

**A RESTORATIVE APPROACH TO
COMMUNITY JUSTICE**

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MEDWAY YOUTH OFFENDING

STRATEGIC PLAN

2016-2017

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Introduction

This document sets out our aims and objectives for the period April 2016 to March 2017 in relation to working with young people who offend or who are at risk of offending. The plan will cover one year with a view to an extension as a new structure is devised for joint services within the Children Services portfolio.

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 implementation of the new out of court disposal processes delivered by Kent Police in partnership with the Youth Offending Team and Kent Youth Offending Service. 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 2016/2017 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. We are not in a clear position to predict funding commitments from Medway Council once IYSS is part of a newly structured Children's service. However, this will provide funding for all of the services in the new financial portfolio and deliver services alongside Early Help and Children's Social Care.

A newly appointed Kent Police & Crime Commissioner (PCC), will consider a future funding application from Medway YOT as the new PCC plan is put into place

The reduction in financial contribution and staffing from the NPS as a result of the newly formulated funding formula and reduced staffing from Health are commensurate with falling caseloads, however there will need to be a close and regular evaluation of clients needs as the cases become more complicated and high in need.

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. We will need to respond appropriately to the findings and recommendations of the 'Review of the Youth justice System' due December 2016.

Delivering value for money, achieving the best outcomes for young people, their families and victims of crime remains our overarching priorities for the service.

The Junior Attendance Centre has been remodelled and went live in April 2016 and will be the subject of a regular review and evaluation. Reparation, Out of Court disposals and Unpaid Work continue, but are being evaluated to allow productive joint working with the Youth Service.

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

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

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.¹

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

Medway's Youth Offending Service

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

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

The service currently consists of approximately twenty staff drawn from six partnership agencies (Appendix 2 - Medway Youth Offending Team Areas of Responsibility & Reporting) which includes the Youth Service as a key partner and deliverer.

In addition there is 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.

An Integrated Youth Support Service Strategic Manager leads the Youth Offending Team, supported by an Operations & Performance Manager and a Practice Manager.

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
- 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.

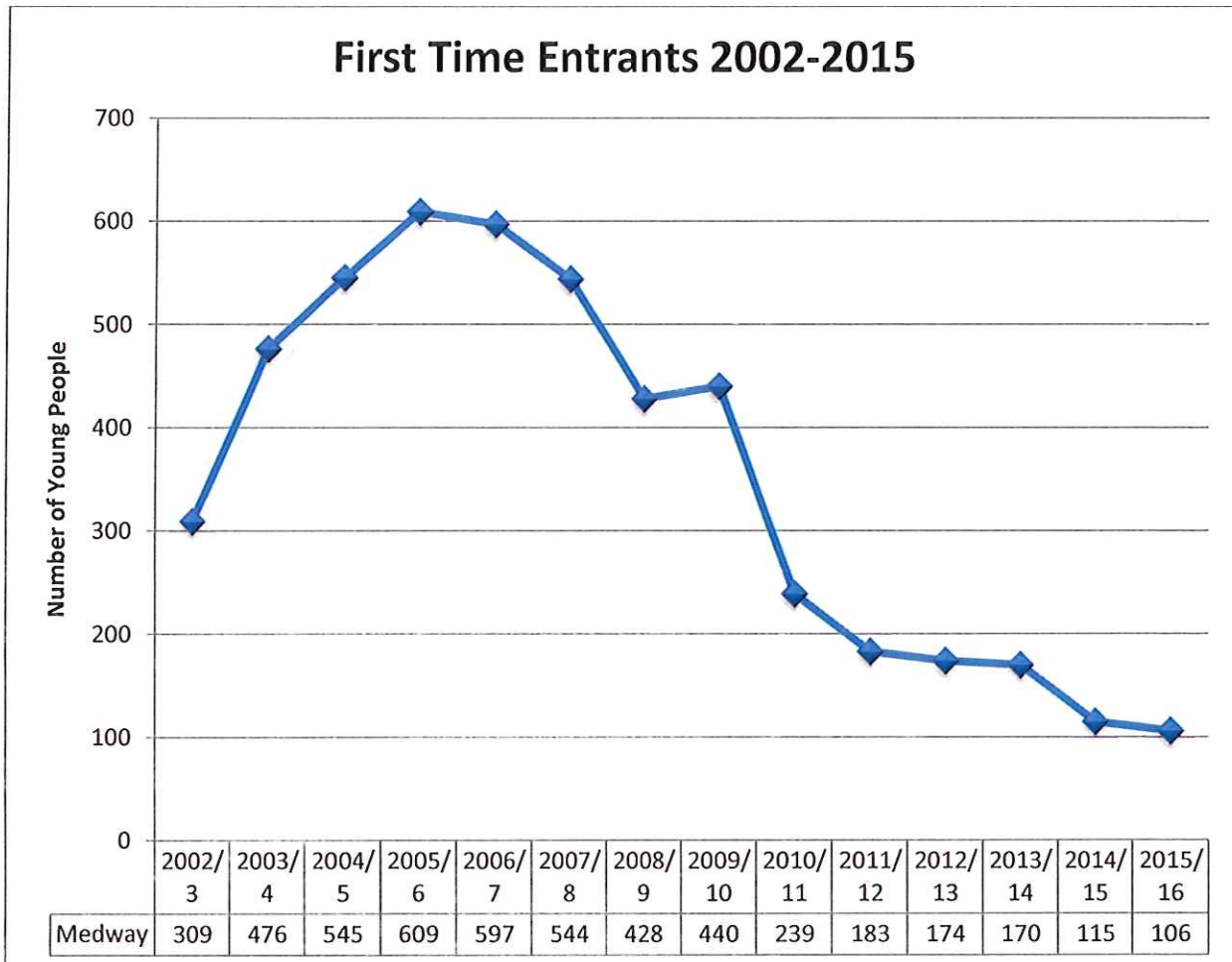


Table 1

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, 2014-15 and 2015-16.

First Time Entrants Comparison 2011-2015

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).²

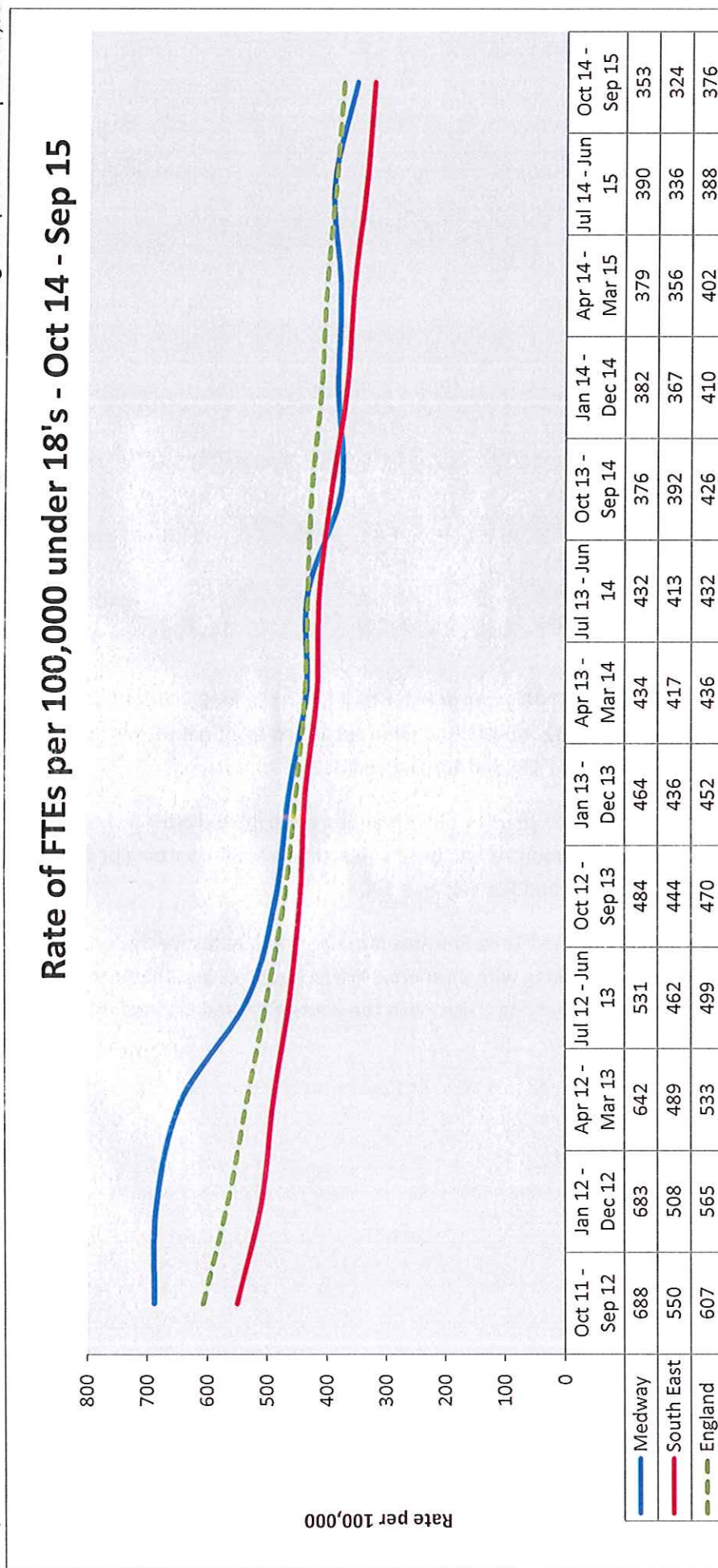


Table 2

² 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, 2015.³

	Number of children looked after at 31 March who had been looked after for at least 12 months	Number of looked after children aged 10 or older at 31 March	Looked after children aged 10 and above	
			Number convicted or subject to a final warning or reprimand during the year	Percentage convicted or subject to a final warning or reprimand during the year
Medway	250	165	15	8
Kent	1210	910	70	7
Thurrock	210	145	x	x
Southend-on-Sea	160	120	x	x
Havering	120	85	x	x
Swindon	165	120	10	8
Northamptonshire	555	390	30	8
Dudley	615	355	15	4
North Lincolnshire	130	85	x	x
Rotherham	290	200	15	8
South East	6190	4270	260	6
England	48090	31820	1650	5

Table 3

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

During 2015 8% of children aged 10 years or older that had been looked after by Medway Council as at 31st March 2015 for at least 12 months had been subjected to a final warning or reprimanded. For the South East this Figure was 6% and For England, 5%.

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, but currently Medway is showing a rise while the South East and England are both showing a decline.

³ Source: SFR34_2015_Local_Authority_Tables <https://www.gov.uk/government/statistics/children-looked-after-in-england-including-adoption-2014-to-2015>

Type of Offences

Offences committed by young people living in Medway, resulting in court outcomes during 2014/15, broken down by age, gender & ethnicity.⁴

Offences resulting in a disposal 2014/15		Age				Gender		Ethnicity						
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	Breach Of Bail	0	0	0	0	0	0	0	0	0	0	0	0	0
	Breach Of Conditional Discharge	1	0	0	6	0	7	0	1	1	4	0	7	
Breach Of Statutory Order		1	1	0	1	3	0	0	0	0	3	0	3	
	Criminal Damage	4	4	4	6	7	11	1	1	1	14	0	18	
Death Or Injury By Dangerous Driving		31	11	14	18	15	59	1	1	3	4	65	0	74
	Domestic Burglary	0	0	0	0	0	0	0	0	0	0	0	0	
Drugs		5	1	4	3	1	12	0	0	1	4	8	0	13
	Fraud And Forgery	0	2	7	21	0	30	2	5	7	0	16	0	30
Motoring Offences		3	0	1	1	4	1	0	0	0	0	5	0	5
	Non Domestic Burglary	0	0	7	17	0	24	0	0	0	9	15	0	24
Other		9	2	0	0	0	11	0	0	7	1	3	0	11
	Public Order	4	2	2	1	1	8	0	2	1	0	6	0	9
Racially Aggravated		3	1	6	6	5	11	0	2	0	2	12	0	16
	Robbery	0	0	1	0	0	1	0	0	0	1	0	0	1
Sexual Offences		7	5	0	6	3	15	2	3	5	2	6	0	18
	Theft And Handling Stolen Goods	3	0	1	7	0	11	0	0	0	2	9	0	11
Vehicle Theft / Unauthorised Taking		27	12	20	35	19	75	2	4	8	4	76	0	94
	Violence Against The Person	0	0	2	1	0	3	0	0	0	0	3	0	3
TOTAL		36	17	41	23	37	80	1	7	8	8	93	0	117
		134	58	110	152	95	359	9	26	42	39	338	0	454

Table 4

⁴ Source: Youth Justice Statistics Regional Data: <https://www.gov.uk/government/statistics/youth-justice-annual-statistics-2014-to-2015>

Medway Offence Comparison between 2014 - 2015

Year	Total Offences
2013/14	461
2014/15	454
Change	-7
% Change	%-1.52

Table 5

Use of Custody

How many young people during 2014/15 aged 10 to 17 years received a custodial sentence.⁵

	Custodial Sentences	10-17 Population 2014	Rate per 1,000 of 10-17 population
Medway	15	26,909	0.56
Kent	52	144,803	0.36
Thurrock	11	15,945	0.69
Southend-on-Sea	22	15,924	1.38
Havering	4	22,883	0.17
Swindon	3	19,756	0.15
Northamptonshire	18	67,496	0.27
Dudley	10	29,300	0.34
North Lincolnshire	6	15,125	0.40
Rotherham	10	24,429	0.41
South East	196	817,359	0.24
England & Wales Total	2,387	5,163,989	0.46

Table 6

⁵ Youth Justice Statistics (Use of custody, regionally, 2014-15) - <https://www.gov.uk/government/statistics/youth-justice-annual-statistics-2014-to-2015>

Client Outcomes

Client outcomes involving Medway children and young people during 2014/15⁶

Regional Disposals 2014/15	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
Pre-court													
Youth Caution	43	27	32	19		28	93	4	2	10	103	2	0
Youth Conditional Caution	4	2	0	4		4	6	0	0	1	9	0	0
First-tier													
Absolute Discharge	1	0	0	0		0	1	0	0	0	1	0	0
Sentence Deferred	0	0	0	0		0	0	0	0	0	0	0	0
Conditional Discharge	2	3	6	6		4	13	0	1	0	15	1	0
Bind Over	0	0	0	0		0	0	0	0	0	0	0	0
Fine	0	0	6	7		0	13	0	0	0	9	4	0
Compensation Order	4	1	6	9		4	16	0	0	0	18	2	0
Referral Order	13	5	21	13		15	37	0	1	2	42	7	0
Absolute Discharge	0	0	0	0		0	0	0	0	0	0	0	0
Community													
Youth Default Order	0	0	0	0		0	0	0	0	0	0	0	0
Youth Rehabilitation Order	11	4	15	25		12	43	1	6	6	36	6	0
Custody													
Detention and Training Order	1	4	1	8		2	12	12	0	0	0	0	0
Section 90-91 Detention	0	0	0	0		0	0	0	0	0	0	0	0
Section 226b	0	1	0	0		0	1	0	0	0	0	0	0
TOTAL	79	47	87	91		69	235	6	11	23	239	25	0
304													

Table 7

⁶ Source: Youth Justice Statistics Regional Data (Disposals by Region) - <https://www.gov.uk/government/statistics/youth-justice-annual-statistics-2014-to-2015>

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.

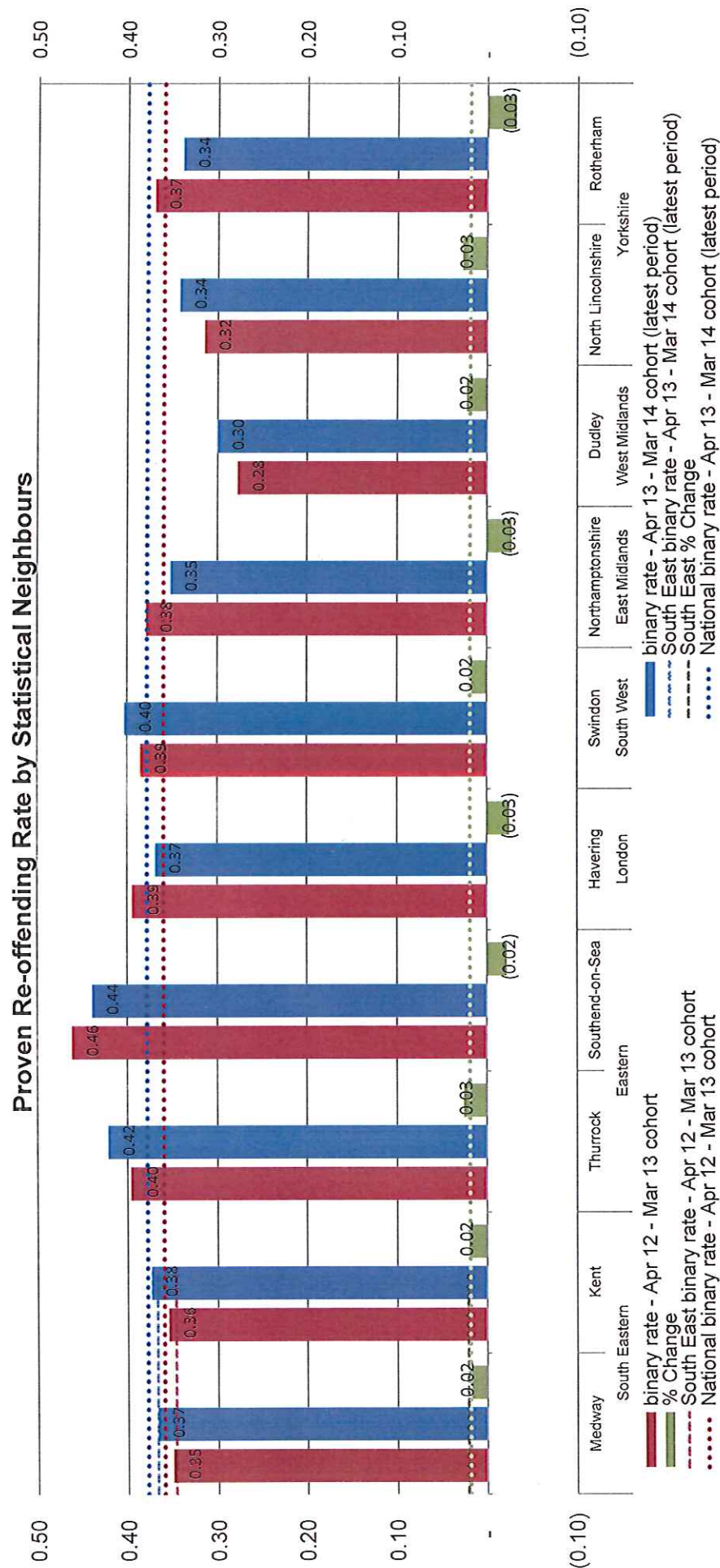


Table 8

Medway YOT Quarterly performance for 2015/16

APPENDIX A

Quarterly Monitoring Indicators		Counting Method	Target	2012-13	2013-14	2014-15	Q1	Q2	Q3	Q4	2015-16 OUTTURN	RAG
FTE <i>Section 4.1</i>	NI111 By use of 'Triage' system, reduction in First Time Entrants into Youth Justice Systems –	Cumulative count of YP (FTE)	No Increase on 14-15 Outturn	174	170	115	34	60	84	106	106	
		FTE/10-17 Population x 100,000 (Pro-rata Figure) (10-17 age range = 26,909)		641	630	426	505	446	390	394	394	
Custody <i>Section 4.1</i>	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.	<5.8%	5.9%	4.4%	5.6%	21.88	3.85%	10.53%	9.09%	12.24%	
EET 16=> <i>Section 4.2</i>	% of 16-and-under with an offer in place	% of YP who have had hours offered for EET	100%	-	-	-	100%	88%	88%	100%	94%	
	% of 16-and-under engaged with the offer in place	% of those who have engaged 100% with their offer in the month prior to the end of their programme (excludes those with no offer in place)	75%	-	-	-	100%	100%	86%	75%	84%	
EET 16+ <i>Section 4.3</i>	% of post-16 with an offer in place	% of YP who have an EET offer	100%	-	-	-	58%	53%	50%	100%	68%	
	% of post-16 who are in EET	% of those who have engaged 100% with their offer in the month prior to the end of their programme (excludes those with no offer in place)	75%	-	-	-	43%	75%	63%	60%	63%	
	Number of post-16 who are NEET and not Engaged	% who are not engaging and are NEET	Record Only	-	-	-	4	2	9	2	-	
	Number of post-16 who are Not-Known to MYT	% of post-16 who are unknown to MYT	Record Only	-	-	-	2	2	0	2	-	
Accom <i>Section 4.4</i>	NI046 Suitable Accommodation (%)	Suitable accommodation' is defined according to the 'Children leaving care' regulations (England) 2001.	>95%	98%	93%	98%	100%	100%	100%	100%	100%	
Re-Offending <i>Section 4.6</i>	% of YOT cohort that re-offend within 6 months of completing their intervention.	Cohort of YP with a programme ending in a 2 quarter period. Assessed within the next 2 quarter period, (including the current Q & up to 6 month anniversary of their programme end date. (Excluding YP aged 19 by end of review)	<50%	37%	45%	31%	43%	29%	26%	28%	28%	
	Percentage of re-offending by those who have accessed 'Triage' system.	Cohort of YP with a programme ending in a 2 quarter period. Assessed within the next 2 quarter period, (including the current Q & up to 6 month anniversary of their programme end date. (Excluding YP aged 19 by end of review)	<20%	11%	13%	8.6%	21%	15%	16%	18%	18%	
LAC <i>Section 4.8</i>	The number of YPs with LAC(POLA & LAC) status known to Medway YOT	Current Caseload Quarterly Figure	Record Only	-	35	18 (Q4)	16 (0 in 2 Out)	14 (7 in 9 out)	12 (5 in 7 out)	10 (1 in 3 Out)	10 (Q4)	

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 restructure as agreed at the 2015 cabinet, the YOT Team Manager post has been deleted and replaced with a joint Strategic Manager covering both YOT and Youth Service. This became operational on 1 April 2016.
- **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. An Inclusions CSE champion has been identified within YOT with lead officers in each respective service.
- **Medway Junior Attendance Centre**, this facility was successfully transferred from the Ministry of Justice control to Medway YOT in March 2015. This created an exciting opportunity to review how this service was delivered. Since May 2016 the Attendance centre has been delivered in partnership with the Youth Service. A new innovative program has been created that seeks to both address offending behaviour and engage young people in positive activities provided by the Youth service. We are looking forward to seeing the results of this new program both in terms of successful engagement and in reducing re-offending.
- **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. We are working with the Youth Service to see how unpaid work and reparation can be developed to engage young people in meaningful socially useful projects in the community.
- **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 youth justice boards core criteria for ISS programs, for the first time. The ISS scheme is critical to maintaining low levels of remand or custody for Medway young people. In conjunction with the youth service the YOT has sought to develop an additional provision of Intensive support. This is a intensive program that targets available resources at young people who are at risk of custody but would not be suitable for ISS. This is a useful innovation as it provides a wider local range of sentencing options for the Medway youth court.

- **Family Therapy**, this post began in September 2015 and is shared with Early Help. The delivery of psychotherapeutic interventions by a trained therapist in a Youth Justice setting is a innovative piece of work for the team. The delivery of this service has now become a part of the standard practice of interventions that we deliver to young people.
- **Out of Court Disposals**, 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. Since the beginning of May 2016 the YOT has participated in the county wide decision making process with the police and our colleagues in Kent County Council, deciding upon the appropriate disposals for all young people being considered by the police for an out of court disposal. Whilst it is early days in monitoring this process , it would be appear likely that it will produce a reduction in the amounts of young people being referred to the youth court and an increase in the use of out of court disposals.
- **Looked After Children**, In January 2015 a 'Looked After Children and reduction in offending protocol' was launched by the police. The protocol seeks to establish restorative ways of addressing looked after young peoples that has taken place within their care placements. As such in Medway it is has not had a significant effect on reducing the numbers of looked after young people in the criminal justice system because most of these young people who have offended have not offended in their care placements , and there fore the protocol has not applied to them. However the YOT has been keen to address the issue of the criminalisation of LAC young people. In the development of the above Out of Court Disposals process the decision as to what out of court disposal is appropriate is discussed at a panel in respect to all Looked After Children. This means that there is now a robust mechanism that looks at what is the right disposal decision in respect to these young people. It is planned that this process is to extend to reviewing the decision to charge. We will then have arrived at a place where there is a process in place that will enable a real reduction in the number of the looked after young people involved in the criminal justice system to take place.
- **Transitions to adult services**, this protocol is currently under going its first review since initiation. Early indications suggest that this model is working well.
- **Custody**, A recent 2015/16 spike in custody figures has presented the team with a number of challenges. This 'spike' has taken place in part as a result of young people transferring into Medway from London , from areas where they have been involved in organised gang related offending. There have also been a number of serious offences that have been perpetrated by Medway young people locally. The increased use of out of court disposals has meant that the young people who are involved in the court system are generally young people with more complex problems and who pose a higher risk of further offending. The team has sought to respond to this different profile in caseload through the development of Intensive programs to address offending (described previously).
- **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.
- **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 the team to continue to develop it's practice in relation to delivering assessments and interventions. The team went live with the Asset Plus framework in April 2016. This has generated an unprecedented level of quality assurance and practice discussion within the

team. The result of this is already apparent as the level of sophistication in the assessments of the team continues to increase. In February 2016 a new case management system IYSS was adopted by the team. Both of these changes have required significant period of staff training at the earlier part of 2016. We are pleased with the implementation of the IYSS system in that it facilitates a particularly user friendly delivery of the Asset Plus Framework.

- **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. In January 2016 a Peer review was carried out in Medway, the findings of which were reported to the YOT board. *"It is evident that Medway does not yet experience some of the overt violence affecting young people found in some other locations, but partners suggest it is timely to take steps now to prevent escalation and the risk of violence, linked to drug market fuelled criminal activity."*

The Medway Community safety partnership will formulate an action plan for Medway which will be presented to the board in September 2016 and discuss any actions

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 more than 45% 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 2016/17 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 2016/17 but with significant reductions.

Medway Council funding to the YOT continues to be reduced and within this financial year will be subject to the commissioning out of the Integrated Youth Support Service.

The Youth Justice Board made a further 15% reduction to the Youth Justice grant for 2016/17.

The new Police & Crime Commissioner (PCC) for Kent is now in post. The funding for YOT is secured until the end of the current Crime Plan for Kent (up until 2017). Further funding will need to be confirmed beyond this time.

A new funding formula has been agreed nationally in respect of both staffing and funding from the National Probation Service. This will mean a reduction in staffing contribution for the YOT.

At time of this report, we are awaiting priority recruitment into the post of FTE Probation officer and thus staffing financial contribution *.

We have now also lost our seconded Probation support worker, thus reducing this resource by one FTE

The YOT expects to be able to continue its current commitments by reshaping services and projects and working in tighter partnership with the youth service to make savings and utilise staff skills innovatively. In terms of the Medway Youth Offending Team Unit Costs for the period 2016/17, they are as set out below.

Inclusive Costs

	Caseload April 2015 - March 2016
Total YOT Resources	£824k
Client Caseload Total	227
Unit cost per Young Person	£3629.59

Table 9

Note: The unit cost per young person is for working with each young person referred to YOT for the duration of the year is commensurate with the higher risk client caseload and increased intervention now being managed. N.b.Cookham Wood figures or costs are not included in these costings

Partner Contributions to the Youth Offending Partnership Pooled Budget 2016/17

Agency	Staffing costs (£)	Other delegated funds (£)	Total (£)
Local Authority	£242,000	£124,181	£366,181
Police Service	-	-	-
National Probation Service	£40,000*	-	£40,000
Health Service	£23,632	-	£23,632
Police and Crime Commissioner	-	£90,300	£90,300
YJB Good Practice Grant	£242,000	61,887	£303,889
Other	-	-	-
Total	547,632	£276,368	£824,002

Table 10

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 2016/17

Introduction

The current YOT budget for 2016/17 amounts to a total of £824k (includes Bass admin staff, but not Cookham Wood resettlement function) 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 largely by realising the staff resources and expertise of the joined YOT and Youth service staffing. The continued reduction of the YJB grant means we continually seek to develop new and innovative practice with partners to support young people in line the with the National standards. This plan will cover one year and will be reviewed upon internal restructure of services within the LA to commence April 2017

This year the Police and Crime Commissioner (PCC) grant, which is formally accounted for, and used to achieve clearly identified objectives, remains consistent.

There will be a regular report relating to the budget position to each Board meeting which will to cover the entire YOT budget, not just the expenditure covered by YJB grant.

Use of cash contributions 2016/17

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 Out of Court Disposals 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 and Medway IS+ programmes – these have been developed and are now provided in conjunction with the Youth 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 – continue to 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.
- Junior attendance centre – developed with the youths service to offer a package of constructive developmental and prevention
- Community reparation and Unpaid Work – Currently being reviewed and offered in conjunction with the youth service to offer activities and socially useful projects with associated 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 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
- Kent Police (the Integrated Youth Justice Team is now in place based at Kent Police HQ)
- Medway Youth Trust (support under the Medway YES /Connexions contact – until contract end – currently Aug 2017)

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.

A transition protocol commenced in October 2015 and has undergone its first review (June 2016) to determine effective transition process – this was in response to the division of probation functions in June 2014 resulting in the establishment of two separate but linked organisations, both of which have close links to the YOT.

The National Probation Service, works with high risk clients and seconds staff into the YOT.

The Community Rehabilitation Company has been established to oversee most of the supervision of adult clients within the community, and is the receiving agency for most former YOT clients on reaching the age of 18.

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. This is now delivered as a joint project with the YOT and the Youth service out of Strood Youth centre (from April 16.) This will be reviewed in January 17

The introduction of the Legal Aid, Sentencing & Punishment of Offenders Act provisions in April 2013 has resulted in new arrangements and we are now contributing a once a week staffing resource to a joint panel hosted at Police Headquarters. This is led by a dedicated team from the Police who receive all out of court disposal referrals. The joint Kent and Medway panel collectively discusses the cases and agrees the appropriate out of court disposal.

This has meant the withdrawal of the dedicated police officer to the Medway YOT.

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 Council a range of services that directly support safeguarding, resettlement and re integration of young people back into the community upon release from custody.

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.
Overstretch of out of court disposals resources due to competing and expanding demands such as transfer in of cases and or a reduction of funding.	Currently under review with the Youth Service delivering aspects of this service.
High levels of non-compliance in respect of both reparation and unpaid work with statutory orders by young people.	Once in place, regularly review the new reparation delivery model assisted by the Youth Service.
The increase in the use of out of court disposals means that we are working with young people in a way that provides no sanctions for non compliance (for Youth Caution and Community Resolutions). The effect of this could be that we manage to engage with less young people involved in offending behaviour.	The YOT / Youth Service partnership is looking at what strategies we can employ to successfully engage young people on out of court disposals, securing their voluntary compliance with interventions.
An internal restructure may unsettle staff who may consider alternative career choices and leave the YOT.	Monitor staff vacancies and take appropriate action for early replacements. Develop contingencies such as re-distribution of caseloads, use of temporary or agency staff whilst in a period of transition

Priorities

Our Priorities for the life of this plan will be:

1. Prevent young people from entering the Criminal Justice System.
2. Reduce re-offending by those young people currently within the Youth Justice System.
3. Providing an effective and responsive service to seek to repair harm to victims and the wider community.
4. Identify and manage risk, safety and wellbeing issues.
5. Respond effectively to national and local business practice that informs the evolving Youth Justice landscape
6. Implementation of asset plus framework.

To help us achieve our priorities, 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 been made subject to out of court disposals.
- The percentage of young people that re-offend within 6 months of completing their intervention.
- The percentage of young people within the Youth Justice System who are identified as Looked After Children (LAC)

These will be reviewed after a full analysis of Asset Plus as agreed with YOT board - June 16

Delivery Plan

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

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

Description of planned activity	Critical success factors	Links to LA/ Partners plans	Completion date	Target Group	Lead Officer	Current position	Status	Risk Likelihood A. Very high B. High C. Significant D. Low E. Very low F. Almost impossible	Impact 1. Catastrophic (Showstopper) 2. Critical 3. Marginal 4. Negligible
1: Develop a prevention pathway in conjunction with agencies in the YOT partnership.	Reduction of first time entrants. Signposting pre court work to appropriate agencies, and delivering more specifically offence focused interventions where required.	Children's Plan IYSS Plan CSP KCIB Business Plan Early Help\Plan	September 2017	Potential entrants to the Youth Justice System	YOT Operational Manager	Initial discussion between Youth Offending Team and Early Help to develop closer working are about to take place.		D	2
2. Review of the impact of the inter-agency protocol to reduce number of LAC entering Criminal Justice System.	Achieve a reduction in number of LAC entering the Criminal Justice System.	Children's Plan IYSS Plan KCIB Business Plan	October 2016	Looked After Children	YOT Operational Manager	Protocol functioning but not having a significant impact on numbers of LAC young people entering the system.		A	2
3. Action for Families Agenda embedded in the practice of the Youth Offending Team.	Action for Families are identified and where appropriate interventions are developed and tailored (in conj with external MAff workers) to meet the assessed needs. Identification of the Youth Justice contribution to successful MAff outcomes.	Children's Plan IYSS Plan Medway Council Plan CSP Plan	Ongoing	MAff Young people and their families known to YOT.	YOT Operational Manager	YOT to request updated returns to identify the impact of the YOT contribution to the MAff outcomes. Further development between YOT processes and MAff particularly in respect to the Department of Work and Pensions.		C	3

Priority 2: Reduce re-offending by those YP currently within the YJS <i>Outcome: Young people are able to achieve their potential and make a positive contribution to our community</i>								
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. Development of Medway Intensive Supervision Provision. Improved assessment of risk through the implementation of Asset Plus. A new partnership agreement with the Police that addresses joint working and information sharing in respect of high risk cases.	Children's Plan Medway Council Plan KCJB Business Plan KMRRB Business Plan	March 2017	High risk cohort	YOT Operational Manager	Bespoke plans developed by Practitioners in respect of identified cohort. Gaps are being identified in relation to joint working with the Police as a result of the withdrawal of the YOT Police Officer.	B	2
2. Action for Families Agenda embedded in the practice of the Youth Offending Team.	Action for Families are identified and where appropriate interventions are developed and tailored (in conjunction with external MAfF workers) to meet the assessed needs. Identification of the Youth Justice contribution to successful MAfF outcomes.	Children's Plan IYSS Plan Medway Council Plan CSP Plan KMRRB Business Plan	Ongoing	MAfF Young people and their families known to YOT.	YOT Operational Manager	YOT to request updated returns to identify the impact of the YOT contribution to the MAfF outcomes. Further development between YOT processes and MAfF particularly in respect to the Department of Work and Pensions.	B	2
3. Redesign Reparation to be integrated into the delivery of the	Increased engagement and commitment by young people.	Children's Plan	March 2017	Reparation cohort	Operational Managers	A range of vocational learning projects are being developed, however engagement remains	C	2

outcomes of the order.	Demonstrating the value of Reparation activity to the community. At the end of each case to be assessed. Identify in each case the harm caused by the young person and how this has been addressed through the delivery of Reparation.	IYSS Plan CSP Plan KMIRRB Business Plan	March 2017	Clients at risk of custody	YOT Service Manager	low.		
4. Build upon a bespoke Medway ISS programme.	Priority is given to Medway young people. At present there is capacity to offer 2 places, however this will be reviewed in exceptional circumstances. Identification and provision of an ETE programme that can respond to ISS. Consistent provision of monthly timetables.	Medway Council Plan Children's Plan CSP Plan KCJB Business Plan	March 2017	Clients at risk of custody	YOT Service Manager	Critical shortfall in ETE provision.	A	1
5. Evaluate and review effectiveness of Family Therapy intervention.	A lowering of risk levels and safety and wellbeing concerns in respect to cases where family issues have been identified as linked with the young person's offending and family therapy has been provided.	Children's Plan IYSS Plan KCJB Business Plan CSP Plan	December 2016	Chaotic and Dysfunctional families with young people involved in offending	YOT Management Team	Provision of service reduced by 50% due to reduction in financial resources.	C	2
6. Develop bespoke resettlement programmes.	100% of eligible cases are offered a resettlement programme.	Children's Plan IYSS Plan KCJB Business Plan CSP Plan	Ongoing	Young people leaving custody	YOT Practice Manager	Custody levels fluctuating 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. Continue to promote and deliver the Restorative Justice agenda.	100% of Practitioners receive appropriate training. 100% victims and young people are offered restorative interventions. A demonstrable increase in victim empathy for all young people subject to court orders. To develop and implement a protocol to enable the collecting and interrogation of Restorative Justice data in respect of out of court disposals.	KCJB Plan CSP IYSS Plan Medway Council Plan	December 2016 (review)	Young people and victims of offences	YOT Operational Manager	Currently no information is provided and collated regarding RJ processes in respect of out of court disposals. The YOT successfully delivers RJ interventions to all court imposed orders.		B	2
2. Reviewing the Restorative Justice coordinator role and responsibilities.	Working in collaboration with case holders and volunteers 100%. Increased victim engagement and satisfactory outcomes. 10% increase on baseline.	KCJB Plan CSP Plan IYSS Plan Medway Council Plan	December 2016	Victims	YOT Operational Manager	Processes being reviewed.		B	2

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3. 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
4. Successfully develop accreditation for unpaid work.	All programmes delivered are accredited.	KCJB Plan Medway Council Plan Children's Plan CSP Plan	December 2016	Young people subject to unpaid work orders	Operational Managers	Unpaid work being delivered but not accredited.		B	2

Priority 4: Identify and manage risk, safety and wellbeing 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	Impact
1. Deliver interventions in respect to addressing child to parent violence.	Pilot a 'Who's in charge?' programme.	KCJB Business Plan KMRRB Business Plan Children's Plan CSP Plan MSCB Business Plans	March 2017	Young people and their parents	Family Therapist	A member of staff is trained and available to deliver the programme.		A. Very high B. High C. Significant D. Low E. Very low F. Almost impossible C	1. Catastrophic (Showstopper) 2. Critical 3. Marginal 4. Negligible 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 2017	Young People and YOT staff	Named Safeguarding Lead	Current objectives implemented.		C	2
3. Undertake regular multi agency reviews all high safety and well-being cases.	All high safety and well-being cases reviewed on a three monthly basis. Target of 100%	Children's Plan IYSS Plan MSCB Business Plan	March 2017	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	April 2016	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 2017	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. 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 2017	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
7. Develop awareness around FGM through joint training from the safeguarding board.	All staff have an awareness of FGM and the relevant reporting processes through safeguarding.	Safeguarding board	March 2017	All staff	Safeguarding lead	Two staff fully trained to act as a resource. Limited awareness amongst the remainder of the staff team.	D	3
8. Ensure that the YOT is fully integrated into policies 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.	Provide and attend WRAP 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.	CSP Plan KCJB Business Plan MSCB Business Plan Children's Plan	Ongoing	Young people at risk of radicalisation	YOT Manager	Train the trainer has been delivered. Next phase to roll out to whole team.	D	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. 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 all agreements.	Medway Council Plan IYSS Plan Children's Plan CSP Plan	December 2017	Partner agencies	YOT Service Manager	SLAs with probation, LAC and CRC are now in place. SLA's outstanding: Police and Health.		B	2
2. Manage budget reductions	Statutory YOT functions are fully maintained, despite budget reductions are identified.	IYSS Plan Medway Council Plan	April 2017	Whole YOT function	YOT Service Manager	Awaiting information on possible in year budget reductions		A	1
3. Prepare for internally restructured service services.	Maintain communication with partners.	IYSS plan	April 2017	Whole YOT Function	Service Manager and Operations Managers	Restructured combined service is under consideration.		B	2
4. Develop a strategy for maintaining staff morale in a climate of change due to budget reductions and restructure	Transparent, concrete communication with staff about the process. Staff feel supported and valued during a period of dramatic change. Use the PDR process to ensure that staff needs	IYSS Plan	April 2017	Whole YOT Function	Service Manager and Operations Managers	Staff are experiencing a level of uncertainty and anxiety over unconfirmed changes to the service.		A	1

5. Implement new Junior Medway Attendance Centre programme and ethos.	(including seconded staff) are assessed and evaluated to support them to develop appropriate skills to function across an integrated service.	KCIB Plan CSP Plan IYSS Plan	April 2016	Out of court disposals, referral orders and YROs.	Operation Managers	Plans in place, implementation imminent.	B	2
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Priority 6: Implementation of Asset Plus framework

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. The delivery of Asset Plus training to the team .	That the training has been delivered and that staff feel confident in using the new framework.	IYSS plan.	By the implementation of Asset Plus. April 2016.	Staff team	Practice manager / operational manager.	The training was delivered during the month of March 2016. All case holding staff have received the required training to use the assessment tool.		A	2
2. The completion of the local working practices framework in relation to Asset plus.	That the teams procedures and processes are aligned to the asset Plus framework	IYSS plan.	July 2016	The whole YOT function.	Practice manager / operational manager.	These processes have been developed from prior to the implementation of Asset Plus.		A	2
3. The transition of the entire YOT caseload of court orders to Asset Plus by 16 th August 2016.	That all court ordered cases have been assessed using the asset plus framework.	IYSS plan.	16/08/16	Case holding staff.	Operational manager / Practice manager.	As of 17/06/16 the team are about half way through this process.		C	2
4. The implementation of a robust QA process in	That cases are routinely meeting the YJB quality	IYSS plan.	On going.	Case holding staff	Operational manager / Practice manager.	Presently we are in the process of QA-ing all of the		C	2

APPENDIX A

[illegible]

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	274,015	35,627	26,909	27,259	19,316	54,183	68,901	41,820
Stat. Neighbour	Kent	1,510,354	183,447	144,803	130,045	87,379	275,051	395,126	294,503
Stat. Neighbour	Thurrock	163,270	24,148	15,945	13,476	11,313	36,378	39,661	22,349
Stat. Neighbour	Southend-on-Sea	177,931	22,292	15,924	13,928	10,971	36,242	44,998	33,576
Stat. Neighbour	Havering	245,974	30,375	22,883	21,079	16,418	46,807	62,830	45,582
Stat. Neighbour	Swindon	215,799	28,848	19,756	16,519	14,751	47,586	56,102	32,237
Stat. Neighbour	Northampton	219,495	31,061	19,463	20,592	16,410	48,349	52,088	31,532
Stat. Neighbour	Dudley	315,799	38,583	29,300	25,408	19,427	58,587	81,919	62,575
Stat. Neighbour	North Lincolnshire	169,247	20,095	15,125	12,988	10,215	30,192	47,264	33,368
Stat. Neighbour	Rotherham	260,070	31,969	24,429	21,214	15,914	47,516	70,097	48,931
Region	South East	8,873,818	1,086,857	817,359	761,144	530,807	1,725,414	2,303,465	1,648,772
	ENGLAND	54,316,618	6,703,322	4,888,379	4,922,047	3,718,382	10,810,617	13,736,163	9,537,708

Table 11

According to the Office of National Statistics mid-2014 estimates of ward level population for England and Wales there are 274,015 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). Of those living in Medway 26,909 are aged between 10 to 17 years of age, which is a slight decrease from 26,989 in 2013. (Table 12)

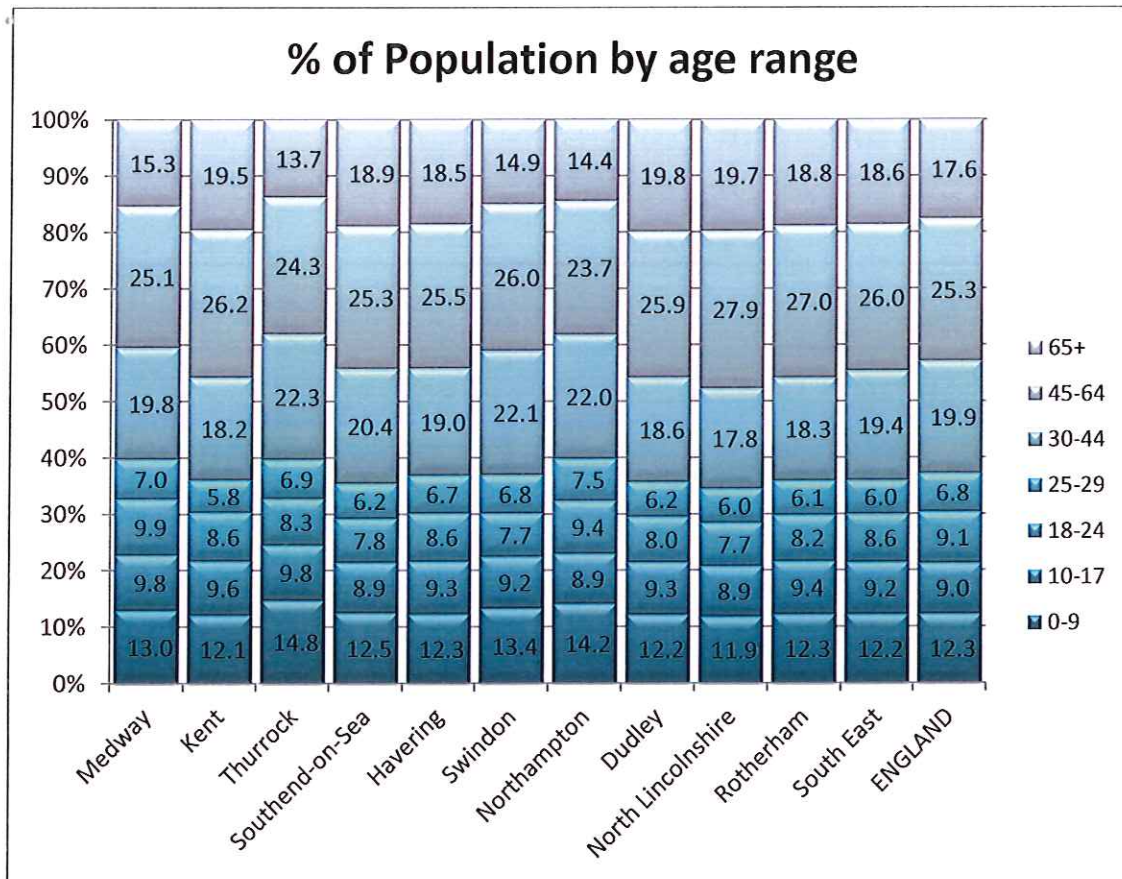


Table 12

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%.

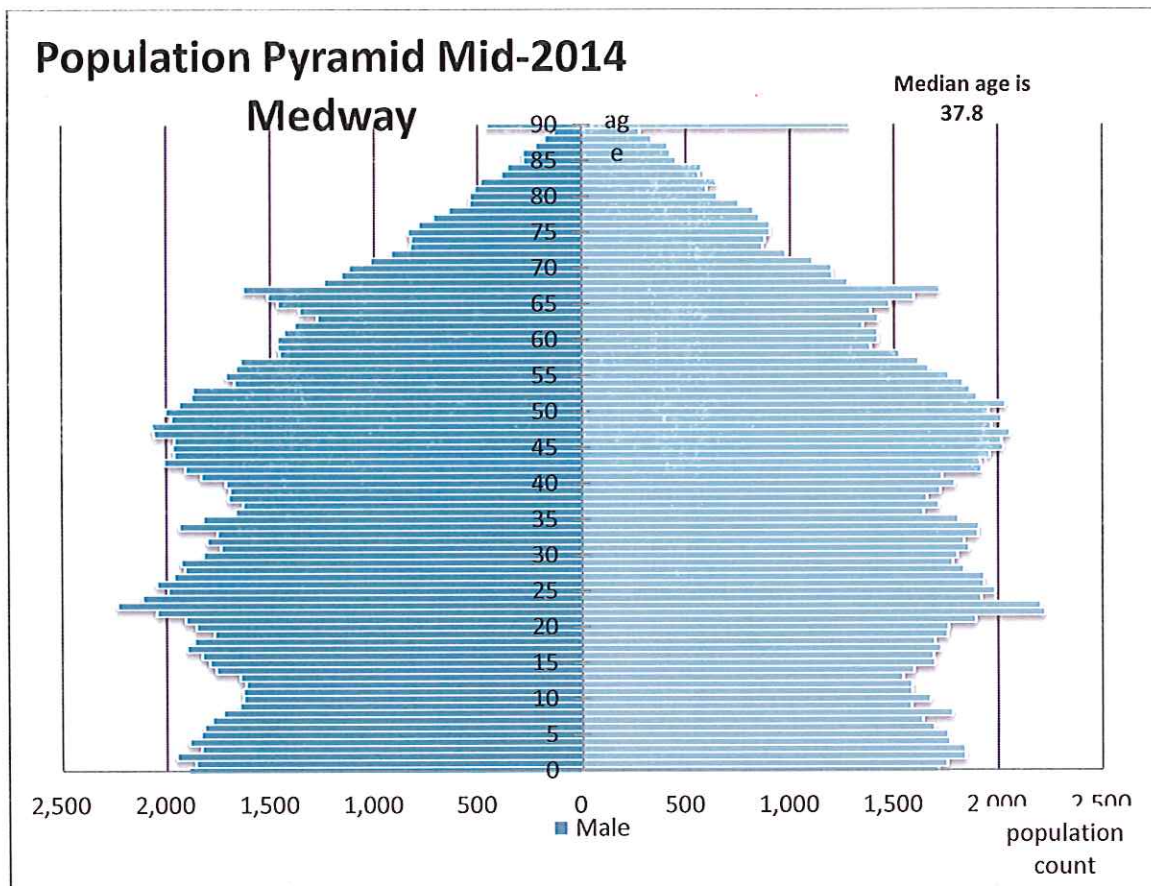


Table 13

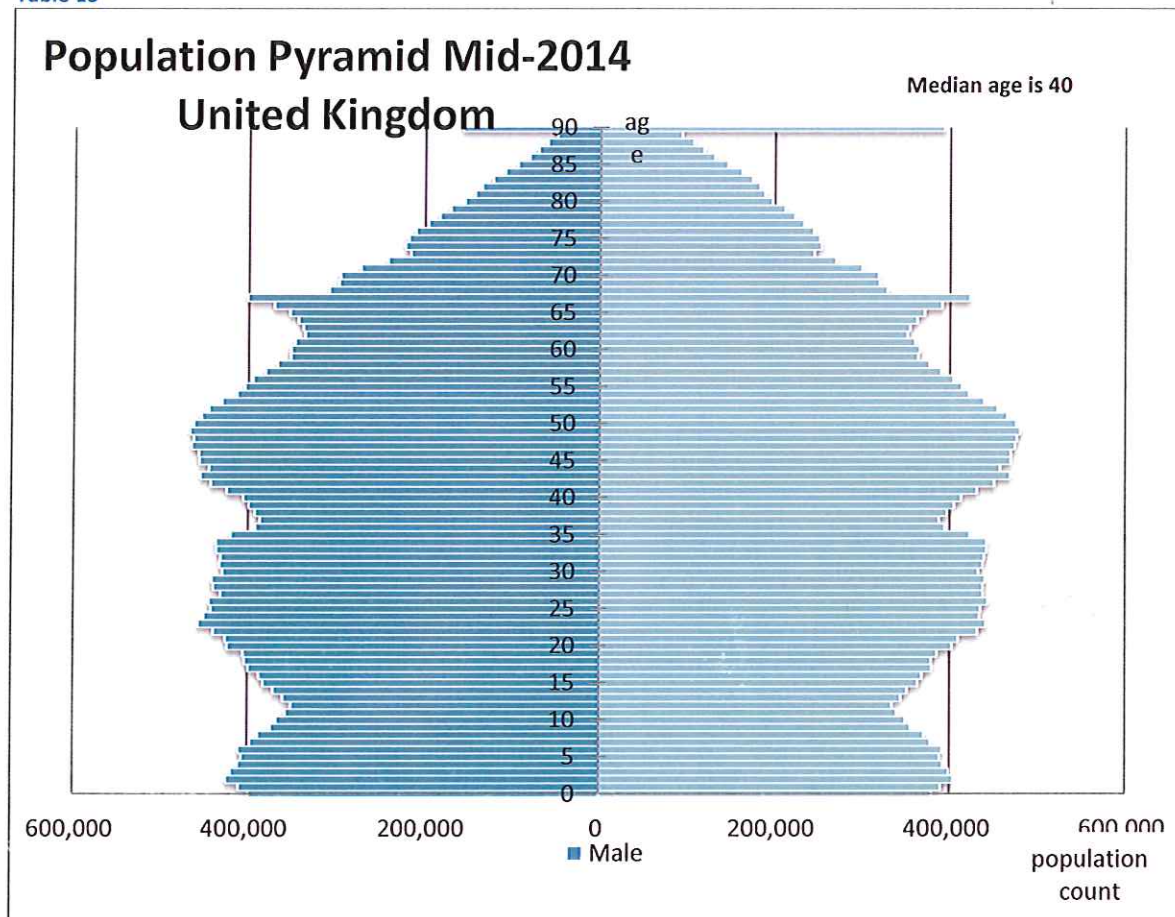


Table 14

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. The Median age in Medway is also some 2.2 years younger. (Table 15)

Population - Youth

Age Breakdown of Medway's children and young people:

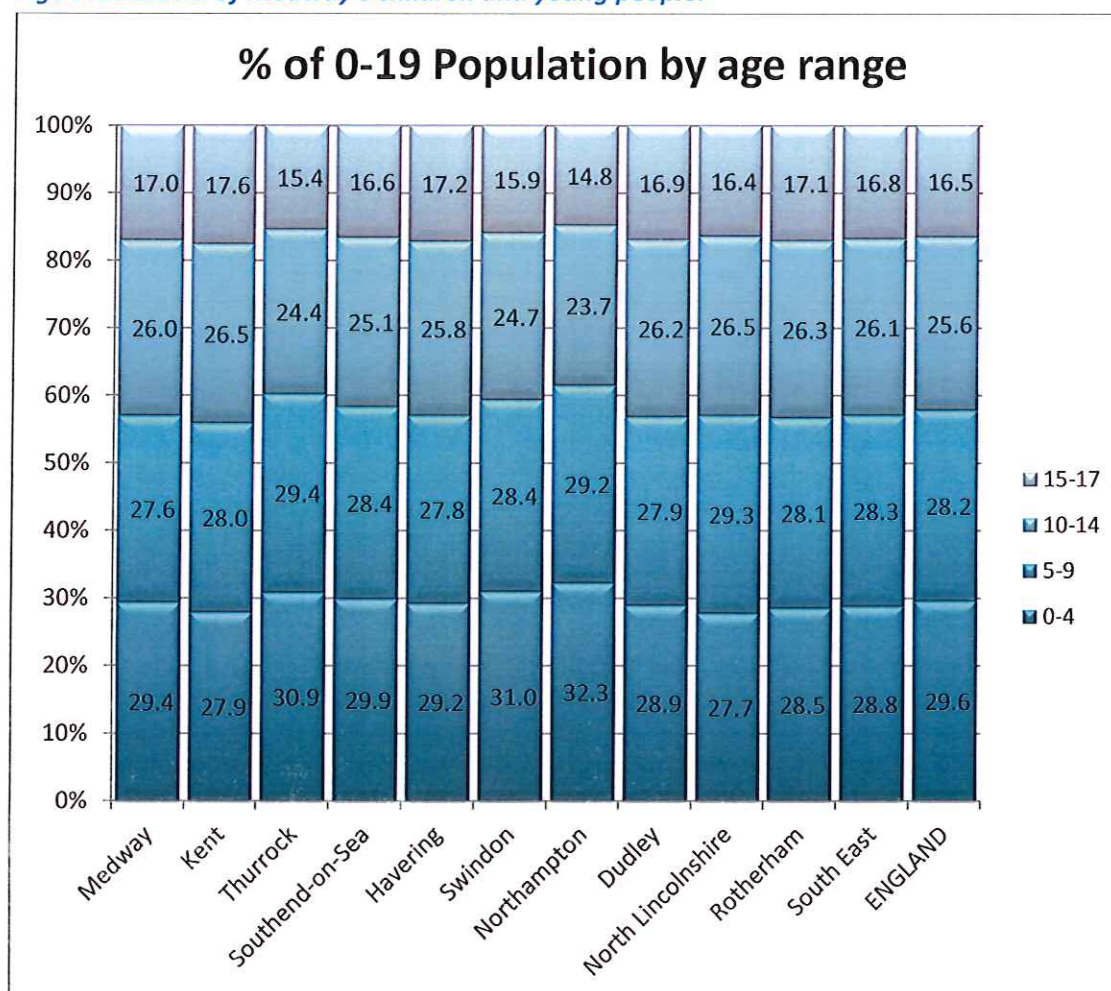


Table 15

Age Group	2013 Population	2013 % of Total 0 - 19	2014 Population	2014 % of Total 0 - 19	% Rise/Fall from 2013 figure	Percentile Point Change in Age Group
Age 0 - 4	18,029	29.2%	18,360	29.2%	1.84%	0.06
Age 5 - 9	16,821	27.2%	17,267	27.5%	2.65%	0.28
Age 10 - 14	16,336	26.4%	16,273	25.9%	-0.39%	-0.52
Age 15 - 17	10,653	17.2%	10,936	17.4%	2.66%	0.18
Total	61,839		62,836		1.61%	

Table 16

From 2013 to 2014 there has been a (1.6% rise in the 0-17 population estimate – .9 percentage point shift from the rise seen between 2012-2013. The 10-14 age group has again contracted, but the 15-17 age range has grown by almost 2.7 percentage points. This rise in the 15-17 age range can be expected to continue⁷

⁷ From Office of National Statistics Ward Level Mid Year Population Estimates 2013 & 2014

Medway Population Change Estimates 2013-14⁸

Values												
Row Labels	Estimated Population 2013	Births	Deaths	Internal Migration Inflow	Internal Migration Outflow	Internal Migration Net	International Migration Inflow	International Migration Outflow	International Migration Net	Other	Estimated Population 2014	% of Total Estimated Population 2014
0-4	3,592,907	697,136	3,047	200,056	201,222	-1,166	32,050	4,786	27,264	676	3,608,632	6.29%
5-9	3,360,507	0	260	122,603	123,277	-674	22,286	3,367	18,919	582	3,448,689	6.01%
10-14	3,143,773	0	234	91,798	92,278	-480	20,500	2,444	18,056	390	3,138,146	5.47%
15-19	3,446,693	0	622	250,546	251,495	-949	44,525	10,064	34,461	84	3,419,401	5.96%
20-24	3,821,718	0	1,145	531,378	530,841	537	122,626	67,051	55,575	1,096	3,823,995	6.66%
25-29	3,874,151	0	1,541	401,465	401,072	393	100,072	70,994	29,078	1,232	3,910,483	6.81%
30-34	3,863,542	0	2,090	329,610	330,654	-1,044	58,153	44,802	13,351	1,208	3,889,281	6.77%
35-39	3,536,943	0	2,898	219,104	219,960	-856	35,938	28,840	7,098	810	3,563,751	6.21%
40-44	3,994,153	0	4,965	161,650	162,457	-807	25,683	19,727	5,956	559	3,903,960	6.80%
45-49	4,145,414	0	7,751	132,272	133,134	-862	19,295	10,980	8,315	173	4,136,176	7.20%
50-54	3,828,406	0	11,253	110,588	111,421	-833	14,559	6,817	7,742	124	3,932,946	6.85%
55-59	3,304,371	0	15,146	86,764	87,628	-864	11,327	5,669	5,658	75	3,379,275	5.89%
60-64	3,129,842	0	22,716	72,576	73,279	-703	11,181	4,706	6,475	4	3,101,464	5.40%
65-69	3,106,796	0	35,043	63,639	64,011	-372	7,880	3,323	4,557	0	3,168,294	5.52%
70-74	2,246,270	0	43,199	37,330	37,393	-63	4,774	2,731	2,043	1	2,333,027	4.06%
75-79	1,855,876	0	59,012	27,825	27,874	-49	2,700	296	2,404	0	1,899,567	3.31%
80-84	1,381,702	0	78,763	24,103	24,148	-45	1,446	30	1,416	0	1,397,185	2.43%
85-89	836,948	0	88,210	20,803	20,834	-31	756	30	726	0	855,152	1.49%
90+	478,217	0	106,386	17,266	17,300	-34	370	6	364	0	499,230	0.87%
Grand Total	56,948,229	697,136	484,281	2,901,376	2,910,278	-8,902	536,121	286,663	249,458	7,014	57,408,654	100.00%

Table 17

⁸ From Office of National Statistics Analysis Tool mid-2014

Statistical Neighbours (LAs only) Population Change Estimates 2013-14⁹

Values	Medway	Thurrock	Southend-on-Sea	Havering	Swindon	Northampton	Dudley	North Lincolnshire	Rotherham	Grand Total
Estimated Population 2013	271,105	160,849	175,798	242,080	214,038	216,740	314,427	168,760	258,689	2,022,486
Births	3,605	2,359	2,287	3,088	2,900	3,180	3,877	1,772	3,163	26,231
Deaths	2,095	1,147	1,744	2,111	1,610	1,658	2,892	1,636	2,455	17,348
Births minus Deaths	1,510	1,212	543	977	1,290	1,522	985	136	708	8,883
Internal Migration Inflow	12,044	7,345	8,783	12,515	7,513	9,865	9,605	4,973	7,967	80,610
Internal Migration Outflow	11,600	6,612	7,483	10,271	7,474	10,883	9,575	4,986	7,583	76,467
Internal Migration Net	444	733	1,300	2,244	39	-1,018	30	-13	384	4,143
International Migration Inflow	1,454	940	754	1,139	1,562	3,060	645	729	706	10,989
International Migration Outflow	602	472	459	466	1,154	825	329	345	426	5,078
International Migration Net	852	468	295	673	408	2,235	316	384	280	5,911
Other	104	8	-5	0	24	16	41	-20	9	177
Estimated Population 2014	274,015	163,270	177,931	245,974	215,799	219,495	315,799	169,247	260,070	2,041,600
Population Change	2,910	2,421	2,133	3,894	1,761	2,755	1,372	487	1,381	19,114
% Population Change	1.07%	1.51%	1.21%	1.61%	0.82%	1.27%	0.44%	0.29%	0.53%	0.95%
% Population Change due to Births and Deaths	0.56%	0.75%	0.31%	0.40%	0.60%	0.70%	0.31%	0.08%	0.27%	0.44%
% Population Change due to Internal Migration	0.16%	0.46%	0.74%	0.93%	0.02%	-0.47%	0.01%	-0.01%	0.15%	0.20%
% Population Change due to International Migration	0.31%	0.29%	0.17%	0.28%	0.19%	1.03%	0.10%	0.23%	0.11%	0.29%
% Population Change due to Other Adjustments	0.04%	0.00%	0.00%	0.00%	0.01%	0.01%	0.01%	-0.01%	0.00%	0.01%

Table 18

⁹ From Office of National Statistics Analysis Tool mid-2014

Population – Ward Level

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	1,862	6.90%	1,903	7.07%	2.51%	41
Cuxton and Halling	515	1.91%	514	1.91%	0.10%	-1
Gillingham North	1,933	7.16%	1,949	7.24%	1.13%	16
Gillingham South	1,796	6.65%	1,771	6.58%	-1.10%	-25
Hempstead and Wigmore	761	2.82%	734	2.73%	-3.26%	-27
Lordswood and Capstone	861	3.19%	841	3.13%	-2.03%	-20
Luton and Wayfield	1,523	5.64%	1,563	5.81%	2.93%	40
Peninsula	1,383	5.12%	1,359	5.05%	-1.44%	-24
Princes Park	1,164	4.31%	1,142	4.24%	-1.60%	-22
Rainham Central	1,144	4.24%	1,139	4.23%	-0.14%	-5
Rainham North	773	2.86%	791	2.94%	2.63%	18
Rainham South	1,352	5.01%	1,364	5.07%	1.19%	12
River	741	2.75%	734	2.73%	-0.65%	-7
Rochester East	1,001	3.71%	1,022	3.80%	2.40%	21
Rochester South and Horsted	1,314	4.87%	1,316	4.89%	0.45%	2
Rochester West	1,063	3.94%	1,057	3.93%	-0.27%	-6
Strood North	1,432	5.31%	1,384	5.14%	-3.06%	-48
Strood Rural	1,453	5.38%	1,442	5.36%	-0.46%	-11
Strood South	1,567	5.81%	1,599	5.94%	2.35%	32
Twydall	1,365	5.06%	1,349	5.01%	-0.88%	-16
Walderslade	978	3.62%	979	3.64%	0.40%	1
Watling	1,008	3.73%	957	3.56%	-4.78%	-51
Total	26989		26909			-80

Table 19

In between 2012 and 2013 there was a decrease of 150 young people and a further reduction is evident in 2013 to 2014 (80 fewer young people). Chatham Central is seeing a continued population expansion in the age range whilst in Watling the numbers continue to fall.

Change in Wards Demographic for 0-9 year olds¹⁰

Ward	2013 0-9 Total	2013 % of 0-9 Population by Ward	2014 0-9 Total	2014 % of 0-9 Population by Ward	% Rise/Fall for 0-9 from 2013 figure	Actual Change in 0-9 Ward Population
Chatham Central	2,740	10.15%	2,897	10.77%	5.73%	157
Cuxton and Halling	660	2.45%	653	2.43%	-1.06%	-7
Gillingham North	2,797	10.36%	2,885	10.72%	3.15%	88
Gillingham South	2,548	9.44%	2,557	9.50%	0.35%	9
Hempstead and Wigmore	775	2.87%	777	2.89%	0.26%	2
Lordswood and Capstone	1,176	4.36%	1,249	4.64%	6.21%	73
Luton and Wayfield	2,220	8.23%	2,321	8.63%	4.55%	101
Peninsula	1,514	5.61%	1,576	5.86%	4.10%	62
Princes Park	1,564	5.79%	1,549	5.76%	-0.96%	-15
Rainham Central	1,184	4.39%	1,235	4.59%	4.31%	51
Rainham North	981	3.63%	982	3.65%	0.10%	1
Rainham South	1,620	6.00%	1,621	6.02%	0.06%	1
River	1,337	4.95%	1,393	5.18%	4.19%	56
Rochester East	1,463	5.42%	1,461	5.43%	-0.14%	-2
Rochester South and Horsted	1,381	5.12%	1,410	5.24%	2.10%	29
Rochester West	1,199	4.44%	1,182	4.39%	-1.42%	-17
Strood North	1,701	6.30%	1,750	6.50%	2.88%	49
Strood Rural	1,805	6.69%	1,820	6.76%	0.83%	15
Strood South	2,387	8.84%	2,439	9.06%	2.18%	52
Twydall	1,600	5.93%	1,657	6.16%	3.56%	57
Walderslade	1,205	4.46%	1,220	4.53%	1.24%	15
Watling	993	3.68%	993	3.69%	0.00%	0
Total	34850		35627			777

Table 20

The Demographic in this area is showing a sizeable increase (777 young people); as this cohort ages we can expect a growth in the 10-17 cohort, moving forward.

¹⁰ : <http://www.ons.gov.uk/ons/rel/sape/ward-mid-year-pop-est-eng-wales-exp/mid-2014/index.html>

0-9 Year Old Population (2014)		10-17 Year Old Population (2013)	
Ranking of Ward by population in age range	Total	Ranking of Ward by population in age range	Total
Chatham Central	2,897	Gillingham North	1,933
Gillingham North	2,885	Chatham Central	1,862
Gillingham South	2,557	Gillingham South	1,796
Strood South	2,439	Strood South	1,567
Luton and Wayfield	2,321	Luton and Wayfield	1,523
Strood Rural	1,820	Strood Rural	1,453
Strood North	1,750	Strood North	1,432
Twydall	1,657	Peninsula	1,383
Rainham South	1,621	Twydall	1,365
Peninsula	1,576	Rainham South	1,352
Princes Park	1,549	Rochester South and Horsted	1,314
Rochester East	1,461	Princes Park	1,164
Rochester South and Horsted	1,410	Rainham Central	1,144
River	1,393	Rochester West	1,063
Lordswood and Capstone	1,249	Watling	1,008
Rainham Central	1,235	Rochester East	1,001
Walderslade	1,220	Walderslade	978
Rochester West	1,182	Lordswood and Capstone	861
Watling	993	Rainham North	773
Rainham North	982	Hempstead and Wigmore	761
Hempstead and Wigmore	777	River	741
Cuxton and Halling	653	Cuxton and Halling	515

Table 21

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%	-
Grand Total	43,441	-	43,939	-	-

Table 22

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 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
spoken	Bengali	Bengali	Bengali	Slovak	Slovak	Slovak	Polish	Polish
Languages	Urdu	Yoruba	Slovak	Polish	Polish	Polish	Slovak	Bengali

Table 23

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.¹¹

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
Medway		7.5%	42.0%	0.3%	1.4%	2.8%	0.1%	0.9%	0.2%
Kent		8.3%	35.8%	0.1%	0.8%	1.5%	0.1%	0.9%	0.3%
South East		8.5%	34.6%	0.2%	0.7%	4.3%	0.1%	1.4%	0.3%
England		8.4%	30.8%	0.2%	0.9%	9.4%	0.5%	1.6%	0.3%

Table 24

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

Table 25

¹¹ ONS Nomis Census 2011

Faith by percentage of population
 ■ Medway ■ Kent ■ South East ■ England

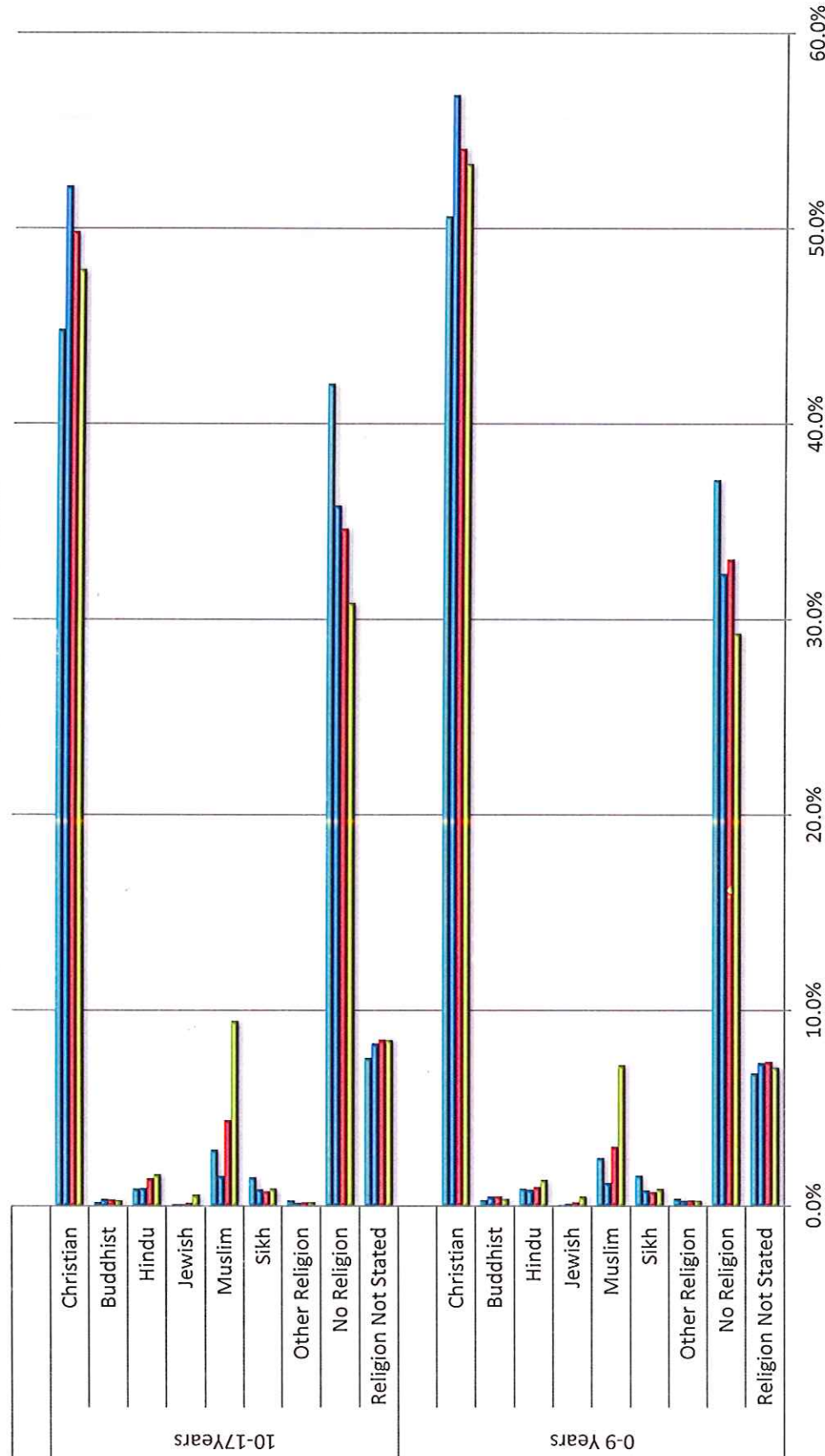


Table 26

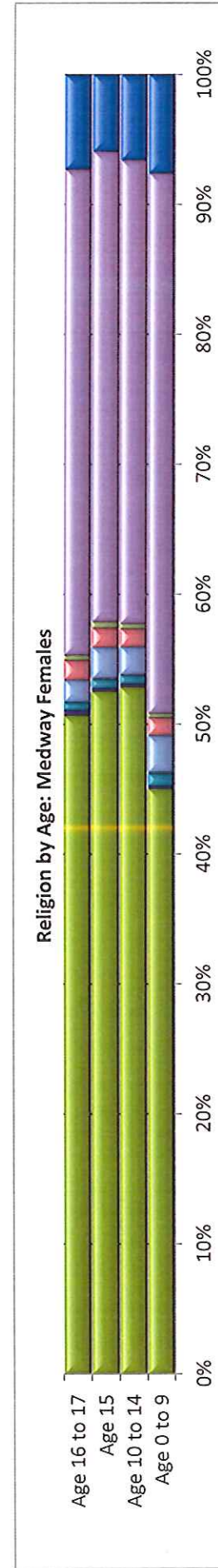
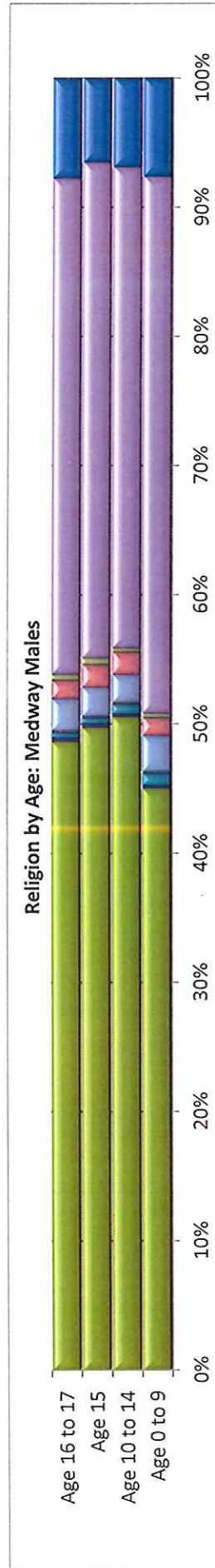
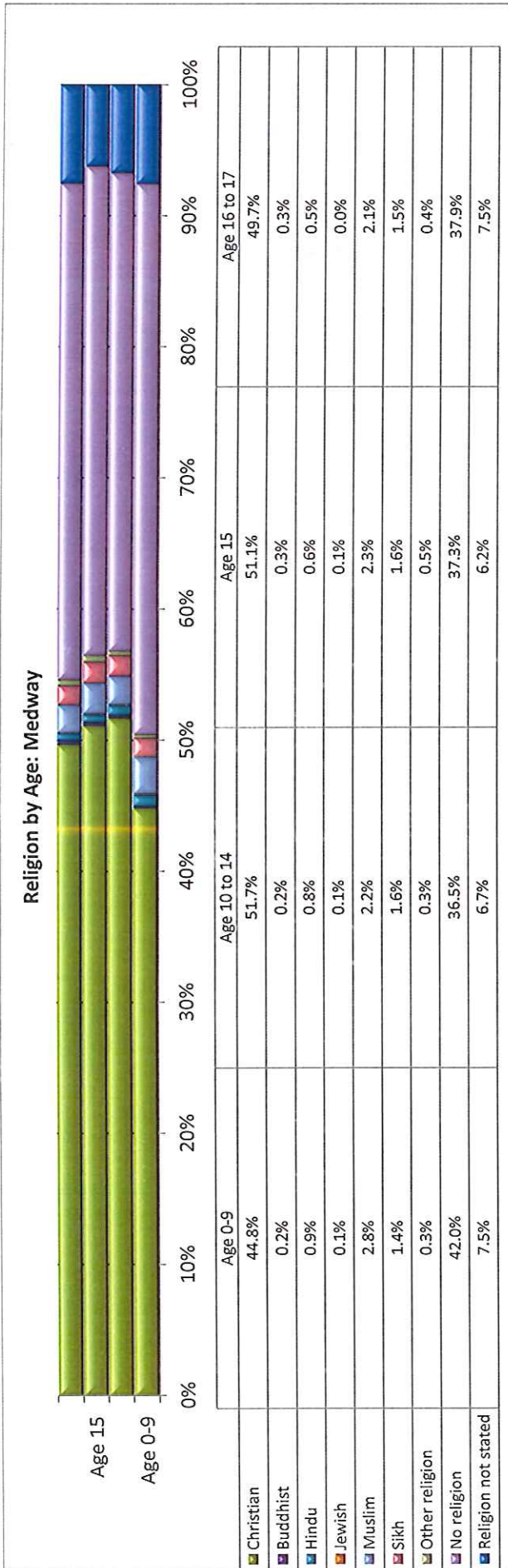
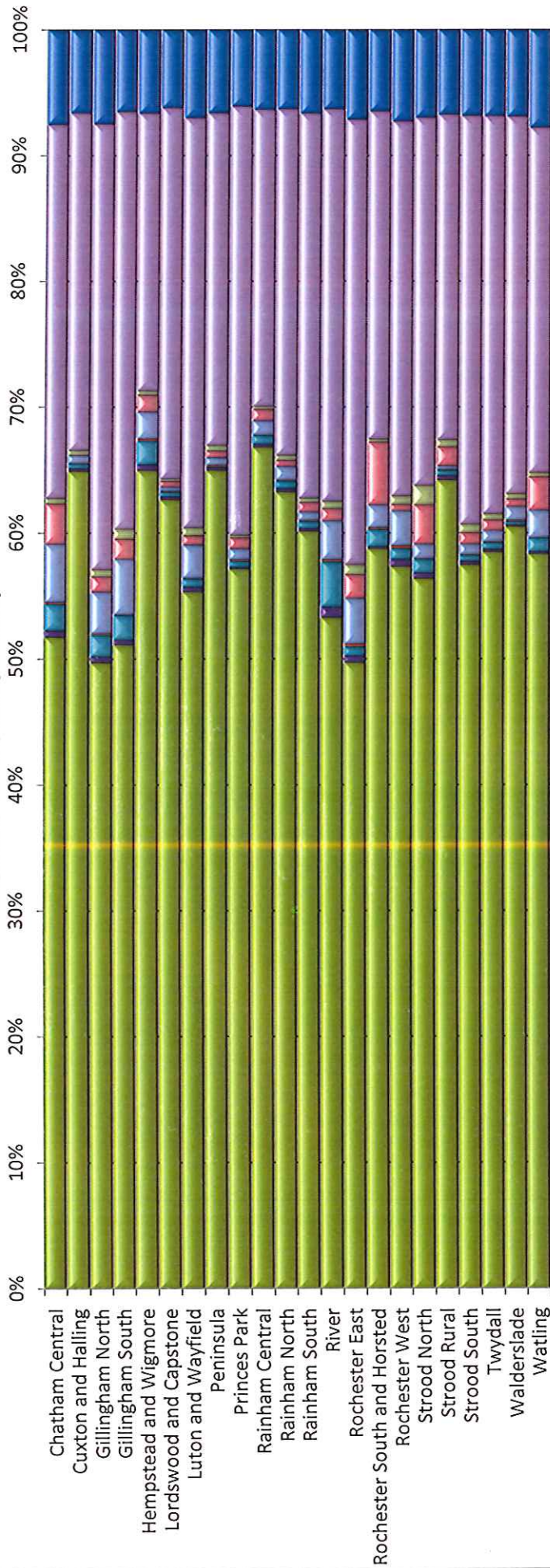


Table 27

Religion by Ward (All Population)



	Watling	Walderslade	Twydall	Strood South	Strood Rural	Strood North	Rochester West	Rochester South and Horsted	Rochester East	River	Rainham South	Rainham North	Rainham Central	Princes Park	Peninsula	Luton and Wayfield	Lordswood and Capstone	Hempstead and Wigmore	Gillingham South	Gillingham North	Cuxton and Halling	Chatham Central
Christian	58.3%	60.5%	58.5%	57.5%	64.2%	56.4%	57.3%	58.7%	49.7%	53.3%	60.1%	63.2%	66.8%	57.1%	65.0%	55.3%	62.6%	65.0%	51.1%	49.7%	64.9%	51.7%
Buddhist	0.2%	0.1%	0.2%	0.3%	0.3%	0.5%	0.6%	0.2%	0.5%	0.8%	0.2%	0.3%	0.2%	0.2%	0.2%	0.4%	0.2%	0.5%	0.4%	0.5%	0.2%	0.5%
Hindu	1.1%	0.3%	0.6%	0.5%	0.4%	1.1%	0.9%	1.4%	0.8%	3.6%	0.6%	0.6%	0.7%	0.5%	0.1%	0.7%	0.4%	1.9%	1.9%	1.7%	0.4%	2.1%
Jewish	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.2%	0.1%	0.2%	0.1%	0.1%	0.1%	0.0%	0.1%	0.1%	0.0%	0.0%	0.2%	0.0%	0.1%	0.0%	0.1%
Muslim	2.2%	1.1%	0.9%	0.9%	0.3%	1.1%	2.8%	1.8%	3.6%	3.1%	0.7%	1.1%	1.1%	0.9%	0.6%	2.7%	0.3%	2.1%	4.4%	3.3%	0.7%	4.6%
Sikh	2.7%	0.6%	0.8%	0.9%	1.5%	3.1%	0.5%	5.0%	1.9%	1.0%	0.8%	0.5%	0.9%	0.9%	0.5%	0.7%	0.5%	1.3%	1.6%	1.2%	0.0%	3.2%
Other Religion	0.3%	0.4%	0.5%	0.7%	0.6%	1.5%	0.7%	0.2%	0.8%	0.6%	0.3%	0.4%	0.2%	0.2%	0.4%	0.6%	0.2%	0.3%	0.8%	0.6%	0.4%	0.4%
No Religion	27.4%	30.0%	31.6%	32.5%	25.9%	29.3%	29.8%	26.1%	35.4%	31.2%	30.6%	27.5%	23.6%	34.1%	26.4%	32.6%	29.5%	22.1%	33.2%	35.4%	26.8%	29.7%
Religion not stated	7.8%	6.9%	6.9%	6.8%	6.7%	7.0%	7.3%	6.5%	7.1%	6.3%	6.6%	6.3%	6.3%	6.1%	6.6%	7.0%	6.2%	6.6%	6.5%	7.5%	6.6%	7.5%

Table 28

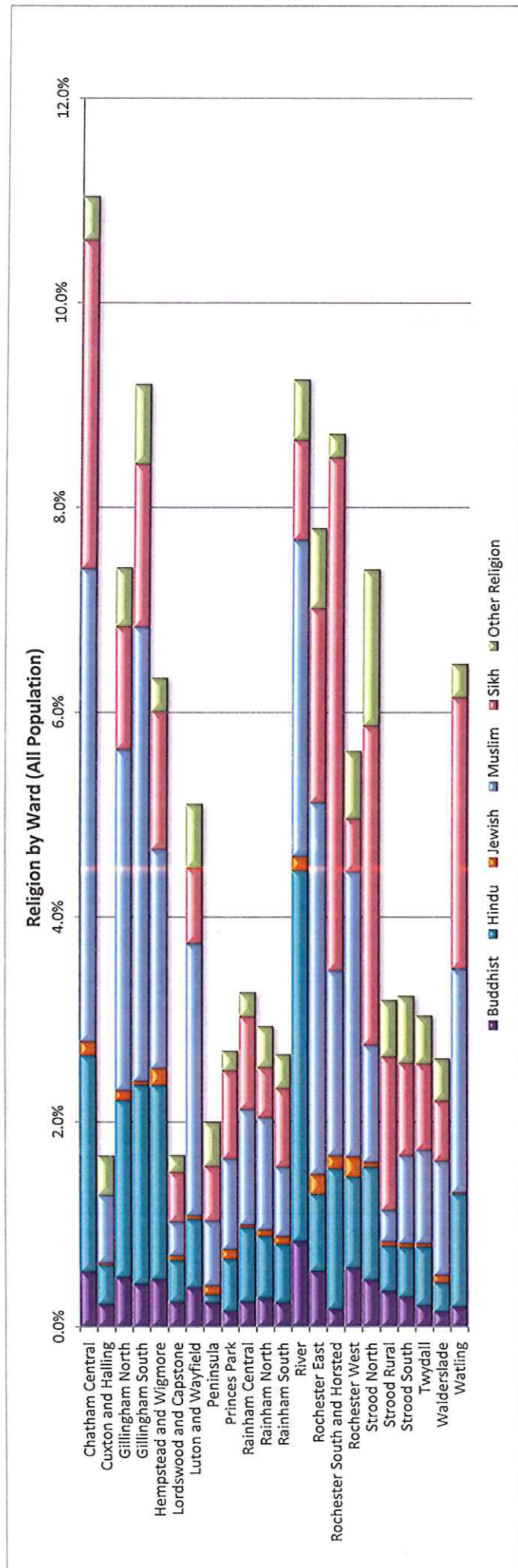


Table 29

Table 29 shows the spread of faiths (excluding Christianity, No religion and Religion not Disclosed) within the Medway Wards¹². 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, Lordwood & 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, Jew, Muslim, Sikh or Other Religion.

¹² 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.¹³

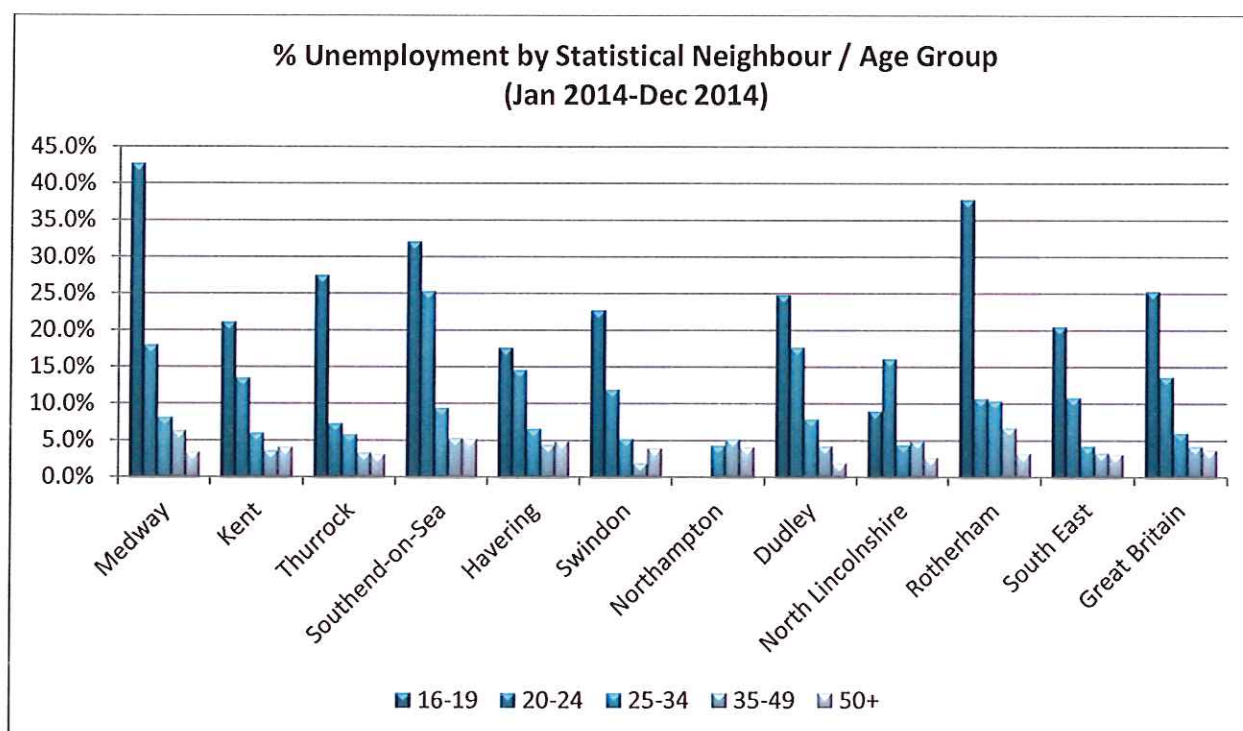


Table 30

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 31

¹³ 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 NSPCC¹⁴ and from analysis of data sets referenced in that publication¹⁵

Table 32 and Table 33 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 34 and Table 35 which show data relating to Kent (including Medway).

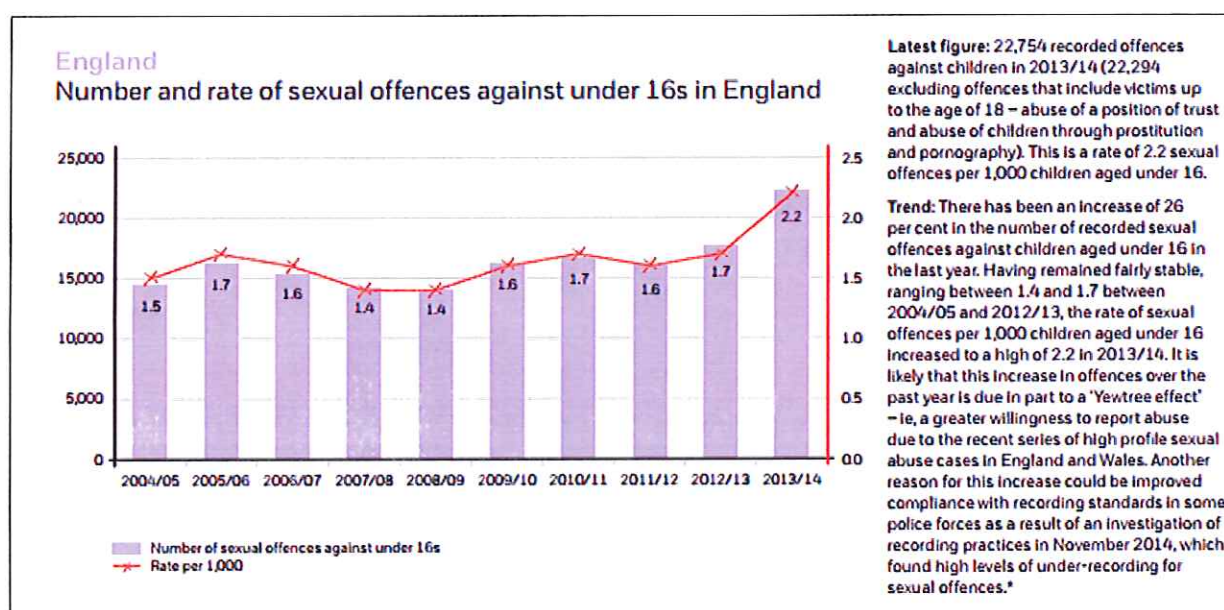


Table 32
England

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	
Rape of a male child under 16	378	• 4,825 offences of sexual assault against girls aged under 13
Rape of a male child under 13	1,029	
Sexual assault on a female child under 13	4,825	• 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 activity involving a child under 13	2,698	
Sexual activity involving a child under 16	5,562	• 1,520 recorded offences of sexual assault against boys aged under 13.
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	
Total	22,754	

Table 33

¹⁴ How Safe are Our Children 2015 Report

¹⁵ Home Office Police open source data tables 2007-2015

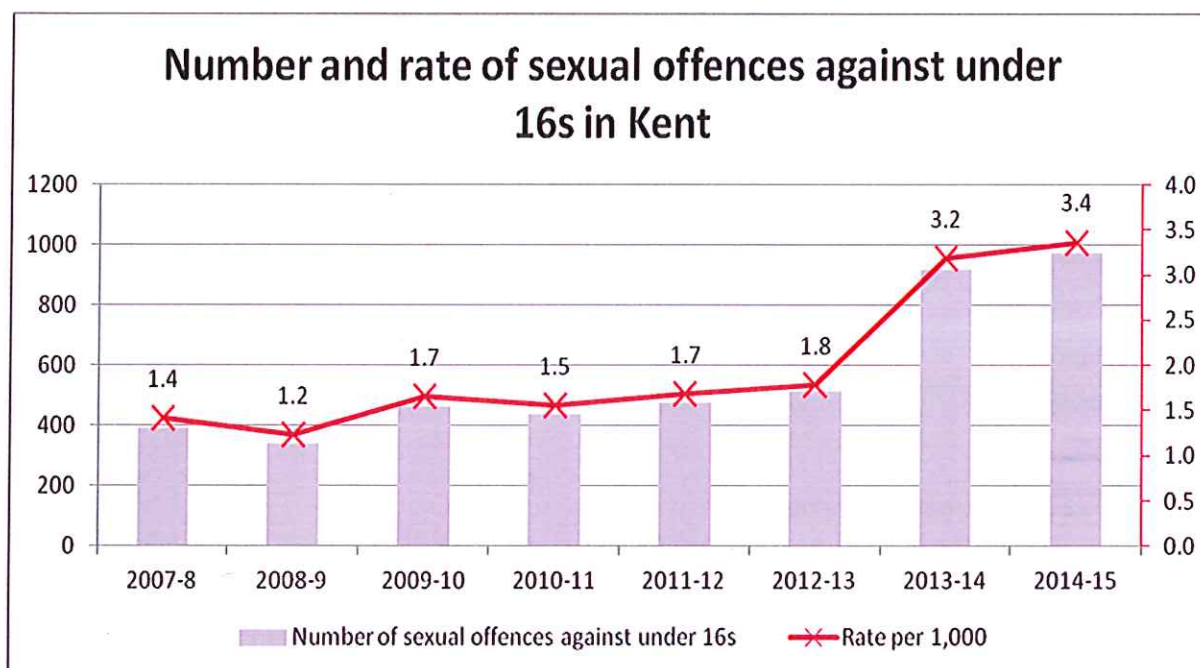


Table 34

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
Total	391	341	462	436	477	513	917	972

Table 35

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 36). 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 36

Index of Multiple Deprivation 2015

The Index of Multiple Deprivation (IMD) is the official measure of relative deprivation for small areas (Lower Super Output Areas, LSOA) in England. It ranks each small area from 1 to 32,844 with 1 being the most deprived. The index is created by measuring relative levels of deprivation across seven different areas:

- Income
- Employment
- Education
- Health
- Crime
- Barriers to housing and services
- Living environment

The index provides an important relative measure of deprivation to enable local authorities to understand the dynamics of their local area. The IMD has significant overlaps with the emerging priorities identified for the Council Plan. The seven areas measured by the IMD will all impact on the Council's ability to deliver improvements within the area and for people's lives. Deprivation is a key indicator for the need for services, the greater the level of deprivation the greater the likely need for services.

The overview section below, written by Planning Policy, summarises the IMD. It is enhanced further by a cross tabulation with customer profiling data, before the implications for Medway are considered.

Overview of the Index of Multiple Deprivation

Medway is ranked 118th most deprived Local Authority of 326 in England in the 2015 Index of Multiple Deprivation. This is a relatively worse position than in the previous index in 2010, when Medway was ranked 136th most deprived of 325.

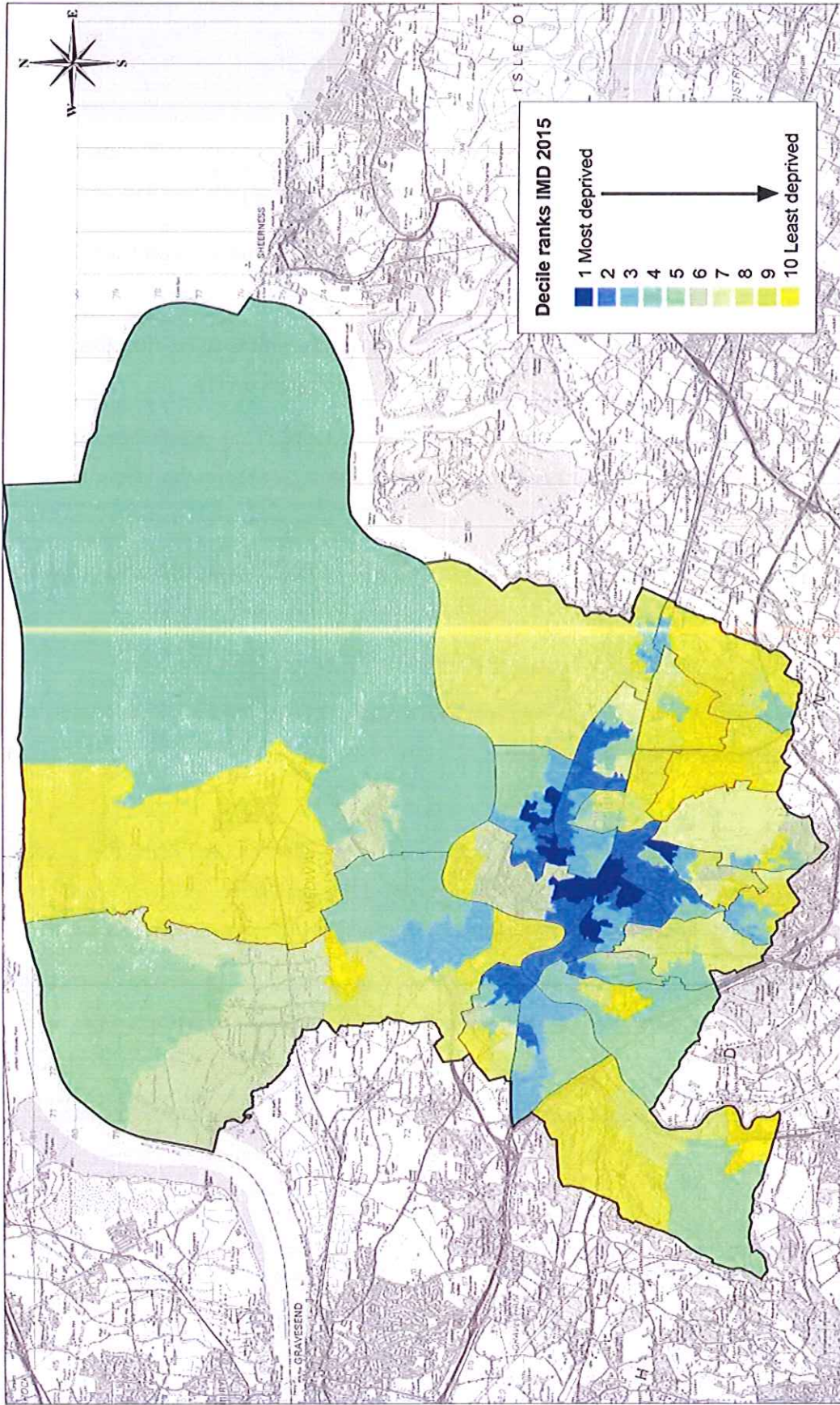
While Medway has many areas which fare poorly on income and employment deprivation - the main domains in the multiple index - crime stands out as a particular weakness, with Medway ranking 53rd most deprived Local Authority in England for crime. After that 'education, skills and training' has a ranking of just 86.

In the 2015 index which is based on measures taken from 2012/13, Medway has 32 neighbourhoods ranked in the 20% most deprived nationally, and 12 ranked in the 10% most deprived.

Medway's most deprived neighbourhood in River ward is now ranked in the 1% most deprived of areas nationally. In the 2010 index this area was ranked in the 3% most deprived nationally.

The most deprived neighbourhoods are concentrated in central parts of Medway, most notably Chatham Central, Gillingham North and Luton & Wayfield.

Map 1



IMD 2015 decile ranks (where 1 is most deprived 10% of LSOAs)

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medway
Serving You
Scale: 1:25000 21/10/15
© Medway Council, 2015

Just over two-thirds of the neighbourhood areas in Medway have a relatively worse ranking than in the 2010 index.

Gillingham South appears to have shown the most significant relative decline since 2010- while this ward does not contain the most severely deprived neighbourhoods of Medway, a number (4/10) of neighbourhoods in Gillingham South have shown a significant relative decline.

Income

Medway income Ranking /326	Areas in 10% most deprived / (change since 2010)	Areas in 20% most deprived (change since 2010)	Deprivation theme Medway ranking /7
102	10 (+4)	29 (+5)	3 rd most deprived

Table 37

The income deprivation measure includes both those people that are out of work, and those that are in work but who have low earnings.

Medway is ranked in the 32% most deprived Local Authorities in England for income- this is worse than Medway's overall position for multiple deprivation, being in the 37% most deprived Local Authorities in England overall.

Income, along with employment, are the two main deprivation domains making up 45% of the overall index between them. Income is slightly worse than employment in Medway, with an income ranking of 102 of 326 Local Authorities in England against an employment ranking of 107.

Medway has 29 neighbourhoods ranked in the 20% most deprived nationally and within those 10 are ranked in the 10% most deprived. This is up on the 2010 index position, with an extra 5 neighbourhoods in the 20% most deprived.

Of those 10 most income deprived neighbourhoods, 3 are in Gillingham North and 3 are in Luton & Wayfield.

9 of the 10 areas in the 10% most income deprived were ranked in at least the 20% most deprived in the 2010 index. 7 of these areas are also ranked in the 20% most employment deprived areas.

Child Poverty

Medway is ranked 90th out of 326 local authorities, placing Medway in the 28% most deprived Local Authorities in England for Child Poverty. This is worse than Medway's overall income ranking being in the 32% most income deprived Local Authority and below Medway's overall position for multiple deprivation being in the 37% most deprived Local Authorities in England.

Medway has 36 neighbourhoods ranked in the 20% most deprived nationally and within those, 12 are ranked in the 10% most deprived. 10 more neighbourhoods are ranked in the 20% most deprived nationally compared to the 2010 index, with 4 more areas in the 10% most deprived.

Of those 16 most deprived neighbourhoods, 5 are located in Luton & Wayfield, 5 are located in Chatham Central and 2 are located in Gillingham North.

Older Persons Poverty

Medway is ranked 133 out of 326 , placing Medway in the 41% most deprived Local Authorities in England for Older Persons Poverty - this is better than Medway's income ranking (102) and below Medway's overall position for multiple deprivation (118).

Medway has 17 neighbourhoods ranked in the 20% most deprived nationally and within those 5 are ranked in the 10% most deprived. This is a slight relative improvement on the 2010 index with 2 fewer neighbourhoods ranked in the 20% most deprived and 1 fewer in the 10% most deprived.

Employment

Medway employment Ranking /326	Areas in 10% most deprived / (change since 2010)	Areas in 20% most deprived (change since 2010)	Deprivation theme Medway ranking /7
107	9 (+2)	32 (+8)	4 th most deprived

Table 38

The employment deprivation measure relates to the proportion of the working age population in an area involuntarily excluded from the labour market, which includes people who would like to work but are unable to do so due to unemployment, sickness or disability, or caring responsibilities.

Medway is ranked in the 33% most deprived local authorities in England for employment - this is worse than Medway's overall position for multiple deprivation, being in the 37% most deprived local authorities in England.

Employment along with income are the two main deprivation domains making up 45% of the overall index between them. Employment is slightly better than income in Medway with an employment ranking of 107 of 326 Local Authorities in England against an income ranking of 102.

Medway has 32 neighbourhoods ranked in the 20% most employment deprived areas nationally and within those 9 are ranked in the 10% most employment deprived. This is greater than in the 2010 index position, with a further 8 neighbourhoods in the 20% most employment deprived.

Of those 9 most employment deprived neighbourhoods, 2 are in Gillingham North, 2 are in Luton & Wayfield and 2 are in Chatham Central.

Health and disability

Medway Health Ranking /326	Areas in 10% most deprived / (change since 2010)	Areas in 20% most deprived (change since 2010)	Deprivation theme Medway ranking /7
140 th	3 (-)	12 (-3)	6 th most deprived

Table 39

The health deprivation measure relates to the risk of premature death and the impairment of quality of life through poor physical or mental health.

Medway is ranked in the 43% most deprived local authorities in England for health and disability - this is better than Medway's overall position for multiple deprivation, being in the 37% most deprived Local Authorities in England.

Medway has 12 neighbourhoods ranked in the 20% most health deprived areas nationally and within those, 4 are ranked in the 10% most health deprived. 3 fewer neighbourhoods are in the most health deprived 20% compared to the 2010 index.

Medway's most health deprived neighbourhood, located in River ward, is ranked in the 1% most health deprived for 'health and disability' (as well as crime).

Education skills and training

Medway 'Education' Ranking /326	Areas in 10% most deprived / (change since 2010)	Areas in 20% most deprived (change since 2010)	Deprivation theme Medway ranking /7
86 th	16 (+4)	43 (-2)	2 nd most deprived

Table 40

The 'Education, Skills and Training' deprivation measure relates to the lack of educational attainment and skills in the local population. This deprivation theme falls into two sub-themes: one relating to children and young people and one relating to adult skills.

Medway is ranked in the 27% most deprived local authorities in England for 'Education skills and training' - this is worse than Medway's overall position for multiple deprivation being in the 37% most deprived local authorities in England.

Education skills and training is Medway's second weakest theme (after crime).

Medway has 43 neighbourhoods ranked in the 20% most deprived nationally and within those 16 are ranked in the 10% most deprived. 2 fewer neighbourhoods are in the 20% most deprived compared to the 2010 index, but there are a further 4 areas in the 10% most deprived.

Of those 16 most deprived neighbourhoods, 5 are located in Luton & Wayfield, 4 are located in Chatham Central and 2 are located in Gillingham North.

Medway fares worse on the educational attainment of young people over adults.

Young people

17 areas are ranked in the 10% most deprived nationally of young people's education.

5 of these are located in Luton & Wayfield, 4 are in Chatham Central and 4 are in Gillingham North.

1 area in Luton and Wayfield is ranked 17th most deprived area of 32,844 areas nationally, the lowest ranking of any area in Medway across all deprivation themes.

Adult skills

Skills amongst the adult population in Medway appears relatively less of an issue than for the young people's education sub-theme, with 10 areas ranked in the 10% most deprived nationally. 3 of these areas are located in Twydall.

Barriers to Housing and services

Medway 'Education' Ranking /326	Areas in 10% most deprived / (change since 2010)	Areas in 20% most deprived (change since 2010)	Deprivation theme Medway ranking /7
240 th	3 (-4)	10 (-)	7 th most deprived

Table 41

The Barriers to Housing and Services' deprivation measure relates to the physical and financial accessibility of housing and key local services. This deprivation theme falls into two sub-themes: 'geographical barriers', which relate to the physical proximity of local services, and 'wider barriers' which includes issues relating to access to housing such as affordability.

Medway is ranked in the 27% least deprived local authorities in England for 'Barriers to Housing and services' - this is Medway's strongest deprivation theme.

While a relative improvement can be seen at Medway level since the 2010 index there are still 10 neighbourhoods in the 20% most deprived nationally and of those, 3 are in the worst 10%.

Crime

Medway 'Crime' Ranking /326	Areas in 10% most deprived / (change since 2010)	Areas in 20% most deprived (change since 2010)	Deprivation theme Medway ranking /7
53 rd	30 (+8)	51 (+15)	1 st most deprived

Table 42

The crime deprivation theme measures the risk of personal and material victimisation.

Medway is ranked in the 17% most deprived local authorities in England for crime- this is below (worse than) Medway's overall position for multiple deprivation being in the 37% most deprived local authorities in England.

Crime is Medway's weakest deprivation theme, with 51 neighbourhoods ranked in the 20% most deprived nationally and of those 30 are in the 10% most deprived.

Of those areas in the 10% most deprived, Gillingham North, Gillingham South and Luton & Wayfield account for 6 neighbourhoods respectively, with 4 in Chatham Central.

Gillingham South has the 2 lowest ranking neighbourhoods for crime ranking at 99 and 100 (of 32,844 etc. nationally).

Living Environment

Medway 'Living Environment' Ranking /326	Areas in 10% most deprived / (change since 2010)	Areas in 20% most deprived (change since 2010)	Deprivation theme Medway ranking /7
126 th	17 (-4)	36 (-6)	5 th most deprived

Table 43

The 'Living Environment' deprivation measure relates to the quality of the local environment. This deprivation theme falls into two sub-themes: The 'indoors' living environment measures the quality of housing; while the 'outdoors' living environment contains measures of air quality and road traffic accidents.

Medway is ranked in the 39% most deprived Local Authorities in England for 'Living Environment' - this is better than Medway's overall position for multiple deprivation, being in the 37% most deprived Local Authorities in England.

Medway has 36 neighbourhoods ranked in the 20% most deprived nationally and within those seventeen are ranked in the 10% most deprived.

There has been a relative improvement in the 'Living Environment' since the 2010 index with 6 fewer neighbourhoods in the 20% most deprived and 4 fewer areas in the 10% most deprived.

Medway appears to far worse on the indoor environment which relates to housing quality.

Indoors environment - 'housing quality'

36 areas are ranked in the 20% most deprived nationally for housing quality.

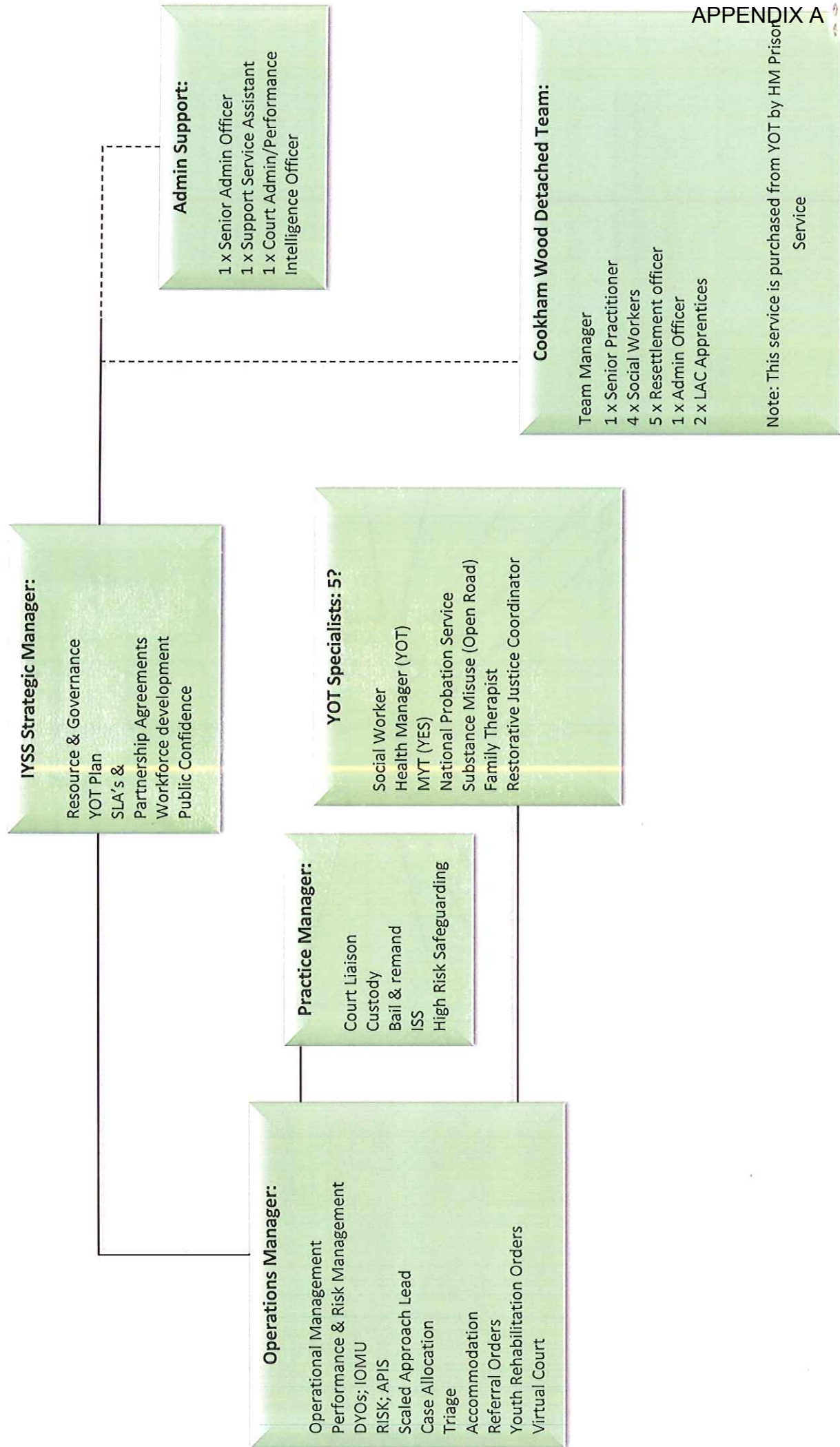
22 areas are ranked in the 10% most deprived nationally. 6 of these are located in Gillingham South, 4 are in Gillingham North and 4 are in Chatham Central.

Outdoors environment - 'air quality and road traffic accidents'

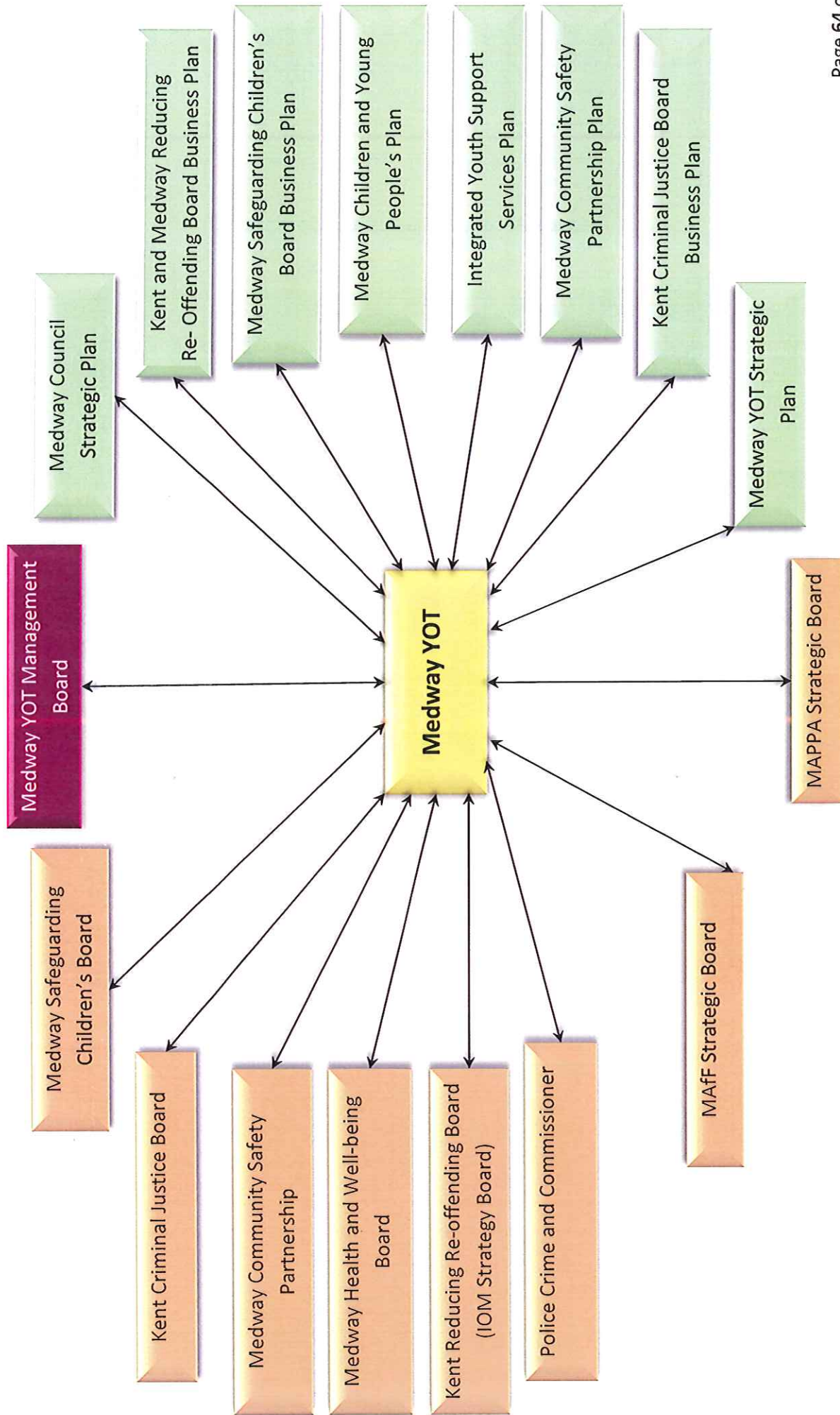
A total of 44 areas are ranked in the 20% most deprived nationally for air quality and road traffic accidents.

4 areas are ranked in the 10% most deprived nationally. These are located in Chatham Central, Luton & Wayfield, River and Strood South.

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

Diversity impact assessment

TITLE

Name/description of the issue being assessed

Integrated Youth Support Service

- Future In House Delivery

DATE

Date the DIA is completed

December 2016

LEAD

OFFICER

Name of person responsible for carrying out the DIA.

Andrew Willetts

1 Summary description of the proposed change

At the Cabinet meeting on 22 November 2016, Cabinet agreed not to award an outsourced contract for the future delivery of Integrated Youth Support Services and that a further report should be submitted to this Cabinet with the financial benefits of an alternative delivery model.

Management consultants were appointed to consider arrangements for keeping IYSS in house and the financial benefits which might be accrued over time of this alternative model alongside improved outcomes in a revised Children's Services structure.

Their conclusion is that there are financial benefits over five years on keeping the Youth Service and Youth Offending Team within Children's Services, aligning with the Early Help and Safeguarding priorities, which potentially could reduce the number of young people who are excluded from school or require intensive support, including being taken into care. This accords with recent remodeling of Children's Services and the need to focus resource on prevention.

The financial envelope for the delivery of Information, Advice and Guidance (IAG) was also assessed as part of the exercise. It is recommended that the best way to deliver IAG at this stage is to continue to commission this work from Medway Youth Trust through a contract extension, but within the advised cost envelope and targeted specifically at those most at risk.

The integrated youth support service budget will be reduced to £1.475m from April 2017, of which £300,000 is allocated to IAG and £1.175m will be allocated for the Youth and YOT Services. This represents a significant reduction from the 2015/16 base budget of £2.653m, which the service was working to when the decision was originally made to outsource IYSS.

Diversity impact assessment

2 Summary of evidence used to support this assessment

Full Diversity Impact Assessments were completed on the following IYSS agencies:

- On IYSS this was completed in March 2016 and is updated in this DIA.
- MYT – YES Contract 2012-17 – Full DIA completed February 2014
- Medway Youth Service – Full DIA completed May 2014
- Medway Youth Offending Team – Full DIA completed July 2014

3 What is the likely impact of the proposed change?

Is it likely to :

- Adversely impact on one or more of the protected characteristic groups?
 - Advance equality of opportunity for one or more of the protected characteristic groups?
 - Foster good relations between people who share a protected characteristic and those who don't?
- (insert ✓ in one or more boxes)*

Protected characteristic groups	Adverse impact	Advance equality	Foster good relations
Age	x		
Disability	x		
Gender reassignment			
Marriage/civil partnership			
Pregnancy/maternity			
Race	x		
Religion/belief			
Sex	x		
Sexual orientation			
Other (e.g. vulnerable or disadvantaged groups)	x		

Diversity impact assessment

4 Summary of the likely impacts

AGE

IYSS have varying age ranges in the age group definition 10-19 but work outside this where need occurs. Statistics are collected monthly for MIS performance data.

Medway YOT works with the 10-17 age group, YES works predominantly with the 13-19 age group.

IYSS services from 2017 will offer programmes and services to young people in the 10-19 age groups and to 25 years with additional needs.

Some geographical areas of Medway will have reduced universal provision of Youth Work programmes and unbiased information, advice and guidance provision will be significantly reduced from the 6681 interventions in 2015-16. Medway Youth Service reported contact with 3755 young people 10-19 years in 2015-16. There is a further reduction in the funding envelope for the service over the period 2017 – 21 which will result in a reduction in universal contacts.

Disability

The IYSS service is open to young people regardless of disability. We promote activities with disability groups – Special Needs Club exist at Parkwood and Woodlands YC and action plans are in place for DDA building compliance.

Statistics are collected monthly for MIS performance data. A focus of the YES contract is to provide high quality support to young people with Education and Health Care Plans (EHP).

In 2015-16 Medway Youth Service worked with 163 young people 10-19 years who were identified as having a disability. This equates to 4.3 %.

In 2015-16 the YES contract was accessed by 13 % young people identified as SEND. However, elements of this support service will be reduced in terms of unbiased information, advice and guidance as the funding available from 2017 will be significantly reduced on current budget levels. This will have an adverse impact on our Not in Education, Employment and Training (NEET) levels from 2017.

Race

The Integrated Youth Support service is open to all young people including all BME groups. The Youth Service and YES contract supports positive activities with BME groups – Statistics are collected monthly for MIS performance data.

In 2015-16 the Youth Service had a participation rate of 11.3%. The BME

Diversity impact assessment

population of this age group in Medway is 21%.

In 2015 Medway YOT had a BME population of 26.8%.

In 2015-6 the YES Contract was accessed by 18.6 % young people from BME backgrounds.

SEX

The Integrated Youth Support Service conducts itself within equal opportunity principles – access and training.

Statistical returns indicate a positive engagement with both genders.

Statistics are collected monthly for MIS performance data.

In 2015-16 The Youth Service had a participation rate of 40.5% of girls and young women. Considering the national reduction in female engagement with youth services, this figure is still positive.

In 2015-16 45.3% of young people who accessed the YES contract were female.

In 2015 the Medway YOT had 20.5% of its client cohort comprising the female gender.

Other (Disadvantaged and vulnerable groups)

IYSS support to young people in Medway Council has traditionally focused on vulnerable and disadvantaged groups of young people. This targeting of service delivery has been across both statutory and discretionary services and included young people with special needs, looked after children and young people from areas of the council with high deprivation indicators.

80% of the YES contract work is targeted at vulnerable groups of young people. The numbers of these vulnerable young people supported through the YES contract will reduce significantly.

Diversity impact assessment

5 What actions can be taken to mitigate likely adverse impacts, improve equality of opportunity or foster good relations?

- *Are there alternative providers?*
- *What alternative ways can the Council provide the service?*
- *Can demand for services be managed differently?*

It is proposed that these services work in an integrated model, with resources primarily targeted towards early help, safeguarding and those at the edge of care. The statutory duties of the Youth Offending Team will be maintained. The national review of the youth justice system has recently been published and it promotes the integrated model.

Youth centres will be maintained, offering some limited universal provision but will again focus on targeted services and provide bases for early help support. The effective use of those buildings will be factored into the development of the service, working with their management committees.

The Youth Parliament is currently supported by the Youth Service. It is proposed that this continues initially within Early Help, preserving its strong links with the democratic system and continuing to influence the development of council services.

Currently this is a large universal contract. The resource envelope for delivery of IAG has reduced significantly. Medway Youth Trust has the expertise in this area and also in the wider 16-19 agenda. It is preferable to commission that expertise rather than establish a new provision in house.

The current contract is for the delivery of IAG. We propose that the current contract be extended for two years to August 2019 at the reduced cost envelope of £300,000 from April 2017. This contract would focus IAG on young people most at risk but would also include the implementation and delivery of the 16-19 Strategy which was approved by Cabinet in July 2016.

6 Action plan

- *Actions to mitigate adverse impact, improve equality of opportunity or foster good relations and/or obtain new evidence*

Action	Lead	Deadline or review date
1. Cabinet	DD/PM	Dec 2016
2. Overview and Scrutiny	DD/PM	Jan 2017

Diversity impact assessment

7 Recommendation

The recommendation by the lead officer should be stated below. This may be:

- to proceed with the change implementing action plan if appropriate
- consider alternatives
- gather further evidence

If the recommendation is to proceed with the change and there are no actions that can be taken to mitigate likely adverse impact, it is important to state why.

Cabinet is asked to:

- Approve the retention of youth services and the Youth Offending Team (YOT) within Children's Services.
- Agree the extension of the contract with Medway Youth Trust to August 2019 on the basis set out in this report.
- To note that the reconfiguration of services to effect delivery and savings reductions will be undertaken by the Interim Director of Children and Adults Services, in consultation with the Portfolio Holder for Children's Services (Lead Member).
- Any subsequent proposal to restructure/reconfigure IYSS can be undertaken by the Director of Children and Adults Services, in consultation with the Portfolio Holder for Children's Services (Lead Member), under delegated authority.

8 Authorisation

The authorising officer is consenting that:

Assistant Director

Ann Domeney

Date

January 2017

Contact your Performance and Intelligence hub for advice on completing this assessment

RCC: phone 2443 email: annamarie.lawrence@medway.gov.uk

C&A: (Children's Social Care) contact your normal P&I contact

C&A (all other areas): phone 1481 email: paddy.cahill@medway.gov.uk

BSD: phone 2472/1490 email: corppi@medway.gov.uk

PH: phone 2636 email: david.whiting@medway.gov.uk

Send completed assessment to the Corporate Performance & Intelligence Hub (CPI) for web publication
(corppi@medway.gov.uk)