



## **Youth Justice Strategic Plan 2014 – 17**

## **Contents**

	<b>Page</b>
<b>Forward</b>	<b>3</b>
<b>Section 1: Our Vision, Purpose and Principles</b>	<b>4</b>
<b>Section 2: Progress against 2013 – 14 Priorities</b>	<b>5</b>
<b>Section 3: Service Priorities 2014 – 17</b>	<b>6</b>
<b>Section 4: Contribution to Partner’s Strategies</b>	<b>8</b>
<b>Section 5: Performance and Practice</b>	<b>9</b>
<b>Section 6: Resourcing and Value for Money</b>	<b>19</b>
<b>Section 7: Risks to Future Delivery</b>	<b>20</b>
<b>Section 8: Structure and Governance</b>	<b>21</b>

## **Appendices:**

- 1. Youth Justice Board Effective Practice Grant: Summary of Proposed Expenditure**
- 2. Reducing Re-offending Action Plan**

## **Forward**

Fair and effective youth justice is a key priority for Southampton and in introducing the Youth Justice Strategic Plan for 2014 – 17 we welcome the opportunity to share some key ‘headlines’ with you:

### **We are committed to improvement and providing an excellent service:**

In 2014, we thought that it was important to check how the Youth Offending Service was developing. We commissioned a Peer Review which found that:

- The multi-agency team are highly motivated and partners were pulling their weight
- There is an increasing recognition of effective risk management
- Good quality data is available to underpin service development
- A quality assurance framework is in place
- The YOS is correctly positioned as part of Council’s safeguarding function

The Youth Offending Service was also pleased to be able to participate in a Criminal Justice Joint Inspection (CJJI), which assessed the contribution of six Youth Offending Teams to the government’s Troubled Families agenda. We await the publication of the report, which is due later this year. Feedback from both inspections has fed into a robust action plan; which is monitored as part of the YOS participation in the Youth Justice Board reducing re-offending project. In August 2014, the service will contribute to a further CJJI: in respect of the quality of service provision for young people released from custody.

### **Strong partnerships underpin service delivery:**

All partners contributing to youth justice service provision have to adapt, in an ever changing environment. In Southampton we have strengthened YOS governance arrangements and secured the robust involvement of all partners in setting our local priorities for the next three years. In our city, youth offending service development clearly contributes to and benefits from the wider partnership vision, which will improve outcomes for our residents.

### **Ensuring the effectiveness of youth offending work:**

As a reasonably new service, now entering its third year, Southampton Youth Offending Service has a clear commitment to benchmarking its offending behaviour work so that we are sure that it is of high quality. Currently, four pieces of work are either endorsed by the Youth Justice Board (YJB) as ‘emerging’ effective practice or awaiting further classification.

### **The people of Southampton are central to what we do:**

Work with young people, families and the victims of crime has developed strongly in Southampton and will continue to do so, as we drive forward a youth justice agenda that contributes to improving outcomes and creating safe and cohesive communities.

On behalf of the Management Board we are pleased to endorse the Southampton Youth Justice Strategic Plan for 2014 – 17 and look forward to another exciting and successful period of service development.



**Theresa Leavy**  
**Head of Children and Families**

**Councillor Kaur**  
**Cabinet Member for Communities**

## **Section 1: Our Vision, Purpose and Principles:**

### **Vision:**

Southampton Youth Offending Service is committed to contributing to a fair and effective Criminal Justice System which will provide justice for victims and local communities, rehabilitation, punishment and positive opportunities for young people and value for money. We are a service that aspires to provide the best for our children and young people: we want them to achieve and succeed and we recognise that they will need robust support and supervision along the way in order to do this.

### **Purpose**

Our purpose is to prevent young people offending and once in the Criminal Justice System to accurately assess and offer high quality interventions to young people to reduce crime and to protect victims, in order to increase public safety in Southampton.

We will do this by:

- preventing offending
- reducing re-offending
- improving outcomes for young people
- protecting the public from the harm that young people can cause to individuals, communities and the public and
- working to ensure custody is limited only for those young people whose risk cannot be managed in the community

### **Principles:**

The principles underpinning our service are:

- Regard for the safety of the public as a priority
- Provision of a fair and equitable service to young people, staff, victims and the wider public
- Respect for young offenders as young people
- Respect for diversity in terms of race, gender, disability, age and sexual orientation
- Promotion of the rights of victims and the rights and responsibilities of children, young people and their families
- Valuing staff as our most important resource
- A robust partnership approach, based on effective analysis of local data
- Actively promoting appropriate interventions and sentencing
- Provision of a quality service which is effective, efficient and gives value for money

## Section 2: Progress against 2013 – 14 Priorities

- Youth justice governance arrangements were strengthened with all statutory partners signing a joint working agreement to support the youth justice partnership. The Hampshire Police and Crime Commissioner supported the service through a Protecting People and Places grant and an enhanced Community Safety fund allocation, leading into 2014 / 15.
- To ensure that consistently high quality work is developing, the YOS completed the improvement plan developed from the 2013 HMIP Short Quality Screening Inspection.
- To reduce re-offending and first time entrants' rates, the YOS secured agreement from Hampshire Constabulary to implement a triage pilot for youth cases in the city. The service also implemented robust screening arrangements for out of court disposals; supported by a weekly YOS clinic at Southampton Central Police Station. The Priority Young People scheme, for high risk offenders, was launched successfully and progress reviewed at the end of the reporting year.
- Work with the Southampton youth bench and the YOS pre-sentence report forum contributed to a further reduction in custodial sentences. A bail support officer was recruited to address remands into Youth Detention Accommodation. Local authority responsibilities in relation to Detention Placement Planning for remanded children were reviewed.
- To support work with custody leavers, a local resettlement partnership agreement was signed by key agencies. This supports the South East Regional Resettlement Consortium and has been identified by the Youth Justice Board as emerging good practice.
- Contributing to better education outcomes for young people; the YOS further developed its accredited arts programme. Six young people achieved their Bronze Arts Award in 2013. Engagement in education by children working with YOS has increased in comparison with the previous year's figures. The YOS launched its 'Have Your Say' young people's forum to support greater use involvement in service development and delivery.
- The YOS has been a key player in wider work with vulnerable groups; contributing to local and regional responses to offending by children looked after; alongside local developments in respect of the Southampton Multi-Agency Safeguarding Hub (MASH), the Missing, Exploited and Trafficked (MET) children strategy and Families Matter (Troubled Families) provision.
- Work with victims has developed through the implementation of the service restorative justice strategy; with a specific focus on young people serving custodial sentences. The YOS recruited a second cohort of students from Solent University to support the delivery of restorative interventions. The YOS participated in local Street Cred and seasonal Safe City Partnership campaigns.
- The service has developed its quality assurance systems and benefitted from participation in the YJB effective practice forum. Three further pieces of work have been successfully submitted to the YJB effective practice library as emerging good practice: the resettlement partnership agreement, accredited arts programme, victim impact and risk taking behaviour work.
- Staff have benefitted from restorative justice and group work training. Provision for young people who sexually offend has been reviewed. The service continues to work with the Youth Justice Board in respect of adopting the new assessment framework, Asset Plus.

### **Section 3: Service Priorities 2014 – 17**

#### **1. Strong performance and resilient service delivery**

- Re-offending, first time entrants and custody rates in Southampton will reduce over the three year period.
- Performance improvement will be underpinned by a clear understanding of local themes and trends. Real time data will be used to show the effectiveness of local youth justice provision.
- Southampton is an early intervention city. The YOS will develop its prevention and diversion work; with a strong focus on targeted youth support. A resilient service model will produce outstanding results for its young people, their families and the local community.
- Youth Community Resolutions will be used more effectively to divert young people from crime and support victims through restorative interventions. Strong partnerships will respond to those young people subject to statutory intervention, because of the persistence or severity of their offending.
- Education, employment and health outcomes for young people will significantly improve. The YOS will actively contribute to the city's Employment, Skills and Learning Partnership. Innovative opportunities will be created and co-ordinated to better engage with young people. We will support a culture that inspires and empowers young people to make positive change.

#### **2. Delivery of high quality work**

- Youth justice work with young people, families and victims will be based on a commitment to best practice and research proven interventions. Evaluation of our work will be commissioned through the local universities.
- A skilled, stable, well-managed workforce will undertake assessments that are of consistently high quality; underpinning offending behaviour work that is routinely recognised as 'effective' by the Youth Justice Board.
- Local families who meet the Troubled Families criteria will receive robust and effective interventions, delivered through a strong local partnerships.
- Local service delivery will develop robustly to meet the impending changes and challenges in youth justice system i.e. Asset Plus, the implementation of unpaid work and attendance centre provision.
- We will retain a focus on particularly vulnerable groups: Offending by children looked after will be addressed through the establishment of a Hampshire-wide protocol with police. The YOS will contribute effectively to Southampton's Multi Agency Safeguarding Hub (MASH) and local responses to missing, exploited and trafficked children and serious youth crime prevention. We will fully implement our Resettlement Partnership agreement.
- We will develop and implement an action plan to effectively link our young people with local Education, Employment and Training provision, and support them to achieve their goals.

- Public protection and safeguarding work will consistently be of a high standard. The service will review provision against the findings of the Criminal Justice Joint Inspection in August 2014 and work with the YJB to undertake a self-assessment in 2015. A Youth Justice Board Peer Review will be requested to assess the quality of service provision in 2016.

### **3. Supporting victims through restorative practice**

- Restorative justice interventions will become a core component of every young person's intervention plan, with the wishes and needs of victims being considered in every case. Restorative justice interventions will be supported by high quality victim impact work.
- Restorative approaches will be promoted across a range of partners in Southampton to underpin effective prevention work. The vision of a 'restorative network'; offering training, support and embedding restorative justice further into local practice and service delivery will be developed.

### **4. Ensuring that service users are central to youth justice development**

- Young people will be empowered to make a contribution to local youth justice services through the 'Have Your Say' group.
- Parents and young people will be more actively involved in interventions planning through a review of Referral Order arrangements and the development of planning meetings for all other statutory Orders.
- Victims will be routinely consulted regarding the service that they have received and their feedback used to shape future provision.
- Community engagement work will ensure that Southampton residents are better informed about service delivery and have the opportunity to participate.

### **5. Effective governance**

- A review of youth justice governance arrangements was commissioned in 2014 and the management board was reinvigorated through partnership development work and shared target setting.
- Local governance arrangements, which are underpinned by a joint working agreement, will be based on a culture of shared understanding and a commitment of learning from others.
- The YOS management board will ensure that strategic development is supported through robust consideration of local data. In doing so, effective service alignment and commissioning opportunities will be identified and partners' priorities will be achieved.
- Southampton youth offending partnership will be dynamic in ensuring that youth justice resources meet local need and that services provide value for money.

## Section 4: Contribution to Partner's Strategies

### Southampton Youth Offending Service Priorities 2014 – 17

1. Strong performance and resilient service delivery
2. Delivery of high quality work
3. Supporting victims through restorative practice
4. Ensuring that service users are central to youth justice development
5. Effective governance

#### Southampton City Strategy A City of growth where everyone counts

1. Economic Growth with Equality
2. Skills and Employment
3. Healthier and Safer Communities

[www.southampton.gov.uk](http://www.southampton.gov.uk)

#### Hampshire Police and Crime Commissioner Police and Crime Plan

1. Improve frontline policing to deter criminals and keep communities safe
2. Place victims and witnesses at the heart of policing and the wider criminal justice system
3. Work together to reduce crime and anti-social behaviour in your community
4. Reduce Re-offending

[www.hampshire-pcc.gov.uk](http://www.hampshire-pcc.gov.uk)

#### Southampton Council Strategy 2014 - 2017

1. Jobs for local people
2. Prevention and early intervention
3. Protecting vulnerable people
4. Affordable housing
5. Services for all
6. City pride
7. A sustainable council

#### Hampshire Local Criminal Justice Board

1. Prevention and education
2. Reducing First Time Entrants, restorative justice and early intervention
3. Reducing reoffending and protection of the public
4. Youth to Adult Transitions
5. Integrated Offender Management

[www.hampshire.police.uk](http://www.hampshire.police.uk)  
[www.hampshire-probation.gov.uk](http://www.hampshire-probation.gov.uk)  
[www.justice.gov.uk](http://www.justice.gov.uk)

#### Southampton Safe City Partnership Plan

1. Reduce crime and anti-social behaviour in key locations
2. Reduce the harm caused by drugs and alcohol
3. Reduce repeat victimisation
4. Reduce offending
5. Reduce youth crime

[www.safersouthampton.org](http://www.safersouthampton.org)

#### Southampton Health and Wellbeing strategy 2013- 2016

1. Building resilience and using preventative measures to achieve better health and wellbeing
2. Best start in life
3. Living and ageing well

[www.publichealth.southampton.gov.uk](http://www.publichealth.southampton.gov.uk)



## Section 5: Performance and Practice

### Summary:

This section summarises service performance against national and local performance indicators during 2013 / 14. 'Examples of Effective Practice' are also included throughout the section to give an overview of service development throughout the year. Data for the national performance indicators is from the most recent available period.

### Performance against National Indicators:

#### Reducing Custody

##### **Example of Effective Practice: Resettlement Partnership Agreement**

A local partnership arrangement to respond to the often complex needs of young people leaving custody in Southampton, in order to reduce offending risks and improve outcomes for this group of young people in the city. The local partnership arrangement replaces previous operational arrangements made within the remit of the now defunct Wessex Resettlement Consortium. The Youth Justice Board has assessed the agreement as emerging effective practice.

The agreement aims to:

- Reduce re-offending
- Promote better practical arrangements for Education, Training and Employment (ETE) and accommodation for custody leavers
- Improve the resettlement experiences for young people leaving custody
- Improve collaboration at an operational level between statutory and voluntary partners
- Clarify joint working arrangements between partners in connection with young people leaving custody.

Agencies who have signed the partnership agreement include statutory partners: the Youth Offending Service, Leaving Care Service, and Housing Needs Service; alongside local resettlement, accommodation and youth contract providers.

##### **RAG Rating for 2013 / 14**

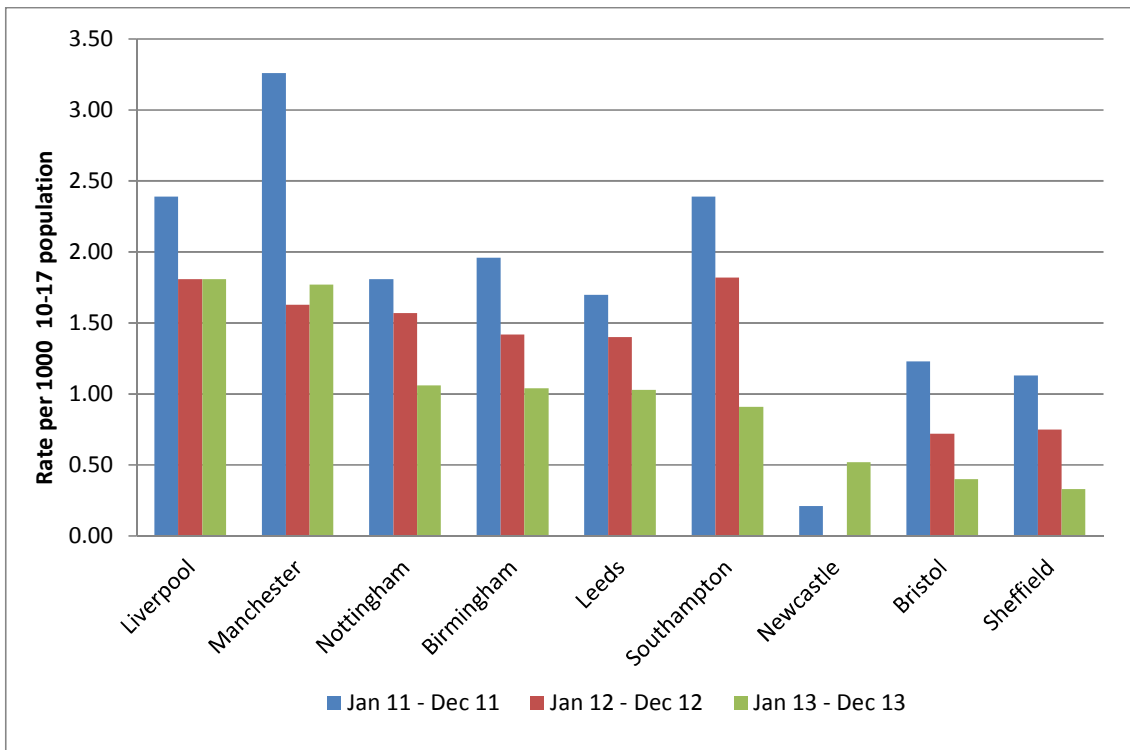
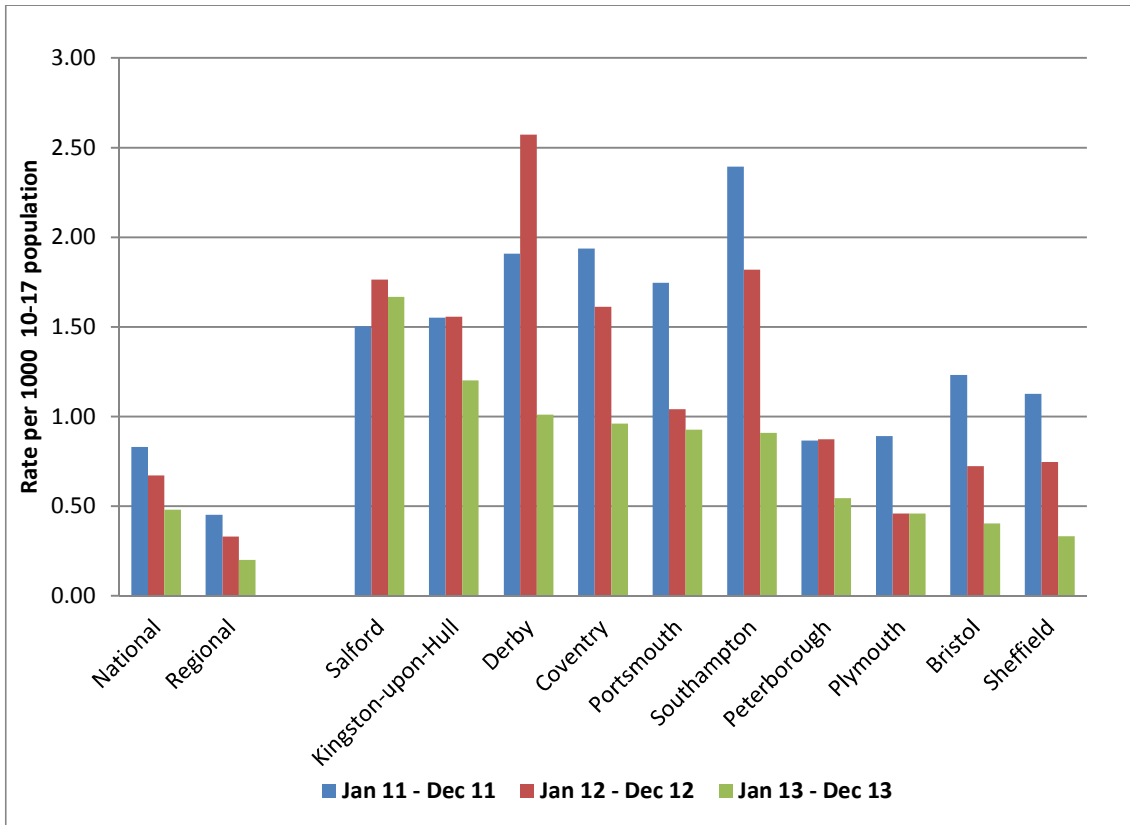
Green < 1.00   Amber < 2.50   Red > 2.50   (per 1000)



##### **Measure**

This indicator measures the number of custodial sentences given to young people per 1,000 young people (10 to 17 years) in the locality. It is drawn from Child View and uses population data taken from the Office of National Statistics midyear estimates.

**Table 1: Custody Rate in Southampton – Comparator and Core Cities**



## Commentary

Although there is still some way to go before Southampton's custody rate aligns with the national average, there has been consistent improvement over the past year, with a reduction of 30% from the previous year's figure. The YOS met its target for 2013 / 14 to reduce the custody rate to >1.00 per 1,000 10 to 17 years population.

Work to further improve the custody rate in 2014 will involve the implementation of the recommendations made after a YJB review of custodial sentences in 2013 and the inclusion of the lead youth magistrate on the YOS Management Board.

**The custody performance improvement target for 2014 – 17 is to be *better than* the national average. Based on current data, this would require a reduction of custodial sentences to a maximum of nine per year over three years.**

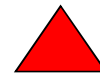
## Reducing Re-offending

### **Example of Effective Practice: Priority Young People Scheme**

In June 2013, Southampton Youth Offending Service implemented its *Priority Young People* Scheme. PYP is designed to robustly address offending in a high risk cohort of just under thirty young people, who are responsible for a disproportionately high level of youth crime in the city. Each young person has an individual intervention plan which is reviewed on a monthly basis by a group comprising of staff from YOS, police, children's services and community safety. Local data shows that proven re-offences in this group reduced by 58% in 2013 / 14.

### **RAG Rating:**

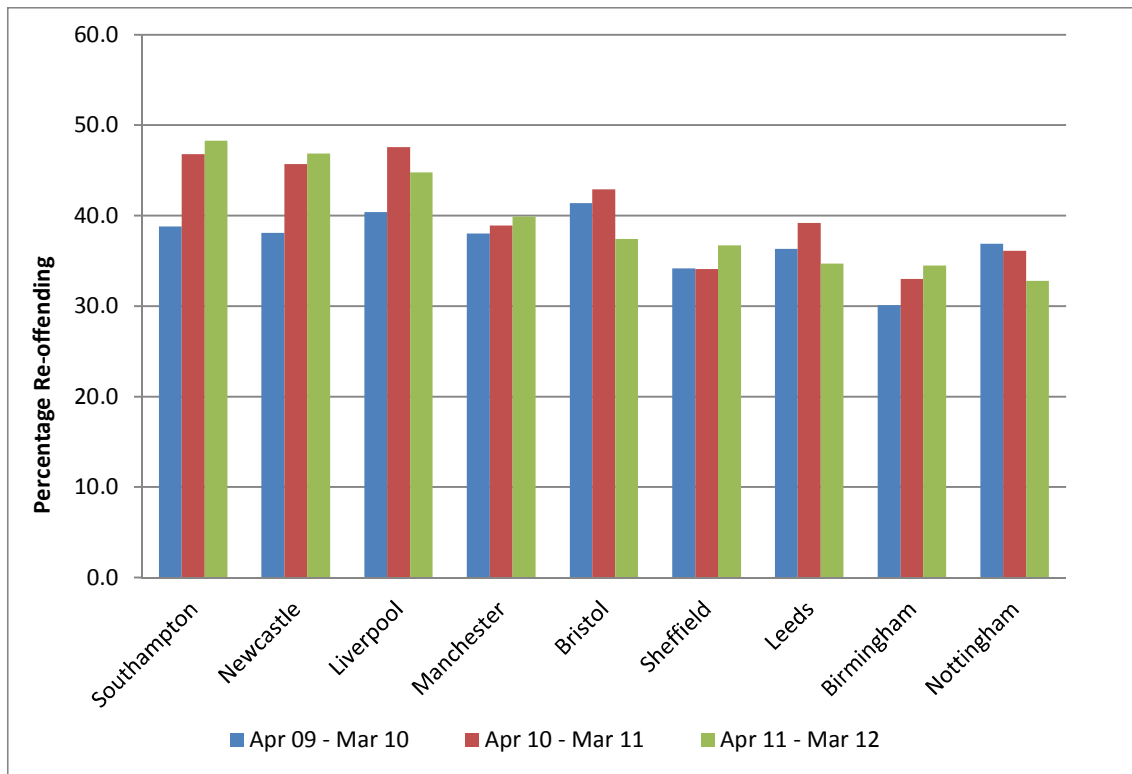
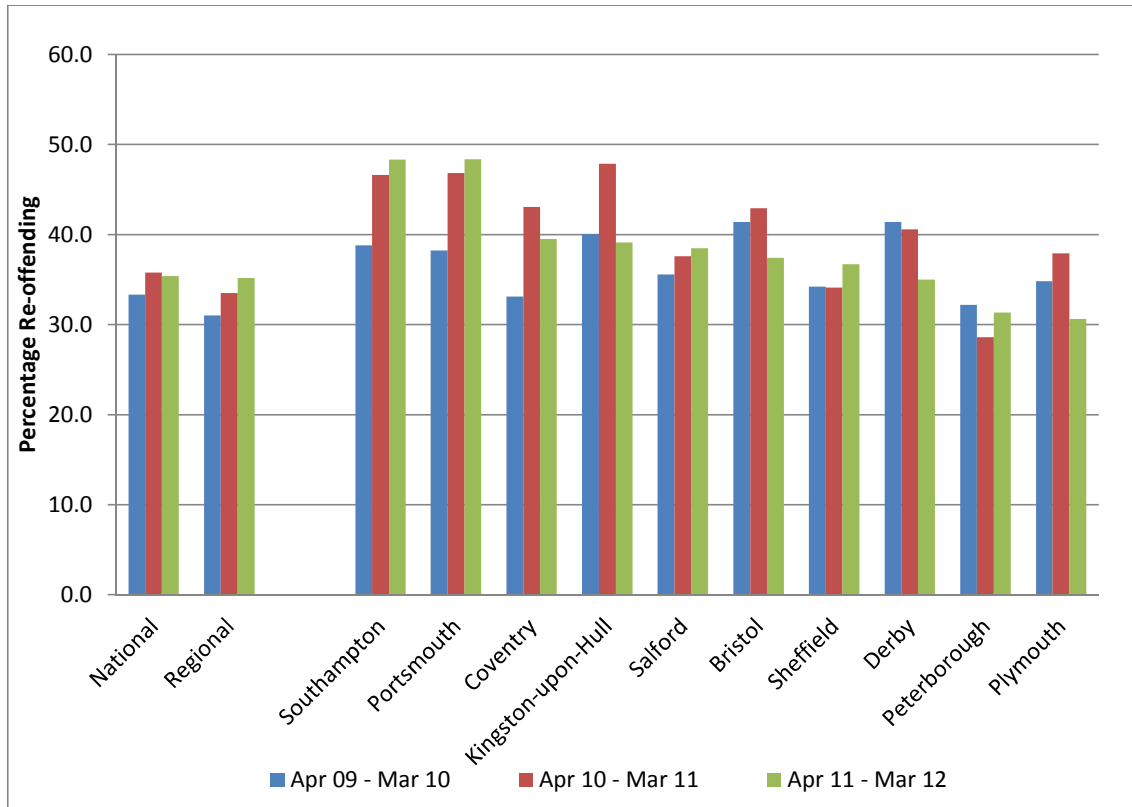
Green <35%    Amber <45%    Red >45%



### **Measure**

This indicator measures re-offending using data drawn from the Police National Computer (PNC) – the graph shows the proportion of young people who re-offend. A 12 month rolling cohort starting every quarter measures the number of offenders that re-offend and the number of re-offences that they commit, over the following 12 month period. It is an identical methodology to that used for adult offenders – and covers all young people in a cohort who have received a substantive pre-court or court disposal.

**Table 2: Reoffending Rate in Southampton – Comparator and Core Cities**



The re-offending rate in Southampton has remained stubbornly above the national average at around 49%, based on historic PNC data. Real time data is more positive. Local analysis of re-offending by the 2012 / 13 cohort in 2013 / 14 puts the re-offending rate at 46%. Whilst the downward trend is positive, significant improvement is still required.

The YOS participation in the Youth Justice Board Re-offending Pilot has been the basis for a comprehensive action plan that is subject to quarterly review by the YOS management board (see appendix two).

Five key areas of work for the YOS are:

**Data analysis to identify areas for improvement:** We are clear on key local trends and have initiated change to service delivery and core business practice.

**Building the effectiveness of the team:** We are restructuring the service to increase qualified, front line capacity. In 2015, we will implement a comprehensive re-training plan, leading into the adoption of Asset Plus.

**Practice development:** We understand where our practice needs to improve. We are developing our quality assurance systems; so that we can be sure that our YOS officers assess risk of re-offending robustly and deliver good quality interventions, across all tiers of youth justice interventions

**Effective early intervention work:** We have reviewed our prevention work with Hampshire Constabulary and have implemented a Joint Decision Making Panel, a Youth Community Resolution Clinic and more robust screening processes which better align with the local early help offer.

**Robust 'high risk' partnership work:** Our Priority Young People scheme was implemented and reviewed in 2013 / 14 to address re-offending by a small group of persistent young offenders. Within the PYP cohort the number of re-offences reduced by 58%.


From 2014, the YOS will use the YJB reoffending tool to monitor re-offending levels in real time. We will track any re-offending by the 2013 / 14 cohort on a quarterly basis.

**The re-offending performance improvement target for 2014 – 17 is to be better than the national average. Based on current data, this would require a reduction in offending by over 13%. There is also a local performance indicator in respect of re-offending in the 2013 / 14 youth cohort in 2014 / 15 of 35% (the national average).**

**Example of Effective Practice: Victim Impact and Risk Taking Behaviour Group Work**

Southampton Youth Offending Service victim impact and risk taking behaviour work involves group work delivered in partnership with Southampton University NHS Trust, Headway acquired brain injury charity, Rewind ex-offenders group and HMP Winchester. Sessions are designed to develop moral reasoning and enhance an understanding of victim issues. A victim empathy measurement tool, designed with Southampton University, is used to measure the impact of the sessions. The sessions are supported by the Hampshire Police and Crime Commissioner through the Community Safety fund. The Youth Justice Board assess the sessions as emerging effective practice.

## First Time Entrants

<p><b><u>RAG Rating</u></b></p> <p>Green &lt; 925    Amber &lt;1000    Red &gt;1000    (per 100,000)</p>	
<p><b><u>Measure</u></b></p> <p>This indicator measures First Time Entrants (FTE) using data drawn from the Police National Computer – the graph displays the number of FTEs as a rate per 100,000 young people (10 to 17 years) locally. It uses population data taken from the Office of National Statistics midyear estimates.</p> <p>The cohort represents young people who have received a first ‘substantive outcome’ in the period i.e. Reprimand, Final Warning or court outcome.</p>	

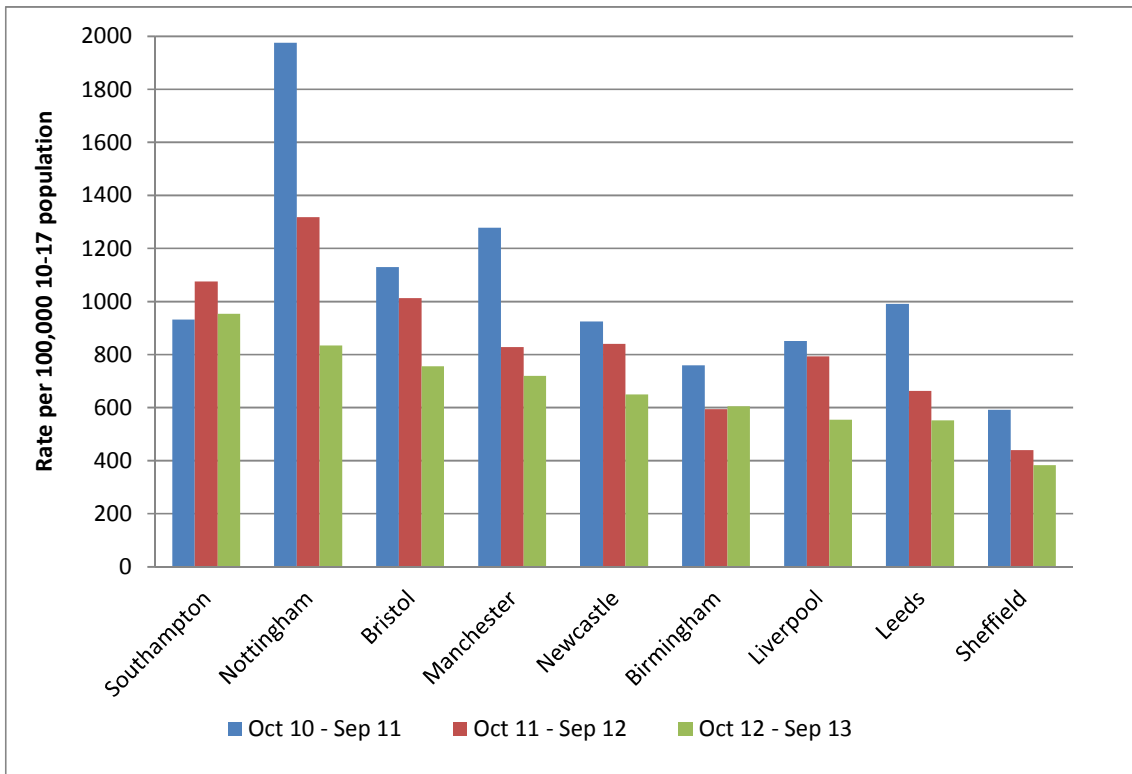
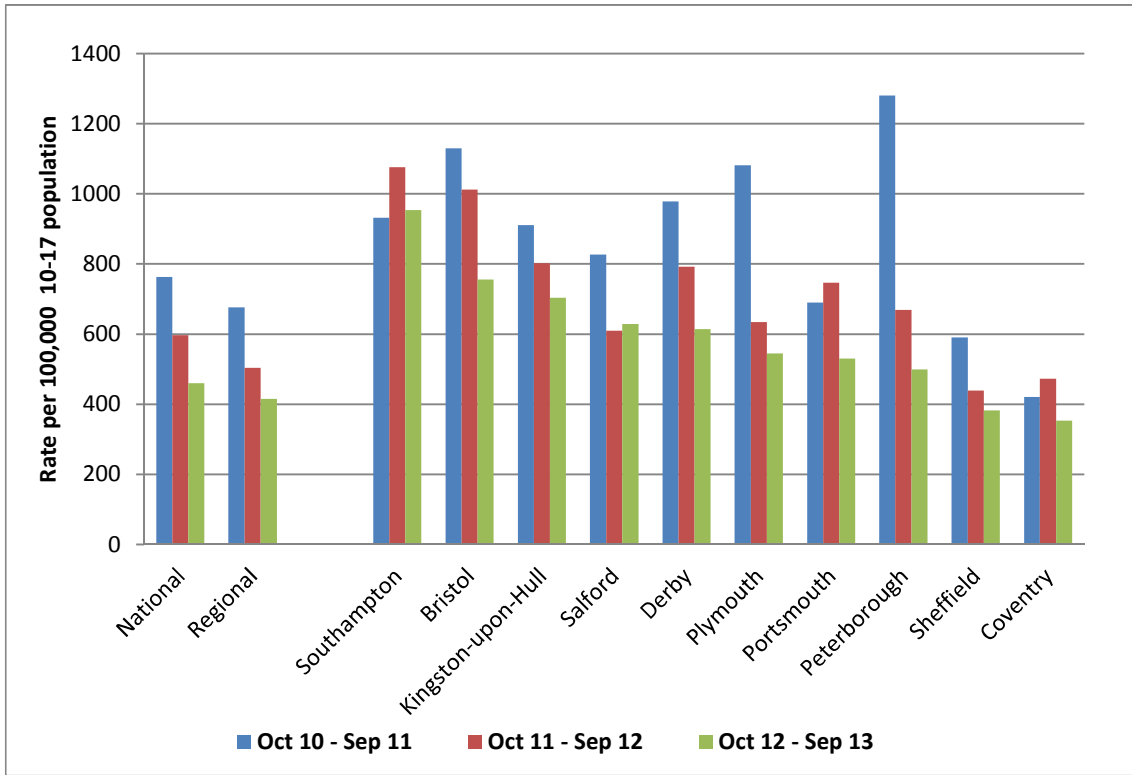
The YOS target for reducing first time entrants in 2013 / 14 was 10%; the final reduction was 7%, based on historic PNC data. Southampton’s rate is still significantly higher than both the national and regional averages – and is the highest of any of its comparator YOTs.

In 2013 / 14, through work with Hampshire Constabulary, the YOS identified that many young people receiving Youth Community Resolution (YCR) were not being referred to YOS by police officers. Assessed in conjunction with the YJB re-offending Project outcome that the re-offending rate in the Southampton out of court tier was high; this prompted the YOS to revise its out of court disposal screening arrangements. The YOS Police Officer now reviews all relevant cases; which will increase the number of YCR receiving intervention.

For those cases on the cusp of formal disposal: a Joint Decision Making Panel, with YOS and police representation, meets on a weekly basis to decide if diversion is appropriate. Young people are bailed for a period no longer than two weeks pending the decision. A YOS clinic at Southampton’s central police station operates to ensure swift contact with young people after the disposals have been administered. It is strongly assessed that, as a result of these developments, the PNC data will show a notable reduction in the FTE rate towards the end of 2014 / 15.

**The first time entrant’s performance improvement target for 2014 – 17 is *to be better than* the national average. Based on current data, this would require a reduction to under 460 young people per 100,000 young people aged 10 – 17 years. There will be a local target of a 30% increase in the use of YCRs during 2014 / 15.**

**Table 3: First Time Entrants Rate in Southampton – Comparator and Core Cities**



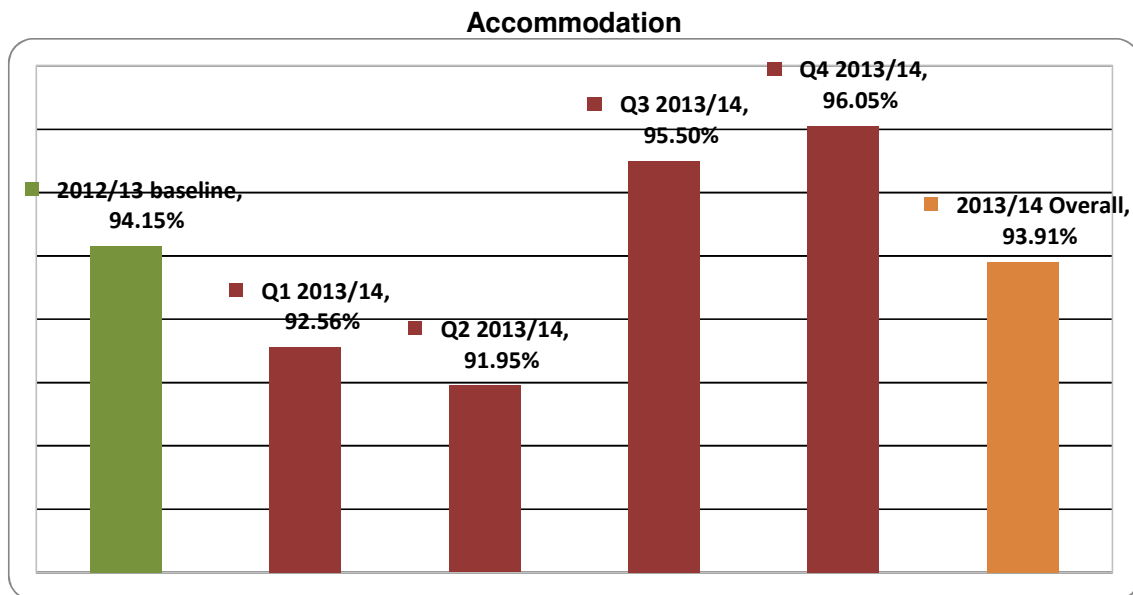
## Local Indicators

### Example of Effective Practice: Kri-8 Arts Award

Southampton Youth Offending Service delivers its accredited arts programme, Kri-8 Arts, in partnership with the John Hansard Gallery. Young people work towards a Bronze Arts Award. The programme is supported by the Hampshire Police and Crime Commissioner through the Community Safety Fund. The Youth Justice Board assess the programme as emerging effective practice. SYOS is applying for Artsmark status in 2014; which will further acknowledge the quality of delivery.

To maximise the opportunities for children and young people in Southampton, performance indicators of accommodation suitability and access to education provision have been retained locally and performance is reported to the Management Board. The local targets are that 95% of young offenders are in suitable accommodation and 75% of young offenders are in full time education, training or employment (rising to 90% by 2017). For the local indicators, data for April 2013 to March 2014 is available.

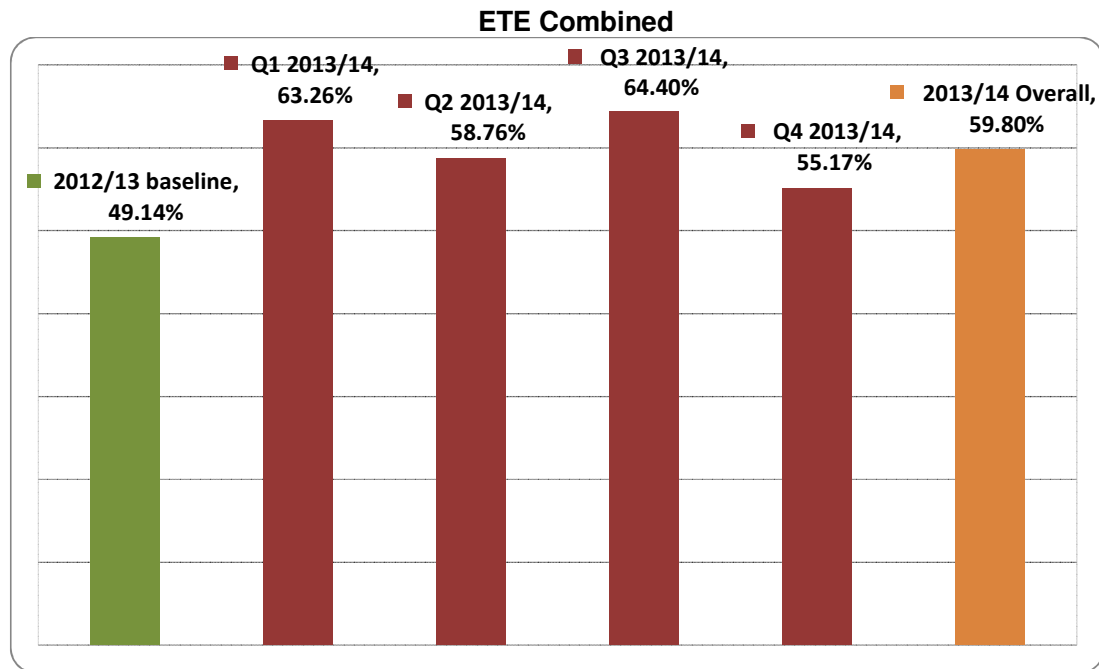
**Table 4: Accommodation Suitability**



Accommodation suitability has reduced slightly on the previous annual figure and consequently the annual target has not been met. 6.9% of children had unsuitable accommodation during the period. Unsuitable home circumstances accounted for the results in 5.75% of cases. Children's services were involved in all these cases. Alternatively, the use of bed and breakfast and other emergency accommodation, as a short term intervention was a further factor accounting for accommodation unsuitability (1.15%). The YOS participated in a review of accommodation provision in Southampton in 2014 to ensure that the needs of young people who offend are considered in future re-commissioning arrangements. There is consistent children and families and housing input on the YOS management board.



**Table 5: Engagement in Full Time Education, Training and Employment**



The YOS education panel and the appointment of a full time personal advisor have supported an improvement in ETE engagement in 2013 / 14. The panel's remit is to increase young people's engagement in education, training and employment, and their provision through a monthly partnership review of active YOS cases. Representatives from YOS, the local Pupil Referral Unit, Education Welfare, Early Help and a local college attend. Membership will be reviewed for wider representation of services. At the end of the 13 / 14 , 62% of school age young people finishing YOS interventions were engaging in full time provision and 59% of young people above school age were engaged in full time provision.

There is still some way to go before the local target is met. In 14 / 15, the panel's remit will be extended to cover year 12 and 13 students. In addition, the YOS will work with other services across Southampton City Council to develop a joint strategic response and action plan to improving ETE outcomes for young people.

**Remands into Youth Detention Accommodation**

In 2013 - 14, 14 young people were remanded into Youth Detention Accommodation. Seven were remanded to the more expensive STC / LASCH placements; equating to £138,925 or 59.6% of the total expenditure. The appointment of the bail officer did reduce costs after quarter three. However, the total expenditure for 13 / 14, was £242,793, which is £14,793 above £228,000 allocated by the local authority at the beginning of the year. The YJB award for 2014 / 15 has reduced by approximately one third, which will put further pressure on the local authority. Southampton City Council is working the local remand bed provider in response to this challenge.

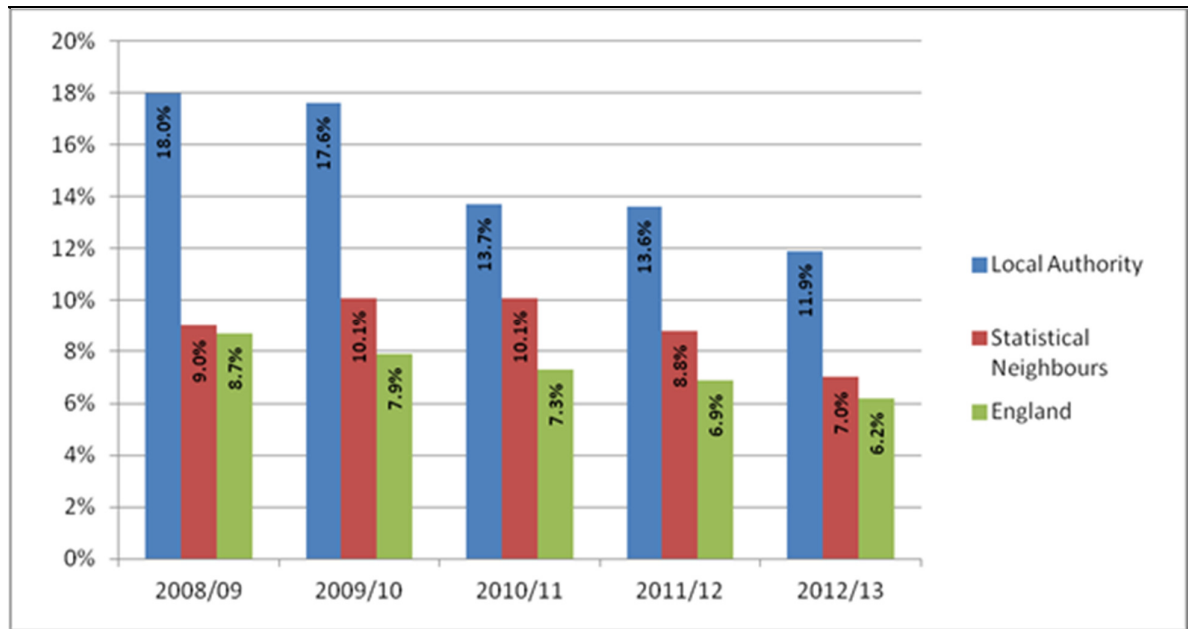
**Table 6: Remand Spend in 2013 / 14.**

	Placement	Total Placement Days	Cost per night (£)	Total Cost of Placements (£)
<b>Apr 2013 to Mar 2014</b>	Secure Children's Home	124	577	71,548
	Secure Training Centre	111	607	67,377
	YOI	532	177	94,164
			<b>TOTAL</b>	<b>233,089</b>

**Children Looked After**

Offending by children looked after by Southampton City Council for more than one year has reduced consistently since 2008. The figure for 2013 / 14 was 7.1%. Although this is in part explained by an increase in the size of the overall CLA cohort, the YOS has better data, using the Police National Computer. This has provided a clearer picture of children accommodated outside of the city. As the majority of children looked after are accommodated locally, the Southampton triage arrangements will have a positive impact on CLA offending in 2014. Southampton contributes to the SE7 regional forum in respect of reducing offending by children looked after and is working with Hampshire Constabulary to finalise a local protocol.

**Table 7: Offending by Children Looked After**



## Section 6: Resourcing and Value for Money

**Table 8 : Funding Contributions 2014 - 15:**

Partner	Funding Contribution (£)	
	2013 / 14	2014 / 15
Southampton City Council	627,100	558,500
Health	57,000	57,000
Police and Crime Commissioner	28,600	63,500
Police	68,800	68,800
Probation	74,000	74,000
Youth Justice Board	249,200	249,200
<b>Total</b>	<b>1,109,700</b>	<b>1,071,000</b>

Partner financial contributions to the core YOS budget for 2014 / 15 are broadly stable; with an enhanced award from the Police and Crime Commissioner noted. A reduction in local authority funding has been addressed through a restructure and reduced staffing overheads. Elsewhere, the reduction in Youth Justice Board remand funding is considered in *Risks to Future Delivery*.

**Table 9: Southampton Youth Offending Service Disposals 2012 – 13**

Type	No.		% of Total		Young People	
	12/13	13/14	12/13	13/14	12/13	13/14
Prevention (Youth Community Resolutions)	106	99	23	23	106	99
Final Warning Interventions	93	8	19	2	93	8
Formal Out of Court Disposals	-	71	-	16		62
1 <sup>st</sup> Tier sentences (Referral Orders / Reparation Orders)	104	96	21	22	97	93
Community Sentences (All other Community Sentences)	157	139	32	32	105	97
Custodial sentences	28	19	5	5	23	16
<b>Total</b>	<b>488</b>	<b>432</b>	<b>100</b>	<b>100</b>	<b>424</b>	<b>375</b>

In 2014/ 15, the number of young people working with the Youth Offending Service reduced from 424 to 375. The reduction of 49 young people represents 11.5%. The total number of disposals also reduced by 11.5% from 488 to 432.

Numbers have decreased across the range of YOS interventions and statutory caseloads average 15 young people. The reduction in custodial sentences is clearly positive and indicative of the valuable work that the service is undertaking in respect of this national indicator; through the offer of robust community-based interventions as sentencing proposals to the Court.

In addition to their case work, YOS officers also provide a consistent presence in Court and staff the offending behaviour programme. 124 young people attended 227 group work sessions in 2013 / 14; with two areas of group work being acknowledged by the Youth Justice Board as emerging effective practice.

The value of the YOS bail support officer has yet to be fully realised due to the appointment being midway through the financial year. However, since November 2013, bail support packages have been successfully offered to 22 young people over 35 Court appearances.

The YOS contribution to the *Priority Young People* scheme has been robust and the reduction in offences committed by this high risk cohort is notable (58% in 2013 / 14). YOS staff are pro-actively engaging in the Youth Justice Board Reducing Reoffending Project and this commitment will be channelled into a review of offending behaviour work, supported by extensive training in 2014 / 15.

The reduction in Youth Community Resolutions has been responded to by a robust review of diversion cases. Working in partnership, the YOS and Hampshire Constabulary have established that police officers were not referring cases to YOS consistently. The YOS police officer now screens all YCR and this revised process, alongside the Joint Decision Making Panel, is a significant YOS contribution to reducing first time entrants.

## **Section 7: Risks to Future Delivery**

The core YOS budget has remained stable this year and the service has seen an increased award by the Hampshire Police and Crime Commissioner. Strategically, the youth justice partnership is developing, with a wider focus. Nevertheless, maintaining robust support from the statutory partners, remains the key issue for effective youth justice provision. For Southampton City Council, as the principle financial contributor, the remand budget creates an additional pressure.

The Southampton City Council Transformation Programme will support an increase in the compliment of qualified staff in the service to support consistent, high quality service delivery. Youth justice provision will develop with clear alignments to early help services; whilst maintaining a focus on the 'critical few' responsible for the highest proportion of offending. In 2014, the service will be required to supervise unpaid work interventions; whilst developing plans for taking on attendance centre responsibilities in 2015.

Effective preparation for the introduction of the ASSET Plus assessment tool will also be essential. Finally, it will be important that service delivery progresses with Youth Justice Board expectations in respect of effective practice grant requirements in mind.

## **Section 8: Structure and Governance**

The Youth Offending Service is a statutory service, positioned within the People's Directorate of Southampton City Council. The team is multi-disciplinary with each statutory partner contributing staff. There are 18 full time and 8 part time members of staff within the team. Youth Offending Service Officers are seconded from Southampton City Council and Hampshire Probation Trust. Specialist workers include a seconded police officer, a personal advisor, and health and substance misuse workers.

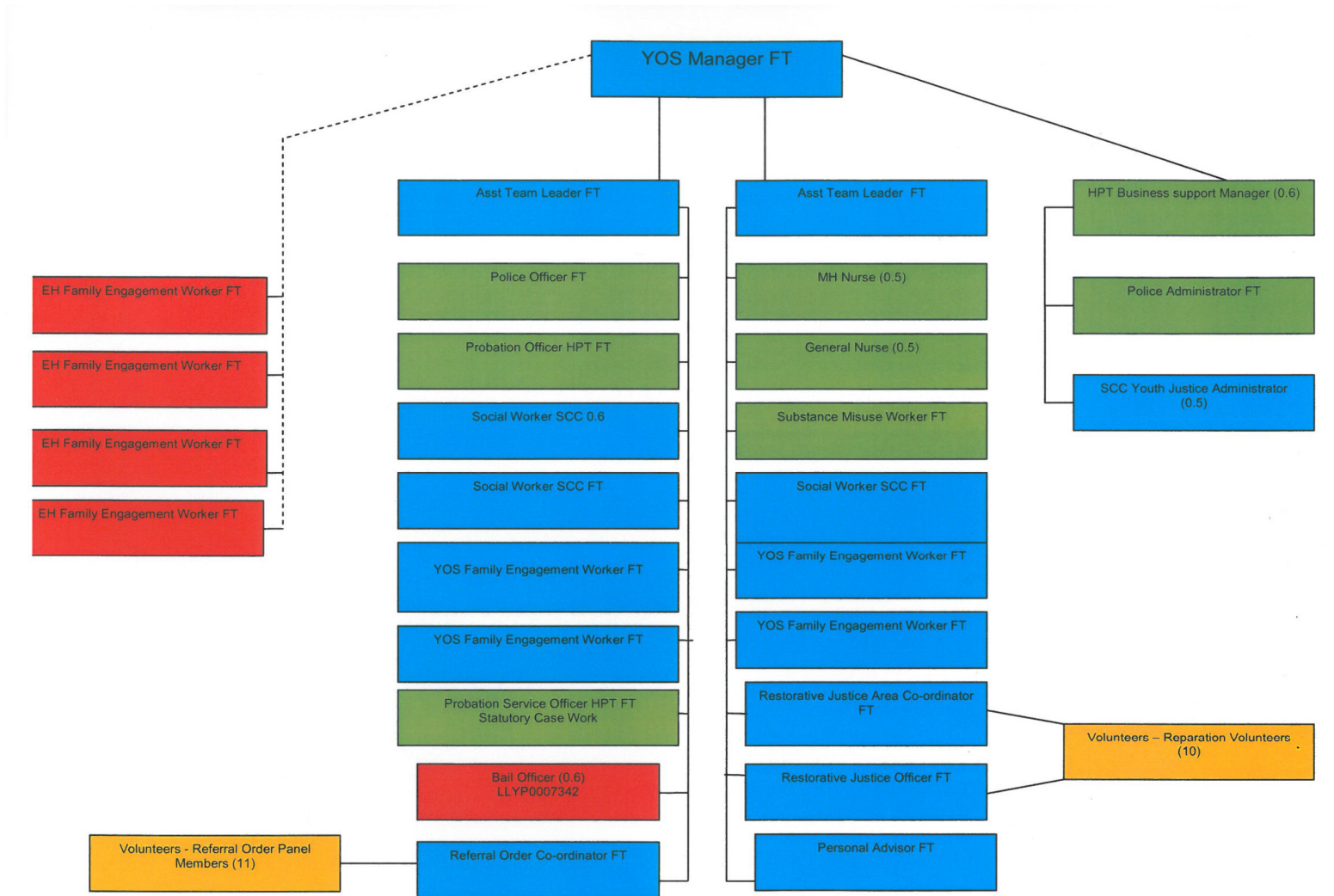
Southampton Youth Offending Service management board is chaired by the Head of Children and Families. Statutory Partners are represented by senior officers of Southampton City Council People's Directorate, Southampton Primary Care Trust, Hampshire Constabulary and Hampshire Probation Trust. In 2014, the statutory partners signed a joint working agreement to support effective governance. In addition, the management board includes representation from Housing, Community Safety and the Courts on an ad-hoc or permanent basis as mutually agreed. The management board is linked to the relevant local authorities including Children's Trust arrangements, Local Safeguarding Children's Board, Local Criminal Justice Board and Safe City Partnership.

The board provides strategic direction and support to the YOS manager; ensuring that planning is undertaken to reduce re-offending safeguard children and young people. Meetings are convened on a quarterly basis. Further sub-groups of the management board may be set up from time to time. The Management Board oversees and contributes towards the Youth Offending Service's statutory aim of reducing re-offending. It fulfils the requirements of the Crime and Disorder Act 1998 and YJB guidance by ensuring that Southampton Youth Offending Service has sufficient resources and infrastructure to deliver youth justice services in its area in line with the requirements of the National Standards for Youth Justice Services.

The management board also ensures that relevant staff are seconded to the Youth Offending Service in line with the requirements of the Crime and Disorder Act 1998 and that the Youth Offending Service has sufficient access to mainstream services provided by partners and other key agencies. In exceptional circumstances, where consideration is being given to derogating from a particular National Standard; the board will inform the relevant YJB Head of Business Area of the decision, rationale and the action plan and timelines to reinstate compliance. The board would monitor the action plan on a regular basis and progress reported to the YJB Head of Region or Head of YJB for Wales and YJB Head of Performance on a regular basis.

The board agrees the funding arrangement and ensure that arrangements are in place for a pooled budget. It ensures that information is exchanged between partner agencies in line with relevant legislation and in particular the Crime and Disorder Act 1998. Finally, the board receives quarterly performance reports and works with the Youth Offending Service Manager to improve and sustain performance and quality standards. It also considers reviews of serious incidents (as defined by the YJB).

## YOS Structure:



## Staffing of YOS by Gender and 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	1			2	5	13		4				1	2	16	8	36
White Irish														1		1
Other White					1										1	
White & Black Caribbean														3		3
White & Black African													2	4	2	4
White & Asian														1		1
Other Mixed																
Indian						1								1		2
Bangladeshi														1		1
Any other ethnic group														2		2
<b>TOTAL</b>	<b>1</b>			<b>2</b>	<b>6</b>	<b>14</b>		<b>4</b>				<b>1</b>	<b>4</b>	<b>29</b>	<b>11</b>	<b>50</b>

## Staffing of YOS by Contract Type

	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
Fixed-term						3						
Temporary							0.6					
Seconded Children's Services		1		2	0.6	9		1		1		
Seconded Probation						2	0.8					
Seconded Police						1		1				
Seconded Health (Substance misuse)						1						
Seconded Health (Mental health)					0.5							
Seconded Health (Physical health)					0.4							
Seconded Education						1						
<b>TOTAL</b>		<b>1</b>		<b>2</b>	<b>1.5</b>	<b>17</b>	<b>1.4</b>	<b>2</b>		<b>1</b>		<b>25.9</b>



**Appendix One: Youth Justice Board Effective Practice Grant: Summary of Proposed Expenditure.**

**Financial Year: 2014 – 15**

**Responsible Officer: Stuart Webb, YOS Manager**



Component	Detail	Grant Requirement Achieved by	Measured by	Amount(£)
<b>Service development and performance improvement</b>	<p>Management implementation of quality assurance and performance improvement (reducing re-offending) plans (1x YOS manager; 2x senior practitioners).</p> <p>Staff contribution to quality assurance and performance improvement (9x YOS officers; 7x specialist workers).</p> <p>Management review and development of quality assurance processes.</p> <p>Management quality assurance audits.</p> <p>Quality improvement work undertaken by senior practitioners, linked to appraisal.</p> <p>Attendance at YJB effective practice forum and dissemination of information at local meetings.</p> <p>Staff training as identified through Training Needs Analysis and plan.</p> <p>YOS Manager AYM membership</p> <p>Staff contribution to reducing National Indicators.</p>	<p>Completion of YOS performance improvement (reducing reoffending) plan.</p> <p>Embedding a rigorous quality assurance process within the service.</p> <p>Implementation of the service training plan which is based on an analysis of training needs across the team.</p> <p>Participation in and contribution to regional effective practice and management forums and wider arrangements.</p>	<p>Improvement in the quality of work across the team, against appraisal targets set at the beginning of the year. Evidenced through the results of the monthly managers audits.</p> <p>Completion of the inspection improvement plan.</p> <p>Completion of service training plan.</p> <p>Performance monitoring by YOS management board against National and Local Performance Indicators:</p> <ul style="list-style-type: none"> <li>• Reducing Re-offending.</li> <li>• Reducing First Time Entrants.</li> <li>• Reducing Custody.</li> <li>• Increasing accommodation suitability.</li> <li>• Improving Education, Training and Employment outcomes.</li> <li>• Increasing the number of appropriate Community Resolutions.</li> <li>• Reducing re-offending within the Priority Young People Cohort</li> <li>• Reducing remands into Youth Detention Accommodation</li> </ul>	<p>137,895</p>

<b>Component</b>	<b>Detail</b>	<b>Grant Requirement Achieved by</b>	<b>Measured by</b>	<b>Amount(£)</b>
<b>Development of Restorative Justice Strategy</b>	<p>Extension of provision this year to so that victim support and restorative justice is considered for all cases.</p> <p>Work with Solent University and other partners regarding volunteer recruitment and training.</p> <p>Volunteer development and appraisal.</p> <p>Development of community provision.</p>	<p>Further embedding high quality work within the team, with a particular focus this year on developing all case holders use of restorative justice</p> <p>Extending and enhancing the volunteer base.</p>	<p>Evidence of extension of provision to all statutory cases.</p> <p>Increase in volunteer numbers.</p> <p>Evidence of volunteer appraisal.</p> <p>Evidence of engagement with community partners in respect of wider provision</p>	20,000
<b>Development of Service User Involvement Strategy</b>	<p>Work with Solent University / critical friend.</p> <p>Service user involvement events.</p> <p>Work with YJB, early implementation of new self-assessment tools.</p>	<p>Ensuring that the service strategy receives rigorous critique and challenge during implementation.</p> <p>Ensuring strong user voice in shaping the service.</p> <p>Adopting new methods of working to improve and develop service user focused practice.</p>	<p>Evidence that the SU strategy is being implemented through young people's participation events.</p> <p>Critical comment and shaping of key areas of work through partnership with Solent University.</p> <p>Evidence of liaison with YJB in order to adopt revised self-assessment tools.</p>	15,000
<b>Administration of the Management Board</b>	<p>Provision of strategic guidance, challenge and monitoring as per the board terms of reference.</p>	<p>Review of performance and quality of provision.</p> <p>Ensuring a partnership approach to the continued development of the service in Southampton.</p>	<p>YOS management board minutes.</p>	11,267

Component	Detail	Grant Requirement Achieved by	Measured by	Amount (£)
<b>Development of the Priority Young People Scheme</b>	<p>Ongoing development and review of PYP strategy in Southampton.</p> <p>PYP forum to meet monthly to action plan in respect of young people at high risk of re-offending.</p>	<p>The development of a partnership response to high risk offenders in Southampton.</p> <p>This work component works to support service performance against the re-offending National Indicator.</p>	<p>Offending within cohort measured on a quarterly basis.</p> <p>Performance reports to YOS management board and Southampton Safer City Partnership.</p>	30,000
<b>Work to reduce custody and remands into Youth Detention Accommodation.</b>	<p>Management quality assurance of pre-sentence reports.</p> <p>Staff training in respect of court work</p> <p>Saturday and Bank Holiday Court provision.</p> <p>Attendance at magistrates training events and production of quarterly report to magistrates by service manager.</p> <p>Management attendance at court user groups.</p>	<p>Reduction in the numbers of custodial sentences and remands, supporting service performance against the custody National Indicator</p>	<p>Performance report to YOS management board.</p> <p>Feedback from magistrates and crown court user groups</p>	20,000

Component	Detail	Grant Requirement Achieved by	Measured by	Amount(£)
<b>Work with Hampshire Constabulary to reduce FTE numbers</b>	Implementation of Joint Decision Making Panel and YOS triage clinic at Southampton Central Police Station.  YOS training of police staff.  YOS participation on Hampshire Community Resolution Panel. Local quality assurance work in respect of Youth Community Resolutions.	Reduction in the number of First Time Entrants in Southampton, supporting service performance against this National Indicator.  Increased use of community resolution	Performance report.  Feedback from Hampshire Constabulary Community Resolution Panel.  First Time Entrants analysis.	15,000
<b>TOTAL</b>				<b>£249,162</b>



## Appendix Two: Southampton Youth Offending Service – Reducing Re-offending Plan

### Overview:

#### General:

Southampton YOS has agreed to be part of the national Youth Justice Board (YJB) Reoffending Project which aims to:

- gain a greater understanding of the reoffending cohort and
- subsequently reduce reoffending across England and Wales.

To enable this greater understanding, two YJB data tools (one national and one local) have been used to analyse Southampton YOS reoffending data. These will be used alongside the Assess and Improve Document to explore local performance. All data was for the April 10 – March 11 period.

The YJB report gives key findings from the data tools and makes recommendations based on these findings. The YOS Manager has subsequently created a Reducing Re-offending Plan. The action plan addresses the general recommendations made by the YJB and also focuses on specific areas of analysis: Ethnicity, Assessment, Interventions, and Transfer. These will be the subject of 'themed' audits, which will be undertaken by the YOS management team and the YJB Local Partnership Advisor between February and October 2014.

The plan is endorsed by the YOS Management Board.

Recommendation	Action	By Who	By When	Progress
<p>1. To conduct a review of those children and young people who re-offended at pre court level and assess whether the LASPOA out of Court provisions would have had an ameliorative impact.</p>	Revised Youth Community Resolution (YCR) process starts.	Stuart Webb / Sgt Matthew Wake / PC Lorraine Barry	January 2014	Embedded into local practice – see below, QA exercise.
	Present reoffending paper to YOS Mgt Board and Safe City partnership	Stuart Webb	End January 2014	Completed
	Review 11 / 12 and 12 / 13 YCR data	Stuart Webb	February 2014	Probation information now obtained. Waiting for FM information.
	Revised YCR arrangements Quality Assurance exercise	Stuart Webb / Sgt Matt Wake / Debbie Hordell / Insp Lee Fryatt	April 2014	Rescheduled to May due to staff availability.
<p>2. To conduct an audit of those cases where prolific offenders had only received Standard or Enhanced intervention</p>	Review local Priority Young People arrangements	Stuart Webb / Sgt Al Dineley / Derek Stevens	January 2014	Completed
	'Themed' Audit – assessments.	Stuart Webb / Paula Williams	March 2014	Started – see below
<p>3. To review the QA system to ensure processes are in place to check that:</p> <ul style="list-style-type: none"> <li>assessments are of sufficient quality,</li> <li>trigger the appropriate level and type of intervention and that</li> <li>reviews are carried out quickly on those who reoffend early</li> </ul>	<p>YJB Local Partnership Advisor attending January YOS Managers' Audit</p> <p>'Assess and Improve' document to be used to further explore the above areas identified as an issue.</p>	Stuart Webb / Paula Williams / Mandy Brosnan	January 2014	Started – see below, training recommendations

4.	To conduct “real time” monitoring of the current cohort using the YJB local tool.	Meeting with performance officer.	Stuart Webb / Debbie Blythe	January 2014	Work with YJB undertaken. When real time tracker is released SYOS will begin using it.
5.	To undertake analysis of the next available cohort (April 11 – March 12) in the next financial year to compare and see if similar issues are raised.	Co-ordinate data collection	Stuart Webb / Paula Williams	June 2014	Delay in data release from YJB. SW liaising with PW.
6.	Share the analysis and findings with the YOT management team, and possibly with the whole team	Shared with management team	Stuart Webb / Paula Williams	December 2013	Completed
		Presentation in Team Meeting	Stuart Webb / Mandy Brosnan	End January 2014	Completed
7.	Share the analysis and findings at the next YOT Management Board meeting for discussion and agreement for the action plan.	SCP and YOS Mgt Board	Stuart Webb / Paula Williams	January 2014	Completed – quarterly review of action plan agreed.
8.	Carry out any further analysis as recommended in the next 3 months (book meeting to review)	YOS manager and LPA to liaise	Stuart Webb / Paula Williams	End April 2014	Ongoing
		Report to board			
9.	Following further recommended analysis develop a 12 month action plan	YOS manager and LPA to liaise	Stuart Webb / Paula Williams	End April 2014	Ongoing
		Report to board			
10.	The YJB to support and monitor implementation of the action plan (review points at 6 months and 12 months).	YOS manager and LPA to liaise	Stuart Webb / Paula Williams	October 2014 / April 2015	Ongoing
		Report to board			
11.	The 4 Hampshire PCC YOTs to meet to explore re-offending trends across the area and to look at possible collaborative work; including analysis of re-offending by CLA	Meeting arranged	Stuart Webb / Paula Williams / YOT Managers	End January 2014	SW attended meeting February 2014

**Specific Areas of Analysis:**

<b>Area Of Analysis</b>	<b>Recommendation</b>	<b>Action</b>	<b>By Who</b>	<b>By When</b>	<b>Progress</b>
<b>Ethnicity</b>					
12. Ethnicity (rate)	YOT to audit the cases falling into these two ethnic groupings to better understand the case history and pattern of re-offending.	'Themed' Audit.	Stuart Webb / Paula Williams / Mandy Brosnan	February 2014	Completed Mar – Apr 2014
<b>Assessment</b>					
13. Asset bands (rate)	YOT to establish whether assessments are accurate or whether there are children and young people being supervised at standard or enhanced level that would have benefitted from a higher level of intervention.	'Themed' Audit.	Stuart Webb / Paula Williams / Mandy Brosnan	March 2014	Completed Mar – Apr 2014
14. Frequency by level of intervention	YOT to dip sample the 'prolific' children and young people in order to satisfy themselves that the assessments were accurate and took in to account all available information.	As above	As above	By July 2014	Date amended
15. Time to further offence (rate)	YOT to further investigate as to whether assessments and interventions were reviewed in a timely fashion on the basis of further offending.	As above	As above	By July 2014	Date amended
16. Seriousness (numbers)	YOT to satisfy themselves whether assessment, planning and intervention with cohort is effective as it might be in reducing both the overall likelihood of re-offending and the risk of serious harm.	As above	As above	By July 2014	Date amended
17. Spread of reoffending (numbers)	YOT to investigate how many of these 'prolific' young people had been assessed as requiring intensive level of intervention.	As above	As above	By July 2014	Date amended



<b>Interventions</b>					
18. Age (rate)	YOS to review programmes of intervention in particular to ensure that these meet the developmental needs of younger children and young people and ensure that staff are well equipped to work with this age group	'Themed' Audit.	Stuart Webb / Paula Williams / Mandy Brosnan / Dawn McCormick	October 2014	Date amended
19. Gender (rate)	YOS to review programmes of intervention with boys to ensure that they engage them effectively and meet their specific needs.	As above	As above	October 2014	Date amended
20. Type of offences (number)	YOT to review interventions to ensure the availability of suitable and effective programmes of work. YOT to also ensure that assessments identify risk appropriately irrespective of nature of initial offence.	As above	As above	October 2014	Date amended
21. Tier of intervention (rate)	YOT to review available interventions for the community group and their effectiveness in addressing the likelihood of re-offending.	As above	As above	October 2014	Date amended
<b>Transfers</b>					
22. Cases with transfers (numbers)	YOT to audit these cases involving a transfer to identify specific learning.	'Themed' Audit.	Stuart Webb / Paula Williams / Mandy Brosnan / Dawn McCormick	October 2014	Date amended

**Post Inspection / Audit Improvement:**

Recommendation	Action	By Who	By When	Progress
<p>23. Strengthen YOS / Early Help interface around safeguarding</p>	<p>Ensure that YOS assessment (ASSET) is robustly aligned with Universal Help / Single Assessments; in order to strengthen family assessment and safeguarding analysis / response.</p>	<p>Stuart Webb / Mary Johnson</p>	<p>July 2014</p>	<p>First meeting has taken place.</p>
	<p>Quality assurance exercise to review joint working– specifically: case notification, alignment of planning processes, step down arrangements to effectively manage risk.</p>	<p>Stuart Webb / Mary Johnson</p>	<p>July 2014</p>	<p>Set for May 2014</p>
	<p>Development of formal quality assurance process for Families Matter cases.</p>	<p>Stuart Webb / Mary Johnson</p>	<p>July 2014</p>	<p>Template under development.</p>
	<p>Review YOS Safeguarding policy.</p>	<p>Stuart Webb</p>	<p>July 2014</p>	
<p>24. Training Needs</p>	<p>Review Families Matter Training for YOS staff.</p>	<p>Stuart Webb</p>	<p>May 2014</p>	<p>Team Meeting</p>
	<p>Level 3 safeguarding training</p>	<p>Stuart Webb / Inspire / Barnadoes</p>	<p>June 2014</p>	<p>Planning Meeting arranged.</p>
	<p>Costing exercise: Assessment, Planning, Intervention Training.</p>	<p>Stuart Webb</p>	<p>July 2014</p>	<p>Leading into Asset Plus training.</p>
	<p>Manager’s quality assurance and effective supervision training.</p>			

