

COUNCIL

23 JANUARY 2014

YOUTH JUSTICE PLAN (POLICY FRAMEWORK)

Portfolio Holder: Councillor Mike O'Brien, Children's Services (Lead Member)

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Summary

This report outlines the Medway Strategic Youth Justice Plan Refresh 2012-2014, which has been developed following discussions and consultations with partner agencies, it also reflects the requirements of the Youth Offending Team (YOT) and the new requirements by the Youth Justice Board to submit a costed plan in respect of their grant to the Youth Offending Team.

1. Budget and Policy Framework

1.1 The Medway Strategic Youth Justice Plan is revised on an annual basis and forms part of the Council's Policy Framework. Approval is therefore a matter for Council.

2. Background

2.1 A Youth Justice Plan is required under the provisions of the Crime & Disorder Act 1998. The Youth Justice Plan is a strategic plan, which is required to be signed off by Medway Council's established procedures prior to formal submission to the Ministry of Justice.

2.2 The principal reason for refreshing the plan has been the requirement placed on all YOT's to submit a costed plan in respect of the Youth Justice Grant from the Ministry of Justice. This Youth Justice Plan must be imbedded into the YOT Plan indicating which areas the grant will be applied to. There is a requirement that the grant can only be used to support effective and innovative practice rather than business as usual, see page 34 of YOT plan as set out in Appendix A.

2.3 There have also been significant changes made to the Medway Strategic Youth Justice Plan to ensure that the new requirements for the youth justice grant are fully met and where there have been changes or progress made in respect of aspects of the plan these have been reviewed and updated, (a summary of these changes and additions is detailed in Appendix B).

2.4 Medway YOT was involved in a serious case review in 2012 and recommendations from the review report published in August 2013 have been implemented and are being embedded into staff practice, and this is reflected in the updated plan.

2.5 In view of the financial context, a range of options are being developed to ensure that the statutory functions of the YOT can continue to be delivered or, in worse case scenario prioritised to align the work of the YOT to the resources that are available. Until there is clarity around the levels of YOT partnership funding a number of options are being considered.

3. Contextual Information

3.1 The Medway Strategic 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

The opportunity has been taken to review the plan in terms of providing updated data and statistics covering the period 2012/13 where available and also updating some nationally provided data. Some Youth Justice data has a considerable time lag. All YOT and supporting data has been updated where it is available. There have also been some minor changes made where there is now clarity around positions such as the Police and Crime Commissioner and some Medway organisational changes.

3.2 The outcome of the Diversity Impact Assessment screening is attached to this document. This indicates that a full Diversity Impact Assessment is not necessary. (Appendix D)

3.3 Sustainability - the resources to deliver the Medway Strategic 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.

4. Risk assessment

4.1 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 Identified threats include the requirement to re	Discussions are ongoing with partner agencies concerning the likelihood of resource reductions. The priority will be to develop contingency plans to protect the statutory	B/2

Risk	Description	Action to avoid or mitigate risk	Risk rating
	<p>badge the Youth Justice Board (YJB) grant towards developing and sustaining best practice rather than existing business. A further cut to the YOT grant by the YJB is expected but at this time the level is unknown. 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.</p>	<p>elements of the YOT work if further reductions are made. Discussions with the Police and Crime Commissioner have resulted in an outline of agreement for a 2 year funding arrangement with year on year reductions of 11% and 5% currently.</p>	
<p>2. Changes to financial arrangements around youth remands.</p>	<p>From 1 April 2013 new financing arrangements were in place that required the authority to meet the full costs of custodial remands. A small grant was made by the YJB to cover some of the extra costs. Work has been ongoing to contain remand costs within this grant while also developing sustainable alternatives to custodial remands. However a significant risk remains, as Medway has not made any additional provision to cover the expected shortfall between YJB grant and likely levels of expenditure for providing alternatives to actual remand costs.</p>	<p>A range of alternatives for custodial remand has been developed with partners. Close monitoring of potential and actual remand is undertaken and alternatives to custodial remand are always promoted.</p>	<p>A/2</p>

Risk	Description	Action to avoid or mitigate risk	Risk rating
3. Intensive Supervision and Surveillance Programme.	Currently ISS is a joint programme run by Kent and Medway Youth Offending Services to provide a robust programme (25 hours per week) as an alternative to custodial sentences and remands. With falling custody levels the cost of providing this service has raised in proportion to the number of young people it supports. Discussions are ongoing with Kent YOT around possible changes and reduction in costs. This may lead to breaking up the current partnership arrangements, if so Medway would have to develop its own scheme.	Planning and Feasibility discussions are underway with Medway Youth Service to develop the possibility of a Medway based ISS scheme that meets the full requirements and would have the support of the Medway Youth Bench, but within a cost effective and sustainable budget.	B/2

5. Consultation

- 5.1 The refreshed Medway Strategic Youth Justice Plan has been circulated to partner organisations and has been endorsed by the YOT Management Board.
- 5.2 The Children and Young People Overview and Scrutiny Committee considered this report on 10 December 2013 and Cabinet considered this report on 17 December 2013 in line with the policy framework rules.

6. Children and Young People Overview and Scrutiny Committee

- 6.1 The Children and Young People Overview and Scrutiny Committee considered this report on 10 December 2013. The Youth Offending Team (YOT) Manager presented the report outlining the Youth Justice Plan Refresh 2012-14 and advised of new requirements by the Youth Justice Board for costed plans in respect of their grant to the Youth Offending Team. An addendum report had been circulated to the Committee advising them of the key areas within the plan that had been amended.

- 6.2 Performance targets and data sets had been updated and, despite the authority missing the internally set and stretching target for National Indicator (NI) 19 reoffending target, Medway was now fourth best performing out of eighteen regional youth offending teams. He also advised that although there had been improvements made to custodial convictions, the internal target relating to NI 43 had also been missed. Other targets had, however, been achieved, including the percentage of young offenders engaged in suitable education, training or employment and the accommodation status after release from custody.
- 6.3 The YOT Manager explained that within the report there were details of the grant expenditure and described that changes had been made to the programmes for young people. He also advised that some new training had been put in place and 20 team members had undergone mindfulness training, which had positively impacted upon their work.
- 6.4 Members then made a number of comments and asked officers questions which included:
- Seeking clarification on the partnership between YOT and Intensive Youth Supervision and Surveillance (IYSS) agencies focused on developing strategies for Looked after Children (LAC). Officers advised that the numbers of LAC remained stubbornly high and that the team were developing local protocols to minimise the extent to which Looked After Children are cautioned or prosecuted particularly where this is purely to secure a successful insurance claim for damage caused as a result of trauma suffered by the looked after child. A request was made for an update to be provided on this to the Corporate Parenting Group at its meeting in January.
 - Intensive Supervision Surveillance (an alternative to custody) was proving very successful.
 - Positive comments were made about the annual conference held recently at the St George's Centre in Chatham.
 - Questioning whether the Police and Crime Commissioner (PCC) grant had remained stable. Officers advised that despite the PCC grant being cut by 11% in year 1, this had not been passed on. In years 2 and 3 there would be reductions, amounting to 5% in the coming year. Funding was confirmed in relation to agreed targets and objectives with a focus on preventative work
- 6.5 The Committee noted the report and forwarded it for consideration by Cabinet on 17 December 2013.
- 6.6 The Committee also asked for an update on issues relating to inappropriate cautions being given to Looked After Children, be provided in January 2014 to the Corporate Parenting Group.

7. Cabinet

- 7.1 The Cabinet considered this report on 17 December 2013. The Cabinet noted the views of the Children and Young People Overview and Scrutiny Committee and recommended approval of the Medway Youth Justice Plan, as set out at Appendix A, to Full Council (decision no. 204/2013 refers).

8. Financial and legal implications

- 8.1 There are changes in the responsibility for funding the cost of secure remand, which now falls on the Local Authority and whilst this duty is accompanied by additional grant, there is a risk around the volatility in the need for secure remand placements
- 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 Council is asked to approve the Medway Youth Justice Plan, as set out in Appendix A to the report.

Lead officer contact

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Appendices

- a) Medway Strategic Youth Justice Plan refresh 2013/2014
- b) Summary of Changes to refreshed Plan
- c) Statistical view of the Medway YOT year 2012-13
- d) Diversity Impact Assessment November 2013

Background papers

Medway Youth Offending Team (YOT) Performance Digest for 2012-13 - Highlights performance in key areas of work:

- NI 111 First time entrants to the youth justice system
- NI 19 Rate of proven reoffending by young people who offend
- NI 45 Engagement in Education to Employment by young people who offend
- NI 43 Young people receiving a conviction in court who are sentenced to custody



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**MEDWAY
YOUTH OFFENDING**

**STRATEGIC PLAN
2012-2014**

(Refresh September 2013)

Contents	Page
Introduction	3
National Context	4
Medway's Youth Offending Service	5
About Medway	7
Youth Crime in Medway	14
Summary	25
Medway Children & Young People's Plan	26
What the YOT are doing to improve both Practice and Performance	29
Resources	31
Partnership working	37
Potential Risks	40
Our Priorities	41
Delivery Plan	42
Appendixes	
• 1: Medway Children's Trust Structure	
• 2: YOT Team Structure and Responsibilities	

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.

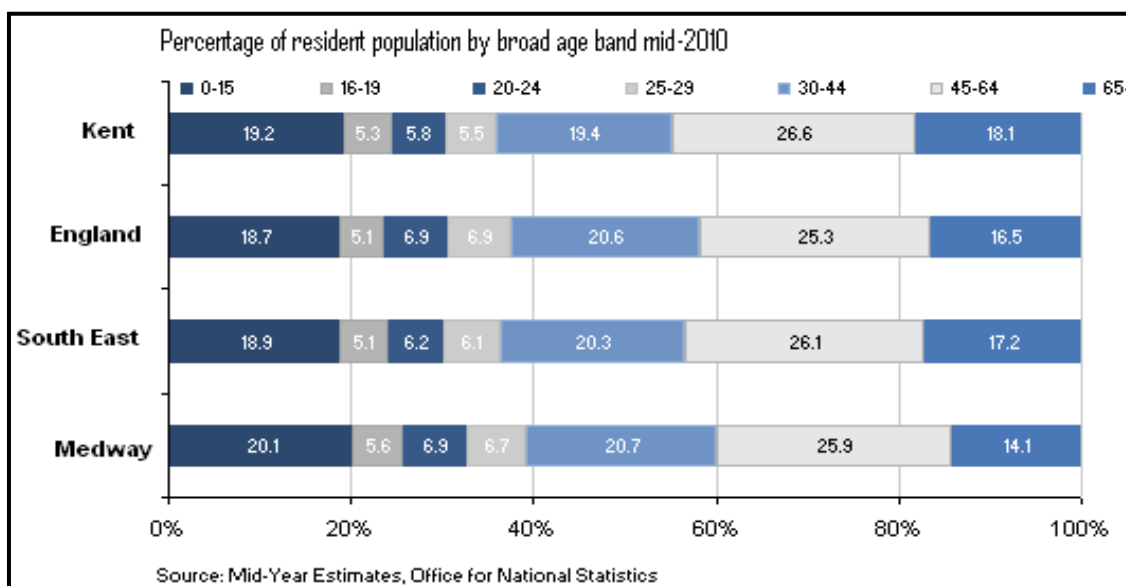
The table below show the percentage of population by broad age bands. ²

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

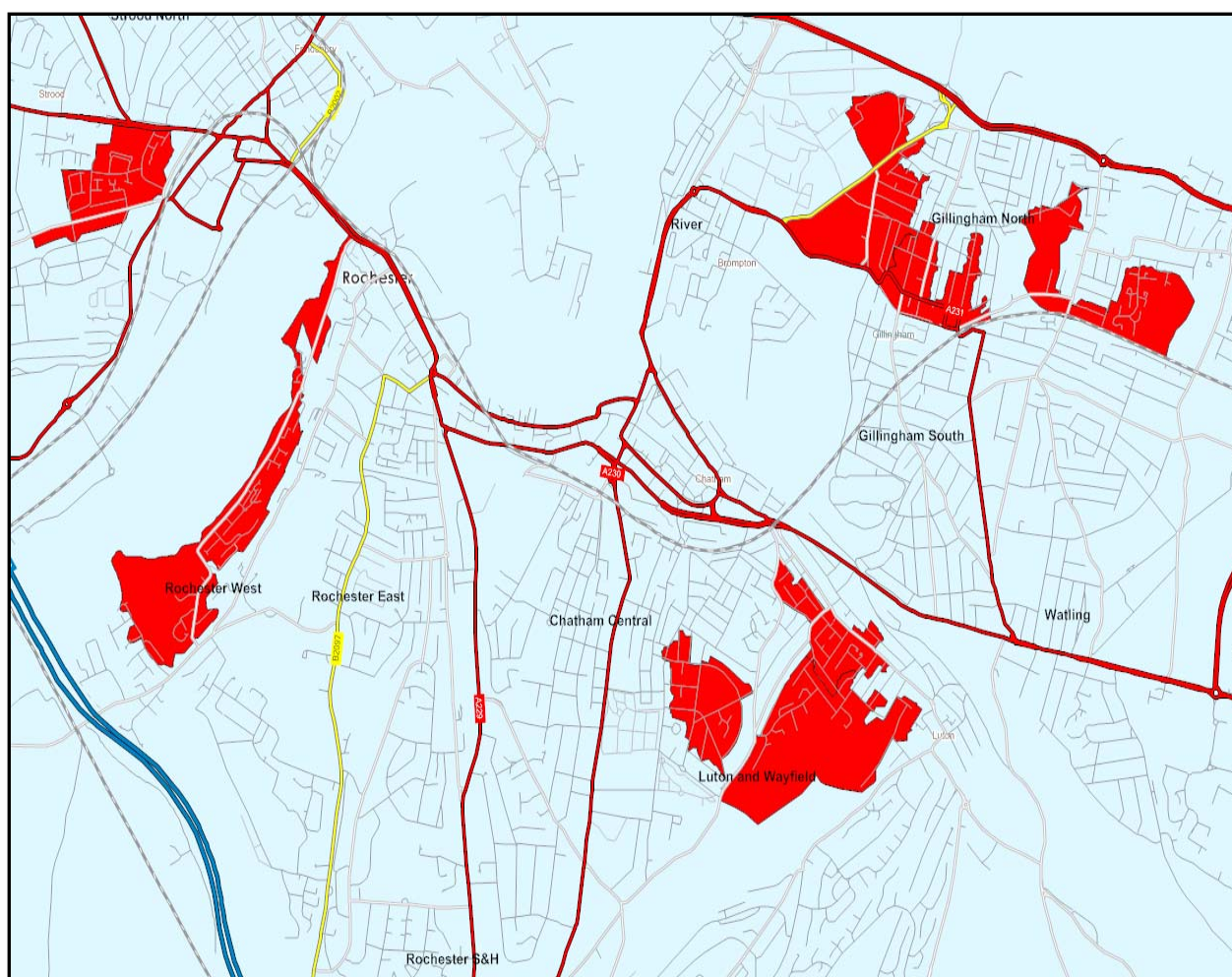
⁸ The Marmot Review 2010

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.

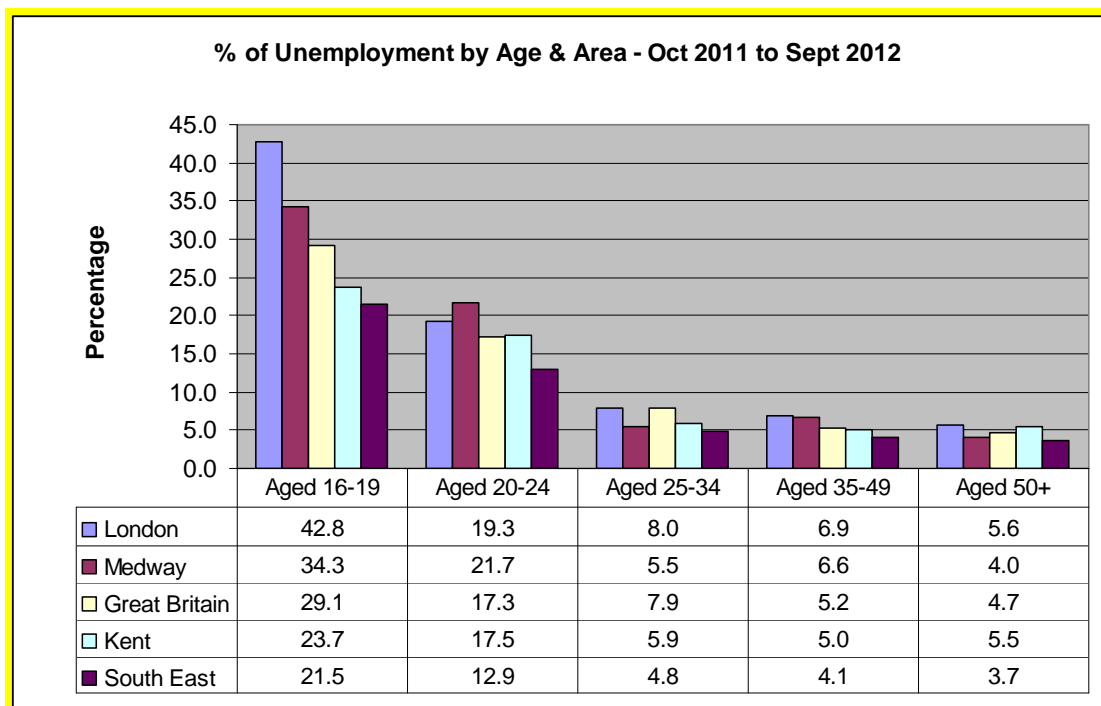
¹¹ IMD 2010, super output level - Map produced by Research and Information Team using CACI Insight

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



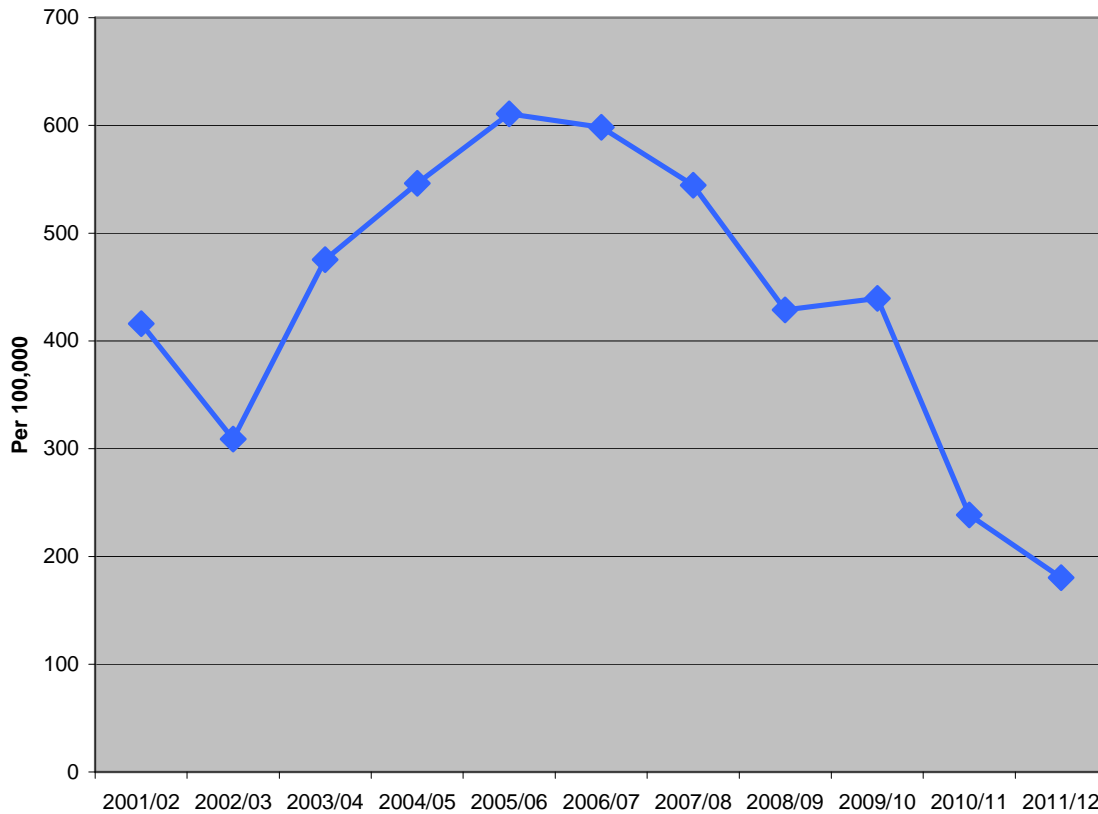
Source: Annual Population Survey, NOMIS, ONS

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

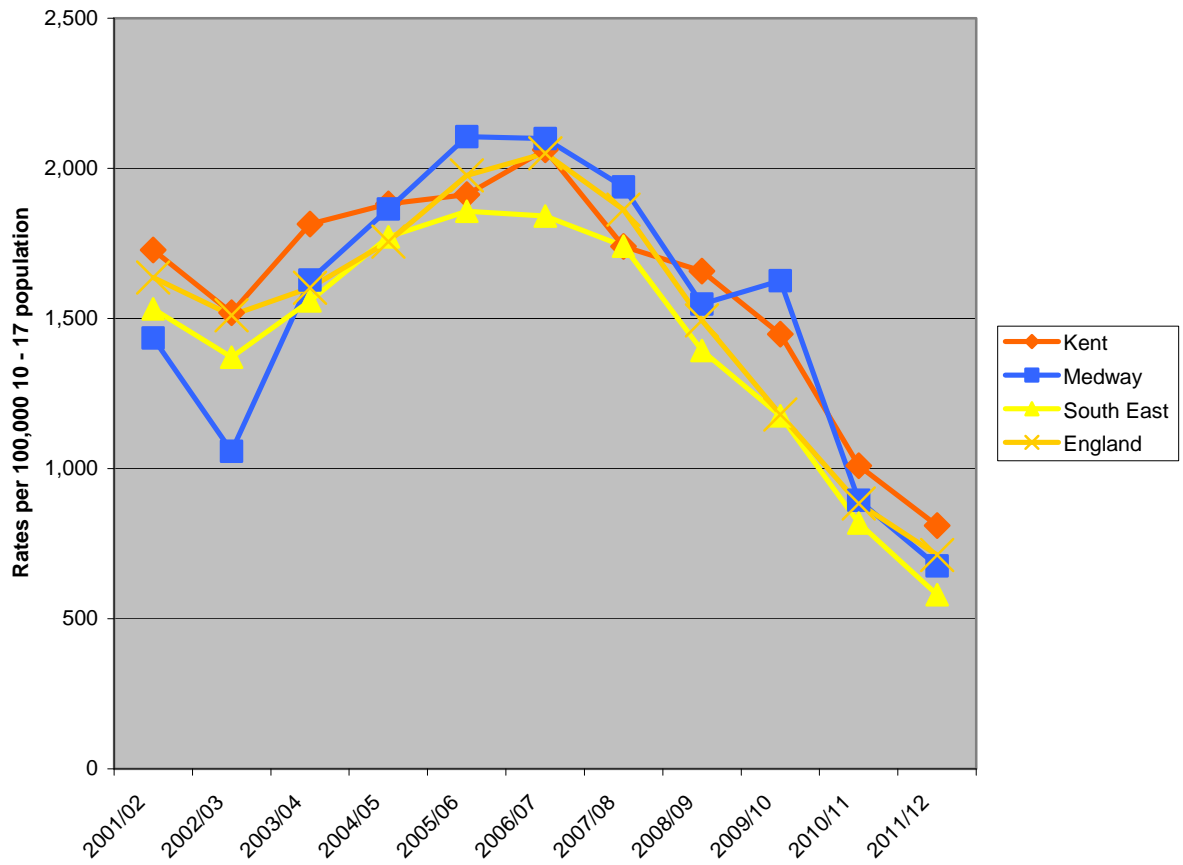
The graph shows the numbers of young people aged 10-17 years receiving their first reprimand, warning or conviction per 100,000 10-17 year olds in the population living in Medway, 2000/01 - 2011/12. ¹³



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.

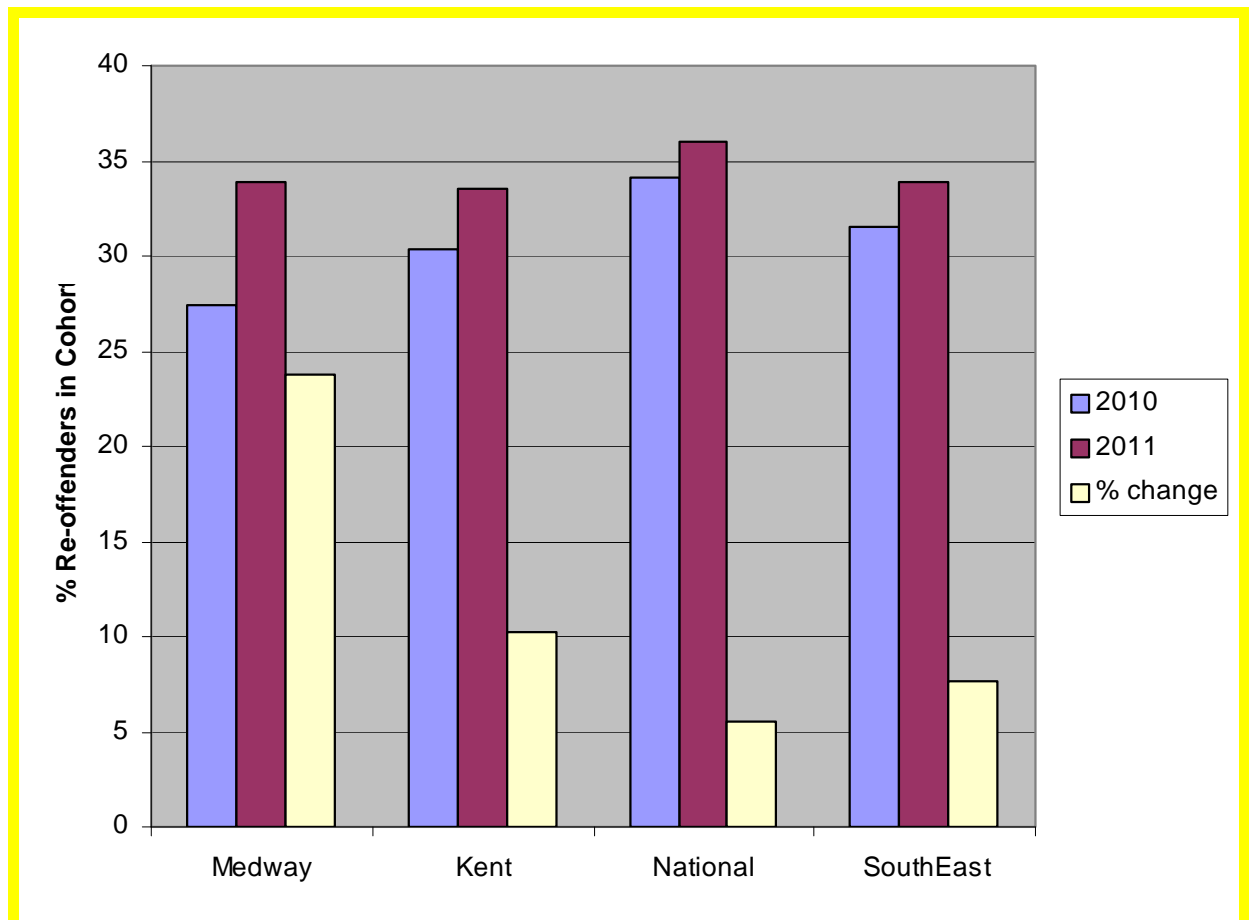
Medway Client outcomes Comparison between 2010 - 2012

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

Re-Offending

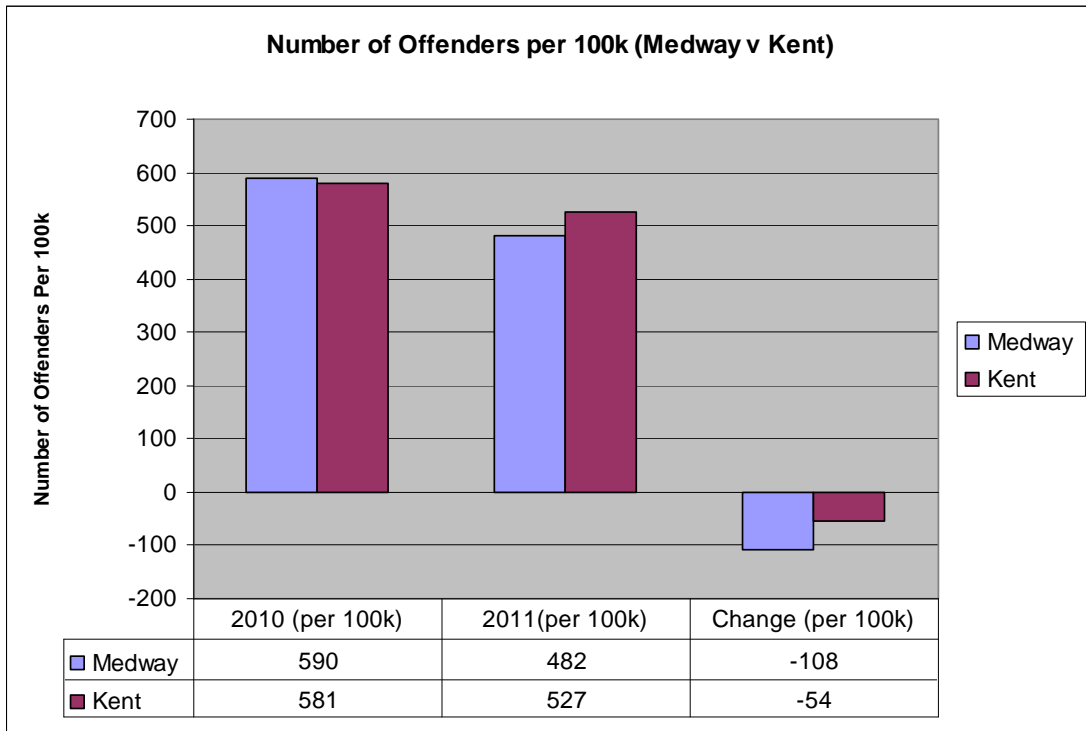
This report is based on data published in the YJB Re-offending toolkit, which in turn is compiled from information extracted from the Police National Computer system. No local YOT data is used in this report. The latest report available compares cohorts from 2009/10 with 2010/11.

% 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%	

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

¹⁹ Source Internal records

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 1. Catastrophic (Showstopper) 2. Critical 3. Marginal 4. Negligible
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

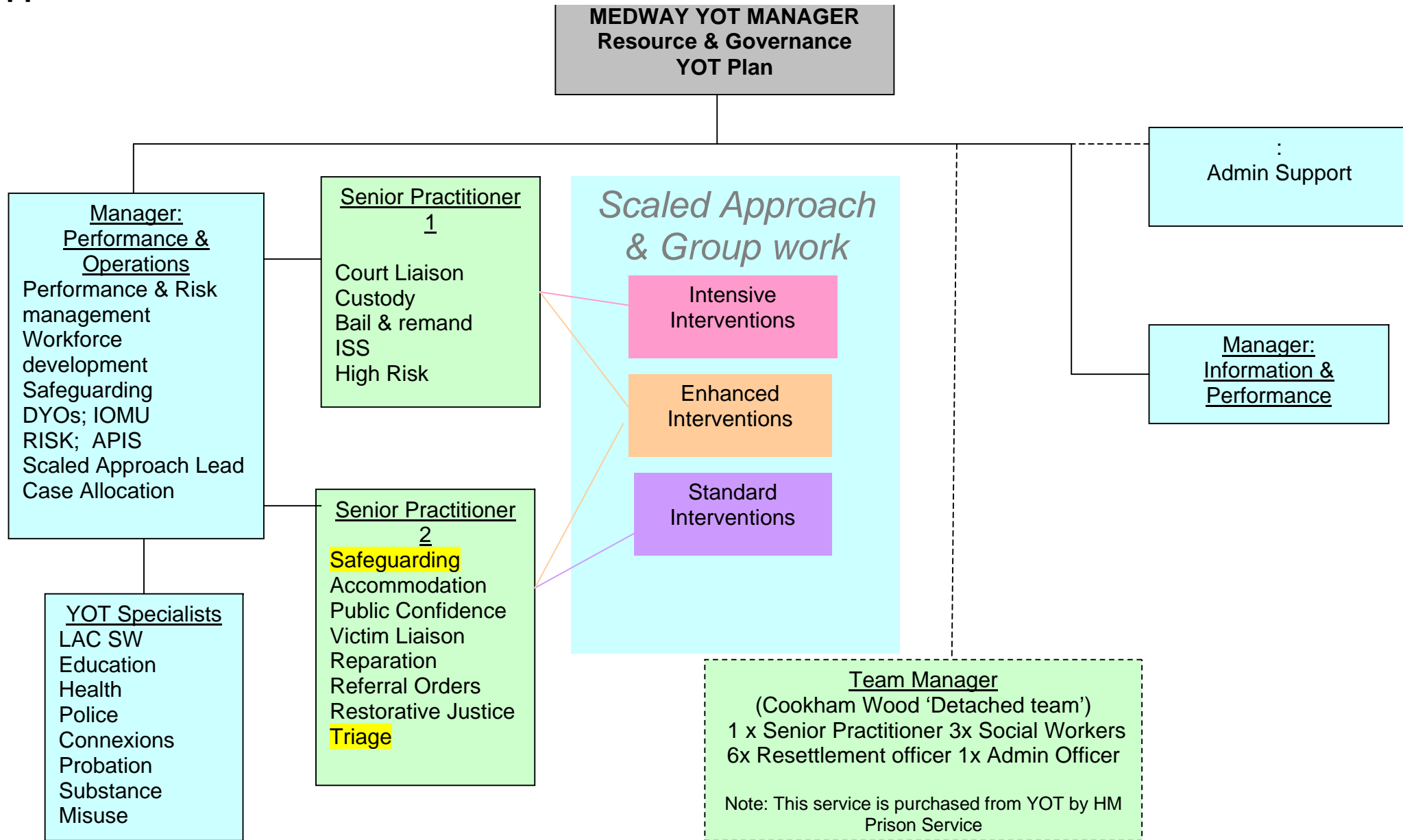
Priority 5: Promote effective business change in response to the changing Youth Justice landscape
Outcome: Young people continue to receive services that are to a high standard and the statutory obligations of the YOT continue to be discharged

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

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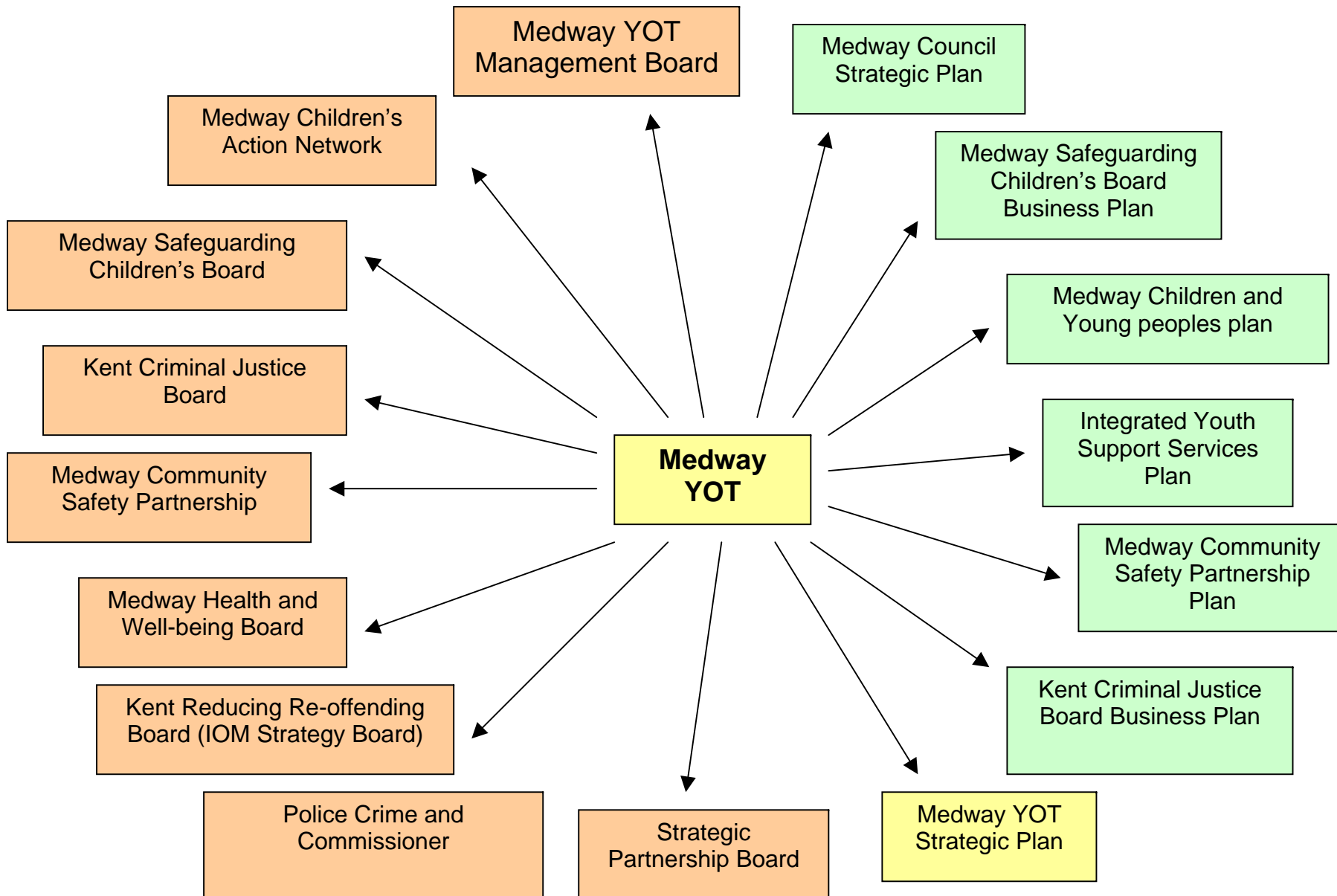
Appendix 1

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, DY0 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)

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 Reviewed November 2013.	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 <i>age</i>?	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

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

Planning ahead: Reminders for the next review		
Date of next review	May 2014	
Areas to check at next review (e.g. new census information, new legislation due)		
Is there <i>another</i> group (e.g. new communities) that is relevant and ought to be considered next time?		
Signed (completing officer/service manager)	Date	
Signed (service manager/Assistant Director)	Date	