



## **Youth Justice Strategic Plan 2012–13**

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## FOREWORD

We are really pleased to be able to present you with the first Youth Justice Strategic Plan for Southampton Youth Offending Service. The City welcomes the Youth Offending Service into the heart of our services for children, young people and their families. The service is an excellent example of how partners from a range of agencies and the voluntary sector commit to a common goal of diverting young people who find themselves caught up in offending behaviour, to be successful members of their communities.

The plan details the priorities that partners have agreed to work on together to reduce the number of young people who commit crimes, and when this has already happened make sure that they do not go on to become serial offenders.

The Youth Offending Service works with some of our most challenging and disaffected youngsters, and prevention work with young people is a particular area of success within the city. Southampton Youth Offending Service is well placed to influence the development of strategy for prevention and to have the benefit of a range of targeted services to support reducing youth crime.

Co-location with Pathways, the City's leaving care service, presents clear opportunities for building upon local strengths and to look at essential service developments.

The OFSTED inspection of Southampton's Safeguarding and Looked After Children services in May 2012 noted that:

*Multi-agency actions to prevent young people looked after offending and reoffending are improving and the youth offending service was recently co-located with the prevention and inclusion services. Restorative justice approaches are used extensively by the youth offending service with cross agency commitment to early detection of risk and preventative approaches which include the police, education, social care, youth intervention and the voluntary sector. Young people are no longer prosecuted for minor offences in children's homes or whilst in foster care. Diversionary activities are increasingly used by the youth intervention and youth justice services to divert young people from criminal activities. The percentage of children and young people looked after cautioned or convicted has reduced steadily over the last three years, but continue to be higher than in similar areas.*

The Service will experience a range of challenges this year, including The Legal Aid, Sentencing and Punishment of Offenders Act due in the autumn and the new Police Crime Commissioner due to be elected in November. The team has shown itself more than capable of managing change whilst continuing to improve performance.

We would particularly like to thank Sue Morse, the Youth Offending Service Manager who has led the team through the period of disaggregation but is now unfortunately unwell. Our thoughts are with her.

On behalf of the Management Board we are pleased to endorse the Southampton Youth Justice Strategic Plan for 2012 – 13 and look forward to another exciting and successful year.

**Lesley Hobbs**  
**Chair, Southampton YOS Management Board**

**Councillor Jacqui Rayment**  
**Cabinet Member for Communities**

# 1. SETTING THE SCENE: NATIONAL AND LOCAL CONTEXTS

## National context

1.1 Throughout 2011-12 there were significant structural changes at a national level including debate about the existence and the role of the Youth Justice Board (YJB). The Ministry of Justice continues to sponsor the YJB, which maintains a discreet focus on youth justice and continues to provide national support and overall performance monitoring against the three national indicators.

1.2 In March 2011 the previous six youth justice national indicators (NI) came to an end. The Government's response to the Green Paper 'Breaking the Cycle' signals a move towards a risk-based monitoring programme, centred on three key outcome measures:

- Reducing the number of first time entrants (FTE) to the youth justice system: these are classified as young people living in England and Wales who receive their first reprimand, final warning or conviction based on data gathered by the Police.
- Reducing reoffending: again this measure is derived from the Police and determines the frequency of offending for young people.
- Reducing custody numbers: this explains the rate of custodial disposals per 1000.

These indicators are applied to all Youth Offending Teams within the country and are nationally determined.

## Local context

1.3 Southampton – key facts:

- Southampton is the second largest city in the South East with a population of 239,700 of whom there are 38,300 children under 16 and there are 170,200 16 - 64 year olds - 71% of total population.
- There are 15,000 residents living in the City's top 5 priority neighbourhoods (Local Super Output Areas).
- The number of residents with an ethnic origin other than White British is 27,600.
- Southampton has two universities serving a student population of 43,400.

Southampton is a diverse City; in 2007 it was estimated that 17.3% of residents were of an ethnic group other than White British compared to 16.4% nationally. This is a higher proportion than in most of the cities considered 'most similar' to Southampton. The annual school census in the City in 2010 revealed that 26.4% of pupils were from an ethnic group other than White British compared to a national average of 22.4%.

The number of pupils whose first language is not English has risen from 8.4% in 2007 to 12.7% in 2010 with 54 languages other than English spoken in city schools. In 2007 there were 427 pupils whose first language was Polish by 2010 this had risen to 902.

The age profile of the city is that 22.1% of the population is under 19 years old. See Table 1.

Age	Number	Percentage
Total	239,700	100%
Aged 16 - 64	170,600	71.2%
Aged under 1 year	3,200	1.3%
Aged 1 - 4 years	11,300	4.7%
Aged 5 - 9 years	10,800	4.5%
Aged 10 - 14 years	10,600	4.4%
Aged 15 - 19 years	17,300	7.2%

Source: ONS Mid Year Estimates 2010.

## Education

In Southampton there are 81 schools, three colleges and two universities. Since 2006, all four key educational outcomes have improved.

**Early Years Foundation Stage** provisional data shows that in Southampton there has been a 0.7% increase in the number of pupils who achieved 78 points across the foundation stage including 6+ in PSE and CLL (a good level of development) from 55.6% in 2011 to 56.3% in 2012. Provisional data indicates a challenge remains for Southampton as nationally there has been a 5% improvement from 59% in 2011 to 64% in 2012.

**Key Stage 1 (7 year olds)** data shows an increase of 1.8% in Reading (2011 85.6% - 2012 87.4%), 0.1% in Writing (2011 83.2% - 2012 83.3%) and 0.1% (2011 91.1% - 2012 91.2%) in Maths provisionally this year. National performance (Reading 87%, Writing 83%, Maths 91%) has drawn level with Southampton achievements in 2012.

**Key Stage 2 (11 year olds)** provisional data (after provisional amendments for discounted pupils or appeals have taken place) shows that the pupils achieving L4+ in English and Maths increased by 5.0% from 72.4% in 2011 to 77.4% in 2012. Provisional data indicates a challenge remains for Southampton as nationally there has been a 6% improvement from 74% in 2011 to 80% in 201

**Key Stage 4 (16 year olds)** the percentage of children achieving 5 or more A\*- C grades in GCSE including English and Maths has improved between 2005 (34.6%) and 2011 (51.7%) has been 2.9% faster than the national rate of improvement from 2005 (44.7%) to 2011 (58.9%). In the City, 68% of schools had increases in the percentage of pupils achieving the expected Level 4+ in English and Maths. In 2012 provisional data indicates a 2.5% increase from 51.7% in 2011 to 54.2 in 2012. Currently National data is not available for comparison

**Key Stage 5 (18 year olds)** provisional data indicates that 98% of Level 3 entries (A\* to E at A-Level or equivalent) within Southampton passed. This result is in line with National data that indicates 98% of A-level entries achieved a grade A\* to E.

## Crime

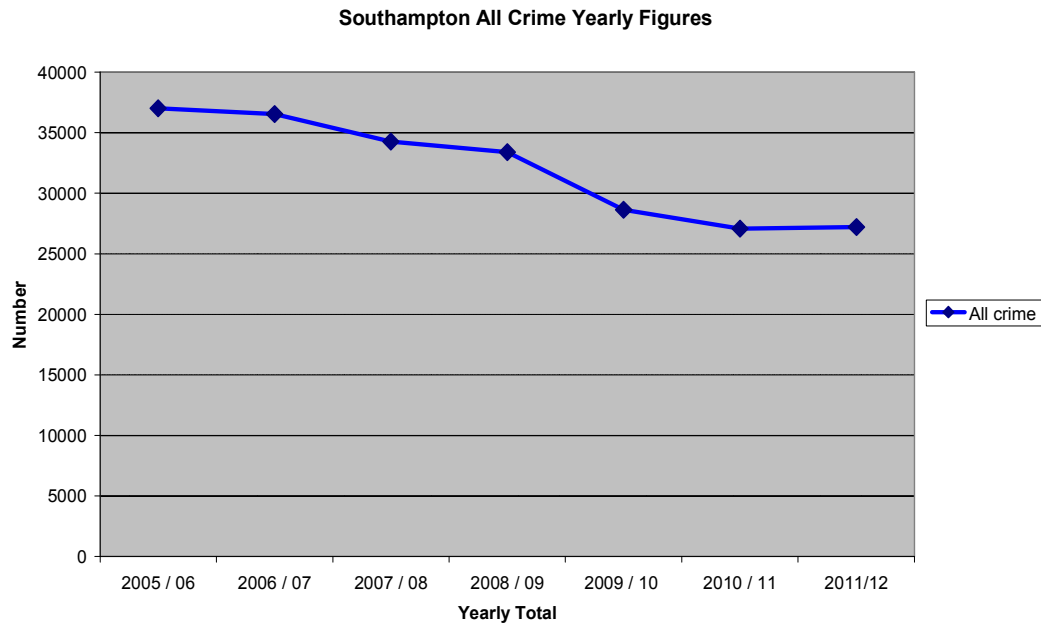
In 2011 there continued to be a positive downward trend for most crime types including reductions in repeat incidents of domestic violence, night-time economy violent crime and youth offending.

The five year trend of year-on-year reductions in All Crime (the total level of crime recorded in the City) plateaued in 2011 with an increase of 0.5%. This means crime did not significantly increase over the last year but over a five year period crime in Southampton has dramatically decreased. In the context of a five year pattern there were 37,004 crimes reported in Southampton in 2006 and 27, 214 crimes reported in

2011. The fall in crime over the last five years and the recent plateau of crime levels locally seems to reflect a national position.

A rise of 7.2% in reported incidents of anti-social behaviour in Southampton appears to be inconsistent with national and county trends. This is attributed to a small number of perpetrators who are well known to agencies rather than evidence of a substantive adverse change at this stage. Nevertheless this remains a priority area for the Safe City Partnership of which the YOS is a contributor.

The overall crime figures for the City is set out in Table 2, which illustrates an overall reduction in crime from 2005 to 2011.



## 2. SOUTHAMPTON YOUTH OFFENDING SERVICE PRIORITIES 2012 – 13

- 2.1 Wessex Youth Offending Team formally disaggregated in April 2012. As a standalone service, Southampton Youth Offending Service was co-located with the city's care leaver's service, Pathways, in a city centre base. SYOS continues to work collaboratively with its Hampshire counterparts in a number of areas; notably providing a service for West Hampshire Magistrates and Southampton Crown Courts and participating in the Wessex Resettlement Consortium. This has the aim of improving outcomes for young people leaving custody (although Southampton now has its own resettlement service).

Southampton Youth Offending Service sits within Children's Services and Learning but works with a wide range of partners. There is representation on the Management Board from all local statutory partners. In July 2012, the Management Board signed off the completion of the Southampton Improvement Plan, after the inspection of Wessex Youth Offending Team in May 2011. Looking forward, disaggregation provides clear opportunities for the service to contribute distinctly and effectively to the city's wider corporate strategy. Consequently, the strategic priorities for 2012 - 13 will align with the multi-agency implementation plan in respect of the 685 families in the City that meet the criteria for the Families Matter Programme<sup>1</sup>.

- 2.2 The Youth Offending Service has six priorities for 2012 – 13

### Priority one

*Strive to improve outcomes for young people against the three national indicators for Youth Offending Teams, which are; reducing reoffending rates, reducing custodial sentencing and reducing the number of first time entrants to the youth justice system.*

Southampton Youth Offending Service will:

- Provide services that continue the downward re-offending trend for Southampton young people through the delivery of effective offending behaviour interventions.
- Work with the Courts and others to improve sentencing outcomes for young people by promoting the effective use of our offending behaviour programme as an alternative to custody.
- Work in partnership with Hampshire Constabulary and other stakeholders to prepare for the newly elected Police and Crime Commissioner (November 2012) to ensure that YOS crime prevention work with young people is properly resourced and maintained and funding streams identified.

### Priority two

*Implement the changes necessary to ensure an effective service response to the Legal Aid, Sentencing and Punishment of Offenders Act.*

Southampton Youth Offending Service will:

- Increase its focus on restorative justice through staff and volunteer recruitment, training and development.
- Prepare for the delegation, from the Youth Justice Board to Southampton, of the cost of placing young people in the secure estate through the implementation of the youth remand order.

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<sup>1</sup> Within Southampton, the national government Troubled Families Programme is known as Families Matter.

- Continue to work with partners to promote, deliver and monitor effective community resolutions.

### **Priority three**

*Support consistent effective practice with a strong focus on the views of young people and their families.*

Southampton Youth Offending Service will:

- Continue work to embed a focus upon the perspectives of young people and their parents or carers into offending behaviour assessments and interventions.
- Build upon local quality assurance and 'best practice' frame works and participate in the YJB Effective Practice forum to ensure professional development across the service.

### **Priority four**

*Protect future service delivery by working with local and national partners in respect of youth justice funding provision; ensuring that the service is effective in delivering its core objectives and represents 'value for money'.*

Southampton Youth Offending Service will:

- Work with statutory local partners and the Youth Justice Board to identify the service budget for 2013/14.
- Develop systems to analyse the cost effectiveness of YOS interventions and to monitor patterns of offending to ensure the most effective distribution of resources.
- Explore avenues of income generation by identifying alternative sources of funding provision.

### **Priority five**

*Work with partners to contribute to the implementation of the 'Families Matter'<sup>2</sup> programme in Southampton.*

Southampton Youth Offending Service will:

- Ensure that Southampton YOS priorities in respect of reducing in re-offending; increasing education access and engagement and providing effective parenting interventions align with the Southampton 'Families Matter' implementation strategy.

### **Priority six**

*Continue to work to improve outcomes for young people receiving custodial sentences.*

Southampton YOS will:

- Continue to contribute to the Wessex Resettlement Consortium, working with regional and national partners as part of that forum.

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<sup>2</sup> Within Southampton, the national government Troubled Families Programme is known as Families Matter.



- Continue to strengthen links with the secure estate to ensure a seamless transition from custody to community for Southampton young people.
- Work with the local service provider to ensure that Southampton young people get maximum benefit from the 'Next Steps' resettlement project.
- Work with Southampton Children's Services Safeguarding Division to ensure that local authority responsibilities in respect of the Visits to Former Looked After Children in Detention (England) Regulations 2010 are met.

### 3. PERFORMANCE

3.1 Southampton Youth Offending Service is working hard to improve the outcomes for children and young people in the city, thereby contributing to making Southampton a safer place. Over the past three years significant progress has been made against the national indicators:

- Re-offending by young people in Southampton has reduced by 2.5%.
- The number of first time entrants has reduced significantly by 41% endorsing the prevention work of the service.
- Although custodial sentences rose slightly in the last year, at 2.72 per 1000 10 – 17 population the figure remained within the target set by the Management Board.

3.2 This has been achieved through:

- Offering interventions to all young people receiving 147 Youth Restorative Disposals.
- Participating in the Hampshire Constabulary Scrutiny Panel which monitors the effectiveness of community resolutions, as noted in the *Swift and Sure Justice* white paper published in July 2012.
- Offering interventions to 59 parents; including 22 statutory Parenting Orders (doubling the figure from the preceding reporting year).
- Developing the risk taking behaviour and victim awareness components of its offending behaviour programme to better meet the needs of children at risk of higher level offending.
- Developing its practitioner forum for discussing sentencing recommendations in order to develop practice across the team.
- Introducing compliance meetings to increase the number of young people successfully completing statutory orders.
- Restructuring the offending behaviour programme to include a wider level of content; clearly defined learning outcomes for every component and a process for evaluating young people's learning.
- Beginning to participate in the Youth Justice Board's education and effective practice forums.
- Forging links with the local business community to run sessions around the impact of offending against corporate victims with young people.

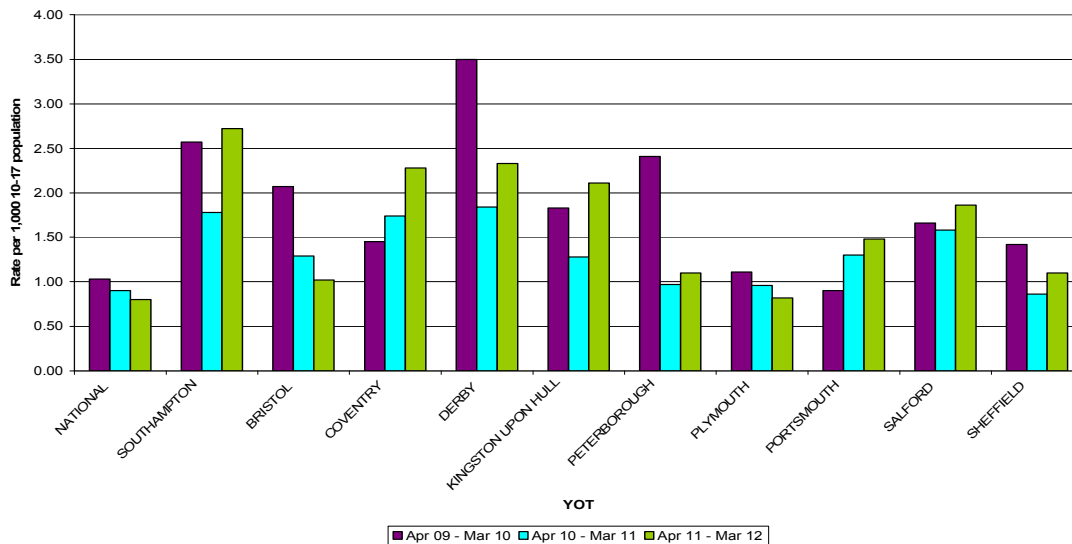
The performance of the service is compared with statistical neighbour Youth Offending Teams and the Core Cities in the following tables.

#### **Reducing custody**

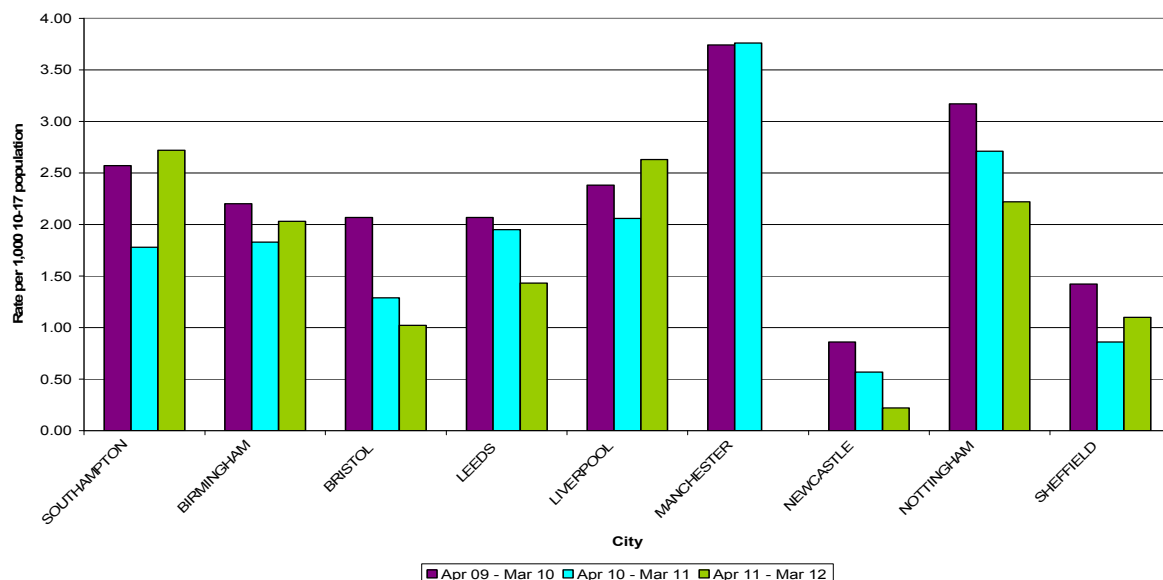
Reducing custody for young offenders is one of the remaining national performance indicators. Reducing custody is measured per 1000 young people, 10 – 17 population. The data below shows custody performance over the last three year period between April and March.

The Youth Offending Service works to promote community sentences whenever possible and in 2010 / 11 achieved some success, with the local custody rate falling from 2.57 to 1.78 per 1000 young people aged 10 – 17. In the last year the rate rose, principally due to a number of young people being jointly sentenced to custody in respect of serious matters. Southampton’s custody rate April 2011 – March 2012 was 2.72 per 1000 young people aged 10 – 17, in comparison with a national figure of 0.80 for that period. Seven of Southampton’s comparator YOTs also saw an increase in the use of custody during this period; in comparison with the previous year.

### Southampton and comparator YOTs



### Southampton and Core Cities



## Areas for development 2012 – 13

Southampton Youth Offending Service will:

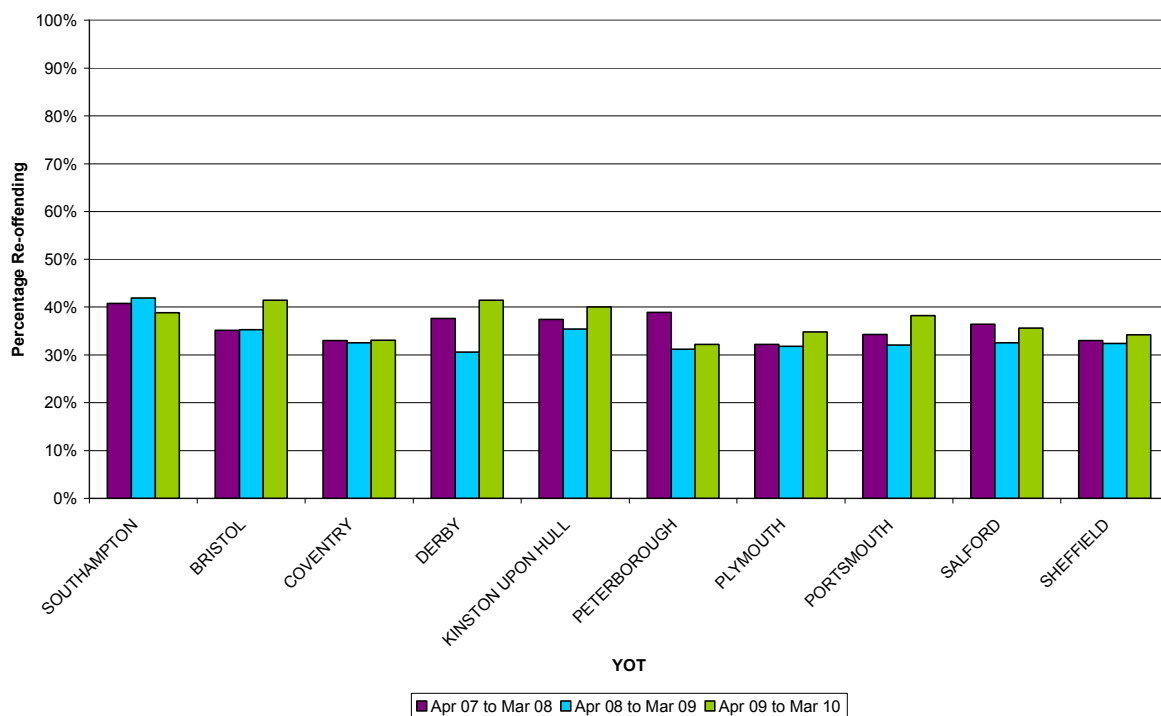
- Develop quality assurance systems for evaluating the effectiveness of pre-sentence reports and looking at 'lessons learnt'.
- Develop preventative strategy by analysing offending behaviour trends and responding to areas of need through the development of its offending behaviour programme.
- Review restorative justice systems and developing more effective processes in the community and in custody.

### Reducing re-offending

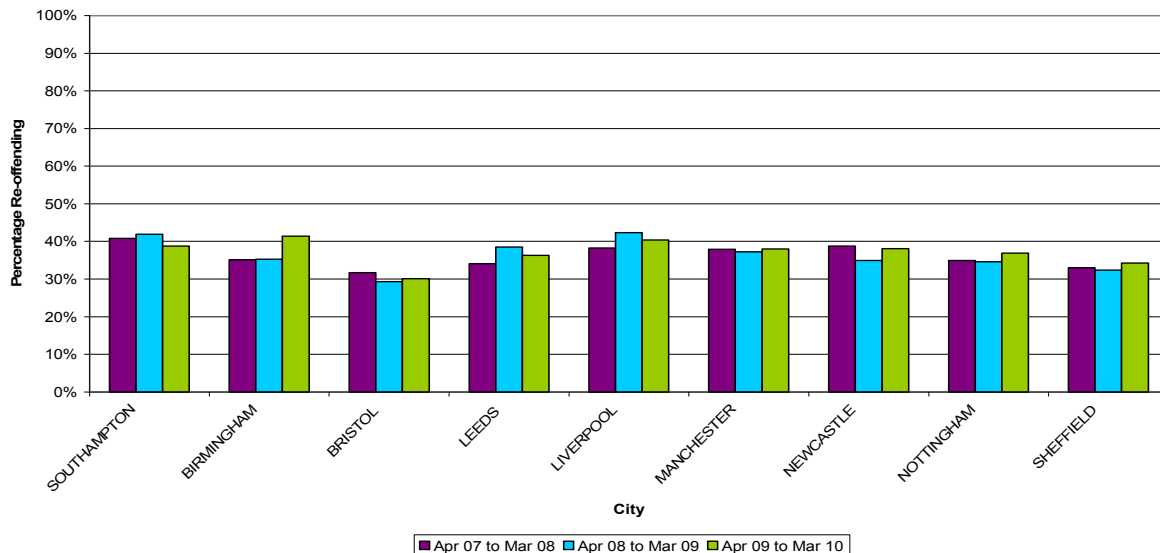
This is the second of the national performance indicators. Re-offending data is drawn from the Police National Computer (PNC). A 12 month rolling cohort, starting every quarter, measures the number of re-offenders that re-offend and the number of re-offences they commit, over the following 12 month period. The methodology is identical to that used for adult offenders and relates all young people in the cohort who have received a substantive pre-court or court disposal.

The data below covers the three year period: 2007 – 2010 (April to March). For the final year, April 2009 – March 2010, the national figure for re-offending was 34.1%. Southampton's re-offending rate for this period was 40.4%. This is higher than six of its comparator YOTs and four core cities. However, eight of the cities below experienced an upward re-offending trend. Conversely, and positively, Southampton's re-offending rate reduced by 2.5%.

### Southampton and comparator YOTs



## Southampton and Core Cities



### Areas for development 2012 – 13

Southampton Youth Offending Service will:

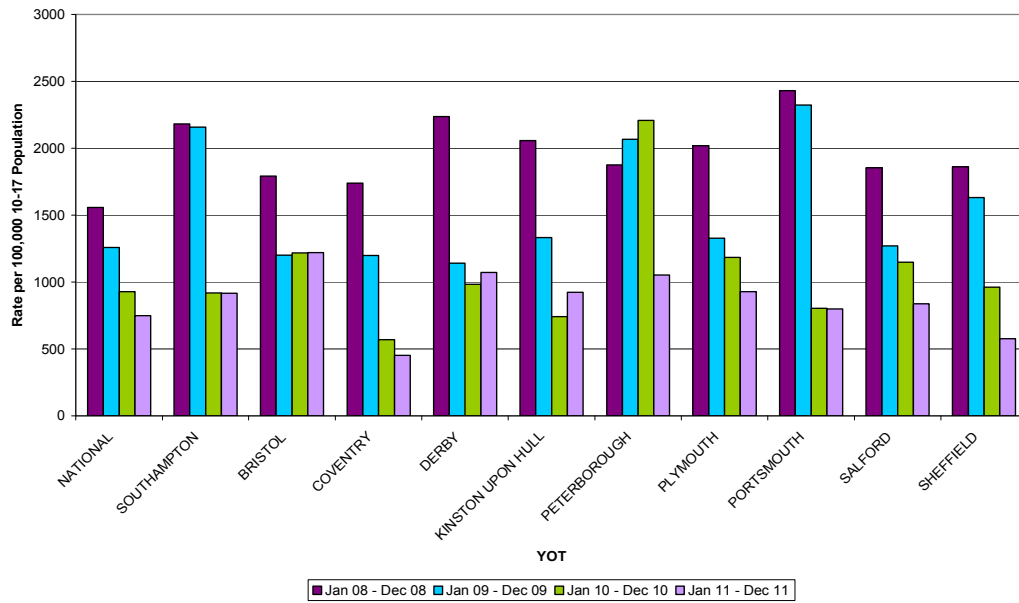
- Undertake further analysis of offending risk/needs to better target resources and develop interventions.
- Develop a system of multi-agency, enhanced planning meetings to co-ordinate approaches in respect of young people posing the highest risk of re-offending.
- Develop links with the Victim Support service in order to better address victim needs and enhance consideration of victims in YOS Risk Assessments and Plans.

### Reducing first time entrants

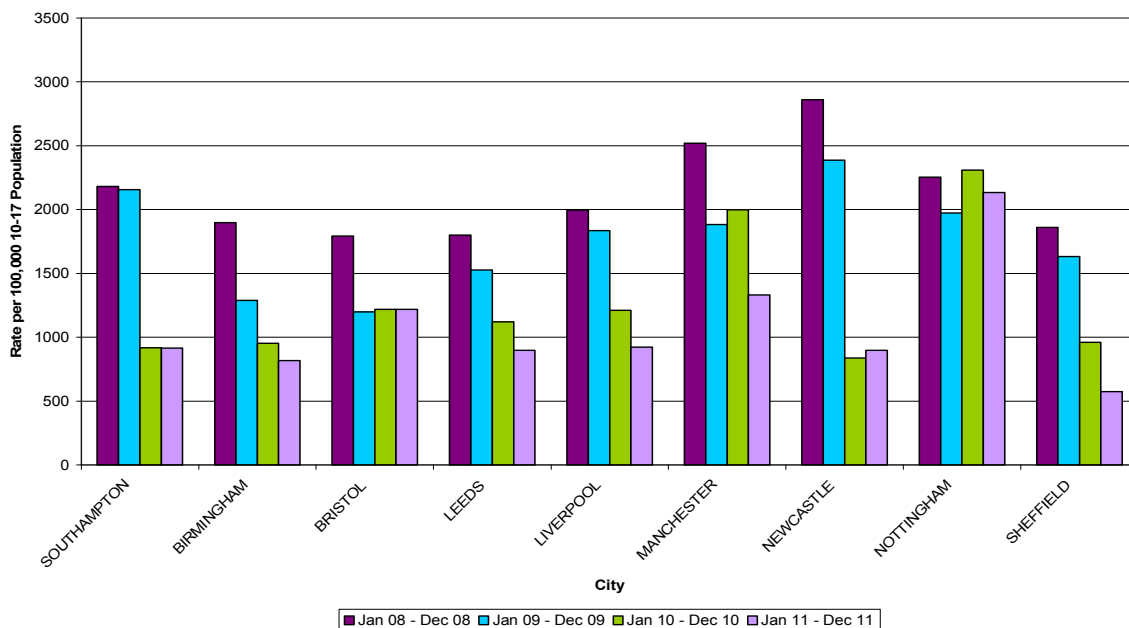
This is the third national performance indicator. First Time Entrants (FTE) data is again drawn from the Police National Computer – the graph displays the number of FTEs as a rate per 100,000 young people (10 to 17 years). It uses population data taken from the Office of National Statistics mid year estimates. The data set covers January – December for a three year period. The cohort represents young people who have received a first ‘substantive outcome’ in the period i.e. Reprimand, Final Warning or court outcome.

In 2009, Southampton received Youth Crime Action Plan Funding to address first time entrants to the Youth Justice System. The successful delivery and completion of Youth Restorative Disposals in Southampton significantly impacted upon the rate of first time entrants in the city in 2010, in comparison with the previous year. As systems have become embedded, the figures for Southampton in 2011 indicate a much less pronounced trend, but the rate has reduced further, nevertheless.

## Southampton and comparator YOTs



## Southampton and Core Cities



## Areas for development 2012 – 13

Southampton Youth Offending Service will:

- Increase the remit of restorative justice work to ensure that more young people who receive YRDs engage in meaningful reparative activity.
- Develop an enhanced engagement strategy to make sure that the maximum number of young people work with the service at prevention stage.
- Performance monitor prevention exit-planning to ensure a consistent approach that includes, where appropriate, referral into the team around the child process.

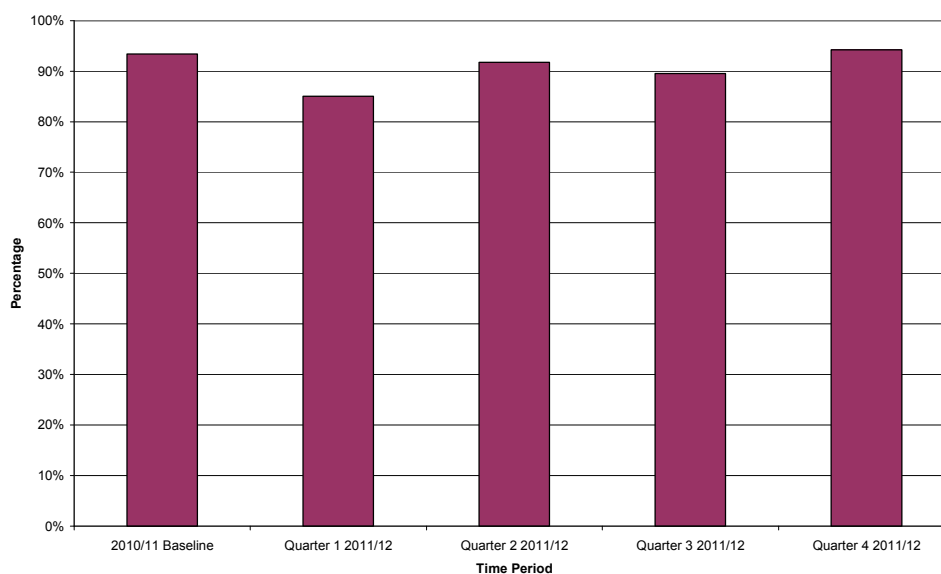
3.3 To maximise the opportunities for children and young people in Southampton, performance indicators of accommodation suitability and access to education provision were retained locally and performance is reported to the Management Board.

In 2012 – 13 Southampton Youth Offending Service will aim to achieve:

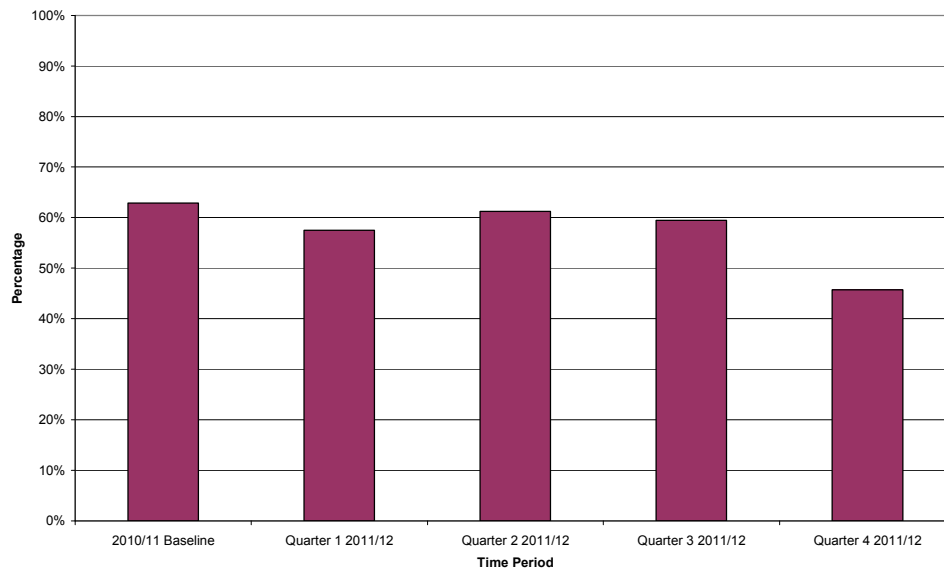
- 95% of young offenders in suitable accommodation.
- 75% of young offenders in full time education, training or employment. To achieve this, the Youth Offending Service will:
  - Build upon links with Southampton Prevention and Inclusion Services to develop an effective forum to discuss young people not in education, training or employment.
  - Work with partners within the remit of the Next Steps resettlement programme, with particular emphasis upon increasing education and employment opportunities, in order to respond to the needs of young people leaving custody.

Service performance against these local indicators in 2011 – 12 is shown below. In 2012 – 13, further performance indicators will be developed to monitor: the level of educational attainment for school age children subject to Youth Offending Service interventions; re-offending rates in respect of children looked after; the cost effectiveness of Youth Offending Service interventions.

#### Accommodation Suitability 2011 – 12



## Education, Training Order Employment 2011 – 12





## 4. RESOURCING

### Funding contributions

Partner Contributions	Contribution to YOS Budget
Southampton City Council	£616,900
PCT	£57,000
Probation	£81,000
Police	£68,800
Police Authority	£16,200
Youth Justice Board	£295,300
Total	£1,135,200

### Southampton Youth Offending Service Disposals 2011 – 12

Formal interventions	No.	% of Total	Young People
Prevention (Youth Restorative Disposals)	147	24	144
Final Warning Interventions	68	10	67
1 <sup>st</sup> Tier sentences (Referral and Reparation Orders)	143	22	135
Community Sentences (All other Community Sentences)	228	36	132
Custodial sentences	49	8	39
Total	635	100	517

Post disaggregation from Wessex Youth Offending Team, the 2012 - 13 reporting period represents the first year in which there is a distinct Southampton Youth Offending Service budget. As a result of disaggregation, the service has been restructured to meet the needs of Southampton and the team has been relocated to a city centre site. The budget has been constructed in line with these developments.

Prevention work has positively impacted upon first time entrants statistics in Southampton and the number of final warnings in the next tier has also reduced in comparison with 2011 - 12 indicating the importance of early intervention work in Southampton. First Tier work has reduced slightly in comparison with the previous year. The number of community orders reduced in 2011 - 12 although, conversely, custodial sentences increased.

It has been possible to identify the level of required contact for the first three months of Youth Offending Service supervision in respect of 95 Referral Orders and 138 Youth Rehabilitation Orders imposed in 2012 – 13. The level of contact is prescribed by the Youth Justice Board and determined through the assessment of a young person's risk of re-offending and harm; with the young people that pose the most risk receiving a higher level of intervention.

Levels of standard and enhanced contact for the young people subject to Referral Orders are comparable, indicating the degree of intervention that some Referral Orders can require. The requirement for enhanced contact clearly increases within the Youth Rehabilitation Order cohort, with 21 cases requiring a contact level of 12 contacts per month or higher.

<b>Order</b>	<b>Standard (2 x per month)</b>	<b>Enhanced (4 x per month)</b>	<b>Intensive (12 x per month)</b>	<b>Daily</b>	<b>Total</b>
Referral Order	49	46	-	-	95
Youth Rehabilitation Order	10	107	17	4	138

The Youth Offending Service is involved with the Youth Justice Board National Standards pilot. This will assess the impact of a less prescriptive, risk based approach to case management. Caseloads in Southampton have increased in the past 12 months and, consequently, the pilot is likely to have practical implications in respect of how the Youth Offending Service targets its resources.

## 5. RISKS TO FUTURE DELIVERY

- 5.1 The principal risk to future service delivery is a decrease in funding, given the likelihood of further public sector funding reductions impacting upon the youth justice sector. Furthermore, the revised Youth Justice Board grant formula; from which Southampton Youth Offending Service may have benefitted; will not be used in respect of the 2013 - 14 grant.

The devolution of remand budgets to local authorities, as a result of the impending Legal Aid, Sentencing and Punishment of Offenders Act, will also require pro-active management; as will the bid for consideration by the newly elected Police and Crime Commissioner in respect of supporting early intervention work in Southampton. The Youth Offending Service strategic priorities for the coming year serve to address these potential risks.

Rationalisation in the face of budget reductions is also a key consideration from a local authority perspective. Within Southampton City Council, the Change Programme aims to:

- Reduce costs significantly.
- Transform working practices.
- Tackle inefficiency, waste, unproductive processes and bureaucracy.
- Improve the tools that allow work to be done well.
- Be focused on customers.
- Be focused on outcomes.
- Be deliverable.
- Be planned and allow the Council to know it is succeeding in its goals.
- Join up with other projects wherever possible.

In 2012 – 13 Southampton Youth Offending Service will develop its local performance indicators to ensure that the cost effectiveness of the service is being robustly reviewed.

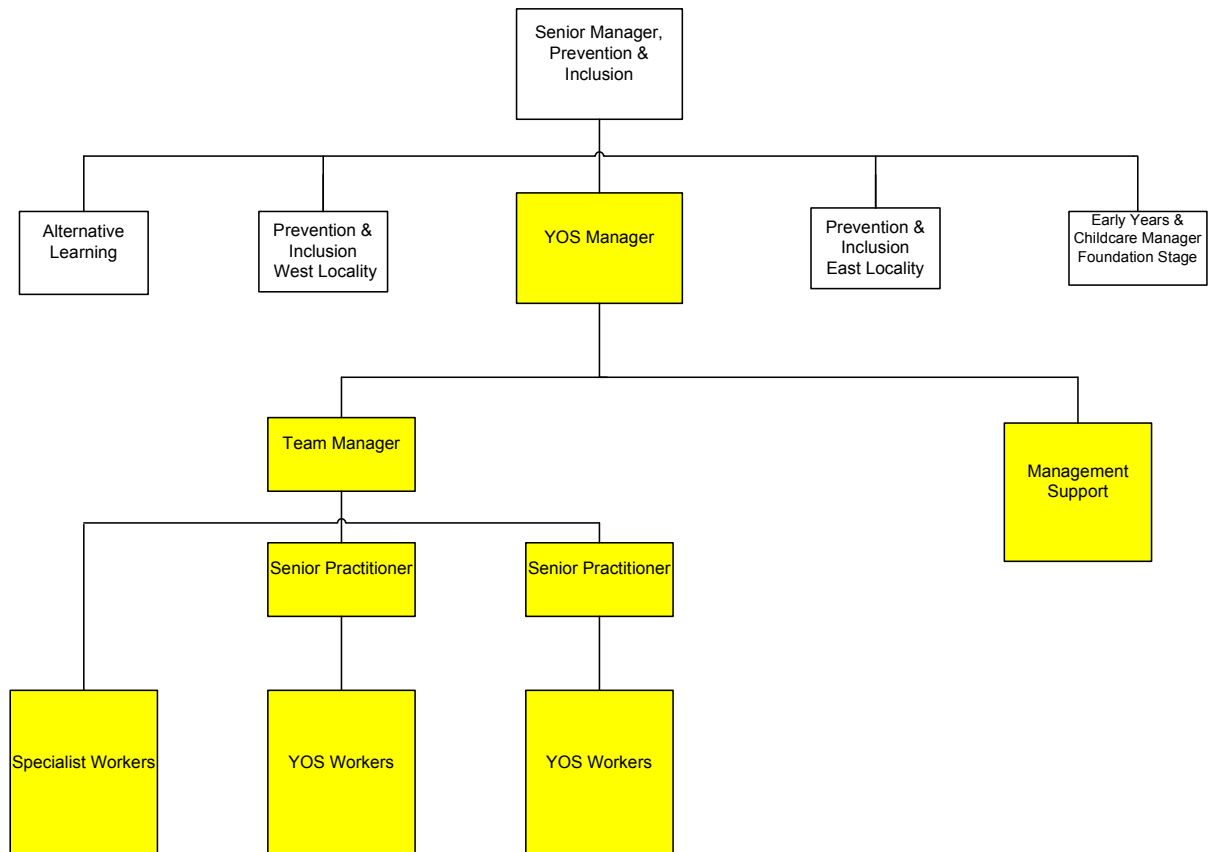
Regarding wider risk factors, the unexpected illness of the Youth Offending Service Manager is being carefully managed by the Youth Offending Management Board; with the head of the board offering an enhanced level of support to the team manager who is covering the service manager role on a temporary basis.

Regarding service performance, the risk that custodial sentences may further increase is reflected in the strategic priorities and addressed through an operational focus on ensuring that more robust community alternatives are available and more widely utilised in the city.

The National Standards pilot is likely to impact upon service delivery and will therefore be managed carefully with the development of a system of management oversight and review; in order to support staff and to monitor practice. The wider implications of Legal Aid, Sentencing and Punishment of Offenders Act in respect of changes to out of court disposals is also acknowledged by the service and is reflected in its training plan for the coming year.

## 6. STRUCTURE AND GOVERNANCE

6.1 The Youth Offending Service sits within the prevention and inclusion strand of Southampton City Council Children's Services. However, the team is multi-disciplinary with each statutory partner contributing staff. There are 21 full time and 6 part time members of staff within the team. Youth Offending Service Officers are seconded from Southampton City Council and Hampshire Probation Trust. Specialist workers included a seconded police officer, education, health and substance misuse workers. The position of Southampton Youth Offending Service within Children's Services supports its early intervention work and maximises the opportunities for improving outcomes for children and young people through wider service access.



6.2 The Management Board is chaired by the Southampton Senior Manager for Prevention and Inclusion. Statutory Partners are represented by senior officers of Southampton Children's Services and Learning, Southampton Primary Care Trust, Hampshire Constabulary and Hampshire Probation Trust.

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 will be linked to the relevant local authorities including Children's Trust arrangements, Local Safeguarding Children's Board, Local Criminal Justice Board and Safe City Partnership.

Further sub-groups of the Management Board may be set up from time to time and will report to the Management Board. The Board convenes on a quarterly basis.

The Management Board will oversee and contribute towards the Youth Offending Service's statutory aim of reducing re-offending. It will fulfil the requirements of the Crime and Disorder Act 1998 and YJB guidance. It will:

- Provide strategic direction and support to the YOS Manager.
- Ensure that planning is undertaken to deliver effective youth justice services that:
  - Reduce re-offending.
  - Safeguard children and young people.
  - Are informed by an analysis from various data sources that identifies the type and level of risks of children and young people who offend in their area.
- Ensure 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*. In doing this, the Board will review the funding plan and the legal funding agreement on an annual basis.
- Ensure that relevant staff are seconded to the Youth Offending Service in line with the requirements of the Crime and Disorder Act 1998.
- Ensure that the Youth Offending Service has sufficient access to mainstream services provided by partners and other key agencies and, where appropriate, secure representation at the YOS Management Board to achieve this in line with S17 of the Crime and Disorder Act 1998.
- In exceptional circumstances, where consideration is being given to derogating from a particular National Standard, the relevant YJB Head of Business Area is informed of the decision, rationale and the action plan and timelines to reinstate compliance.
- The action plan must be monitored by the Youth Offending Service Management Board 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 Management Board will agree the funding arrangement and ensure that arrangements are in place for a pooled budget.
- The Management Board will ensure that Information is exchanged between partner agencies in line with relevant legislation and in particular the Crime and Disorder Act 1998.
- The Management Board will receive quarterly performance reports and work with the Youth Offending Service Manager to improve and sustain performance and quality standards.
- The Management Board will receive reviews of serious incidents (as defined by the YJB).

## 7. CONTRIBUTION TO PARTNERS' STRATEGIES

### 7.1 Health and Wellbeing strategy

The purpose of the Joint Strategic Needs Assessment (JSNA) is to help professionals, services and communities to improve the health and wellbeing of Southampton's population through clearly identifying local needs. "Gaining Healthier Lives in a Healthier City" is Southampton's second Joint Strategic Needs Assessment (JSNA) and covers 2011 - 14.

Particular priorities have been identified in respect of:

- Tackling teenage pregnancies.
- Reducing sexually transmitted disease.
- Increasing numbers accessing substance misuse treatment.

Southampton Youth Offending Service contributes by:

- Identifying and raising awareness of health problems/risk behaviours within its service group.
- Promoting positive health choices through its sexual health and relationships, emotional first aid and smoking cessation work.
- Delivering brief interventions for lower level needs and delivering substance and alcohol misuse, intervention at tier two and three level.
- Referring to services where specialist assessment and treatment is required.

### 7.2 Integrated Offender Management

Integrated Offender Management (IOM) is an initiative to reduce crime and reduce reoffending by a more intensive case management approach to certain individuals. It will also provide support for those with drug and alcohol dependency linked to their offending behaviour. It aims to provide the right interventions to the right individuals at the right time through breaking the cycle of their offending behaviour. The services to address individual need include health, education, employment opportunities, housing, drug, alcohol and parenting skills programmes.

IOM involves close working between Hampshire Probation Trust, Hampshire Constabulary, Hampshire County Council, the unitary authorities of Portsmouth, Southampton and the Isle of Wight local health authorities, Community Safety Partnerships, Prison Service, Youth Offending Teams (YOT), and providers who manage outreach, engagement and specialist substance misuse advice and support.

Information sharing and communication is key to the success of IOM, with partnership working being the driving force behind the schemes across Hampshire and the Isle of Wight. Co-ordination pan-Hampshire has been led by the Local Criminal Justice Board.

IOM will focus on those repeat offenders who meet a specific criteria or pattern of behaviour and will also include designated drug and alcohol related offending. Within IOM, individuals will be offered the opportunity to receive advice and assistance to help them change their life; the aim is to stop their offending behaviour, therefore reduce crime in order to benefit the individual and our communities.

With the introduction of IOM in Hampshire and the Isle of Wight, the following offenders will be brought into the scheme: those who are arrested on four or more occasions in a three month period; those who are assessed as at risk of not complying with a Court

Order; identified Persistent and Priority Offenders (PPOs). It will also give priority to those offenders receiving a prison sentence of less than a year, who are not already under Probation supervision, with a focus particularly on high risk groups such as women, and males from a black or ethnic minority background. It will also work with the Youth Offending Teams to continue interventions for some young people whose high level of offending requires their consideration within the IOM initiative.

Southampton Youth Offending Service contributes by:

- Working with Hampshire Probation Service to ensure effective transitions for young people moving from youth to adult supervision at 18 years of age.
- Working with Hampshire Constabulary regarding the development of the seconded police officer role; in order to maximise the opportunities afforded in respect of a partnership approach to integrated offender management around monitoring, intelligence gathering and enforcement.

### 7.3 Southampton City Council Prevention Strategy

Southampton City Council's Prevention Strategy is based on four key themes and three delivery principles:

Themes:

- Entitlement of all children and young people to good quality universal services and facilitating access.
- Statutory provision.
- Early intervention.
- Transition across services

Delivery principles:

- Common Assessment Framework.
- Collective ownership.
- Workforce development.

Southampton Youth Offending Service contributes by:

- Effective preventative work is undertaken by monitoring and reviewing levels of engagement and exit strategy planning in respect of young people subject to Youth Restorative Disposals.
- Ensuring that Youth Offending Service prevention staff have completed Common Assessment Framework (CAF) training and that they participate in local 'Team around the Child' arrangements for relevant cases.
- Youth Offending Service management participation in further developing the Southampton CAF.

#### 7.4 Integration with Southampton Safe City Partnership Plan

The primary aim and core business of the Safe City Partnership is to prevent and reduce crime, anti-social behaviour, fires and road collisions across Southampton. The partnership also aims to help tackle the root causes of crime.

The Safer City Partnership priorities for 2012 – 15 are:

- Reducing crime, anti-social behaviour, fires and road collisions in strategic localities across the city.
- Reducing the harm caused by drugs and alcohol.
- Reducing repeat victimisation with a focus on vulnerable victims and targeted communities.

Southampton Youth Offending Service contributes by:

- Ensuring that 100% of young people who score 2 or more for substance and alcohol use; in offending behaviour assessments undertaken using the Asset tool; are referred to the Youth Offending Service Substance misuse worker for further assessment and intervention.
- Aiming to ensure 50% of young people subject to Youth Restorative Disposals, who have been referred for intervention by the Police, undertake meaningful reparation taking into account victim wishes.
- Participating in multi-agency Community Tasking and Co-ordination meetings to address anti-social behaviour in communities.
- Working with partners within the local authority and wider community to respond to the anti-social behaviour of individuals.
- Ensuring that individual and group offending behaviour interventions reflect local priorities.

#### 7.5 Integration with Southampton Safeguarding Strategy

The Youth Offending Service, alongside its wider statutory partners, have a mutual duty to make effective local arrangements to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children known to the youth justice system. Diversion from offending and anti-social behaviour is one of the 10 priorities within the Southampton Children and Young People's Plan 2009 – 12. However, YOS participation in respect of local Safeguarding Children's Board arrangements and the agreement of the Youth Offending – Safeguarding Protocol in 2011 ensure that the service is strategically and operationally aligned with the City's wider safeguarding priorities.

Southampton Youth Offending Service contributes by:

- Ensuring that there is Youth Offending Service participation in key areas so that the youth justice perspective in the development of local safeguarding strategy is maintained.
- Monitoring and reviewing its work in line with the Southampton Youth Offending Service – Safeguarding Protocol to ensure that vulnerable children are kept safe; with particular emphasis on children looked after, care leavers and children in custody.



## 8. IMPROVEMENT PLAN FOLLOWING THE INSPECTION OF WESSEX YOUTH OFFENDING TEAM IN 2011

The Inspection recommended that:	Southampton Youth Offending Service has:	Progress
Asset assessments should be timely and of good quality providing a robust analysis of the current needs of the case that is not obscured by previous information except where it is relevant.	<ul style="list-style-type: none"> <li>• Developed a quality audit tool which addresses the issues identified in the inspection toolkit in order to facilitate improvement.</li> <li>• Integrated file checks into supervision arrangements.</li> <li>• Started a rolling QA programme in which all case holders participate.</li> <li>• Ensured that all staff have completed APIS training.</li> </ul>	Completed
There should be a timely and good quality assessment of the individual's vulnerability and risk of harm to others is completed at the start in appropriate cases Vulnerability management plans should be completed on time and are of good quality and clearly link with care plans when available. They clarify the roles and responsibilities of staff and include planned responses to changes in the child or young person's own vulnerability.	<ul style="list-style-type: none"> <li>• Ensured that staff have completed training to support their assessments of risk of harm and vulnerability, including liaison with other agencies.</li> <li>• Introduced a feedback form for staff attending training, identifying how practice will change as a result of training.</li> <li>• Embedded direct observations of practice into supervision and appraisal arrangements.</li> </ul>	Completed
Children and young people, and their parents/carers are actively and meaningfully involved in assessment and planning, including the timely use of self assessments and the assessment of learning styles	<ul style="list-style-type: none"> <li>• Included the completion of learning styles questionnaires and 'What do you Think?' Forms as common appraisal targets for practitioners across the team. Developed quality assurance monitoring systems to check that the tools are being used consistently.</li> <li>• Used local effective practice forums to discuss parental involvement in case reviews.</li> <li>• Ensured greater alignment between interventions in respect of young people and their parents.</li> </ul>	Completed
For both custodial and community cases, the plan of work should be regularly reviewed and correctly recorded in Asset with a frequency consistent with national standards for youth justice. Work not undertaken in custody must be demonstrated in the community part of the plan.	<ul style="list-style-type: none"> <li>• Ensured that cases are reviewed in supervision with line management to enable a seamless transition from custody to community and that plans are updated to incorporate work which has not been completed in custody.</li> </ul>	Completed

<p>There should be regular and effective oversight by management, especially of screening decisions, ensuring planned actions are delivered. Management comments should be recorded within the case record as appropriate to the case</p>	<ul style="list-style-type: none"> <li>• Ensured that frontline managers have completed post-inspection training. Reviews of assessments and intervention plans in supervision sessions are now promptly recorded on case files by line managers. Managers continue to have oversight of Risk of Serious Harm assessments and risk and vulnerability management plans.</li> </ul>	<p>Completed</p>
<p>The case record should at all times contain accurate, sufficient and up to date information, in order to support the continuity of services to children and young people. This should include sufficient information on interventions delivered by others.</p>	<ul style="list-style-type: none"> <li>• Developed effective practice workshops which have focused on accurate recording.</li> <li>• Developed a more robust framework for monitoring recording and multi-agency plans.</li> </ul>	<p>Completed</p>
<p>The intervention plan should be specific about what will be done, by whom and when in order to safeguard the child or young person from harm, to reduce the likelihood of reoffending and reduce Risk of Harm to others. In particular the plan of work should set appropriate goals, be clearly sequenced and outcome focussed. ROSH assessments must draw adequately on all appropriate information including MAPPA.</p>	<ul style="list-style-type: none"> <li>• Ensured that all staff have completed review safeguarding training.</li> <li>• Used local effective practice forums to ensure that the safety of any other young person associated with the case has been considered and acted upon when required.</li> <li>• Reviewed recording practices to ensure that, following MAPP meetings, all supervision plans to be updated to incorporate MAPPA actions.</li> <li>• Started monthly management reviews of MAPPA cases.</li> <li>• Used local effective practice forums to discuss the victim's safety being assessed and included within any supervision plan/licence conditions.</li> </ul>	<p>Completed</p>