

Sunderland Youth Justice Plan

2006 - 2007



TABLE OF CONTENTS

A.	INTRODUCTION	3
A.1	Summary by the Chair of the Youth Offending Service Management Board	3
A.2	Youth Offending in Sunderland	4
A.3	Achievements 2005/6	5
A.4	Priorities 2006/7	6
B.	Local Planning Environment	8
B.1	Overview	8
B.2	Services for Children and Young People	8
B.3	Crime Reduction & Criminal Justice	8
B.4	Inspection Framework	10
B.5	Performance Framework	10
C.	Drivers of Performance	12
C.1	Governance and Leadership	12
C.2	Performance and Quality Systems	14
C.3	Resources	15
C.4	People and Organisation	20
D.	Delivery Plan	23
	Anti-Social Behaviour	23
	Prevent Offending	24
	Intervene Early	25
	Ensure The Swift Administration Of Justice	26
	Ensure Effective And Rigorous Assessment	27
	Provide Effective Restorative Justice Services	28
	Support Parenting Interventions	29
	Provide Intensive Community Supervision	30
	Managing High Risk Offenders	31
	Enforcement And Enabling Compliance	32
	Support Young People Engaging In Education Training And Employment	33
	Support Access To Appropriate Accommodation	34
	Support Access To Mental Health Services	36
	Support Access To Substance Misuse Services	38
	Reduce The Use Of Custody	40
	Support Resettlement Into The Community	41
	Reduce Re-Offending	43
	Ensure Equal Treatment Regardless Of Race	44
E.	Review and Approval	45

F. Appendices	47
APPENDIX A: ORGANISATIONAL CHART	48
APPENDIX B: PERFORMANCE MEASURES & effective practice and quality assurance audits	49
APPENDIX C: TRAINING PLAN	53
APPENDIX D: ASSET GRAPHING	55
TABLES	
Table A: Composition of Management Board.....	13
Table A1: Services planned for the financial year 2006 – 2007.....	16
Table A2: Youth Offending Team Budget Financial Year 2006 – 2007 – Sources	16
Table A2a: Additional sources of income	17
Table A2b: Health service contributions to the Youth Offending Teams	17
Table A3: Staff in the Youth Offending Team (by headcount)	21
Table B: Schedule for review of plan.....	45
Table C: Signature of approval.....	46

A. INTRODUCTION

A.1 SUMMARY BY THE CHAIR OF THE YOUTH OFFENDING SERVICE MANAGEMENT BOARD

This plan sets out the focus of the Chief Officer Management Board and the operational Youth Offending Service as we enter a new era of integrated Children's Services and joined up Criminal Justice Organisations (CJO's). In planning our services for the forthcoming year, we aim to put children first, focusing on the achievement of measurable outcomes. This is both in terms of the principal aim of reducing offending and re-offending as well as the broader outcomes for children of keeping them safe, ensuring they can be healthy, enabling them to enjoy and achieve as well as make a positive contribution and securing their economic well being now and in the future through their education, training and employment.

Integrated services and joined up working will bring new opportunities to work in partnership and across traditional professional boundaries. This will require appropriate information sharing to identify and meet the needs of children at risk (or presenting risk to others), maximising the use of ICT to ensure joined up working and delivering integrated assessment and intervention. The Youth Offending Service already offers co-located, integrated services and is a good example of partnership working to ensure every child matters.

Reducing offending and re-offending by children and young people (measured by annual re-offending cohorts) is the overarching priority of this plan and is further prioritised within wider Children's Services through the Children and Young People's Plan and Annual Performance Assessment (APA). It is simultaneously being given the highest priority within the council under the Chief Executive via the Local Public Service Agreement (LPSA) and continues to be a key outcome area of the Safer Sunderland Partnership.

Reflections on the year past demonstrate excellent performance, highly effective services and innovative intervention. The service was ranked first place (joint) in a highly competitive market and the service attracted several prestigious national awards. I was particularly pleased that the Youth Offending Service won the national press award for positive press coverage of children and young people and the Community Care award for safeguarding children. This combined with the strong motivation of both the Chief Officer Management Board and the operational Youth Offending Service places us in good stead to deliver against our plans for 2006/7.

As Chair of the Board I report directly to the Chief Executive of Sunderland City Council, which ensures key governance and resource issues are taken forward.

Dr Helen Paterson
Director of Children's Services
Chair of the Youth Offending Service Management Board

A.2 YOUTH OFFENDING IN SUNDERLAND

Sunderland is the largest City in England's North East Region with a population of almost 300,000, of which 30,477 are aged 10-17 years. In the calendar year of 2005 there were 1622 children and young people who offended, representing 5% of the cities 10-17 year old population.

Thus 95% of children and young people in Sunderland did not offend.

Of the 1622 offenders, 1181 (72.8%) were male and 441 (27.2%) were female. 27 (1.7%) were of an ethnic minority. Analysis of data on the last address of known young offenders indicates that of the cities 25 electoral wards the 10 wards with the highest concentration of offenders usually resident were Hendon (9.1%), Pallion (6.6%), St Anne's (5.8%), Redhill (5.3%), Southwick (5.2%), Sandhill (5.1%), Castle (4.6%), Washington North (4.3%), Silksworth (4.0%) & Shiney Row (3.6%).

There were a total of 2821 offences committed by the 1622 young offenders with the highest offence categories being Public Order (18.8%), Theft & Handling (17.6%), Violence against the Person (15.8%) and Criminal Damage (14.6%).

There were 1073 pre-court decisions in the period of which 714 (67%) were Reprimands (issued for first time offending) and 359 were Final Warnings. There were 1197 court disposals of which 36 (3%) were custodial sentences.

The Asset assessment graphs at Appendix D shows the risk and needs presented by young offenders presenting to the Youth Offending Service upon commencement of a YOT intervention. The graphs show that the three areas where young offenders show most risk is in relation to their Thinking and Behaviour, Attitudes to Offending and Lifestyle. This is consistent across the three offending populations of Final Warnings (first & second time offending) Community Penalties (more serious offending and those with developed offending careers) and Detention and Training Order (persistent and serious offenders sentenced to custody). These are closely followed by the risk areas of Education, Training and Employment (ETE) and Family and Personal Relationships. For those at DTO, however, Lifestyle issues superseded Thinking and Behaviour and Attitudes to Offending. Substance misuse issues are also a significant issue for those at this advance stage of offending.

Also shown at Appendix D are comparison Asset assessment graphs that illustrate the areas where the risks and needs of young offenders reduced or increased when the start asset was compared to the end Asset. For Final Warnings there were 257 comparison assessments with the most significant reductions in risk and need shown in the areas of Thinking and Behaviour and ETE. This compares DTO where reductions were spread across the range of Asset areas with the highest reductions in Substance Use, ETE and Family & Personal Relationships followed closely by Thinking and Behaviour, Perceptions of Self and Others and Motivation.

A.3 ACHIEVEMENTS 2005/6

Sunderland Youth Offending Service has had a very successful year in 2005-6 with an excellent performance outturn, awards for innovation and best practice and an increased profile across key stakeholders and with the wider community. Our achievements in 2005/6 have included: -

Performance

- In April 2005 Sunderland Youth Offending Service became top of the league (of 155 YOT's nationally) in the Youth Justice Board for England & Wales Performance Table, achieving 100% performance on the national Key Performance Indicators. This performance has been sustained over subsequent quarterly performance reporting periods.
- An excellent outturn was also achieved against the YJB National Standards Audit with a performance of 96.8% compliance.
- Over the last year Sunderland YOS has continued to succeed in building a strong culture of performance management, with KPI lead effectively delegated to service managers and specialist practitioners.

Improved Profile

- Sunderland Youth Offending Service has developed a good relationship with the local media in the last year with positive press coverage of a range of initiatives. As a result the service was awarded the Youth Justice Board Communicating Youth Justice Award.
- A focus on media and wider communications in the last year has shown evidence of an improved profile with a range of stakeholders. The YOS enjoyed a visit from a Board member of the Youth Justice Board for England and Wales, the YOS Manager was invited to participate in a number of national, regional & local policy developments and the service has seen increased enquiries direct from members of the public regarding the Youth Offending Services.

Awards for Innovation & best practice

- In April 2005 Sunderland YOS was awarded the Howard League for Penal Reform Community Programmes Award for the Restorative Justice Community Payback scheme.
- In December 2005 the YOS Prevention 'Tackle IT' initiative was awarded a prestigious Community Care Award
- Three YOS volunteers were short listed for the regional Volunteer of the Year Awards in keeping with Year of the Volunteer, and two were progressed to the national awards as category champions.
- A service user of the YOS prevention schemes was awarded the Sunderland Association Football Club Top Scorer Award at the Stadium of Light.
- The Youth Offending Service Manager was short-listed as one of only five nationally in the Guardian Public Servant of the Year Awards.

Service developments

- The leadership and management of the Youth Offending Service was opened up to scrutiny in pursuit of excellence with a national management graduate trainee placement looking at effective transformational and transactional management styles. Simultaneously the service has focused on developing effective financial management for a complex service budget with budgetary responsibility effectively devolved to front line managers in the last year.
- A range of specialist and geographically based prevention initiatives were brought together under one over arching Prevention Steering Group enabling a citywide seamless service for those at risk of offending.
- The service has launched new schemes including a Rehabilitation and Aftercare Programme (RAP) and a prevention initiative to address issues of anti-social behaviour (Home Office Trailblazer Funding).
- The service has made significant progress against the it's Human Resource and Learning Strategy. New positions have been appointed to including a Deputy Youth Offending Service Manager and posts established through new funding streams. Staff turnover has been reduced enabling the retention of skilled youth justice practitioners and support staff despite the temporary nature of some posts due to specific funding streams. Early developments have also been made in enabling personnel progression with the identification of new posts, which cut across traditional professional boundaries.

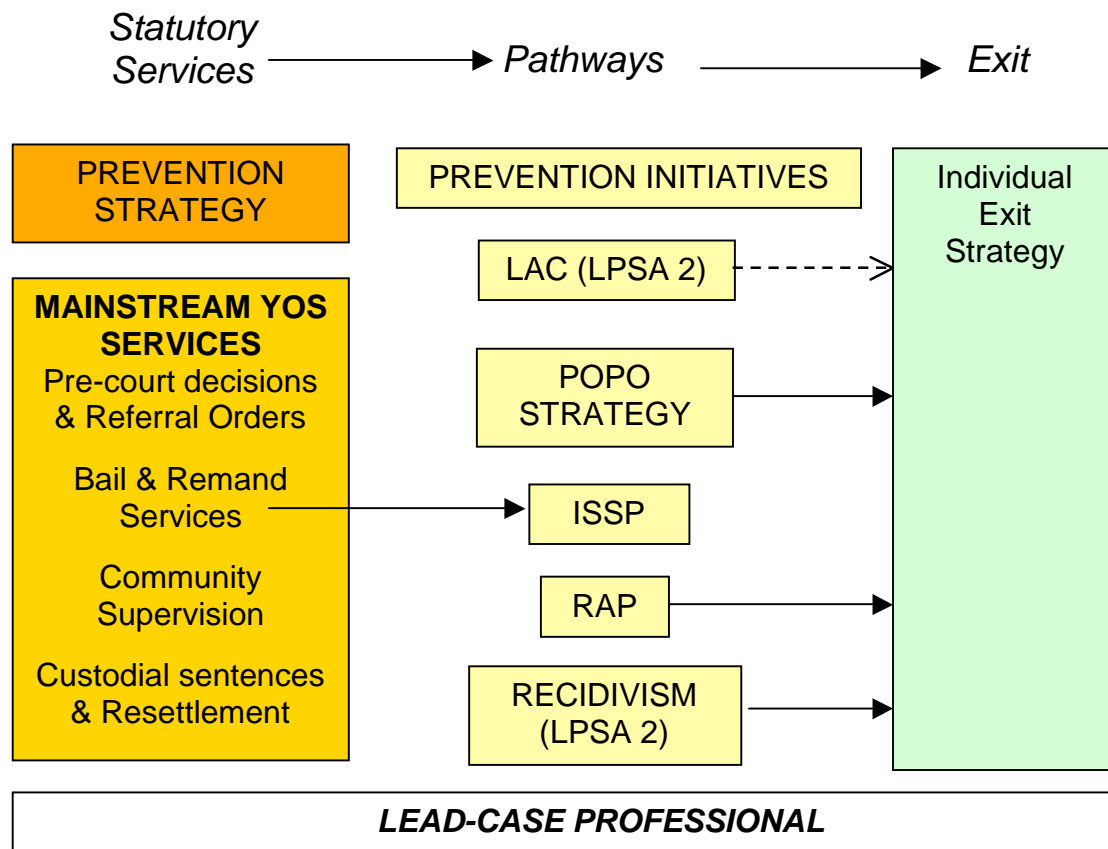
A.4 PRIORITIES 2006/7

Building on the successes of 2005/6 and recognising the challenges of 2006/7, a number of service development priorities have been identified for the Youth Offending Service over the forthcoming year. These are: -

1. To achieve sustainability for the Youth Offending Service in reference to the budgetary position of 46% time-limited funding.
2. To continue to develop the Prevention Strategy.
3. To build on the service Equality Plan (incorporating the Race Action Plan of 2005/7) and address wider diversity issues for the service.
4. To mainstream ISSP provision in line with national guidance and legislative changes.
5. To align the range of specialist programmes and interventions to maximise impact and outcomes for children & young people, their families & carers and victims of youth crime.
6. To implement new interventions (Looked After Children & Recidivism schemes) to achieve stretched target reductions for offending by children looked after and the general 10-17 population (LPSA 2 targets).

Analysis of the financial and human resources of Sunderland Youth Offending Service (see sections C3 & C4) shows that the service continues to grow in size and complexity, particularly in relation to the range of short term and eligible specific programmes operated by the service. The key priority in 2006/7 has therefore been identified as the need to align mainstream Youth Offending Service with specific grant funded initiatives to ensure maximum impact, outcome and difference to children, young people and their families.

The following diagram shows the potential pathways of children and young people through the range of YOS initiatives in place for 2006/7:-



The diagram illustrates the statutory services provided by the YOS (left), the range of time-limited funded schemes for which young offenders may or may not be eligible (centre), and those schemes which lead into a funded/programme specific exit strategy (right). Over the forthcoming year Sunderland Youth Offending Service will need to align these programmes of intervention to: -

- Consider Youth Justice Board guidance on integrating ISSP schemes more closely with mainstream YOS services in anticipation of legislative change
- Ensure a clear **lead case professional** for each child or young person given the potential range of schemes and pathways a young person may be eligible to.
- To deliver against the Prevent and Deter strand of the Prolific and Priority Offenders scheme, ensuring outcomes for this group.
- To maximise the intervention pathway for each child/young person with a focus on impact and outcomes
- To co-ordinate the exit strategies of a range of programmes to ensure continuous and crisis support for those children and young people most likely to re-offend.

B. LOCAL PLANNING ENVIRONMENT

B.1 OVERVIEW

This section of the plan sets out the local planning environment of Sunderland Youth Offending Service including: -

- The location of the YOS within the local authority and the Integrated Children's Service.
- The positioning of the YOS within the local criminal justice and crime reduction arena's
- Links with key local and regional partnerships.

The diagram on the following page shows the multiple accountabilities of the Youth Offending Service Partnership and the extent of partnership working with other local and regional partnerships. This results in a complex (often conflicting) range of priorities and performance reporting requirements for the Operational Youth Offending Service (outlined further in section C1). In addition the service supports the planning arrangements of the local authority, contributing to both the Local Area Agreement and Local Public Service Agreements (LPSA).

B.2 SERVICES FOR CHILDREN AND YOUNG PEOPLE

The Youth Offending Service Manager is a member of both The Children's Trust Steering Group and Children's Trust Executive Board and as the Chief Officer Management Board is chaired by the Director of Children's Services, the YOS is centrally placed within integrated Children's Services. The Youth Offending Service has played a significant role in the development of the Children and Young People's Plan (2006-2009) with lead responsibility for the planning and implementation of arrangements for the outcome area of 'Making a Positive Contribution'.

As well as being centrally placed within the full range of children and young people's partnerships, the Youth Offending Service Manager leads on a number of initiatives as Chair of these groups. These include the Children and Young People's Substance Misuse Group and the Complex Case Forum, which provides a multi-agency forum to address the needs of high risk and highly vulnerable young people in touch with a range of statutory children's services.

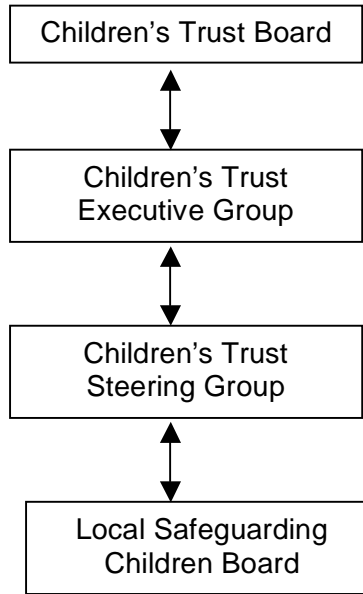
B.3 CRIME REDUCTION & CRIMINAL JUSTICE

The Chief Officer Management Board functions as one of the key delivery theme groups of the Safer Sunderland Partnership feeding in through the Safer Sunderland Partnership Business Support Group to the Safer Sunderland Partnership Board and up to the Sunderland Partnership. The Youth Offending Service has made a significant contribution to the Safer Sunderland Strategy (2005-2008).

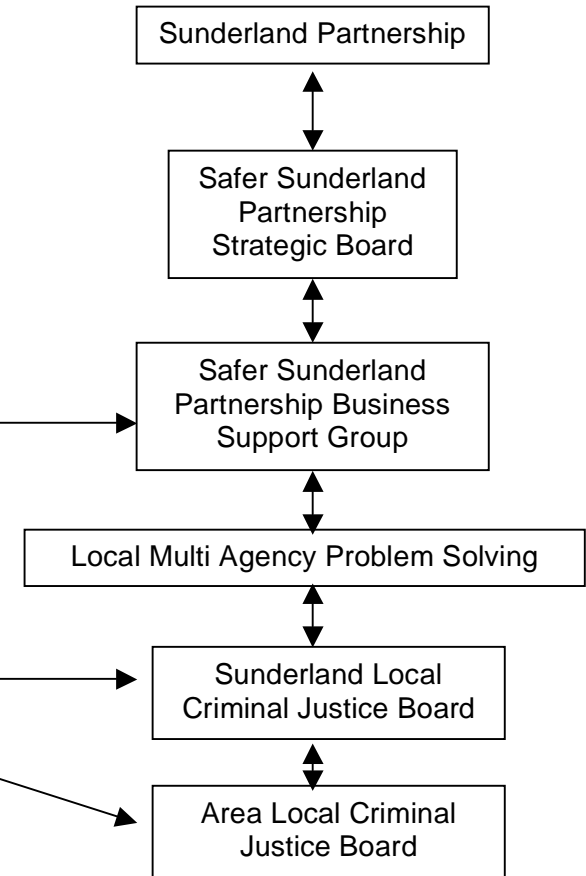
The Service has representation on both the Sunderland and Northumbria Local Criminal Justice Boards (LCJB) and represents the area YOT's on the LCJB Communications subgroup. Regionally Sunderland Youth Offending Service is leading on behalf of the area YOT's to work with the LCJB to explore the conflicts and competing demands of the range of performance indicators reported on collectively and by individual criminal justice agencies. Sunderland YOS has also lead on behalf of YOT's in the region (via the regional Youth Justice Board office) in exploring specific performance issues such as YOT re-offending analysis.

LOCAL PLANNING ENVIRONMENT

Children's Services



Crime Reduction & Criminal Justice



Chief Executive of
Sunderland City
Council

YOS Chief Officer
Management Board

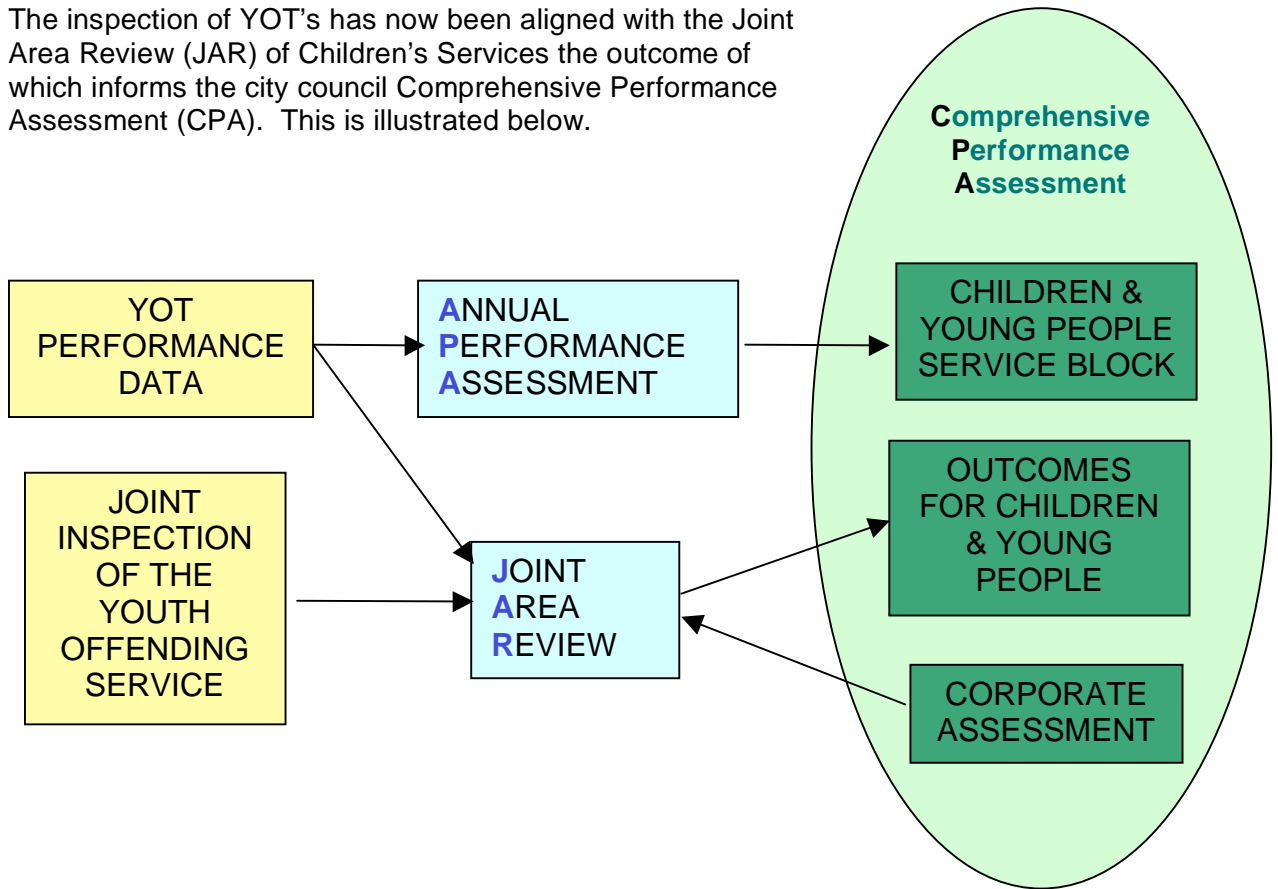
Youth Offending
Service

OTHER LOCAL & REGIONAL PARTNERSHIPS
 Anti-Social Behaviour Strategy Group, CAMHs Strategy Group, Children's Fund Executive Partnership, Children Looked After Offending Group, Complex Case Forum, Connexions LMC, Court User Group(s), Extended Schools Partnership, ISA/IRT Steering Group, Local Safeguarding Children Board, MAPPA Strategy Group, On Track Steering Group, MALAP, POPO Strategy Group, Positive Futures Steering Group, Regional YOT Managers Forum, YDAP Steering Group, Youth Inclusion Management Group, Young Offenders Working Group, Young People's Substance Misuse Group, 14-19 Learning Partnership

B.4 INSPECTION FRAMEWORK

Sunderland Youth Offending Service will be inspected in 2006/7 under Phase 3 of the national Joint Inspection of Youth Offending Teams.

The inspection of YOT's has now been aligned with the Joint Area Review (JAR) of Children's Services the outcome of which informs the city council Comprehensive Performance Assessment (CPA). This is illustrated below.



The Youth Offending Service has aligned with relevant planning groups in both Children's Services and the city council to prepare for the inspection process.

B.5 PERFORMANCE FRAMEWORK

Sunderland Youth Offending Service has a demanding performance reporting framework with a mix of service, partnership and programme specific statutory performance returns monitored on a local, regional and national basis. Key areas of performance reporting are: -

The Youth Justice Board for England and Wales (YJB) – The YJB monitors the YOT performance against the fourteen Key Performance Indicators, quarterly monitoring of youth justice processes & services, a National Standards Audit now reported on quarterly, performance and improvement scores for quality audits under the YJB Effective Practice and Quality Assurance agenda as well as annual Recidivism (re-offending analysis). In 2006/7 this extensive performance agenda will be widened to include statutory performance monitoring of services for children and young people at risk of offending (Prevention Services).

Local Partnership Planning Arrangements – The Youth Offending Service is a key partner in the delivery of local partnership plans including the Children and Young People's Plan and the Safer Sunderland Strategy. The Youth Offending Service supports the performance monitoring of the implementation of these plans

as well as a range of other plans and strategies such as the Prolific and Priority Offender programme. As a partner of the LCJB the service also supports a range of joint criminal justice performance targets such as those in support of the swift administration of justice.

Specific Funded Programmes and Schemes – A significant proportion of the Youth Offending Service budget is comprised of specific grant funded schemes, each funding arrangement has associated performance reporting requirements resulting in an extensive reporting framework around specifically funded schemes. These include: Intensive Supervision & Surveillance Programme, Rehabilitation & Aftercare Programme, Neighbourhood Renewal, Front Runner, Keeping Young People in Employment (KYPE) and Children’s Fund.

Sunderland Youth Offending Service has met the challenge of this broad performance agenda by developing a culture of performance management, investing in a dedicated Planning & Information Team and ensuring a clear management strategy around the service Youth Offending Information System (see section C2).

C. DRIVERS OF PERFORMANCE

C.1 GOVERNANCE AND LEADERSHIP

The year of 2005/6 has been one of transition for the Chief Officer Management Board. With the emergence of the Children's Trust the Chair of the Chief Officer Management Board has been transferred from the Director of Social Services to the new Director of Children's Services with a direct link with the Chief Executive of Sunderland City Council via the chair. There have also been other changes to the personnel of the board with new members representing Northumbria Police and National Probation Service (Northumbria Branch). An additional representative from CAMHs has been invited onto the board to sit alongside the existing representative from health. Arrangements have also been made to ensure an appropriate board member to represent accommodation issues in line with structural changes in the way accommodation and housing are addressed within the directorates of Sunderland City Council. It has been decided that over the forthcoming year guest members will be invited onto the board for interim periods to address specific issues. Diversity is one area of strategic and policy development in which the board will seek additional representation. Membership of the board is set out at in Table A.

The purpose of the Chief Officer Management Board is to provide strategic oversight and governance of the youth justice services provided by the YOT. It provides the strategic links with the core partner agencies of the YOT as well as with other key partnerships in the field of Children's Services, Criminal Justice & Community Safety (Safer Sunderland Partnership). It does this by: -

- Acting as the governing body for the Youth Offending Service budget and leading on mainstreaming and exit strategies for time limited funding.
- Maintaining the balance between the Youth Offending Service as a Criminal Justice Agency as well as a Children's Service.
- Challenging issues raised and decisions made including those within the board.
- Using board meetings to address specific and identified themes.
- Commissioning specific pieces of work from the operational Youth Offending Service.
- Using performance monitoring information and statistical analysis to inform board decisions on service planning and to evaluate services to establish 'what works' and to identify those services that have most impact.
- Making a positive contribution to the city community safety and community cohesion agendas through YOS services e.g. Prevention Services.

For the forthcoming year the Chief Officer Management Board has identified a programme of work covering critical areas in which the board will need to explore the issues for the YOS and it's partners and provide leadership and direction. These have been identified as:

- Alcohol use amongst young people linked with anti-social behaviour.
- Anti-social behaviour of children under the age of criminal responsibility drawing on lessons learnt from the Sunderland pilot of the Child Safety Order as an existing provision of the Crime & Disorder Act 1998.
- Identification and assessment of children with learning disabilities as a minority group (under the theme of diversity).
- Offending by looked after children linked with wider issues for looked after children such as placement stability, educational attainment and cross boundary working.
- Joined up management of complex/high risk cases with a particular emphasis on removing barriers to service access, including disengagement and social exclusion.

Table A: Composition of Management Board

Name	Agency representing	Post in agency	Ethnicity	Gender
Chair: Helen Paterson	Sunderland City Council	Director of Children's Services	White	Female
Barbara Williams	Children's Services	Head of Children's Social Care	White	Female
Mike Golding	Children's Services	Lead Officer: Transforming Children's Services	White	Male
Ian Sammut-Smith	National Probation Service	District Manager	White	Male
Steve Hopkirk	Northumbria Police	Chief Inspector	White	Male
Philip Spooner	Sunderland City Council	Head of Regeneration	White	Male
Mushtaq Khan	Sunderland City Council	Interim Head of Housing	Asian/Asian British	Male
Marc Hopkinson	Sunderland TPCT	Young People's Lead	White	Male
Jane Hedley	Sunderland City Council	Senior Solicitor	White	Female
Peter Rowbottom	Sunderland Magistrates Court	Clerk to the Justices	White	Male
Janette Sherratt	Sunderland Teaching Primary Care Trust	CAMHS Strategy Manager	White	Female
Judith Hay	Sunderland City Council	Youth Offending Service Manager	White	Female
Norman Bowman	Sunderland City Council	Youth Offending Service Deputy Manager	White	Male

C.2 PERFORMANCE AND QUALITY SYSTEMS

Sunderland Youth Offending Service has made a significant investment in performance and quality systems within the service. A dedicated Planning and Information Team is in place comprising a Policy and Performance Manager (who is part of the strategic management team), a Planning and Policy Support Officer, two Information Analysts and an Information Officer. A second Information Officer has been recently appointed to work specifically with performance monitoring in respect of prevention services. The Planning and Information Team provides the monitoring, maintenance and training support around the two service information systems that provide case, management and performance information for youth offending and prevention. The establishment of Information Analyst posts in recent years has allowed for greater analysis of local trends and performance data enabling the Chief Officer Management Board and Strategic Management Team to make greater use of data for service planning and service delivery. Examples include analysis of Asset assessment and qualitative analysis of service user feedback through tools such as Viewpoint (an interactive 'game style' consultation tool).

The Planning and Information Team resource is complimented by a strong culture of performance management that exists at all levels of the service. The Planning & Information Team provides regular performance monitoring to the Chief Officer Management Board, Strategic Management Team, Operational Management Team and key personnel delivering against specific service areas e.g. Accommodation Officer, CAMHs practitioner etc. In the last year performance monitoring meetings have been introduced across both the national Key Performance Measures and National Standards meetings, which has enabled cross cutting performance issues to be addressed.

In April 2005 Sunderland Youth Offending Service was positioned at the top of the national performance tables for Youth Offending Teams in England and Wales and has sustained 100% achievement against the national key performance indicators in subsequent quarterly monitoring periods. As the Youth Justice Board performance framework has widened to incorporate National Standards, Effective Practice and Quality Assurance and other measures, the YOS performance management arrangements have also broadened to achieve desired performance in these areas. As a result significant performance improvements have been evidenced in the latest national standards audit and the service continues to achieve good base scores for EPQA as well as demonstrating improvements as these are latterly reviewed. The outturn of the Sunderland analysis against the YJB Recidivism methodology, along with actions taken to achieve improvement is set in the delivery plan (see Reduce Re-Offending)

In addition to the performance framework of the Youth Justice Board, Sunderland Youth Offending Service also supports the performance frameworks of a number of other partnerships including the Safer Sunderland Partnership, Children & Young People's Plan performance targets, Persistent and Prolific Offenders Strategy, Children's Fund Partnership and the monitoring of grant funded schemes such as the Intensive Supervision & Surveillance Programme, Rehabilitation & Aftercare Programme etc. With the emergence of Integrated Children's Service under Children's Trust arrangements the performance framework of the service has been aligned with the outcomes framework of Every Child Matters, particularly in relation to performance management of the YOS Prevention Services.

C.3 RESOURCES

This section of the plan sets out the income of the Youth Offending Service from partner agencies and other sources as well as, planned expenditure across youth justice services.

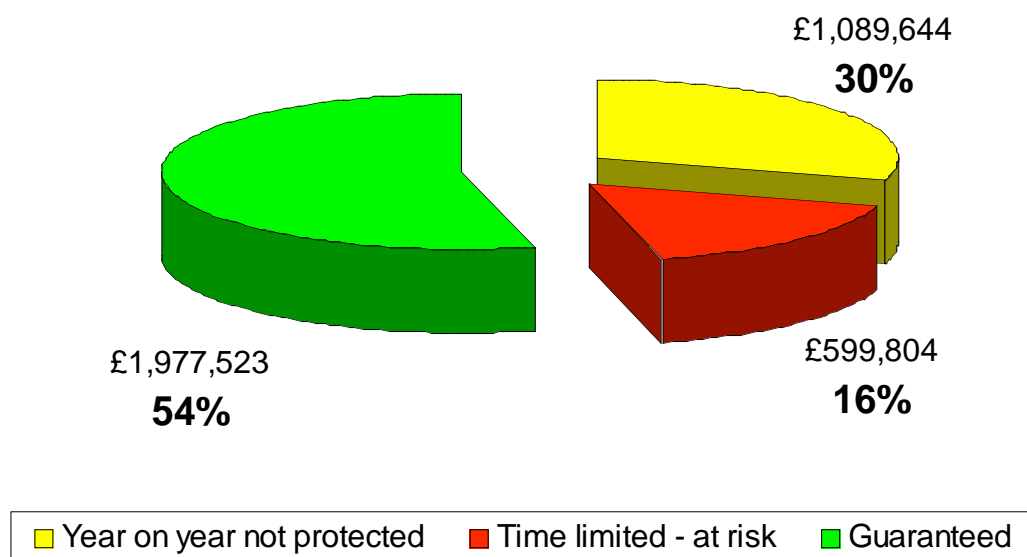
C3 a Financial resources

Sunderland Youth Offending Service has a complex budget structure made up of partner agency cash and in-kind financial contributions, core government funding from the Youth Justice Board for England and Wales and a range of time limited at risk funding.

In recent years Sunderland Youth Offending Service has seen a reduction in partner agency contributions to the YOS budget due to the funding formulae applied by Northumbria Police and the National Probation Service with Probation funding withdrawal entering a second year (see table A2).

A particular area of concern for the financial management of the Youth Offending Service in the last year has been the risk to core services due the expected cease of NRF funding for seven YOS schemes in March 2006. The Youth Offending Service has now agreed an exit strategy for NRF funding with mainstreaming of five core service areas with the remaining 2 schemes receiving tapered NRF funding until 2008. This has in turn resulted in the mainstreaming of a number of post previously part funded through NRF, reducing the number of fixed term/temporary posts within the YOS.

The Youth Offending Service continues, however, to rely on a number of short-term and time limited funding sources that make up 46% of the budget (consistent with budget figures for 2005/6). This is illustrated below: -



The budget position of the Youth Offending Service is reported on annually to the Youth Justice Board for England and Wales and these financial returns for 2006/7 are set out in the following tables.

Table A1: Services planned for the financial year 2006 – 2007

Core activity	Budget expenditure (£)
Preventive services	699,540
PACE Services	87,098
Pre-court services	656,160
Court-based services	95,078
Remand services	293,830
Community-based services	1,313,582
Through care / after care (including RAP)	521,683
Other orders	0
Total:	3,666,971

Table A2: Youth Offending Team Budget Financial Year 2006 – 2007 – Sources

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	115,876 ¹		38,000	153,876
Probation	72,787		0 ²	72,787
Social Services	522,264		998,528	1,520,792
Education	52,240			52,240
Health (from Table A2b)	48,821		67,977	116,798
Local Authority Chief Executive	29,029 ³			29,029
Additional Funding (from Table A2a)	32,001		1,689,448	1,721,449
Total	873,018		2,793,953	3,666,971

1. Subject to confirmation. In 2005/6 Northumbria Police reduced their staffing contributions from 3 full-time equivalents to 2.5.
2. 2005/6 was the second year in which the National Probation Service withdrew their cash contribution to the YOS partnership.
3. Accommodation Officer seconded to the Youth Offending Service.

Table A2a: Additional sources of income

Additional source	Amount (£)
Single Regeneration Budget	0
European Funding	0
Youth Justice Board	
ISSP Grant	404,621
YJB Grant	300,090
Prevention Grant	164,850
LPSA	60,000
Other*	791,888
Total (for inclusion in Table A2)	1,721,449

*Neighbourhood Renewal Fund £251,739 – Confirmation of 2006/7 tapered funding in 2007/8

Rehabilitation and Aftercare Programme £199,033 – funding expires March 2008

ETE (Fronrunner) £21,050 – funding expires March 2007

ASBO Home Office £68,602 – funding expires March 2008

Children Fund £219,463 – funding expires March 2008. Funding is subject to Government Office confirmation and includes rollover as part of a three year plan
Connexions £32,001

As the table above illustrates there are significant sources of additional income, however, a number of these are due to expire in 2007/08. There are risks to award winning schemes and staff posts within those schemes if continuation funding is not forthcoming.

Table A2b: Health service contributions to the Youth Offending Teams

Health contribution: Funding source	Amount (£)
Source 1: Sunderland TPCT	33,029
Source 2: CAMHS	15,792
Source 3: Delegated Funds	67,977
Total (for inclusion in Table A2)	

C3 b PROGRAMME RESOURCES

Sunderland Youth Offending Service has a full range of programme resources, which includes: -

- CAMHs Practitioner providing access across Tier 2-3 mental Health services (seconded to YOS)
- Youth Drug & Alcohol Project (providing integrated substance misuse service)
- Primary Health Care Nurse (seconded to YOS)
- Education Inclusion Officers (seconded to YOS)
- Connexions Personal Advisor (seconded to YOS)
- Intensive Supervision & Surveillance Programme (ISSP)
- Rehabilitation & Aftercare Programme (RAP)
- Phoenix Fire Safety Programme
- Mentoring Project

- Youth Inclusion Programme
- Viewpoint Interactive consultation programme

During 2006/7 the following additional programme resources will become available within the YOS: -

- Wear Kids Looked After Children Prevention Initiative
- LPSA 2 Recidivism Project (linked with POPO Prevent & Deter Strategy)

The service also has access to a number of other schemes through partnership arrangements including Positive Futures and Kaleidoscope (for young people who display sexually harmful behaviour). Sunderland Youth Offending Service also has a developed Resources library for practitioner staff undertaking one to one work with children and young people and their families. The resources library includes well researched and evidenced based materials for work with children and young people using a variety of methods from Video and CD's to board games and work-packs.

C3 c INFORMATION TECHNOLOGY

Both the local Children's Services ICT Strategy and the national Criminal Justice Information Technology (CJIT) programme inform the Sunderland Youth Offending Service approach to information and communications technology.

Sunderland City Council is working with our partners to translate the principles of *Every Child Matters: Change for Children* into local action that is supported by information and communications technology (ICT). The objectives and priorities for Children's Services to make ICT more accessible and to better support children, young people and their families are set out in the Children's Services ICT strategy. The overarching aim of this strategy is to improve outcomes by effectively using ICT to support the safeguarding and development of children through improved access to ICT for children, young people, parents and for professionals who have an interest in the care and development of children and young people.

The CJIT vision is to deliver a modern and joined-up Criminal Justice System, that will harness the latest information technology to reduce unnecessary paperwork, speed up processes and improve the criminal justice experience for all. Over the last few years Sunderland Youth Offending Service has lead on behalf of the region on a number of criminal justice IT projects. These have included both the implementation of video conferencing for young offenders in custody and secure e-mail for the exchange of personal information between criminal justice agencies. More recently, the service has also engaged in the XHIBIT Crown Court project linked with secure e-mail, enabling key personnel swift access to information regarding youth justice decisions in the Crown Court.

Sunderland Youth Offending Service has built solid foundations for the main Youth Offending Service Information System, which provides performance monitoring, management information and case management facilities within the service. Investment in upgrading the system has provided powerful analysis capabilities particularly around Asset assessment, sentence planning and supervision in the community. Subsequently, in January 2005, a further on-line case management facility (Universal Management Information System) was implemented enabling a range of diverse prevention initiatives to access a common information system from different locations.

ICT has also been utilised to ensure effective consultation of children and young people about their needs and the services they have received. Working with the interactive game style Viewpoint system, the service has been able to consult young people to inform both service planning and delivery. In 2006/7 the service will move to the on-line version enabling greater accessibility to a wider range of practitioners and greater analysis capacity.

The ICT development areas for 2006/7 are to:

- build the capacity of the prevention Universal Management Information System, in line with the emerging prevention services performance framework.
- replace the e-mail platform used by the service, thereby improving efficiency and resolving a number of technical issues surrounding secure e-mail
- work with children's services on information sharing with particular reference to the Common Assessment Framework agenda
- explore the use of remote access technologies to provide more efficient and localised services.
- Implement Viewpoint on-line.

C.4 PEOPLE AND ORGANISATION

This section of the plan sets out the Human Resources and Learning Strategy of the YOS with reference to workforce planning, workforce development and partnership working.

C4 a WORKFORCE PLANNING

The staffing position as at 31st January 2006 is set out in table A3 and shows an increase in the total number of volunteer, sessional and paid staff at 294 (compared to 245 reported in last years plan). This is also represented visually in the Organisational Chart at Appendix A.

Further increases in the staffing structure are expected in early 2006/7 with additional positions funded through LPSA pump priming funds (aimed at reducing re-offending generally as well as by looked after children). Over the forthcoming year the service will continue successful recruitment strategies implemented in the last year, which focus on behavioural interviewing, particularly for practitioner positions involving work with children and young people. 2005/6 has also been a good year for staff retention, despite the number of fixed term and temporary contracts. The mainstreaming of a number of NRF funded posts is expected to promote a good retention rate in 2006/7.

Over the last year new projects such as the combined RAP scheme and Wear Kids Prevention scheme, has resulted in a need for an increased number of sessional support staff and success in recruiting in this area is reflected in the increased numbers shown in table A3. The volunteer composition has also grown due to a highly successful recruitment campaign targeted at local authority employees. A simultaneous leaflet campaign also proved successful and will be repeated in the forthcoming year with a more targeted approach towards economically under active areas of the city as a means of promoting entry into employment.

The low BME representation within the staffing composition is reflective of the cities low BME population, however, this is recognised as an area for development under workforce planning . Exploratory work with a local access into employment project for BME groups has suggested that youth justice is not a typical career choice for local BME populations and that recruitment strategy needs to be focused on volunteering, sessional opportunities and work placements to encourage individuals from BME groups to consider youth justice. In 2005/6 the service successfully recruited two volunteers from the cities asylum seeker population and in 2006/7 their individual training and development needs will be met to ensure retention. A challenge for the forthcoming year is to continue to develop the service recruitment strategy to encourage interest from BME groups.

Sunderland Youth Offending Service has a recognised strategy of encouraging volunteers to consider sessional support staff opportunities and simultaneously pursue paid opportunities within the service. This has proved to be a particularly successful recruitment strategy in the last year with innovative secondments and the recruitment of volunteers to meet the increasing demand for sessional staff to support the YOS Rehabilitation and Aftercare Programme.

Table A3: Staff in the Youth Offending Team (by headcount)

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent	7	6	0	0	15	4	11	0	0	0	43
Fixed Term	0	1	4	0	24	1	4	0	0	0	34
Seconded Social Care	0	0	0	0	0	0	0	0	0	0	0
Seconded Probation	0	0	0	0	2	0	0	0	0	0	2
Seconded Police	0	0	0	0	1	2	0	0	0	0	3
Seconded Health	0	0	0	0	1	0	0	0	0	0	1
Seconded Education	0	0	0	0	2	0	0	0	0	0	2
Seconded Connexions	0	0	0	0	1	0	0	0	0	0	1
Seconded Other	0	0	0	0	1	0	0	0	0	0	1
Outsourced	0	1	0	0	1	0	1	0	0	0	3
Temporary	0	1	0	0	5	0	4	58	1	117	186
Vacant	0	1	0	0	11	2	4	0	0	0	18
TOTAL (POSTS)	7	10	4	0	64	9	24	58	1	117	294
Gender/Ethnicity											
White Male	3	5	2	0	26	1	2	22	1	36	98
Black Male	0	0	0	0	0	0	0	0	0	1	1
Asian Male	0	0	0	0	0	0	0	1	0	1	2
Mixed Race Male	0	0	0	0	0	0	0	0	0	1	1
Chinese/Other Male	0	0	0	0	0	0	0	0	0	0	0
White Female	4	4	2	0	27	6	18	35	0	73	169
Black Female	0	0	0	0	0	0	0	0	0	1	1
Asian Female	0	0	0	0	0	0	0	0	0	2	2
Mixed Race Female	0	0	0	0	0	0	0	0	0	2	2
Chinese/Other Female	0	0	0	0	0	0	0	0	0	0	0
TOTAL (COUNT)	7	9	4	0	53	7	20	58	1	117	276

* The total gender/ethnicity count of 276 excludes 18 vacant posts reflected in the overall staffing headcount of 294.

C4 b **WORKFORCE DEVELOPMENT**

Sunderland Youth Offending Service has a strong commitment to training and development for all staff including sessional support staff and volunteers. The service has a fully equipped training facility and a dedicated ICT training suite at our premises. In the last year the service has made much progress against its Human Resources & Learning Strategy with a particular emphasis on the Youth Justice National Qualifications Framework. The strategy for 2006-7 consists of:

Induction – Planning for a regional induction programme has been completed and staff new to the service will receive this in 2006/7 as a compliment to localised induction. This supports the local induction processes of Sunderland YOS, which have been developed and implemented over 2005/6.

INSET – The priorities for INSET training for 2006/7 have been identified regionally as Restorative Justice, Substance Misuse and Sex Offender Assessment. This will be complimented by focusing the internal training programme (see training plan) on effective practice APIS (Assessment Planning, Intervention & Supervision) & risk management training linked with EPUA (Effective Practice Unit Award).

Professional Certificate in Effective Practice – with the majority of staff eligible for PCEP having now completed the training, this will be targeted at new staff entering the service.

Post Qualification Awards 1 & 2 – this will continue to be available to qualified social work staff linked with progression within the Social Worker pay scales.

Management Training – In 2005/6 research was undertaken into transactional and transitional management and leadership styles of managers within the YOS management group. The emerging management development issues will be taken forward in 2006/7. A number of service managers commenced the Diploma or Certificate in Management in 2005/6 and are expected to qualify in 2006/7.

Volunteer & Sessional Support Staff Training – The service will continue to deliver a comprehensive and structured training and development programme for volunteers in 2006/7. As the range of services areas in which sessional support staff operate become more diverse (see workforce planning), a generic induction programme for sessional support staff will be introduced, which will compliment induction and training in specific service areas.

Service Training Programme – The service will continue to deliver a comprehensive internal training programme including generic, specialist and refresher training (see Training Plan – Appendix D for 2006/7 priorities). Youth Offending Seminars continue to offer an opportunity for staff from the mainstream Youth Offending Service, seconded from partner agencies, from outsourced services and from the sessional and volunteer arm of the service, to cover issues of their choice and have proven to be a popular means of ensuring staff remain abreast of changes in policy, procedure, practice and provision.

D. DELIVERY PLAN

Anti-Social Behaviour

Overview

Sunderland Youth Offending Service is centrally located within the overarching Sunderland strategy on Anti-Social Behaviour with representation on the Anti-Social Behaviour Strategic Partnership. The service has also participated in a number of citywide initiatives including the high profile 100 day clean up campaign which involved members of the public working alongside young offenders on community payback and attracted considerable positive media coverage. Regionally, Sunderland jointly with Northumberland YOT and the regional Youth Justice Board Manager spearheaded a conference on anti-social behaviour. Featuring a range of local and national speakers, the event was an opportunity for professionals from various fields to debate issues and possible responses to anti-social behaviour by young people.

Operationally the Youth Offending Service has established two new posts with Home Office funding to specifically address the Anti-social behaviour linked to the Youth Offending Service prevention agenda and Anti-Social Behaviour Agreements (ABA's). In the forthcoming year the service aims to develop this work further by exploring the use of systemic practice models. The service has been pro-active in tracking all children and young people where an ASBO is proposed through the criminal justice system through consultation with the police, courts and other agencies and has worked with CRASBO cases via ISSP to provide family and parenting support.

Lead Manager: Deputy YOS Manager

Action plan: Anti-Social Behaviour

1. To further develop strategic and operational partnership working around the Anti-Social Behaviour agenda.
2. To develop information sharing in relation to Anti-Social Behaviour Agreements (ABA's) and Anti-Social Behaviour Orders (ASBO).
3. To consider in every ABSO case the use of ISO.
4. To develop a cohesive approach to Anti-Social Behaviour across YOS services.
5. To develop information management for the YOS role in delivering the Anti-Social Behaviour agenda with a particular focus on evidencing outcomes.

Prevent Offending

Overview

In 2005/6 Sunderland Youth Offending set out to bring together a broad range of prevention initiatives under one overarching prevention steering group. This has been achieved bringing together a range of programmes including WearKids & Tackle IT, Phoenix Fire Safety Programme, Youth Inclusion, Juvenile Services and Anti-bullying. The city On Track programme has also been brought under the direction of the Prevention Steering Group. The innovative and specialist nature of these projects has continued to attract national awards and positive media attention in 2005/6, thereby contributing to community safety agendas of reducing the fear of crime. The YOS Prevention Strategy has made the appropriate links with the Prolific and Priority Offender programme (POPO), enabling children and young people most at risk of offending to be identified and targeted for intervention under the 'Prevent' strand of POPO Prevent and Deter.

Over the past year the service has also been developing specific interventions to address and prevent offending by children and young people in the looked after system. A diversion panel has been in place which tracks all looked after children and young people involved in anti-social behaviour or alleged/actual offending through the criminal justice system ensuring diversion from offending where possible and intervention where necessary. The Youth Offending Service is also working closely with integrated Children's Services to deliver on stretch targets under the Local Public Service Agreement (LPSA) 2 with pump priming securing two new posts to work alongside case management professionals in children's services to intervene intensively with young offenders looked after. Much partnership work has been achieved in 2005/6 with front line children's services staff trained in the use of the YJB Onset tool to ensure more effective and earlier identification of looked after children at risk of offending.

Lead Manager: Prevention Manager

Key Performance Indicator (KPI) 2006/7: Reduce year on year the number of first time entrants to the Youth Justice System.

Performance Outturn:

KPI: 05/06 April – December actual and % against target	694
KPI: 06/07 target	Reduction

Action plan: Prevention

1. To develop a more systematic approach to targeting siblings of known young offenders in contact with the YOS.
2. To develop a performance framework and appropriate performance monitoring by the overarching Prevention Steering Group.

Intervene Early

Overview:

The Youth Justice Board Key Performance measure for Final Warnings (early intervention) has shown a consistently high outturn with the Youth Justice Board target of 80% of final warnings supported by an intervention met across all four quarters of 2005. Simultaneously the Final Warning scheme has maintained the highest possible rating (score of 3 based on a 0-3 rating scale) against the Youth Justice Boards Effective Practice and Quality Assurance (EPQA) audit in the 2005 YJB EPQA review, highlighting the Final Warning scheme as an area of good practice.

Performance actions set in last years Youth Justice Plan to review the balance of low, medium and high risk cases has been completed and provides the foundations for aligning practice with the new Key Performance Indicator for final warnings. Over the forthcoming year the Youth Offending Service will develop practice within this area of the service to reflect the new focus on those who are most at risk of re-offending.

Lead Manager: Operations Manager

Key Performance Indicator (KPI) 2006/7: Ensure that 100% of young people on a final warning are supported by an intervention if:

- their Asset score is greater or equal to 12, or
- there are any concerns of risk of serious harm to others or,
- their score is less than 12 but any sections score 4

Performance Outturn: Final Warnings

KPI: 05/06 January – December actual and % against target (old KPI)	(334/408) 84%	EPQA: 03 rating	3
KPI: 06/07 target (new KPI)	100%	EPQA: 05 result	3

Action plan: Early Intervention

1. To review the assessment and delivery of Final Warning cases to ensure appropriate identification & targeting of those who are high risk.
2. To monitor and evaluate the impact of Final Warning interventions delivered in 2006/7 to ensure interventions appropriate to the needs of high risk cases
3. To review with Northumbria police the delivery of Reprimands.
4. To review with Northumbria police the role of Final Warning Youth Surgeries in supporting the identification and assessment of high-risk cases.

Ensure The Swift Administration Of Justice

Overview:

Sunderland Youth Offending Service Manager represents the Northumbria YOT's at the Local Criminal Justice Board (LCJB) in relation to monitoring time from arrest to sentence in support of the swift administration of justice. The service is also leading, on behalf of Northumbria YOT's, in exploring how the individual targets of the range of criminal justice organisations interact to achieve the overall aim of this (swift administration of justice) and other key performance areas..

The Youth Justice Board Key Performance measure for Pre-Sentence reports has shown a consistently high outturn both for persistent young offenders and the general offending population with the Youth Justice Board timescales for the submission of reports to court met in over 90% of cases (as per the YJB target), thereby contributing to the swift administration of justice. As identified under the performance actions of the Youth Justice Plan for 2005/6, training has been provided to staff involved in writing pre-sentence reports in line with the Criminal Justice Act 2003. The service also has in place comprehensive gate keeping arrangements to ensure pre-sentence reports fully address risks and needs and to ensure that parenting needs are appropriately addressed within PSR's.

Lead Manager: Operations Manager

Key Performance Indicator (KPI) 2006/7: Ensure that 90% of Pre Sentence Reports are prepared within timescale (10 working days for PYO's, 15 working days for the general court population).

Performance Outturn:

KPI: 05/06 January – December actual and % against target	(168/172) 97.7%
KPI: 06/07 target	90%

Action plan: Swift administration of justice

1. To develop appropriate monitoring to ensure Sunderland Youth Offending Service contributes to the swift administration of justice from arrest to sentence.

Ensure Effective And Rigorous Assessment

Overview:

The Youth Justice Board Key Performance measure for Asset assessment has shown a consistently high outturn against the Youth Justice Board scoring threshold of 95% of assessments completed.

Over the last year there has been a strong focus, lead by YOS senior managers in ensuring quality Asset assessment as the foundation of effective intervention planning, service delivery and review. YOS managers undertook a comprehensive Asset assessment audit in 2005, the results of which were shared with, and considered by, practitioners to identify opportunities for practice improvement. An Asset assessment quality group has subsequently been developed to take forward the findings and ensure effective assessment practice in specific service areas.

Sunderland Youth Offending Service also has a strong commitment to staff training and training in Asset assessment has been delivered within the service during 2005 and also externally to those attending the Professional Certificate in Effective Practice (PCEP). This has further been prioritised in the Training Plan 2006/7 as a continued commitment to quality Asset assessment. Managers have received training in risk of serious harm assessment and this is to be cascaded during 2006/7. Quality assurance of Asset assessment is also linked with development work undertaken in 2005 to ensure effective risk management (see addition risk management delivery plan theme) with management and multi-agency reviews of high-risk cases (including assessment information).

Lead Manager: Operations Manager

Key Performance Indicator (KPI) 2006/7: Ensure Asset assessment is completed for 100% of final warnings with an intervention, relevant community penalties and custodial sentences.

Performance Outturn:

KPI: 05/06 January – December actual and % against target (ASSET)	(1395/1413) 98.7%	KPI: 05/06 January – December actual and % against target (DTO)	(93/93) 100%	EPQA: 03 rating	2
KPI: 06/07 target	100%	KPI: 06/07 target	100%	EPQA: 05 result	3

Action plan: Assessment

1. To develop a Risk Management Policy for the service, based on quality assessment of risk and need.
2. Ensure practitioners are appropriately trained in assessing risk of serious harm.

Provide Effective Restorative Justice Services

Overview:

The Youth Justice Board Key Performance measure for restorative processes and victims has shown a consistently high outturn against the Youth Justice Board targets for victim participation and victim satisfaction, with the targets hit across all four quarterly reporting periods of 2005. In addition to maintaining consistently high satisfaction rates the service has also improved the proportion of victims commenting on the service through better quality feedback processes. A review of restorative justice services was undertaken in 2005 linked with a national management graduate trainee placement and the resulting action plan will be implemented during 2006/7.

The Sunderland Restorative Justice Community Payback Scheme has had a particularly successful year with a number of high profile schemes and which culminated in the Howard League for Penal Reform Community Programmes Award. These schemes provide a particularly effective means of engaging with local communities and the media ensuring that key messages are delivered to the wider public about efforts to address youth crime in Sunderland. The media coverage of community payback schemes in 2005 played a significant role in the award from the Youth Justice Board for England Wales for effectively '*Communicating Youth Justice*'. The continuing high profile of the scheme has resulted in a number of direct approaches from members of the public and community groups requesting specific community payback schemes enabling young offenders to make reparation to local communities in a meaningful way.

Lead Manager: Operations Manager

Key Performance Indicator (KPI) 2006/7: Ensure that 75% of victims of youth crime referred to YOT's are offered the opportunity to participate in a restorative process and 75% of victims are satisfied.

Performance Outturn:

KPI: 05/06 January – December actual and % against target (intervention)	(291/301) 96.7%	KPI: 0405/06 January – December actual and % against target (satisfaction)	(157/162) 96.9%
KPI: 06/07 target	75%	KPI: 06/07 target	75%

Action plan: Restorative Justice

1. To implement, monitor and review the restorative justice improvement plan.

Support Parenting Interventions

Overview:

The Youth Justice Board performance target for 10% of interventions with a parenting component has been met across all four quarterly reporting periods of 2005, with a performance outturn of 12% for 2005 (consistent with the performance outturn in the previous year).

A contract with Barnardos has enabled the expertise of this voluntary sector organisation in parenting issues to be delivered within structured parenting skills courses, support groups and one to one intervention. In 2006/7 further services were procured through Barnardos to support parents of children and young people at risk of offending. Simultaneously the Youth Offending Service has ensured that other parenting interventions are captured in parenting agreements that are clearly communicated and agreed to by parents involved. Quality assurance has been undertaken to ensure parenting issues are appropriately addressed in pre-sentence reports (see delivery theme Swift Administration of Justice) and comprehensive tracking of recommendations to court and subsequent outcomes has ensured that statutory Parenting Orders are made in those cases where it is the most appropriate outcome.

In 2006/7 Sunderland Youth Offending Service will undertake a full review of parenting services with the aim of improving on current performance levels and to align parenting services across prevention and youth justice services.

Lead Manager: Operations Manager

Key Performance Indicator (KPI) 2006/7: 10% of young people with final warning intervention and community based penalties receive an intervention and 75% of parents are satisfied.

Performance Outturn:

KPI: 05/06 January – December actual and % against target (Interventions)	(83/692) 12%	KPI: 05/06 January – December actual and % against target (Satisfaction)	(23/23) 100%	EPQA: 04 rating	2
KPI: 06/07 target	10%	KPI: 06/07 target	75%	EPQA: 05 result	3

Action plan: Parenting

1. To undertake a review of parenting interventions including contracted services.

Provide Intensive Community Supervision

Overview:

Sunderland Youth Offending Service has in place both an Intensive Supervision & Surveillance Scheme (ISSP) to provide intensive support as an alternative to custody. Since the commencement of the scheme the custodial sentencing rate in Sunderland has shown continual reductions and is currently being maintained at a very low level of 3% (see Reduce the Use of Custody). Over the past year planning and implementation has also taken place around a number of other YOS initiatives to provide intensive community supervision and support including a community Rehabilitation and Aftercare programme to support young people with an identified substance misuse problem, a POPO Re-offending (LPSA 2 Recidivism) scheme to target those at high risk and ensure an exit strategy for community supervision programmes to prevent re-offending and a specialist Looked After initiative in partnership with Children's Services to address the high offending rate by children looked after.

In 2005/6 the Youth Offending Service commissioned external consultancy (via the YJB North East Regional Office) across the ISSP partnership to review both performance and practice, resulting in an improvement plan to be implemented in 2006/7. This work was undertaken with the aim of aligning ISSP provision with core youth justice services in line with national guidance and anticipated legislative changes as well as in recognition of the emerging interface between ISSP and a number of other specialist YOS initiatives e.g. RAP, POPO etc.

Lead Manager: ISSP Programme Manager

Action plan: Intensive supervision

1. To review the YOS structure and interface across a range of specialist Youth Justice initiatives to ensure the best possible outcomes for children and young people.
2. To develop & utilise service user focus groups to identify interventions for community supervision which result in outcomes and use these to inform service planning & delivery.

Managing High Risk Offenders

Overview:

Sunderland Youth Offending Service is closely aligned with strategic and partnership procedures for managing high risk offenders. The Youth Offending Service Manager sits on the Regional MAPPA forum and the local safeguarding strategic group. The Operations Manager sits on the local MAPPA delivery group as well as the Safeguarding Policy & Procedures Group. The Youth Offending Service Manager also chairs the complex case forum that aims to address high risk young offenders with complex needs and in contact with a range of statutory children's services.

Internally the Youth Offending Service holds a high risk register (linked with the POPO strategy) of the most at risk young offenders and YOS high risk case strategy meetings are regularly held to ensure their needs are addressed in 2006/7. Individual high risk cases are progressed to the Youth Offending Service Chief Officer Management Board for Chief Officer consideration as appropriate.

The Youth Offending Service is part of the IRT/ISA Steering Group and will be part of the roll out programme for Common Assessment Framework (CAF) training.

Lead Manager: Operations Manager

Action plan: Risk Management

1. To ensure all staff understand MAPPA procedures through the delivery of further training.
2. To lead on the Sunderland Complex Case Forum.
3. To formalise the links between YOS high risk register strategy meetings and YOS Strategic Management Meetings.
4. To take forward work on the Prevent and Deter strand of the Prolific and Priority Offenders Strategy and formalise the links between those identified under POPO as most at risk of offending with the YOS strategy for managing high risk cases.
5. To review the process for identifying high risk cases to ensure the highest risk offenders are captured within the high risk register and addressed through YOS high risk strategy meetings.
6. To ensure YOS procedures for managing high risk cases are captured within a written strategy.
7. To work within the Young People's Substance Misuse Group to address issues of dual diagnosis mental health and substance use for young offenders.
8. To work with Northumbria Police to identify children under the age of criminal responsibility committing criminal behaviour and develop a joint strategy for addressing their needs via the POPO Strategy.
9. To undertake work via the Chief Officer Management Board to map the most persistent & prolific adult offenders and identify any children or younger siblings who may be at risk.

Enforcement And Enabling Compliance

Overview:

Sunderland Youth Offending Service achieved an excellent performance outturn of 96.8% in the most recent annual national standards audit covering the performance period October to December 2005. This includes meeting the targets in full for those national standards that specifically relate to enforcement and breach proceedings i.e. National Standards 2.47, 8.7 & 8.8. The excellent performance outturn was a significant performance improvement against the initial pilot YJB audit undertaken in the previous year. This has been achieved through continuous improvement in the development of a culture of performance management within the service including national standards performance management meetings chaired by the service Operations Manager. The service was also involved in a *Joint Inspection of the Enforcement of Community Penalties*, which enabled external scrutiny of practice in this area and led to an internal review of how breach meetings were conducted within the service to enable more timely enforcement.

Lead Manager: Operations Manager

Action plan: Enforcement

1. To introduce minimum standards for interventions which promotes engagement and compliance and prevents the need for enforcement action.
2. To explore through the people first agenda how in the future people first centres and developments in information technology can enable Youth Offending Services to be delivered more frequently within community settings.

Support Young People Engaging In Education Training And Employment

Overview:

The Youth Justice Board for England & Wales has set a challenging performance indicator for Youth Offending Teams/Services to ensure that 90% of children and young people concluding YOT interventions are in fulltime Education, Training or Employment. Gradual quarter by quarter improvements has been seen against this demanding performance area resulting in the target being met for the January to March 2005 quarter from a previous performance (reported in the Youth Justice Plan) of 83.2%. The service has continuously worked in partnership with others and internally on performance & practice improvements to maintain the performance in 2005-2006 at just over 90%. One of the key drivers was the role of the Chief Officer Management Board in raising the performance issues around this indicator in related partnerships – including prioritisation of the indicator in the 14-19 Learning Partnership.

Internally within the service, the implementation of a performance group comprising of performance leads from across the service has ensured that specialist YOS initiatives such as KYPE, ISSP and RAP are focused to support performance in this area. This work has been supported by a seminar for staff providing and overview of ETE issues facing the service and to explore possible solutions. As a result of this combined approach a number of specialist ETE programmes (e.g. Educ8, Lambton Street Fellowship etc) have been commissioned to address specific ETE problems.

Lead Manager: Operations Manager

Key Performance Indicator (KPI) 2006/7: Ensure 90% of young offenders who are supervised by the YOT are either in full-time training, education or employment.

Performance Outturn:

KPI: 05/06 January – December actual and % against target	(614/677) 90.7%	EPQA: 03 rating	2
KPI: 06/07 target	90%	EPQA: 05 result	2

Action plan: ETE

1. To explore with the YJB the conflicting relationship between the ETE performance target and proposed changes to other areas of the YJB performance framework i.e. revised Final Warning target
2. To develop literacy and numeracy assessment within the service and ensure subsequent intervention.

Support Access To Appropriate Accommodation

Overview:

At the beginning of 2005/6 Sunderland identified the lack of emergency & specialist accommodation within the city to meet the needs of young offenders as a priority area. Over the last year the service has secured funding through Supporting People to take forward the developed 'Access' strategy including a procurement process to contract with an appropriate provider. The service has also been successful in establishing a new role for the Accommodation Officer within the service with a clearer focus on strategic issues and partnership working in line with Youth Justice Board guidance on the role of Accommodation Officers with YOT's. Work is ongoing to ensure Sunderland contributes to a regional approach to identifying and addressing accommodation issues for YOT's in the region with planning in place to establish a Regional Accommodation Officers Forum. The service also continued to play a significant role in the Youth Justice Board pilot Accommodation Strategy (delivered through PA Consulting) with the national research used to inform the strategy based on a local research project conducted by Sunderland Youth Offending Service into the accommodation needs of young offenders.

The service has continued to perform well against the Youth Justice Board target for the proportion of children and young people in suitable accommodation upon conclusion of a YOS intervention. It is recognised, however, that there are still significant issues for the service to work in partnership with others to ensure appropriate accommodation placements for those children and young people not in suitable accommodation upon commencement of a YOS disposal and experiencing crisis (i.e. homeless) during the course of a YOS intervention. The Access strategy developed last year, combined with an 'emergency bed', secured through the local YMCA project has aimed to address these issues. It is considered, however, that there is still some partnership work to be done around what constitutes satisfactory accommodation with particular reference to the Children Act definitions. The service has also ensured that young people's accommodation does not negatively impact on criminal justice decisions by recommending young people being bailed to 'an address approved by the local authority', thereby avoid potential remand to custody. Lastly within the Prevention Strategy the service has been working to support young people at risk of homelessness linked to anti-social behaviour by supporting families to reduce the risk of eviction due to a young person's behaviour. This has been funded through Home Office Anti-Social Behaviour Trailblazer funding.

Lead Manager: Operations Manager

Key Performance Indicator (KPI) 2006/7: Ensure that all YOT's have a named Accommodation Officer and ensure that 100% of young people subject to final warnings with an intervention, relevant community based penalties or on release from the secure estate have suitable accommodation to go to.

Performance Outturn:

KPI: 05/06 January – December (named officer)	1 100%	KPI: 05/06 January – December actual and % against target (suitable accommodation)	(690/701) 98.4%
KPI: 06/07 target	1 100%	KPI: 06/07 target	100%

Action plan: Accommodation

1. To implement the 'Access' strategy thereby increasing the provision of emergency & specialist accommodation for young offenders
2. To agree a service level agreement with respect to the role and function of the Youth Offending Service Accommodation Officer.
3. To develop a written accommodation strategy for Sunderland Youth Offending Service.
4. To influence the development of a regional accommodation strategy.

Support Access To Mental Health Services

Overview:

Over the last year Sunderland Youth Offending Service has consolidated practice around screening for mental health issues and referral to CAMHS with a view to achieving a seamless service for children and young people. The service has also focused on improving accessibility to CAMHS services by facilitating earlier intervention. This has been achieved through linking the specialist CAMHS practitioner seconded into the Youth Offending Service with the overarching YOS Prevention Strategy (see delivery theme for Preventing Offending). A training needs analysis of YOS practitioners involved in screening and referral has also been undertaken by the CAMHS service and training will be delivered in the forthcoming year to address those needs.

This delivery theme has resonance with the additional theme around managing high risk offenders. Over the last year a complex case forum has been set up involving youth offending and the range of other organisations involved in providing services to high risk young people. Over the forthcoming year the chair of this forum will be taken over by Sunderland Youth Offending Service Manager.

Mental Health will be the focus of the YJB Effective Practice and Quality Assurance (EPQA) audits for 2006/7. Sunderland Youth Offending Service has already benchmarked practice against the EPQA standards of effective practice with a view to ensuring a robust and well evidenced EPQA audit.

Lead Manager: Prevention Manager

Key Performance Indicator (KPI) 2006/7: Ensure that all (100%) of young people, who are assessed by Asset or the Mental Health Framework as manifesting:

- Acute mental health difficulties are referred by YOTs to CAMHs for a formal assessment within 5 working days, with a view to accessing an appropriate tier service.
- Non-acute mental health concerns, are referred by the YOT for an assessment, and engagement by the appropriate CAMHs tier (1-3) commencing within 15 working days.

Performance Outturn:

KPI: 05/06 January – December actual and % against target (Acute)	(3/3) 100%	KPI: 05/06 January – December actual and % against target (non-acute)	(15/15) 100%	EPQA: 05 rating (where applicable)	N/A
KPI: 06/07 target	100%	KPI: 06/07 target	100%	EPQA: 07 target	N/A

Action plan: Mental health

1. To work in partnership to hold a stakeholder event in schools on health and emotional well-being.
2. To work in partnership with CAMHs to implement clinical supervision of prescribing with the integrated substance misuse team (YDAP), by CAMHs Psychiatry Services.
3. To lead on ensuring a problem solving and solution focused approach to managing high risk young offenders through the complex case forum.
4. To ensure the provision of mental health services for young offenders is appropriately balanced across those targeted to prevent offending and those within the criminal justice system.
5. To ensure an agreed protocol is in place for joint CAMHS working across Tiers 2, 3 & 4.
6. To deliver the Youth Justice Key Elements of Effective Practice within the service.

Support Access To Substance Misuse Services

Overview:

Sunderland operates an integrated service model for the delivery of mainstream substance misuse services for children and young people and Sunderland Youth Offending Service has seconded workers within the integrated service to meet the need of young offenders. Over the last year the two services have been working in partnership to refine and quality assure the screening and assessment process that enable young people to access services. Simultaneously the Young People's Substance Misuse Partnership has commissioned a review of substance misuse services provided by the Integrated Substance Misuse Youth Drug and Alcohol Project, to ensure these are needs led. As young people who offend form a significant proportion of the client group for this service, the Youth Offending Service has been an integral part of this review. The emerging findings suggest a need to review the partnership model currently in operation.

The implementation of the Rehabilitation and Aftercare programme in Sunderland has allowed for intensive supporting intervention, particularly around access to and engagement with services as well as lifestyle issues, to compliment substance misuse interventions. As a result young people with an identified substance misuse problem released from the secure estate, have been targeted for intensive support of up to 25 hours based on risk and need. The scheme has also enabled stronger relationships to be forged with the Juvenile Substance Misuse Service in the secure estate providing greater continuity of services from custody to community. From April 2006 the service will deliver a combined custodial and community programmes RAP scheme enabling a seamless service for young people with substance misuse issues.

During 2005/6 the Chief Officer Management Board considered the issues around dual diagnosis for mental health and substance use and these issues are now being taken forwards within Sunderland TPCT with the establishment of a specialist prescriber post.

Lead Manager: Youth Offending Service Manager

Key Performance Indicator (KPI) 2006/7: Ensure 100% of young people are screened for substance misuse, 100% receive specialist assessment within 5 working days, and 100% access the early intervention and treatment services they require within 15 working days.

Performance Outturn:

KPI: 05/06 January – December actual and % against target (Assessment)	(769/ 784) 98%	KPI: 05/06 January – December actual and % against target (specialist assessment)	(51/ 51) 100%	KPI: 05/06 January – December actual and % against target (early access to intervention)	(49/ 49) 100%	EPQA: 05	N/A
KPI: 06/07 target	100 %	KPI: 06/07 target	100%	KPI: 06/07 target	100%	EPQA: 07 target	N/A

Action plan: Substance misuse

1. To implement a revised partnership working model with the integrated substance misuse team based on successful partnership working in other areas of the Youth Offending Service e.g. the model operated with the YOT based Accommodation Officer.
2. To work jointly with the Sunderland TPCT (via specialist prescriber post) in relation to the dual diagnosis issues of children and young people who offend.

Reduce The Use Of Custody

Overview:

Having made considerable reductions in both remands to custody and custodial sentences over the years the performance against these two key performance indicators has been maintained at an all time low. During 2005/6 Sunderland Youth Offending Service undertook an Effective Practice Quality Assurance (EPQA) for the theme of remands to custody and a good outturn was achieved with a score of 2 (rounded from an actual score of 2.38) out of a possible maximum rating of three. The improvement plan will be implemented during 2006/7. The Intensive Supervision & Surveillance Scheme (ISSP) continues to offer magistrates an effective alternative to custody.

Lead Manager: Operations Manager

Key Performance Indicator (KPI) 2006/7: 1/ Reduce remands to the secure estate to no more than 30% of remand episodes. 2/ Reduce the number of custodial sentences as a proportion of all court disposals to 5%.

Performance Outturn:

KPI: 05/06 January – December actual and % against target (remand)	(38/178) 21%	KPI: 05/06 January – December actual and % against target (custody)	(36/1190) 3%	EPQA: 05 rating (where applicable)	2
KPI: 06/07 target	30%	KPI: 06/07 target	5%	EPQA: 07 target	3

Action plan: Reduce the use of custody

1. To develop a written protocol with the local secure establishment (Castington)
2. To implement the Effective Practice & Quality Assurance (EPQA) improvement plan for remands.

Support Resettlement Into The Community

Overview:

In 2005 Sunderland Youth Offending Service implemented the Rehabilitation and Aftercare programme. Local monitoring has showed good early progress within the scheme having exceeded the target numbers, high engagement rates for this voluntary scheme and individual success stories demonstrating outcomes. From April 2006 the RAP scheme and Substance Misuse Community Support Grant (SMCSG) will be delivered as a combined custodial and community RAP scheme. The scheme has been located within the newly formed Resettlement and Inclusion team aimed at providing a seamless and holistic service for young people being resettled into the community. The new team has enabled greater emphasis on the co-ordination and continuation of services between custody and community with a particular emphasis on providing intensive support in the period immediately following release from the secure estate and subsequent intervention in accordance with risk and need. The service is now planning an innovative partnership scheme with Castington Young Offenders Institution in which the offender's Personal Prison Officer will support their subsequent interventions once released into the community. The Youth Offending Service has worked with Castington Young Offenders Institute to deliver 'Tackle It' in prisons – a football coaching course which teaches citizenship and positive behaviours, equipping young offenders in custody with the attitudes and behaviours needed for successful resettlement.

In 2005 the service conducted the Effective Practice and Quality Assurance assessment for resettlement with a good outturn (2 of a possible 3) for the base score. Actions have been identified for improvement to achieve the maximum score of 3. The newly formed Resettlement and Inclusion Team has enabled a closer focus on re-aligning practice around resettlement to ensure the support needs of young people. One example of this is the introduction of specialist screening for mental health for all young people released from custody rather than just those identified through Asset. This will be taken forward in the forthcoming year as the service structures are re-aligned to ensure the best possible use of wrap-around services such as RAP, ISSP, the LPSA Recidivism scheme and the Prolific & Priority Offenders Strategy.

Sunderland Youth Offending Service is also represented on the local strategic resettlement group linked with the delivery of the Regional Resettlement Strategy.

Lead Manager: Operations Manager

Performance Outturn: Resettlement

EPQA: 05 rating	2	EPQA: 07 target	3
-----------------	---	-----------------	---

Action plan: Resettlement

1. Implement resettlement Community Personal Prison Officer Scheme with Castington.
2. Ensure youth justice practitioners are trained in 'Chairing DTO Meetings'.
3. Implement the resettlement EPQA improvement plan.
4. Take forward the RAP scheme and Substance Misuse Community Support Grant (SMCSG) as a combined community and custody RAP scheme.

5. To strengthen support around mental health services by ensuring continuity of service from custody to community.
6. To improve information sharing from custody to community for ETE, with particular reference to children looked after.
7. To work with Castington Youth Offending Institute to improve the quality of planning and review for children & young people.

Reduce Re-Offending

Overview:

After a disappointing Recidivism (re-offending rate) outturn (which showed an improved reduction of 2% (but outside of the 5% target) analysis of the YJB Recidivism Cohorts was undertaken to establish where performance improvements could be made. The analysis identified that when the cohorts were split into those with contact with Sunderland Youth Offending Service and those without the re-offending rates were significantly lower for those who had received a service. Sunderland Youth Offending Service has taken a lead within the region to share this analysis practice and collate the result on a regional basis. The analysis also showed significant reductions in both the serious and frequency of offending for persistent and prolific offenders where significant reductions in the re-offending rate are unlikely to be made. The results of the analysis were also used to set stretch targets for reducing re-offending from 5% to 7% for those in contact with the service. Through LPSA pump priming funds two new posts have been established within the service to work with young people after the conclusion of statutory youth justice provision, ensuring appropriate exit strategies are in place.

Working in partnership with Children's Services, a stretch target has also been agreed through LPSA 2 to reduce the offending rate of children and young people looked after. A further two posts will be established within the Youth Offending Service which will work across looked after establishments to assess looked after children for offending (linked with the YOS prevention strategy), identify those at risk and provide support and intervention.

A priority has been identified within this plan to re align significant YOS programmes to maximise impact and outcome. Those programmes with exit strategies e.g. RAP, POPO & LPSA Recidivism has particular significance for the achievement of the target against this delivery theme.

Lead Manager: Deputy Youth Offending Service Manager

Key Performance Indicator (KPI) 2006/7: A 5% reduction in recidivism (re-offending) for the identified co-horts.

Performance Outturn:

KPI: 05/06 actual (Oct – Dec cohort) and % against target*	1.17% increase
KPI: 06/07 target	5% reduction

Action plan: Reducing re-offending

1. To review the alignment of grant funded YOS programmes with mainstream youth justice provisions to achieve maximum impact and outcome from those programmes that provide for intervention 'exit strategies'.
2. To develop the role of the newly established Recidivism Workers (LPSA 2 Recidivism Project).

Ensure Equal Treatment Regardless Of Race

Overview

The city of Sunderland has a small but gradually increasing ethnic minority population of 1.7%. Monitoring of the key performance indicator for this delivery theme would suggest that there is no evidence of inequality in the treatment of young offenders of an ethnic minority in the youth justice system when compared to their white counterparts, however, the numbers involved are too small to be conclusive. In 2004/5 the service undertook a race audit that identified that although numbers of ethnic young people in the youth justice system is extremely small this is increasing very slightly in line with local population trends. In 2005/6 the service has been implementing the Race Diversity Action Plan developed from the Race Action Audit. In 2006/7 however, policy and practice in this area will need to be more closely aligned with INRA assessments in accordance with local authority policy. It has also been identified that staff within the service could benefit from diversity refresher training that focuses specifically on the cultural and religious customs and practices of the local population.

Lead Manager: Performance & Policy Manager

Key Performance Indicator (KPI) 2006/7: All YOTs should have an action plan in place to ensure that any difference between the ethnic composition of offenders on all pre-court and post court disposals and the ethnic composition of the local community is reduced year on year.

Action plan: Equality

1. To implement INRA assessments in line with wider local authority policy.
2. To ensure that staff are appropriately trained in diversity and local cultural issues.



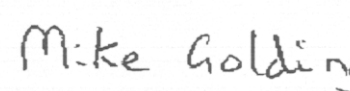

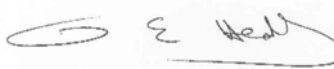


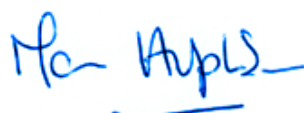
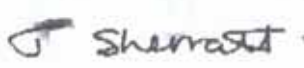
E. REVIEW AND APPROVAL

This Youth Justice Plan is supported by an operational action plan (based on the YJB Toolkit) which encompasses all key actions within this plan as well as those of related plans e.g. EPQA Improvement Plans. During the financial year Action/ Improvement Plan surgeries will be lead by the service Policy & Performance Manager. An overview of progress will then be monitored via Strategic Management Team meetings and progressed to the bi monthly meetings of the Chief Officer Management Board.

Table B: Schedule for review of plan:

Review date	Reviewer(s)
6 th April 2006	Senior Management Team
28 th June 2006	Service Managers/ Specialist Practitioners
6 th July 2006	Senior Management Team
20 th July 2006	Chief Officer Management Board
27 th September 2006	Service Managers/ Specialist Practitioners
5 th October 2006	Senior Management Team
23 rd November	Chief Officer Management Board
January 2007	Service Managers/ Specialist Practitioners
January 2007	Senior Management Team
March 2007	Chief Officer Management Board

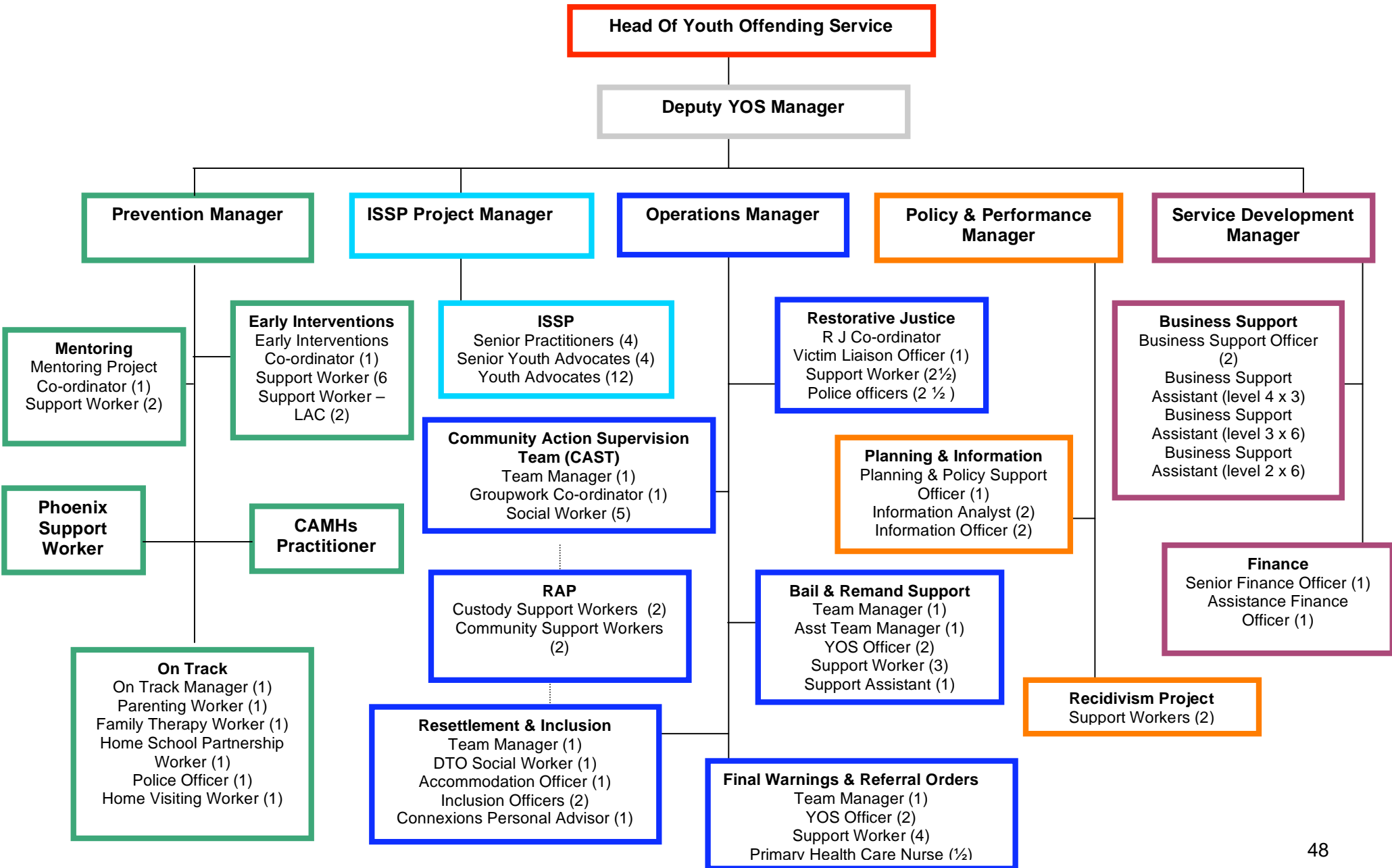
Table C: Signature of approval

Agency	Name Of Chief Officer	Signature	Date
Children's Services (Local Authority)	Helen Paterson		
	Barbara Williams		
	Mike Golding		
Development & Regeneration (Local Authority)	Philip Spooner		
Legal Services (Local Authority)	Jane Hedley		
Probation Service	Ian Sammut-Smith		
Police Service	Steve Hopkirk		
Health Service	Marc Hopkinson		
	Janette Sherratt		

F. APPENDICES

- Organisational Chart
- Performance Measures & EPQA Audits
- Training Plan
- Asset Assessment Graphing

APPENDIX A: ORGANISATIONAL CHART



APPENDIX B: PERFORMANCE MEASURES & EFFECTIVE PRACTICE AND QUALITY ASSURANCE AUDITS

Key Performance Indicators

Theme and measure	2005 Outturn	2006/07 Target
<p>Prevent offending (new target from April 2005):</p> <p>Reduce year on year the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring</p>	<p>694*</p> <p>Based on April to December data only.</p>	<p>Reduction</p>
<p>Intervene early (new target):</p> <p>Ensure that 100% of young people on a final warning are supported by an intervention if:</p> <ul style="list-style-type: none"> - their Asset score is greater or equal to 12, or - there are any concerns of risk of serious harm to others, or - their score is less than 12 but any sections score 4 		<p>100%</p>
<p>Intervene early (old target):</p> <p>Ensure that 80% of all final warnings are supported by an intervention programme</p>	<p>84%</p>	
<p>Reduce re-offending:</p> <p>Achieve a reduction in re-offending rates by 5% in 2006-07, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:</p>	<p>58.2%</p> <p>1.17% increase</p>	<p>5% reduction (2006/7 compared with 2002/3)</p>
<p>Reduce the use of custody (secure remands):</p> <p>Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%</p>	<p>21%</p>	<p>Reduce to no more than 30%</p>

Theme and measure	2005 Outturn	2006/07 Target
Reduce the use of custody (custodial sentences): Reduce the number of custodial sentences as proportion of all court disposals to 5%	3%	Reduce to 5%
Ensure the swift administration of justice: Ensure that 90% of pre-sentence reports are submitted within 10 days for PYOs	99%	90%
Ensure that 90% of pre-sentence reports are submitted within 15 days for general offenders	94.2%	90%
Ensure effective and rigorous assessment, planning and supervision Ensure that 100% of assessments for community disposals are completed at assessment stage	98.2%	100%
Ensure that 100% of assessments for community disposals are completed at closure stage	99.4%	100%
Ensure that 100% of assessments for custodial sentences are completed at assessment stage	100%	100%
Ensure that 100% of assessments for custodial sentences are completed at transfer stage	100%	100%
Ensure that 100% of assessments for custodial sentences are completed at closure stage	100%	100%
Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed	100%	100%
Support young people engaging in education, training and employment: Ensure that 90% of young offenders who are supervised by the Yot are either in full-time education, training or employment	90.7%	90%
Support access to appropriate accommodation: Ensure that all Yots have a named accommodation officer and that 100% of young people subject to final warnings with intervention, relevant community based penalties or on release from the secure estate have suitable accommodation to go to	98.4%	100%
Support access to mental health services: Ensure that all young people who are assessed by ASSET as manifesting acute mental health difficulties are referred by YOTs to the CAMHS for a formal assessment commencing within five working days of the receipt of the referral with a view to their accessing a tier 3 service based on this assessment	100%	100%

Theme and measure	2005 Outturn	2006/07 Target
Ensure that all young people who are assessed by ASSET as manifesting non-acute mental health concerns are referred by the YOT for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days	100%	100%
Support access to substance misuse services: Ensure that all young people are screened for substance misuse	100%	100%
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days of assessment	100%	100%
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	100%	100%
Provide effective restorative justice services: Ensure that 75% of victims of youth crime referred to Yots are offered the opportunity to participate in a restorative process	96.7%	75%
Ensure that 75% of victims are satisfied	96.9%	75%
Support parenting interventions: Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention	12%	10%
Ensure that 75 % of parents participating in a parenting intervention are satisfied	100%	75%
Ensure equal treatment regardless of race (old target): All YOTs to have an action plan in place to ensure that any difference between the ethnic composition of offenders on all pre-court and post-court disposals and the ethnic composition of the local community is reduced year-on-year	Action Plan in place	Reduction in any difference

Effective Practice and Quality Assurance (EPQA) Audits

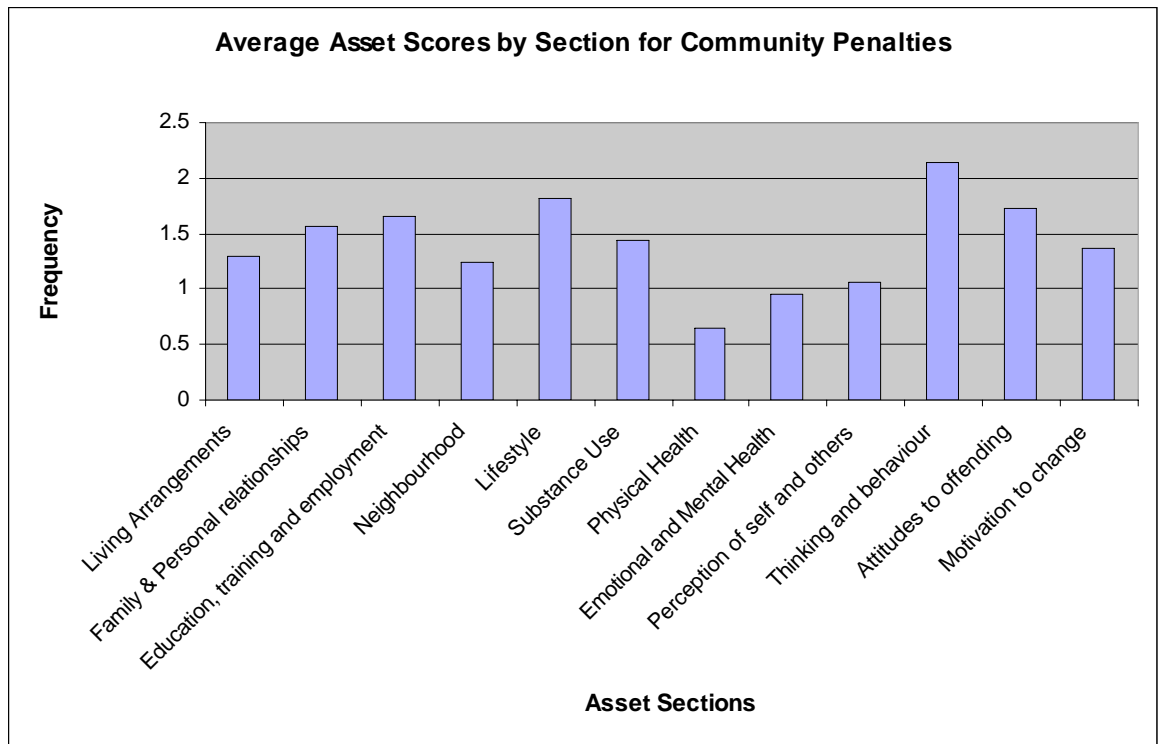
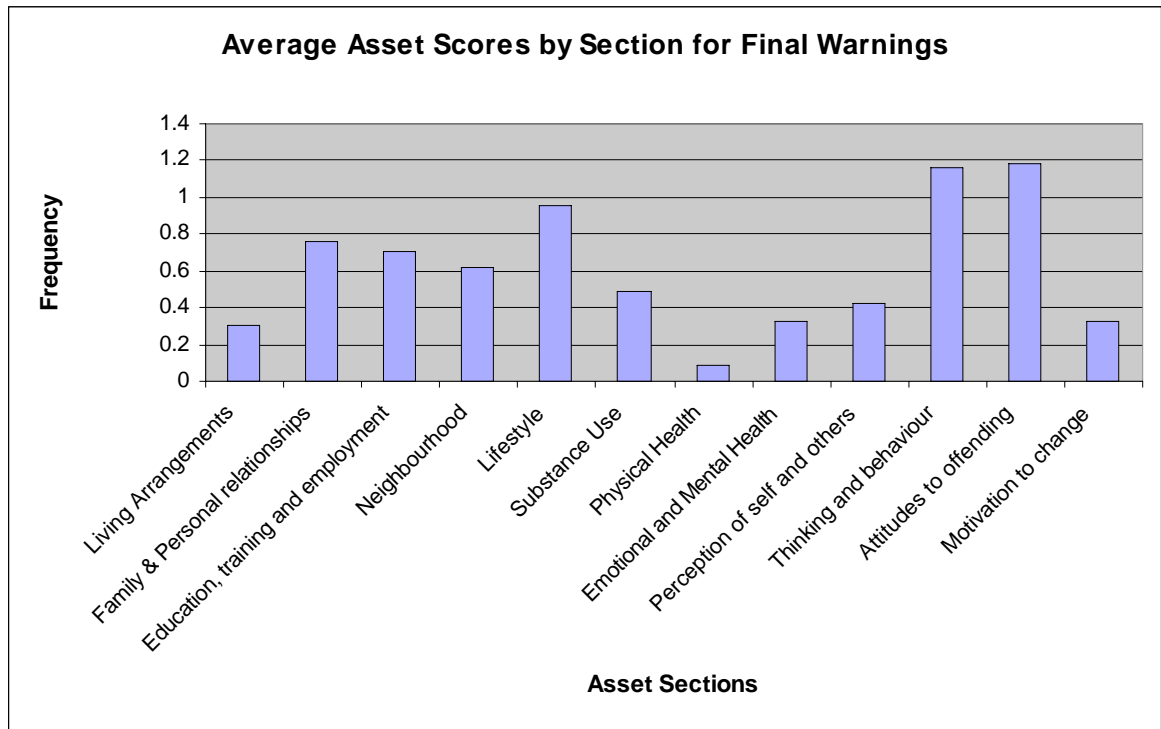
Theme and measure	Initial score (Regional Monitor Validated Base Rating)	Predicted score (YOS Improvement Plan Target Score)	Actual Score (Regional Monitor Validated Final Rating)
Prevention: post 07	NOT APPLICABLE		
Early intervention: Final warning interventions	3 (2.31)	3	3 (2.62)
Intensive supervision: ISSP post 07	NOT APPLICABLE		
Managing demand for custody: Remand management 05 – 07 or 06 – 08	2 (2.37)	3	N/A
Swift administration of justice: post 07	NOT APPLICABLE		
Restorative justice and victims: post 07	NOT APPLICABLE		
Race (n/a)	NOT APPLICABLE		
Recidivism (n/a)	NOT APPLICABLE		
Assessment, planning interventions and supervision	2 (2.31)	3	3 (2.56)
Education, training and employment	2 (1.81)	2	2 (2.5)
Substance misuse: 05 – 07 or 06 – 08	NEW AUDIT THEME FOR 2006/7		
Mental health: 05 – 07 or 06 – 08	NEW AUDIT THEME FOR 2006/7		
Accommodation (n/a)	NOT APPLICABLE		
Resettlement	2 (2.25)	3	N/A
Parenting	2 (2.37)	3	3 (2.69)

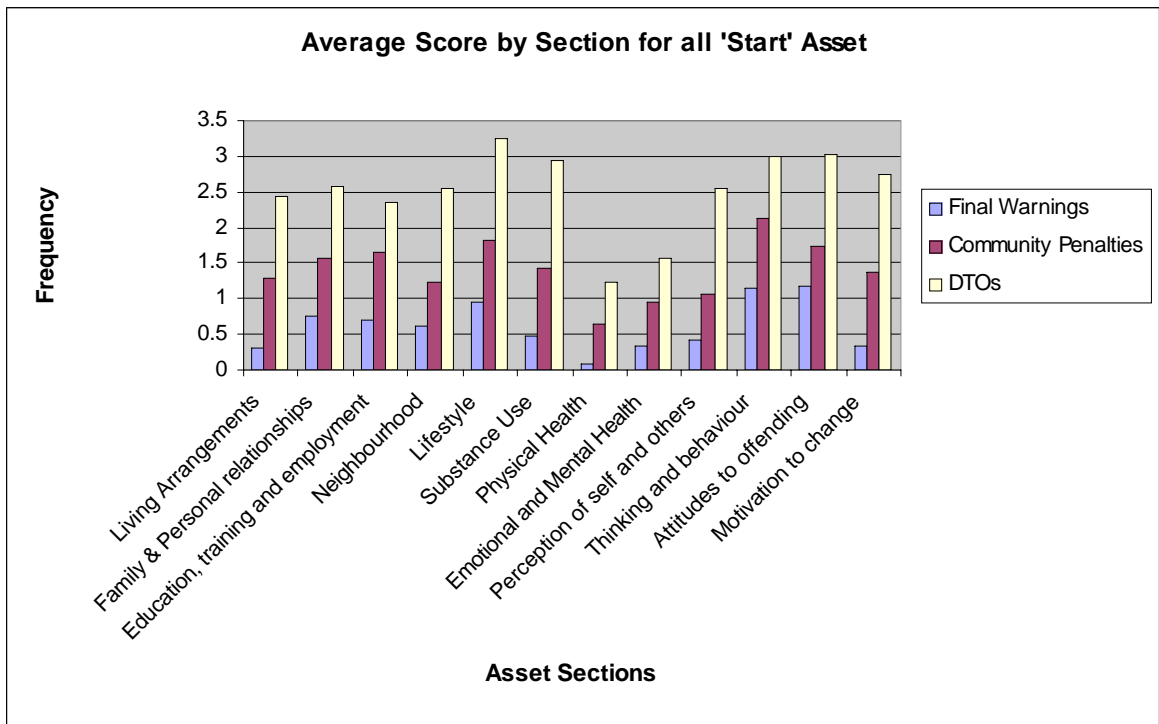
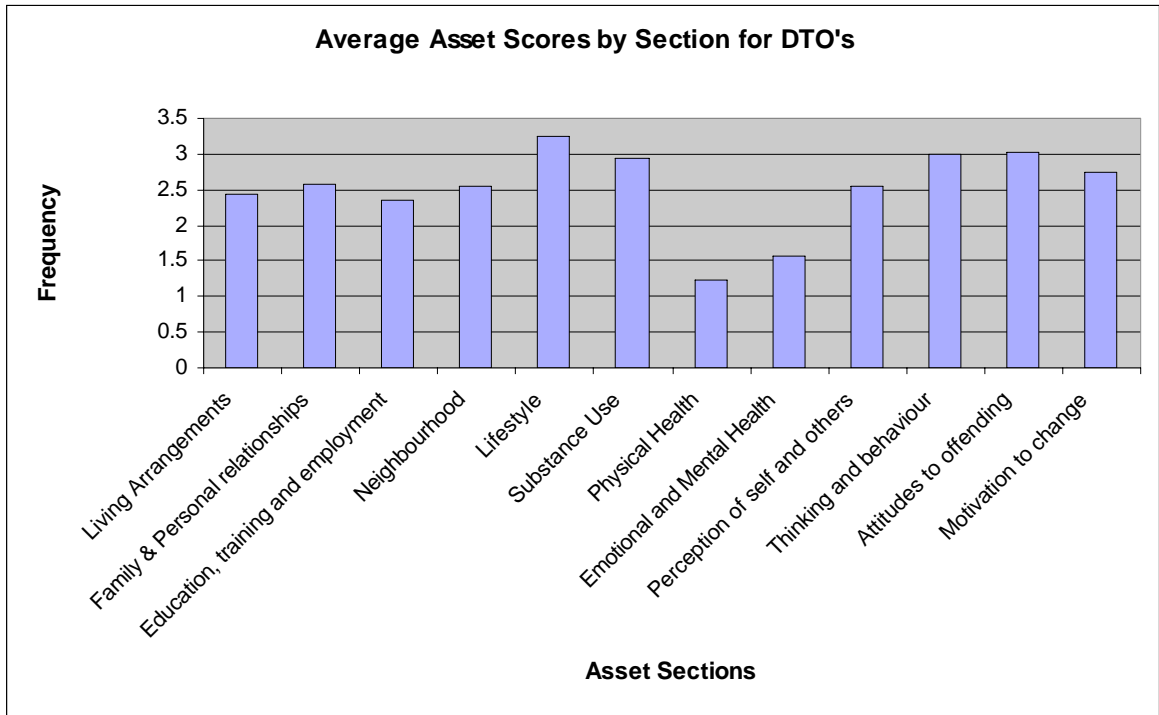
APPENDIX C: TRAINING PLAN

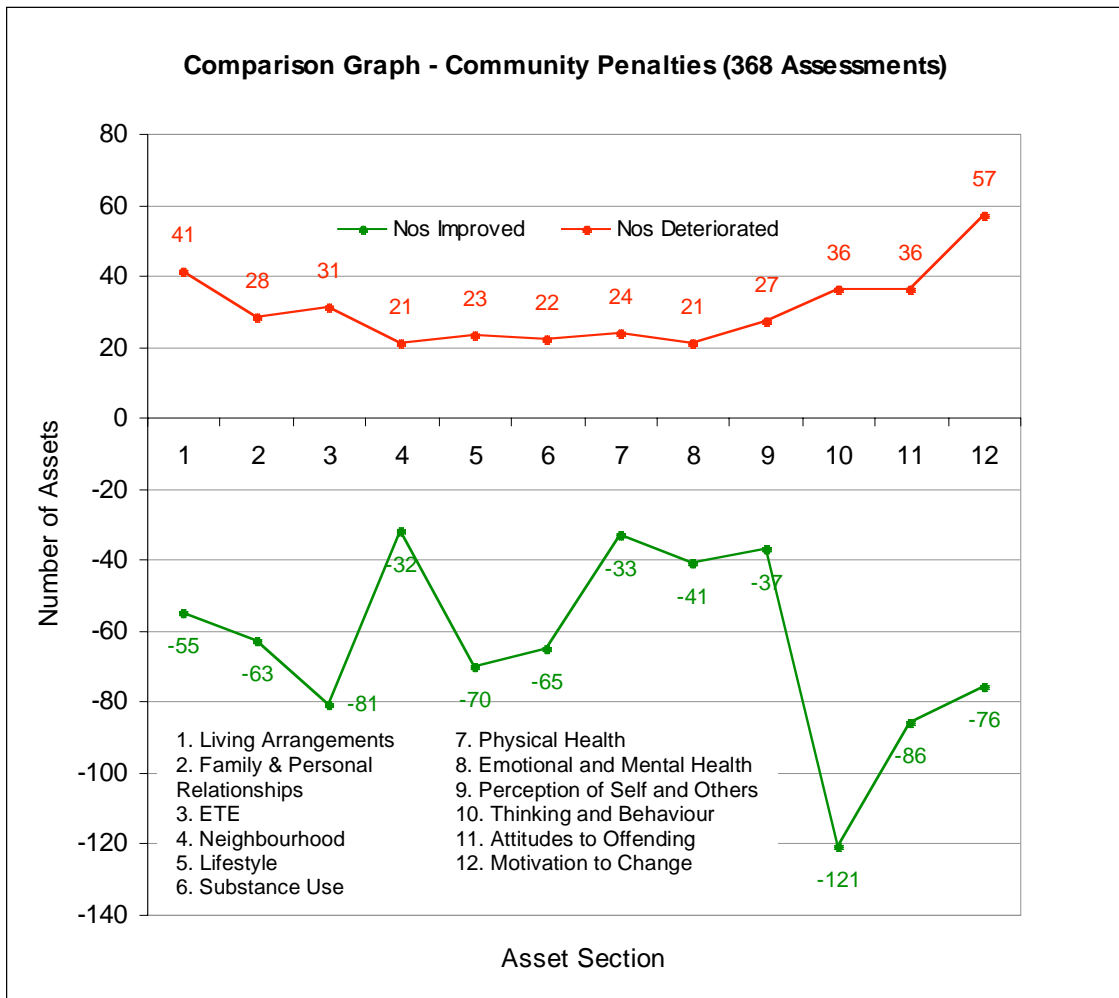
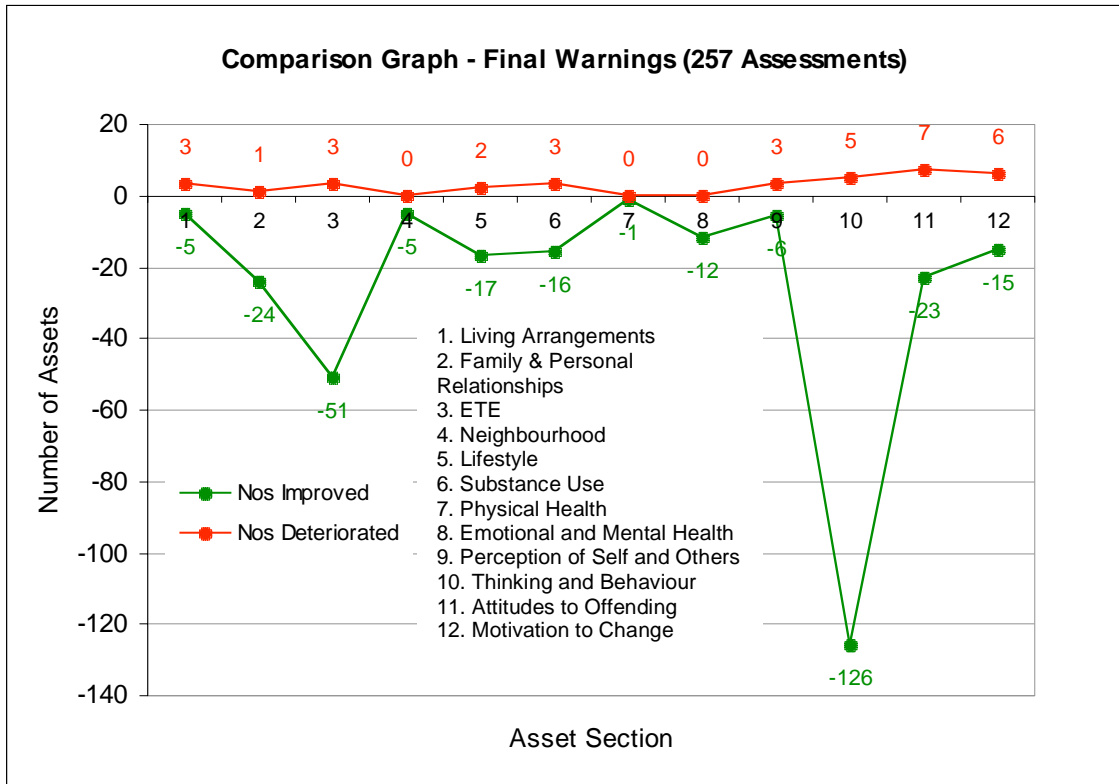
<p align="center">SUNDERLAND YOUTH OFFENDING SERVICE TRAINING PLAN – TRAINING PRIORITIES 1ST APRIL 2006 – 31ST MARCH 2007</p>				
Training / Development Area	Training Outline	Proposed Delivery Method(s)	Management Lead	Delivery Plan Theme
Management & Leadership Development	Exploring the transactional & transformational management styles within a team and business context – building on work in 2005/6 that assessed management styles within the YOS Management Team.	Externally commissioned training Internal development days	Youth Offending Service Manager	All
Assessment	Training in evidenced based assessment linked with effective practice in intervention planning & delivery.	Internal training course/ seminar(s)	Team Manager (Final Warnings & Referral Orders)	All
Risk Management	Raising awareness and understanding of the YOS Risk Management Strategy, with particular reference to managing high risk/complex cases.	Internal training course/ seminar(s)	Operations Manager	Assessment, Managing High Risk Offenders
Safeguarding	Developing understanding of Child Protection into wider safeguarding issues for core YOS, sessional support and volunteer staff.	Internal training course/ seminar(s)	Operations Manager	Assessment, Managing High Risk Offenders
Mental Health Screening	Training to support practitioners in the identification, screening and referral of young people who may require specialist mental health services.	Internal training course/seminar(s)	Prevention Manager	Mental Health
DTO Planning & Review Meetings	Refresher YJB ‘Chairing DTO Meetings’ training.	Internal training course	Team Manager (RESET)	Resettlement
Diversity & Cultural Awareness training	To deliver training to recently appointed staff and refresher training for established staff in the cultural and religious practices of local populations	Externally commissioned training course	Youth Offending Service Manager	Equality

Volunteer Training	To deliver induction training, and refresher training for Volunteers including a support group meeting for Referral Order Panel Members.	Internal training course/seminar(s)	Team Managers	N/A
Court Services Refresher Training	To deliver a refresher training session on court services issues including child protection and safeguarding.	Internal training course/seminar(s)	Team Manager (Pre Court & Court Services)	Swift Administration of Justice

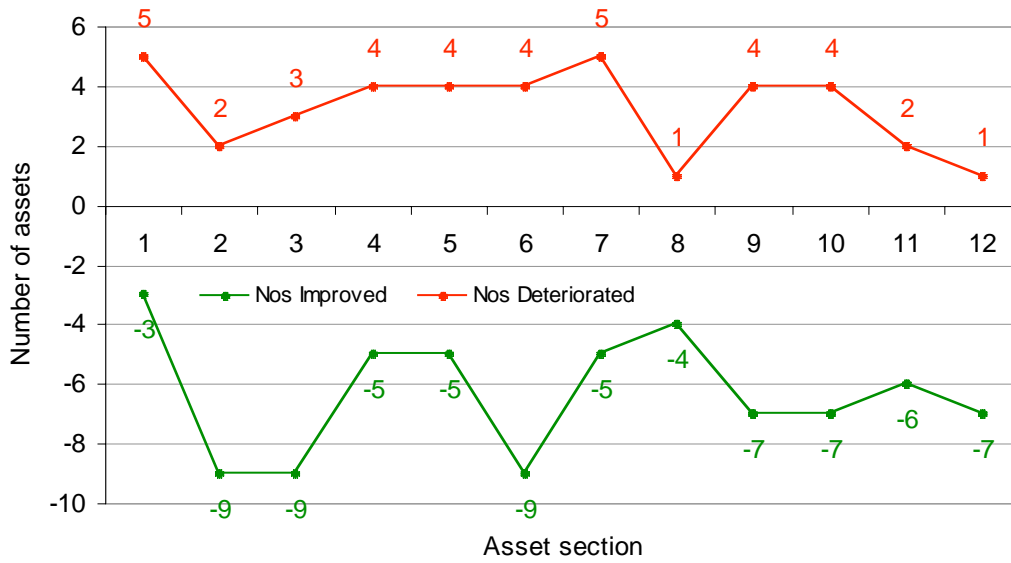
APPENDIX D: ASSET GRAPHING







Comparison Graph - Custodial Sentences (32 Assessments)



- | | |
|------------------------------------|----------------------------------|
| 1. Living Arrangements | 7. Physical Health |
| 2. Family & Personal Relationships | 8. Emotional and Mental Health |
| 3. ETE | 9. Perception of Self and Others |
| 4. Neighbourhood | 10. Thinking and Behaviour |
| 5. Lifestyle | 11. Attitudes to Offending |
| 6. Substance Use | 12. Motivation to Change |