



Youth Justice Board  
Bwrdd Cyfiawnder Ieuencid

# Youth Justice Planning Tool 2008/09 - England

## **SUNDERLAND**

**Date Completed**  
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# Youth Justice Plan 2008-2009

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## SECTION A – THE NATIONAL AND LOCAL CONTEXT OF YOUTH JUSTICE

### A1 The Strategic aims and priorities of the youth justice system in England and Wales

The 2008-11 strategic aims are to:

- prevent offending
- reduce reoffending
- ensure the safe and effective use of custody
- increase victim and public confidence.

### A2 The strategic aims and priorities of the local youth justice system

This section of the Youth Justice Plan sets out the local and national context for Sunderland Youth Offending Service including:-

- Local vision and priorities
- The positioning of the YOS within the local authority
- The context of the YOS as a criminal justice agency working with other organisations to promote community safety and crime reduction
- The context of the YOS as a formally aligned partnership with the Children's Trust.
- Population, local youth justice trends and performance of the Sunderland YOS Partnership

#### Local Vision and Priorities

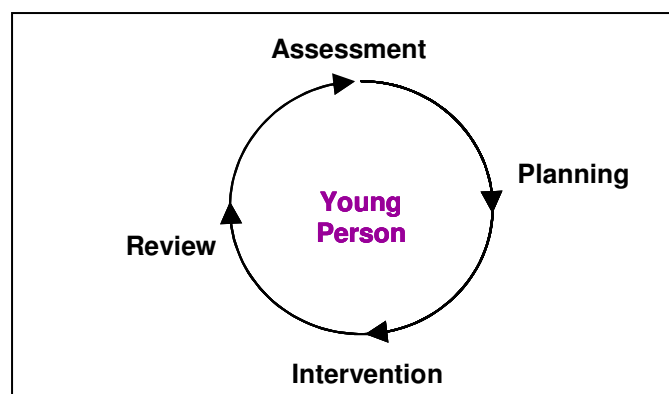
Our vision as a Youth Offending Service is to deliver high quality services in partnership with others to achieve our core purpose of preventing offending and reduce re-offending. We believe that high quality assessment and analysis combined with robust risk management processes are the essential building blocks of effective planning, intervention and service delivery. We believe it is vital that our services challenge and support young offenders and those at risk of offending to change their behaviour and make positive choices. We will therefore work hard to engage and motivate young people whilst meeting their assessed risk and needs in order to maximise the likelihood of achieving sustained attitudinal and behavioural changes. We also believe it is important to offer victims the opportunity to be involved in the process so that young people who have offended can fully understand the impact of their behaviours and to ensure that reparation takes victims views into account. Our priorities for 2008-2009 are:-

- **Prevention of offending and re-offending** and in particular intervening early to prevent the escalation of offending.
- **Assessment** as the foundation to effective service planning and delivery
- **Risk Management** to manage offender risks of re-offending, harm to others and vulnerability / safeguarding.
- **Engagement** as the key to achieving behaviour change with robust enforcement arrangements for those who refuse to comply.

Underpinning our key priorities is an emphasis on **evaluation and review** with strong performance management arrangements to ensure the achievement of outcomes. Our priorities are also underpinned by a commitment to developing our workforce and innovation in practice as a **learning organisation** (see section E1 Workforce Development)

Our priorities are aimed at achieving our over-arching outcome areas of reducing the numbers of children and young people entering the criminal justice system (national indicator 111 - First Time Entrants) and reducing re-offending by children and young people (national indicator 19 – Rate of Proven Re-offending). We will support the delivery of safe and effective custody through working with partners to achieve effective end to end case management for those young people receiving a custodial sentence. We will also work alongside partners to increase victim and public confidence in the Youth Justice Service. As a service we intend to deliver high quality assessments, effectively manage risk, identify and address safeguarding issues, intervene early, engage young people, their families and communities and involve victims. We will maintain strong information management and quality assurance processes in order to support our ability to continually develop and improve the services we deliver.

The Youth Justice Plan 2008-2009 is set within the wider planning context of the Children and Young People's Plan 2006-2009, Safer Sunderland Strategy 2008-2023 and Sunderland Strategy 2008-2025 with the outcome of reducing re-offending by children and young people as a key priority within the cities Local Area Agreement (LAA). Sunderland YOS is fully committed to outcomes based planning and commissioning. Our priorities for 2008/2009 have direct resonance with the **Children's Trust Planning and Commissioning Framework** based on the principles of **Assess, Plan, Do and Review**.



Our capacity and capability assessment, improvement plans and workforce development plans as they relate to our local priorities is set out below.

<b>Local Vision and Priorities</b>		
<b>Priority</b>	<b>Capacity and Capability Assessment and improvement plans</b>	<b>Workforce Development</b>
<b><i>Prevention of offending and re-offending</i></b>	Our capacity and capability and improvement plans for the prevention of offending and re-offending are clearly set out in sections C1 and C2. Our particular focus is to prevent offending and re-offending through effective assessment, planning, intervention and review. A key improvement plan in relation to reducing re-offending under this priority is ensuring early planning for release from custody to enable partnership responses to complex resettlement needs. A further key priority is the expansion of offending behaviour resources for specific offence patterns e.g. racially motivated offenders.	Our workforce development plans for this priority are set out in sections C1 and C2. A key area of training and development is ensuring youth justice practitioners are trained in cognitive behavioural interventions and group work techniques.
<b><i>Assessment</i></b>	Effective assessment is the foundation for outcome based planning, delivery and review. By placing improvement in assessment at the heart of our business planning we aim to achieve across the Every Child Matters outcomes for children and young people. Our improvement plans for assessment focus on ensuring that robust quality assurance arrangements for assessment exist at all levels of the service (individual, management and service level).	Our workforce plans for assessment focus on enabling youth justice practitioners to undertake holistic assessments that provide a comprehensive offender analysis. YOS staff have received Common Assessment Framework training. The prevention team (Wear Kids) has already implemented the CAF in readiness for the Targetted Youth Support roll-out across the city in 2008/09. The introduction of practice workshops will provide an opportunity for practitioners working across services to share experiences of assessment practice and learn from each other. A further key area of training and development is Pre Sentence Report refresher training.
<b><i>Risk Management</i></b>	Our priority around risk management has clear resonance with our other priorities of prevention of offending and re-offending, assessment and engagement. We have already made much progress in reviewing and revising our risk management arrangements and developing quality assurance arrangements. Our improvement plans for 2008/2009 focus on robust performance monitoring of risk assessment and risk plans.	Our workforce development plans for risk management are set out in section C4 and C5. Key priorities are ensuring staff have a thorough understanding of the YOS Public Protection and Risk Management Policy and the Local Safeguarding Children Board procedures.
<b><i>Engagement</i></b>	Our priority around engagement sits across the seven capacity and capability themes set out in section C. Our vision is to ensure that youth justice practitioners have the skills and techniques to engage families in services without compromising on enforcement – particularly for those families who persistently disengage with service resulting in clear risks of offending and re-offending due to unmet needs.	Our workforce plans for engagement focus on ensuring youth justice practitioners have the skills to motivate even the most disengaged children, young people and families. Training plans around solution focused techniques and building respect with children and young people are identified in our workforce plans in sections C1 and C2.

### **The positioning of the YOS within the local authority and links with key strategic partnerships and plans**

The multi-agency YOS Management Board provides the strategic oversight and governance of youth justice services delivered by the Youth Offending Service. As an identified 'significant partnership' for the City of Sunderland it also provides the strategic links with other significant partnerships across children's services, criminal justice and community safety. The Director of Children's Services continues to Chair the Board and reports progress directly to the Chief Executive of Sunderland City Council, who in turn highlights issues for consideration at each Board via the Chair. Structurally the operational YOS sits within the Positive Contribution and Economic Wellbeing Service within Sunderland Children's Services.

### **The context of the YOS as a criminal justice agency working with other organisations to promote community safety and crime reduction**

The YOS Board functions as one of the key delivery theme groups of the Safer Sunderland Partnership. It feeds in through the Safer Sunderland Partnership Business Support Group to the Safer Sunderland Partnership Board and up to the Sunderland Partnership (LSP). Sunderland YOS shares the aspirations of the Safer Sunderland Strategy 2008-2023 to ensure that **everyone in Sunderland will be and feel safe and secure**.

We will support the Safer Sunderland priority to ensure **feelings of safety are at their highest** and **perceptions of anti-social behaviour at their lowest** through our work to ensure public confidence (see section C6) and prevent offending (see section C1 First Time Entrants). Through this work and commitment to reducing re-offending (see section C2) will also support the strategies priority to achieve the **lowest ever recorded crime rates** and the **lowest levels of proven re-offending**. Other key priorities of the Safer Sunderland Strategy supported by the Youth Justice Plan are to ensure:-

- More people than ever perceive that parents take responsibility for the offending behaviour of their children (see sections C2 & C6).
- Level of repeat incidents/victims of domestic violence and assault with injury will be at their lowest levels (see section C7)
- No one will perceive attacks or harassment because of race, colour, religion or sexual orientation to be a very serious problem in Sunderland (see section C2).

This Youth Justice Plan supports all five of the Sunderland Strategy 2008-2023 aims of Prosperous City, Healthy City, Safe City, Learning City and Attractive City but has particular resonance with the Safe City aim to: make Sunderland the place where everyone feels welcome and *can be part of a safe and inclusive community, where people will feel secure and can enjoy life without worrying about becoming a victim of crime*.

As a partner of the Local Criminal Justice Board supporting the work of the Sunderland Local Delivery Group, Sunderland YOS supports a range of joint criminal justice priorities and performance targets. Our work with partners to implement Simple, Speedy Summary Criminal Justice (CJSSS) is outlined further in section D2. Section C1 of this Youth Justice Plan sets out the work of the YOS in partnership with others to reduce First Time Entrants, also a statutory performance indicator for the Assessment of Police and Community Safety (APACS). Section C1 gives an overview of work being undertaken to address the conflict between the police Offenders Brought to Justice (OBTJ) and First Time Entrants (FTE) performance indicators.

### **The context of the YOS integrated into the local Children's Trust arrangements.**

In 2006 – 2007 the YOS Board, as a significant Children's Partnership, formally aligned with the Children's Trust and it's vision to work together to improve the life chances and aspirations for each child and young person in Sunderland. Our priorities for children and young people are set within the context of the Children's Services Directorate Plans and the Children and Young People's Plan 2007-2009. The Youth Justice Plan supports all 10 of the Children and Young People's Plan priorities across the every child matters outcomes but has particular resonance with the priorities identified under *Making a Positive Contribution* which are about enabling children and young people to:-

- Be aware of how their behaviour affects others and the importance of staying out of trouble.
- Be strong individuals, proud of their city and contribute to its future.

Our plans which contribute to these priorities are outlined in sections C1-C7 of this plan.

### **Population, local youth justice trends and performance of the Sunderland YOS Partnership**

Sunderland is the largest city in England's North East region, with a population of 283,700, of which 68,300 are children and young people, 28,989 aged 10-17. The minority ethnic population, and the number of asylum seeker families is small but growing, with the largest sub-group being Bangladeshi. Local ethnic monitoring indicates, however, that there is no evidence of over representation of black and ethnic minority children and young people in the local criminal justice system.

The river Wear runs through the heart of the City of Sunderland, which covers an area of 13,737 hectares. The city boundary includes the former new town of Washington and the former coal mining areas of Houghton and Hetton. Some areas of the city, located largely around the city centre have a higher rate of offending by young people and are also often the most deprived areas. There is a similar geographical pattern for offending by adults, strengthening the need for a whole family approach to dealing with offending to help break the cycle of intergenerational crime. Significant areas of deprivation persist with 46.1% of the city's resident population living in the 20% most deprived areas of England.

The Sunderland Youth Offending Service partnership has performed well against national performance indicators consistently achieving one of the highest overall performance ratings for Youth Offending Teams in England and Wales. An overall reduction of 8.5% in youth re-offending was achieved in the most recent performance reporting for re-offending and the partnership has been successful in achieving national targets across the range of reducing re-offending pathways including Parenting, Accommodation, Education, Substance Misuse and Mental Health. In 2007-2008 five percent of the cities 10-17

year old population offended thus **95% of children and young people in Sunderland don't offend. Sunderland Youth Offending Service partnership aims to deliver the best possible service to reduce the risks of the minority who do.**

Following a highly positive Inspection report by the national Joint Inspection Team for Youth Offending Teams, Sunderland YOS in partnership with others has been awarded the prestigious Beacon award for Sunderland's ability to deliver innovative, award-winning and nationally recognised approaches to criminal justice. Key aspects for which Sunderland recognised as a Beacon council were:-

***"Sunderland has demonstrated improved outcomes on youth offending, and against the national trend, the rate of custody for young offenders has dropped from 12 per cent in 1999 to a current figure of 2.8 per cent, with no negative impact on levels of offending. This has been achieved through tackling issues such as access to accommodation and mental health services.....the authority has demonstrated innovative actions for both adult and young offenders, and a willingness to re-shape services to meet the needs of service users."***

Martyn Lewis CBE, presenter of the Beacon Council Awards 2008

In 2008-2009 the performance framework for Youth Offending Teams nationally has been reduced to a smaller set of six key outcome areas which are included in the national indicator set for local authorities (198 indicators). These are set out below.

YJB Identifier	National Indicator	National Indicator Set Definition
Recidivism	19	Rate of proven re-offending by young offenders
Use of Custody	43	Young people within the Youth justice System receiving a conviction in court who are sentenced to custody
Diversity	44	Ethnic composition of offenders on Youth Justice System disposals
ETE	45	Youth offenders engagement in suitable education, employment or training
Accommodation	46	Young offenders access to suitable accommodation
First Time Entrants	111	First time entrants to Youth Justice System aged 10-17

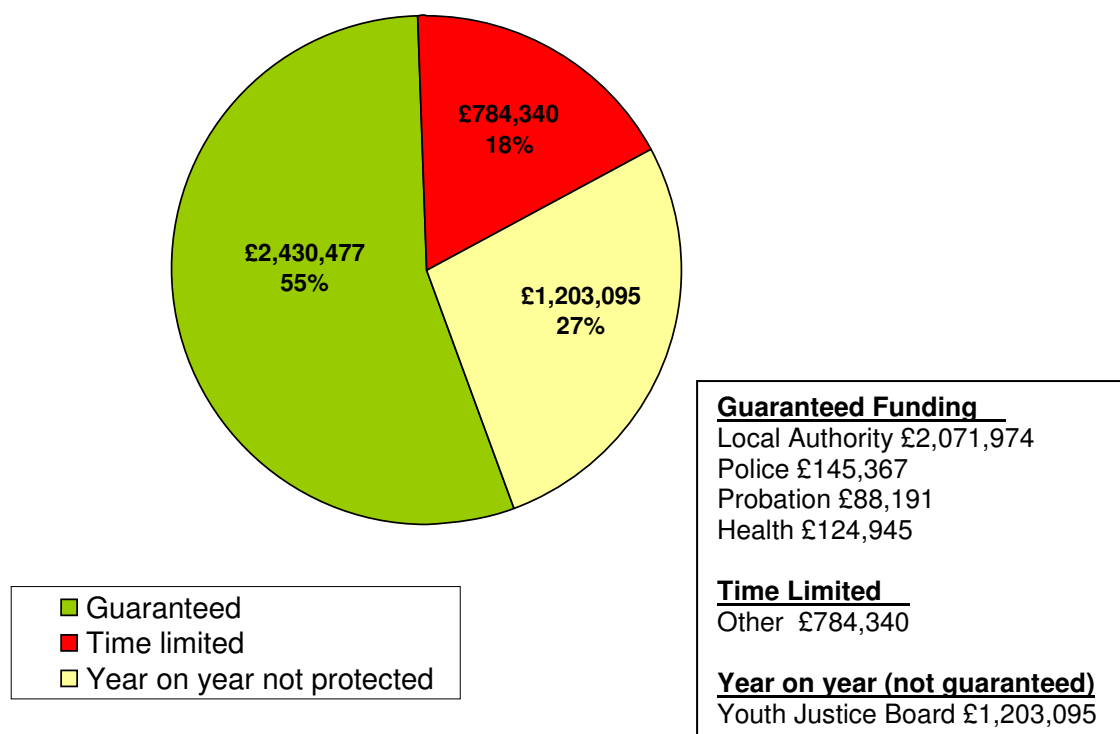
## SECTION B - USE OF RESOURCES AND VALUE FOR MONEY

### B1 Assess the extent to which the YOT's financial, staff, programme and ICT resources have been used to deliver quality youth justice services.

#### Financial Resources

Sunderland Youth Offending Service (YOS) has a complex budget structure made up of partner agency cash and in-kind financial contributions, core government funding from the YJB for England and Wales and a range of time-limited grant funding. Partner contributions to the YOS budget are set out in table B4. There are no significant changes the contributions of partner agencies. There has been a marginal reduction in the overall budget of the YOS due to the ending of pump priming funds through the Local Public Service Agreement II, a reduced Prevention Grant (having received roll over funding in 2006-2007 from the previous year) and efficiency savings made by the service (achieving value for money). New income is reflected in the 2008-2009 budget, however, as a result of New Deal for Communities (Back on the Map) funding.

Over a number of years Sunderland YOS has been successful in attracting significant funds to the service through grant applications for specific initiatives. Grant funding obtained by Sunderland YOS for 2008-2009 includes YJB Intensive Supervision and Surveillance Programme (ISSP) and Resettlement and Aftercare Programme (RAP) funding, , Area Based Grant funding (formerly Children's Fund), On Track, New Deal for Communities (Back on the Map) and *Youth Task Force* funding (see 'Other funding in table A2). Sunderland YOS intends to apply for Working Neighbourhood Funding (WNF) to replace the funding provided through the Neighbourhood Renewal Fund which ended in March 2008. As a result of these funds Sunderland YOS is a **well resourced service** (see B3 Programme Resources), providing **a range of additional and specialist services** to compliment statutory youth justice provision. Table B4 sets out funding based on a full year allocation for each grant, some grants however (Area Based Grant and Working Neighbourhood Fund) have been confirmed for six months only with further funding subject to the outcome of a review of all services funded under the grant. The chart below sets out the funding position in relation to guaranteed, time limited (at risk) funding and year on year but not protected funding.



Spending on youth justice services across preventative services, PACE, pre-court and remand services, court-based services, community based penalties, and work in custody are set out in table B5. There are no significant changes to spending on youth justice services other than prevention where there have been changes to income (see above). Sunderland Youth Offending Service has a dedicated Business Support Unit and a specialist Planning and Information Team for premises management, finance, human resources and performance management functions that support the range of youth justice services set out in table B5.

## **Staff Resources**

The staffing resources (as at 31<sup>st</sup> March 2008) of Sunderland Youth Offending Service are set out in tables B7 and B8. There have been no major changes to the staffing composition of the Youth Offending Service in the last year with a total of 112 paid employees (excluding sessional support staff). There has been an increase in the number of sessional workers due to successful recruitment initiatives; however, there has been a decrease in the number of volunteers as result of a review of volunteer mentors resulting in the resignation of a number of inactive volunteers. The service employs slightly more females across the total paid and volunteer staff group at 63%. At 3% of the total staffing, the seven black and ethnic minority staff employed by the service reflects the city's low BME population.

Sunderland Youth Offending Service has a dedicated Training and Development budget to ensure the continued development of the paid and volunteer workforce (see section E1 – Workforce Development Strategy) as well as a separate training and development budget for the three authority consortium ISSP scheme (for which Sunderland has the budgetary responsibility). Sunderland also makes a contribution to the regional training budget enabling the purchase of approximately 60 training places for 2008/9. Although the training budget represents a very small proportion of the overall budget, this is supplemented by 'in-kind' training delivery contributions from partner agencies. Sunderland Youth Offending Service has in place the full range of multi-agency staff as required by the Crime and Disorder Act 1998 though a vacancy continues to exist for the position of Health Worker.

## **Programme Resources**

The financial resources section above highlights the significant grant funding Sunderland YOS has secured enabling the delivery of a number of added value and specialist prevention and offending behaviour programmes. The full range of programme resources offered by Sunderland YOS is set out in Appendix 2. These include:-

**Prevention** – Sunderland Youth Offending Service continues to deliver the Wear Kids prevention service which co-ordinates service provision for young people identified as at risk of offending through the area Youth Inclusion and Support Panels. There are also a number of geographically based and targeted projects including Phoenix Fire Safety in partnership with Tyne & Wear Fire and Rescue Service, Looked After Children and On Track in partnership with Sunderland Children's Services, the Youth Inclusion Project in partnership with voluntary sector provider Crime Concern and the 'Tackle It' programme founded in partnership with Sunderland's Premier League football club (through Sunderland Football Foundation) and since delivered with a range of other partners including the Eagles Basketball Team and Tyne & Wear Museums Outreach Online. The long established Mentoring Scheme has also been expanded with peer mentoring through targeted recruitment of young mentors. A number of the Sunderland YOS Prevention initiatives were recognised in the Regional Youth Justice Awards 2007.

**Offending** – In March 2008 Sunderland YOS, in conjunction with other partners, was awarded the highest accolade for the effectiveness of services to reduce re-offending. The Beacon award recognised the YOS for its ability to deliver innovative, award-winning and nationally recognised approaches to criminal justice. As well as delivering outcomes through mainstream services across the range of reducing re-offending pathways Sunderland also has in place a Resettlement and Aftercare Programme, Intensive Supervision and Surveillance Programme (winner of the Howard League Award 2007 and Youth Justice Awards 2007), Restorative Justice (winner of the Regional Monitor Excellence Awards 2007 and Big Recycle Awards 2007), Keeping Young People Engaged Programme and a well established Parenting Programme in partnership with Barnardos voluntary sector organisation (see Appendix 2 for descriptions of programmes).

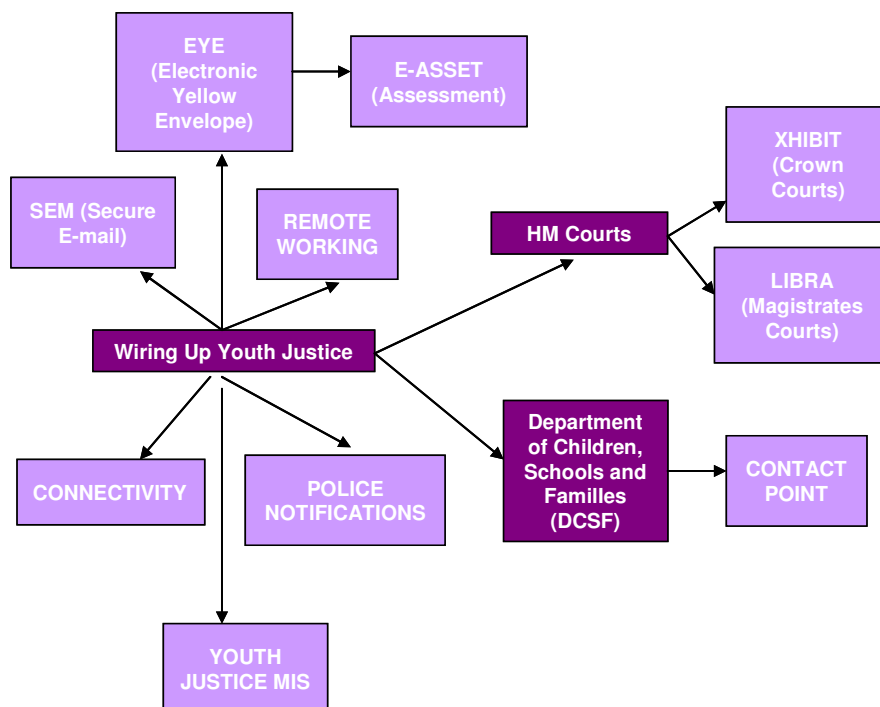
As well as established programmes Sunderland YOS has introduced new schemes. The recently developed **Revolving Door Project** in partnership with the area Youth Offender Institutions (YOI's) was identified as a particular area of good practice by Beacon and despite the continued vacancy for a Health Worker Sunderland YOS continues to ensure targeted health initiatives are in place. In spring 2008 the three authorities Intensive Supervision and Surveillance Scheme introduced a Healthy Cooking project into Sunderland, following success delivery at Gateshead (winner of the Howard League Award 2008) and is working with the Sunderland Risk and Resilience Board for young people to ensure a Chlamydia screening programme is effectively targeted at young people at risk.

As well as mainstream services delivered through partners and additional specialist provision through grant funding Sunderland YOS has built up a substantive **Resources Library**, recognised as good practice both by the national inspection team (Sunderland Inspection Report, published May 2007) and by the Beacon Council. The library includes a wide range of focused resources for workers to use when engaging a young person on a programme or on a court based order. Examples include one-to-one paper-based activities, Board Games, Videos, DVDs. The YOS holds an electronic directory and evaluation matrix of all resources available to practitioners (segmented by location, type, target group and method of delivery). This ensures that the practitioners are able to plan and deliver the most effective intervention for the child or young person.



## B2 ICT Resources

This section of the plan sets out the ICT resources of the YOS and highlights significant ICT changes which continue to be implemented in 2008-2009. The national Wiring up Youth Justice Programme is changing the way the youth justice system operates bringing about better connectivity with other criminal justice organisations and there are also developments in ICT being lead by the Department of Children, Schools and Families to promote joined up working. Key developments in ICT for Sunderland YOS are set out below:-



Sunderland YOS has the foundations in place necessary to adapt to technological changes with a dedicated Planning and Information Team, embedded case management systems (Youth Offending Information System and Universal Management Information System) and a comprehensive ICT development programme (including a renewal and disposal policy for the replacement of PCs and Office platforms on a regular basis). YOIS and UMIS are operating at full complement for the service, following large scale investment and implementation and both systems provide for performance monitoring, management information, data analysis and case management.

Sunderland has well developed and embedded performance management arrangements in place, and employs expertise in data analysis and data segmentation via a specialist Planning and Information Team (who also provide the monitoring, maintenance and training support of the case management systems). Examples of using local management information systems to analyse data and inform strategic developments and practice improvements include (i) the analysis of MAPPA arrangements that identified children at risk of offending due to association with adult offenders (addressing intergenerational crime) and (ii) the Hate Crime analysis in conjunction with the Safer Sunderland Partnership that has resulted in increased targeted hate crime resources and the implementation of a Hate Crime Working Group after the analysis found that young people committed the most offences of hate crime. The YJB's Graham Robb has expressed praise for the YOS's analysis capacity and said *"the way in which the YOS is able to identify and then work with the most troubled young people and their families is producing results for the community in reducing the harm cause by a very few young people"*. Success in using the systems to inform developments and practice improvement contributed to the 2008 award of Beacon Status for Reducing Reoffending.

Two significant ICT developments have been implemented during 2007/2008, namely Electronic Yellow Envelope (EYE) and Remote Working. Implementation of EYE in May 2007 has allowed for swifter sharing of information with the secure estate via the YJB Placements Team using secure email. Implementation of Remote Working early 2008 is allowing court staff to access normal office applications whilst at court, including access to the case management system (YOIS) and Secure Email (enabling the delivery of EYEs speedily and directly from the court at the time of remand or custodial sentencing).

During 2007/2008, Sunderland YOS also implemented E-Asset to securely allow for joint assessment, planning (including advanced planning before arrival to custody) and continuity from YOS to custody to community. The secure estate receives E-Asset as part of the fully implemented EYE process and updates it accordingly during the young person's custodial phase.

ICT is utilised at Sunderland YOS to ensure effective consultation of children and young people, their parents/carers and their

victims:

- The interactive game-style **Viewpoint** System used to elicit the views of young people about the services they receive from the YOS.
- A **What Do You Think** questionnaire routinely used to enable children and young people to contribute to the planning of services they receive.
- YOS website with a **dedicated young person's webpage** (with links to 'LetsGo' Sunderland, a directory for young people) and a dedicated parent's page. Our website can be accessed at [www.sunderland.gov.uk/yos](http://www.sunderland.gov.uk/yos).

## B2 Identify risks to future use of resources and value for money and plans to overcome the risks

**Financial and Staff Resources** - Our use of resources section highlights that Sunderland YOS has been successful in attracting significant funding for specialist and additional programmes, as a result almost half of the budget for the service comprises time limited or year on year not protected funding. In turn almost half (45%) of the 112 paid staff (excluding sessional workers) are employed on fixed term (time limited) contracts. The YOS budget is therefore complex to manage with risks to future delivery in relation to sustainability. To address these risks Sunderland YOS has in place robust arrangements around financial monitoring and performance management to ensure good financial planning and value for money. Budget clinics and performance surgeries are held monthly with managers across strategic and operational responsibilities within the YOS and these feed into wider financial and performance management arrangements for the local authority. Although there has been no increase to the income of the YOS marginal increased costs have been identified in relation to premises management (internal and external maintenance for office premises) and direct commissioning from the Open University for Youth Justice Qualifications (see section D3 Workforce Development Changes).

**Programme Resources** - To ensure the YOS is fully resourced a review has been undertaken to identify any significant gaps in programme resources. A need to expand resources in relation to racially motivated offenders, work with black and ethnic minority offenders and in relation to specialist parenting provision (relating to ADHD) were identified. Plans for 2008 – 2009 to address these gaps identified are set out below in the table below.

**ICT Resources** - There are no significant barriers to the use of ICT, however, in a period of considerable ICT development and business change the main risks to future delivery lie in the YOS capacity to maximise the benefits of Wiring up Youth Justice and other key technological developments. Other ICT development plans are to improve the effectiveness and efficiency of Video Conferencing and Viewpoint and to ensure the YOS case management systems are able to support developments such as the implementation of the Common Assessment Framework. To enable the realisation of priorities the YOS will undertake an audit of staff ICT skills to ensure staff are able to use the ICT available and necessary for service delivery.

Identify plans to overcome the risks to future use of resources and value for money				
Risk	Action	Success Criteria	Owner	Deadline

There is a risk that Health in-kind staffing financial contributions are not maximised.	To develop a Service Level Agreement with Sunderland Primary Care Trust that enables young people involved with the Youth Offending Service to receive advice and guidance on health related matters and to receive comprehensive physical health assessments where required from a qualified health worker.	Primary health care services are targeted at young offenders identified as having needs on Asset assessment.	YOS Manager	31.10.2008
There are limited resources for racially motivated offenders.	Expand the range of resources available for work with racially motivated offenders and other hate crimes.	Intervention plans for racially motivated offenders include SMART targets utilising specific resources to address racially motivated attitudes and behaviour.	Team Manager (CAST)	31.3.2009
There are limited culturally sensitive resources for intervention with black and ethnic minority offenders.	Expand the range of culturally sensitive resources for work with black and ethnic minority offenders	Intervention plans for work with black and ethnic minority offenders include SMART targets with interventions sensitive to their diverse needs.	Team Manager (CAST)	31.3.2009
There is a risk that parenting programmes are not sensitive to the needs of parents of young people who offend with learning disability / difficulty.	To support the ADHD Parenting Programme pilot (being undertaken by the YOS contracted Parenting provider).	Evaluation provides evidence of the effectiveness of specialist parenting provision for parents of young people who offend with learning disability / difficulty.	Team Manager (CAST)	31.3.2010
Specific offending behaviour programme pathways are not identified for Persistent and Prolific Offenders.	Review internal arrangements for managing Persistent and Prolific Offenders and investigate accredited programmes for this group.	There is reduced re-offending for PPO's.	Operations Manager (AS)	30.9.2008
WUJY developments are not fully implemented.	Support developments in the WUYJ programme for 2008/2009, including Connectivity, the YJB Management Information System, Police notifications and Contact Point.	There is evidence of benefits realisation from the WUJP.	Policy and Performance Manager	31.3.2009
Service consultation through viewpoint is not efficient or effective.	Review the Viewpoint consultation process to improve analysis of service user views.	Service user's views inform individual intervention and service planning and delivery.	Assistant Planning and Performance Manager	31.10.2008
Managers are not able to maximise the use of management information systems to quality assure Asset assessment.	To commission from the service software supplier Management Training Workshops to develop manager's knowledge and skills in using case management tools to quality assure service delivery.	There are improvements in the quality and managerial oversight of Asset assessment.	Policy and Performance Manager	31.7.2008
There is a risk that Video conferencing does not provide value for money.	Review the efficiency and effectiveness of Video Conferencing for young people in custody.	The costs of Video Conferencing represent value for money in relation to outcomes achieved.	ISSP Programme Manager	31.12.2008

Identify plans to overcome the risks to future use of resources and value for money				
Risk	Action	Success Criteria	Owner	Deadline
The management arrangements for mentors and volunteers are not sufficiently well co-ordinated to deliver value for money and provide a sufficient level of oversight to support staff.	Align the overall management and co-ordination of mentors, volunteers and sessionals.	Clear alignment is in place to manage these areas in a co-ordinated way achieving demonstrable outcomes and value for money.	Operations Manager (AS)	31.12.2009

B3 YJB risk to future delivery assessment comments

<b>B4 Youth offending team budget sources for the financial year 2008/09</b>				
Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Police	£105,300		£40,067	£145,367
Probation	£42,586		£45, 605	£88,191
Health	£48,988		£75,957	£124,945
Local Authority	£1,330,909		£741,065	£2,071,974
YJB	£638,329		£564,766	£1,203,095*
Other	£617,691		£166,649	£784,340**
<b>Total</b>	<b>£2,783,803</b>		<b>£1,634,109</b>	<b>£4,417,912</b>

\* YJB Funding is made up as follows:

ISSP £412,875

Core Grant £317,898

KYPE £41,830

RAP £208,090

Prevention £222,402

\*\* Other funding includes the following:

Working Neighbourhood Fund £200,000 Youth Task Force Funding £64,000

On Track £295,340

Childrens Fund £150,000 (however only 6 months confirmed funding at present i.e. £75,000)

New Deal for Communities (Back On the Map) £75,000

B5 Services planned for the financial year 2008/09	
Core Activity	Total Budget (£)
Preventive services	£1,059,144
PACE	£151,407
Pre-Court	£651,605
Remand	£293,208
Court	£198,120
Community	£1,384,420
Custody	£680,008
Miscellaneous	
Other	
Total	<b><u>£4,417,912</u></b>

B6 Probation Contributions					
Cash Contribution	Payments in kind 1 excluding staff		Payments in kind 2 staffing		TOTAL (£)
	Item	Cash Value (£)	Grade and Number	Cash Value (£) including on costs	
£45,605					£45,605
			1x Band 4	£42,586	£42,586

B7 Staff in the youth offending team (by headcount)												
	Strategic Manager		Operations Manager		Practitioner		Administration		Sessional	Student	Volunteer	Total
	PT	FT	PT	FT	PT	FT	PT	FT				
<b>Permanent</b>		6	7		5	12	3	13				46
<b>Fixed Term</b>					3	45		4				52
Outsourced												
Temporary									110	1	83	194
Vacant	1				1	1	1					4
Children												
Police					1	2						3
Health						1						1
Education						2						2
Connexions						1						1
Other						3						3
<b>TOTAL</b>												306



B8 Staff in the youth offending team by gender and ethnicity based on census 2001 categories																
	Strategic Manager		Operations Manager		Practitioner		Administration		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British	3	3	5	2	33	42	1	18	44	64	0	1	24	55	110	185
White Irish																
Other white																
White and Black Caribbean																
White and Black African																
White and Asian																
Other Mixed													1		1	
Indian																
Pakistani																
Bangladeshi																
Other Asian									1					1		
Caribbean																
African																
Other Black							1							1	1	1
Chinese										1				1		2
Other ethnic group																
Not given																
Total	3	3	5	2	33	42	2	18	45	65		1	25	58	112	188
Welsh Speakers																

## SECTION C1 – FIRST-TIME ENTRANTS

### C1.1 Assess the extent to which the YOT partnership has contributed to reducing first-time entrants into the youth justice system and reducing *any* disproportionality including children and young people from Black Minority Ethnic (BME) backgrounds

#### **Performance**

A 4.3% reduction against the National Indicator 111- First Time Entrants (FTE's) was reported for 2007/2008 falling just short (0.7%) of the 5% target. A national project, however, has identified under reporting of FTE's due to information sharing between YOT's and police. Work has been undertaken to re-profile performance against the target following which Sunderland is now reporting a 1.7% increase in FTE's. Achieving a reduction in FTE's is expected to present a continuing challenge to Sunderland YOS in 2008/2009. A review is taking place in partnership with Northumbria Police to examine any conflict locally between the *First Time Entrants*(FTE's) indicator and the Police indicator for '*Offenders Brought to Justice (OBTJ)*'. As part of this, both Sunderland YOS and Northumbria Police (Sunderland Area Command) have been tracking the national landscape in relation to pilot projects regionally and nationally to address this specific issue and agreements reached to monitor FTE's and review individual cases as appropriate. As a result work is taking place to explore options for diverting young people from the criminal justice system.

There is no evidence of any difference in ethnic composition of young people entering the youth justice system compared to the composition of the local population (National Indicator 44). Referrals to the YOS prevention service for black and ethnic minority children and young people are also consistent with the local population. Prevention practitioners have been trained in cultural awareness and the local Language Point service provides translation & interpretation services as required. The Mentoring Service has targeted recruitment at the local Bangladeshi community for volunteer mentors and the YIP has gender specific provision. There are no local youth justice issues around gang related offending or violent extremism.

#### **Overview**

The YOS Prevention Service includes a well-established multi-agency Youth Inclusion & Support Panel (Wear Kids) that works with children and young people aged 8-18 across the city. The YISP takes a partnership approach to identifying children and young people at risk of offending with an option to self-refer. YOS Prevention Services are overseen by an Operations Group which links directly with the YOS Board, enabling strategic links across criminal justice, Children's Services & the wider authority. The YOS, as a significant partner, is working closely with the Children's Trust in the development and implementation of the Youth Strategy with senior management representation for each of the 4 elements of youth support [positive activities; targeted youth support; information, advice and guidance; citizenship and volunteering]. 2008/09 will bring a changing landscape to the way prevention services are delivered with the onset of the Targeted Youth Support agenda and the implementation of the Common Assessment Framework. The Prevention Team will continue to evolve as they are integrated into locality-based Targeted Youth Support Teams, based on the YISP model already embedded in Sunderland, with an identified lead practitioner for each young person. Pilots are already running in the south and east of the city, with plans scheduled to be citywide by December and proactive work is taking place to align PAYP (Positive Activities for Young People).

In 2006-2007 Sunderland Youth Offending Service was inspected by the national Joint Inspection Team. The inspection included an assessment of work with children and young people in the community. The inspection report published in May 2007 concluded **"A wide range of preventative work was undertaken by the YOS, with a variety of partners that offered creative and challenging opportunities for children and young people to help them avoid offending and anti-social behaviour"**. The service works in partnership with statutory, voluntary and business sector organisations to develop and deliver schemes that appeal to and engage children and young people who are identified as at risk of offending. These include:-

- Phoenix Fire Fighters in partnership with Tyne and Wear Fire Brigade (commended by the Office of the Deputy Prime Minister)
- Looked After Children Project in partnership with Children Services Safeguarding Service
- YISP Support Workers (Youth Taskforce Action Plan funded [formerly Home Office trailblazer]) linked with the Local Authority Anti-Social Behaviour Unit
- 'Tackle It' initiatives in partnership with Sunderland Premier League Football Club linked with Education, Youth Sector and Children's Social Care (LAC).
- A Youth Inclusion Programme and On Track based on the North Washington are of the city, and
- Mentoring (incorporating youth peer mentors).

These services have attracted a number of **national awards and significant local media** coverage for their innovative work with young people.

The YOS Early Prevention Strategy is being reviewed for 2008-2010 to reflect the development of the youth support agenda and to drive further reductions in early prevention. This will be linked to the city-wide

Children's Service Prevention Strategy to be published in the summer of 2008 in which the YOS has played a key role. The YOS has high level representation, for example on CDRP (Safer Sunderland Partnership), Local Multi-Agency Problem Solving Groups, LAC Offenders Group, Respect Taskforce, MALAP and the LCJB Delivery Group which manages the performance of the offending reductions across the city. Embedded arrangements are in place within local Children's Trust arrangements regarding targets, referral systems and information sharing agreements.

There are well-developed case management/monitoring systems (based on the Universal Management Information System (UMIS)) alongside robust quality assurance linked with wider YOS performance management arrangements. Regular quality assurance groups monitor data and information across the Prevention Service and YOS QA groups review ONSET assessments. Alongside this, we are also involved in work to develop a Regional QA tool. As part of improvements identified, further work will take place in 2008/2009 to review intervention planning in relation to ASB and offending and the effectiveness of exit strategies for those young people who continue to have identified risks following their involvement with YOS Prevention Services. The YJB Self Assessment Quality Tool completed in March 2007 concluded:-

***"Sunderland are achieving a very high level of effective interventions in prevention, management systems are excellent [and] many elements of good practice exist including a Quality Assurance tool for Onset, an ECM checklist for workers and several schemes for working with ethnic minority groups in the city."***

#### C1.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
There is a risk that attitudes and behaviours which place children and young people at risk of offending are not addressed.	To ensure 90% of integrated support plans for Wear Kids and YIP prevention programmes include individual objectives relation to work to address anti-social behaviour or offending.	Attitudes and behaviours identified on ONSET assessment that place children and young people at risk of offending are reduced following intervention by the YOS.	Team Manager (Prevention)	31.3.2009
There is a risk that risks of offending are not fully addressed upon completion of intervention.	To ensure 90% of cases closed by Wear Kids where there is a score of 3 or more on any section of the end ONSET has a specific exit plan in place.	Young people with ongoing needs are signposted to relevant services and are monitored to ensure their engagement.	Team Manager (Prevention)	31.3.2009
There is a risk that children and young people not engaged in prevent services enter the criminal justice system.	To ensure 100% of all Wear Kids cases closed due to non engagement will be revised and any workforce development issues identified in relation to engagement skills will be addressed.	Increased engagement on Wear Kids programmes.	Team Manager (Prevention)	31.3.2009

#### C1.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Assessment skills	All recently appointed staff who have not previously had training.	ONSET introduction (regional INSET training)	Team Manager (Prevention)	31.3.2009
Risk assessment skills	Prevention practitioners identified through supervision and appraisal	ONSET Further Skills (regional INSET training)	Team Manager (Prevention)	22.5.2008
Engaging children and young people in services.	All Wear Kids Prevention Service practitioners	Solution Focused Training	Team Manager (Prevention)	1.6.2008
Engaging children and young people in services.	Prevention Practitioners identified through supervision and appraisal	Total Respect Training – Children's Services Training Programme	Team Manager (Prevention)	31.3.2009
Cognitive behavioural intervention with children and young people.	All Wear Kids Prevention Service practitioners	Family Work and Junior Jigsaw Training.	Team Manager (Prevention)	2.5.2008

<b>C1.4 YJB risk to future delivery assessment comments</b>

## SECTION C2 – REOFFENDING

### C2.1 Assess the extent to which the YOT partnership has contributed to reducing proven reoffending by children and young people and reducing *any* disproportionality including children and young people from Black Minority Ethnic (BME) backgrounds

#### Performance

Reducing re-offending amongst children and young people has traditionally been measured by the YJB *Recidivism* performance measure which tracks an annual cohort of young people (taken in October to December each year) for re-offending over 12 months. The most recent performance return was reported to the YJB in March 2007 based on re-offending of the 2005 cohort tracked for re-offending after 12 months (until end of 2006). **There was an 8.5% reduction in re-offending** (when compared with the 2002 cohort), **far exceeding the national target of 5%**. Particularly good reductions were achieved for first tier penalties (14% reduction) and young offenders supervised in the community (10% reduction). This was achieved against the national, regional and YOT family trends for which the average rates were outside the 5% target reduction. Although there was no reduction in the re-offending rate for the small number of serious and persistent offenders which form the cohort of custodial sentences, there were substantial reductions in the frequency (71% reduction) and seriousness (also 71% reduction) of offending by this group. Reducing the number of children and young people re-offending following a pre-court decision is an area for improvement in 2008 / 2009. Improvement plans are set out at C2.2 below.

From 2008-2009 re-offending amongst children and young people will be measured by the national performance measure on the '*Rate of Proven Re-offending*' (National Indicator 19). More frequent monitoring of re-offending (quarterly) through national arrangements with the Police Service will provide an opportunity for a greater analysis of, and understanding around, local service delivery and practice and the re-offending rate. As highlighted in section A, our aspirations for Sunderland, as set out in the Local Area Agreement are for a 'safe city' and the Rate of Proven Re-offending indicator has there for been prioritised within the Sunderland LAA.

There is no evidence of differential sentencing or re-offending on the basis of ethnicity and therefore the national performance measure for Diversity National Indicator 44 has not been identified as a priority for the Local Area Agreement.

#### Overview

Sunderland has achieved a reduction in youth re-offending and Beacon status through the delivery of innovative targeted programmes and through ensuring young people who offend access the services they need across the *National Reducing Re-offending Pathways* of Accommodation, Education, Training and Employment, Mental and Physical Health, Substance Misuse, Finance, Family Support and Attitudes and Behaviour. In the last two years Sunderland YOS has placed a particular emphasis on increasing our capacity and capability to deliver effective offending behaviour work. Having previously appointed an Offending Behaviour Group Work Co-ordinator the service has acquired a range of new offending behaviour resources such as the Be Safe Weapons Programme targeted at offending involving weapons (an issue of both public concern and media interest) and 'Show Racism the Red Card' aimed at racially motivated offending. **Our offending behaviour resources library for practitioners has been identified as an area of good practice by both the national Joint Inspection Team and by Beacon.** A further focus has been an emphasis on direct restorative justice as a means of confronting offenders with the consequences of their offending, with an increase in direct restorative justice from 13 instances 2005/2006 to 61 instances in 2007/2008. There have also been targeted approaches to restorative conferencing for children looked after, young people in custody and racially motivated offending in schools.

Sunderland has had success in engaging young people in mainstream services through innovative schemes which appeal to service users. Specific examples include the Resettlement and Aftercare Programme to engage children and young people in substance misuse services and the award winning Intensive Supervision and Surveillance Programme New Directions Scheme to engage long term unemployed offenders in training. As a result of this and other targeted work around education, training and employment **performance against the ETE target (National Indicator 45) has improved** from under the national target of 90% with a performance of 87% for the period April to December 2006 to achieving the target with a 91% performance for the period April to December 2007-2008. Whilst performance for referral and access to substance misuse intervention remains high, serious incident reviews and YOS Management Board case studies have identified difficulties in sustaining that engagement for a small minority of non-compliant offenders where substance misuse is a key factor in their offending behaviour. In 2007-2008 Sunderland YOS therefore introduced the delivery of substance misuse services under national standards enforceable through the courts. Sunderland YOS has consistently met national targets for Parenting intervention despite the increase in target from 10% to 20% from 2006/2007 to 2007/2008. Although no longer a YJB target or part of the national indicator set for local authorities, the delivery of parenting intervention remains a high priority in relation to the Children and Young People's Plan (2007-2009) and the city's Parenting Strategy. In March 2008 Sunderland YOS procured parenting services from voluntary sector organisation Barnardos for a further three

years. Although Sunderland has had **a consistently high performance against the national Accommodation indicator** (National Indicator 46), the accommodation needs of high-risk groups including sex offenders and those released from custody also remains a priority for the YOS Management Board. Action has been taken with the purchase of an 'emergency bed' through a local accommodation provider and family support work through the Resettlement and Aftercare Programme (RAP) and Intensive Supervision and Surveillance Programme to prevent family breakdown. Longer term plans are also in place in relation to a procured direct access accommodation provision. A review of the YOS Risk Management policy in line with our annual review of all procedures ensures that clear risk management arrangements are in place with arrangements for reporting to the YOS Management Board to ensure key services are in place (see section C4)

The service works closely with the three centres in which the majority of its young offenders sentenced to custody are placed: Castington Youth Offender Institute, Hassockfield Secure Training Centre and Aycliffe Young Peoples Centre. Young offenders who receive custodial sentences are supervised by a specialist multi-agency resettlement and inclusion team supported by the three tier authority Intensive Supervision and Surveillance Scheme. Developments in relation to E-Asset (see section B4 – ICT) and the Revolving Door Project (see section C3 Custody) are ensuring continuous improvement in the end to end management of young people sentenced to and released from custody. Sunderland YOS continues to deliver the Prevent and Deter strand of the Prolific and other Priority Offenders (PP0) scheme on behalf of the Safer Sunderland Partnership. During 2007-2008 the scheme will be reviewed and aligned with the new performance monitoring arrangements introduced by the Youth Justice Board in April 2008.

Our strategy for reducing youth re-offending has been underpinned by a consistent approach to the engagement and compliance of young people who offend with a **98% performance against the delivery of national standards for youth justice**. Analysis of assessment data shows that 'motivation' continues to be one of the highest offending risk factors for young offenders commencing YOS interventions (see Appendix 1) and thus engagement continues to be a key priority for the service in 2008-2009 (see section A2 Local Vision and Priorities).

#### C2.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risk

Risk	Action	Success Criteria	Owner	Deadline
The causal link between risk identified on ASSET Assessment and those children and young people re-offending at each level of the cohort is not fully understood.	To review performance management arrangements to compare those re-offending in the Recidivism cohorts with those not re-offending in relation to risks and needs on end Asset assessment and agree a service plan.	The YOS is able to use the 'rate of proven re-offending' performance data to inform service planning and deliver and achieve further performance improvements.	Team Manager (FW/RO)	31.10.2008
There is a risk that reductions in re-offending are not achieved for young people on the Deter strand of the Prolific and Other Priority Offenders scheme.	To review the Prevent and Deter programme under the Sunderland Prolific and other Priority Offenders scheme and ensure it is aligned with new YJB performance monitoring requirements.	Reductions in re-offending are achieved for young people on the Deter strand of the Prolific and Other Priority Offenders scheme.	Operations Manager (AS)	1.9.2008
There is a risk that planned work with children and young people is not completed.	To monitor all interventions ending (excluding breaches, transferred cases and those re-sentenced prior to the conclusion of the intervention) to ensure that planned work is completed in 100% of cases.	Planning intervention work is completed resulting in a reduction in risk (as identified by Asset Assessment).	Team Manager (CAST)	3.3.2009
There is a risk that attitudes and Behaviour to Offending are not appropriately targeted.	To ensure that 90% of cases from high risk Final Warnings to Detention and Training Orders include offending behaviour work.	Monitoring shows that all cases have offending behaviour interventions and as a result risks (on Asset assessment) are reduced.	Team Manager (CAST)	3.3.2009
There is a risk that	<b>Early intervention and First Tier</b>	There is a reduction in	Team	



C2.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risk				
Risk	Action	Success Criteria	Owner	Deadline
young people are not engaged in voluntary final warning interventions.	<b>penalties Cohorts</b> - To ensure that any children and young people commencing Final Warning Intervention who have emerging or identified needs are referred to appropriate services and are monitored to ensure their engagement (score 2 or more on Asset assessment.)	end Asset assessments showing continued risks of re-offending.	Manager (FW/RO)	3.3.2009
There is a risk that children and young people receiving a first tier penalty re-offending due to a lack of clear exit plan for those with outstanding risk and needs at the end of statutory intervention.	<b>Early intervention and First Tier penalties Cohorts</b> - To ensure that any children and young people who have continuing identified needs at the end of a Referral Order intervention (score of 3 or more on any section of Asset assessment) are referred to appropriate services through CAF.	Children and young people with outstanding risks and needs following YOS intervention access relevant mainstream services.	Team Manager (FW/RO)	3.3.2009
There is a risk that looked after children are more likely to re-offend due to not successfully completing YOS intervention.	<b>Community Based Penalties Cohorts</b> - To develop an action plan to reduce the proportion of community based penalties for children looked after resulting in breach.	There is a reduction in breach rates for looked after children who offend.	Team Manager (CAST)	30.9.2009
There is a risk that the high level of parenting support currently offered is not maintained.	<b>Community Based Penalties Cohorts</b> -To ensure that 20% of community based penalties include a Parenting intervention.	Parents of children and young people who offend receive the support they need (as identified by ASSET)	Team Manager (CAST)	3.3.2009
There is a risk that young people released from custody re-offend.	<b>Custody Cohorts</b> - To develop monitoring and escalation procedures for any young person where planned services by the local authority with respect of accommodation or looked after services are not in place six weeks prior to release.	There is reduction in the seriousness and frequency of offending for children released from custody.	Team Manager (RESET)	3.3.2009
There is a risk that children and young people who offend become disengaged from Education.	<b>Custody Cohorts</b> - To ensure that for 90% of school-age young people not engaged in education, there is a specific YOS ETE Plan in place to support them back into a suitable placement.	Performance against ETE is maintained.	Team Manager (RESET)	3.3.2009
There is a risk that some serious and persistent offenders revolve in and out of custody due to failure to break the re-offending cycle of behaviour.	<b>Custody Cohorts</b> - To agree with HMYOI Castington and Hassockfield a protocol and procedures for the future development of the Revolving Door programme with a view to identifying and engaging at least ten young people over the course of the year.	There is reduction in the seriousness and frequency of offending for children released from custody.	Team Manager (RESET)	3.3.2009

C2.3 Identify workforce development plans to overcome the risks to continuous improvement				
Skills to Develop	Target Group	Action	Owner	Deadline
Quality assurance of ASSET assessment	All managers responsible for staff working with children and young people.	Regional Quality Assurance of Asset Seminars (linked with Regional Asset Audit)	Operations Manager (DL)	31.3.2009
There is a risk that children and young people who offend are not engaged in services.	All staff working with children and young people who offend.	Solution Focused Training	Operations Manager (DL)	01.6.2008
There is a risk that targets set in interventions plans for children and young people are not SMART.	All case management staff.	Target Setting (regional INSET training).	Operations Manager (DL)	31.3.2009

C2.4 YJB risk to future delivery assessment comments



## SECTION C3 - CUSTODY

### C3.1 Assess the extent to which the YOT partnership has contributed to reducing the use of youth custodial remands and sentences and reducing *any* disproportionality including children and young people from Black Minority Ethnic (BME) backgrounds

#### **Performance**

Sunderland YOS, working in partnership with the local courts and others, has ensured **substantial reductions in the use of custody and maintained rates below the national targets** of 5% for custodial sentencing and 9% for custodial remands. For the period 2007-2008 the custodial sentencing rate for Sunderland (National Indicator 43) was 3.6% and the rate of custodial remands was 8.8%, well below the national, regional and YOT family averages. This performance has been achieved against a history of Sunderland as a high custody use area with rates as high as 12% in 1999 prior to the inception of the YOS. The success of Sunderland in reducing the use of custody was one of the key factors for which Sunderland received the prestigious beacon award. In presenting the award it was said **"Sunderland has demonstrated improved outcomes on youth offending, and against the national trend, the rate of custody for young offenders has dropped.....with no negative impact on levels of offending"**. With a range of effective alternatives to custody in place this performance is expected to be maintained in 2008/2009.

There is no evidence of disproportionate sentencing to custody for black and ethnic minority children and young people (National Indicator 44) with only one young person of BME origin entering the secure estate since the inception of the YOS in 2000.

#### **Overview**

Confidence remains high in relation to our award winning ISSP scheme which provides alternatives to custody. Based on the international Youth Advocate Programme (YAP) model the ISSP uses a strength based family approach to support young people using ordinary people with extraordinary skills. Drawn from local communities, they provide support to young people and their families 24 hours a day, 7 days a week. Potential custodial remands are targeted by ISSP. Robust internal procedures are in place for reviewing remands to ensure robust Bail Supervision and Support packages or ISSP bail is offered at the next court hearing where appropriate. The Programme seeks lasting change for young people and their families. As part of ISSP, young people undertake reparation activities, restoring the costs of crime and reintegrating them back into the community. In conjunction with this statutory service, the RAP Team whose support extends beyond the order on a voluntary basis, work closely with the young person and their families using constructive activities and family support. As a result there are significant examples of crisis intervention work and youth advocates providing support to achieve Every Child Matters outcomes. The development of the **"Revolving Door Project"** has seen Prison Officers supporting young people in the community to promote further continuity, another key area of innovation identified in our Beacon application. During 2008-09, the scheme will be extended to offer more places for young people released from custody. The confidence of the courts in YOS assessments and interventions is reflected in the **high congruence rate** between sentencing proposals from the YOS and sentencing outcomes made by the court, which was 87.2% for 2007/2008.

Solid relationships with courts exist both at a strategic and operational level with the courts represented on the YOS Board and regular joint training with magistrates for the youth bench. A dedicated Court team (including Bail and Remand) provides a comprehensive court service everyday ensuring a seamless service is in place between the youth, magistrates and crown courts. Court reports are prepared by experienced staff and are subject to robust gate keeping and quality assurance processes. Considerable positive feedback is received from magistrates on the quality of court reports through court satisfaction surveys. Following the Inspection of the Youth Offending Service published in May 2007, the service set out to ensure robust arrangements were in place for the quality assurance of Pre Sentence Reports to raise the standards of reports for the court. In addition to training for all PSR authors / gatekeepers and a service Quality Assurance Group for service practitioners and team managers, arrangements were put in place for regular quality assurance of Pre Sentence Reports by the Strategic Management Team led by the Youth Offending Service Manager. Procedures for Pre Sentence Reports have been reviewed and amended. Refresher PSR training for PSR authors and PSR gatekeepers has been prioritised within the YOS Workforce Development Plan for 2008-2009. Supporting the court team, a dedicated and comprehensively trained Appropriate Adult (AA) scheme for all young people provides a 24/7 service. They are supervised and trained based on the YJB effective practice guidance including legal issues.

The YOS has high contact levels with children and young people (evidenced through national standards audit) and YOS workers are trained in the use of motivational interviewing techniques that support them to ensure effective compliance. Where compliance issues exist, the YOS has robust procedures in place ensuring that swift and appropriate action is taken when young people breach the conditions of their order and a managerial group regularly reviews breaches, breach enforcement practices and monitors outstanding warrants. Innovative solutions

to breach via fast tracking have also been delivered through ISSP. An innovative scheme that provides restorative justice conferencing where young people are confronted with the consequences of their actions has seen productive results. Wider RJ approaches have been instigated by the YOS. The service is also involved in an innovative LAC Diversionary/RJ Panel with Children's Services which has demonstrated positive impact in terms of diverting young people from prosecution and reducing offending within Children's Homes and was described as **'an exemplar of corporate parenting'**, by the LA section 17 consultant.

A dedicated Accommodation Officer is seconded to the YOS who has won the **North East Youth Justice Individual Award 2007** for her outstanding commitment to preventing homelessness for young offenders, influencing regional developments and local practice and achieving a high performance outcome on accommodation. Although Sunderland has had **a consistently high performance against the national Accommodation indicator** (National Indicator 46), the accommodation needs of high-risk groups including those at risk of or released from custody remains a priority for the YOS Management Board (see section C2 Reducing Re-offending). During 2008/2009 remands episodes will be rigorously monitored to prevent young people being remanded as a result of a lack of appropriate bail address (see improvement plans below).

In recognising that the engagement of children and young people ETE makes a significant contribution to their resettlement from custody or supporting them outside of custody, the YOS has made notable progress against the YJB indicator to ensure that 90% of young offenders supervised by YOTs are in suitable full-time education, training or employment (ETE). An ETE Working Group enables managers, practitioners and specialist ETE staff from across the service to monitor ETE outcomes for children and young people and take forward practice issues with Children's Services, Connexions and the local training provider (Springboard). The YOS is also a member of the 14-19 Not in Education, Employment or Training (NEET) Strategy Group and has signed up to a partnership ETE plan for the city under this group. The YOS has worked closely with the group to attract funding from the European Social Fund to employ dedicated NEET support workers for the Sunderland area and works with Connexions to agree and provide NEET programmes in focused areas of the city. The YOS works in partnership with the Learning and Skills Council and Springboard to hold E2E 'hard to place' panel to ensure even the most disengaged children and young people are engaged in ETE. For 2008/09, the YOS will pursue a further improvement around re-integrating young people of school age identified as NEET within 3 months of being identified. The YOS has a Keeping Young People Engaged Project (KYPE) through which (i) support staff ensure young people attend the training places they are offered and (ii) activities are commissioned that develop the social and life skills some disengaged young people need to acquire the motivation, confidence and self esteem to re-engage with training and employment. The YOS Inspection 2007 commented **"the education team were skilled at making referrals to appropriate agencies and brokering arrangements with education providers to facilitate smooth working relationships"**.

### C3.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Where remands to custody are prevented through effective alternatives there is a reduced risk of a custodial sentence.	To monitor monthly the numbers and reasons for remands that do not result in a custodial sentence and to work with partners to address any issues arising.	Clear monitoring arrangements are in place to identify any remand episodes which could have been prevented.	Steve Clark	31.3.2009
There is a risk that some young people are remanded to custody due to a lack of appropriate bail address.	To monitor any young people remanded to the secure estate due to lack of appropriate accommodation and work with partners to address and issues arising.	The YOS Board is aware of the circumstances under which children and young people are remanded due to a lack of appropriate accommodation and action is taken with partners to address relevant issues.	Steve Clark	31.3.2009

C3.3 Identify workforce development plans to overcome the risks to continuous improvement				
Skills to Develop	Target Group	Action	Owner	Deadline
Reports for the court writing skills	All designated Pre Sentence Report authors and designated management 'gatekeepers'.	Pre Sentence Report Refresher Training	Team Manager (RESET)	31.3.2009
Supporting the courts	All court staff	Court Training (in-house).	Assistant Pre and Post Court Team Manager	31.3.2009

C3.4 YJB risk to future delivery assessment comments

## SECTION C4 - RISK OF SERIOUS HARM

### C4.1 Assess the extent to which the YOT partnership has contributed to addressing risk of serious harm to the public through local application of YJB risk of serious harm procedures

#### **Performance**

Over the last two financial years the YOS has completed Asset Assessments in 99.8% of cases for young people starting an intervention or being released from custody.

The Joint Inspection of Sunderland YOS undertaken in 2006/2007 found that **“a full risk of harm assessment was undertaken in 90% of the appropriate cases. Of those not reaching the threshold for assessment inspectors agreed with this in 89% of cases”**. Performance has been maintained in 2007/2008, with 88.1% of relevant cases had a risk of serious harm assessment. Of all ROSH assessments completed in the periods, just over 90% resulted in a rating of low to medium level of risk, with high-risk ratings increasing slightly from 7.2% in 2006/2007 to 7.3% in 2007/2008. In 2006/2007 there were no young people who were classified as ‘very high risk’ and only 3 in 2007/2008. 99% of people with a completed ROSH are White British or White European.

#### **Overview**

Sunderland YOS has robust arrangements in place for assessing and managing children and young people that present a risk of serious harm to others and / or to the public. The procedure for managing risk at Sunderland is based on the principle that assessment scores (ONSET, ASSET and AIM2 where applicable), completion of a Risk Of Serious Harm (ROSH) and specific vulnerabilities act as triggers for identifying risk and completing a Risk Management Plan. Any case determined to be high risk or very high risk is reviewed at the **YOS High Risk Strategy Group** and placed on the **YOS High Risk Register** to monitor the agreed action plan to manage the risks identified (see below). ROSH, regular supervision and regular case file sampling provide the ongoing practice arrangements for overseeing risk. Specifically, all team managers quality assure PSRs, ASSETS, Risk of Serious Harm forms and Risk Management Plans via the gate keeping and countersigning process, and results of monthly ASSET and PSR Quality Assurance Meetings are fed into the Operational Management Team and to practitioners (including issues regarding assessments of dangerousness and risk). A High Risk Strategy Meeting monitors those cases that fall under any of the 3 MAPPA categories, and ensures appropriate referrals to MAPPA

The High Risk Strategy Group is chaired by a member of the Strategic Management Team (SMT), who in turn reports weekly to the wider SMT and the YOS Manager to ensure risk is being managed effectively within available resources (including partner agencies). To ensure the high standard of the YOS's risk of serious harm management process, the YOS will implement regular review arrangements for young people fitting MAPPA criteria and will launch the revised YOS **‘Risk Management and Public Protection Policy’** (see workforce development plans below). This will involve embedding the policy via awareness raising sessions with practitioners and workshops to consider case studies; increase understanding of ROSH (and its purpose); increase use of the Serious Harm section of Asset; enhance staff ability to identify young people with risk of serious harm; enhance monitoring arrangements for sex offenders; reinforce the timeliness, accuracy and consistency of recording; and better management of young people subject to MAPPA. Successful implementation will result in 100% of young people presenting a risk of harm having a Risk Management Plan (signed by line management) that is regularly reviewed; 100% of young people requiring a referral to MAPPA are referred; and regular systematic reviews taking place for the thematic groups.

The YOS has conducted **an internal review of its management of offenders who present a risk of serious harm to the public** (overseen by the governing YOS Management Board) and found that during the period 2007/2008 the YOS managed 5 young people fitting MAPPA Category 1 (all managed at level 1), 5 fitting MAPPA Category 2 and 7 fitting MAPPA Category 3. The review found that the assessment and management of risk was of a good standard; there was appropriate use of ASSET, ROSH and the High Risk Meeting; and MAPPA processes were adhered to. The review also found some areas for improvement in relation to (i) monitoring completions of the serious harm section of Asset and ROSHs (see Improvement Plan below) and (ii) ensuring young people presenting medium or above risks on ROSH have a robust Risk Management Plan in place.

Corporate ownership of risk of serious harm management by the YOS Management Board ensures a rolling programme of review and development. During 2007/2008 the YOS Management Board agreed a thematic review of ‘risk of serious harm’ cases managed by Sunderland YOS, in order to bring partners together to analyse gaps in service provision and ensure appropriate responses to the gaps. The Board agreed to a review of how well procedures and joint working arrangements were being applied by the YOS by (i) exploring the links between, and respective roles, of involved agencies in assessing risk and ensuring clear joint working takes place in relation to young offenders and (ii) reviewing partner understanding of and awareness of the duty to cooperate within the MAPPA framework. As a result of the review the Board went on to agree that further reviews take place in relation to engagement and end-to-end case management of high risk cases. Sunderland YOS won the national

**Alarm Risk Management Awards 2007** for its risk management systems in the category of 'people'

The YOS is represented at Level 2 MAPPA and Level 3 MAPPP. Level 2 MAPPA are attended by Case Managers, whilst Level 3 MAPPPs are attended by Strategic Managers. The YOS is also a member of the MAPPA Steering Group which exists to ensure that the responsible authority and those authorities and social care agencies who have a duty to co-operate (as identified in the Criminal Justice Act 2000) work together to assess and manage the risk posed by sexual and violent offenders who reside in Wearside.

**C4.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks**

Risk	Action	Success Criteria	Owner	Deadline
There is a risk that quality assurance arrangements for assessment are not consistently implemented at all levels of the service.	To ensure robust quality assurance arrangements for assessment at individual, management and service level.	Quality assurance arrangements show quality completion of ASSET assessment and associated risk assessments	Operations Manager (DL)	31.3.2009
There is a risk that Risk of Serious Harm assessments are not completed in all relevant cases.	To implement monitoring arrangements to ensure that 100% of children and young people presenting a medium or above risk on their Risk of Serious Harm (ROSH) assessment have a risk management plan in place.	Risk of Serious Harm assessments are completed in all cases.	Operations Manager (DL)	31.3.2009
There is a risk that risk levels are not appropriately assessed if not quality assured.	To Undertake six monthly reviews of those young people who fit the criteria for MAPPA to ensure the relevant arrangements are in place and their risk is managed appropriately.	Quality assurance evidences that risk levels have been appropriately identified.	Operations Manager (DL)	31.3.2009
There is a risk that risk is not adequately assessed if the risk assessment is not completed in full.	To implement monitoring to ensure that all parts of the indicators of serious harm section of Asset is fully and comprehensively completed and where the assessment triggers a Risk of Serious Harm (ROSH) all sections of the ROSH are also fully and comprehensively completed.	Risk of Serious Harm assessments are fully completed ensuring a robust assessment of risk.	Operations Manager (DL)	31.3.2009
There is a risk that specialist assessment is not undertaken on all children and young people who commit sexual offences	To ensure aim assessment is completed in 100% of cases where a young person assessed has committed a sexual offence.	Specialist assessment for sex offenders results in risk led intervention.	Operations Manager (DL)	31.3.2009

**C4.3 Identify workforce development plans to overcome the risks to continuous improvement**

Skills to Develop	Target Group	Action	Owner	Deadline
Working within Multi-Agency Public Protection Arrangements (MAPPA)	YOS practitioners identified through supervision and appraisal	Sunderland LSCB MAPPA Training	Operations Manager (DL)	11.12.2009
Understanding of revised YOS Risk Management and Public Protection Policy.	All YOS Managers and practitioners	YOS Risk Management and Public Protection Policy Training (in-house).	Operations Manager (DL)	31.3.2009
Understanding of	100% of case	Specialist assessment for risk	Operations	31.3.2009

specialist assessment for sex offenders.	management staff trained in Aim2 assessment.	offenders results in risk based intervention.	Manager (DL)	
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<b>C4.4 YJB risk to future delivery assessment comments</b>



## SECTION C5 - SAFEGUARDING

### C5.1 Assess the extent to which the YOT partnership has contributed to keeping children and young people safe from harm

#### **Performance**

The proportion of young people for whom indicators of vulnerability has been flagged in Asset was 43% in 2007/2008, representing little change on the previous year when it was 45%. The percentage rated as high/very high was 6% in 2007/2008 (3:1 male/female ratio). The proportion assessed as low risk has increased from 60% in 2006/2007 to 77% in 2007/2008. There are inconsistencies in recording of vulnerability plans with some plans recorded on case files and some plans recorded on the YOS case management system resulting in a need to improve recording to enable robust monitoring arrangements (see C5.2 - Improvement Plan).

The focus in this plan on supporting staff to develop and strengthen their assessment skills and managing risk is intended to achieve greater consistency in the identification of and planning to address risk, vulnerability and safeguarding issues so that children and young people are kept safe from harm and from harming others through their actions.

Children and young people who are looked after are identified both nationally and locally as more likely to offend. With offending by looked after children historically at three times the rate of offending (ratio of 3) for the general population of children and young people in Sunderland, a stretch performance target was agreed under the city's Local Public Service Agreement 2. The aim was to reduce the numbers of looked after children from 47 children by 21 to 26 (ratio of 2) by the end of the LPSA in September 2008. At the end of September 2007, the number of looked after children offending had been reduced to 35 (equating to a ratio of 2.4), thereby meeting the *interim* LPSA II target. This has been achieved by a range of strategies and interventions for looked after children, overseen by a Performance and Strategy Children Looked After Offending Group, chaired by the Head of Safeguarding for Children's Services and attended by YOS and Police. Our strategy for reducing offending by looked after children has included the introduction of ONSET prevention of offending assessment across Children's Services looked after children service, dedicated YOS LAC practitioners to work with those identified as at risk and restorative justice in looked after children establishments to divert young people from the criminal justice system.

#### **Overview**

Sunderland YOS has a duty under Section 11 of the Children Act 2004 to safeguard and promote the welfare of children and young people, particularly those who have suffered or who are likely to suffer significant harm. Through in-depth assessment at the very outset via the assessment tools of ONSET and ASSET, Vulnerability Management Plans are triggered for young people that have medium/high levels of vulnerability risk because of their own or other's behaviour or because of circumstances / events. The Vulnerability Management Plans provide the plan of intervention to address the safeguarding need (including work with external agencies), which are quality assured through management countersigning and gate keeping, regular case file sampling arrangements and monthly Quality Assurance Meetings. Young people presenting high levels of vulnerability are placed on a High Risk Register and are reviewed by the internal High Risk Strategy Group to ensure the highest level of monitoring and management of their intervention plan and to ensure access to relevant mainstream agencies.

Sunderland YOS is a statutory member of the LSCB and operates according to its local safeguarding procedures, with associated responsibilities to contribute to the recognition, handling and monitoring of children in need, and Child Protection. The YOS Manager represents the service at the LSCB, and Operations Managers represent the service at its subgroups of 'Hidden Harm', 'Management & Policy', and 'Audit & Good Practice' and 'Legal, Procedures and Communication'. Examples of joint working via the LSCB and its subgroups include (i) YOS has worked with the group to identify hidden harm for young people active to the YOS who have parents who misuse substances. A multi-agency action plan was set to establish a specific training course for the agencies involved (ii) YOS has worked with the group to analyse young people committing sexual offences enabling sign-up to the AIM2 model for managing those cases.

The YOS Inspection 2007 found that "*the YOT refers cases where safeguarding concerns have been identified, to the local Children's Services and contributes to Child Protection Plans on a case-by-case basis*". For all young people with welfare concerns, the YOS works in partnership with other agencies to safeguard the child or young person, including attendance at strategy meetings, child protection conferences and making referrals. In all cases of contribution, the YOS clearly documents its roles and responsibilities in respect of the young person to ensure effective partnership working e.g. worked with local children's home to document the roles and responsibilities of both agencies in reducing breaches by ensuring looked after young people attend court.

Young people with complex needs requiring a multi-agency response are routinely referred to the Complex Case Forum (CCF) by the High Risk Strategy Group. The Forum is attended by the YOS Operations Manager and multi-agency plans are enabled via this forum. For example (i) CCF jointly explored and secured a suitable placement for a young person with self-harm, and suicide risks and (ii) young person with ADHD had their needs reassessed and considered by the forum and due to the range of partner support and information, the forum was able to

mobilise access to Tier 3 mental health services. The YOS identifies gaps in meeting need through such forums and makes appropriate referrals for drug intervention, mental health intervention, etc. During 2007/2008 the YOS will implement arrangements for ensuring there are written plans of intervention for all CAMHS cases and ensure that high numbers of young people access YDAP's mandatory intervention programme within six weeks (see C5.2 - Improvement Plan).

The YOS adheres to regularly reviewed child protection procedures, a local risk management plan and the Sunderland LSCB Procedures for Safeguarding Children, which provides a comprehensive framework for the management of safeguarding in Sunderland. Within the procedures, the threshold criteria for making and responding to safeguarding referrals are clear and widely understood by staff from both the YOS and Children's Services and management structures have responsibility for generating and monitoring awareness. Safeguarding forms part of the induction process for all new practitioners, sessional and volunteers, and practitioners have access to formal training in relation to children in need, safeguarding and completion of Child in Need referrals. During 2007/2008, the YOS ensure that all staff, volunteers and sessionals working with children and young people have had appropriate safeguarding training (see C5.2 - Improvement Plan).

The YOS Management Board takes corporate ownership of vulnerability management, through the receipt of quarterly safeguarding reports that include statistics, safeguarding development updates and an associated thematic report. During the last year the thematic safeguarding reports have included 'Safeguarding for Persistent Young Offenders', 'Children known to the YOS on the Child Protection Register', 'Offending by Looked After Children' and another is scheduled on 'Domestic Violence' as part of the rolling programme of reporting in this area. In addition, the YOS Management Board uses a case study approach to review policy, procedure and partnership working by Sunderland YOS. This was identified as an area of good practice in the YOS Inspection 2007 ***"at each Management Board meeting, case studies were presented to members to illustrate the work of the YOS. Board members felt that this was a good way of helping them focus on the core business of the Board and have the opportunity of seeing policies in practice."***

During 2007/2008, Sunderland YOS implemented E-Asset to securely allow for joint assessment, planning (including advanced planning before arrival to custody) and continuity from YOS to custody to community. The secure estate receives E-Asset as part of the fully implemented EYE process and is able to update accordingly during the young person's custodial phase. Relevant practitioners attend planning meetings during the custodial terms to feed into interventions for mental health, substance misuse, self-harm, etc.



**C5.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks**

<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
There is a risk that vulnerability assessments are not completed fully in all cases.	To implement monitoring to ensure that all parts of the vulnerability assessment section of the asset is fully and comprehensively completed.	Comprehensive vulnerability assessments ensure young people are safeguarded	Operations Manager (DL)	31.3.2009
There is a risk that vulnerability plans are not recorded electronically to ensure swift and speedy information sharing.	To ensure that vulnerability plans are in place and recorded on the services case management system 100% of cases where the vulnerability level is assessed as a medium or above.	Vulnerability plans are in place for all vulnerable children and young people.	Operations Manager (DL)	31.3.2009
There is a risk that mental health outcomes are not achieved for all children and young people offending with identified mental health needs.	To ensure that 90% of referrals to the YOS Child and Adolescent Mental Health (CAMHS) specialist result in a specific CAMHS intervention plan and that the outcome of the intervention is confirmed with the family and relevant professionals in writing.	Outcomes are achieved and recorded for all children and young people offending with identified mental health needs.	Team Manager (RESET)	31.3.2009
There is a risk that positive substance misuse outcomes are not achieved for all children and young people offending identified as misusing substances.	To achieve successful completion rates for 75% of young people referred to the Youth drug and Alcohol five week intervention programme.	Outcomes are achieved for all children and young people offending identified as misusing substances.	Operations Manager (DL)	31.3.2009
There is a risk that not all staff fully understand safeguarding procedures.	To ensure that 100% of YOS employees working with children and young people have had safeguarding training.	Safeguarding procedures are fully understood by all staff.	Operations Manager (DL)	31.3.2009
There is a risk that not all sessional staff and volunteers fully understand safeguarding procedures.	To ensure that 90% of volunteers and sessional workers who have contact with children and young people in 2008-2009 have refresher safeguarding during this period.	Safeguarding procedures are fully understood by all staff.	Operations Manager (DL)	31.3.2009

<b>C5.3 Identify workforce development plans to overcome the risks to continuous improvement</b>				
<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Understanding of safeguarding children and young people	All YOS and Prevention Service practitioners and all volunteers.	LSCB Awareness Raising Training	Operations Manager (DL)	10.2.2009
Understanding of safeguarding children and young people	All YOS and Prevention Service practitioners	LSCB Introduction to Working Together	Operations Manager (DL)	26.2.2009
Understanding of safeguarding procedures	All Managers and YOS and Prevention Service Practitioners	Familiarisation event for LSCB procedures	Operations Manager (DL)	31.3.2009
Understanding of safeguarding children in custody	Selected YOS Practitioner Staff	Regional YJB safeguarding seminar – Lessons learnt from serious incidents in custody	Operations Manager (DL)	31.3.2009
Understanding of safeguarding children who offend who are supervised in the community	Selected YOS Practitioner Staff	Regional YJB safeguarding seminar – Lessons learnt from serious incidents involving deaths in the community	Operations Manager (DL)	31.3.2009

<b>C5.4 YJB risk to future delivery assessment comments</b>

## SECTION C6 – PUBLIC CONFIDENCE

### C6.1 Assess the extent to which the YOT partnership has contributed to improving public confidence in the fairness and effectiveness of dealing with youth crime in the Criminal Justice System

#### **Performance**

As highlighted in section C2 there is no evidence of over representation of black and ethnic minorities in the local youth justice system (National Indicator 44), and no indications that this will change over the forthcoming year.

The Youth Offending Service has, however, alongside the Safer Sunderland Partnership undertaken extensive analysis of 'hate crime' which highlighted that 70% of hate crimes were perpetrated by young people aged 20 years old or younger - the majority aged 16/17. In 2007 Sunderland Youth Offending Service set up a practice group to research and identify programme resources for racially motivated offending and other hate crime. This has resulted in a range of targeted offending behaviour work including young offenders attending a racial awareness performance and workshop in partnership with by the Banner Theatre Company. Sunderland YOS has also supported the work in the city to set up a Hate Crime Incidents Reporting system aimed at enabling hate crime to be reported and responded to. Sunderland has participated in the national research undertaken by Huddersfield University and the YJB which aims to identify good practice in this area and we hope to learn from the findings of the research. An improvement has been identified for 2008/2009 to continue to expand offending behaviour resources for hate crime.

#### **Overview**

Sunderland contributes in a range of ways to the national PSA 24 *"To deliver a more effective, transparent and responsive Criminal Justice System for victims and the public"*.

Sunderland Youth Offending Service has the **confidence of the local magistrates court** with high overall congruence rates of 87.2% (between sentencing proposals from the YOS and sentencing outcomes made by the court), regular feedback from magistrates in court, positive feedback through court surveys and regular joint training. The confidence of the courts is reflected in the low custodial sentencing rate with the local ISSP scheme offering an effective alternative to custody (see section C3).

Sunderland Youth Offending Service has a **proactive and successful media strategy** aimed at increasing public awareness of the work of the YOS to address youth offending, addressing the fear of crime and narrowing the gap between perceptions and the reality of crime and combating disproportional and negative coverage of young people. In 2007-2008 Sunderland has had a number of positive stories covered in 2007-2008. During 2007-2008 Sunderland YOS worked in partnership with a number of other organisations under the Safer Sunderland Partnership on a specific media campaign titled 'Not in our City'. Focus groups with members of the public (conducted by independent researchers) found that most participants in the focus groups had seen the media coverage and that the campaign had been successful in raising awareness of the work of local criminal justice agencies. One participant said *"It says to me that someone somewhere is thinking about safety and security and they are making an effort to do something about it – that the safety and security of the people in Sunderland is somebody's concern"*. Twice winner of the YJB media / communication awards Sunderland YOS aims to continue this successful work in 2008-2009 with a minimum of eight good news stories published by the local media.

Sunderland YOS has actively sought to engage service users in the design and development of services as well as **effective arrangements for monitoring, evaluation and service user feedback**. To consult young people who offend, many of whom have low levels of literacy, numeracy and maturity, Sunderland YOS utilises Viewpoint, an interactive 'game-style' questionnaire about the needs of young people who offend and the best way of meeting those needs. Satisfaction ratings are undertaken with parents and victims of youth crime and satisfaction ratings are high with 100% satisfaction for victims against the YJB target of 85%. The YOS well publicised Comments, Compliments and Complaints policy, provides a vehicle for service users views to be heard and acted upon with examples of letters evidencing the closure individual victims have received from victim services. Service users are involved in the governance arrangements of the YOS through separate youth and adult scrutiny panel for Making a Positive Contribution Services, under which the YOS sits. Young people have been trained in, and involved in, the recruitment of YOS employees including the appointment of the YOS Manager. In 2007-2008 Sunderland YOS participated in the national '11 Million Take Over' aimed at enabling young people to make decisions for the day.

As a member of the Safer Sunderland Partnership Sunderland YOS has **good links with corporate arrangements for community consultation** relating to community safety and is an active member of the Local Multi-Agency Problem Solving Group (LMAPS). Good community links has enabled the development of

a number community payback schemes specifically linked to local community priorities. Strong links have been forged across the public, private and voluntary sectors and community groups. There are 60 RJ agreements place with corporate victims subject to repeat victimisation (particularly in relation to retail crime and criminal damage) enabling regular reparation to take place. Local communities are enabled to identify local community projects and schemes which could benefit from community payback activity and there have been a number of successful community led schemes in 2007-2008. Sunderland has won the **Regional Monitor Excellence Award 2007** its community payback partnership work with a local recycling company and a Sunderland ISSP Advocate won the **Youth Justice Award 2007** for his work in engaging young offenders ETE on community projects.

Risk	Action	Success Criteria	Owner	Deadline
There is a risk of no positive media coverage of the work of the YOS.	To undertake a media campaign on the key themes set out in the YOS media strategy 2008-2009 to achieve positive local media coverage on at least eight separate occasions in 2008/2009.	Positive media coverage is achieved on at least 8 occasions.	Policy and Performance Manager	31.3.2009

C6.3 Identify workforce development plans to overcome the risks to continuous improvement				
Skills to Develop	Target Group	Action	Owner	Deadline
Working with the media	Managers who have not previously received media training	Media training	YOS Manager	31.3.2009
Work with the courts	Managers and selected practitioners	Joint training with magistrates	ISSP Manager	31.3.2009

C6.4 YJB risk to future delivery assessment comments

## SECTION C7 – IMPROVING VICTIM SATISFACTION

### C7.1 Assess the extent to which the YOT partnership has contributed to improving satisfaction in the Criminal Justice System for those who have been victims of youth crime

#### **Performance**

Work with victims of crime, through the award winning restorative justice scheme, is well embedded within Sunderland YOS. With high levels of effective support and consultation to both corporate and individual victims, with a wide range of restorative interventions available to support them.

Testimony to the success of the scheme's work, Sunderland has once again performed against the targets set by the YJB, with victim participation and satisfaction targets hit across all four reporting periods of 2007/2008. In 2007/2008 victims participated in 31.1% (203 of 652) relevant disposals referred to the YOS against a national target of 25%. There were **very high levels of victim satisfaction at 100%**, against a national target of 85%.

#### **Overview**

At Sunderland, work with victims is individualised to their needs in line with the Code of Practice for Victims of Crime, allowing the victim to access reparation and restorative justice initiatives. This is particularly in respect on initiating contact with 100% of identified and appropriate victims (including corporate); undertaking full assessments of victims needs by trained designated workers; providing the opportunity for voluntary involvement in the restorative justice process; securely processing victim information; and keeping the victim updated at every stage as set out in the regularly reviewed Restorative Justice Procedure. In 2007/2008 Sunderland YOS reviewed its practice against the **Code of Practice for Victims** which identified **a high level of compliance**. The review identified one area for improvement around work with Victim Support, which has since been addressed. New and reviewed agreements have been forged the Victim Support Unit, Probation, Witness Care, British Transport Police and Family Liaison Officers. Over the last year, further links have been forged with Northumbria Police, to agree a Service Level Agreement for restorative justice that will deliver against jointly agreed local targets.

**Victim attendance to Referral Order Panels has remained steady** at approximately 1 in 4 (25%) in 2007/2008. Of the 203 victims who participated in relevant disposals during 2007/2008, 30.1% participated in direct reparation and 69.9% in indirect reparation, including Community Payback. Local targets for community payback have been exceeded under the Neighbourhood Renewal Fund, with 51 schemes facilitated in 2006/2007 and 76 in 2007/2008 representing an overall increase of 63% against the 2-year target. Recognising a service gap for the involvement of victims in cases of young people sentenced to the secure estate, the YOS has implemented a groundbreaking Restorative Justice Conference arrangement that takes place in the secure estate.

Over the last year, Sunderland YOS has delivered a number of innovative and unique projects in partnership with the local community and business sector. Examples include the award winning **(Regional Monitor Excellence Award 2007)** link up with the local recycling plant as part of the national Big Recycle Week where young people received educational messages about the importance of recycling, collected discarded recyclable litter throughout the city and developed skills for employment; working with a local department store where young people have painted, decorated and cleaned the store, as well one young person assisting with a store promotion; and working with a community project where young people transformed the garden of a new home for the community group. In 2008/2009, the YOS will build on the positive work in this area by exploring further links between community payback and training and development (see Improvement Plan). The Joint Inspection of Sunderland Youth Offending Service published in May 2007 commented **"Restorative Justice was seen as a core element of the work of the YOS, which had been able to gain positive media coverage to challenge negative views held by the public about children and young people in the city"**. Prominently placed headlines have included **"Payback scheme bringing community benefits"**, **"Big recycles proves big success"**, and **"Youngster helps redecorate charity's new base - Offenders' paint job is fantastic"**.

The Restorative Justice Team, were highly commended in the **North East Youth Justice Assembly Awards 2007** for making a significant impact on work with victims and the effective use of direct and indirect reparation. Beneficiaries of reparation have also commended work in this area, with regular letters of appreciation for reparation work done in schools, churches, committees and residents areas i.e. gardening, litter picking, decorating, etc.

C7.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks				
Risk	Action	Success Criteria	Owner	Deadline
There is a risk that victim involvement is not maintained at current high levels.	To ensure victim involvement in 35% of all relevant disposals (based on former YJB KPI)	Victim involvement in 35% of all relevant disposals	RJ Co-ordinator	31.3.2009
There is a risk that victims are not given maximum support to enable direct reparation where appropriate.	To ensure 25% of interventions define) include direct restorative justice.	25% of interventions define) include direct restorative justice.	RJ Co-ordinator	31.3.2009
There is a risk that RJ 'unpaid work'/ community payback services do not support longer term ETE outcomes.	To pilot at least one community payback scheme with direct links to an NVQ training provider.	Young people undertaking community payback are supported to achieve longer term ETE outcomes.	RJ Co-ordinator	31.3.2009

C7.3 Identify workforce development plans to overcome the risks to continuous improvement				
Skills to Develop	Target Group	Action	Owner	Deadline
Understanding of Restorative Justice principles	Selected RJ staff	Introduction to Restorative Justice Regional INSET training.	RJ Co-ordinator	1.5.2009
Understanding of Restorative Justice practice	Selected RJ staff	Restorative Justice – The Next Step Regional INSET training.	RJ Co-ordinator	31.3.2009

C7.4 YJB risk to future delivery assessment comments



## SECTION D – BUSINESS CHANGE AND INNOVATION

This section of the Youth Justice Plan sets out the key business changes on the horizon for Youth Offending Teams and Services nationally in 2008-2009. Sunderland YOS continues to be a dynamic and developing service with a proven track record of developing new ways of work, delivering innovation and re-shaping services to meet needs. We are therefore confident that required change management capacity exists within the service to deliver against:-

- New legislation arising from the Criminal Justice and Immigration Bill 2007
- New criminal justice processes arising from national policy on Simple, Speedy, Summary Justice (CJSSS)
- New commissioning arrangement for workforce development

### D1 Describe the proposed business change or innovation – Criminal Justice: Simple, Speedy, Summary

From April 2008, youth courts across England and Wales will be adopting, through a phased implementation, a revised model of the established court process within the adult magistrates court. Simple Speedy Summary Justice (CJSSS) is based upon three principles:

- better proportionate preparation for first hearing in court
- ensuring that pleas are heard at first hearing and guilty pleas are dealt with on the day
- contested trials should proceed straight to trial within a reasonable timeframe.

The Referral Order process remains unchanged as most young people are dealt with on their first appearance however the level of change in practice and procedures for each YOT will vary according to their individual agreements and relationship with their local youth court.

**CJSSS In Sunderland** - CJSSS is designed to make justice faster, more efficient and more effective. In simple terms it aims to reduce the number of magistrate's courts hearings and cut the time taken to deal with cases. Although CJSSS will be implemented in the Youth Courts from April 2008, the Northumbria area (including Sunderland) has been an *early adopter* thus the local area youth justice system has been working to the principles of CJSSS in the Youth Court for sometime.

Sunderland Youth Offending Service has a strong and positive relationship with the local area courts with court representation on the YOS Management Board, a long established court user group, Case Management meetings and regular joint training with magistrates to address local issues. The YOS is also an active partner of the Local Delivery Group (LDG) of the Local Criminal Justice Board (LCJB) ensuring good communication and working relationships with local criminal justice partners. A comprehensive service is provided to the courts including weekends and bank holidays with experienced and trained staff available at court for the completion of stand down reports. Sunderland has consistently performed well against *National standards for Youth Justice* in relation to timely preparation of Pre Sentence Reports. Sunderland YOS is therefore in a good position with regards to the requirements of CJSSS.

**Assessment and Reports for the Courts** - The Youth Justice Board grant for Wiring Up Youth Justice (see section B4) provided in 2007-2008 has enabled Sunderland YOS to install remote working technology at the two area courts: Sunderland and Houghton-le-Spring enabling staff servicing the courts to have secure and instant access to the YOS information system, enhancing the YOS capacity to deliver stand down reports at court. The use of a Court Update Report has provided magistrates with a level of information that supports swift decision-making without the need for either stand-down or full pre sentence reports. To date this has been restricted for those appearing in court who have re-offended whilst on an existing Referral Order. Sunderland YOS will implement this practice across the Youth Offending Service in 2008-2009 to ensure swift decision making in all such cases. Sunderland YOS has also identified an area for improvement in relation to advanced information regarding pleas for young people at first hearing. Sunderland YOS has an excellent track record of providing Pre Sentence Reports for the courts within national standards timescales.

**Decision Making for Final Warnings** - There has been a reduction in the extent to which the Court has referred cases back to the YOS for consideration of Final Warning as an alternative to prosecution. This is attributed to a more rigorous scrutiny of eligibility at the point of charge by the Police and CPS.

**Victims** - Sunderland Youth Offending Service has worked closely with the area courts to ensure that in the implementation of CJSSS victims views continue to be taken into consideration in court decisions regarding young people who have offended. In April 2008 joint training was undertaken with the magistrate's court regarding restorative justice options available to the court.

**D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks**

<b>Risk</b>	<b>Action</b>	<b>Success Criteria</b>	<b>Owner</b>	<b>Deadline</b>
There is a risk that The YOS does not having information regarding guilty pleas at first hearing.	To work with local criminal justice partners to develop arrangements to enable the YOS to have improved information regarding guilty pleas at first court appearance	Young people are dealt with swiftly at first hearing.	Operations Manager (AS)	31.12.2009

**D3 Identify workforce development plans to overcome the risks to continuous improvement**

<b>Skills to Develop</b>	<b>Target Group</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
Assessment and presentation skills for stand down reports to the court.	Designated YOS officers for court stand down reports.	Stand down report training.	ISSP Manager	31.3.2009

**D4 YJB risk to future delivery assessment comments**

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## D1 Describe the proposed business change or innovation – Youth Rehabilitation Order and Youth Justice: The Scaled Approach

**Youth Justice: the Scaled Approach** is designed to assist youth justice services to direct time and resources to young people appropriately, in accordance with their risk assessment, YOTs will be expected to implement the scaled approach model from April 2009, which will coincide with the introduction of the provisions arising from the Criminal Justice and Immigration Act. The most significant youth justice provision in the Act relates to the Youth Rehabilitation Order (YRO).

**YRO and the Scaled Approach** - From April 2009 the Criminal Justice and Immigration Bill will be implemented. The most significant youth justice provision in the bill relates to the Youth Rehabilitation Order which replaces most of the current community based court orders with a generic order comprising 14 different requirements. It will require a more targeted approach to the proposals made in Pre Sentence Reports. The scaled approach supports the effective implementation of the YRO as it allows interventions to be tailored on the basis of assessed risk, with more intensive interventions for higher risk cases.

**Assessment and Risk Management** - The priority for Sunderland Youth Offending Service for 2008 is to ensure effective quality assurance arrangements are in place for Assessment and Risk Management as the basis for case management under the new Youth Rehabilitation Order. Our capacity and capability assessment for risk of serious harm and plans for improvement in 2008-2009 are set out in section C4 Risk of Serious Harm. This includes performance in relation to completion of Asset assessment and Risk of Serious Harm assessment. Under the direction of the YOS Management Board Sunderland YOS has undertaken a review of our effectiveness in managing young people presenting a risk of harm to the public with specific reference to our role in relation to Multi-Agency Public Protection Arrangements. The review of young people subject to MAPPA found that practitioners working with children and young people had a good understanding of MAPPA arrangements that young people meeting MAPPA criteria had been clearly identified and effective management arrangements were in place for those offenders. The review identified, however, the need to improve case management recording, particularly in relation to level 1 MAPPA. Sunderland YOS will repeat the review, reporting to the YOS Management Board on a six monthly basis (see improvement plans section C4).

**Interventions Based on Risk** - As a well resourced service Sunderland YOS has an extensive range of interventions to meet varying levels of risk with plans to extend the range of resources available for the most persistent and serious offenders. Our resources library and accompanying offending behaviour matrix enables practitioners to easily identify appropriate resources based on risk levels (see section B Resources).

**Change Management Capacity and Workforce Development** - In January 2008 the YOS Management Board and operational YOS commenced a Service Review to ensure that the YOS Service structures continue to be fit for purpose to meet changes to the delivery of youth justice service brought about by the Criminal Justice Bill, Scaled Approach and other local and national developments. Through the YOS Management Board the review will ensure that the necessary partnership working arrangements and resources are in place to deliver services for the YRO under the scaled approach. For the operational YOS the review will ensure that managers, at all levels, undertake the necessary planning and development to deliver youth justice services under the new arrangements from April 2009. The YJB are expected to release web based training around risk based assessment and intervention as well as the provisions of the YRO and scaled approach framework.

**Work with Partners** – The YOS Management Board includes membership from the key partners in the delivery of the YRO enabling partnership working to be developed to ensure the effective implementation of the YRO. Regular joint training with magistrates already established will also provide for effective partnership working around YRO implementation.

## D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
There is a risk that Service structures do not facilitate effective working for the introduction of the YRO.	To complete the Service Review to ensure service structures remain 'fit for purpose'.	Service structures effectively support the new provision of the YRO.	Guy Kirk	31.3.2009

D3 Identify workforce development plans to overcome the risks to continuous improvement				
Skills to Develop	Target Group	Action	Owner	Deadline
Risk based intervention based on Asset assessment	All YOS managers and staff	YJB Assessment and Asset (web based Open University course)	Operations Manager (DL)	31.3.2009
Understanding of the Youth Rehabilitation Order and Scaled Approach to Youth Justice in Practice	All YOS managers and staff	Youth Justice: A Scaled Approach and the Youth Rehabilitation Order (web based Open University course)	Operations Manager (DL)	31.3.2009

D4 YJB risk to future delivery assessment comments

**D1 Describe the proposed business change or innovation – Workforce Development**

Due to the new local focus and improved workforce development infrastructure in youth justice services, YOTs will be expected to commission directly from the Open University (OU) using local budgets in 2009–11, maintaining an equivalent level of workforce development opportunities as provided by the YJB during 2008/09.

**Planning for Direct Commissioning** - Sunderland Youth Offending Service has a strong presence at the regional YJB Workforce Development Forum and has a good relationship with the HR and Learning Advisor for the Region. The YOS remains fully informed of the developments around direct commissioning to meet the YJB's *Workforce Strategy: A framework for strategic development 2008-2011*. During 2008/2009 the YOS will need to prepare for direct commissioning by ensuring there is a clear understanding of those staff who have accessed the National Qualifications Framework through previous providers (see improvement plans below).

**Resourcing and Work with Partners** - There are financial implications for Sunderland in 2008/9 from the direct commissioning requirements which take effect from 2009. Sunderland Youth Offending Service currently has a number of staff studying toward the Youth Justice Foundation Degree (previously funded by the YJB) which the YOS will directly fund. These costs will be met from the YOS Training and Development budget with no additional funding available (see B1). Significant in-kind partner contributions to the training and development activity of the YOS will become increasingly important in future years, thus Sunderland YOS will actively seek opportunities for YOS staff to access training offered by partner agencies. During 2008-2009 Sunderland YOS will seek to develop a fuller understanding of the commissioning needs post 2009. During 2008-2009 a number of staff will complete the Youth Justice Foundation Degree and Sunderland has made a commitment to supporting the continued professional development of staff through funding of a further year of study which will enable those staff to acquire a BA Honours Degree in Youth Justice.

**D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks**

Risk	Action	Success Criteria	Owner	Deadline
There is a risk of ineffective targeting of training if there is not a clear understanding of those who have accessed the National Qualifications Framework through previous providers.	To undertake an audit of staff who have completed elements of the Youth Justice Qualification Framework and assess future training needs beyond 2008-2009.	YOS is able to effectively identify relevant staff for Youth Justice Qualifications.	Operations Manager (DL)	31.3.2009
There is a risk of the training and development budget not being sufficient to support the ongoing development of YOS staff.	To identify the costs of current and future needs and profile into the budget through the budget review process.	The budget required to fulfil workforce development needs is understood and secured.	YOS Manager	31.3.2009

**D3 Identify workforce development plans to overcome the risks to continuous improvement**

Skills to Develop	Target Group	Action	Owner	Deadline
The full range of knowledge and skills required to work in a youth justice setting.	All staff.	To ensure staff access specialist training offered as an 'in kind' financial contribution by partner agencies.	Operations Manager (DL)	31.3.2009

**D4 YJB risk to future delivery assessment comments**

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## SECTION E1 – WORKFORCE DEVELOPMENT

### E1.1 Assess the extent to which the YOT Workforce Development Strategy has helped the YOT partnership to effectively manage risks to future delivery

Sunderland Youth Offending Service is committed to developing a 'learning organisational culture', with a confident, competent and skilled workforce that continuously strives to improve the quality of services it provides. The Sunderland YOS Workforce Development Strategy for 2008-2009 sets out how the service will deliver this commitment against a background of national the national workforce strategies of the Youth Justice Board and the Department for Children Schools and Families. The strategy is aimed at developing the skills and knowledge in our workforce to meet our key priorities of **prevention of offending and re-offending, assessment, risk management and engagement**. Workforce development needs identified under these priorities include:-

**Prevention of Offending and re-offending** – In 2007-2008 a training priority was identified and delivered in relation to 'Managing Conflict'. This continues to be a training priority in 2008-2009. There will also be an emphasis on training in offending behaviour programmes linked with our improvement plans in section C.

**Assessment** – Over the forthcoming year training and development in assessment and intervention will focus on developing practice in relation to offender and offending behaviour analysis. There will also be refresher Pre Sentence Report training, again with an emphasis on learning outcomes around offending analysis.

**Risk Management** – The Local Children's Safeguarding Board (LSCB) offers a comprehensive programme of safeguarding training. A particular priority for the year ahead is to ensure all staff working with children and young people have attended LSCB procedures training. MAPPA awareness training co-delivered by Northumbria Police and National Probation Service has also been identified as a training priority linked to our service priority of effective risk management.

**Engagement** – In the last year practitioner staff across the YOS have undertaken 'motivational interviewing' in pursuit of developing effective engagement skills with children and young people. In 2008-2009 'solution focused' training will be delivered to staff to build skills in relation to our priority of effective engagement. We are also committed to effective engagement with families and victims of youth crime.

We will equip our workforce with the skills and knowledge to meet our priorities through the delivery of a comprehensive **Workforce Development Plan** and through the implementation of **practice workshops** which enable staff to challenge and develop their practice in work undertaken to prevent offending and re-offending. The focus of the practice workshops will be on assessment practice as the foundation for effective intervention planning, delivery and review.

Core components of our Workforce Development Strategy for 2008-2009 are:

- Induction, Supervision and Appraisal
- YJB Youth Justice Qualifications
- Regional Youth Justice (Inset) Training
- YOS Partner Agency Training
- Specialist Directly Commissioned and 'In House' Training
- Volunteer and Sessional Support Staff Training

**Induction, Supervision and Appraisal** - Robust arrangements are in place for the induction, supervision and appraisal of all staff in accordance with guidance of the city council. In 2007-2008 all staff appraisals have been aligned to be concluded directly prior to the financial year, enabling more efficient and effective arrangements for identifying, analysing and delivering individual and service training needs. A training needs analysis has been undertaken from appraisals undertaken in 2007-2008 and used to inform the Workforce Development Plan for 2008-2009.

**YJB Youth Justice Qualifications** – Staff from across the service (including volunteers) have completed or are currently undertaking Youth Justice Qualifications including the Professional Certificate in Effective Practice and the Foundation Degree for Youth Justice. From 2009 the YJB require YOT's to move to direct commissioning from the Open University for Youth Justice Qualifications (see section D3).

**Regional Youth Justice (Inset) Training** – For 2008 – 2009 Sunderland YOS has purchased 60 places for YJB regional INSET training across a range of INSET practice areas. Bespoke INSET training will also be delivered to staff across the service to ensure specific learning outcomes linked with our service priorities e.g. Pre Sentence Report writing and Risk Management Training.

**YOS Partner Agency Training** - Secondments and Service Level Agreements/Contracts are in place and reviewed annually in respect of all seconded staff and for contracted services ensuring staff have access to training and development both through the YOS and/or their host agency. Children's Services offers a comprehensive training programme which represents an in-kind contribution to the YOS partnership and there are in-kind contributions in

the form of specialist training from other key partners e.g. Solution Focused Training provided by CAMHS. A priority for the year ahead and beyond in relation to partner agency training is to ensure that all YOS staff working directly with children and young people have the relevant training and development to meet the requirements of *Every Child Matters: Common Core Skills and Knowledge for the Children's Workforce*. During 2007-2008 all staff within the Youth Offending Service were targeted to undertake the local authority *Diversity and Equality* e-training module.

**Specialist Directly Commissioned and YOS Training** - The YOS continues to deliver a comprehensive internal training programme including generic, specialist and refresher training. Where training needs identified cannot be met from Regional YJB training or through partner agency provision the YOS will source relevant provision and fund through a dedicated training budget (see B1). Specialist ICT training is sourced through this budget. The inaugural YOS workforce conference held in March 2007, supported by the YJB, YOS Management Board and council portfolio holder for children, was a huge success. It provided staff with an opportunity to celebrate good practice and increase their awareness of new developments such as the Youth Rehabilitation Order and Scaled Approach to Youth Justice. Sunderland YOS has a fully equipped conference provision for in house training and YOS seminars delivered continue to offer an opportunity for staff from across the service to develop their knowledge on specific and current issues.

**Volunteer Training** – Sunderland YOS continues to deliver a comprehensive induction programme for volunteers, which forms part of the recruitment and selection process as well as having access to the extensive training programme offered by Sunderland YOS. During 2008-2009 a re-accreditation process was introduced for Referral Order Panel members requiring attendance at compulsory training such as safeguarding and identifying risk.

#### E1.2 Identify risks to workforce development and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
There is a risk that staff are not supported to develop improved offender analysis skills.	To develop practice workshops for staff across the services with a focus on assessment practice.	Practice workshops are implemented and evaluated.	Operations Manager (DL)	31.3.2009
There is a risk that not all staff have the relevant training and development to acquire the <i>Every Child Matters: Common Core Skills and Knowledge for Children's workforce</i> .	To ensure that all YOS staff working directly with children and young people have the relevant training and development to meet the requirements of <i>Every Child Matters: Common Core Skills and Knowledge for Children's workforce</i> .	All staff have the required training and development for <i>Every Child Matters: Common Core Skills and Knowledge for Children's workforce</i> .	Operations Manager (DL)	31.3.2009
There is a risk that the YOS is unable to attract staff with the relevant youth justice and managerial skills and knowledge for management positions.	To develop a structured approach to training and development for those staff aspiring to managerial roles.	The YOS is able to attract knowledgeable and experience staff to management positions.	Operations Manager (DL)	31.3.2009

#### E1.3 YJB risk to future delivery assessment comments

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## SECTION E2 - RISK TO FUTURE DELIVERY ASSESSMENT SUMMARY

### E2.1 Comments from risk to future delivery assessment from YOT management board chair

Following on from the successful outcome of inspection by the national Joint Inspection Team, the Sunderland YOS Partnership has had another successful year. Sunderland YOS has again achieved the highest performance level rating in the national performance tables (one of only 8 YOT's to achieve a level 5 performance rating of 156 YOTs nationally) and through working in partnership with others Sunderland City Council and its partners have achieved Beacon status for reducing re-offending across both youth and adults. Our track record of **reducing custodial sentencing** (National Indicator 43) and maintaining this at well below the national YJB target was identified as an exemplar of best practice by the Beacon authority. In 2008-2009 we continue to have in place a range of intensive programmes such as the Intensive Supervision and Surveillance Programme, Resettlement and Aftercare Programme and Revolving Door Project, ensuring high levels of intervention with the most persistent and serious young offenders. We are confident that our improvement plans as set out in this Youth Justice Plan will ensure continuous improvement in 2008-2009 and that Sunderland YOS will continue to deliver on performance outcomes for children and young people.

Our ambition is for a **safe city** in which everyone will be and feel safe and secure. Our ambition as a Youth Offending Service is to ensure the **public is protected** from the harm caused by a minority of children and young people who offend, that those children and young people who are vulnerable are effectively **safeguarded** and that the every child matters outcomes are achieved for all children who come into contact with Sunderland Youth Offending Service. In 2008-2009 our focus is on continuing to drive up the quality of assessment as the foundation for effective intervention planning, delivery and review. Our principal aim is to **prevent offending and re-offending** and to therefore achieve demonstrable reductions in First Time Entrants (National Indicator 111) to the criminal justice system and to achieve reductions in re-offending for those who do offend (National Indicator 19). The inclusion of the latter national indicator in the Local Area Agreement demonstrates that continuing to achieve reductions in youth offending is a priority for Sunderland.

As a public service we recognise the need to achieve **value for money** in the services we deliver and thus performance management and financial probity remain at the top of the agenda for the governing YOS Management Board. As a significant partnership for the city, the Sunderland YOS Management Board continues to have the full commitment of partners and strong links with other significant partnerships including the Safer Sunderland Partnership (Crime Reduction Partnership) and the Children's Trust. We are committed to **equality** in provision across all our service to meet diverse needs and will work with partners to ensure there continues to be no difference in the ethnic composition of young people in the local youth justice system compared with the local population (National Indicator 44).

As a Beacon authority we look forward to sharing our best practice with others and in doing so hope we can learn from others too as we continuously strive to improve services to children and young people, their parents/carers and families, victims of youth crime and the wider public.

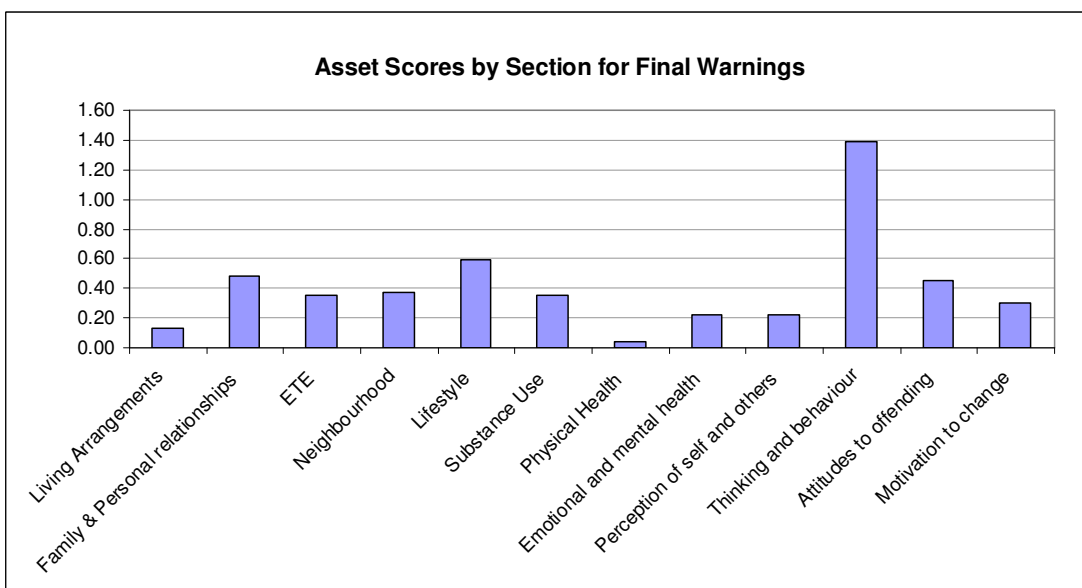
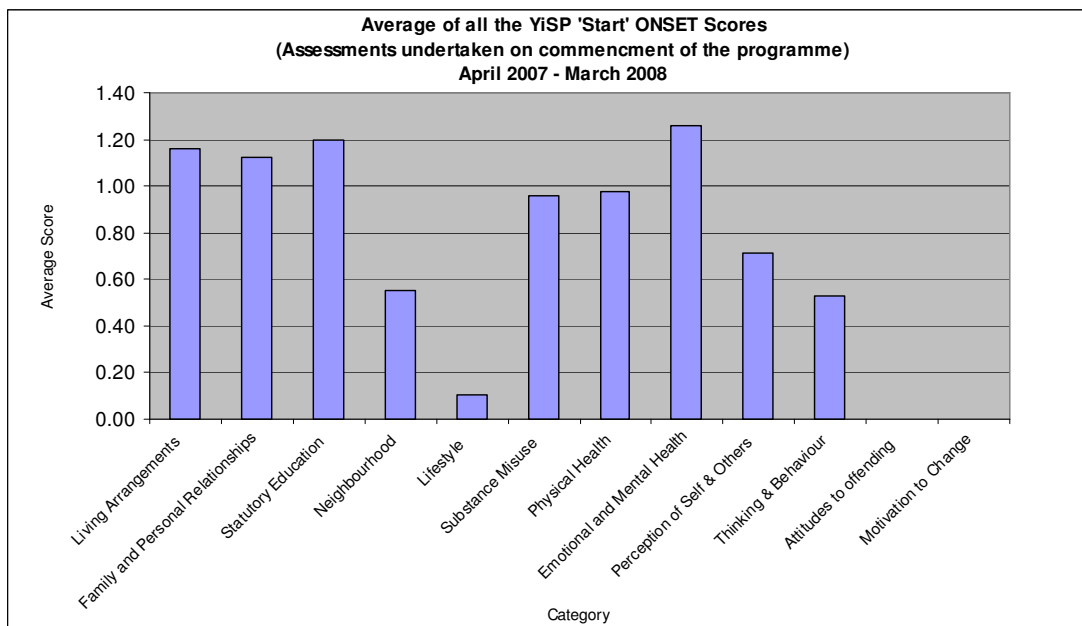
### E2.2 YJB risk to future delivery summary comments

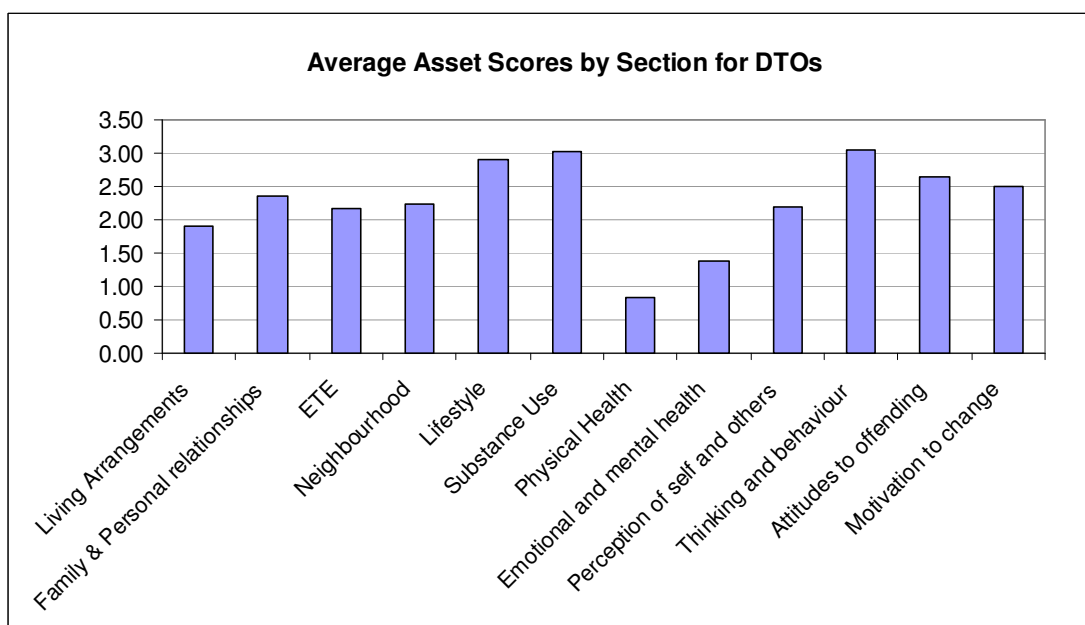
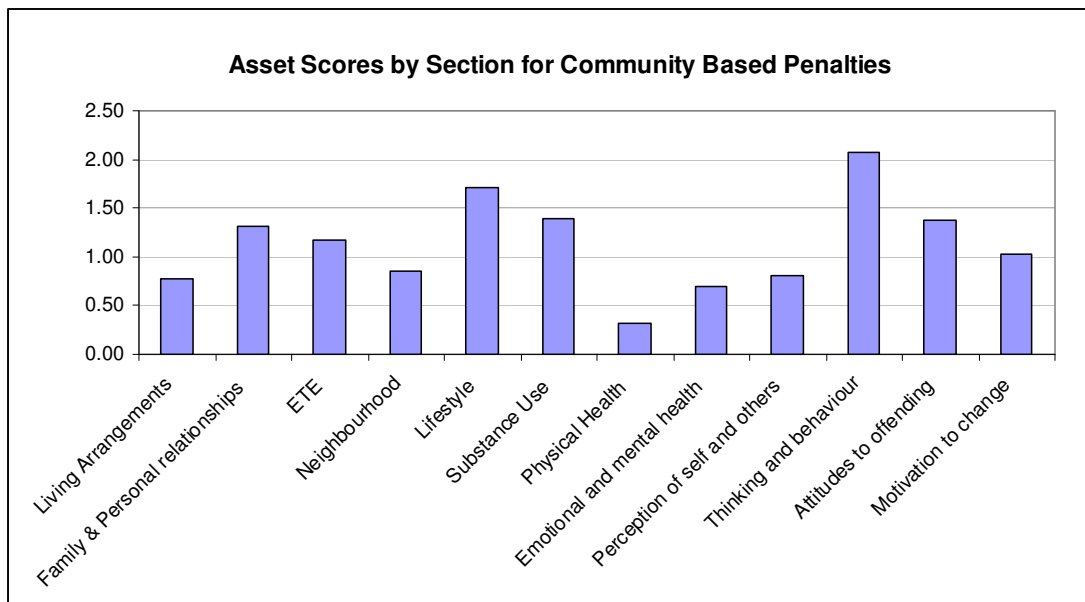
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<b>SECTION F – LESSONS LEARNT FROM COMPLETING THE YOUTH JUSTICE PLANNING TOOL</b>
<b>F1 What were the most valuable features of the youth justice planning framework and tool?</b>
<b>F2 What could have been developed further?</b>
<b>F3 What else would you like to be included in next year's youth justice planning framework?</b>
<b>F4 Do you have any other comments?</b>



## APPENDIX 1





## APPENDIX 2

### Glossary of Programme Resources

**Bail Supervision and Support Programme:** Bail supervision and support programmes are used, with and without the use of ISSP, to offer community programmes to children and young people at high risk of a secure remand or already remanded to the secure estate.

**Barnado's SunGate Parenting Project:** Sungate is a parenting project run by Barnardos via a Service Level Agreement with the YOS. It assists parents/carers of 10-17 year old young people using a variety of evidenced based initiatives. The majority of people referred attend on a voluntary basis, although some are supervised on statutory parenting orders.

**Diversity Programme:** There are specific programmes of intervention for children and young people based on their diverse needs, including maturity and gender. For example, a programme about issues of self-esteem, called 'Through the Looking glass' has been used to work with girls and young women. There are also programmes looking at racial awareness and race hate issues, which have both undergone notable improvements over the last year.

**Drug Treatment Programmes:** Sunderland YOS operates an integrated model for the delivery of mainstream substance misuse services for children and young people. Intervention for young offenders in contact with the YOS and displaying substance misuse needs is provided through Youth Drug and Alcohol Project (YDAP). The integrated substance misuse team is able to offer a full range of specialist substance misuse services including prescription, harm reduction, relapse prevention, solution-based therapy, group work, etc.

**Education, Training and Employment (ETE) Intervention:** The YOS supports young people to engage with ETE through seconded Education Inclusion Officers, a Connexions Worker and bespoke projects designed to meet individual needs i.e. KECO outdoor activities project, the Bunker Music and Visual Arts Project, the Fast Track Project for progression into trades, etc.

**Homelessness Services:** The YOS has a dedicated Accommodation Officer in post to ensure that accommodation does not negatively impact on criminal justice decisions, to ensure that accommodation issues are assessed and monitored in all cases and to find suitable accommodation for young people with housing needs.

**Intensive Supervision and Surveillance Programme (ISSP):** ISSP is a consortium arrangement across Sunderland, Gateshead and South Tyneside, providing intensive community-based surveillance with a focus on tackling factors that contribute to offending. This is the last intervention before custody, often as an alternative to custody. 2007 was a particularly outstanding year for the 'New Directions' initiative of this project (supporting young offenders to develop vocational skills in the community) and one of its staff members, attracting a Youth Justice Award, Regional Shine 'Unsung Hero' Award, Howard League for Penal Reform recognition, 'Highly Commended in the North East Youth Justice Awards, and special mention in the Sunderland Council Employee of the Year Award.

**Looked After Children Scheme:** two dedicated workers provide individual and group work interventions to looked after young people at risk of offending. The scheme works on a youth work principle encouraging citizenship and personal responsibility. The team were praised in the 2007 North East Youth Justice Assembly Awards for the innovation of practice they had developed in tackling this issue and the impact the team are having locally.

**Mental Health Services:** Sunderland YOS has a dedicated seconded Community Psychiatric Nurse (CPN) based within the YOS Offices. The role of the CAMHS worker, working across prevention and the wider OS, is supported by a jointly agreed protocol which sets out a clear operational procedure for the delivery of mental health services for young people referred by the YOS. The seconded practitioners are able to access the complete range of citywide mental health services up to Tier 4.

**Offending Behaviour Programmes:** Over the last year, the YOS has successfully implemented a wide range of Offending Behaviour Programmes, delivered by a dedicated Groupwork Coordinator. Specific programmes under this banner have included Hidden Harm for parents of young offenders who abuse substances; Arrive Alive for young people convicted of car crime; Substance Misuse workshops to motivate young people through drama; Give Racism the Red Card and Banner Theatre Drama Groups for young people convicted of racially motivated offences; Skills and Emotional Intelligence to guide young people away from peer pressure; etc. Group work sessions, underpinned by peer group dynamics, are a vital part of tackling the offending behaviour. They focus on Youth Justice Planning Tool 2008/09 - England

changing thinking and encouraging consideration of the costs and consequences of offending behaviour on themselves, their families, victims, and the wider community. The YOS is currently engaging with a regional workshop, funded by the YJB, to link YOT resources in this area to those in the secure estate.

**On Track:** OnTrack is a project aimed at 4-12 year olds, living in North Washington, who are vulnerable and in need. It is a government funded project which is made up of a number of agencies, including Social Service, Education, Health and Police. These agencies work with young people and parents to address their needs. These include parenting difficulties, behavioural difficulties, offending, mental ill health, education difficulties and emotional difficulties. One young person who attended the *On Track* programme because of problems with bullying designed a set of playing cards called *Fire Within*. These were focused on strategies that children and young people could use to deal with bullies. The cards were commercially produced and distributed within the city and subsequently won two awards for the young person and he was supported by YOS staff when attending the award events and in coping with the media attention he received. On Track won the Team of the Year Award in the 2007 North East Youth Justice Assembly Awards in recognition for innovation of practice.

**Phoenix Fire Safety Programme:** The Phoenix Programme, is a pioneering award winning partnership between Sunderland YOS and Tyne & Wear Fire and Rescue Service offering youngsters an intensive fire fighters course providing work experience and education in the consequences of fire incidents / malicious fire setting. With evidenced outcomes of increased self-esteem, positive attitudes to education / employment and reduced re-offending, the programme is now influencing practice and policy elsewhere by duplication in other areas.

**Resettlement and Aftercare Provision (RAP):** The RAP programme ensures end-to-end provision for those in custody and engages with young offenders and prison staff to ensure 'wrap around' provision upon release. This programme was established in 2005 to provide additional resources to work with young people leaving custody who have identified substance misuse problems. The RAP team was awarded the regional YJ Award 2006 for their commitment to young people, having made great achievements such as partnering with the Bunker, a Sunderland based professional recording and rehearsal space that gives the RAP young people the chance to learn new skills through audio-visual engagement.

**Restorative Justice (RJ):** RJ enables young offenders to make amends (reparation) to the community for their offending through positive or constructive activities. Innovative partnerships have been forged with schools, community centres, charitable organisations and businesses; and links have been forged with Safer Sunderland Partnership Respect Action and the National Big Recycle Scheme. The RJ Team has won the 2007 Recycling Initiative of the Year for their work with a local recycling contractor to deliver reparation projects on recycling across the city. RJ attracts high levels of positive media coverage.

**Specialist Resources:** In conjunction with specific programmes, the YOS utilises a wide range of focused resources for workers to use when engaging a young person on a programme or on a court based order. Examples include one-to-one paper-based activities, Board Games, Videos, DVDs, Teen Talk, etc. The YOS holds an electronic directory of all resources available to practitioners (segmented by location, type, target group and method of delivery). This ensures that the practitioners are able to plan and deliver the most effective intervention for the child or young person.

**Tackle It:** 'Tackle IT' is an exciting partnership initiative between Sunderland Youth Offending Service and Sunderland Premiership Football Club, to tackle racism, antisocial behaviour, and bullying and promote good citizenship. Specific projects award winning projects have included Tackle It Ten Feet High (working with Newcastle Eagles Basketball captain to develop young peoples aspirations), SuperKrush Films (developing substance misuse videos to deliver key messages to peers), and Cap-a-Pie (looked after young people making videos to deliver message on alcohol abuse). The success of the programme has received wide spread acclaim from both schools, media and award bodies.

**Volunteer Mentoring Scheme:** This is a well-established YOS programme helping over 500 young people to date that are either involved in offending or at risk of doing so. The project offers vulnerable young people, between the ages of 5 and 17yrs old, advice and support from an older, more experienced person, providing a protective factor against pressures linked to offending in a young person's life. One of the schemes volunteers was runner-up at the 2007 North East Youth Justice Assembly Awards for her contribution in this area.

**Wear Kids:** Wear Kids is a free voluntary support scheme for Young people aged 8-17 and their families in Sunderland. The main aim is to help young people stay out of trouble and prevent anti social behaviour. Young people can refer themselves directly to the scheme or can be referred by parents, carers, teachers or other professionals. Wear Kids work with young people to organise support and access to other services. These could include; health advice, family and parenting support, mentoring, education, local projects. Once a referral has been made young people meet with their project worker, and a panel is organised where a plan will be developed to work with young people and support them through any difficulties.

**Youth Inclusion Project:** North Washington Youth Inclusion Project, a partnership with Crime Concern, is a tailor made programme for some of the city's most at-risk teenagers. The youngsters involved with the programme receive one-to-one support, a safe place to go, and the opportunity to take part in activities with others to get careers and education help to reduce crime and anti-social behaviour through helping them grow and develop in order to improve their behaviour and so reduce youth crime and nuisance.