

CABINET

16 DECEMBER 2014

YOUTH JUSTICE PLAN (POLICY FRAMEWORK)

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

Report from: Barbara Peacock, Director of Children and Adults Services

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Summary

This report outlines the Medway Youth Justice Plan Re-draft 2014-2016, which has been developed following discussions and consultations with partner agencies via the Youth Offending Team (YOT) Management Board and the requirements by the Youth Justice Board to submit a costed plan in respect of the Effective Practice Grant to the Youth Offending Team.

1. Budget and Policy Framework

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

2. Background

- 2.1 A Youth Justice Plan is required under the provisions of the Crime & Disorder Act 1998. The Youth Justice Plan is a strategic plan, which is required to be approved by Medway Council prior to formal submission to the Youth Justice Board.

3. Options

- 3.1 A range of options may need to be developed to ensure that the statutory functions of the YOT are able to be safeguarded or in worse case scenario prioritised to align the work of the YOT to the resources that are available if there is a significant reduction in YOT resources from any current funder. However, until there is clarity in the YOT partnership funding awarded in future years, it is not possible to precisely define the level of YOT services to be provided. Whilst ensuring that we continue to meet statutory standards, the service will be adjusted to match future funding levels Background

planning for this eventuality is underway and will become more focussed as clarity around financial support to the YOT is known.

4. Advice and analysis

- 4.1 The Youth Justice Plan is a delivery vehicle to sustain the ongoing improvements made by the YOT partnership over recent years. The plan supports key objectives within the following plans:
- Medway Council Strategic Plan
 - Medway Safeguarding Children's Board Business Plan
 - Medway Children & Young People's Plan
 - Integrated Youth Support Services Plan
 - Medway Community Safety Partnership Plan
 - Kent Criminal Justice Board Business Plan
 - Kent and Medway Reducing Reoffending Board Plan
- 4.2 The most recent Diversity Impact Assessment for the YOT is attached to this document. Appendix B (September 2014)
- 4.3 Sustainability - the resources to deliver the Youth Justice Plan have been identified within the current budget for the YOT and agreed by the YOT partnership agencies. However priority 5 of the delivery plan sets out possible responses to evolving Youth Justice landscape including possible resource reductions. .

5. Risk management

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

Risk	Description	Action to avoid or mitigate risk	Risk rating
1. Reduction in YOT resources, from one or more of the YOT partners or contributors.	Further reductions to the YOT budget from partner agencies cannot be ruled out for the period 2015-16 and must be considered highly likely. Identified threats include changes to the allocation of the Youth Justice Board (YJB) grant. Uncertainty around the level of local authority support for the YOT and known reductions to the support offered by the Police and Crime Commissioner. There are also changes due to take place during the life of the plan in respect of support from the National Probation Service that will impact upon staffing levels but may result in a cash grant which has not been forthcoming for several years.	While remaining a significant threat, plans are being kept under review to ensure that the statutory core functions can be maintained at the cost of discretionary or low risk activities or functions. There is already a contingency plan in place to review staffing levels if required, which includes not renewing some temporary contracts if required.	B/2
2. Unexpected Impact of the YOT move and new flexible working arrangements not fully working, loss of staff morale and or extra costs associated with multiple supervision locations.	These impacts include a requirement to pay rental both for the Strood YOT base and for the use of out stations to meet and interact with clients. The amount of time practitioners spend travelling between bases and the impact that this has on their work is being reviewed against the assumptions developed to support the change of service location(s).	Review policy of using multiple locations and investigate possibilities of conducting more activity at Strood or from a reduced number of satellite bases.	C/2

Risk	Description	Action to avoid or mitigate risk	Risk rating
3. Failure to achieve expected ISS savings and or break up of Partnership with Kent YOS. Possible loss of confidence in ISS by Youth Bench.	Discussions have still not been concluded with our current ISS partner in respect of re configuring the project to achieve the required level of savings. As a result viable alternatives for ISS have not yet been developed.	Develop contingency plans to widen cooperation with the Youth Service to provide a reduced ISS service. Attempt to mainstream service into YOT supervision functions and specialists roles within the team.	B/2
4. Overstretch of prevention and triage resources due to competing and expanding demands such as transfer in of cases and or a reduction of funding.	Priority will always have to be given to statutory orders whether made in our own court or transferred in. Due to the relatively new nature of out of court disposals and the undefined picture in respect of YOT prevention work there is currently no clear understanding of the full resource implications.	Consider options for signposting to other agencies such as “Early Help” to reduce pressures and where appropriate to do so. Review current structure of the team in respect of capacity, skills and qualifications.	C/2
5. Failure to achieve expected transfer of Junior Attendance Centre (JAC) to YOT control or unexpected costs of transfer.	There is a risk that the legal transfer maybe delayed due to government processes. There maybe unforeseen resource implications that have not been fully calculated by the Ministry of Justice that may fall upon the YOT.	Explore ways of continuing to work with the JAC under whatever management and control is in place. To ensure that we achieve the best outcomes for Medway young people. If funding is less than expected, then savings will be implemented to protect the statutory element of the work. There is some scope for savings both on premises and sessional staffing costs within existing budgets.	D/2

Risk	Description	Action to avoid or mitigate risk	Risk rating
6. High levels of non-compliance in respect of both reparation and unpaid work with statutory orders by young people.	Young people are extremely unpredictable in respect of complying with the full range of requirements within their orders. There can be considerable amounts of work associated with the consequences of non compliance however failure to achieve this can impact on inspection outcomes.	Conduct review of reparation projects, locations social benefit and the management of them. Explore other ways in delivering unpaid work and reparation.	D/2
7. Failure of restorative approach, due to either none compliance by participants or lack of staff commitment to processes.	While the team has received extensive training in delivering a restorative justice (RJ) approach there is still considerable work to be done in order to increase victim participation and for all staff members to evidence an appropriate level of commitment to the approach.	Review current RJ procedures and staff training. Explore mode and procedures that are in use in other areas.	D/2
8. Loss of key staff and a failure to secure timely replacements, impacts upon ability to deliver YOT services and objectives.	The continuing restrictions on Practitioner salary levels are creating a situation of "churn" whereby skilled and experienced staff seek to increase their remuneration elsewhere however it is not always possible to replace like with like within acceptable timescales.	Monitor staff vacancies and take appropriate action for early replacements. Develop contingencies such as re-distribution of caseloads, use of temporary or agency staff.	C/2

6. Consultation

- 6.1 The updated Youth Justice Plan has been circulated to partner organisations and was discussed and endorsed at the meeting of the YOT Management Board held on 18 June 2014.
- 6.2 The Children and Young People Overview and Scrutiny Committee will consider this report on 9 December 2014 and its comments will be reported to Cabinet in an addendum report.

7. Financial implications

- 7.1 There are on going possible financial implications arising from the adoption of this plan in respect of the changes to transfer of Junior Attendance Centre to the direct control of the Local Authority and possible failure to achieve predicted savings.

- 7.2 The YOT budget comprises a number of elements. The contribution from Medway Council, which will not be clarified for some weeks, the Youth Justice Grant, from the Youth Justice Board, not usually notified until March. There were no cuts made in the present year, but there had been reductions made for the previous three years. The situation for 2015-16 is difficult to judge at this point. The Police & Crime Commissioner has committed funding for the YOT for at least the next two years, however this is based on a year on year reduction of 5%. The contribution from HMPS is based on a direct recharge for providing services to HMYOI Cookham Wood under a service level agreement and is not therefore regarded as a financial risk at this time. Over the past four years the YOT budget has seen reductions of 43%, which have come from all contributors. As indicated in the risk assessment above, reductions in partner funding must be addressed by equivalent reductions in the YOT spending, but in doing so ensuring that we still provide services to statutory standards.
- 7.3 It is planned to take responsibility for the Medway Junior Attendance on 1 April 2015 from the Ministry of Justice. Full funding for the centre, which operates only part time, has been agreed by the Ministry Of Justice and insisted upon the Department of Communities & local government. This funding is long term and ring fenced for the first two years. There is some limited risk here if the funding promises are not maintained. We have received provisional figures for the transfer at this stage, but are awaiting the final confirmed figure, which includes allowances for other costs incurred by the local authority. The risks associated with both grant reductions and the transfer of the Junior Attendance Centre are addressed in section five above – the service will be adjusted and matched to the funding that is transferred.
- 7.4 The outturn forecast for the current financial year shows a projected overspend of approximately £43,000. This arises mainly from additional premises costs associated with the relocation of the service to the new Strood YOT location. Despite these additional costs, concerted efforts are being pursued to ensure the service achieves a balanced budget position at the end of the year. This involves advancing and implementing some of the contingency plans outlined in the risk assessment above.

8. Legal implications

8.1 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.

8.2 The decision to approve the Youth Justice Plan is a decision for Council by virtue of Schedule 3 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000.

8.3 In considering and approving the Youth Justice Plan, Council is discharging a public function and must therefore have regard to the need to eliminate discrimination, advance equality, and foster good relations between people with a protected characteristic (pregnancy and maternity, age discrimination, disability, gender reassignment, marriage and civil partnerships, race, religion or belief, sex and sexual orientation) and those who do not share it. Section 149 Equality Act 2010 requires that these matters must form an integral part of Council’s decision making. For that reason, a DIA has been appended to this report to provide information about the impact of the draft Plan for people with protected characteristics.

9. Recommendation

9.1 The Cabinet is asked to consider the comments of the Children and Young People Overview and Scrutiny Committee and recommend approval of the Medway Youth Justice Plan, as set out at Appendix A, to Full Council.

10. Suggested reasons for decision

10.1 The Medway Strategic Youth Justice Plan has been refreshed and will need to be reviewed by overview and scrutiny committee and Cabinet. There have been consultations with key partners and the adoption of a refreshed plan seeks to address the underlying local causes of youth crime.

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Appendices

- A) Youth Justice Plan 2014/2016
- B) Diversity Impact Assessment

Background papers

Statistical view of the Medway YOT year



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**MEDWAY
YOUTH OFFENDING

STRATEGIC PLAN
2014-2016**

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Introduction

This document sets out our aims and objectives for the period April 2014 to March 2016 in relation to working with young people who offend or who are at risk of offending. As the plan covers a two year period a refresh will be carried out during 2015 to update data sets and review priorities and targets. In December 2013 the YOT was the subject of a Short Screening Inspection by HMIP, which concluded that the YOT was operating above average in three of the four areas of performance and continued to develop and build on the full inspection of 2011.

Medway has seen a continuing 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 and also the provisions of the LASPO (Legal Aid Sentencing and Punishment of Offenders) Act. This legislation has also led to significant reductions in both custodial sentences and remands, with Medway having its lowest level ever of custodial outcomes. The plan takes into account the continuing evolving environment in which the Youth Offending Service now operate within as a result of the reduction of central government targets and what is now a hands off approach by the Youth Justice Board who now have a policy of local determination and providing support rather than regulation.

Despite the fact that there was no reduction in grant in 2014/15, the future level of financial support from the YJB remains a concern and what conditions may be imposed in respect of continuing support. Other principal funders such as Medway Council and the Kent Police & Crime Commissioner (PCC) have both made reductions to the levels of funding for this year, however in the case of the PCC there is a commitment to fund at set levels for the next three years.

The current Youth Justice planning context now allows for both targets and priorities for youth offending to be determined locally so that they reflect the objectives of both the Medway YOT Management Board and wider YOT partnership.

We recognise that whilst the primary function of the Medway Youth Offending Service is to prevent youth offending and reduce the impact of youth crime upon our community, another major 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 continuing outcomes of legislative changes and new working arrangements being developed within the YOT, including the move to new premises and adopting a new area based approach to client supervision. The team is also moving towards a restorative justice model of delivering services that puts the views and needs of victims at the heart of our work. Delivering value for money, achieving the best outcomes for young people, their families and victims of crime remains our overarching priorities for the service.

The current plan continues to build on the successes of the previous plan, which has seen rising levels of performance in respect of:

- Reducing offending rates.
- Reducing the use of custody for remands or sentencing.
- Maintaining high levels of young people in Education, Training or Employment.
- Ensuring that young people are provided with suitable accommodation while serving community sentences or returning to the community from custody.

National Context

“The 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 an out of court disposal
- or is charged to appear in court

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 established and are supported by the National Youth Justice Board.

The role of the Youth Justice Board is 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 are also committed to supporting 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.

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

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 Cookham Wood Young Offenders Institution (YOI), with the aim of providing a comprehensive resettlement service.

Partnership Agencies

- Medway Council (Children's Social Care, Youth Service and Education)
- Kent Police
- National Probation Service
- Community Rehabilitation Company (Kent, Surrey & Sussex)
- Medway Youth Trust (Connexions Service)
- Open Road (addictions service)
- Medway Community Health Care
- 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.

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 support is provided via a Family Functional Therapy practitioner who works within the YOT and also supports Medway Action for Families (MAfF). The YOT also has its own dedicated worker as part of the MAfF programme.

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 Service Management Board is in place which is made up of Senior Managers and officers from across the partnership agencies. The board formally meet four times a year and is chaired by the Chief Executive of Medway Council. Current representation on the YOT Management Board Includes:

- Assistant Director, Inclusion and Educational Improvement Medway Council
- Assistant Director, Children's Social Care 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
- Deputy Governor, YOI Cookham Wood
- Chief Inspector, Kent Police
- Chair, North Kent Youth Bench
- Senior Probation Officer, National Probation Service

- Director for Kent, Community Rehabilitation Company
- 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 now sit with the Medway Health and Well-being Board, at which the Director of Children Services has agreed to act as the YOT champion.

Population by bespoke broad age band mid-2012

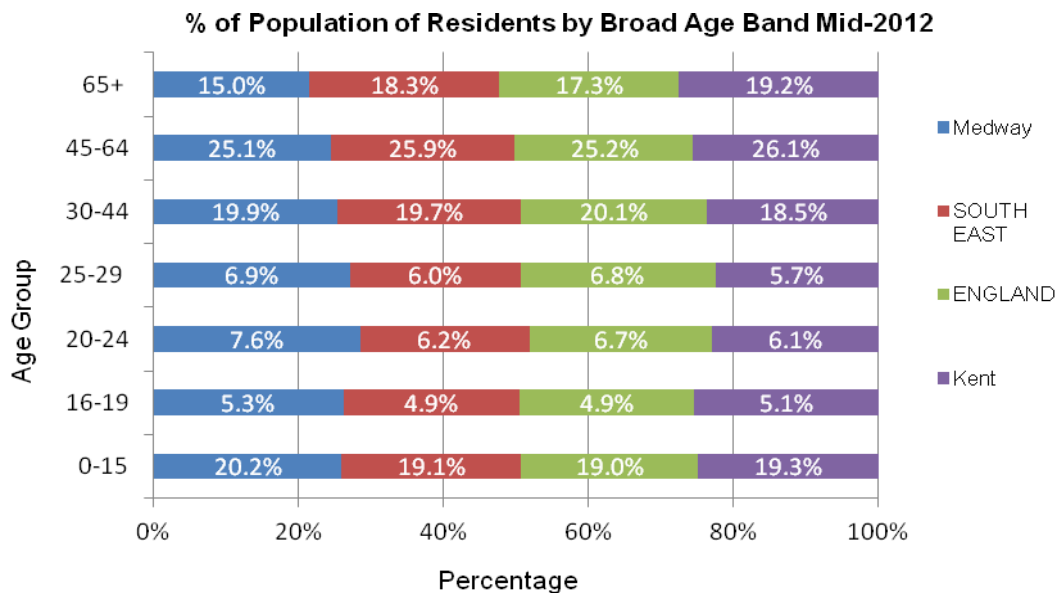
NAME	ALL AGES	0-15	16-19	20-24	25-29	30-44	45-64	65+
Medway	271,105	54,656	14,375	20,542	18,776	54,032	68,155	40,569
SOUTH EAST	8,792,626	1,676,085	429,108	542,626	526,253	1,734,119	2,279,251	1,605,184
ENGLAND	53,865,817	10,209,238	2,623,956	3,603,738	3,685,332	10,841,092	13,597,282	9,305,179
Kent	1,493,512	287,668	76,380	90,700	85,537	276,455	390,462	286,310

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. ²

The chart below shows the percentage of resident population by broad age band using mid-2012 population estimates. ³

² Source: Mid-2012 Population Estimates for 2012 Wards in England and Wales from the Office of National Statistics: Crown Copyright

³ Office of National Statistics: Local profiles, April 2012



Age Breakdown of Medway's children and young people:

Age Group	2011 Population	% of Total 0 - 19	2012 Population	% of Total 0 - 19	% Change from 2011
Age 0 - 4	17,284	25%	17,822	26%	+1%
Age 5 - 9	16,136	23%	16,441	24%	0%
Age 10 - 14	16,677	24%	16,456	24%	0%
Age 15 - 19	18,858	27%	18,274	26%	-1%
Total	68,955	100%	68,993	100%	+38

Ward level Population – Young People

The table's below shows the distribution of Medway's 0-19 year olds. The table on the following page also shows if the youth population has increased or decreased in 2012 since the 2011 population estimates. The greatest number of children and young people live in the wards are shown below: ⁴

Greatest Medway population of 0 - 19 year olds 2012

Medway Ward	0-19 Total (2012 Count)
Chatham Central	4987
Gillingham North	5470

⁴ 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>

Gillingham South	4715
Luton and Wayfield	4141
Strood South	4239

**Smallest Medway population of
0 - 19 year olds 2012**

Medway Ward	0-19 Total (2012 Count)
Cuxton and Halling	1318
Hempstead and Wigmore	1715
Rainham North	1934

Medway Population Aged 0 - 19 years (2011-2012)

The table below shows the % change of Medway's population, by ward, of young people aged 0 – 19 years old between 2011 & 2012, showing whether there has been an increased (indicated by a Green arrow pointing upwards). Or decrease slightly by point 2 of a decimal percentage point (indicated by a yellow arrow pointing right). Or if there is a significant decrease by a point 1 decimal percentage point (indicated by a red arrow pointing downwards).

Medway Ward	0-19 Total (2012 Count)	% of 0-19 Population by Ward	0-19 Total (2011 Count)	% of 0-19 Population by Ward	% Change from 2011
Chatham Central	4987	7.23%	4838	7.02%	-0.21%
Cuxton and Halling	1318	1.91%	1334	1.93%	0.02%
Gillingham North	5470	7.93%	5532	8.02%	0.09%
Gillingham South	4715	6.83%	4666	6.77%	-0.07%
Hempstead and Wigmore	1715	2.49%	1757	2.55%	0.06%
Lordswood and Capstone	2255	3.27%	2277	3.30%	0.03%
Luton and Wayfield	4141	6.00%	4082	5.92%	-0.08%
Peninsula	3238	4.69%	3209	4.65%	-0.04%
Princes Park	3007	4.36%	3044	4.41%	0.06%
Rainham Central	2671	3.87%	2699	3.91%	0.04%
Rainham North	1934	2.80%	1939	2.81%	0.01%
Rainham South	3295	4.78%	3338	4.84%	0.06%
River	2486	3.60%	2392	3.47%	-0.13%
Rochester East	2671	3.87%	2677	3.88%	0.01%
Rochester South and Horsted	3014	4.37%	3091	4.48%	0.11%
Rochester West	2662	3.86%	2666	3.87%	0.01%
Strood North	3519	5.10%	3560	5.16%	0.06%
Strood Rural	3625	5.25%	3583	5.20%	-0.06%
Strood South	4239	6.14%	4148	6.02%	-0.13%
Twydall	3348	4.85%	3351	4.86%	0.01%
Walderslade	2437	3.53%	2461	3.57%	0.04%
Watling	2246	3.26%	2311	3.35%	0.10%
Totals	68993	-	68955	-	38

Overall, the population of 0 – 19 year olds in Medway have increased up to 68,993 in 2012 compared to the 2011 count of 68,955.

⁵ 2011 Ward Population Estimates for England and Wales, mid-2011 & mid-2012 (experimental statistics); based on the results of the 2011 Census

Website Link: <http://www.ons.gov.uk/ons/rel/sape/ward-mid-year-pop-est-eng-wales-exp/mid-2012/index.html>

;

According to the Pupil Level Annual School Census (PLASC) Spring 2013, 84.5% of pupils on the school roll in Medway are 'White', down from 85.2% when compared to 2012. See tables below for a full breakdown:

The largest minority ethnic group of pupils on the school roll in Medway is 'Mixed / Dual Background', comprising 5.1% in 2013, up slightly from 4.9% in 2012.

ETHNICITY	Jan-12		Jan-13		% Difference
	Total	% of total	Total	% of total	
White	36102	85.2%	36132	84.5%	-0.6%
Asian or Asian British	1956	4.6%	2044	4.8%	0.2%
Black or Black British	1458	3.4%	1615	3.8%	0.3%
Chinese	127	0.3%	129	0.3%	0.0%
Mixed / Dual Background	2096	4.9%	2195	5.1%	0.2%
Any Other Ethnic Group	311	0.7%	294	0.7%	0.0%
Information Not Obtained	344	0.8%	330	0.8%	0.0%
Grand Total	42394	-	42739	-	-

Languages

The table below shows the most widely spoken language other than English using school census (PLASC) information collected in Jan 2013 and reflects the changing pattern of movement into the Medway area.

The table below shows the most widely spoken languages in schools after English ⁵, which includes the same set of languages for the last 3 years:

	2008	2009	2010	2011	2012	2013
Number of languages spoken	111	127	131	141	145	148
3 most widely spoken Languages	Punjabi Bengali Urdu	Punjabi Bengali Yoruba	Punjabi Bengali Slovak	Punjabi Slovak Polish	Punjabi Slovak Polish	Punjabi Slovak Polish

⁵ Data source: Pupil Level Annual School Census Jan 2013, Management Information Team. Records where pupils do not reside in Medway have been excluded

The Index of Deprivation

The next updated Index of Deprivation is due to be published in 2015 by The Department for Communities and Local Government. The most recent figures and information are used for this plan subject to be updated in the next YOT Plan Refresh in 2015 once DCLG publish their report.

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.⁶

In England, people living in the poorest neighbourhoods will, on average die seven years earlier than people living in the richest neighbourhood.⁷ At ward level within

⁶ Source: Index of Deprivation 2010 - Medway Wards June 2011. Development Plans and research, information reformatted by the Research and Information Team

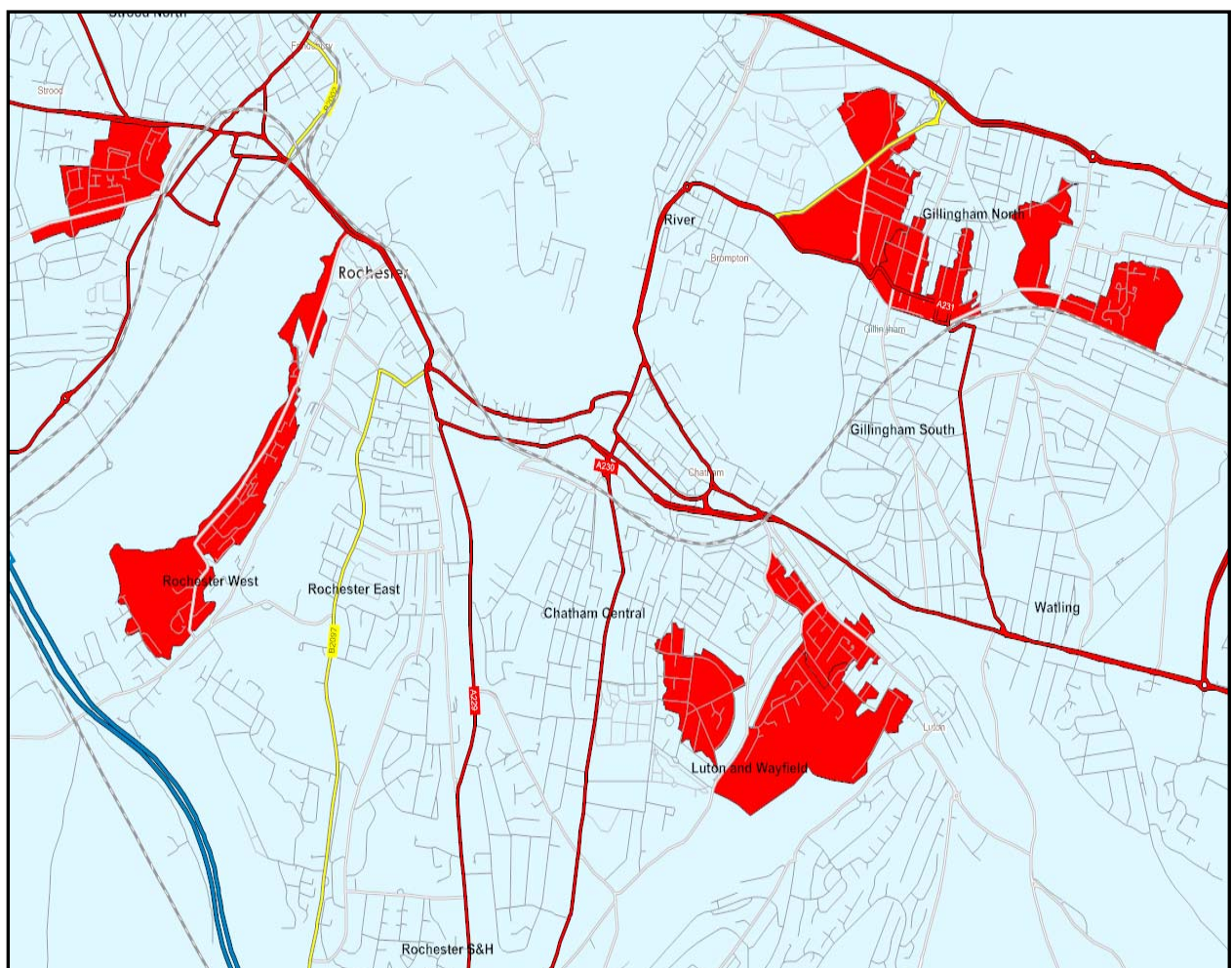
⁷ The Marmot Review 2010

Medway the gap in life expectancy is 6.6 years, but this is well below that seen in some big cities.⁸

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.⁹ The map below shows the eight SOAs within Medway, which are in the bottom 10% nationally in terms of child poverty.¹⁰



⁸ 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.

⁹ Research, Plan and Review Team, Index of Deprivation 2010, May 2010 information sheet.

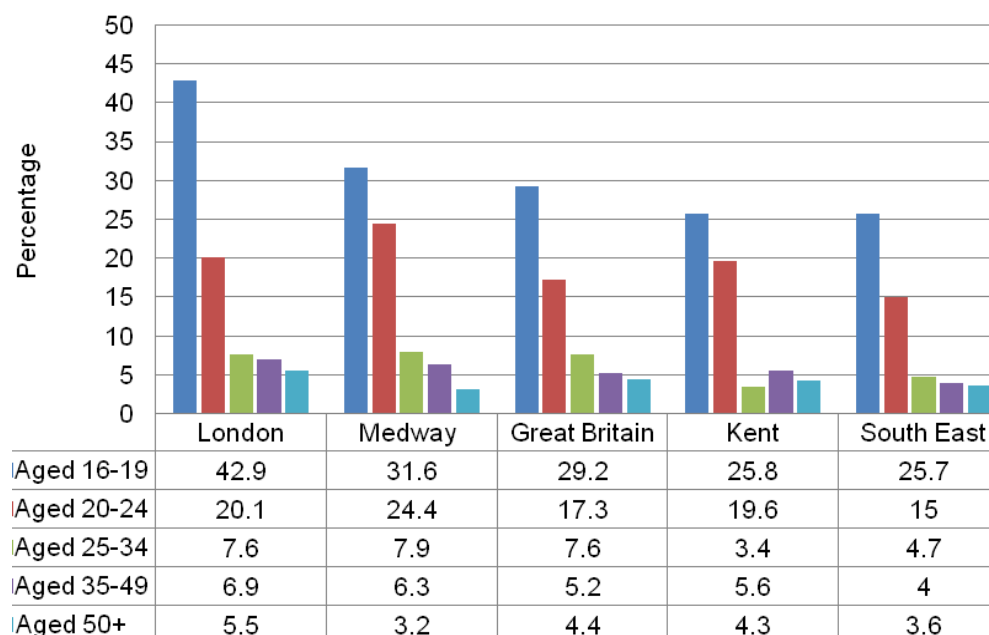
¹⁰ IMD 2010, super output level - Map produced by Research and Information Team using CACI Insight

Employment

The age group 16 to 19 year olds in the general population accounted for 31.6% 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 (7.6%) and those aged 35 to 49 years (6.3%) living in Medway.

Within the unemployment population the highest rate is among the 16 – 19 age group within London at 42.9%. Medway's rate of unemployment for those aged 16 to 19 years is greater than the Kent, South East region and National averages, but below the London rate for this age group.¹¹

% of Unemployment by Area & Age Group (2012-13)



Source: Annual Population Survey, NOMIS, ONS (April 2012 – March 2013)

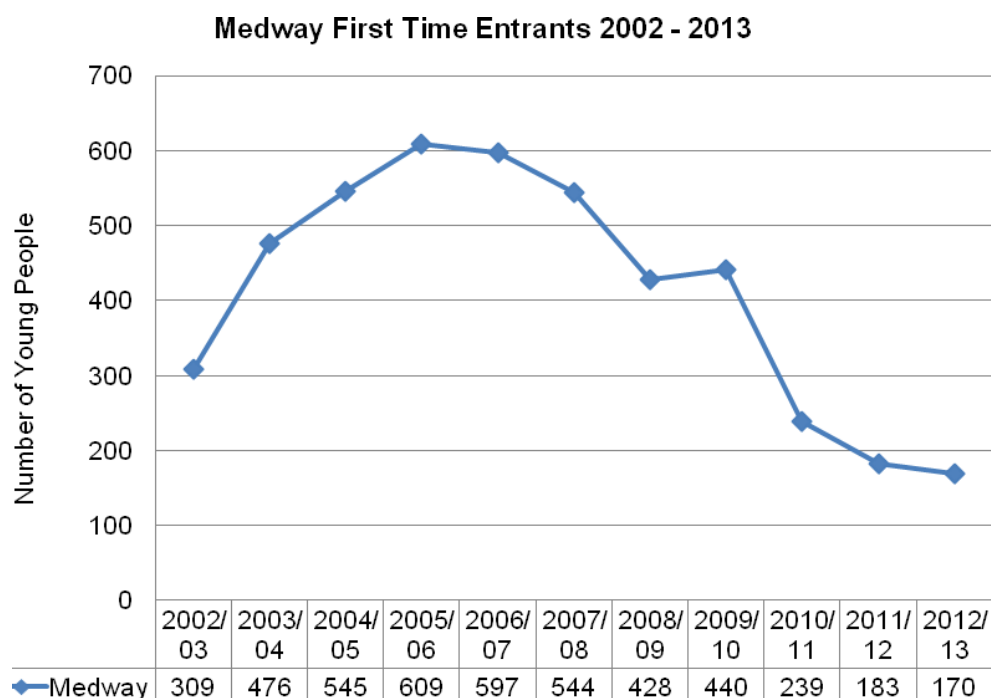
However through working in partnership across Medway, the proportion of YOT clients who are classed as not in Education, Employment or Training (NEET) has continued to reduce over time. The figures for 2012-13 show that 73% of post 16 YOT clients (over the school leaving age) were at the end of their order in Education, Employment or Training.

¹¹ Office of National Statistics: Local profiles, April 2012

Youth Crime in Medway

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, 2002/03 - 2012/13. ¹²

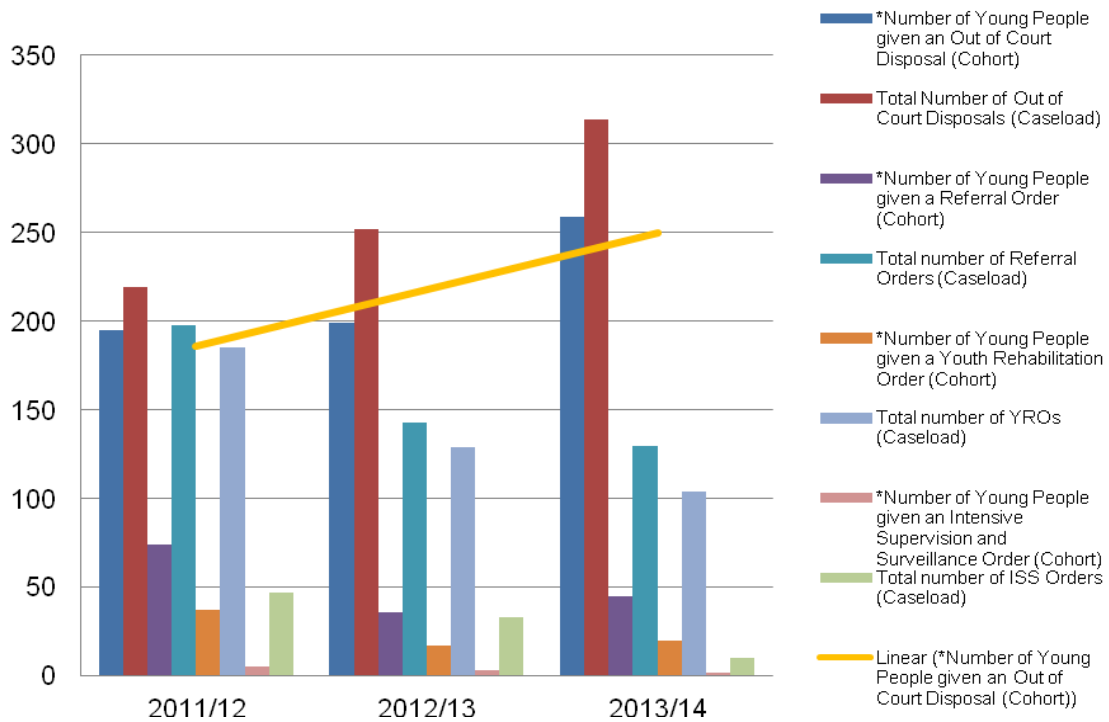


Since 2005 Medway has seen a rapid decline in the number of young people aged 10 – 17 years receiving their first reprimand, warning or conviction, with the exception of a spike in 2009/2010, as shown in the graph above.

Although, there has been a reduction in FTE, with the introduction of the LASPO Act (Legal Aid, Sentencing and Punishment of Offenders Act 2012) Medway YOT has seen a shift in terms of caseload where the YOT has seen a decrease of court outcome by a significant increase in our out of court outcome. As illustrated the graph on next page, which shows the number of out of court outcomes in 2012/13 compared to 2013/14.

¹² Source: Youth Justice Website - <http://www.justice.gov.uk/statistics/criminal-justice/criminal-justice-statistics>

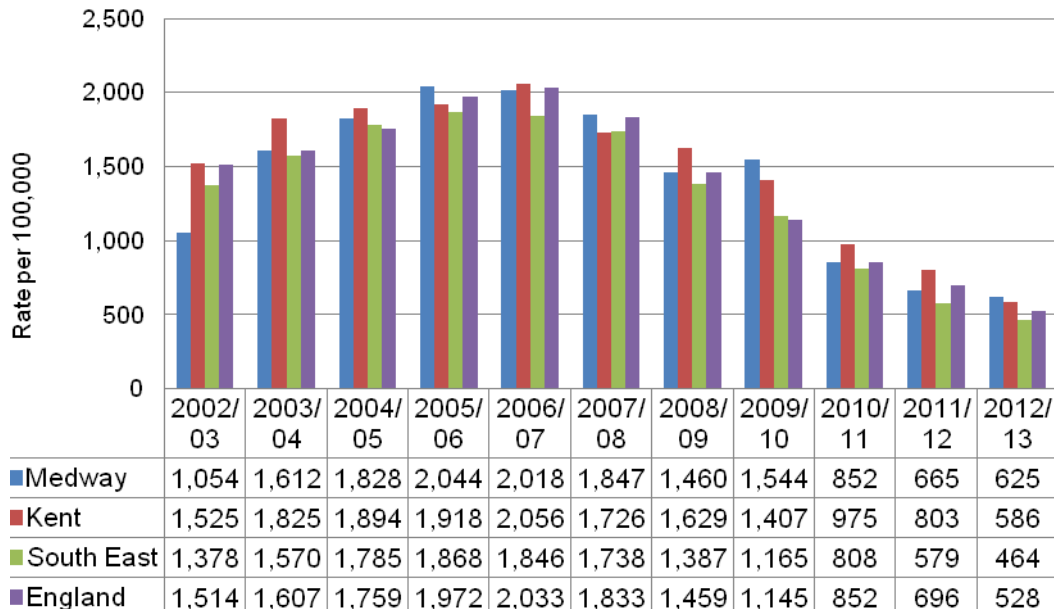
Medway YOT Client Outcomes Type by Year (Medway Strategic Assessment)



First Time Entrants Comparison 2002 - 2013

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 (at the rate per 100,000).¹³

First Time Entrants Comparison 2002 - 2013



Offending by children who have been looked after continuously for at least twelve months, 2013.¹⁴

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

	Number of children looked after at 31 March who had been looked after for at least 12 months ²	Number of looked after children aged 10 or older at 31 March ³	Looked after children aged 10 and above	
			Number convicted or subject to a final warning or reprimand during the year ⁴	Percentage convicted or subject to a final warning or reprimand during the year
Bracknell Forest	75	50	x	x
Brighton and Hove	335	220	10	4.5
Buckinghamshire	295	185	10	4.4
East Sussex	445	280	15	5.7
Hampshire	765	520	45	8.5
Isle of Wight	105	80	25	29.5
Kent	1,190	745	65	8.8
Medway	295	150	10	6.7
Milton Keynes	190	115	5	5.2
Oxfordshire	255	190	5	3.6
Portsmouth	205	125	10	8.7
Reading	165	95	x	x
Slough	115	65	x	x
Southampton	300	145	15	11.9
Surrey	550	385	25	6.0
West Berkshire	95	65	10	15.6
West Sussex	465	335	30	9.3
Windsor and Maidenhead	65	40	x	x
Wokingham	45	35	0	0.0
SOUTH EAST	5,960	3,820	290	7.6

During 2013, 6.7% of children aged 10 years or older that had been looked after by Medway Council as at 31st March 2013 for at least 12 months had been subjected to a final warning or reprimanded. This compared to the South East 7.6% and nationally 6.2%.

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.

¹⁴ DfE Data via GOV.UK - <https://www.gov.uk/government/statistics/outcomes-for-children-looked-after-by-las-in-england>

Type of Offences

The table shows offences committed by young people living in Medway that resulted in court outcomes during 2012/13, which has also been broken down into age and by gender. ¹⁵

Offences resulting in a disposal 2012/13	Age				Gender			TOTAL
	10 - 14	15	16	17+	Female	Male	Not Known	
Arson	0	1	0	0	0	1	0	1
Breach Of Bail	4	1	1	9	3	12	0	15
Breach Of Conditional Discharge	0	0	1	1	0	2	0	2
Breach Of Statutory Order	3	4	7	17	6	25	0	31
Criminal Damage	15	7	6	10	10	28	0	38
Death Or Injury By Dangerous Driving	0	0	0	0	0	0	0	0
Domestic Burglary	1	1	2	8	2	10	0	12
Drugs	2	3	9	12	0	26	0	26
Fraud And Forgery	0	1	0	3	1	3	0	4
Motoring Offences	7	8	7	19	5	36	0	41
Non Domestic Burglary	1	1	0	3	0	5	0	5
Other	4	0	2	8	5	9	0	14
Public Order	3	4	6	7	4	16	0	20
Racially Aggravated	0	0	1	0	0	1	0	1
Robbery	1	2	2	3	1	7	0	8
Sexual Offences	1	1	2	2	0	6	0	6
Theft And Handling Stolen Goods	31	25	36	42	38	96	0	134
Vehicle Theft / Unauthorised Taking	5	6	4	6	1	20	0	21
Violence Against The Person	36	24	26	30	35	81	0	116
TOTAL	114	89	112	180	111	384	0	495

Medway Offence Comparison between 2012 - 2013

Year	Total Offences
2011/12	517
2012/13	495
Reduction	-22
% of Reduction	-4.2%

¹⁵ 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 2012/13 aged 10 to 17 years received a custodial sentence in the South East area.¹⁶

YOT	Custodial Sentences	10-17 Population 2011	Rate per 1.000 of 10-17 population
Bracknell Forest	0	11,658	-
Brighton and Hove	12	21,215	0.57
Buckinghamshire	12	52,259	0.23
East Sussex	6	48,636	0.12
Hampshire	29	126,968	0.23
Isle of Wight	9	12,682	0.71
Kent	45	146,592	0.31
Medway	17	27,139	0.63
Milton Keynes	18	25,121	0.72
Oxfordshire	8	59,796	0.13
Portsmouth	24	17,299	1.39
Reading	6	12,725	0.47
Slough	11	14,450	0.76
Southampton	28	18,706	1.50
Surrey	16	108,210	0.15
West Berkshire	1	15,961	0.06
West Sussex	11	73,343	0.15
Windsor and Maidenhead	3	14,614	0.21
Wokingham	3	15,706	0.19
TOTAL	259	823,080	0.31

Note: in 2013/14 there were only 12 young offenders that received a custodial sentence.

¹⁶ *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 2012/13¹⁷

Regional Disposals 2012/13	Age				Gender			TOTAL
	10 - 14	15	16	17+	Female	Male	Not Known	
Medway								
Pre-court								
Reprimand	33	24	14	11	24	58	0	82
Final Warning	17	14	14	15	15	45	0	60
Conditional Caution	0	0	0	0	0	0	0	0
First-tier								
Absolute Discharge	0	0	0	1	0	1	0	1
Bind Over	0	1	0	1	1	1	0	2
Compensation Order	4	5	11	7	6	21	0	27
Conditional Discharge	1	1	6	8	3	13	0	16
Fine	0	1	4	11	2	14	0	16
Referral Order	14	18	15	20	14	53	0	67
Reparation Order	1	0	0	1	0	2	0	2
Sentence Deferred	0	0	0	0	0	0	0	0
Community								
Youth Rehabilitation Order	9	8	19	32	12	56	0	68
Youth Default Order	0	0	0	0	0	0	0	0
Custody								
Detention and Training Order	0	2	3	12	2	15	0	17
Section 226 (Life)	0	0	0	0	0	0	0	0
Section 226 (Public Protection)	0	0	0	0	0	0	0	0
Section 226b (*)	0	0	0	0	0	0	0	0
Section 90-92 Detention	0	0	0	0	0	0	0	0
Section 228	0	0	0	0	0	0	0	0
TOTAL	79	74	86	119	79	279	0	358

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.

¹⁷ Source: Youth Justice Statistics Regional Data (Disposals by Region) - <https://www.gov.uk/government/publications/youth-justice-statistics>

Re-offending

The graph below shows the youth re-offending for Medway against Statistical Neighbours, which uses data from the Police National Computer and published by The Youth Justice Board. The 12 month re-offending rate for the 1st October 2011 to 30th September 2012 cohort is presented. The cohort consists of all young people who received a pre-court or court disposal or were released from custody in that date range.



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 reported on a quarterly.

The table below shows Medway YOT's quarterly performance for 2013/14

Quarterly Monitoring Indicators	Target	Due Date	Responsibility	2010-11	2011-12	2012-13	Q1	Q2	Q3	Q4	YTD Prediction	RAG
By use of 'Triage' system, reduction in First Time Entrants into Youth Justice Systems (NI111) - <i>(Medway YOT Digest 3.1 Indicator)</i>	5% (<275 young people / rate per 100k <993)	31st March 2014	IPS Manager	217	167	165	37	50	40	43	170	Green
Percentage of re-offending by use of those who have accessed 'Triage' system. <i>(Medway YOT Digest 4.6 Indicator)</i>	<50%	31st March 2014	IPS Manager	Figure not found!	1%	11%	11%	17%	13%	10%	13%	Green
% of YOT cohort that re-offend within 6 months of completing their intervention. <i>(Medway YOT Digest 4.5 Indicator)</i>	<50%	31st March 2014	YOT Manager	Figure not found!	27%	37%	41%	38%	50%	50%	45%	Green
NI45 Engaged in suitable education, training or employment (Pre 16s)	>95%	31st March 2014	YOT Manager	92%	95%	96%	100%	100%	100%	100%	100%	Green
NI45 Engaged in suitable educations, training or employment (Post 16s)	>70%	31st March 2014	YOT Manager	76%	81%	90%	67%	73%	75%	75%	73%	Green
NI46 Suitable Accommodation (%)..	>95%	31st March 2014	YOT Manager	94%	95%	98%	100%	88%	88%	94%	93%	Amber
3.2 Medway population of YP who receive a custodial sentence (YOT data)	<5.8%	tbc	tbc	tbc	tbc	tbc	4.4%	3.96%	1.68%	0%	2.5%	Green

RAG	STATUS	MEASURE
Red	Target Missed	Below 50% of target
Amber	At Risk of Missed Target	Above 50% of target but below target.
Green	Achieved	Target figure or beyond

NOTES: The % of YOT cohort that re-offend within 6 months of completing their intervention for Q4 reached 50%, this is due to having a very similar cohort to that of Q3 which has 'spilled over' into Q4 because of multiply outcomes these difficult cases received ending in Q3 as well as Q4.

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 170 young people in 2012/13.
- Medway's rate per 100,000 of 10 – 17 year olds receiving their first reprimand, warning or conviction (FTE) in 2012/13 is above the South East rate and Kent & England rate.
- During 2013, 6.7% of children who were aged 10 years or older that had been looked after by Medway Council as at 31st March during 2013 for at least 12 months had been subjected to a final warning or reprimand. This compares to the South East at 7.6% and nationally at 6.2% for the same period.
- Overall there were 358 offences committed by a young person that resulted in a court outcome during 2012/13. 77.9% of the crimes committed were by males. Young people aged between 16-17 years of age committed 57.2% of these crimes totalling 205 offences out of the year total of 358.
- During 2012/13, 17 children and young people in Medway received a custodial sentence, which is a rate of 0.63 per 1,000 (10 to 17 years olds). Medway's rate is above the Kent rate of 0.34; however the actual number of Kent's custodial sentences in this period was 45.

What the YOT are doing to improve both practice and performance

The YOT, with the support of the Youth Justice Board and Medway YOT Partnership continues to strive to improve its practice and performance across its full range of activities. The following areas are priorities for improvement during the life of the plan.

- **Restorative Justice**, the YOT has refocused itself to make restorative practices its principal approach to Youth Justice. All practitioners within the team have taken part in an intensive training programme. This is expected to improve outcomes for both victims and also young people through the application of restorative justice principals to improve both accountability and closure in respect of youth crime.
- **Changes to senior role**, a complete review is underway in respect of the current and future roles of Senior Practitioners within the YOT. A consultant has been engaged to review the current job profiles against the requirements necessary to meet the evolving future role of these posts in light of legislative and organisational change. One of these posts is expected to result in a Practice Manager role being created to oversee good professional practice across the YOT.
- **Child Protection (CP)**, this has been a major and continuing focus of the YOT. All practitioners have now received specialist CP training, which was designed to be relevant to Youth Justice Practice. New CP procedures have been developed and issued to the team. We will be actively seeking to replace the Social Worker seconded from the LAC team to the YOT after the successful end of the first agreed secondment period. This has made a major contribution towards raising awareness and understanding of thresholds for all YOT practitioners.
- **Medway Junior Attendance Centre**, this facility is planned to be transferred from Ministry of Justice control to Medway YOT during 2015. This represents an exciting opportunity to review current interventions offered and to develop bespoke arrangements that better support the needs of our local population to encourage and support reducing criminal activity across the full range of YOT Orders and activities.
- **Unpaid work and Reparation**, this has, since June of this year, transferred to YOT control, a review of how this is delivered to improve outcomes and recognition for educational achievement for participants is now underway and is seen as an important YOT resource for older offenders.
- **Office move implications for practice**, the move to smaller premises has involved a complete review of how and where YOT sees its clients. In future all supervisions will be conducted within the location where the young person lives rather than coming to the YOT central office. This has required revisions to YOT duty manger practices and how we support staff working away from the administrative base, as well as exploring new ways to improve engagement by young people.
- **Intensive Supervision & Surveillance (ISS)**, the YOT have been set a challenge to substantially reduce the costs associated with this very

successful alternative to custody, while also maintaining the reputation and integrity of the current scheme that is operated in partnership with Kent Youth Offending Service. Discussions are underway around how the partnership and the scheme can be maintained while also reducing costs to an affordable level given the decrease in YOT resources over the past four years. The ISS scheme is critical to maintaining low levels of remand or custody for Medway young people.

- **Functional Family Therapy (FFT)**, the YOT have invested in a half post to provide FFT to selected YOT families. Early evidence suggests that there have been some very encouraging outcomes for a number of those families, that has led to a direct reduction in offending levels and improved family cohesion.
- **Triage**, the changes brought about by the LAPSO Act has brought opportunities to develop new ways of working with our police colleagues to develop new and robust procedures for managing out of court disposals and preventing young people from progressing into the youth Justice system
- **Looked After Children and reduction in offending protocol**, this protocol which is due to go live in September 2014 is expected to greatly reduce the incidence of LAC appearing in the youth justice system, by offering alternative restorative approaches to dealing with minor offending by LAC, that if committed within a birth family situation would not normally involve the criminal justice system. Currently LAC are disproportional represented within the youth justice system.
- **Transitions to adult services**, work is continuing with partner agencies to ensure that there are planned and smooth transfers of young adults away from YOT and into adult services. This has taken on greater importance with the splitting of the old Probation Service into a smaller National Service and Community Rehabilitation Companies for the majority of adult offender's supervision. Medway is currently leading on this Kent wide work stream.
- **Custody**, Medway has seen its lowest level of custodial cases in recent history. However this in itself now presents challenges in ensuring that the body of knowledge and expertise required to ensure effective resettlement within the team is maintained. Medway is part of an active consortium (and chairs it) across the SE YOT's and the two local custodial units, to develop and maintain best practice in the area of resettlement.
- **Serious Case Review (SCR) recommendations**, there has been an ongoing review and implementation of the recommendations arising from the SCR resulting in a death in custody in January 2012. These recommendations are overseen by the Medway Safeguarding Children's Board. Further recommendations may arise as a result of the inquest outcome expected in late 2014 or early 2015.
- **Audit and Quality Assurance**, this continues to be an important area of our management processes. Improvements to procedures have been made in the light of the Short Screening Inspection by HMIP in December 2013. Continuous and ongoing audit and review enables us to hold practitioners to account for the quality of their work and offers a greater level of understanding around the impact of our interventions in respect of outcomes for young people.

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. A diversity Impact assessment completed on the YOT has revealed that it has over the past four years seen a decrease of 43% in respect of available resources; this is a significant reduction for a statutory service.

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 2014/16 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 2014/15

Medway Council funding has been reduced as a result of the need to make savings and as a result of the planned move to Strood Youth Centre and a closer working relationship with the youth service.

The Youth Justice Board have not made any cut in contribution to the YOT in the current year, which is most welcome given the year on year cuts we have experienced in recent times. However there is still concern around 2015/16 and beyond and also the impact of a new funding formula by the YJB when it is finally agreed and implemented.

The Police & Crime Commissioner (PCC) for Kent, while having made an 11% reduction this year has made a firm commitment to fund the YOT for the rest of the current Police and Crime Plan for Kent (up until 2017) but with year on year reductions of 5%. However the commitment by the PCC is most welcome in respect of future planning and continuity.

A new funding formula is expected to be agreed nationally in respect of both staffing and funding from the National Probation Service. This is likely to be in place for 2015/16. Medway may well gain in terms of cash (we currently receive none!), but may also well lose out in terms of staffing.

The YOT has been able to earn funding to help support staffing levels as a result of successful participation in the Medway Action for Families (Troubled Families) agenda, through the success in achieving targets and triggering payment by result payments. This is making a substantial contribution towards supporting the FFT practitioner and dedicated MAFF worker. It is anticipated that this income source will continue into the future.

Discussions are ongoing with our colleagues in Kent YOS to explore reform of the Intensive Supervision & Surveillance joint programme to achieve substantial savings that have been requested by Medway Council. 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 it's current commitments, however the scope for further savings is now very limited indeed. In terms of the Medway Youth Offending Team Unit Costs for the period 2013/14, they are as set out below.

Inclusive Costs

	Caseload April 2013 - March 2014
Total YOT Resources	£1,527,000
Client Caseload Total	637
Unit cost per Young Person	£2,397.17

Note: The unit cost per young person is for working with each young person referred to YOT for the duration of the year and is both comparable and favourable to other YOT's of a similar size and composition.

Agency Contributions to YOT Resources 2013/14

AGENCY	Total contribution from partners in cash kind or staff
Police (Seconded Police Officer)	£48000
Police and Crime and Commissioner	£103000
Probation	£69000
Health	£46000
Local authority	£895000
YJB	£366000
TOTAL	£1527000

(Total YOT costs does not include the charges of staff provided to HMYOI Cookham Wood under a service level agreement to cover resettlement functions. The value of this agreement is £390,000).

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 FFT 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 2014/15

YOT Partnership grant value	£366,000	2014/15
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Proposed expenditure

Prevention activities (1)	64,000
ISS (2)	118,000
Monitoring & Performance (3)	58,000
Training & staff development (4)	9000
FFT & Parenting (5)	20,000
Volunteer support (6)	3000
Remand & Resettlement (7)	12,000
Reparation re-focus (8)	7000
Strategic management (9)	20,000
Serious Case Review Recommendations (10)	5000
Mindfulness training & support (11)	3000
Developing restorative practice & new modes of working (12)	26,000
Supporting LAC protocol (13)	9,000
Developing positive activities (14)	12,000
Total	366,000

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, the development of intervention programmes to divert young people from the youth court to reduce first time entrants. Also the establishment of a joint decision making panel with the police in respect of triage.
2. The ISS programme is continuing to be re-structured to make it both bespoke and also cost effective service to meet the individual requirements of each young person. It's scope is also being expanded to provide additional support to both high-risk individuals and those on re-settlement programmes.
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. The existing programme of review and auditing has been modified to take into account the findings of the Short Screening Inspection, which took place in December 2013.
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 as a result of the Short Screening Inspection which took place in December 2013.
5. Functional Family Therapy (FFT) continues to be piloted in Medway with the YOT still a major refer of families to the programme. The YOT is continuing to part fund the employment and training of an FFT therapist in partnership with the Medway Action for Families programme, however with the ending of the pilot in March 2015, there is some doubt concerning the continuation of this successful programme.
6. The programme to recruit and train volunteers to support a range of activities within the YOT is continuing. This builds upon the recruitment and training of a group of volunteer mentors during 2013/14 to support young people on community orders and provide support and guidance to young people on bail packages.
7. This includes a grant to Kinetic Community Café in Gillingham to support activities and secure placements for Medway young people non bail or as part of their resettlement plan for community re-integration. This also supports the work of the YOT Bail & Remand officer.
8. The continuing review of community reparation projects includes, the development of a micro bakery at Strood Youth Center that will include specialist training and offer a range of transferable skills for young people. We will also develop a horticulture project at Strood Youth Center to provide purposeful activities and transferable skills.

9. 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.
10. The implementation of the full range of recommendations resulting from the 'Child F' Serious case Review continues. Allowance is also being made to accommodate any new recommendations that may arise as a result of the completion of the inquest hearing in connection with the Child F case.
11. Mindfulness training, the second stage of the training is to commission Dot B Mindfulness, which can then be used as an intervention with young people. A smaller number of practitioners will be trained in this specialist area, building on the more general training that was delivered as part of the previous plan.
12. The decision has been made to re-focus the work of the team towards operating fully on restorative justice principals. This will include elements of staff training, changing job descriptions and working practices. This also coincides with a move to new premises in Strood that will require the use of new technology to promote and support remote working. Seeing young people mainly within their own community rather than most coming to the YOT offices, as is the current practice.
13. The YOT have adopted the SE 7 protocol and commitments around keeping LAC young people out of the criminal justice system. This work also included implementing the local Kent & Medway version of the protocol and working with Children's Homes and Foster parents to develop alternative strategies to use of the criminal route to deal with minor criminal activity.
14. Developing with Medway Youth Service a range of positive activities to encourage good citizenship and positive community engagement by young people both during and post YOT interventions at all levels. This will cover a range of sporting and leisure activities.

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 with others planned.

The splitting of probation functions in June 2014 has resulted in the establishment of two separate but linked organisations, both of which have close links to the YOT. This includes the now national Probation Service, which continues to work with high risk clients and second staff into the YOT. In addition a Community Rehabilitation Company has been established to oversee most of the supervision of adult clients within the community and will be the receiving agency for most

former YOT clients on reaching the age of 18. The CRC is due to be transferred to the private sector in late 2014.

As a consequence of the new probation arrangements, the provision of unpaid work for 16 and 17 year olds was transferred directly to YOT's in June 2014. This prompted a review of how the YOT provides for both this new requirement and how it manages its existing reparation activities.

It is also planned that in April 2015 the Junior Attendance Centre at Chatham will transfer from the Ministry of Justice to YOT control as part of the overhaul of probation services.

The introduction of the Legal Aid, Sentencing & Punishment of Offenders Act provisions in April 2013 has resulted in new arrangements being piloted between the YOT and the police in respect of out of court disposals. This is in addition to the existing triage pilot that has been running now for some time.

The continuing and growing work stream around the Medway Action for Families Agenda has seen the YOT and other agencies, working closely together to ensure that there are good outcomes for identified families, a process in which the YOT has taken a leading role in redirecting and managing resources.

The close working partnership with our colleagues in Health has resulted in the engagement of a specialist mental health nurse to provide specialist screening and referrals to CAMHS. The continued commissioning of specialist Speech & Language assessments via our health provider has resulted in greatly improved outcomes for young people.

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
- Young Peoples Joint Commissioning Group (addictions services)

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.

The Kent Criminal Justice Board is no longer directly funded via government grant, but through a system of voluntary support via its consistent 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.

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 Officers. 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 June 2014 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 and confirms the findings of the 2013 inspection.

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 YOT resources, from one or more of the YOT partners or contributors.	While remaining a significant threat, plans are being kept under review to ensure that the statutory core functions can be maintained at the cost of discretionary or low risk activities or functions.
Unexpected Impact of the YOT move and new flexible working arrangements not fully working, loss of staff morale and or extra costs associated with multiple supervision locations.	Review policy of using multiple locations and investigate possibilities of conducting more activity at Strood or from a reduced number of satellite bases. Make case for increase in YOT allocation of resources to meet extra costs, or to reduce any planned further reductions in resources.
Failure to achieve expected ISS savings and or break up of Partnership with Kent YOS. Possible loss of confidence in ISS by Youth Bench.	Develop contingency plans to widen cooperation with the Youth Service to provide a reduced ISS service. Attempt to mainstream service into YOT supervision functions and specialists roles within the team.
Overstretch of prevention and triage resources due to competing and expanding demands such as transfer in of cases and or a reduction of funding.	Consider options for signposting to other agencies such as “Early Help” to reduce pressures and where appropriate to do so. Review current structure of the team in respect of capacity, skills and qualifications.
Failure to achieve expected transfer of Junior Attendance Centre (JAC) to YOT control or unexpected costs of transfer.	Explore ways of continuing to work with the JAC under whatever management and control is in place, to ensure that we achieve the best outcomes for Medway young people.
High levels of non-compliance in respect of both reparation and unpaid work with statutory orders by young people.	Conduct review of reparation projects, locations social benefit and the management of them. Explore other ways in delivering unpaid work and reparation.
Failure of restorative approach, due to either none compliance by participants or lack of staff commitment to processes.	Review current RJ procedures and staff training. Explore mode and procedures that are in use in other areas.
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 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 Providing an effective and responsive service to seek to repair harm to victims and the wider community.
- 4 Identify and manage Risk & Vulnerability issues, including the introduction of asset plus.
- 5 Respond effectively to national and local business practice that informs the evolving Youth Justice landscape.

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

- The numbers of young people entering the youth justice system for the first time.
- The Percentage of young people suitably accommodated at the end of their Order.
- The numbers of young people receiving custodial remands or sentences.
- The satisfaction of victims who have engaged with the YOT in restorative processes.
- The Percentage of young people, engaged in employment, education or training at the end of their order.
- The percentage of young people re-offending, who have accessed the Triage system.
- The percentage of young offenders that re-offend 6 months of completing their intervention.
- The percentage of young people who are identified as Looked After Children (LAC).

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. Implementation of agreed processes with the Police and other partners in respect of Triage scheme. (Liaison and Diversion).	Significant reduction of first time entrants. Signposting where appropriate, and delivering focused intervention. Target a reduction of 5% on 2013/14.	Children's Plan IYSS Plan CSP KCJB Business Plan	Ongoing	YP at risk of offending	YOT Operational Manager	Operational arrangements agreed with Police.		B	2
2. Implementation of inter agency protocol to reduce number of LAC entering Criminal Justice System.	Sustained reduction in number of LAC entering the Criminal Justice System.	Children's Plan IYSS Plan KCJB Business Plan	Ongoing	Looked After Children	YOT Operational Manager	Protocol in final draft. Medway go live date is November 2014.		A	2
3. Identify and respond to issues relating to emotional, psychological, physical and mental health concerns. (Liaison and Diversion).	Health issues are identified, assessed, signposted and/or referred to relevant partner agencies. Target to be set by NHS England.	Children's Plan IYSS Plan MCH Plan and Objectives	Ongoing	Young people at risk of offending	YOT Health Manager (MCH)	Awaiting key data for recording from NHS England.		B	2
4. Action for Families Agenda embedded in the practice of the Youth Offending Team.	Action for Families are identified and where appropriate interventions are developed and tailored (in conjunction with internal and external MAfF workers) to meet the assessed needs. YOT to identify at least 12 potential MAfF cases.	Children's Plan IYSS Plan Medway Council Plan CSP Plan	March 2015	Young people at risk of offending	YOT Operational Manager	Specialist staff now in place.		C	2

<p>5. Working in partnership with the Youth Service to develop innovative complimentary initiatives.</p>	<p>Development of working practices around Triage (Liaison and Diversion). 30% of young people will achieve a bespoke accreditation for a recognised activity.</p>	<p>Children's Plan IYSS Plan Youth Service Delivery Plan</p>	<p>March 2015</p>	<p>Young people being at risk of offending & completed interventions</p>	<p>Senior Practitioners</p>	<p>Joint Practitioner group established.</p>		<p>C</p>	<p>2</p>
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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 cases.	20% reduction in offending by identified cohort.	Children's Plan Medway Council Plan KCJB Business Plan	March 2015	High risk cohort	YOT Operational Manager	Bespoke plans developed by Practitioners in respect of identified cohort.		B	2
2. Identify and support YOT clients meeting the MafF criteria.	PBR outcome is achieved in 50% of identified cases.	Children's Plan Medway Council Plan CSP Plan IYSS Plan	March 2015	Troubled families identified within YOT cohort	YOT Operational Manager	Specialist Workers in post and delivering effective outcomes.		B	2
3. Streamline reparation projects to achieve more community focussed outcomes.	100% of projects and outcomes are evaluated.	Children's Plan IYSS Plan CSP Plan	March 2015	Reparation cohort	Reparation Officer	New projects under development (micro bakery).		C	3
4. Review the provision of ISS.	100% of eligible young people access ISS provision.	Medway Council Plan Children's Plan CSP Plan KCJB Business Plan	December 2014	Intense client group	YOT Service Manager	Discussions with Kent not yet under way.		A	1
5. Commission follow on mindfulness training (.b)	4 Staff members trained to deliver .b programme to young people.	Children's Plan IYSS Plan	February 2015	YOT Practitioner Group	YOT Operational Manager	Programme Provider identified. Training yet to commence.		D	3
6. Evaluate and review effectiveness of joint YOT Functional Family Therapy intervention.	The lowering of asset scores in selected areas. 20% reduction in risk.	Children's Plan IYSS Plan KCJB Business Plan CSP Plan	September 2014	Chaotic and Dysfunctional families	YOT Management Team	Practitioner in post and capacity fully employed.		C	2
7. Develop bespoke resettlement programmes.	100% of eligible cases are offered a resettlement programme. (Links to ISS).	Children's Plan IYSS Plan KCJB Business Plan CSP Plan	December 2014	Young people leaving custody.	YOT Senior Practitioners	Very low custody rates.		B	2

Priority 3: Providing an effective and responsive service to seek to repair harm to victims and the wider community
Outcome: Successful delivery of Restorative Justice processes

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. Re profile organisation to embrace the Restorative Justice agenda.	Increase awareness with publicity and promotion.	KCJB Plan CSP IYSS Plan Medway Council Plan	November 2014	Stakeholders	YOT Operational Manager	Processes are underway.		B	2
2. Reviewing the Victim Liaison Officer's role and responsibilities.	Delivery of supervision to Practitioners and volunteers 100%. Increased victim engagement and satisfactory outcomes. 10% increase on baseline.	KCJB Plan CSP Plan IYSS Plan Medway Council Plan	March 2015	Victims	YOT Operational Manager	Processes are underway.		B	2
3. Deliver Restorative Justice training to the Practitioners.	100% of Practitioners receive appropriate training.	KCJB Plan CSP Plan IYSS Plan Medway Council Plan	August 2014	YOT Practitioners	YOT Operational Manager	On target to deliver late July 2014.		B	2
4. Provide support to foster carers and residential care staff in respect to the Restorative process. (LAC/YOT Protocol).	80% positive feedback from referring agency.	KCJB Plan Medway Council Plan Children's Plan	March 2015	Foster carers and residential staff	YOT Operational Manager	Protocol entering final draft.		B	2
5. Successfully develop and implement unpaid work programme into YOT processes.	Unpaid work programmes are delivered in 100% of relevant cases.	KCJB Plan Medway Council Plan Children's Plan CSP Plan	December 2014	Young people subject to unpaid work orders	Reparation coordinator	Processes underway		A	2
6. Signpost victims to appropriate support and services.	100% of victims are offered appropriate signposting to services.	KCJB Plan Medway Council Plan Children's Plan CSP Plan	March 2015	Victims of youth crime 39	Victim Liaison Officer	Strategy in place.		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. Catastrophic (Showstopper) 2. Critical 3. Marginal 4. Negligible
1. Implement any relevant recommendations following Serious Case Review Inquest.	Relevant changes to practice to be implemented.	Medway Council Plan Children's Plan IYSS Plan MSCB Business Plans	March 2015	All Operational staff	YOT Service Manager	Existing recommendations are implemented.		A	1
2. Medway Safeguarding Children's Board single agency objectives.	Agreed objectives are implemented.	Medway Council Plan IYSS Plan Children's Plan Children's Services MSCB Business Plan	March 2015	Young People and YOT staff	Named Safeguarding Lead	Current objectives implemented.		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 2015	Operational staff	Operational Manager	Currently embedded in practice.		B	2
4. Conduct audit of YOT safeguarding procedures. (Section 11).	Reported to YOT Management Board and MSCB.	Medway Council Plan Children's Plan IYSS Plan MSCB Business Plan	December 2015	All young people who interface with YOT	Named Safeguarding Lead	Outcome to be reported to YOT Board in March 2015.		B	2
5. Maintain effective management oversight and QA of all cases.	Outcome of QA process reported to YOT Management Board quarterly.	Medway Council Plan Children's Plan MSCB Business Plan	March 2015	Operational staff	Operational Manager	Effective procedures in place.		B	2

Priority 5: Respond effectively to national and local business practice that informs the evolving Youth Justice landscape.

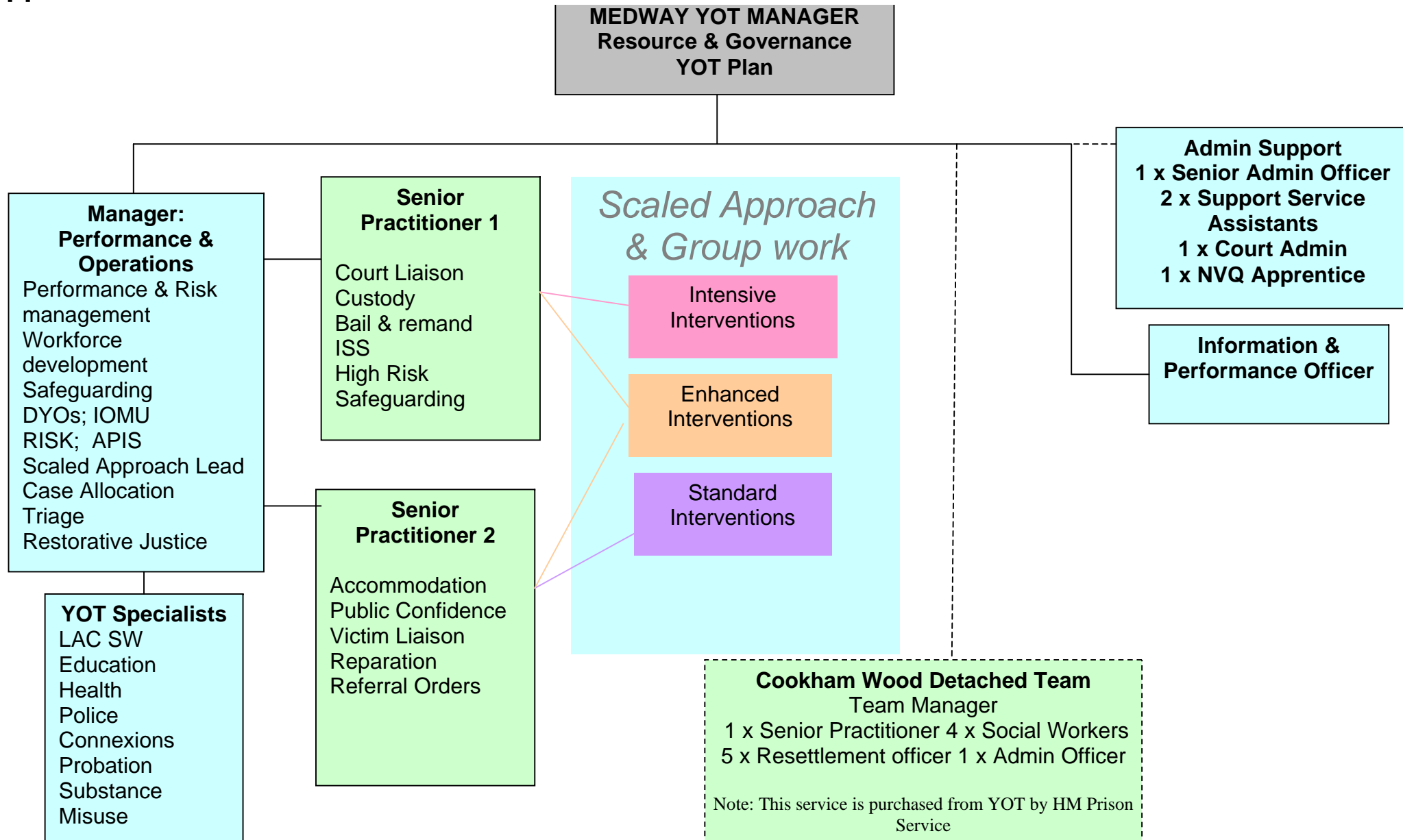
Outcome: Young people continue to receive services that are to a high standard and the statutory obligations of the YOT continue to be discharged

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. Successful implementation of the new assessment framework Asset Plus.	Successful transition of processes.	YJB Business Plan	May 2015	All staff	YOT Senior Practitioner	In development.		A	1
2. Merge with the Youth Service.	Increase range of resources available to young people and staff.	Medway Council Plan IYSS Plan Youth Service Plan	March 2015	All staff	YOT Service Manager	Plans on target.		B	2
3. Relocate YOT to Strood Youth Centre.	YOT fully functioning in new premises.	Medway Council Plan IYSS Plan	September 2014	Whole YOT function	YOT Service Manager	Plans on target.		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 2015	Partner agencies	YOT Service Manager	Work currently in progress.		B	2
5. Implementation of remote working, including developing working protocols and agreed remote locations.	Successful adoption of new working practices.	Children's Plan IYSS Plan	December 2014	Whole YOT function	YOT Service Manager	Under development.		B	2
6. Manage budget reduction and implementation of pay and PDR arrangements.	YOT functions are fully maintained. Staff morale is maintained at a high level.	IYSS Plan Medway Council Plan	March 2015	Whole YOT function	YOT Service Manager	Processes underway.		A	1
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 2015	Whole YOT function	YOT Operations & Performance Manager	Successfully being implemented.		B	2

8. Successfully transfer Medway Attendance Centre from Ministry of Justice control to Local Authority control.	Establishment of group work and activity plan. Transfer of staff and Management to YOT, transfer budget to YOT.	KCJB Plan CSP Plan	March 2015	Whole YOT client group	YOT Service Manager	Awaiting key information from Youth Justice Board.		B	2
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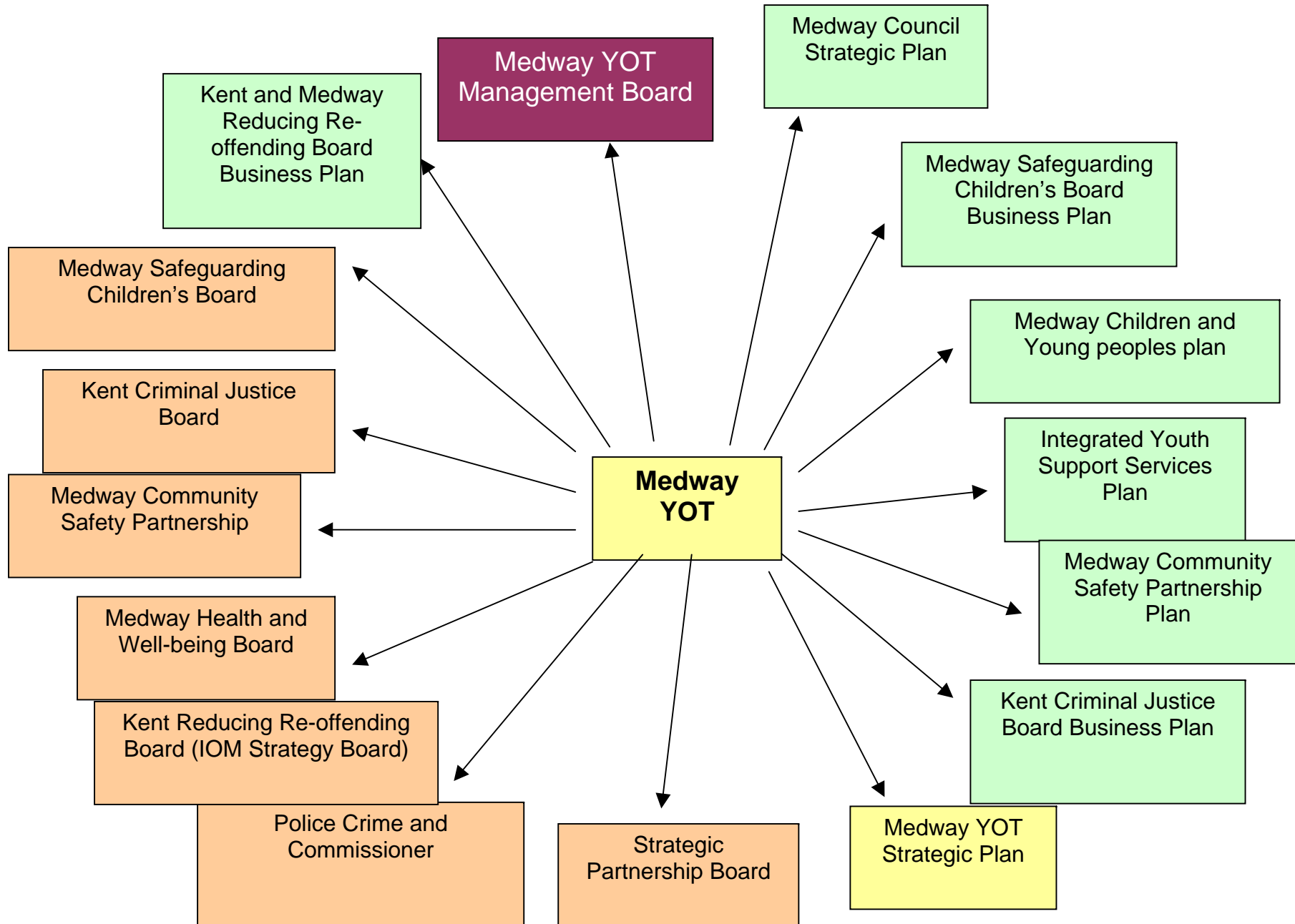
Appendix 1

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
JAC – Junior Attendance Centre

**Executive Summary
Diversity Impact Assessment of
Medway Youth Offending Team 2010-2014**

1. Background

- There is a duty on local authorities to try to reduce offending behaviour under the Crime and Disorder Act 1998
- Youth Offending Teams (YOTs) provide a range of interventions and support for young people and their families.
- Medway YOT Board provides strategic leadership to the work of Medway YOT acting as a critical friend and ensuring the safeguarding of clients and minimising the risks to the local community.
- Since the scaled approach was implemented clients are placed in one of three categories depending on their identified level of risk of offending and potential harm to the community.
- Legal Aid and the Sentencing and Punishment of Offenders (LASPO) legislation has reduced the number of referrals to YOTs and required the development of alternatives to custodial remand.
- In 2012 Medway YOT was involved in a serious case review (SCR). The SCR report recommendations have been embedded into staff practice.
- In August 2012 Medway Council agreed that a Student Unit be developed, working with university social work students, the Pupil referral Units, 4 selected schools / academies, the YOT and Medway Action for Families.
- Medway YOT has recently developed a 'liaison and diversion' programme in partnership with the Police. This programme provides an opportunity to keep low tariff, first time offenders, out of the criminal justice system.
- In December 2013 Medway Council agreed that the work of Medway YOT and Medway Youth Service should be more closely aligned.
- In September 2014 the YOT office will move from Balfour Rd to the upper floor of Strood Youth Centre. This will provide increased opportunities for partnership working between the two services.

2. Legislation

- The Youth Justice System was set up under the Crime and Disorder Act 1998 with the aim of reducing offending by children and young people between the ages of 10-17 years.
- The Youth Justice Board provides national support for local YOTs with the aim of reducing first time entrants, reducing reoffending of young people in the youth justice system, and reducing the number of young people receiving a custodial sentence.
- The introduction of LASPO legislation and the success of YOTs nationally has led to a reduction in client caseloads
- YOTs now have a responsibility for youth justice prevention and where appropriate 'liaison and diversion' programmes.

3. How has the Youth Offending service changed over the last four years?

- The scaled approach introduced in 2009 required YOTs to manage their work in such a way as to prioritise the delivery of interventions based on the risks posed by individual offenders.
- An HMIP Inspection in 2011 triggered a reorganisation of the YOT focussing on senior management and retargeting the work of senior practitioners.
- Prior to 2010 the YOT managed a number of ring-fenced grant programmes such as the Family Intervention Programme (FIP), Preventing Violent Extremism (PVE), and Offender Learning and Skills Service (OLASS).
- In 2010 many of these grants were de-ring fenced. In Medway an Integrated Prevention Service was formed in 2011 to provide a multi skilled team that was able to work with both young people and their families. In September 2013 this service was moved to Medway Action for Families (MAfF), the governments 'Troubled Families' initiative.
- In 2011 a central Integrated Youth Support Service (IYSS)' administration team was formed of YOT, Youth Service and Extended Services administration staff.
- In April 2012 a further reorganisation was implemented by Medway Council under its 'Better for Less' strategy. This new initiative created central administration, category management and performance and intelligence hubs.
- In August 2013 the Medway YOT took back responsibility for 'liaison and diversion' programmes from the Integrated Prevention Service.
- In November 2013 money was secured to develop a Functional Family Therapy programme in Medway focusing on young people who were at serious risk of entering the youth justice or care systems.
- LASPO legislation introduced out of court disposals where young people could be given a youth caution or a youth conditional caution. These took the place of final warnings and this pre court work now constitutes 45% of YOT activity.
- A Short Quality Screening (SQS) inspection in December 2013 produced a good outcome for Medway YOT and the reassurance that previous reorganisations of the service had been appropriate and well conceived.
- The core funding of Medway YOT over the last four years has reduced by almost 43%. YOT funding comes from three main sources; Medway Council, Youth Justice Board and the Police Crime Commissioner.

4. The Impact on the Youth Offending Service staffing

- A restructure in 2009 reduced management by one post and reorganised staff to better respond to legislative changes and the new scaled approach.
- The restructure of 2011 followed an HMIP inspection and further aligned YOT workers to the scaled approach. Another manager post was lost and the number of social workers within the team was reduced. YOT caseworker posts were increased. The focus of the restructure was to improve the supervision and quality of casework within the service and to provide better value for money.

- In May 2011 a new administration structure was implemented across IYSS. The restructure delivered administration savings of 5.5 FTE posts with the YOT losing two administration posts.
- In 2012 Medway Council introduced its 'Better for Less' remodelling of the Council. This involved staff being relocated into hubs. A remote administration hub was created at the YOT office and the YOT information officer was transferred to the Performance and Intelligence hub.
- The formation of the Cookham Wood Young Offenders Institution (YOI) outreach team has masked reductions to the YOT staff team over the last four years. This team is funded by the prison service, but managed through the Medway YOT.
- Attempts have been made by management to reduce the impact of reorganisations on frontline staff. Frontline staff have faced reductions of 7%, senior practitioners 66%, management 25% and administration support 28%.

5. The Impact on clients of the service

- In the last four years Medway YOT client caseloads have reduced by 250 clients, from 773 in 2010-11 to 523 in 2013-14, a reduction of 32%. However, caseloads have also become more complex requiring YOT staff to develop additional skills.
- The development of 'liaison and diversion' programmes in Medway has helped reduce first time entrants into the criminal justice system by 38% between 2010-14
- A key indicator for YOTs, reducing the numbers of young people who reoffend, is small at a 2% reduction. This reflects the high risk group of young people that continue to perpetrate criminal and anti-social behaviour in Medway.
- A major challenge for Medway YOT has been reducing the number of Medway young people from receiving a custodial sentence. Recent initiatives have helped reduce this cohort by 27%
- Key to keeping young people out of the criminal justice system is engaging them in education, employment or training (EET). Although the cohort has reduced by 141 young people, the target (>70%) of engaging these young people in EET has been exceeded across the last four years.
- Over the last four years the numbers of Looked after Children within the Medway YOT cohort has fluctuated between 23 – 37%. Recent protocols and initiatives with partners will hopefully bring this percentage down, in the next 12 months, to our target level of 20%.
- The level of Black and Minority Ethnic (BME) young people and females in the Medway YOT cohort has stayed relatively stable at 12% BME and 25% female.

6. Are their groups of young people who no longer receive a service?

- Until recently, Medway YOT took referrals from community groups concerning preventative work with young people displaying criminal or anti social behaviour. Medway YOT now only takes referrals from the Police linked to their 'liaison and diversion' programme.
- A Parenting officer at the YOT provided tailored interventions to clients and their families. This post has been deleted and YOT caseworkers now offer this support. A Functional Family Therapy (FFT) programme and a partnership with MAfF have been developed to pick up some of this work.

- A Resettlement officer provided targeted support for YOT clients finishing their custodial sentence to re engage them in their local communities. This post has been deleted and the work now rests with the YOT caseworker.
- YOT clients who are subject to referral orders are monitored through referral panels. The frequency of panel meetings has reduced from four per year, to two per year. This may disadvantage YOT clients with orders longer than three months.

7. Has everything been done to mitigate the effect of the budget reductions to service delivery?

- The Medway YOT has been through frequent reviews and restructures, but the focus has been to protect and enhance the quality of frontline service delivery. This has been achieved by targeted reductions to management and back office support.
- Specialist support worker services have been reduced; e.g. parenting and resettlement, and in many cases this now is the responsibility of the YOT caseworker.
- The Student Unit has successfully worked in partnership with the local universities. 18 Social Work students have been linked to the local Pupil Referral Units and selected Academies to work towards keeping young people out of the criminal justice system and to support clients to engage in education.
- Partnerships with MAfF and FFT have brought in external money to support the Medway YOT family work.
- Recent inspections would indicate that reductions to service delivery have not been adversely influenced and a quality service to YOT clients has been maintained.

8. What would be the impact of a further 10% reduction to the Youth Offending Service budget in the coming year?

- The statutory functions of supporting the Youth Court and the management of Court Orders would be put at risk.
- The loss of Intensive Support and Surveillance programmes as an alternative to custody would damage the confidence of magistrates in community disposals.
- The above could impact on alternatives to custodial remand and incur additional costs for local authority delegated budgets for secure remands. Secure beds cost between £158 and £555 per young person per night in Youth Offending Institutions, Secure Training Centres and Secure Children's Homes.

Full Diversity Impact Assessment of Medway Youth Offending Team - 2010-2014.

1. Background

- 1.1 There is a duty on local authorities to try to reduce offending behavior under the Crime and Disorder Act 1998. Medway Youth Offending Service is a partnership of both voluntary and statutory agencies. The team works closely with young people and their families to provide an early intervention service to curtail anti-social behaviour and to prevent youth crime. It assists victims of crime and where appropriate, includes them in the youth justice process to take part in a restorative justice programme.
- 1.2 Youth Offending Team (YOT) workers also provide intensive supervision and surveillance programmes for persistent young offenders as an alternative to custody. They develop and operate effective plans for preparing young people to return into the community from custody and reduce the risk of them re-offending.
- 1.3 Parenting support is 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 have been sent to custody. In recent years the Medway YOT has worked in partnership with Medway Action for Families and Functioning Family Therapy in supporting and addressing the needs of dysfunctional families that are at risk of engagement with the criminal justice system.
- 1.4 The Medway YOT Management Board has a key 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.
- 1.5 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 Workers.
- 1.6 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).
- 1.7 In 2012 Medway YOT was involved in a serious case review (SCR). The recommendations of that SCR report were published in August 2013, have been implemented and are now embedded in staff practice.
- 1.8 In August 2012 Medway Council agreed that a Student Unit be developed, working with 10 social work students, the Pupil referral Units, 4 selected schools / academies, YOT and Medway Action for Families. This would be managed by the YOT Service Manager. Due to the success of the Student Unit, the 0.6 Student Unit Supervisor post was made substantive in August 2014.
- 1.9 The Medway Youth Offending Service in partnership with Medway and Kent Police deliver a liaison and diversion programme to young people who have offended for the first time and are assessed as being a low risk and not requiring a youth justice disposal.
- 1.10 In December 2013 Medway Council agreed that the YOT and the Medway Youth Service should work more closely together in delivering out of court disposals, alternatives to custody and providing greater opportunities for the reintegration of YOT clients into community programmes.
- 1.11 The YOT office is moving from 67, Balfour Rd to the upper floor at Strood Youth Centre in September of 2014. This will provide increased opportunities to further enhance the partnership between the two services.

2. Legislation

2.1 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 are regularly monitored by a national Youth Justice Board.

2.2 The role of the national Youth Justice Board is 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 behavior

2.3 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 to:

- Reduce the number of first time entrants to the youth justice system
- Reduce re-offending of those young people already within the youth justice system.
- Reduce the number of young people receiving a custodial sentence.

2.4 The introduction of Legal Aid and Sentencing Punishment of Offender (LASPO) 2012 legislation and the success of Youth Offending Teams (YOT) nationally have led to a reduction in their client caseloads. This has brought about a change of policy within the Youth Justice Board and now it is expected that YOT's will take back the responsibility for Youth Justice Prevention and where appropriate, the 'liaison and diversion' programme.

3 How has the Youth Offending Service delivery changed over the last four years?

3.1 In November 2009 the Youth Justice Board initiated a new approach based on the 'assessment of risk' of young people within the youth justice system and their ability to comply with sanctions imposed by the courts. This was known as the 'Scaled Approach'. The Scaled Approach invites Youth Offending Teams to manage their work in such a way as to prioritise the delivery of interventions based on the risks posed by individual offenders. This combined with an HMIP Inspection in February 2011 triggered a reorganisation of the Medway Youth Offending service that focused on reducing senior management and retargeting the work of senior practitioners so that:

- The service is able to meet the requirements of the scaled approach and give best possible outcomes for young people
- Has the skill set to respond to the recent inspection action plan
- Gives value for money
- Is able to operate within the coming 'payment by results' scheme
- Will remain flexible and have the agility to respond to future legislative changes

3.2 In 2009-10 the YOT managed the Family Intervention Programme (FIP) a ring-fenced grant as part of its wider community safety work. This programme worked with dysfunctional families who were known to a number of statutory agencies and needed targeted support. This service was decommissioned in April 2011 due to the government no longer ring fencing this grant to family work. A number of Medway staff were made redundant but a few workers were successful in obtaining posts in the newly created Integrated Prevention Service.

3.3 The Integrated Prevention Service was formed in July 2011 from the FIP, Targeted Youth Support and Youth Justice Prevention work. Medway YOT transferred its Youth Justice Prevention budget, approximately £180k to this service. The intention was to create a multi skilled team that was able to work with families and young people across a range of needs. Both YOT and Youth Service management jointly provided strategic leadership to the Integrated Prevention Service. In September 2013 this service was moved into the Medway Action for Families team.

3.4 In May 2011 a central IYSS administration team was formed that produced savings and reduced duplication of work. IYSS administration teams had previously worked in their own silos and this initiative increased partnership working and provided improved career opportunities for staff.

- 3.5 In April 2012 IYSS administration support was again subjected to a reorganisation when the Councils 'Better for Less' programme was implemented. This involved the formation of central hubs in administration, performance and intelligence and category management.
- 3.6 In August 2013 the Medway YOT took back responsibility for the 'liaison and diversion' programme from the Integrated Prevention Service. This was due to reduced court referrals and LASPO legislative changes.
- 3.7 In November 2013 funding was secured for Functional Family Therapy (FFT) an intensive evidenced based programme that works with young people 11-18 years who, through their behaviour, are at risk of custody or care. The YOT has funded a part time FFT therapist who works with both the family and the young person to improve their life chances and work to prevent them entering the Youth Justice or Care systems.
- 3.8 LASPO introduced out of court disposals where young people could be given either a Youth Caution, taking the place of a final warning or a Youth Conditional Caution where a young person had a previous record. Where either of these cautions is imposed the Police must refer the young people to the local Youth Offending team. This pre court work now constitutes around 45% of YOT activity. Another implication of LASPO legislation is that local authorities are now responsible for funding young people who are bailed to secure remand. In order to reduce custodial costs alternative programmes to secure remand have been developed, similar in many instances to Intensive Supervision and Surveillance programmes.
- 3.9 A Short Quality Screening (SQS) inspection in December 2013 produced a good outcome with the service gaining three out of four stars. The purpose of the SQS inspection was to assess the quality and effectiveness of initial casework with children and young people who have offended, from a sample of 20 cases supervised by the Medway Youth Offending Team. The inspection provided the evidence and reassurance that the restructures and changes over the last three years had been well conceived and appropriate.
- 3.10 Table 1 demonstrates the reduction in central partner core funding to the Medway YOT over the last four years. The Medway YOT budget has a number of component parts. These are the national Youth Justice Board Grant, The Police Crime Commissioner Grant and Medway Council core funding. All of these partners have reduced their funding support to the YOT over the last four years. The total reduction in funding over the last four years amounts to nearly 43%.

Table 1: Finances

Medway YOT Budget 2010-14				
2010-11	2011-12	2012-13	2013-14	% Change
£2,137,695	£1,328,099	£1,377,657	£1,220,779	-42.9%

4. The impact on the Youth Offending Service staffing

- 4.1 In late 2009 a reorganisation of YOT management posts delivered a saving of one post and provided a structure that was better able to deliver legislative changes that were being implemented within the Youth Justice system.
- 4.2 In 2011, post an HMIP Inspection, a restructure of YOT operational staff was implemented that aligned workers to the scaled approach and reduced the number of social workers within the team. A YOT manager post and two social work posts were lost but three YOT worker posts were created. The number of senior practitioners within the team remained the same. A new YOT manager post was created, funded by the Prison Service, at Cookham Youth Offender institution to oversee the new outreach and rehabilitation team. The restructure was targeted at improving the supervision of young offenders within the community, standardising and raising the quality of staff supervision and providing better value for money.
- 4.3 In November 2010 consultation started on the development of an integrated administration support service for Medway IYSS agencies. The new structure provided a central integrated administration team that was able to cover core functions and provide support to managers of IYSS services. Other

remote administration staff provided support in IYSS buildings and centres across Medway to support service delivery functions. The new structure was implemented in May 2011 and delivered savings of 5.5 FTE posts across IYSS agencies. The impact on the YOT staff team was the loss of two administration posts.

4.4 In 2012 Medway Council introduced its phase two of its 'Better for Less' remodelling of Council departments. The outcome was the formation of work hubs and staff and budgets were moved from IYSS managers control into the corporate structure. The YOT retained its administration support in what was identified as a 'remote hub'. The YOT and Council officers jointly managed this new hub. However there was a saving made in the YOT Information Officer post when it transferred into the Performance and Intelligence hub of almost 0.5 fte.

4.5 Table 2 provides information on the impact of restructures and the changes to different levels of staffing in the YOT. The table indicates reductions to management of 25%, a post was deleted in 2009 and a new post was created funded by the Prison Service and managed by Medway YOT. As with other IYSS services, attempts have been made to reduce the impact on frontline staff with just a -7% reduction over four years. Senior Practitioners have been reduced by -66% and administration support by -28%.

Table 2: Staffing levels

	2010-11	2013-14	% Change
Front-line staff service delivery posts (full time)	29	27*	-7%
Senior front-line delivery staff	6	2	-66%
Management posts	4	3*	-25%
Administration support	7	5	-28%

(* It should be noted that the total YOT staff numbers also include the detached Casework Team at HMYOI Cookham Wood. These staff are subject to a SLA with the Prison Service and are not available to support the main YOT team and also, to some extent, mask other reductions in staffing.)

5. The impact on clients of the service

5.1 The success of YOTs nationally and Youth Justice Board initiatives has reduced the client caseloads of most local authority YOTs over recent years. Table 3 demonstrates the reduction in client caseloads that have taken place over the last four years, down 250 clients (-32%). In synergy with this there has been a (-39%) reduction in referrals down 404 across the four years, from the courts to Medway YOT. However, YOT cases have increased in complexity in relation to all aspects of health needs. The complexity of the cases requires the YOT staff to develop a wide range of additional skills in order to ensure a successful outcome for both the client and the statutory order.

Table 3: Client Caseloads

Description	2010-2011	2011-2012	2012-2013	2013-2014	Change in Total	% Change (10 / 11 to 13 / 14)
Medway YOT Client Caseload (Total Cohort i.e. individuals)	773	640	530	523	-250	-32%
Total Referrals for above Caseload Cohort (not all referrals will be accepted as YOT cases)	1044	779	700	640	-404	-39%

5.2 In July 2011 a Medway 'liaison and diversion' programme was initiated in partnership with Kent and Medway Police. Young people 10-17 years who were picked up by the Police for a first offence were assessed and where appropriate offered a diversionary programme that is outside of the Youth Justice system. All young people who went through the 'liaison and diversion' programme were offered a health screening to identify any risks associated with substance abuse or emotional health needs. Table 4;

provides an overview of first time entrant data which has shown a large drop in young people entering the Youth Justice System, falling by 108 young people (-38%). The YOT needs to be aware of the slight upward trend in 2013-14, after three successive years of reductions.

Table 4: First Time Entrants into the Youth Justice System

Description	2010-2011	2011-2012	2012-2013	2013-2014	Change in Total	% Change (10 / 11 to 13 / 14)
Number of First Time Entrants into YJS (target)	285	199	151	177	-108	-38%

5.3 Medway young people who enter the youth justice system are assessed for vulnerability and risk of serious harm to themselves and others. A YOT worker is allocated to the young person as part of a matching process that links the workers experience and training with the risks and vulnerabilities identified in the young person.

5.4 A key performance indicator of any local authority YOT is their ability to prevent re-offending. Table 5 gives an overview of re-offending data across the last 4 years. This demonstrates that cohorts fluctuate year on year, with a peak in 2012-13 of 473 young people. The percentage change is small, a 2% reduction, which reflects on the nature of the extremely high risk group of young people that continue to perpetrate criminal and anti social behaviour in Medway.

Table 5: Reoffending Data

Description	2010-11	2011-12	2012 -13	2013-14	% Change (10 / 11 to 13 / 14)
Young people who reoffend – (Cohort)	104 (221) 47%	57 (202) 28%	175 (473) 37%	122 (271) 45%	-2%

5.5 The most challenging target for the Medway YOT over the last few years has been preventing young people from receiving a custodial sentence. YOTs have increased their ability to deal with first time entrants and to a large extent, prevent reoffending. However, the few 'hard-core' group members left in the Youth Justice System are extremely vulnerable young people who commit high tariff anti social offences that require a custodial disposal. Table 6; shows that although the custodial numbers are small, some positive change has occurred. A reduction of 4 young offenders, over the four year period (-27%). This reduction in 2013-14, was a major achievement for the YOT.

Table 6: Young people receiving a custodial sentence

Description	2010-11	2011-12	2012 -13	2013-14	% Change (10/11 – 13/14)
Young people receiving a custodial sentence (Cohort)	15 (346) 4.3%	14 (230) 6.1%	14 (222) 6.3%	11 (279) 3.9%	-27%

5.6 Key to keeping young people out of the Youth Justice System is their participation in; employment, education or training (EET). The cohort of young people above the school age has reduced by 141 young people. However, YOT performance has been consistently above the target of 70% of young people participating in EET over the last four years. Pressure on YOT and Youth Employment Services (YES) grants in future could put this target at risk.

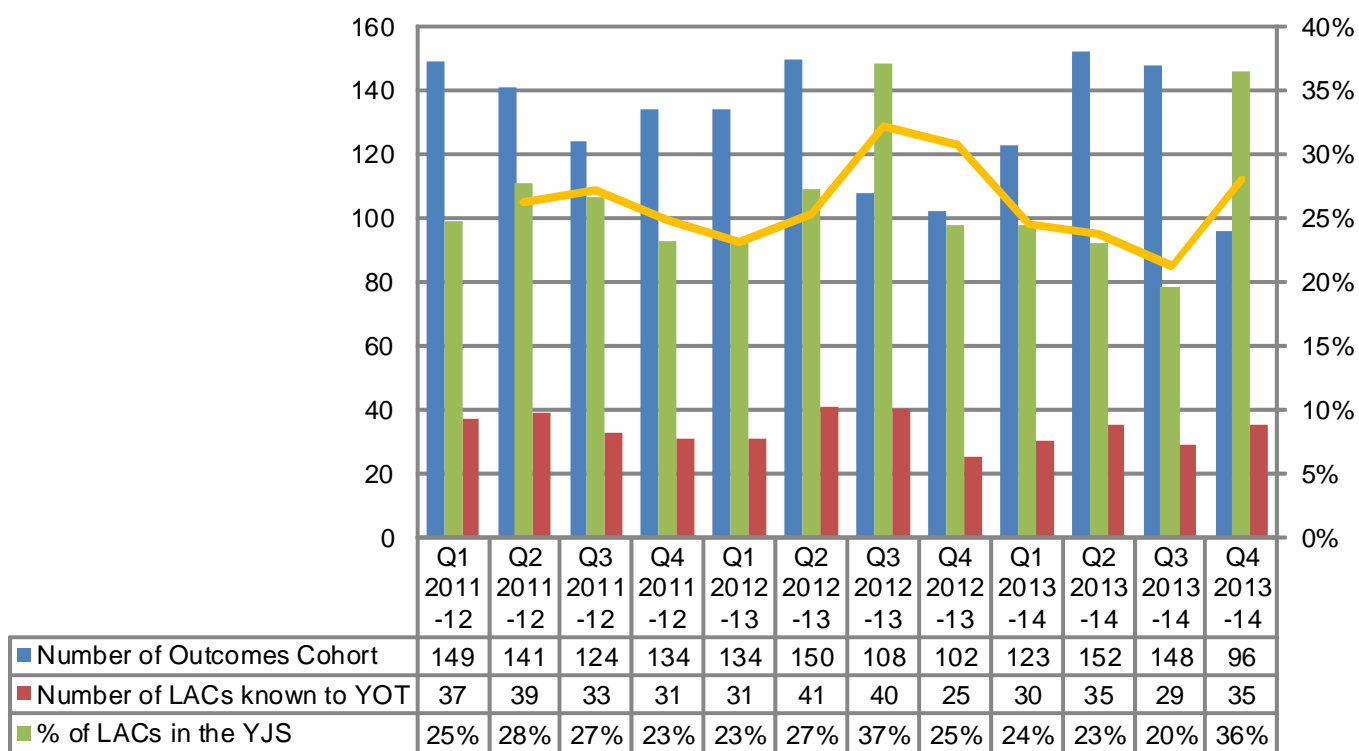
Table 7: Young people above school age in Education, Employment or Training

Description	2010-11	2011-12	2012 -13	2013-14	% Change (10/11 – 13/14)
Young people in Education, Employment and Training for closed orders – above school age (Cohort)	158 (192) 82%	91 (112) 81%	96 (107) 89%	37 (51) 73%	-9% Quarterly target = 70% however, caseload cohorts have reduced.

5.7 One of the YOTs most vulnerable client groups is ‘Looked after Children’ (LAC). Medway have set an aspirational target of reducing the number of LAC in their caseload to below 20%. Historically, a high percentage of LAC’s are in the Medway YOT caseload. Considerable effort and initiative has been deployed recently in Medway, to reduce the numbers of LAC entering the criminal justice system through partnership arrangements and protocols that will provide the young people with the necessary support to achieve positive outcomes and hopefully, avoid the Youth Courts.

Table 8: Looked After Children in the Youth Justice System

Looked after Children known to YOT by Quarter (2011/12 - 2013/14)



5.8 The above graph trend lines in Table 8 show that the % of LACs known to YOT peaked in Q3 2012-13 at 37% and Q4 2013-14 at 36%. The average quarterly LAC involvement in the Medway YOT cohort over the last three years is 26.5%.

Table 9: Average % of LACs known to YOT Per Annum

Description	2010-11	2011-12	2012-13	2013-14	% Change
Average % of LACs known in YOT Caseload	tbc	26%	28%	26%	0%

5.9 On average between 2010/11 and 2013/14, the percentage of LACs known to YOT has stayed below 30%, however this is still above Medway YOTs target of <20%. The number of LACs known to YOT has been regularly reported to the Medway YOT board by the YOT manager. As a result a new

performance indicator has been agreed to reduce the number of LACs known to YOT by 10% of the 2013-14 outturn figures, in 2014/15.

5.10 The percentage of young people from Black and Minority Ethnic (BME) groups involved in the Youth Justice System in Medway peaked in 2011-12 at 14% - reference Table 10. However, fluctuations have been small and the average for the four year period 2010-14 is 12%, which is in line with the local Medway school population (5-19years) of 85.7% white and 14.3% BME (ref: public health report on school age children 2012-13)

Table 10: Medway YOT Clients 2010-2014 by Ethnicity

Description	2010-11	2011-12	2012-13	2013-14	Average over 4 years
Total BME Ethnicity	61	65	45	58	57
Total White Ethnicity	474	415	332	379	400
Grand Total	535	480	377	437	457
% BME	11%	14%	12%	13%	12%
% White	89%	86%	88%	87%	87%

(Note: Table 10: Figures for BME clients includes all other ethnicities that are non-white i.e. Black African, Mixed Asian etc. The above breakdown of Medway YOT Clients is based on young people known to Medway YOT that had received an Outcome, court or pre-court, for offences they had committed, therefore proven young offenders.)

5.11 Table 11 demonstrates the percentage of girls and young women in the Medway YOT cohort has also been relatively stable over recent years at approximately 25%. However, there was a peak in this statistic last year, 2013-14, when girls and young women were 27% of the YOT cohort. Very few of these young women go on to receive a custodial sentence as a result of their anti social behaviour or criminal activity.

Table 11: Medway YOT Clients 2010-14 by Gender

Description	2010-11	2011-12	2012-13	2013-14	Average over 4 years
Total Male	409	364	281	318	343
Total Female	124	115	95	118	113
Grand Total	533	479	376	436	456
% Male	77%	76%	75%	73%	75%
% Female	23%	24%	25%	27%	25%

(Table 11: The above breakdown of Medway YOT Clients is based on young people known to Medway YOT that had received an Outcome (court or pre-court) for offences they had committed, therefore proven young offenders.)

6. Are there groups of young people that no longer receive a service?

6.1 Historically, YOT's have played a role in providing preventative services and support to their local community. As a result of decreasing budgets and the need to find savings, this area of work is no longer delivered. The YOT continues to take a lead on 'liaison and diversion' programmes, involving Police referrals of young people who have had their first contact with the police as a result of a misdemeanour, and are at risk of entry into the youth justice system. However, referrals from schools and community groups are no longer received and supported by the YOT. Prevention initiatives, with a community focus, are a future area of work that could be revitalised by the new partnership arrangements with the Youth Service.

6.2 Another casualty of the budget savings has been the full time dedicated 'Parenting Officer' post. This post provided a wide range of professional and targeted support for parents of YOT clients. This work is

now the responsibility of the YOT caseworkers to deliver. More focused family work is carried out through the development of the Functional Family Therapy programme, of which the Medway YOT is a partner. This programme has a high success rate in preventing young people 10-17years from re-offending.

6.3 Similarly, the YOT lost its resettlement worker last year and that post has not been replaced. The responsibility to provide resettlement initiatives for YOT clients again falls back on the YOT caseworker.

6.4 YOT clients who are subject to referral orders are monitored through referral panels. These were previously held on a quarterly basis but have now reduced to just two per year. YOT clients, who are subject to referral orders for a longer period than 3 months, may be disadvantaged by this change.

7. Has everything possible been done to mitigate the effect of the budget reductions to service delivery?

7.1 Over the last four years the Medway YOT has had to review and reassess its priorities in line with national legislative demands and local budget savings. The focus has been to maintain and deliver high quality frontline services to YOT clients. This has been achieved by a programme of restructures and reorganisations that have targeted reductions to management, senior practitioners and back office support.

7.2 One of the major reductions to service delivery has come in the number of specialist support workers that are available to YOT staff, to assist them in working with their clients. It is now required that many of these services are delivered by the YOT caseworkers.

7.3 External funding has been secured to support family work through partnerships with Medway Action for Families and Functional Family Therapy. These programmes provide much needed support for dysfunctional families at risk of youth justice or social care engagement.

7.4 Since August 2012, the Student Unit has successfully worked in partnership with the local universities. 18 Social Work students, have been linked to the local Pupil Referral Unit's and selected Academies to work towards keeping young people out of the criminal justice system, and support YOT clients to engage in education.

7.5 Evidence of inspections to Medway YOT over the last four years would indicate that despite the various reorganisations and reductions to budget, Medway YOT clients are continuing to receive a quality service with little or no detriment to any high risk or vulnerable groups.

8. What would be the impact of a further 10% reduction to Youth Offending Service budgets in the coming year?

8.1 Further reductions to the Medway YOT budget could put at risk the ability of the YOT to carry out its statutory functions in providing support to the Youth Courts and the management of court orders.

8.2 The potential loss of Intensive Support and Surveillance programmes would be a major issue as they are seen as the only real alternative to custody by local magistrates.

8.3 Further YOT savings could cause an adverse reaction in partner support that may trigger a lack of confidence in the Medway YOT. If this lack of confidence is shared by magistrates and the Youth Courts, this could bring about an increase in custodial sentences which then increases the costs incurred by the Council for secure remands.

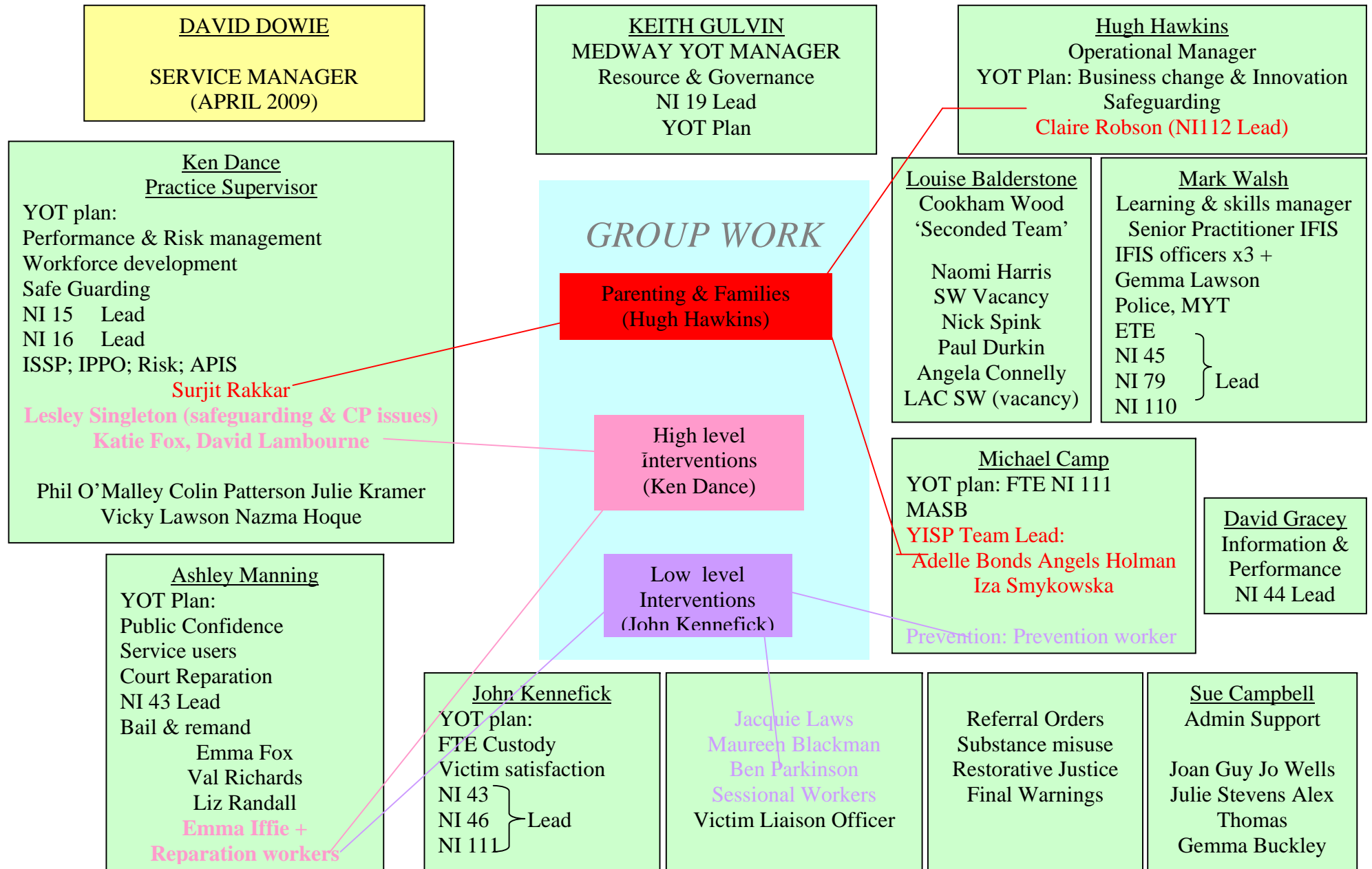
8.4 The current cost of night beds for secure remands in secure establishments for 2014-15 are:

- Youth Offender Institutions £158 per young person per night
- Secure Childrens Homes £555 per young person per night and
- Secure Training Centres £533 per young person per night

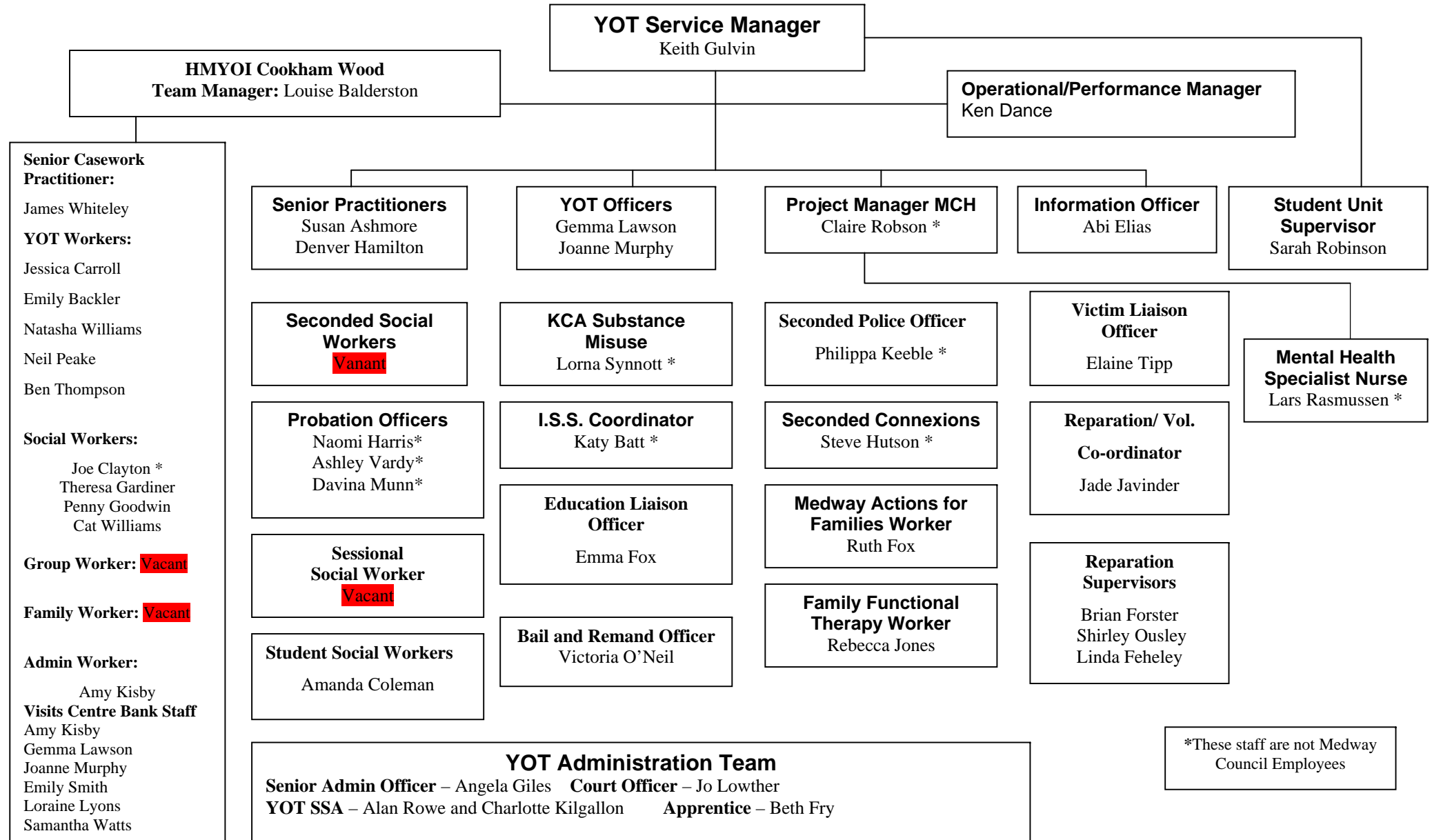
A young person placed on secure remand at a high cost establishment for a number of months, for a high tariff offence, would wipe out the local authorities delegated budget for secure remands.

David Dowie - IYSS Manager - August 2014

**MEDWAY YOUTH OFFENDING TEAM
AREAS OF RESPONSIBILITY 2009-10**



MEDWAY YOT STRUCTURE CHART – 2014-15



*These staff are not Medway Council Employees