

YOUTH JUSTICE PLAN 2023/24

SERVICE	HAMPSHIRE YOUTH JUSTICE SERVICE
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1. INTRODUCTION, VISION, and STRATEGY

Foreword by Steph How Deputy Director of Hampshire Children's Services – chair of the Hampshire and Isle of Wight Youth Justice Management Board.

- 1.1. As the Chair of the Hampshire and Isle of Wight Youth Justice Partnership Management Board, I am pleased to introduce the Hampshire Youth Justice Plan for 2023/24. This has been produced in collaboration with board members and the Hampshire Youth Justice management team. As well as detailing a range of information, it provides a summary of the progress made in the last 12 months, the position in relation to service priorities, finance, and performance, all of which is underpinned by the four tenets of the Child First principle.
- 1.2. One of the main achievements last year was the merge of the Hampshire and Isle of Wight Boards. This prompted a review of the board arrangements against the requirements laid down in the Youth Justice Board (YJB) guidance. This is an exciting opportunity for us to develop our services to children across both Local Authorities. Despite this merge, there is a requirement to complete individual plans.
- 1.3. Hampshire Youth Justice Service serves the population of 1,400,800, which includes 128,881 children between the ages of 10-17 years. The County Council is divided into 11 Districts and Boroughs. Overall Hampshire has low levels of deprivation. It was ranked 135 of 151 across England. However, there were large variations within the County. Havant, Gosport, Rushmoor and Eastleigh with higher rates of deprivation, whilst Hart was one of the least deprived districts in the country. However, it is worth noting that even where districts are classified as having low deprivation, there are small pockets high deprivation, for example within the New Forest.
- 1.4. The Youth Justice Service currently works with approximately 400 children across its statutory, diversionary and prevention services. Of these children 13.3% are also open to Children's Services, with 6% currently looked after by the local authority. The proportion of children from other minority ethnic groups in the 10-17 population is 10.3% as compared to 10.6% of our statutory caseload. This disproportionate representation has reduced significantly in the last 12 months.
- 1.5. As chair of the Hampshire and Isle of Wight Youth Justice Team's Management Board, I endorse this plan, and with this endorsement is the assurance that oversight by myself and the board, will ensure that identified priorities will be delivered.

2. CHILD FIRST

- 2.1 On 1st June 2023 the Hampshire Youth Offending Team was renamed Hampshire Youth Justice Service (HYJS). This supports the underpinning principle of Child First by minimising the impact of labelling children by their

involvement with an organisation designed to work with offenders, in addition, all developed service facing documents uses the word Children/Child rather than young person, as does any references made in partnership meetings. However, we recognise that older children may like to be referred to as young people therefore when directly engaging we will use the terminology they are most comfortable with.

- 2.2 A new vision mission and values statement was developed and approved by the management board to support the link between the four tenets of child first and service delivery. The intention is for this to be part of the everyday language of the service.
- 2.3 A session was delivered to all staff at their quarterly briefing using materials from the YJB provided Child First training. Three practitioners have also had the opportunity to complete the Youth Justice Board Children First training.
- 2.4 Some of the aspects of delivery which is underpinned by the four tenets is detailed in the following paragraphs as examples.
- 2.5 All children who are supervised by the Youth Justice Service receive a holistic assessment. The nature of that assessment depends on the needs of the child. An AssetPlus is used for all children who are subject to a Court order. The local Short Format Assessment is used for all children (unless they are “high risk” in any of the three domains) who are considered at the Joint Decision-Making Panel. This assessment is completed prior to the decision being made. Children subject to prevention also receive an assessment after they have consented to the intervention.
- 2.6 The purpose of the assessment is to identify the child’s **needs, capacity, rights, and potential of all children (Tenant one)**. This assessment informs the plan which includes the interventions which supports desistance and therefore manages risk. These identified interventions are **child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children**. The assessment also promotes the lowest level of intervention possible and therefore **promotes a childhood removed from the justice system (tenant four)**
- 2.7 Throughout 2022/23 managers continued to countersign all assessments. A selection of short format assessments is audited with Hampshire Youth Justice Service managers to ascertain them meeting the required standard.
- 2.8 The active participation of children and their carers, in the assessment is fundamental, as are those partners who touch their lives. Parents and children are asked to complete the self-assessment when a AssetPlus or a short format assessment has been completed. This supports the identification of **children’s individual strengths and capacities (tenant two)** and enables the development of a co-produced **collaborative** plan. This plan is designed to support the development the child’s **prosocial identify for sustainable desistence, leading to safer communities and fewer victims (tenant two)**.

- 2.9 **To promote a childhood removed from the justice system (tenant four)** Hampshire continues to offer a Youth Diversion Programme. Numbers have steadily grown since its inception in November 2021 and now makes up approximately 25% of our workload.
- 2.10 In addition, the prevention programme employs 13.5 staff and is working with approximately 100 children at any one time. They offer **pre-emptive prevention (tenant four)** to children referred by other agencies, specifically schools, children's social care and the police.
- 2.11 Key to promoting **a childhood removed from the justice system** is the understanding, that there is a potential for children to be exploited to support this, all staff are trained to complete Child Exploitation Risk Assessment Framework (CERAF) Hampshire is also one of the pilot areas for the new National Referral Mechanism (NRM) process. The Hampshire management team also attend the safeguarding partnership Missing Exploited Trafficked (MET) strategic and operational groups.
- 2.12 Hampshire YJS also recognises that the relationship between the child and worker is fundamental to a child first approach (**Tenant two**). It understands that the consistency of this relationship is paramount, and change can be experienced as loss. This includes being sensitive to the impact of contact ending.
- 2.13 The Hampshire YJS has several reparation projects available. These enable children to give something back and repair the harm being caused by their offending behaviour, whilst **re-integrating the child into the community and offering pro-social identity and wider social inclusion opportunities (tenets two and three)**. There is more detail in section 9 below.
- 2.14 Hampshire YJS has a small parenting resource designed to meet the needs of parents. It understands that a change in parents' behaviour can have a positive impact on the child.
- 2.15 Practice which is Trauma Informed is intrinsic in being Child First. At a Strategic level, the Hampshire YJS is linked to the Pan Hampshire Concordat, led by the Office of Police Crime Commissioner (OPCC). This is through the Director of Childrens Services who is a signatory. The vision (detailed below) of the concordat is in accordance with the principle of Child First:
- Hampshire, Isle of Wight, Portsmouth, and Southampton (HIPS) are safe and enriching environments where children and adults, families and communities are protected from harm and have the opportunity to lead fulfilling, happy and healthy lives and to prosper, regardless of childhood adversity.*
- 2.16 We have well established practices in using the Trauma Recovery Model (TRM) as a tool to help understand children's level of functioning and plan interventions based on this. All staff have been trained in the TRM approach and receive regular refreshers. The service has a member of its management

team as its Trauma Champion to support the development within the staff group. This is further recognised in section 13 below.

- 2.17 Further activity to prevent children from becoming involved in the justice system is the work being undertaken with Health and Children's Social Care to support individual children with health needs from receiving a criminal outcome.
- 2.18 During 2022/23 HYJS continued to receive funding from the Integrated Commissioning Board (ICB) to employ three Therapeutic Wellbeing Officer (TWOs). This service delivers health interventions to both children subject to both statutory and prevention services. The intended outcome of the service is to: Improve the emotional, mental, physical health and wellbeing in children, reduce risk of further offending due to unmet emotional health need, to enhance potential to achieve improved functioning in everyday life and to prevent children's health needs escalating.
- 2.19 HYJS has a range of activity-based interventions available to children which includes, the youth offer for Hampshire Children's Services, commissioned and voluntary services. These are all designed to support children in building a more positive views of themselves and their futures. This provides a means to develop a **pro-social identity which leads to long term distance, safer communities few victims and wider social inclusion**. Examples include:
- In 2022 HYJS achieved its Arts Mark Gold award this enabled practitioners to award to undertake this work with children and we offer a more targeted programme during the school holiday period. To support this Arts boxes from Hampshire Cultural Trust (HCT) have been given out to teams. This has led to individual children receiving arts awards.
 - We have Arts champions in teams and they attend quarterly meetings hosted by HCT.
 - A Grant of £1200 has been received from HCT to support Summer Arts projects.
 - We have had our first health and happiness day, where we look at physical and emotional health with the children we are working with, and including in these sustainable activities they can take part in. For the first session, a group of 8 children completed a morning of sports (football, cricket, basketball) and had an afternoon of sessions based around wellbeing.
 - Holiday activities have included wall climbing trips, assault courses, visits to Thruxton racing circuit, baking and family cooking sessions, and 1:1 session using football, basketball and kite flying too.
 - The Southeast Football project continues with up to 10 children taking part in football skills sessions every Tuesday evening and are looking to expand.

- Made some links with local boxing academy.
 - Referred to sailing project.
 - Continued to refer to Music Fusion and are represented on the Steering Board.
 - Explored a further project with the Duke of Edinburgh schemes.
 - The Wessex Dance Academy, a project which through dance enables children from the age of 15, to engage positively with adults, develop self-esteem and a pro social identity. The academy has a strong record of enabling those children in education to re-engage. We sit on the management and project boards and second staff to support delivery.
- 2.20 Our next steps are to consolidate and expand by supporting our staff group with referring children to activities. This includes understanding the barriers to referring children in. This is supported by our newly appointed participation and communications officer who is promoting projects and activities. This has included attendance at the Local Children's Partnership which has led to new partnership working around delivery of activities.

3. VOICE OF THE CHILD

- 3.1. The voice of the child is heard through the collaborative process in completing the assessment, a co-produced plan and intervention cycle of delivery. This is underpinned by a child first approach. Staff use a strengths-based model and are skilled in motivational interviewing to get alongside the child.
- 3.2. There is an end of intervention feedback sheet is completed regularly with all children. Further work needs to be completed to collate this information to inform delivery.
- 3.3. A Communications and Participation officer has recently been appointed whose role is to improve how we hear and use children's voice. This includes developing our own social media platform, a youth panel and work with specific groups who are disproportionately represented.
- 3.4. In January 2023 we hosted a visit from the right honourable Damian Hinds MP. This visit included a video call with a child who shared their experience of a Referral Order. It highlighted how volunteers on the panel provided a richness to the experience.
- 3.5. Finally, we have occasionally used children in staff interviews.
- 3.6. It is recognised that there is more work to be done; this includes the development of a social media platform and enabling the child's voice to be heard by the Management Board.

4. GOVERNANCE LEADERSHIP AND PARTNERSHIP ARRANGEMENTS

- 4.1. In 2013 Hampshire County Council entered a partnership arrangement, with the Isle of Wight Council. This meant that the Head of Service manages both Youth Justice Services.
- 4.2. Children's Services consists of two departments Children and Families and Education. The Youth Justice Service is a standalone team within the Children and Families department. Accordingly, the Head of Service has is solely responsible for Youth Justice across both Hampshire and the Isle of Wight and no other lead responsibilities.
- 4.3. The Head of Service is a service manager grade and is line managed by the Area Director for West Hampshire who in turn reports to the Deputy Director for Children's Services.
- 4.4. The staffing structure in Hampshire is included in appendix one. This shows there are four geographical teams providing case management supervision and Youth Crime Prevention (YCP). These teams consist of Social Workers and Youth Justice Service officers who work with children subject to substantive outcomes and some diversionary programmers. Each team has a Team Manager who reports directly to the Head of Service. Teams in the south of the county have an Assistant Team Manager who is responsible for YCP.
- 4.5. In addition, there is a Specialist Services team. This team oversees the Restorative Justice (RJ), Education, Training and Employment (ETE), Parenting and Volunteer provision. The Specialist Services team manager is also responsible for the Joint Decision-Making Panel (JDMP) including the line management of the JDMPs Co-Ordinator, and the Referral Order Co-Ordinator. HYJS Therapeutic Wellbeing Service, funded by a grant from the Integrated Commissioning Board also sits within this team. Each geographical team has a proportion of ETE, RJ and Parenting resource.
- 4.6. The recently received Turnaround Grant has been used to set up a separate service consisting of an Assistant Team Manager, five case managers and a Coordinator. Whilst they are team located, they are overseen by Specialist Services. They are working predominately with children subject to Community Resolutions and the Youth Diversion programme.
- 4.7. The total number of staff directly employed by HYJS is 67.4 there is an additional 29 volunteers. The Therapeutic Wellbeing Officers and Turnaround Programme sit outside this establishment this is nine additional staff. In addition, we have a 0.5 Quality Manager and a full time Communications and Participation Officer which has been funded by our reserve.
- 4.8. HYJS delivers Youth Crime Prevention for the local authority. It is a well-respected service which has an establishment of 13.5 practitioners. This is

funded via a grant from the OPCC, contribution from Early Help and its main grant.

- 4.9. Partnership at an operational level is supported by the provision of staff from the Police, Health, and Probation. The current arrangements are:
- Police provide 6 FTE police Officers, 0.5 Police Sergeant and there is an inspector who oversees the work across all four local authorities.
 - There are 2 FTE CAMHS practitioners and one part time CAMHS lead.
 - The National Probation Service provides 1.0 Probation Officer and a 0.5 Probation Service Officer
- 4.10. There are quarterly meetings between the Head of Service and the CAMHS service manager and the respective operational leads. This provides a link across to Forensic CAMHS (FCAMHS). This service provides a service to children who are more high risk of harm to others either through harmful sexual behaviour or violence. FCAMHS also support the delivery of the Harmful Sexual Behaviour and Risk of Serious Harm forums. These forums are where practitioners from all partners can bring cases for discussion.
- 4.11. Partnership meetings with the police take place monthly and include youth justice services from all four local authorities.
- 4.12. The Head of Service and the local head of the Probation Delivery Unit meet on an ad hoc basis according to need. There is an established Youth to Adult process which is currently being reviewed across the four local authority area. Locally there is a recognition that the process can be better served with earlier planning and increased understanding of both staff groups. This work will be supported by Probation's new delivery model which includes 18-25 units.
- 4.13. The Head of Service manages both Hampshire and the Isle of Wight Youth Justice teams. They also work closely with the service leads for Portsmouth and Southampton Youth Justice Services. This is necessary when all four YJSs share common partners, for example Hampshire Constabulary and HM courts. Further, this collaboration has been crucial to developing strategies to deal with common issues, for example the development of a Pan-Hampshire youth diversion scheme and commissioning and provision of The Appropriate Adult Services (TAAS). The four YJS managers divide the Pan-Hampshire meetings between them with the Head of Service for Hampshire attending the MAPPA strategic Management Board, the Violence Reduction Management Board Unit, and the Modern-Day Slavery partnerships. Colleagues in other areas cover the Local Criminal Justice Board and regional court meetings.
- 4.14. At a strategic Partnership level, the Head of Service HYJS is actively engaged with the Local Safeguarding Partnership. The Head of Service sits on the main board and attends two sub-groups (Workforce Development and Learning Inquiry Group). They also attend the Pan-Hampshire Missing Exploited and Trafficked Group (MET). The Performance Manager attends the performance sub-group. In addition, they attend the County Strategy Group, the Children's Trust, Complex Children's needs panel and the Early Help Board.

- 4.15. HYJS has strong links with the Children's Services Willow Team (Child Sexual Exploitation/Missing, Exploited, Trafficked Team) and attend the operational MET groups. It also works closely with the Children and Families District Managers, Residential Services, Fostering and Adoption and Early Help Provision
- 4.16. At operational level managers each have lead areas of responsibility and attend meetings linked to these leads in addition to district level meetings. These district meetings include local Community Safety Partnership meetings and Missing Exploited and Trafficked (OPMET) groups. The service lead for ETE attends the YJB ETE Forum for London and Southeast, the Wessex Dance Academy Project Board and links in with Hampshire Education Inclusion Team, InFocus meetings and Hampshire Cultural Trust meetings (Arts). The Restorative Justice Lead represents all four local authority youth justice teams at the OPCC's Restorative Justice Working Group. Finally, our Performance and Quality manager is well-connected to the national and regional level stage and attends the YJB AssetPlus Working Group, Southern Performance Meeting, and the SW Business Information Group meeting.

5. BOARD DEVELOPMENT

- 5.1. Until April 2023 there was an Independent Youth Justice Management Board for Hampshire and the Isle of Wight. However, following a board development day in October 2022 the decision was made to merge the boards.
- 5.2. This resulted in the development of a new terms of reference, standard agenda, and revised list of participants. All of which were written in conjunction with the updated Youth Justice Board Guidance. The new Board is chaired by the Deputy Director for Children's Services and consists of representatives of the four statutory partners: the Local Authority, Health, Police and Probation.
- 5.3. The local authority representation includes representatives from both Hampshire and the Isle of Wight Children and Families, and Education. Police representatives are at Superintendent level and there are two Probation Delivery Unit heads. Health is represented by the Integrated Commissioning Board (IBC).
- 5.4. In addition to the statutory partners, there are representatives from the Office of the Police and Crime Commissioner, HM Courts, and the Community Safety Partnership. In addition, the board benefits from a representative of the voluntary sector, this adds value to the partnerships response to children's needs.
- 5.5. Regarding YJS staff, the Head of Service is in attendance, supported by Team Managers from Hampshire and the Isle of Wight. The board meets on a quarterly basis.

5.6. Board development next actions include:

- Developing a new induction process for new Board Members. The current process involves an individual meeting with the Head of Service where roles and responsibilities are discussed, and the Youth Justice Plan shared. It is recognised this needs to be a more formal activity.
- Embedding the new agenda which is designed to give partners more of a voice.
- Asking members to take a lead on plan priorities and reporting back.
- Inviting partners bring disproportionality data to the meeting as defined by the new National Standards
- Inviting a membership from the IOW voluntary sector
- Bridging the gap between the Board and the staff group.
- ensuring the child's voice is heard.

6. PROGRESS ON PREVIOUS PLAN

6.1. Increased participation of children:

- Hampshire YJS has recruited a Communication and Participation Officer to develop participation. The IOW will be able to access and use any ideas that are developed. There is an intention for us to develop a Social Media platform for children to access. This officer also links to the Hampshire Children's Services Participation Network.
- We have actively expanded our activities offer to children (see section 2 above). This involves supporting staff with referring children and promoting the work we do.
- Overall, whilst there have been some progresses there are still some improvements to be made. Specifically, we would like to improve the link between children and the Board. Further, we continue to collect feedback from children but need to consider this more routinely and inform action plans.

6.2. Addressing disproportionality:

- The numbers of children from minority ethnic backgrounds on our caseloads has reduced to 10.6% as compared with the general population at 10.3%
- To address this issue, we have been working in line with the HMIP. Recommendations following the black and mixed heritage boys' inspection. This has involved it being a standard agenda item on all our

staff briefing. All staff have engaged in a reflective discussion using HMIP suggested framework. This identified potential barriers in assessing the needs of children from other minority backgrounds and has led to an improvement in the quality of assessments.

- Further work to complete includes capturing the views of children from these groups specifically, identifying support networks for parents and ensuring new staff are aware of their responsibilities to challenge. We are also exploring some bespoke training for all the Pan-Hampshire YJS teams.

6.3. Developing a response to children excluded from school:

- HYJS has a dedicated full time ETE team consisting of a half time Assistant Team Manager and four ETE officers. Children are referred for support in accessing education, including post 16 training, education, apprenticeship and employment.
- Children are identified by either the case manager or ETE Officer.
- The YJS ETE Team work closely with colleagues in other Children's services departments including Education, Inclusion, SEN, School admissions and The Attendance team and others to encourage school refusers back into education.
- Board attendance from the headteacher from the pupil referral unit, the SEND Service and Hampshire futures (post 16 service).
- Work still to be completed is to revisit the HMIP ETE thematic to see what remains outstanding. In addition, the plan next year is to work towards our SEND quality mark.

6.4. Improving the assessment of risk of harm:

- The Assistant Team Manager and a Hampshire Team Manager recently retrained on the revised AssetPlus. One of the main difficulties was the perceive anomalies between AssetPlus and the definition of risk of harm. This was resulting in staff assessing the risk lower than the reality. Following discussion between HYJS and Silver Bullet, a service position was reached. This led to a revision of the Risk Policy and guidance which was recently completed.
- A training package has been developed and this is due to be delivered to staff from July 2023.
- An audit will take place in December in order to assess the success of this project.

6.5. Developing understanding and resources to address Child Adolescent to Parent Violence (APV):

- Hampshire YJS maintained its parenting provision during the last 12 months. Part of their role is to work with parents who have been harmed by CAPV.
- A small number of staff trained in the NVR programme continue to deliver with colleagues from the Family Support Service.

6.6. To improve health outcomes for children through improved assessments and identifying interventions to meet their needs:

- The health needs of children are assessed in all assessment including the Short Format Assessments. These assessments are countersigned and audited to ensure children's needs are captured.
- The action plan attached to the Health Needs Analysis was implemented throughout 2022.
- Following Hampshire needs assessment in 2021. Which identified a knowledge gap in traumatic brain injury. This led to the subject of a training event at our Service Day all in October 2022. Following this we purchased materials to support work with children.

7. RESOURCES AND SERVICES

7.1. At the time of writing, notification of next year's Youth Justice Grant has not been received, accordingly planning has had to rely on the level received last year. There has been a £178K reduction in Children's Services contribution.

Below lists the source of all our income.

Agency	Amount	Provides
Youth Justice Board	£1,318,000	
Local Authority Children Services	£1,578,000	
Office Police Crime Commissioner	£183,600	Youth Crime Prevention
Turnaround (MOJ)	£332,000	
Childrens Services Early Help	£130,000	Youth Crime prevention
Clinical Commissioning Group	£120,000	Therapeutic Wellbeing Officers
IOW recharge	£28,000	0.2 of salary of Head of service and performance manager
Probation	£5,000	To provide support to the Probation Officer

Payment in Kind 22023/24

Agency	Salary value
Police	£352,850
CAMHs	£188,000
Probation	£65,144

7.2, The return to the YJB reported that the YJB grant was spent in the following way for 2021/22

Areas of expenditure	Salary value
Salaries	1,216,387
Activity costs	28,719
Accommodation	0
Overheads	18,028
Equipment	54,645
	1,317,779

7.3. We use our grant, partner contributions and available resources to deliver these services and we believe they produce the following benefits and outcomes. Our performance will be improved in 2023/24 by providing a service which is underpinned by a child first assessment:

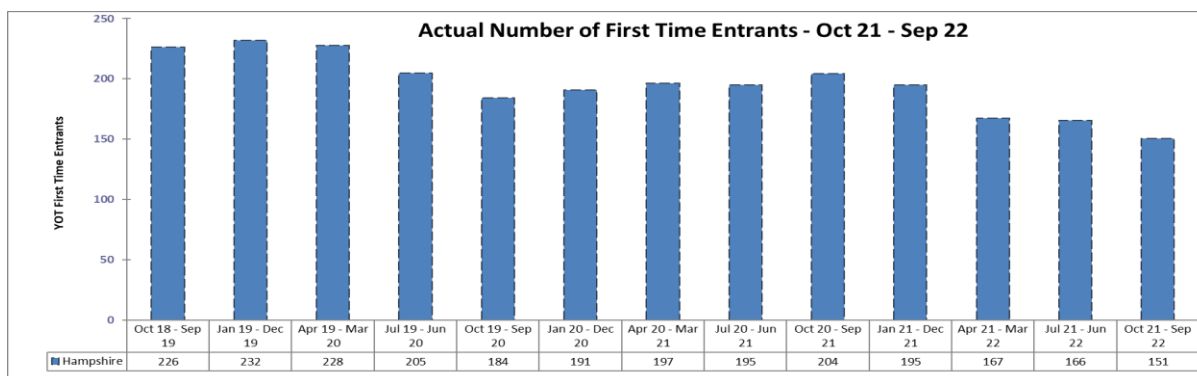
- The provision of an assessment prior to the Joint Decision-Making panel which ensures that the best decision is made to suit the child's risk and needs. This will result on a reduction in first time entrants to 117 per 100,000 through our partnership with the police which enables children to be diverted away from the Justice System.
- The provision of a CAMHs and Therapeutic Wellbeing (TWO) service to meet the Wellbeing needs of children.
- Maintained an ETE, RJ and parenting provision.
- Continued to provide a Youth Crime Prevention Service
- Introduced a Turnaround service to work with children who meet the criteria and who are subject to either a Youth Diversion Programme or Community Resolution.
- Maintain single posts which have a high impact on outcomes, including our Referral Order and Volunteer coordinator, Performance Management, Joint Decision-Making panel coordinator and Turnaround.
- Maintain a centralised Business Support of 5 FTE.

8. PERFORMANCE

8.1 EXISTING KEY PERFORMANCE INDICATORS

8.1.1 Numbers of First Time Entrants:

The data used is from Q3 22/23



This first table shows the actual numbers of FTE at 151 which equates to a rate per 100,000 of 117. This shows there has been a steady fall since the introduction of the Youth Diversion Programme in November 2021. Specifically in the last 12 months the number of children has reduced from 195 to 115 per year which is a reduction in the rate per 100,000 from 150 to 117.

8.1.2 The numbers of children reoffending:

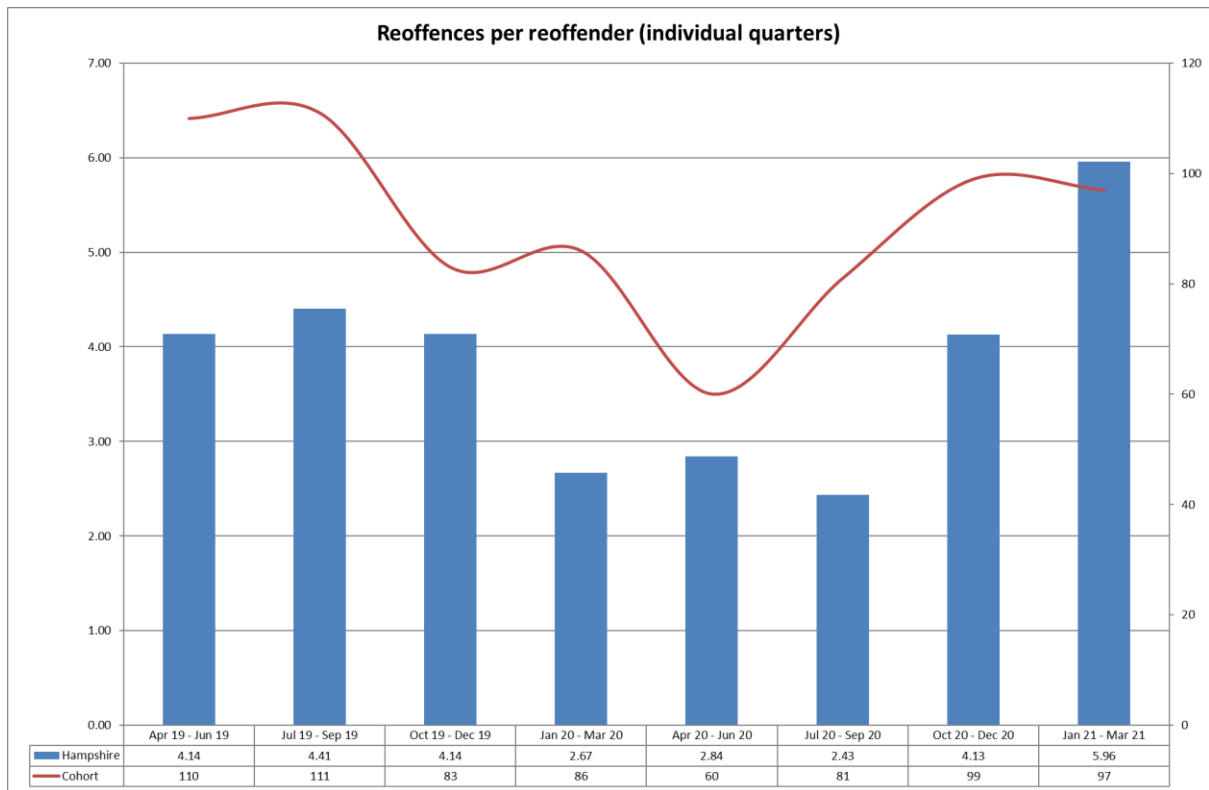
The table below shows the reoffending rate in an annualised quarter. This shows decline over time to the current level of 30.9%. During the last 12 months the rate has fluctuated in the individualised quarters but overall has fallen from 32.6 12 months ago,

	Apr 18 - Mar 19				Apr 19 - Mar 20				Apr 20 - Mar 21			
	Cohort	Re-offenders	Reoffences/Reoffender	% Re-offending	Cohort	Re-offenders	Reoffences/Reoffender	% Re-offending	Cohort	Re-offenders	Reoffences/Reoffender	% Re-offending
South Central	843	365	3.92	43.3%	850	296	3.67	34.8%	643	227	3.77	35.3%
England	22338	8382	3.90	37.5%	19624	6660	3.64	33.9%	15142	4700	3.57	31.0%
Hampshire	388	146	4.45	37.6%	390	127	3.86	32.6%	337	104	3.83	30.9%

The objective of reducing this rate is a key focus of the YJS this is done by undertaking a good assessment which informs a detailed plan and implementing the interventions the child needs to desist. Further, there is a whole suite of information which the management team digest to identify what gaps there are in the provision for individual children.

8.1.3 The number of Offences per reoffender

A related measure is the average number of offences committed by a child who reoffend *is also presented in the table above*. A consistent figure over time. With the current number being 3.86. However, if you take each quarter the rate change is more pronounced. The current high rate of five is due to a small number of children who commit a high number of offences (sometimes 20+)



8.1.4 Children sentenced to custody:

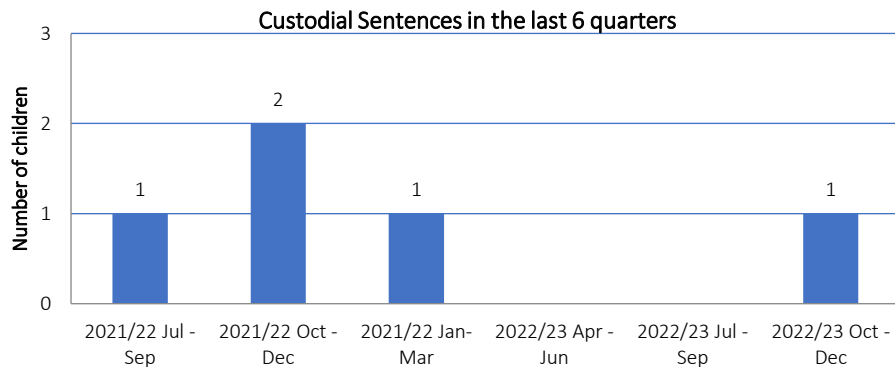
During the last four quarters the number of children who received a custodial sentence was two.

8.2 LOCAL MEASURES

In addition to the Key Performance Indicators detailed in the next section. The HYJS also reports on the following local measures:

- Reoffending on those subject to Community Resolutions (CRs). This is the percentage of children who receive a first CR, from 3-month cohorts who go on to reoffend in the 12 months following their outcome. This is reviewed by comparing those who received an intervention against those who did not. In the last measured quarter, there was 284 in the cohort, of which we worked with 60 children. Overall, 18 in the cohort reoffended of which 7 were worked with by the YJS. This shows how few children reoffend (6.8% overall) The rate was slightly higher in the children we worked with at 11.7% which shows we are selecting the right children to work with
- The suitability of children's accommodation at the end of their interventions. This was 88.6% during the last 12 months.
- The Percentage of initial assessments completed within 20 days of allocation the current figure is 74.7% for statutory orders. This reduction is partly due to changes in the way we measure the time frame.
- The Percentage of initial assessments completed within 20 days of allocation the current figure is 62 % for Youth Crime Prevention.

- The Percentage of initial referral order panel meetings which took place within 20 working days of sentence. Overall performance for this year is 68%, this was due to challenges in finding available volunteers in the required time frame.
- The Percentage of harmed people who are offered restorative justice as a proportion of all harmed persons. Overall performance for the year was 100%
- The Percentage of harmed people who are offered RJ who request a service. the overall performance was 10.4%



9 NEW KEY PERFORMANCE INDICATORS

9.1. Some of these new KPIs can be obtained through our existing reports these include:

- serious violence
- victims
- management board attendance
- special educational needs and disabilities/additional learning needs

9.2. The remaining KPIs require a response from our case record providers which is still outstanding.

- suitable accommodation
- education, training and employment
- mental health care and emotional wellbeing
- substance misuse
- out-of-court disposals
- links to wider service

9.3. In view of the above we are currently developing a contingency plan to manually collect this information.

10 PRIORITIES

10.1 CHILDREN FROM GROUPS WHICH ARE OVERREPRESENTED

10.1.1 The following section provides data in relation to the representation of key groups of children in our Youth Justice Service Cohorts. This information is presented in various formats to our Management Boards. Below is a summary of information drawn together to inform practice. In consulting our partners, feedback was received from Health Colleagues that from their perspective, children open to the YJS are recognised as a vulnerable group. Accordingly, the two Integrated Commissioning Boards (Hampshire and the IOW) and Frimley would benefit from this intelligence. A commitment is therefore made to ensure this is shared.

Children from other minority ethnic backgrounds

10.1.2 The most recent data from the YJB, which compares the number of children from other minority areas subject to a substantial outcome as compared to the % in the overall population shows the difference between has been reduced to 0.3 %. However, is note that if the 5 not know children were form other minority background the % could be as large as 12.5%. Further, the report also identified that children from mixed heritage backgrounds are overrepresented at 6.4% as compared to 4.3% in the general population. Further children form white backgrounds are overrepresented at court.

	Asian	Black	Mixed	Other	Ethnic minority groups ⁽²⁾	White	Not Known	Total ⁽³⁾	%
Hampshire 10–17-year-old offending population	3	6	17	2	28	232	5	265	10.6%
Hampshire 10-17 population	4,908	1,747	5,620	1,004	13,279	115,611	-	128,890	10.3%
Hampshire PCC 10-17 offending population	15	20	39	4	78	501	13	592	13.2%
Hampshire PCC 10-17 population	9,265	3,250	8,275	1,967	22,757	156,510	-	179,267	12.7%

10.1.3 In addition, caseload data indicate that there were a small number of children from other minority backgrounds subject to diversion and prevention programmes, Q3 9% of children referred to prevention and 5% if the diversion programme were children from other minority groups. This suggest they are underrepresented therefore more can be done to divert mixed heritage children away from Cautions to Youth Diversion.

10.1.4 Actions taken in the last 12 months are detailed above in the section on progress against the plan. This includes a regular agenda item at all staff briefings, reflective discussions in team meetings on the barriers to holding open discussions and managers ensuring that this is addressed in all assessments.

10.1.5 At a strategic level the Local Criminal Justice Board has disproportionality working group. Further, following a particular incident in Hampshire, the Head of Service is also exploring the subject with the safeguarding partnership.

10.1.6 Further work to complete includes capturing the views of children from these groups specifically, identifying support networks for parents and ensuring new staff are aware of their responsibilities to challenge. We are also exploring some bespoke training for all the Pan-Hampshire YJS teams.

Over representation of girls

10.1.7 The last available data form Q3 22/23 indicates that 20.8% of First Time Entrants were girls. We have recently looked at this more closely to identify any trends and patterns (see below). This shows that the proportions of girls who become First Time entrants is consistent overtime. There is a fluctuation between outcomes, with higher proportions subject to Diversion programmes. The lower numbers in the prevention cohort suggests that Youth Crime Prevention is perhaps not considered for girls as much as boys.

Proportion of Girls Open to YJS by Type of Case per Quarter

Q	FTE		Diversion (CRs and YDP, YDP from Nov 21)		Prevention	
	Numbers of Girls	%of the total	Numbers of Girls	%of the total	Numbers of Girls	%of the total
Q3 22/23	31	20.8%	21	20.4%	4	11.7
Q2 22/23	33	20.1%	32	29.9%	7	23.3
Q1 22/23	37	22%	28	28.2%	7	18.4
Q4 21/22	38	19.9%	21	23.6%	4	10.5%

10.1.8 In addition, we looked at the numbers of FTEs in a calendar year. This shows that the numbers of girls, except for 2019 and 2020, remain within a range of 10. The latest period (2022) shows that the increase in proportion from the previous year, is about the reduced numbers of boys (due to YDP) rather than an increase in the number of boys.

Year	male	female	Total	% girls
2016	234	50	284	17.6%
2017	228	57	285	20%
2018	209	43	252	17.1%
2019	218	31	249	12.44%
2020	197	27	224	12.05%
2021	185	43	228	18.85%
2022	127	40	168	23.8%
Total	1398	291	1690	17,2%

10.1.9 It is recognised that girls needs within YJS are different and accordingly our Girls programme, was updated in 2021 and is available to meet their needs. This does however need to be consolidated further into practice.

Children assessed as having SEND or have an ECHP

10.1.10 Our FTE data indicates in the last 12-month period 39% of children had special education needs and 12% an ECHP.

10.1.11 Regarding reoffending rates, 40% of the cohort were assessed as having SEND and 16.8% an ECHP. Of these children, 22% of those assessed as having SEND and 37.5% went on to commit a further offence. This is compared to 13.9% of those children who were assessed as receiving no special provision.

10.1.12 We also measure reoffending rates for children subject to Community Resolutions. Children with SEND needs make up 32% and those with an ECHP 11.6% of the cohort. The reoffending rates are however higher at 7.7% and 15.1% respectively. This is compared to 3.3% of children not assessed as having these needs.

10.1.13 There are some broad conclusions that can be drawn from this data. Children from these groups are coming to the attention of Police and given a community resolution. However, as their reoffending rates are higher, they are more likely to become a First Time Entrant. This is reflected in the proportions represented within our FTE cohort. The reoffending rates also show higher rates for this group.

10.1.14 Therefore, overall children from these backgrounds are more likely to both enter into, and the escalate through the youth Justice system. Accordingly, we need to be developing how we deliver a service to these children. This starts in our Youth Crime Prevention Service where we need to attract referrals from children.

10.2. PREVENTION

10.2.1 The Youth Crime Prevention service works with children who are at risk of behaviours associated with offending. We manage a direct referral process where agencies can refer in children, they believe are at risk of becoming criminalised. They are predominately received from; Children's Services (including early help hubs), the community safety partnership, parents, police, education, and CAMHS.

10.2.2 Hampshire YJS receives £183,000 from the Office of Police Crime Commission. This pays for approximately 4.5 members of staff (from a total of 13.5)

10.2.3 During 2022/23, 190 children were referred to the scheme. All children are subject to an assessment and the length of intervention is based on need. To support these interventions children were referred to a range of services including Music Fusion, Family Support Service, Catch 22, Hampshire fire and rescue, sporting activity and specialist counselling and mentoring services.

10.3 DIVERSION

10.3.1 Our Youth Diversion Programme (YDP) was introduced on 1st November 2021. This is administered through our Joint Decision-Making Panel (JDMP). It is a deferred prosecution and children are given a 16-week intervention without becoming criminalised. This work should include an activity. If the child does not respond to this offer, they are re-referred to JDMP where an alternative decision can be made.

10.3.2 In addition all Community Resolutions are considered for allocation we receive an average of 100 a month. These are subject to a triage process and about 20% are allocated. The numbers of these are increasing, however reoffending rates are low with a re-offending rate of between 5 and 10%

10.3.3 Children who are given a Youth Diversion Programme or a Community Resolution can also be referred to Turnaround if they are not open to early help, supporting families, child protection or looked after. Those children have our short format assessment and an early help plan.

10.3.4 In November 2022 a report was produced which looked at the first 12 months of the Youth Diversion Programme. During that 12 months 139 children were given the opportunity. Approximately a third were girls. The programme was used to address a range of offences with the majority having committed an offence of Battery. The main reason for a child receiving a YC/YCC at JDMP was the seriousness of the offence.

10.4. EDUCATION

10.4.1 Hampshire YJS recognise the need for children to attend education, take part in training, or have meaningful employment to realise potential, and HYJS value how this can help young people avoid getting caught up in anti-social behaviour and offending.

10.4.2 The HYJS employs four ETE officer. Children are identified either by the case manager in assessing needs or the ETE officer. Support for school age children can come in measurable outcomes such as securing suitable educational placement, increasing educational hours offered, finding alternative provision etc, and challenge when these are not in place. Older children (16+) support can be in the way of training provision often including achieving qualifications in maths and English, access to suitable college courses, traineeships, apprenticeships, and employment.

- 10.4.3. In addition to the above, ETE Officers support children to improve self-esteem, expand their communication and social skills, build confidence to travel and use public transport etc, in addition to securing things like bank accounts, personal ID etc.
- 10.4.4. The YJS ETE Team work closely with colleagues in other Children's Services departments including Education, Inclusion, SEN, School admissions, the Attendance team and others when needed. External partners are many and include a range of different Training Providers (including residential), colleges, academies, Job Centres, Princes Trust etc.
- 10.4.5. Our current performance framework looks at both reoffending and first-time entrants in relation to SEND status but specific performance measures in relation to ETE needs to be developed further. This includes data on school exclusions.
- 10.4.6. Hampshire YJS is currently working towards SEND quality mark.
- 10.4.7. In addition to our ETE team, Youth Crime Prevention also support children back into school. We In addition they have worked closely with PRUs supporting short stays and a return to mainstream education.
- 10.4.8. Parents have been supported with transport needs to get their children to and from alternative provisions and arranged joint sessions with school staff to promote that important relationship building between them and the children we are working with. The LIFE project in the Waterside area of the New Forest has been created by a member of YCP in conjunction with the Handy Trust and the local ACSOs to offer an alternative provision to those on limited timetables and we have supported in the creation of bespoke packages for children with our Inclusion and SEN colleagues.

10.5. RESTORATIVE APPROACHES AND VICTIMS

- 10.5.1 As a victim led Restorative Justice service and an integral part of the Youth Justice Service, we are focused on understanding how the harmed people of offences have been affected and in what way. This enables us to provide a bespoke service to each harmed person who is involved in a Restorative process within our service. This is underpinned by the objective to **re-integrating the child into the community (tenant 2 child first)** To undertake this work we employ 6 Restorative Justice Officers (RJO's) who work with both the Harmed Person and the child. Our team are skilled at working with a wide range of offences and attend training to develop knowledge, skills, and practice.
- 10.5.2 By taking this approach it enables and empowers the victims of crime to bring closure and move forward positively with their lives, knowing that positive steps have been made to repair the harm that has been caused. Alongside this, it enables the children we work with to recognise and acknowledge that

harm has been caused through their offending and provides them with an opportunity to repair that harm. This can include direct or indirect victim led restorative work, and Community Reparation if appropriate.

- 10.5.3 The work completed with children is tailored to meet their individual needs. and that will achieve the best outcomes for the harmed people and young people we work with within our service.
- 10.5.4 In the first nine months of 2022/23 the RJ team contacted 700 people who had been attached to a crime committed by a child. Of these, 73 agreed to be involved in a restorative process, which is a 10.4%. The views of harmed persons are used in our Joint Decision-Making Panel and Referral Order panel to support the decision making.
- 10.5.5 In addition, there are a range of reparation placements available including a Bike Project, charity shops a community garden basic banks Bike Start in Aldershot, allotments, and a sensory garden. In addition, we have decorated one of the spaces we use, creating posters on emotional wellbeing for schools, creating instructions for the art activity boxes we have. Currently we are recruiting Volunteers to support children in placements.
- 10.5.6 In 2023/24 Hampshire YJS will be applying to become a 'Restorative Service Provider' following changes within the Restorative Justice Council's structure and HCC's previous accredited service status. We are working towards a minimum of sixty percent of our Restorative practitioners having either an intermediate or advanced accreditation qualification.

10.6 SERIOUS VIOLENCE AND EXPLOITATION

- 10.6.1 The Head of Service is a core member of the newly formed Strategic Violence Reduction partnership. The function of the group is to oversee the work in relation to the Serious violence Duty, including the production of a Strategic Needs Crime Commissioner. This group also oversees the work of the Violence Reduction Unit. There is links to the Local community Safety Partnerships who have a duty to deliver a local response to serious violence. The head of service and local team manager share responsibility for attending this group.
- 10.6.2 The YJB provides a Serious Youth Violence toolkit which gives the latest statistic in SYV in Hampshire. The definitions are offence involving drugs, robbery, or violence with a gravity score of 5 or more (the range is form 1-8). In the last recorded analysed 12 months from January to December 2022 there was 16 offences of serious youth violence which equates to a rate per 10,000 of 1.2. This is a reduction from 54 offences a rate per 10,000 of 4.1 and in the previous 12 months.
- 10.6.3 There are four children currently on remand, one of these has been charged with an offence of serious violence.

10.6.4 Regarding risk of exploitation Hampshire YJS works alongside the Children's Services specialist Willow Team. Team Managers attend the local safeguarding apprenticeship METRAC meeting which is a multi-agency meeting where children at risk of exploitation are discussed, and plans agreed. Hampshire is also a pilot area for the new National Referral Mechanism (NRM) arrangements. HYJS are core group members.

10.7 DETENTION IN POLICE CUSTODY

10.7.1 Few children are held in custody overnight usually this is due to an arrest for an offence. The few children who are kept overnight it is because bail has been refused and the available Local Authority accommodation is not considered suitable. The Head of Service attend the Pan-Hampshire custody concordat where overnight remands are reviewed.

10.7.2 The Hampshire and the IOW YJS also join with Portsmouth and Southampton YJS to provide a service to Saturday courts. This court currently sits in Southampton.

10.8 REMANDS

10.8.1. During 2022/23 five children were remanded into Youth Detention Accommodation, of these five, two were became 18 shortly after the remand and were later sentenced to Life sentences, the other three were children looked after prior to their remand. Two of these children also qualified for secure welfare beds.

10.8.2. The number of children remanded into the care of the local authority is low with courts using bail packages to support children at home.

10.8.3 Remands are monitored at senior management level and alternatives to the remand are always considered.

10.9 USE OF CUSTODY

10.9.1 During 2022 one child remained in custody sentence the previous year and a second was sentenced to a 12-month DTO. The first child recently became 18 and remains in a YOI therefore we have made the decision to keep the case until he transfers to the young adult estate and is allocated a Prison Offender Manager.

10.9.2 The YJS service continues to regularly visit these children whilst in custody and contribute to their plan. Of particular relevance is ensuring that health and education needs are met within custody and are followed up on release.

10.10 CONSTRUCTIVE RESETTLEMENT

10.10.1 The second child identified above was released on Notice of Supervision licence, however as the time between sentence and release was brief, they remained in custody on a secure welfare placement pending a managed release. This child was managed under MAPPA.

10.10.2 To support the overall management of cases a new resettlement policy and guidance was written and implemented across the service.

10.11 HEALTH

10.11.1 Whilst this information is not requested in this plan, we believe that health needs of children are also a priority so are including this additional section.

10.11.2 It should also be stated that from a health perspective child who are within the youth Justice system face particular risks and vulnerabilities in relation to health inequalities (physical and mental health) This is reflected within the health improvement strategy for both Frimley and Hampshire ICB.

10.11.3 In late 2022 we were approached by the Hampshire Dyslexia Association who want to donate a sum of £15k towards working with children, we have used this money to fund a day a week Speech Language and Communication worker to assess then needs of children subject to our prevention programme. The plan is to use the finding to build the case for a SLC worker and seek funding. Possible sources of funding does include the NHS.

10.11.4 Accordingly, we would need to include all relevant NHS commissioners potentially impacted by this future request in shaping the return on investment such a provision would need to demonstrate to meet NHS thresholds for such investment. For Hampshire wide elements of the Hampshire plan this should be shared both with HIOW ICB and with Frimley ICB in relation to their Hampshire populations for wider integration.

10.11.5 During the last year there has been some discussion as to who is best to represent Health at the Board. This relates to the range of needs children under the YJS can have, including mental health, emotional wellbeing, neurodiversity, physical health, reproductive health etc. Having a representative that can cover all these areas is difficult to achieve. The current attendees come from a mental health and emotional wellbeing health background; this is to the detriment of meeting physical wellbeing needs.

10.11.6 Accordingly, there needs to be some further discussion regarding a wider ICB representation at the board.

10.11.7 Currently the YJS receive funding for 2 specific services:

1. Three full time Therapeutic Wellbeing Officers (TWOs) supporting lower end (below CAMHS threshold) mental health issues in the children who are linked to the YJS.

2. A dedicated specialist CAMHS service consisting of two fulltime equivalent CAMHS nurses and a half time CAMHS manager. This sits within the NHS funded Specialist community CAMHS service.

10.11.8 Finally, there are synergies between this Youth Justice Plan and Hampshire Children and Young People's Mental Health Local Transformation Plan: [Hampshire CYP Mental Health Local Transformation Plan - 2022-23.pdf](https://hantsiowhealthandcare.org.uk/Hampshire_CYP_Mental_Health_Local_Transformation_Plan_-_2022-23.pdf) (hantsiowhealthandcare.org.uk)

11 STANDARDS FOR CHILDREN IN THE JUSTICE SYSTEM

- 11.1 A review of our self-assessment is due to be completed in the autumn. At the time of writing the review of our strategic action plan has started and the case audit activity will commence in the autumn

12 WORKFORCE DEVELOPMENT

- 12.1 In the last 12 months there has been some change in our staffing group with some staff moving to progress their careers. HYOT takes an open approach to secondments to other departments and currently have five people taking advantage of this opportunity. There have been some challenges around recruitment and delays in people starting, however, these have been overcome and we are now fully staffed.
- 12.2. The wider council offers many opportunities for career development, we have three staff undertaking the Social Work apprenticeship programme, one member taking the aspiring leaders programme and two others taking specific management training. One member of staff has also commenced the senior leaders training. We are currently looking at the YJ apprenticeship.
- 12.3 HYJS has an additional training budget which last year was spent on AIM3 training. The planned substance misuse training for all staff was delayed until this year and has just commenced. Currently we are also searching for specific training around cultural competence.
- 12.4. The local safeguarding partnership also provided a range of courses which staff are required to attend. Further training is commissioned in accordance with the need.

13 EVIDENCE BASED PRACTICE AND INNOVATION

- 13.1. Regarding evidence-based practice, the best example, is to develop the fundamental aspects of delivery which we know has an impact on good outcomes for children. This includes:

- A trusted adult relationship with the child which enables the ability to collaborate.
 - A holistic assessment which identifies their individual strengths and needs. The plan is tailored to these needs.
 - Interventions which are based on effective practice, including a strengths-based approach which builds relationships and motivates.
 - The involvement of partners either to support with the delivery of these interventions for example children's social care, or to deliver interventions themselves.
- 13.2. As part of the wider Children and Families Branch of Hampshire Children's Services, staff in the YJS adhere to the *Hampshire Approach*. This is a mindset which informs interactions with children, families, partners and each other. To support the work all staff are trained in evidence-based practice including, motivational interviewing, solution focused techniques and restorative solutions.
- 13.3. The Hampshire approach fully supports our strengths-based child first approach. We aim to prioritise the best interests of children, recognising their needs, capacities, rights, and potential. All work is child-focused and developmentally informed. We use sport, art, and other diversionary activities to do this.
- 13.4. On an organisational level we have sought to model prosocial behaviour around staff wellbeing. Throughout the year we have held staff wellbeing days where opportunities to experience activities to support health have been provided. Activities have included: kickboxing, yoga, walking, and flower arranging. These have been growing in popularity with the last event supported by two thirds of the staff group.
- 13.5. Our approach to childhood trauma as detailed in section 2 above is based on the evidence that understanding and responding to trauma is fundamental to the delivery of interventions.
- 13.6. There are several innovative projects across the service including:
- The developed activities offer detailed in section 2 which will be expanded in 2023/24, with the desire that children in all geographical teams have access to the same opportunities.
 - Our Therapeutic Wellbeing Service (TWO) bridges the gap between lever 3 and level 4 mental health services. It provides children with an opportunity for to access a service which enables them to explore issues and avoid the escalation into level 4 CAMHS services.
 - Seeking to commission some training in Trauma First Aid to deliver to children. This supports activities against knife crime.

- In 2023 we arranged for staff to engaged in an Autism Reality Experience. This provides non autistic people with the opportunity to experience some of the difficulties faced by children on the autism spectrum.
- The Speech Language and communications project designed to support the request for additional funding.
- We are working towards the Special Education Needs and Disability (SEND) Quality Mark for youth justice services, this has required the service to audit current practice and address any gaps identified which are currently being addressed.
- We are working towards achieving our Restorative Justice Service registered provider status.

14. EVALUATION

- 14.1. This year our evaluation has been limited to the first 12 months of the Youth Diversion programme. Has been completed, the results are reported earlier in this report. In coming months, we will be drawing down our first reoffending data.
- 14.2. In addition, we regularly provide performance report in relation to our Youth Crime Prevention, and Therapeutic Wellbeing Services.
- 14.3. In the coming year we will be repeating our Heath Needs analysis.

15. SERVICE DELIVERY PLAN

- 15.1. This section identifies the work which we will be focusing on in the next 12 months. This plan directly links to the priorities identified above.

Area identified	What benefits will be delivered	What does success look like	What Board support is required	YJB Strategic Plan 2021-23
Improved participation of children and families	Children and family's feedback is used to inform service improvement and development.	Views captured from both children and families to inform.	Board support to fund the participation and communications officer post.	YJB Strategic Plan Pilar 3 priorities 1&3 Child First principle Tenant 3
	Using black and mixed heritage boys' feedback on the services they receive and use this feedback to assess, review and improve the quality and suitability of service	The development of a Social Media presence.	Links to Hampshire Childrens Services service development team participation team.	
		The identification of other ways in which children and families can	Support from the voluntary sector in	

	provision (as per HMIP thematic)	<p>directly influence service provision.</p> <p>The development of alternative and age specific methods of feedback.</p> <p>Ability to provide feedback to other partners via the Board.</p>	<p>engaging with children.</p> <p>Links to the OPCC youth Commission to support engagement.</p>	
Continued development of diversionary activity.	<p>Reducing the numbers of children who become first time entrants into the youth Justice system.</p> <p>Identifying all children who are subject to a CR and offering them an intervention.</p> <p>The provision of interventions and activities which has an impact on desistance. This means children will not become future First-time entrants.</p> <p>The provision of activities designed to develop positive self-esteem, and social integration.</p> <p>Children can make amends through the engagement with reparation.</p>	<p>Full range of activities which are actively referred to by case managers.</p> <p>Referring those children who meet the criteria to the Turnaround programme, with the result that HYJS reach its target for 23/24.</p> <p>Developing one of sessions for children subject to CRs for example one on the use of cannabis.</p> <p>Staff support children in engaging in activities and reparation.</p>	<p>Continued support from the police to not exclude any offence for consideration.</p> <p>Identification of activities in the third sector to support desistance.</p> <p>Continued funding of our Therapeutic Wellbeing Officer provision.</p>	<p>Pilar 2 Priority 1 – 4</p> <p>Child First tenet 1-4</p>
The provision of a Speech Language and Communication offer	The provision of a small resource for Youth Crime Prevention. Therefore, preventing these children from	The completion of an evaluation which is considered by Health and other providers.	<p>Support from Health colleagues to identify funding options.</p> <p>Support from children's services</p>	<p>Pilar 1 priority 3</p> <p>Pilar 2 priority 2</p> <p>Pilar 3 priority 3</p>

	<p>entering the Youth Justice System.</p> <p>Evaluating this provision to make the business case for additional funding for a whole service provision.</p>	<p>The development of a business case which is successful in obtaining further provision.</p>	<p>with identifying funding options.</p> <p>Review of our Youth Justice Board grant and additional budgets to identify if there is any capacity to fund this work from existing resources.</p>	<p>Child First tenets 1-4</p>
<p>Addressing disproportionate across a range of minority groups. Including: ethnicity, gender, SEND, children looked after. (List not exhaustive)</p>	<p>Reduction in the numbers of children from minority groups areas given a substantive outcome.</p> <p>Children from other minority groups are given access to Intensive supervision and support to avoid packages to avoid remands into custody.</p> <p>All children are enabled to feel safe to express their identity.</p>	<p>The provision of data which identifies areas of disproportionate representation.</p> <p>Reduction in children from these groups becoming FTE and overrepresented in offending.</p> <p>Identity is actively explored in children and families' assessments.</p> <p>The impact of identify on engagement and desistance are addressed in the child plan and delivery of interventions.</p>	<p>All Board members to provide data on disproportionality.</p> <p>Partners who also attend other partnership boards (CSP, Childrens Partnership and the Local Criminal Justice Board, to promote and engage with any activity within these Boards.</p>	<p>Pilar 2 priority 1 Pilar 3 Priorities 1-4</p> <p>Child First tenets 3&4</p>
<p>Reduction in Serious Youth Violence and knife crime.</p>	<p>Children less likely to commit and offence of serious violence which can be detrimental to themselves, their families, those who are harmed and local communities.</p>	<p>A reduction in the number of offences classed as SYV is reduced.</p> <p>A reduction in instances of knife crime.</p> <p>Children continue to be diverted away from the Youth justice service.</p> <p>Availability of targeted</p>	<p>All agencies represented on the Board have a role to play including:</p> <p>Police through a collaborative response to addressing this issue.</p> <p>OPCC and CSPs through the Serious Violence Duty.</p>	<p>Pilar 3 priorities 1-4</p> <p>Child First Tenets1-4</p>

		<p>interventions. For example, trauma first aid.</p>	<p>Children's Services through partnership with the Willow Team.</p> <p>Health through its provision of services to meet the health needs of children who are committing this type of crime.</p> <p>Education by ensuring children is in ETE.</p> <p>Links across to Safeguarding Partnerships, CSP an LCJB.</p>	
<p>Continue to develop the new joint Management Board</p>	<p>There is an understanding of the role and responsibilities of the Management Board by staff.</p> <p>The Board is more has greater oversight of the work of the YJS and its partners.</p> <p>New Board members are fully inducted, so they are able to be an active participant.</p>	<p>Board members regularly attend.</p> <p>Representation is the right people and at the right level of their respective organisations.</p> <p>The agenda and minutes show opportunities for all partners to contribute.</p>	<p>All agencies to attend regularly.</p> <p>All agencies provide information on how their own service contributes to the work of the YJS.</p>	<p>Pilar 1 priority 1&3</p> <p>Pilar 2 priority 1 &2</p> <p>Pilar 3 priority 1-3</p> <p>All tenets of Child First</p>
<p>Education Training and Employment</p>	<p>Each child open to the YJS has a comprehensive ETE assessment.</p> <p>Children who have a ECHP are reviewed every year.</p> <p>Children open to the YJS are set the objective of</p>	<p>Access to education data for our children which allows us to:</p> <ul style="list-style-type: none"> • Understand the extent of school exclusions in our cohorts. • Understand the level of 	<p>Need support from the education representatives to access education data.</p> <p>The Board need to monitor and evaluate the levels of educational attainment.</p>	<p>Pilar 3 priorities 1-4</p> <p>Child First 1-4</p>

	<p>achieving level 2 English and Maths</p> <p>Children beyond school age have access to a range of training opportunities.</p> <p>Children subject to SEND are provided with a service by the YJS which supports them with desistence.</p>	<p>attendance at ETE provision children access.</p> <ul style="list-style-type: none"> Understand the levels of engagement and attainment for groups which are disproportionately represented groups within the YJS <p>Use this data to develop improvement for those children who are; SEND, have an ECHP, permanently excluded, subject to OOC and released under investigation.</p> <p>All children open to YJS have a plan to enable them to engage fully in ETE</p> <p>Hampshire YJS achieves its SEND quality mark.</p>	<p>The SEND representative needs to be fully briefed on the support required to achieve our quality mark.</p> <p>The Board needs to monitor key data in relation to children from disproportionate groups in relation to: SEND, ECHP, permanently excluded, subject to OOC and released under investigation.</p>	
Review of National Standards	<p>Provide assurance that HYJS is fully compliant with National Standards.</p> <p>This means better outcomes for children.</p>	<p>Complete strategic and operational self-assessments across the 5 standards which identify have a good rating. good or above.</p> <p>Identify any areas for improvement and create and action plan.</p>	<p>Staffing capacity to undertake the audit.</p> <p>Board approval to increase in quality manager time.</p> <p>Board oversight over the process.</p>	Pillar 2 priority 1

16. CHALLENGES AND ISSUES

16.1. The following is an extract from our Risk Log, this is presented at each management board and added to as the years progress.


	Current Challenges and Risks	Actions
1.	<p>Grants to fund YCP provide less staff.</p> <p>the OPCC will provide funding until 2025 provides approximately 4.5 FT. However, with recent pay awards this provides a reduced number of FTE. .</p>	<p>Keep OPCC informed via performance reports and the board.</p> <p>Fund shortfall from vacancy savings and or other reserves.</p> <p>Make representations and apply for an uplift in grant money from 2025.</p> <p>Review vacant posts as they arise for affordability.</p>
2.	<p>Implementation of new key performance indicators</p>	<p>Notification received from our case management providers that necessary changes will not be in place.</p> <p>Workaround discussed and agreed with the management team,</p> <p>Liaising with CS department including education in getting access data.</p> <p>Keep board informed of any support required.</p> <p>Notify YJB of the issues in advance.</p> <p>Escalate any concerns related to the case management provider.</p>
3.	<p>Ensuring that all staff are following policy and processes in the intended way.</p>	<p>All teams to support buddying of new staff.</p> <p>Ensure polices are up to date through regular reviews.</p> <p>AI Team Managers have dedicated policy leads.</p> <p>Ensure polices and processes are launched, implemented, and reinforced across all teams equally, utilising various</p>

		<p>communications methods. For example, service briefings, team meetings and practice meetings,</p> <p>Individual bespoke training on specific policy areas for example the Risk policy and guidance.</p>
4	<p>Youth Crime Prevention and Community Resolutions waiting lists</p>	<p>Ensure other parts of the service is fully staffed to lessen impact on YCP staff of having to provide case cover.</p> <p>Manage the waiting list in accordance with risk and other priorities.</p> <p>Develop a more centralised recruitment to ensure vacancies are responded too quickly.</p> <p>Consider developing an alternative offer for example brief interventions for small groups. For both YCP and CRs</p>
5	<p>Reliance on singleton posts in key roles.</p> <p>For example, performance manager, Referral Order and Volunteer coordinator.</p>	<p>Cover arrangements developed for the RO and Volunteer coordinator.</p> <p>Develop contingency plans for performance manager cover.</p>
6	<p>Implementation of the new CS case record system.</p> <p>The YJS have read only access, but this is crucial to the service identifying wider safeguarding issues for children.</p>	<p>Ensuring enough business support available to ensure our required data is transferred.</p> <p>Performance manager time to undertake relevant tasks.</p> <p>Staff undertake the required training in a timely way.</p> <p>Lead identified.</p>
7	<p>Turnaround programme</p> <p>Meeting our performance requirements.</p>	<p>Develop a caseload model which ensures that numbers can be delivered.</p> <p>Identify staffing shortages and mitigate by allocating to identified wider than the team.</p> <p>Consider the use our reserve to support with delivery.</p>

		Ensure channel of communication are open with the Ministry of Justice identifying early problems.
8	Hampshire and the IOW ICS are in financial recovery which could limit its ability of the ICB to make financial commitments.	<p>Ensure that the performance reporting in relation to the Therapeutic Wellbeing Officers provides the necessary evidence to support further funding.</p> <p>Comply with any timelines required.</p> <p>Any future requests need to include all relevant NHS commissioners potentially impacted by this future request to ensure that any requests meet NHS thresholds for such investment.</p> <p>Identify any other potential grant sources for additional funding requirements.</p>
9	Proposed merger of several community NHS trusts and services into a single provider covering HIOW. Potential for short term impact during the change period.	Current progress is being informed by our CAMHs service.
10	Speech and Language Communications Needs in children not being met	<p>Evaluate current provision in order to support a business case for a more permanent resource which can be used across the Youth Justice Service.</p> <p>Ensure that Board members are informed.</p>

17. SIGN OFF SUBMISSIONS AND APPROVAL

This report is due to be presented at the full council meeting in September 2023.

Chair of YJS Board - Name	Steph How
Signature	
Date	06.07.2023

Appendix One

Service Structure Chart



HYJS HQ Structure
Chart - H YOTs Manaç

Appendix Two

Budget Costs and Contributions 2023/24

Please note that Youth Justice Board notification yet to be received.

	Core Budget 2023/24
	£'000
Income	
Partners' Contributions:	
National Probation Service	(5)
Hampshire County Council	(1,578)
Youth Justice Board	(1,318)
Other income:	
Carry forward from prior years	0
CCGs	0
Isle of Wight recharge	(28)
MoJ Turnaround grant	(332)
Contribution in kind:	
Hampshire Constabulary staff	(311)
CCGs	(188)
Probation	(65)
Total income	(3,825)

