

## Foreword

The Sunderland Youth Justice Plan 2002 – 2005 is a three year strategic plan which sets out how the Youth Justice provisions of the Crime and Disorder Act 1998 will be delivered in Sunderland with the principal aim of *preventing offending by children and young people*. This executive summary highlights some of the key points of the Youth Justice Plan Update 2004 – 2005. The update outlines performance for 2003 - 2004, along with actions for improvement in 2004 – 2005. The purpose of this summary is to provide an accessible overview for partners, colleagues, service users and the wider public.

**Achievements 2003/2004** - Sunderland Youth Offending Service has continued to make significant progress during 2003, including:

- The service was restructured to meet the needs of Effective Practice and Quality Assurance, performance targets and the needs of children, young people and their families.
- A comprehensive budgetary review, consolidating core business finance.
- Agreements made regarding the secondment of specialist staff from Connexions, CAMHS and Regeneration and Housing, enabling improved performance in these areas.
- Significant quarterly progress made in performance indicators set by the Youth Justice Board for England and Wales.

A number of other significant achievements have also been made in the last year.

**New premises** were secured and the Youth Offending Service successfully relocated to Lambton House in December 2003. Rich in history, the building is named after the Lambton family. Historically it has a range of local and national political connections and was once visited by the literary great Charles Dickens. The move to these new premises represents a new era for Sunderland Youth Offending Service.



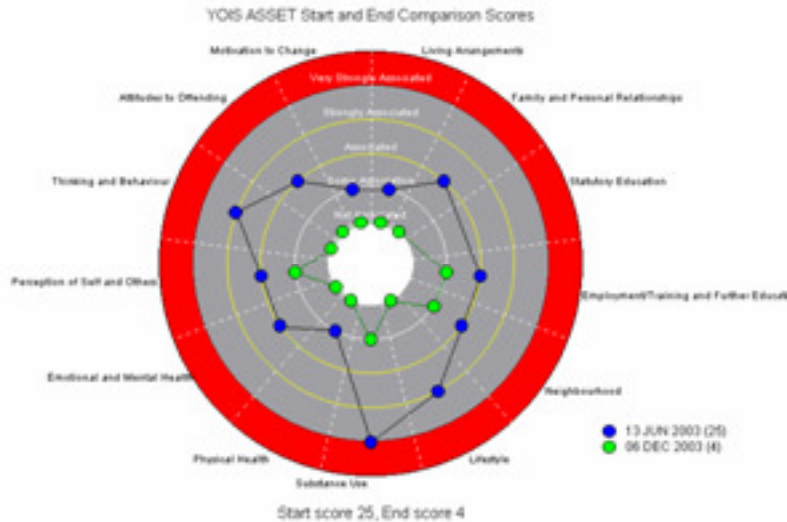
The service also continues with its **Media Strategy** to build positive relationships with the local and regional press. In November 2003 the Youth Offending Service was commended by the Youth Justice Board at their annual convention for the positive media coverage of the Phoenix Fire Project. The Phoenix project was also highly commended by the High Sheriff of Tyne & Wear.

## Service Planning for 2004 - 2005

The Youth Offending Service has achieved maximum performance on assessment completion (using the Youth Justice Board Asset tool), with 100% assessment completion across all cases. The full completion of Asset electronically enables Sunderland YOS to utilise assessment data effectively both in terms of individual case planning and service intervention planning.

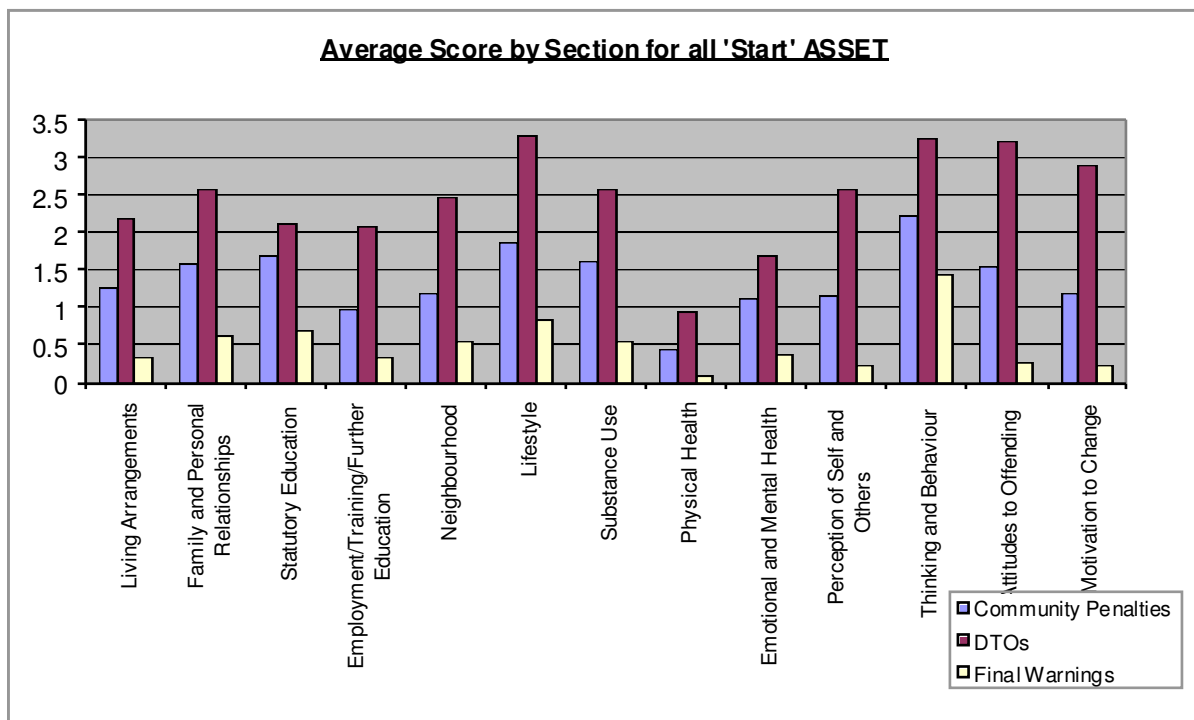
## Case Planning

The Asset graph below illustrates how intervention end Asset can be compared with intervention start Asset to assess the success of any intervention in relation to specific risks identified. This example shows the start and end Asset scores for an ISSP case, with significant improvements in assessed risks and needs across all areas and an overall risk score reduced from 25 to just 4 at the end of the intervention.



### Service Intervention Planning

When start assessment scores are aggregated, this can be used to highlight the youth justice services required by young people in the Sunderland area. The graph below shows that Thinking and Behaviour, Attitudes to Offending, Lifestyle issues, Substance use and Family and Personal Relationships continue to be high risk areas across first time offending (Final Warning, Community Penalties, through to Custody (DTO).



The appointment of a group work coordinator to develop offending behaviour programmes will enable Thinking and Behaviour and Attitudes to Offending to be addressed. The Youth Offending Service continues to work with a number of specialist diversionary schemes including Positive Futures, Youth Inclusion and Juvenile Services to deal with Lifestyle issues. Specialist Substance Misuse Staff and new demanding performance indicators for specialist substance misuse assessment will ensure these issues are tackled. The Service will continue to work closely with the Barnardo's Sungate Parenting Project to address issues around Parents and Family relationships

## Prevention Strategy

Prevention of offending by children and young people is the principal aim of the Youth Offending Service. Working towards this aim, the Service continues to forge strong links with partner agencies, enhancing co-ordination of prevention and early intervention initiatives.

The Prevention Strategy 2004 – 5 places the service at the heart of decision-making for children and young people. The Youth Offending Service Manager sits on the newly formed Young People's Strategic Partnership and is a member of the IRT and BIP steering groups. The Prevention Strategy draws together a number of area wide prevention initiatives working in partnerships with statutory and voluntary agencies across the city and the Service has recently appointed a Prevention Manager to take forward work in this area

### *Initiatives include:*

- Identification, Referral & Tracking
- Youth Inclusion
- Children Fund
- Parenting Programmes
- International Youth Advocacy Model
- Leisure & Diversionary schemes
- Behaviour Improvement Panels
- NRF/CDRP prevention schemes
- Quality Protects

These key partners include Sure Start, On Track, Children Fund, Crime Concern, Barnardo's and Connexions.

The Youth Offending Service has become an integral part of the Identification, Referral and Tracking Service (IRT) and seconds the Early Intervention Coordinator part time to the North Washington pilot IRT scheme. The Youth Offending Service also contracts Barnardos Sungate to provide parenting courses through the **Sungate Parenting Project (pictured right)** on both a statutory and voluntary basis. The Youth Offending Service has recently commenced work with parents where younger siblings of offenders are known.



The Youth Offending Service continues to develop specific initiatives aimed at addressing risk factors to offending behaviour as identified on the Asset assessment. The Youth Offending Service runs a highly successful mentoring scheme and works in partnership with Tyne & Wear Fire Brigade to deliver the **Phoenix Project (pictured right)**. For more prolific offenders the ISSP schemes uses an international approach from the U.S.A and the possibility of extending this model to the prevention agenda is being explored



The allocation of 25% of Children Fund annual budgets to Youth Offending Services nationally has enabled the development of a Junior Youth Inclusion project aimed at younger children. The Junior YIP will also benefit from the Children Fund anti-bullying service. In 2003 – 2004 the Youth Offending Service worked in partnership with the anti-bullying service and Childline to develop a highly successful **Anti bullying Campaign (pictured right)** under the Prevention Strategy. The campaign posters displayed the Childline help number and were the subject of a recent high-profile launch on the Tyne & Wear Metro system.

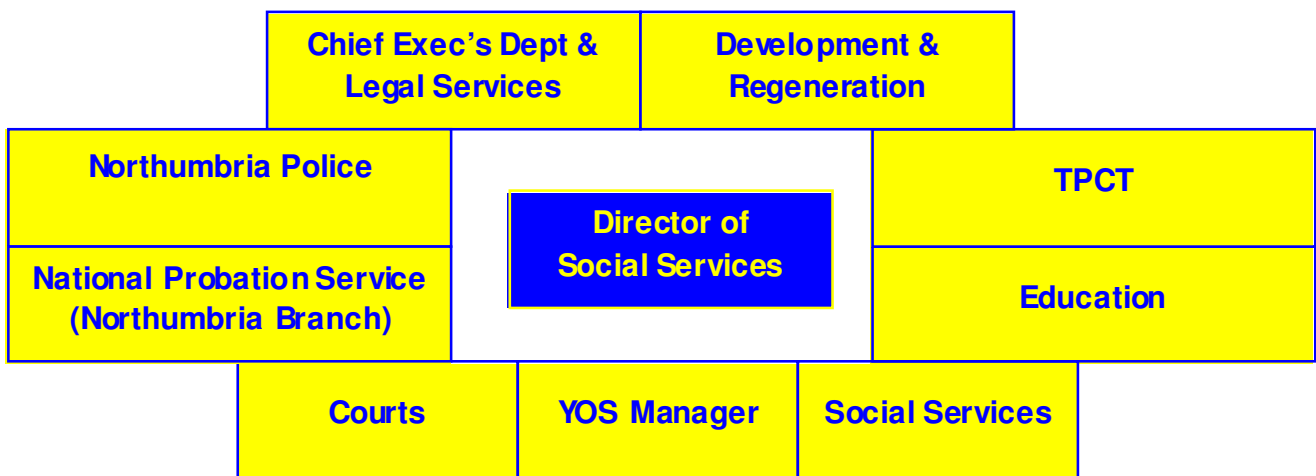


## Governance and Resources

Sunderland Youth Offending Service provides children, young people and parents with 24-hour responsive support. To deliver this, the service employs 125 staff and has recruited more than 100 volunteers. Services are provided 24 hours a day, 7 days a week, 52 weeks a year. This offers children, young people and their parents/carers a consistent and responsive service. In 2003 the management structure was revised to ensure effective governance and to meet the challenges of the effective practice audits and the amended performance criteria. The Youth Offending Service also has lead responsibility for ISSP across the City of Sunderland, South Tyneside and Gateshead.

### Chief Officer Steering Group Membership

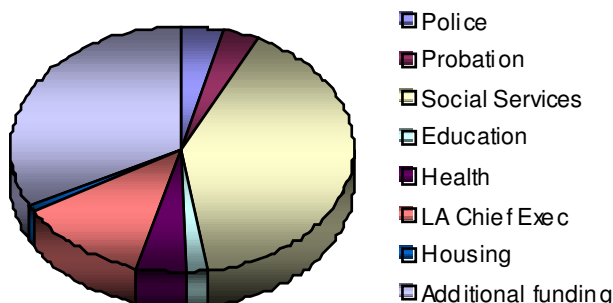
The Chief Officer Steering Group (COSG) continues to oversee the governance and resourcing of Sunderland Youth Offending Service. Representation on the group is drawn from: -



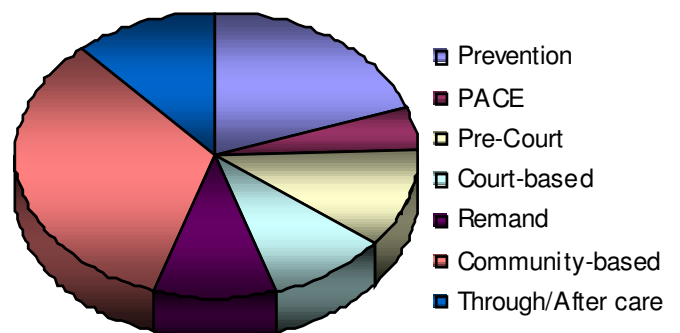
## Income and Expenditure

The Service is funded via a variety of sources, including partner agencies. The overall budget for 2004 – 5 amounts to £3,633,300. The chart below left displays the proportions derived from each source. The areas and extent to which the budget shall be allocated can be seen from the chart below right.

**Funding Sources 2004 - 5**



**Resource Allocation 2004 - 5**



## Key Performance Measures

The Youth Justice Board for England and Wales sets key performance indicators for Youth Offending Teams. Funding-linked, these indicators govern youth justice activity. The Youth Justice Board Plan Update requirements saw the introduction of four new performance measures for 2004 – 5. These are: Prevention, Restorative Justice, Parenting, and Substance Use.

Performance Measure	Target 2003	Performance 2003	Target 2004
Prevention	Vehicle Crime: reduced to 30%	*	At least 200 young people identified and targeted for support
	Domestic Burglary: reduced to 25%	*	
	Robbery: reduced to 15%	*	
Recidivism	5% reduction in recidivism rates		5% reduction
Final Warnings	70% of Final Warnings with intervention	84%	80% with intervention
Use of Secure Facilities	Reduce remands to secure estate by 30% of total remand episodes by 2004/5;	42%	Reduce remands to secure estate by 30% of total remand episodes by 2004/5;
	Reduce custodial sentencing to 6% of sentences imposed by 2004/5	4%	Reduce custodial sentencing to 6% of sentences imposed by 2004/5
Use of Restorative Processes	Restorative processes to be used in 60% of disposals	*	75% of victims offered the opportunity to participate in a restorative process.
Victim Satisfaction	70% of victims consulted to be satisfied / very satisfied by 2004	*	75% of satisfied victims.
Parental Satisfaction	70% of parenting programmes completed	*	10% of Final Warning interventions and community based penalties to receive parenting intervention
	70% satisfied / very satisfied	*	
ASSET	ASSET completed for all young people – community disposals and custodial sentencing.	100%	ASSET completed for all young people – community disposals and custodial sentencing.
Pre-Sentence Reports	90% of PSRs to be prepared within National Standards timescales.	90.4%	90% of PSRs to be prepared within National Standards timescales.
Detention & Training Orders	100% of Initial Training Plans for DTOs prepared within National Standards timescales.	98%	100% of Initial Training Plans for DTOs prepared within National Standards timescales.
Education, Training and Employment	90% of young people supervised by YOS to be in full-time education, training or employment by 2004.	76%	90% of young people supervised by YOS to be in full-time education, training or employment by 2004.
Accommodation	Named Accommodation Officer to be in place. Young people to have satisfactory accommodation to go to.	94.5%	Named Accommodation Officer to be in place. Young people to have satisfactory accommodation to go to.
Mental health	Acute difficulties: CAMHS assessment within 5 working days.	67%	Acute difficulties: CAMHS assessment within 5 working days.
	Non-acute: CAMHS assessment within 15 working days.	100%	Non-acute: CAMHS assessment within 15 working days.
Substance Use	New performance monitoring area for 2004 – 2005.	New Indicator	100% of young people screened for substance misuse 100% of young people with identified needs receiving appropriate specialist assessment within 5 days 100% of young people accessing the early intervention and treatment services they require within 10 working days.

\* Indicators with new performance reporting requirements for 2004 – 2005 are highlighted in yellow. Performance reporting for these indicators was not required in 2003–2004.

## Learning & Development

Sunderland YOS is committed to the training and development of all staff and continues to evolve as a learning organisation. The introduction of effective performance management systems, quality assurance and clear communication processes has been a major focus of the service over the past year. The Youth Offending Service has identified a number of **Strategic Priorities for 2004 - 2005**, which inform the Learning and Development Strategy. These strategic priorities have in turn determined the training objectives identified in the operational training plan for 2004 – 5. Within the plan, **6 Key Training Priorities for 2004 - 2005** are highlighted:

### Strategic Priorities for 2004 – 2005

- YJB 13 key performance measures
- Effective Practice & Quality Assurance (EPQA)
- YJB HR & Learning Strategy 2003 – 6
- Legislative Requirements
- Partnerships and Partnership Working
- Effective Leadership
- Management of the Organisation
- Risk Management.

### Key Training Priorities 2004 – 2005

- Performance Management
- Financial Management
- HR & Learning Strategy
- Information Sharing
- Asset / Special Risk Assessment
- Working with Victims

**Training Provision** – Sunderland Youth Offending Service is in a strong position to deliver on every aspect of proposed training, development and learning activity for 2004/5, particularly with the regional implementation of the Youth Justice Board HR & Learning Strategy. Effective links have been made with the YJB Regional Training Coordinator (seconded from Sunderland Youth Offending Service) and staff have been identified for the first round of PCEP and Inset Training. Along with excellent links with partner agencies in respect of training provision, the Service now boasts a fully equipped training facility **pictured right**, having recently relocated. The new training facility will enable the delivery of a full programme of in-house training for YOS staff.



## Effective Practice & Quality Assurance (EPQA)

The Youth Justice Board has identified effective practice as key in developing and improving youth justice. The key elements of effective practice describe the features of effective youth justice services and support the identification of staff learning and development needs. Each year the Youth Offending Service is audited against key elements of effective practice. In 2003-2004 three key themes were identified for Quality Assurance Audit, these were: -

- Final Warnings
- Assessment, Planning, Intervention and Supervision (APIS) and,
- Education, Training and Employment

Sunderland Youth Offending Service performed extremely well in all three Quality Assurance Audits for 2003/4 (with Final Warnings obtaining the maximum audit rating of 3). The Youth Justice Board has introduced a fourth theme of 'Parenting' for quality audits 2004/5 and thus Sunderland Youth Offending Service will continue to develop effective practice in this area.