Foreword

The Youth Justice Plan 2002/05 outlines the Youth Offending Service (YOS) plans for the delivery of youth justice services in Sunderland up to 2005. In reviewing our progress against the 2002/05 Plan, the Service has produced the 'Youth Justice Plan Update 2003/04'. The update details the governance and resources of the Service: our progress against thirteen key performance measures over the period 2002/03; the Service's Prevention Strategy for the forthcoming year, and; our HR and Learning Strategy 2002/06. This Executive Summary summarises the key elements of the Youth Justice Plan Update 2003/04.

The principal aim of the Youth Offending Service is *to 'prevent offending by children and young people'* (Crime and Disorder Act 1998). Building on a rich history of partnership working with key stakeholders, including: the City of Sunderland; Northumbria Police; National Probation Service (Northumbria Branch); Sunderland Teaching Primary Care Trust, and; Sunderland Housing Group, the Youth Offending Service has once again had a productive year. The strengths in the Service have been consolidated, and key development areas identified in the strategic plan 2002/05 have been progressed. We have also received national recognition for two highly successful schemes: the Community Reparation Scheme won this year's Community Care Award in the Young Offenders category, and; the Intensive Supervision and Surveillance Programme (ISSP) won the Youth Justice Board (YJB) Annual Public Relations and Press Award, in recognition of the proactive approach taken by the Service in promoting ISSP across Sunderland, Gateshead and South Tyneside.

Sunderland YOS, receiving the YJB Public Relations and Press Award on behalf of ISSP

Youth Offending Service Key Objectives 2002/03

The YOS has attained 100% ASSET assessment completion for young people referred to the Service, which is viewed as a significant achievement. Considerable planning and tracking has taken place to achieve this target, with over 1500 ASSET assessments being completed in the Service during 2002 – from Final Warnings through to offenders leaving custody.

Community Care Awards Ceremony November 2002

Analysis of re-offending data shows great improvement from last year overall with a 4% reduction against a target of 3%. There have been significant improvements in re-offending rates at Final Warning and First Tier Penalty stages.

The 13 key Performance Measures introduced by the Youth Justice Board (YJB) in 2002 posed a considerable challenge for the Service. These include a range of new cross cutting targets, relying on successful partnership working with other agencies.

The timescale to reach the majority of the targets is December 2003 onwards. However, the interim performance for 2002 is as follows: Four targets have already been fully met - ASSET assessments; Reduction in Re-offending Cohort; Victim work, and; Parenting. Significant progress has been made towards achieving four more of the targets, with action plans in place to meet these by 2003. These are Final Warnings; Secure Estate; Restorative Justice, and; Pre Sentence Reports.

YOS Key Objectives for 2003

- Take forward the Prevention Agenda utilising the Children's Fund contribution for Junior Youth Inclusion and Restorative Justice with partners.
- Address the underperformance in the areas of Education, Training and Employment, CAMHS and Accommodation
- Work collaboratively with the three area commands to utilise the information identified by ASSET, in targeting young people and fast tracking to schemes ranging from early intervention to ISSP.

As expected, it is the more cross cutting and ambitious targets that require particular focus, i.e. those regarding Mental Health; Accommodation, and; Education, Training and Employment. Actions to address these challenging targets are being led by the YOS Chief Officer Steering Group and will be taken forward by YOS senior managers.

Prevention Strategy

The Youth Offending Service aims to reduce the risk of children and young people becoming involved in crime and antisocial behaviour, through the provision of preventative interventions. The Service will work closely and collaboratively with partner agencies in responding to the cross cutting review of Children at Risk, focusing on early intervention and improved co-ordination of services for children at risk.

Early Intervention and Prevention Services:

- YOS Final Warning Panel;
- Piloting Children's Panels with the On Track Programme at North Washington;
- Senior Youth Inclusion Programme at North Washington;
- Positive Futures in Southwick and North Washington;
- Northumbria Police Pilots in local primary schools;
- School holiday activity programmes in Southwick and North Washington;
- Barnardo's Parenting programmes;
- The Youth Offending Service will also work closely with the development of the Children's Trusts.

The priorities for the Youth Offending Service will be: close links with the Identification, Referral and Tracking mechanism (IRT), and; the Children's Fund allocation for Junior Youth Inclusion Programmes with Restorative Justice in Schools. Planning for the implementation of IRT is underway in Sunderland and the YOS is represented on the planning group.

In anticipation of the prevention agenda the Youth Offending Service has appointed an Early Intervention Co-ordinator who has commenced work in co-ordinating services within the YOS with other preventative services in the City.

All of the preventative measures identified will embrace any additional strategic priorities identified in the Government's overarching strategy for Children and Young People.

The YOS works collaboratively with key partnerships; Sure Start, Children's Fund, Drug Action Team (DAT), Child and Adolescent Mental Health Services (CAMHS) and Connexions in targeting resources. The YOS is also strongly represented on the Community Safety Partnership, and the Children and Young People's Strategic Planning Group. Close links are

Community Reparation with the Restorative Justice Project

maintained, via the Chief Officer Steering Group, with Education, Social Services and the National Probation Service (Northumbria Branch). Targets and milestones have already been set in relation to a number of preventative measures identified above. The development of IRT will ensure that all targets and milestones are captured and are methodically tracked to measure performance.

Right: A day at the kart track with the Positive Futures Project

Junior Youth Inclusion and Restorative Justice in Schools

The Children's Fund Junior Youth Inclusion and Restorative Justice in Schools project will work in collaboration with existing projects in the area. The project will be based on the highly successful senior Youth Inclusion Programme in North Washington, and will oversee work initiated by Northumbria police in primary schools. A total of £864,000 has been identified from the Children's Fund budget until 2006, for implementation of the programme.

Above: Art work form the Positive Images Art Project

Governance and Resources

Sunderland Youth Offending Service is a large and complex partnership organisation, working 365 days a year, 24 hours a day to address youth crime. The Service employs over 100 staff, including taking lead responsibility for ISSP across the City of Sunderland, South Tyneside and Gateshead Councils.

Management and Staffing Arrangements within the Youth Offending Service

The management structure has been revised in 2002 to take forward the Quality Assurance Framework and to be in a strong position for inspection. The structure, led by the YOS Manager, comprises:

- The Youth Offending Service Manager with strategic management responsibility;
- Three senior management positions, including two Operations Managers and a Performance and Policy Manager;
- Three Team Managers and Four Co-ordinators, who oversee Referral Orders, Mentoring, Restorative Justice and Substance Misuse;
- Multi-agency teams of staff (Social Workers, Probation Officers, Police Officers, Education, Housing and Health staff);
- A strong Administrative Section, led by a Senior Administrative Manager, and;
- A Policy, Planning and Data Resource Section in recognition of the central function of performance management.

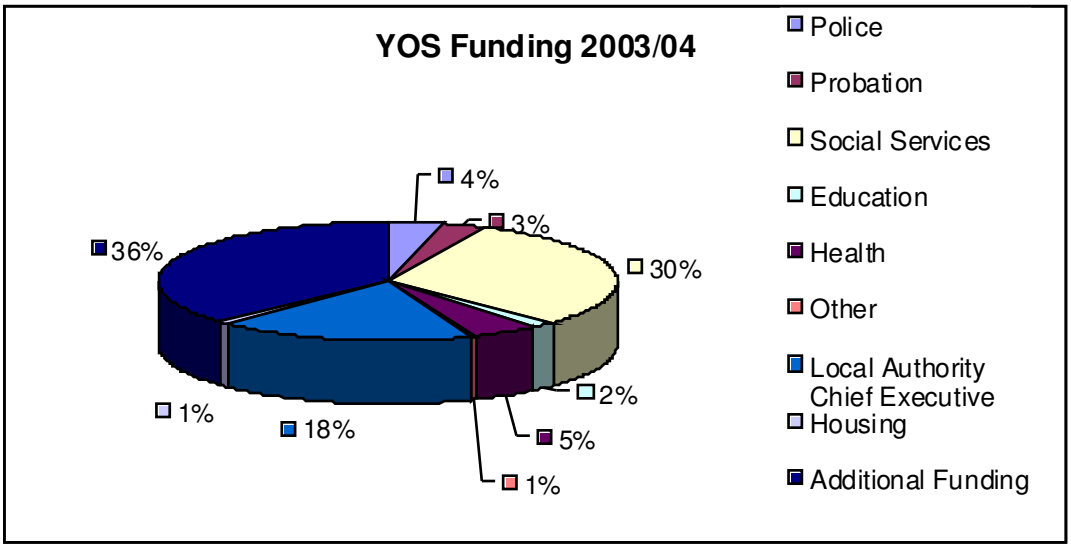
The Youth Offending Service is structured to encourage optimum levels of performance, maximise contribution from staff, and ensure that the culture of the organisation is embedded in performance management. The Chief Officer Steering Group (COSG) oversees the strategic management of the Youth Offending Service. The Director of Social Services, on behalf of the Chief Executive of the Local Authority, chairs the group. Key agencies,

represented at COSG, have agreed to take a strategic lead on specific performance measures and targets. A visit by the Cabinet Office Partnership programme to the Youth Offending Service in November 2002 included feedback on the performance of the YOS partnership, indicating "a co-operative approach from all participants".

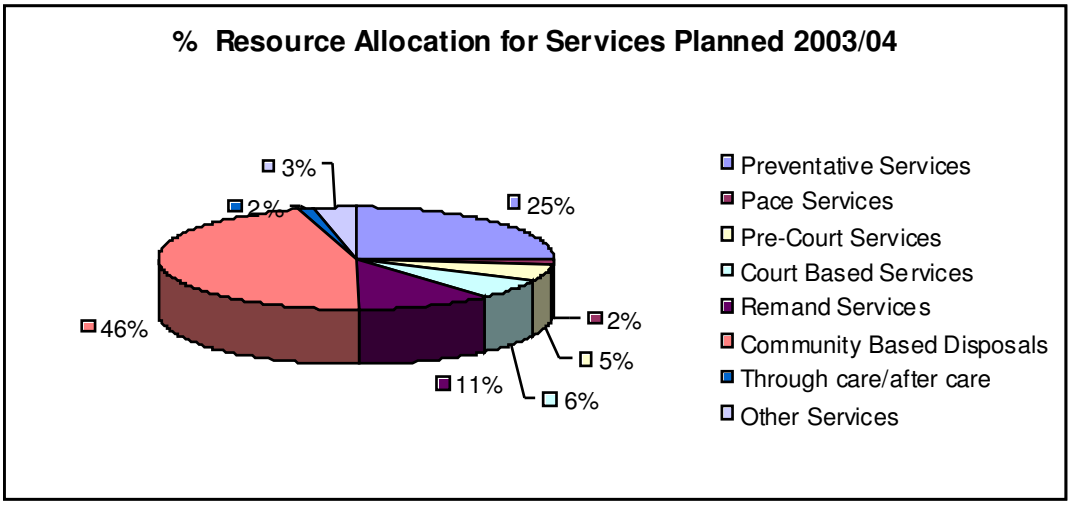
Staff are deployed into Court and Pre-Court Services, Community Supervision and specialist teams, i.e. ISSP, Referral Orders, Mentoring, Substance Misuse and Restorative Justice. Representatives from the multi-agency teams co-ordinate structured input, based on ASSET assessments, to ensure that young people have intervention plans that meet their identified priority needs in the most appropriate way.

Resourcing the Youth Offending Service

The Youth Offending Service draws funding from a number of different sources, including partner agencies. The budget for the forthcoming financial year is £3,706,800, and the following chart illustrates the proportional breakdown of resources that comprise this funding.



The Service is proactive in seeking additional funding from local and national government, and other funding sources, to ensure innovative youth justice provision in the area. The following chart shows the projected proportionate spend on services planned for the forthcoming financial year.



Performance management within the Service is led by the Policy and Performance Manager, through a small specialist team, reporting directly to the Youth Offending Service Manager. The team includes finance, planning and data resource staff who oversee timely and accurate performance recording, using the Youth Offending Information System (YOIS). Progress against achieving the thirteen key Performance Measures is stringently monitored by the team, with regular reports being produced for the senior management team and the YOS Chief Officer Steering Group.

Key Performance Measures

The thirteen key Performance Measures set by the Youth Justice Board are outlined below:

Prevention	**Reduce Vehicle Crime (30%); Domestic Burglary (25%); Robbery (15%) by 2004.**
Recidivism	**A 5% reduction in recidivism rates of cohorts by 2004.**
Final Warnings	**70% (2003) and 80% (2004) of Final Warnings with intervention.**
Use of Secure Facilities	**Reduce remands to secure estate to 30% of total remand episodes by 2004/05.** **Reduce custodial sentencing to 6% of sentences imposed by 2004/05.**
Use of Restorative Processes	**Restorative processes used in 60% (2003) and 80% (2004) of disposals.**
Victim Satisfaction	**70% of victims to be satisfied/very satisfied by 2004.**
Parental Satisfaction	**70% of parenting programmes completed.** **70% satisfied/very satisfied with programme.**
ASSET	**ASSET completed for all young people – community disposals and custodial sentencing.**
Pre-Sentence Reports	**90% of PSRs to be prepared within National Standards timescales.**
Detention and Training Orders	**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.**
Accommodation	**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.** **Non-acute: CAMHS assessment within 15 working days.** **Access to appropriate CAMHS tier to be provided.**

Learning and Development

Sunderland Youth Offending Service is committed to the training and development of all staff. The Service also has a strong commitment to equality of opportunity and building a genuinely diverse workforce. Furthermore, as a learning organisation, the Service aims to empower employees to develop their knowledge and skills, in line with the City of Sunderland Lifelong Learning Policy.

Community Panel Volunteers receive training from the YOS Referral Order Co-ordinator

The Sunderland Youth Offending Service Training and Development Plan aims to use a co-ordinated approach based on a combination of in-house and externally sourced programmes. This will fully incorporate the new nationally accredited Youth Justice Board Learning and Development Programme, once this becomes available, and will support effective practice and positive outcomes for staff. Sunderland YOS is in a strong position to deliver on every aspect of proposed training and development from September 2003 when programmes will be available from the YJB.

The Service has undertaken a comprehensive training needs analysis in the light of the Youth Justice Board 'Key Elements of Effective Practice Guidance', and in preparation for the rollout of the YJB HR and Learning Strategy 2002-2006.

The Sunderland Youth Offending service Training and Development Plan places clear emphasis on the following:

- Enabling YOS to identify and prioritise all staff who would benefit most from the first round of youth justice related training;
- Offering staff the opportunity to develop their skills at key levels, reflecting the proposed YJB HR and Learning Strategy 2002-2006.
- Seeking to attract new and diverse staff into Youth Justice work and aiding the further professional and personal development of existing staff;
- Ensuring that the YOS, along with consortium partners, meet effective practice standards, national standards and targets set out in the YJB Corporate and Business Plan;
- Building upon existing in-house (service-wide and/or team-based) training; and
- Enabling us to develop accessible mechanisms and forums for staff to identify their own training needs and expectations, i.e. through incorporating Learning and Development into our staff and volunteer induction/supervision models, and holding a series of seminars to consult with staff and encourage self-referral to programmes.

If you would like further information regarding the Youth Offending Service, or require a full copy of the Youth Justice Plan Update 2003/04, please contact the Research, Policy and Information Team on 0191 553 7464.

Contacting the Youth Offending Service.

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