

Southampton Youth  
Offending Service

**Youth Justice  
Strategic Plan  
2022/27**

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



CANDIDATE  
CHILD FRIENDLY  
CITY



Southampton  
Youth Offending  
Service  
Making a difference





---

## Our vision

We want all children and young people in Southampton to get a good start in life, live safely, be healthy and happy and go on to have successful opportunities in adulthood.

---

# Contents

---

## Introduction

### **Section 1:**

Governance, Leadership and partnership arrangements.

### **Section 2:**

Resources and Services

### **Section 3:**

Performance and Priorities, inclusive of the impact of COVID 19

### **Section 4:**

Challenges, risks and issues

### **Section 5:**

Service business and improvement plan

### **Section 6:**

Plan Approval and Sign Off

## Appendices

### **Appendix 1:**

SYOS Vision, Purpose and Principles Appendix 2: Service Priorities

### **Appendix 3:**

Performance 2020-21

### **Appendix 4:**

Reducing Re-Offending Tracker Information

### **Appendix 5:**

Structure Charts

### **Appendix 6:**

Junior Attendance Centre Programme

### **Appendix 7:**

Risk Register

# Foreword

---

## Child Friendly Southampton

Southampton's vision is to become a Child Friendly City starting in 2021 and working towards the goal of accreditation with UNICEF by 2024/25. Our values as a Child Friendly City are to:

Be inclusive – by becoming a participative city in which children experience meaningful engagement in the design, delivery and place shaping of Southampton;

Listen – by implementing a participation framework for children within Southampton City Council's democratic processes within which consultation with children takes place;

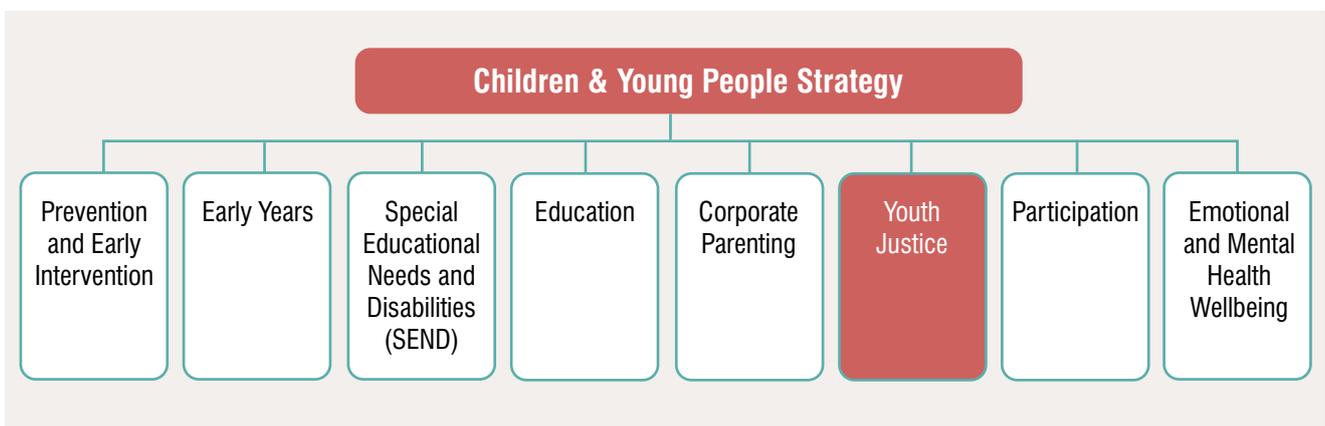
Learn - by ensuring all strategy and policy is informed by the active engagement of children, with new strategic commitments expressed in child friendly terms to support children's inclusion and participation in civic policy creation.

## Raising living standards and confronting deprivation

Southampton is a relatively deprived city, with children and young people disproportionately affected. Southampton is a relatively deprived city, with children and young people disproportionately affected. About 1 in 5 children are in low-income families and will experience poor housing, family debt and financial anxiety, and food insecurity. The COVID-19 pandemic has led to an exacerbation of deprivation and inequalities. This plan contributes to a robust strategy which will steer local services in their work to raise living standards and confront deprivation.

## Southampton Children and Young People's Strategy 2022 – 27

Southampton's overarching Children and Young People's Strategy is underpinned by eight strategic plans; alongside a range of service delivery and improvement plans.



---

## FOUR KEY PRIORITIES

This Children and Young People Strategy has four key priorities:-



Each underpinning strategy or action plan supports the achievement of these priorities either directly or indirectly through service specific goals and actions.

## HOW WE WILL ACHIEVE THIS

The overarching principles that we are working to and which you will see in this plan are:

### Early intervention, prevention, and inclusion

We will invest in prevention, working with schools and communities to identify needs and deliver services as early as possible, to meet needs at the right time, in the right place and in the right way. We will promote educational inclusion and focus on preparing children for transitions and independence.

### Relationship based work

We will build and sustain relationships of trust to build on successes, strengthen the quality of practice and make change together with: All children, young people, families and carers; Each other; Schools and colleges; Partners (health, police, voluntary and cultural sectors) and local communities.

### Locality working

We will bring our services closer to the communities they serve by changing how and where we work. We will use local knowledge and intelligence (e.g. data and feedback) to ensure communities can access the services they need from us and partners, closer to home.

### A skilled and stable workforce

We will build and develop confident, multi-skilled teams and future leaders through a strong learning and development offer and “high support, high challenge” culture, enabling more consistent relationships with children, families, schools and partners.

---

## **Delivering our strategic plans**

Each of our strategic plans sets out the outcomes that we want to achieve; the targets that we will need to deliver against to do this and how progress will be monitored.

### **Our Youth Justice Strategic Plan**

This is the five year Youth Justice Plan 2022 - 27. This document is a review of the progress made over the last 12 months, taking into account the global pandemic, and an outline of the priorities for the coming five years. Each year, this plan will be reviewed to reflect progress and the priorities for the coming year, as well as provide an update on key information such as resources and governance arrangements.

As part of the suite of strategic documents designed to improve outcomes for children, the Southampton Youth Offending Service, (SYOS), also embraces the vision set out in the in the 2021-2024 Youth Justice Board strategy in its strategic approach and the central guiding principle of Child First. It also supports Hampshire Constabulary's Child Centred Policing ambition, through putting children at the centre of decision making and recognising their differences, recognising their vulnerabilities and meeting their needs.

All of SYOS work will be underpinned and guided by a child first principle and SYOS align with the values and principles and objectives in the Youth Justice strategy. A Child First Youth Justice System prioritises the best interests of the child, is strength based, includes participation of the child and aims to prevent and divert children from the justice system, recognising the criminogenic stigma the youth justice system can have. Through leadership, partnership and good practice the service aims to deliver services based on these principles and thereby delivering the best outcome for the children we work with, the victims and the community.

# Executive Summary

---



**Mary D'Arcy**

**Chair of the Southampton Youth Justice Management Board**

The Southampton Youth Justice Management Board (SYJMB) has retained a clear focus over the last year on preventing crime and reducing re-offending, despite the challenges of the pandemic. The SYJMB has supported the service, which is based on face to face contact, to be innovative and learn and find new ways of engaging young people across the Youth Justice, Criminal Justice and wider partnership landscapes. Critically the Board has sought to support those delivering front line services to our communities to identify and support young people at risk of offending, those who have offended and those who have been the victims of crime, to receive the support and assistance that they need.

The SYOS and services focussed on preventing young people from crime such as The Saints Foundation have been critical during this time, supporting innovation and collaboration across the City. We have continued to focus on developing approaches to reducing serious violence, addressing issues of disproportionality and support our young people to raise their aspirations through the use of education and training, albeit the pace and momentum we have desired has been thwarted by the pandemic.

As we emerge from this year, we are able to say that new relationships have been formed and old ones strengthened. Our resolve as a board is to deliver on the priorities as outlined in this plan, and the involvement of the Board is signified by the fact that a strategic session was convened to support the development of this plan, and each area is now championed by a Board member, who will provide a link between the service and the Board. The Board is committed to delivering a Child First system in Southampton, and we are confident that we can deliver on that ambition. It will be supported by the Council wide commitment to become a UNICEF accredited Child Friendly City and the City of Culture by 2025.

As a relatively new Chair for the SYJMB I am pleased to see how board members have embraced and committed to this new approach and look forward to working with the team to deliver these results in the years ahead.

## Section 1:

---

### Governance, leadership and partnership arrangements

- 1.1. The Youth Offending Service is a statutory service, positioned within the Children and Learning Directorate of Southampton City Council. The service is based within the Targeted and Restorative Service which itself is situated within the Integrated and Specialist Service.
- 1.2. The YOS is multi-disciplinary with each statutory partner (the city Council, police, health and probation) contributing staff and/or money. Currently there are 2.6 Restorative Practitioners, 1 Education, Training and Employment Officer, 5.2 case managers, 0.5 Probation Officer, 1 Police officer and 1.2 CAMHS nurse provision. Our Probation officer post is currently vacant, we have recently filled both the CAMHS positions as well as having an uplift of two case managers, recognising the demands on the team and the longer-term impact of not being fully resourced. SCC also commission a substance misuse worker who is dedicated to the YOS team.
- 1.3. Staff are employed directly by the local authority or seconded from agencies such as NPS, Hampshire Constabulary and CAMHS. In addition, aligned to the YOS, though not working specifically with young people open to the service are an Assistant Team Manager and 5.5 Family Engagement Workers as part of the Targeted and Integrated Service. Whilst not working specifically to the YOS cohort, due to the type of work they focus, there is often a joint working approach to those cases.
- 1.4. Each year there is a review of the workforce development needs of the team and plans are developed and refreshed and address gaps in knowledge through a workforce development plan. This plan seeks to ensure continuous professional development and changes to the collective knowledge of our cohort.
- 1.5. The governance arrangements for the Southampton Youth Offending Service, are through the Council's line management routes to the Director of Children's Services for day to day operations and the Southampton Youth Justice Management Board for the overarching strategy and direction. The Board is chaired by Southampton City Council's Executive Director for Communities, Culture and Homes who is a relatively new chair of the Board, having taken over in January 2021. A new energy and focus has been developed through the new chair and renewed commitment of board representatives.
- 1.6. The board has statutory membership as follows
  - Senior officers of Southampton City Council Children and Families Directorate, including the Director of Children's Services
  - Southampton CCG,
  - Hampshire Constabulary
  - Hampshire National Probation Service NPS
- 1.7. The Cabinet Member with responsibility for the Safe City Partnership, and a representative from the Youth Justice Board as well as other agencies involved in facilitating the delivery of youth justice services such as the Courts, the Office of the Police and Crime Commissioner, Public Health, the Violent Reduction Unit and the Integrated Commissioning Unit are also expected to attend. The Local Authority's Children's Participation Officer is invited in order to ensure the voice of the Child is heard.

- 1.8.** The joint working agreement to support effective governance was reviewed in February 2018 and contain details of how the partnership is expected to hold each other to account, monitor performance and support the YOS, although with a new chair comes a review of how the partnership is working together. 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.
- 1.9.** The Board provides strategic direction and support to the YOS manager; ensuring that planning is undertaken to reduce re-offending and safeguard children and young people. It does this through monitoring key performance indicators. These include reducing first time entrant rates, reducing reoffending and custody rates, as well as more local measures focusing on accommodation and education, training and employment. Meetings are convened on a quarterly basis and the quarterly performance reports provide a succinct yet detailed analyses of the quarter's performance on national and local level. This allows the chair of the Board to hold its partners to account as well as the YOS manager for the performance of the YOS. A Quality Assurance sub-group of the management board has recently been created to allow the time for proper scrutiny on QA processes and learning reviews. This is also to support the wider goals born out of SYOS National Standards benchmarking exercise as well as the most recent inspection of SYOS in 2019. The Management Board oversees and contributes towards the Youth Offending Service's statutory aims. 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.
- 1.10.** 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 enough access to mainstream services provided by partners and other key agencies.
- 1.11.** The Board agrees the funding arrangements and ensures 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. The board also responds to self-assessments, audits, HMIP inspections, National Standard Benchmarking and directs plans of actions to address any areas of learning. 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- though not currently a mandatory piece of work).

## Section 2:

### Resources and Services

The estimated budget and expenditure for 2021/22 (excluding payment in kind costs such as seconded staff) is noted below -

Contribution	£	Expenditure	£	Variance (£) (Favourable)/Unfavourable
SCC	(557,378)	Staffing	530,646.00	
OPCC	(55,700)	Overheads	237,500.00	
Probation	(5,000)	Activity costs	93,300.00	
Health	0.00	Accommodation	14,300.00	
Youth Justice Grant	(237,782)			
Total contributions	(855,860)	Total expenditure	875,746.00	19,886.00

- 2.1.** The above shows partner financial contributions to the service. In addition to this we have in kind costs which include 1.2 CAMHS nurses, 0.5 Probation Officer and one Police Officer. The Probation Officer position is currently vacant and has been since December 2020.
- 2.2.** There is a predicted overspend which at the time of writing, the SYOS Youth Justice Management Board have been tasked with resolving. This overspend is therefore a risk to service delivery and innovation.
- 2.3.** Youth Justice Grant funding is reliant on this document providing details of how the YOS proposes to use the above noted funding to fulfil the purposes of this grant. Our performance will be improved by the Service along with the support of the Youth Justice Board through a focus on Prevention and Diversion. Robust Prevention and Diversion intervention will support the wider aims of reducing First Time Entrants (FTE), reducing custody footfall and supporting the reduction of reoffending. The Service uses the grant, partner contributions and available resources to deliver services with the aim of building on the good work SYOS has already delivered.
- 2.4.** Details of the programme delivered within the Junior Attendance Centre can be found in Appendix 6.

## Section 3: Performance and Priorities

---

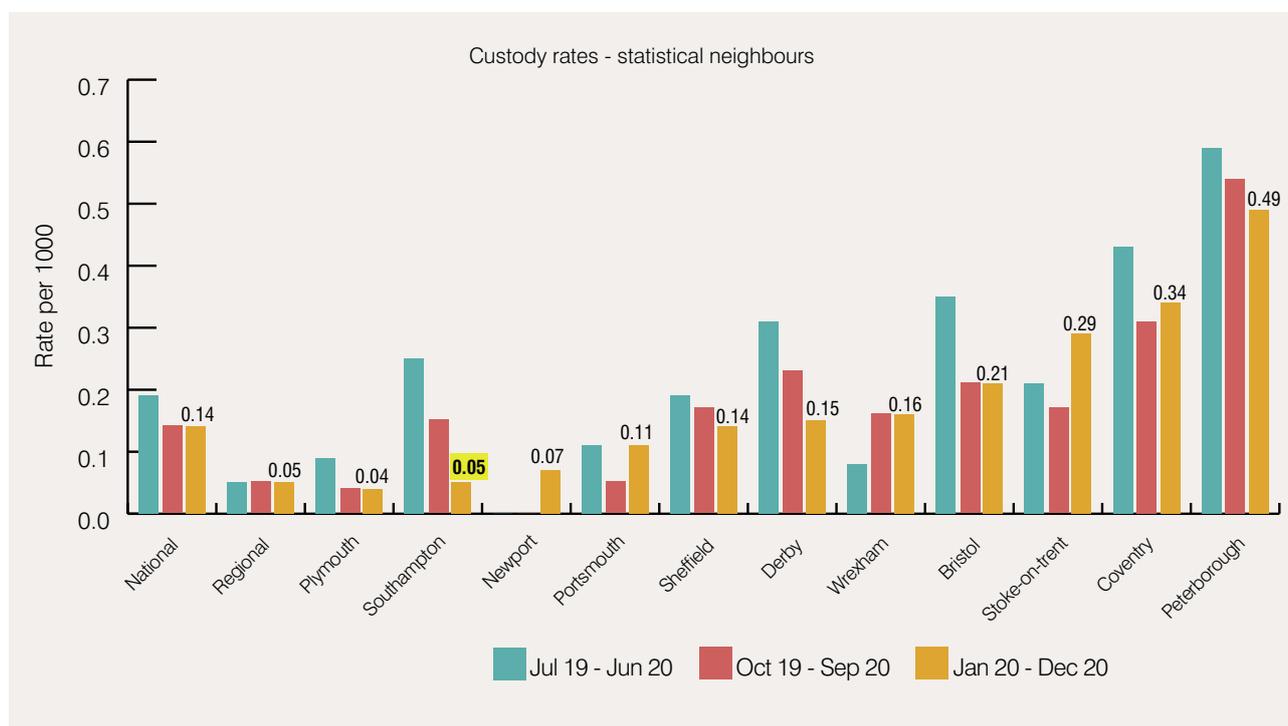
### Including SYOS response to the pandemic and recovery from COVID 19

Before detailing our priorities it is important to note the impact of the last 12 months:

- 3.1.** The last 12 months has been significantly impacted by the global pandemic. SYOS focus was primarily on contingency planning, adapting operations that meant the service continued to deliver whilst not putting anyone at risk. Undoubtedly this impacted on progress in certain areas whilst YOS and partners focused on keeping services running. SYOS did continue to deliver, meeting the needs of the Courts, continuing to work with partners, running the Joint, Decision-Making Panel and Caution Clinics and, importantly, adapted work so intervention could still be offered to children. The last 12 months has meant a rapid upscaling in the use of technology so we could offer services such as virtual interventions and deliver virtual Referral Order Panels. Initially this meant delays due to the need to upscale, but it is now integral to the running of the Service and learning will be taken from this approach moving forward. For example, YOS have found victims have preferred having a range of options for contact with the service, 'walk and talk' sessions have been welcomed by children and the service will continue to offer the virtual options. It has also highlighted the significant digital poverty gap for a lot of YOS families and over this period we have needed to be adaptable to meet the needs of the families. There are concerns around the longer-term impact on already vulnerable families, from increased abuse within the home and associated trauma, to increase in mental health need and ability to engage in education, training and employment.
- 3.2.** Due to the pandemic, a YJ plan was not required last year, the last review was focused on priorities from 19/20. Since the last plan, SYOS Inspection Report has been published in January 2020 and the Service was rated as 'Good'. An action plan has been established and which addressed areas of improvement and development. In the last 12 months the YOS has also benchmarked themselves against the new National Standards and these, along with SYOS COVID recovery plan, has formed the focus for the previous 12 months. The focus of SYOS progress is and will be in relation to this Service Recovery and Improvement Plan. It is also important to note that there are key areas of data that YOS did not receive this year, again due to the pandemic. This, therefore is an update on the last 12 months based on the information we do have, and our local data.
- 3.3.** Full details of YOS performance over the last 12 months can be found in Appendices 3 and 4. The remainder of this section provides in detail how the Service performed in relation to the Service Improvement Plan but also with a summary of key performance indicators too. As outlined in the absence of a plan last year the focus has been on a response to the Service's National Standards Benchmarking, 2019 Inspection report and COVID recovery.

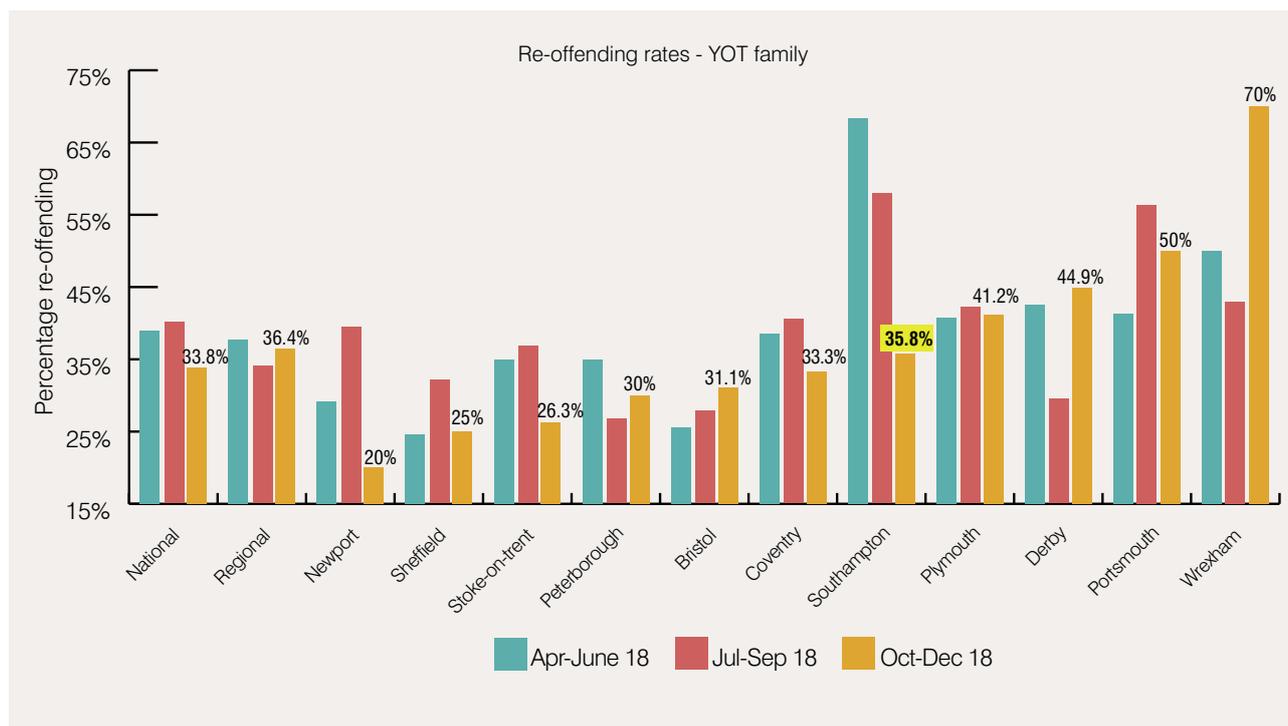
## KPI review for year 20/21

### Custody:



- 3.4.** SYOS have made consistent and steady progress with our focus on reducing the use of custody. SYOS now stand below the National Rate and currently at 34 out of 154 YOT's in terms of performance (at quarter 3 of 2020). The YOS has risen nearly 100 places over the last 12 months which indicates a clear and steady progress in this area and performing well compared to our statistical neighbours. Workstreams to support this aim include the weapons action group focusing on individuals at risk of perpetrating or being a victim of weapons related crime, continuing to be involved in the West Hampshire youth bench and raising awareness of the activities of the YOS and alternative options to custodial sentencing.
- 3.5.** The YOS team continue to work hard to explore all viable options before a custodial sentence, but as the nature and type of offences become more serious this becomes more challenging. Without robust prevention of offending interventions in the city it feels like we are intervening a little too late. SYOS have close links with Safer cities partnership as well as the Violence Reduction Unit in Southampton all who have the same aim of increasing effective prevention offers and reducing risk of serious violence in the city. The introduction of the Vulnerable Adolescent Service to the city by the Local Authority also aims to address this gap. The YOS is integral to this redesign and the team have been involved in the workshops feeding into this review of Vulnerable Adolescents in the city and how YOS priorities impact on those decisions. The aim is for the Service to be established in 2022 and will positively impact on YOS/LA ability to effectively tackle areas of concern, and a more consistent offer to those vulnerable adolescents in the city.
- 3.6.** YOS Service's priorities align with this overall goal for the Local Authority, both to support a prevention of offending offer and a more extensive diversion offer. The YOS aims are to develop a more robust offer downstream, to reduce the likelihood of children escalating into more formal outcomes and custody upstream so that we can maintain and build on our excellent progress in Southampton custody rates.

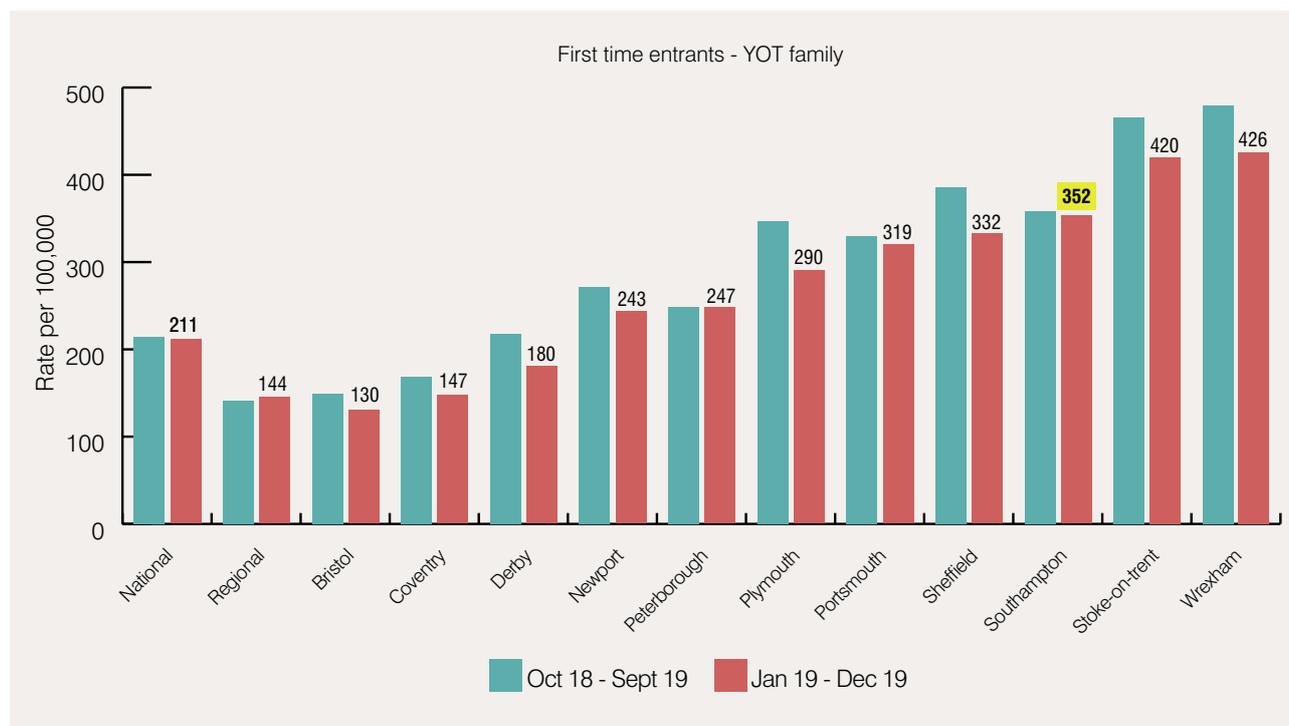
## Re-offending:



- 3.7.** Reoffending rates have continued to be encouraging based on the last data SYOS received. Looking over the last 3 year (appendix 3) there continues to be a downward trend regarding reoffending rates in Southampton, which is positive. The focus therefore has been on a specific group. The YOS updated 19/20 plan regarding the work to address local Serious Youth Violence (SYV) and successfully acquired YJB funding to undertake a piece of work with Hampshire Constabulary with the ambition of gathering and sharing data across agencies and the county more effectively. The project is progressing to the point that the project now has the data and are meeting to understand how to best utilise this to be most effective. This will involve expediting young people’s access to services and ensuring greater tenacious efforts in engaging children and young people at those early stages. We will pilot next steps over the later part of 2021 with a view to sharing our learning across the other Hampshire YOTs by the end of 2021. SYV is a priority for the YOS, the VRU and the Safer Cities Partnership and fits with the wider aims of addressing concerns at an early stage to prevent escalation. Mindful however that due to the pandemic YOTs have not received National Data for most of the last 12 months.
- 3.8.** SYOS will continue to build on the reach of SYOS arts project offer and SYOS Gold Artsmark, to benefit more young people and to develop Southampton YOS as an exemplar of good practice. Recognising the benefits of arts and culture in supporting, in a strength-based way the aim of reducing offending through supporting life skills, increase self-worth, achievement, a different identity and a spring-board into other education, training and employment opportunities. The VRU have funded this project when other funding was cut and has allowed the YOS to continue its commitment to its art and culture focus and supporting the wider departments aim of becoming City of Culture in 2025. .
- 3.9.** The Service will also continue to build on their understanding of trauma informed practice with the aim of improving engagement, working with children at the right level, supporting the needs and effectively and positively supporting change. In terms of any policy reviews and protocol refresh, trauma informed practice will be at the heart of our aims and objectives. This objective is ongoing, with a series of training being delivered to the team and volunteers

as well as trauma informed leads within the team to bring updates and learning to team meetings. Trauma is also now recognised on our Joint decision-making panel template, taking these areas into account when making decisions about children. Ensuring children are central to all decisions, that their voice is heard, and plans are child centred and co-produced and committed at all times to improving lives of the children we work with. Again, this ethos aligns with the wider council goals of being a Child Friendly accredited city.

## First Time Entrants



- 3.10.** Data continues to highlight concerns for SYOS First Time Entrant rates, and Hampshire as a whole. Whilst we have not had National Data for the majority of the last year, the last data we received as well as localised tracking indicates that there is no significant change to this trend. January to December 2019 Southampton's figures were 352 per 100,00 10-17 population, compared to 284 for the family group and 211 as the national average. Figures are also not reducing at same rate as the family group either, with national rates from 2018 (Southampton -1.4%, family -8.9, national -12.4).
- 3.11.** Observations are that both a more robust prevention of offending offer is required as well as some additionality to our already established Out of Court offer. Both areas are priorities in the strategic plan for 2022-27. It is noted that all Hampshire YOTs would like to progress a diversion offer, but there have been internal reviews within the Constabulary that has delayed matters. There are however, positive and constructive conversations been had, and progress is being made in this area. The Service hopes to be able to update on significant progress in next year's review. What SYOS are clear on is, that as soon as we agree criteria with Hampshire Constabulary and can proceed, SYOS is ready to be able to deliver this extension to its officer.
- 3.12.** Meanwhile the focus for Southampton YOS has been about thinking about the Service's decision-making process, increasing the voice of the child, making better more informed decisions that are right for the child, the victims and communities. This will be addressed through a pre triage assessment, a process which has been to the Youth Justice Management Board and which is now being piloted.

- 3.13.** This process will also support any expansion to SYOS's prevention and diversion agenda and will allow us where possible to make more informed decisions regarding the most appropriate pathway for that young person. SYOS Board representative for Diversion, the Health partner, is supporting the YOS manager in terms of what that provision might look like.
- 3.14.** In addition, the YOS updated the YJB in 19/20 on an important piece of work for the Hampshire and IOW Local Criminal Justice Board detailing the multi-agency response to the Lammy Report into disproportionality in the Criminal Justice System and setting the foundations for the ongoing Police and Crime Commissioner's response to tackling disproportionality locally. The YOS continues to be involved in this piece of work with the Board, building on that report but supporting a wider monitoring of statistics and outcomes around this area and will feed into the wider response to disproportionality in the criminal justice system in Hampshire. This work is also informing SYOS own internal action plan on this theme and again is a priority for the coming year. The YOS' level of data is constantly improving and evolving, with more data broken down into ethnic group, gender, disposal type and is allowing the Service and the Board to identify any problematic trends or groups that are more disproportionately represented, and allow for a more targeted approach to responding to these concerns. The action plan for the coming year is outlined in appendix 2.

## **Service improvement and recovery plan, review of the preceding year (2020-2021)**

### **PRIORITY ONE**

#### **SCC and partners to resource the YOS sufficiently for it to work effectively to prevent and reduce offending, protect others, and protect the safety and wellbeing of children and young people.**

- 3.15.** At the point of the last inspection, it was assessed that there was insufficient Children and Families resourcing within the YOS and statutory partnership contributions were not fully in place during the period of the National Standards Self-Assessment. There was a clear risk that the quality, efficiency and the effectiveness of YOS work would be impacted. Since that time the YOS has had an uplift of YOS staff by two full time equivalents. The YOS has a full complement of CAMHS nurses now in place and are awaiting the results of expression of interest to our 0.5 Probation Officer role. We are in a better position in terms of case management and specialist services support although it is noted that there has been a reduction in partnership resources which impacts on capability overall. The service's focus needs to be around making use of those external resources that are currently open to SYOS, including speech and language, to evidence the need for a dedicated resource in the YOS. It is also noted that the YOS leadership team has capacity issues, having only 1.6 Assistant Team Manager resource (a reduction from 2 FTE) and will impact on the Service's ability to be innovative and drive change and will be a focus for the coming 12 months.
- 3.16.** There is a meeting with senior leaders and budget holders in June 2021 to ensure the budget and resources are fit for purpose to deliver a high-quality service for our children.
- 3.17.** Commissioned Services required review to ensure fit for purpose and appropriately resourced. These include AA tender, children in custody concordat, substance misuse services all of which are positively progressing. Senior leaders within Southampton City Council, SYOS management team and the Integrated Commissioning Unit will review all contracts and service level agreements in September 2021 to ensure that they deliver the right levels of capability and capacity.
- 3.18.** The SYOS Health Board representative, senior commissioner, is now the Board lead for Diversion is focusing on what is required to ensure the YOS has resources required for this diversification of YOS work. This review will be complete by September 2021.

## PRIORITY TWO

**SCC and partners to make sure the educational needs of all children and young people are understood and that they have access to high-quality education and training services that are matched to their needs.**

**3.19.** There have been several workstreams linked to this priority over the last year, recognising the concern that too many children finishing YOS intervention are not accessing full time education, training and employment - a pattern that has been established for some time now. Our inspection report identified that the partnership is not meeting the education needs of children and young people effectively, this was also confirmed in a benchmarking exercise which was undertaken in 2020.

Activities to address this issue, and which are led by the Education Strategy, Planning & Improvement Service Manager, who is also SYOS Board lead in this area, include:

- o a task and finish group across the department focusing on those not in education, training or employment cohort,
- o a YOS/education action plan designed to improve communication across partners in SEND, Inclusion, Virtual School and Education Welfare to collectively solve problems on a case by case basis and use those relationships in education to unblock and resolve barriers. This improved process has now started, and we aim to review the impact in December 2021, the aim is to increase the amount of children in appropriate education, training and employment at the point of YOS closure.

**3.20.** The Board also commissioned a piece of analysis, completed by the Inclusion lead, to review the data in relation to ethnicity, school access and outcomes, in order to understand if there are particular groups, we need to have a greater focus on. The intention is to review and develop a plan based on the outcomes of this analysis by December 2021.

**3.21.** In addition, it is recognised that a process review of the activities around Education Training Employment internally is required. Understanding the needs of the service versus the resources we have in place, understand where the gaps in provision are and explore solutions to those. This is a piece of work currently taking place. What is clear is that the YOS team has a good grasp and understanding of the children it is engaged with and a good tracking process in place for both school aged and post 16 children, however, there is a need to build on this across the department and strengthen communication within education so YOS can access partner support when they encounters problems in this area. As outlined above, this has now been implemented with stronger links with our education colleagues and weekly emails going out to all service managers regarding YOS caseload and educational status, to support any particular barriers we may have with specific cases.

**3.22.** The quality of information received from education partners at the screening stage for the Joint Decision-Making Panel needs improving. Providing more clarity on attendance, and what those absences are (authorised, missing episodes, exclusions), what a child's behaviour is like in school, whether there is SEN or speech, language concerns and any risks of exclusion, all need to be considered at the pre decision stage. The introduction of a pre triage assessment should have a positive impact and will allow the Joint Decision-Making Panel to be more informed and proactive in this area at an earlier stage. A paper has been presented to the Board and a pilot has been agreed, the pilot started on 1st June for a period of six months, and the YOS is due to review its impact after 1st December. This also supports the wider HMIP view regarding decision making at out of court level and presenting a well-informed, analytical and personalised assessment of the child or young person.

- 3.23. These areas are in their infancy and our data from the last 12 months remains poor. The aim is that these activities will start to have an impact into the coming year with SYOS first review of the impact taking place in December 2021.

### **PRIORITY 3**

#### **SCC and partners to make sure that services are delivered in premises that are safe, suitable and accessible for children and young people, as well as staff.**

- 3.24. It was noted in the HMIP inspection that the premises used by the YOS were unsuitable, there were health and safety concerns, they were not child friendly and many staff felt unsafe working there. The premises are now closed and currently YOS does not have a venue to work out of. Whilst during the lockdown periods, this has been no different to other services, the concern is that there is still no resolution to this issue, and this will start to impact on the team as well as the services ability to provide a complete service to children. The decision around the property has been taken seriously and is now part of the wider Children and Learning department service redesign and all options are still being considered, whether that is a redesign of the original building or relocation with other services to another premises. No decision around this has been made at the time of writing. Discussions are ongoing regarding a temporary solution that would allow staff, on a rota basis, to have an office base to work from with a view to being to access a building from September 2021.
- 3.25. The Junior Attendance centre has a temporary base in a Sure Start centre on the west side of the city. For obvious reasons a review of whether the premises remain fit for purpose for the needs of the JAC has not taken place, primarily due to the fact that JAC has been virtual for most of the last year. This venue is assessed as COVID safe and the JAC will be based there offering both face to face and virtual contact, at least in the short term, while future considerations are undertaken.

### **PRIORITY 4**

#### **YJMB Board Chair to hold both the YOS and its partners to account for their performance, ensure that Board members scrutinise the delivery of youth justice services (including out-of-court work), challenge each other, and advocate for children and young people in their own services.**

- 3.26. During SYOS 2019 inspection it was identified that the Youth Justice Management Board needed to be more effective in holding YOS and partners to account, that attendance of partners was sporadic and focus was required on organisation delivery. It was recognised that at times the Board representatives were not at the senior level required. Changes have since been made to who sits on the Board. The YOS Board has a new Chair (started in January 2021) who is the Executive Director for Communities, Culture & Homes, a Quality Assurance sub group has been developed and is chaired by the deputy chair, who is the head of Portsmouth, Southampton and the Isle of Wight National Probation Service. Leads have been assigned to partners where the expectation is that they are accountable for progress on those areas of work. The Executive Director for Children and Learning is also a member of the YJMB. A strategic discussion between board members took place in April 2020, with a focus on priorities and strategic areas of focus, as outlined in this plan, as well roles and expectations. There is a renewed sense of collaboration and commitment.
- 3.27. The Board chair recognised the need for a sub-group devoted to QA so that a greater level of scrutiny of YOS work could take place, setting out clear improvement activity and feeding back into the Board for overview. An overview of Out of Court work has taken place, (as a result of feedback from HMIP), and will be reviewed in this forum, as will the project plan for the JDMP pilot and a discussion around the links between the Board and the Safeguarding Partnership activities. Current representatives on this Sub-Group include the Children Services QA manager, partnership manager for the Southampton Safeguarding partnership, Probation, Police and YOS managers.

- 3.28. Whilst there is a pan Hampshire scrutiny panel, a local panel has also been introduced overseen by the Constabulary district commander, who also sits on the Board. The aim is to analyse, at a local level, activities connected to out of court decision making, assessment and delivery as well as reviews of local police issued community resolutions. Both of these panels take place on a quarterly basis and allow us to review decision making and feed learning back into our respective organisations.
- 3.29. Links are now being made between the activity happening on a day to day basis and the Board agenda and priorities – operational to strategic. Early observations are that this change has brought new impetus and momentum to the work of the Board, supporting the YOS manager to deliver and innovate.

## **PRIORITY 5**

### **YJMB Board Chair to understand the reasons for and try to reduce the disproportionate number of black and minority ethnic children and young people in the service.**

- 3.30. The Board deputy chair now has a lead for this area. Since the Service inspection and NS benchmarking, we have made steps towards understanding the issues relating to disproportionality better but also accept that this is a large area for review, higher quality data and analysis including the voices of young people and the community. SYOS has begun to develop much better data of ethnic representation at all areas of the service and this data is starting to be reflected in the Board performance report and so better scrutiny will start to take place.
- 3.31. SYOS are represented at the Local Criminal Justice Board and the Reducing Reoffending Strategy group, both of which have disproportionality as a focus and SYOS is contributing to the wider discussion around collective data and scrutiny across. Similar discussions are also happening across the YOT region around a collective data sharing plan and a collective response to how YOTs might tackle it. The aim is on a county level to have a better understanding of the issues more widely to feed into and develop action plans across criminal justice agencies in the county. This will also support the more localised response required of Southampton YOS.
- 3.32. An application was made to the YJB Peer review team to peer review SYOS but with a specific agenda focused on black and ethnic minority disproportionality in the service. This was accepted last year but for understandable reasons, delayed. The plan is for this to now take place in early Autumn 2021. The service is keen to support this review and feedback and to be able to build this into action planning around this area.
- 3.33. Disproportionality has also been a theme for the pan Hampshire scrutiny panel and allowed the panel to look at the gaps in YOS work including identifying ethnicity at the decision-making panel and a lack of consideration of identity at decision making and throughout the assessment of the child. Actions coming out of this are a need for specific training around unconscious bias and cultural competence for teams, better transparent recording of ethnicity at JDMP, including in decision making rationales and outcomes, guidance on disproportionality on a general level (and would include pre-existing protocols such as the looked after children guidance), but with specific guidance, and best practice for practitioners. The aim is to have training scheduled in across all pan Hampshire Youth offending teams by May 2022.
- 3.34. The SCC Inclusion Service Manager and YOS Manager are exploring ways in which we can interrogate and analyse data across education and YOS cohort to better understand where gaps might be and how we can collectively respond to any issues.
- 3.35. Hampshire Constabulary, at the time of writing, are undertaking an end to end review of youth justice. Some of which overlaps into joint working with the Pan Hampshire YOTs,

including Diversion and disproportionality. PANTS HANTS YOTs are feeding into this review and have specifically raised how the JDMP and decision-making process can impact on already perceived injustice and discrimination and hope there will be an opportunity to review our joint processes as a result. At the time of writing we are waiting for the outcomes of this review.

- 3.36.** This area of need remains a priority for the Board and will be a priority for the forthcoming year. The aim is to reduce the volume of black and ethnic minority children coming into the youth justice system and to upskill staff to better engage, discuss and reflect the needs of children who do enter the justice system..

## **PRIORITY 6**

**YOS Manager to make sure that planning in individual cases to manage risk of harm to others, and to address safety and wellbeing factors, is of good quality, clearly recorded and gives enough attention to contingency arrangements. Priority 7 - YOS Manager to improve the quality of assessment in out-of-court disposal work.**

- 3.37.** The introduction of a Quality Assurance sub-group aims to provide greater scrutiny on all themes relating to QA and action planning around this which will then feed back into the Board for oversight.
- 3.38.** QA audit of Out of Court work has been completed by SCC Quality Manager and will be reviewed at the next QA sub-group . Themes that have come out of this review include reviewing the QA framework internally, improving SMART planning and recording. SYOS QA framework has been reviewed and with the implementation of peer audits being reintroduced to the team. In addition, the YOS QA group who are scheduled to meet, reflect and implement learning from these sessions and that group will feed into the QA sub group for oversight.
- 3.39.** Peer review with Portsmouth YOT was scheduled in but cancelled due to the pandemic. To date, a new date has not been arranged and has yet to be planned in due to ongoing operational issues linked to the pandemic. It remains on our action plan, to plan as soon as it is practical to do so.
- 3.40.** Both a pan Hampshire and a city-wide scrutiny panel has been introduced. Learning from both panels is fed back into the appropriate agency to support individual continuous development but also can feed into decisions about organisational processes and gaps in training which can then be acted upon. The pan Hampshire panel allows us to develop county wide trends and themes and the localised panel allows us to respond at a more local level. Both panels will continue to run into the 21/22 . Examples of learning from these forums are evidencing the need for a pre Joint decision making assessment (now being piloted) and to ensure ethnicity is recorded on our decision making paperwork, which previously it was not.
- 3.41.** The introduction of the pre triage assessment, which has been considered by the Board, is now being piloted for a period of 6 months. This allows for additional scrutiny at the Joint Decision-Making Panel to consider whether the proposed plan meets the needs of the case.
- 3.42.** The YOS will continue to implement the recommendations of the Health Needs of YOS children, completed at the end of 2019, to achieve the stated outcomes and new models of delivery. Engagement from Health Partners at Management Board has increased, the health representative is the Diversion lead for the Board and also supports with the review of the needs of the YOS and the provision required to expand our work into the prevention of offending and diversion from the YJS.

**3.43.** Areas still to be addressed include:

- o Developing a Workforce Development offer to enable high quality Assessment, Planning, Intervention and Supervision. Review of this offer and the broader Childrens and Families offer to ensure training and development meets the needs of the Workforce . This will be completed by December 2022.
- o Review of Sentencing planning guidance to improve professional planning, by June 2022.

**3.44.** The YOS continues to support the 20 schools involved in the Restorative Practice Schools Network, supporting embedding restorative practice in schools and with other partners; in order to provide innovative, outcome focused opportunities for children and to avoid escalation.



## Section 4:

---

### Challenges, Risk and Issues

With the use of data, revitalising the YJMB, working with partners and using learning from the pandemic there has been significant learning which has led to the identification of emerging risks and actions to address them;

#### 4.1. Covid 19 and the on-going impact of the pandemic on service delivery

Whilst Courts have started to return to normal practice and waiting lists have been cleared, SYOS has for some now continued to run their caution clinics and the service has established a virtual JDMP process which will now become business as usual.

The team is still undertaking virtual contact but where possible we are now meeting young people face to face in a COVID safe way. There was some delay in how we operated in the early stages of the pandemic and professionals know that there is an unseen impact of not going into homes and picking up on concerns earlier. We also know that digital poverty is a reality for many families and this period has only seen a widening of the gap around access and disadvantage.

HMIP Thematic inspection in 2020, particularly the YOT response to COVID 19 confirms some of the YOS learning over the last 12 months - the use of virtual contact with professionals and with families has clear merits on some occasions and, as such, will continue into the coming year; that walk and talk sessions work well virtually, that some children enjoyed the option of combined virtual and face to face contact. The thematic inspection also highlights concerns around digital poverty, that not having access to IT impacted on some children's ability to engage in education and have meaningful contact with services. It also highlighted the need to routinely check in around IT and remote communication methods as standard, which the YOS will look to implement so we can quickly meet the needs of the child.

#### 4.2. Financial Contributions

There is a gap analyse scheduled to take place this year of the financial and resource contributions in relation to the needs of the service. A discussion is scheduled for the next Board in June 2021 and from that actions to complete this task will be directed. There is recognition that the reduction of contributions will lead to the reduction of services which will undoubtedly have impacted on SYOS ability to respond innovatively to the risks of the current cohort. This analysis is designed to then discuss and understand those risks in more detail and with the view that the Board will need sight of this work and form decisions on how best to respond.

#### 4.3. SYOS Inspection

Since SYOS's last plan, a HMIP inspection has taken place in 2019 and the service received a 'good rating', with the report being published in January 2020. Those key recommendations formed part of the service plan reviewed earlier in this report. In summary it; (1) identified deficiencies in governance arrangements which the service has taken steps to address; (2) highlighted weaknesses in our out of court work and this has developed a focus in terms of learning from and building on this area of practice. The quality of work with out of court disposals and community resolutions was reported in the HMIP annual report to be of wider concern highlighting that there were generally poorer interventions delivered than those going through the court system. We are ensuring that we address this risk as we think about expanding this area of YOS work.

What was positive to note was the delivery of SYOS services was outstanding, something which we will strive to maintain. As already highlighted the specifics of the plan building on this evidence base, are in appendix 2. The focus of building better provision downstream and better and a more robust diversion offer for those at risk of becoming first- time entrants, will allow the service and the Board to develop quality provision and is a key priority; (3) Disproportionality was identified as an issue in the city. Whilst the sector has been aware for some time of this issue and has started to build better data around this, much more needs to be done to respond to this effectively. SYOS has disproportionality as one of its priorities for the coming three years delivering the action plan which it is anticipated will be an iterative process as we scrutinise and understand the problems better. The HMIP Annual Report notes that many YOTs are now in a place where they are trying to develop knowledge and good practice in this area. The details of SYOS current actions are outlined in more detail in appendix 2. It is noted here as a risk - by doing nothing to respond to this area of work we will continue to disproportionately impact on children of differing heritage.

#### **4.4. National Standards**

SYOS, along with all other YOT's across the country, benchmarked themselves against the New National Standards in 2020. Those areas for improvement and development feature in the planning which has been reviewed above. The National Standards audit also highlighted gaps in provision and this has led to additional resources being allocated as well as the review of partner contributions. Areas flagged in the National Standards audit exercise reflected gaps already identified during the inspection.

#### **4.5. Accommodation**

Access to suitable premises has already been identified and it is reiterated here due to the risks of a continued lack of premises - the risk of not coming together as a team and providing accessible children friendly premises is of concern. Whilst the council recognise this gap and are developing a Council and Department wide accommodation strategy, this will take some time. To mitigate against the risk we have regular teams meeting, have arranged some hot desk space for the team and are looking to have a COVID safe team day in the summer which will take place outside. In addition, the service has worked hard to find community spaces across the city that we can utilise to meeting young people as well as walk and talks which are now established. Currently, given we are still in a lockdown situation, this is sufficient, but it will need to be constantly reviewed and adapted as we go, especially when we are in a position to offer group work again.

#### **4.6. Education, Training and Employment**

SYOS received the Gold Artsmark, a reflection of the work the service has achieved to include arts and culture into interventions with young people and this will continue to be central to our work and be a feature of any developing plans for diversion and prevention work. It links to Southampton City Councils ambition to be a City of Culture. SYOS also contributed to an arts in criminal justice symposium at the beginning of 2021, working alongside YOT colleagues and arts partners. The Service has an Arts Steering Group meeting and this will continue to be held despite the significant disruption of the last 12 months. There is recognition and a strong commitment to align this work with our priority of supporting children back into education training and employment. We are working with our partners to ensure we have sufficient funding to resource this work.

National and local data continues to be analysed on a quarterly basis and over the last 12 months there have been continuing concerns that ETE data indicates significant numbers of children are not completing their interventions with positive outcomes - this has been a trend now for some time and we know that this increases the risk of exploitation and offending. A review of the actions around this have been outlined above.

#### **4.7. Serious Youth Crime**

The YOS is aware of the concern around SYV, safety and wellbeing, particularly in the city. The Service continues to engage at city level, linking with cross partner initiatives to address and deal with exploitation trends and risks. Locally our involvement in Safer City Meetings, 4LSCB Exploitation Meetings, Missing, Exploited and Trafficked (MET) meetings, Weapons Action Group, Violent Reduction Core group and Tactical Planning Meetings reflect the desire of the city to respond to this growing and concerning risks to children, victims and communities. As previously outlined, the YOS was part of a successful bid for funding from the YJB to identify more effective ways of monitoring children at risk of Serious Youth Violence who may be involved in exploitative behaviour and which continues to be a priority in the forthcoming year.

#### **4.8. Health Needs**

The Health Needs assessment was completed at the latter end of 2019 and, as such, was not reflected in the last document submitted to the YJB. This assessment made several recommendations. The focus over the last 12 months has been; (1) applying a more trauma informed approach to the work of SYOS - Developing a formal model of case formulation for our more complex cases, supporting children to build on resilience and protective factors (and making better use of community resources) and supporting children in understanding their own health needs better; (2) The prevention of offending, supporting those at risk of offending, supporting young people in school environments. This reinforces our own YOS and Council wide ambition to meet needs earlier. This will be responded to in the reshape of the vulnerable adolescent offer for the city which will be launched in September 2021; (3) Speech and Language was also noted as a theme. A business case is being developed to have our own in house resource and this will be presented to the Board in the autumn of this year. Training has been delivered on this area but more work needs to be achieved for YOS to proactively include and consider speech and language and refer into services.

The YOS identify the need to really embed trauma informed practice and particularly the need to reflect a trauma informed approach to all policies and practices is key. SYOS has recently identified ACE leads in the team, to update on all relevant training and practices but to act as a support for those children where we need to consider how trauma impacts on their behaviour and participation in intervention. SYOS want to continue to build on this through our new developing areas of Prevention and Diversion and have this as a central theme to how we approach the work with children. It is identified here as an ongoing challenge to build on the work already achieved.

#### **4.9. Probation**

There is a current Probation Officer vacancy. At the time of writing, there has been three invitations to express an interest within the NPS, but no uptake. There is a real risk of a continued gap of NPS input in the day to day activities of the YOS, especially in terms of transition. Currently working with the NPS lead to consider ways in which we can resolve this issue and will be discussed at the next board to escalate the issue.

## Section 5:

---

### Service Business and improvement plan 2022/27

The priorities for the service 2022-27, are focused on building on the outstanding need and learning from the last 12 months (and which have been highlighted in the narrative in section 3). The priorities are the following and the delivery plan to meet these objectives are outlined in appendix 2.

- 5.1. Prevention of Offending – to support the development of a prevention of offending service for the city by 2022.
- 5.2. Reduce First Time Entrants into the youth justice system – to be within the National Average for FTE by 2024.
- 5.3. A reduction in disproportionate representation of black and ethnic minorities in SYOS YJ system by 2024
- 5.4. Reduction in Serious Youth Violence in the city, to reduce outcomes of serious youth violence offences.

These priorities were developed in early 2021 and endorsed by YJMB in June 2021 and are due to be signed off by the city council in August 2021. These priorities align with the ambitions of the Safer City Partnership and some of the Youth Justice Board strategic priorities, as well as the key performance indicators. Service priorities also link to the wider Children and Learning Strategy for Southampton City and there are clear links to the four main priorities which are, a good start in life, live safely, be healthy and happy and access education and opportunities. More specifically early intervention, young people and serious youth crime are within the life safely priority. In addition, these YOS priorities are based around SYOS HMIP action plan and National Standards Benchmarking.

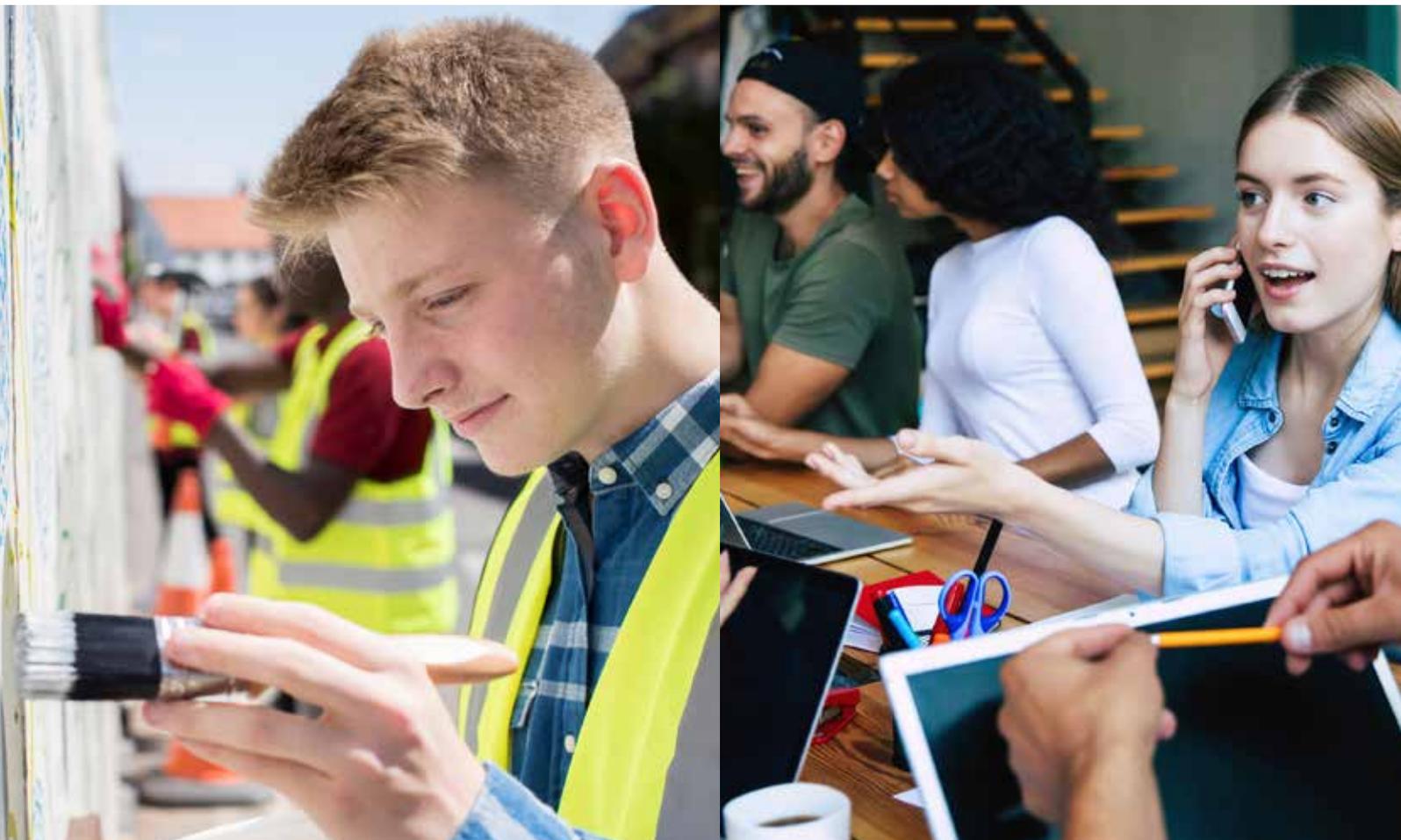


## Section 6:

### Plan Approval & Sign-off

We confirm that the Youth Justice Management Board has approved the Youth Justice Plan Review for 2019-20. We confirm that the Youth Justice Management Board has approved the Youth Justice Plan Review for 2019-20.

<b>Anna Harbridge</b>	Manager, Southampton Youth Offending Service	Date: 07.06.21
Signature:		
<b>Mary D'Arcy</b>	Chair, Youth Justice Management Board	Date: 07.06.21
Signature:		



## Appendix 1

---

### Southampton YOS 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 and positive opportunities for children 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.

As the service develops, we aspire to ensure that children's needs are understood and supported in the context of their 'whole family' and that we apply a strengths based and restorative approach to our direct work with families, always taking those who come into the YOS as Children First.



## Purpose

Our purpose is to prevent young people offending and 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 children
- 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
- promoting restorative practices in a range of settings to minimise and mitigate the risk of harm that can be caused by problematic and risk taking behaviour
- innovating and developing exemplars of good practice to share with a wider professional network and introducing a learning culture to our workforce
- working with the whole family; no child's needs should be assessed in isolation

## Principles

### The principles underpinning our service are:

- Provision of a fair and equitable service to children who offend, staff, victims and the wider public
- Always work on Child First principles
- Promotion on the use of Prevention and Diversion from Youth Justice
- Regard for the safety of the public as a priority
- 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 and their families
- Valuing staff as our most important resource
- A collaborative 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
- Encourage active participation and co-creation with the children we work with.

## Appendix 2:

### Service Priorities – Delivery Plan 2021-2022

KPI	Goal	Lead officer	Service Activity	Target/Success Measure/date	Actions
<p><b>Reduction in First time Entrants</b></p> <p><b>Reduction in custodial rates</b></p>	<p><b>1.Prevention of Offending</b></p> <p>Support YOS KPI's of reduction in reoffending and custody rates through effective and robust prevention and diversion offers, intervening earlier downstream to prevent escalation</p>	<p>Chair of YOS Partnership Board and YOS Leadership Team</p>	<p>Supporting the developing Vulnerable Adolescent Offer for the city and building a crime prevention offer.</p> <p>Working closely with VRU colleagues and bridge the gap between YOS work and VRU work.</p> <p>Building on opportunities to work with partners such as health and education to build on crime prevention offer.</p>	<p>YOS being part of new embedded service responding to vulnerable adolescent need in the city. July 2022</p> <p>Developing/supporting a contextual approach to the Service wide work.</p> <p>Developing a third tier of work supporting a specific prevention of offending response. July 2022</p> <p>Reviewing all Community Resolutions that come into to the YOS and ensuring a specific pathway of allocation, sign post, decision not to allocate. June 2021</p> <p>Successful collaboration to bringing a trauma informed, health approach to the work, July 2022</p>	<p>Meet the demands of the service redesign to ensure a smooth transition into new service, without impacting on delivery of core YOS work.</p> <p>Build on the current Inclusion and Diversion offer. Whole family working, with a trauma informed approach to the work.</p> <p>Pilot joint review of Community Resolutions, ensuring a collaborative approach to that early intervention response with our young people.</p> <p>To explore opportunities to collaborate across pan hants group, across services when funding opportunities arise such as YEF, Health and criminal justice funding to build on any crime prevention offer in the city. Areas such as trauma informed, trusted adults, preventative mental health approach, speech and language links.</p>

KPI	Goal	Lead officer	Service Activity	Target/Success Measure/date	Actions
				<p>Increase in referrals to S&amp;L, increase referrals to YOS CAMHS as appropriate, closely links with BRS and programmes such as DBT, December 2021</p> <p>Referrals from education settings July 2022</p>	<p>Exploring and building on existing provision and pathways between YOS and health as we build a prevention offer.</p> <p>Build profile of prevention offer within education settings.</p>
	<b>2. Build on SYOS already established Diversion offer</b>	YOT Service/ Team Leaders/ Police	Introduce a Pre triage assessment to allow for more informed decisions and bespoke interventions. Trauma informed approach and more informed ETE (including SEN and S&L) information at point of decision making.	Pilot evidences impact on decision making and a reduction in FTE, June 2021	Pilot paper to go to the board, to work with police colleagues to set up a system that allows for a deferment period, set up a monitoring system to check impact of this change and monitor outcomes and feedback from teams.
To review all Community Resolutions given by the police to children in the city.			<p>Support reduction in FTE through effective use of the opportunity to intervene on all children who receive a CR, June 2021</p> <p>Monitor engagement success rate and reoffending rate of this cohort. January 2022</p>	To ensure no children 'fall through the gaps' and that all those that receive a CR are properly reviewed and decision made to allocate, to sign post to other services or to take no action.	
Supporting a prevention offer  Support YOS KPI's of reduction in reoffending and custody rates through effective and robust prevention and diversion offers, intervening earlier downstream to prevent escalation			<p>An established early help offer that focuses on prevention of offending, is trauma informed, consider contextual safeguarding and supporting with inclusion issues – proactively working with children before they come to the attention of the police. July 2022</p> <p>Successful collaboration to bringing a trauma informed, health approach to the work.</p>	<p>Supporting the VAO for the city.</p> <p>Working closely with VRU colleagues and bridge the gap between YOS work and VRU work.</p> <p>Build on current Inclusion and Diversion offer.</p>	

KPI	Goal	Lead officer	Service Activity	Target/Success Measure/date	Actions
	2. Build on SYOS already established Diversion offer	YOT Service/ Team Leaders/ Police		Increase in referrals to S&L, increase referrals to YOS CAMHS as appropriate, closely links with BRS and programmes such as DBT, December 2021.	<p>Exploring opportunities to work with partners such as health and education to build on this area of work.</p> <p>To explore opportunities to collaborate across pan hants group, across services when funding opportunities arise such as YEF, Health and criminal justice funding to build on any crime prevention offer in the city. Areas such as trauma informed, trusted adults, preventative mental health approach, speech and language links.</p>
			Creating a new Diversion offer for those children who are at risk of becoming FTE.	<p>An offer being established as part of our OCCD options. January 2022</p> <p>Impact on FTE rates for the city.</p>	<p>To work with Police colleagues and pan Hants YOTs to establish a whole county approach to a Diversion scheme.</p> <p>To work with Board partners such as health to explore options to meet that Diversion need locally. This includes possible funding streams.</p>
<p>Reduce reoffending rates</p> <p>Reduce custody rates</p>	3.A reduction in disproportionate representation (DR) of black and ethnic minorities in the Soton YJ system	YOS leadership team/Deputy Board Chair	Training of staff in cultural competence, unconscious bias, increase awareness, dialogue within the team, increase confidence of staff and volunteers in this area and growing a culturally competent workforce.	<p>A more informed and confident workforce who can meet the needs of the communities they serve. May 2022</p> <p>Feedback from children and families</p> <p>QA work with a focus on culturally aware assessments and decision making. May 2022</p>	<p>Working with pan Hants colleagues and Learning and Development to explore co-commissioning options.</p> <p>Champions in the team to drive forward agenda at team level.</p>

KPI	Goal	Lead officer	Service Activity	Target/Success Measure/date	Actions
		YOS leadership team/Deputy Board Chair	Protocol on Disproportionality	Organisational guidance that covers all aspects of disproportionality. May 2022	Following further training and scrutiny of data explore a wider protocol around disproportionality to provide guidance on good practice.
		YOS leadership team/Deputy Board Chair/ performance officer.	Increased monitoring and reporting to allow for scrutiny of data	Increased level of data presented at Board meetings to allow for increased level of scrutiny. June 2021  Supported informed and targeted action in any problem areas.	To start to build better reporting of our black and ethnic minority cohort, to be able to better analyse what the issues are and where and who they most impact.
		YOS leadership, YOS police, Court representative.	Collaborative approaches to partnership work such as at JDMP/Court/work at LCJB and Reducing reoffending Board.	Improve processes that might increase unfair decision making. May 2022  Reduce the amount of DR in the cohort., specifically the increase in mixed heritage group. December 2022  Hampshire wide scrutiny of CJ services, to enable partnerships to make more informed and targeted responses to this issue.	Work with police colleagues and Court to think about ways we can reduce impact of unconscious bias at key decision points.  YOS manager to continue to represent at both LCJB and RRB to contribute to the Hampshire wide activities around this area. Including achieving an established monitoring process across CJ agencies to allow for wider scrutiny of data.
		YOS leadership team/Board	Peer Review due in September 2021, and a small sample study reviewed by HMIP – these areas of feedback will contribute to any action plan moving forward.	Action feedback, build into action plan with ultimate aim of positively impacting on this issue in the city. Action plan review by December 2021	Liaison with HMIP  Plan for Peer review for Autumn 2021

KPI	Goal	Lead officer	Service Activity	Target/Success Measure/date	Actions
	<b>4. Reduction in Serious Youth Violence in the city</b>	Chair of YOS Partnership Board and YOS Leadership Team	YOS being embedded in the Vulnerable Adolescent offer for the city	YOS being part of new embedded service responding to vulnerable adolescent need in the city. July 2022	Meet the demands of the service redesign to ensure a smooth transition into new service, without impacting on delivery of core YOS work.
		YOS leadership team	Working collaboratively with partners such as Weapons Action Group, Violence Reduction Unit, Safe Cities, education provision for a better whole system approach to the issue.	Reduction in level of serious offending in the city. December 2022	Continue to track outcomes for SYV to monitor this
		YOS leadership team/Police	Build on the YJB funded pathfinder project – and through use of prevention and diversion proactively intervening in those young people at risk.  Focusing on risk of reoffending of a specific cohort of young people	Monitor outcomes of the pathfinder project. December 2021  Reduction in annual serious offences figures for the city. December 2022.  Prevention team embedded in and proactively tackling these issues. Monitor the offending rate of this cohort. July 2022.	To build on phase 1 of the project moving into test and action phase.  Continue to monitor outcomes for offences of SYV.  Transition of team moving into a prevention role as part of the service redesign.
		Education lead, YOS leadership team	Build an effective response to Education training and employment for YOS cohort, recognising the links between poor ETE provision and escalating risks of both vulnerability and harm.	Increase level of YOS cohort engagement in ETE.  Evidence of good communication across YOS and Education and strategies to deal with escalating and resolving issues. December 2021	Task and finish group led by Clodagh Freestone  YOS/education action plan to improve communication, build in escalation processes to resolve blockers to engaging in ETE

MESSAGE  
LLS  
VACUATE THE  
S QUICKLY AS  
TURN FOR ANY  
E APPOINTED FIR  
CTS YOU  
RNING  
SYSTEM IS OPERAT  
URITY, SAFETY &  
SECUTION.  
SON RESPONSIBL  
PREMISES MANAC

LOWER  
WELL-BEING?  
Worry  
FREEDOM  
MINDSET.

Conversation  
July 30, 12 pm  
is a volunteer?  
YOU!

What's happening  
local in or  
Time ma  
Going to  
Sandford  
Lunch  
Dinner  
Big  
D-S

Plan's Check  
Toasts  
Chicken Nuggets  
& chips  
Pizza

8:15-8:30  
What's new  
THURS

ONLINE UN...  
9/3  
Dinner egg / 1/2 pizza  
B & B place  
Eggs  
S&W  
B&W  
D & S



## Appendix 3:

### 2020/21 Performance

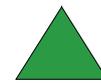
#### Summary:

This section summarises service performance against national and local performance indicators during 2020/21. Data for the national performance indicators is from the most recent available period. Performance against National Indicators:

#### Reducing Custody

##### RAG Rating

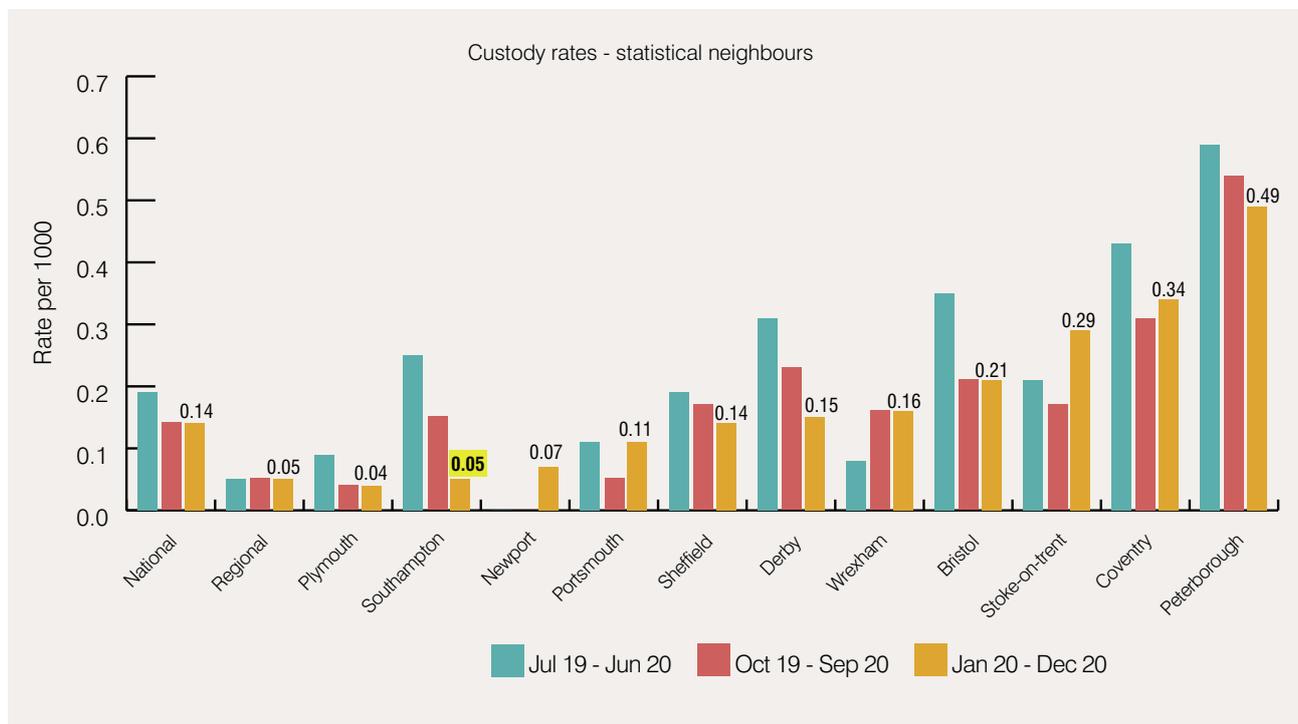
Green < 0.10   Amber 0.10- 0.15   Red > 0.15   (per 1000)



##### 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 CORE+ and uses population data taken from the Office of National Statistics mid-year estimates.

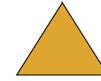
**Table 1: Custody Rate in Southampton and new YOT Family**



## Reducing Re-offending

### RAG Rating:

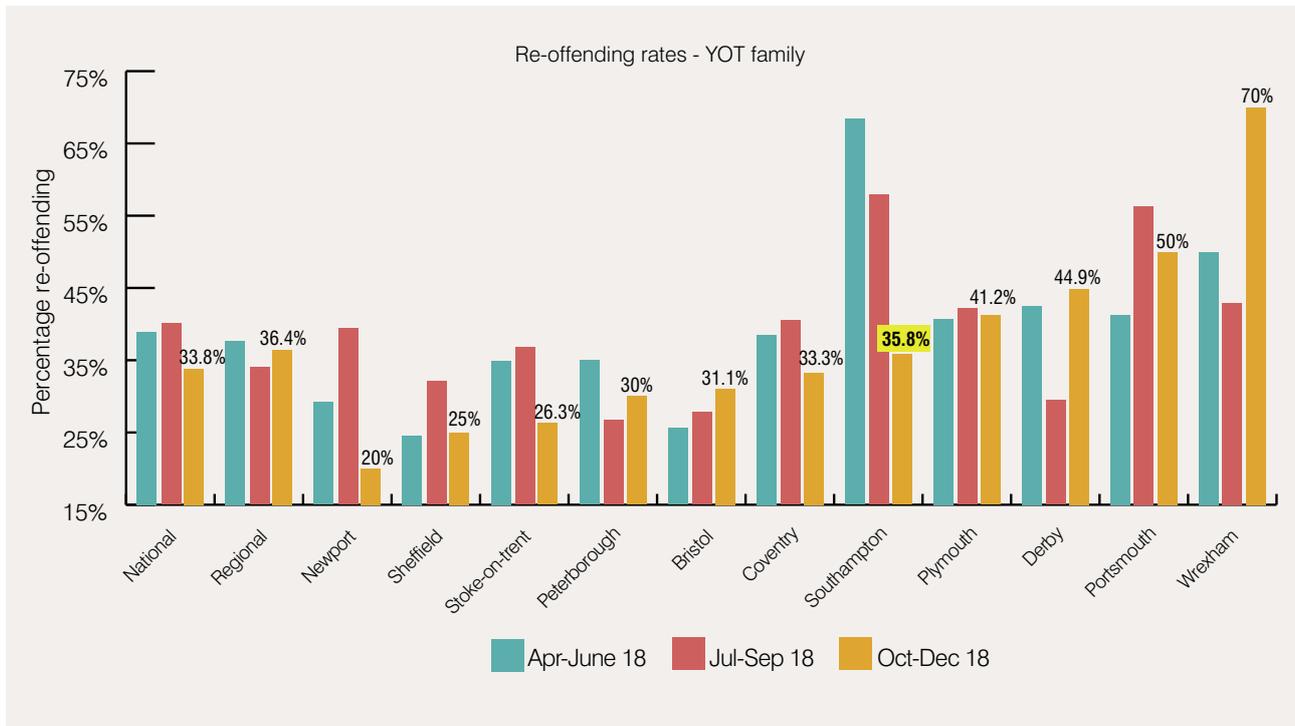
Green <35%    Amber <40%    Red >41%



### New methodology

The Ministry of Justice has changed the methodology for measuring reoffending. There has been a move to a three month cohort rather than a 12 month cohort. The cohort will still be tracked over 12 months. Changing from 12 month cohorts to the 3 month cohorts results in a greater proportion of prolific offenders and hence higher reoffending rates, though both measures show similar trends over time at a national level, though both measures show similar trends over time at a national level (see below). There is a greater variance at local level so the My YOT page shows the Annual reoffending rate.

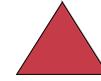
### Re-offending Rate in Southampton and new YOT Family



## First Time Entrants

### RAG Rating

Green < 200    Amber <300    Red >300    (per 100,000)

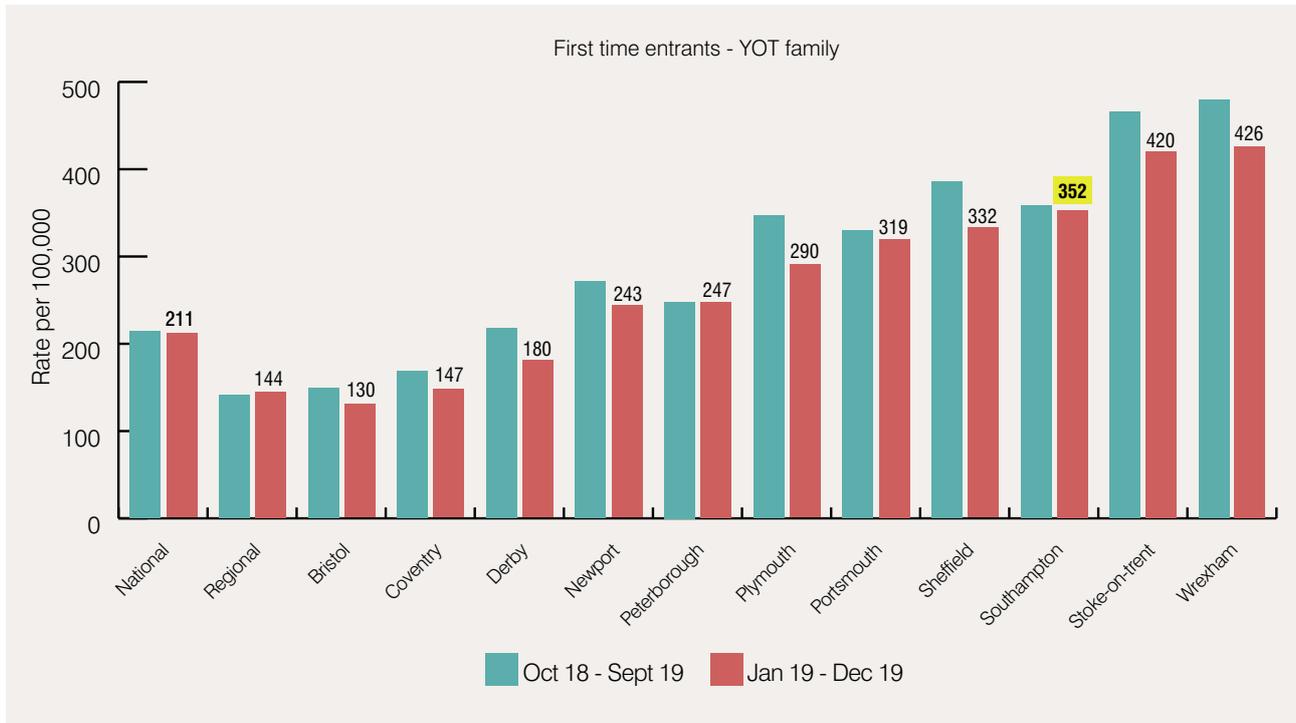


### Measure

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 mid-year estimates. The cohort represents young people who have received a first ‘substantive outcome’ in the period i.e. Youth Caution, court outcome.

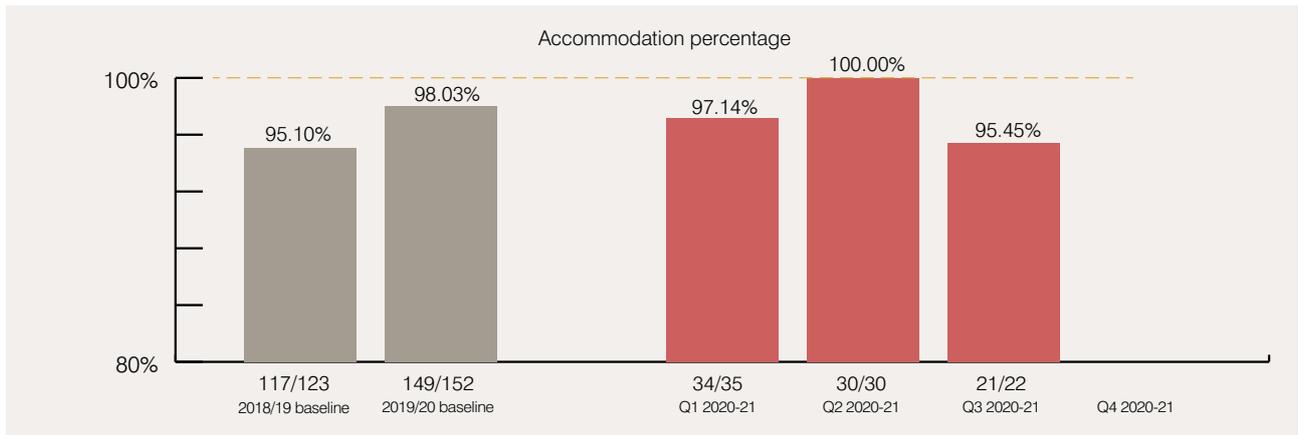
Note: Historical published FTE figures can change in later MOJ data releases due to delays in the criminal justice system and appeals, therefore all FTE data in this report is correct at the time of release.

**Table 3: First Time Entrants Rate in Southampton and new YOT Family**

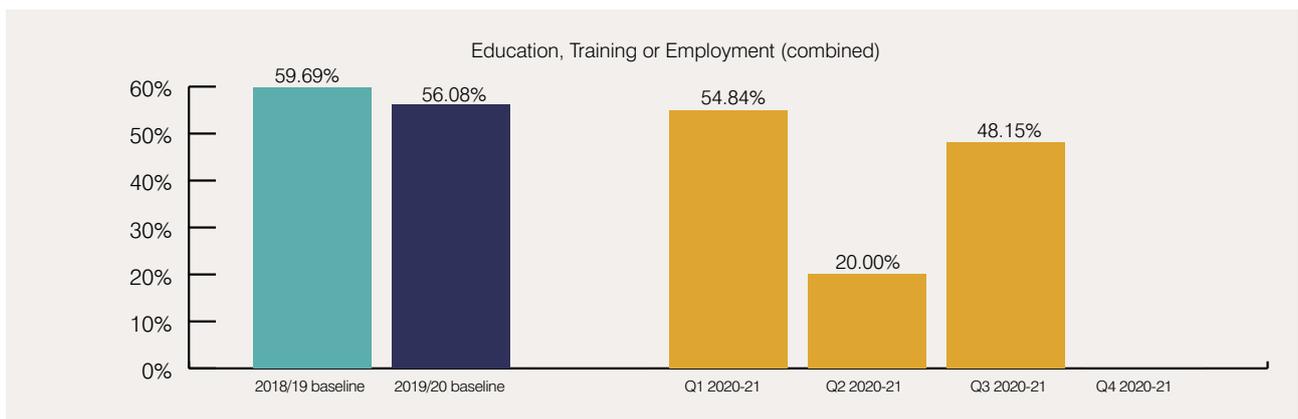
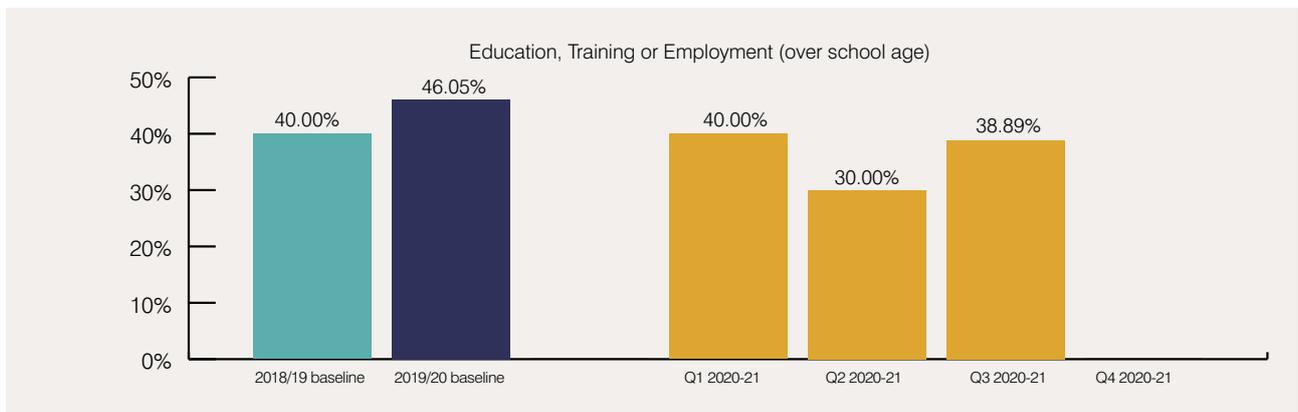
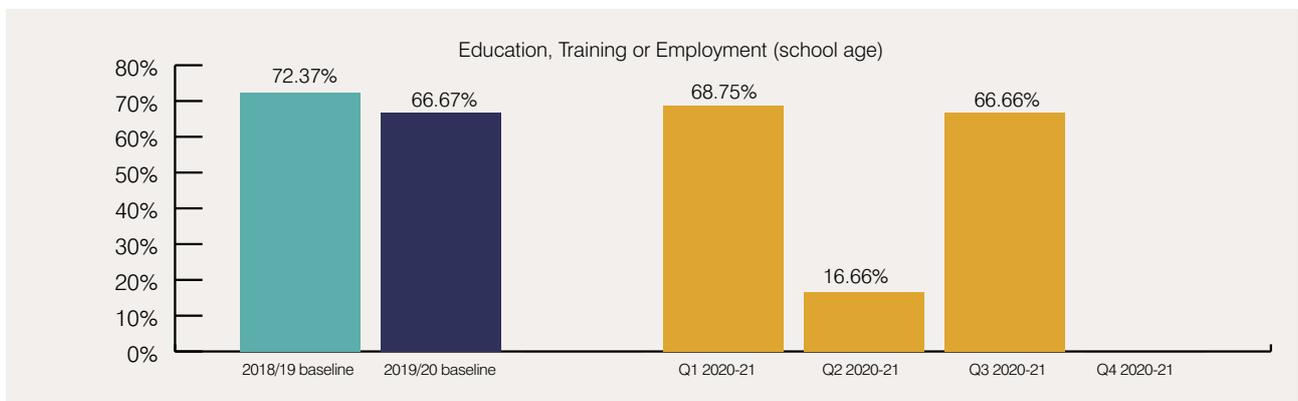


## Local Indicators

**Table 4: Accommodation Suitability**

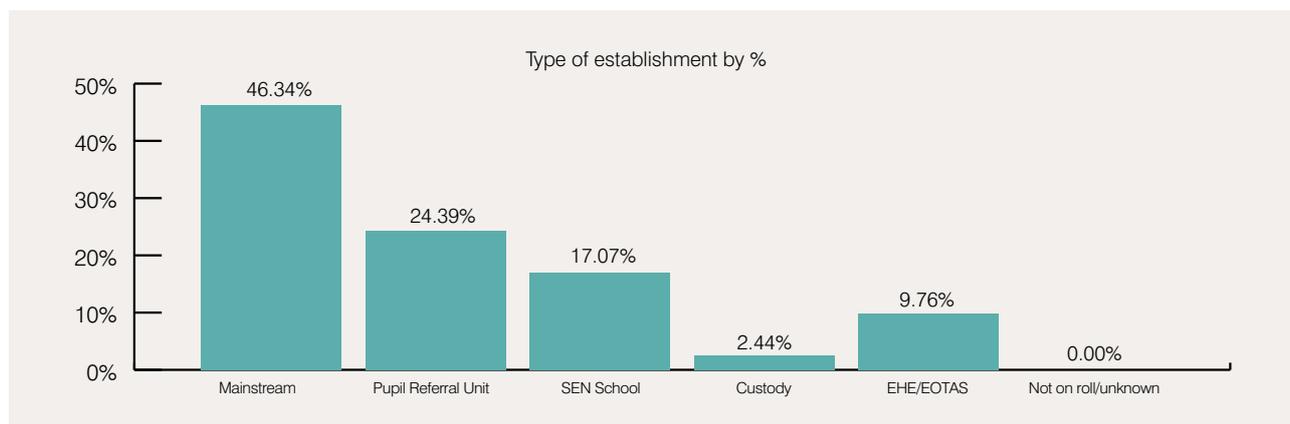


**Table 5: Engagement in Full Time Education, Training and Employment ETE (at end of disposal)**



## ETE for Active cases

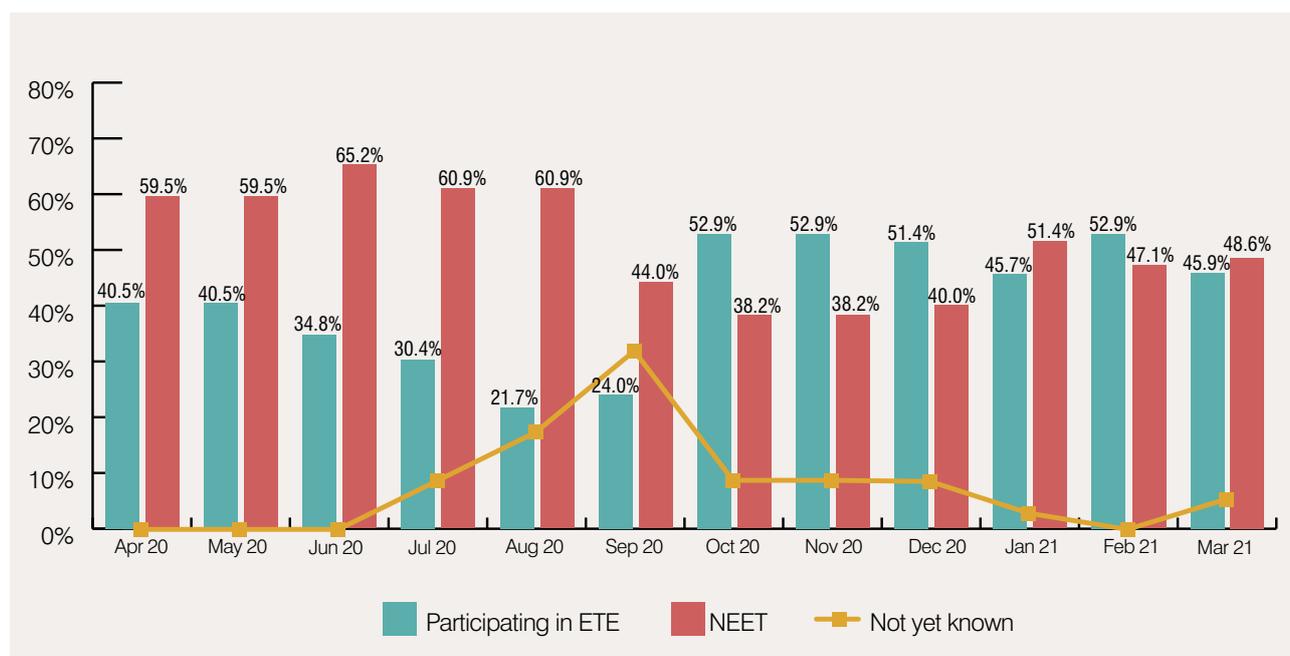
**Table 6a: School age active cases at end of March 2021 by type of school establishment.**



**Table 6b and 6c: Over school age active cases by type of Post-16 Participation**

	END OF MONTH											
	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Education	3	3	1	0	0	2	12	12	8	7	8	6
Training	8	8	3	3	2	2	3	3	6	5	5	6
Employment	2	2	3	3	3	2	1	1	1	2	2	2
Re-engagement	0	0	0	0	0	0	2	2	2	1	1	1
Custody	2	2	1	1	0	0	0	0	1	1	2	2
NEET	22	22	15	14	14	11	13	13	14	18	16	18
Not yet known	0	0	0	2	4	8	3	3	3	1	0	2
Total	37	37	23	23	23	25	34	34	35	35	34	37

## Post-16 participation



## Remands into Youth Detention Accommodation

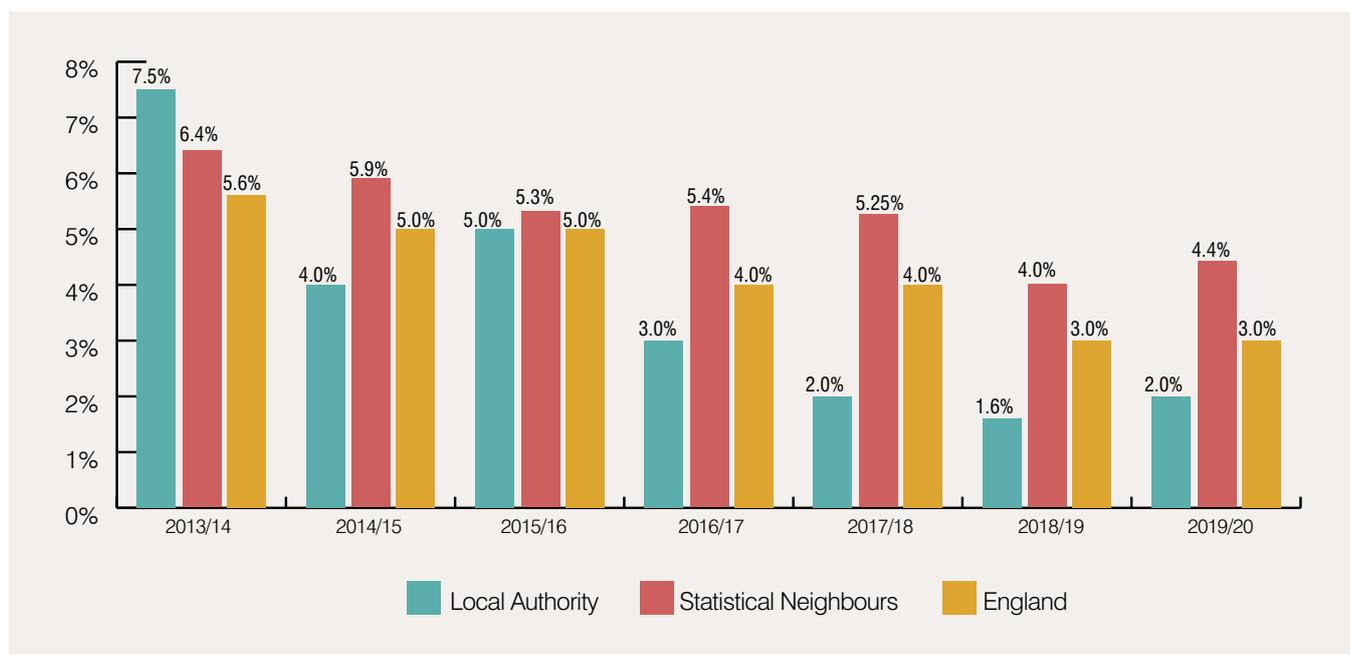
During Q1-Q3 of 2020/21, 2 young people on 2 occasions were remanded into Youth Detention Accommodation

**Table 7: Remand Spend in 2020/21 (Q1-Q3).**

April 2020 - March 2021	Placement	Cost per night (3)	Cost per night (£)	Total placement days 01/04/2020	Total placement days	Total cost of placements (£)
		From 01/04/2020	From			
	Secure Children's home	762		120	0	£91,440
	Secure Training Centre	453		0	0	£0
	YOU	321		100	0	£32,100
					Total	<b>£123,540</b>

## Children Looked After

**Table 8: Offending by Children Looked After**



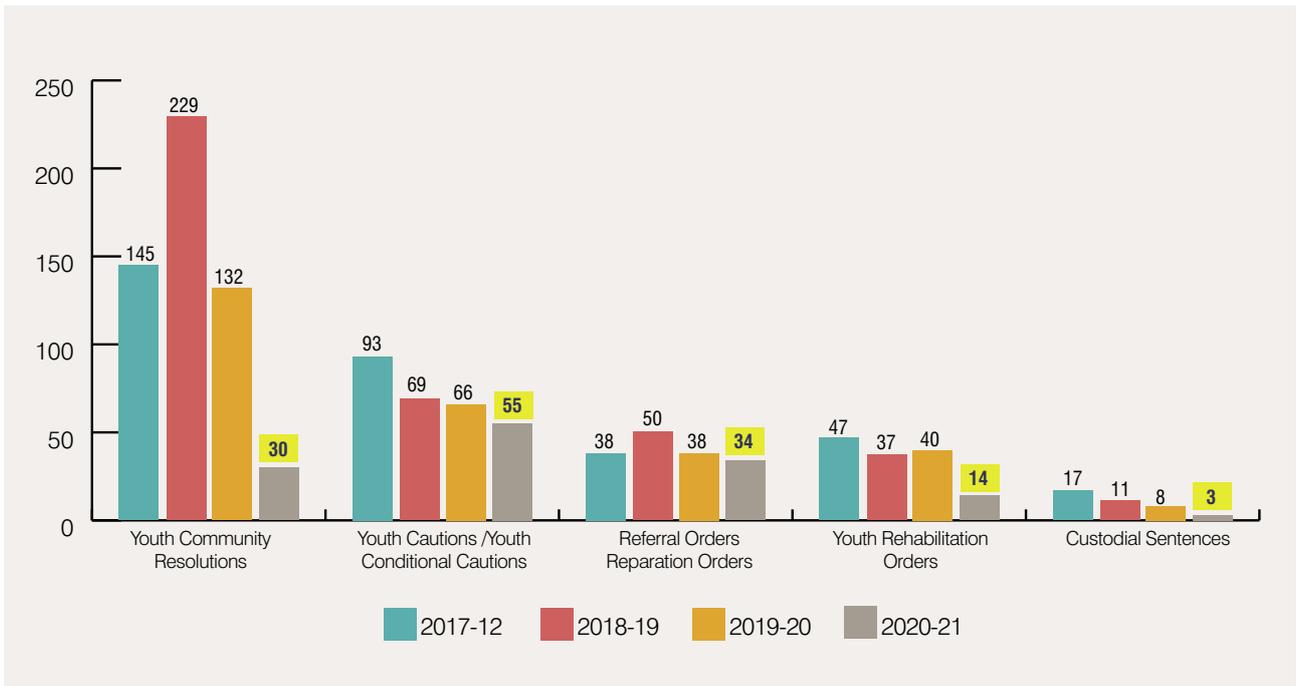
**Table 9: Southampton Youth Offending Service Disposals 2017-21**

Type of disposal	2017-18			2018-19		
	No of disposals	No of young people	Percentage of total disposals	No of disposals	No of young people	Percentage of total disposals
Youth Community Resolutions	145	121	42.6%	229	175	2
Youth Cautions/Youth Conditional Cautions	93	72	27.4%	69	49	2
Referral Orders/Reparation Orders	38	29	11.2%	50	39	0
Youth Rehabilitation Orders	47	27	13.8%	37	27	0
Custodial Sentences	17	12	5.0%	11	10	11
<b>Totals</b>	<b>340</b>	<b>261</b>	<b>100.0%</b>	<b>396</b>	<b>300</b>	<b>25</b>

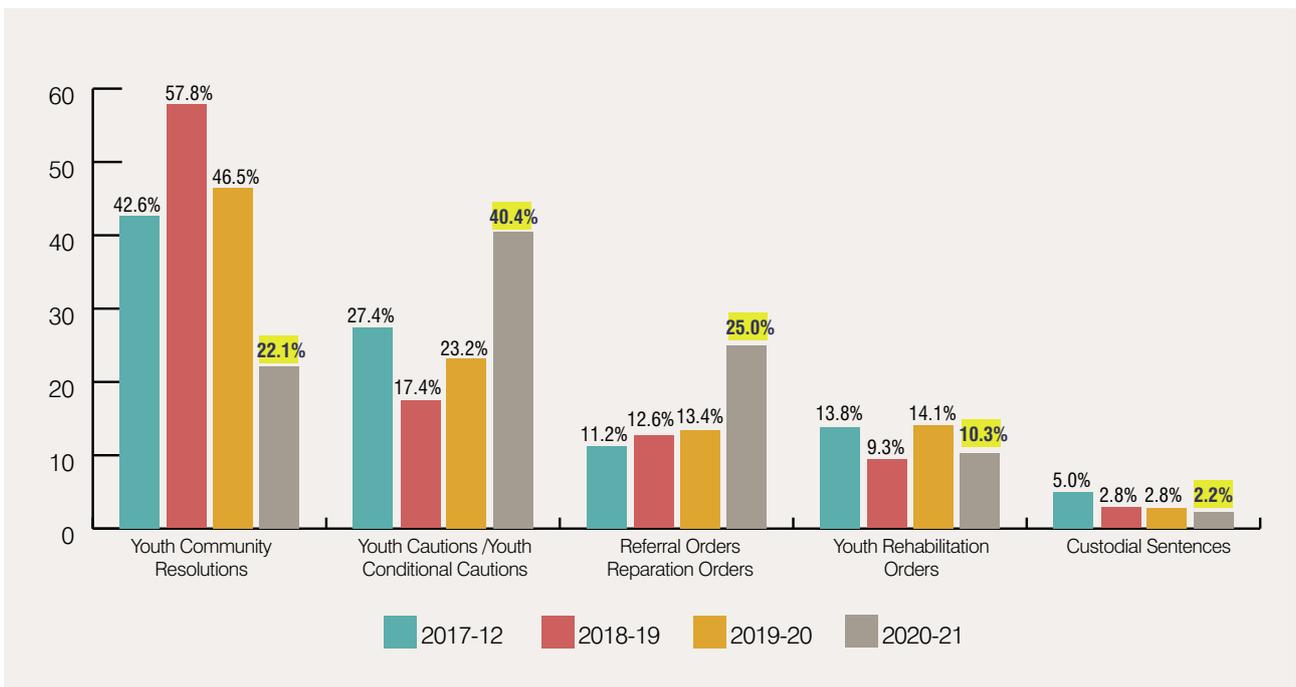
Type of disposal	2019-20			2020-21		
	No of disposals	No of young people	Percentage of total disposals	No of disposals	No of young people	Percentage of total disposals
Youth Community Resolutions	132	119	46.5%	30	29	22.1%
Youth Cautions/Youth Conditional Cautions	66	48	23.2%	55	49	40.4%
Referral Orders/Reparation Orders	38	34	13.4%	34	28	25.0%
Youth Rehabilitation Orders	40	23	14.1%	14	12	10.3%
Custodial Sentences	8	8	2.8%	3	3	2.2%
<b>Totals</b>	<b>284</b>	<b>232</b>	<b>100.0%</b>	<b>136</b>	<b>121</b>	<b>100.0%</b>



## Number of Disposals



## Number of Disposals



## Appendix 4:

### Re-offending Live Tracker Tool

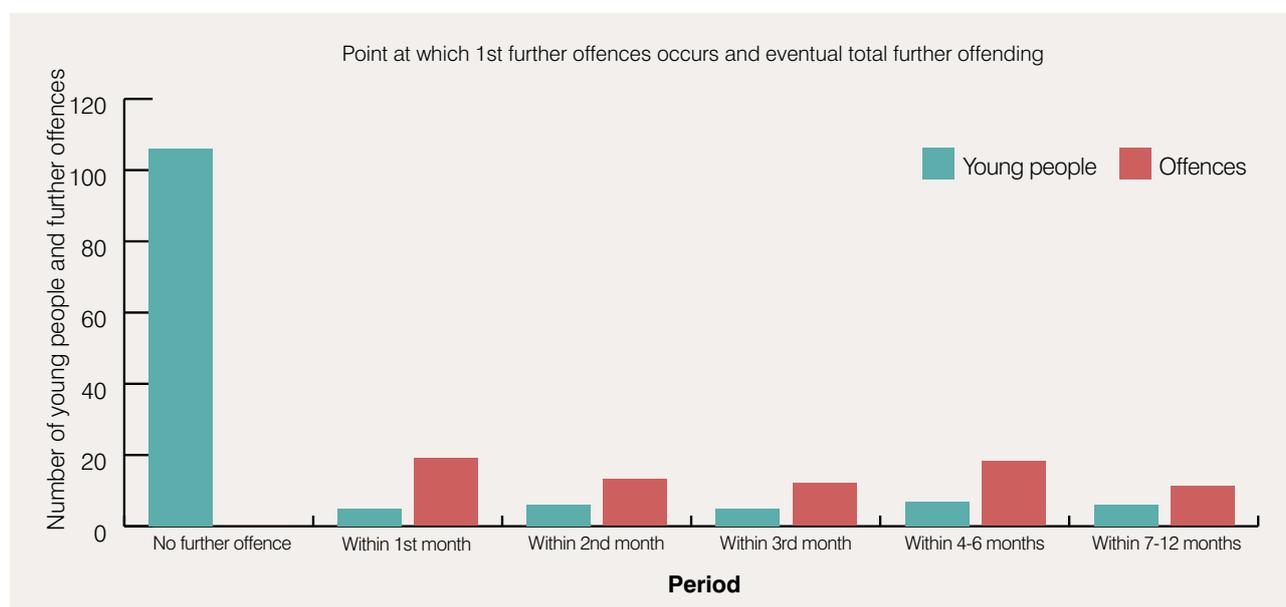
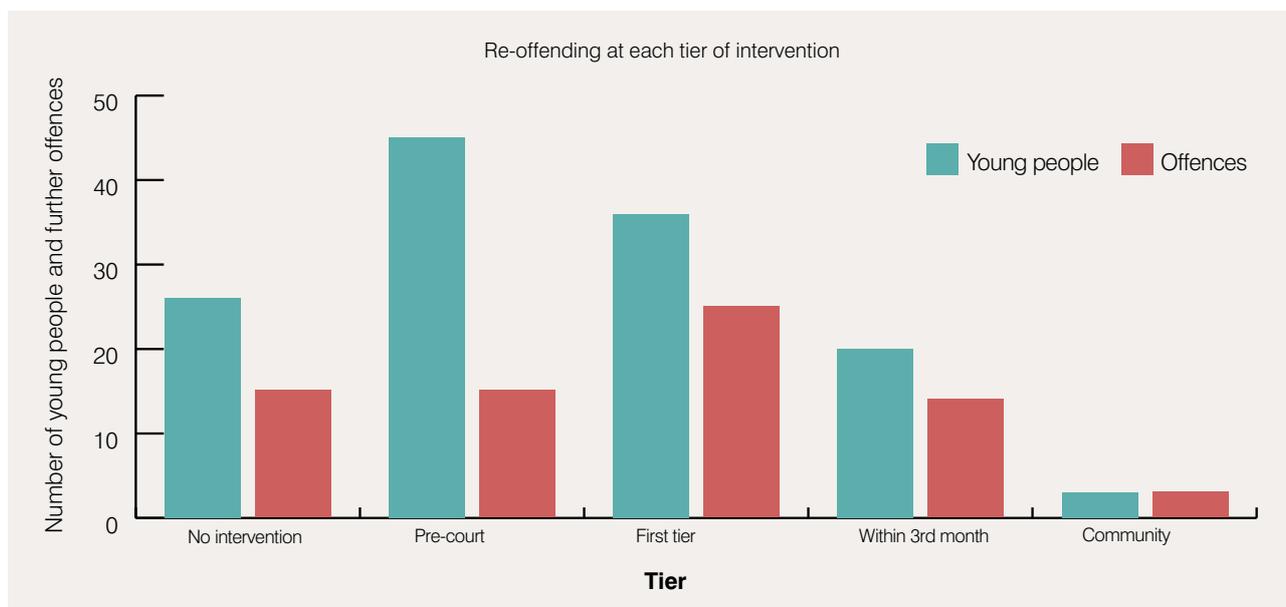
The live re-offending tracker performance is measured on those young people identified as having an outcome date from April 2019 to March 2020 and then looking at any re-offending behaviour over the following year.

The total cohort for the year was 135 young people (112 male and 23 female). The ethnicity breakdown for the whole cohort is 110 White, 14 Mixed, 3 Black, 5 Asian, 1 Chinese and 2 Unknown. There are 12 of the cohort who were LAC at the time of their disposal.

For the period of 01/04/2020 to 15/02/2021, 29 of the cohort have re-offended during the 12 months after their initial disposal (25 male and 4 female). The ethnicity of the re-offenders is 19 White, 6 Mixed, 1 Asian, 1 Chinese and 2 Black. 2 of the re-offenders were LAC at the time of their outcome.

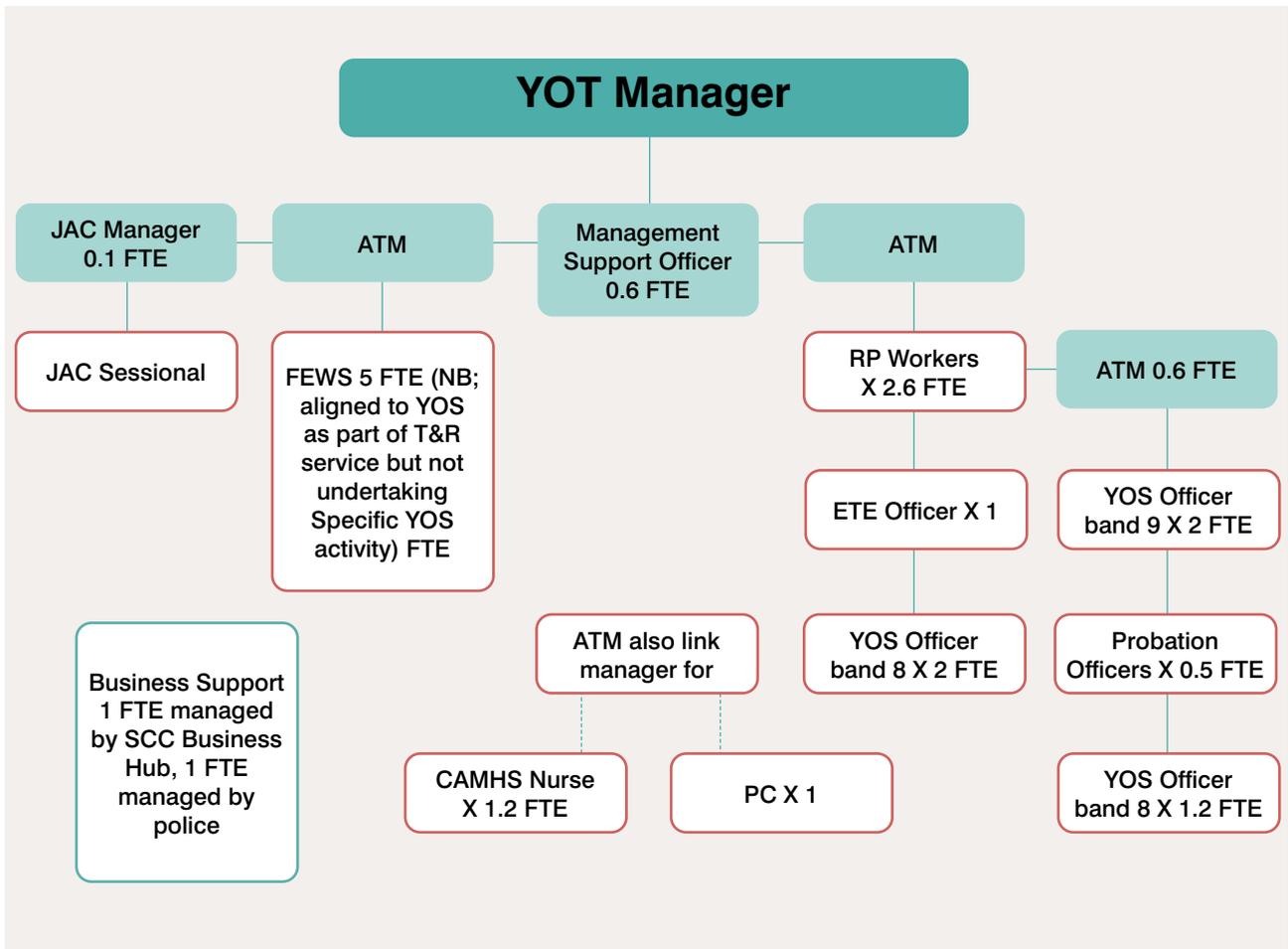
The 29 young people that re-offended committed a total of 72 re-offences. **4 young people committed 5 or more re-offences. These 4 young people accounted for 30.6% (22) of the total re-offences committed.**

**The overall binary re-offending rate at 15/02/2021 was 21.48%.**



# Appendix 5:

## (5A Structure Chart)



## Appendix 5b:

### Breakdown of gender and ethnicity of staff and Contract Type

(NB- The below is correct at time of writing and reflects roles within the structure on 1.4.19)

#### Staffing of YOS by Gender and Ethnicity

	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Volunteer	
	M	F	M	F	M	F	M	F	M	F	M	F
White British		1		1.6	3	11		1	1	2	1	5
White Irish												
Other White								1				
White and Black Caribbean												
White and Black African												
White and Asian												
Other mixed												
Indian												
Bangladeshi												
Any other ethnic group												

#### YOS Staffing Breakdown 2018-19

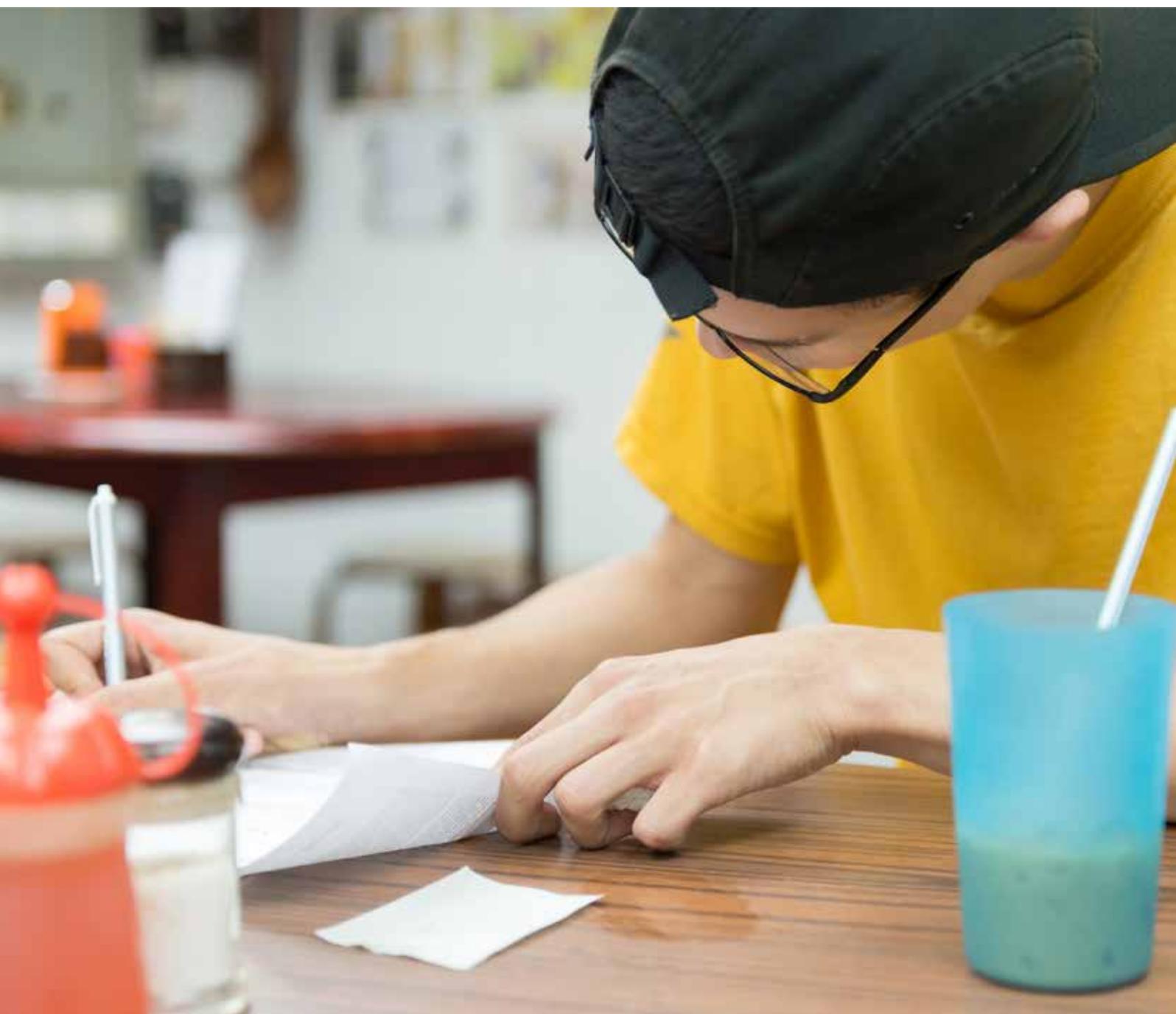
	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (PT)	Sessional	Volunteer
White British	1	0.6	1	2	6	1	1	2	6
White Irish									
Other White				0.5					
White and Black Caribbean					1		1		
White and Black African				1.2					

## Appendix 7:

### Junior Attendance Centre Programme

Date	14.00 / 15.00 Induction Assessment and enrolment For new starters.	14.00-15.00 or to 15.30 Class room based session, discussion and interaction with the group.	15.00 or 15.30 to 16.00 Life skills session. Practical and theory based. Cooking basic meals, incorporating healthy eating, and Budgeting skills.
04.01.20	Induction session	Victim awareness Reflection on actions and consequences	Life skills
18.01.20	Induction session	Substance misuse (Alcohol) (1) Safe limits / impact on the body and mental health.	Life skills
01.02.20	Induction session		Life skills
06.02.21	Induction session		Life skills
20.02.21	Induction session	Offending behaviour Antecedents Triggers for offending	Life skills
06.03.21	Induction session	Sexual health Relationships (respect)	Life skills
20.03.21	Induction session	Victim awareness Reflection on actions and consequences	Life skills
10.04.21	Induction session	Moving on (problem solving) Breaking the cycle of offending, and alternatives to offending.	Life skills
17.04.21	Induction session	Understanding Behaviour Styles Young people discuss their personality and behaviours.	Life skills
01.05.21	Induction session	Substance misuse (cannabis) (2) The law and the effects on the body and mental health.	Life skills
15.05.21	Induction session	Motor Offending, risks and consequences.	Life skills
29.05.21	Induction session	Radicalisation, challenging extremism	Life skills
12.06.21	Induction session	Mental health emotional wellbeing (PSHE Association)	Life skills
26.06.21	Induction session	Knife Crime (consequences) The law, and impact on the body, examples from A+E	Life skills
10.07.21	Induction session	Never Going Back (Youth Custody) Experiences from youth custody.	Life skills
24.07.21	Induction session	Substance misuse (class A) The law and effects on the body and mental health.	Life skills
07.08.21	Induction session	Healthy Living (physical health) Nutrition and exercise	Life skills
04.09.21	Induction session	Law and Order Crime and sentencing	Life skills
18.09.21	Induction session	Victim awareness Reflection on actions and consequences	Life skills
02.10.21	Induction session	Substance misuse (Alcohol) (1) Safe limits / effects on the body and mental health.	Life skills
16.10.21	Induction session	Sexual health Relationships (respect)	Life skills
30.10.21		Victim awareness Reflection on actions and consequences	Life skills

Date	14.00 / 15.00 Induction Assessment and enrolment For new starters.	14.00-15.00 or to 15.30 Class room based session, discussion and interaction with the group.	15.00 or 15.30 to 16.00 Life skills session. Practical and theory based. Cooking basic meals, incorporating healthy eating, and Budgeting skills.
13.11.21	Induction session	Employment, Writing a CV the jobs market. Further Education.	Life skills
27.11.21	Induction session	Knife Crime (consequences) The law, and impact on the body examples from A+E	Life skills
04.12.21	Induction session	Substance misuse (cannabis) (2) The law and the impact on the body.	Life skills
18.12.21	Induction session	Substance misuse (Alcohol) (1) Safe limits / impact on the body and mental health.	Life skills



## Appendix 8:

### 2021 Risk Register

#### SYOS Risk Register 2021

Risk Description	Impact	Risk Owner	Rating	Action Required	Action Owner
<p><b>National economic climate</b></p> <p>Austerity /impact of COVID 19 affecting all partners and their resilience to maintain delivery of services</p>	<p>Difficulty in maintaining existing levels of service delivery and having adaptability and capacity to tackle emerging trends and negative impact upon performance</p> <p>Continual change</p> <p>Ability to invest in technological advancement is reduced</p>	YOS Management Board	High	<p>Gap Analysis to take place in 21/22. Agencies represented at the Board need to provide clarity on resource and structure of respective agencies and potential impact for resourcing of the SYOS</p> <p>Forward plan review of annual budget setting exercise to fit in with quarterly Board meetings</p> <p>Robust QA and monitoring to ensure standards and performance are not impacted by changing service delivery priorities</p>	<p>YOS Management Board</p> <p>YOS Management Board</p> <p>YOS Manager</p>
<p><b>Conflicting structural and operational frameworks</b></p> <p>National &amp; local autonomy</p>	<p>Some partners are less able to operate innovatively and independently due to national constraints; impacting upon the ability of the Board to collectively deliver effective systems to maintain performance. Impact on our ability to tackle FTE rates</p>	YOS Management Board	Medium	<p>Continue to review Strategic engagement and decision making and evidence action taken to mitigate risks at quarterly Board. YOS Manager to oversee operational delivery. As above, gap analysis to support discussions.</p> <p>Continue to work collaboratively with police colleagues to support the progression of Diversion options for Hampshire forward</p> <p>Continue to work with NPS and the Board on resolving Probation vacancy</p>	<p>YOS Management Board</p> <p>Board and manager</p>
<p>Changes to caseload and emerging threats and demands</p> <p>Volume and nature of crime is changing</p>	<p>Change in profile of offending may require staff training and different/increased intervention provision to adequately cater for different needs. Emerging trends may therefore impact negatively upon performance as a consequence</p> <p>Seriousness of FTE is a concern and both the profile of staff skill set and number of staff with professional qualifications (2.5 fit) does not currently reflect complexity of child now being supervised.</p>	YOS Management Board	High	<p>Board focus in on Prevention and Diversion</p> <p>Department focus of redesign of services for vulnerable adolescents</p> <p>Bespoke workforce development planning to review training needs of staff</p> <p>YOS to engage with Safer City Partnership and Strategy Unit to develop a response to Serious Violence strategy</p> <p>YOS to engage with LSCB and Hampshire Constabulary to develop countywide, multi-agency approach to County Lines and Child Criminal Exploitation</p> <p>The YOS will link into possible funding opportunities areas of work to identify effective ways of tackling the current offending profile of children worked with</p> <p>Resource needs to be identified to assist the YOS in meeting its obligations in relation to the above.</p>	<p>YOS Management Board</p> <p>YOS Manager</p> <p>YOS Manager, SCC Strategy Unit, Southampton Safer City Partnership</p> <p>YOS Manager, LSCB, Hants Constabulary</p>

Risk Description	Impact	Risk Owner	Rating	Action Required	Action Owner
<b>The ongoing impact of COVID 19 on communities and on services ability to respond.</b>	Concern at the impact the pandemic has had on already disadvantaged communities and the difficulties over the last year to intervene and how this may impact on children's behaviour and increase safety and wellbeing and risks.	YOS Management Board	<b>High</b>	Continued focus on prevention and diversion options. Prevention to proactively tackle these concerns Diversion to give children options once they offend. Continued focus on ETE outcomes for the YOS and building links across education to support this agenda Continue to build on child first principle, trauma informed approaches. Relaunch art and culture programme	YOS management Board YOS Leadership team
Venue	Impact of ongoing venue difficulties on team morale, identity and providing an accessible service to YOS children.	YOS Management Board Direct of Children and Learning	<b>High</b>	YOS manager to continue to be part of discussions around adolescent offer and how that impacts on colocation of services. YOS manager to continue to attend meeting relevant to venue discussion YOS manager to continue to feed updates to chair of the board. Director of Children Services to continue to have YOS venue as a priority to resolve.	



