

SUNDERLAND YOUTH OFFENDING SERVICE

YOUTH JUSTICE PLAN 2016/17

OUR VISION

“To work in partnership across the City to offer a holistic service that successfully diverts young people from offending and reoffending and provides effective support to families and victims of those working with the service”

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We are pleased to endorse the Youth Justice Plan for Sunderland for 2016/17. Over the past year, Sunderland Youth Offending Service has maintained its excellent performance and its positive relationships with key partners in the City to deliver the best outcomes for those it works with.

We are particularly proud of the outcome of the inspection which took place in February 2016. This confirmed that the service is a learning organisation that delivers a quality service. The Lead Inspector reflected that *"the YOT was supported by an **experienced, committed and motivated team** who knew their cases and families well and it benefited from mature embedded relationships with key services, including 'impressive' links with Health"*. Case managers were described as **skilled** and **confident** and demonstrating **tenacity** and **persistence** to engage children and young people and their parents/carers.

The YOS continues to push ahead with innovative and creative practice, maintaining a workforce that has passion and drive to make a difference for children and young people. The service has already successfully embedded liaison and diversion practice and implemented a new national assessment framework. Working with children and young people at the earliest opportunity is key to further diverting young people from antisocial behaviour and crime. Employing the principles of restorative justice will help to achieve change and improved outcomes in behaviour. We are confident that the YOS can deliver further improvements through the excellent partnerships that already exist in the city.

We have witnessed at close hand some of the successes being achieved by the YOS and have been impressed at the commitment and dedication of the staff. The model of advocacy support maintained by the YOS to support compliance and engagement of young people is to be commended; with one young person describing those team members he has worked with as 'inspirational'.

We look forward to continuing to support the Sunderland Youth Offending Service into 2016/17 and beyond.

CLLR LOUISE FARTHING

Portfolio Holder for Children and Learning, Sunderland City Council

ALEX HOPKINS

Director for Children's Services & Chief Executive, Together for Children - Sunderland

Sunderland Youth Offending Service is a multi-agency service comprising of the four statutory agencies of Police, Probation, Health and the Local Authority. The service works in partnership with other key agencies such as the area courts and specialist service providers including child mental health, substance misuse and accommodation.

The principal aim of the service is **to prevent offending and re-offending by children and young people**. In doing so, the service works in partnership to deliver both statutory and non-statutory services to:

- Young people aged 10-17 who, because of actual offending have become involved in the criminal justice system;
- Children and young people identified as at risk of offending;
- Families of children and young people offending or at risk of offending; and
- Victims of young people who have offended.

The role and responsibilities of local Youth Offending Teams/Services (YOT/YOS) was set down by the Crime and Disorder Act 1998. It also included the requirement for each local area to produce an annual Youth Justice Plan setting out how youth justice services will be delivered in the local area.

The detail on how these priorities will be implemented is included within the service's annual delivery plan, which is refreshed on an annual basis (see Resources Section for further detail).

2.1 ACHIEVEMENTS

HMIP Short Quality Inspection

Sunderland YOS underwent a successful and very positive Short Quality Inspection (SQS) in February 2016. The service received very positive feedback in relation to its practice which included:

- Case managers demonstrated **tenacity** and **persistence** to engage children and young people and their parents/carers and 'stay in there' and work through any resistance
- Case managers were **skilled** and **confident** in making plans to address vulnerability and encourage engagement and compliance

- Arrangements within Sunderland YOT were **well-organised, mature** and supported by a **culture of learning and improvement**
- The **whole family** initiative was **impressive**; family practitioners provided additional support enabling parents/carers who were struggling to cope
- Sunderland YOT benefited from being able to **fast track** vulnerable young people assessment by specialist services
- There were **strong effective partnerships**, where intelligence was shared and acted upon

*"The **strength** of the YOT team and their clear commitment and **dedication to making a difference** for the young people in the city has shone through in this inspection and has contributed to its **continuing excellent performance**".*
Councillor Pat Smith

*"The YOT was supported by an **experienced, committed and motivated team** who knew their cases and families well and it benefited from mature embedded relationships with key services, including "impressive" links with Health"*

Lead Inspector

Four areas for improvement were identified following the visit in relation to assessment reviews, recording on the case management system, management oversight and MAPPAs understanding. An action plan addressing these actions is agreed and will be delivered in full by the end of December 2016.

2015/16 Performance against National Indicators

FTEs

- Cumulative performance of the FTE rate between April 2015 to March 2016 confirms the service achieved a rate of 591 (140 FTEs) per 100,000 young people of the 10 to 17 year old Sunderland population against an annual target of 650. A slight increase against the Northern YOT trend in First Time Entrants is to be monitored going forward.

Custody

- In 2015/16 the use of custody within Sunderland is at a low rate of 0.17, which equates to 4 custodial disposals within the year. This is the lowest use of custody for any YOS in the Region (rate 0.42) and a far better picture than the National average (rate 0.34).

Reoffending

- The latest PNC data used by the YJB shows an increasing trend in the reoffending binary rate. This is similar to an increasing Regional trend, however the National picture remains stable. However Sunderland continues to have stronger performance in relation to frequency of offending (rate 1.36) when compared to both Regional (rate 1.18) and National averages.

Performance Against Our Strategic Priorities in 2015/16

The YOS has 5 strategic priorities (see below). These were established in the service's 3 year strategy in 2013/14 to ensure that the service was able to effectively respond to local and national priorities in relation to youth justice and wider key strategic agendas:

Priority 1 – A preventative approach to reducing reoffending

Priority 2 – Reducing Reoffending

Priority 3 – a Family Approach

Priority 4 – a Restorative Justice Approach

Priority 5 – Service Evaluation

The detail of the work programme which underpins how these are driven forward is set out within a separate Delivery Plan for each year which underpins the overarching YOS Strategy. The delivery plan for 2015/16 was designed on a thematic basis, providing a more effective focus for service developments and allow for a cross cutting set of work programmes linked to one or a number of the overarching development priorities. An update is provided below on the achievements of the service against these themes:

THEME 1 - QUALITY	YOS STRATEGIC DEVELOPMENT PRIORITY
ACTIONS: <ul style="list-style-type: none"> • Strengthen the quality of delivery in relation to cautions • Review effectiveness of liaison and diversion practice • Review quality of practice in relation to the implementation of the whole family approach 	Priority 1 Priority 2 Priority 3

Progress Update:

The quality of work in relation to Cautions and Liaison and Diversion was reviewed through both the YJB National Standards audit process and an internally designed thematic review of practice. Both of these tools looked at the quality of assessment, plan and delivery/ engagement of young people and their families. The L&D audit reviewed the golden thread from L&D to youth cautions, assessment, plans and engagement of the young person and family in addressing risks underpinning offending. These 2 audits have informed an action plan to take forward developments in this area. Continuous overview of practice in relation to out of court practice also takes place through the services regular QA process.

The YOS has extended the allocation of cautions across the service to all case managers to assess and offer interventions based upon individual assessed needs. The Liaison and Diversion screening process is also now being mainstreamed with all case managers who are using it to respond to overnight arrests and incidents, including for those young people they have worked with previously in order to provide continuity of service. Proposals are also being shaped up for discussion with the police in relation to establishing an "out of court menu of court disposals" for low level offending, particularly in relation to increasing the use of community resolutions and remedies.

A particular success during 2015/16 was the partnership agreement to establishing a LAC (Looked After Children) Protocol which is supporting improved decision making for LAC children who offend within Children's Homes, employing restorative justice principles and supporting diversion of such children out of the criminal justice system. Early indications on performance across 2015/16 indicate the reported LAC offending rate for Sunderland has significantly reduced. There are plans going forward in 2016/17 to extend the same diversionary practice to young people known to the YOS and partner agencies as those who are being exploited.

A Strengthening Families thematic review early in 2015 led to an action plan to inform practice in relation to establishing quality assessments. A product from that work was the development of QA tool which considers how family need is incorporated by practitioners and how that need will be met. This work programme supported improved practice in the lead up to the implementation of the new national assessment framework "AssetPlus" which takes a more holistic approach to assessing the needs of children, young people and their parents/carers. The thematic process and QA tool developed by Sunderland has been accepted into the YJB Effective Practice Library.

THEME 2 - OUTCOMES	YOS STRATEGIC DEVELOPMENT PRIORITY
<p>ACTIONS:</p> <ul style="list-style-type: none"> • Deliver Reducing Reoffending Action Plan • Deliver work programme to ensure the child or young person is at the centre of their assessment and intervention plan • Improve victim satisfaction processes 	<p>Priority 1 Priority 2 Priority 4 Priority 5</p>

Progress Update:

Following the service's participation in the national Reducing Reoffending Project, an improved approach to reviewing and managing offending has been designed. This approach has attracted positive feedback from the Youth Justice Board in terms of how the YOS is taking a proactive approach as a means to improve performance in real time and also commending Sunderland on how it draws in its wider partnership to continue to support young people beyond their intervention but who remain likely to offend. Sunderland's approach was suggested as a model of good practice for other YOTs to consider.

Regular intelligence sharing with key partners, taking place through the ASB Strengthening Communities Project and also the weekly arrest information being shared with case managers is enabling the service to take a proactive rather than a reactive approach to the behaviour of all young people working with the service and reviewing intervention plans with them where needed to manage their behaviour and prevent reoffending.

In terms of the young person being central to their interventions, feedback is being sought through the Referral Order Panel processes to capture views when cases are successfully completed. Monthly QA case file reviews ensure that the young person's voice is evidenced in

their assessments and plans. The YOS holds regular support sessions with the RO panel members in order to improve the quality of the panels in relation to engagement and decision making.

The YOS has reviewed the Ministry of Justice Effective Practice paper to consider intervention models being used, with a particular focus on models which will support improved Early Help offer practice. The YOS is also exploring the option of using volunteers for out of court disposals in terms of embedding a “mentoring” offer and additional training in the “Good Lives” model for practitioners, in line with the transition to AssetPlus.

The recent National Standards Audit confirms the YOS victim service is compliant with service standards. Victims can currently submit their views to the RJ Team verbally or in writing. To improve processes for victims in being able to share their views with the service, victims are to be offered the opportunity to have a home visit where they will be given an ipad to submit their views using survey monkey. This is also expected to improve the rates of responses.

THEME 3 – WHOLE FAMILY APPROACH	YOS STRATEGIC DEVELOPMENT PRIORITY
<p>ACTIONS:</p> <ul style="list-style-type: none"> • Agree information sharing processes with City Intelligence Hub • Improve referral processes to key partners where additional family needs are identified • Improve delivery of family mediation support within the YOS and with key relevant partners • Continue whole family approach implementation work programme 	<p>Priority 1 Priority 2 Priority 3</p>

Progress Update:

As is noted above, critical intelligence sharing is robust in Sunderland. One additional element city wide is the newly developed Intelligence Hub into which YOS case level data is now embedded alongside partner information from children’s services, substance misuse, education and prevention. This is accessed routinely by practitioners during their assessment practice, improving their access to a wide range of information sources to support better analysis of holistic need.

The YOS continues to work in a “whole family” approach, an approach which was commended within the recent Inspection of the service. The YOS remains engaged with the city-wide Strengthening Families process and attends all panels in the City and the Strengthening

Families Working Group. YOS staff have been involved in specific workshops to strengthen their skills and abilities in understanding whole family needs including TAF (team around the family) chairmanship skills. Where relevant, YOS case managers are identified as key workers for individual families. Two internal thematic audits were completed to review quality of practice in this area, as the YOS moved to implementing AssetPlus (see above).

YOS FIP and Advocate workers have been trained in family mediation and a new internal process has been developed to ensure that mediation is being effectively evidenced where it is being delivered. Further work needs to take place in 2016/17 to consider how the service increases its ability to better recognise opportunities for mediation both internally and with other social care colleagues, for example, to support young people in Children’s Homes.

THEME 4 – STAFF AND WORKFORCE DEVELOPMENT	YOS STRATEGIC DEVELOPMENT PRIORITY
<p>ACTIONS:</p> <ul style="list-style-type: none"> • Improve Sunderland YOS’ approach to being a “learning organisation” • Review reflective practice and how the quality assurance agenda can support staff development • Work with key partners in relation to how YOS staff can integrate into locality working 	<p>Priority 1 Priority 2 Priority 3</p>

Progress Update:

The recent Inspection the service recognised the service is a Learning Organisation. The recent training for staff to prepare for the implementation of AssetPlus has supported ongoing learning in relation to assessment, analysis and planning. The QA process is being re-aligned to support learning around the new assessment framework. National inspection reports, research and good practice are routinely shared with managers and practitioners through reflective workshop sessions and in team meetings.

The YOS has already made significant improvements to its quality assurance process with the ongoing development over the past 12 months of a reflective one to one approach between managers and case managers used to review quality of practice. In addition, staff have been engaged in a variety of thematic reviews including Strengthening Families, health and caution quality. Individual

workshops have also been held to look at specific areas of practice, for example, remands and custody. The YOS also actively reviews all inspection reports published and shares these with staff to discuss practice. The YOS Inspection feedback following its SQS in February 2016 reflected that the service was a learning organisation.

Through Strengthening Families practice and work being undertaken with individual neighbourhood police teams around ASB for example, YOS case managers continue to forge links with locality colleagues. The YOS will be further embedded into the Children's Services "early intervention" model in 2016 and beyond to support early intervention and targeted approaches to children and young people in the city. The service's Delivery Plan for 2016/17 will include key actions for delivery which will take the YOS further forward in considering and shaping its contribution to the "early help" offer when the Community Interest Company model for Children's Services is live.

THEME 5 – RESTORATIVE JUSTICE	YOS STRATEGIC DEVELOPMENT PRIORITY
<p>ACTIONS:</p> <ul style="list-style-type: none"> • Increase direct Restorative Justice opportunities • Work with city partners to identify where YOS can support wider delivery of RJ practice • Maintain RJ training programme 	<p>Priority 1 Priority 2 Priority 4</p>

Progress Update:

Through the development of the Strengthening Communities Project funded by the Office of the Police Crime Commissioner, the YOS has agreed a "south of tyne" approach to improving the delivery of restorative justice opportunities, including the community remedy. Going forward into 2016/17, this will be delivered through a diversionary scheme which identifies young people engaged in antisocial behaviour at the earliest point, offering opportunities for working with direct victims where relevant and also completing early assessment and signposting to Strengthening Families or other current early intervention offers. In addition, the agreement of the LAC Protocol will also offer additional direct RJ and mediation support, and further improve the already substantial YOS work with city partners including Northumbria Police.

The YOS continues to deliver, in an efficient way, its statutory requirements for delivery of Restorative Justice interventions including Restorative Conferencing. Alongside this the YOS will be evaluated for the Restorative Justice Quality Mark (RSQM) in early 2016/17 and hopes

to achieve this accreditation by September 2016. In addition during 2015/16, an RJ practitioner in the service completed RJ training in relation to sexual offences.

THEME 6 – LOOKED AFTER CHILDREN	YOS STRATEGIC DEVELOPMENT PRIORITY
<p>ACTIONS:</p> <ul style="list-style-type: none"> • Improve practice in relation to offending within Children’s Homes and other settings, ie schools with key partners • Improve outcomes for children who are on the edge of care 	<p>Priority 1 Priority 2 Priority 3 Priority 4</p>

Progress Update:

Work was undertaken during 2016/17 on a LAC protocol with social care colleagues and Northumbria Police that will reduce the criminalisation of young people where offences are committed within the children’s home setting. This protocol embeds an “out of court “ process which will allow the YOS to undertake a holistic and partnership assessment for such offences in order to improve decisions and embed a YOS restorative justice offer as an alternative to police intervention for children in care. The YOS continues to offer young people wrap around support where needed to support their engagement and also to support any exit strategies from the service beyond their orders. The LAC protocol commits these same resources from the YOS to Children’s Homes and individual young people offering wrap around support to prevent challenging behaviour or support the young person after an offence.

Alongside this LAC protocol, the YOS also wants to continue to agree a similar approach for other settings, and most critically at this time, for those young people identified as being exploited or at risk of being exploited. It is anticipated a similar agreement could be established by October 2016. The YOS also worked with social care managers to respond to the Prison Trust Consultation launched in June 2015 by Lord Laming Review to consider why looked after children are more likely than other children in England and Wales to get involved with the criminal justice system, and what can be done to help more children in care stay out of trouble.

Youth Justice Board – Performance Review

The last YJB quarterly review of Sunderland completed as at end June 2016 concluded that:

“Sunderland continue to perform at a high standard in all aspects of YOT work. This is evidenced by their recent SQS [February 2016] and their continued positive performance in reducing youth offending in Sunderland. Custody rates are very low, reoffending rates are excellent given the comparisons that can be drawn with near neighbours. That FTEs have continued to rise is to be monitored, but the increase in numbers is small.”

The YJB have confirmed within this review that they will monitor the impact of any changes that arise from the service’s move to the new Children’s Company being developed in the city [see below].

Changes to Governance and Service Delivery

As is identified within the Structure and Governance section below, the YOS will transition into a new Children’s Services model which will be independent of the Local Authority. The council is working closely with the Commissioner for Children’s Services to look at how the local authority can do things differently to ensure the best possible outcomes for children and families. The structure and operational detail of how the YOS will fit into this model going forward are under discussion at the time of compiling the Youth Justice Plan for 2016/17 (this could be updated before submission to YJB).

Learning from Inspections

The YOS Partnership is routinely presented with analysis papers and recommendations for action in relation to Inspection Reports and Good Practice Research following their publication. During 2015/16, the YOS considered thematic inspections and good practice reports in relation to transitions, desistance, joint area inspections, unpaid work and resettlement and the YJB “What Works”. The YOS Management Team proactively review good practice and inspection outcomes internally with staff to consider local practice through Team meetings and practice workshops. The service was proud to have been identified through the recent SQS as a learning organisation.

3 STRUCTURE AND GOVERNANCE

During 2015/16, Sunderland YOS sat within the People's Directorate of the City Council which brought together children's and adult services alongside health and housing to support in delivering better outcomes for children and adults. Further developments within the Council in relation to services for children, young people and their families have meant the transfer of the YOS to the Early Help structure. This will sit alongside core children's social care services as it migrates in 2016/17 into an independent Community Interest Company (CIC). The CIC will be established in shadow form by autumn 2016 and is anticipated to become fully operational from 1st April 2017. In advance of that, the YOS Manager is line managed by the Interim Head of Community and Family Wellbeing.

The YOS Management Board over 2016/17 was chaired independently by the Interim Associate Director for Children's Social Care. From summer 2016, it is anticipated chairmanship will transfer to the Chief Executive of the CIC, thereby continuing to effectively support and drive the YOS Partnership in relation to effective services for children and young people.

The Sunderland YOS Management Board has remained stable over the past two years and comprises representatives of the statutory partners as well as other key local partners such as the area court, education and public health. (see Section 7 for membership). The YOS Management Board meets on a minimum of 4 occasions each year.

The annual Youth Justice Plan continues to be considered as an Article 4 plan and as such is scrutinised and approved on an annual basis by the Scrutiny Committee and Cabinet prior to submission to the Youth Justice Board.

The YOS Management Board receive regular financial, performance and safeguarding and practice reports, including updates on audit compliance and inspection themes that may inform or impact service delivery. The YOS continue to be proactive in terms of reviewing best and innovative practice; the recent SQS Inspection undertaken in February 2016 concluded that Sunderland was a learning organisation. There have been no critical incidents within the service that fall under the criteria of the YJB CSPPI (Community, Safeguarding and Public Protection Incidents) during 2015/16.

Case studies are regularly used at the YOS Board to highlight both positive practice but also barriers in accessing services for young people which have received positive feedback from Board members. These are presented where possible by the individual case manager which allows Board members to hear at first hand the support being offered to young

people in the city. In terms of YOS performance and safeguarding updates, these are provided at every Board meeting.

The YOS Manager is a member of the Sunderland Safeguarding Children's Board and the YOS management team as a whole contribute to the current Business Plan objectives through attendance at the Safeguarding Board Sub-Groups driving forward work in relation to Learning and Improvement; Missing, Sexually Exploited and Trafficked (MSET); Legal and Procedures and Workforce Development. All Safeguarding referrals are quality assured and reviewed. The YOS is also supporting the Safeguarding Board's programme of audits during 2016/17.

4 RESOURCES AND VALUE FOR MONEY

2016/17 Budget

The YOS budget is made up of statutory partner agency funding and in kind contributions, core government funding from the Youth Justice Board and other grants. The chart below summarises each of the funding sources for the financial year 2016/17.

Within this budget, Sunderland will deliver the core statutory youth justice service as set out by the Crime and Disorder Act 1998 and other subsequent legislation.

B5: YOT Budget / Youth Justice Board Statutory Return July 2016

AGENCY	Staffing Costs <i>total cost of the secondee to the employer, including on-costs</i>	Payments in kind <i>as defined in guidance</i>	Other Delegated Funds <i>cash contributions from partner agencies to be used at YOT Managers' discretion</i>	TOTAL
Police	£93,712.00			£93,712.00
Police and Crime Commissioner			£80,000.00	£80,000.00
Probation	£44,634.00		£21,778.00	£66,412.00
Health	£48,998.00		£114,319.00	£163,317.00
Local Authority	£1,173,225.00	£771,178.00	£239,189.00	£2,183,592.00
YJB	£608,143.00			£608,143.00
Other				£0.00
TOTAL	£1,968,712.00	£771,178.00	£455,286.00	£3,195,176.00

Delivery of Youth Justice in 2016/17

For 2016/17, the YOS has reviewed its internal targets in relation to the 3 key outcomes of preventing offending, reducing reoffending and use of custody. In recognising the progress made by the YOS up to the end of 2015/16, internally set performance targets in relation to FTEs and Custody have been reduced; the FTE target is reduced to 600 (from 650) and the Custody target has been lowered to 0.50 (from 0.71).

The 3 performance targets therefore are:

Entering the Youth Justice System (First Time Entrants)

Outcome Target: To maintain first time entrants below a rate of **600** per 100,000 of the 10-17 population.

Reducing Reoffending

Outcome Target: To **maintain** performance on re-offending in line with national expectations.

Maintaining low levels of custodial sentencing

Outcome Target: To maintain custodial sentencing below a rate of **0.50** per 1,000 of the 10 to 17 Sunderland population.

The YOS is confident based upon its historical performance, that these targets can be achieved.

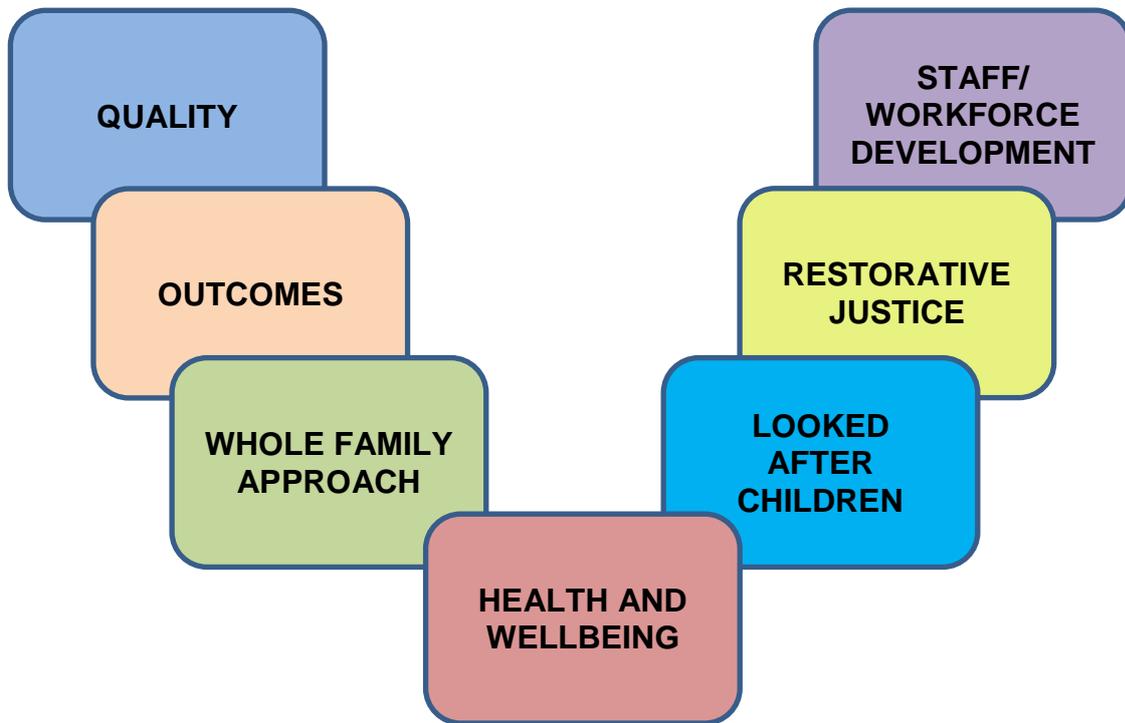
Service Development Priorities

To ensure that the service effectively responds to local and national priorities in relation to youth justice and wider key strategic agendas, the service will maintain its 5 overarching strategic service development priorities for 2016/17:

- 1 - A preventative approach to reducing offending
- 2 - Reducing Reoffending
- 3 - A family approach
- 4 - A restorative justice approach
- 5 - Service evaluation

The annual delivery plan for 2016/17 also continues to be designed on a thematic basis, providing a more effective focus for service developments and allow for a cross cutting set of work programmes linked to one or a number of the overarching development priorities.

Sunderland YOS continues to shape its development plans around the following 7 themes:



Within the Community Interest Company, which will be established by April 2017, the YOS will support and contribute to the “early help” offer in the city for young people and their parents/carers. Annual service development priorities for 2016/17 have been therefore considered within this context and agreed with the YOS Partnership Board. These are included at Appendix A.

Workforce and Specialist Resources

Moving into 2016/17, the YOS headcount has reduced slightly from 2015/16, but it maintains its core staffing resources in relation to the full-time core staff, multi-agency secondees (including secondees from the YOTs statutory partners), volunteers and sessionals and is therefore compliant with the minimum staffing requirements set out in the Crime and Disorder Act 1998.

During 2016/17, the YOS Family Intervention Practitioners (8 staff) who deliver the intensive family offer across the City in relation to Strengthening Families will transition into the current Risk and Resilience structure to become part of a city-wide holistic family support team. In addition during 2016/17, there may be slight reductions in core staff in relation to planned efficiencies required, although it is not anticipated that this will significantly affect the ability of the YOS to maintain its excellent services for children and young people in the City.

Included within Appendix B is a structure chart for the YOS alongside a table which breaks down staffing by agency, gender and ethnicity. All core YOS staff (with the exception of 5 practitioners) are trained in elements of restorative justice relevant to their post. All Referral Order Panel volunteer members have been trained in RJ relevant to their roles. The YOS continues to also provide robust supervision, training and management of its sessional workers who support in the delivery of RJ work, advocacy and appropriate adult responsibilities.

The YOS Restorative Justice Team maintains its two accredited practitioners, one of which is also an accredited trainer. The RSQM accreditation is expected to be achieved by September 2016.

YOS Management Board Oversight

The YOS Management Board maintains oversight of YOS resources through regular reports across the financial year.

AssetPlus

The YOS implemented AssetPlus at the start of 2016/17 and have worked closely with the YJB in terms of training and "go live" preparations.

Internal working practices, including assessment practice and quality assurance processes are agreed and will be formally reviewed in July 2016. Sunderland YOS welcomes the new assessment framework and YOS practitioners are extremely positive in relation to the framework further improving their practice.

The multi-agency Sunderland YOS Management Board remains as an identified 'significant partnership' for Sunderland and it also provides the strategic links with other significant partnerships, and their associated strategic plans across children's services, criminal justice and community safety. The YOS Management Board also continues to be linked into the Safer Sunderland Partnership which is the local Community Safety Partnership, by acting as a key delivery group in supporting delivery of the Safer Sunderland Strategy 2008-2023 to ensure that "everyone in Sunderland will be, and feel, safe and secure". The YOS Manager is also a member of the Sunderland Safeguarding Children's Board and YOS Managers contribute to relevant safeguarding sub-committees.

Partnership working has strengthened through 2015/16, particularly with Northumbria Police in relation to the LAC Protocol and the early intervention work around antisocial behaviour. The partnership arrangements in place that support Liaison and Diversion practice have also significantly improved the service's ability to recognise and address the wider health needs of the children and young people it works with. 2016/17 will be a year for the YOS to continue to embed L&D assessment practice across the whole of the service, and alongside that work to evaluate its success to inform the commissioning agenda going forward to secure health resources in the longer term.

The YOS remains committed to working in partnership with others around the key issues affecting young people today including significant and emerging problems around sexual exploitation, domestic abuse, substance misuse and the prevent agenda.

Sexual Offending and Exploitation

The YOS is represented on and contributes to the City-wide MSET (Missing, Sexually Exploited and Trafficked) Strategic and Operational Groups.

The YOS is also involved in a partnership work programme looking at early intervention for sexually harmful behaviour and makes a significant contribution to partners completing joint AIM2 assessments.

Prevent Agenda

The YOS supports and is a member of the City Council's Prevent protocol and practice. Relevant staff have been trained in relation to the Prevent agenda.

MAPPA

The YOS continues to utilise MAPPA arrangements to in relation to those young people who pose significant risks within the community.

Strengthening Families

The YOS plays a key role in the delivery of the strengthening families agenda within Sunderland. The service hosts the FIP team which provides level 3 intensive support across the City. The YOS will work closely with locality partners to support the transition of the FIP Team into the combined family support team. The YOS undertook a significant work programme in 2015/16 to embed a whole family approach across the whole service and will continue to drive this forward in 2016/17 and beyond

Resettlement

The critical needs of young people being resettled into the community continue to be reported within the service's Performance Report for the YOS Management Board and there are robust internal processes that ensure timely and appropriate planning takes place in advance of release. The service has maintained its wrap around advocate staff which support young people on release from custody or at risk of custody.

Risks in relation to Youth Justice Outcomes

The YOS continues to maintain good performance across all 3 indicators. For 2016/17, targets have been reduced on FTEs and Custody in recognition of this.

In terms of critical risks in relation to performance, the service is performing well (as acknowledged by the YJB) in relation to reoffending and custody. A slight increase in First Time Entrants is to be monitored going forward, although when comparing performance against 2015, there is only a small increase in actual numbers of young people at end March 2016. A thematic review of FTEs is to be undertaken to better understand practice and this will inform further discussions around the early intervention within the city and practice around liaison and diversion and out of court disposals.

The very strong partnership built up with the police through the ASB Strengthening Communities Project (see Introduction section) has given the YOS a firm basis on which to move ahead with developments around out of court interventions. In parallel with this, it is anticipated this will also positively impact on LAC offending rates with alternative models of dealing with incidents in children's homes being implemented. Young people who are looked after who offend has been a particular focus for the service over 2015/16 given the high rates of offending reported over the past 3 years. The agreement to the LAC Protocol (detailed within the Achievements section of this plan) is expected to make a significant impact on this LAC offending rate and improve partnership arrangements with residential care staff and police to make better decisions for these young people.

Reoffending performance is closely monitored through the Reducing Reoffending Live Tracker process. Live data from this is also used for performance reporting purposes so that the YOS Partnership can maintain an up to date view on this indicator. The service (as noted above) has received positive feedback on its local approach to tracking reoffending.

The use of custody or remand episodes is not considered a concern within Sunderland. The rate of custody remains very low overall and compares well against national levels. In terms of remands, there were only 2 episodes during 2015/16, both for serious offences and breach of bail conditions.

These two episodes are to be reviewed as part of the annual quality assurance report presented to the YOS Board.

The YOS maintains its successful relationships with local magistrates and its Intensive Supervision and Surveillance service which offers robust alternatives to custody and wrap around support. The service provides Court duty officers for weekend cover. These are YOS staff experienced in responding to potential remands as typically out of hours court appearances are a risk area in terms of remands.

There is a clear escalation process through line management to the Head of Service in relation to any young person at risk of custody in order to ensure that where partnership support is needed to avoid remands, this is secured. The YOS is well embedded in Children's Services meeting structures where placements for Looked After Children are agreed and this includes young people remanded so that alternative placements are sourced where needed and appropriate. The YOS is also represented at the regional Resettlement meeting which considers practice.

YOS Partnership Risk Register

The Partnership Risk Register has been reviewed and refreshed for 2016/17 [see Appendix C]. This continues to highlight financial resources, the Charlie Taylor review and the transition of the YOS into the new Community Interest Company in Sunderland as the most pertinent risks to the service.

Local discussions continue as to the "place" of the YOS within the early intervention offer being designed across the City.

SUNDERLAND YOS BOARD MEMBERSHIP

CHAIR	Alex Hopkins, Chief Executive, Together for Children	
Statutory Partners	Ian Holliday, Clinical Commissioning Group	
	Gillian Gibson, Acting Director of Public Health	
	Cl Clare Langley, Northumbria Police	
	Karin O' Neill, NPS	
CRC	Martyn Strike, CRC	
Local Authority Partners	Alan Caddick, Head of Housing, Support and Community Living	
	Jane Hedley, Solicitor (Vice Chair)	
	Stuart Douglas, Lead Policy Officer for Community Safety	
	Louise Hill, YOS Manager	
	Simone Common, Head of Community and Family Wellbeing	
	Councillor Louise Farthing	
Court	Gerry Tierney	
Education	Dr Paul Dresser, Sunderland University	
	Dawn Shearsmith, Virtual Schools Head	

YOS Board members considered and agreed the contents of the YOS Plan at the Partnership Board meeting held on 20th July 2016.

ETE	Education, Training and Employment
FIP	Family Intervention Project
FTE	First Time Entrants
HO	Home Office
IRS	Intensive Resettlement and Support
ISS	Intensive Supervision and Surveillance
LAC	Looked After Children
LASPO	Legal Aid, Sentencing and Punishment of Offenders (Act)
L&D	Liaison and Diversion
MoJ	Ministry of Justice
RJ	Restorative Justice
YJB	Youth Justice Board
YRO	Youth Rehabilitation Order
YOS	Youth Offending Service
YOT	Youth Offending Team

HOW TO CONTACT US

Sunderland Youth Offending Service has two bases in the City of Sunderland:

Staff base:

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145 High Street West
Sunderland
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0191 561 4000

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176 High Street West
Sunderland
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Email: yos@sunderland.gov.uk

If you would like this document in any other format, please do not hesitate to contact the staff base above.

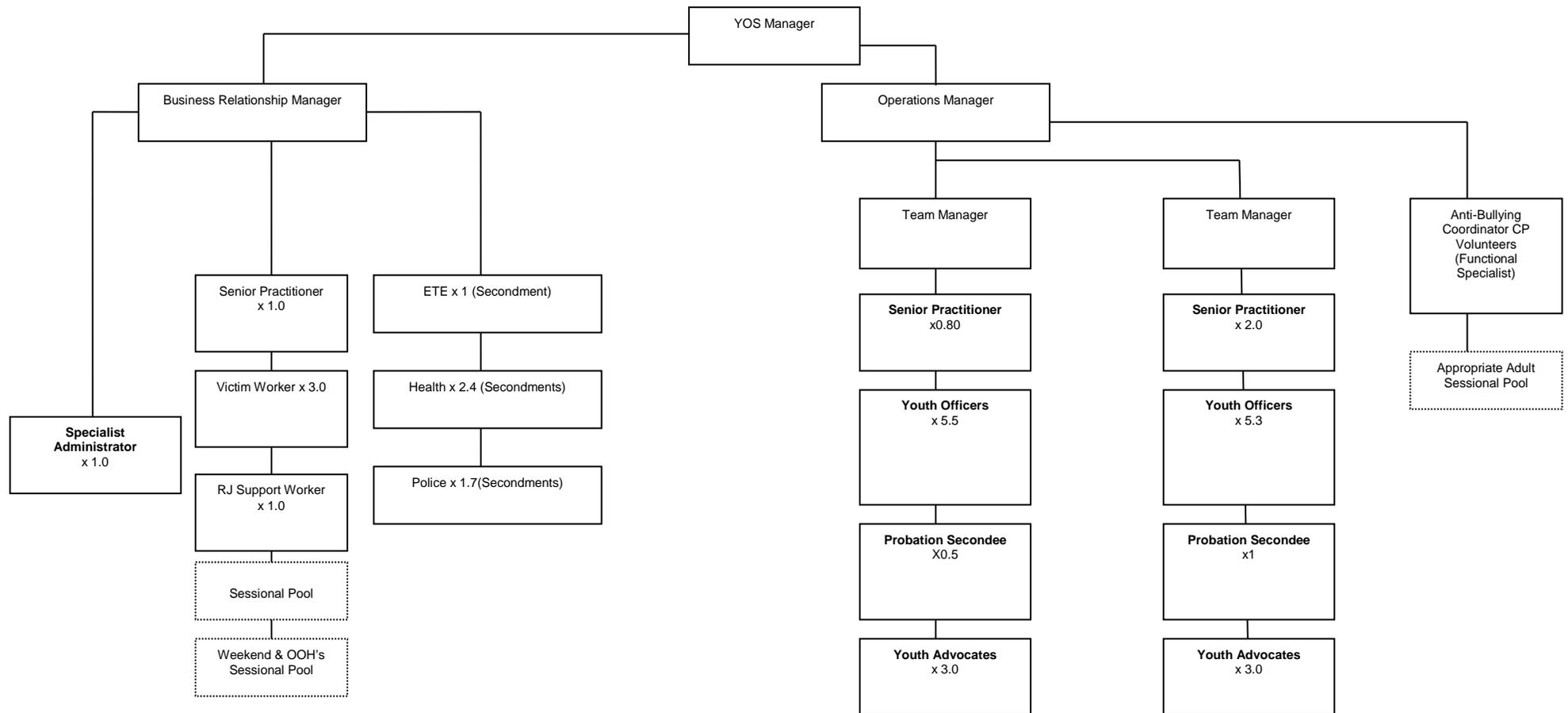
Theme	Action/Contribution to Early Help				Linked Strategic Priority
Quality	Share the learning of the YOS around quality assurance to support QA practice in Early Help	Work with Early Intervention to consider the use of AssetPlus as a model of working	Review current QA practice and develop improved approaches to ensure appropriate implementation of AssetPlus	Work jointly with Early Help to proactively review the learning from Inspections and Good Practice	Priority 1 Priority 2
Outcomes	Agree evaluation projects with Sunderland University for 2016/17 to evidence success of YOS and its contribution to Early Help to inform future service developments	Implement an agreed process that ensures there is better evidencing of outcomes achieved by the YOS through Strengthening Families	Ensure that Corporate Performance Scorecards are joined up between YOS and Early Help	Further develop out of court options that offer the earliest intervention and diversion from the criminal justice system. With a particular focus on young people involved in sexual exploitation	Priority1 Priority 5
Whole Family Approach	Support Early Help to evaluate their practice around Strengthening Families using the YOS Best Practice QA Thematic Procedure		Drive forward AssetPlus practice in relation to desistance theory using the HMIP Report to support practitioners to build effective holistic intervention plans for young people [links to Good Lives]		Priority 3
Staff/Workforce Development	Review the Good Lives model jointly with Early Help and consider how it can be translated into effective early intervention practice	Develop new Workforce Development Strategy for the YOS and ensure it effectively links to the needs of Early Help practice	Consider how to work jointly across Early Help in relation to the sharing of training resources and identifying future training needs	Work jointly across the partnership to develop an approach which builds resilience in young people to access mainstream services	Priority 1 Priority 2
Restorative Justice	Ensure Sunderland YOS achieves the RSQM Accreditation by September 2016.	Work in partnership with Children's Social Care to further develop out of court and RJ practice to all vulnerable young people across the City	Agree a plan with partners that increases opportunities for constructive restorative justice within the community for young people		Priority 1 Priority 2 Priority 4
Looked After Children					
Health and Wellbeing	Formalise relationships with health partners (specifically paediatrics, Speech and Language and health nurses)	Evaluate the health needs of those worked with to build the case for health intervention and support	Aspiration – all young people should follow the sme specialist service pathways regardless of where they enter the system	Aspiration – consider the health and wellbeing of parents to support holistic approach to improving outcomes	Priority 1 Priority 2 Priority 3

APPENDIX B – STAFF STRUCTURE AND STAFFING CHART

Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students/ trainees	Volunteer	Total
Permanent	0	2	0	3	2.8	23	0.8	5	0	0	0	36.6
Fixed-term	0	1	0	0	0	0	0	0	16	0	0	17
Outsourced	0	0	0	0	0	0	0	0	0	0	0	0
Temporary	0	0	0	0	0	0	0	0	0	0	0	0
Vacant	0	0	0	0	0	1	0	0	0	0	0	1
Seconded Children's Services	0	0	0	0	0	0	0	0	0	0	0	0
Seconded Probation	0	0	0	0	0.5	1	0	0	0	0	0	1.5
Seconded Police	0	0	0	0	1.8	0	0	0	0	0	0	1.8
Seconded Health (Substance misuse)	0	0	0	0	0	0	0	0	0	0	0	0
Seconded Health (Mental health)	0	0	0	0	0	0	0	0	0	0	0	0
Seconded Health (Physical health)	0	0	0	0	0	1	0	0	0	0	0	1
Seconded Health (Speech/language)	0	0	0	0	0.4	0	0	0	0	0	0	0.4
Other/Unspecified Seconded Health	0	0	0	0	0	0	0	0	0	0	0	0
Seconded Education	0	0	0	0	0	1	0	0	0	0	0	1
Seconded Connexions	0	0	0	0	0	0	0	0	0	0	0	0
Seconded Other	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	3	0	3	5.5	27	0.8	5	16	0	0	60.3
Disabled (self-classified)	0	0	0	0	0	0	0	0	0	0	0	0

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British	0	3	0	3	21	14	0	6	5	11	0	0	0	0	26	37
White Irish	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other White	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
White & Black Caribbean	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
White & Black African	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
White & Asian	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Mixed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Indian	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pakistani	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bangladeshi	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Asian	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Caribbean	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
African	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Black	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Chinese	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Any other ethnic group	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Not known	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	3	0	3	21	14	0	6	5	11	0	0	0	0	26	37

SUNDERLAND YOUTH OFFENDING SERVICE – JUNE 2016



Risk Register

Risk Likelihood	
1	Unlikely
2	Possible
3	Likely
4	Almost Certain

Risk Impact	
1	Minor
2	Moderate
3	Significant
4	Critical

Likelihood	Negative Impact			
	1	2	3	4
4	Orange	Orange	Red	Red
3	Orange	Orange	Red	Red
2	Green	Orange	Orange	Orange
1	Green	Green	Orange	Orange

ID	Date Identified	Risk Description	Risk Owner	Impact	Likelihood	Rating	Mitigating Actions	Action Lead	Timescale	RAG	Last Updated		
											Date	Progress	Status
TE1	16.6.16	Technical issues with YOS Case Management system and the ICT Infrastructure leading to potential instability in recording and performance reporting	YOS Manager	4	3	12	Escalation made to software supplier at the highest level, jointly with ICT Business Relationship Manager to review issues with the system	SCD	end July 2016	A			
L&R1	16.6.16	Governmental Review (Charlie Taylor Review) could significantly change the future YOT operating model	YOS Manager	3	4	12	Future of YOT and its contribution to the Early Help to be decided - within this, any recommendations of the Charlie Taylor report can be considered	LH	end August 2016	R			
P&M1	16.6.16	YOS is identified as a targeted service area for efficiencies - this could lead to key managers and staff choosing to leave the YOS, reducing the stability of quality of service delivery and performance	YOS Manager	4	3	12	YOS Manager to continue discussions with strategic directors of new Community Interest Company.	LH	end August 2016	R			
P&C1	16.6.16	Future of the Youth Justice Grant, together with the LA and partnership contributions to the YOS is uncertain for 2016/17 and beyond	YOS Manager	4	4	16	YOS Manager to continue discussions with YJB and relevant partners re structure and resources and explore other external revenue sources going forward	LH	end Dec 2016	R			

