

Youth Justice Strategic Plan 2017-20



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Introduction

As in previous years, fair and effective youth justice is a key priority for the partners and agencies who work together on the Southampton Youth Offending Service Management Board. The means by which this priority will be achieved over the next three years between 2017 and 2020 will be laid out in this Strategic Plan.

The ever evolving Youth Justice landscape provides innumerable opportunities to develop good practice and build robust collaborative working relationships. Local innovation and models of service delivery are key and the change of management structure within the service in the last 12 months will bring increased impetus and fresh ideas. In addition, at a National Level the introduction of Asset+ has presented the opportunity to review practice and service delivery. Furthermore, the Taylor Review of Youth Justice, published in 2016 and the government's response to it, provides us with ability to explore how Southampton can work more effectively with the Youth Justice Board and central government to develop flexibility of intervention and improve youth justice services.

The strategies that will be employed to develop practice and service delivery will be articulated in this plan. Ultimately, our goal of improving outcomes for children living in the city will be achieved if children coming into contact with the service:

- Are both safe at home, as well as in their community.
- Live happy and healthy lives, with good levels of physical and mental wellbeing.
- Are resilient, engaged, prepared for the future and able to help themselves and each other to succeed.
- Have good levels of educational attainment, fulfil their potential and go on to successful opportunities in adulthood.

The Youth Offending Service will support this by:

- Developing and supporting restorative practices, both within the Service and with our partners as part of a larger Local Authority ambition to develop into a 'Restorative City'.
- Undertaking a whole family approach in our work, and focusing on prevention, inclusion and early help.
- Joining up services that offer support, proportionate to need.
- Addressing the impact of inequality via proactive integration with the city's strategies and polices to improve outcomes for children and their families.

On behalf of the management Board I am pleased to endorse the Southampton Youth Justice Strategic Plan for 2017-20 and look forward to another successful period of service development.

Hilary Brooks, Director of Children's Service, Southampton City Council

Section 1: Our Vision Purpose and Principles

Vision

Southampton Youth Offending Service is committed to contributing to a fair and effective Criminal Justice System, which will provide justice for victims and local communities, rehabilitation, punishment and positive opportunities for children and young people, and which also represents 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. To this end, we envisage the Youth Offending Service to be at the forefront of developing the city's ambitions as a Restorative City.

Purpose

Our purpose is to prevent young people offending via targeted early help support. If a young person is to be responded to within the Criminal Justice System, we will accurately assess and offer high quality interventions to reduce crime and to protect victims, in order to increase public safety in Southampton.

We will do this by:

- preventing offending;
- reducing re-offending;
- improving outcomes for young people;
- protecting the public from the harm that young people can cause to individuals, communities and the public;
- 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:

- Regard for the safety of the public as a priority.

- Provision of a fair and equitable service to children and young people who offend against the wider public, victims and staff.
- Respect for children who offend, as children first and foremost.
- 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.

Section 2: Progress against our 2014-2017 Priorities

When the Service's priorities were set for the three year 2014-17 Strategic Plan, Southampton's performance was poor when compared with Comparator Youth Offending Teams. The Service ranked 10th out of 10 for First Time Entry Rates, 10th out of 10 for re-offending rates and 5th out of 10 for custody rates. As a consequence a set of robust priorities were set to tackle this lowly ranking:

- Strong performance and resilient service delivery;
- Delivery of high quality work;
- Supporting victims through restorative practice;
- Ensuring that service users are central to youth justice development.

By the time of the annual Strategic Plan review in 2016, progress had been made by the Service in driving up performance and the priorities for the last year have been a focus on:

- Reducing youth crime;
- Reducing First Time Entrants into the youth justice system;
- Reducing re-offending;
- Reducing custody.

Full details of performance over the last 12 months can be found in Appendix 1. The below section details how the Service performed in relation to tackling the key actions identified in the 2016 review.

Reducing Youth Crime

- *Develop relationships with schools and continue to innovate in house resources such as the accredited arts provision:* The service was moved across to Education in 2016 and this has created strong links into schools and further education settings, restorative practices and joint working arrangements. The Service's Education Pathway was reviewed by the YOS Manager in 2016/17.

In addition, the YOS Manager now sits on the Management Committee of the local Pupil Referral Unit. A deterioration in NEET performance over the course of the year is suggestive of a need to further review the Service strategy in this area. More positively, the Accredited Arts Provision has thrived and in February 2017 young people put on a hugely successful exhibition at the Tate Modern attended by a record crowd.

- *Work in partnership with voluntary sector to ensure more effective matching of resources against need:* Quarterly meetings with partners (i.e. Princes Trust, Wheatsheaf Trust) are timetabled which facilitate 'real time' problem solving and strategic interaction as a response to the reviewing of performance trends.
- *Develop systems to actively involve young people and parents in service delivery and design:* Regular 'Have your Say' meetings took place with young people during school holidays, in conjunction with the completion of HMIP Viewpoint Questionnaires to develop an understanding of Service User need (further details can be found in Service User section of this plan).

Reducing First Time Entrants to the Youth Justice System

- *Ensure protocols work effectively so that Looked After Children are treated as a priority group:* The YOS Team manager and Police District Commander attend the Southampton Corporate Parenting Board in November 2016 to report on progress against the action plan to improve outcomes for looked after children at risk of offending. Analysis of data from 2016/17 data suggested a reduction in the percentage of Looked After Children in the offending cohort in the first 3 quarters of the year but an increase in the final quarter, suggestive that rigorous oversight of strategies to intervene with this priority group is still a necessity.
- *Create a Restorative Network in schools to help young people learn how to effectively resolve conflict:* 14 schools are now actively participating in the network, with 6 due to join before the end of the year. Quarterly meetings are well attended and a Restorative Practice Action Plan is in place to further develop the network and links with other agencies and services.
- *Implement outcomes from the Ending Gang and Youth Violence Peer Review:* The YOS Manager devised and implemented an action plan emanating from the peer review, including the development of a County Lines Service Level Agreement with Lewisham. Performance data for the last 12 months, albeit one which involves a small cohort of young people, is not suggestive that there has been a significant decline in arrest or charge and so a review of the Service's strategy going forward will be required.

Reducing Re-Offending

- *Use the real time re-offending tracking tool and effectively respond to the data gathered:* Data is reviewed by the management team on a monthly basis and trends in re-offending are reviewed and addressed. The long term trends identified by the Service's data analyst (Appendix 2) will form the basis for some key actions going forward from 2017-20.
- *Undertake analysis of suitability of accommodation for young offenders at point of release:* Review of data over the course of the year suggests no significant concerns in relation to suitability of release addresses; indicating the efficacy of the multi-agency Resettlement Agreement which is due for review in 2017/18.
- *Restorative Justice Interventions to become a core component of every young person's intervention plan:* 96% of victims were offered the opportunity to participate in restorative justice in 2016/17 compared with 89.5% in 2015/16. However, only 9.3% of victims engaged with the service. The challenge for the YOS is to increase this participation and where not feasible to ensure that victim awareness intervention is prioritised.

Reducing Custody

- *Continue to engage with the West Hampshire Youth Bench to ensure other restorative routes are considered:* The Deferred Sentence Pilot was embraced by the Court and is now fully embedded as the local approach to sentencing. The decline in both rate and numbers of custody usage in 2016/17 is suggestive that local approaches are contributing to some degree of success.
- *Deliver high quality assessments and interventions through the successful implementation of the new assessment framework Asset Plus:* The framework is now fully embedded within the team, though as many other services have discovered since implementation, the particular attention to detail required by practitioners in completing the tool has meant that robust Quality Assurance and management oversight has been key. This scrutiny will need to be replicated in the next 12 months to ensure standards are maintained.
- *Help Young People Understand their interventions through 'my plan' tool:* Deficits in intervention planning have been identified by the incoming YOS Manager and will require further action in the next 12 months to increase levels of performance.

The Partnership's Response to Inspection Reports Published in the last 12 months:

- A condition of the YJB Grant is that the Youth Justice Strategic Plan also provides an overview of the partnership's response to Inspection Reports published between April 2016 and March 2017.

Desistance and Young People (May 2016):

- The previous YOS Manager initiated a review of the local Enabling Compliance Strategy and this will be completed during the course of 2017.

Referral Orders – Do they achieve their potential? (July 2016):

- The findings of this inspection were not discussed at the YOS Management Board and will be reviewed during the course of 2017.

Inspection into the accommodation of homeless 16 and 17 year old children working with YOTs (September 2016):

- Recommendations that the YOT Management Board Chairs scrutinise relevant data and hold partners to account are addressed at quarterly Management Board meetings where accommodation suitability is scrutinised as a local performance indicator.
- In addition, the following recommendations were made to the Management Board in November 2016:
 1. Children's Services engagement with the Integrated Commissioning Unit, to agree:
 - The circulation of a joint working document to all relevant operational staff.
 - The future commissioning specification; specifically the support needs of 16 and 17 year olds.
 2. A detailed annual review of accommodation provision for young people in the local youth justice system at the YOS Management Board:
 - This briefing can be built into the annual work schedule and relevant children's services and housing managers should attend.
 - The briefing would cover a more sophisticated data set and selected case studies to test out: YOS involvement in assessment of need and planning, the partnership response to cases where suitable accommodation cannot be readily secured and the rigour in which appropriate placements are identified (with evidence of escalation and oversight).
 - Feedback could be given to the Local Safeguarding Children's Board as part of the YOS section 11 submission.
 3. Pro-active focus on the small number of children whose criminal behaviour makes placement difficult. This could include revising the format of the YOS

resettlement meeting to enable discussion about young people at risk of losing their accommodation in the community.

Hampshire Joint Targeted Area Inspection of multi-agency response to abuse and neglect (February 2017):

- Whilst this particular inspection focussed on a different local authority, the geographical proximity means that the partnership have been reviewing the strengths and areas for development identified. In Southampton from a YOS perspective, the identification of the need for targeted intervention with children and families at risk and the need for effective transition to adult services has been reviewed and it is hoped is fully reflected in intervention planning.

Section 3: Service Priorities 2017-20

Fig1: Service Priorities 2017-20

Priorities	Key Actions	Lead Agency	Lead Partners	How we will measure success between now and 2020?
Reduce youth crime	Work with partners to respond to recommendations arising from the 2016 National Review of Youth Justice to improve education and economic outcomes.	Youth Offending Service Management Board	Southampton City Council/National Probation Service/ Hampshire Constabulary/ Southampton Clinical Commissioning Group	Youth Justice Strategic Plan integrates with partner strategies and arrangements to offer a coherent and robust response to the national review of youth justice and subsequent direction of travel for the Youth Justice System
	Work with schools and education providers to ensure children who are at risk of offending have access to appropriate and high quality education provision.	Youth Offending Service	Education and Early Years' Service/ Skills and Development/Schools	Improved educational attainment at key stages for young people who offend
	Continue to develop a co-ordinated approach with Education Welfare, Families Matter and	Youth Offending Service Management Board	Education and Early Years' Service/ Skills and Development/Schools /John Hansard Gallery/ Wheatsheaf Trust	Gaining Platinum 'Artsmark' standard for our arts provision. Increase education, training and

Priorities	Key Actions	Lead Agency	Lead Partners	How we will measure success between now and 2020?
	schools to improve the attendance of children who offend.			employment engagement by 10% for young people who offend.
	Continue to implement the recommendations of the Health Needs of Young Offenders report to achieve the stated outcomes and new models of delivery, by encouraging partners to commit resource.	Youth Offending Service Management Board	Southampton Clinical Commissioning Group/ Solent Health Trust/ Education and Early Years' Service	Increase the % of young people who are accessing health support appropriate to their needs.
	Continue to participate in the Youth Justice Board's Special Educational Needs and Disabilities (SEND) project with partners to develop best practice for working with children with SEND.	Youth Offending Service	Youth Offending Service / Families Matter / Schools	Improvements in service delivery for young people who offend with SEND
	Develop and enhance Quality Assurance and Audit arrangements within the team by the introduction of peer auditing and referencing activity to wider stakeholder planning (ie EHCPs, Early Help Assessments etc)	Youth Offending Service/SCC Quality Assurance Service Manager	Youth Offending Service/SCC Quality Assurance Service Manager	Increased number of audits indicating work is of an excellent standard across a range of different auditing activities
Reduce first time entrants to the youth justice system	Review the Southampton Joint Decision Making Panel following feedback from August 2017	Youth Offending Service	Hampshire Constabulary/NHS Liaison and Diversion Service/ Families Matters	Reduction in first time entrants to Youth Justice System.

Priorities	Key Actions	Lead Agency	Lead Partners	How we will measure success between now and 2020?
	HMIP Thematic Inspection to ensure that youth diversion arrangements continue to be robust.			
	Contribute to the Southampton Gateway Project, to extend the benefits of diversion and out of court disposals for young adults (18 to 24).	Hampshire Constabulary	Youth Offending Service/Hampshire Constabulary/ Families Matters	Reduced offending/re-offending rates of young people aged 18 to 24 year olds who have benefited from an out of court disposal.
	Work collaboratively with Pathways, Looked After Children's Team and Virtual School Head to improve offending and re-offending outcomes for Looked After Children in Southampton.	Youth Offending Service/Children's Social Care	Youth Offending Service/Children's Social Care	Reduce the number of Looked After Children entering the criminal justice system.
	Contribute to the city's ambition to become a Restorative City by further developing restorative practice in schools and with other partners; in order to provide innovative, outcome focussed opportunities for children.	Education and early years' service	Youth Offending Service / Families Matter / Schools	Increase the number of schools working with Youth Offending Service. Decrease the number of young people who feel bullying is a major issue for the city.
	Sell high quality training, rooted in areas of Youth Offending Service expertise; particularly Restorative Practice.	Education and early years' service	Youth Offending Service	Generate income to support the sustainability and growth of local youth justice provision

Priorities	Key Actions	Lead Agency	Lead Partners	How we will measure success between now and 2020?
	Extend the reach of our arts project and restorative practice offer to benefit more young people and to develop Southampton YOS as a national exemplar of good practice.	Youth Offending Service	John Hansard Gallery/Restorative Practice Council	Gaining Platinum 'Artsmark' standard for our arts provision. Utilisation of Gold Restorative Justice Council Accreditation (Training Providers Quality Mark).
Reduce custody	Continue to work with the West Hampshire Youth Bench to identify and implement alternative approaches to youth custody via deferred sentence strategy.	Youth Offending Service Management Board	West Hampshire Youth Bench	Reduce custody rates by 20%.
	Participate in the South East Region Resettlement Forum to improve outcomes for young people leaving custody.	Youth Offending Service	No Limits Next Steps	Next Steps support is offered to all relevant custody leavers who are eligible for entry onto the programme
Reduce reoffending	Ensure that resources are targeted at the most prolific young offenders and those at risk of involvement in serious youth crime by reviewing the Priority Young People scheme with partners.	Youth Offending Service Management Board	Hampshire Constabulary/Community Safety Team	Maintain a low re-offending rate. Decrease in serious youth crime and drug distribution. Decrease in violent re-offending
	Specific focussed management support with practitioners to deliver high quality, integrated intervention planning and co-ordinated step down planning when children exit	Youth Offending Service	Youth Offending Service	All plans quality assured by management team achieve rating of 'good'

Priorities	Key Actions	Lead Agency	Lead Partners	How we will measure success between now and 2020?
	the service			
	Develop the case formulation approach to manage the risks and needs of those young people at most risk of re-offending.	Youth Offending Service	Southampton Children and Adolescent Mental Health Service	All Priority Young People will be subject to a case formulation approach.
	Deliver action plan to improve offending and re-offending outcomes for Looked After Children in Southampton.	Youth Offending Service Management Board	Hampshire Constabulary/ Children and Families Service	Increase the use of restorative interventions with Looked After Children.

Section 4: Contribution to Partner Strategies and Priorities

Partnership working is at the heart of the success of the Youth Justice System in Southampton. Fig 2 below summarises the priorities laid out within this plan for the next three years and identifies the interdependence of these priorities with those of partners involved in the service delivery of a) interventions to safeguard and protect the young people of the city who are open to the Youth Offending Service and b) interventions directed to protect people within the broader population who may be at risk from offending behaviour.

Fig.2: Local priorities and partner strategies



Section 5: Service User Perspectives

During the course of 2016-17 young people undertook HMIP Viewpoint Questionnaires and attended “Have Your Say” meetings with the YOS Management Team in order to provide their perspective on service delivery.

Viewpoint Data from 2016-17 indicates the following strengths in YOS Service Delivery from those who participated in the survey:

- 100% of children had enough say about what went into Referral Order Contracts.
- 100% of children had enough say in what went into supervision and sentence plans.
- 96% of children said someone at YOS asked them to explain what they thought would help prevent re-offending.
- 100% of children said YOS helped them feel safer.
- 80% of children who said they needed help with strange thought said things got better after YOS intervention.
- 92% of children said YOS made them realise change was possible.
- 89% of children felt they were less likely to offend.
- 100% of children felt the service given by YOS was good.

Areas for development include:

- 50% of children who spoke English as a second language were asked what language they wanted to use in sessions.
- 20% of children felt external factors made it harder for them to engage.
- 33% of children felt their Education, Training and Employment opportunities had not increased once intervention was complete.
- 35% felt the Viewpoint survey itself could be improved.

In lieu of this last statement, and in lieu of fact that quantitative data does not always give the full picture, SYOS Have Your Say sessions will be developed during 2017-20 along with a review and refresh of the Service User Engagement policy, in conjunction with input from Southampton City Council’s ‘Children’s and Families Participation Officer’. The strategy to engage children will need to incorporate a strand which focuses also on parents and carers.

In addition to this, all victims engaged in restorative processes with the YOS are sent a Survey Monkey Link or a paper questionnaire at the end of intervention in order to provide feedback. Responses to these surveys are not high and there is need therefore for the YOS Service User Engagement policy to focus also upon increasing victim engagement in developing effective models of service delivery.

Section 6: Risks to Future Delivery

Risk Description	Impact	Risk Owner	Rating	Action Required	Action Owner
<p>National economic climate</p> <p>Austerity affecting all partners and their resilience to maintain delivery of services</p>	<p>Difficulty in maintaining existing levels of service delivery 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>Review and implementation of service delivery model as part of SCC Phase 3 restructure</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>SCC</p> <p>YOS Management Board</p> <p>YOS Manager</p>
<p>Conflicting structural and operational frameworks</p> <p>National & 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</p>	YOS Management Board	Medium	<p>YOS Manager to co-ordinate partnership approach to delivering flexible and adaptable youth justice intervention as prescribed in the Taylor Review of Youth Justice</p>	YOS Manager
<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>	YOS Management Board	Medium	<p>Resources to be directed into Prevention and Early Help Work</p> <p>Bespoke planning and interventions devised for specific trends (ie radicalisation, knife crime etc.)</p>	<p>YOS Management Board</p> <p>YOS Manager</p>

Section 7: Structure and Governance

The Youth Offending Service is a statutory service, positioned within Children's Services, Southampton City Council. Under Phase 3 of the Local Authority Restructure proposals, the team will be based within Integrated and Specialist Services (see appendix 3).

The Service is multi-disciplinary with each statutory partner contributing staff and/or money. Currently there are 14 full time posts and 8 part time posts; compared with 18 full time and 8 part time posts identified in 2014. Youth Offending Service Officers are seconded from Southampton City Council and Hampshire Probation Trust. Specialist workers include a seconded police officer, a personal advisor, and health and substance misuse workers.

Southampton Youth Offending Service management board is chaired by the Service Lead for Integrated and Specialist Services. Statutory partners are represented by senior officers of Southampton City Council, Southampton Primary Care Trust, Hampshire Constabulary and Hampshire Probation Trust. In 2014, the statutory partners signed a joint working agreement to support effective governance; this will be reviewed during the period of the 2017-20 Strategic Plan. In addition, the management board includes representation from Housing, Community Safety and the Courts on an ad-hoc or permanent basis as mutually agreed. The management board is linked to the relevant local authorities including Children's Trust arrangements, Local Safeguarding Children's Board, Local Criminal Justice Board and Safe City Partnership.

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

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

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

Section 8: Resources and Value for Money

The estimated budget for 2017/18 is noted below:

Fig 6 Estimated 17/18 budget

Contributions	Estimated Expenditure		
	£		£
SCC	557,300	Staffing	576,300
Police & OPCC	63,500	Accommodation	26,100
Probation	37,000	Overheads	264,200
Health	19,000	Equipment	600
Youth Justice Grant	187,700	Total Estimated Expenditure	867,200
Junior Attendance Centre Grant	28,500		
Carry forward from 2016/17	44,800		
Estimated contributions for 2017/18	937,800	Estimated Variance	70,600

Whilst there would appear to be a positive estimated variance, a number of potential spends such as the commissioning of a new Case Management System factors are still to be factored into financial calculations and so expenditure is likely to increase. For example, remand costs for the first quarter of 2017-18 have already exceeded the total spend for the whole of 2016-17. The result of this is potential significant pressure and burdens placed upon the Local Authority and so at this stage it should not be assumed that there are significant additional resources readily available.

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. Details of this can be found in Appendix 3.

Appendix 1 2016-17 Performance

Summary:

This section summarises service performance against national and local performance indicators during 2016/17. Data for the national performance indicators is from the most recent available period.

Performance against National Indicators:

Reducing Custody

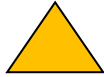
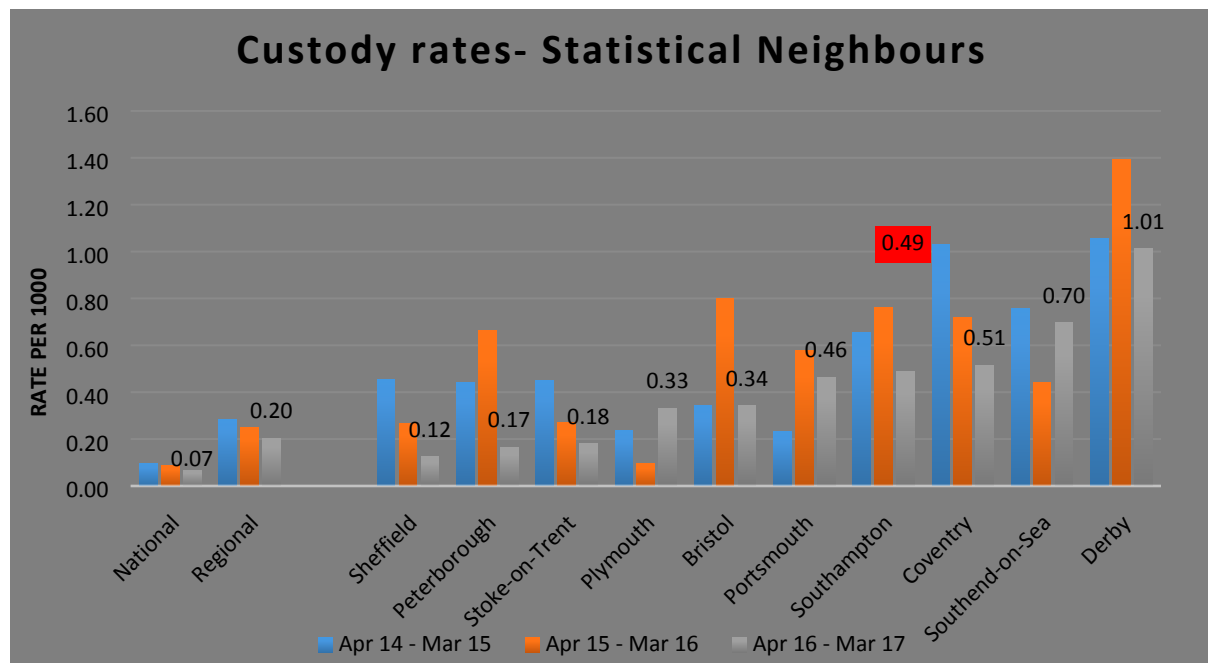
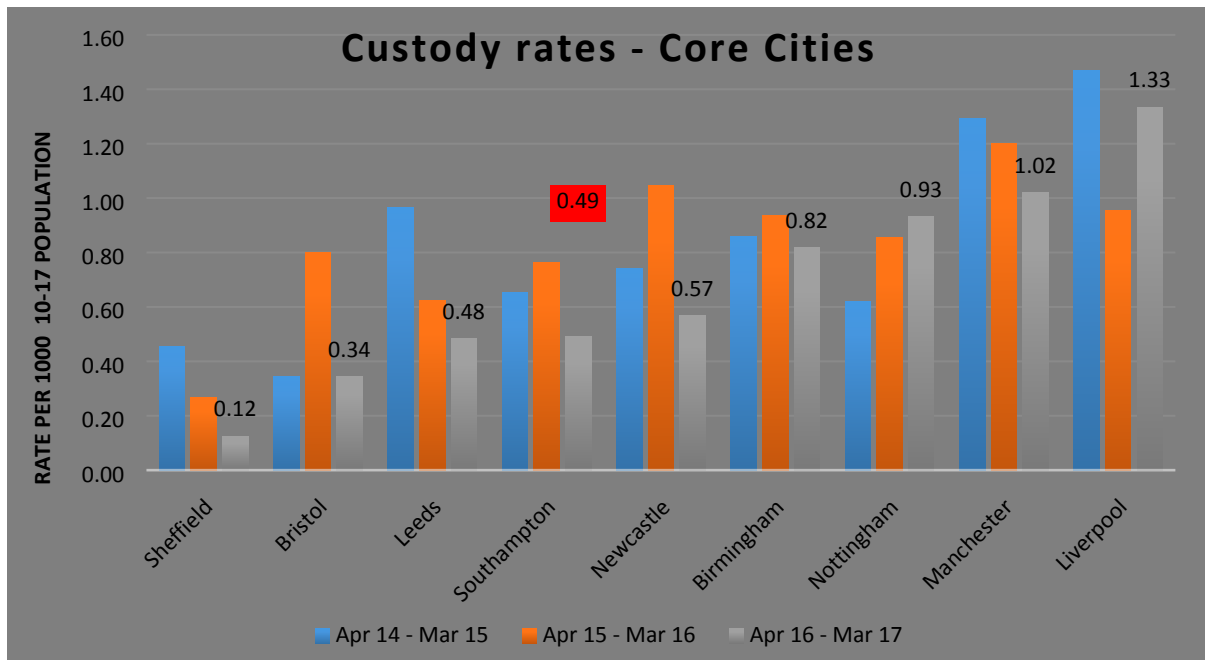
<p><u>RAG Rating for 2016/17</u></p> <p>Green < 0.47 Amber < 0.90 Red > 0.90 (per 1000)</p>	
<p><u>Measure</u></p> <p>This indicator measures the number of custodial sentences given to young people per 1,000 young people (10 to 17 years) in the locality. It is drawn from Child View and uses population data taken from the Office of National Statistics midyear estimates.</p>	

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





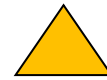
Whilst custody rates have been on a downward trajectory for the past three years, the reductions have not been significant enough to place Southampton on a par with National and Regional averages and the YOS still sits in the bottom half of Comparator YOTs- though compares relatively favourably with data from core cities. In order to address the high custody rates the YOS, in conjunction with the local Youth Bench, Hampshire YOS and HMCTS, a deferred sentence strategy was introduced with a view to a planned deferment of sentencing for young people at risk of custody in order to ensure all avenues of support and intervention have been tried. It is too early (and too few cases have been sentenced within the framework) to give any meaningful feedback as to the success of the strategy thus far but this will continue to be utilised for all appropriate sentencing events.

The custody performance improvement target for 2014 – 17 was to be *better than* the national average. This aspiration was missed by quite a considerable distance. A more realistic target for 2017-20 would be *to be better than the regional average and to be positioned as one of the top three YOs in the group of 10 statistical comparator YOTs*.

Reducing Re-offending

RAG Rating:

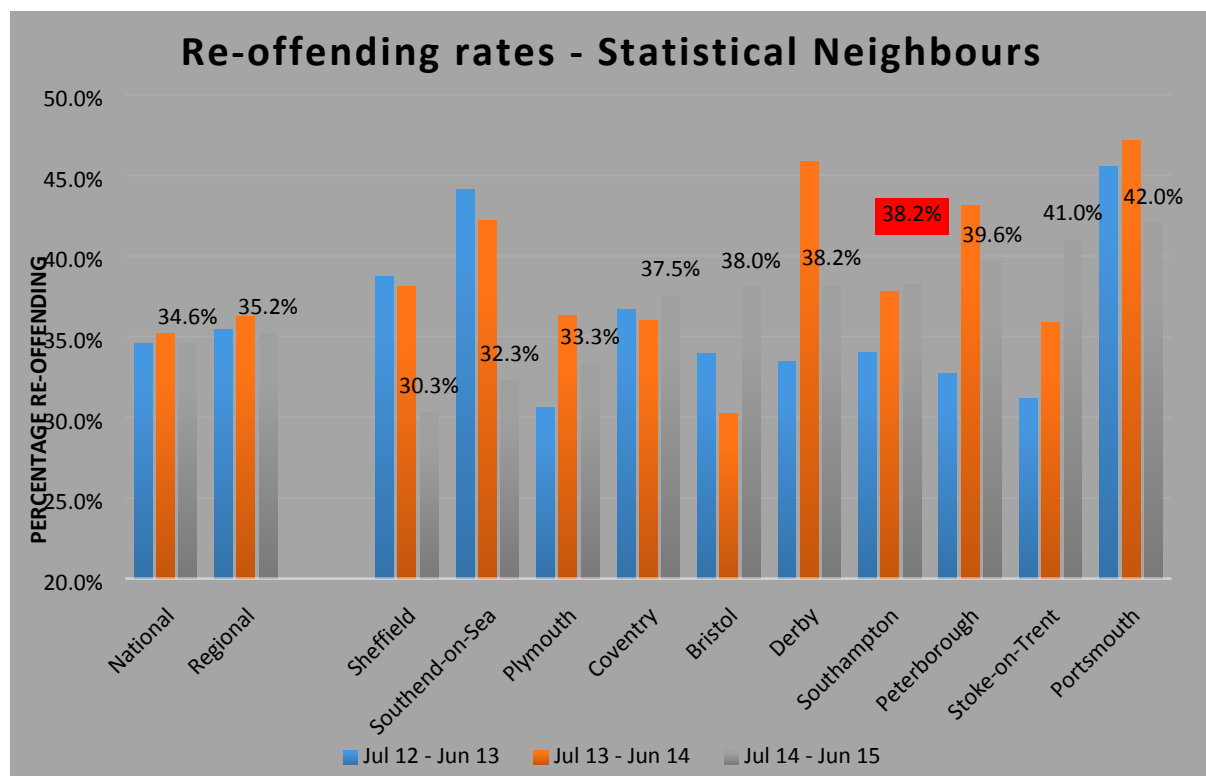
Green <35% Amber <45% Red >45%

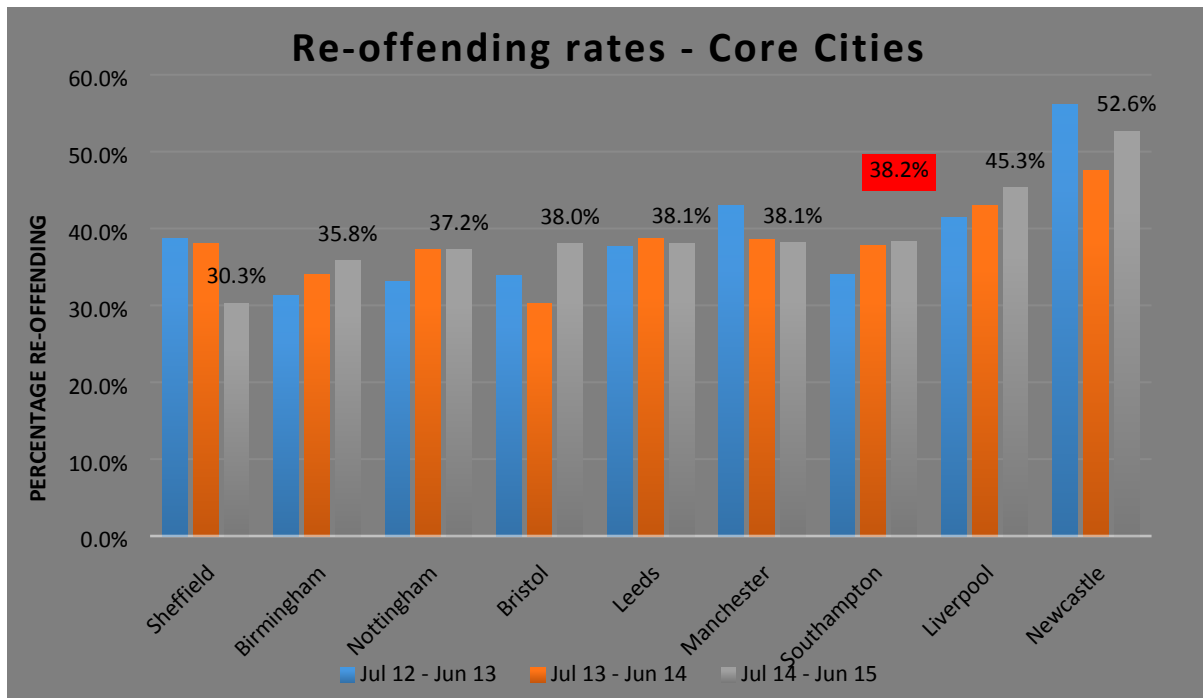


Measure

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

Re-offending Rate in Southampton – Comparator and Core Cities





Re-offending rates saw an upwards trajectory over the previous three years and the city is now above both regional and national averages. Scrutiny of real time data via the Re-offending Tracker is suggestive that this trajectory will continue, albeit not rapidly. The YOS does not compare favourably with either statistical Comparator YOTs or with Core Cities and this is an area which will require significant focus over the coming three years of the new Strategic Youth Justice

The previous management team implemented a number of actions to address re-offending rates including;

- Data analysis of Live Tracker information to identify areas for improvement and target specific cohorts of children who offend
- Building the effectiveness of the team by restructuring the service and increasing qualified, front line capacity and implementing a comprehensive re-training plan, leading into the adoption of Asset Plus.
- Practice development via improved quality assurance systems and auditing Effective early intervention work
- Review of prevention work with Hampshire Constabulary via use of Joint Decision Making Panel and more robust screening processes to integrate better with the local early help offer.
- Development of Robust 'high risk' partnership work via the Priority Young Person Strategy

Going forward the service will need to focus upon

- More robust integrated, child friendly planning
- Development of peer audit practices within the team to develop staff understanding of effective Assessment

- Develop innovative working practices to ensure that the service has capacity to meet the challenges and opportunities of a leaner service, an increased Out of Court cohort and a smaller cohort of more complex young people subject to statutory Court Orders
- Review of the Priority Young Person Strategy
- Development of a multi-agency, whole city Restorative Practice approach to working with children who offend or are at risk of offending

All of this will be reviewed and monitored quarterly via the service’s reducing re-offending action plan. In relation to a target for 2017-20, given how close we are to the National Average it would not be unreasonable to propose that the YOS aims to be better than the National Average by 2020.

First Time Entrants


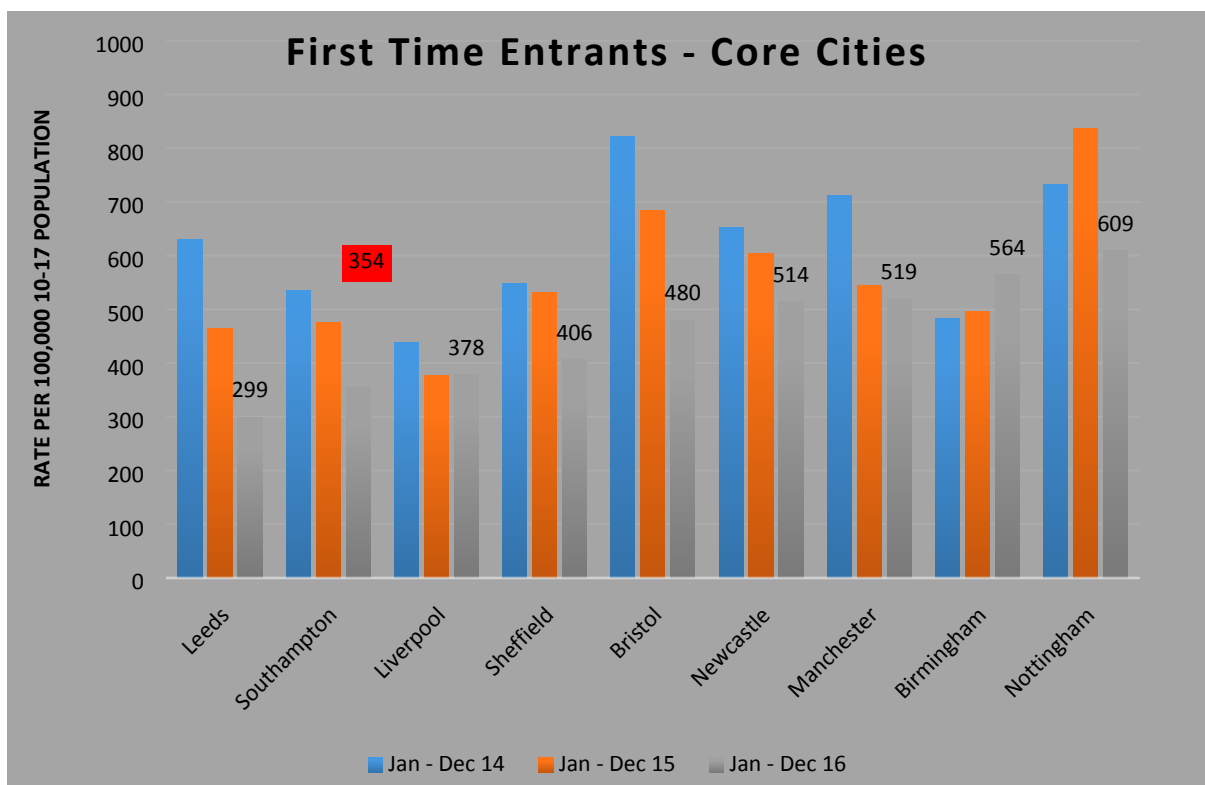
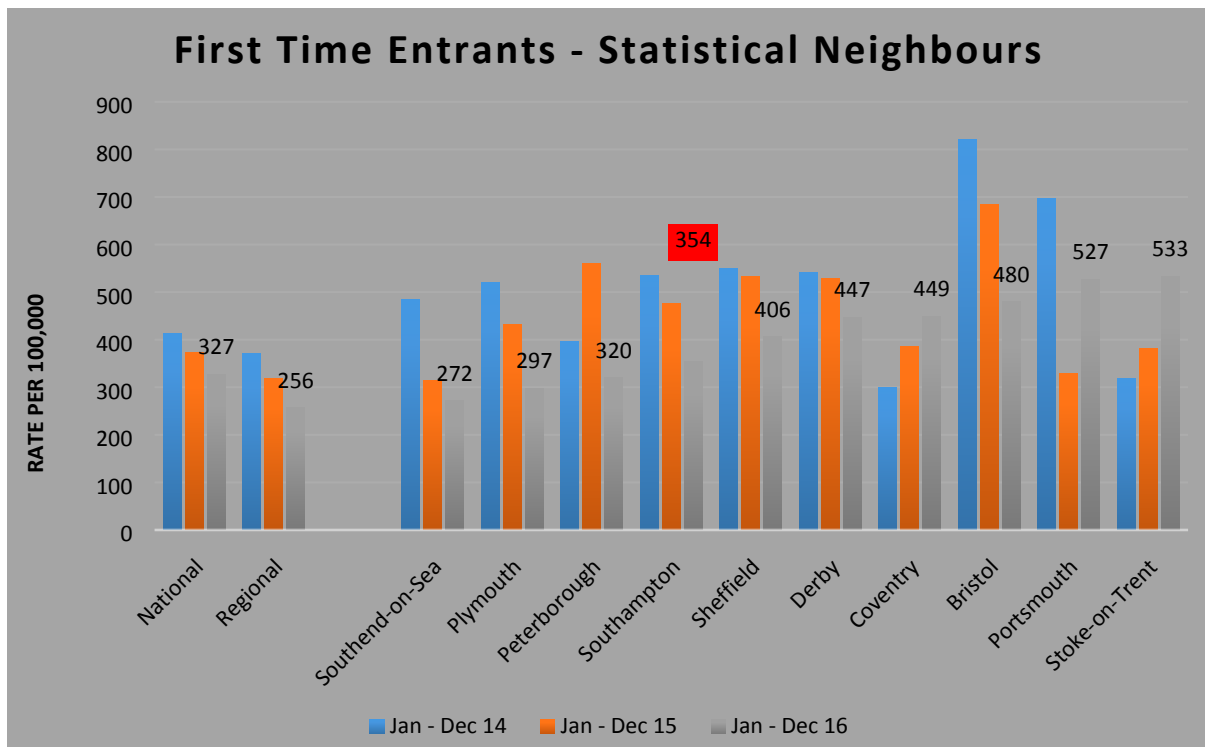
<p><u>RAG Rating</u></p> <p>Green < 460 Amber <600 Red >600 (per 100,000)</p>	
<p><u>Measure</u></p> <p>This indicator measures First Time Entrants (FTE) using data drawn from the Police National Computer – the graph displays the number of FTEs as a rate per 100,000 young people (10 to 17 years) locally. It uses population data taken from the Office of National Statistics midyear estimates.</p> <p>The cohort represents young people who have received a first ‘substantive outcome’ in the period i.e. Reprimand, Final Warning or court outcome.</p>	

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



Huge progress has been made in relation to reducing First Time Entrants into the Youth Justice System. The service is in the top half of comparator statistical YOTs and compares favourably with core cities. The first time entrant's rate is edging closer to the National Average but is still some distance away from the regional average. The

success of the Joint Decision Making Panel has been key to improving performance, as has the YOS's alignment locally within the Early Help Service.

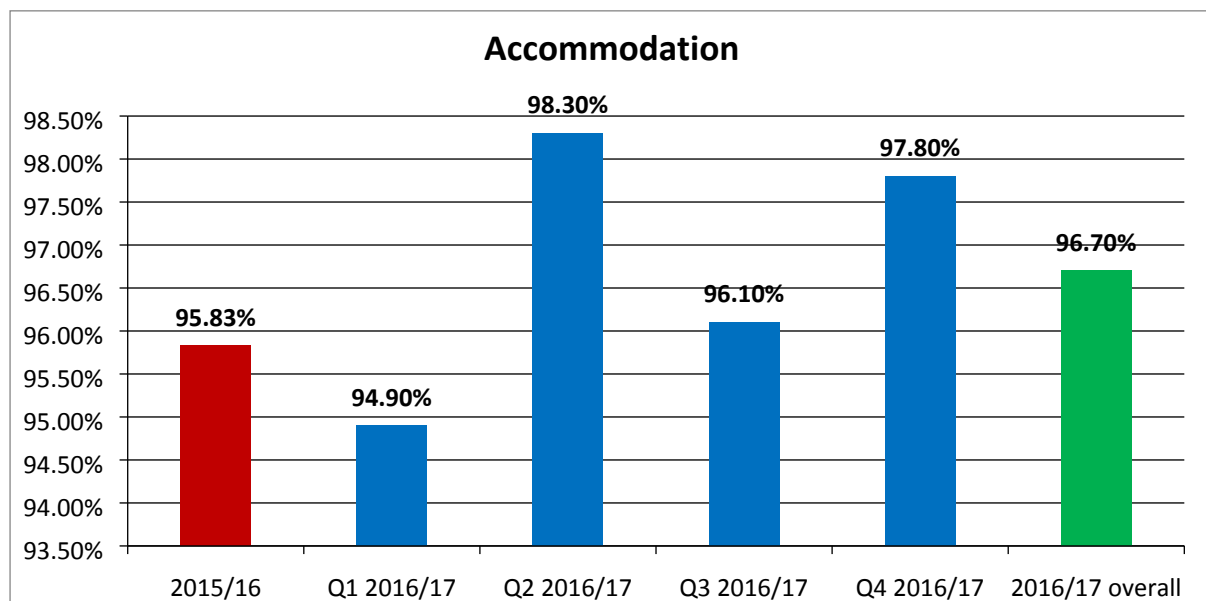
The YOS will continue to develop Early Help and diversionary practice with partners by;

- Developing an action plan following HMIP Out of Court Disposal Thematic Fieldwork feedback in September 2017
- Developing a local multi-agency Restorative approach to early help and diversionary work
- Continue to act upon feedback and develop practice emanating from JDMP Scrutiny Panel

It would be reasonable to set a target for 2017-20 to be better than the National Average rate of first time entrants

Local Indicators

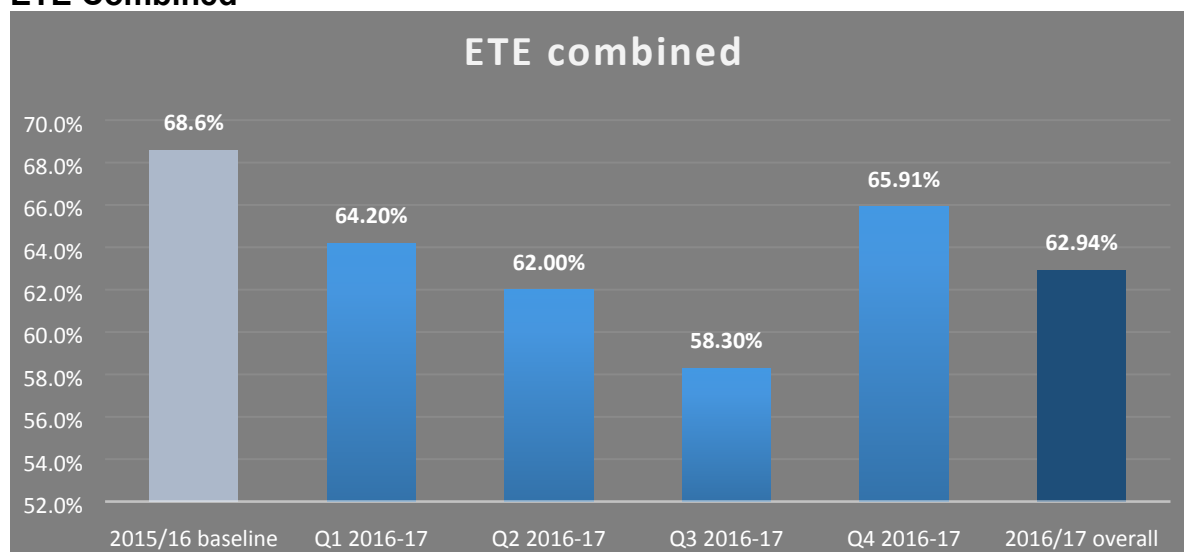
Table 4: Accommodation Suitability



Accommodation suitability has increased over the last few years. Percentages aside, numerically there are very few young people finishing intervention with YOS who do not have appropriate accommodation. This figure has been facilitated by good joint working with partners in the city, including housing and the development of effective partnership agreements- such as the local Resettlement Agreement which provides greater assurances that young people are not released from custody to inappropriate accommodation. Increased emphasis on earlier planning has been visible over the last three years.

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

ETE Combined



Education, training and employment provision for young people finishing interventions deteriorated over the last 12 months from the 2015/16 baseline; children engaged in Education, Training and Employment at the end of intervention was down by 5.66%. School age children saw the biggest decrease; down by 7.16%, whilst over 16s was down by 4.11%. The YOS work very closely with Education Department colleagues so the outcomes are disappointing. It is hoped that the council's Phase 3 restructure will increase capacity for greater integrated working with colleagues to address this. Action has already been taken to improve outcomes of young people at risk of being NEET at the end of intervention by ensuring that data is shared with Education Service colleagues prior to young people finishing in an attempt to bolster planning and encourage engagement with provision on offer.

Remands into Youth Detention Accommodation

In 2016/17, 4 young people on 5 occasions were remanded into Youth Detention Accommodation.

Table 6: Remand Spend in 2016/17.

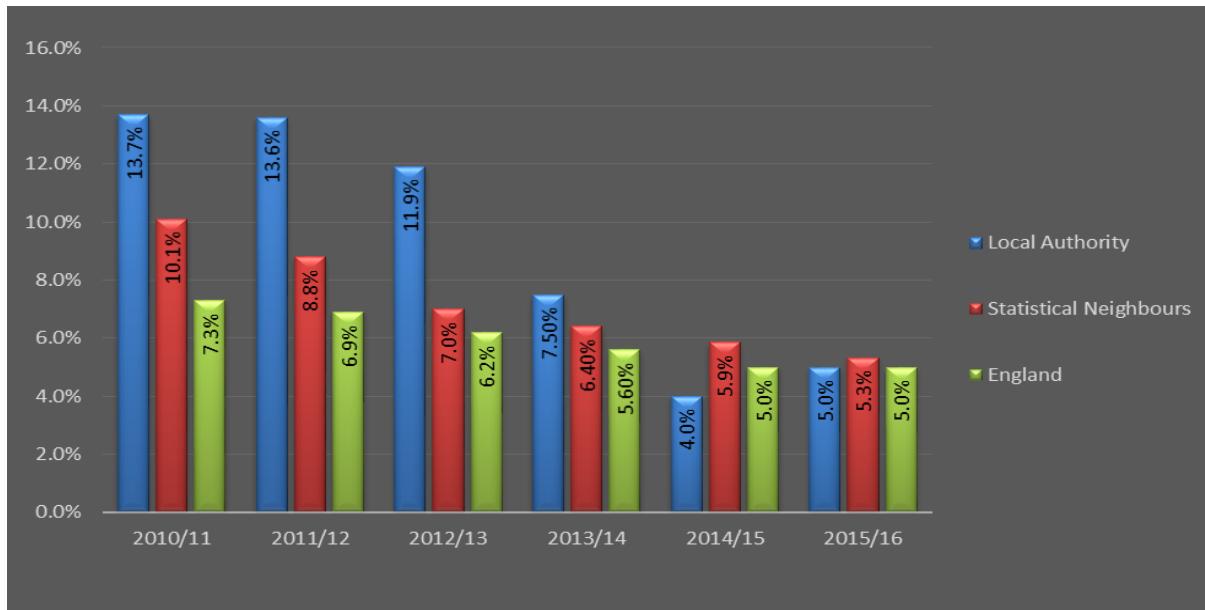
Apr 2016 to Mar 2017	Placement	Total Placement Days	Cost per night (£)		Total Cost of Placements (£)
			From 01/04/2016	From 05/05/2016	
	Secure Children's Home		574		

	Secure Training Centre			490	472	
	YOI	91		177		£16,107
						£16,107

Performance in this area was strong over the last 12 months and reflective of the Court's confidence in robust community bail packages and support being on offer. Provision will be reviewed during the duration of the 17-20 Strategic Plan to ensure maintenance of high quality, supportive and available alternatives to custody for children.

Children Looked After

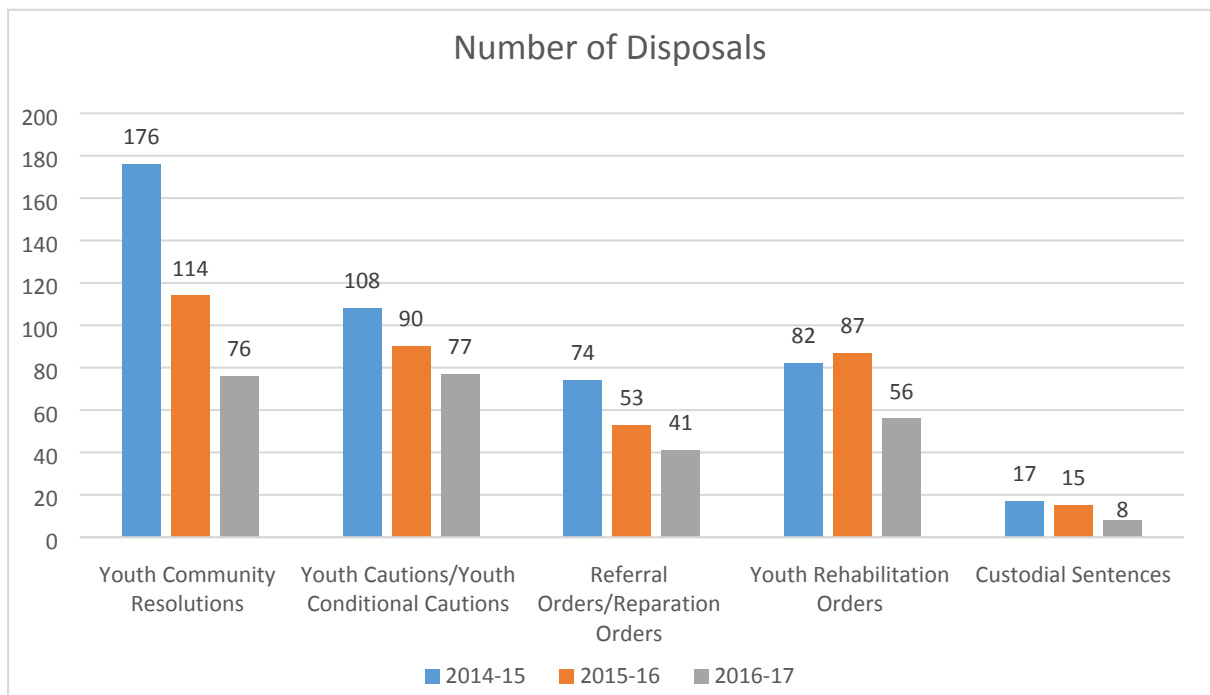
Table 7: Offending by Children Looked After

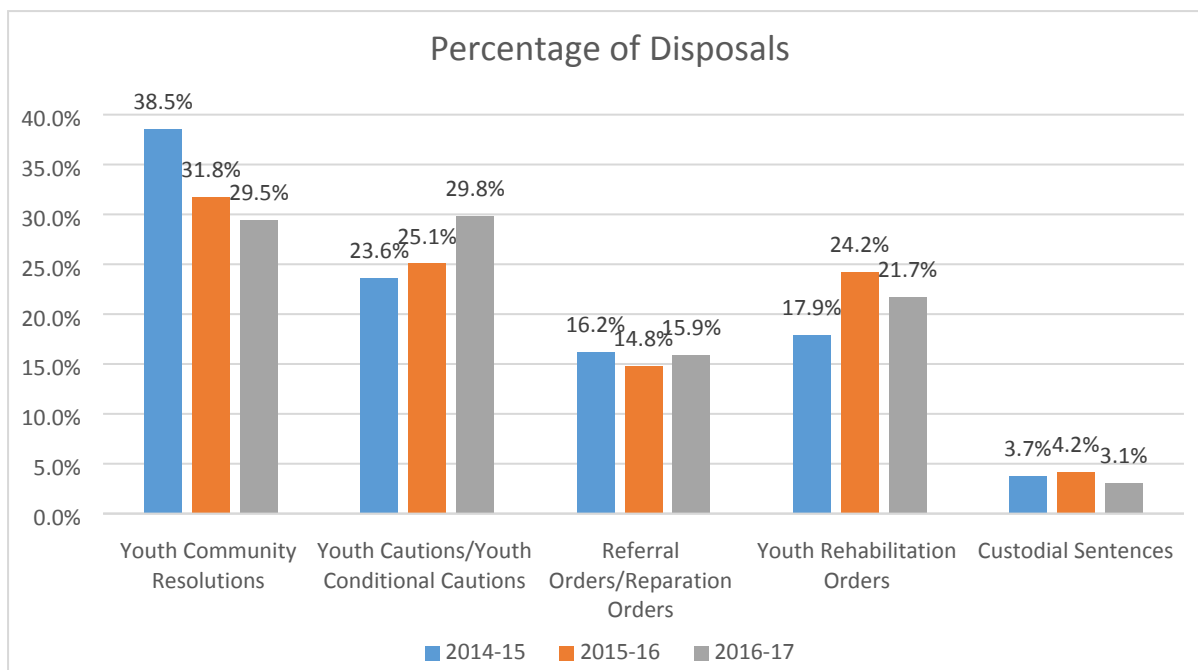


The number of CLA who are convicted or made subject to an out of court disposal in the city is still equitable to the National average and slightly below our statistical neighbours. The trend has been downwards for some years now. Looked after children continue to be prioritised at joint decision making panel and additionally, their needs are reflected in the Reducing Offending Action Plan where appropriate. Feedback is both provided to and received from the Corporate Parenting Board and Children in Care Council in an effort to develop best practice. This will continue to be a priority area and there will also be a focus on Missing, Exploited and Trafficked Children in the 2017-20 Strategy.

Table 8: Southampton Youth Offending Service Disposals 2014-17

Type of disposal	2014-15			2015-16			2016-17		
	No of disposals	No of young people	Percentage of total disposals	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	176	164	38.5%	114	106	31.8%	76	72	29.5%
Youth Cautions/Youth Conditional Cautions	108	99	23.6%	90	81	25.1%	77	71	29.8%
Referral Orders/Reparation Orders	74	72	16.2%	53	52	14.8%	41	40	15.9%
Youth Rehabilitation Orders	82	59	17.9%	87	58	24.2%	56	38	21.7%
Custodial Sentences	17	14	3.7%	15	12	4.2%	8	8	3.1%
Totals	457	408	100.0%	359	309	100.0%	258	229	100.0%





From 2014/15 to 2016/17, the number of young people working with the Youth Offending Service reduced from 408 to 229. The reduction of 179 young people represents 43.9%. The total number of disposals also reduced by 43.5% from 457 to 258.

There has been a decrease in the percentage of Youth Community Resolutions in the last three years and an increase in other out of court disposals. This may be reflective of either an increased complexity of young people coming through the Joint Decision Making Panel and the team will await feedback from HMIP Out of Court Disposal Inspection Fieldwork in August 2017 before agreeing on whether any action is needed to address. The continued reduction will not assist in maintaining a lower number of First Time Entrants.

There has been an increase in Youth Rehabilitation Orders and further scrutiny will be required to establish if this has been the result in declining numbers of custodial sentences or due to re-offending.

The objectives for the coming three years will be to:

- Ensure out of court disposals are appropriately identified and targeted towards children based on risk, need and responsivity.
- Continued reduction of custodial sentences.

Appendix 2



Re-offending 'Live Tracker' 3 year analysis 2013/14-2014/15-2015/16

The Southampton Youth Offending Service have been using a 'Live Tracker' to analyse real time re-offending data over the past 3 years. This live tracker has used a cohort of all young people who commit and get convicted of an offence during a financial year and then looks at any re-offending by that young person during the 12 months after the date they are convicted of the previous offence.

The data within the tracker can then be used to look at several areas including; identifying possible Priority Young People (PYPs - those committing 5 or more further offences); the impact of Youth Community Resolutions (YCRs) may have had on lowering the re-offending binary rate; and profiling specific groups of young people such as 'Looked After Children', particular age groups; or address/postcode areas.

Headlines

This is an assortment of some of the headlines that the live tracker data has revealed.

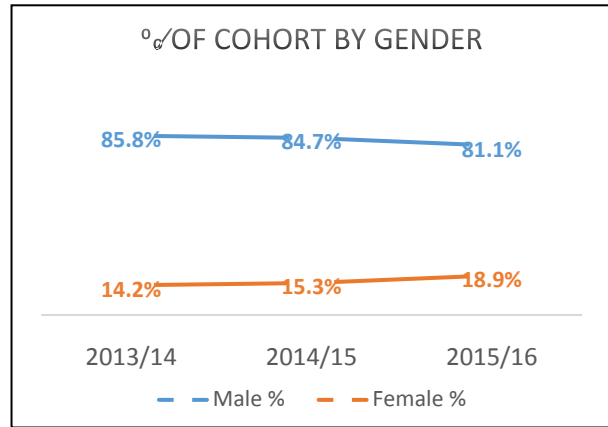
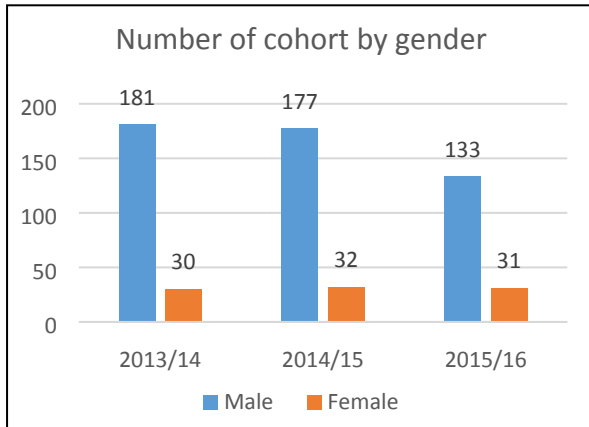
- The cohort size has dropped by 22%, all were male.
- The re-offending rate did drop but has risen again but is still over 4% lower than 2013/14
- The number of young people re-offending has fallen each year
- So has the number of further offences, dropping by over 50%
- Females are shown to be less likely to re-offend than males
- Re-offending rates for YCRs are lower than those for statutory disposals
- Re-offending rates for 'Looked After Children' are higher than not LAC
- Postcode areas SO16 and SO19 have the most further offences
- Violent offences are the most frequently committed further offences
- The number and percentage of PYPs and their further offences has reduced year on year

Cohort

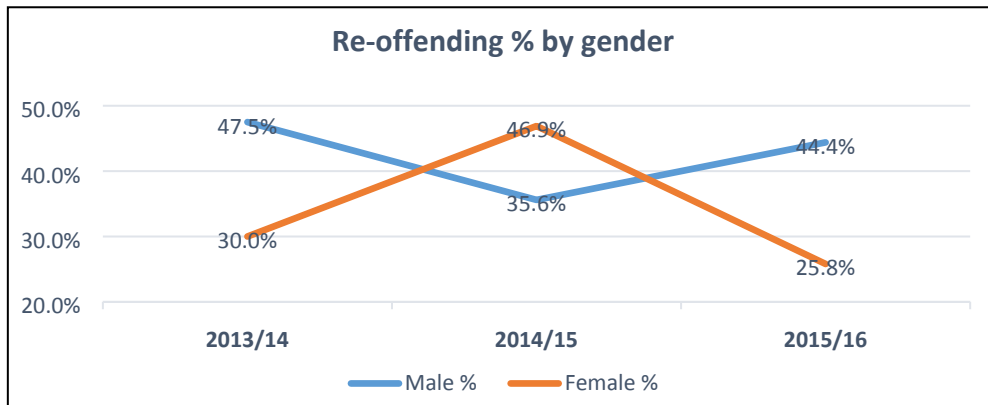
The first section of this report looks at each of the cohorts and compares cohort size, gender, ethnicity and age.

The overall cohort has reduced over the past 3 years by approximately 25%, going down from 211 in 2013/14 to 164 in 2015/16. What is noticeable is that the reduction has been wholly from the male group of young people, the number of females has stayed at just around 30 each year.

	Number of young people	Male	Female	Number of young people that re-offended (M/F)	Percentage of young people that re-offended
2013/14	211	181	30	95 (86/9)	45.0%
2014/15	209	177	32	78 (63/15)	37.3%
2015/16	164	133	31	67 (59/8)	40.9%



The re-offending rates by gender are shown in the graph below. The rise in the female re-offending rate in 2014/15 mirrors a drop in the male re-offending rate for the same year. During that year, 15 of the 32 young females committed a total of 42 offences during the year after their original convictions. The types of offences included Violence, Public Order, Criminal Damage and Theft.



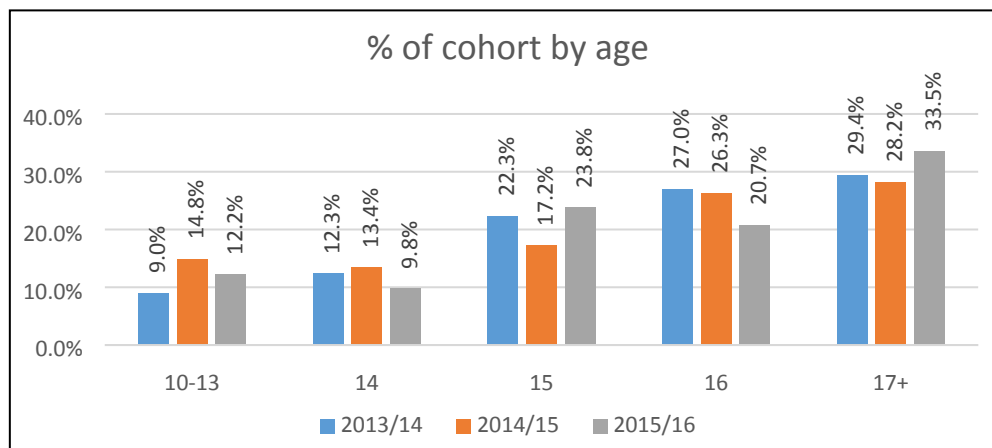
Over the 3 years the average re-offending rate for each gender are;

- Males = 42.5%
- Females = 34.2%

The age of the cohort is broken down into the following groups and the tables and graphs below show the cohort, re-offenders and number of further offences.

Consistently during the 3 years the largest age group is the 16 and 17 year olds who make up over 54% of the total cohort each year. They are also the biggest re-offending group with a rate of just under 48%.

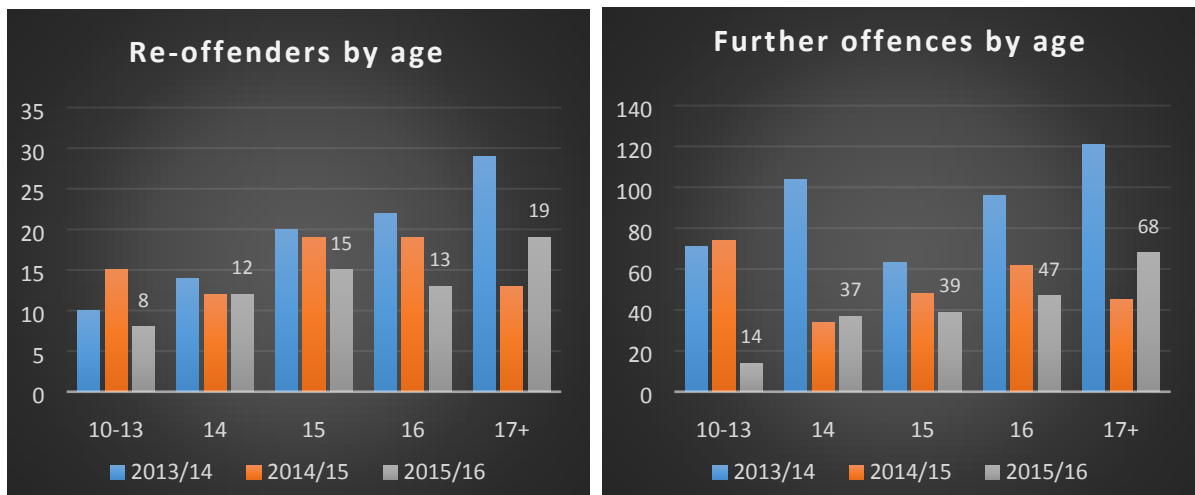
	Age				
	10-13	14	15	16	17+
2013/14	19	26	47	57	62
2014/15	31	28	36	55	59
2015/16	20	16	39	34	55



The following 2 tables show the number of re-offenders by age and the number of further offences committed by each age group.

Re-offenders	Age					Total
	10-13	14	15	16	17+	
2013/14	10	14	20	22	29	95
2014/15	15	12	19	19	13	78
2015/16	8	12	15	13	19	67

Further offences	Age					Total
	10-13	14	15	16	17+	
2013/14	71	104	63	96	121	455
2014/15	74	34	48	62	45	263
2015/16	14	37	39	47	68	205



Re-offending by young people receiving YCRs

Youth Community Resolutions are not included in the live tracker but it is important to look at how they measure up against the statutory disposals and also what the re-offending rates are for them. It may also be an indication of how the overall re-offending rate can be reduced by the use of YCRs.

Between April 2013 and Mar 2016 there were 401 YCRs given to 331 young people.

- 2013/14 – 111 YCRs to 103 young people
- 2014/15 – 176 YCRs to 141 young people
- 2015/16 – 114 YCRs to 95 young people

Of the 331 young people given a YCR, 72 (21.7%) of them re-offended after the YCR and 259 (78.3%) did not re-offend. The re-offending rate for this group is significantly lower than the rest of the cohort.

Re-offending by ‘Looked After Children’

The live tracker collects LAC data at the time of the original disposal, so a young person will either be currently LAC, previously LAC or has never been LAC. The following information is a breakdown of that data and shows the LAC cohort size and re-offending rates.

	Current	Previous	Never
2013/14	14	22	175
2014/15	23	16	170
2015/16	20	8	136

	Current %	Previous %	Never %
2013/14	6.6%	10.4%	82.9%
2014/15	11.0%	7.7%	81.3%
2015/16	12.2%	4.9%	82.9%

There has been an average of 10% of the cohort that are current LAC at the time of their disposal and just under 8% that were previously LAC. Together they equate to 17.6% of the cohort.

	2013/14	2014/15	2015/16
Full cohort	211	209	164
Currently LAC	14	23	20
Re-offended (Number and %)	9 (64.3%)	17 (73.9%)	9 (45.0%)
Previously LAC	22	16	8
Re-offended (Number and %)	14 (63.6%)	7 (43.7%)	6 (75.0%)
Never been LAC	175	170	136
Re-offended (Number and %)	72 (41.1%)	54 (31.8%)	52 (38.2%)

From the data above it shows that the re-offending rates are high for both the current and previous LAC. Although they only make up 17.6% of the cohort, they make up more of the re-offending cohort at 25.8% and they committed 26.2% of all the further offences.

The average re-offending rate (2013-16) for a young person who was a current LAC is 61.4% and for previous LAC is 58.7%, but for a never been LAC it is just 37.0%.

Re-offending by PYPs (young people committing 5+ further offences)

The following is based on all data from young people that are shown to have committed 5+ further offences after their original disposal.

2013/14

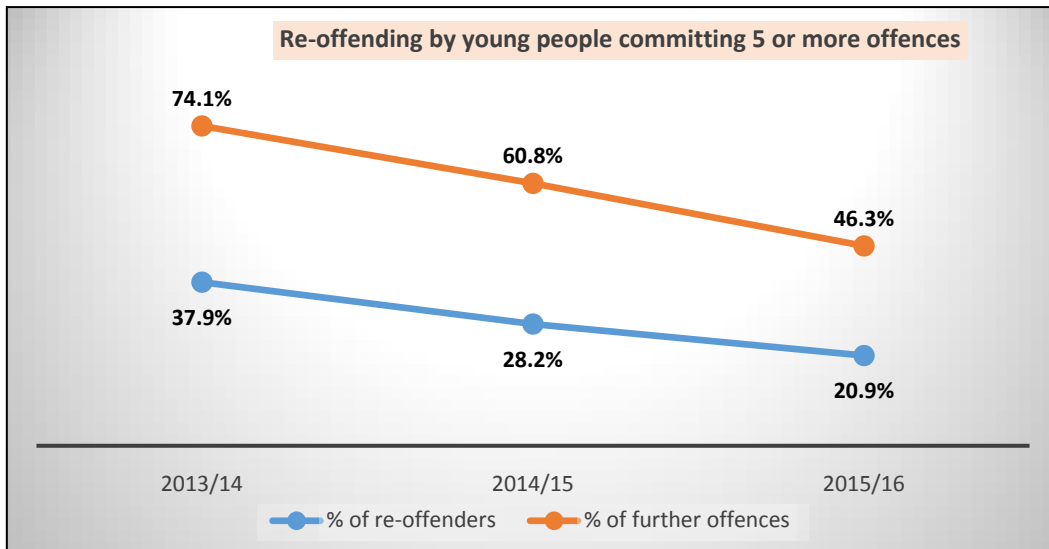
- 36 (37.9%) of the 95 young people that re-offended during the year after their original disposal committed 5 or more further offences.
- Those 36 young people committed 337 (74.1%) of the 455 further offences.

2014/15

- 22 (28.2%) of the 78 young people that re-offended during the year after their original disposal committed 5 or more offences.
- Those 22 young people committed 160 (60.8%) of the 263 further offences.

2015/16

- 14 (20.9%) of the 67 young people that re-offended during the year after their original disposal committed 5 or more further offences.
- Those 14 young people committed 95 (46.3%) of the 205 further offences.



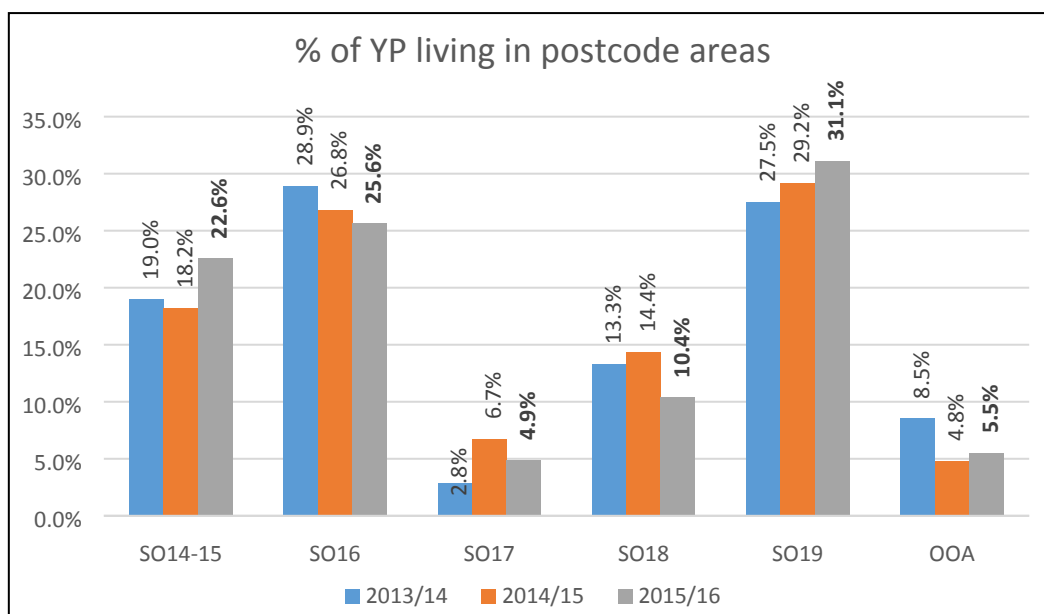
Re-offending by address (postcode)

The next section analyses the data from the postcode area of where each young person was living at the time of their original conviction and looks at numbers and percentages of young people by upper level postcode area and re-offending by area.

Cohort size

The postcode areas of SO14 and SO15 were combined due to the limited fields available in the live tracker at the time. Geographically, areas SO16 and SO19 are the largest and this shows with the number of young people who offended residing there. The table below shows the number and the graph the percentages.

	SO14-15	SO16	SO17	SO18	SO19	Out of SCC area	Totals
2013/14	40	61	6	28	58	18	211
2014/15	38	56	14	30	61	10	209
2015/16	37	42	8	17	51	9	164



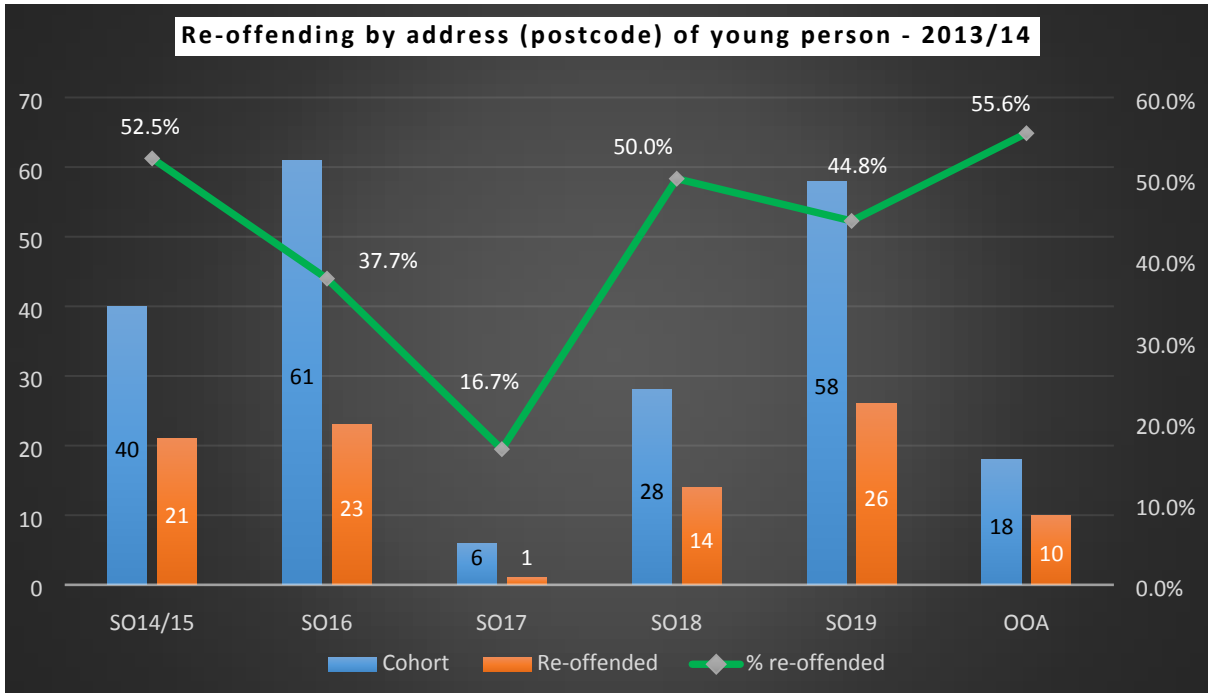
Re-offending

The following tables and graphs show the number in cohort, gender breakdown, number and percentage that re-offended and the number and percentage of further offences for each postcode area over the past 3 years.

As expected the highest percentages of further offences for all 3 years are for SO16 and SO19 with 56.3% of all offences committed by young people with a home address in those 2 areas.

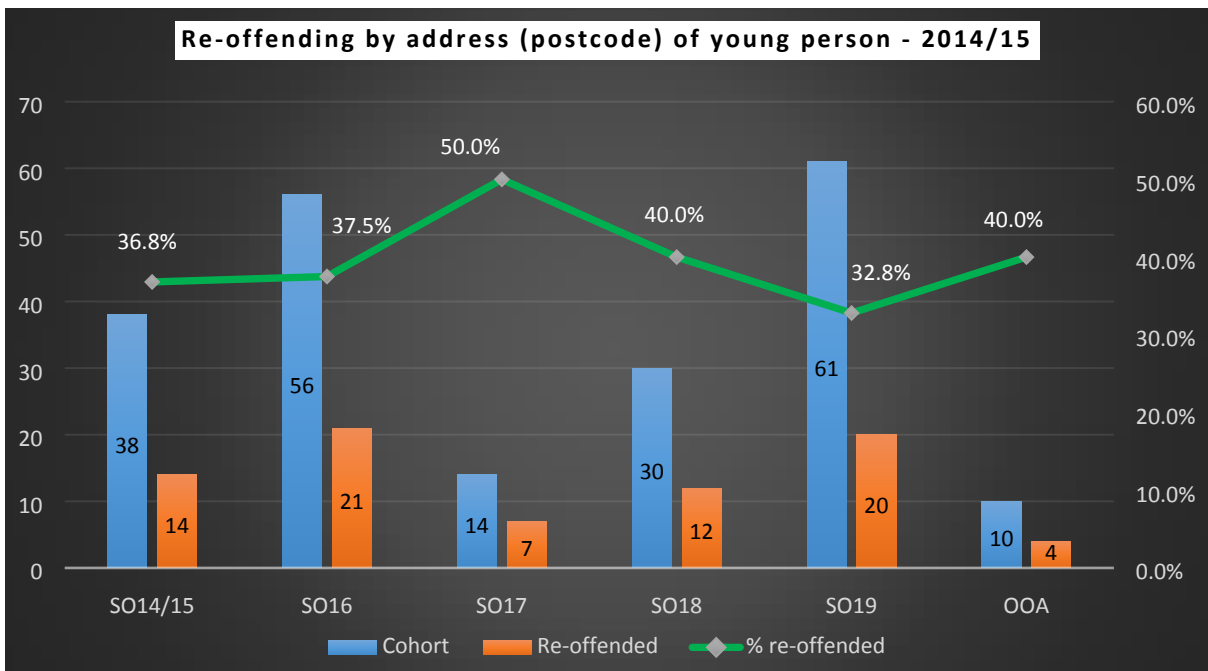
2013/14

	Cohort	Male	Female	Re-offended	% re-offended	No of further offences	% of overall further offences
SO14 and SO15	40	36	4	21	52.5%	96	21.1%
SO16	61	51	10	23	37.7%	123	27.0%
SO17	6	5	1	1	16.7%	5	1.1%
SO18	28	23	5	14	50.0%	44	9.7%
SO19	58	52	6	26	44.8%	117	25.7%
Out Of Area	18	14	4	10	55.6%	70	15.4%



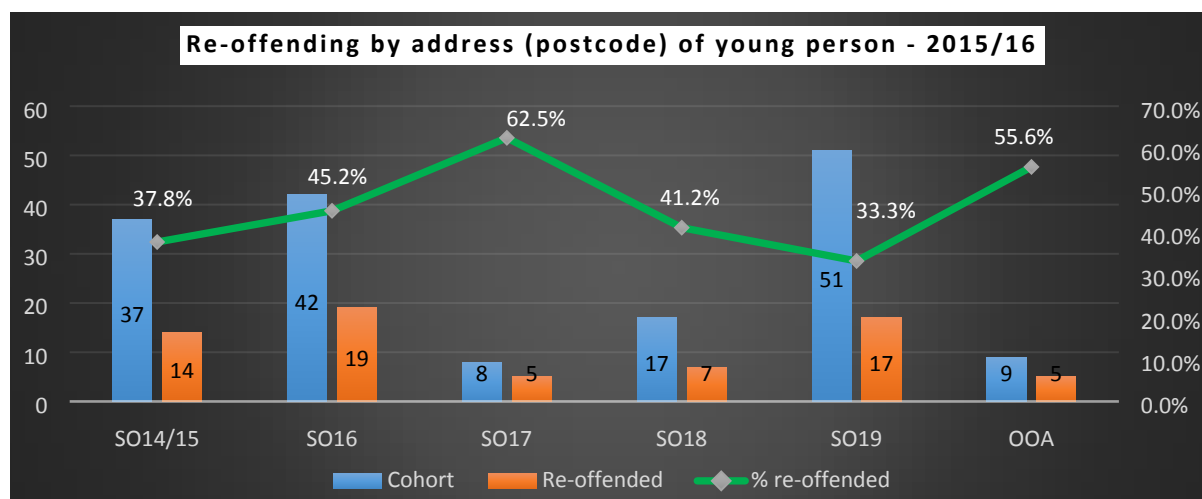
2014/15

	Cohort	Male	Female	Re-offended	% re-offended	No of further offences	% of overall further offences
SO14 and SO15	38	33	5	14	36.8%	52	19.8%
SO16	56	46	10	21	37.5%	64	24.3%
SO17	14	12	2	7	50.0%	15	5.7%
SO18	30	26	4	12	40.0%	46	17.5%
SO19	61	53	8	20	32.8%	71	27.0%
Out Of Area	10	7	3	4	40.0%	15	5.7%



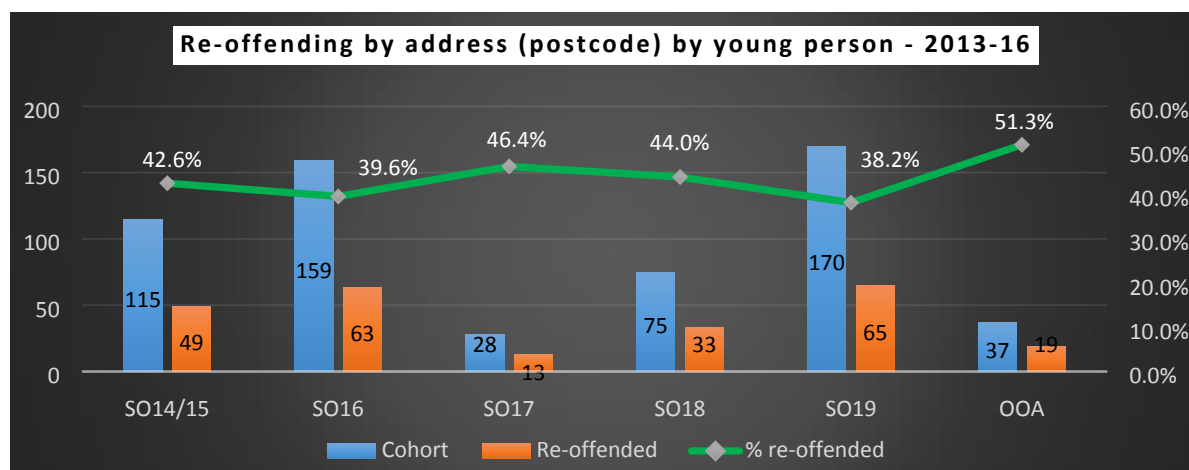
2015/16

	Cohort	Male	Female	Re-offended	% re-offended	No of further offences	% of overall further offences
SO14 and SO15	37	32	5	14	37.8%	39	19.0%
SO16	42	34	8	19	45.2%	50	24.4%
SO17	8	6	2	5	62.5%	19	9.3%
SO18	17	15	2	7	41.2%	21	10.2%
SO19	51	38	13	17	33.3%	58	28.3%
Out Of Area	9	8	1	5	55.6%	18	8.8%



2013-16

	Cohort	Male	Female	Re-offended	% re-offended	No of further offences	% of overall further offences
SO14 and SO15	115	101	14	49	42.6%	187	20.3%
SO16	159	131	12	63	39.6%	237	25.7%
SO17	28	23	5	13	46.4%	39	4.2%
SO18	75	64	11	33	44.0%	111	12.0%
SO19	170	143	27	65	38.2%	246	26.7%
Out Of Area	37	29	8	19	51.3%	103	11.2%

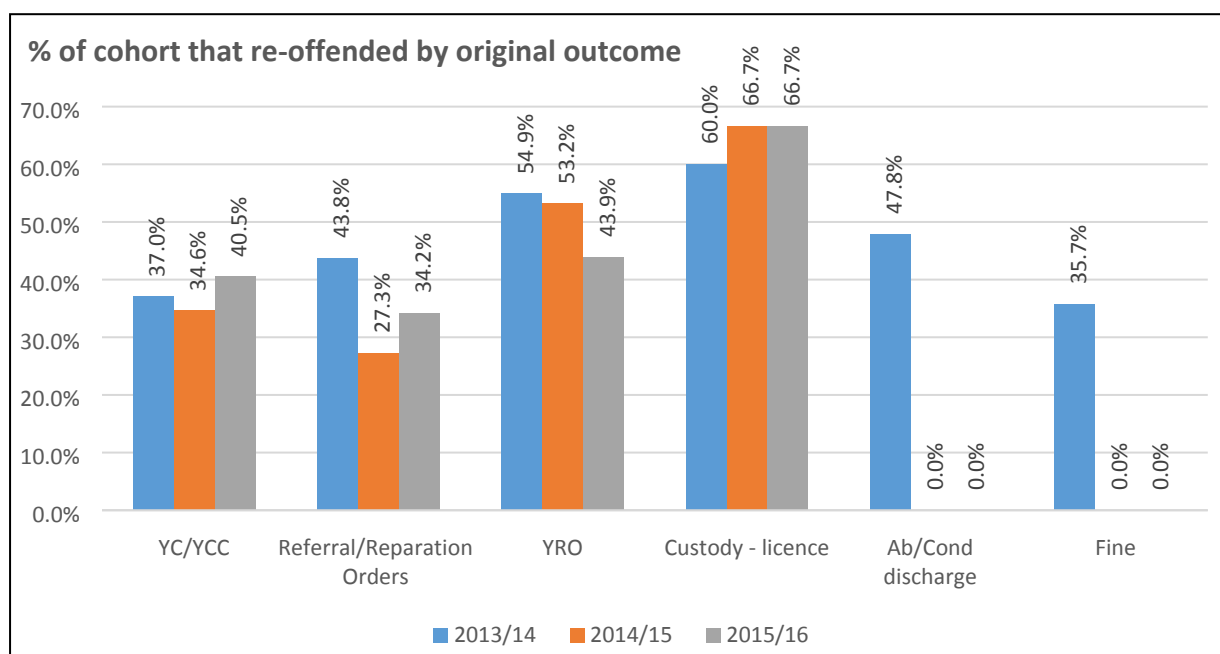


Re-offending by original disposal

The table and graph shown below represent the numbers and percentage of re-offending by each young person based on their original disposal. The highest percentage of re-offending by disposal is for the young people who have had a custodial sentence but this must be looked at in context as the cohort numbers are small so any percentages will automatically look high.

	% re-offending			% re-offending			% re-offending		
	number	re-off	2013/14	number	re-off	2014/15	number	re-off	2015/16
YC/YCC	54	20	37.0%	104	36	34.6%	79	32	40.5%
Referral/Reparation Orders	64	28	43.8%	55	15	27.3%	38	13	34.2%
YRO	51	28	54.9%	47	25	53.2%	41	18	43.9%
Custody - licence	5	3	60.0%	3	2	66.7%	6	4	66.7%
Ab/Cond discharge	23	11	47.8%			0.0%			0.0%
Fine	14	5	35.7%			0.0%			0.0%

Most re-offending by disposal rates appear to have risen from 2014/15 to 2015/16 except for Youth Rehabilitation Orders which has seen a 10% drop.

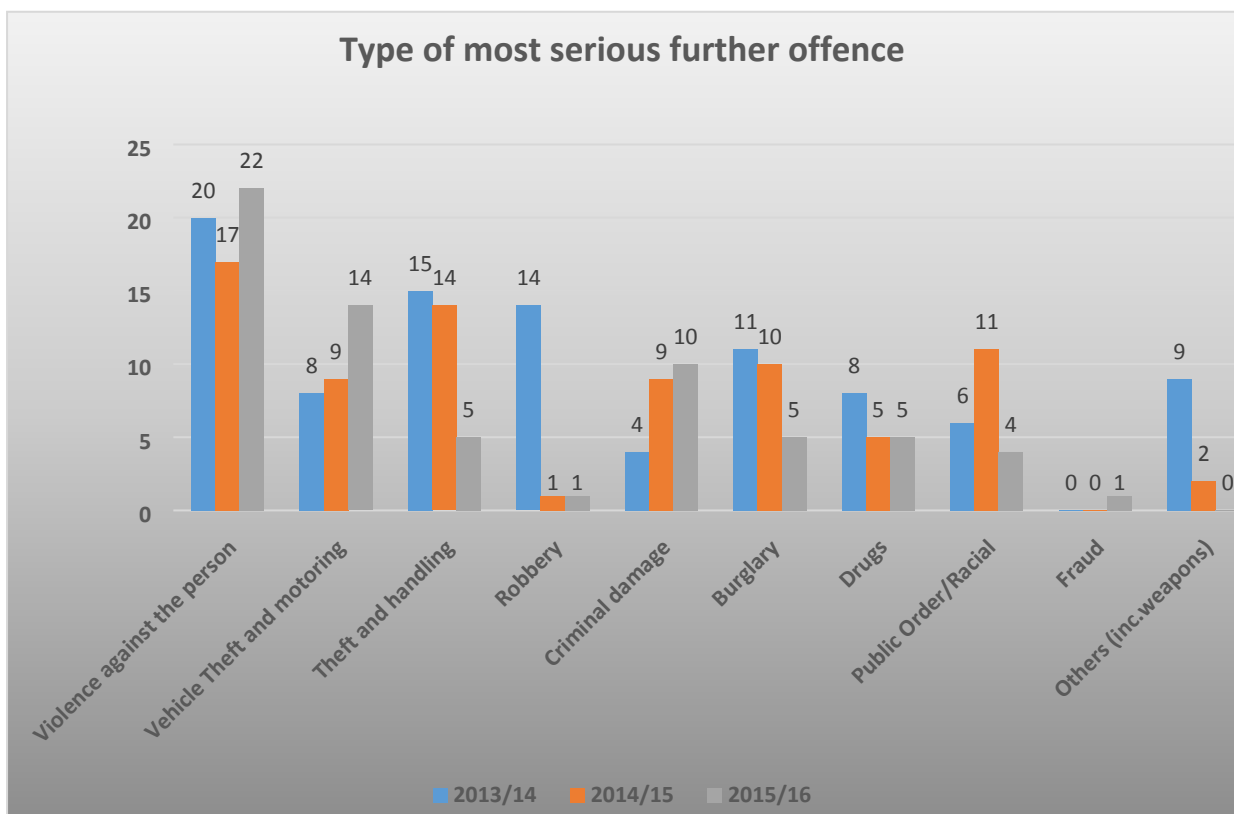


Type of most serious further offence

All further offences committed by young people in the following 12 months after their original disposal are counted in the re-offending live tracker but the only specific information is recorded for the most serious further offence. For example if a young person commits 3 further offences, i.e. Criminal Damage (2), Theft (3) and Arson (5), then the most serious of those by gravity score will be recorded. Therefore the most serious would be Arson (5) and this would be recorded in the live tracker.

The data below shows a breakdown of all most serious offences over the 3 years. The highest number of offences are violence against the person, this includes common assault, ABH/GBH, and assault of a Police Officer.

	2013/14	2014/15	2015/16
Violence against the person	20	17	22
Vehicle Theft and Motoring Offences	8	9	14
Theft and Handling Stolen Goods	15	14	5
Robbery	14	1	1
Criminal Damage	4	9	10
Burglary	11	10	5
Drugs	8	5	5
Public Order/Racial Harassment	6	11	4
Fraud	0	0	1
Others (Inc. weapons)	9	2	0
<i>totals</i>	95	78	67



Report author: Debbie Blythe – Management Information Analyst (SYOS)
Date: 09/06/2017

Proposed Structure – Integrated & Specialist Services (overarching)
Integrated and Specialist Services - Phil Bullingham

Appendix 3b- Breakdown of gender and ethnicity of staff and Contract Type

(NB- The below is correct at time of writing and reflects staff employed on 10.7.17 and does not take vacancies into account. It also includes details of Junior Attendance Centre Sessional Staff and Volunteers not noted in Section 7 of the Youth Justice Strategic Plan)

Fig 1 Staffing of YOS by Gender and Ethnicity

	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British			1	2	6	11		2		2			1	4	8	21
White Irish																
Other White																
White and Black Caribbean																
White and Black African																
White and Asian																
Other mixed	1														1	
Indian										1				1		2
Bangladeshi																
Any other ethnic group																
TOTAL	1		1	2	6	11		2		3			1	5	9	23

Fig 2 Staffing of YOS by Contract Type

	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Student/trainees	Volunteer	TOTAL
Permanent		1	1	1	1	6	1					11
Fixed-term					1	1			3		6	11
Temporary/Acting Up				1								1
Seconded Children's Services						1						1
Seconded Probation					1	1						2
Seconded Police						1		1				2
Seconded Health (substance misuse)					1							1
Seconded Health (mental health)					2							2
TOTAL		1	1	2	6	10	1	1	3	6		32

Appendix 4: Breakdown of Activities Funded by Pooled Budget

Component	Activity	Measured By	Amount
Service Development and Performance	<p>Management implementation and oversight of quality assurance activity</p> <p>Development of peer audit process to QA procedures</p> <p>Review of QA processes, completion of QA Reports for Management Board</p> <p>Service development planning and implementation- following themes/deficits identified by QA activity</p> <p>Staff workforce development planning and implementation as a consequence of identified learning needs (including commissioned training)</p> <p>YOS Manager AYM Membership</p>	<p>Continued improvement in quality of assessments against appraisal targets set at the beginning of every year</p> <p>Positive feedback to Management Board following QA activity</p> <p>Completion of workforce development plan</p> <p>Performance Monitoring by Management Board against National KPIs and Local measures agreed by Board at start of year</p>	£103,000
Development of Restorative Practice Strategy	<p>Ensure RP provision is in place and monitored effectively in all cases open to YOS</p> <p>Continued Development of partnership work with Solent University regarding volunteer recruitment and training</p> <p>Development of volunteer's appraisal offer</p> <p>Continued development of Restorative Schools network and links with partner agencies as means of contributing to the development of a 'Restorative' city</p>	<p>Maintenance of database of experienced and well trained volunteers</p> <p>Evidence of high quality RP intervention from service user feedback and questionnaires</p> <p>Increase in schools and partners accessing YOS TPQM accredited RP training</p>	£15,000
Development of Service User Involvement Strategy	<p>Engagement with SCC Young People and Families Participation Officer</p> <p>Service User face to face Have Your Say event</p> <p>Development of self-assessment and self-audit procedures</p>	<p>Review and refresh of Service User Engagement Strategy</p> <p>Implementation of appropriate suggestions made by children, parents/carers and victims</p> <p>HMIP Viewpoint feedback and subsequent changes to practice emanating</p>	£11,000

Component	Activity	Measured By	Amount
		from feedback	
Administration of Management Board	<p>Review and development of YOS Management Board terms and conditions of membership</p> <p>Development of links with SCC Meeting Support Service to provide admin assistance</p>	<p>Quorate attendance at well-functioning, partnership led Management board meetings on a quarterly basis</p> <p>Evidence from YOS Management Board meeting Minutes</p>	£7,000
Development of Priority Young Person Strategy and Reducing Re-Offending Action Plan	<p>Ongoing review, development and implementation of PYP Strategy and chairing of multi-agency strategy meeting</p> <p>Review of reducing re-offending action plan on quarterly basis and implementation of new objectives and actions</p> <p>Monthly review of re-offending tracker and implementation of robust action plan to address developing trends, patterns and cohorts</p> <p>Continued review and refresh of Junior Attendance Centre provision and role it plays in addressing re-offending</p> <p>Continue to implement the recommendations of the Health Needs of Young Offenders report to achieve the stated outcomes and new models of delivery</p>	<p>Continued reduction in re-offending rates highlighted in quarterly performance reports and KPIs</p> <p>Feedback from Youth and Crown Court user groups in relation to confidence of work undertaken</p> <p>Junior Attendance data provided to MoJ on a monthly basis indicating successful completions. Scrutiny of re-offending rates for JAC attendees against baseline Re-Offending rate data</p>	£22,000
Targeted work to reduce custody rates and remand into Youth Detention Accommodation	<p>Management oversight and QA of PSRs, Breach Reports and Court Updates</p> <p>Workforce development and upskilling staff in relation to Court skills</p> <p>Provision of a) Saturday and Bank Holiday Court Cover and b) on call manager (NB required every weekend & BH to be on call in lieu of potential call outs from HYOT colleagues)</p> <p>Attendance by staff and management at relevant training events and user groups</p>	<p>Continued reduction in custody and remand rates against National and Regional averages</p> <p>Quarterly performance reports to YOS Management Board</p>	£15,000
Development of	Continued implementation and	Continued reduction in	£14,000

Component	Activity	Measured By	Amount
<p>Joint Decision Making Panel and other initiatives to reduce FTE numbers</p>	<p>development of JDMP</p> <p>Workforce development of new staff and partners involved in service delivery and decision making</p> <p>Support provided for auditing of outcomes both internally and at countywide Scrutiny Group</p> <p>Work collaboratively with Pathways, Looked After Children's Team and Virtual School Head to improve offending and re-offending outcomes for Looked After Children in Southampton</p> <p>Development of an early help offer for U10s</p> <p>Participation in the development of the Gateway Project to develop an early help approach for 18-25 year olds</p>	<p>FTE- when compared against National and Regional data</p> <p>Performance Reports provided to YJB and</p>	