

CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY COMMITTEE

11 DECEMBER 2012

YOUTH JUSTICE PLAN (POLICY FRAMEWORK)

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Summary

This report outlines the Medway Youth Justice Plan 2012-2014, which has been developed following discussions and consultations with partner agencies, and also reflects the requirements of the Youth Offending Team (YOT) Improvement Plan.

1. Budget and Policy Framework

- 1.1 The Youth Justice Plan (Appendix A) is revised on an annual basis and forms part of the Council's policy framework. Approval is therefore a matter for Council, following initial consideration by Overview and Scrutiny and Cabinet.
- 1.2 Statistical summaries of the YOT's performance against key indicators are attached at Appendix B to this report.

2. Background

- 2.1 A Youth Justice Plan is required under the provisions of the Crime & Disorder Act 1998. However it was expected due to the move towards localism that the requirement for a formal Youth Justice Plan would be discontinued, but this has not been the case to date. The requirement for a strategic Youth Justice Plan remains.

3. Options

- 3.1 A range of options will need to be developed to ensure that the statutory functions of the YOT can be safeguarded or in worse case scenario prioritised to align the work of the YOT to the resources that are available. However until there is clarity around the levels of YOT partnership funding it is difficult to put together meaningful contingency options for maintaining various levels of service. Background planning for this eventuality is underway and will become more focussed, as clarity around financial support to the YOT is known.

4. Advice and analysis

- 4.1 The Youth Justice Plan is a delivery vehicle to sustain the ongoing improvements made by the YOT partnership over recent years. The plan supports key objectives within the following plans:
- Medway Council Strategic Plan
 - Medway Safeguarding Children's Board Business Plan
 - Medway Children & Young People's Plan
 - Integrated Youth Support Services Plan
 - Medway Community Safety Partnership Plan
 - Kent Criminal Justice Board Business Plan.
- 4.2 The outcome of the Diversity Impact Assessment (Appendix C) screening is attached to this document. This indicates that a full Diversity Impact Assessment is not necessary.
- 4.3 Sustainability - the resources to deliver the Youth Justice Plan have been identified within the current budget for the YOT and agreed by the YOT partnership agencies. However a section of the plan seeks to explore the options for continued delivery of the plan against a background of diminishing resources available to the YOT partnership.

5. Risk management

- 5.1 A number of important areas of risks have been identified which could impact upon the ability of the YOT to carry out its full range of statutory and other responsibilities. These are outlined below.

Risk	Description	Action to avoid or mitigate risk	Risk rating
1. Reduction in partnership support for the YOT	Further reductions to the YOT budget from partner agencies cannot be ruled out for the period 2013-14 and must be considered highly likely. Identified threats include transfer of grant to Police and Crime Commissioner and the requirement to re badge the Youth Justice Board (YJB) grant towards developing and sustaining best practice rather than business as usual. Further reductions to the current resources of the YOT, either in terms of cash or staff provision, may have a severe impact upon the YOT's ability to deliver on its statutory and strategic objectives.	Discussions are ongoing with partner agencies concerning the likelihood of resource reductions. The priority will be to develop contingency plans to protect the statutory elements of the YOT work if further reductions are made. Work is ongoing with Kent YOS in order to secure the same level of Home Office addictions funding and direct support from the Police, when the Police and Crime Commissioner takes responsibility for these elements. A full analysis of the use made of the current YJB grant is underway to clearly identify how detailed expenditure can be legitimately identified as supporting and developing best practice.	B/2

Risk	Description	Action to avoid or mitigate risk	Risk rating
2. Changes to Youth Justice legislation	Changes to the manner in which custodial remands are managed and financed will have a significant impact upon the Local Authority. From December 2012 there will be a single remand order with the implication that all remanded young people will become Looked After Children (LAC). From 1 st April 2013 the full cost of custodial remand will fall upon the Local Authority. The level of compensation from the Ministry of Justice is considered insufficient to cover these new responsibilities.	Detailed work is currently underway to enable the Local Authority to respond to the transfer of remand responsibilities through the development of robust and sustainable alternatives to custodial remands working with partner agencies.	A/2

6. Consultation

- 6.1 The Youth Justice Plan has been circulated to partner organisations and was discussed and endorsed at the meeting of the YOT Management Board held on 26 September 2012.
- 6.2 The views of this Committee will be reported to Cabinet on 18 December 2012, with final consideration and approval by Full Council on 24 January 2013.

7. Looked After Children implications

- 7.1 There are significant numbers of YOT clients who are also LAC. In October 2012 it was recorded that the proportion of LAC young people was 29% of the total YOT caseload. The introduction of new remand legislation in December 2012 will increase the number of LAC young people known to YOT, as all remanded young people will gain LAC status. The YOT plan seeks to develop closer working relationships with the MLAC Team so seek ways of reducing the proportion of LAC young people within the criminal justice system.

8. Financial and legal implications

- 8.1 There are additional financial implications arising from the adoption of this plan. In respect of the changes to Remand management and the transfer of direct financial responsibility for custodial remands to the Local Authority. Where as the majority of YOT activities are planned to be resourced from within the agreed partnership budget for the YOT, additional resources will need to be identified to meet the financial obligations of the Remand changes.

- 8.2 Section 40 of the Crime and Disorder Act 1998 requires the Council, after consultation with the relevant persons and bodies, to formulate and implement for each year, a plan (a “Youth Justice Plan”) setting out:
- (a) How Youth Justice services in their area are to be provided and funded; and
 - (b) How the Youth Offending Team or Teams established by them (whether alone or jointly with one or more other local authorities) are to be composed and funded, how they are to operate, and what functions they are to carry out.

9. Recommendation

- 9.1 The Children and Young People Overview and Scrutiny Committee is asked to consider the Youth Justice Plan and forward any comments to Cabinet on 18 December 2012.

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Background papers

None



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**MEDWAY
YOUTH OFFENDING**

**STRATEGIC PLAN
2012-2014**

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Introduction

This document sets out our aims and objectives for April 2012 to March 2014 in relation to working with young people who offend or who are at risk of offending.

Medway has seen a steady reduction in the number of first time entrants to the Youth Justice System; a significant element of this success has been the 'point of arrest' Triage pilot programme developed in partnership with Police and Health services. However, in the current economic climate there are many difficulties ahead especially with reduced resources for young people coming into the justice system with increasingly challenging behaviour.

The plan takes into account the new environment in which the Youth Offending Service will now operate as a result of the reduction of central government targets and the changes to the Youth Justice Board who now take more of a supporting role rather than "regulator".

It is increasingly likely that the continuation of financial support from the YJB will be linked to developing and sustaining best practice. Best practice will be a recurring theme throughout this plan.

The new context now means that priorities for youth offending can be determined locally that reflect the objectives of both the Medway Children's Trust and the Medway Community Safety Partnership.

We recognise that whilst the primary function of our youth offending service is to prevent youth offending and reduce the impact of youth crime upon our community, another factor that needs to be taken into consideration is that these children are also 'children in need' for whom we have a duty to provide support.

The plan also highlights the need to respond to the outcomes of legislative changes such as the introduction of Police and Crime Commissioners and new remand arrangements. Changes to working arrangements must be accomplished whilst planning and conducting core business, delivering value for money, achieving the best outcomes for young people, their families and victims of crime.

The current two year plan builds on the successes of the previous plan, which has seen rising levels of performance in respect of:

- Reducing offending rates and levels
- Challenging education and training targets for young people achieved
- A significant reduction in those young people who are not in suitable accommodation
- Major success has been achieved in working with some of the highest risk young people who are part of the Deter Young Offender cohort jointly identified and worked with by our police partners.

A YOT restructure was completed which has significantly contributed to increased performance through the introduction of the 'Scaled Approach', this has enabled all clients to be allocated to the most appropriate worker taking into account the most experienced and qualified workers, based around the identified risks and vulnerabilities of each young person.

The complexities of a multi agency team and multiple funding routes along with the implementation of the post Inspection Improvement Plan have made the last year both a difficult period of change but with many rewarding outcomes.

If there were one overall achievement to be highlighted from last year's plan, it would be the successful establishment of the arrest diversion scheme, which has led to a significant reduction in first time entrants to the youth justice system and diversion to more appropriate services.

National Context

"Youth Justice System" is the formal process that begins once a child reaches the age of 10 years but under the age of 18 years and:

- has committed an offence
- receives a reprimand or a warning
- charged to appear in court

However, from 2013 reprimands and warnings will be replaced by restorative solutions or cautions.

The Youth Justice System was set up under the Crime and Disorder Act 1998. The aim of the Youth Justice System is to prevent offending by children and young people aged 10 to 17 years. As part of that Act, local Youth Offending Services were set up and regularly monitored by a national Youth Justice Board.

There was until recently, an intention under the Public Bodies Bill to abolish the Youth Justice Board, however this decision was reversed. The role of the Youth Justice Board is now to:

- Oversee the youth justice system in England and Wales

- Work to prevent offending and reoffending by children and young people under the age of 18
- Ensure that custody for them is safe, secure, and addresses the causes of their offending behaviour

The Youth Justice Board will also support local Youth Offending Services to deliver against three outcomes which have been set by central government, these are listed below, which Medway is fully committed to.

- 1) Reducing the number of first time entrants to the youth justice system
- 2) Reducing re-offending of those young people already within the youth justice system.
- 3) Reducing the number of young people receiving a custodial sentence.¹

¹ <http://open.justice.gov.uk/breaking-the-cycle-response.pdf> & Youth Justice Board Corporate Plan 2012 - 15

Medway's Youth Offending Service

It is the duty of all agencies to try to reduce offending behaviour under the Crime and Disorder Act 1998. Medway Youth Offending Service is a partnership of voluntary and statutory agencies.

Our Youth Offending Team (YOT) is staffed by a multi-agency team working with children and young people who have demonstrated or are at risk of developing anti-social behaviour.

The service currently consists of approximately forty staff drawn from seven partnership agencies (Appendix 1: staff structure chart) which includes a detached team of staff located at Youth Offending Institution (YOI) Cookham Wood, with the aim of providing a comprehensive resettlement service.

Partnership Agencies:

- Medway Council (Children's Social Care, Youth Service and Education)
- Kent Police
- Kent Probation
- Medway Youth Trust (Connexions Service)
- KCA (formally Kent Council for Addictions)
- Medway Primary Care Trust
- Kent Youth Offending Service (Intensive Supervision & Surveillance)

The team works closely with young people and their families to provide an early intervention service to curtail anti-social behaviour and to prevent crime. It assists victims of crime and where appropriate, includes them in the youth justice process to take part in a restorative justice programme.

Youth Offending Team (YOT) workers also provide intensive supervision and surveillance programmes for persistent young offenders and operate effective plans for preparing young people to return into the community from custody and reduce the risk of them re-offending.

Parenting programmes are also provided by Medway YOT which offers practical support and advice to enhance the skills of parents and thus reduce the risk of their children offending or re-offending. This includes those requiring preventative services, supervision while on community-based court orders and the support of young people who had been sent to custody.

A dedicated Youth Offending Team Manager leads the YOT Management Team who is supported by an Operations & Performance Manager and two Senior Practitioner leads.

To help drive forward the work of the Youth Offending Service, a Medway Youth Offending Management Board is in place which is made up of Senior Managers and officers from across the seven partnership agencies. The group formally meet at least four times a year and is chaired by the Chief

Executive of Medway Council. Current representation on the YOT Management Board Includes:

- Assistant Director, Children's Services Medway Council
- Assistant Director, Housing Medway Council
- Assistant Director, Inclusion and Improvement Medway Council
- Assistant Director, Social Care Medway Council
- Assistant Director, Commissioning and Strategy Medway Council
- Chief Executive, Medway Youth Trust (Connexions)
- Chief Executive, Kent Police Authority
- Integrated Youth Support Service Manager, Medway Council
- Integrated Children's Services Manager, YOI Cookham Wood
- Chief Inspector, Kent Police
- Chair, North Kent Youth Bench
- Director, North Kent Probation
- Operations Director, Medway Community Healthcare
- Young Peoples Commissioner DAAT, Medway Council
- Head of Business Area South East, Youth Justice Board

The YOT Management Board has a well defined role in setting the strategic objectives of the YOT, ensuring that it is adequately resourced to carry out its functions, scrutinise the work of the YOT and act as "critical friend" across a range of activities and functions, with a particular emphasis around safeguarding and risk.

About Medway

The Youth Offending Team operates within the wider context of Medway. Demographics will shape the type of services that must be offered and will highlight particular areas for focus. This section aims to outline the key facts for young people living and growing up in Medway.

According to the Office of National Statistics mid-2010 estimates of ward level population for England and Wales there are 256,699 people living in Medway, an increase of 1,912 since 2009. Of those living in Medway, 66,005 are aged between 0 to 19 years of age, which is a slight decrease from 66,020 during 2009. However, this still means that just over a quarter of Medway’s population is made up of children and young people.

In terms of young offender health, responsibility for commissioning services will sit with the Medway Health and Well-being Board, at which the Director of Children Services has agreed to act as the YOT champion.

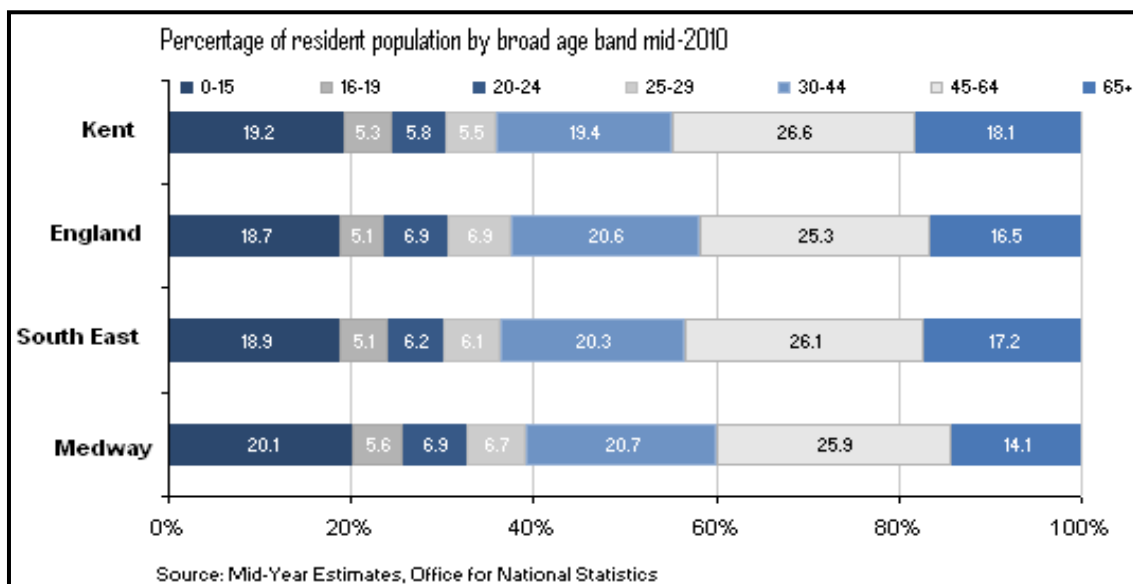
The table below show the percentage of population by broad age bands. ²

Population by bespoke broad age band mid-2010								
	All persons	0-15	16-19	20-24	25-29	30-44	45-64	65+
	Count	Count	Count	Count	Count	Count	Count	Count
Medway	256,700	51,600	14,500	17,800	17,100	53,200	66,500	36,200
South East	8,523,100	1,609,700	438,100	531,200	516,100	1,732,100	2,227,000	1,468,900
England	52,234,000	9,766,300	2,651,100	3,605,700	3,589,700	10,775,500	13,239,400	8,606,300
Kent	1,427,400	274,400	76,100	83,200	79,100	276,200	379,900	258,500

Source: Mid-Year Estimates, Office for National Statistics

There are currently proportionally more young people aged between 0 to 19 years of age living in Medway than both regionally and nationally. However there are proportionally a lot less aged 65 and over living in Medway when compared to Kent, South East and England averages. ³

The chart below shows the percentage of resident population by broad age band using mid-2010 population estimates. ⁴



Age Breakdown of Medway's children and young people:

- 16,812 children aged 0 – 4 years (2.28% increase from 2009)
- 15,246 children aged 5 – 9 years (-0.12% decrease from 2009)
- 16,035 children aged 10 – 14 years (-1.90% decrease from 2009)
- 17,912 young people aged 15 – 19 years (-0.33% decrease from 2009)

Ward level Population – Young People

The chart below shows the distribution of Medway's 0-19 year olds. The graph also shows if the youth population has increased or decreased since the 2009 population estimates. The greatest number of children and young people live in the wards of: ⁵

- Chatham Central - 4,712
- Gillingham North - 4,703
- Gillingham South - 4,364

The wards with the smallest population of 0 – 19 year olds are:

- Cuxton and Halling - 1,307
- Hempstead and Wigmore - 1,742
- Rainham North - 1,899

Ward Name	2009 Count	%	2010 Count	%	% change	Change from 2009
Chatham Central	4,656	7.05	4,712	7.10	0.05	▲
Cuxton and Halling	1,284	1.94	1,307	2.00	0.06	▲
Gillingham North	4,583	6.94	4,703	7.10	0.16	▲
Gillingham South	4,389	6.65	4,364	6.60	-0.05	▼
Hempstead and Wigmore	1,795	2.72	1,742	2.60	-0.12	▼
Lordswood and Capstone	2,303	3.49	2,328	3.50	0.01	▲
Luton and Wayfield	4,049	6.13	4,088	6.20	0.07	▲
Peninsula	3,111	4.71	3,121	4.70	-0.01	▼
Princes Park	2,975	4.51	2,945	4.50	-0.01	▼
Rainham Central	2,824	4.28	2,757	4.20	-0.08	▼
Rainham North	1,894	2.87	1,899	2.90	0.03	▲
Rainham South	3,240	4.91	3,182	4.80	-0.11	▼
River	2,268	3.44	2,294	3.50	0.06	▲
Rochester East	2,516	3.81	2,578	3.80	-0.01	▼
Rochester South and Horsted	3,002	4.55	2,972	4.50	-0.05	▼
Rochester West	2,495	3.78	2,526	3.90	0.12	▲
Strood North	3,308	5.01	3,271	5.00	-0.01	▼
Strood Rural	3,533	5.35	3,532	5.40	0.05	▲
Strood South	3,778	5.72	3,838	5.80	0.08	▲
Twydall	3,324	5.03	3,274	5.00	-0.03	▼
Walderslade	2,430	3.68	2,351	3.60	-0.08	▼
Watling	2,263	3.43	2,221	3.40	-0.03	▼
Medway	66,020		66,005			

⁵ Source: Mid-2010 Population Estimates for 2010 Wards in England and Wales from the Office of National Statistics: Crown Copyright

Ethnicity

According to mid-2009 estimated resident population by broad ethnic group, (experimental statistics), 88.8% of children aged 0-15 in Medway are 'White'. The largest minority ethnic group are 'Asian' or 'Asian British', comprising 4.1% of all children aged 0-15 in Medway.

However, according to the Pupil Level Annual School Census (PLASC) Spring 2011, 85.9% of pupils on the school roll in Medway are 'White', down from 87.1% when compared to 2010.

The largest minority ethnic group of pupils on the school roll in Medway is 'Mixed Dual Background', comprising 4.7%, up slightly from 4.6% in 2010.

The Chatham Central ward has the largest proportion of children from 'Minority Ethnic Groups' in school with 26%, followed by Gillingham South of 23% and the River ward at 21%. The PLASC for 2008 to 2011 shows an increase in minority ethnic groups amongst the population on the school roll from 11% to 13%.

Languages

The table below shows the most widely spoken language other than English using school census (PLASC) information collected in 2011 and reflects the changing pattern of movement into Medway.

The table below shows the most widely spoken languages in schools after English ⁶

	2008	2009	2010	2011
Number of languages spoken	111	127	131	141
3 most widely spoken Languages	Punjabi Bengali Urdu	Punjabi Bengali Yoruba	Punjabi Bengali Slovak	Punjabi Slovak Polish

⁶ Data source: Pupil Level Annual School Census 2011, Management Information Team. Records where pupils do not reside in Medway have been excluded

The Index of Deprivation

The Index of Deprivation (ID) 2010 - combines a number of indicators that covers a range of areas. The nine domains are then combined into a single overall deprivation score for each neighbourhood in England. The nine domains are:

- Child Poverty
- Crime
- Education and Skills
- Elderly Poverty
- Employment
- Health Disability
- Barriers to housing
- Income
- Living Environment

Medway is currently ranked 132nd out of 325 Local Authorities in the country in terms of deprivation. Which means Medway is within the 41% most deprived Local Authority nationally. This is a slight decline from The Index of Multiple Deprivation (IMD) 2007, when Medway was within the 43% most deprived, indicating that Medway is now relatively more deprived.

In particular the income domain of the Indices of Deprivation, Medway is ranked 65th out of 325. The employment domain for Medway is ranked 69th out of 325. The Index of Multiple Deprivation (IMD) 2010, shows that 35,754 people living in Medway experienced income deprivation, the equivalent of 23.6% of Medway's population. The IMD also shows that 13,830 people in Medway experienced employment deprivation, which is the equivalent of 13.3% of Medway's population.

Gillingham North, Chatham Central and Luton & Wayfield are Medway's most deprived wards and are amongst the 20% most deprived in England. While these three wards all suffer different key deprivation issues, all three fair well on 'barriers to housing & services'.

Chatham Central and Gillingham North have both seen relative deterioration in the crime theme, while Luton & Wayfield appears to have deteriorated most in the 'health & disability' domain.

13 (59%) of Medway's 22 wards have 'Education, training & skills' as their weakest domain. These wards are most likely to have either 'Barriers to housing & services' or 'Living environment' as their strongest IMD domain.⁷ In England, people living in the poorest neighbourhoods will, on average die seven years earlier than people living in the richest neighbourhood.⁸ At ward

⁷ Source: Index of Deprivation 2010 - Medway Wards June 2011. Development Plans and research, information reformatted by the Research and Information Team

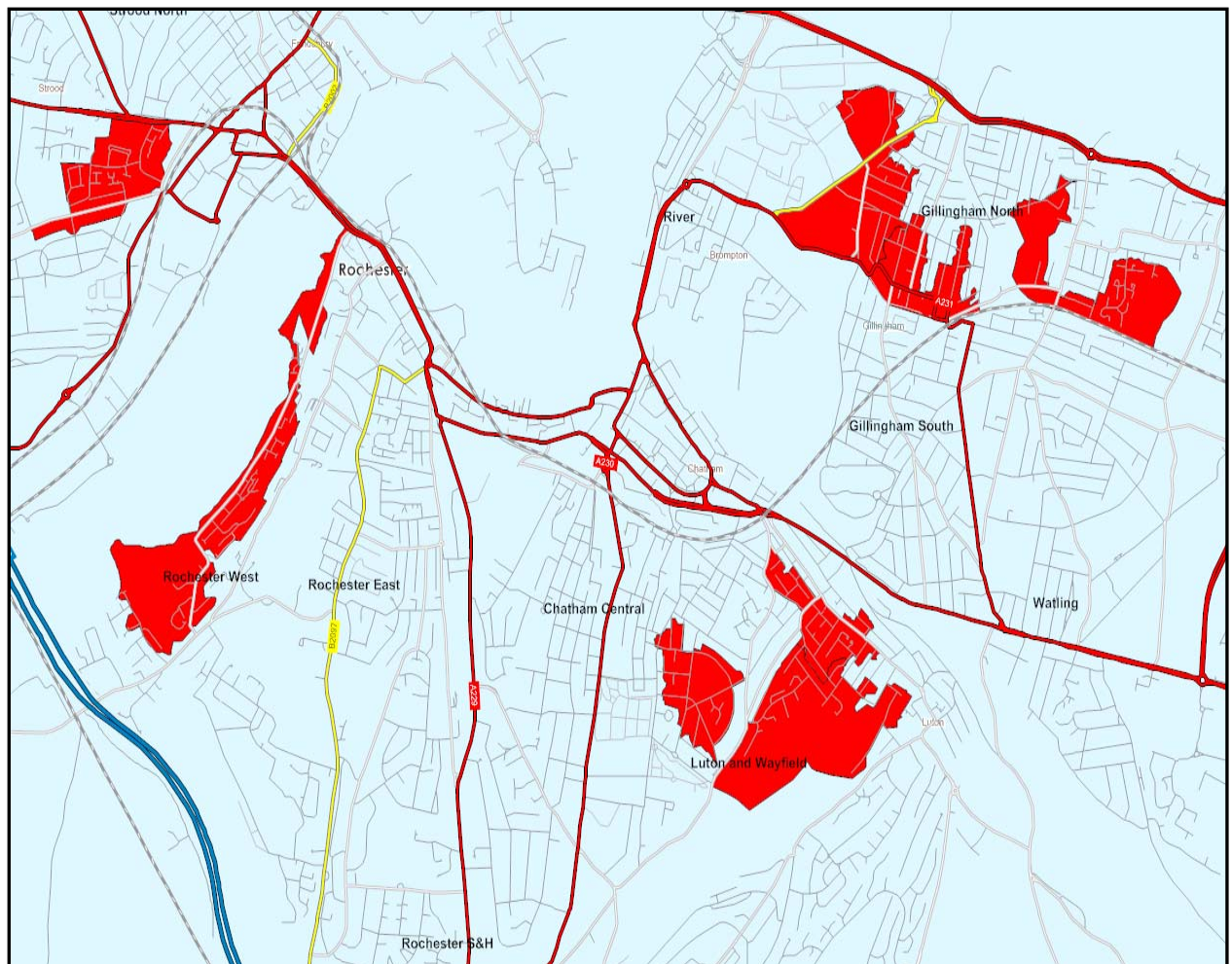
⁸ The Marmot Review 2010

level within Medway the gap in life expectancy is 6.6 years, but this is well below that seen in some big cities.⁹

The Child poverty index is a sub-category of the income domain. It represents the proportion of 0-15 year olds living in income-deprived households. Child poverty is most severe in the wards of:

- Gillingham North
- Luton & Wayfield
- Chatham Central

Super Output Area (SOA 012A) in Gillingham North is ranked within the 3% most deprived areas nationally for Child Poverty.¹⁰ The map below shows the eight SOAs within Medway, which are in the bottom 10% nationally in terms of child poverty.¹¹



⁹ London Health Observatory – Marmot Indicators for Local Authorities in England 2012. Figure for Medway as a whole is an average of the male and female values, weighted by mid-2010 population estimates.

¹⁰ Research, Plan and Review Team, Index of Deprivation 2010, May 2010 information sheet.

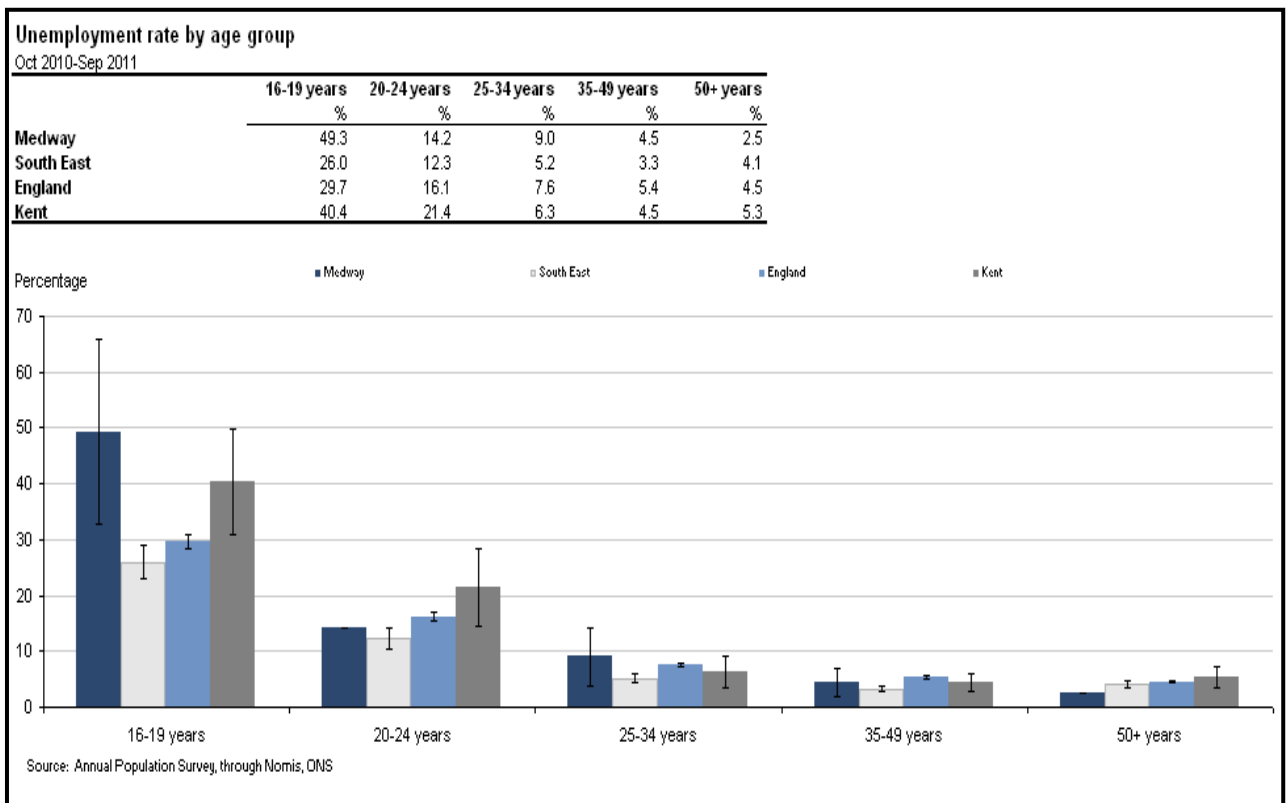
¹¹ IMD 2010, super output level - Map produced by Research and Information Team using CACI Insight

Employment

The unemployment rates in Medway for October 2010 to September 2011 was at 7.9% of the population aged 16 years and over. Which is greater than the South East region of 5.9% but not significantly different from the England average of 7.8%.

The highest unemployment rates in Medway during October 2010 to September 2011 were for the age group 16 to 19 years (49.3%). This age group had a significantly higher rate of unemployment than those aged 25 to 34 years (9%) and those aged 35 to 49 years (4.5%) living in Medway.

Medway's rate of unemployment for those aged 16 to 19 years is greater than the South East region and England averages.¹²



However through working in partnership across Medway, the proportion of YOT clients who are classed as not in Education, Employment or Training (NEET) has continued to reduce over time. The figures for 2011-12 show that 81% of YOT clients, over the school leaving age, were at the end of their order in Education, Employment or Training.

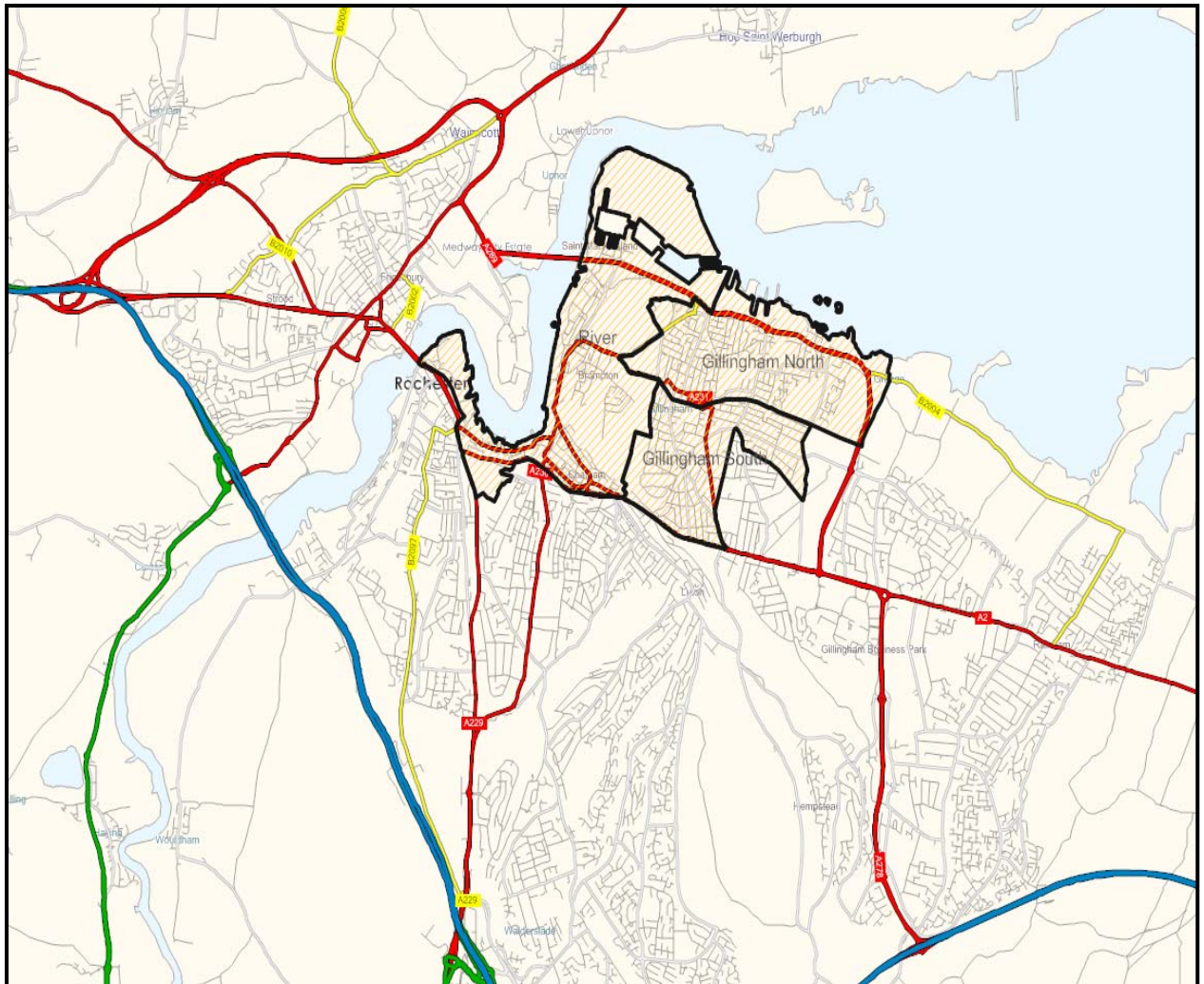
¹² Office of National Statistics: Local profiles, April 2012

Youth Crime in Medway - How are we doing?

Youth on Youth Crime:

During 2011/12 there were 518 incidents of youth on youth crimes.¹³ The wards of River, Gillingham North and Gillingham South had the highest levels.

The map below shows the location of these wards within Medway.



¹³ Source: Medway Police April 2012

Appendix A

The table below shows the number of youth on youth crime during 2011/12 broken down into ward level. ¹⁴

Ward	Count	%
RIVER	61	11.78
GILLINGHAM NORTH	49	9.46
GILLINGHAM SOUTH	46	8.88
CHATHAM CENTRAL	43	8.30
LUTON & WAYFIELD	34	6.56
ROCHESTER WEST	32	6.18
STROOD SOUTH	22	4.25
ROCHESTER S & HORSTED	17	3.28
TWYDALL	17	3.28
STROOD NORTH	16	3.09
PENINSULA	14	2.70
LORDSWOOD & CAPSTONE	13	2.51
RAINHAM SOUTH	12	2.32
WALDESLADE	12	2.32
PRINCES PARK	11	2.12
RAINHAM CENTRAL	10	1.93
STROOD RURAL	10	1.93
ROCHESTER EAST	9	1.74
RAINHAM NORTH	7	1.35
WATLING	7	1.35
HEMPSTEAD & WIGMORE	4	0.77
MEDWAY GENERAL	3	0.58
CUXTON & HALLING	2	0.39
TOTAL	518	

The top three wards, where youth on youth crime was recorded:

River (11.78%)
Gillingham North (9.46%)
Gillingham South (8.88%)

The wards with the least amount of youth on youth crime were in:

Cuxton and Halling (0.39%)
Hempstead & Wigmore (0.77%)
Watling (1.35%)

¹⁴ Medway Police April 2012

Appendix A

Crime committed by youths:

Overall there were 2,470 incidents of crimes that were committed by a youth during the 2011/12. Of the crimes being committed by a young person:

36 (1.4%) were committed by someone aged 12 years or under, 715 (28.94%) were committed by a young person between the age of 13 and 17 years inclusive, and 1,719 (69.5%) were committed by someone aged 18 to 24 years.¹⁵

Ward	Count	%
RIVER	390	15.79
GILLINGHAM SOUTH	231	9.35
GILLINGHAM NORTH	213	8.62
CHATHAM CENTRAL	194	7.85
ROCHESTER WEST	173	7.00
LUTON & WAYFIELD	169	6.84
STROOD SOUTH	166	6.72
TWYDALL	92	3.72
ROCHESTER S & HORSTED	82	3.32
STROOD NORTH	81	3.28
STROOD RURAL	77	3.12
RAINHAM CENTRAL	72	2.91
PENINSULA	60	2.43
WATLING	60	2.43
WALDERSLADE	51	2.06
PRINCES PARK	49	1.98
HEMPSTEAD & WIGMORE	48	1.94
RAINHAM NORTH	47	1.90
MEDWAY POL STN	46	1.86
RAINHAM SOUTH	46	1.86
ROCHESTER EAST	45	1.82
LORDSWOOD & CAPSTONE	29	1.17
CUXTON & HALLING	24	0.97
MEDWAY GENERAL	17	0.69
M2 MEDWAY GILLINGHAM	5	0.20
Unknown	2	0.08
M2 MEDWAY ROCHESTER	1	0.04
Total	2470	

The top three wards, where youth crime was recorded:

River (15.79%)
Gillingham South (9.35%)
Gillingham North (8.62%)

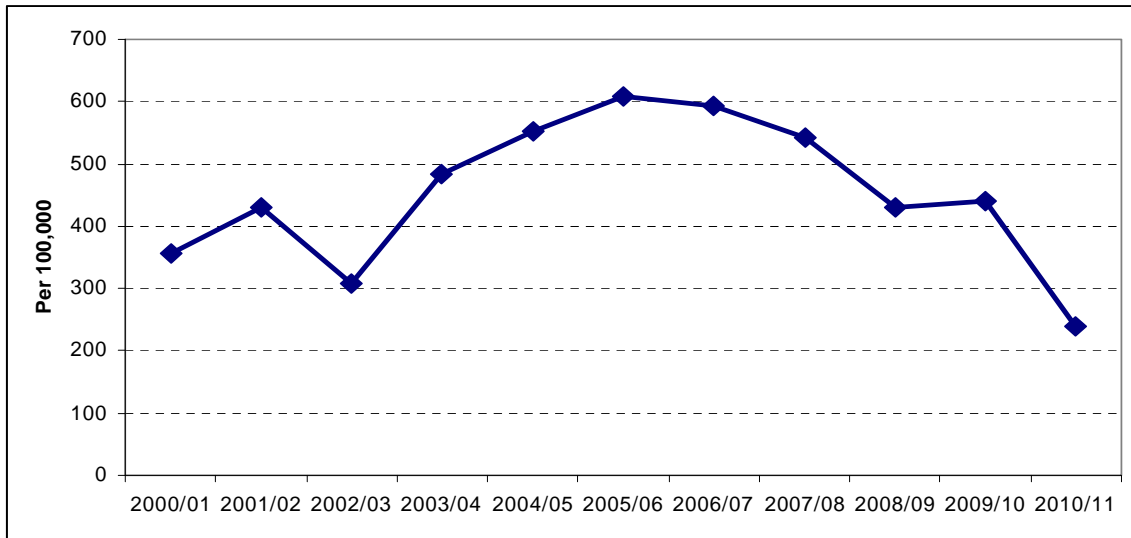
The wards with the least amount of youth crime were in:

Cuxton and Halling (0.97%)
Lordswood & Capstone (1.17%)
Rochester East (1.82%)

¹⁵ Medway Police April 2012

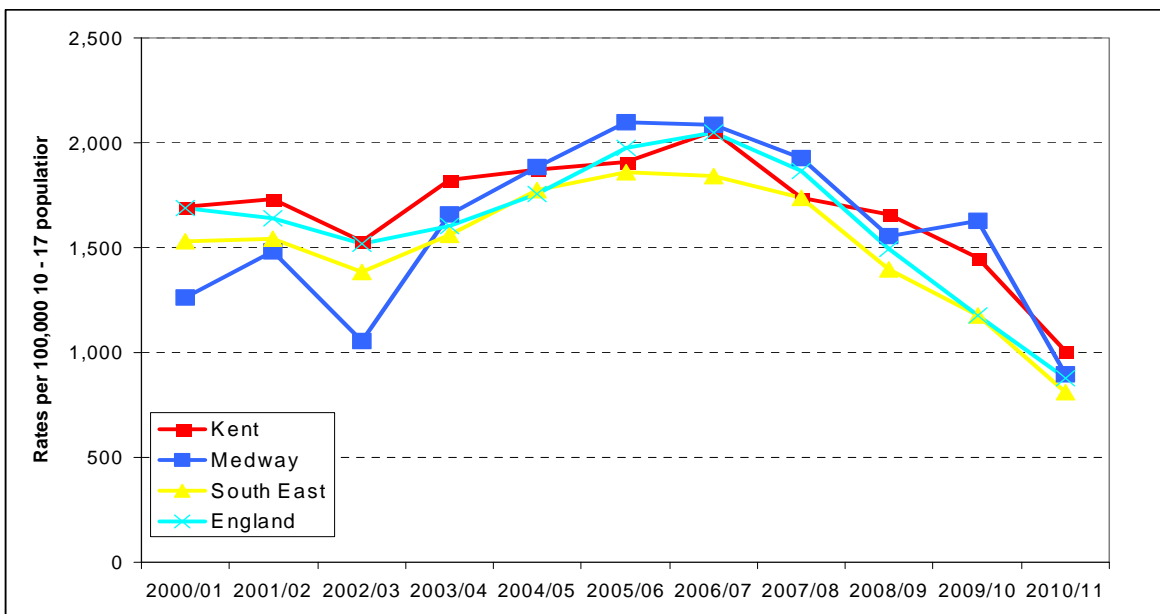
First Time Entrants

The graph shows the numbers of young people aged 10-17 years receiving their first reprimand, warning or conviction per 100,000 10-17 year olds in the population living in Medway, 2000/01 - 2010/11. ¹⁶



Since 2005 Medway has seen a steady decline in the number of young people aged 10 – 17 years receiving their first reprimand, warning or conviction. However, Medway’s rates are slightly above both regional and national averages, although they are lower than Kent.

The graph below shows how Medway compares in the rate of 10-17 year olds receiving their first reprimands, warning or conviction by regional and national figures. ¹⁷



¹⁶ Source: Youth Justice website: <http://www.justice.gov.uk/statistics/youth-justice/statistics>

¹⁷ Source: Youth Justice website: <http://www.justice.gov.uk/statistics/youth-justice/statistics>

Appendix A

The table below shows offending by children who had been looked after continuously for at least twelve months.¹⁸

Area:	Number of children looked after at 31 March who had been looked after for at least twelve months ¹	Number of children aged 10 or older at 31 March 2011	Number convicted or subject to a final warning or reprimand during the year 2011	Percentage convicted or subject to a final warning or reprimand during the year 2011
Bracknell Forest	55	45	x	x
Brighton and Hove	300	205	0	0.0
Buckinghamshire	255	165	15	7.8
East Sussex	385	260	15	6.1
Hampshire	785	525	45	9.0
Isle of Wight	130	95	10	11.3
Kent	1,025	710	50	7.3
Medway	255	155	10	6.5
Milton Keynes	180	120	x	x
Oxfordshire	275	195	10	6.1
Portsmouth	210	135	10	8.0
Reading	135	90	x	x
Slough	120	70	x	x
Southampton	255	145	20	13.7
Surrey	520	375	35	9.7
West Berkshire	90	55	5	12.3
West Sussex	530	365	40	11.0
Windsor and Maidenhead	75	45	x	x
Wokingham	50	35	0	0.0
ENGLAND	46,090	30,230	2,210	7.3
SOUTH EAST	5,630	3,790	290	7.8

During 2011, 6.5% of children aged 10 years or older that had been looked after by Medway Council as at 31st March 2011 for at least 12 months had been subjected to a final warning or reprimanded. This compared to the South East 7.8% and nationally 7.3%.

¹⁸ Department for Education website: March 2012

Type of Offences

The table shows offences committed by young people living in Medway that resulted in disposal during 2010/11, which has also been broken down into age and by gender. ¹⁹

Offences resulting in a disposal 2010/11	Age				Gender		TOTAL
	10 - 14	15	16	17 - 18	Female	Male	
Arson	6	1	0	0	0	7	7
Breach of Bail	0	4	6	5	8	7	15
Breach of Conditional Discharge	1	2	2	2	0	7	7
Breach of Statutory Order	2	11	13	24	9	41	50
Criminal Damage	27	22	14	18	15	66	81
Domestic Burglary	9	6	6	9	2	28	30
Drugs Offences	2	2	5	17	0	26	26
Fraud & Forgery	0	1	2	7	1	9	10
Motoring Offences	3	19	13	43	4	74	78
Non Domestic Burglary	1	1	1	5	1	7	8
Other	1	3	3	5	1	11	12
Public Order	12	15	11	15	18	35	53
Racially Aggravated Offences	1	1	0	1	1	2	3
Robbery	1	0	6	9	0	16	16
Sexual Offences	0	4	0	2	0	6	6
Theft & Handling	58	37	34	35	57	107	164
Vehicle Theft	1	8	2	14	1	24	25
Violence Against Person	65	39	37	46	48	139	187
TOTAL	190	176	155	257	166	612	778

Overall there were 778 offences committed by young people that resulted in an outcome during 2010/11. 78.6% of the crimes committed were by a male. A quarter of the crimes were committed by someone aged between 10 – 14 years.

24% of the crimes, which resulted in an outcome during 2010/11, were violence against a person followed by 21% of crimes in theft and handling.

¹⁹ Source: Youth Justice website: <http://www.justice.gov.uk/statistics/youth-justice/statistics>

Use of Custody

The table below shows how many young people during 2010/11 aged 10 to 17 years received a custodial sentence in the South East area.²⁰

Young people 2010/11			
YOT	Custodial Sentences	10-17 Population 2010	Rate per 1,000 of 10-17 population
Bracknell Forest	1	12,890	0.08
Brighton and Hove	20	19,718	1.01
Buckinghamshire	11	52,484	0.21
East Sussex	23	49,831	0.46
Kent	65	144,903	0.45
Medway	19	26,673	0.71
Milton Keynes	8	24,013	0.33
Oxfordshire	28	61,705	0.45
Reading	7	11,693	0.60
Slough	10	11,588	0.86
Surrey	23	109,518	0.21
Wessex	120	174,749	0.69
West Berkshire	1	17,405	0.06
West Sussex	28	76,757	0.36
Windsor and Maidenhead	2	16,128	0.12
Wokingham	2	16,344	0.12
TOTAL	368	826,399	0.45

During 2010/11, 19 children and young people in Medway received a custodial sentence, which is a rate of 0.71 per 1,000 (10 to 17 years olds). Medway's rate is above the South East average of 0.45 and the Kent average of 0.45.

²⁰ Source: Youth Justice website: <http://www.justice.gov.uk/statistics/youth-justice/statistics>

Client Outcomes

The table below shows the number of client outcomes involving Medway children and young people during 2010/11. ²¹

Medway Disposals 2010/11	Age				Gender		TOTAL
	10 - 14	15	16	17 - 18	Female	Male	
Pre-court							
Police Reprimand	96	40	24	24	64	120	184
Final Warning	19	12	12	13	10	46	56
Conditional Caution	0	0	0	0	0	0	0
First-tier							
Absolute Discharge	1	1	0	0	2	0	2
Bind Over	0	1	1	1	0	3	3
Compensation Order	7	5	7	18	8	29	37
Conditional Discharge	4	10	6	11	8	23	31
Fine	1	2	9	19	1	30	31
Referral Order	29	29	15	41	25	89	114
Reparation Order	0	0	1	0	0	1	1
Sentence Deferred	0	0	0	0	0	0	0
Community							
Action Plan Order	0	0	0	0	0	0	0
Attendance Centre Order	0	3	1	4	0	8	8
Community Punishment and Rehabilitation Order	0	0	0	2	0	2	2
Community Punishment Order	0	0	1	2	0	3	3
Community Rehabilitation Order	1	0	0	1	0	2	2
Curfew Order	1	0	4	3	0	8	8
Drug Treatment and Testing Order	0	0	0	0	0	0	0
Supervision Order	0	0	3	2	0	5	5
Youth Rehabilitation Order	9	18	27	39	17	76	93
Custody							
Detention and Training Order	1	3	3	10	1	16	17
Section 226 (Life)	0	0	0	0	0	0	0
Section 226 (Public Protection)	0	0	0	0	0	0	0
Section 90-91 Detention	0	0	1	1	0	2	2
Section 228	0	0	0	0	0	0	0
TOTAL	169	124	115	191	136	463	599

This table indicates the range of client outcomes, which Medway young people were subject to at that time and how the relationship between those subject to pre court client outcomes by the police in comparison to those made with the Youth Court. This was the transition year in respect to court

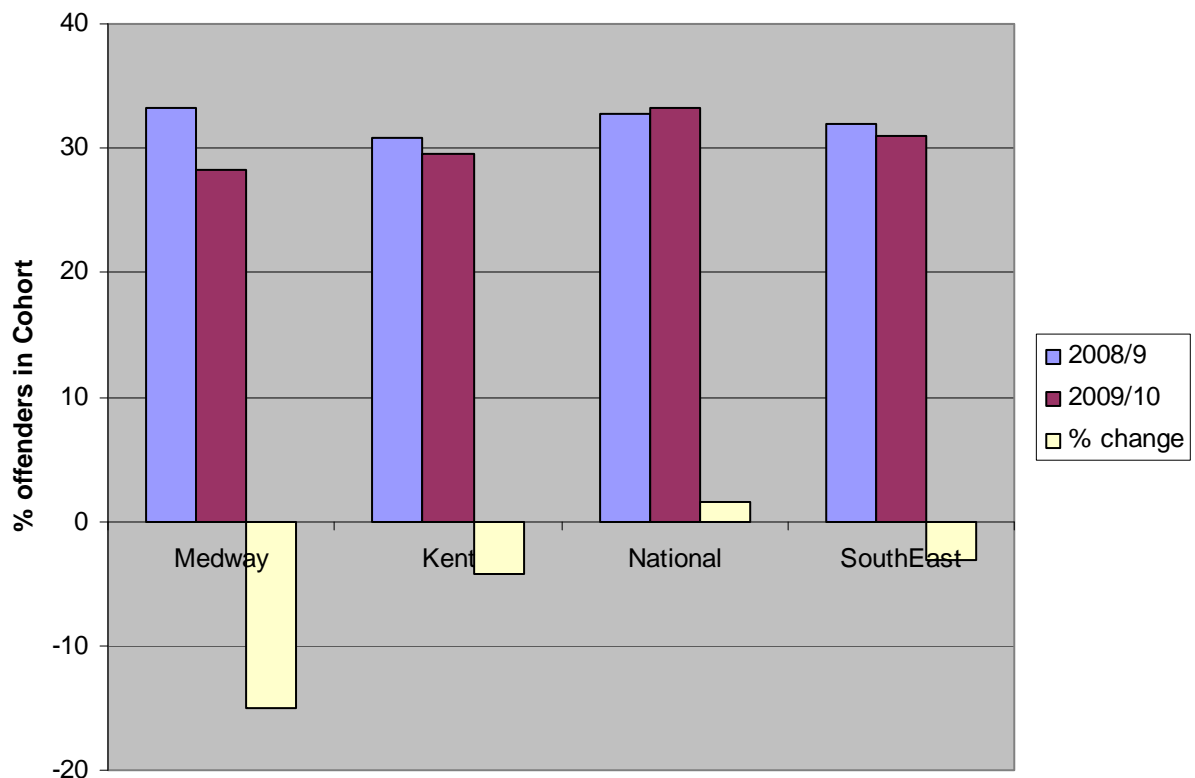
²¹ Source: Youth Justice website: <http://www.justice.gov.uk/statistics/youth-justice/statistics>

client outcomes, with a now simplified sentencing framework for young people in place.

Re-Offending

This report is based on data published in the YJB Re-offending toolkit, which in turn is compiled from information extracted from the Police National Computer system. No local YOT data is used in this report. The latest report available compares cohorts from 2008/9 with 2009/10.

% Offenders who re-offend



Medway's result of a 15% reduction in the percentage of offenders Re-offending was better than our neighbouring Kent YOS, the South East region and National performances.

It was agreed by the MYOT Management Board to introduce local measures derived from data held in the Medway YOT CMS to support the National re-offending measure published by the YJB and reported to the YOT Management Board. This is the first of these, focussing on the rate of re-offending after the end of a court-imposed programme of intervention.

The table shows Medway's overall performing in terms of youth crime during 2011/ 12²²

2011-12							
Quarterly monitored indicators	Target	Q1	Q2	Q3	Q4	YTD	RAG
NI19 Re-Offending (%)	.	10%	6%	12%	28%	27%	Green
LM: Re-offending of YP after leaving DYO status (within 6 months of DYO status removed)	.	50%	0%	25%	0%	23.1%	Green
NI43 Custodial convictions	<5%	5.4%	2.7%	6.3%	5.2%	6.1%	Red
% Medway YP Population who receive a custodial sentence	27.40%	18.1%	7.0%	14.0%	11.0%	51.0%	Green
NI45 Engaged in suitable education or employment Pre 16 year olds	>95%	92%	95%	93%	100%	95%	Green
NI45 Engaged in suitable education or employment Post 16 year olds	>70%	77%	88%	83%	75%	81%	Green
NI46 Accommodation (%)	>95%	97%	93%	98%	95%	96%	Green
LM: Accommodation status of YP after release from custody	>90%	100%	100%	100%	100%	100%	Green
NI111 First Time Entrants to YJ system	<280	61	109	149	199	199	Green
LM: Looked After Children in current caseload (snapshot)	<20%	25%	28%	27%	23%		Amber
Annually measured - NI19 due to nature of statistic there is a delay capturing this figure (up to 6 months)							
* Reducing re-offending (50% of YOT cohort are not to re-offend within 6 months of completing their intervention)							

The above table indicates that the YOT last year performed well in the majority of its targets and objectives. Please note the DYO target is statistically unsound due to very small numbers involved.

Custody levels remained high as a percentage of overall client outcomes but are low in terms of actual numbers. The nature of the offending in respect of this cohort has resulted in difficulties in bringing these numbers down and it should be noted that the target was missed by one actual outcome.

The proportion of Looked After Children (LAC) young people in the Youth Justice System (YJS) remains frustratingly high and will be a focus of partnership working over the life of the new plan to reduce this figure.

²² Inclusion Division Performance Summary Report: March 2012

Summary

- During 2011/12 there were 518 incidents of youth on youth crime within Medway. The wards with the highest levels were: River, Gillingham North and Gillingham South.
- There were 2,470 incidents of crimes during 2011/12 that were committed by a young person living in Medway. The wards with the highest levels were: River, Gillingham South and Gillingham North.
- The number of young people receiving their first reprimands, warning or conviction within Medway is steadily reducing since 2000.
- Medway rate per 100,000 10 – 17 year olds receiving their first reprimand, warning or conviction is slightly above both the South East and England averages. However Medway is below the Kent average.
- During 2011 6.5% of children who were aged 10 years or older that had been looked after by Medway Council as at 31st March during 2011 for at least 12 months had been subjected to a final warning or reprimand. This compares to the South East at 7.8% and nationally 7.3%.
- Overall there were 778 offences committed by a young person that resulted in disposal during 2010/11. 78.6% of the crimes committed were by a male. Someone aged between 10 – 14 years committed a quarter of these crimes.
- During 2010/11, 19 children and young people in Medway received a custodial sentence, which is a rate of 0.71 per 1,000 (10 to 17 years olds). Medway's rate is above the South East average of 0.45 and the Kent average of 0.45.

Medway Children & Young People's Plan

The Medway Youth Justice Plan directly supports important elements of the Children and Young People's Plan. Within the Medway Children and Young People's Plan are a number of priorities and actions that enhance and support the work that we are already doing to support children and young people.

The Medway Children and Young People's Plan (CYPP) 2011-14 sets out the Children's Trust priorities for the next three years and what they will do to help implement the priorities. The Children Trust Partnership agreed on 12 priorities and 64 supporting actions, which they will work on together. The priorities have been grouped into the three stages of a child and young person's life:

- Pregnancy and the foundation years
- Schools years
- Becoming an adult

In terms of supporting young people, much has been done to celebrate the achievement of children and young people and the contribution that they make to Medway and preparing them for becoming an adult. We have encouraged more young people to give their time and energy to making Medway a good place to live and learn: ²³ Opportunities to engage in positive activities is an essential part of preventative work, and can be used by the YOT to re-engage vulnerable young people who become YOT clients.

- Prevention is everyone's business and forms an essential part of the pre court YOT multi agency work.
- Recently Volunteering England completed a mapping exercise on the involvement of young people in volunteering and made recommendations on how it might be developed further in the future.
- The Medway Youth Forum continues to grow, offering all young people the opportunity to join and participate in the forum and recently achieved the National 'Hear by Right Silver' award.
- The achievements of looked after children were celebrated at an annual event 'Time to shine'. The Children in Care Council also held their annual social event supported by members of the Corporate Parenting Group.
- Medway Young Inspectors were commissioned to evaluate reparation procedures within the YOT. The feedback from the Young Inspectors has resulted in a number of changes being implemented to improve both the attendance of young people on the reparation projects and make the projects more educational and socially useful.

²³ Review of the Children and Young People's Plan 2012

- Medway held a '100 Apprenticeships in 100 days' campaign, which received 190 pledges from 75 employers, with 100+ starts by the end of December 2011. To increase the number of Apprenticeship opportunities a GAP project was launched to follow on from the '100 Apprenticeships in 100 days' campaign.
- To increase the number of LAC into Pre-Apprenticeship a working group has been established to map the current level of support and programs on offer to them.
- During 2010/11 there were 2,337 Medway students in Year 11 of those 1,780 (76.16%) continued their education and went onto year 12.
- There are two websites, which offer young people in Medway advice and guidance on possible next steps on leaving school. The main sites receive on average 3,900 hits per month and the job search site receiving 1,000 per month.
- Overall a total of 404 (16-18 Apprenticeship) starts were achieved from August 2011 to January 2012 compared to 359 in the previous year, which is an increase of 12.5%. The South East only saw an increase of 1% in the number of 16-18 year olds Apprenticeship starts during the same period.
- 732 young people were identified in year 11 with 70% chance that they would become NEETs; support was quickly introduced resulting in 52% progressing onto education, employment or training.
- During September 2011, Medway Youth Trust (MYT) placed a guidance practitioner and an Intensive Advisor within the MILAC team to support looked after children onto further education, training or employment.
- Overall, nearly half (48.7%) of respondents to the TellUs 5 survey said they had received some kind of support to help them plan for their future once they have finished Year 11.
- 1,000 young people sign up for the Duke of Edinburgh Award Scheme in Medway every year. This includes young people from the Pupil Referral Units, YOT and Secure Training Centre.
- Medway is making steady improvements in the number of care leavers in education, employment or training at the age of 19 years. During 2009 the Medway percentage figure was at 42.4%, during 2010 this increased to 45.7% and in 2011 now stands at 50%. Although when compared to it's statistical neighbour at 60.6%, it is still some way behind and even further behind when compared to the national average of 61.2%. Although the outcome for Medway's looked after children seems worse, it is worth remembering that within Medway, unemployment rates are much higher at 9.3% when compared to regional averages of 6.1%.

- The rate of Medway's young people who were not in employment, education or training (NEETs) was at its highest during September 2010 with nearly 10% of Medway's young people being recorded as NEETs, September figures always show a 'spike' as young people are supported into pathways following the release of academic results during August. During 2011/12 this figure has now reduced with predicted figures at 7.2%. Those young people who don't end up doing anything are regularly contacted and offered advice and support.
- The number of Year 13 students progressing onto higher education is steadily improving each year. However the number of students is lower than regional averages.
- The Tier 3 CAMH service has been re tendered, which should mean a better level of service with reduced waiting times and an improved integration at all levels. In particular the service ensures that effectively supporting LAC and 17 year olds and children with ADHD/ASD and high level Learning Disabilities.
- Procedures are now in place should a looked after children go missing from care all cases are recorded and there is an opportunity to discuss the reasons for leaving.
- In respect of LAC, the YOT and partner IYSS agencies are working together to develop strategies to ensure better outcomes for Medway's LAC including improved support and reducing their presence within the youth justice system.

What the YOT are doing to improve both practice and performance

The YOT, with the support of the YJB and Medway YOT management board continues to strive to improve its practice and performance across its full range of activities.

All YOT clients are placed into one of three categories depending on the level of identified risk in respect of re-offending and potential harm to the public, this process is known as the Scaled Approach. The identification of risk factors also determines the level of intervention by YOT specialists such as Health, Education, Parenting, Intensive Supervision and Surveillance (ISS) and Group Work.

In order to establish the quality and effectiveness of the work undertaken by YOT Practitioners there is now in place a comprehensive system around auditing and quality assurance processes that are now routinely carried out across the full range of YOT activities. This auditing process provides a valuable insight into what is going well and why, and conversely identifying areas for improvement.

In March 2012 the YOT Operational Manager presented a paper to the YOT Management Board based on an analysis of Asset's of young people who were also LAC. The summaries of those findings are;

- The 'Lifestyle' and 'Thinking and behaviour' risk factors were the two risk factors that were the least amenable to change.
- 'Thinking and behaviour' retained its prominence as a risk factor for the cohort of LAC young people, but 'Motivation to change', increased in prominence in terms of it being a risk factor not amenable to YOT intervention for the LAC cohort.
- Within these two risk factors we can identify specific factors / behaviours that were not amenable to YOT intervention and closely associated with re-offending. Particularly, lack of consequential thinking, impulsivity, poor control of temper, destruction of property, aggression towards others, associating with pro-criminal peers and having nothing much to do with their spare time.
- Of the LAC young people who re-offended whilst under YOT supervision and those that did not re-offend, there appears to be little difference in terms of the ages at which these young people were taken into care. There also appears to be no significant pattern regarding their care status (as to whether they were taken into care as a result of the Southwark Judgement, section 20 / voluntarily, or in respect to a care order). What is noticeable is that the majority of young people supervised by the YOT (who both re-offended and did not re-offend) were looked after during their teenage years.

- An analysis of recent significant incidents (known as Critical Learning reviews) that are reported to the YJB has indicated a need to undertake work around young people engaging in self-harming and the need for emotional health support.
- The young people who were identified from the Asset as having been 'Angry' (Destruction of property, Aggression towards others) the majority of these were LAC.
- A recommendation from the auditing process is that the Youth Offending Team would benefit from specialist training in respect of the issues around young males with anger and trauma.

Resources

The Medway YOT is resourced through the strategic partnership both in terms of direct funding and the secondment of staff. All strategic partners currently contribute towards the resourcing of Medway YOT either in terms of seconded staff or cash grants.

The current financial climate for public services remains a very difficult one, which has continued to impact upon the YOT, and will make the financial year 2012/13 challenging in respect of balancing statutory requirements and policy commitments against the available level of resources.

All principal funding agencies have confirmed their levels of contribution for the year 2012/13.

In the case of the Probation Service, there is no longer a financial contribution in line with agreed reductions in support. However the seconded staffing levels remain, at present, unchanged.

The Police have confirmed that the level of support will remain as of last year for the period 2012/13. However please see below in respect of the Police & Crime Commissioner, concerning future direct support from the Police.

Medway Council have reduced their total financial contribution to the YOT by around 2%, this has been achieved through planned savings without any reduction to front line services.

The Youth Justice Board have continued to reduce the level of support to the YOT by some 5% in 2011-12. This has mainly impacted upon prevention work, which made up the Home Office contribution to the overall YOT budget. This funding has been transferred to the Kent Police Authority (KPA) to manage until they are abolished late 2012 and replaced by the Police & Crime Commissioner (PCC). The KPA has agreed to pass over the money for this year after negotiations and a presentation to the KPA Board. However from March 2013 there is no requirement for the PCC to provide funding to the YOT and a case will have to be made to support any future funding from that source. There is also a recognised risk that direct funding from the Police may cease once the PCC is in place with an expectation that any funding from the Police will come via the PCC. The total of Home Office proportion of YOT grant and Police direct cash grant for a full year is in the region of £104,000 and the amount transferred this year to KPA was £22,000. In 2013/14 the full element of the Home Office YOT grant will be transferred to the PCC, the value of this is £44,000. It is being recommended that the Police do not make a direct grant to the YOT in 2013/14 (value £60,000) but that all grants are made by the PCC rather than by the Police directly. Therefore there is a potential threat to future YOT funding as the combination of the two grants maybe interpreted as double funding.

A new funding formula was to be introduced by the Youth Justice Board for the re-distribution of YOT grant from March 2013; however this has now been put on hold. The continued financial support of the YJB will become increasing dependant upon the YOT using this considerable support to drive continuing improvements to best practice across the full range of YOT functions, with a greater degree of accountability and focus upon sustained good outcomes and proven value for money. At this point the impact of that change is not known and a formal consultation around the changes will not take place until December 2012.

The YOT expects to be able to continue its current commitments, in terms of staffing, during 2012/13 through continued efficiency savings, however the scope for further savings is now extremely limited.

There are opportunities for the YOT to earn funding through the successful participation in the Action for Families (Troubled Families) agenda, if the YOT can demonstrate sustained successes with identified families, working in partnership with their involved agencies. However, funding through the Action for Families route cannot be for existing statutory activity.

Discussions are ongoing with our colleagues in Kent YOS to explore the possibility of sharing functions and if appropriate, joint working arrangements to achieve savings to both services.

The YOT expects to be able to continue its current commitments, in terms of Medway Youth Offending Unit Cost 2011/12.

In terms of unit costs for Medway YOT, the cost of providing YOT services based on 2011/12 activity are as follows:

Inclusive Costs

Allocated Budget	£1,125K
Total Client Outcomes	719
Unit cost per disposal	£1564

Note that the unit cost per disposal for young people is both comparable and favourable to other YOT`s of a similar size and composition.

Cost by discipline

	Clients	Budget	Unit Cost
Pre-Court Services	428	£322,424	£753
First Tier	181	£499,197	£2758
Community	96	£264,768	
Custodial	14	£38,612	

(Total YOT costs include the value of staff seconded into the YOT by other agencies).

In terms of gauging effectiveness, the YOT employs a number of measures, which include the following:

- Data collected for the YOT Management Board and returns for the YJB.
- Monitoring of outcomes for ISS and Prevention clients over a period of time post intervention.
- Recording of compliance with national standards, such as compliance with orders and return to court.
- Assessment of accredited Parenting Programme outputs.

Outcomes and impact of YOT services are reported on a quarterly basis via the Assistant Directors Quarterly Report to the Medway Director of Children's Services and to the YOT Management Board.

Partnership Working

Partnership working is at the very heart and essence of what YOT's are all about. Over the past twelve months there have been a number of important developments.

Through the Integrated Offender Management Unit (IOMU), the YOT and Police jointly identify and manage those high-risk young people who have been identified as being Deter Young Offenders (DYO) status. This joint working has brought advantages to both the YOT and the Police in respect of sharing information, intelligence and setting the appropriate level of interventions into both Pre Sentence Reports and in relation to individual intervention plans.

High risk and high vulnerability cases are now the subject of regular multi agency meetings hosted by the YOT to bring together all of the key individuals and agencies who have a direct impact upon the high risk and vulnerability cases. These meetings are essential for ensuring that each agency is carrying out its agreed actions in each case and the sharing of new information or developments within each case.

Preparations for the work stream around the Action for Families Agenda has seen the YOT and IPS, working closely with Kent Probation, Children's Services, Health and Job Centre Plus to set out the required parameters for the successful implementation of direct partnership work with identified troubled families.

Close working with our colleagues in Health has resulted in some very swift CAMHS referrals and in one case the arranging for a special hospital admission within twelve hours of referral. The expansion of the availability of Speech & Language assessments via our health provider has greatly improved outcomes for young people.

Of particular note has been the agreement reached with Children's Social Care in respect of the seconding for a period of two years, a social worker from the Medway LAC Team. This has resulted not only in improving levels of service for vulnerable young people, but also provided the YOT with direct access in terms of support and advice with Children's Social Care.

In terms of strategic positioning, the YOT is represented upon the following strategic groups:

- Medway Safeguarding Children's Board
- Medway Community Safety Partnership
- Kent Criminal Justice Board
- Medway Health & Well-being Board

In addition, there are strong links to the Medway Children's Trust Board, the Medway Drug and Alcohol Action Team (DAAT) and the Health & Well-Being Board.

The Medway YOT is fully supported by all of the statutory agencies (Crime & Disorder ACT 1998) at both YOT Board Level and at an Operational Level within the team, with no current deficiencies on either the YOT Management Board or within the Operational Team in regard to statutory agencies representation.

The YOT is fully embedded within the local Strategic Partnership arrangements. The YOT Manager represents the Medway YOT at the Kent Criminal Justice Board and at a local level on the Strategic Executive Group (SEG) of the Medway Community Safety Partnership via the Assistant Director of Inclusion & Improvement.

The Kent Criminal Justice Board is no longer directly funded via government grant, but through a system of voluntary support via its constituent members. The Medway YOT currently makes a small contribution towards the running costs of the KCJB. The KCJB performs an important role in co-ordinating Criminal Justice Strategy across the geographical County of Kent, its impact is recognised and valued by agencies involved in the delivery of Criminal Justice plans.

The Strategic Executive Group (SEG) of the CSP has conducted a review of its scope and membership in the light of reduced resources and the possible impact of the introduction of Police & Crime Commissioners later in 2012. The membership has now been reduced to those organisations identified as statutory members. However it is still responsible for the creation and execution of a Strategic Community Safety Plan for Medway.

Detached Team at Cookham Wood Young Offenders Institute (YOI)

The Youth Justice Board via HM Prison Service purchases from Medway YOT a range of services that directly support resettlement and re integration of young people back into the community upon release from custody. A detached team of specialist workers based within the YOI carries out this service. This team includes Social Workers, Resettlement Officers, Group Work Specialist and Family Liaison Officer. This team is employed via the Medway YOT but is paid for, including a Management fee by HM Prison Service. The work of the Detached Team provides a range of specialist services for all young people at Cookham Wood, however there are particular advantages in respect of Medway's young people at Cookham Wood, as there is an enhanced level of service that is not available to other Youth Offending Teams as a direct result of the unique and well established relationship between the Medway YOT and Cookham Wood YOI.

Potential Risks

There are a number of risks that have been identified that may have a significant impact upon the ability of the YOT to deliver upon the YOT Plan.

Risk	Actions to mitigate risks
Reduction in YJB YOT funding and possible links to proven good practice development. Funding is expected to continue to reduce over the life of this plan. In addition reductions from partner agencies may also be significantly reduced along with known transfer of existing funding to the Police & Crime Commissioner.	Develop a strategy for protecting the core statutory functions of the YOT. Ensure that YJB funding is clearly linked to performance development and improvement. Develop sound business case for presentation to PCC. Explore the possibility of partnership working or outsourcing of some functions.
Impact of the Police & Crime Commissioner on current YOT targets if Policing Plan moves priorities towards targeting young people.	Seek to influence the long term policing plan, working with the PCC to ensure that there is a good understanding of YOT and its role in delivering Youth Justice services.
Impact of the changes to Bail and Remand status of young people, and transfer of the costs to Local Authority if remand fails to reduce or actually increases.	Ensure that staff receives adequate levels of training and support to meet new challenges. Work with partners within Children's Social Care to develop alternatives to secure remand and challenge remand decisions where appropriate. Monitor actual remands and financial implications.
Overstretch of prevention resources due to competing and expanding demands and reduction of funding.	Review priorities of IPS and concentrate resources on areas of high risk and need.
Improvements to practice built upon post inspection are not sustained.	Continue regular audit and review of both open and completed cases. Ensure dissemination of good practice via supervision and training events.
Continuing high levels of non-compliance with statutory orders by young people.	Develop changes to management oversight arrangements; carry out regular audits around case management and the outcomes to learn from best practice. Ensure robust responses from practitioners in respect of non-compliance.
Continuing high custody levels.	Review of resettlement arrangements. Audit and review management of high-risk cases. Explore alternatives to custody such as expanding role of Intensive Supervision & Surveillance. Review PSR and sentencing options and decisions.

<p>Loss of key staff and a failure to secure timely replacements, impacts upon ability to deliver YOT services and objectives.</p>	<p>Monitor staff vacancies and take appropriate action for early replacements. Develop contingencies such as re-distribution of caseloads, use of temporary or agency staff.</p>
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Our Priorities

Our priorities for the next three years will be:

- 1 Prevent young people entering the Criminal Justice System.
- 2 Reduce the likelihood of re-offending by those young people currently within the Youth Justice System.
- 3 Respond to and manage the impact of changes to the custodial remand arrangements.
- 4 Identify and manage Risk & Vulnerability issues.
- 5 Promote continuing effective business change in response to the evolving Youth Justice landscape.

To help us achieve our priorities a number of targets in the following areas have been set by our YOT Management Board:

- Percentage of young people suitably accommodated at the end of their Order.
- Percentage of young people leaving custody who are in suitable accommodation.
- Re-offending rate of those young people designated as “Deter Young Offenders”.
- Percentage of young people engaged in employment, education or training at the end of their order.
- Reduction in levels of risk at the end of their Order for those young people who are identified as Looked After Children (LAC).
- Reduce the number of young people who are LAC within the youth justice system.

Delivery Plan

Priority 1: Prevent Young People (YP) entering the Criminal Justice System									
Outcome: Young people are diverted via alternative appropriate provisions and services									
Description of planned activity	Critical success factors	Links to LA/ Partners plans	Completion date	Target Group	Lead Officer	Current position	Status	Risk Likelihood A. Very high B. High C. Significant D. Low E. Very low F. Almost impossible	Impact 1. Catastrophic (Showstopper) 2. Critical 3. Marginal 4. Negligible
1. Develop further the Triage project to minimise young people entering the Criminal Justice System.	Significant reduction of first time entrants. Signposting where appropriate and, delivering focused intervention. Target a reduction of 10% on 2011/12.	Children's Plan IYSS Plan CSP KCJB Business plan	March 14	YP at risk of offending	IPS Manager/ YOT Manager	Project established and underway		B	2
2. Enhance management of risk to enable early identification of risk factors.	Identification of risk factors at early stages and appropriate management and responses delivered 20 risk plans are completed.	Children's Plan IYSS Plan	March 13	IPS practitioners	IPS Manager	At initial stages, further development required.		C	2
3. Instigate identification of Health concerns and Learning needs at initial stages.	Health issues are identified and signposted to relevant partner agencies. At least 30 referrals are made.	Children's Plan IYSS Plan	June 13	IPS Health Lead Officer	IPS Manager	Discussions taking place with Health Lead Officer		C	2
4. Review referral criteria for prevention team with partner agencies.	Referral criteria to be agreed and published.	Children's Plan IYSS Plan	March 13	YP at risk of offending & entering social care	IPS Manager	Work not yet commenced		A	1
5. Deliver elements of the Action for Families Agenda and act as lead professional as appropriate.	Action for Families are identified and where appropriate interventions are tailored to meet the assessed needs. Lead professional in at least 10 cases.	Children's Plan IYSS Plan Medway Council Plan CSP Plan	March 14	YP at risk of offending	IPS Manager/ Troubled Families Coordinator	Work at planning stage		C	2

Appendix A

6. Develop joint working practices with the Youth Service.	Young people have positive activities during and after IPS interventions. Better inter agency use of resources. 90% of young people have a positive activity at the end of involvement.	Children's Plan IYSS Plan	June 13	YP being at risk of offending & completed interventions	IPS Manager/ Team Manager – Youth Service	Initial planning underway		C	3
7. Work with PCC to ensure that Home office elements of prevention work and funding can continued to be delivered.	Previous Home Office Prevention Grant money continues via the PCC.	Children's Plan IYSS Plan Medway Council Plan CSP Plan	April 2013	PCC and prevention cohort	IPS Manager and YOT Manager	Pre election profiling of work has been carried out.		A	2

Priority 2: Reduce the likelihood of re-offending by those YP currently within the YJS									
Outcome: Young people are able to achieve their potential and make a positive contribution to our community									
Description of planned activity	Critical success factors	Links to LA/ Partners plans	Completion date	Target Group	Lead Officer	Current position	Status	Risk Likelihood A. Very high B. High C. Significant D. Low E. Very low F. Almost impossible	Impact 1. Catastrophic (Showstopper) 2. Critical 3. Marginal 4. Negligible
1. Target resources on high risk & DY0 cases	20% reduction in offending by identified cohort.	Children's Plan Medway Council Plan KCJB Business plan	March 2014	High risk cohort	Senior Practitioners	Identification of cohort		B	2
2. Support troubled families agenda (Action for families) through providing enhanced support to those YOT clients within the identified list	PBR outcome is achieved in 50% of identified cases.	Children's Plan Medway Council Plan CSP Plan IYSS Plan	March 14	Troubled families identified within YOT cohort Enhanced cohort	Operational Manager	Information received		B	2
3. Provide training to practitioners in response to auditing and evaluation of YOT cases.	95% of practitioners receive training. Improvement in subsequent audits of 20%.	IYSS Plan	March 13	YOT Practitioners	Operational Manager	Not yet underway		C	2
4. Move reparation projects towards more socially useful outcomes.	60% of reparation tasks are judged to be socially useful.	Children's Plan IYSS Plan CSP Plan	June 13	Reparation cohort	Reparation Officer	Recruiting staff member		C	3
5. Develop ISS towards individually designed programmes for participants.	Reduction in use of custody and ISS by 5%.	Medway Council Plan Children's Plan CSP Plan KCJB Business plan	October 13	Intense client group	Operational Manager	Planning stage commenced		C	2

Priority 3: Respond to and manage the impact of changes to the custodial Remand arrangements									
Outcome: Children and young people have appropriate effective alternatives to custody									
Description of planned activity	Critical success factors	Links to LA/ Partners plans	Completion date	Target Group	Lead Officer	Current position	S t a t u s	Risk Likelihood A. Very high B. High C. Significant D. Low E. Very low F. Almost impossible	Impact 1. Catastrophic (Showstopper) 2. Critical 3. Marginal 4. Negligible
1 Track remands costs ahead of changes being implemented to gauge scale of likely costs.	Real time cost data is available to inform financial planning and decision-making. Level of remands is sustainable	Medway Council Plan CSP Plan KCJB Business Plan Children's plan	March 13	Remand cohort	Information Officer	Currently underway		B	2
2. Deliver joint staff training with Medway magistrates around remand changes and new legislation.	90% of YOT practitioners & 60% of Magistrates receive training	IYSS Plan CSP Plan KCJB Business Plan.	Dec 12	Practitioners and magistrates	Operational Manager	Under development		C	2
3. Increase hours and days that ISS bail scheme is available.	ISS can deliver a 7 day a week service up to 21.00	Children's Plan CSP Plan KCJB Business plan IYSS Plan	March 13	ISS management group	YOT Manager	Need to identify funding and agree approach with Kent YOS		C	2
4. Develop a range of measures to reduce number of remands in partnership with Children's Social Care	YOT Court team are able to develop robust and sustainable alternatives to custodial remand based upon best practice principals.	Children's Plan CSP Plan	March 13	YOT & children's services management	Operational Manager	Some work undertaken, but needs to be developed further		B	2
5. Explore possibility of establishing a remand fostering service.	At least one Medway Remand bed is available on demand. Remand fostering is used instead of custodial remands.	Children's Plan CSP Plan KCJB Business plan IYSS Plan	June 13	Kent & Medway Commissioners	YOT Manager	Subject to partner negotiation and funding being available.		C	2

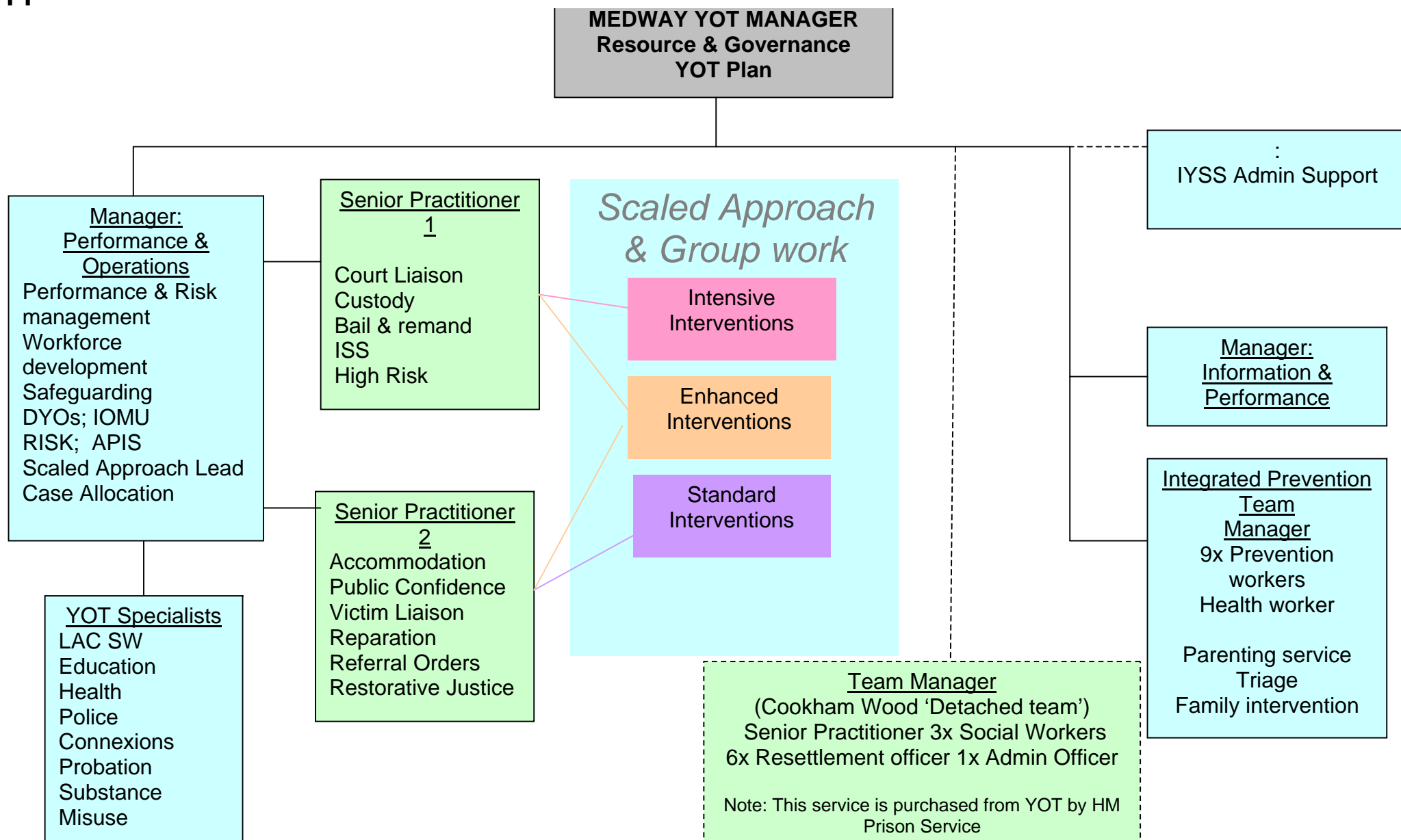
Priority 4: Identify and manage vulnerability issues Outcome: Young people with identified vulnerabilities receive effective services to promote their safety and well-being									
Description of planned activity	Critical success factors	Links to LA/ Partners plans	Completion date	Target Group	Lead Officer	Current position	S t a t u s	Risk Likelihood A. Very high B. High C. Significant D. Low E. Very low F. Almost impossible	Impact 1. Catastrophic (Showstopper) 2. Critical 3. Marginal 4. Negligible
1. Embed findings of AK Serous case Review into YOT procedures and develop best practice.	Changes to practice are identified and fully implemented. An in service review confirms that best practice principals apply	Medway Council Plan Children's Plan IYSS Plan MSCB Business Plans	January 13	All Operational staff	YOT Manager	Awaiting report publication. However some internal recommendations have been implemented.		A	1
2. Develop closer working relationships with LAC team.	Regular joint case and review meetings held. Reduction in offending by LAC cohort. Joint review meetings held in 95% of appropriate cases.	Medway Council Plan IYSS Plan Children's Plan Children's Services MSCB Business Plan	June 13	Joint LAC/YOIT staff group.	Operational Manager	Secoded LAC Social worker in YOT		C	2
3. Undertake regular multi agency reviews all high vulnerability cases.	All high vulnerability cases reviewed on a three monthly basis. Target of 100%	Children's Plan IYSS Plan MSCB Business Plan	March 14	Operational staff	Operational Manager	Reviews underway		B	2
4. Conduct audit of YOT safeguarding procedures.	Reported to YOT Management Board and MSCB.	Medway Council Plan Children's Plan IYSS Plan MSCB Business Plan	March 13	All young people who interface with YOT	SP Safeguarding & CP	Building on work undertaken in previous audits		B	2
5. Develop effective management oversight and QA of all vulnerability and safeguarding cases.	QA process embedded into gate keeping process and outcomes reported to YOT Board. Correct assessment is made in 95% of all cases audited.	Medway Council Plan Children's Plan MSCB Business Plan	March 14	Operational staff	Operational Manager	Processes in place.		C	2

Priority 5: Promote effective business change in response to the changing Youth Justice landscape
Outcome: Young people continue to receive services that are to a high standard and the statutory obligations of the YOT continue to be discharged

Description of planned activity	Critical success factors	Links to LA/ Partners plans	Completion date	Target Group	Lead Officer	Current position	Statut us	Risk Likelihood A. Very high B. High C. Significant D. Low E. Very low F. Almost impossible	Impact 1. Catastrophic (Showstopper) 2. Critical 3. Marginal 4. Negligible
1. Respond to Introduction of PCC through developing a relationship with the PCC to ensure that there is a high profile for Youth Justice and that existing initiatives and funding continue, while exploring new ways of delivering best practice in Youth Justice.	Existing work and funding maintained and PCC has an enhanced awareness of YOT role & functions.	Medway Council Plan KCJB Business Plan CSP Plan	March 13	YOT Board & PCC	YOT Manager	Awaiting outcome of November election		A	2
2. Implement Better for Less review outcomes in respect of creation of a YOT remote admin hub and the transfer back to the YOT of court support activities.	Admin & Support re-configured and identified savings and efficiencies achieved.	Medway Council Plan	March 13	Support staff and Court Admin Officer	YOT Manager	Changes agreed		B	2
3. Develop contingencies for a reduction in YOT grant and partner support, ensuring that core statutory functions are identified and maintained.	Core statutory functions are maintained at a level that enables the YOT to discharge its responsibilities.	Medway Council Plan IYSS Plan	March 14	Whole YOT function	YOT Manager	Some modelling completed		A	1
4. Re-negotiate SLA's and partnership agreements in line with new working practices.	New SLA's and partnership agreements are in place and functioning in 100% of agreements.	Medway Council Plan IYSS Plan Children's Plan CSP Plan	Dec 13	Partner agencies	YOT Manager	Underway		B	2
5. Conduct self-assessment of YOT in line with YJB guidelines; to ensure that post inspection improvements have been embedded and that best practice principals are being applied across the YOT functions.	Outcome of assessment reported to YOT Board in early 2013.	Children's Plan IYSS Plan KCJB Business Plan CSP Plan	March 13	Whole YOT function	YOT Manager	Planning stage		B	2
6. Ensure that the planned move of the YOT and IPS to new premises is successfully completed with minimum business disruption.	Move is successfully completed within a two-week time frame and that 75% of normal business continues during the move period.	YSS Plan	March 13	Whole YOT function	YOT Manager	Planning now underway		A	2
7. Develop best practice principals through audit & review of aspects of the YOT work and disseminate through supervision and staff training.	YOT national Standards are complied with in respect of assessment, planning, supervision and review of orders in 95% of cases.	Children's Plan IYSS Plan CSP Plan	March 14 42	Whole YOT function	YOT Operations & Performance Manager	Planning stage		B	2

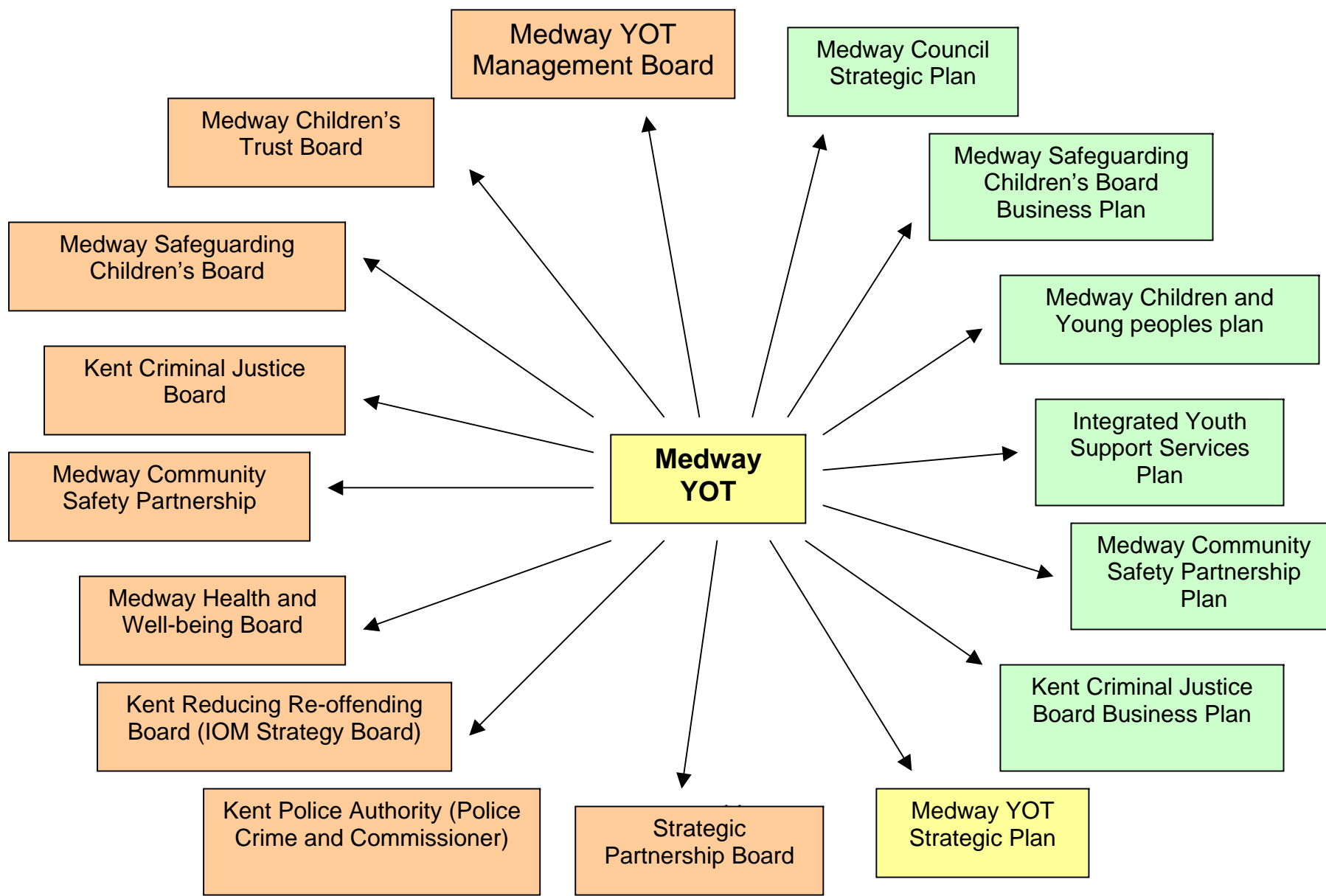
Appendix 1

Medway Youth Offending Team Areas of Responsibility & Reporting



Appendix 2

Medway Strategic Linkages



Glossary of Terms

YOT – Youth Offending Team
YOS – Youth Offending Service
YJB – Youth Justice Board
YISP – Youth Inclusion Support Panel
YP – Young People
YOI – Young Offenders Institute
KCJB – Kent Criminal Justice Board
KPA – Kent Police Authority
LAA – Local Area Agreement
NI – National Indicators
PCT – Primary Care Trust
OLASS – Offender Learning and Skills Service
FIP – Family intervention Project
SP – Strategic Plan
SEG – Strategic Executive Group
DYO – Deter Young Offenders
CJSSS – Criminal Justice Simple Speedy Summary
FTE – First Time Entrants (to the Youth Justice System)
IPT - Integrated Prevention Team
MSCB – Medway Safeguarding Children Board
QA – Quality Assurance
IYSS – Integrated Youth Support Service
CAF – Common Assessment Framework
ECM – Every Child Matters
DTO – Detention and Training Order
IOMU – Integrated Offender Management Unit
ASDAN – Educational achievement award
ISS – Intensive Support and Surveillance
FTE – First Time Entrants (to the Youth Justice System)
ETE – Education Training and Employment
NEET – Not in Education Training or Employment
NHS – National Health Service
PCC – Police & Crime Commissioner
PVE – Prevention of Violent Extremism
Baseline – The starting position for comparative statistical analysis
TYS – Targeted Youth Support

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SUMMARY OF PERFORMANCE 2011-12

National Measures

Measure	YJB published data (YJMIS) derived from Police National Computer (PNC) system				
Reoffending Rate Latest Data (replacing NI19)	England	SE Region	Kent	Medway	Result
Binary rate of 2009/10 Cohort	34.1%	31.5%	30.4%	27.4%	Better than Kent Better than SE Region Better than England
% change from Baseline 2008/9 cohort	-1.6%	0%	-0.4%	-3.8%	Better than Kent Better than SE Region Better than England
First Time Entrants to YJ system					Result
% change from 2010/11	-19.3%	-29.7%	-15.3%	-42.6%	Better than Kent Better than SE Region Better than England
Use of Custody for YP					Result
Rate per 100,000 of Medway Population	0.8	0.44	0.38	0.64	Better than England Worse than Kent Worse than SE region

Local Measures

2011-12	YOT Reported data (Performance Digest) derived from Case management system (Careworks)						
Quarterly monitored indicators	Target	Q1	Q2	Q3	Q4	YTD	RAG
Measure							
Medway population of YP who receive a custodial sentence	<5%	5.4%	2.7%	6.3%	5.2%	6.1%	RED
YP leaving YJ system engaged in suitable ETE (pre 16 years old)	>95%	92%	95%	93%	100%	95%	Green
YP leaving YJ system engaged in suitable ETE (post 16 years old)	>70%	77%	88%	83%	75%	81%	Green
YP leaving YJ system with access to suitable accommodation	>95%	97%	93%	98%	95%	96%	Green
YP leaving the secure estate with access to suitable accommodation	>90%	100%	100%	100%	100%	100%	Green
YP entering the Youth Justice System for the first time	280					199	Green
YP re-offending after leaving the YJ system *	<50%					27%	Green
YP re-offending after leaving the Medway prevention service	<50%					1%	Green
YP re-offending after leaving DYO cohort	TBA					18.2%	
YP with LAC status in the YJ system *	TBA	25%	28%	27%	23%		

* Snapshot of Medway YOT caseload at regular intervals

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Diversity Impact Assessment: Screening Form

Directorate Children & Adults	Name of Function or Policy or Major Service Change Medway YOT Strategic Plan 2012 - 2014.		
Officer responsible for assessment Keith Gulvin	Date of assessment 17 th August 2011 Reviewed 30 th October 2012	New or existing? Existing	
Defining what is being assessed			
1. Briefly describe the purpose and objectives	The YOT Strategic Plan set out the strategy and plans for the work of Medway YOT		
2. Who is intended to benefit, and in what way?	Young people and their families will individually benefit as a result of the services that are delivered in respect of this plan. The people of Medway will benefit through the contribution to creation of safer communities.		
3. What outcomes are wanted?	To achieve a reduction in levels and seriousness in the involvement of young people within the criminal justice system, to reduce the use of custody as a disposal and to reduce the numbers of young people entering into the Youth Justice System.		
4. What factors/forces could contribute/detract from the outcomes?	Contribute Support of all YOT partner agencies in respect of committing funding and staff resources to achieve the aims of the plan.	Detract Changes in government policy or legislation within the life of the plan. Un-planned surges of particular criminal activity, by young people, above the normal expected levels. A loss of resources may place acute pressures upon the YOT over time and families currently requiring a service in the future may not receive one.	
5. Who are the main stakeholders?	The main stakeholders are the YOT partnership, victims of crime and the young people and their families who we engage with.		
6. Who implements this and who is responsible?	The YOT Management Board has responsibility for the Plan and the YOT manager is responsible for implementing the YOT Plan		

Assessing impact		
7. Are there concerns that there <u>could</u> be a differential impact due to <i>racial/ethnic groups</i>?	Yes	Brief statement of main issue
		There is evidence of over representation of the mixed and black ethnic groups compared to their representation in the local population. However this picture is reflected within YOTs with similar demographic populations. This issue will be investigated further.
What evidence exists for this?		
8. Are there concerns that there <u>could</u> be a differential impact due to <i>disability</i>?		Brief statement of main issue
	NO	No issues have been identified.
What evidence exists for this?		
9. Are there concerns that there <u>could</u> be a differential impact due to <i>gender</i>?		Young men form the majority of the YOT caseload. There are 20% female clients This is inline with the national picture.
	No	
What evidence exists for this?		
10. Are there concerns there <u>could</u> be a differential impact due to <i>sexual orientation</i>?		Brief statement of main issue
	NO	No issues have been identified.
What evidence exists for this?		
11. Are there concerns there <u>could</u> be a have a differential impact due to <i>religion or belief</i>?		Brief statement of main issue
	NO	No issues identified.
What evidence exists for this?		
12. Are there concerns there <u>could</u> be a differential impact due to people's age?	No	The work of the YOT is focused on YP between the ages of 10 and 17 hence all YOT clients are aged 10 to 17
What evidence exists for this?	The YOT only works with young people within a closely defined age group, i.e. those at or above the age of criminal responsibility.	
13. Are there concerns that there <u>could</u> be a differential impact due to <i>being transgendered or transsexual</i>?		Brief statement of main issue
	NO	No issues identified.

What evidence exists for this?		
14. Are there any <i>other</i> groups that would find it difficult to access/make use of the function (e.g. speakers of other languages; people with caring responsibilities or dependants; those with an offending past; or people living in rural areas)?	YES	Some YOT clients do not have English as a first language.
What evidence exists for this?	All YOT clients are screened for ethnicity and other diversity factors.	
15. Are there concerns there <u>could</u> be a have a differential impact due to <i>multiple discriminations</i> (e.g. disability <u>and</u> age)?	YES	Brief statement of main issue
		Young people who are Looked After Children (LAC) form a significant part of the YOT caseload.
		The Plan contains actions that are designed to try and prevent LAC from entering the CJS as well developing effective support mechanisms for those within the CJS working in conjunction with children's services.
What evidence exists for this?	A recent spot check indicated that 27% of clients were LAC or had been in the past.	

Conclusions & recommendation		
16. Could the differential impacts identified in questions 7-15 amount to there being the potential for adverse impact?	No	Brief statement of main issue
		The needs of individual YP people are thoroughly assessed and services provided based on the assessment.
17. Can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or another reason?		Please explain
Recommendation to proceed to a full impact assessment?		
NO	This function/ policy/ service change complies with the requirements of the legislation and there is evidence to show this is the case.	

Action plan to make Minor modifications		
Outcome	Actions (with date of completion)	Officer responsible
Gain a greater understanding of the	Review the YOT caseload monitoring information and cases to gain a better understanding of the	YOT Manager

<p>over representation of Mixed and Black ethnic groups in the CJS</p>	<p>reasons for over representation and examine potential actions to remedy this.</p>	

<p>Planning ahead: Reminders for the next review</p>		
<p>Date of next review</p>		
<p>Areas to check at next review (e.g. new census information, new legislation due)</p>		
<p>Is there <i>another</i> group (e.g. new communities) that is relevant and ought to be considered next time?</p>		
<p>Signed (completing officer/service manager)</p>	<p>Date</p>	
<p>Signed (service manager/Assistant Director)</p>	<p>Date</p>	