all.</i>			
<b>Race</b>		<b>X</b>	
<i>The Domestic Abuse needs assessment, strategy and action plan covers all protected characteristics and services are accessible for all.</i>			
<b>Religion</b>		<b>X</b>	
<i>The Domestic Abuse needs assessment, strategy and action plan covers all protected characteristics and services are accessible for all.</i>			
<b>Gender</b>		<b>X</b>	
<i>The Domestic Abuse needs assessment, strategy and action plan covers all protected characteristics and services are accessible for all. We acknowledge that domestic abuse is a gendered crime where women are predominantly the victim and males are predominantly the perpetrator, there are services available for male victims and female perpetrators.</i>			
<b>Sexual Orientation</b>		<b>X</b>	
<i>The Domestic Abuse needs assessment, strategy and action plan covers all protected characteristics and services are accessible for all.</i>			

<b>Marriage &amp; Civil Partnership</b>		<b>X</b>	
<i>The Domestic Abuse needs assessment, strategy and action plan covers all protected characteristics and services are accessible for all.</i>			
<b>Pregnancy &amp; Maternity</b>		<b>X</b>	
<i>The Domestic Abuse needs assessment, strategy and action plan covers all protected characteristics and services are accessible for all.</i>			
<b>Has there been consultation /is consultation planned with people who will be affected by this policy? How has this affected your decision making?</b>		Last consultation completed in 2021 and proposed for 2024. Victim and survivor voice is integral to the needs assessment, strategy, action plan and the Domestic Abuse Partnership Board.	
<b>As a result of your decision how can you mitigate negative/maximise positive outcomes and foster good relationships?</b>		The needs assessment, strategy and action plan is fully inclusive and aims to meet the needs of all impacted by domestic abuse.	
<b>Describe how you will address and monitor the impact</b>		<b>1. No Impact - No Major Change</b> <i>The response to domestic abuse meets the needs of all impacted by domestic abuse.</i>	
		<b>2. Adjust/Change Policy</b> N/A	
		<b>3. Adverse Impact but Continue as is</b> N/A	
		<b>4. Stop/Remove Policy/Proposal</b> N/A	
Initial Assessment	27/06/2024	Reviewed	00/00/00
Completed	00/00/00	Published	00/00/00



# SAFER HARTLEPOOL PARTNERSHIP

15 July 2024



**Report of:** Executive Director of Children's & Joint  
Commissioning Services

**Subject:** YOUTH JUSTICE STRATEGIC PLAN

## 1. COUNCIL PLAN PRIORITY

<b>Hartlepool will be a place:</b>
- Where people are enabled to live healthy, independent and prosperous lives.
- Where those who are vulnerable will be safe and protected from harm.
- Of resilient and resourceful communities with opportunities for all.

## 2. PURPOSE OF REPORT

- 2.1 The purpose of this report is to present the Youth Justice Strategic Plan for 2024-2025 for consultation to Safer Hartlepool Partnership. Feedback will be incorporated into the final draft plan which will be reported back to Children's Services Committee prior to adoption of the plan by full Council.
- 2.2 The final Plan will also be sent to the national Youth Justice Board.

## 3. BACKGROUND

- 3.1 The national Youth Justice System primarily exists to ensure that children and young people between the age of 10 and 17 do not engage in offending or re-offending behaviour and to ensure that where a young person is arrested and charged with a criminal offence, they are dealt with differently to adult offenders to reflect their particular welfare needs as children.

- 3.2 Local Youth Offending Services were established under the Crime and Disorder Act 1998 to develop, deliver, commission and coordinate the provision of youth justice services within each Local Authority.
- 3.3 Hartlepool Youth Justice Service was established in April 2000 and is responsible for youth justice services locally. It is a multi-agency service and is made up of representatives from the Council's Children's Services, Police, Probation, Health and Education.
- 3.4 The primary objectives of Youth Justice Services are to prevent offending and re-offending by children and young people and reduce the use of custody.
- 3.5 There is a statutory requirement for all Youth Justice Services to annually prepare, a local Youth Justice Plan for submission to the national Youth Justice Board.
- 3.6 The annual Youth Justice Plan provides an overview of how the Youth Justice Service, the Youth Justice Service Strategic Management Board and wider partnership will ensure that the service has sufficient resources and infrastructure to deliver youth justice services in its area in line with the requirements of the National Standards for Youth Justice Services to:
- Promote performance improvement;
  - Shape youth justice system improvement; and
  - Improve outcomes for young people, victims and the broader community.

#### 4. PROPOSALS

- 4.1 It is proposed that the Youth Justice Service adopts the following Strategic Objectives and Priorities for 2024-2025 Plan.

**Re-offending** - reduce further offending by children who have committed crime with a particular emphasis on continuing the development of Service interventions that are structured, responsive, tailored to meet identified individual need and evaluated. (Both within Youth Justice Services and provided by external agencies).

**Early/Targeted Intervention, Prevention & Diversion** – sustain the reduction of first time entrants to the youth justice system by ensuring that creative strategies and services remain in place locally to prevent children from becoming involved in crime and anti-social behaviour.

**Remand, Custody & Constructive Resettlement** – demonstrate that there are robust and comprehensive alternatives in place to support reductions in the need for remands and custody. Ensure bespoke constructive resettlement packages are implemented at the earliest opportunity.

**Risk and Safety & Wellbeing (Asset Plus)** – ensure all children entering or at risk of entering the youth justice system benefit from a high quality structured needs assessment to identify risk of harm, safety and wellbeing concerns and desistance factors, to inform effective intervention and risk management.

**Restorative Justice** – ensure all victims of youth crime have the opportunity to participate in restorative justice approaches and restorative justice is incorporated in to the work undertaken with children who offend.

**Effective Governance** – ensure that the Youth Justice Strategic Management Board is a well constituted, committed and knowledgeable Board which scrutinises Youth Justice Service performance and drives continuous improvement.

**Voice of the Children** – ensure that all children are actively involved in developing their own plans and are encouraged and supported to inform current and future service delivery.

***‘Child First’** – ensure that the Child First principles are regularly reviewed and embedded within the Youth Justice Service and that every child has the opportunity to live a safe and crime free life, and make a positive contribution to society.*

**Education, Training, Employment** – Working in collaboration with partners i.e. Schools, Virtual School and One Stop Shop to ensure all children open to the YJS are actively engaging in some form of suitable ETE, thus reducing NEET numbers, increasing attendance and improving outcomes.

**Substance Misuse** – Working in collaboration with partners i.e. Horizons/START to improve and sustain the engagement of children open to the YJS within substance misuse services

**Serious Violence & Exploitation** – Working with and alongside all partners including the Police, MACE and Violence Reduction Unit to address and reduce serious violence and all forms of child exploitation

**Over Represented Children** - Identify and address any areas of over representation within the YJS cohort alongside the management board and partners.

## 5. RISK IMPLICATIONS

5.1 The strategic plan identifies key risk to future delivery as detailed in Section 8 of the plan these are:

- The unpredictability associated with secure remand episodes and secure remand length has the potential to place significant financial pressure on the Youth Justice Service and the broader Local Authority

- Managing the potential for reduction in YJB grant and partnership financial and 'in-kind' contributions pre and post 2024/25
- Performance on reoffending outcomes and impact on children
- Continued concerns around Serious Youth Violence, Criminal Exploitation and County Lines.

## **6. FINANCIAL CONSIDERATIONS**

- 6.1 There are no direct financial implications arising from this report.

## **7. LEGAL CONSIDERATIONS**

- 7.1 Crime and Disorder Act 1998 A local authority must submit a youth justice plan annually to the Youth Justice Board setting out (a) how youth justice services are to be provided and funded in their area and (b) how the YOTs established by them are to be composed and funded, how they are to operate and what functions they are to carry out. The plan must be published in such manner and by such date as the Secretary of State may direct.

## **8. CHILD AND FAMILY POVERTY CONSIDERATIONS (IMPACT ASSESSMENT FORM TO BE COMPLETED AS APPROPRIATE.)**

- 8.1 There are no specific additional consideration relating to child and family poverty arising from this report, however, such considerations are included in our assessment into the circumstances for children and young people and will, if necessary, have actions working alongside partners in place to seek to limit the impact upon children and families as a consequence of child poverty.

## **9. EQUALITY AND DIVERSITY CONSIDERATIONS (IMPACT ASSESSMENT FORM TO BE COMPLETED AS APPROPRIATE.)**

- 9.1 Equality and Diversity is considered within the report in relation to specific individual and groups of young people

## **10. STAFF CONSIDERATIONS**

- 10.1 There are no specific staff considerations arising from this report.

## **11. ASSET MANAGEMENT CONSIDERATIONS**

- 11.1 There are no specific asset management considerations arising from this report



## **12. ENVIRONMENT, SUSTAINABILITY AND CLIMATE CHANGE CONSIDERATIONS**

- 12.1 There are no specific environmental, sustainability and climate change considerations arising from this report

## **13. RECOMMENDATIONS**

- 13.1 To note and provide feedback on the local Youth Justice Plan (2023/2024).

## **14. REASONS FOR RECOMMENDATIONS**

- 14.1 The development of the Youth Justice Plan for 2024 – 2025 will provide the Youth Justice Service with a clear steer to bring about further reductions in youth offending and contribute to improving outcomes for children, young people and their families alongside the broader community.
- 14.2 The local Youth Justice Strategic Plan for 2024 – 2025 will establish responsibility across the Youth Justice Service and the Youth Justice Strategic Board for taking each improvement activity forward within agreed timescales.

## **15. BACKGROUND PAPERS**

- 15.1 The following background paper was used in the preparation of this report:
- Crime and Disorder Act 1998

## **16. CONTACT OFFICERS**

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# Hartlepool Youth Justice Service Strategic Plan 2024-25



<b>Service</b>	Hartlepool Youth Justice Service
<b>Service Manager/ Lead</b>	Roni Checksfield, Youth Justice Service Manager
<b>Chair of YJS Board</b>	Jo Heaney, Head of Commissioning, Strategy and Delivery (Children, Young People and Maternity - Tees Valley) North East & North Cumbria Integrated Care Board. (Chair Hartlepool YJS Management Board)

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4. Plan for the forthcoming year
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Appendix 2 – Budget costs & contributions 2024/25

## Foreword

Welcome to the 2024-2025 Hartlepool Youth Justice Strategic Plan. This plan sets out our ambitions and priorities for Hartlepool Youth Justice Service and the broader local Youth Justice Partnership for the next year.

The Safer Hartlepool Partnership, Community Safety Plan 2021-24 establishes a vision for the town:

“To make Hartlepool a safe, prosperous and enjoyable place to live, work and visit”

The Youth Justice Service and broader partnership has a key role in contributing to this vision, by continuing to deliver a high quality, effective and safe youth justice service that prevents crime and the fear of crime, whilst ensuring that children who do offend are identified, managed and supported appropriately, without delay.

In recent years Hartlepool has witnessed a significant reduction in youth crime. The local youth justice partnership has been particularly effective in reducing the numbers of children entering the youth justice system for the first time, but there still remains a need to drive down incidents of re-offending by children who have previously offended.

This will be achieved through a combination of robust interventions designed to manage and reduce risk of harm, support safety & wellbeing, restore interpersonal relationships, promote whole family engagement and achieve positive outcomes all wrapped around a “Child First” ethos. Encouragingly, Hartlepool Youth Justice Service alongside partners continues to maintain a strong health offer for all children and is constantly striving to build upon its restorative offer whilst ensuring that victims of youth crime also have a voice.

2023-2024 saw a continued increase in work placed upon the service, Turnaround continued to grow, the learning also continued around the new KPIs and the service continued to work alongside the OPCC and Community Safety partners with the Immediate Justice programme. Despite the added workload Hartlepool Youth Justice Service and the broader Youth Justice Partnership continue to help make Hartlepool a safe, prosperous and enjoyable place to live, work and visit.

In 2024-25 we will strive to continuously improve by:

- Maintaining and building upon the current Health offer with trauma informed practice at its core.
- Continuing to work with partners to develop a clear and consistent approach to all forms of child exploitation.
- Building on the improving YJS offer of a ‘whole family approach’
- Ensuring the Service maintains a ‘child first’ ethos.
- Continuing to maintain a creative Early/Targeted Intervention, Prevention and Diversion offer.

None of the above will be possible without the continued support and close working relationships of our partners and Children’s Services. In addition, these relationships allow us to mitigate the risks of reducing partnership budgets whilst maintaining the quality and effectiveness of the Service.

As always, the local authority and Strategic Management Board is extremely grateful for the skill, commitment and dedication shown by managers, staff, employees and volunteers of the YJS in continuing to support children who offend, or are at risk of becoming involved in offending.

On behalf of the Youth Justice Service Strategic Management Board I am pleased to pledge my support to and endorse the Youth Justice Strategic Plan 2024-25

**TO BE SIGNED OFF**

# 1. Introduction, vision, strategy & local context

## Introduction

The National Youth Justice System primarily exists to ensure that children between the age of 10 and 17 (who are arrested and charged with a criminal offence) are dealt with differently to adult offenders, to reflect their particular welfare needs.

In summary, children who offend are:

- Dealt with by youth courts;
- Given different sentences in comparison to adults and
- When necessary, detained in special secure centres for children.

It is the responsibility of the Local Authority and statutory partners to secure and coordinate local youth justice services for children in our area who come into contact with the Youth Justice System as a result of their offending behaviour. This is achieved through the established Youth Justice Services.

The primary functions of Youth Justice Services are to prevent offending and re-offending by children, reduce the use of custody and ensure all of the above are delivered with a “Child First” ethos embedded across the service.

Hartlepool Youth Justice Service was established in April 2000 and is a Multi-Agency service made up of representatives from Children’s Services, Police, Probation, Public Health, Health and Education. Hartlepool Youth Justice Service seeks to ensure that:

- All children entering the youth justice system benefit from a structured needs assessment to identify risk and protective factors associated with their offending behaviour in order to inform effective interventions.
- Courts and Referral Order panels are provided with high quality reports that enable them to make informed decisions.
- Orders of the Court are managed in such a way that they support the primary aim of the youth justice system, alongside managing risk of harm and ensuring there is due regard to the welfare of the child.
- Services provided to courts are of a high quality and ensure that magistrates and the judiciary have confidence in the supervision of children.
- Comprehensive bail and remand management services are in place locally for children remanded or committed to custody, or on bail while awaiting trial or sentence.
- The needs and risks of children sentenced to custodial sentences (including long-term custodial sentences) are assessed to ensure effective resettlement and management of risk.
- Those receiving youth justice services are treated fairly regardless of race, language, gender, religion, sexual orientation, disability or any other factor, and actions are put in place to address discrimination if identified

In addition to the above, the remit of the service has widened significantly in recent years due to both national and local developments relating to prevention, diversion and restorative justice and there is now a requirement to ensure that:

- Creative strategies and services are in place locally to prevent children from becoming involved in crime or anti-social behaviour;

- Out-of-court disposals deliver targeted and bespoke interventions for those at risk of entering the Youth Justice System
- Assistance is provided to the Police when determining whether Youth Cautions should be issued and
- Restorative approaches are used, where appropriate, with victims of crime and ensures that restorative justice is central to work undertaken with children who offend.
- The Turnaround Programme continues to meet targets in line with Government criteria

The Hartlepool Youth Justice Plan for 2024-2025 sets out how youth justice services will be delivered, funded and governed in response to both local need, national policy changes and in line with the Standards for children in the youth justice system 2019, our most recent HMIP inspection findings, ongoing HMIP Thematic reports and the YJB Strategic Plan 2024 - 2027. It also highlights how Hartlepool Youth Justice Service will work in partnership to prevent offending and re-offending by children and reduce the use of remands and custody ensuring we put the "Child First" throughout all processes.

## **Vision & Strategy**

Hartlepool's Children's Strategic Partnership has set out its vision for children within the town as follows:

### **Vision:**

Our ambition as a children's partnership is to enable all children and families in Hartlepool to have opportunities to make the most of their life chances and be supported to be safe in their homes and communities.

### **Priorities:**

- Children have opportunities to make the most of their life chances and are safe
- Improving family relationships, strengths, skills and ability to cope
- Reducing the impact of domestic violence, mental health, drugs and alcohol misuse on children and families
- Helping parents, carers and children to gain skills and get jobs

The Youth Justice Service, as part of the wider services for children, seeks to deliver on the vision and ambitions through a number of identified Youth Justice Service Strategic Priorities for 2024 - 2025.

In addition, these priorities align and overlap with the strategic priorities set by the Safer Hartlepool Partnership for 2021-24:

- Reduce Anti-Social Behaviour
- Reduce the harm caused by drug and alcohol misuse
- Reduce Domestic Violence

## Youth Justice Service Strategic Objectives and Priorities – 2024-2025

We will use our grant, partner contributions and available resources to deliver our services that enable us to work towards achieving the following objectives and priorities annually:

**Re-offending** - reduce further offending by children who have committed crime with a particular emphasis on continuing the development of Service interventions that are structured, responsive, tailored to meet identified individual need and evaluated. (Both within Youth Justice Services and provided by external agencies).

**Early/Targeted Intervention, Prevention & Diversion** – sustain the reduction of first time entrants to the youth justice system by ensuring that creative strategies and services remain in place locally to prevent children from becoming involved in crime and anti-social behaviour.

**Remand, Custody & Constructive Resettlement** – demonstrate that there are robust and comprehensive alternatives in place to support reductions in the need for remands and custody. Ensure bespoke constructive resettlement packages are implemented at the earliest opportunity.

**Risk and Safety & Wellbeing (Asset Plus)** – ensure all children entering or at risk of entering the youth justice system benefit from a high quality structured needs assessment to identify risk of harm, safety and wellbeing concerns and desistance factors, to inform effective intervention and risk management.

**Restorative Justice** – ensure all victims of youth crime have the opportunity to participate in restorative justice approaches and restorative justice is incorporated in to the work undertaken with children who offend.

**Effective Governance** – ensure that the Youth Justice Strategic Management Board is a well constituted, committed and knowledgeable Board which scrutinises Youth Justice Service performance and drives continuous improvement.

**Voice of the Children** – ensure that all children are actively involved in developing their own plans and are encouraged and supported to inform current and future service delivery.

**‘Child First’** – ensure that the Child First principles are regularly reviewed and embedded within the Youth Justice Service and that every child has the opportunity to live a safe and crime free life, and make a positive contribution to society.

**Education, Training, Employment** – Working in collaboration with partners i.e. Schools, Virtual School and One Stop Shop to ensure all children open to the YJS are actively engaging in some form of suitable ETE, thus reducing NEET numbers, increasing attendance and improving outcomes.

**Substance Misuse** – Working in collaboration with partners i.e. Horizons/START to improve and sustain the engagement of children open to the YJS within substance misuse services

**Serious Violence & Exploitation** – Working with and alongside all partners including the Police, MACE and Violence Reduction Unit to address and reduce serious violence and all forms of child exploitation

**Over Represented Children** - Identify and address any areas of over representation within the YJS cohort alongside the management board and partners.



## **Local Context**

Hartlepool Youth Justice Service (YJS) covers the local authority area of Hartlepool which is impacted upon by a range of social, economic and environmental factors.

Using the 2019 average score of the Indices of Deprivation, Hartlepool is the 10<sup>th</sup> most deprived area based on % of LSOA's in 10% of most deprived areas nationally. High levels of unemployment, crime and anti-social behaviour, domestic violence and substance misuse are all factors which provide significant challenges to the children we work with impacting on their behaviours and influencing outcomes.

According to the mid 2022 population estimates – ONS, the population of Hartlepool is in the region of **93,861** with approx.**9564** being between the ages of 10-17.

The BAME population in Hartlepool has seen an increase, however, continues to remain somewhat low in comparison to other areas locally, **4574** or **4.9%** of Hartlepool Population (Non-White ethnic groups, Census – ONS)  
10-17 BAME population – **662**

Current number of Children in our Care (CIOC), all ages – **331** (as at 31 March 2023, Hartlepool Performance Team)

Current CIOC figures 10–17 – **213** (as at 04 05 2023, Hartlepool Performance Team)

**\*\*At the time of writing this Strategic Plan there are 7 children open to the YJS who are CIOC.**

Hartlepool is served by 5 Secondary Schools, 1 Pupil Referral Unit (Horizon School) and Catcote Academy which caters for secondary and post-16 students with special educational needs. There are 4 Sixth Form providers two of which are located within Secondary Schools.

Hartlepool YJS has had to evolve over the years in response to changing local circumstances and economic factors. The current service is a traditional YOS model with two small operational teams delivering case management across Prevention/Diversion/Out of Court Disposals and Post Court Orders/DTO. The operational teams are supported by a Leadership Team which carry out day to day operational oversight, performance management, service planning and policies & procedures. There is also support from a small business admin team as well as sessional staff and Panel Volunteers who provide a very valuable service.

The YJS is constantly striving to ensure that the service is able to meet the current and future demands of service users, based on a 'fit for purpose' structure which supports high quality service delivery. Central to this is the recognition that all staff will need to be well equipped to deal with a wide variety of service user needs, and keep abreast of emerging areas of practice not least trauma informed practice, the developing body of knowledge and evidence surrounding County Lines, Modern Day Slavery and Serious Youth Violence as well as findings from HMIP and other relevant inspection bodies.

As with the majority of YJSs the service is dealing with smaller caseloads, however these are much more complex individuals with multiple risks and vulnerabilities, the main cohort are predominantly young males aged between 14 and 17, many of whom reside within Hartlepool's most deprived neighbourhoods. Although not mutually exclusive, the common criminogenic and welfare issues prevalent amongst this cohort are identified as:

- higher than average mental health needs
- higher levels of drug and alcohol use than for the general population
- low educational attachment, attendance and attainment
- having family members or friends who offend

- higher than average levels of loss, bereavement, abuse and violence experienced within the family – historical trauma
- a history of family disruption
- chaotic and unstructured lifestyles
- Vulnerable to all elements of exploitation

Alongside this cohort of young males, there is another cohort of young females of similar age 14-17, whom although perhaps not as prolific in terms of reoffending, are of significant concern due to multiple complex issues which are more welfare-orientated. These include: Substance misuse, chaotic lifestyles, and sexual exploitation, missing from home and family breakdown.

Again, as with the male cohort, young females who are offending are noted to have a higher prevalence of poor emotional well-being.

As can be seen from the figures above Hartlepool does have a relatively low BAME percentage compared to locally and regionally, however the service does have the necessary training and skills to respond to work with children from a BAME or other diverse background. More notably the number of Children in our care (CIOC) does fluctuate within the YJS cohort, the data is regularly analysed and there is ongoing work with partners and carers in order to ensure appropriate actions are in place to support this vulnerable group of children. This is a strategic priority and actions and progress is reported to the Strategic Management Board on a quarterly basis.

Working in partnership is key to supporting a greater understanding of these underlying issues and addressing them in a holistic and co-ordinated way to provide “pathways out of offending”, reduce crime and break the cycle of offending behaviour across generations.

## **2. Governance, leadership and partnership arrangements**

### **Governance:**

The Youth Justice Service is part of Hartlepool Borough Councils Children & Joint Commissioning Services Department which also includes Children’s Social Care and Early Help services. The Management Board is chaired by Jo Heaney, Head of Commissioning, Strategy and Delivery (Children, Young People and Maternity - Tees Valley) North East & North Cumbria Integrated Care Board.

The board is made up of representatives from Children’s Social Care, Police, Probation, Public Health, Courts, Education, Youth Support Services, and Office of the Police & Crime Commissioner, Community Safety, VCS and elected members.

Effective integrated strategic partnership working and clear oversight by the Management Board are critical to the success and effective delivery of youth justice services in Hartlepool. The board is directly responsible for:

- Determining how appropriate youth justice services are to be provided and funded;
- Overseeing the formulation each year of the youth justice plan;
- Agreeing measurable objectives linked to key performance indicators as part of the youth justice plan;
- Ensuring delivery of the statutory aim to prevent offending by children and children;
- Giving strategic direction to Youth Justice Service Manager and Youth Justice Service Team;
- Providing performance management of the prevention of youth crime and periodically report this to the Safer Hartlepool Partnership;

- Ensuring that Standards for children in the youth justice system 2019 and the Child First ethos are embedded across the whole service and audits are completed within required timescales;
- Promoting the key role played by the Youth Justice Service within local integrated offender management arrangements;
- Advocate on behalf of the YJS within their own service areas and beyond, specifically supporting the YJS to overcome barriers to effective Multi-Agency working;
- Oversight of all data submissions to the YJB ensuring timeliness, especially conditions set out in the YJB grant;
- Ensuring the recommendations outlined in YJB papers and HMIP inspection reports/thematic reviews are addressed and monitored at board meetings

The Management Board is clear about the priority areas for improvement, and monitors the delivery of the Youth Justice Strategic Plan, performance and prevention/diversion work. It is well attended and receives comprehensive reports relating to performance, finance and specific areas of service delivery.

Members of the Board are knowledgeable, participate well in discussions and are members of other related boards, such as the Local Safeguarding Children's Board, Safer Hartlepool Partnership and Health and Wellbeing partnerships as well as the Cleveland Criminal Justice Board, all of which contribute to effective partnership working at a strategic level. Board meetings are well structured and members are held accountable.

During 2023/24 board members attended an updated YJS Board Induction and interactive bite size sessions on the recently published Management Board guidance and Child First/Voice of the Child. These sessions will be reviewed and updated for delivery again this year alongside any further updates.

### **Leadership/Structure**

Hartlepool Youth Justice Service has a total staff team of **29**, which includes 3 seconded staff, and 2 sessional workers (**Staffing structure attached at Appendix 1**). Within this figure the service benefits from a team of 5 active volunteers who are Referral Order Panel members. All staff and volunteers are subject to Disclosure and Barring Service (DBS) checks which are renewed every three years.

There are also 3 external staff commissioned into the service 1 x PT (0.3) Speech and Language Therapist (SALT) (funded by the YJS), 1 x PT Clinical Psychologist (funded by the ICB) and 1 x PT (0.1) Educational Psychologist (funded by the YJS).

Via the Violence Reduction Unit (CURV) 4 x Custody Navigators have been employed, they are located in the central Custody Suite (Middlesbrough) and engage all children entering the Custody Suite, with a view to support, guide and direct them to further support and the relevant YJS. (These are not included in the total staff team numbers)

At the time of writing this report all statutory partners have seconded staff within the YJS or have provided direct pathways i.e. Health, Education, Police, Social Care and Probation.

The YJS delivery model has been reconfigured and restructured during the last year to ensure the service remains sufficiently flexible to address future challenges. This will continue to be achieved through a generic case management and intervention delivery model, across pre and post court functions. This will ensure maximum resilience, capacity and flexibility to meet the needs of children and the service as a whole.

The current YJS structure aims to consolidate areas of strong performance and effective practice, whilst also providing a dynamic framework to respond to emerging priorities, recognised both by the Local Authority and key partners.

This model (alongside the YJS strategic plan) allows the organisation and the wider YJS partnership to action the priorities for service delivery and to achieve best outcomes for children across the range of statutory and preventative services.

The Assistant Director (AD), Children & Families is also the designated Head of Service for the Youth Justice Service with a service manager having responsibility and oversight for all elements of service delivery. The AD reports directly to the Director of Children's Services (DCS).

### **Partnership Arrangements**

Hartlepool Youth Justice Service is a statutory partnership which includes, but also extends beyond, the direct delivery of youth justice services. In order to deliver youth justice outcomes it must be able to function effectively in both of the two key sectors within which it operates, namely:

- Criminal justice services.
- Services for children and their families.

The Youth Justice Service contributes both to improving community safety and to safeguarding and promoting the welfare of children and in particular protecting them from significant harm.

Many of the children involved with the Youth Justice Service are amongst the most vulnerable children in the Borough and are at greatest risk of social exclusion. The Youth Justice Service's Multi-Agency approach ensures that it plays a significant role in meeting the safeguarding needs of these children. This is achieved through the effective assessment and management of safety & wellbeing and risk, through working in partnership with other services, for example, Children's Services, Health, Education, Secure Estate and Police to ensure children's wellbeing is promoted and they are protected from harm. Regular ongoing communication, meetings, joint training opportunities and speedy information/intelligence sharing ensure ongoing strong links and relationships.

All high-risk cases can be escalated to either one or both of the Multi Agency Child Exploitation team (MACE) or the Strategic Risk Management Group, the Youth Justice Service has representation on both groups which meet monthly.

Discussions around serious youth violence, criminal exploitation and county lines are conducted within these forums ensuring tight plans are implemented and strategic management oversight is afforded

The YJS also has good links into the Voluntary and Community Sector (VCS), the VCS are represented on the Management Board.

The YJS has both operational and strategic representation on the following forums that all contribute to the support of children in the justice system.



### 3. Update on the previous Year 2023-2024

#### Progress on previous strategic priorities

#### Youth Justice Strategic Priorities 2023/24

**Re-offending** - reduce further offending by children who have committed crime with a particular emphasis continuing on the development of Service interventions that are structured, responsive and tailored to meet identified individual need and evaluated. (Both within Youth Justice Services and provided by external agencies).

#### Key Actions

- Undertake quality assessments of children at risk of re-offending, ensuring risks, desistance factors and needs are identified which inform effective intervention planning
- Continue to improve interventions delivered, through innovation and collaboration where appropriate

- Improve intelligence and timely information sharing relating to those children who are at risk of offending, to inform service-wide improvement activity or targeted work
- Continue to improve the 'Child First' approach and Health offer within the service and with partners
- Continue to undertake scoping activities in relation to retaining both the Speech & Language Therapist, Trauma Informed Care Pathway and Emotional Wellbeing pathways within the YJS beyond March 2023

#### **Update**

- All of the above actions have been achieved.
- Hartlepool YJS now run a Reoffending report from Child View and are utilising the tracker available. The information being provided is more timely and allows us to update Leadership meetings and Management boards much quicker with data and analysis
- Senior representation at the regional Reoffending Group chaired by the OPCC
- Since the inception of the Multi Agency Child Exploitation team (MACE) there are now far greater sources of intelligence alongside the Police and partners which aids service wide improvements and targeted work.
- Reoffending figures do however continue to fluctuate and there has been some considerable increase in time between charge and outcome for those children open under the National Referral Mechanism (NRM).

#### **Concerns**

- As indicated above the length of time children and courts are waiting for NRM outcomes, this can have a considerable effect on the number of adjournments with minimal oversight of these children during this period – There are ongoing discussions with the SCA, judiciary and within the local authority.

**Early & Targeted Intervention/Diversion** – Continue to prioritise a reduction in first time entrants to the youth justice system by ensuring that creative strategies and services remain in place locally to prevent children and children from becoming involved in crime and anti-social behaviour.

#### **Key Actions**

- Maintain and enhance the YJS Early & Targeted Intervention programme "CHOICES" across Children's Services and the partnership
- Operate a targeted approach to supporting individuals and groups of children at risk of offending - based on intelligence and collaborative working with key partners (Police, ASB, Early Help, Voluntary Community Sector, Schools, etc.)
- Work with the Multi Agency Child Exploitation team (MACE) and partners to reduce and respond to Child exploitation
- Ongoing trend analysis of past and current FTE's to identify key themes and responses
- Ongoing briefings to key partners (such as Police and Social Care) to emphasise and promote the Prevention and Diversion agenda
- Continue to review and deliver our point of arrest diversion as a distinct and substantially different response to formal out of court disposals
- Continue to review the Diversion & Prevention strategy in place ensuring it includes how children are identified for diversion/prevention, how the services are delivered, by whom and how success is evaluated.

#### **Update:**

- All of the above actions were achieved
- Early & Targeted Intervention programme, CHOICES is continuing to receive referrals from within Children's Services.
- The service continues to work directly with children through our diversionary offer of Restorative Intervention and both Triage 1 and 2, all referrals are via the Police and Courts.

- The Turnaround programme continues to add a further offer alongside Preventions & Diversion
- Immediate Justice (Making Good) went live on the 25 Sept 23 and referrals are ongoing

### **Concerns**

- There had been a significant amount of changes and increased workload placed on YJSs nationally with the introduction of Turnaround, Immediate Justice and the added KPIs. These changes took time to implement, however are now embedded within service delivery. The next challenge and concern is Turnaround ending in March 2025 and how as a service we will be in a position to look at alternatives with the resources to hand.

**Remand and Custody & Resettlement** – demonstrate that there are robust and comprehensive alternatives in place to support reductions in the use of remands and custody and the YJS Resettlement Policy is reviewed and evaluated.

### **Key Actions**

- Monitor and maintain the use of Compliance Panels to ensure continued effectiveness
- Ensure the Service provides intensive packages of supervision and support to high intensity orders and bail arrangements
- Ensure that the needs of children in custody and the factors relating to their offending behaviour are addressed in the secure estate to prevent further offending upon release
- Continue to review and evaluate the Resettlement Policy in place for children upon release from the secure estate (HMIP Youth Justice inspection framework, standard 4.1 Resettlement, May 2021)
- Regularly review capacity to deliver ISS, and resource appropriately, through a multi-agency approach

### **Update**

- All of the above was achieved
- We continue to utilise and review our current Resettlement Policy.
- We continue to work closely with the courts and partners to ensure all children receive the best support available.
- The Teesside Court User Group is due to be re implemented in June 2024
- Hartlepool YJS are part of the YRO (ISS) pilot which commenced on the 3<sup>rd</sup> July 23.

### **Concerns**

- There continues to be a national shortage of suitable regulated local placements for children remanded to local authority accommodation which places huge challenges both financially and operationally on the authority, service and most importantly the children and their families. There are ongoing strategic discussions nationally.

**Risk and Safety & Wellbeing (Asset Plus)** – ensure all children and children entering or at risk of entering the youth justice system benefit from a structured needs assessment to identify risk of harm, safety and wellbeing concerns and desistance factors, to inform effective intervention and risk management.

#### **Key Actions**

- Continued Asset Plus refresher training, ensuring robust assessment of a child's needs
- Work in partnership with other agencies to ensure there is a co-ordinated assessment and plan relating to a child's risk and safety & wellbeing
- Implement an audit cycle/performance clinic to ensure assessment and plans are meeting the appropriate quality standards through robust and transparent quality assurance and feedback.
- Ensure that desistance factors are identified and analysed in all assessments of every child subject to YJS supervision through quality assurance and staff supervision.
- Attendance and contribution to YJB Regional Effective Practice groups and peer collaboration with Tees Valley and North East YJS colleagues
- Ongoing internal staff training and workshops to benchmark quality standards in the management of risk and safety & wellbeing
- Continue to work alongside the partnership to identify suitable interventions and pathways for children and children criminally exploited and potentially being drawn into County Lines activity

#### **Updates**

- All above achieved with NO CONCERNS

**Restorative Justice & Victims** – ensure all victims of youth crime have the opportunity to participate in restorative justice approaches and restorative justice is incorporated in to the work undertaken with children who offend.

#### **Key Actions**

- Ensure that victims of youth crime have the opportunity to participate in restorative justice approaches leading to improved outcomes for victims
- Continue to use restorative practice across all aspects of the Youth Justice Service
- Regularly re-visit, review and develop practice and process around Referral Order panels to ensure increased involvement from victims, panel members, children and their families
- Continue to develop the in-house RJ 'offer' to consolidate and embed current and better integrated working practices – including the victim's evaluation

#### **Updates**

- RJ continues to be a priority area across all service delivery
- We are seeing an increase in Victim participation
- Victim evaluation & feedback is improving
- We continue to provide a suite of suitable reparation projects and will aim to source projects in line with the child's voice.
- The current YJS Victim Policy is being updated and re written in line with the new Victims Code

**Effective Governance** – ensure that the Youth Justice Strategic Management Board is a well constituted, committed and knowledgeable Board which scrutinises Youth Justice Service performance.



### **Key Actions**

- The Youth Justice Management Board will provide oversight and scrutiny of the service action plan and performance
- Ensure Management Board members attend regular development and shadowing opportunities as provided by the YJS Manager.
- Continue to review the Terms of Reference for the YJS board to ensure it is fit for purpose and includes appropriate representation and contribution of all statutory partners.
- Attendance and representation at YJB Regional executive meetings with colleague YJS Managers from the North East – to share learning and Governance issues to improve wider regional service delivery

### **Update**

- All of the above was achieved
- There is a continued programme in place for all board members
- Board members will be offered a number of bite size sessions to upskill and aid their knowledge of the service, service delivery and requirements etc.
- Board members are regularly reminded to prioritise their attendance at the quarterly board meetings

**Voice of the Children** – ensure that all children are actively involved in developing their own plans having the opportunity to develop and inform current and future service delivery

### **Key Actions**

- Ensure children's involvement in relation to their assessment and plans is clearly evidenced within the records.
- Children to be actively involved in developing their own plans and their comments are captured at implementation, review and closure of all plans
- The service will ensure children are provided with opportunities to influence and shape service delivery – through access to, and completion of, Survey Monkey feedback, session evaluations, closure summaries and SAQ
- YJS leadership team to hold regular evaluation/feedback meetings to ensure all comments are seen and actioned where required and findings shared at quarterly management board meetings

### **Update**

- Considerable work has been undertaken across the service with all staff, the implementation of a Child First operational guidance includes how we capture the voice of the child and more importantly what we do with the findings. The Voice of the Child continues to be captured via SAQ, sessional feedback sheets, Survey Monkey and Closure Summaries, all findings are analysed at Leadership meetings and produced at board meetings for further scrutiny and action.

**'Child First'** – ensure that the Child First principles are regularly reviewed and embedded within the Youth Justice Service and that every child has the opportunity to live a safe and crime free life, and make a positive contribution to society.

### **Key Actions**

- Prioritise the best interests of children, recognising their needs, capacities, rights and potential.
- Encourage children's active participation, engagement and wider social inclusion.
- Ensure that all work carried out by the service is a meaningful collaboration with children and their parents/carers.
- The YJS will promote a childhood that is removed from the Justice System, using prevention, diversion and minimal intervention and that all work minimises stigma.

### **Update**

- We continue to advocate strongly on the "Child First" ethos embedded with the YJS

- Guidance clearly highlights what is expected throughout Assessment, planning, interventions, reviews and closures for all children within the YJS.
- The above is monitored by way of children feedback and evaluation as well as via supervision, QA, case audits and direct 1:1 with the child.

**Education, Training, Employment** – Working in collaboration with partners i.e. Schools, Virtual School, One Stop Shop etc. to ensure all Children open to the YJS are actively engaging in some form of suitable ETE, thus reducing NEET numbers and increasing attendance and attainment.

### **Key Actions**

- Ensure Education is suitably represented on the Strategic Management Board
- Education reports are submitted by partners for each Strategic Management Board meeting and contain as a minimum, how many children are not receiving their education entitlement, how many are excluded, on part time timetables or electively home educated. This data should be analysed to identify any disproportionality and care status of the child. The number of children who have Education and Health Care plans (EHCP) who are open to the service should be provided.
- Encourage children's active engagement with their respective education provider
- Continue to build upon the monthly Education meetings with all education partners
- Continue working in collaboration regarding children with EHCP/SEN

### **Update**

- Education reports are now presented at every quarterly management board meeting, data is provided on how many children are not receiving their education entitlement, how many are excluded, on part time timetables or electively home educated. This data is analysed to identify any disproportionality and care status of the child. The number of children who have Education and Health Care plans (EHCP) who are open to the service is also provided, analysed and discussed.
- Our education support is growing and our communication and challenge with education providers is vastly improving. We have recently secured the time of an Education Psychologist (1 day weekly) which is proving very beneficial for both children and staff.

### **Concerns**

- There are still far too many children receiving exclusions/suspensions. There is a need for Schools, Academies and education providers to engage and where needed reach out to wider services in a more timely manner.

**Serious Youth Violence & Exploitation** – Working in collaboration with the MACE, Police and all other partners to ensure that all forms of serious youth violence and exploitation are identified and suitable plans implemented to reduce the risks.

### **Key Actions**

- Continue to have representation at all MACE meetings
- Ensure any identification of potential exploitation via assessment and ongoing work is referred into the MACE straight away
- Alongside partners ensure NRM referrals are completed for all relevant children and followed up
- Build upon the risk management meetings (RMM) convened by the YJS ensuring all actions are completed, safety plans are in place and suitable contingency plans are identified
- Continue to ensure senior YJS representation at all relevant strategies/complex case discussions and mapping meetings
- Continue to have senior representation at all PREVENT meetings
- Continue to work alongside the OPCC/Police and all partners in improving and sustaining the Violence Reduction Unit - CURV

### **Update**

- The YJS have senior representation at all MACE meetings
- All ongoing NRM and potential NRM are discussed and scrutinised at the MACE meetings
- The YJS attend monthly Police Tactical Control Group and Multi Agency Risk of Serious and Organised Crime meetings to discuss in depth Organised Crime Groups, Criminal Peer Groups and any children potentially linked to these
- Regular staff training is made available by the LA re exploitation, County Lines and all forms of Modern Day Slavery
- RUI continue to be analysed in monthly leadership meetings and scrutinised alongside serious youth violence offences with the Police and CPS, daily data spreadsheets are produced by the seconded Police Officer giving live updates on all cases.
- The 3 Cleveland YOTs have strategic representation across all tiers of the VRU (CURV)
- Via CURV and with management oversight by the Cleveland YJSs we have 4 x Custody Navigators in post, this ensures earlier engagement with all children entering the Custody Suite.

### **Concerns**

- We still don't appear successful as a partnership in disrupting and prosecuting potential perpetrators of CCE

**Substance Misuse** – Working in collaboration with partners i.e. Horizons/START to improve and sustain the engagement of children open to the YJS within substance misuse services.

### **Key Actions**

- Ensure Substance Misuse providers are suitably represented on the Strategic Management Board
- Regular reports/updates submitted to the Strategic Management Board by Substance Misuse providers
- Ensure the continued working arrangements/pathways are embedded between the YJS and Substance Misuse partners
- All children and children identified as needing support are actively encouraged to engage with appropriate Substance Misuse services

### **Updates**

- All of the above has been achieved
- Pathways into SM services are maintained with regular communication and their representation at board meetings
- 3 way introductory meetings are now held, where required with children, YJS and START to discuss and encourage engagement with the service.
- There will always be work to do in encouraging and maintaining a child's engagement with SM services, however we are seeing more creative methods being implemented.

**Over represented children** – Identify and address any areas of over representation within the YJS cohort alongside the management board and partners

### **Key Actions**

- Ensure a quarterly Needs Analysis of the YJS cohort continues to be presented at each Management Board for analysis of over representation and ongoing needs/gaps within service delivery
- Continue to scrutinise all HMIP Thematic report findings i.e. the over representation of Black and Mixed Heritage boys, Looked After Children, Stop and Searches/strip searches etc and ensure discussions and any potential actions are agreed and implemented by the management board

### **Update**

- Disproportionality is now an agenda item within the YJS managers report to quarterly management boards highlighting over representation. Discussions undertaken and all actions are formulated and monitored.
- Stop Searches and Strip Searches are monitored and all information/data discussed at Management Board meetings.
- Regular ongoing discussions with all partners including Police and Social Care are undertaken to address and look at potential actions for any areas of over representation within the service.

## **Performance over the previous year**

### **Binary reoffending rate**

Work has now been completed by the Data team, YJS leadership team and Business support to set up the reoffending toolkit within our management information system Child View, this data is very useful and informative for management boards and any reports requested.

We continue to establish and embed a collaborative Multi-Agency solution and response to reoffending. Strong communication across Children's Services and Cleveland Police ensures regular discussions/mapping meetings are being undertaken with clear accountable actions for everyone. Alongside this the YJS puts a great deal of focus on their Multi-Agency risk management meetings for those small numbers of cases posing the highest risk of reoffending.

The YJS have representation on the Cleveland Reducing Reoffending Group which feeds into the Cleveland and Durham Local Criminal Justice Partnership. There is also representation on the Cleveland Prevention and Diversion, and Youth Offending sub-groups.

The information below are local reports tracked through our MIS Child View and gives a timelier update on reoffending data. It's worth noting that the cohorts highlighted below are tracked from their start date for 12 months tracking and a further 6 months to ensure there is nothing outstanding, this is in line with the MOJ/YJB tracking model.

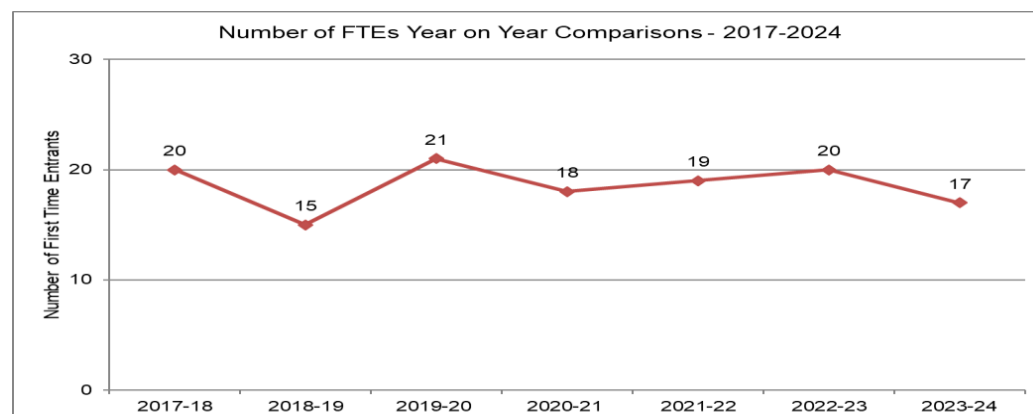
Latest last 4 Qtrs. reoffending Binary rates:

- Binary rate – Jan 22 – Mar 22 cohort – 24%
- Binary rate – Apr 22 – Jun 22 cohort - 28%
- Binary rate – Jul 22 – Sept 22 cohort – 47%
- Binary rate – Oct 22 – Dec 22 cohort – 28%

As can be seen from the figures above reoffending binary rates do fluctuate. It continues to be an area of priority for the YJS and partners to identify these YP earlier and offer suitable packages of support.

### **First time entrants**

Hartlepool YJS continue to work hard in reducing and sustaining those reductions in FTE, the last 3 years have seen a bit of a levelling off of FTE and numbers have fluctuated minimally. 2023-24 has seen a reduction of **15%** in FTE compared to 2022-23. Our Early and Targeted Intervention programme – Choices, alongside Turnaround and our diversionary offer of Restorative Intervention (RI) and both Triage 1 & 2 ensure we have robust offers in place to intervene and divert children away from the criminal justice system. Furthermore we worked directly with 41 children last year across Triage (36), Triage 2 (1) and RI (4) who may have become FTE.



### **Use of custody**

There has been 1 remand to Youth Detention Accommodation in 2023/24 and 2 custodial sentences, these are very similar to 2022/23.

Hartlepool YJS have a clear process for alternatives to custody through the offer of Bail/ISS packages and utilisation of pre-breach compliance meetings for those at risk of custody via non-compliance. Hartlepool YJS alongside other North East colleagues are also participating in the YRO (ISS) Pilot which commenced in July 2023, to date we have had 2 children use the pilot.

Year	Remands	Custody
2019-20	1	2
2020-21	0	2
2021-22	0	1
2022-23	2	2
2023-24	1	2

### **Additional key performance indicators (KPIs)**

It is a requirement of the service to report on the following new key performance indicators, our first submission was August 2023 and quarterly thereafter (this is very much an ongoing learning process). The YJS have very recently purchased the KPI reporting tool from CACI for their MIS Child View, and are hoping to be in a position very shortly to provide more updated, accurate and in depth data on the below KPIs.

### **Suitable accommodation – *The proportion of children in suitable accommodation at the end of their order***

We know that access to safe and suitable accommodation reduces the risk of reoffending.

This KPI indicates how many children are in suitable/unsuitable accommodation.

This will allow us to understand and evidence the barriers in order to escalate with partners, and to target support when children are in unsuitable accommodation.

The YJS have senior representation on the local authority housing and accommodation panel. Attendance at all relevant Social Care meetings and ongoing communication will ensure we are able to identify suitable/unsuitable accommodation and challenge/address where needed.

**Education, training and employment – *The proportion of children in suitable ETE at the end of their order***

There are established links between low educational engagement and attainment and the risk of childhood offending. This KPI will highlight where children are not in suitable ETE to help us to escalate concerns with ETE providers. At a wider level, this data will allow the MoJ and YJB to understand where the wider system acts as a barrier to a child's desistance and raise these with relevant other government departments if necessary. There is senior representation from the Virtual School and Post 16 service at management boards and a consolidated report is produced quarterly. There are also monthly internal education meetings.

**Special educational needs and disabilities/additional learning needs – *The number of children with a formal plan in place as a proportion of children with identified SEND/ALN.***

Identifying SEND/ALN and providing support early is key to a child's educational engagement and attainment. This KPI should highlight where children are not receiving SEND/ALN support, to provide the evidence for us to escalate concerns with ETE providers.

Via the Virtual School, pathways have been implemented with the SEND team. Regular ongoing communication, attendance at meetings and suitable challenge should ensure we are able to monitor and record sufficiently.

**Mental health care and emotional wellbeing – *The number of children with a screened or identified need for a mental health (MH) or emotional wellbeing (EW) intervention at the end of their order as a proportion of number of children with an order ending in the period.***

Rates of poor mental health are higher for children across all stages of the youth justice system than in the general population. We need to monitor access to mental health interventions so we can escalate concerns (at the appropriate level) where children are not receiving access to support for mental health and emotional wellbeing.

The YJS have a very good health offer via the YJS nurse specialist, Speech and Language therapist, Clinical Psychologist for the Trauma Informed Care Pathway (TICP) and Educational Psychologist. All have access to their own service systems and information and speedier (at times) processes for further referrals

**Substance misuse – *The number of children with a screened or identified need for intervention or treatment to address substance misuse at the end of their order as a proportion of number of children with an order ending in the period.***

Children in the youth justice system are particularly vulnerable to substance misuse. We need to monitor access to substance misuse interventions and treatment so that we can escalate concerns where children are not receiving access to support for substance misuse.

The HOS Substance Misuse attends the management boards and produces a quarterly report. There are pathways/referral routes in place to ensure a speedy process and regular information sharing.

**Out-of-Court Disposals – *The number of children who completed OOC intervention programmes in the period as a proportion of the number of children with an OOC intervention programme ending in the period.***

An increasing number of cases supervised by the YJS are now out-of-court-disposals (OOC). We need to ensure that interventions attached to these are completed and that children achieve a positive outcome.



We have a considerable amount of data and information available on all children engaging with the service via an OOC as well early/targeted intervention and Turnaround.

**Links to wider services – *The proportion of children connected to or supported by wider care and support services at end of order.***

Real, effective multi-agency working is essential to reducing offending and reoffending. We need to engage consistently and proactively with other services to ensure holistic support and the early identification of risk. This KPI will help us to understand where we have good information sharing in place with social care and early help services etc.

The YJS are in a position to clearly highlight and indicate the links to wider services and outward referrals made

**Management board attendance – *The number of senior partners attending management boards (MBs) out of five***

It is vital for YJSs to have strong leadership and consistent senior level representation at management boards. This KPI will indicate when there we have an issue in this area.

This will be monitored on a quarterly basis and board members politely reminded of attendance on an ongoing basis.

**Serious violence – *The number of proven serious violence offences as a rate per 100,000 of the 10-17 population (2021).***

Serious Violence rates have increased and given the severity/ consequences of this particular form of crime, this is a high priority concern. Data on this will provide a more accurate picture and help to direct local, regional and/or national action to prevent and tackle knife and gang-related crime.

The YJS has an excellent ongoing working relationship with Cleveland Police and is well represented within CURV where regular ongoing meetings are held to identify, discuss and analyse all elements of Serious Violence.

**Victims – *The number of victims engaged with on Restorative Justice opportunities as a proportion of total number of victims who consent to be contacted.***

All YJSs have a statutory duty to provide support to victims. YJSs need to ensure compliance with the Victims' Code to protect the rights of victims.

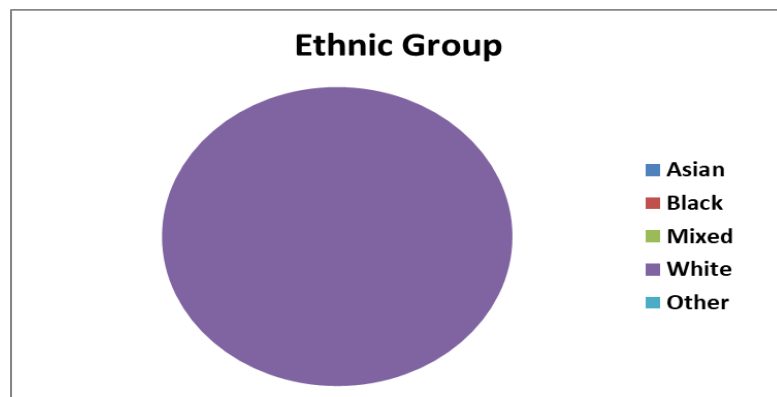
A lot of work is carried out with victims of crime, the YJS RJ worker contacts all victims ascertains their willingness to engage and follows very clear processes. All data is collected and stored securely on the MIS. We are in the process of updating our Victim Policy in line with the recently published Victims Code.

**Local performance**

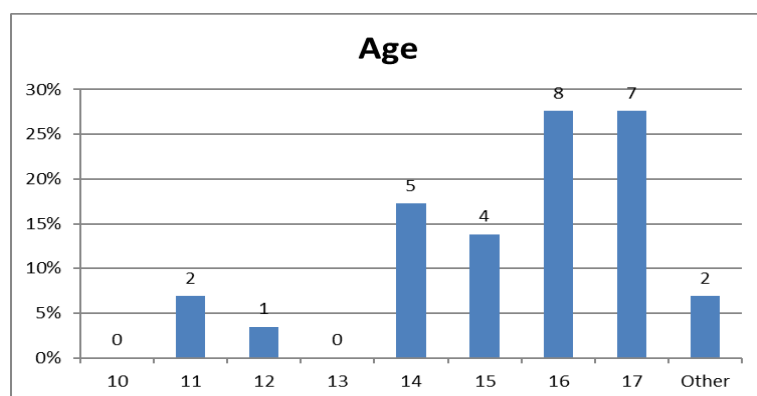
The service is dealing with smaller caseloads consisting of very complex individuals with multiple risks and vulnerabilities. Hartlepool YJS carry out a quarterly Needs Analysis of all children open to the service to ensure we thoroughly understand the collective needs of the children and ensure the service is able to respond to this. The Needs Analysis enables the service and partnership via Management Board meetings to have a good snap shot of the current cohort's complexities and potential gaps within delivery, services and areas of concern as well as any areas of over representation. Recent analysis reveals a cohort with many having very difficult home lives, they display much broader lifestyle choices i.e. substance misuse and the need to generate money to maintain this. This also reflects the national and regional picture in terms of caseload composition.

The information below was taken from the latest YJS Needs Analysis on the 08 05 24 and discussed at the management board on the 14 05 24.

The analysis was undertaken on 29 completed assessments.



*Of the 29 CYP, all are white.*



*Ages are spread across the spectrum with the youngest being 11*

*The majority of the cohort are made up of 16 and 17 year olds*

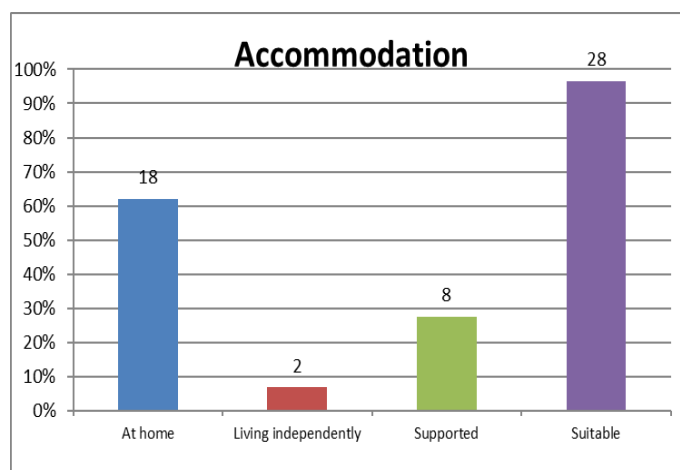
*There are 5 Females within this analysis*

*18 CYP are classed as living at home, this is either with parents or an extended family member i.e. Auntie/Uncle, Grandparents etc.*

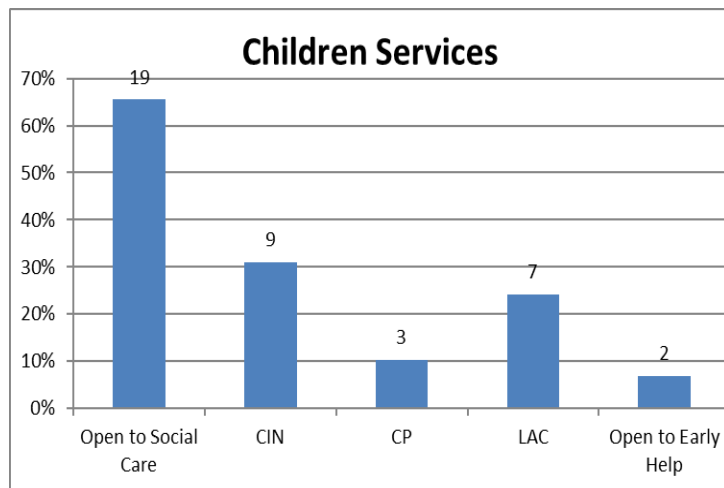
*8 x YP are classed as living in Supported accommodation, 2 are placed out of area and 6 placed in Hartlepool.*

*2 children are living independently.*

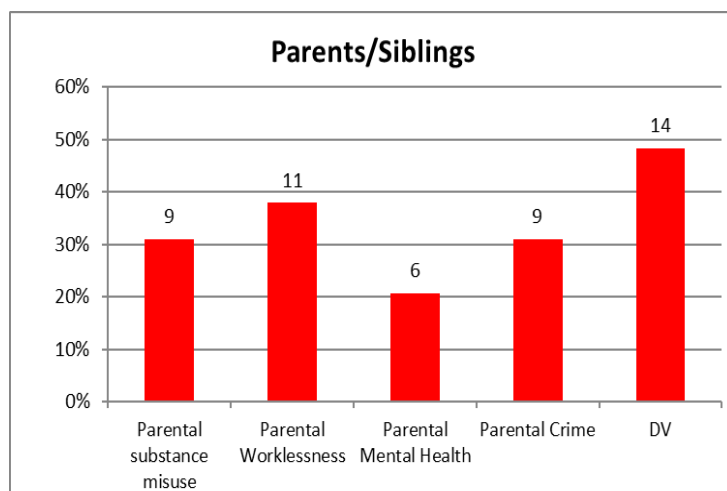
*Accommodation is currently deemed suitable for 28 of the 29 children assessed, 1 child is splitting time between parents and mates sofa.*







*Of the 29 CYP 19 are currently open to Social Care.  
 7 x CIOC  
 3 X CP  
 9 X CIN  
 2 are also open to Early Help*

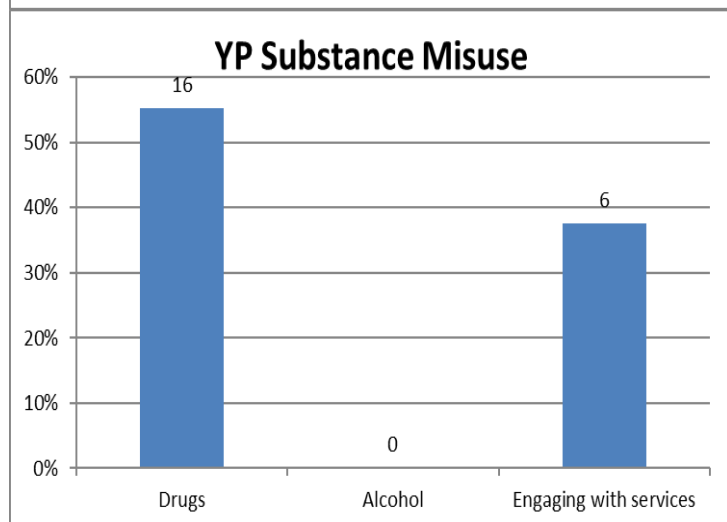


*These figures equate to 15 CYP from the 29 assessed.*

*Of the 9 parents identified as using substances 2 are engaging with services*

*Of the 6 parents identified with MH issues 3 are engaging with services*

*9 CYP have witnessed DV, 3 have been perpetrators and 2 have been a victim*

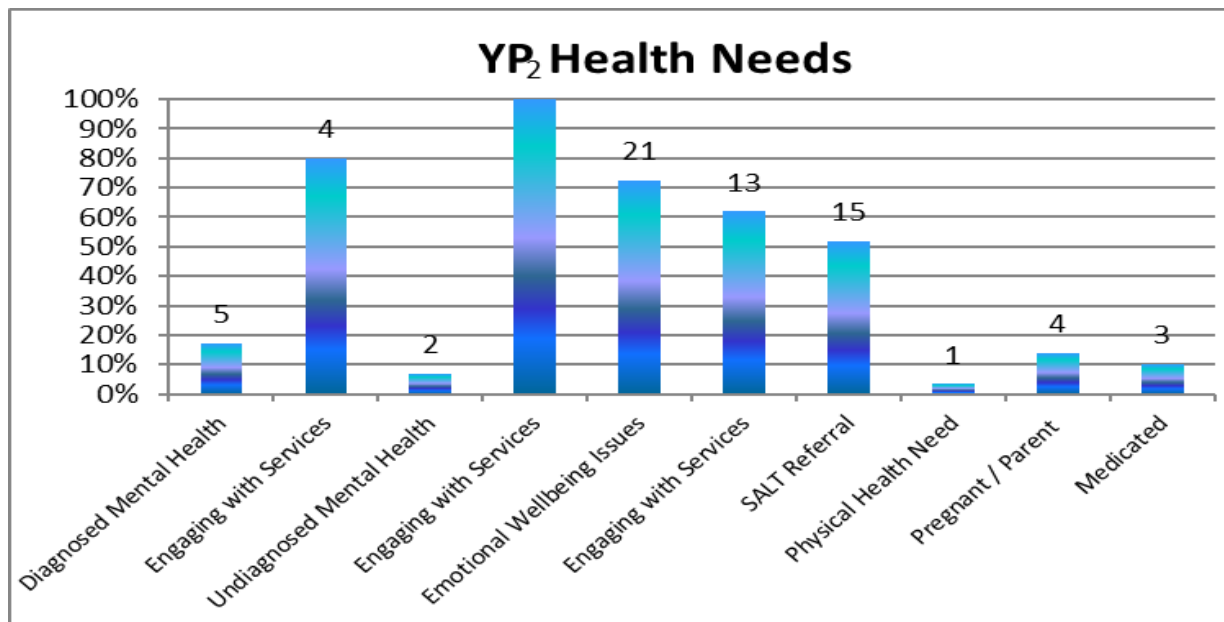


*Of the 29 CYP assessed 16 have admitted using substances.*

*Of these 16, 6 are actively engaging with SM services.*

*YJS staff actively encourage all CYP to accept and engage with referrals to START*

*YJS staff do deliver level 1 SM work to all CYP refusing referrals.*



*Of the 5 CYP with a diagnosed MH issue 4 are actively engaging with services*

*Of the 2 CYP identified with undiagnosed MH issues both are engaging with services*

*A very high proportion of CYP have EWB issues of the 21 identified 13 are actively engaging with services*

*15 CYP have been referred into the SALT and all are engaging*

*There 1 Child identified as having physical health needs, Asthma*

*4 are parents (Dads)*

*3 CYP are currently medicated*

**\*\*These graphs highlight a small snap shot of the Needs Analysis completed – May 2024**

**\*\*Education, attendance, SEND status i.e.EHCP and SEN need is captured in the Education report presented by the Virtual School Head teacher at all board meetings.**

## **Risks and Issues**

The key risks and issues that have the capacity to have an adverse impact on the Youth Justice Service in the coming twelve months and potentially beyond are detailed below:

Risks	Potential Impact	Control Measures
<b>An increase in secure Remand Costs and children remanded to Local Authority Accommodation</b>	The continued unpredictability associated with remand episodes and remand length has the potential to place significant financial pressure on the YJS and broader Local Authority. The increasing and significant lack of suitable regulated	It remains essential that the service can demonstrate to the courts that there are robust and comprehensive alternatives in place to support reductions in the use of remands and custody. Coordinated Multi-Agency responses to children at risk of

	accommodation locally for children RLAA leading to children being placed out of area in unregulated placements at significant costs.	remand where safe and secure accommodation is the precipitating factor and is continuously monitored and further developed. Remand budget is incorporated within Wider Children's Services placement costs. North East YJSs piloting the YRO (ISS) since July 23.
<b>Managing the potential for reduction in YJB grant and partnership financial and 'in-kind' contributions pre and post 2024/25</b>	Consequential negative impact on performance. Reduced capacity to meet strategic and operational obligations and statutory requirements. Reduced capacity to continue to focus on early intervention and identification	Targeted resources to address need. Continue to administer and embed the current structure and practice. Regional collaboration with neighbouring YJS' such as coverage of Teesside Youth Court. Robust financial management and oversight from strategic board.
<b>Continued concerns around Serious Youth Violence, Criminal Exploitation and County Lines</b>	The unpredictability in reoffending rates, serious youth violence and exploitation of vulnerable children. Ultimately leading to criminalisation and wider service involvement having an adverse impact on Remand, Custody and Looked After Children (CIOC) figures.	Continued regular communication, intelligence and information sharing via MACE/CURV and across all services. Ensuring a multi-agency approach is adopted with senior strategic oversight. Ongoing joint training and regular updates on the national and local picture enabling timely and relevant interventions. Ensure clear processes and pathways (known to all staff) are implemented to work with identified children. Continue working alongside the OPCC, Cleveland Police and partners to support the VRU (CURV).
<b>Issues</b>	<b>Potential Impact</b>	<b>Proposed Controls/actions</b>
<b>The continued delay in receipt of the YJB grant</b> (as at 11 June 24 we are still unsure as to the actual amount)	Slows down the process of budget planning/commissioning for the forthcoming year, services not in a position to implement a robust budget but having to plan on the previous year's amount. Restricts service creativity.	Communication is received early from the YJB highlighting the delays and at times we are informed that there won't be a reduction. This process needs to be smoother and more streamlined to allow YJSs to plan more robustly.

<p><b>Much more onus being placed on YJS nationally by YJB, HMIP etc. via research, thematic and HMIP inspections to ensure certain services are available for children open to the YJS i.e. Speech and Language, TICP.</b></p>	<p>Much more pressure being placed on YJS to ensure a more bespoke package of support is available for children entering the service i.e. SALT, Trauma Informed Care Pathways etc and YJS not being adequately funded, supported for these specialist services</p>	<p>Research has identified that 85% + children entering the youth justice system have a speech, language and/or communication need. Services need to be supported and funded to provide this offer to all children. Or more onus placed on education to identify and address these needs much earlier.</p>
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## 4. Plan for the forthcoming year 2024/25

### Child First

In line with the Youth Justice Boards Strategic Plan 2024-27 Hartlepool Youth Justice Service (YJS) is committed to:

- Prioritise the best interests of children and recognise their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.
- Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
- Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers.
- Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.

We continue to ensure the "Child First" principles are embedded and maintained within all areas of service delivery in collaboration with other services and all partners.

In early 2022 Hartlepool YJS produced a "Child First" guidance for all staff to ensure this approach is embedded across all areas of service delivery from assessment, planning, intervention and at closure and exit.

This approach continues to be central to our operational delivery across the whole service and within staff supervisions, case audits and quality assessment of Asset Plus/plans.

In addition to providing guidance to staff the YJS manager and Chair of the management board designed and delivered bite size "Child First" and the "Voice of the Child" sessions for all board members, which will be reviewed and delivered on an ongoing basis.

\*\* (The process below is taken from Hartlepool YJS Child First Guidance)

### **Assessment/Planning**

- The assessment is needs led and not just offence focussed
- We utilise the assessment period to start relationship building and getting to know the child
- We find out what the child likes doing and what they are good at and promote these throughout their time with the service
- Whilst completing the SAQ within the assessment we utilise Why, Where, What, When, Who etc. to gather the Childs/Parents/Carers feelings and thoughts better
- The child's plan is completed with them and parent/carer with their comments and signatures included
- We utilise Positive Activities within the plan and in collaboration with the child
- We ensure appropriate priority pathways are identified within the plan i.e. Health input and that they will run concurrent to other areas of the plan

### **Interventions**

- We deliver as many sessions as possible away from the YJS Offices, utilising our offsite facilities more and other external locations as appropriate
- We ensure the Childs journey with the service is non-stigmatising
- We become the child's advocate during their time with us and have regular communication with all other services involved i.e. Health, Education and Social Care etc. advocating on behalf of the child
- We use appropriate language at all times with the child and throughout their journey with the service
- Reparation isn't used as a "tick box exercise" but is used correctly in a reparative way with the child understanding why they are required to complete it
- We complete a feedback form after each planned intervention ensuring we capture the child's voice and their thoughts & feelings (feedback forms are shared with Management Team and presented at Management Boards)

### **Reviews/Closures**

- We will ensure that as and when required Child/Parent/Carer are actively included in all reviews, ensuring we capture their voices and comments
- We ensure that a Case Summary and Survey Monkey are completed with the Child/Parent/Carer at the end of the child's journey with the service (Case Summary are attached to Child View and the Survey Monkey shared with management team, analysed and findings subsequently presented at board meetings looking at potential service development)

**Example** – Child is open to the service due to an assault on a teacher. Following this the child was struggling in school and his relationships with the staff was breaking down, so much so he was assaulting staff and causing damage on a regular basis. His YJS Officer used Education well-being cards to gain the child's views and feelings about how school felt for them on a daily basis and how this made him feel. We also explored how he acted out how he was feeling in school because he was unable to vocalise his feelings. A photo of the well-being cards and all the information was subsequently shared with a member of staff at school who stated how the barriers for the child could be broken down and what staff could do to support them in school.

We were able to take it one step further. The child, a member of staff and YJS Officer sat in school and discussed the information together and agreed the support and plan around his struggles in school. The child handled the situation really well and we were able to reinforce the positive interactions and the child not using violence or aggression to voice his feelings. The child has since said that he feels supported and listened to, especially in school.

### **Voice of the child**

Hartlepool YJS work collaboratively with all Children/Parents/Carers to ensure their voice is heard, listened to and helps shape service delivery as required.

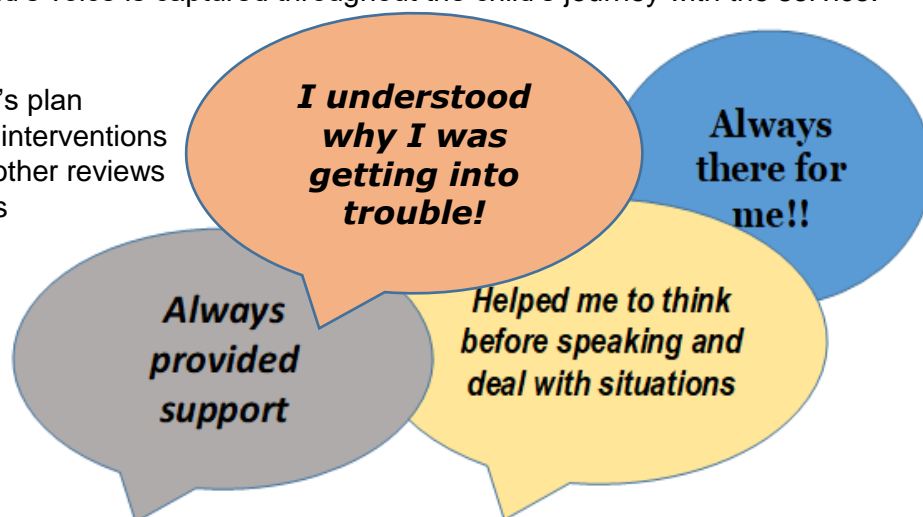
We will continuously review and enhance our delivery, so that the views of children are sufficiently captured, central to our work, and lead to change in the system to support children into positive outcomes and successful adulthood.

We strongly promote and encourage relationship building between staff and children from the outset of all involvement with the YJS.

Staff will start the process of capturing the child's voice during this period which also aids assessment. All SAQ and feedback sessions are completed face to face where possible and relevant and staff will encourage the child to expand on their responses. This process is also carried out with parents/carers.

We ensure that the child's voice is captured throughout the child's journey with the service:

- All SAQs
- Designing the child's plan
- After all completed interventions
- Asset Plus and all other reviews
- Closure Summaries
- Survey Monkey



Feedback is consolidated from the various sources and analysed via the monthly leadership meetings and quarterly service management boards. Any potential areas for concern or good practice are addressed appropriately.

The YJS will always advocate on behalf of the child at all meetings attended and where required their voice and that of parents/carers will be gathered in advance. There has been a marked increase and improvement in this process which has been very evident within education meetings. More in depth discussions are now taking place with education providers on a regular basis especially around exclusions/suspensions, reduced timetables and alternative provision.

**Example** – The YJS Educational Psychologist recently completed some work with a young person, where over the course of several sessions exploring her views on school, she reported some difficulties with reading and words “moving about”. Rather than dismissing this we explored the conditions where this happened for her, and how this impacted on her ability to access texts. Feeding this back to school, we were able to do some further work with her to identify changes to text to increase its readability, which school can adopt. Feeding this information back to mum through the Ed Psych and YJS Officer led to mum arranging an optician's appointment, where further assessment work is ongoing relating to a possible diagnosis of an eye condition.

This piece of work highlights the importance of drawing on successful positive relationships built with the young person (and staff) to feel comfortable sharing their difficulties, and the importance of sharing their voice with those around them to identify effective and timely support.

## **Resources and Services**

The Youth Justice Service budget is resourced by a combination of Local Authority funding Youth Justice Board grant and partner contributions.

## **\*\*2024/25 budget costs and contributions are attached at Appendix 2**

As we write and produce this plan we are unfortunately still unaware of the amount of YJB grant we will be receiving for 2024-25, the YJB grant figures indicated in Appendix 2 have been based on last year's YJB grant amount.

The National Probation Service continue to provide funding (£5k) as well as a seconded PO. The ICB contribution is a non-cash contribution via the commissioning of the Trauma Informed Care Pathway and the YJS Nurse Specialist is funded from Public Health.

Cleveland Police continue to provide a full time seconded Police Officer. Funding once again has been secured from the Police and Crime Commissioner towards the delivery of Triage, this is secured until 2025.

We use our grant, partner contributions and available resources to deliver the strategic priorities highlighted in Vision & Strategy previously and via the services identified below to all children. In 2024/25 we aim to improve and maintain our performance across all areas of delivery ensuring a child first ethos is embedded throughout.

- Early/Targeted Intervention
- Prevention & Diversion
- O OCD
- All Post Court orders

### **Board development**

As highlighted previously effective integrated strategic partnership working and clear oversight by the Management Board are critical to the success and effective delivery of youth justice services in Hartlepool.

In line with the guidance provided by the YJB in 2021 "Youth Justice Service governance and Leadership" the following training was undertaken with all board members during 2023/24. This training is being reviewed/updated and will be delivered again in 2024/25.

	<b>Board Development</b>	<b>Action Taken/Planned</b>	<b>Owner</b>	<b>Target Date/Completed</b>
<b>1</b>	Board induction for all new members	Board induction to be undertaken with all new board members, utilising the template shared by the AYM	YJS Manager/Board chair	Ongoing throughout the year
<b>2</b>	Update and refresh all board members on YJ service	Utilising the YJB - YJ service governance and leadership document, Sessions designed for all	YJS Manager/Board Chair	Completed over 4 sessions April 24 - Mar 25



	governance and leadership	board members to attend and actively engage		
3	Child First/Voice of the Child	Sessions developed for all board members to attend and participate in Child First ethos/Voice of the child	YJS Manager/Board Chair	Completed over 4 sessions April 24 – Mar 25
4	Key Performance Indicators update	Presentation to all board members on progression of KPIs	YJS Manager	Sept 2024 Strategic Board meeting
5	Serious Youth Violence & Exploitation	Presentation & Discussion by Cleveland Police	Cleveland Police	Completed in May 2024

Spotlight sessions have also been introduced into Management Board meetings and presented by YJS staff, this gives all partners and board members a better insight into daily operational delivery within the service. To date the following have been presented and discussed:

- Out of Court Disposals (OOCDD)
- Reparation
- Restorative Justice
- YJS Health Offer
- Court & Post Court offer
- Serious Youth Violence (Delivered by Cleveland Police)

There is a proposal for board members to also deliver spotlight sessions on their role/service and how they link, support and advocate on behalf of the YJS and its cohort of children.

Added to the above all statutory partners and board members are invited to attend all YJS internal training and are offered shadowing opportunities.

### **Workforce Development**

An annual YJS training needs analysis is completed with the staff and forwarded to the local authority Workforce Development team. The YJS is constantly looking at creative and bespoke training for the staff and in line with identified needs of the children we work with.

Clinical supervision/emotional well-being is available via the Clinical Psychologist for all staff and reflective sessions are built into the YJS internal training programme.

Staff also attend all relevant local authority training as and when required.

	Workforce Development	Action Taken/Planned	Owner	Target Date/Completed
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1	AIM 3 - All case managing staff to have attended AIM 3 Assessor and Intervention training	1. All staff to be booked on and complete AIM 3 Assessment/Intervention training 2. Managers to have completed AIM 3 supervisor training	YJS Manager	All current case managing staff are AIM 3 assessment trained
2	YJS refresher trg - All staff to attend YJS internal training sessions identified in training programme. New KPIs included for May 23	1. Internal training programme updated and circulated to all staff 2. Attendance monitored to ensure all staff are captured within the training	YJS Manager/Health team/Business Support	1. Internal training programme ongoing 2. Programme reviewed 6 monthly
3	Child View Clinic - All staff to have access to a fortnightly Child View clinic to upskill, refresh and ask questions, sort issues	1. Fortnightly Child View Clinic implemented and available for all staff to attend.	Business Support Manager	1. Fortnightly Child View clinic implemented and ongoing
4	YJS training needs analysis completed	1. YJS training needs analysis completed and shared with Workforce Development Team	Leadership Team	1. YJS Training needs analysis has been completed for 24/25 and shared with WD

### **Evidence-based practice and innovation**

The purpose of evidence-based practice and innovation is to promote effective practices which achieve positive outcomes for children.

This includes systems, ways of working or specific interventions which are based on the best available research, are child focused and developmentally informed.

Alongside this the YJS are constantly looking at creative ways to improve delivery and evidence effectiveness, all commissioned services deliver evidence based practice i.e. SLCN, TICP.

The following 2 recent examples of emerging practice and innovation below had a very positive impact on the children, Staff and board members.

**Emerging Practice** – Good trusting relationships between staff and children working with the service have always been identified as paramount and a very important part of service delivery.

Every child working with the service regardless of what level and what order are afforded ample time at the outset to begin to build a trusting relationship with all staff. This period of relationship building allows the staff and children sufficient time to get to know each other and hopefully highlight positive areas we can build and maintain and also areas where support and intervention are required. Staff utilise this period to help form the assessment and will include positive activities, getting to know the family and generally getting a better understanding of the child, their life and how best to work with them. Their voice is captured throughout this process and helps develop and create a much more personalised assessment and plan.

More recently this has proven very beneficial with Referral Orders whereby the service hold an initial panel meeting asap after the court outcome, the panel allow a further period of time for the worker and child to get to know each better, ensuring the child fully understands what is required of them and as a service we have a better understanding of the support the child needs throughout their order. At the following panel the contract is agreed and signed by all parties, however the order has started from the initial panel.

**Innovation** – Due to the rise in Serious Youth Violence the YJS have recently re vamped and implemented a new 6 week programme for weapons offences. We worked together with the Cleveland College of Art & Design to produce a locally created video. The video was filmed in Hartlepool and planned, designed and produced by students of the College. The students were able to access Hartlepool custody suite and local landmarks during filming which adds to the realism and authenticity. The 6 week programme (Life Changing) is based on 3 different scenarios with 3 different outcomes and offers the children lots of good discussion and educative opportunities throughout. During the 6 weeks the programme covers areas such as Law, Health, and Joint Enterprise etc. and to date has proven very beneficial with some very good feedback from the children.

**Evaluation** - All areas of intervention and delivery continue to be evaluated on a regular basis, commissioned services submit quarterly reports which are internally evaluated within the local authority Commissioning team. Speech, Language & Communication Needs (SLCN), Trauma Informed Care Pathway (TICP) and recently acquired input from ABC Therapies all deliver evidenced based interventions which are both internally and externally evaluated.

## **5. Priorities**

### **Standards for children in the justice system**

Alongside the Strategic Priorities of the service we need to ensure that we deliver all of our services in line with the Standards for Children in the justice system (2019).

These standards being:

N1 OOC

N2 At Court

N3 In the Community

N4 In Secure Settings

N5 On Transition

In 2023 all services were required to report against Standard 2: At Court. The assessment must have been agreed by the management board prior to submission and signed off by the board chair as accurate.

There were 3 main Sections to the assessment, Strategy, Reports and Process containing a total of 22 individual questions. Evidence was to be provided for each question and scored Outstanding, Good, Requires Improvement and Inadequate.

Hartlepool YJS had 13 Outstanding and 9 Good across the assessment, all evidence was checked and analysed by Management Board members who had to agree with the scoring.

There were no areas identified for immediate improvement within this standard, however the service will be carrying out an internal self-assessment of all National Standards again this year.

### **Service development**

This Improvement Plan is presented quarterly within Management Board reports produced by the YJS Manager and discussed/monitored to ensure that relevant senior strategic oversight is in place and direction of travel remains positive.

	<b>Service Improvement</b>	<b>Action taken/Planned</b>	<b>Owner</b>	<b>Target Date/Completed</b>
<b>1</b>	Ensure that the identified priorities for the service correspond to the needs of the children supervised by Hartlepool YJS to ensure these needs are met.	Strategic Priorities have been amended following the findings of recent HMIP thematic inspections and the YJB Strategic plan. These will continue to be amended and discussed at all future Management Board meetings to correspond with the needs of children supervised by the YJS and in line with the up to date Needs Analysis/Data presented at all board meetings. Individual meetings to continue with the Virtual School, OSS, MACE, CURV and Substance Misuse Services to strengthen this process – all are members of the YJS Management Board and will submit updates at board meetings.	YJS Management Team Management Board Chair/Members	Ongoing and monitored/reviewed at all Management Board meetings
<b>2</b>	Maintain the Child First ethos across the YJS and partners	1. Produce and implement a Child First operational guidance for all staff and board members 2. Carry out bite size sessions with all staff and board members on the guidance 3. Review and update the guidance at planned regular intervals 4. Audits, QA and Supervisions to monitor the progression of the Child First ethos identifying good practice	YJS Management team Management board members All staff	1. Operational guidance produced, implemented and shared 2. Bite size sessions continue to be carried out with board members and all staff 3. The guidance will be reviewed in Sept 24 4. Monitoring of the process is ongoing via QA, Supervision, case audits and feedback

		and areas for improvement.		
3	Build upon and use the existing process to capture the voice of all children and their families to develop services.	1. SAQ are completed in depth for all children receiving an order 2. Intervention feedback forms are completed and handed to business support 3. Survey Monkey feedback is captured by children, parents/carers and victims of crime and shared with business support 4. Children, parents/carers are actively involved in planning and reviews, interventions and closures 5. All feedback is analysed at Leadership meetings and presented at board meetings for further discuss/service improvement.	YJS Management Team YJS Management Board Chair/Members	Process in place and all feedback and evaluation is presented at Management Board meetings for discussion
4	Maintain and where possible build upon the current service Health offer	1. Continue to establish funds annually to commission the SALT 2. Regular communication with the ICB to establish longevity and reassurance for the delivery of the TICP 3. Ensure the service retains a suitably qualified Nurse Specialist	YJS Management Board	Plans are in place via the YJS management board annually to review all commissioned services and secure future budgets as early as possible

## 6. National Priority Areas

The service continues to work towards achieving and improving their delivery and outcomes of the identified Strategic Priorities highlighted earlier in this plan which includes the National Priorities below:

### **Children from groups which are over-represented**

It is widely known that children from a range of backgrounds are over-represented in the youth justice system. Nationally it is known that Black and Mixed ethnicity boys are over-represented and a HMIP thematic report made a number of recommendations for local authorities, YJS partnerships and YJS managers in relation to these children.

However, it is not only Black and Mixed ethnicity children that are over-represented, and the YJS are aware and respond to any local concerns about all children from over-represented groups.

This includes but is not limited to children known to social care services, children excluded from school and Gypsy, Roma and Traveller children.

There is no data to indicate that black and mixed ethnicity children are over-represented within Hartlepool YJS as well as Gypsy, Roma and traveller children. However the number of children within our care does fluctuate and at times there can be an over-representation as well as children excluded from school.

Disproportionality is covered within the YJS managers' report at the quarterly management board meetings. The following information was presented and discussed at the board meeting held in May 2024.

### **Children in our Care (CIOC)**

- As at 04 05 24 there were **7** CYP who are CIOC open to the YJS, 4 on statutory court Orders, 3 on a Triage.
- This equated to **9%** of the current YJS cohort – as at 04 05 24 (no change from previous quarter)
- Of the **7** CYP **6** were CIOC before becoming open to the service and **1** due to the nature of the offences.
- As at the 04 05 24 there were **213** CIOC 10-17 year old – information received from Data Team
- **3%** of the overall 10-17 CIOC are currently open to the YJS (no change from previous quarter)

The YJS works very closely with Cleveland Police, CPS and the Courts to ensure protocol has been followed (10 point check) and there is clear transparent decision making. We also work alongside Social Care and the Through Care teams to ensure a good robust package of multi-agency support is afforded to each child. RJ training is also available and delivered to Care Home staff as required by the YJS RJ officer.

### **Policing**

Hartlepool YJS have excellent links and communication with Cleveland Police. Police representation at the management board is via a Chief Inspector whose input is invaluable. We are very fortunate to have a vastly experienced and knowledgeable seconded Police Officer who is located with the team and provides all daily information, data and intelligence as required. Regular meetings are held with Cleveland Police and within Local Policing Areas (LPA) that ensure we are always up to date with concerns, risks and challenges and more importantly what is being done about them. As with the majority of Police forces nationally staff do move around roles and appointments quite quickly and at times this can cause a certain amount of uncertainty, especially re inducting a senior Police Officer onto the management board. Good communication, good links and pathways and open to good, frank discussions as required.

### **Prevention**

Hartlepool YJSs early and/or targeted prevention programme is known locally as “The **Choices** Programme”. Referrals are received from within Children's Services i.e. Social Care/Early Help for all children 10-17 displaying behaviours associated with offending, antisocial behaviour, or other vulnerabilities. All referrals are screened and discussed at management meetings

A worker is allocated from the Pre Court team who will undertake a further YJS screening tool, gain consent and implement an intervention plan alongside the child, parent/carer.

To date and in a short space of time we have engaged **42** children fully through a programme of interventions including positive activities, none of these children have had any further involvement with the YJS currently.

**\*\*This is a voluntary programme and children will and do decline to consent or disengage during interventions, we make every effort to keep all children engaged in the process which to date has proven effective.**

As with all other YJSs nationally Hartlepool YJS has been heavily involved in the **Turnaround Programme** since its inception.

To date we have screened over 300 children and directly worked with a total of 93.

The initial impact of the **Turnaround Programme** has shown promise in aligning youth justice partners with existing integrated early help models. It has led to a greater recognition by partners of the issues faced by children at risk of entering the youth justice system, including children missing school, those with neuro-diverse conditions, other speech, language & communications needs and their increasing need for mental health care. Prevention and diversion work, including out of court disposals, now accounts for a significant proportion of the YJS caseload, up to 70% at times, and we welcome the renewed focus on early help for children at risk of entering the criminal justice system. This needs to be viewed as an 'invest to save' model for our partners, which prevents the escalation into core statutory children's services and transition into adult criminal justice system.

Hartlepool YJS are currently part of the **Immediate Justice** pilot, this was introduced via the Anti-Social Behaviour Action Plan. The 3 Cleveland YJSs have worked together alongside their respective Community Safety teams to design and implement a suitable process for all children engaging with the programme. All children 12-17 having had 2 reported incidents of ASB are referred onto the programme. The YJS make contact with the family ASAP and encourage the child/family to engage with the offer. All children engaging receive educational sessions including victim awareness/empathy as well as hands on reparation via various projects. As with all prevention programmes this is voluntary. In Cleveland this programme for children is known as **Making Good**. To date Hartlepool has worked directly with 15 children on the programme.

## **Diversion**

Hartlepool YJS as with the majority of YJSs has a strong diversionary offer to steer children out of the criminal justice system and avoid criminal records.

Our direct diversionary offer delivered directly by YJS staff consists of:

- Restorative Intervention (RI)
- Triage1 & 2

Referrals are received via the Police (G26), a screening tool is carried out with family which is then presented at our weekly OOCd decision making panel, all cases are discussed in depth and decisions agreed as to the most suitable programme for the child. Mitigation, Gravity Scores and historical factors are taken into account prior to any decisions being made. Attendance at the panels will be a YJS manager, YJS Police Officer, RJ Officer, YJS nurse, SW/EHW (if open to other services) and education etc if required. At times referrals can also be sent from the court for consideration of an OOCd and undergo the same process.

The child is allocated a worker who will gain consent and carry out a screening tool/assessment prior to jointly creating an intervention plan alongside the child, parent/carer. If the child fully

engages with either RI, Triage or Triage 2 the initial offence is closed under Outcome 22. If however the child disengages or further offends it may be returned to the Police where a Youth Caution etc can be imposed.

The YJS has senior representation on the Cleveland OOCSD Scrutiny Panel where cases are looked at scrutinised/analysed i.e. was diversion the right offer, and all actions and future recommendations highlighted.

In 2023/24 Hartlepool YJS worked with **41** children via Triage **(36)**, Triage 2 **(1)** and RI **(4)**

## **Education**

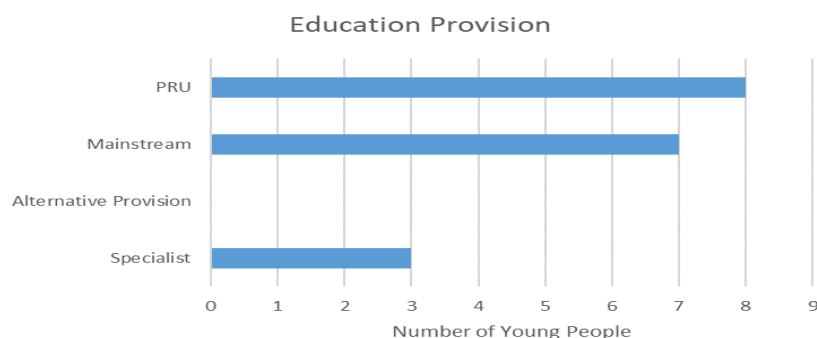
All YJS staff have direct access to a named Education worker within the Virtual School and a named worker within the One Stop Shop for all Post 16 children. The YJS have also commissioned time from an Educational Psychologist who has significantly added to our education support offer.

There are monthly education meetings held within the YJS with all partners in attendance where every child is discussed, actions raised and the education database updated. The YJS also have senior representation on the monthly Inclusion partnership meetings. The Virtual School Head Teacher and One Stop Shop manager attend and produce reports for all management board meetings

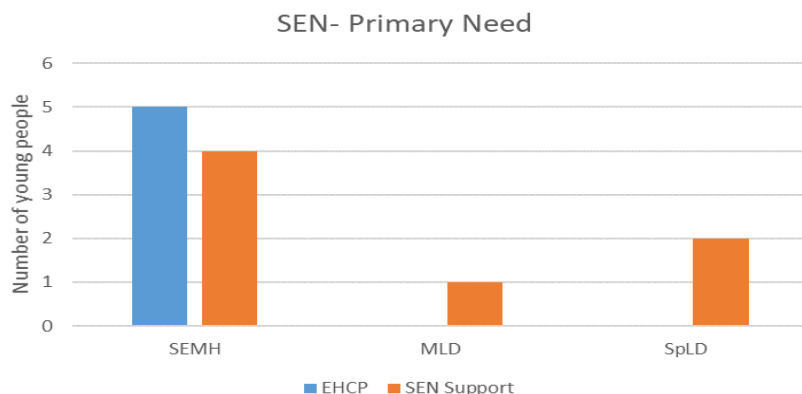
**\*\***The following is a snap shot of some of the data taken from the Education report produced for the Management board meeting held in May 2024.

As can be seen from the data below, education provides a clear and significant challenge to the partnership and one which we are working very hard to understand better and be in a position to support both the children and education provider.

The data proved is invaluable and provides excellent discussion, challenges and clear actions moving forward.







Attendance Band %	Number of pupils
100-95	2
94-90	1
89-85	2
84-80	1
79-75	0
69-65	0
64-60	1
59-55	1
54-50	1
49-45	1
44-40	2
Under 40%	6

Number of days suspension	Number of young people
1-5	3
6-10	4
11-15	2
16-20	1

Number of Moves	Number of children
0	5
1	4
2	3
3	4
4	0
5	0
6	1
7	1

### **Restorative approaches and victims**

Whilst crime rates in Hartlepool have fallen, the likelihood of being a victim of crime still remains a reality, especially in our most vulnerable and disadvantaged communities. The YJS and broader Youth Justice Partnership are working hard to reduce the numbers of victims of crime, by incorporating the use of restorative justice practices. Restorative Justice (RJ) provides opportunities for those directly affected by an offence (victim, offender and members of the community) to communicate and ensure victims of youth crime have a voice. The YJS is currently re writing its Victim Policy in line with the recently published Victims Code.

In addition victims of youth crime are helped to access appropriate support pathways that enable them to move on from the impact of crime.

A personalised approach is taken to ensure that victims of crime in Hartlepool are placed at the centre. This includes ensuring that individual needs and wishes are fully taken into account. As a result we aim to visit all victims of crime so they are able to access pathways to support, including the option to participate in restorative justice. Across 2023/24 there were **58** contacts with direct victims of crime and where consented, a Victim Impact Statement carried out.



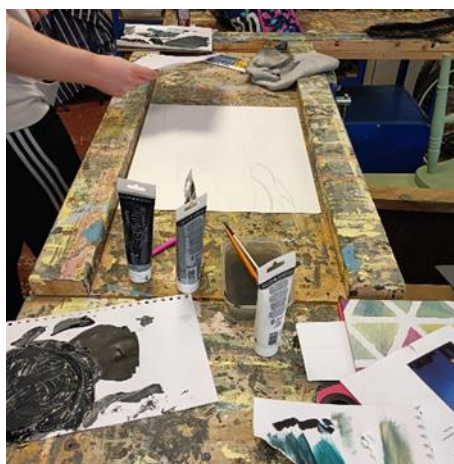
RJ is an important underlying principle of all disposals for children on YJS caseload, from Diversion to Detention & Training Orders.

Whilst restorative processes technically result in practical reparation, for example participating in a task that benefits the community, the communication between victim and the child who has committed a crime, as part of this process, can also produce powerful emotional responses leading to mutual satisfaction and socially inclusive outcomes.

All YJS staff have undertaken service-wide RJ training, many to level 3 and the RJ/Victim lead to Level 4. The previous decision to bring RJ and victim work in house has enabled Hartlepool YJS to have direct control and influence in shaping the direction and quality of this work, including the establishment of updated working policies, practices and procedures. In turn, this has already begun to result in better outcomes for both victims and children and is much more responsive to local need.

There is considerable evidence that RJ practice is much more integrated across all areas of the service. In particular, there is a closer link between those workers with additional RJ responsibility and case managers in relation to the needs and wishes of victims.

We aim where possible to ensure all children have a say in what they would like to do by means of practical reparation. We also have ongoing pieces of work which are individual bespoke projects and are planned to take place involving furniture restoration, bird boxes for distribution to local groups, working alongside the RSPB, Heugh Gun Battery and local community projects at well-known land marks/venues across the town.





## **Serious Violence and Exploitation**

All 3 Cleveland YJS` have strategic representation within the Cleveland Unit for the Reduction of Violence (CURV). There are a number of meetings, boards and training events organised via CURV that the YJS attends. Improved data sharing and intelligence is evident and there are also much clearer links across the local authority and wider partners regarding Serious Violence. The YJS manager within his role as Secretary for the Association of YOT Managers (AYM) executive board led and produced the AYM national response for the consultation regarding the Serious Violence Duty.

The YJS Manager also has serious incidents within his quarterly report to the board and these are discussed and analysed for any lessons learned etc. During 2023/24 Hartlepool YJS reported **1** Serious Incident to the YJB.

There is ever improving partnership work across Hartlepool to address child criminal exploitation and interaction with the NRM. Hartlepool Multi Agency Child Exploitation team (MACE) lead on all matters regarding exploitation. There are regular case discussions and People/Areas of interest meetings which the YJS has senior representation at. The YJS has very good communication and information/intelligence sharing with the MACE team and co work many complex cases. A lot of work is ongoing with the SCA re NRM and regular liaison with the Police, CPS and Courts ensures everyone is as updated as can be. All YJS staff have attended various training events organised by the MACE re exploitation.

All YJS staff have carried out up to date Prevent training in line with local authority requirements.

The majority of children RUI who meet the criteria will be offered Turnaround. As part of the YJS managers' report to management board meetings all RUI and bail figures are shared and discussed to measure the time from arrest to outcome. Suitable challenge is made where required.

The following data is correct as at May 24 regarding outstanding Police investigations/enquiries

### **48 offences**

- 24 - RUI
- 24 - Unconditional/Conditional Bail
- 9 - with CPS
- 38 - Ongoing (including offences where CYP are open on Out of Court disposals)
- 1 - Charge authorised

- 21 - 0 to 3 months
- 13 - 3 to 6 months
- 6 - 6 to 9 months
- 2 - 9 to 12 months
- 6 - 12 to 15 months (all HSB offences, 1 Charge authorised and 3 with CPS for a decision)

The YJS monitors time from offence to outcome and updates all data via the quarterly YJS management board meetings and challenges the Police/CPS as required.

### **Detention in police custody**

A significant amount of work has been undertaken across Cleveland over the last couple of years re children detained in Police custody. There is a monthly "Children in Custody" meeting where we discuss all children who have been held in custody 12 hours or more in the previous month. The meeting is attended by senior representation from the 3 Cleveland YJS, Police Custody Management, EDT, Social Care, Custody health team, Custody Navigators and L&D. Every child is discussed to ascertain the reasons behind their length of stay in custody and suitable actions highlighted where required. The meeting is well attended and a lot of valuable information is shared.

The CURV funded 4 x Custody Navigators to engage, liaise and where needed support all children entering the custody suite. Management oversight is via South Tees YJS, however the Custody Navigators will engage all children and liaise directly with the home YJS, working across all 3 YJSs. This does speed up the process for children in the custody suite, and the Navigators also offer further support alongside the parent YJS outside of the Custody Suite.

Excitingly an area of the custody suite has been set aside for children only and after an extensive plan of works is now available as a Child custody area. There is a separate entrance and exit, and areas have been prepared with suitable reading materials, fidget objects, painted walls, breakout rooms etc.

### **Remands**

There is constant dialogue locally, regionally and nationally re the use of remands, and we welcome the current shift in focus on remands, which has often been overlooked, to reduce the number, the length and seek community alternatives.

In 2023/24 Hartlepool YJS had 1 remand to YDA.

As a service we are constantly offering creative alternatives to the use of remands and custody. The changes to ISS and the current YRO (ISS) pilot with trail monitoring does enhance this offer and allow us the opportunity to offer a more creative and potentially robust alternative to custody with an improved process of oversight and management. In 2023/24 we had 2 children on the YRO (ISS) pilot.

### **Use of custody**

Nationally the use of custody has decreased significantly over the past five years and this is rightly a success in the youth justice system. When children do go to custody it can have a damaging effect on their lives, disrupting education and straining family relationships. Children in custody are likely to be amongst the most complex and vulnerable children in society. Hartlepool YJS generally has relatively low numbers of children with custodial sentences, and every effort is made by the service to offer creative alternatives to a custodial sentence. The service has very good links to the local secure estate and ensures timely communication and planning is undertaken at all times.

All relevant services are involved from the outset of a custodial sentence and the 7 point plan is instigated from the beginning of every custodial sentence and followed throughout their sentence ensuring **Constructive Resettlement**.

In 2023/24 Hartlepool had 2 children serve custodial sentences.

Hartlepool YJS have implemented a Constructive Resettlement Guidance document which all staff follow to ensure every child is supported from sentence to resettlement.

There is regular management oversight of this via meetings, supervisions and QA. The guidance also highlights processes to be undertaken prior to sentence including Pre Sentence Reports (PSR) and the need for child/family involvement throughout. Actions to be undertaken at court after sentence and also in the first 10 days of sentence and then throughout their sentence planning for constructive resettlement.

## **7 Point Plan:**

**1. Case Management and Transition:** Ensure that young people serving custodial sentences receive effective, end to end service provision based on a thorough assessment of need and risk, in order to reintegrate them into the community

**2. Accommodation:** To ensure that all young people leaving custody can access suitable accommodation and support where appropriate.

**3. Education Training and Employment:** Provide all young people with suitable and sustainable Education, Training and Employment through their sentence and beyond.

**4. Health:** Ensure that all young people in custody have access to suitable and sustainable general and specialist healthcare services, based on individual need, so that problems are assessed and treated at the earliest opportunity and in the most appropriate manner.

**5. Substance Misuse:** Ensure that all young people entering custody are screened for substance misuse, with recognition of previous interventions. Those with identified needs should receive specialist assessment access to appropriate interventions and treatment services, with their aftercare needs met on return to community.

**6. Families:** Ensure that families of young people in custody receive timely, high quality support and information, from the point of arrest and throughout the young person's sentence.

**7. Finance, Benefits and Debt:** Ensure young people leaving custody and their families are provided with information and advice so that they are able to access appropriate financial support.

A multi-agency approach is embedded to ensure each area of the above plan is monitored and every child receives the best and most timely support available from all services involved. The service has direct links to all partners in relation to accommodation, health, education, finance/budget, substance misuse and children's services such as Social Care and Early Help who are brought together at the point of sentence.

## **Working with families**

The service works hard to include and work with families throughout a child's involvement. As highlighted throughout this plan the voice and input of parent/carers alongside those of the child are integral to successfully supporting children on their journey.

The YJS have staff trained to deliver the **Talking Teens** programme, this is based on the most recent research on adolescence, and consistent with the principles of the Nurturing Programme,

the groups provide a positive view of teenage development and focus on relationships within the family, communication, negotiating, decision-making and strategies to reduce conflict. To date engagement with parents has been very positive, we have delivered it as group work and 1:1.

Our quarterly internal **needs analysis** identifies parents/carers who may be suffering from MH/EWB issues, worklessness and substance misuse and have also been victims/perpetrators of DV. Staff work hard alongside partners and adult services to encourage parents to engage with the relevant services and pathways and do update on their progress via the needs analysis.

The YJS works alongside and in tandem with the **Supporting Families** programme. Checks are made with the SF lead at the outset of all work with children/families. Information is shared on the identified key worker, other service involvement, identified needs and any relevant plans in place. This speeds up the process and ensures a holistic approach as well as adding to an overall family plan.

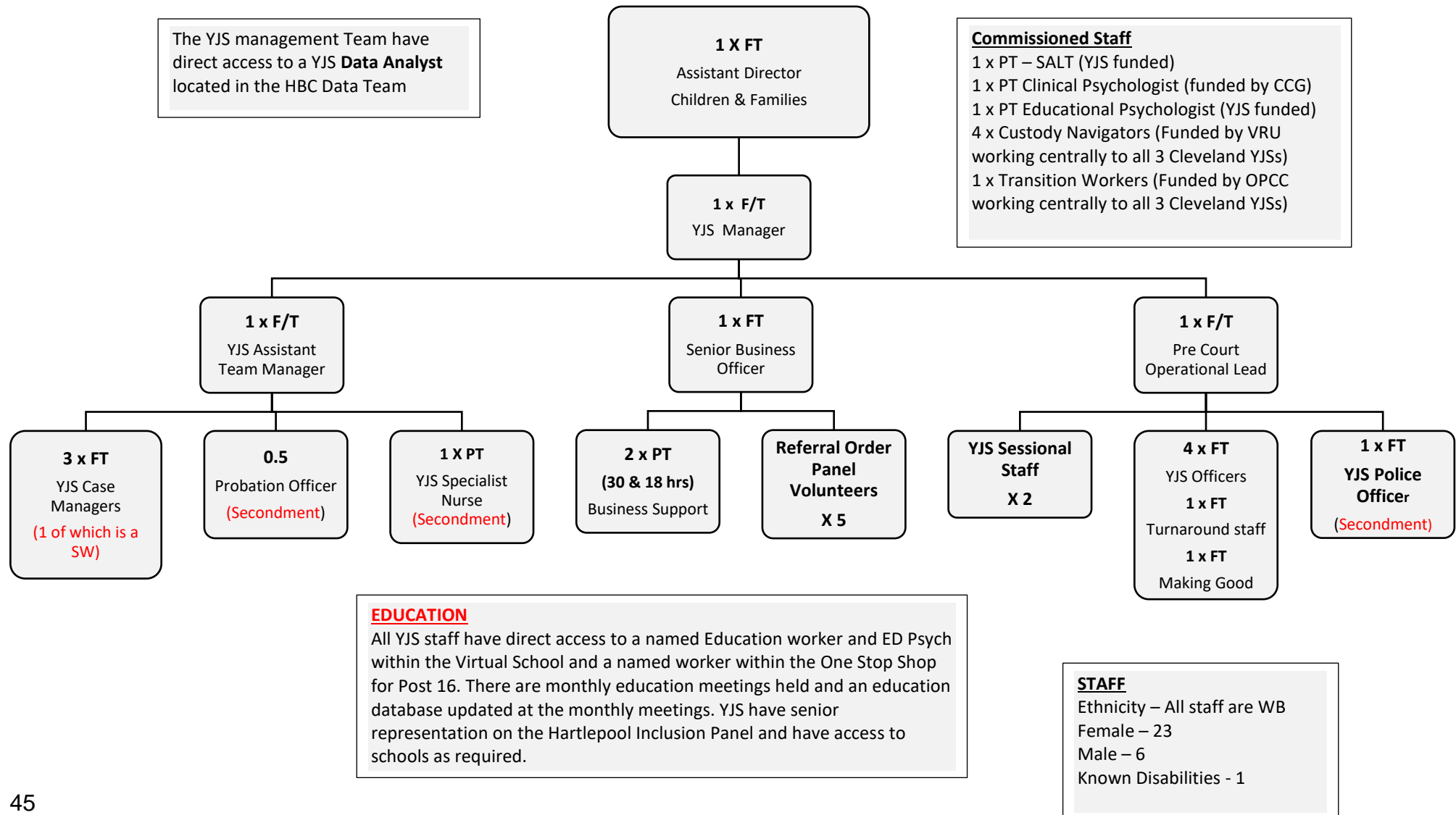
The **Turnaround** programme has been invaluable with helping support and work with families. This is currently the only programme available to the YJS with specific funding available to offer families direct support. The benefits of this have been huge and have enabled and encouraged engagement from the outset. This needs to be viewed as an 'invest to save' model for our partners, which prevents the escalation into core statutory children's services and transition into adult criminal justice system. The initial multi-year funding for Turnaround has been very welcome, and we hope it can become permanent. There is always a worry that short-term initiatives come at the expense of investment in core service provision for the longer term, which requires sustained, multi-year settlements.

## 7. Sign off, submission and approval

Assistant Director Children & Families	
Signature	
Date	



## Appendix 2 – YJS Service Structure, June 2024



## Appendix 2 – Budget costs & Contributions 2024/25

<b>B5: YOT budget</b>
<b>Costs and Contributions</b>

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Youth Justice Board	264,390		216,249	480,639
Local Authority	262,584	123,468	37,660	423,712
Police		51,789		51,789
Police and Crime Commissioner			37,950	37,950
Probation		30,204		30,204
Health		5,610		5,610
Welsh Government				0
Other			6,500	6,500
<b>Total</b>	<b>526,974</b>	<b>211,071</b>	<b>298,359</b>	<b>1,036,404</b>

## Common youth justice terms

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



<b>Community resolution</b>	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
<b>EHCP</b>	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
<b>ETE</b>	Education, training or employment
<b>EHE</b>	Electively home educated, children who are formally recorded as being educated at home and do not attend school
<b>EOTAS</b>	Education other than at school, children who receive their education away from a mainstream school setting
<b>FTE</b>	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
<b>HMIP</b>	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
<b>HSB</b>	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
<b>JAC</b>	Junior Attendance Centre
<b>MAPPA</b>	Multi-agency public protection arrangements
<b>MFH</b>	Missing from Home
<b>NRM</b>	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
<b>OOCD</b>	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
<b>Outcome 22/21</b>	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
<b>Over-represented children</b>	Appearing in higher numbers than the local or national average

<b>RHI</b>	Return home Interviews. These are interviews completed after a child has been reported missing
<b>SLCN</b>	Speech, Language and communication needs
<b>STC</b>	Secure training centre
<b>SCH</b>	Secure children's home
<b>Young adult</b>	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
<b>YJS</b>	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
<b>YOI</b>	Young offender institution