



**PART OF THE COMMUNITY
SAFETY PARTNERSHIP**

**The Family and Adolescent Centre
67 Balfour Road, Chatham, Kent. ME4 6QX.
TEL : 01634 336260 FAX : 01634 336222**

**MEDWAY
YOUTH OFFENDING**

**STRATEGIC PLAN
2012-2014**

(Refresh September 2013)

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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 now confirmed 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 Services 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 it 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 April 2013 reprimands and warnings have been 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

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)
- Kent Police and Crime Commissioner

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.

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

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 Social Care Medway Council
- Assistant Director, Inclusion and Improvement Medway Council
- Assistant Director, Commissioning and Strategy Medway Council
- Portfolio Member, Children's Services Medway Council
- Services Director, Medway Youth Trust (Connexions)
- Chief Executive, Kent and Medway Police and Crime Commissioner
- Housing Strategy Manager Medway Council
- 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.

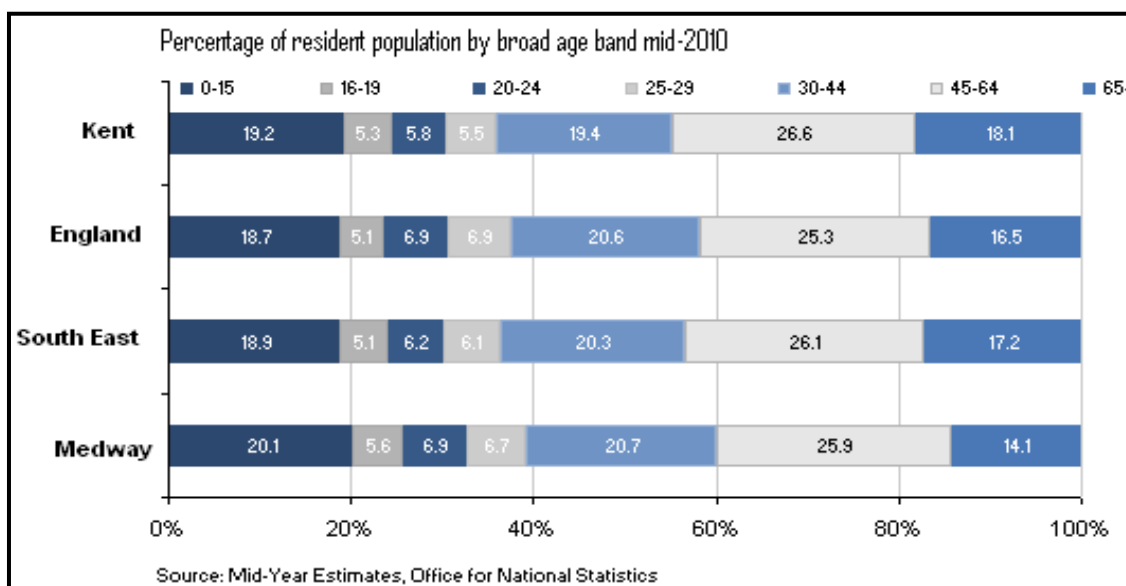
The table below show the percentage of population by broad age bands. ²

| 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:

| Age Group | 2010 Population | 2011 Population | % Change from 2010 |
|--------------|-----------------|-----------------|--------------------|
| Age 0 - 4 | 16,812 | 17,284 | 0.41% |
| Aged 5 - 9 | 15,246 | 16,136 | 0.30% |
| Age 10 - 14 | 16,035 | 16,677 | 0.11% |
| Age 15 - 19 | 17,912 | 18,858 | 0.21% |
| Total | 66,005 | 68,955 | 2,950 |

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 2010 population estimates. The greatest number of children and young people live in the wards of: ⁵

Greatest Medway population of 0 - 19 year olds 2011

| Ward | Population Count |
|--------------------|------------------|
| Chatham Central | 4,838 |
| Gillingham North | 5,532 |
| Gillingham South | 4,666 |
| Luton and Wayfield | 4,082 |
| Strood South | 4,148 |

Smallest Medway population of 0 - 19 year olds

| Ward | Population Count |
|-----------------------|------------------|
| Cuxton and Halling | 1,334 |
| Hempstead and Wigmore | 1,757 |
| Rainham North | 1,939 |

⁵ 2011 Ward Population Estimates for England and Wales, mid-2011 (experimental statistics); based on the results of the 2011 Census

Website Link: <http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcm%3A77-301951>

| Ward Name | 2010 Count | % | 2011 Count | % | % Change | Change from 2010 |
|-----------------------------|---------------|-------|---------------|-------|----------|------------------|
| Chatham Central | 4,712 | 7.14% | 4,838 | 7.02% | -0.12% | ▼ |
| Cuxton and Halling | 1,307 | 1.98% | 1,334 | 1.93% | -0.05% | ▼ |
| Gillingham North | 4,703 | 7.13% | 5,532 | 8.02% | 0.90% | ▲ |
| Gillingham South | 4,364 | 6.61% | 4,666 | 6.77% | 0.16% | ▲ |
| Hempstead and Wigmore | 1,742 | 2.64% | 1,757 | 2.55% | -0.09% | ▼ |
| Lordswood and Capstone | 2,294 | 3.48% | 2,277 | 3.30% | -0.17% | ▼ |
| Luton and Wayfield | 4,088 | 6.19% | 4,082 | 5.92% | -0.27% | ▼ |
| Peninsula | 3,121 | 4.73% | 3,209 | 4.65% | -0.07% | ▼ |
| Princes Park | 2,945 | 4.46% | 3,044 | 4.41% | -0.05% | ▼ |
| Rainham Central | 2,757 | 4.18% | 2,699 | 3.91% | -0.26% | ▼ |
| Rainham North | 1,899 | 2.88% | 1,939 | 2.81% | -0.07% | ▼ |
| Rainham South | 3,182 | 4.82% | 3,338 | 4.84% | 0.02% | ▲ |
| River | 2,328 | 3.53% | 2,392 | 3.47% | -0.06% | ▼ |
| Rochester East | 2,526 | 3.83% | 2,677 | 3.88% | 0.06% | ▲ |
| Rochester South and Horsted | 2,972 | 4.50% | 3,091 | 4.48% | -0.02% | ▼ |
| Rochester West | 2,578 | 3.91% | 2,666 | 3.87% | -0.04% | ▼ |
| Strood North | 3,271 | 4.96% | 3,560 | 5.16% | 0.21% | ▲ |
| Strood Rural | 3,532 | 5.35% | 3,583 | 5.20% | -0.15% | ▼ |
| Strood South | 3,838 | 5.81% | 4,148 | 6.02% | 0.20% | ▲ |
| Twydall | 3,274 | 4.96% | 3,351 | 4.86% | -0.10% | ▼ |
| Walderslade | 2,351 | 3.56% | 2,461 | 3.57% | 0.01% | ▲ |
| Watling | 2,221 | 3.36% | 2,311 | 3.35% | -0.01% | ▼ |
| Medway Total | 66,005 | | 68,955 | | | |

⁵ 2011 Ward Population Estimates for England and Wales, mid-2011 (experimental statistics); based on the results of the 2011 Census

Website Link: <http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcm%3A77-301951>

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

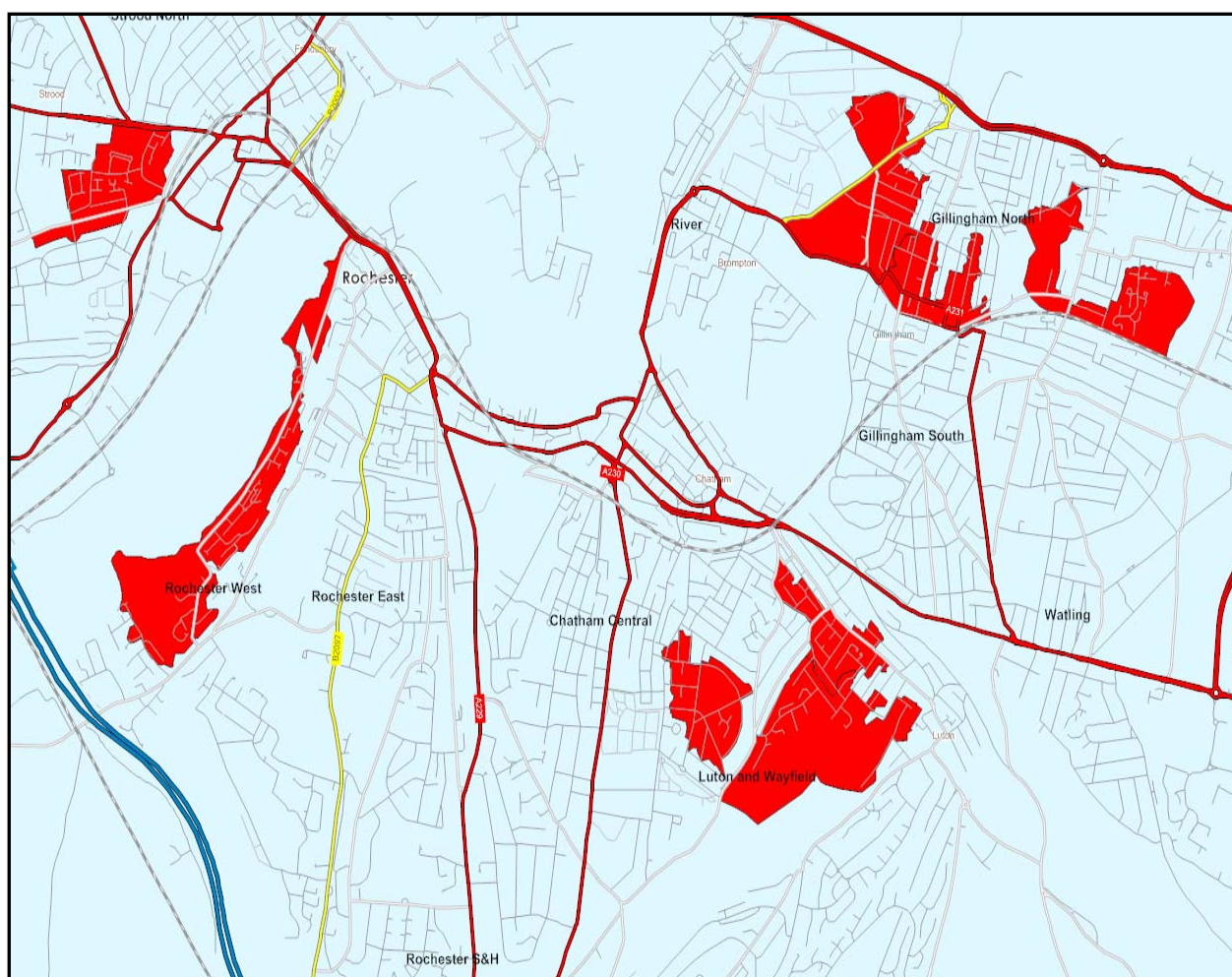
⁸ The Marmot Review 2010

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.

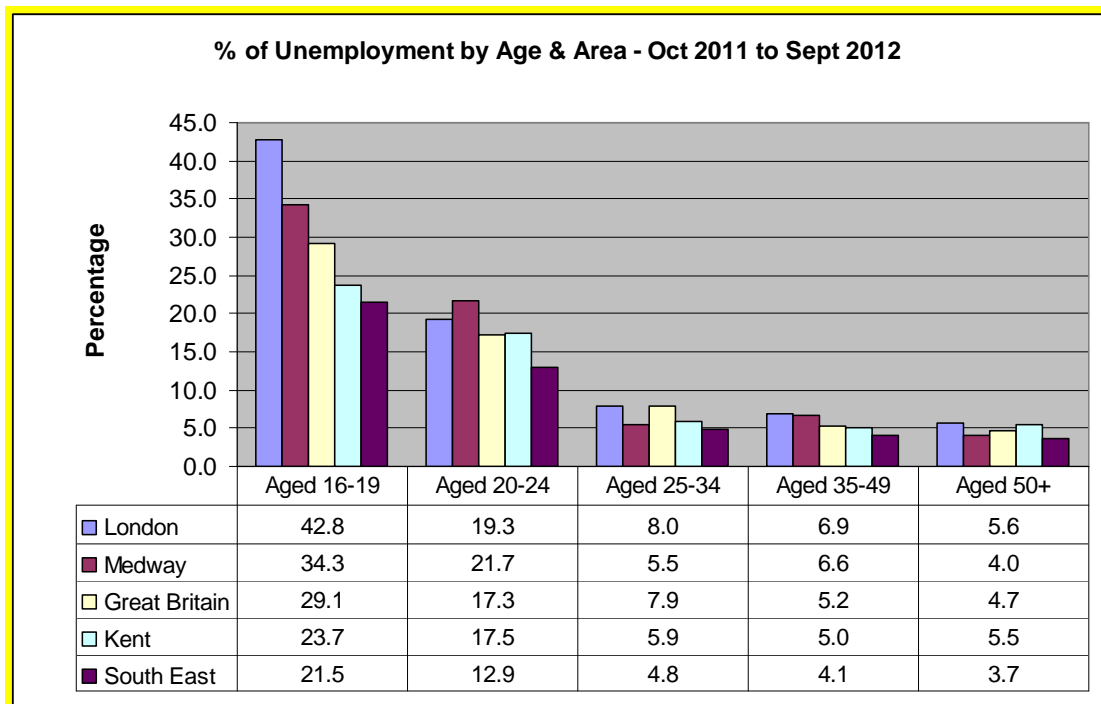
¹¹ IMD 2010, super output level - Map produced by Research and Information Team using CACI Insight

Employment

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

The age group 16 to 19 years in the general population accounted for 49.3% of unemployment within the Medway area. This age group had a significantly higher rate of unemployment when compared with those aged 25 to 34 years (9%) and those aged 35 to 49 years (4.5%) living in Medway.

Within the unemployment population, 49% of this falls into the 16 – 19 year old group. Medway's rate of unemployment for those aged 16 to 19 years is greater than the South East region and England averages.¹²



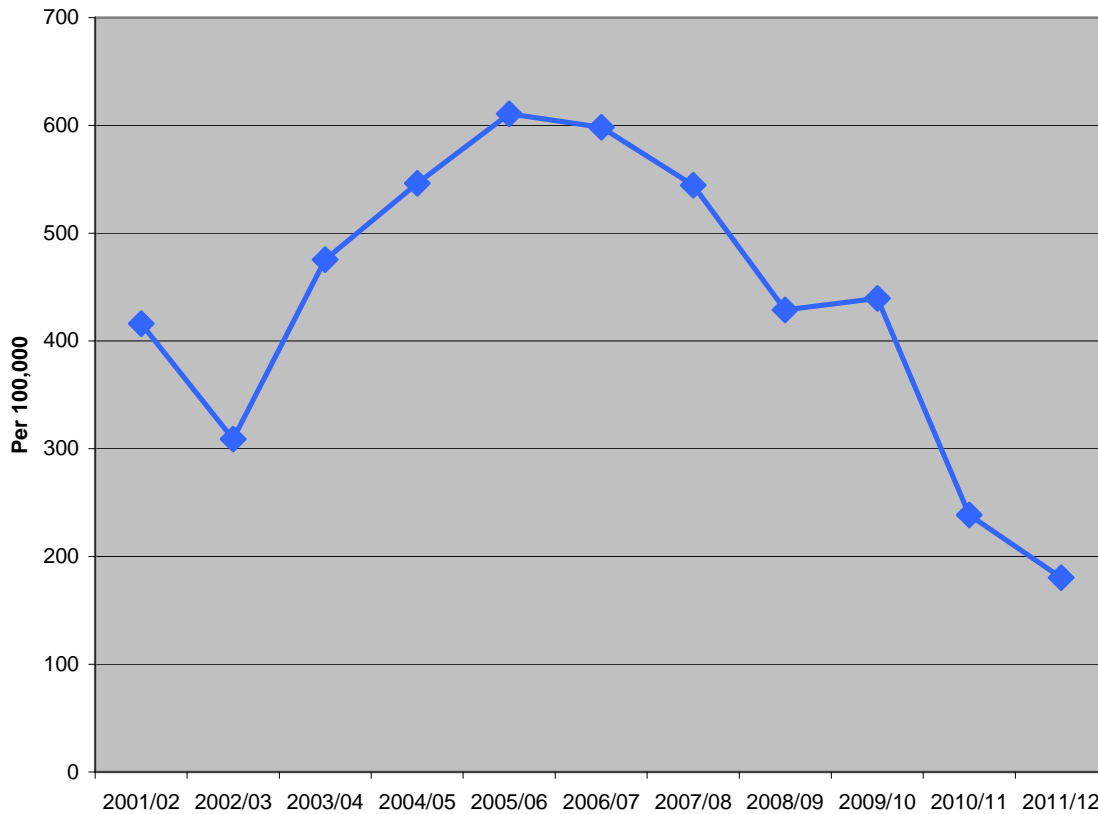
Source: Annual Population Survey, NOMIS, ONS

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

First Time Entrants

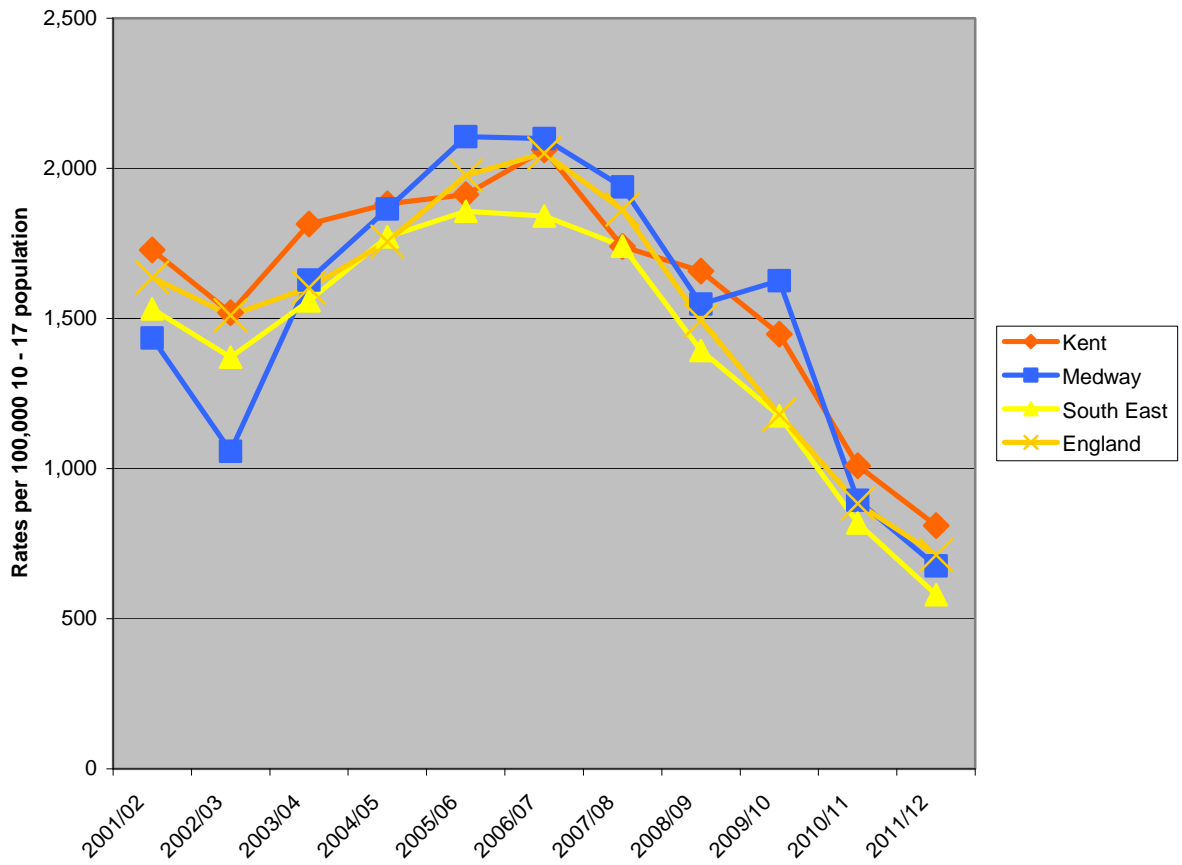
The graph shows the numbers of young people aged 10-17 years receiving their first reprimand, warning or conviction per 100,000 10-17 year olds in the population living in Medway, 2000/01 - 2011/12. ¹³



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.

¹³ Source: Youth Justice Website - <http://www.justice.gov.uk/statistics/criminal-justice/criminal-justice-statistics>

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. ¹⁴



¹⁴ Source: Youth Justice Website - <http://www.justice.gov.uk/statistics/criminal-justice/criminal-justice-statistics>

Offending by children who have been looked after continuously for at least twelve months, 2012.¹⁵

| Area - Data as at 31 March 2012 | Number of children looked after at 31 March who had been looked after for at least twelve months ¹ | | Number of children aged 10 -17, at 31 March ² | Number convicted or subject to a final warning or reprimand during the year | Percentage convicted or subject to a final warning or reprimand during the year |
|--|---|--|--|---|---|
| Bracknell Forest | 60 | | 45 | x | x |
| Brighton and Hove | 335 | | 210 | 10 | 5.3 |
| Buckinghamshire | 280 | | 170 | 10 | 6.4 |
| East Sussex | 435 | | 275 | 20 | 6.6 |
| Hampshire | 760 | | 525 | 35 | 7.1 |
| Isle of Wight | 110 | | 85 | 5 | 8.1 |
| Kent | 1,175 | | 760 | 65 | 8.8 |
| Medway | 300 | | 170 | 18 | 10.6 |
| Milton Keynes | 190 | | 110 | x | x |
| Oxfordshire | 265 | | 190 | 15 | 7.4 |
| Portsmouth | 230 | | 130 | 10 | 7.6 |
| Reading | 145 | | 85 | x | x |
| Slough | 110 | | 65 | x | x |
| Southampton | 275 | | 155 | 20 | 13.6 |
| Surrey | 520 | | 355 | 25 | 7.1 |
| West Berkshire | 85 | | 55 | 10 | 15.1 |
| West Sussex | 490 | | 350 | 25 | 6.9 |
| Windsor and Maidenhead | 60 | | 40 | x | x |
| Wokingham | 50 | | 30 | x | x |
| ENGLAND | 46,590 | | 29,800 | 2,060 | 6.9 |
| SOUTH EAST | 5,870 | | 3,800 | 270 | 7.1 |

During 2012, 10.6% of children aged 10 years or older that had been looked after by Medway Council as at 31st March 2012 for at least 12 months had been subjected to a final warning or reprimanded. This compared to the South East 7.1% and nationally 6.9%.

Reducing Looked After Children, First Time Entrants into the Criminal Justice System is a major priority for the Medway YOT, working with partners, partner agencies and the Kent Criminal Justice Board.

¹⁵ DfE Data via GOV.UK - <https://www.gov.uk/government/publications/outcomes-for-children-looked-after-by-local-authorities-in-england-31-march-2012>

Type of Offences

The table shows offences committed by young people living in Medway that resulted in court outcomes during 2011/12, which has also been broken down into age and by gender. ¹⁶

| Offences resulting in a disposal 2011/12 | Age | | | | Gender | | TOTAL |
|---|------------|-----------|------------|------------|------------|------------|------------|
| | 10 - 14 | 15 | 16 | 17+ | Female | Male | |
| Arson | 0 | 0 | 1 | 0 | 0 | 1 | 1 |
| Breach Of Bail | 1 | 3 | 3 | 5 | 1 | 11 | 12 |
| Breach Of Conditional Discharge | 0 | 4 | 1 | 1 | 1 | 5 | 6 |
| Breach Of Statutory Order | 2 | 7 | 9 | 13 | 4 | 27 | 31 |
| Criminal Damage | 13 | 12 | 16 | 16 | 6 | 51 | 57 |
| Death Or Injury By Dangerous Driving | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Domestic Burglary | 3 | 3 | 9 | 4 | 1 | 18 | 19 |
| Drugs | 1 | 1 | 2 | 12 | 1 | 15 | 16 |
| Fraud And Forgery | 0 | 0 | 1 | 9 | 3 | 7 | 10 |
| Motoring Offences | 10 | 6 | 14 | 21 | 5 | 46 | 51 |
| Non Domestic Burglary | 5 | 3 | 2 | 7 | 0 | 17 | 17 |
| Other | 1 | 1 | 4 | 6 | 3 | 9 | 12 |
| Public Order | 5 | 5 | 9 | 12 | 10 | 21 | 31 |
| Racially Aggravated | 0 | 0 | 2 | 0 | 1 | 1 | 2 |
| Robbery | 2 | 2 | 3 | 5 | 2 | 10 | 12 |
| Sexual Offences | 1 | 0 | 3 | 0 | 0 | 4 | 4 |
| Theft And Handling Stolen Goods | 23 | 19 | 40 | 21 | 19 | 84 | 103 |
| Vehicle Theft / Unauthorised Taking | 2 | 4 | 8 | 5 | 2 | 17 | 19 |
| Violence Against The Person | 32 | 25 | 34 | 23 | 48 | 66 | 114 |
| TOTAL | 101 | 95 | 161 | 160 | 107 | 410 | 517 |

Medway Offence Comparison between 2010 - 12

| Year | Total Offences |
|-----------------------|----------------|
| 2010/11 | 778 |
| 2011/12 | 517 |
| Reduction | 261 |
| % of Reduction | -34% |

¹⁶ Source: Youth Justice Statistics Regional Data - <https://www.gov.uk/government/publications/youth-justice-statistics>

Use of Custody

The table below shows how many young people during 2011/12 aged 10 to 17 years received a custodial sentence in the South East area. ¹⁷

| Use of Custody 2011/12 | | | |
|-------------------------------|----------------------------|------------------------------|---|
| YOT | Custodial Sentences | 10-17 Population 2011 | Rate per 1.000 of 10-17 population |
| Bracknell Forest | 3 | 11,825 | 0.25 |
| Brighton and Hove | 12 | 21,522 | 0.56 |
| Buckinghamshire | 25 | 52,557 | 0.48 |
| East Sussex | 17 | 49,646 | 0.34 |
| Isle of Wight | 11 | 13156 | 0.84 |
| Kent | 59 | 148,947 | 0.40 |
| Medway | 12 | 27,538 | 0.44 |
| Milton Keynes | 25 | 25,285 | 0.99 |
| Oxfordshire | 28 | 60,609 | 0.46 |
| Reading | 11 | 12,811 | 0.86 |
| Slough | 18 | 14,464 | 1.24 |
| Surrey | 14 | 109,123 | 0.13 |
| Wessex | 132 | 165,486 | 0.80 |
| West Berkshire | 2 | 16,289 | 0.12 |
| West Sussex | 28 | 74,339 | 0.38 |
| Windsor and Maidenhead | 5 | 14,549 | 0.34 |
| Wokingham | 0 | 15,854 | 0.00 |
| TOTAL | 402 | 834,000 | 0.48 |

Medway Comparison between 2010 - 2012

| Description | Custodial Sentences |
|--------------------|----------------------------|
| 2010/11 | 19** |
| 2011/12 | 12* |
| Reduction | 7 |
| % of Reduction | -37% |

¹⁷ *Source: Youth Justice Statistics Regional Data -

<https://www.gov.uk/government/publications/youth-justice-statistics>

**Source: Youth Justice Statistics (Use of custody, regionally, 2010-11) -

<https://www.gov.uk/government/publications/youth-justice-statistics>

Client Outcomes

The table below shows the number of client outcomes involving Medway children and young people during 2011/12.¹⁸

| Regional Disposals 2011/12 | Age | | | | Gender | | | TOTAL |
|---|-----------|-----------|------------|------------|-----------|------------|-----------|------------|
| | 10 - 14 | 15 | 16 | 17+ | Female | Male | Not Known | |
| Pre-court | | | | | | | | |
| Police Reprimand | 39 | 13 | 20 | 18 | 40 | 50 | 0 | 90 |
| Final Warning | 15 | 10 | 16 | 9 | 10 | 40 | 0 | 50 |
| Conditional Caution | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| First-tier | | | | | | | | |
| Absolute Discharge | 2 | 0 | 0 | 0 | 1 | 1 | 0 | 2 |
| Bind Over | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Compensation Order | 2 | 5 | 7 | 10 | 4 | 20 | 0 | 24 |
| Conditional Discharge | 4 | 3 | 8 | 8 | 2 | 21 | 0 | 23 |
| Fine | 3 | 2 | 5 | 13 | 2 | 21 | 0 | 23 |
| Referral Order | 14 | 10 | 25 | 26 | 18 | 57 | 0 | 75 |
| Reparation Order | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sentence Deferred | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Community | | | | | | | | |
| Action Plan Order | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Attendance Centre Order | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 1 |
| Community Punishment and Rehabilitation Order | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Community Punishment Order | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Community Rehabilitation Order | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Curfew Order | 0 | 1 | 0 | 4 | 0 | 5 | 0 | 5 |
| Drug Treatment and Testing Order | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Supervision Order | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Youth Rehabilitation Order | 5 | 19 | 17 | 26 | 10 | 57 | 0 | 67 |
| Youth Default Order | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Custody | | | | | | | | |
| Detention and Training Order | 0 | 1 | 8 | 3 | 0 | 12 | 0 | 12 |
| Section 226 (Life) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Section 226 (Public Protection) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Section 90-91 Detention | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Section 228 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| TOTAL | 84 | 65 | 106 | 117 | 87 | 285 | 0 | 372 |

¹⁸ Source: Youth Justice Statistics Regional Data (Disposals by Region) - <https://www.gov.uk/government/publications/youth-justice-statistics>

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

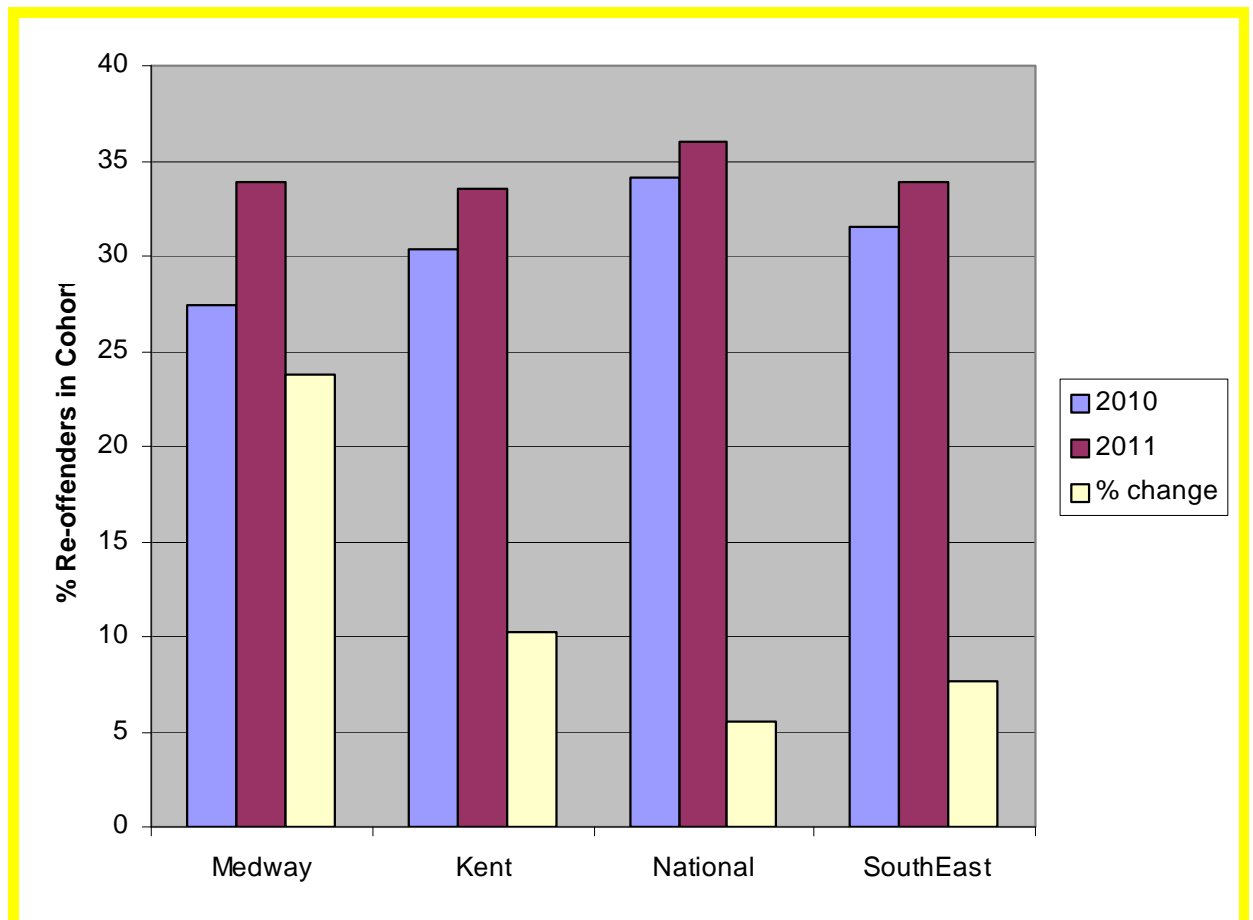
Medway Client outcomes Comparison between 2010 - 2012

| Description | Total Outcomes |
|--------------------|-----------------------|
| 2010/11 | 599 |
| 2011/12 | 372 |
| Reduction | 227 |
| % of Reduction | -38% |

Re-Offending

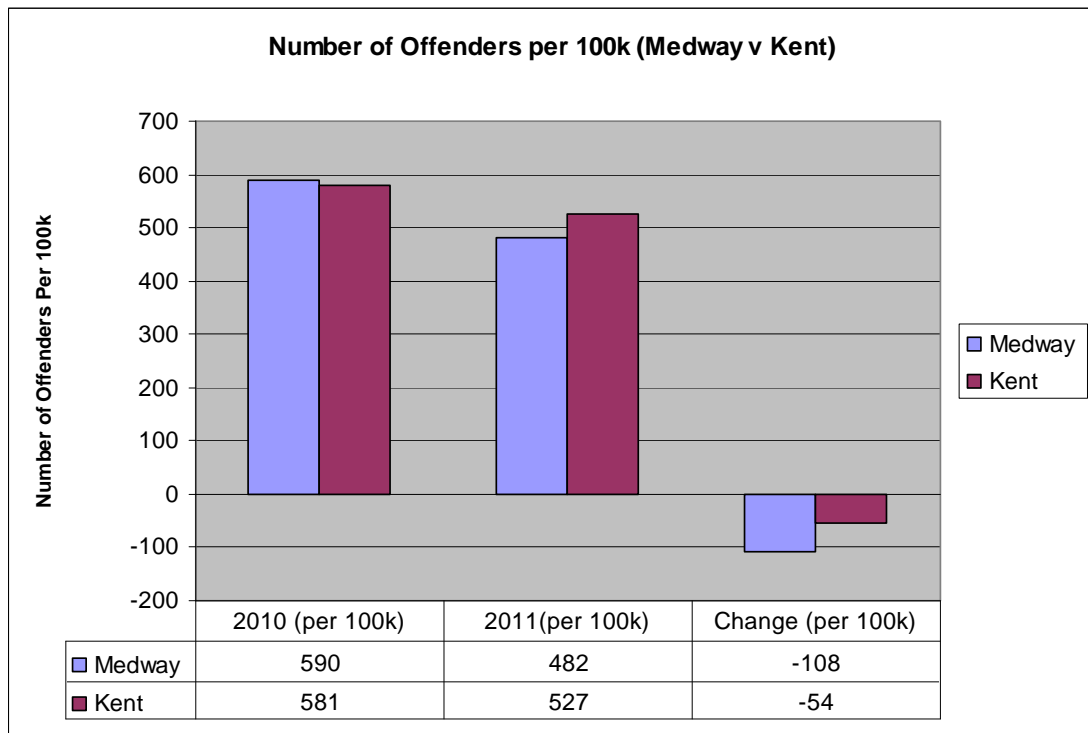
This report is based on data published in the YJB Re-offending toolkit, which in turn is compiled from information extracted from the Police National Computer system. No local YOT data is used in this report. The latest report available compares cohorts from 2009/10 with 2010/11.

% Offenders who re-offend



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 graph below compares the number of re-offenders per 100,000 between Medway & Kent by using data published in YJMIS Re-offending toolkit as above. This is based on the latest YJB data reports available which compare cohorts from 2009/10 with 2010/11.



SUPPORTING INFORMATION

- Although Medway has seen an increase in the percentage of re-offending locally, Medway has a greater decrease in the total number of re-offenders per 100k between 2010 & 2011 compared to Kent in the same period, however Kent represents a larger population.
- Data was taken from the latest YJMIS Re-Offending Toolkit Jul 2010 to Jun 2011 (v5.0.0) on 23 July 2013

The table shows Medway's overall performing in terms of youth crime during 2012/ 13 ¹⁹

| Quarterly Monitoring Indicators | Target | Q1 | Q2 | Q3 | Q4 | YTD | RAG |
|--|---|------|------|------|------|------|-------|
| NI19 Re-offending (%) - those on a court order have re-offended 6 months after the completion of the order. | < 35% | 35% | 48% | 29% | 37% | 37% | Red |
| NI43 Custodial Convictions | <5% | 12% | 4% | 8% | 2% | 6% | Red |
| % Medway YP Population who receive a custodial sentence - custody in any three month period is no more than 6% of the total court order disposals (not including pre court and diversion, only actual orders made by the courts) | < 6% | 10% | 5% | 8% | 2% | 6% | Green |
| NI45 Engaged in suitable education, training or employment (Pre 16s) | >95% | 100% | 94% | 91% | 100% | 96% | Green |
| NI45 Engaged in suitable educations, training or employment (Post 16s) | >70% | 91% | 90% | 89% | 89% | 90% | Green |
| NI46 Suitable Accommodation (%) | >95% | 95% | 98% | 100% | 89% | 96% | Green |
| LM: Accommodation status of YP after release from custody | >90% | 100% | 100% | 100% | 100% | 100% | Green |
| NI111 Number of First Time Entrants to YJ System | 5% Reduction: <275 (by 31 March 2014) | 29 | 41 | 43 | 48 | 161 | Green |
| LM: Looked After Children in YOT caseload - (There is no Target for the number of LAC young people known to Medway YOT,; this is an indication only, i.e. the % of LAC within the total YOT cohort) | % of LAC within the total YOT cohort. (No Target) | 23% | 27% | 29% | 25% | 26% | |

¹⁹ Source Internal records

| | STATUS |
|-------|--------------------------|
| Red | Target Missed |
| Amber | At Risk of Missed Target |
| Green | Achieved |

The above table indicates that the YOT last year performed well in the majority of its targets and objectives. Custody levels remained high as a percentage of overall client outcomes but are low in terms of actual numbers. 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.

Summary

- The number of young people receiving their first reprimands, warning or conviction (First Time Entrant / FTE) within Medway has been steadily falling with a total of 611 young people in 2005/06 compared to a total of 180 young people in 2011/12.
- Medway rate per 100,000 of 10 – 17 year olds receiving their first reprimand, warning or conviction (FTE) in 2011/12 is just above the South East rate but below the Kent & England rate.
- During 2012 6% of children who were aged 10 years or older that had been looked after by Medway Council as at 31st March during 2012 for at least 12 months had been subjected to a final warning or reprimand. This compares to the South East at 7.1% and nationally at 6.9% for the same period.
- Overall there were 517 offences committed by a young person that resulted in a court outcome during 2011/12. 79.3% of the crimes committed were by a male. Someone aged between 16-17 years of age committed 62.1% of these crimes totalling 321 offences out of the year total of 517.
- During 2011/12, 12 children and young people in Medway received a custodial sentence, which is a rate of 0.44 per 1,000 (10 to 17 years olds). Medway's rate is below the South East rate of 0.48 but above the Kent rate of 0.40.

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 Social Care priorities for the next three years and what we will do to help implement the priorities. The Council and partners 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:²⁰ 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.

²⁰ 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 its 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 a large number 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 period 2013/14 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 period 2013/14.

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 contribution is now incorporated into the grant awarded by the Police & Crime Commissioner (PCC) and has been sustained at historical levels.

Medway Council funding has been reduced as a result of implementation of the better for less programme recommendations, 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 9% in 2013-14. This has been absorbed across the range of YOT functions. The former Home Office element of the YOT grant is now incorporated within the PCC grant. However the PCC has strongly indicated that future support cannot be taken for granted and will be subject to a full review of all grants, which have been made during the current financial year. The current value of the PCC grant to the YOT is £104000.

A new funding formula was expected to be introduced by the Youth Justice Board for the re-distribution of YOT grant from March 2013. However as an interim measure the YOT grant has been directly linked to effective practice and is required to be identified against a funded effective practice plan incorporated into the Youth Justice Plan. (See appendix 3).

The YOT expects to be able to continue its current commitments, in terms of staffing, during 2013/14 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 2013/14.

In terms of unit costs for Medway YOT, the cost of providing YOT services based on 2012/13 activity are as follows:

Inclusive Costs

| | Caseload April 2012 - March 2013 |
|---|-------------------------------------|
| Allocated YOT Budget | £1,032,000 |
| Client Total | 632 |
| Unit cost per Young Person / Outcome | £1,632.91 |

Note that the unit cost per young person is both comparable and favourable to other YOT's of a similar size and composition.

Agency Contributions to YOT Resources 2013/14

| AGENCY | Staffing Costs total cost of the seconded to the employer, including on-costs | Payments in kind | Other Delegated Funds cash contributions from partner agencies to be used at YOT Managers' discretion | Total |
|-----------------|---|---------------------|--|----------------|
| Police | 48,000 | 0 | 104,000 | 152000 |
| Probation | 69,000 | 0 | | 69000 |
| Health | 46,000 | 0 | | 46000 |
| Local authority | 466,000 | 0 | | 466000 |
| YJB | 366,000 | 0 | | 366000 |
| Other | 390,000 | | | 390000 |
| TOTAL | 1385000 | 0 | 104000 | 1489000 |

(Total YOT costs include the value of staff seconded into the YOT by other agencies but exclude the costs of the resettlement service provided to HMYOI Cookham Wood provided under a service level agreement).

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.

Costed Plan for YJB Effective Practice Grant 2013 /2014

YOT Partnership grant value £366,383

Proposed expenditure

| | |
|--|-----------------|
| Prevention activities (1) | £ 85,000 |
| ISS (2) | £118,000 |
| Monitoring & Performance (3) | £ 58,000 |
| Training & staff development (4) | £ 8,000 |
| FFT & Parenting (5) | £ 20,000 |
| Remand changes (6) | £ 10,000 |
| Volunteer mentors (7) | £ 5,000 |
| Resettlement (8) | £ 28,000 |
| Reparation re-focus (9) | £ 5,000 |
| Strategic management (10) | £ 18,000 |
| Serious Case Review Recommendations (11) | £ 9,000 |
| Mindfulness training & support (12) | £ 3,000 |
| Total | £377,000 |

1. Prevention activities - This covers additional support to the Triage Pilot not covered by the Department of Health Funding (Health Professional only) in respect of assessment of young people, evening activities and the development of intervention programmes to divert young people from the youth court to reduce first time entrants.
2. The ISS programme is being re-structured to make it a bespoke service to meet the individual requirements of each young person in line with the recommendations of the AK Serious Case Review and to expand the scope and range of ISS activities in support of remand changes under Legal Aid, Sentencing and Punishment of Offenders Act (2012) (LASPO).

3. Monitoring & Performance activities are vital to prove the effectiveness in the YOT achieving its performance targets, complying with Youth Justice National Standards, statutory requirements and achieving both good outcomes for young people and value for money. There is now an established programme of review and auditing covering most aspects of the YOT's work and performance.
4. Training, a number of areas have been identified for training and development, for the team as a whole and for certain individuals in support of recommendations made in respect of the AK Serious Case Review and in responding to legislative change such as LASPO.
5. Functional Family Therapy (FFT) is currently being piloted in Medway with the YOT, a major refer of families to the programme. Based on early indications of success and an opportunity arising due to staff changes, it is proposed to employ a part time FFT practitioner who will deliver intensive support and parenting to young people and their families.
6. Changes to remand arrangements under LASPO have required the YOT to develop, along with partners, a range of measures to expand the scope of available bail support options to provide a realistic package of measures as alternatives to custodial Youth Detention Accommodation (custodial remand).
7. A group of volunteer mentors are being recruited and trained to support young people on community orders, returning to the community from custody and provide support and guidance to young people on bail packages.
8. Resettlement Officer, as the YOT was never in receipt of specialist funding for resettlement work as was provided to most other SE YOT's, this will continue as a pilot to review effectiveness and develop new ways of working with young people prior to release and post release to sustain and embed young people into community resources.
9. A full review of YOT reparation projects is to be undertaken to re-focus activities towards projects that have good social value, meet the needs of victims and provide a greater degree of training and transferable skills for those taking part in the activities. This is in part based on work carried out by the Medway 'Young Inspectors' during 2012.
10. The strategic management of the YOT covers important elements around governance and partner engagement. This covers the role and support of the YOT Management Board, liaison with partner agencies, including the development and review of Service Level Agreements and Partnership agreements across the YOT Partnership and other significant agencies.

11. There are three sets of recommendations that have arisen as a result of the tragic death of a young person in Custody in early 2012. These cover the Independent Management Review of the YOT's involvement, the report by the Prison & Probation Service Ombudsman and arising from the Serious Case Review itself. In total there are twenty-six individual recommendations around changes to practice, procedures and partnership working which the YOT has been tasked with implementing under the monitoring of the Medway Safe Guarding Children's Board.

12. Mindfulness training, the YOT is proposing to undertake a pilot around Mindfulness Training, a technique based around mediation to assist young people in dealing with difficult situations and remaining calm in stressful situations. This programme developed via Oxford University has shown some very good success when applied within school settings with young people with behavioral problems. This will be a piece of groundbreaking work by applying it within the Youth Justice setting.

Partnership Working

Partnership working is at the very heart and essence of what YOT's are all about. Over the past eighteen 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.

Implementation of the work stream around the Action for Families Agenda has seen the YOT and IPS, working closely with Kent Probation, Police, Children's Services, Health and Job Centre Plus to establish the required parameters for the successful execution 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. Joint training and review of policy and procedures has also been carried out.

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
- Medway Corporate Parenting Board

- Medway Action For Families 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. A full inspection of Cookham Wood in March 2013 achieved an overall score of 3 but in respect of resettlement, it scored a 4 which is the

ofsted equivalent of outstanding, this is an extremely rare accolade of which the detached team should be very proud.

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 with 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 agreed 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 priorities. Review being undertaken to decide PCC priority funding for 2014 and beyond. | 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 remand changes 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. | Consider transfer of prevention and diversion functions to main YOT Team and concentrate resources on areas of high risk and need. |
| Improvements to practice built upon post inspection are not sustained. Impact of a YOT Inspection being called. | Continue regular audit and review of both open and completed cases. Ensure dissemination of good practice via supervision and training events. Review relevant policies and procedures. |
| 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. |
| Loss of key staff and a failure to secure timely replacements, impacts upon ability to deliver YOT services and objectives. | Monitor staff vacancies and take appropriate action for early replacements. Develop contingencies such as re-distribution of caseloads, use of temporary or agency staff. |

Our Priorities

Our priorities for the life of this plan will be:

- 1 Prevent young people from 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.
- 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 2014 | YP at risk of offending | Senior Practitioner (Prevention and Diversion) | Responsibility transferred from IPS to YOT August 2013. | | B | 2 |
| 2. Development of inter agency protocol to reduce number of LAC entering Criminal Justice System. | Significant reduction in number of LAC entering the Criminal Justice System no more than 5 individuals. | Children's Plan IYSS Plan KCJB Business Plan | March 2014 | Looked After Children | Senior Practitioner (Safeguarding) | Working party established by KCJB, agreement on participation by Director of Children's Services and Portfolio Holder. | | B | 2 |
| 3. Instigate identification of Health concerns and Learning needs at initial stages. Appoint new Health Professional. | Health issues are identified and signposted to relevant partner agencies. At least 30 referrals are made. | Children's Plan IYSS Plan | October 2013 | Prevention Health Lead Officer | YOT Manager | New Health Professional appointed due in post September 2013 duties currently undertaken by YOT Health Officer. | | B | 2 |
| 4. Review referral criteria for prevention and diversion with partner agencies. | Referral criteria to be agreed and published. | Children's Plan IYSS Plan | October 2013 | YP at risk of offending & entering social care | YOT Operational Manager | Discussions in progress. | | 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 2014 | YP at risk of offending | YOT Operational Manager | Recruiting a specialist Troubled Families YOT Practitioner. | | C | 2 |

| | | | | | | | | | |
|--|--|---|---------------|---|---------------------|--|--|---|---|
| 6. Develop joint working practices with the Youth Service. | Young people have positive activities during and after prevention 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 | December 2013 | YP being at risk of offending & completed interventions | Senior Practitioner | Discussions underway with Youth Service and other providers. | | C | 3 |
| 7. Work with PCC to ensure that prevention work maintains a high degree of priority and is continued to be funded via the PCC. | Prevention funding continues to be supported by the PCC. | Children's Plan IYSS Plan Medway Council Plan CSP Plan | April 2014 | PCC and prevention cohort | YOT Manager | Regular consultations and discussions held with the PCC. | | A | 1 |

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 and Resettlement cases. | 20% reduction in offending by identified cohort. | Children's Plan Medway Council Plan KCJB Business Plan | March 2014 | High risk cohort | YOT Operational Manager | Bespoke plans developed by Practitioners in respect of identified 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 2014 | Troubled families identified within YOT cohort Enhanced cohort | YOT Operational Manager | Initial cohort target achieved. Recruiting specialist Troubled Families YOT Worker to be funded by PBR payments. | | 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 | June 2013 | YOT Practitioners | YOT Operational Manager | First tranche of training delivered. | | 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 2013 | Reparation cohort | Reparation Officer | New projects identified and being undertaken. | | 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 2013 | Intense client group | YOT Operational Manager | Individual plans now in place and normal practice. | | C | 2 |
| 6. Develop mindfulness training for selected practitioner group to deliver to identified cohort. | Six members of staff trained and delivering and practising mindfulness. | Children's Plan IYSS Plan | March 2014 | YOT Practitioner Group | YOT Operational Manager | Programme Provider identified. Training yet to commence. | | D | 2 |
| 7. Create a joint post of YOT Functional Family Therapy Practitioner. | A reduction in re-offending by young people who are part of a chaotic family group subject to FFT. 30% reduction in re-offending. | Children's Plan IYSS Plan KCJB Business Plan CSP Plan | March 2014 | Chaotic and Dysfunctional families 44 | YOT Operational Manager | Post approved and recruiting underway. | | 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 | 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 Track remand costs and monitor and report to YOT Board. | Real time cost data is available to inform financial planning and decision-making. | Medway Council Plan CSP Plan KCJB Business Plan Children's Plan | March 2014 | Remand cohort | Information Officer | Progressing as planned. | | A | 1 |
| 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 | December 2012 | Practitioners and Magistrates | YOT Operational Manager | Successfully completed. | | C | 2 |
| 3. Increase hours and days that ISS bail scheme is available using Youth Service and other resources to supplement ISS. | ISS can deliver a 7 day a week service up to 21.00. | Children's Plan CSP Plan KCJB Business Plan IYSS Plan | March 2013 | Remand cohort | YOT Manager | Resources have been identified by the Youth Service. | | C | 2 |
| 4. Develop a range of measures to reduce number of remands in partnership with Children's Social Care. Including development of Volunteer mentoring scheme. | YOT Court team are able to develop robust and sustainable alternatives to custodial remand based upon best practice principals. | Children's Plan CSP Plan | June 2013 | YOT & Children's Services Management | YOT Operational Manager | Programme of alternatives approved by YOT Management Board. | | B | 2 |
| 5. Explore establishing a remand fostering service. Joint programme with Kent. | 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 | October 2013 | Kent & Medway Commissioners | YOT Manager | Subject to partner negotiation and funding being available. Providers identified and contract discussions underway. | | C | 2 |

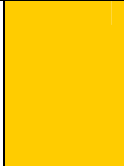
Priority 4: Identify and manage vulnerability issues

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 | Impact |
|--|--|--|-----------------|---|------------------------------------|--|----------------------------|--|--------|
| | | | | | | | | A. Very high B. High C. Significant D. Low E. Very low F. Almost impossible | |
| 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 2014 | All Operational staff | YOT Manager | Report published August 2013 implementation of recommendations approved by MSCB. | | A | 1 |
| 2. Develop closer working relationships with LAC team conduct review of policies and procedures. | 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 | December 2013 | Joint LAC/YOT staff group. | Senior Practitioner (Safeguarding) | Seconded LAC Social worker in YOT. Review of policy and procedures underway. | | 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 2014 | 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 | September 2013 | All young people who interface with YOT | SP Safeguarding & CP | Outcome to be reported to YOT Board in September 2013. | | 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 2014 | Operational staff | Operational Manager | Processes in place. | | C | 2 |

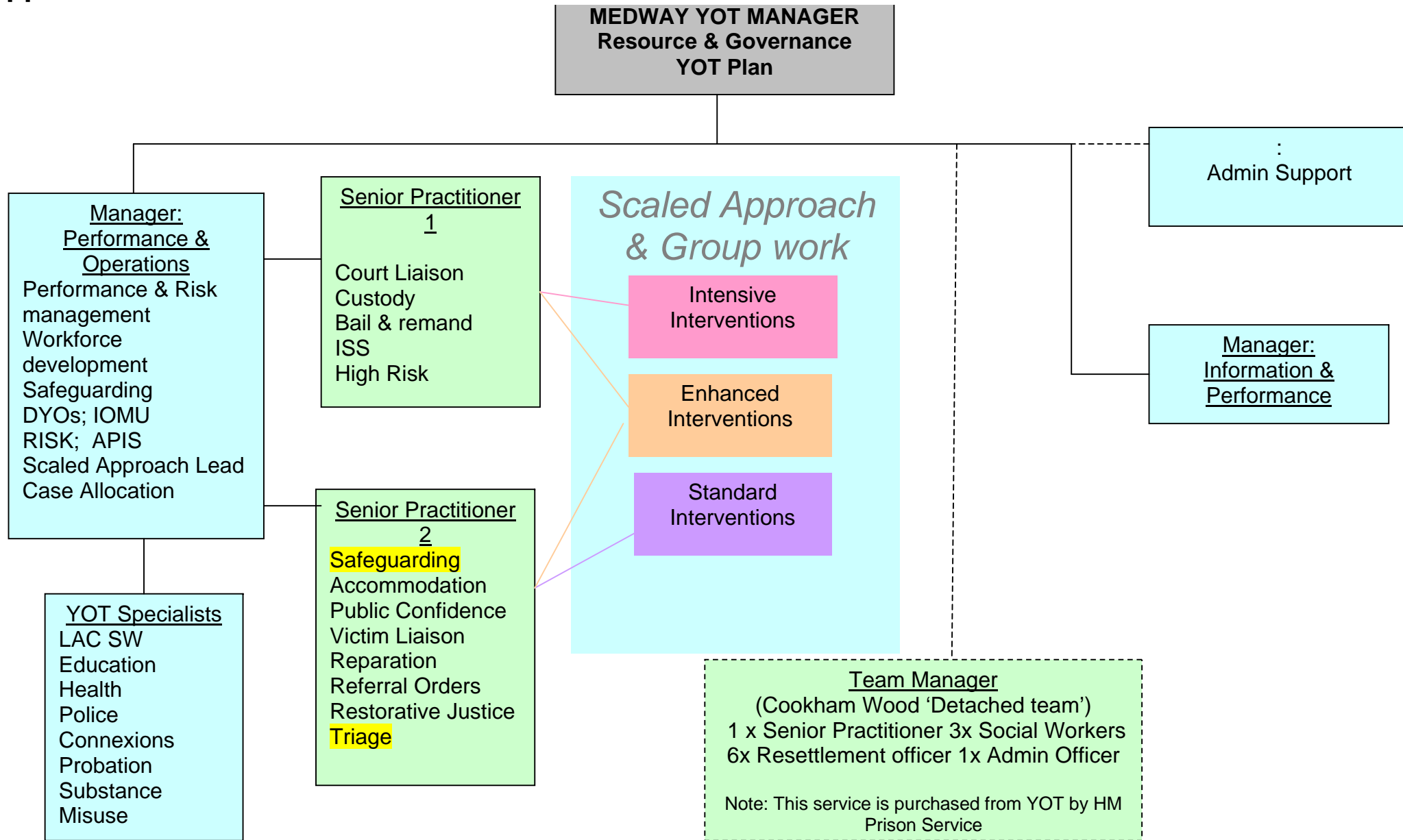
Priority 5: Promote effective business change in response to the changing Youth Justice landscape
Outcome: Young people continue to receive services that are to a high standard and the statutory obligations of the YOT continue to be discharged

| Description of planned activity | Critical success factors | Links to LA/ Partners plans | Completion date | Target Group | Lead Officer | Current position | 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. 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 2013 | YOT Board & PCC | YOT Manager | Good working relationship established. | | A | 1 |
| 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 2013 | Support staff and Court Admin Officer | YOT Manager | Changes successfully fully implemented. | | 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 2014 | Whole YOT function | YOT Manager | Reductions to YOT budget successfully managed for period 2013/2014. | | 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 | March 2014 | Partner agencies | YOT Manager | Work currently in progress. | | B | 2 |
| 5. Facilitate with YJB peer group self-assessment of the YOT as part of the preparations for YOT inspection. | Outcome of peer review to be reported to YOT Board in 2014. | Children`s Plan IYSS Plan KCJB Business Plan CSP Plan | March 2014 | Whole YOT function | YOT Manager | Planning underway, provisional agreement with YJB for January 2014. | | 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. | IYSS Plan | March 2013 | Whole YOT function | YOT Manager | Suitable accommodation has not yet been identified. | | 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 2014 | Whole YOT function | YOT Operations & Performance Manager | Successfully being implemented. | | B | 2 |

| | | | | | | | | | |
|--|---|--|--------------------------|----------------------------------|---------------------------------------|--|---|-----------------|-----------------|
| <p>8. Successfully implement Asset Plus programme onto placement for current YOT Assessment Tool.</p> | <p>Staff fully trained and system operational with no loss of historical data.</p> | <p>YJB Business Plan YOT National Standards</p> | <p>March 2014</p> | <p>Whole YOT function</p> | <p>YOT Senior Practitioner</p> | <p>Operational and technical leads identified. Timetable agreed with YJB.</p> |  | <p>A</p> | <p>1</p> |
|--|---|--|--------------------------|----------------------------------|---------------------------------------|--|---|-----------------|-----------------|

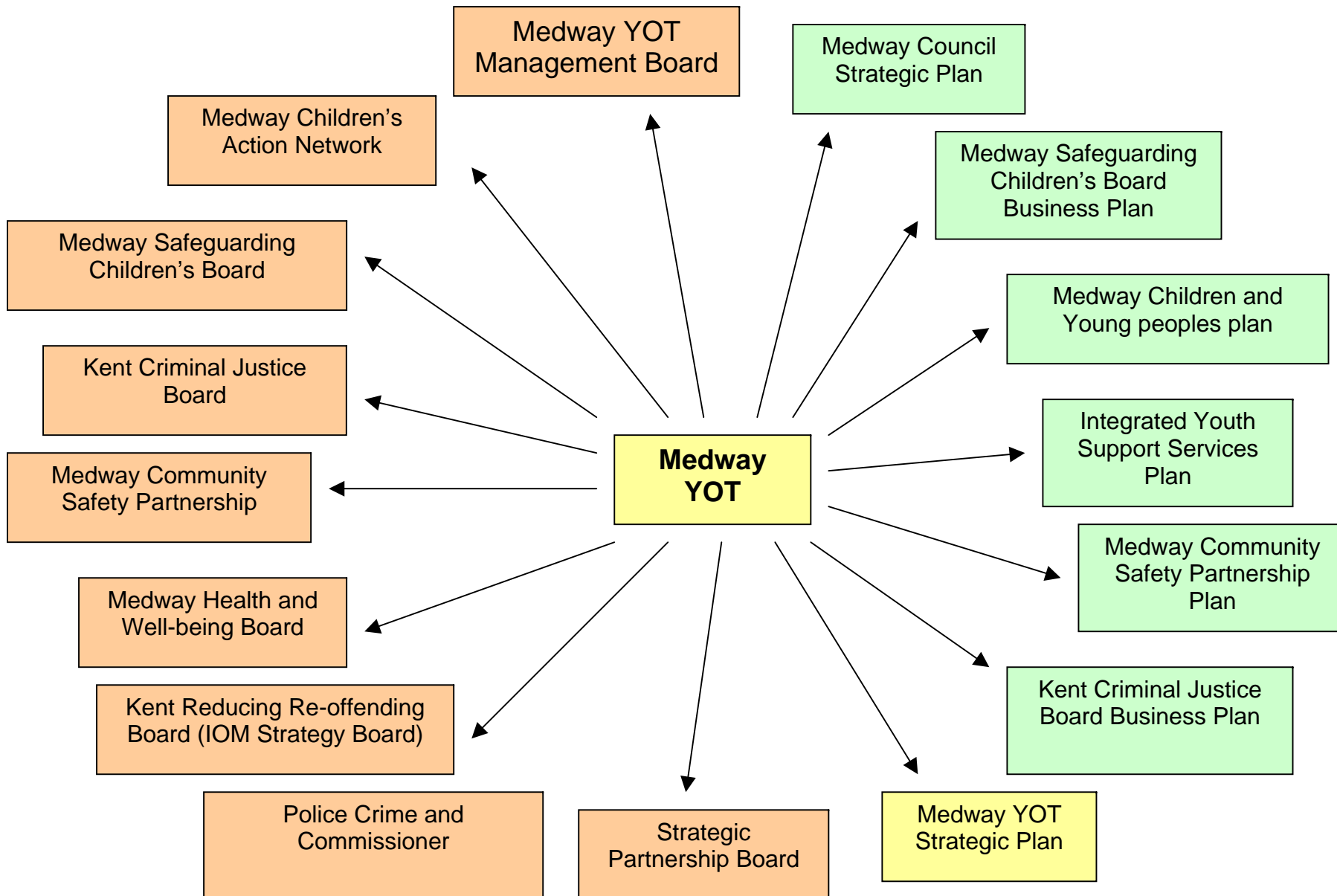
Appendix 1

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
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

Refreshed YOT Plan 2013-14

Summary of Refreshed YOT Action Plan Work Areas

(Latest position on all YOT Plan 2013-14 objectives that have been updated)

Priority 1: Prevent Young People (YP) entering the Criminal Justice System

Outcome: Young people are diverted via alternative appropriate provisions and services

2. Development of inter agency protocol to reduce number of LAC entering Criminal Justice System.
3. Instigate identification of Health concerns and Learning needs at initial stages. Appoint new Health Professional.
4. Review referral criteria for prevention and diversion with partner agencies.
11. Work with PCC to ensure that prevention work maintains a high degree of priority and is continued to be funded via the PCC.

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

1. Target resources on high risk, DYO cases and Resettlement cases.
6. Develop mindfulness training for selected practitioner group to deliver to identified cohort.
7. Create a joint post of YOT Family Function Therapy Practitioner.

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

- 1 Track remand costs and monitor and report to YOT Board.
3. Increase hours and days that ISS bail scheme is available using Youth Service and other resources to supplement ISS.
4. Develop a range of measures to reduce number of remands in partnership with Children's Social Care. Including development of Volunteer mentoring scheme.
5. Explore establishing a remand fostering service. Develop joint programme with Kent.

Priority 4: Identify and manage vulnerability issues

Outcome: Young people with identified vulnerabilities receive effective services to promote their safety and well-being

2. Develop closer working relationships with LAC team conduct review of policies and procedures.

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

6. Ensure that the planned move of the YOT and IPS to new premises is successfully completed with minimum business disruption.
8. Successfully implement Asset Plus programme onto placement for current YOT Assessment Tool.

SUMMARY OF PERFORMANCE 2012-13 FOR YOT PLAN

| YJB Nationally reported data derived from Police National Computer (PNC) system | | | | | |
|---|---|-----------|--------|--------|--|
| | YJB published data (YJMIS latest version August 2012) | | | | |
| First time Entrants (to YJ system) | England | SE Region | Kent | Medway | Result |
| Rate per 100,000 of Medway Population 2010-11 | 884 | 819 | 1009 | 895 | Better than Kent Worse than SE Region Better than England |
| Rate per 100,000 of Medway Population 2011-12 | 712 | 579 | 810 | 676 | |
| % difference | -19.5% | -29.3% | -19.7% | -24.5% | |
| Use of Custody for YP (by Courts) | | | | | |
| Rate per 100,000 of Medway population July 2010- Jun11 | 0.88 | 0.44 | 0.45 | 0.71 | Better than Kent Better than SE Region Better than England |
| Rate per 100,000 of Medway population July 2011- Jun12 | 0.79 | 0.42 | 0.41 | 0.04 | |
| difference | 0.09 | 0.02 | 0.04 | 0.67 | |
| 3.3 Reoffending (number of YP who reoffend) | | | | | |
| Binary rate of July 2008-June 2009 cohort | 32.6% | 31.5% | 30.0% | 31.2% | Better than Kent Better than SE Region Better than England |
| Binary rate of Oct 2009-Sep 2010 cohort | 34.8% | 32.3% | 31.8% | 31.3% | |
| difference | 2.2% | 0.8% | 1.7% | 0.1% | |

| YOT Reported data derived from local case management system | | | | | | | |
|---|--------|------|------|------|------|-------|----------------------|
| Quarterly monitored indicators | Target | Q1 | Q2 | Q3 | Q4 | YTD | RAG |
| 3.1 First Time Entrants to the YJ system (YOT data) | 275 | 29 | 41 | 43 | 38 | 151 | Green |
| 3.2 Medway population of YP who receive a custodial sentence (YOT data) | <5.8% | 9.5% | 5.3% | 7.7% | 2% | 6.1% | Amber |
| 4.1 YP leaving YJ system engaged in suitable ETE (pre 16 years old) | >95% | 100% | 94% | 91% | 100% | 96% | Green |
| 4.2 YP leaving YJ system engaged in suitable ETE (post 16 years old) | >70% | 91% | 90% | 91% | 89% | 90% | Green |
| 4.3 YP leaving YJ system with access to suitable accommodation | >95% | 95% | 98% | 100% | 89% | 90% | Green |
| 4.4 YP leaving custody with access to suitable accommodation in 48hrs | >90% | 100% | 100% | 100% | 100% | 100% | Green |
| 4.5 Reducing re-offending of YP leaving the YJ system * | <50% | 36% | 48% | 29% | 37% | 38% | Green |
| 4.6 Reducing re-offending of YP leaving the Medway IPS service * | <50% | 6% | 13% | 13% | 12% | 11% | Green |
| 4.7 Reducing re-offending of YP leaving DYO cohort of the YJ system * | TBA | 37% | 0% | 0% | 0% | 30.8% | |
| 4.9 The number of YP with LAC status in the YJ system | TBA | 23% | 27% | 29% | 25% | 26% | Snapshot of caseload |

* Reducing re-offending (50% of YOT cohort are not to re-offend within 6 months of completing their intervention. Each quarter measures new cohort)