

SUNDERLAND YOUTH JUSTICE PLAN 2010 – 2011

(DRAFT)

CONTENTS

Forward	2
Introduction	3
Priorities 2010-2011	5
Strategic Priorities 2010 – 2011	5
Service Priorities 2010-2011	5
Capacity and Capability Self-Assessment	6
Core Case Inspection	7
Performance	8
Resourcing and Value for Money	12
Resourcing	12
Value for Money	13
Structures and Governance	14
Governance and Leadership	14
YOS Board Priorities 2010-2011	14
Partnership Arrangements	16
Links with criminal justice services	16
Links with children's services	16
Risks to Future Delivery	
Appendices	
Appendix 1 - YOS Board Approval	18
Appendix 2 - Risks to Future Delivery and Service Priorities Table	19
Appendix 3 – Capacity and Capability Self Assessment Scoring Table	20

Forward

As the new chair of the Sunderland Youth Offending Service Board (YOS), I am pleased to introduce the Youth Justice Plan 2010 / 2011 on behalf of the Chief Executive of Sunderland City Council and the multi-agency YOS partnership. The plan sets out the strategic aims of the YOS partnership to meet our principal aim of preventing offending and re-offending by children and young people.



Reducing Re-offending is being given the highest priority by the YOS Board as one of our key themes for the forthcoming year. It is also being given the highest priority within the council under the Chief Executive through the local area agreement (LAA). We are proud of our track record of reducing youth offending having been a Beacon authority for reducing re-offending in 2008/9. We are pleased that the latest performance figures show that we are on track for further reductions and likely to exceed national targets. The latest performance figures also show increased success in preventing children and young people from entering the criminal justice system in the first place and we will continue to work together as a partnership over the forthcoming year to reduce first time entrants.

As a partnership it is our aim to continue to deliver high quality services for children and young people who offend their families, victims and the wider public. We recognise as a partnership that to promote public confidence we must do this efficiently, ensuring value for money in the youth justice services we provide. It is our ambition to do 'better for less' and prevent the costs of crime through early intervention, thereby maximising public spending on youth justice services in Sunderland. This will be a key area of governance for the YOS Board in 2010-2011.

The external scrutiny by the national inspection team of the Core Case Inspection of Youth Offending Work in Sunderland (published January 2010) provided the partnership with an opportunity to benchmark practice against core service outcomes for safeguarding children, protecting the public and reducing re-offending by children and young people. The YOS partnership achieved a good result on all three of the outcome areas with performance above the average achieved by YOT's within the North East. We believe therefore that we have the right foundations on which to deliver our plans for the forthcoming year.

Keith Moore
Chair of the Sunderland Youth Offending Service Board
Acting Executive Director of Children's Services

1. Introduction

Welcome to the Sunderland Youth Justice Plan 2010 – 2011.

The purpose of this plan is to set out the strategic aims and objectives of Sunderland Youth Offending Services and its governing partnership Youth Offending Service Management Board (YOS Board).

Sunderland Youth Offending Service is a multi-agency partnership comprising the core statutory agencies of Probation, Police, Health and the Local Authority as well as other local partners. The purpose of the service is to deliver the youth justice provisions as set out in the Crime and Disorder Act 1998 (including the statutory annual Youth Justice Plan).

The plan sets out the strategic arrangements for the service including:-

- **Strategic priorities and risks to future delivery**
- **Resourcing and value for money**
- **Structures and governance**
- **Partnership arrangements**

Underpinning this strategic plan is a capacity and capability assessment. The assessment is a comprehensive audit of the capacity and capability of the service to deliver against the critical activity areas for youth justice.

The plan sets out priorities for services across both prevention of offending and reducing re-offending. This covers statutory services for children and young people aged 10-17 (inclusive) who because of alleged or actual offending have become involved in the criminal justice system. It also includes services for children and young people aged 5 – 17 (inclusive) who are identified as particularly at risk of offending.

The YOS Management Board priorities and service development priorities set out in this plan reflect the focus for 2010 – 2011 on effective case management to deliver against the service Inspection Improvement Plan following the Core Case Inspection of Youth Offending Work in Sunderland published in January 2010. The emphasis is on continuous improvement in the delivery of front line services, improving practice to ensure quality youth justice provision and effectiveness in reducing offending and re-offending.

At the heart of this plan is the achievement of outcomes for children and young people through a reduction in first time entrants to the youth justice system and a reduction in re-offending by children and young people. Sunderland Youth Offending Service continues to be in a strong position to achieve these outcomes with continued outstanding performance including:-

- Achievement of the highest possible performance rating from the YJB of *“performing excellently”*.
- Achievement of the highest possible YJB judgement for the Capacity and Capability Assessment of *“excellent capacity and capability to sustain and improve performance”*.
- Exceeding by far the national target set for the national indicator of reducing re-offending (sustaining the achievements of Sunderland as a former Beacon authority for reducing re-offending).

- Exceeding by far the national target set for Sunderland as a Youth Crime Action Plan area against the national indicator 111 for first time entrants to the youth justice system.
- Achieving a high performance (when compared to family averages) for the supporting national indicators of Use of Custody (NI 43) and ETE (NI 45) and the former national indicator 46 for Accommodation.

DRAFT

2. Priorities 2010-2011

2.1 Strategic Priorities 2010 – 2011

The principal aim of Sunderland Youth Offending Service and the YOS multi-agency partnership Board is to:-

“Prevent offending and re-offending by children and young people”

Success is measured through the key outcome targets of numbers of children and young people entering the criminal justice system (First Time Entrants) and numbers of children and young people re-offending.

The targets to be achieved are:-

- To reduce first time entrants year on year by 1.9% by 2011
- To reduce re-offending by children and young people by 10% by 2011.

The aim of reducing re-offend (proven rate of re-offending) for young offenders has been prioritised within the Sunderland Local Area Agreement (LAA). The first time entrants (national indicator 111) and reducing re-offending (national indicator 19) performance indicators are included in the national performance indicator set for local authorities.

There are a further four national key outcome areas for youth justice including: Use of Custody (National Indicator 43), Diversity (National Indicator 44), Education, Training and Employment (National Indicator 45) and Accommodation (former National Indicator 46). Performance against these priorities is set out in section 2.5.

2.2 Service Priorities 2010-2011

The service priorities for the operational Youth Offending Service have been developed based on a capacity and capability assessment and from the recommendations arising from the recent independent core case inspection of youth offending work in Sunderland. The Service priorities for 2010 – 2011 are:-

1. Case Management – to ensure effective case planning, intervention and supervision for young people who offend through quality assurance and appropriate management oversight.
2. Consultation and Participation – to enable service users to have a voice in the development and delivery of services.
3. Training and Development – to support staff to meet the principal aim of preventing offending
4. Assessment – to ensure quality assessment as the foundation for effective intervention
5. Capacity and Capability – to implement required improvement actions identified through the service capacity and capability assessment.

The actions to be taken to achieve each of the service priorities and the outcome targets are set out at Appendix 2.

2.3 Capacity and Capability Assessment

The capacity and capability assessment underpinning this strategic plan assesses the ability of the Sunderland Youth Offending Service multi-agency partnership to deliver against the critical activity areas of:-

- Assessment, planning, interventions and supervision (APIS)
- Resourcing and workforce development
- Access to universal and specialist services
- Reductions in first-time entrants to the youth justice system
- Reducing reoffending
- Use of custody
- Risk of serious harm
- Safeguarding
- Victim and public confidence

The Capacity and Capability assessment scoring table at Appendix 3 shows that Sunderland YOS is in a strong position to deliver against the critical activity areas for youth justice services with an overall average of 2.5 against a maximum score of 3. Critical activity areas of strength were resourcing and workforce development, custody, access to universal and specialist services and victims and public confidence. An area identified for improvement was the increased use of analysis of ASSET assessment analysis to improve service planning and delivery (capacity and capability assessment criteria 2.1: how the YOT has evaluated the effectiveness of interventions delivered and how this has informed service delivery).

From the YJB validation of the Capacity and Capability Assessment Sunderland received the highest judgement rating of **“excellent capacity and capability to sustain and improve performance”**.

Accompanying the capacity and capability judgement is a performance rating for which Sunderland also received the highest possible rating of **“performing excellently against national indicators”**.

The YJB validation of the Capacity and Capability Assessment identified a number of areas of ‘notable practice’. These were:-

- Quality of reporting at the governing YOS Management Board
- Partnership working to provide practical support to young people to re-engage them in ETE
- Partnership work with the local Crime Reduction Partnership (Safer Sunderland Partnership) to promote public confidence in the criminal justice system
- Analysis of data to inform service planning, particularly in relation to Geographical Information Systems (GIS) mapping analysis (ward / area based analysis).

The improvement plan arising from the capacity and capability assessment forms the operational delivery plan for Sunderland Youth Offending Service and incorporates the improvement plan for the recommendations of the independent Core Case Inspection of Youth Offending Work undertaken within Sunderland Youth Offending Service by the national joint inspection team in 2009.

2.4 Core Case Inspection of Youth Offending Work in Sunderland

The current inspection programme for the inspection of youth offending work commenced in April 2009, with all YOT's being inspected over a three year cycle. The inspection programme comprises two tiers:-

- Core Case Inspections of every YOT that focus on *practice*.
- Thematic inspections that focus on national issues such as youth group crime (gangs), prevention and court work.

An independent inspection of the work of Sunderland Youth Offending Service was undertaken by the national joint inspection team in 2009 (published January 2010). The inspection assessed the YOS in relation to

- Safeguarding (vulnerability)
- Public Protection (risk of harm to others) and,
- Reducing Re-offending.

This was considered across the three key stages of youth justice interventions assessment and sentence planning, delivery and review of interventions and outcomes. The core case inspection of Sunderland identified a number of areas of good practice as well as 5 key recommendations for practice development. The five recommendations were:-

1. A good quality assessment, using Asset, is completed when the case starts
2. A good quality assessment of the individual's Risk of Harm to others is completed at the start, which includes an analysis of all harm-related behaviour rather than a description
3. Risk management plans and vulnerability plans are completed on time and are good quality. They clarify the roles and responsibilities of staff, and include planned responses to changes in the Risk of Harm or vulnerability of the child or young person.
4. The plan of work with the case is regularly reviewed and correctly recorded in Asset with a frequency consistent with national standards for youth offending services, and the interventions undertaken with each individual are sequenced appropriately
5. There is evidence in the file of regular quality assurance by management, as appropriate to the specific case, with discussions and actions agreed at the High Risk Strategy Meetings being recorded in the relevant child or young person's file.

Overall the inspectorate concluded an encouraging set of findings with good prospects for the future.

"We think that Sunderland YOS has good prospects for the future, on the basis that the staff team are committed and competent, and have the full support of enthusiastic and capable managers who are constantly striving to improve performance".

Independent Inspection of Youth Offending Work 2010

2.5 Performance

This section of the Youth Justice Plan sets out performance figures and commentary for the six national indicators of: First time entrants (FTE's), proven rate of re-offending, use of custody, engagement in education, training and employment and accommodation.

For Sunderland performance against the proven rate of re-offending has been prioritised within the city's Local Area Agreement.

First-time entrants (FTEs) to the youth justice system aged 10–17 (National Indicator 111)

	Sunderland	Family
2007/08 First Time Entrant rate per 100,000 of 10–17 population	3,177	2,217
2008/09 First Time Entrant rate per 100,000 of 10–17 population	2,651	1,694
Percentage Reduction (baseline v 2008/09 out-turn)	-16.6%	-23.6%
Percentage Reduction 2009/10 (projected rate based on YOT proxy data)	1,943	1,276

Historically targets for reducing the number of FTE's have presented a challenge for Sunderland YOS. However, performance for 2008/9 against the baseline period of 2007/8 shows a reduction of 16.6%, well above the target reduction of 1.9% year on year by 2011. Sunderland YOS aims to prevent children and young people from entering the criminal justice system by identifying the most at risk young people and engaging them and their families in needs led intervention through the Wear Kids programme. Towards the latter part of 2008/9 Department of Children Schools and Families (DCSF) funding enabled a wider provision of prevention services to be available. The Challenge and Support programme is targeted at families of young people involved in anti-social behaviour where previous voluntary intervention has been refused. The Youth Crime Family Intervention Programme is aimed at families where there is entrenched offending, including families where there are children who have not yet offended but the entrenched nature of offending in the family puts them at significant risk.

It is projected that Sunderland will continue to have a good performance against FTE's due to the introduction of Community Resolutions in the summer of 2009. Since August 2009 203 young people have received a community resolution of which 117 (58%) would have been FTE's. The introduction of triage working with young people in police custody suites is also expected to reduce the number of FTE's.

Reducing Re-offending – Rate of proven reoffending by young offenders (National Indicator 19)

	Sunderland	Family
2005 12-month rate	1.18	1.34
2008 12-month rate	0.96	1.12
Percentage change	-18.3%	-16.1%
2005 6-month rate	0.71	0.78
2009 6-month rate	0.50	0.62
Percentage change	-29.9%	-20%

Reductions in re-offending are shown in relation to both the 12 month re-offending rate from 2005 to 2008 and the 6 month rate from 2005-2009. These compare favourably to the family average and far exceed the target for Sunderland of 3.1%.

Sunderland Youth Offending Service was identified as a Beacon for Reducing Re-offending by the IDEA Beacon scheme with Beacon status until June 2009. Through 2009/10 Sunderland YOS has continued to deliver the flagship projects and programmes that led to the Beacon award. These include a nationally recognised approach to offending behaviour interventions, extensive partnerships to enable direct and indirect restorative approaches and creative solutions to re-engaging children and young people in education, training and employment. In 2008 Sunderland undertook a recidivism assessment, aimed at identifying, tracking and prioritising interventions that demonstrated effectiveness in reducing re-offending. The subsequent recidivism action plan that was developed is aimed at ensuring the work of the YOS is outcome focused in relation to reducing re-offending for children and young people.

Use of Custody – Young people within the youth justice system receiving a conviction in court who are sentenced to custody (National Indicator 43)

	Sunderland	Family
April – December 2009	3.0%	5.9%
2006/07 baseline	2.8%	5.5%
Percentage Change	10.2%	7.3%

Sunderland continues to have a low custody rate compared to the family average and has made a 2.6% reduction in the period April to September 2009 compared to the baseline. Sunderland has a good relationship with the local courts and offers Intensive Supervision and Surveillance as an effective alternative to custody which is evidenced in re-offending analysis. For the ISS cohort (formerly ISSP) of 2008 tracked for re-offending during 2009 64% reduced the frequency of their offending and 73% reduced the seriousness of their offending. In 2009 Sunderland commenced a custody panel pilot to ensure scrutiny of every individual case of use of custody.

Education, Training and Employment (ETE) – Young offenders' engagement in education, training and employment (National Indicator 45)

	Sunderland	Family
April-December 2009	90.9%	76.7%
2006/07 baseline	85.4%	65.8%
Percentage Change	6.4%	16.5%

In the last year Sunderland YOS has maintained an excellent performance on the number of young people engaged in ETE with performance above the family average. This has been achieved through early identification systems for young people 'Not in Education, Employment or Training' (NEET). For those identified as NEET rigorous tracking is undertaken by two full-time Attendance Development Officers and one part-time seconded Connexions PA to ensure access to appropriate ETE by the end of the YOS intervention.

The two YOS-based Attendance Officers maintain strong links with schools (including Pupil Referral Units) and represent the YOS at the Children Missing from Education (CME) meeting.

For the 'critical few' school-age children who present additional challenges and difficulties, the YOS has in place a YOS/Education Support (YES) partnership meeting to address issues on a case by case basis. For those over school age, the YOS, in partnership with Springboard (E2E provider) and the LSC, has established a unique 'E2E Placement Panel' to address the issues for those assessed as likely to pose exceptional problems or risks in terms of either accessing or sustaining E2E provision enabling an individualised risk management and support plan to be put in place. In 2010 Sunderland YOS has become an ETE provider to enable those young people most disengaged from ETE to develop the skills they need to access mainstream ETE provision.

The YOS has a range of direct provision to support young people to engage with ETE such as 'The Bunker', a community interest company that provides accredited music, I.T. and arts-based activities and KECO an outdoor-activity organisation that provides a varied selection of constructive activities around an awards framework. The YOS has a Keeping Young People Engaged (KYPE) project which provides ETE mentors to support engagement and whilst not specifically ETE-related, the YOS has systems in place to provide intensive, individualised mentor-style support for complex cases through schemes such as Integrated Resettlement Support (IRS) and Intensive Supervision and Surveillance (ISS).

Performance projections are that Sunderland YOS will continue to perform well above the family average for ETE.

Accommodation – Young offenders' access to suitable accommodation (formerly National Indicator 46)

	Sunderland	Family
April-December 2009	99.8%	97.8%
2006/07 baseline	98.8%	97.6%
Percentage Change	0.9%	0.2%

The performance for Sunderland against the indicator for Accommodation was 99.8% for the period April to December 2009, above the family average and up from the baseline of 98.8%. Sunderland has enjoyed an excellent partnership arrangement with the Directorate of Health, Housing and Adult Services. The secondment of a full time Accommodation Officer has ensured full and early assessment of accommodation needs for young offenders, close working with the city's Housing Options Team to enable appropriate placements and contingency planning for young people with a track record of problematic behaviour in placements.

Although Sunderland has historically performed well against this performance area, previous Youth Justice Plans and other strategic assessments have highlighted the challenges faced by the service in ensuring appropriate accommodation for the small minority of the 1% of young offenders who are extremely difficult to place. In December 2008 the accumulation of much partnership working through the Sunderland YOS Board saw the opening of a new direct access hostel in Sunderland with allocated places for young people who offend, including those released from custody. With this provision operating alongside the 'emergency bed', that Sunderland YOS continues to maintain with a local provider even the most difficult to place young people who offend are able to access suitable accommodation.

Ethnicity – Ethnic composition of offenders on youth justice system disposals (NI 44)

	% of youth justice pop. in 2009/10	% of general pop. in 2009/10	% of youth justice pop. in 2008/09	% of general pop. in 2008/09
White	n/a	n/a	97.5%	96.4%
Mixed	n/a	n/a	0.4%	0.9%
Asian	n/a	n/a	1.5%	1.9%
Black	n/a	n/a	0.7%	0.3%
Chinese	n/a	n/a	0.00%	0.5%

The population of Sunderland is predominantly white British (98.1%) and this is reflected in the small numbers of ethnic minority young people in the local youth justice system. Performance monitoring indicates there is no evidence of over representation of any minority ethnic group in the local youth justice system. There are no issues in Sunderland of gang or group offending in Sunderland based on ethnic groupings.

3. Resourcing and Value for Money

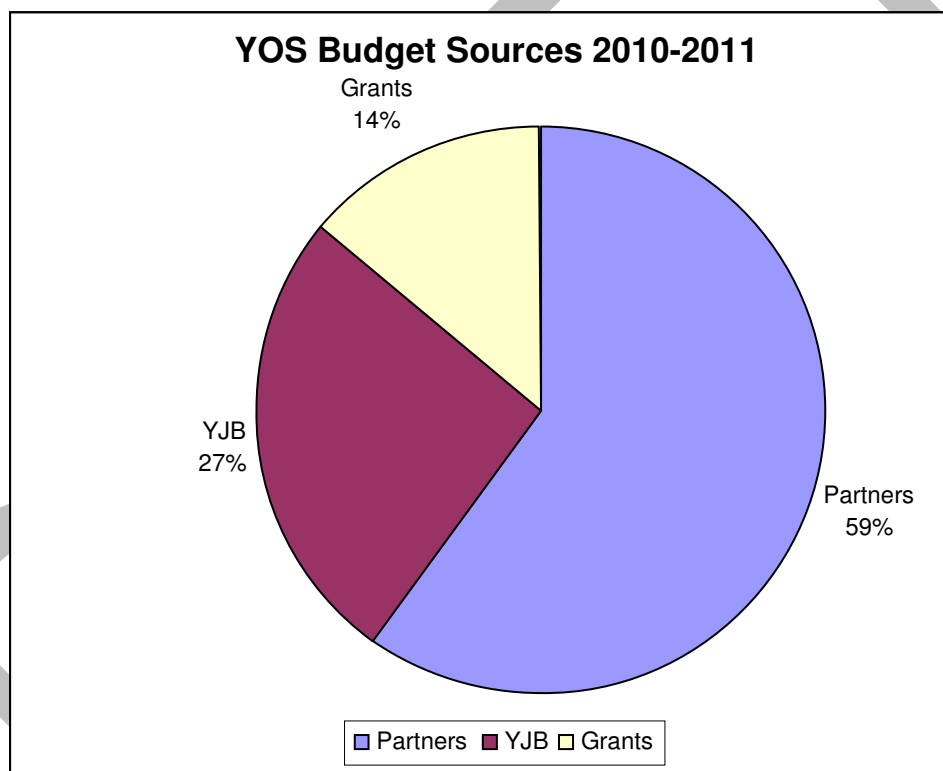
This section of the strategic plan sets out: how the Sunderland YOS partnership:-

- has ensured that the YOS has sufficient **resources** and an infrastructure that are appropriately deployed to deliver youth justice services in the Sunderland area in line with the requirements of the National Standards for Youth Justice.
- Has developed an understanding of the costs of delivery and plan to deliver outcomes more efficiently (**value for money**).

3.1 Resourcing

The YOS has a complex budget structure made up of significant Council core funding, core government funding from the YJB, partner agency funding and in-kind contributions and a range of time-limited grant funding.

Sources of funding are set out in the pie chart below:-



There are no significant changes to the overall budget amount or partner contributions for 2010 – 2011. Over a number of years Sunderland YOS has been successful in attracting significant funds to the service through grant applications for specific initiatives. Grants from the YJB and other sources for 2010 – 2011 are:-

YJB

- YJB Core Grant
- YJB Prevention Grant
- Intensive Supervision and Surveillance (ISS)
- Keeping Young People Engaged (KYPE)
- Integrated Resettlement Support (IRS)

Other Grants

- Think Family
- Youth Crime Action Plan (YCAP)
- Challenge and Support Scheme

Through the relevant partnership contributions and the additional funding the service has been able to attract Sunderland YOS is able to deliver in full the statutory youth justice requirements as set out in the Crime and Disorder Act 1998 as well as a range of specialist and targeted programmes. All the multi-agency staff as required by the Crime and Disorder Act 1998 are in place including the previously vacant position of Health Worker.

The capacity and capability assessment indicates that effective resource management arrangements are in place to ensure maximum effectiveness from available resources with a high self assessment score for the two resource criteria of:-

- How the YOT partnership ensures the YOT has sufficient financial resources to deliver effective Youth Justice Services.
- How the YOT partnership ensures that the YOT workforce is sufficient in capacity to deliver effective youth justice services.

3.2 Value for Money

For Sunderland YOS to achieve value for money in the services provided there needs to be an understanding of the 'value' of services provided. This is both in relation to the 'value' in terms of outcomes as well as the 'value' in terms of savings through prevention and investment to save. Sunderland YOS has a strong performance management culture and effective performance management arrangements to ensure the value of services is measured. An example of measuring investment to save is through the implementation of the 'Think Family' negative costings toolkit, which enables the YOS to identify the savings to the criminal justice system and in relation to other public spend by investing in families through the Family Intervention Project (FIP).

Sunderland YOS aims to ensure services are delivered efficiently by reducing costs whilst maintaining outcomes. This will be achieved by maintaining front line services whilst streamlining other costs where appropriate. An example of how this has been achieved in 2009 -2010 is the dissolving of the three authority Intensive Supervision and Surveillance (ISS) programme to allow local delivery resulting in management, administration and performance management cost savings.

Over the forthcoming year Sunderland YOS will continue to ensure value for money and the effective use of resources through:-

- Use of commissioning to ensure best possible service at the best possible price
- Alignment of funding streams as appropriate to increase capacity, and
- Analysis of outcome data to ensure return on costs

The governance of the use of resources is a key priority for the YOS Management Board for 2010-2011.

4. Structures and Governance

4.1 Governance and Leadership

The multi-agency Youth Offending Service Management Board, chaired by the Executive Director of Children's Services provides the strategic oversight and governance of youth justice services in Sunderland. As an identified 'significant partnership' for Sunderland it also provides the strategic linkages with other significant partnerships across Children's Services, criminal justice and community safety.

The YOT Management Board is directly responsible for:

- delivering the principal aim of reducing offending and reoffending
- strategic performance oversight
- ensuring the effective delivery of justice services for children and young people.
- accountability and representation of youth justice issues within the local authority
- ensuring that children and young people involved in the youth justice system have access to universal and specialist services delivered by partners and other key agencies for
- ensuring local authorities discharge their duties under the Children Act 1989, in particular those in Schedule 2, paragraph 7, to:
 - discourage children and young people within their area from committing offences
 - take reasonable steps designed to reduce the need to bring criminal proceedings against children and young people in their area
 - avoid the need for children within their area to be placed in secure accommodation.

4.2 YOS Board Priorities 2010-2011

As a significant partnership for the city the YOS Board has undertaken a partnership risk assessment (July 2009). A key area of risk identified was that the service structure may not be the most appropriate structure to:-

- enable the best deployment of staff in relation to changing workloads, roles and responsibilities in relation to the introduction of new national legislation and guidance in the form of the Youth Rehabilitation Order and the scaled approach to youth justice.
- Achieve efficiencies and the best use of available resources.

Much has been achieved in 2009 – 2010 with the alignment of managerial responsibilities to ensure strong leadership. In 2010 – 2011 a key area of development will be the alignment of frontline practitioner roles to increase the flexibility of the workforce. In January 2010 the YOS Board undertook a challenge session around the Youth Justice Plan Capacity and Capability activity areas to identify priorities for the year ahead.

For 2010 – 2011 the YOS Board has identified 4 key priorities for their work in governing the multi-agency Youth Offending Service. These priorities are:-

- Case Management and Management Oversight

- Resourcing
- Preventing offending and Reducing Re-offending.
- Victims and Public Confidence

The YOS Board priorities are underpinned by a clear work plan driven forward and monitored through bi-monthly YOS Board meetings.

Case Management and Management Oversight – under this programme of work the YOS Board will take a governing role in ensuring that appropriate management oversight and quality assurance arrangements are in place. The Board will also under take a specific piece of work to look at transitions from YOS to Probation. The YOS Board will ensure that the recommendations of the core case file inspection are implemented to drive practice improvements and ensure outcomes for children and young people, their families, victims and the wider public. In particular the YOS Board will monitor arrangements and outcomes for Safeguarding children and ensuring Public Protection.

Resourcing – under this programme of work the YOS Board will ensure governance over the YOS Budget. The Board will ensure effective commissioning, alignment of resources and pooling as appropriate to ensure maximum impact from available resources. Through regular budget analysis combined with robust performance reporting the YOS Board will ensure that the cost effectiveness of services is understood to ensure an emphasis on what works.

Preventing offending and Reducing Re-offending – under this programme of work the YOS Board will consider analysis of first time entrants and re-offending cohorts to target services effectively. With a strong track record in partnership working and innovation the YOS Board will ensure that services are customer focused and needs led. Key to this is governance of consultation and participation arrangements to ensure service planning and delivery is informed by service user feedback.

Victims and Public Confidence – over the forthcoming year the YOS Board will build on the positive and pro-active relations with the local media and will work with the Safer Sunderland Partnership to reduce fear of crime and promote public confidence in youth justice services. The Board will support the YOS in further developing consultation and participation arrangements with a particular emphasis on ensuring victims views can be heard.

5. Partnership Arrangements

The multi-agency YOS Management Board is identified as a 'significant partnership' for Sunderland and it also provides the strategic links with other significant partnerships, and their associated strategic plans, across children's services, criminal justice and community safety.

5.1 Links with criminal justice services

The YOS Management Board functions as one of the key delivery theme groups of the Safer Sunderland Partnership (local Crime and Disorder Reduction 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'*.

5.2 Links with children's services

The YOS Board is aligned with the Children's Trust and its vision to work together to improve the life chances and aspirations for each child / young person in Sunderland.

The Youth Justice Plan supports the wider planning context for children and young people of the fifteen year Children and Young People's Plan 2010 – 2025. The Youth Justice Plan priority of reducing re-offending sits within the Making a Positive Contribution and Economic Wellbeing priority of the Children and Young People's Plan. The annual Youth Justice Plan supports the three year delivery plan for the Children and Young People's Plan 2010 – 2025.

5.3 Access to Universal and Specialist Services

Sunderland YOS has a strong partnership approach to delivering effective services evidenced in a committed and effective partnership management Board. Service level agreements are in place for all statutory services and Sunderland YOS has in place a range of additional specialist (and award winning) services. These include prevention initiatives such as 'Tackle IT' in partnership with Sunderland SAFC foundation, targeted offending behaviour interventions such as the knife crime prevention programme and interventions that support families including specialist parenting programmes in partnership with Barnardos voluntary sector organisation and the youth crime Family Intervention Programme funded under the national Youth Crime Action Plan.

6. Risks to Future Delivery

The Youth Justice Board for England and Wales requires that each YOT partnership undertakes a risk assessment as part of the development of the strategic youth justice plan to identify future risks to delivery.

The Sunderland YOS partnership assessment of the risks to future delivery has been developed based on information from a range of assessments including the YOS Board risk assessment, the capacity and capability assessment, performance analysis and the independent inspection of youth offending work in Sunderland. A gap in information to inform the analysis of risk to future delivery has been identified in relation to service user consultation / feedback and this is therefore identified as a key priority for the year ahead. The below table sets out the risks to future delivery, the aligned service priority, partnership plans and actions to address risks identified and outcome targets.

DRAFT

7. Appendices

YOS partnership sign-off

Name	Agency	Signature	Date
Keith Moore (Chair)	Sunderland City Council (Children's Services)		
Jane Hedley (Deputy Chair)	Sunderland City Council (Corporate Services)		
Alan Caddick	Sunderland City Council (Health, Housing and Adult Services)		
Andrew Carton	Connexions		
C/Insp 7249 Carol Parkes	Northumbria Police		
Judith Hay	Sunderland City Council (Children's Services)		
Karen Embleton	HM Courts		
Kevin Robinson	National Probation Services		
Lynda Brown	Sunderland City Council (Children's Services)		
Marc Hopkinson	Sunderland Teaching PCT		
Meg Boustead	Sunderland City Council (Children's Services)		
Stuart Douglass	Sunderland City Council (Safer Communities Team)		

Risk to Future Delivery	Service Priorities	Action to be undertaken	Outcome Targets
There is a risk that management oversight is not fully evidenced to ensure that all reasonable action has been taken to protect the public and prevent offending and re-offending by children and young people.	Service Priority 1 – Case Management To ensure effective case planning, intervention and supervision for young people who offend through quality assurance of case management. To ensure effective management oversight of case management.	<ol style="list-style-type: none"> 1. Monitor the quality of effective case planning, intervention and supervision of young people who offend through a management case file audit tool and address any improvement areas identified. 2. Develop an evidencing management oversight procedure. 3. Report the findings of the case file audit to the governing YOS Management Board. 	75% of case recording judged as satisfactory or above via the management case file audit.
There is a risk that services provided by Sunderland Youth Offending Service are not sensitive to the needs of children and young people, families and their victims and other key stakeholders.	Service Priority 2 – Consultation and Participation To implement appropriate consultation and participation arrangements to secure the involvement of service users and other stakeholders and ensure the outcome informs service planning and delivery.	<ol style="list-style-type: none"> 1. Implement the Hear by Rights consultation programme. 2. Improve the use of the Viewpoint consultation tool with children and young people. 3. Consider through the YOS Board (half yearly report) the implications of service consultation and participation. 	Achievement of Hear by Rights Level 2 75% of young people concluding orders have been consulted using the Viewpoint tool. Consultation and participation outcomes are available to inform the Youth Justice Plan 2011 – 2012.
There is a risk that staff are not appropriately supported and developed to meet the priorities set out in this Youth Justice Plan.	Service Priority 3 – Training and Development To support all staff in meeting their principal aim of preventing offending and re-offending by children and young people.	<ol style="list-style-type: none"> 1. Implement and embed revised Children's Services guidance on effective supervision and appraisal 2. Revise common core competencies for YOS specific staff 	100% of relevant staff are supervised monthly. 75% of staff are trained in line with core competencies
There is a risk that assessments of young people who offend or who are at risk of offending are not of high enough quality on which to base effective intervention planning and delivery to achieve desired outcomes.	Service Priority 4 - Assessment To ensure high quality assessments as the foundation for all intervention.	<ol style="list-style-type: none"> 1. Embed good practice guidance for staff in relation to asset and onset practice. 2. Monitor the quality of Asset assessment through a management case file audit tool and address any improvement areas identified. 	100% of Asset assessments rated as satisfactory or above in the external regional Asset audit. 50% or more of Asset assessments rated as 'good' in the external regional Asset audit.
There is a risk that Sunderland YOS does not have the maximum capacity and capability to deliver key youth justice services.	Service Priority 5 – Capacity and Capability To ensure Sunderland YOS has the capacity and capability to prevent offending and re-offending by children and young people.	<ol style="list-style-type: none"> 1. Implement the improvement plan arising from the YOS capacity and capability assessment (incorporating the recommendations of the YOS core case inspection) 	Capacity and capability improvement plan is implemented in full. Inspection improvement plan is implemented in full.

SUNDERLAND YOS - CAPACITY AND CAPABILITY SELF ASSESSMENT 2010/11

CRITERIA NO.	YJB ACTIVITY CRITERIA	YJB VALIDATED SCORE
1. ASSESSMENT, PLANNING INTERVENTIONS AND SUPERVISION (APIS)		
1.1	The quality of APIS in the YOT, how the YOT works to continuously improve APIS quality and the areas for improvement identified.	2
1.2	The quality assurance processes undertaken in the YOT and how this informs YOT planning & development.	2
1.3	How the YOT has evaluated the effectiveness of interventions delivered and how this has informed service delivery.	1
1.4	The extent to which APIS including assessment of likelihood of reoffending, risk of harm to others, safeguarding, planning and supervising interventions is supported by workforce training.	2
2. RESOURCING AND WORKFORCE DEVELOPMENT		
2.1	How the YOT Partnership ensures the YOT has sufficient financial resources to deliver effective youth just services locally	3
2.2	How the YOT partnership ensures that the YOT workforce is sufficient in capacity to deliver effective youth justice services locally	3
2.3	The YOT partnership's workforce development strategy including supervision procedures, training plans and steps to ensure that the YOT workforce, as part of the wider Children's Workforce, are Common core compliant	3
2.4	The extent to which staff have received diversity training and understand issues of disproportionality in the youth justice system	2
3. ACCESS TO UNIVERSAL AND SPECIALIST SERVICES		
3.1	How the YOT partnership has developed effective strategic relationships to ensure the delivery of universal and specialist services to young people in the youth justice system	3
3.2	How the YOT partnership ensures assessment, screening and referral is in place to identify and meet the universal and specialist needs of young people in the youth justice system	2
3.3	How the partnership ensures that the YOT has the capacity to enable young people in the youth justice system to access the universal and specialist services they need	3
4. FIRST TIME ENTRANTS		
4.1	How a partnership approach is taken to targeting those most at risk of becoming a first time entrant.	3
4.2	How a partnership approach is taken to the delivery of youth crime prevention services.	2
4.3	The prevention services delivered by the YOT partnership and how these services have been informed by analysis of the first time entrant population and referrals to prevention programmes.	3
5. REDUCING REOFFENDING		
5.1	How the YOT has analysed the reoffending cohorts and rates to inform the YOT partnerships reducing reoffending strategy/plan.	3
5.2	The range and type of interventions available including alternatives to custody and how these have been developed to meet identified needs.	2
5.3	How the YOT works to enable children and young people to comply with the requirements of their orders and ensures robust enforcement and timely breach processes where necessary	2

6. CUSTODY		
6.1	The work undertaken to build and maintain a strong relationship and communication with courts and sentencers	3
6.2	The arrangements in place to reduce the use of custody and remands to custody.	3
6.3	How the YOT management board maintains oversight of use of custodial remands and sentencing	2
6.4	How the YOT partnership works with the full range of universal and specialist services to help deliver effective resettlement for children and young people released from custody.	3
7. RISK OF SERIOUS HARM TO OTHERS		
7.1	The procedures in place to identify and manage risk of serious harm to others	2
7.2	The procedures for the ongoing management of young people under the local MAPPA arrangements	3
7.3	How these ROSH and MAPPA procedures are overseen by the YOT management Team and Board to ensure quality and continuous improvement in services	2
8. SAFEGUARDING		
8.1	The safeguarding procedures in place to ensure the comprehensive accurate and timely identification, assessment and management of safeguarding needs	2
8.2	How the implementation of these safeguarding procedures is overseen by the YOT management team and board to ensure quality and continuous improvement in services	2
8.3	How the YOT works with children's services to ensure that children and young people at risk of entering or in the youth justice system are kept safe from harm	3
9. VICTIMS AND PUBLIC CONFIDENCE		
9.1	How the YOT seeks feedback from service users about the quality of services it delivers and this feedback has informed service development.	3
9.2	The victim and restorative justice services delivered by the YOT partnership and how the YOT has reviewed these services to inform its victim/restorative justice strategy	2
9.3	How the YOT partnership engages with the community to improve public confidence in the criminal justice system.	3