

## **COUNCIL**

**15 OCTOBER 2015**

# **YOUTH OFFENDING TEAM STRATEGIC PLAN 2014 - 2016 REFRESH**

Portfolio Holder: Councillor Mike O'Brien, Children's Services

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

Author: Keith Gulvin, Youth Offending Team Manager

### **Summary**

This report outlines the Medway Youth Justice Plan Refresh 2014-2016, which has been reviewed and taken into account achievements and modifications to the delivery plan and updated data sets to provide appropriate context. Discussions and consultations with partner agencies via the YOT Management Board have been carried out and are ongoing. The plan also reviews the budget and financial planning for the Youth Offending Service, whilst outlining the known risks to the delivery of the Plan. Significant changes that have been made as part of the refresh process are indicated in appendix C, which includes both the data sets and the delivery plan.

## **1. Budget and Policy Framework**

- 1.1 The Youth Justice Plan (Appendix A) is revised on an annual basis and forms part of the Council's policy framework. Approval is therefore a matter for Council.
- 1.2 Statistical summaries of the YOT's performance against key indicators are contained within the Plan and can be found at page 28.

## **2. Background**

- 2.1 A Youth Justice Plan is required under the provisions of the Crime & Disorder Act 1998. The Youth Justice Plan is a strategic plan, which is required to be signed off by Medway Council's established procedures prior to formal submission to the Ministry Of Justice. The submitted Plan is then placed in the House of Lords Library.
- 2.2 There is no requirement for any part of the Youth Justice Plan to be regarded as confidential or "exempt".

### **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.
- 3.2 The Youth Justice board have indicated a grant reduction of 11% at beginning of this year, with a further 9% grant reduction expected this year. The Police and Crime Commissioner grant has also slightly reduced this year.
- 3.3 However until the levels of YOT partnership funding are known, it's difficult to put together I contingency options for maintaining the various levels of service. However background planning for this is underway and will become more focussed as clarity around the financial support to the YOT is known. Appropriate decisions will be made by the YOT Management Board.

### **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
  - 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.
- 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 at page 37.

### **6. Consultation**

- 6.1 The updated Youth Justice Plan has been circulated to partner organisations. It was discussed at the last meeting of the YOT Management Board on 1 September 2015 and was approved without further revision.

### **7. Children and Young People Overview and Scrutiny Committee**

- 7.1 The Committee considered this report on 22 September 2015. The Integrated Youth Support Service Manager introduced the report which outlined the

Medway Youth Justice Plan Refresh 2014-16 and he directed the Committee to Appendix C which summarised the significant changes that had been made. He highlighted to the Committee, the full implementation of recommendations to the Youth Offending Team (YOT) following a Serious Case Review, the preventative work being undertaken in relation to Child Sexual Exploitation, work being undertaken in partnership with the Police in relation to risks of urban gangs in the Medway area and managing reductions in funding. He also explained that the YOT had been nominated for a national award in relation to the apprenticeship scheme being run at Cookham Wood Young Offenders Institute.

7.2 Members then raised a number of points and questions, including:

- **YOT's protocol with Police to reduce looked after children's involvement in the criminal justice system** – in response to a question on how effective and useful this protocol had been, officers explained that this was due to be reviewed imminently by officers from the YOT and Children's Social Care and the outcome of this would be reported back to the Corporate Parenting Board.
- **Urban gangs** – in response to a question about the extent of this problem, officers explained that there was a multi-agency approach in monitoring this issue as there was concern that influential gang members were settling in Medway from London and developing their own gangs locally.
- **Reduction of funding** – in response to a question about the impact of reduced funding, officers explained that the YOT had received reductions in funding over the last four year period and one of the strategies in managing this reduced budget was to develop closer partnership working with the youth service to have flexibility in its service delivery, with a focus on targeted work.

7.3 The Committee recommended the Cabinet to recommend Council to approve the Youth Justice Plan Refresh 2014-16, as set out at Appendix A to the report.

## 8. Cabinet

8.1 The Cabinet considered this report on 29 September 2015 where it noted the views of the Children and Young People Overview and Scrutiny Committee and recommended that Council approve the Youth Justice Plan Refresh 2014-2016, as set out at Appendix A to the report (decision no. 119/2015 refers).

## 9. Implications for Looked After Children

9.1 A protocol has been developed with Kent and Medway Police to reduce looked after children's involvement with the criminal justice system. Currently there is a disproportionate number of looked after children within the Youth Justice System.

## **10. Financial implications**

- 10.1 These are contained within the body of this report.
- 10.2 There are on going financial implications arising from the adoption of this plan, in respect of the identified risks to YOT partnership funding and work is underway to identify these and to decide where youth justice work can be reduced with minimal impact to clients.

## **11. Legal implications**

- 11.1 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.

## **12. Recommendation**

- 12.1 Council is asked to approve the Youth Justice Plan, as set out at Appendix A to the report.

### **Lead officer contact**

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### **Appendices**

- A) Youth Justice Plan 2014/2016
- B) Diversity Impact Assessment
- C) Significant changes made as a result of the refresh process

### **Background papers**

The Youth Justice Plan and the work of the Youth Offending Team (YOT) is directly relevant to the following performance indicators (see page 15 of Annexe A):

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



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# MEDWAY YOUTH OFFENDING

## STRATEGIC PLAN

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 has been carried out during July 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 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. We have also seen the emergence of a growing body of intelligence that suggests gang based drugs supply, violence, and the sexual exploitation of adults and children is starting to materialise within Medway. 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.

There have been significant reductions in funding for 2015/2016 from all YOT financial contributors. 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), whilst having made reductions to the levels of funding for this year, are not in a position to provide guarantees over levels of support in future years, therefore a large amount of uncertainty hangs over the YOT resources. It was announced in June 2015 that a new formula for support from the National Probation Service in respect of cash and staff will be in place by April 2016.

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.

New challenges presented to the YOT have included taking on board direct management and responsibilities for unpaid work and the Junior Attendance Centre.



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.

A range of statistical information can be found at Appendix 1, which helps to establish the local context in respect of local background information, which has an impact upon the YOT and the environment within which it operates.

## 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.

- Reducing the number of first time entrants to the Youth Justice System
- Reducing re-offending of those young people already within the Youth Justice System.
- Reducing the number of young people receiving a custodial sentence.<sup>1</sup>

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

## Medway's Youth Offending Service

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

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

The service currently consists of approximately forty staff drawn from seven partnership agencies (Appendix 2 - Medway Youth Offending Team Areas of Responsibility & Reporting) 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 (Youth Employment Service)
- Open Road (Addictions Service)
- Medway Community Health Care
- Kent Police and Crime Commissioner
- Cookham Wood YOI

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 will be provided by a Family Therapist, who will build upon the work of the formal Family Functional Therapist work which proved invaluable in reducing reoffending within hard to reach families.

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:

- Chief Executive Medway Council
- Police Crime and Commissioners Office
- Lead Member for Children's Services
- Chairman of North Kent Youth Panel
- Head of Service Early Help

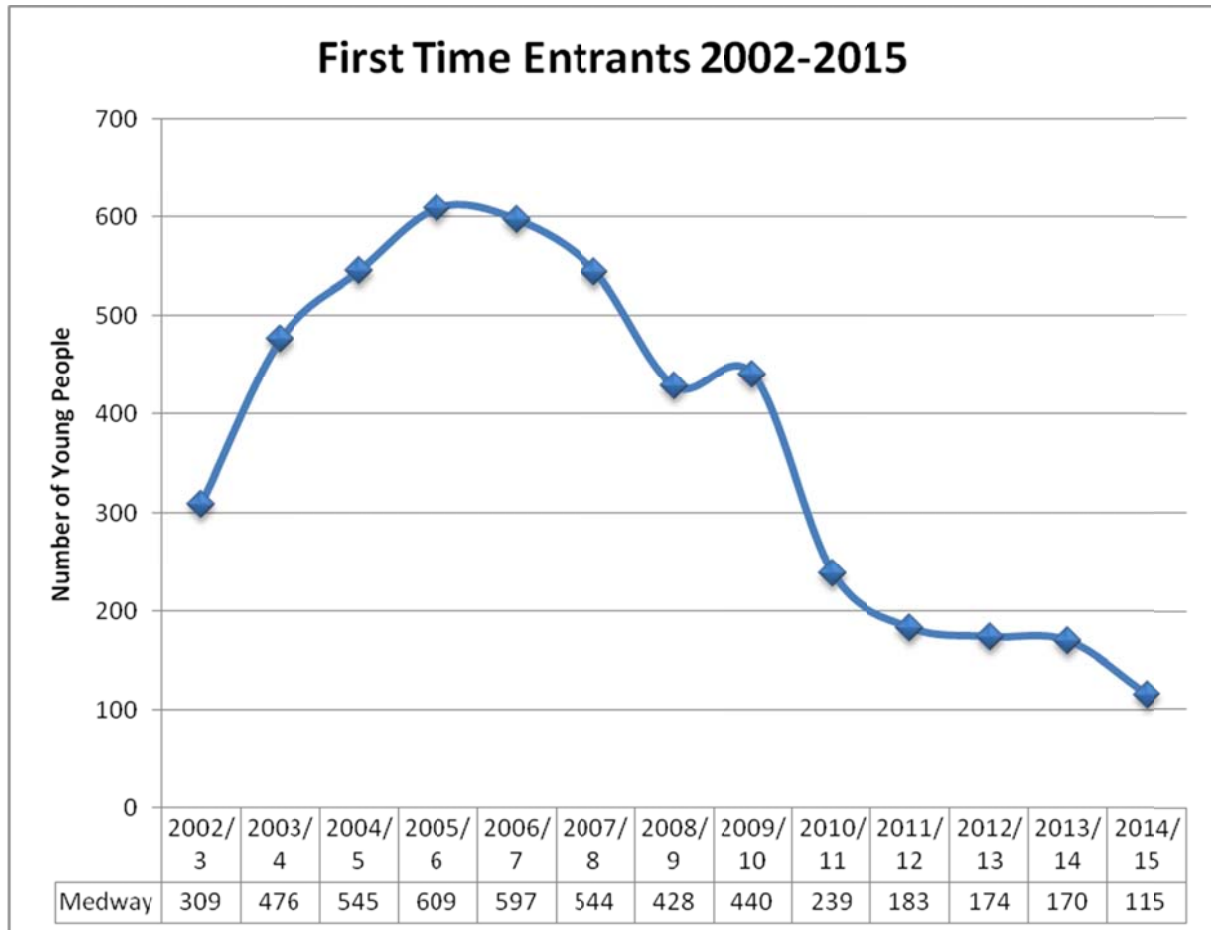
- Director of Rehabilitation (Intervention) Kent Surrey and Sussex, Community Rehabilitation Company Ltd
- IYSS Manager Medway Council
- Local Partnership Adviser  
South East Business area Youth Justice Board
- Associate Director Therapies and Children MCH
- Governor at Cookham Wood YOI
- Service Manager YOT Medway Council
- Housing Manager Medway Council
- Assistant Director School Effectiveness and Inclusions Medway Council
- Medway Youth Trust/Youth and Employment Services
- Commissioner, Partnership Commissioning Team Medway Council
- Senior Probation Officer National Probation Service
- Chief Superintendent, North Division Commander, Kent Police

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.

## Youth Crime in Medway

### First Time Entrants

Table 1 shows the actual number of young people aged 10-17 years receiving their first reprimand, warning or conviction.



**Table 1**

Since 2005 Medway has seen a continual decrease in the number of young people aged 10 – 17 years receiving their first reprimand, warning or conviction, with the exception of a minor spike in 2009/2010. The introduction of the LASPO Act (Legal Aid, Sentencing and Punishment of Offenders Act 2012) can be seen in the flattening of the line through the periods 2011-12, 2012-13 and 2014-15.

First Time Entrants Comparison 2009 – 2014

Comparison between rate of 10-17 year olds receiving their first reprimands, warning or conviction with Kent, Regional and National figures (at the rate per 100,000).<sup>2</sup>

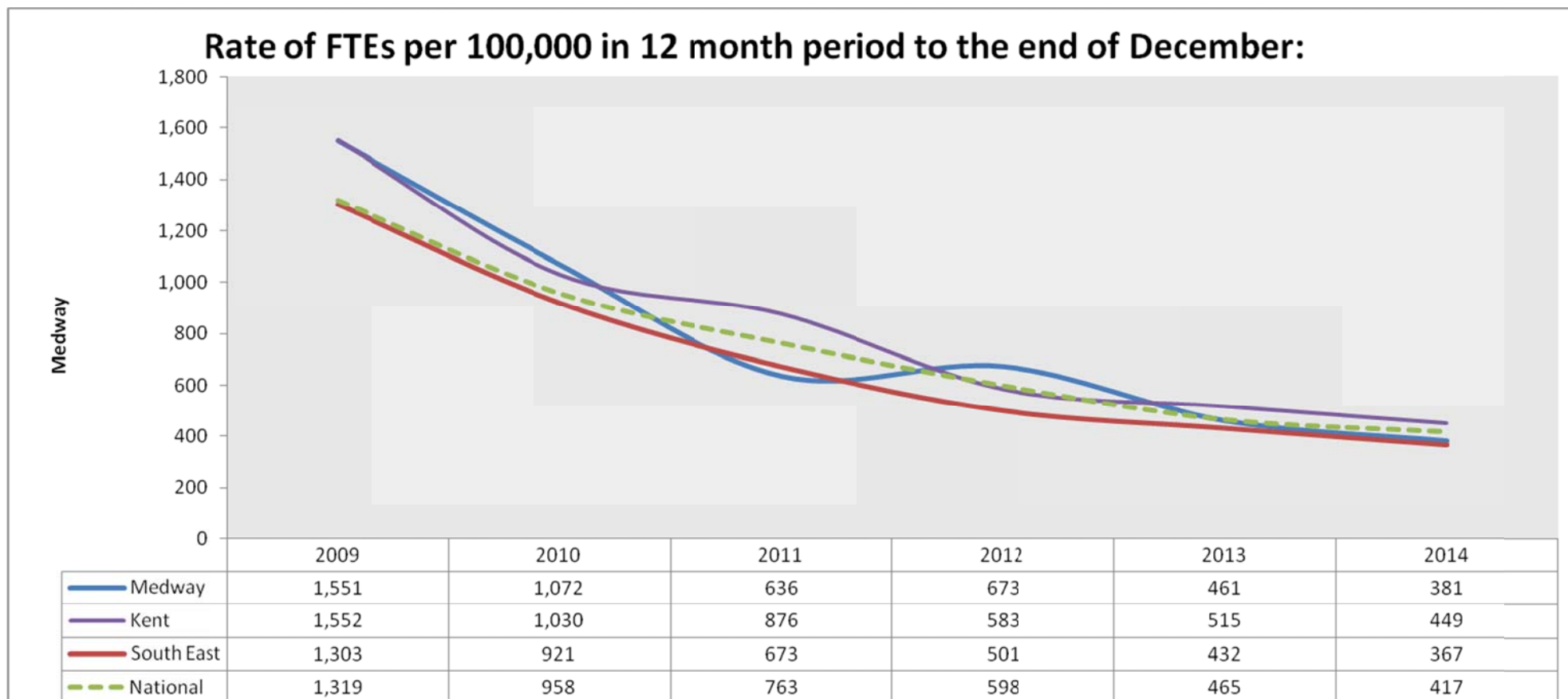


Table 2

<sup>2</sup> Source: Youth Justice Website - <http://www.justice.gov.uk/statistics/criminal-justice/criminal-justice-statistics>

## Looked After Children

Offending by children who have been looked after continuously for at least twelve months, 2013. <sup>3</sup>

	Number of children looked after at 31 March who had been looked after for at least 12 months <sup>2</sup>	Number of looked after children aged 10 or older at 31 March <sup>3</sup>	Looked after children aged 10 and above	
			Number convicted or subject to a final warning or reprimand during the year <sup>4</sup>	Percentage convicted or subject to a final warning or reprimand during the year
Medway	295	150	10	6.7
Kent	1190	745	65	8.8
Thurrock	165	120	0	0
Southend-on-Sea	170	125	10	8.7
Havering	125	90	10	9
Swindon	155	115	10	10.3
Northamptonshire	510	340	25	7.1
Dudley	565	315	5	1.9
North Lincolnshire	120	75	x	x
Rotherham	290	185	10	5.9
South East	5960	3820	290	7.6
England	47200	29880	1840	6.2

**Table 3**

During 2013, 6.7% of children aged 10 years or older that had been looked after by Medway Council as at 31<sup>st</sup> March 2013 for at least 12 months had been subjected to a final warning or reprimanded. For the South East this Figure was 7.6% and For England, 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.

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<sup>3</sup> Source: Youth Justice Statistics Regional Data - <https://www.gov.uk/government/publications/youth-justice-statistics>

## Type of Offences

Offences committed by young people living in Medway, resulting in court outcomes during 2013/14, broken down by age, gender & ethnicity.<sup>4</sup>

Offences resulting in a disposal 2013/14 Medway	Age				Gender		Ethnicity					TOTAL	
	10 - 14	15	16	17+	Female	Male	White	Mixed	Asian or Asian British	Black or Black British	Chinese or Other Ethnic Group		Not Known
Arson	2	2	0	3	0	7	7	0	0	0	0	0	7
Breach Of Bail	2	6	0	5	1	12	10	1	0	0	2	0	13
Breach Of Conditional Discharge	0	0	0	3	1	2	3	0	0	0	0	0	3
Breach Of Statutory Order	5	4	5	9	9	14	21	1	0	0	1	0	23
Criminal Damage	16	13	11	6	7	39	40	5	1	0	0	0	46
Death Or Injury By Dangerous Driving	0	0	0	0	0	0	0	0	0	0	0	0	0
Domestic Burglary	0	3	4	7	1	13	10	1	0	0	3	0	14
Drugs	2	2	9	15	1	27	20	3	2	3	0	0	28
Fraud And Forgery	0	0	5	1	1	5	2	3	0	1	0	0	6
Motoring Offences	3	13	12	10	1	37	28	4	0	2	4	0	38
Non Domestic Burglary	8	1	0	2	0	11	11	0	0	0	0	0	11
Other	2	1	1	9	3	10	13	0	0	0	0	0	13
Public Order	7	6	5	10	12	16	27	1	0	0	0	0	28
Racially Aggravated	0	0	0	2	1	1	2	0	0	0	0	0	2
Robbery	2	1	5	6	6	8	12	1	0	1	0	0	14
Sexual Offences	0	0	3	2	0	5	5	0	0	0	0	0	5
Theft And Handling Stolen Goods	22	20	26	20	26	62	76	7	1	2	2	0	88
Vehicle Theft / Unauthorised Taking	1	1	0	5	3	4	5	1	0	0	1	0	7
Violence Against The Person	30	26	29	30	43	72	105	3	2	3	2	0	115
<b>TOTAL</b>	<b>102</b>	<b>99</b>	<b>115</b>	<b>145</b>	<b>116</b>	<b>345</b>	<b>397</b>	<b>31</b>	<b>6</b>	<b>12</b>	<b>15</b>	<b>0</b>	<b>461</b>

Table 4

<sup>4</sup> Source: Youth Justice Statistics Regional Data <https://www.gov.uk/government/statistics/youth-justice-annual-statistics-2013-to-2014>

## Medway Offence Comparison between 2013 - 2014

Year	Total Offences
2012/13	495
2013/14	461
Change	-34
% Change	-6.87%

Table 5

## Use of Custody

How many young people during 2013/14 aged 10 to 17 years received a custodial sentence. <sup>5</sup>

	Custodial Sentences	10-17 Population 2013	Rate per 1.000 of 10-17 population
Medway	12	26,989	0.44
Kent	53	145,297	0.36
Thurrock	10	15,867	0.63
Southend-on-Sea	21	16,085	1.31
Havering	12	23,095	0.52
Swindon	8	19,828	0.40
Northamptonshire	29	67,336	0.43
Dudley	12	29,638	0.40
North Lincolnshire	11	15,287	0.72
Rotherham	13	24,682	0.53
South East	235	817,574	0.29
England	2,742	5,183,248	0.53

Table 6

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<sup>5</sup> Youth Justice Statistics (Use of custody, regionally, 2013-14) - <https://www.gov.uk/government/statistics/youth-justice-annual-statistics-2013-to-2014>



## Client Outcomes

Client outcomes involving Medway children and young people during 2013/14<sup>6</sup>

Regional Disposals 2013/14 Medway	Age				Gender		Ethnicity						TOTAL
	10 - 14	15	16	17+	Female	Male	White	Mixed	Asian or Asian British	Black or Black British	Chinese or Other Ethnic Group	Not Known	
<b>Pre-court</b>													
Youth Caution	50	41	41	30	53	109	146	12	3	0	1	0	162
Youth Conditional Caution	4	4	2	0	2	8	9	0	0	0	1	0	10
<b>First-tier</b>													
Absolute Discharge	0	0	0	1	0	1	1	0	0	0	0	0	1
Bind Over	0	0	0	1	1	0	1	0	0	0	0	0	1
Compensation Order	1	1	3	8	4	9	10	1	1	1	0	0	13
Conditional Discharge	2	5	4	7	4	14	12	4	0	1	1	0	18
Fine	0	1	5	6	1	11	8	3	0	1	0	0	12
Referral Order	15	8	19	22	15	49	55	2	2	3	2	0	64
Reparation Order	0	0	0	0	0	0	0	0	0	0	0	0	0
Sentence Deferred	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Community</b>													
Youth Rehabilitation Order	5	10	14	24	15	38	48	2	0	1	2	0	53
Youth Default Order	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Custody</b>													
Detention and Training Order	0	2	3	7	2	10	12	0	0	0	0	0	12
Section 226b	0	0	0	0	0	0	0	0	0	0	0	0	0
Section 90-92 Detention	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>77</b>	<b>72</b>	<b>91</b>	<b>106</b>	<b>97</b>	<b>249</b>	<b>302</b>	<b>24</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>346</b>

Table 7

<sup>6</sup> Source: Youth Justice Statistics Regional Data (Disposals by Region) - <https://www.gov.uk/government/statistics/youth-justice-annual-statistics-2013-to-2014>

## Re-offending

Medway had a binary rate rise of 6 percentage points in comparison to the same quarter in the previous year. In the same period Kent saw a lesser rise; both YOTs having a similar re-offending rate, just below the National Average, but marginally above the Regional one. Nationally there has been slight rise in the rates of proven re-offending in the sample period, but the regional rate is the same.

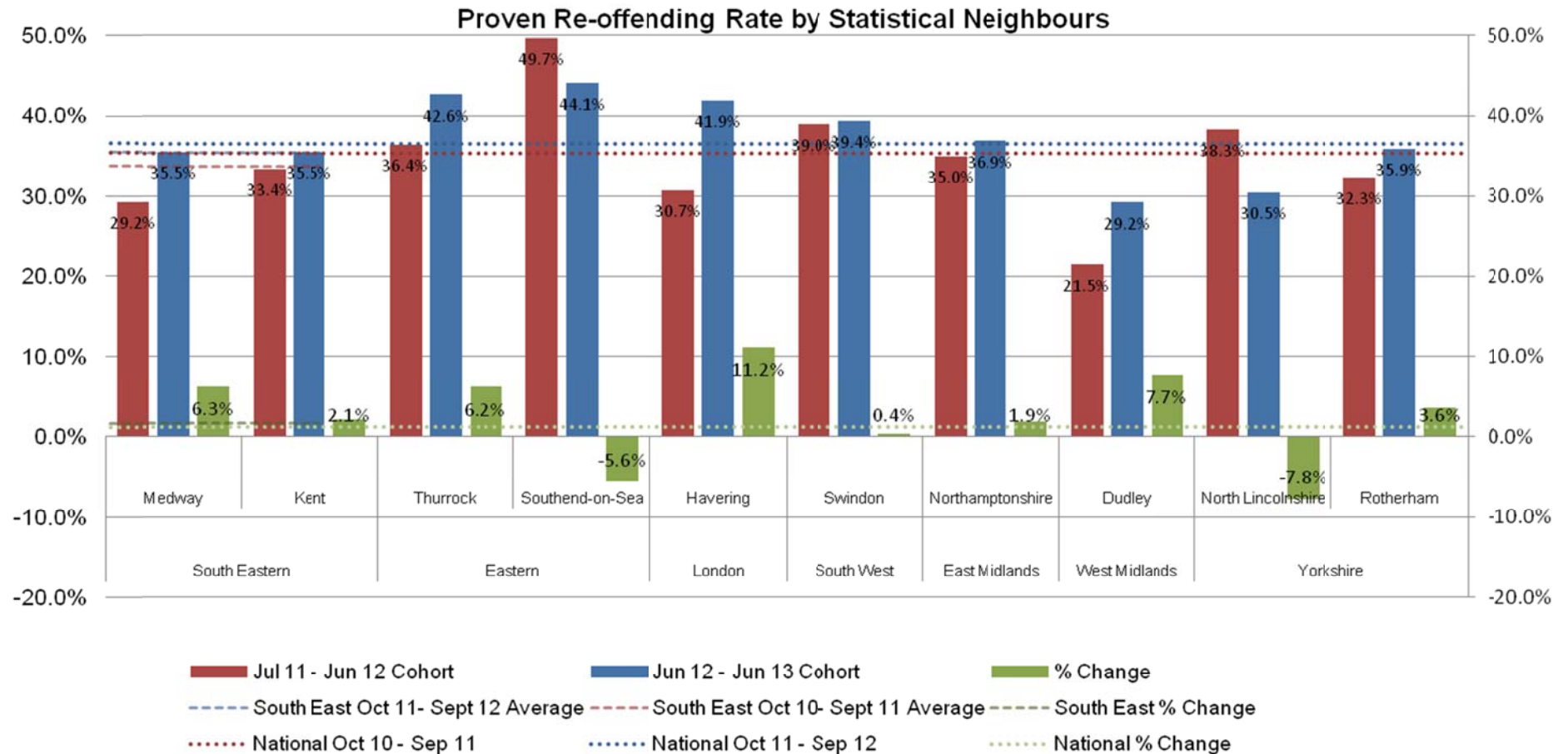


Table 8

## Medway YOT Quarterly performance for 2014/15

Quarterly Monitoring Indicators	Target	Due Date	Responsibility	2011-12	2012-13	2013-14	Q1	Q2	Q3	Q4	2014-15 OUTFALL	RAG
NI111 By use of 'Triage' system, reduction in First Time Entrants into Youth Justice Systems – Cumulative figure. <i>See Section 3.1</i>	5% <275 young people rate per 100k <993	31st March 2015	YOT Manager	183 (Rate 664 per 100K)	174 (Rate 641 per 100K)	170 (Rate 630 per 100K)	27 (Rate 400 per 100K)	55(28) (Rate 408 per 100K)	80(25) (Rate 395 per 100K)	115(35) (rate 426 per 100K)	115 (rate 426 per 100K)	Green
NI043 % of young people (aged 10-17) sentenced to custody out of all those receiving a conviction in court (total of first-tier disposal, community service, and custodial sentence). Age is measured at time of arrest. Cumulative Figure. <i>See Section 3.2</i>	<5.8%	31st March 2015	YOT Manager	7.22% (YJB Data)	4.49% (YJB Data)	8.82% (YJB data)	7.41% (YJB Data)	4.48% (YJB Data)	5.56% (YJB Data)	5.56% (YJB Data)	5.56% (YJB Data)	Green
NI045 Engaged in suitable education, training or employment (Pre 16s) <i>See Section 4.1</i>	>95%	31st March 2015	YOT Manager	95%	96%	100%	50%	100%	70%	43%	64%	Red
NI045 Engaged in suitable educations, training or employment (Post 16s) <i>See Section 0</i>	>70%	31st March 2015	YOT Manager	81%	90%	73%	36%	53%	54%	38%	46%	Red
NI046 Suitable Accommodation (%) <i>See Section 4.3</i>	>95%	31st March 2015	YOT Manager	95%	98%	93%	96%	97%	100%	100%	98%	Green
% of YOT cohort that re-offend within 6 months of completing their intervention. <i>See Section 4.5</i>	<50%	31st March 2015	YOT Manager	27%	37%	45%	29%	35%	35%	31%	-	Green
Percentage of re-offending by use of those who have accessed 'Triage' system. <i>See Section 4.5</i>	<20%	31st March 2015	YOT Manager	1%	11%	13%	6%	16%	6%	5%	-	Green
The number of YPs with LAC(POLA & LAC) status known to Medway YOT <i>See Section 4.7</i>		31st March 2015	YOT Manager	-	-	35	26	16	17	18	N/A	Green

Red	Target Missed	Below 5% of target
Amber	At Risk of Missed Target	Within 5% of target
Green	Target Achieved	Target figure or beyond

**Table 9**

## Improving 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**, as a result of review one of the Senior Practitioner posts is to be deleted and the remaining one converted into a Practice Manager post. The function of this new post will be to lead the team in respect of good professional practice and keeping up to date with legislative and policy change. The post is expected to be operational by December 2015.
- **Child Protection (CP)**, this has been a major and continuing focus of the YOT. All practitioners have 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 have reassessed the Social Work function within the team and created two distinct Social Work posts to embed child protection and good close working with our colleagues in Children Social Care. The YOT is represented on the Medway Multi-Agency Sexual Exploitation (MASE) Group. We will be seeking to raise awareness around Child Sexual Exploitation (CSE) among team members through training to be undertaken jointly with the Youth Service. A YOT CSE lead officer has been identified.
- **Medway Junior Attendance Centre**, this facility was successfully transferred from the Ministry of Justice control to Medway YOT in March 2015. This now creates 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. Discussions are underway with Medway Youth Service and Mid Kent College to achieve this.
- **Unpaid work and Reparation**, was successfully transferred to YOT control in June 2014 and following a review a new range of work related projects has been developed. Work is currently underway to ensure young people receive recognition for their educational achievements while participating on the scheme.
- **Office move implications for practice**, the planned move to Strood Youth Centre was successfully completed in September 2014. In conjunction with this move most clients interactions now take place in the young person's own community using Youth Service or Medway Youth Trust premises in a move designed to improve the engagement and commitment to YOT programmes.
- **Intensive Supervision & Surveillance (ISS)**, the YOT were set a substantial challenge to reduce the costs associated with this very successful alternative to custody, while also maintaining the reputation and integrity of the current scheme. In July 2015 Medway launched its own bespoke ISS programme working in conjunction with Medway Youth Service and have developed an approach which fully meets the National Standards for Youth Justice requirements for the first time. The ISS scheme is critical to maintaining low levels of remand or custody for Medway young people.
- **Family Therapy**, It did not prove possible to maintain the former Functional Family Therapy scheme that had been piloted in Medway, however rather than lose the many benefits

gained from this pilot the decision was made to invest in a YOT Family Therapy post this is due to go live in September 2015. The post is expected to have a similar impact to FFT which resulted in a significant direct reduction in offending levels and improved family cohesion.

- **Triage**, the changes brought about by the LASPO 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. Discussions are ongoing with the Police and Kent YOS to develop a county wide scheme based on initial successes identified within the original Medway pilot.
- **Looked After Children and reduction in offending protocol**; this protocol went live in October 2014 and was formally launched in January 2015 by the Police and Crime Commissioner. It 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, which 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 has been completed with partner agencies to produce a new protocol that will ensure planned and smooth transfers of young adults away from YOT and into adult services. This had 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.
- **Cookham Wood Resettlement Team**, Medway YOT has been providing a comprehensive resettlement service at YOI Cookham Wood for a period of 9 years under a Service Level Agreement. For the first time the detached resettlement team at Cookham Wood are now directly tied to the YOT delivery plan through objectives to achieve better resettlement outcomes for young people.
- **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. Proposals are in hand to change the case work management system from the current provider, Careworks, to a new provider Careervision. The rationale for this proposal is to improve management information systems and to allow for the introduction of Assetplus (new national YOT assessment tool) onto a system that will be future proofed.
- **Urban Street Gangs**, The Home Office has identified a growing body of intelligence, emerging in particular from London and the South East, that vulnerable young people are being exploited in order to facilitate the running of street level drug dealing which has also been recognised in Medway. A major concern is safeguarding, as many gangs form a secure base in the homes of vulnerable people and force assistance by using violence or exploiting an addiction to drugs. Similarly, the exploitation of young people is a common factor, with groups often recruiting children to work as runners. Establishing these bases is achieved in a number of ways, most commonly by exploiting local drug users and is achieved either by

paying them in drugs, by building up a drug debt or by using threats and/or violence in order to coerce them; this practice is commonly known as 'cuckooing'. In other cases group members have entered into relationships with vulnerable females in order to use their properties. We recognised that vulnerable groups of children such as Looked After Children (LAC) or those known to Children's Social Care or a Youth Offending Services are more likely to be exploited. The Youth Offending Team will therefore support the policing response to this issue under Operation Jupiter and engage with the Home Office Ending Gang and Youth Violence Peer Review Programme to identify and implement good practice in this area in order to develop our response.

## 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 current financial period 2015/16 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 2015/16 but with substantial reductions.

Medway Council funding to the YOT continues to be reduced and made need to make savings due to the severe constraints that the authority is operating within.

The Youth Justice Board made a substantial cut to the Youth Justice grant for 2015/16 which may still be subject to further in year reductions. A long term funding formula for YJB grants still has not been developed.

The Police & Crime Commissioner (PCC) for Kent, while having made a 5% 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 has confirmed that there will be year on year reductions of 5%.

A new funding formula is yet to be agreed nationally in respect of both staffing and funding from the National Probation Service. The latest information is that this will come into effect for the year 2016/17. Medway may well gain in terms of cash (we currently receive none!), but may also well lose out in terms of staffing.

The YOT expects to be able to continue its 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 2015/16, they are as set out below.

## Inclusive Costs

	<b>Caseload April 2013 - March 2014</b>
<b>Total YOT Resources</b>	£1,065,000
<b>Client Caseload Total</b>	571
<b>Unit cost per Young Person</b>	£1,865.15

Table 10

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.

## Partner Contributions to the Youth Offending Partnership Pooled Budget 2015/16

Agency	Staffing costs (£)	Other delegated funds (£)	Total (£)
<b>Local Authority</b>	£250,000	£132,000	<b>£382,000</b>
<b>Police Service</b>	£48,000	-	<b>£48,000</b>
<b>National Probation Service</b>	£69,000	-	<b>£69,000</b>
<b>Health Service</b>	£46,000	-	<b>£46,000</b>
<b>Police and Crime Commissioner</b>	-	£93,000	<b>£93,000</b>
<b>YJB Good Practice Grant</b>	£250,000	£88,000	<b>£338,000</b>
<b>Other</b>	-	-	<b>-</b>
<b>Total</b>	<b>£663,000</b>	<b>£313,000</b>	<b>£976,000</b>

Table 11

(Excluding income and expenditure in relation to the Detached Team at Cookham Wood).

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.

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 2015/2016

### Introduction

The current YOT budget for 2015/16 amounts to a total of £811,000 (excluding costs and recharges in respect of the SLA with Cookham Wood), which constitutes a significant reduction from all cash contributors from the position in 2014/15. A number of adjustments have had to be made to accommodate this reduction in resources available to the YOT. These have now been largely achieved. It is recognised that there are still adjustments required to be made. However this has not been an entirely painless process. Another significant factor this year is the discontinuation of the requirement to produce a costed plan for the use of YJB grant. However as the YOT partnership committed to a two year Youth Justice Plan of which this is the second year the areas of committed expenditure are being broadly maintained, but adjusted down to meet the reduced grant levels this year. A similar position exists in respect the Police and Crime Commissioner (PCC) grant, which has to be formally accounted for and used to achieve clearly identified objectives. It is proposed to continue to report the YOT budget position to each Board meeting but to cover the entire YOT budget, not just the expenditure covered by YJB grant.

### Use of cash contributions 2015/16

#### Youth Justice Board Grant

The Youth Justice Board grant will be used to support the following areas of YOT activity.

- Prevention activities – Building on the current triage procedures in place and working with Kent Police and Kent YOS to achieve a uniform approach to out of court disposals and support to young people across the Kent Police area.
- The ISS programme - Develop and deliver with the Youth Service a distinct Medway service taking into account the individual needs of service users and protecting victims and witnesses.
- Monitoring & Performance activities are vital to improve the effectiveness in the YOT, achieving its performance targets and prepare for inspection.
- Training - Continue to develop the YOT workforce and ensure that new staff members are able to function at the required levels of competency and knowledge.
- Family Therapy - Develop Family Therapy as an integral part of the YOT officer and as a replacement for FFT.
- Volunteers - Continue to recruit and train volunteers to assist in the delivery of restorative justice.
- Continued support for the Kinetic Community Café in Gillingham to support activities and secure placements for Medway young people on bail or as part of their resettlement plan for community re-integration.
- Community reparation and Unpaid Work - To be further developed to use for social useful projects and to be provided accreditation and vocational training for young people.
- The strategic management of the YOT - Supporting the YOT Partnership, YOT Management Board and maintaining and developing the Service Level Agreements and Partnership agreements across the YOT Partnership and with other significant agencies.
- Develop with Medway Youth Service a range of positive activities to encourage good citizenship and positive community engagement by young people.

## **The Police & Crime Commissioners Grant**

This will be used to support the following areas of YOT activity.

- Addictions worker, providing a comprehensive addictions service to all young people known to the YOT.
- Reducing first time entrants to the youth justice system through development of diversion schemes and Triage activities.
- Part supporting the development of the Family Therapy service to provide services to hard to reach families and individuals.
- Keeping Looked After Children out of the criminal justice system. Supporting further training and expansion of existing protocol.

## **Medway Council funding**

Medway Council funding will be used to support the following areas of YOT activity

- Administration and support. The vital backroom functions, administrative support, management of information & performance, ICT and human resources.
- Support to young people. Supporting travel and substance for young people and covering gaps in welfare provision.
- Intervention programmes. Providing a range of intervention programmes and systems.
- Core staffing. Sections of the YOT staffing not covered by grant such as operational management, some specialists and YOT practitioners.
- Premises. Maintaining the main operating base and sub working areas for the YOT, includes rentals, maintenance and provision of equipment and services.

## **Other YOT resources**

It should be noted that the YOT receives considerable non-cash resources in respect of seconded staff and use of staff time from the following agencies.

- National Probation Services (note a new funding formula will be introduced in 2016/17)
- Medway Community Health Care (adjustments to this staff resource are currently being planned)
- Kent Police (there is at present some identified potential risk to this resource)
- Medway Youth Trust (support under the Medway connections contact)

## 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 seconds 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 was transferred to the private sector in January 2015 (Seetec Justice).

In April 2015 the Junior Attendance Centre at Chatham was transferred 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. Discussions with Kent Police are ongoing to achieve a uniform approach across the Kent Police area.

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 creation of Specialist Mental Health Service 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 on a number of strategic groups and Boards (see Appendix 3 - Medway Strategic Linkages).

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 May 2015 achieved an overall score of 3. This is a reduction from the score of 4 in the last inspection, this reflected deficiencies across the institution and not the resettlement team which was highly regarded.

## 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 in respect of new flexible working arrangements not embedding, 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 implement an effective replacement ISS scheme. 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 develop new programme and premises for the Junior Attendance Centre (JAC).	Explore contingencies around other delivery locations and models.
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 non-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.

## Priorities

Our Priorities for the life of this plan will be:

- Prevent young people from entering the Criminal Justice System.
- Reduce the likelihood of re-offending by those young people currently within the Youth Justice System.
- Providing an effective and responsive service to seek to repair harm to victims and the wider community.
- Identify and manage Risk & Vulnerability issues, including the introduction of asset plus.
- Respond effectively to national and local business practice that informs the evolving Youth Justice landscape.
- Support Cookham Wood YOI to develop and promote resettlement into the community.

To help us achieve those priorities a number of performance targets in the following areas have been established 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	December 2015	Young People at risk of offending	YOT Operational Manager	Meetings underway to implement new County wide arrangements.		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	January 2015	Looked After Children	YOT Operational Manager	Protocol fully implemented in January 2015. First evaluation is underway.		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)	Specialist Nurse has now left post, discussions underway with MCH in respect of developing an alternative service.		B	2

<p>4. Action for Families Agenda embedded in the practice of the Youth Offending Team.</p>	<p>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.</p>	<p>Children's Plan IYSS Plan Medway Council Plan CSP Plan</p>	<p>Ongoing</p>	<p>Young people at risk of offending</p>	<p>YOT Operational Manager</p>	<p>YOT Practitioners now leading on cases which are identified as MAfF.</p>		<p>C</p>	<p>2</p>
<p>5. Working in partnership with the Youth Service to develop innovative complimentary initiatives.  The ambition will be to offer every young person the opportunity to participate in positive activities and/or undertake the Medway Duke of Edinburgh Award scheme.</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>Ongoing</p>	<p>Young people being at risk of offending &amp; completed interventions</p>	<p>Practice Manager</p>	<p>Joint Practitioner group being developed with Youth Service.</p>		<p>C</p>	<p>2</p>
<p>6. Ensure that the YOT is fully integrated into polices and procedures in respect of the PREVENT Agenda to counter radicalisation and extremism. Working with the CSP and other partners. To identify and prevent radicalisation.</p>	<p>Provide training for YOT staff to be able to identify radicalisation. Appropriate referrals are made in all cases of suspected radicalisation in line with exiting procedures.</p>	<p>CSP Plan KCJB Business Plan</p>	<p>March 2016</p>	<p>Young people at risk of radicalisation</p>	<p>YOT Manager</p>	<p>Discussions have taken place with Community Safety Manger with a view to greater integration of YOT into Prevent agenda activities.</p>		<p>B</p>	<p>2</p>



## 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 2016	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	December 2015	Troubled families identified within YOT cohort	YOT Operational Manager	YOT Practitioners 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	A range of vocational leaning projects now development.		C	3
4. Develop a bespoke Medway ISS scheme.	100% of eligible young people access ISS provision.	Medway Council Plan Children's Plan CSP Plan KCJB Business Plan	July 2015	Intense client group	YOT Service Manager	New scheme underway but not yet embedded.		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	Initial programme completed.		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	December 2014	Chaotic and Dysfunctional families	YOT Management Team	FFT programme discontinued by Medway Council however new YOT Family Therapy Programme being developed.		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 2015	Young people leaving custody	YOT Senior Practitioners	Custody levels rising due to changing nature of cohort.		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 now completed.		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	December 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	Completed.		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	Ongoing	Foster carers and residential staff	YOT Operational Manager	Able to take referrals, however very low take up.		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	Successfully implemented and ongoing.		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	Victim Liaison Officer	Strategy in place and ongoing.		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	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. Provide training for staff in respect of child parent violence in support of reducing domestic violence.	Staff are able to recognise and react appropriately to cases of child parent violence.	KCJB Business Plan KMRRB Business Plan Children's Plan CSP Plan MSCB Business Plans	March 2016	All Operational staff	YOT Service Manager	Suitable training to be identified and implemented.		C	2
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	Ongoing.		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	Completed and ongoing.		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 2016	Operational staff	Operational Manager	Effective procedures in place and continuing.		B	2
6. Develop a greater understanding around Child Sexual Exploitation (CSE) through joint training with the Youth Service. Ensure that appropriate referrals are made where CSE is suspected.	Staff are trained and able to identify CSE issues.  Where appropriate YOT staff carry out missing person interviews in relation to LAC on YOT caseload.	Children's Plan MSCB Business Plan CSP Plan	March 2016	Operational staff/Young people at risk of CSE	CSE Lead, Senior Practitioner	Current staff group have received training in use of CSE toolkit. Further training to be identified.		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 2016	All staff	YOT Senior Practitioner	Overtaken by decision to move over to new case management system in January 2016.		A	1
2. Integrate YOT and Youth Service Management.	Increase range of resources available to young people and staff.	Medway Council Plan IYSS Plan Youth Service Plan	March 2016	All staff 34	YOT Service Manager	Discussions are ongoing however final plans cannot be confirmed until strategic decision in September 2015.		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	Completed.		A	1
4. Re-negotiate key 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	December 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	Completed.		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	September 2015	Whole YOT function	YOT Service Manager	Awaiting information on possible in year budget reductions?		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	December 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	Completed.		B	2

**Priority 6: Support Cookham Wood YOI to develop and promote resettlement into the community**

*Outcome: Young people will leave Cookham Wood with effective resettlement plans*

Description of planned activity	Critical success factors	Links to LA/ Partners plans	Completion date	Target Group	Lead Officer	Current position	Status	Risk Likelihood	Impact
1. Training planning meetings held within the YJB National Standards and address key areas of risk and need as identified by YOTs assessment and in doing so ease the transition to either the community or on to the Adult Estate.	95%meetings are held within required time scales.  All plans link to transition from the Initial Planning Meeting onwards.  All plans prioritise high risk and need areas to be addressed and met.	YJB Business Plan KCJB Plan  Recommendations form the Resettlement Thematic Review (March 2015)	Achieved by October 2015 then sustained.	Case Work Team, internal agencies and external YOT	YOT Manager HMYOI Cookham Wood	Work required to ensure that internal agencies participate in meetings.		D  A. Very high B. High C. Significant D. Low E. Very low F. Almost impossible	2  1.Catastrophic (Showstopper) 2. Critical 3. Marginal 4. Negligible
2. Evidence regular communication with parents/families and encourage positive contact between Young People and their family, providing support as necessary.	Parents are contacted on a weekly basis, always after significant incidents and on arrival.  Parents are offered the support of the monthly Support Group.	Recommendations form the Resettlement Thematic Review (March 2015)	Achieved by December 2015 then sustained.	Case Work Team, internal agencies and external YOT	YOT Manager HMYOI Cookham Wood	Development work around procedures ongoing.		E	2
3. The establishment will collect data on children released to the community.	Post release data is available to support achievement of performance indicators in respect of	Recommendations for Resettlement from the HMP Inspectorate (June 2014) for which our	Achieved by December 2015 then sustained.	Case Work Team, internal agencies and external YOT	YOT Manager HMYOI Cookham Wood	Identifying a suitable post graduate student to undertake this		C	2



	resettlement.	Case Workers are responsible				task.			
4. All eligible children will be considered for ROTL suitability in good time.	Young People who are eligible for ROTL are notified of decisions and receive ROTL where appropriate.	Recommendations from HMPI Inspect orate (June 2014) for which our Case Workers are responsible	Achieved by March 2016 then sustained.	Case Work Team, internal agencies and external YOT	YOT Manager HMYOI Cookham Wood	Prison Service Manager not yet in Post. Very little evidence of ROTL taking place.		C	2
5. Training planning and remand management meetings will include staff from all areas who work with the children.	Weekly invitations are sent to all relevant teams and departments to notify them of upcoming planning and review meetings.  Statistics regarding attendance and reports submitted for these meetings are recorded and collated.	Recommendations from HMPI Inspect orate (June 2014) for which our Case Workers are responsible	Achieved by March 2016 then sustained.	Case Work Team, internal agencies and external YOT	YOT Manager HMYOI Cookham Wood	Procedures being developed to encourage greater participation by internal and external agencies.		C	2



## Appendix 1 - 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.

Medway has the following Statistical Neighbours: Dudley, Havering, Kent, North Lincolnshire, Northamptonshire, Rotherham, Southend-on-Sea, Swindon, Telford & Wrekin & Thurrock. Telford & Wrekin does not have a dedicated YOT Team, so they are not included in any statistical comparisons in this document.

.	LA / District	Population	0-9	10-17	18-24	25-29	30-44	45-64	65+
	Medway	271,105	34,850	26,989	27,734	18,776	54,032	68,155	40,569
Stat. Neighbour	Kent	1,493,512	180,741	145,297	128,710	85,537	276,455	390,462	286,310
Stat. Neighbour	Thurrock	160,849	23,548	15,867	13,095	11,412	36,194	38,918	21,815
Stat. Neighbour	Southend-on-Sea	175,798	21,784	16,085	13,422	10,981	36,366	44,344	32,816
Stat. Neighbour	Havering	242,080	29,025	23,095	21,048	15,612	46,030	62,455	44,815
Stat. Neighbour	Swindon	214,037	28,145	19,828	16,809	15,040	47,817	55,037	31,361
Stat. Neighbour	Northampton	216,739	30,403	19,428	20,545	16,486	47,869	51,315	30,693
Stat. Neighbour	Dudley	314,427	38,006	29,638	25,392	19,236	59,488	81,275	61,392
Stat. Neighbour	North Lincolnshire	168,760	20,064	15,287	13,094	10,297	30,576	46,920	32,522
Stat. Neighbour	Rotherham	258,689	31,419	24,682	21,148	15,790	48,069	69,789	47,792
Region	South East	8,792,766	1,072,600	817,574	757,677	526,307	1,734,171	2,279,253	1,605,184
	ENGLAND	53,865,817	6,602,049	4,904,402	4,930,481	3,685,332	10,841,092	13,597,282	9,305,179

Table 12

According to the Office of National Statistics mid-2013 estimates of ward level population for England and Wales there are 271,105 people living in Medway, an increase of 2,887 since.

### Population - General

23% of the Medway population is under 18 year old, which makes our age demographics most similar to our statistical neighbours Thurrock & Northampton (Table 13). 2012. Of those living in Medway 27,139 are aged between 10 to 17 years of age, which is a slight increase from 26989 in 2012. (Table 12)

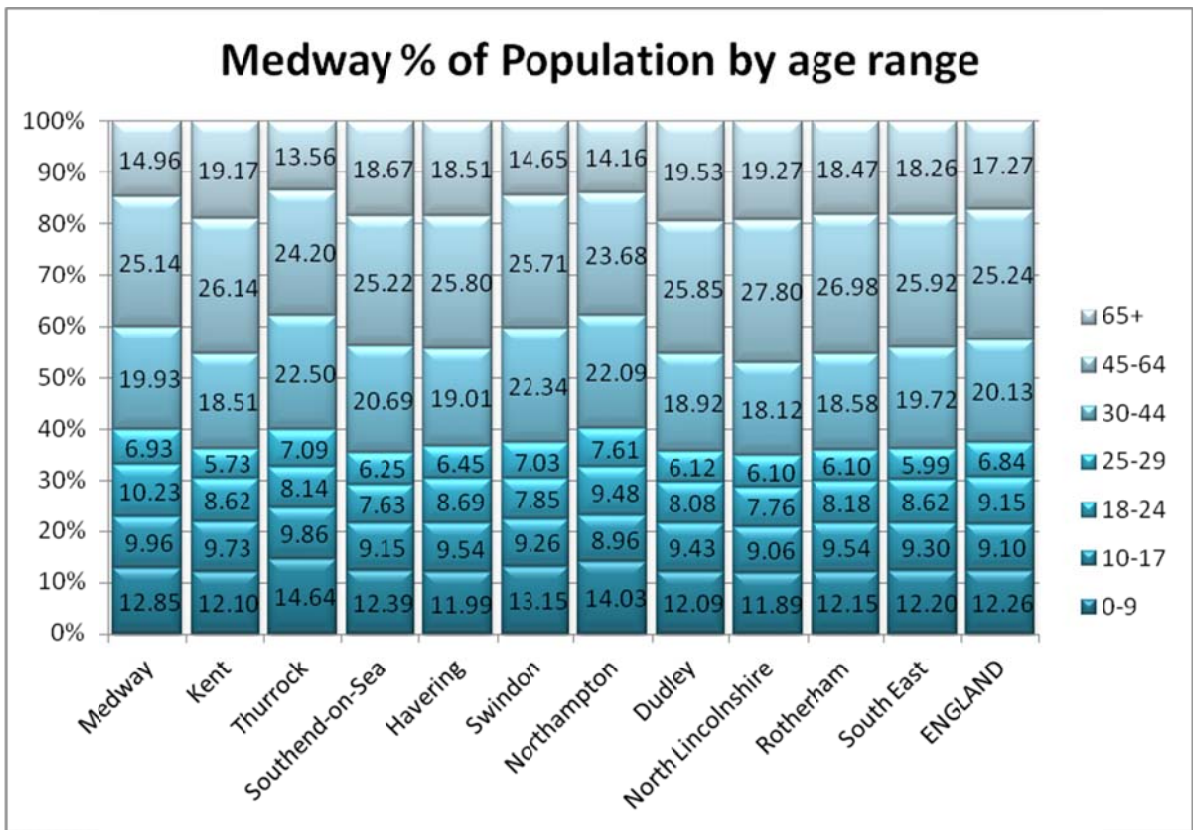


Table 13

The other characteristic that we share with those other 2 Authorities is a greater proportion of population under the age of 30 – almost 40%, when the average for England is 37%.

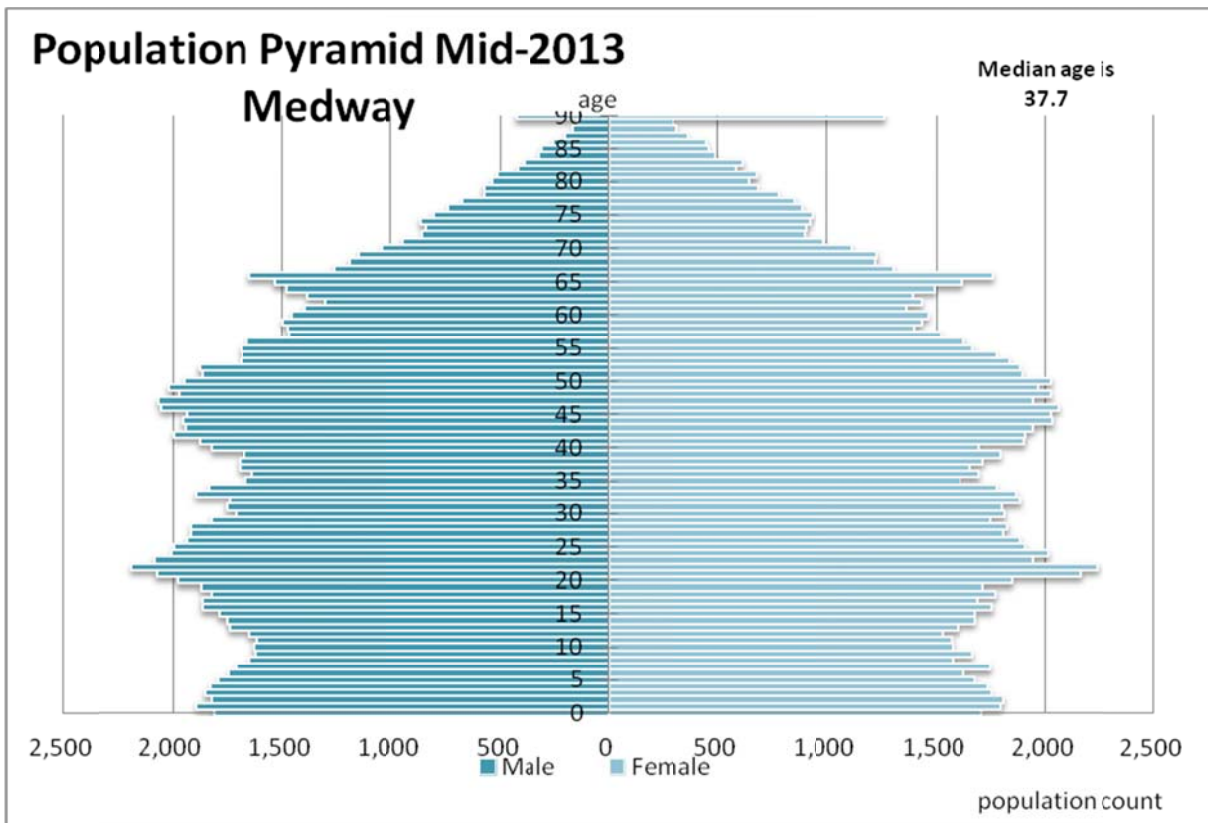


Table 14

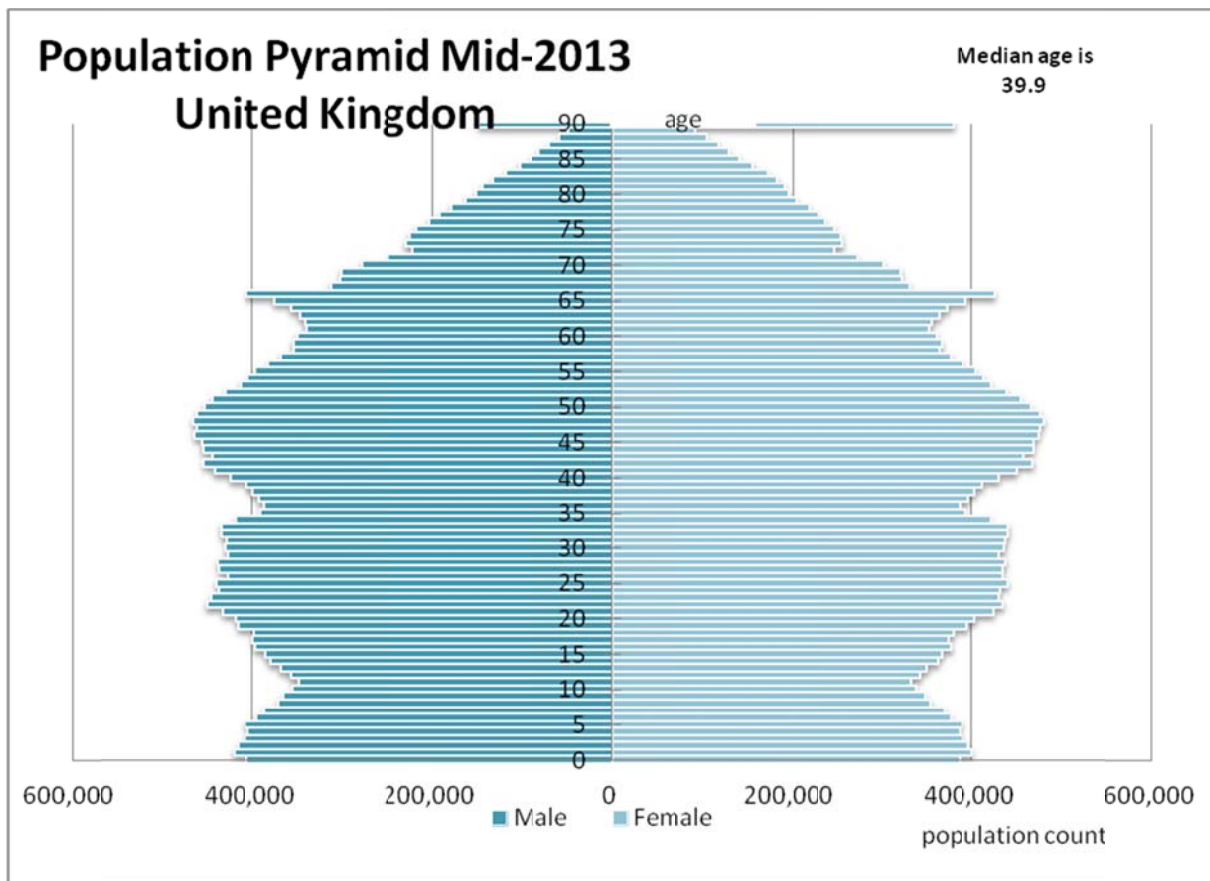


Table 15

Although broadly similar to the United Kingdom profile, in terms of the general contours; the Medway population pyramid (Table 14) is significantly broader, proportionally, to the rest of the UK. (Table 15)

## Population - Youth

Age Breakdown of Medway's children and young people:

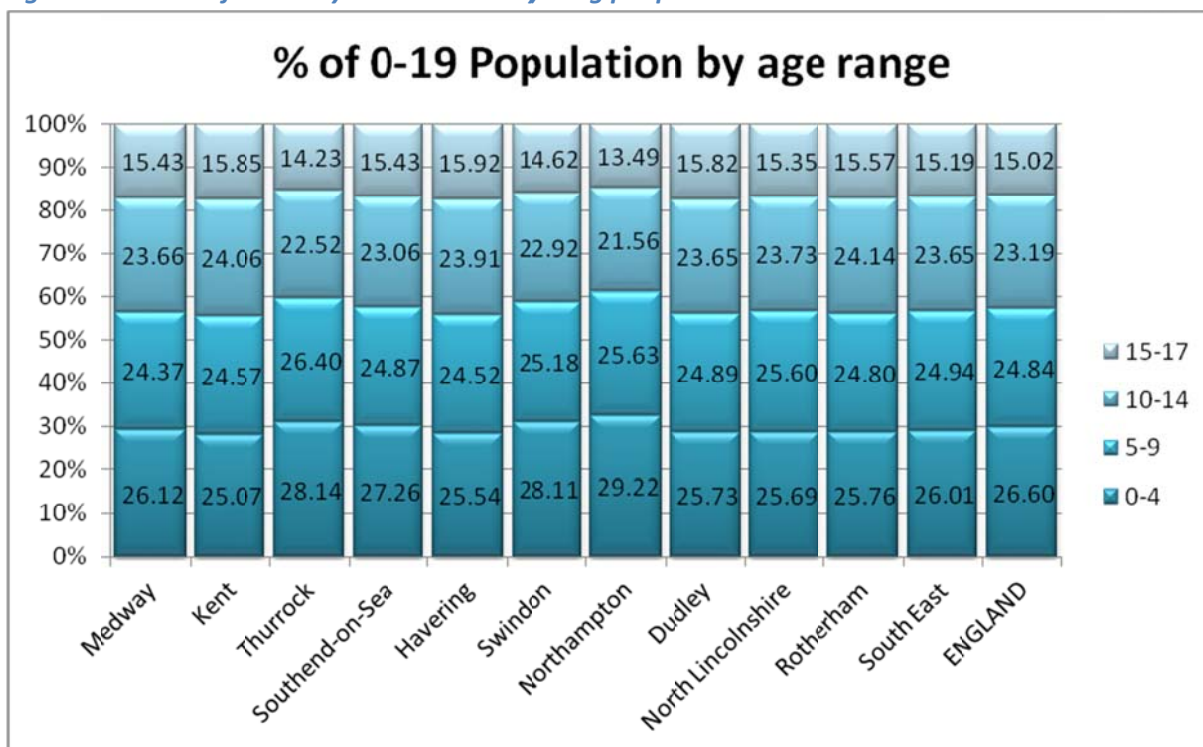


Table 16

Age Group	2012 Population	2012 % of Total 0 - 19	2013 Population	2013 % of Total 0 - 19	% Rise/Fall from 2012 figure	Percentile Point Change in Age Group
Age 0 - 4	17,822	29.0%	18,029	29.2%	1.01%	0.13
Age 5 - 9	16,441	26.8%	16,821	27.2%	1.02%	0.43
Age 10 - 14	16,456	26.8%	16,336	26.4%	0.99%	-0.38
Age 15 - 17	10,683	17.4%	10,653	17.2%	1.00%	-0.17
Total	61,402		61,839		1.01%	

Table 17

From 2012 to 2013 there was a slight reduction in the numbers of young people aged 10-17 (around 1%), however in the same period those aged 5-9 rose by a little under 0.5%, so Medway can expect an increase in the 10-14 age group within the life of this document.<sup>7</sup>

<sup>7</sup> From Office of National Ward Level Mid Year Population Estimates 2012 & 2013

*Medway Population Change Estimates 2012-13<sup>8</sup>*

Row Labels	Estimated Population 2012	Births	Deaths	Internal Migration Inflow	Internal Migration Outflow	Internal Migration Net	International Migration Inflow	International Migration Outflow	International Migration Net	Other	Estimated Population 2013	% of Total Estimated Population 2013
<b>0-4</b>	17,822	3,512	12	945	837	108	76	23	53	8	18,029	6.65%
<b>5-9</b>	16,441	0	2	582	546	36	53	16	37	4	16,821	6.20%
<b>10-14</b>	16,456	0	0	437	370	67	58	6	52	4	16,336	6.03%
<b>15-17</b>	10,683	0	2	424	280	144	31	15	16	45	10,653	3.93%
<b>18-19</b>	7,591	0	1	613	888	-275	40	28	12	-48	7,192	2.65%
<b>20-24</b>	20,285	0	8	2,237	1,808	429	234	192	42	-55	20,542	7.58%
<b>25-29</b>	18,134	0	5	1,430	1,288	142	214	195	19	65	18,776	6.93%
<b>30-34</b>	17,721	0	14	1,155	1,047	108	134	106	28	60	18,102	6.68%
<b>35-39</b>	16,907	0	12	828	670	158	83	69	14	18	16,844	6.21%
<b>40-44</b>	19,453	0	28	750	638	112	58	50	8	-2	19,086	7.04%
<b>45-49</b>	20,067	0	41	576	532	44	32	32	0	34	20,072	7.40%
<b>50-54</b>	17,901	0	48	453	460	-7	40	28	12	8	18,499	6.82%
<b>55-59</b>	15,080	0	65	354	350	4	19	23	-4	10	15,431	5.69%
<b>60-64</b>	14,572	0	119	235	285	-50	21	25	-4	2	14,153	5.22%
<b>65-69</b>	13,135	0	174	218	250	-32	24	15	9	1	13,926	5.14%
<b>70-74</b>	9,116	0	198	116	123	-7	10	10	0	1	9,357	3.45%
<b>75-79</b>	7,254	0	261	92	103	-11	9	0	9	0	7,479	2.76%
<b>80-84</b>	5,101	0	349	76	86	-10	3	1	2	0	5,183	1.91%
<b>85-89</b>	2,896	0	362	69	64	5	1	0	1	0	2,933	1.08%
<b>90+</b>	1,603	0	359	49	41	8	1	0	1	0	1,691	0.62%

Table 18

<sup>8</sup> From Office of National Statistics Analysis Tool mid-2013

*Statistical Neighbours (LAs only) Population Change Estimates 2012-13<sup>9</sup>*

Values	Medway	Thurrock	Southend-on-Sea	Havering	Swindon	Northampton	Dudley	North Lincolnshire	Rotherham	Grand Total
Estimated Population 2012	268,218	159,533	174,838	239,733	211,934	214,566	313,589	168,372	258,352	2,009,135
Births	3,512	2,352	2,216	2,926	3,005	3,327	3,875	1,894	3,144	26,251
Deaths	2,060	1,139	1,735	2,335	1,650	1,757	3,122	1,703	2,638	18,139
Births minus Deaths	1,452	1,213	481	591	1,355	1,570	753	191	506	8,112
Internal Migration Inflow	11,639	6,426	7,862	10,930	7,286	9,447	9,155	4,729	6,959	74,433
Internal Migration Outflow	10,666	6,464	7,297	9,460	7,141	10,377	9,227	4,917	7,452	73,001
Internal Migration Net	973	-38	565	1,470	145	-930	-72	-188	-493	1,432
International Migration Inflow	1,141	713	634	730	1,334	2,225	499	641	713	8,630
International Migration Outflow	834	588	733	459	806	697	358	245	430	5,150
International Migration Net	307	125	-99	271	528	1,528	141	396	283	3,480
Other	155	16	13	15	75	5	16	-11	41	325
Estimated Population 2013	271,105	160,849	175,798	242,080	214,037	216,739	314,427	168,760	258,689	2,022,484
Population Change	2,887	1,316	960	2,347	2,103	2,173	838	388	337	13,349
% Population Change	1.08%	0.82%	0.55%	0.98%	0.99%	1.01%	0.27%	0.23%	0.13%	0.66%
% Population Change due to Births and Deaths	0.54%	0.76%	0.28%	0.25%	0.64%	0.73%	0.24%	0.11%	0.20%	0.40%
% Population Change due to Internal Migration	0.36%	-0.02%	0.32%	0.61%	0.07%	-0.43%	-0.02%	-0.11%	-0.19%	0.07%
% Population Change due to International Migration	0.11%	0.08%	-0.06%	0.11%	0.25%	0.71%	0.04%	0.24%	0.11%	0.17%
% Population Change due to Other Adjustments	0.06%	0.01%	0.01%	0.01%	0.04%	0.00%	0.01%	-0.01%	0.02%	0.02%

Table 19

<sup>9</sup> From Office of National Statistics Analysis Tool mid-2013



## Population – Ward Level

Age Group	2012 Population	2012 % of Total 0 - 19	2013 Population	2013 % of Total 0 - 19	% Rise/Fall from 2012 figure	Percentile Point Change in Age Group
Age 0 - 4	18,029	35.22%	17,822	25.83%	0.99%	-9.39
Age 5 - 9	16,821	32.86%	16,441	23.83%	0.98%	-9.03
Age 10 - 14	16,336	31.91%	16,456	23.85%	1.01%	-8.06
Age 15 - 17	10,653	20.81%	10,683	15.48%	1.00%	-5.33
Total	51,186		68,993		1.35%	

Table 20

### Change in Ward demographic for 10-17 year olds

Ward	2012 10-17 Total	2012 % of 10-17 Population by Ward	2013 0-17 Total	2013 % of 10-17 Population by Ward	% Rise/Fall from 17-19 2012 figure	Actual Change in 10-19 Ward Population
Chatham Central	1,799	6.63%	1,862	6.90%	1.04%	63
Cuxton and Halling	529	1.95%	515	1.91%	0.97%	-14
Gillingham North	1,965	7.24%	1,933	7.16%	0.98%	-32
Gillingham South	1,783	6.57%	1,796	6.65%	1.01%	13
Hempstead and Wigmore	780	2.87%	761	2.82%	0.98%	-19
Lordswood and Capstone	898	3.31%	861	3.19%	0.96%	-37
Luton and Wayfield	1,527	5.63%	1,523	5.64%	1.00%	-4
Peninsula	1,397	5.15%	1,383	5.12%	0.99%	-14
Princes Park	1,193	4.40%	1,164	4.31%	0.98%	-29
Rainham Central	1,217	4.48%	1,144	4.24%	0.94%	-73
Rainham North	774	2.85%	773	2.86%	1.00%	-1
Rainham South	1,317	4.85%	1,352	5.01%	1.03%	35
River	729	2.69%	741	2.75%	1.02%	12
Rochester East	1,017	3.75%	1,001	3.71%	0.98%	-16
Rochester South and Horsted	1,311	4.83%	1,314	4.87%	1.00%	3
Rochester West	1,044	3.85%	1,063	3.94%	1.02%	19
Strood North	1,412	5.20%	1,432	5.31%	1.01%	20
Strood Rural	1,476	5.44%	1,453	5.38%	0.98%	-23
Strood South	1,550	5.71%	1,567	5.81%	1.01%	17
Twydall	1,421	5.24%	1,365	5.06%	0.96%	-56
Walderslade	970	3.57%	978	3.62%	1.01%	8
Watling	1,030	3.80%	1,008	3.73%	0.98%	-22
Total	27139		26989			-150

Table 21

Overall, the population of 10 – 17 year olds in Medway showed a decrease of 150 young people

*Change in Wards Demographic for 0-9 year olds<sup>10</sup>*

Ward	2012 0-9 Total	2012 % of 0-9 Population by Ward	2013 0-9 Total	2013 % of 0-9 Population by Ward	% Rise/Fall for 0-9 from 2012 figure	Actual Change in 0-9 Ward Population
Chatham Central	2,696	9.93%	2,740	10.15%	1.02%	44
Cuxton and Halling	657	2.42%	660	2.45%	1.00%	3
Gillingham North	2,664	9.82%	2,797	10.36%	1.05%	133
Gillingham South	2,461	9.07%	2,548	9.44%	1.04%	87
Hempstead and Wigmore	761	2.80%	775	2.87%	1.02%	14
Lordswood and Capstone	1,159	4.27%	1,176	4.36%	1.01%	17
Luton and Wayfield	2,193	8.08%	2,220	8.23%	1.01%	27
Peninsula	1,505	5.55%	1,514	5.61%	1.01%	9
Princes Park	1,532	5.65%	1,564	5.79%	1.02%	32
Rainham Central	1,181	4.35%	1,184	4.39%	1.00%	3
Rainham North	966	3.56%	981	3.63%	1.02%	15
Rainham South	1,632	6.01%	1,620	6.00%	0.99%	-12
River	1,285	4.73%	1,337	4.95%	1.04%	52
Rochester East	1,408	5.19%	1,463	5.42%	1.04%	55
Rochester South and Horsted	1,374	5.06%	1,381	5.12%	1.01%	7
Rochester West	1,191	4.39%	1,199	4.44%	1.01%	8
Strood North	1,734	6.39%	1,701	6.30%	0.98%	-33
Strood Rural	1,825	6.72%	1,805	6.69%	0.99%	-20
Strood South	2,276	8.39%	2,387	8.84%	1.05%	111
Twydall	1,593	5.87%	1,600	5.93%	1.00%	7
Walderslade	1,209	4.45%	1,205	4.46%	1.00%	-4
Watling	961	3.54%	993	3.68%	1.03%	32
<b>Total</b>	<b>34263</b>		<b>34850</b>			<b>587</b>

Table 22

The Demographic in this area is showing a sizeable increase (587 young people); as this cohort ages we can expect a growth in the 10-17 cohort, moving forward.

<sup>10</sup> : <http://www.ons.gov.uk/ons/rel/sape/ward-mid-year-pop-est-eng-wales-exp/mid-2013/index.html>

**0-9 Year Old Population (2013)**

Ranking of Ward by population in age range	Total
Gillingham North	2,797
Chatham Central	2,740
Gillingham South	2,548
Strood South	2,387
Luton and Wayfield	2,220
Strood Rural	1,805
Strood North	1,701
Rainham South	1,620
Twydall	1,600
Princes Park	1,564
Peninsula	1,514
Rochester East	1,463
Rochester South and Horsted	1,381
River	1,337
Walderslade	1,205
Rochester West	1,199
Rainham Central	1,184
Lordswood and Capstone	1,176
Watling	993
Rainham North	981
Hempstead and Wigmore	775
Cuxton and Halling	660

**10-17 Year Old Population (2013)**

Ranking of Ward by population in age range	Total
Gillingham North	1,933
Chatham Central	1,862
Gillingham South	1,796
Strood South	1,567
Luton and Wayfield	1,523
Strood Rural	1,453
Strood North	1,432
Peninsula	1,383
Twydall	1,365
Rainham South	1,352
Rochester South and Horsted	1,314
Princes Park	1,164
Rainham Central	1,144
Rochester West	1,063
Watling	1,008
Rochester East	1,001
Walderslade	978
Lordswood and Capstone	861
Rainham North	773
Hempstead and Wigmore	761
River	741
Cuxton and Halling	515

**Table 23**

When looking at population division in the ranges 0-9 and 10-17 the same 7 wards lead the tables in numbers (Table 22) and the same ward (Cuxton & Halling) is at the bottom of the table. Within the body of the table there is however little commonality.

## Ethnicity

According to the Pupil Level Annual School Census (PLASC), Spring 2015, 83.1% of pupils on the school roll in Medway are 'White', down from 83.8% when compared to 2014. The largest minority ethnic group of pupils on the school roll in Medway is 'Mixed / Dual Background', comprising 5.5% in 2015, up slightly from 5.4% in 2014.

ETHNICITY	Jan-14		Jan-15		Percentage Point Increase / Decrease	
	Total	% of total	Total	% of total		
White	36,400	83.8%	36,513	83.1%	-	0.7
Asian or Asian British	2,077	4.8%	2,099	4.8%	-	-
Black or Black British	1,844	4.2%	2,072	4.7%		0.5
Chinese	132	0.3%	142	0.3%		-
Mixed / Dual Background	2,325	5.4%	2,417	5.5%		0.1
Any Other Ethnic Group	313	0.7%	349	0.8%		0.1
Information Not Obtained	350	0.8%	347	0.8%		-
<b>Grand Total</b>	<b>43,441</b>	<b>-</b>	<b>43,939</b>	<b>-</b>		<b>-</b>

Table 24

## Language

The most widely spoken language other than English using school census (PLASC) information collected in Jan 2015 and reflects the changing pattern of movement into the Medway area.

See Table 19 for data on the change in the top 3 most widely spoken languages (after English) in the last 8 years.

The widening diversity in Medway can also be seen, though the gradual rise in languages spoken. Although it is has fallen between 2014 and 2015, since 2008 the number of languages spoken in Medway Schools has risen by 43.

LANGUAGE	2008	2009	2010	2011	2012	2013	2014	2015
Number of languages spoken	111	127	131	141	145	148	157	154
3 most widely spoken	Punjabi	Punjabi	Punjabi	Punjabi	Punjabi	Punjabi	Punjabi	Punjabi
languages	Bengali	Bengali	Bengali	Slovak	Slovak	Slovak	Polish	Polish
	Urdu	Yoruba	Slovak	Polish	Polish	Polish	Slovak	Bengali

Table 25

## Faith

Looking solely at the 0-9 and 10-17 age ranges, the 2011 Census data shows a greater proportion of young people with no religion and a correspondingly lower proportion of young people who are Christian in comparison to Kent, the South East and England.<sup>11</sup>

Medway is broadly in line with the other comparators for all of the other religions and for religion not stated, with the exception of those recorded as Muslim. In comparison to Kent, Medway has a slightly higher percentage of young people who are Muslim (2.8% at 0-9 years and 2.4% at 10-17 years) compared to Kent as a whole, but it is still low on comparison to England as a whole (9.4% and 7.2% respectively).

10-17 Years									
	Religion Not Stated	No Religion	Other Religion	Sikh	Muslim	Jewish	Hindu	Buddhist	Christian
<b>Medway</b>	7.5%	42.0%	0.3%	1.4%	2.8%	0.1%	0.9%	0.2%	44.8%
<b>Kent</b>	8.3%	35.8%	0.1%	0.8%	1.5%	0.1%	0.9%	0.3%	52.1%
<b>South East</b>	8.5%	34.6%	0.2%	0.7%	4.3%	0.1%	1.4%	0.3%	49.8%
<b>England</b>	8.4%	30.8%	0.2%	0.9%	9.4%	0.5%	1.6%	0.3%	47.9%

Table 26

0-9 Years									
	Religion Not Stated	No Religion	Other Religion	Sikh	Muslim	Jewish	Hindu	Buddhist	Christian
<b>Medway</b>	6.8%	37.1%	0.3%	1.5%	2.4%	0.0%	0.9%	0.3%	50.6%
<b>Kent</b>	7.3%	32.3%	0.3%	0.8%	1.2%	0.1%	0.8%	0.5%	56.8%
<b>South East</b>	7.4%	33.1%	0.3%	0.7%	3.0%	0.2%	1.0%	0.5%	54.0%
<b>England</b>	7.1%	29.3%	0.3%	0.9%	7.2%	0.5%	1.3%	0.3%	53.3%

Table 27

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<sup>11</sup> ONS Nomis Census 2011

### Faith by percentage of population

Medway Kent South East England

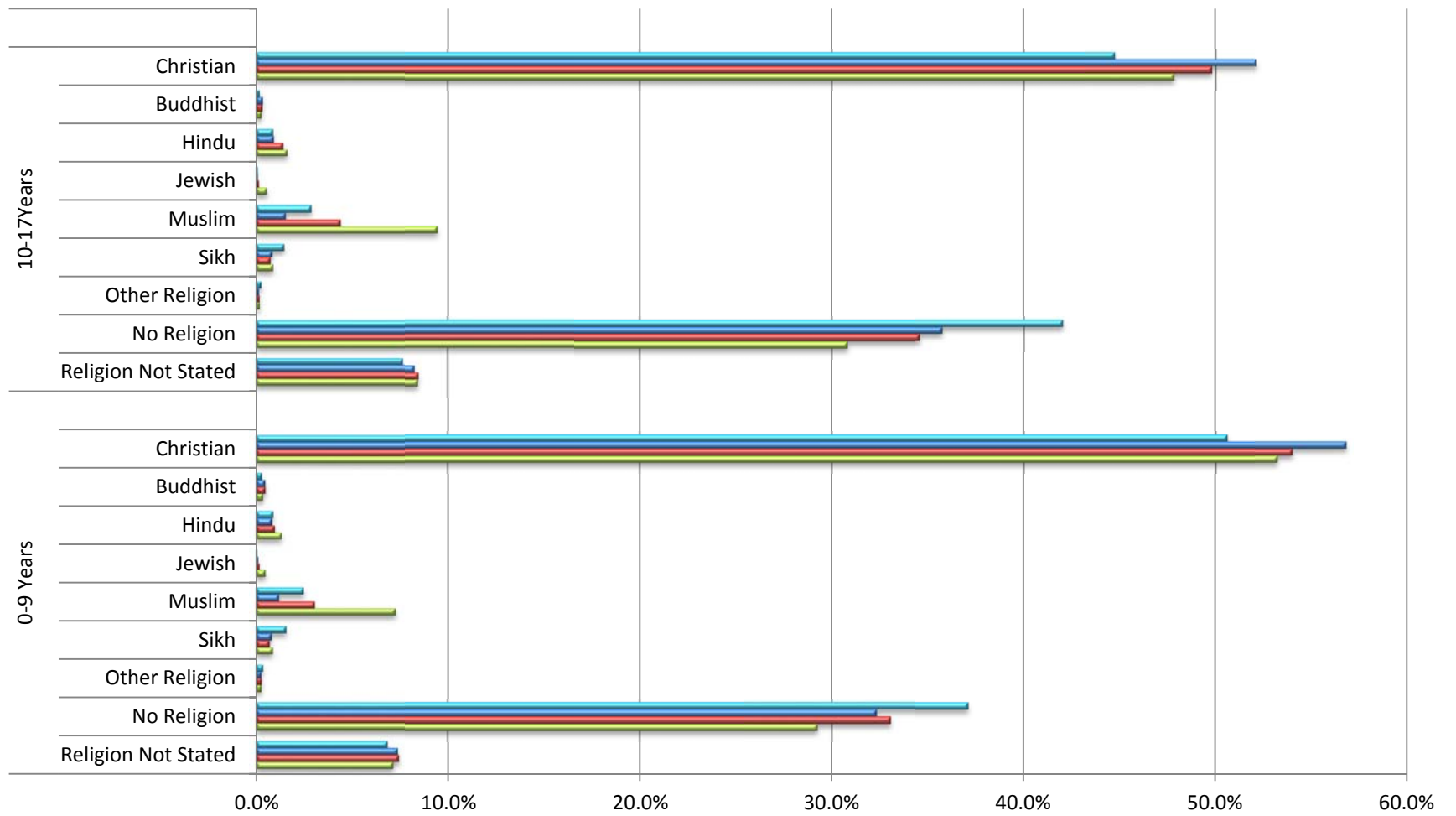


Table 28

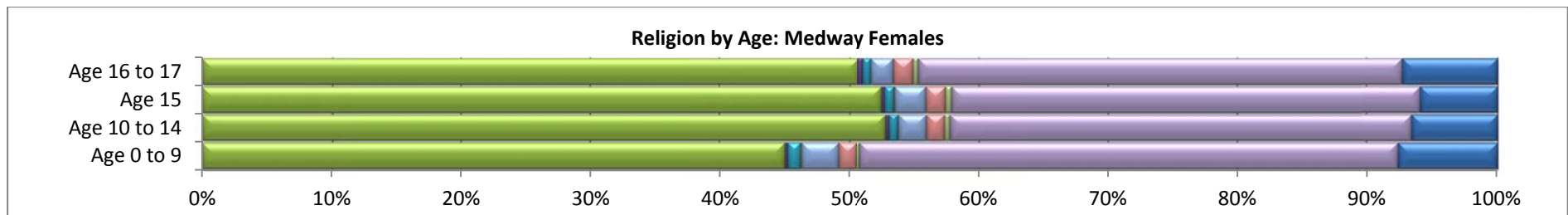
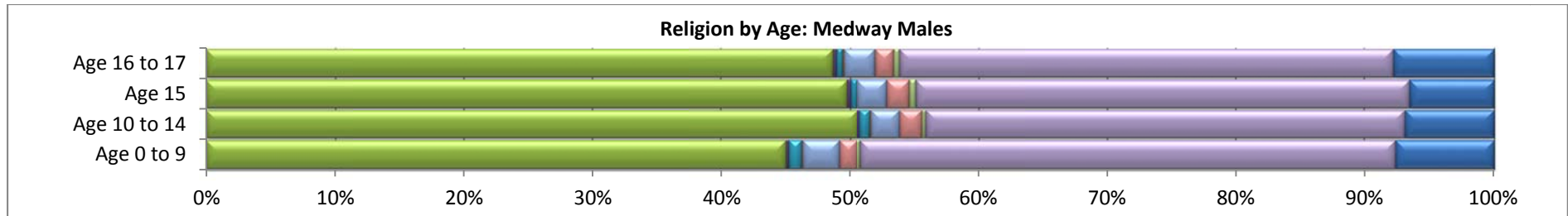
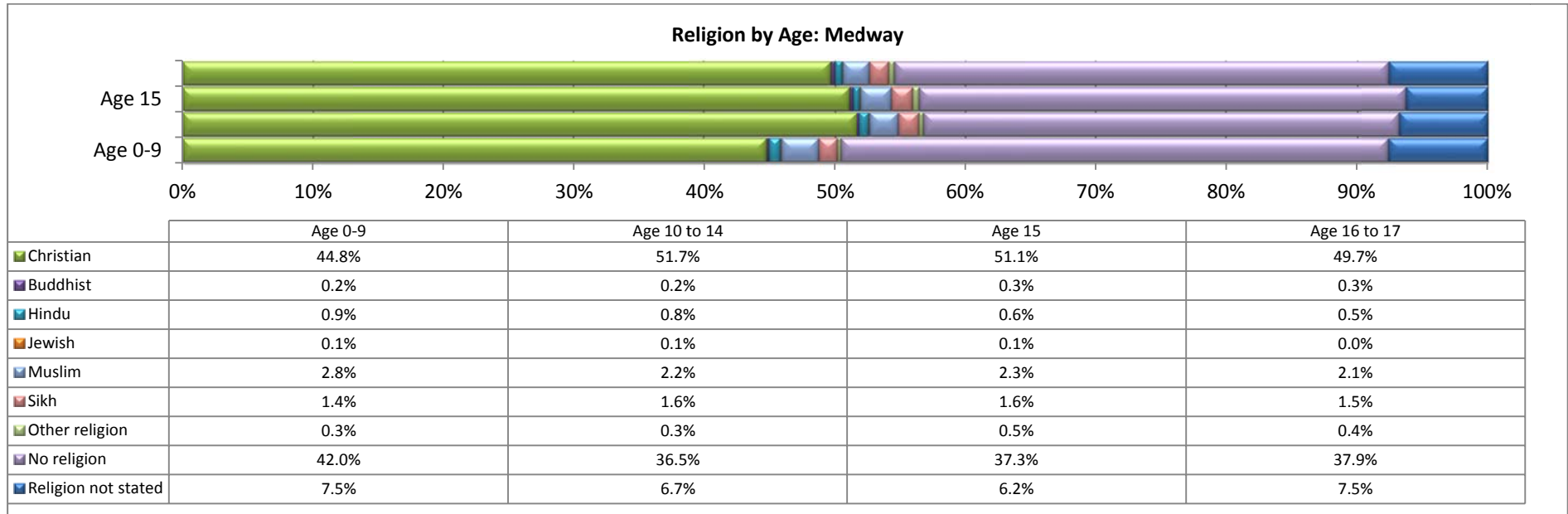


Table 29

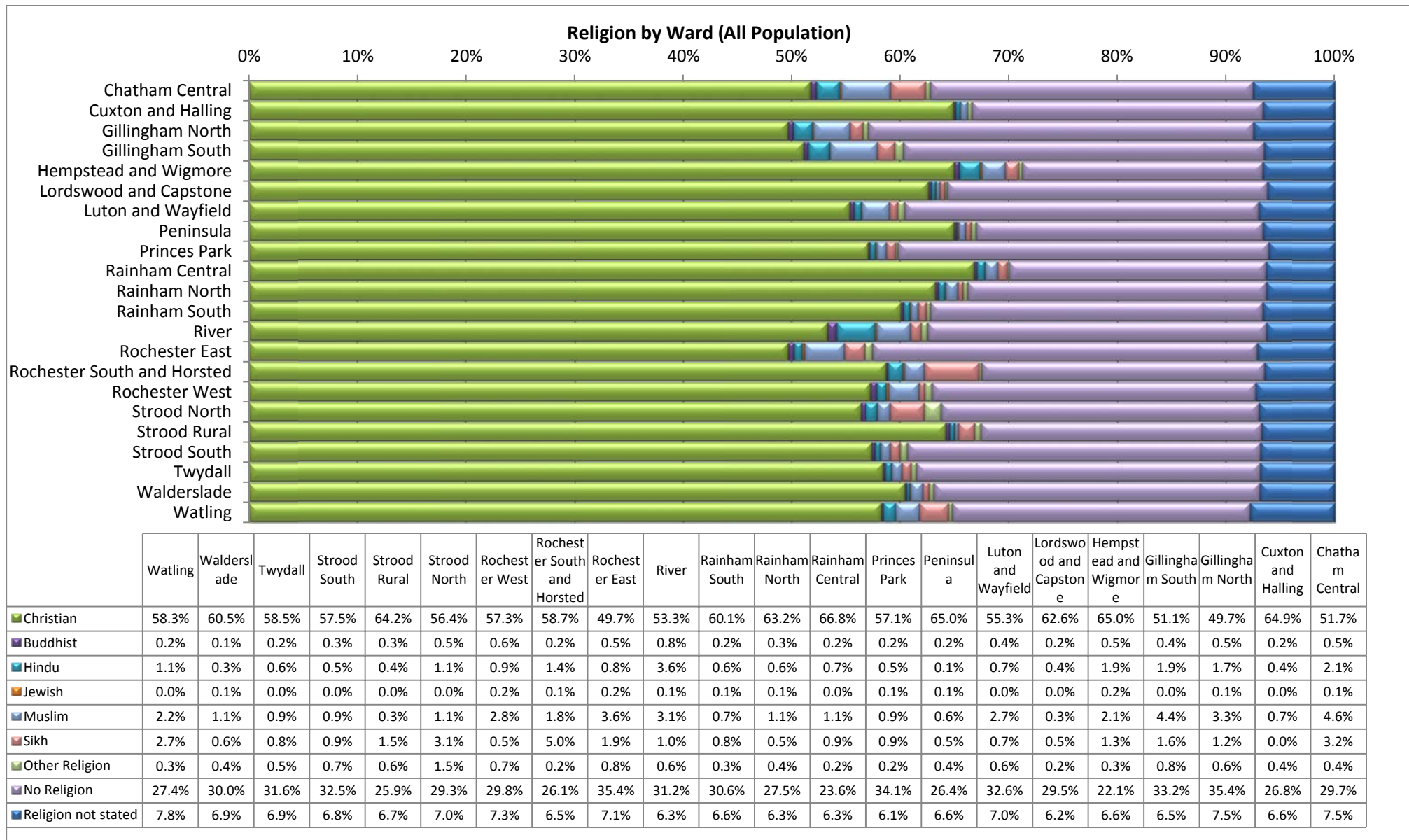
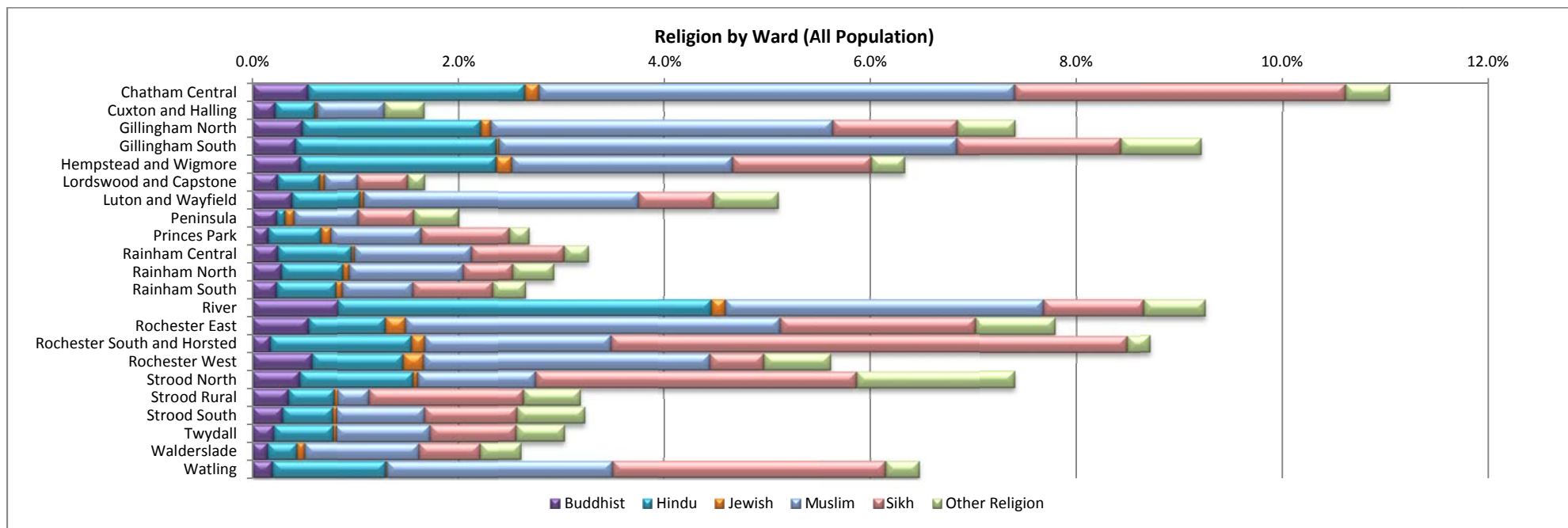


Table 30





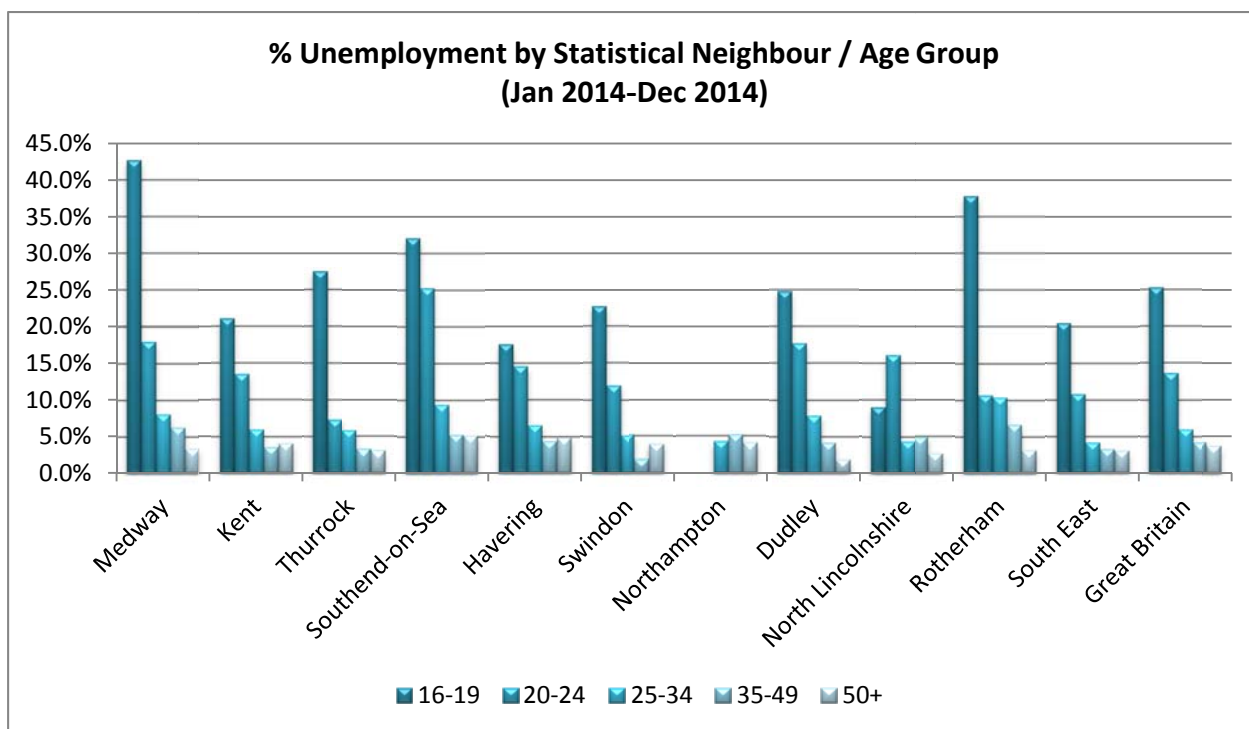
**Table 31**

Table 31 shows the spread of faiths (excluding Christianity, No religion and Religion not Disclosed) within the Medway Wards<sup>12</sup>. While all of the wards show religious diversity across all faiths, the Wards with the greatest religious diversity are Chatham Central, Gillingham North, River, Gillingham South and Rochester and South Horsted. The least diverse are Cuxton & Halling, Lordswood & Capstone and Peninsula, all of which are rural or semi-rural communities and are all Wards with a higher percentage of people identifying as Christian. In the Wards that are largely suburban (Princes Park, Rainham Central, Rainham North, Rainham South, Strood Rural, Strood South, Twydall & Walderslade) just 2.5-3% of the population identifying themselves as Buddhist, Hindu, Jewish, Muslim, Sikh or Other Religion.

<sup>12</sup> Census 2011

## Employment

Data is not available for the 16-17 age range only, so figures quoted in this section are for the 16 to 19 year age range, a proportion of which are outside the YOT cohort.<sup>13</sup>



**Table 32**

Unemployment within the sample period in Medway was running at 42.7%, making our youth unemployment the highest within our Statistical Neighbour set; 17 percentage points above the UK average and double that for both Kent and the South East Region. (Table 25)

LA / Region	16-19	20-24	25-34	35-49	50+
Medway	42.7%	18.0%	8.1%	6.3%	3.4%
Kent	21.1%	13.5%	6.0%	3.6%	4.1%
Thurrock	27.5%	7.3%	5.8%	3.3%	3.1%
Southend-on-Sea	32.1%	25.3%	9.4%	5.3%	5.2%
Havering	17.6%	14.6%	6.6%	4.4%	4.9%
Swindon	22.7%	11.9%	5.2%	1.9%	3.9%
Northampton	-	-	4.3%	5.2%	4.1%
Dudley	24.8%	17.7%	7.9%	4.2%	1.9%
North Lincolnshire	9.0%	16.1%	4.4%	4.9%	2.7%
Rotherham	37.8%	10.7%	10.4%	6.7%	3.2%
South East	20.5%	10.8%	4.2%	3.3%	3.1%
Great Britain	25.3%	13.6%	6.0%	4.2%	3.7%

**Table 33**

<sup>13</sup> Annual Population Survey, NOMIS, ONS (Jan 2014 – Dec 2014)

## Child Sexual Exploitation

There is a lack of local data on recorded sexual offences against children. The following is taken from data published by the NSPCC<sup>14</sup> and from analysis of data sets referenced in that publication<sup>15</sup>

Table 34 and Table 35 are taken from *How Safe are Our Children 2015* and shows the increase in data, and suggests some reasons for it. The age of the offender is not specified, so adult and juvenile offences are contained within these figures. With the exception of *Abuse of a position of trust* and *Abuse of children through prostitution and pornography*, sexual offences against young people between 16 and 18 are absent from the data. This methodology has been used in the preparation of Table 36 and Table 37 which show data relating to Kent (including Medway).

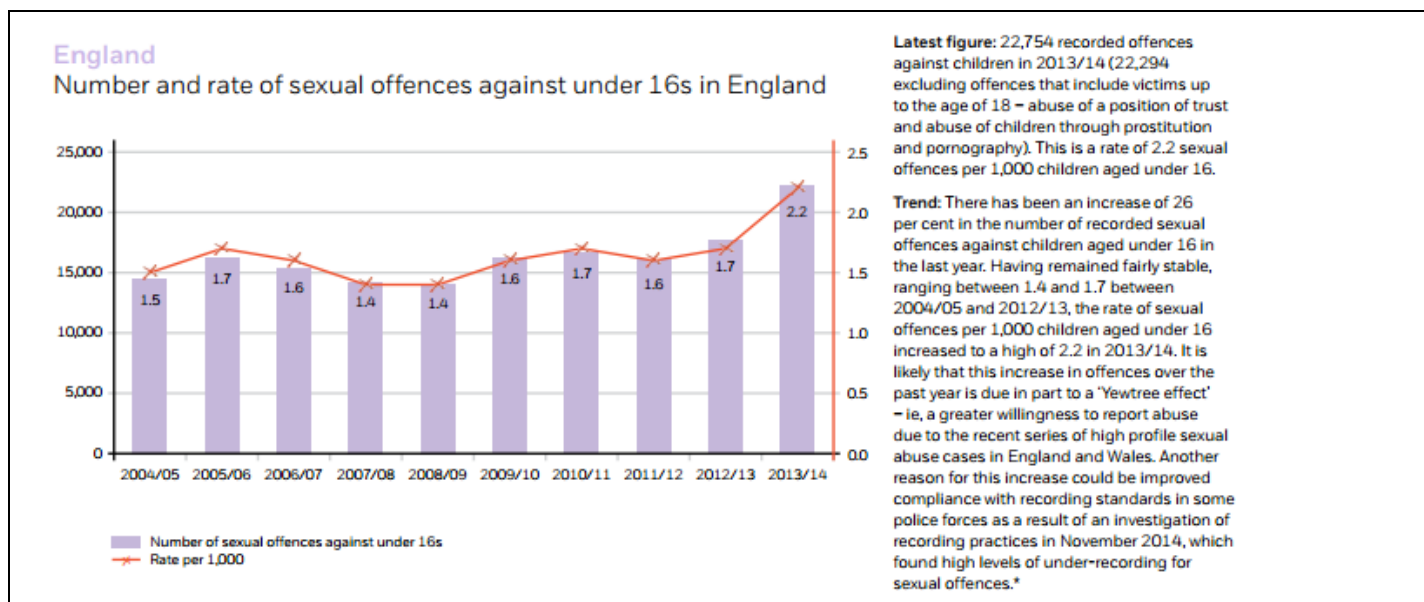


Table 34

**England**

Offence category	Number of offences	In 2013/14 there were:
Sexual assault on a male child under 13	1,520	• 5,852 recorded offences of rape of girls under 16 (2,631 offences of rape of a female child under 13 and 3,221 of rape of a female child under 16)
Rape of a female child under 16	3,221	
Rape of a female child under 13	2,631	• 4,825 offences of sexual assault against girls aged under 13
Rape of a male child under 16	378	
Rape of a male child under 13	1,029	• 1,407 recorded offences of rape of boys aged under 16 (1,029 offences of rape of a male child under 13 and 378 of rape of a male child under 16)
Sexual assault on a female child under 13	4,825	
Sexual activity involving a child under 13	2,698	• 1,520 recorded offences of sexual assault against boys aged under 13.
Sexual activity involving a child under 16	5,562	
Abuse of position of trust of a sexual nature (includes u18s)	176	
Abuse of children through prostitution and pornography (includes u18s)	284	
Sexual grooming	430	
<b>Total</b>	<b>22,754</b>	

Table 35

<sup>14</sup> How Safe are Our Children 2015 Report

<sup>15</sup> Home Office Police open source data tables 2007-2015

## Number and rate of sexual offences against under 16s in Kent

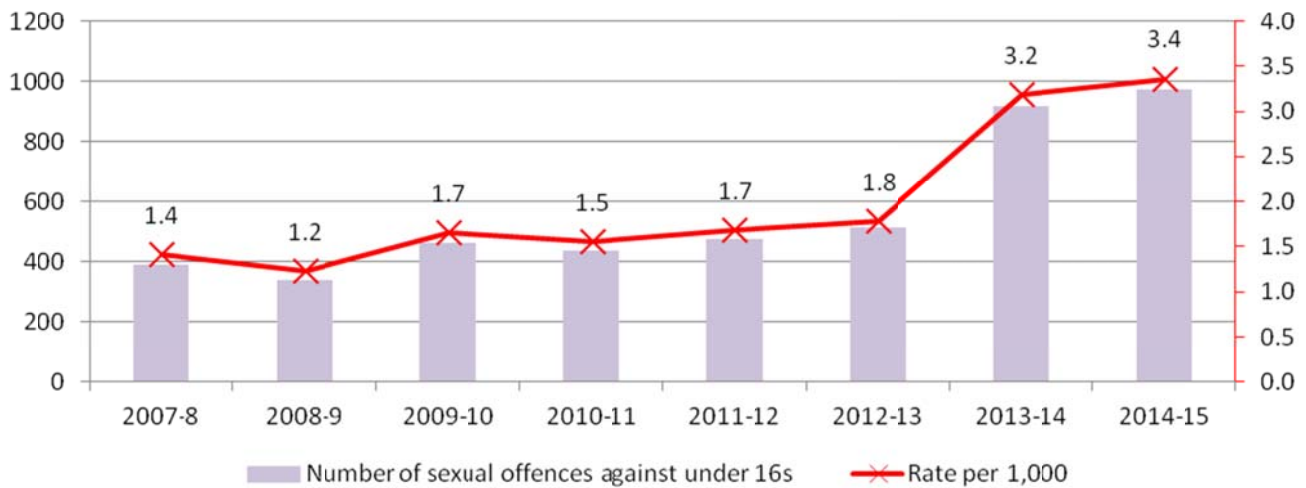


Table 36

Kent								
Offence Category	2007-8	2008-9	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Rape of a female child under 13	32	32	49	65	80	73	116	107
Rape of a female child under 16	67	64	73	64	63	66	109	119
Rape of a male child under 13	11	3	21	16	25	26	55	32
Rape of a male child under 16	3	2	7	4	3	12	12	10
Sexual activity involving a child under 13	51	51	53	63	62	76	162	235
Sexual activity involving child under 16	100	86	99	103	94	111	240	228
Sexual assault on a female child under 13	86	61	110	85	104	91	134	147
Sexual assault on a male child under 13	24	21	28	21	21	37	44	33
Sexual grooming	10	9	9	9	13	9	18	17
Abuse of position of trust of a sexual nature	6	5	4	2	8	5	10	19
Abuse of children through prostitution and pornography	1	7	9	4	4	7	17	25
<b>Total</b>	<b>391</b>	<b>341</b>	<b>462</b>	<b>436</b>	<b>477</b>	<b>513</b>	<b>917</b>	<b>972</b>

Table 37

The NSPCC publication *No one noticed, no one heard: a study of disclosures of childhood abuse* (2009-10) used a number of sources in its examination of abuse (Table 38). The sample however was not analogous with the UK population.

	Study young people, 18 to 24 yrs (n=60)	General population sample of 18 to 24 yrs (n=1,761)
Gender	88% female (n=53) 12% male (n=7)	54% female 46.3% male
Mean age and standard deviation	21.33 (sd=1.93)	20.56 (sd=1.98)
Ethnicity	92% White majority 8% Black or minority	81.5% White majority 18.5% Black or minority
Disability	43% (n=26)	7.4%
Special educational needs	10% (n=6)	8.1%

Table 38

## The Index of Deprivation

*The Index of Deprivation is due updated in 2015 by The Department for Communities and Local Government, but at the time of writing (July 2015) is still unpublished.*

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 65<sup>th</sup> out of 325. The employment domain for Medway is ranked 69<sup>th</sup> 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.<sup>16</sup>

In England, people living in the poorest neighbourhoods will, on average die seven years earlier than people living in the richest neighbourhood.<sup>17</sup> At ward level within Medway the gap in life expectancy is 6.6 years, but this is well below that seen in some big cities.<sup>18</sup>

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<sup>16</sup> Source: Index of Deprivation 2010 - Medway Wards June 2011. Development Plans and research, information reformatted by the Research and Information Team

<sup>17</sup> The Marmot Review 2010

<sup>18</sup> 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.



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.<sup>19</sup> The map below shows the eight SOAs within Medway, which are in the bottom 10% nationally in terms of child poverty.<sup>20</sup>

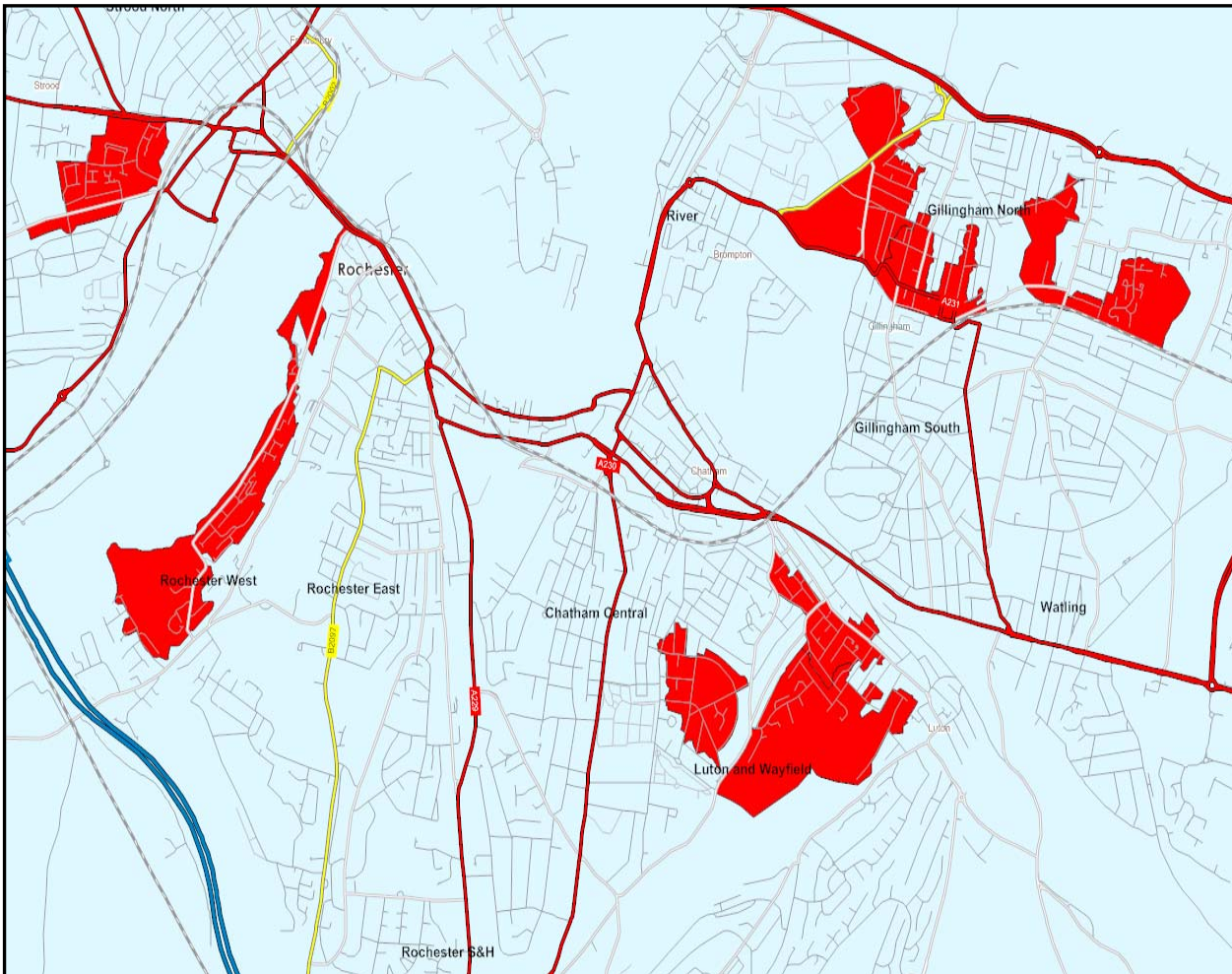
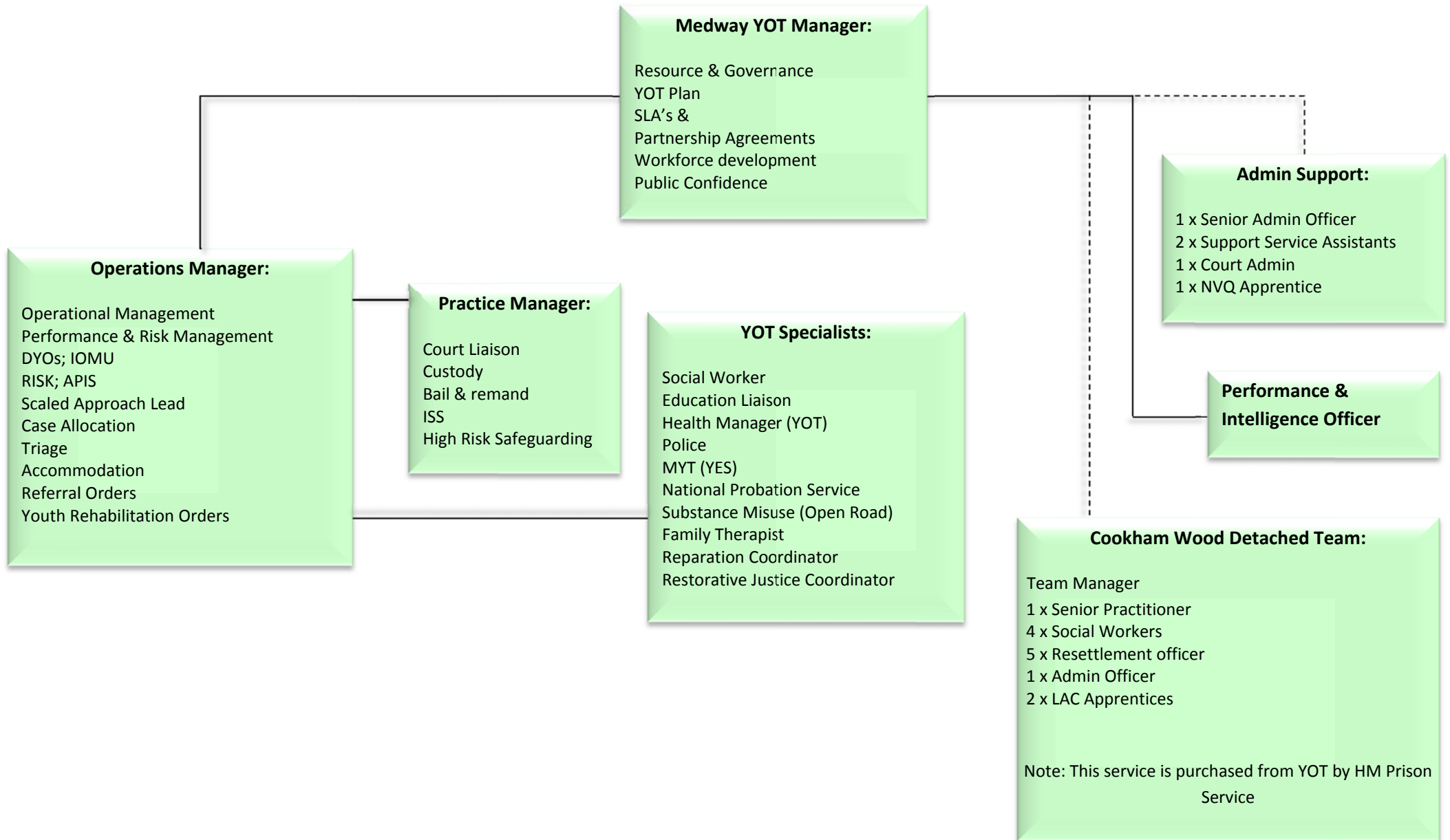


Table 39

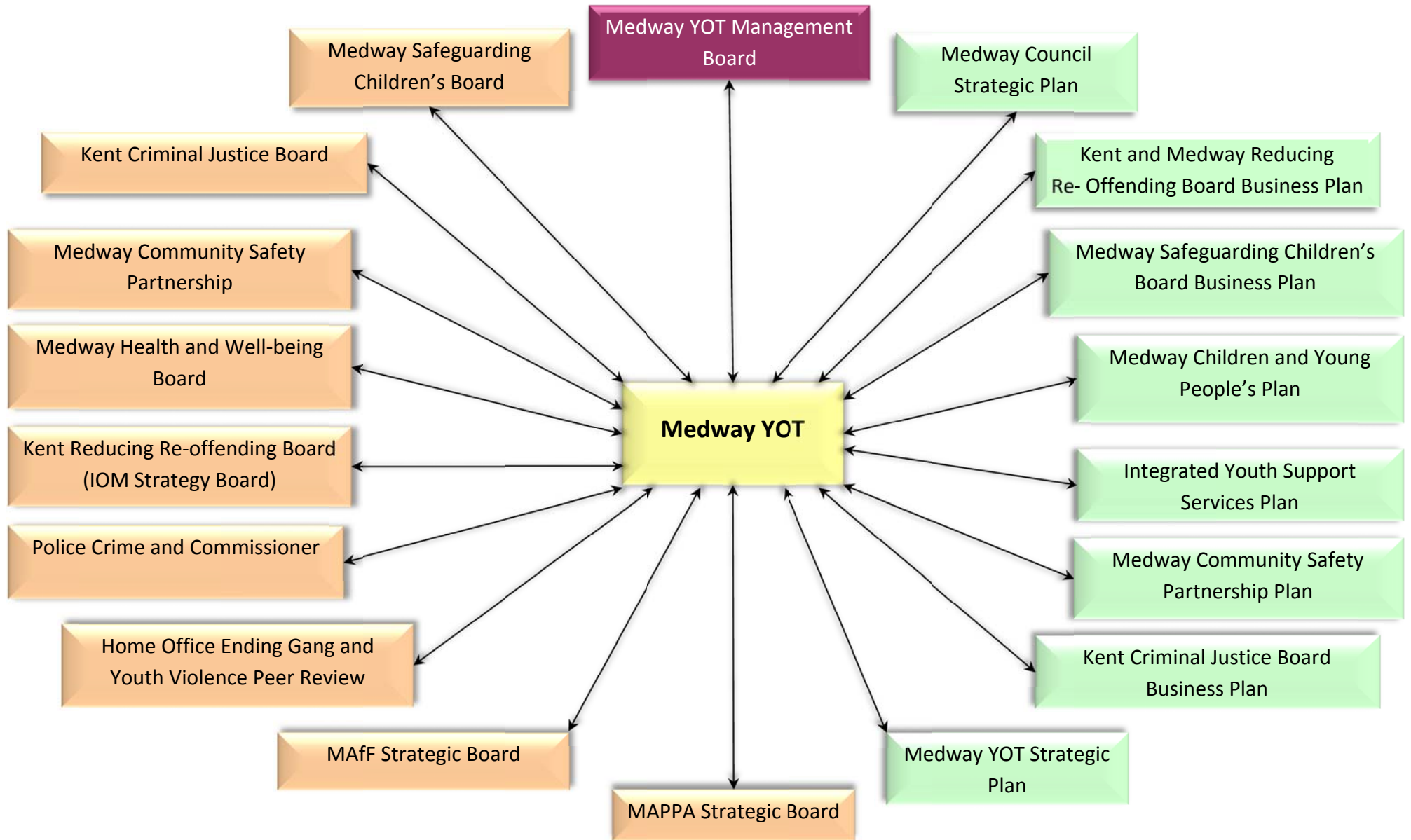
<sup>19</sup> Research, Plan and Review Team, Index of Deprivation 2010, May 2010 information sheet.

<sup>20</sup> IMD 2010, super output level - Map produced by Research and Information Team using CACI Insight

## Appendix 2 - Medway Youth Offending Team Areas of Responsibility & Reporting



### Appendix 3 - 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 (YOT's) 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 relocated from Balfour Rd to the upper floor of Strood Youth Centre. This has 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 lead 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 YOT's 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 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 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 YOT's, 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 affect 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 has moved 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 fe.
- 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 YOT's nationally and Youth Justice Board initiatives has reduced the client caseloads of most local authority YOT's 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	<b>-32%</b>
Total Referrals for above Caseload Cohort (not all referrals will be accepted as YOT cases)	1044	779	700	640	-404	<b>-39%</b>

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	<b>-38%</b>

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%	<b>-2%</b>

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)	<b>15</b> <b>(346)</b> <b>4.3%</b>	<b>14</b> (230) 6.1%	<b>14</b> (222) 6.3%	<b>11</b> (279) 3.9%	<b>-27%</b>

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.

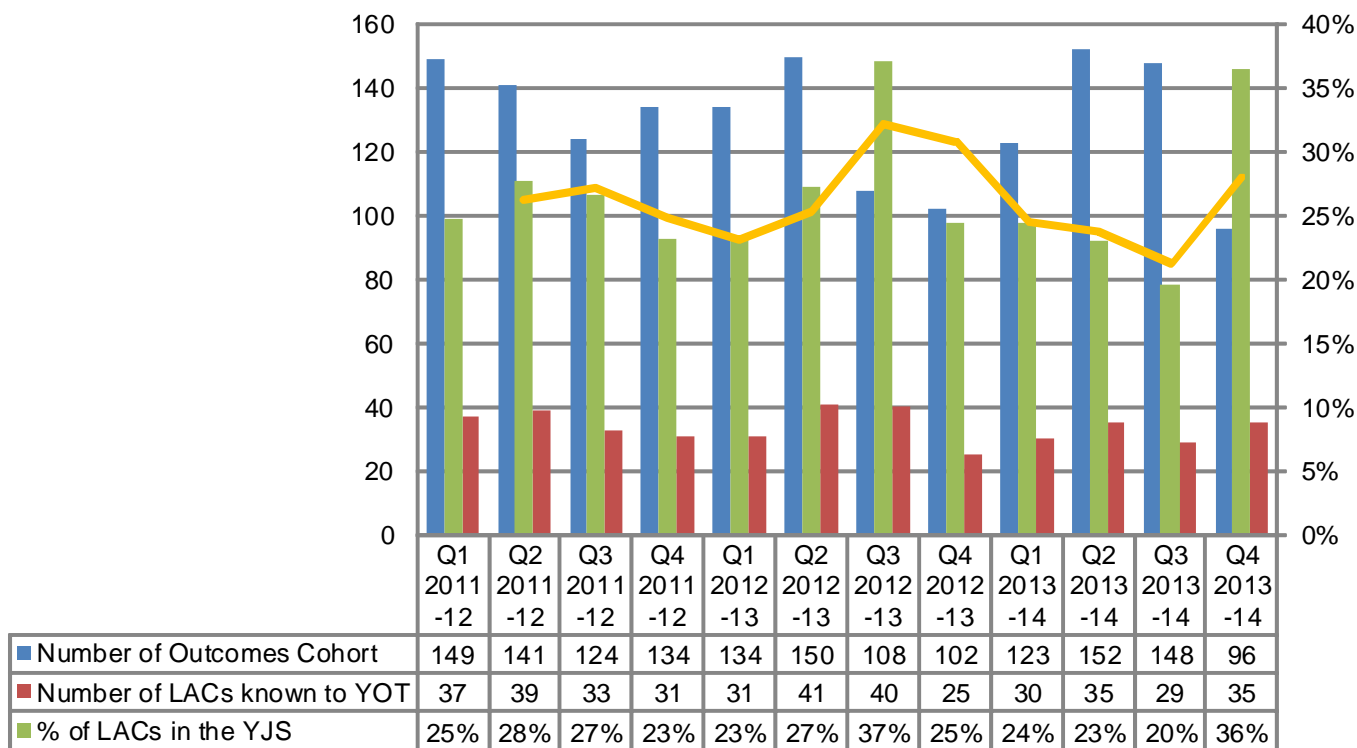
**Table 7: Young people above school age in Education, Employment or Training**

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) <b>82%</b>	91 (112) <b>81%</b>	96 (107) <b>89%</b>	37 (51) <b>73%</b>	<b>-9%</b> 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
<b>Total BME Ethnicity</b>	61	65	45	58	57
<b>Total White Ethnicity</b>	474	415	332	379	400
<b>Grand Total</b>	535	480	377	437	457
<b>% BME</b>	11%	14%	12%	13%	12%
<b>% White</b>	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
<b>Total Male</b>	409	364	281	318	343
<b>Total Female</b>	124	115	95	118	113
<b>Grand Total</b>	533	479	376	436	456
<b>% Male</b>	77%	76%	75%	73%	75%
<b>% Female</b>	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 10-17 years 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 affect 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:

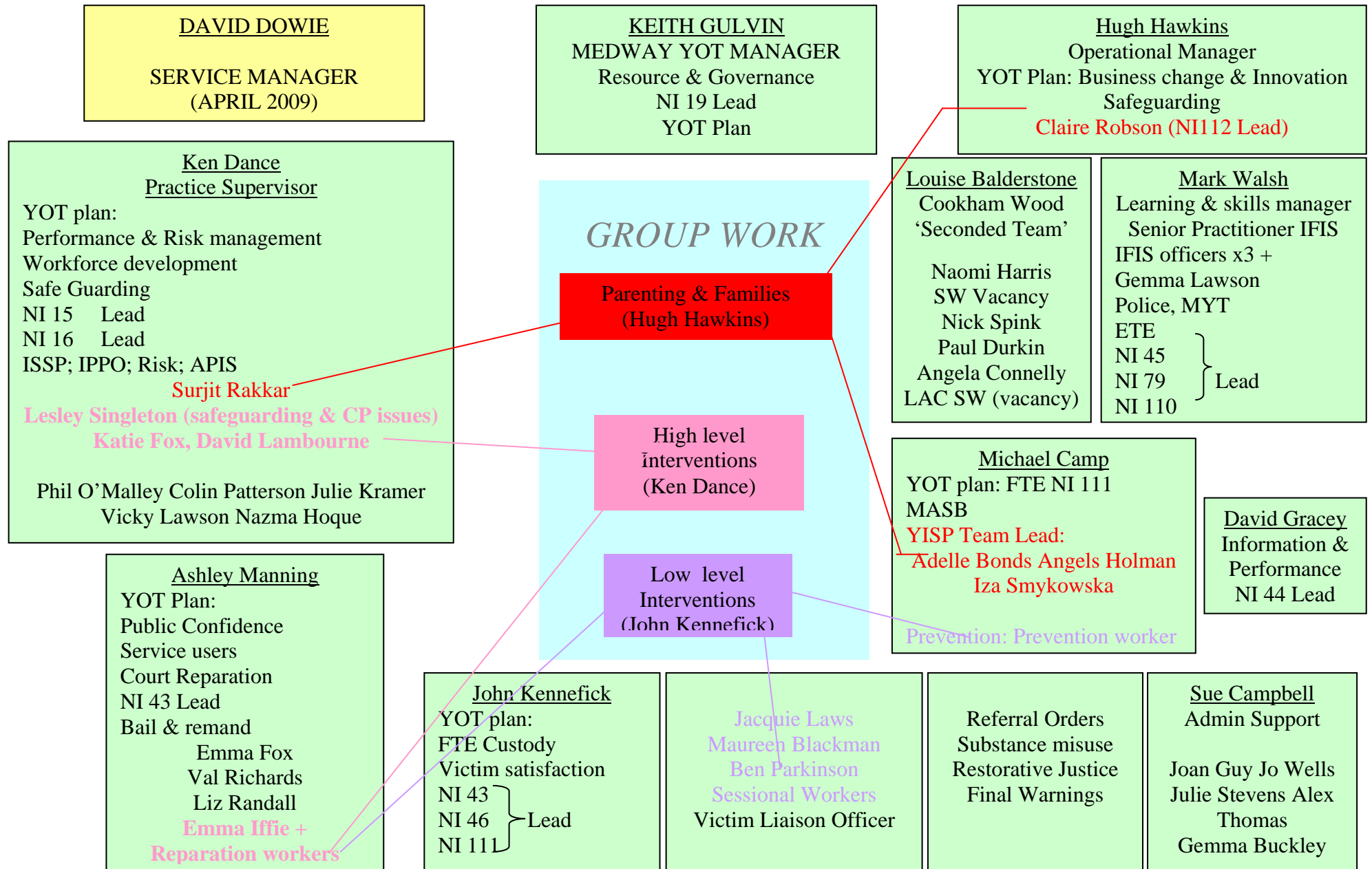
- Youth Offender Institutions £158 per young person per night

- Secure Childrens Homes £555 per young person per night and
- Secure Training Centres £533 per young person per night

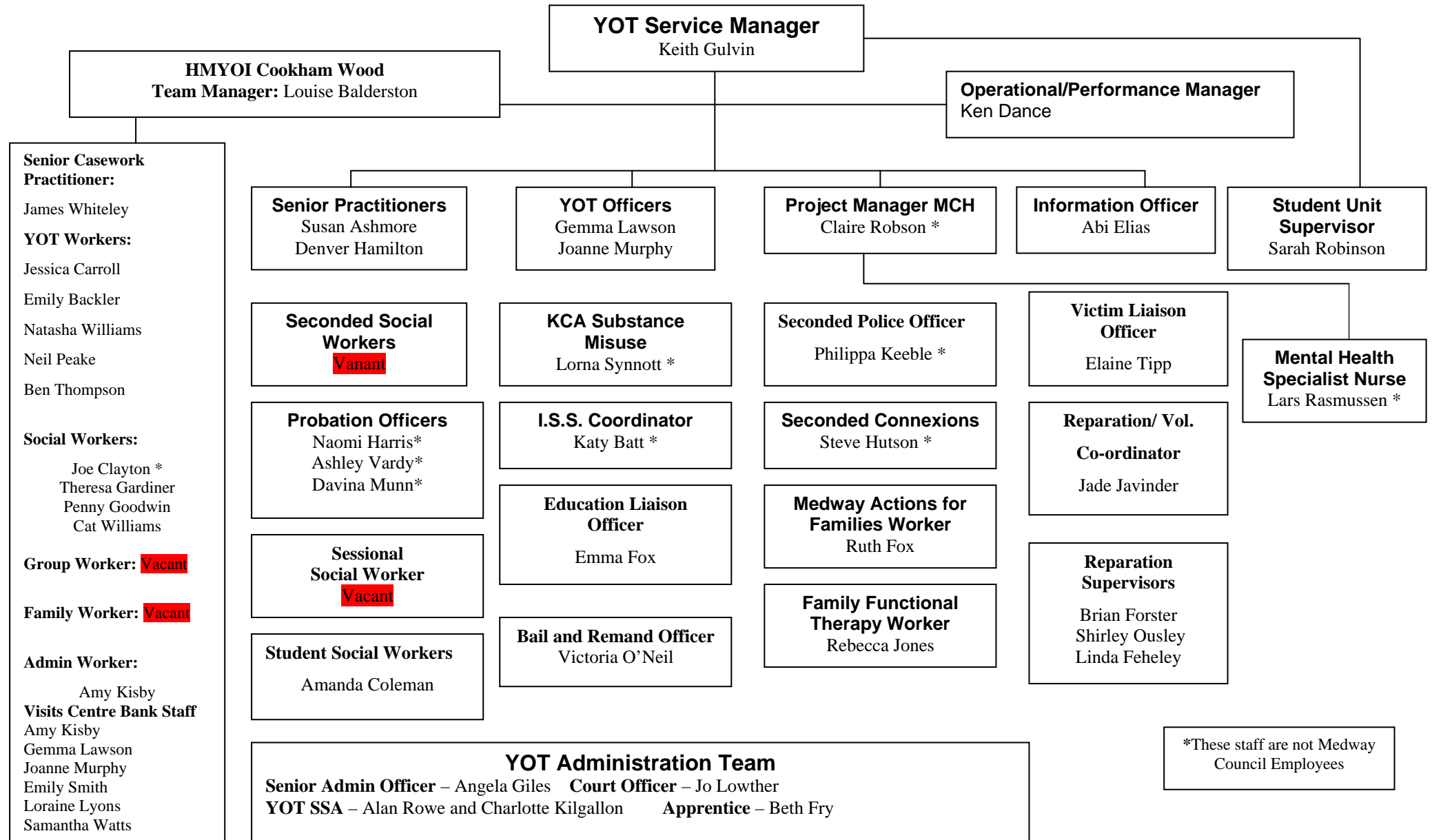
A young person placed on secure remand at a high cost establishment for a number of months, for a high tariff offence, would wipe out the local authorities delegated budget for secure remands.

**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



## **YOT Strategic Plan 2014 – 2016**

### **Significant changes made as a result of the refresh process**

The background information that supports the plan has been updated where new data sets are available. Essentially all data sets with the exception of the Deprivation data, every table and chart have been updated.

Improving both Practice and Performance has been updated to reflect new priorities and proposed changes, these are; Child Sexual Exploitation, Changes to YOT Senior Practitioner role, Intensive Supervision & Surveillance (ISS), Family Therapy and Planned change of the YOT casework system.

The Costed Plan has been changed to reflect the full range of YOT funders as apposed to the YJB costed plan.

Potential Risks have been updated; Intensive Supervision & Surveillance (ISS) has changed to reflect failure to implement a replacement scheme. The Junior Attendance Centre (JAC) has been updated to reflect risks around developing programme and premises.

The delivery plan has been refreshed:

- Priority 1 has a new activity 6 added around the preventative agenda.
- Priority 2 - activity 4 has been updated, ISS a review of the scheme has changed to develop a Medway only scheme.
- Priority 4 – activity 1 has been removed as the SCR is completed. It has been replaced by a new activity, child to parent violence. Activity 6 has been added in respect of Child Sexual Exploitation.
- Priority 6 is a new priority that has been added to support the Cookham Wood Detached team with 5 areas of activities.