



## COUNCIL

25 JANUARY 2018

### MEDWAY YOUTH JUSTICE PARTNERSHIP STRATEGIC PLAN 2017- 2020 (POLICY FRAMEWORK)

Portfolio Holder: Councillor Andrew Mackness, Children's Services (Lead Member)

Report from: Ian Sutherland, Director of Children and Adults Services

Author: Andrew Willetts, Head of Early Help and Targeted Services

#### Summary

The Crime and Disorder Act 1998, requires Local Authorities to have a Youth Justice Plan which is annually updated to set out how youth justice will be delivered locally within available resources.

This Plan will cover a 3 year period from 2017 – 2020 and has been co-produced with Youth Justice Partnership Board (YJPB) members and influenced by national research and evidence of effective practice and has taken examples across National Partnerships.

A Diversity Impact Assessment has been carried out on the proposals set out in this report and is attached at Appendix B.

#### 1. Budget and Policy Framework

- 1.1 A Youth Justice Plan is required under the provisions of the Crime & Disorder Act 1998.
- 1.2 The Youth Justice Plan is a strategic plan and forms part of the Policy Framework for Medway Council (Chapter 2, Article 4.1 of the Constitution). The approval or adoption of the Policy Framework is a function of Full Council. The Youth Justice Plan therefore needs to be approved by Full Council prior to formal submission to the Ministry Of Justice. The submitted Plan is then placed in the House of Lords Library.

- 1.3 The Youth Justice Plan (Appendix A) is revised on an annual basis and forms part of the Council's policy framework.

## **2. Background**

- 2.1 Previously the Youth Offending Team Management Plan has been updated on an annual basis. This will continue under a partnership review.
- 2.2 This report brings forward our 3-year strategic Youth Justice Plan for 2017-2020, which reflects our successes as a partnership and sets out how we will continue to deliver high quality, high performing youth justice services over the next 3 years.

### **Key highlighted changes**

- 2.3 It is proposed to change the previous Youth Offending Team (YOT) management board into a Youth Justice Partnership Board (YJPB) that is focused less on oversight of a single service and more on the activities of all partners that impact upon young people's involvement with offending. This plan will reflect that development, ensuring that priorities and actions are a partnership endeavour, rather than a plan related to oversight of a single youth offending service/ team.
- 2.4 The YJPB will retain a clear focus on the principal aim of reducing offending and re-offending and maintains strategic oversight of the delivery and performance of the local youth justice system and contribution from all partners. The membership of the board provides senior representation from key partners to ensure that young people involved in the youth justice system have access to a range of services to support the partnership's responsibilities under Crime & Disorder Act 1998 to:
- Co-ordinate the provision of youth justice services for all those in the authority's area who need them;
  - Carry out such functions assigned in the youth justice plan formulated by the local authority;

In addition, by providing the youth justice services outlined at Section 38 (4) of the Act, the local authority also addresses its duty, under the Children Act 1989, to take reasonable steps designed to encourage children and young people within the area not to commit offences.

- 2.5 The 3-year strategic plan (that will be reviewed yearly) will provide the greatest opportunity to deliver sustainable high quality youth justice outcomes, which can withstand short, medium and longer term risks. To deliver the partnership strategy the youth justice partnership activity will be aligned with four strategic priorities that, through complementary quality assurance, partnership working, workforce development and governance, will provide a foundation and framework for planning the delivery of exceptional youth justice outcomes over the next 3-years.
- 2.6 The priorities will be:
- Prevent Youth Crime (Appropriate use Out of Court Disposals)

- Reduce Re-offending (Quality of Assessments/ Plans delivered through evidenced based practice)
- Safeguard young people from harm (CSE, Prevent, Safeguarding, Gangs)
- Protect the public from harm (ROSH, Gangs, ISS, use of Custody, Resettlement)

### **3. Youth Justice Partnership Board governance and membership**

3.1 The previous YOT management board developed into a Youth Justice Partnership Board (YJPB) in June 2017. The YJPB retains a clear focus on the principal aim of reducing offending and re-offending and maintains strategic oversight of the delivery and performance of the local youth justice system. The membership of the board provides senior representation from key partners to ensure that young people involved in the youth justice system have access to universal and specialist services delivered by partners and other key agencies.

### **4. Wider Context**

4.1 The YJPB is one partnership group delivering statutory responsibilities for children and young people in Medway. The other partnership groups are:

1. Medway Health and Wellbeing Board.
2. Medway Safeguarding Children Board (MSCB).
3. The Corporate Parenting Board.
4. Medway Community safety Partnership Board
5. The Children and Families Board (new for 2018)

4.2 Consequently, this plan is also closely aligned with a number of other key complementary strategies and plans which include:

1. Medway Children and Adults Directorate Strategy
2. Medway Joint Commissioning Strategy.
3. Medway Early Help Strategy.
4. Medway's Safeguarding Children Board (MSCB)
5. Medway's Child Sexual Exploitation Strategy
6. Kent and Medway Criminal Justice Board (KCJB) Plan
7. Kent and Medway Police and Crime Plan
8. Medway's Community Safety Partnership Plan

### **5. Risk management**

5.1 The YOT costs considerably less than it did three years ago and the partnership engagement and influence within the YOT has been less obvious. The current youth justice strategy can be seen to deliver savings for a range of partners through reduced reliance upon the formal justice system and reducing demand for acute services.

5.2 If existing levels of funding by partners are maintained the 'virtuous cycle' of reduced crime and victimisation leading to reduced demand for services is likely to be continued. This 3 year plan reflects a partnership approach to

youth crime and ensures we remain focused on a provision that supports these young people achieve.

## **6. Consultation**

- 6.1 The Youth Justice Plan 2017-20 has been circulated to partner organisations represented at the Youth Justice Partnership Board (previously the YOT Management Board).
- 6.2 The Youth Justice Board has reviewed the plan (in draft form) and are happy to endorse the plan, subject to formal approval by Full Council.
- 6.3 A Diversity Impact Assessment has been carried out on the proposals set out in this report and is attached at Appendix B.

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

- 7.1 At the Children and Young People Overview and Scrutiny Committee on 1 August 2017, the Committee noted the report outlining the development and purpose of the Medway Youth Justice Partnership Strategic Plan 2017-2020. The minutes of the Committee are summarised below:
- 7.2 The Deputy Director, Children and Adult Services (interim) introduced the report which provided the Committee with information on the Medway Youth Justice Partnership Strategic Plan 2017-2020 which had been co-produced with Youth Justice Partnership Board (YJPB) members and influenced by national best practice and research.
- 7.3 She noted that the Youth Offending Team (YOT) Management Board had been developed into a Youth Justice Partnership Board (YJPB) in June 2017. The new YJPB had a wider membership of senior representatives from key partner agencies which would ensure that young people involved in the youth justice system had appropriate access to services delivered by partners and key agencies. She noted that the YJPB would retain a focus on reducing offending and re-offending and maintain a strategic oversight of the delivery of the local youth justice system.
- 7.4 She added that the new three-year strategic plan would be reviewed on an annual basis and was aligned with four strategic priorities (prevent youth crime, reduce re-offending, safeguard young people from harm, protect the public from harm) to ensure the effective delivery of youth justice outcomes.
- 7.5 Members then raised a number of points and questions, which included:
- 7.6 **Looked After Children Protocol** – in response to a Member's request for an update on the implementation of the Looked After Children Protocol, the Deputy Director, Children and Adult Services (interim) agreed to circulate an update to Committee Members outside of the meeting.
- 7.7 **Gang Culture** – in response to a Member's question about work currently being undertaken to address gang culture and violence, the Deputy Director, Children and Adult Services (interim) responded that available evidence

showed limited gang activity in Medway, but that the Head of Early Help and Targeted Services was working closely with the Police and other key partners to better understand the issue and develop an effective multi-agency response.

7.8 **Looked After Children receiving custodial sentences** – in response to a Member's question about the high level of custodial sentences awarded to Medway Looked After Children, the Deputy Director, Children and Adult Services (interim) responded that Medway courts made very limited use of custodial sentences, and that the high rate was likely due to Looked After Children receiving custodial sentences from courts outside of Medway.

7.9 The Committee recommended the report on the Medway Youth Justice Partnership Strategic Plan 2017-2020 to Cabinet as set out in Appendix A.

## **8. Cabinet – 5 September 2017**

8.1 The Cabinet considered this report on 5 September 2017 where it recommended approval to Full Council of the Medway Youth Justice Partnership Strategic Plan 2017-2020 as set out in Appendix A to the report (decision no. 88/2017).

8.2 Consideration of this report by Council was deferred to this meeting at the request of the Portfolio Holder given that he was unable to attend the Council meeting on 12 October 2017.

## **9. Implications for Looked After Children**

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

9.2 We want to further develop a partnership approach that can differentiate those young people who are at risk of, or are experiencing, a combination of safeguarding and vulnerability factors that, unless addressed, make prolonged contact with the youth justice system more likely. We need to ensure we have effective pathways and work whole families (when right to do so) to further impact on a young person's risks of offending.

9.3 Analysing offending through a safeguarding 'lens' where the most prolific young people are recognised as also the most 'troubled', rather than 'troublesome', will lead to a transformational shift of how youth justice services and interventions are delivered over the next 3-years and how offending by young people is understood.

9.4 A greater safeguarding focus will include recognising and seeking to reduce the potential adverse impact that formal youth justice processes from arrest to sentence can inadvertently have on the wellbeing of young people. This includes considering the experience and impact of attendance at court or detention in police custody, especially overnight, and the emotional distress

that may be experienced by young people if they experience long-term uncertainty over charging decisions.

- 9.5 In addition, the youth justice partnership will be at the forefront of safeguarding those adolescents whose offending behaviour is heavily influenced by their own experiences of exploitation and abuse by others, for example those experiencing child sexual exploitation, domestic abuse or serious and organised crimes (Gangs).

## **10. Financial implications**

- 10.1 These are contained within the strategy.

## **11. Legal implications**

- 11.1 The Crime and Disorder Act 1998 requires the Council, after consultation with the relevant persons and bodies, to formulate and implement for each year, a plan (a "Youth Justice Plan") setting out:

- How Youth Justice Services in their area are to be provided, funded and will deliver against their targets.

## **12. Recommendation**

- 12.1 That the Council approves the Medway Youth Justice Partnership Strategic Plan 2017-2020 as set out in Appendix A to the report.

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### **Appendices:**

Appendix A – Youth Justice Plan 2017- 2020  
Appendix B – Diversity Impact Assessment

### **Background Papers:**

None



# **Medway Youth Justice Partnership**

## **STRATEGIC PLAN**

**2017-2020**

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A partnership commitment to reducing  
youth crime and creating safer communities  
in Medway

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Strood Youth Centre, Montfort Road Rochester, Kent, ME2 3ET

## **Foreword by Neil Davies (Chief Executive Officer- Medway Council)**

As chair of Medway Youth Offending Team Management Board, I am delighted to introduce our 3-year strategic youth justice plan for 2017-2020, which reflects our successes as a partnership and sets out how we will continue to deliver high quality, high performing youth justice services over the next 3-years. This is evident in our commitment taking a strategic decision not to outsource our Youth Offending Team but aligned it to Early Help strengthening a response to how we deliver this work.

In Medway, we are rightly proud of the fact that we continue to have some of the best youth justice outcomes in England and Wales. For example, Medway has 166 fewer children and young people coming into the criminal justice system than it did four years ago, meaning that a young person living in this county has been consistently less likely to enter adulthood with a criminal record than anywhere else in England and Wales.

At the heart of this success is the commitment and skill of practitioners, drawn together from an array of different disciplines and professional backgrounds, all of whom are intent upon making a difference to their community through their work. However, we must not allow ourselves to become complacent about our successes, given that over the next 3-years further significant changes are anticipated across the criminal justice system within a context of continuing reductions in public service budgets.

Therefore, as a Youth Justice Partnership Board, we wholeheartedly believe that a longer-term plan is essential to provide the foresight and resilience required to enable us to sustain our strong performance and further reform key areas of the youth justice system locally and regionally. At the heart of our strategy and plan is an unswerving commitment to:

1. Deliver an effective youth justice system as a partnership,
2. Optimise relevant skill, knowledge and resources through joint action, rather than developing a plan that centres largely upon the activities of a single youth offending team.

The Youth Offending Team now sits within the Early Help and Targeted Service area and this creates opportunities for integrated working. This is further enhanced through the integrated Area Based Model in Children's services seeing YOT and Children's Services working much closer together.

Our plan clearly sets out how we will deliver against the core objectives of a youth justice system – to prevent and reduce youth crime, safeguard children and young people at risk of, or involved in, offending and protect the public from harm. This will include continuing to strive to use resources in the most effective way by preventing the costs of crime through early targeted intervention and promoting restorative justice processes to help a young person make amends for their behaviour.

Wherever appropriate this will be done without requiring recourse to the formal criminal justice system. At the same time, we will identify the smaller group of young people whose circumstances mean they are more likely to have prolonged contact with the youth justice system and lead a transformational shift in how we work with them by understanding and addressing the needs underpinning their offending, which often reflect safeguarding and vulnerability concerns, as the route to reducing youth crime, creating fewer victims and making communities safer.

**Neil Davies Chairman, Medway Youth Justice Partnership Board**



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# **Youth Justice Partnership Strategic Plan**

**2017-2020**

## **Ambition**

- Our ambition is that, through effective partnership working, children and young people at risk of, or involved in offending, will be engaged and supported to lead safe, law abiding lives, in order to reach their full potential and make a positive contribution to their community.

## **Introduction and Context**

The Crime and Disorder Act 1998, requires Local Authorities to have a Youth Justice Plan which is annually updated to set out how youth justice will be delivered locally within available resources. This Plan will cover a 3 year period from 2017 – 2020 and has been co-produced with Youth Justice Partnership Board (YJPB) members and influenced by national research and evidence of effective practice and has taken examples across National Partnerships.

It will be refreshed each year, reflecting any changes to the national and local youth justice landscape which impact on the strategic priorities and the way in which the whole youth justice partnership will deliver a range of services designed to reduce youth offending within Medway.

The strategic priorities, which will underpin our action planning cycle over the 3-year period, are congruent with the principal aims of the youth justice system. They are:

- **Prevent Youth Crime**
- **Reduce Re-offending**
- **Safeguard young people from harm**
- **Protect the public from harm**

The previous Youth Offending Team (YOT) management board developed into a Youth Justice Partnership Board (YJPB) in June 2017 that is focused less on oversight of a single service and more on the activities of all partners that impact upon young people's involvement with offending. This plan will reflect that development, ensuring that priorities and actions are a partnership endeavour, rather than a plan related to oversight of a single youth offending service/ team.

The YJPB will retain a clear focus on the principal aim of reducing offending and re-offending and maintains strategic oversight of the delivery and performance of the local youth justice system and contribution from all partners. The membership of the board provides senior representation from key partners to ensure that young people involved in the youth justice system have access to a range of services to support the partnership's responsibilities under Crime & Disorder Act 1998 to:

- Co-ordinate the provision of youth justice services for all those in the authority's area who need them
- Carry out such functions assigned in the youth justice plan formulated by the local authority.
- In addition, by providing the youth justice services outlined at Section 38 (4) of the Act, the local authority also addresses its duty, under the Children Act 1989, to take reasonable steps designed to encourage children and young people within the area not to commit offences.

This 3-year youth justice strategy reflects a dynamic youth justice partnership committed to establishing long-term strategic objectives. These objectives will be achieved through continuing to provide innovative, partnership and solution-focused leadership to support the delivery of our key priorities. Such an approach recognises a fundamental need for the partnership to remain agile and responsive to changing legislation, policy, demographic and funding scenarios without sacrificing quality or our commitment to strive to prevent and reduce youth crime.

A restorative approach to our work with young people, which puts victims at the heart of the youth justice process, will be a key theme running throughout our partnership activity to deliver upon our strategic priorities. In Medway the statutory functions of the YOT (as required by the Crime and Disorder 1998) are undertaken by the Early Help and Targeted Services (EHTS) provision of work delivered through an area based model align to the same model in Children's services bringing safeguarding closer to the work we do.

The Youth Justice Partnership oversees activities of a range of partners, beyond those of the (EHTS), which contribute to the principal function of the youth justice system of preventing offending by children and young people. The strategic shift away from a YOT and the previous YOT Management Board reflects a partnership approach which recognises that preventing youth offending is not the preserve of any single agency but requires wide-ranging, co-ordinated partnership activity.

We have seen the emergence of a growing body of intelligence that suggests gang based drugs supply, violence and the use of knives, materialise within Medway. This work is being monitored through the Community Safety Partnership Senior Executive Group and we are writing a Strategy with Kent establishing links with the Police and Crime Commissioners Office agreeing work related to County Lines issues.

Within this integrated response to young people's needs a key focus remains on ensuring offending is addressed, sentences are served and National Standards for youth justice are fulfilled. The breadth of services available within the EHTS, including Family Support, Education Support, Mental Health, Youth Services and others, makes Medway's integrated approach a more credible and evidenced based response to offending than arrangements elsewhere. This builds on the already successful programme (Troubled Families) in Medway that pools resources from partnership to deliver outcomes for Children and their families through:

- One assessment
- One plan
- One Team Around The Family.

A range of partner organisations and services support and complement the work of the YOT. Many of these organisations are represented on the current Youth Justice Partnership Board. It is recognised that progress is achieved through effective and innovative partnership working and that positive youth justice outcomes across the whole system cannot be delivered through a single agency or strategy.

## **Our Ambition for 2017 to 2020**

Our ambition is that children and young people at risk of, or involved in offending, are engaged and supported to lead safe, law abiding lives, in order to reach their full potential and contribute positively to their communities. We will achieve this through effective and innovative partnership approaches that continue to reform youth justice in Medway at all stages from prevention to statutory youth justice practice. To this end, improved youth justice outcomes will be achieved through partnership endeavour, as reflected within the strategy action planning.

Local partnership arrangements have had a transformational impact on youth justice, reforming many elements of the system and improving outcomes for young people, victims and communities. The YOT has provided a holistic and integrated case management response in supporting vulnerable young people to overcome barriers, including offending, that may inhibit achievement of full potential in adulthood.

Our strategy over the next 3-years will continue to optimise the transformational opportunities of this approach and the shifting of resource towards prevention, which provides better value for money and opportunities to reduce youth crime and equip young people with the skills to become independent and contributing adults.

We want to further develop a partnership approach that can differentiate those young people who are at risk of, or are experiencing, a combination of safeguarding and vulnerability factors that, unless addressed, make prolonged contact with the youth justice system more likely. We need to ensure we have effective pathways and work whole families (when right to do so) to further impact on a young persons risks of offending.

Analysing offending through a safeguarding 'lens' where the most prolific young people are recognised as also the most 'troubled', rather than 'troublesome', will lead to a transformational shift of how youth justice services and interventions are delivered over the next 3-years and how offending by young people is understood.

A greater safeguarding focus will include recognising and seeking to reduce the potential adverse impact that formal youth justice processes from arrest to sentence can inadvertently have on the wellbeing of young people. This includes considering the experience and impact of attendance at court or detention in police custody, especially overnight, and the emotional distress that may be experienced by young people if they experience long-term uncertainty over charging decisions.

In addition, the youth justice partnership will be at the forefront of safeguarding those adolescents whose offending behaviour is heavily influenced by their own experiences of

exploitation and abuse by others, for example those experiencing child sexual exploitation, domestic abuse or serious and organised crimes (Gangs).

We believe that this 3-year strategic plan provides the greatest opportunity to deliver sustainable high quality youth justice outcomes, which can withstand short, medium and longer term risks. To deliver the partnership strategy we will align youth justice partnership activity with four strategic priorities that, through complementary quality assurance, partnership working, workforce development and governance, will provide a foundation and framework for planning the delivery of exceptional youth justice outcomes over the next 3-years.

## Strategic Priorities 2017-2020

<b>Prevent Youth Crime</b>	<b>Reduce Re-offending</b>
<b>Safeguard young people from harm</b>	<b>Protect the public from harm</b>

**Quality Assurance  
Workforce Development  
Partnership Activity  
Governance**

## **Strategic Priority 1 - Prevent Youth Crime**

### **Why is this a priority? Crime and Disorder Act s.37. (1) It shall be the principal aim of the youth justice system to prevent offending by children and young persons**

Intervening earlier to address risk and vulnerability factors and build upon strengths prevents young people identified as at risk of offending from going on to become established offenders thereby improving their life chances and reducing the harm caused to others. The factors associated with persistent offending can be recognised and addressed before they lead to patterns of behaviour which will be harmful for the young person and others.

### **What we aim to achieve**

1. To improve the life chances of children and young people in Medway, including improved emotional health.
2. Improved participation in education, training and employment, improved attainment by those with specific barriers to learning and improved family relationships.
3. To identify and intervene earlier with those young people whose vulnerability and safeguarding risks.
4. To understand and respond to the potentially changing nature of youth crime e.g, crime committed within the context of being exploited by others e.g. extremism and radicalisation, child-sexual exploitation and gang associated drug dealing expanding along 'county lines'.
5. Ensure our youth justice partnership strategic prevention priority and approach is embedded in Early Help and other relevant safeguarding areas such as the Multi-Agency Safeguarding Hub (MASH).

### **What we will do?**

1. Maintain a low level of first time entrants (including looked after children and other identifiable vulnerable groups) into the youth justice system through the Police joint decision making partnership panel.
2. Develop an action plan led by Medway Police to reduce the number of children and young people arrested and dealt with in police custody suites with particular attention to reducing overnight detention through the implementation of a revised protocol.
3. Ensure all eligible families are considered for wider Early Help support through the area based model and pathways achieve outcomes for young people.
4. Develop links with the Emotional Health and Wellbeing service to ensure young peoples needs are met.
5. YOT to work with area education colleagues to explore how they might complement the offer to schools with regard to supporting young people at risk of exclusion to maintain their education within a mainstream setting or suitable alternative and improve attendance.

**How will we know we are succeeding?**

1. The rate of first time entrants to the criminal justice system continues to decline.
2. Effective Early Help services mean that fewer adolescents are requiring acute responses from the statutory youth justice system, care and child protection systems or specialist tier three CAMHS.
3. Schools report less fixed term exclusions, improved attendance and behaviour of those students identified as at greatest likelihood of offending.
4. Fewer looked after children and care leavers will become involved in the criminal justice system.



## **Strategic Priority 2 – Reduce re-offending**

### **Why is this a priority? Reducing re-offending is one of three national indicators for youth justice and the number one priority for the national Youth Justice Board**

Reducing re-offending by young people can significantly improve their life course outcomes. Breaking the cycle of re-offending, particularly where this offending has become prolific and contributes to a disproportionate amount of total youth crime, means that our communities will be safer and there will be fewer victims of crime. The savings from reduced reoffending and the need for formal, acute youth justice intervention also enables a shift of resource towards prevention of offending.

### **What we aim to achieve**

1. To reduce re-offending by young people in Medway with a particular focus on the relatively small proportion of young people who commit a disproportionate amount of crime in the county.
2. To develop responses to re-offending that recognise those who persistently offend have overwhelming experienced the most complex needs.
3. To ensure that those committing offences are seen as young people first rather than 'young offenders'.
4. To develop high quality, evidence based community interventions that contribute to reducing re-offending and maintain the confidence of partner agencies, the Courts and the general public.
5. Ensure the highest quality though care and resettlement planning is available, utilising the full ISS package and partnership resources, for the small number of young people who enter a custodial institution.

### **What we will do**

1. The YOT will lead implementation of the partnership actions within the Re-offending Plan (2017-20). The plan will be monitored and reviewed by the YJPB.
2. The YOT and other relevant agencies will continue to support a young person at risk of re-offending following completion of a court order or will ensure appropriate pathways are in place for young people needing additional support.
3. Through the YOT quality assurance framework we will ensure that case management of young people in the statutory youth justice system fulfils the expectations of Her Majesty's Inspectorate of Probation (HMIP) and National Standards for youth justice.
4. The YOT will review the effectiveness of current 1-1 and group work approaches and interventions to reducing re-offending, particularly those aimed at the most prolifically offending young people, and will develop and re-design accordingly, with a greater focus on how safeguarding and diversity needs (e.g. communication and learning styles) are being met. This should involve co-production with young people.

5. Given the shared responsibility of YOT & Community Safety Partnerships (CSP's) to reduce offending, we will ensure that local delivery plans are integrated and reflect the needs assessment of each area through analytical intelligence.
6. The YOT, National Probation Service (NPS) and Community Rehabilitation Company (CRC) will review and revise the joint transfer protocol for young people approaching and turning 18 to ensure effective transition between youth and adult criminal justice agencies.

**How will we know we are succeeding?**

1. Re-offending, particularly amongst those who are disproportionately committing the most youth crime, is reducing.
2. The above is supported by a revised offer of interventions that address reducing re-offending with sufficient focus upon the safeguarding and vulnerability of young people who offend as well as their offending behaviour.
3. The re-offending of the group of young people transitioning between youth and adult probation services is reducing.
4. Successful HMIP inspection outcomes including other inspectorate frameworks such as OFSTED, CQC and JTAI.

## **Strategic Priority 3 - Safeguard young people from harm**

### **Why is this a priority? Safeguarding is a statutory duty for youth justice agencies resulting from the Children Act 1989 and 2004 and Working Together to Safeguard Children 2013**

We have a duty to take all reasonable steps to protect young people from harm both when they are victims and perpetrators of offences. Young people involved in offending or at risk of offending are significantly more likely to be victims of abuse or neglect and disproportionately affected by poverty, inconsistent/ neglectful parenting, reduced educational and employment opportunities and mental health problems.

Young people who offend often take part in other risky behaviours such as drug taking, alcohol misuse or inappropriate sexual activity. This can make them vulnerable to sexual exploitation, violence and abuse from others. In addition safeguarding concerns can be exacerbated where a young person enters the custodial estate.

### **What we aim to achieve**

1. To ensure that all young people who are at risk of, or involved in offending, which makes them more vulnerable to harm from their own behaviour or that of others are supported in reducing their vulnerability and increasing their safety.
2. To ensure that where vulnerability and risk to the public overlap, safeguarding needs are given sufficient attention in agency plans to address offending behaviour. For example, where young people's offending behaviour is being influenced by their own experiences of exploitative and abusive relationships.
3. To continue to reduce the use of prison/secure custody for Medway young people, given the adverse impact on safeguarding risks and to also ensure that time spent in police custody is minimised and the environment is more young person friendly.
4. Promote improved engagement between young people and the police to enable young people to recognise that the police are there to protect them.
5. To ensure that where a child or young person is a victim of crime they have the support they need to cope and recover and are appropriately safeguarded if they are required to be involved in criminal justice proceedings.
6. To seek to safeguard those whose offending is most likely to be influenced by their vulnerability such as:
  - Looked after children
  - Those in or associated with a gang
  - Young carers
  - Emotional health and wellbeing risks
  - Sexually exploited
  - Those in abusive partner relationships or
  - Witnessing domestic abuse within a family context.

## **What we will do**

1. We will seek to improve the early identification of and response to safeguarding issues associated with young people who have offended or come to the notice of the police and children's services as potential victims by improving links between the MASH and YOT/ Police and partnership panel. (This may include the co-location of YOT representation within the hub, alongside police and children's services).
2. We will review joint working practices between YOT and Children's Services and Health Services where they are working with the same young person due to offending behaviour and well-being/ safeguarding needs.
3. Planning is always integrated and joined up in practice.
4. We will maintain low numbers of young people entering the youth justice system for the first time, in recognition that the unnecessary criminalisation of young people can be a safeguarding risk in itself.
5. Establish an early help framework to 'step down' all youth justice cases that do not meet children's services thresholds but are still identified with complex needs at the point of YOT case closure.
6. All relevant partnership professionals should complete safeguarding training relating to child sexual exploitation awareness, early identification and appropriate responses.
7. A working group through the local Criminal Justice Board will be established to seek to improve the timeliness between arrest, charge and court outcome, given the impact on young people's vulnerability where such processes are excessively lengthy.
8. The new commissioned emotional health and well being service will ensure that mental health diversion schemes are available for and tailored to supporting young people to ensure appropriate diversion and response to need.
9. The YOT and partners will continue to develop effective interventions for young people at risk of child sexual exploitation, those affected by parental domestic abuse or experiencing domestic abuse or those engaging in sexually harmful behaviour.
10. The MSCB will review and implement learning from any relevant critical learning or serious case reviews of youth justice cases where safeguarding was a feature.
11. We will further reduce the use of custody (both sentence and remand) by retaining the confidence of the youth and crown court in alternative sentences and bail packages in the community. Where young people are sentenced to custody or remanded the YOT will ensure that co-ordinated resettlement planning with the secure estate and other partners begins immediately, in order to reduce vulnerability upon release.
12. Working with the Kent and Medway Criminal Justice Partnership Board (CJPB) and Office for the Police and Crime Commissioner (OPCC) we will ensure young victims and witnesses are provided with appropriate support and protection within criminal justice proceedings and have access to services that will support their recovery.

### **How will we know we are succeeding?**

1. Fewer young people are entering the formal criminal justice system.
2. The relevant professional network is demonstrating a better understanding of indicators of vulnerability related to offending and is responding accordingly as indicated through quality assurance and inspection processes.
3. The administration and process of justice, including decision making about charge is quicker and less uncertain for young people.
4. Effective interventions are available and utilised by young people involved in offending who may also be experiencing other risk factors (DA, CSE etc.)..
5. Fewer young people are receiving custodial sentences and fewer are remanded in custody.
6. A bespoke emotional health and well being service is achieving better outcomes for young people in the criminal justice system (waiting times for assessment and treatment improves).

## **Strategic Priority 4 – Protect the public from harm**

### **Why make this a priority? It is the first responsibility of all criminal justice agencies to protect the public**

Effective risk assessment and management practices that seek to protect the public from harm and reduce the impact of offending on the local community are crucial in meeting this priority and are more likely to be achieved through an integrated, multi-agency partnership approach. There are relatively few young people in Medway whose offending presents a significant risk of serious harm to the public but where this is present management of the risk must be prioritised.

### **What we aim to achieve**

1. To ensure that children and young people who pose a risk of harm to others are appropriately assessed and effectively supervised to promote a reduction in that risk. Then recognise and respond at the earliest opportunity, where it is an indicator of potential harm to others.
2. To recognise that serious harmful behaviour to others is often a symptom of significant distress and vulnerability, which needs to be addressed through a safeguarding approach for that risk to reduce.
3. To minimise the potential for a 'transition gap' between youth and adult services where risk of harm to others is relevant.
4. Ensure that the risks are understood and employed within the Multi-Agency Public Protection Arrangements (MAPPA).

### **What we will do**

1. Maintain an accurate YOT risk register that details all those young people known to the service deemed to present a high risk of harm to others. Senior management oversight of the register will be undertaken through the YOT risk panel.
2. Through the YOT quality assurance framework we will ensure that practice in relation to risk of harm to others is robust and meets the expected standards of HMIP.
3. Implement the MAPPA protocol.

### **How will we know we are succeeding?**

1. Incidents of significant harm to the public are reducing, including a reduction in notifications to the Youth Justice Board (YJB) for further serious incidents committed by young people under statutory youth justice supervision.
2. There is a reduction in cases needing to be notified to and managed through MAPPA.
3. Victims of serious youth offending are accessing appropriate support and restorative justice is always made available to them.
4. Quality assurance processes reflect increased quality of assessment and risk management.
5. Successful HMIP inspection outcome.

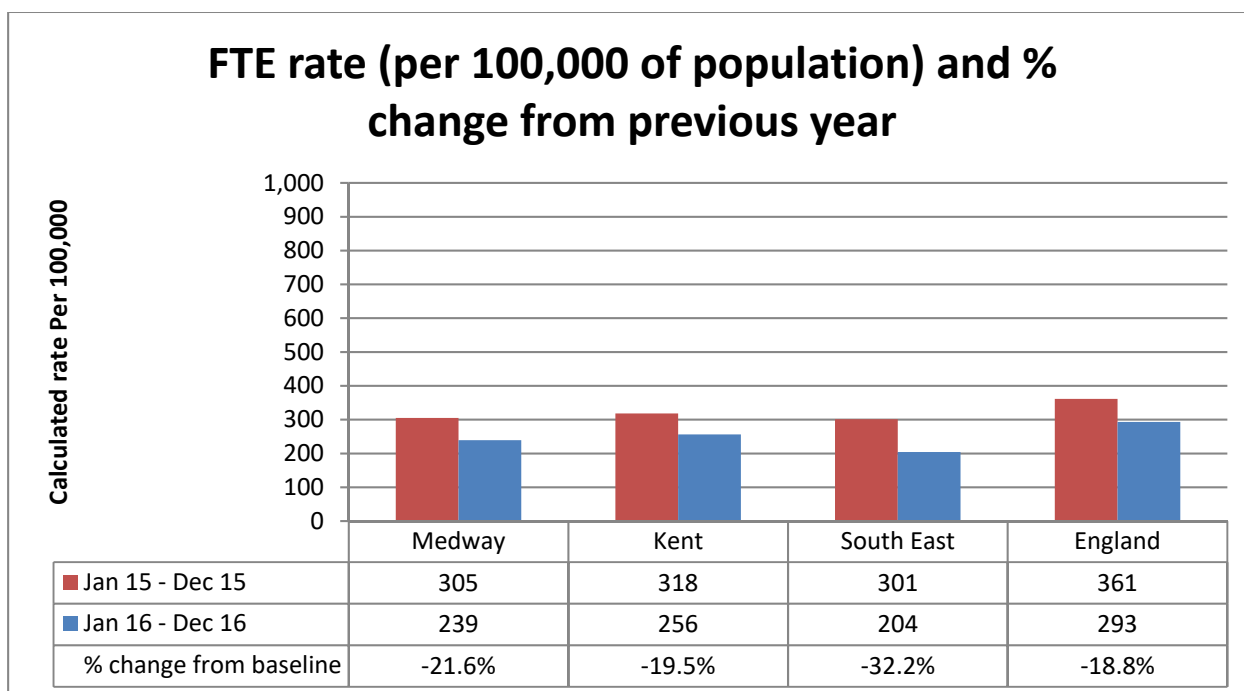
## Performance overview 2016/17 – What have we already achieved?

There are three National Indicators for the youth justice system introduced in April 2011. These are:

- 1. First time entrants to the youth justice system**
- 2. Reoffending of young people in the youth justice system**
- 3. Use of custody for young people**

### 1. First time entrants

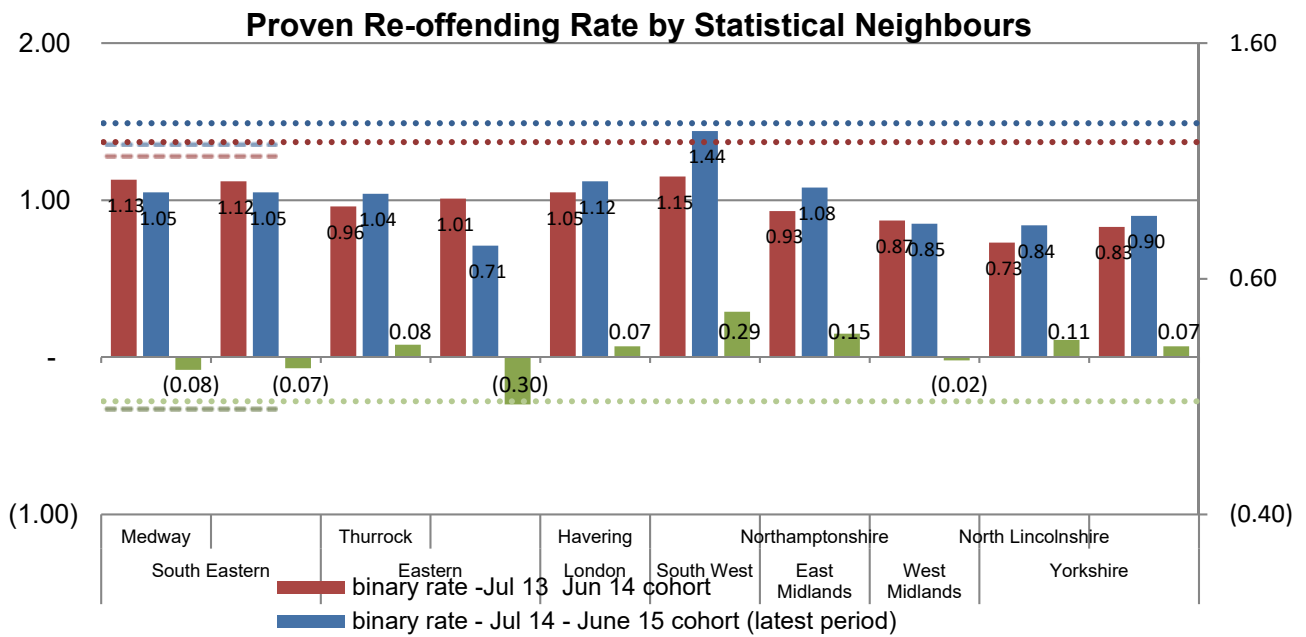
Preventing entrance to the criminal justice system is closely related to the safeguarding and preventing offending priorities. Medway has seen an exceptional reduction in the number of first time entrants to the formal youth justice system. This is largely attributable to the way in which Out Of Court Disposals are managed.



### 2. Reoffending of young people in the youth justice system

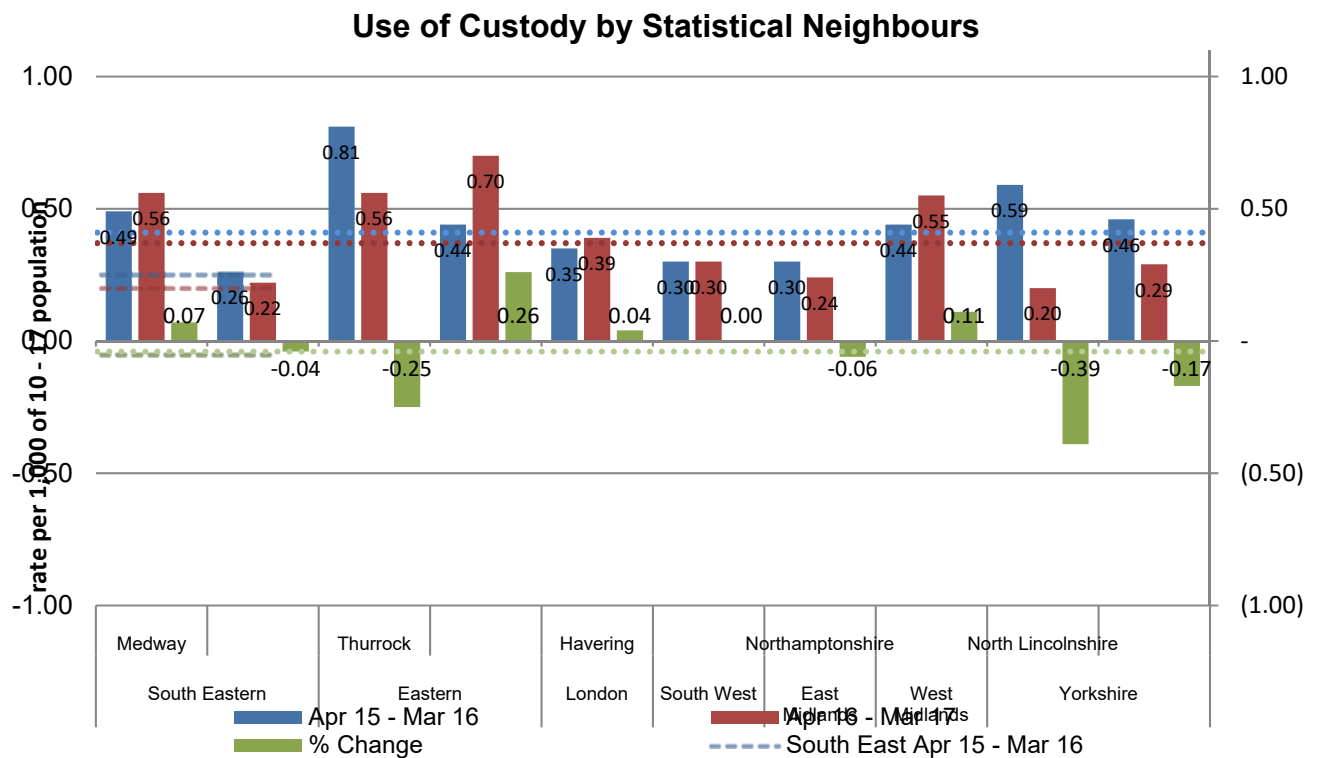
The proven rate of re-offending relates to strategic priorities around reducing re-offending, safeguarding, public protection. The re-offending of the relatively small proportion of young people within the formal system has remained below the regional and national average. This is in spite of the fact that this cohort is now more complex than previously experienced.

Reducing the number of young people re-offending is a national issue.



### 3. Use of custody for young people

The use of custody relates to safeguarding, reducing re-offending & protecting the public priorities. Medway courts continue to make very low use of custody. This continues a trend that is underpinned by the courts' confidence in the YOT to effectively manage young people who have offended in the community. This has additional benefits for young people and the community, given the re-offending and safeguarding risks associated with custodial experiences.





## **Risks and Resources**

The YOT costs considerably less than it did three years ago and the partnership engagement and influence within the YOT has been less obvious. The current youth justice strategy can be seen to deliver savings for a range of partners through reduced reliance upon the formal justice system and reducing demand for acute services.

If existing levels of funding by partners are maintained the 'virtuous cycle' of reduced crime and victimisation leading to reduced demand for services is likely to be continued. This 3 year plan reflects a partnership approach to youth crime and ensures we remain focused on a provision that supports these young people achieve.

## **Youth Justice Partnership Board governance and membership**

The previous YOT management board developed into a Youth Justice Partnership Board (YJPB) in June 2017. The YJPB retains a clear focus on the principal aim of reducing offending and re-offending and maintains strategic oversight of the delivery and performance of the local youth justice system. The membership of the board provides senior representation from key partners to ensure that young people involved in the youth justice system have access to universal and specialist services delivered by partners and other key agencies.

### **Membership:**

Chief Executive Officer - Medway Council – Chair

North Divisional Commander - Kent Police

Assistant Director Childrens Services – Medway Council

Associate Director Therapies and Children - Medway Community Healthcare

Chairman of North Kent Youth Panel – Medway Council

Community Safety Partnership Manager – Medway Council

Head of Partnerships – Police Crime Commissioners Office

Head of Service Early Help and Targeted Services – Medway Council

Head of Strategic Housing – Medway Council

Kent Surrey and Sussex Community Rehabilitation Company Director of Offender Management Kent and Medway

Kent and Medway Probation - Director

Local Partnership Adviser – Youth Justice Board

Operational Manager - YOT Medway Council

Partnership Commissioning Programme Lead for Looked After Children – Medway Council

Portfolio Holder for Childrens Services – Medway Council

Programme Lead – Targeted Services, Children’s 0-25 Commissioning Team, Partnership Commissioning - Medway Council & Medway CCG

Senior Admin Officer – Medway Council

### **Wider Context**

The YJPB is one partnership group delivering statutory responsibilities for children and young people in Medway. The other partnership groups are:

1. Medway Health and Wellbeing Board.
2. Medway Safeguarding Children Board (MSCB).
3. The Corporate Parenting Board.
4. Medway Community Safety Partnership Senior Executive Group
  
5. The Children and Families Board (new for 2018)

Consequently, this plan is also closely aligned with a number of other key complementary strategies and plans which include:

1. Medway Children and Adults Directorate Strategy
2. Medway Joint Commissioning Strategy
3. Medway Early Help Strategy
4. Medway Safeguarding Children Board (MSCB)
5. Medway Child Sexual Exploitation Strategy
6. Kent and Medway Criminal Justice Board (SCJB) Plan (including Restorative Justice Strategy)
7. Kent and Medway Police and Crime Plan
8. Medway Community Safety Partnership Plans

### **Performance data – 2016/17**

Youth justice is part of the Early Help and Targeted Services portfolio. The role of Youth Offending Team Manager has been retained to give a strong strategic focus within an area based model.

### **First Time Entrants**

There were 43 first time entrants between April 2016 and March 17. Medway continues to sustain a low number of first time entrants to the criminal justice system and 42% of young people that offend are diverted from the criminal justice system by way of the youth panel.

### Rate of Proven Re-Offending

This indicator remains a challenge as the success of reducing first time entrants over the last number of years has reduced the number of young people that offend, especially the pre-court population who are at lower likelihood of re-offending.

This has meant that there is now a much smaller cohort of young people in the formal system, presenting with more complex entrenched needs and risk factors that make re-offending more likely.

### Use of the Secure Estate

There were 11 young people sentenced to custody in 2016/17 out of a cohort of 81 outcomes issued in Court is 13.58%. This is above our target of 5.8

	Q1	Q2	Q3	Q4
Total Number of YP with a Court Outcome	17	18	20	26
Detention & Training Orders	3	3	2	2
Section 226b	0	0	0	0
Section 90-91	0	1	0	0
<b>Custody</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>2</b>
Percentage of YP (10-17) sentenced to custody	17.65%	22.22%	10%	7.69%

### Resourcing & Value for Money

The Youth Offending responsibilities of the Early Help and Targeted Services are funded through contributions from the statutory partner agencies in accordance with the Crime and Disorder Act 1998.

The table below shows the amount of funding from each of the partner agencies for the year **2016-17**. These contributions are reviewed each year. In addition, the YOT receives a Youth Justice Grant from the Ministry of Justice and Department For Education which is passported through the Youth Justice Board and a grant from the Kent and Medway Police and Crime Commissioner in respect of which there is an annual bidding process.

### Delegated Funds from Partner Agencies

OPCC	£45,000
Probation	£5,000
Health (Public Health)	£40,000
Local Authority	£454,896
YJB	£305,104
<b>Total</b>	<b>£850,000</b>

## Strategic Priority 1– Prevent Youth Crime

Priority	Action	Lead Agency or Agencies	Timescale	Success Criteria. <b>Medway Young People's Outcome Framework</b>
Early and effective responses for young people & victims of Crime.	Ensure 100% of YP are screened and if agreed, supported with intervention through appropriate pathway.  (The HMIP ask for a steering group and scrutiny panel , we have both).	Medway YOT, Kent and Medway Police (oversight from out of court disposal scrutiny panel).	June 2018	The rate of first time entrants to the criminal justice system continues to decline by 10% in 2017/18.  Victim satisfaction rates are maintained or improved beyond 85%.  Medway Early help Framework.
	To develop a Medway provision in respect to all Out of Court Disposals.	Medway YOT, Youth Service and Early Help Services.	September 2017	
	To develop and implement a screening process to establish the most appropriate assessment and intervention pathway (based on risk and need) for out of court disposals.	Medway YOT.	March 2018	

	<p>Embed the Looked After Children (LAC) Offending protocol and review the Medway wide protocol to prevent LAC involvement with the criminal justice system.</p> <p>To develop and implement joint working processes between the YOT and the LAC team to assess and provide interventions to prevent LAC young people from Re-offending. To implement a joint oversight board to have oversight of the effectiveness of these interventions.</p>	<p>Medway YOT, Kent, Medway Police and CS (INC LAC team).</p>	<p>June 2018</p>	
<p>Reduce the involvement of Medway Looked After Children (LAC) in the Criminal Justice System (CJS).</p>	<p>Leadership within YOT and Community Safety Unit (CSU) to ensure integration of YJPB Plan &amp; Medway Strategic Assessment with shared priorities that can be delivered locally through the CSP plan.</p>	<p>YOT, CSU and CSP's.</p>	<p>July 2018</p>	<p>Protocols reviewed and embedded and support further reduction in LAC involvement in CJS.</p>
	<p>Ensure all eligible Phase 2 families are considered for the Family Support Service (FSS) in each</p>	<p>EHTT, YOT and FSS.</p>		<p>Improved interface with Community</p>

Work in partnership to reduce the risk factors that contribute towards youth crime.	area in order to optimise referrals.	(Troubled Families).	July 2018	Safety Partnerships around shared borough priorities in relation to ASB and crime.
	Improved knowledge, understanding response to emerging (often interrelated) youth crime – cyber and on-line, extremism, exported gang associated drug dealing, Child Sexual Exploitation (CSE) and Interpersonal Violence (IPV).	YOT, CSU and CS.	July 2018	Increased Payment By results through phase 2 programme.  Development of partnership action plan to address.
	Train partner agency professionals in restorative approaches that support prevention of homelessness and education exclusion	YOT, Housing and Inclusions	July 2018	Develop a fully operational Restorative Learning and Development

**Strategic Priority 2 - Reduce re-offending**

<b>Priority</b>	<b>Action</b>	<b>Lead Agency or Agencies</b>	<b>Timescale</b>	<b>Success Criteria.</b>
				<b>Medway Young People's Outcome Framework.</b> Audits reflect improvement. QA framework demonstrates

<p>Effective interventions support young people to reduce their offending.</p>	<p>Quality Assurance (QA) framework to support effective case management of young people who have offended.</p>	<p>YOT and Childrens Service QA.</p>	<p>March 2018</p>	<p>completion of quality &amp; timely assessment and plans &amp; minimum 85% compliance with National Standard's.</p> <p>QAPM meetings inform corrective actions.</p> <p>10% reduction (2016/17) in reoffending by young people who have received an informal or formal outcome.</p>
	<p>Review the effectiveness of current 1-1 and group work interventions with young people (and their families) who have offended (including those in/released from custody).</p>	<p>YOT and Medway Police.</p>		<p>Reduction in reoffending and clear on models that are successful. Evaluate And the recommendations Implemented.</p>
<p>Effective interventions support young people to change their behaviour.</p>	<p>Revise the YOT and National Probation Service (NPS)/Community Rehabilitation Company (CRC) joint transfer protocol and transfer practice and ensure this reflects practice.</p> <p>(Audit 5 cases a year).</p>	<p>YOT, CRC and Probation.</p>	<p>July 2018</p>	<p>Young people engagement and evaluation/ feedback is positive.</p> <p>All eligible cases experience an effective transition between YSS and NPS/CRC.</p>

	<p>Review the evidenced based programmes of delivery measuring successful interventions</p> <p>Implement Motivational Interviewing and review/monitor its impact.</p>	YOT.	July 2018	<p>Deliver enhanced victim participation and satisfaction at Referral Order Panels.</p>
	To develop an effective multi agency ISS programme to operate within Medway.	YOT , Medway Police, Youth Service, Family Support Service and NELFT.	July 2018	<p>Improve offer and engagement in 25 hours of support.</p> <p>Reduce reoffending</p>

### Strategic Priority 3 - Safeguard Young People from Harm

Priority	Action	Lead Agency or Agencies	Timescale	Success Criteria. Medway Young People's Outcome Framework.
Ensure that its our practice better safeguards young people.	YSS, Police and Children's Services (CS's) to develop, agree and implement a partnership protocol that minimises the overnight detention of young people	YOT, Police and CS.	March 2018	No inappropriate Overnight detentions of U-18's in police custody.



	in police custody and ensures the availability of PACE beds.			
Safeguarding is identified and managed to increase wellbeing and safety to avoid criminalising	Medway Youth Justice Partnership Board (YJPB) will develop a protocol and action plan to improve the timeliness between arrest, charge and court outcome.	YOT, CJS and Police.	December 2017	Reduction in young people being brought into police custody following arrest.
	Develop a Criminal Justice Liaison Diversion Scheme (CJLDS).  Including bespoke intervention for U-18's, where mental health warrants diversion from the criminal justice system.	Police and NELFT.	September 2018	All appropriate cases are diverted.
	Co create a service that supports young victims and witnesses through criminal justice proceedings and beyond.  Support recommitment A provider through the Office for Police and Crime Commissioner (OPCC).	Police, Office of Police and Crime Commissioner Courts and Victim Support.	September 2017	Review completed and provision commissioned through OPCC.
	Youth Integrated Offender Management (IOM) and Multi-Agency Safeguarding Hub (MASH) Team reps to	IOM and CS (MASH).		Ensure all appropriate young people are allocated to a relevant agency to receive relevant safeguarding

	meet regularly to co-ordinate early safeguarding response for young people who have offended or come to the notice of the police and CS's as potential victims.		March 2018	services.
	YOT, Police and Children's Services to share intelligence, identify those at risk and plan integrated training/ responses that seek to keep those young people safe and avoid criminalisation where exploitation is an associated factor in offending.	<b>YOT, CS and Police.</b>	<b>December 2017</b>	<b>Improved identification of those deemed at risk with a co-ordinated multi-agency responses.</b>  <b>All young people considered for diversion from CJS where offending is related to a vulnerability (example CSE).</b>
Safeguarding is identified & managed to increase wellbeing & safety & avoid criminalising	To develop the multi-agency approach of the YOT risk panel process to improve oversight of vulnerability related YJ cases (Gangs, CSE, DA).	YOT, CS and Police.	December 2017	100% of cases with High ROSH heard through multi agency panel.
	Implement learning from any relevant critical learning or serious case reviews of youth justice cases where safeguarding was a feature and escalate key learning to the YJPB and MSCB.	YOT and Childrens Services QA.	December 2018	Learning disseminated and Auditing demonstrates it is Embedded

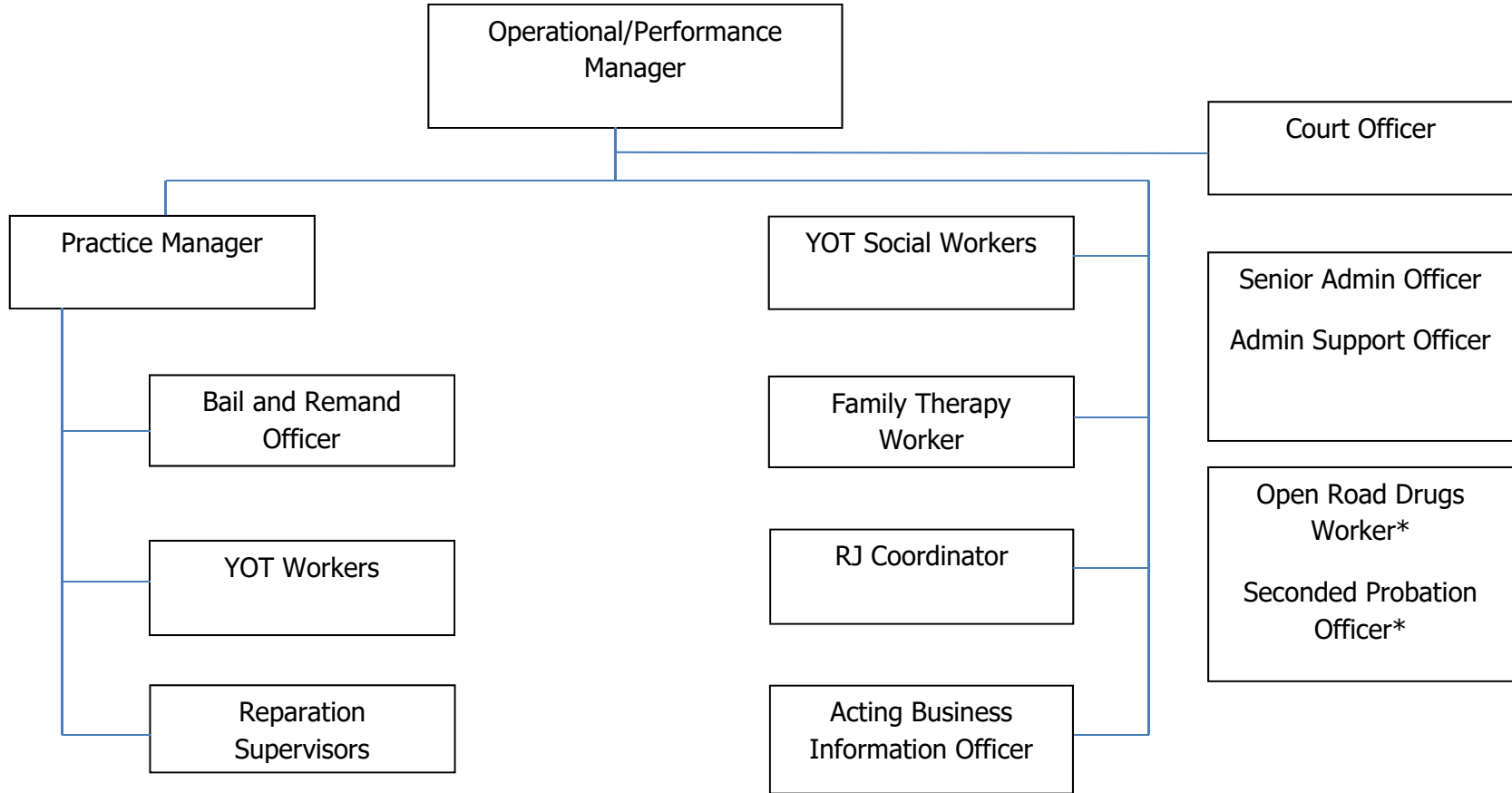
	<p>YOT Quality Assurance (QA) framework to audit whether assessments and plans in youth justice cases sufficiently consider and address relevant safeguarding factors.</p>	<p>YOT and Childrens Services QA.</p>	<p>December 2018</p>	<p>QA'd cases demonstrate Sufficient safeguarding assessment and planning practice that contributes to a reduction in youth offending.</p>
	<p>Duke of Edinburgh (DofE) Scheme and Medway Youth Service to develop a plan with YOT to increase participation of young people at likelihood of offending.</p>	<p>DofE, Youth Service and YOT.</p>	<p>March 2018</p>	<p>Plan developed and relevant young people access DofE. Accredited outcomes recorded with 20% accessing this provision and 5% complete (min Bronze).</p>

**Strategic Priority 4 – Protect the Public from Harm**

<b>Priority</b>	<b>Action</b>	<b>Lead Agency or Agencies</b>	<b>Timescale</b>	<b>Success Criteria.</b> <b>Medway Young People's Outcome Framework</b>
Incidents of significant harm to the public are reducing and all reasonable actions are taken to avoid.	YOT QA framework to audit whether assessments and plans sufficiently consider and respond to risk of harm to others.	YOT and Childrens services QA.	<b>March 2018</b>	100% with ROSH in place where risk identified.
	Risk panels to improve management oversight of cases where there is a potential high risk of harm to others.	YOT and Medway Police.	<b>March 2018</b>	Youth MAPPA cases are managed effectively and in line with best practice.
	Annual Multi Agency Public Protection Arrangements (MAPPA) audit to include youth cases.	YOT and MAAPA group.	<b>July 2018</b>	100% attendance and contribution to MAPPA planning.
	YOT to develop a plan to increase greater direct victim involvement in cases managed within the formal youth justice system.	YOT.	<b>March 2018</b>	Increase access to restorative justice where offending is managed through the formal youth justice system.
	Establish a single point of contact through NELFT ensuring pathways are created into the most appropriate service (AIM being one delivered through YOT).	YOT and NELFT.	<b>January 2018</b>	Reduction in risk of serious harm level recorded on assert plus. Identified reduction in risk in specialist childrens services CP/CHIN/CAF/TAFF Plans.

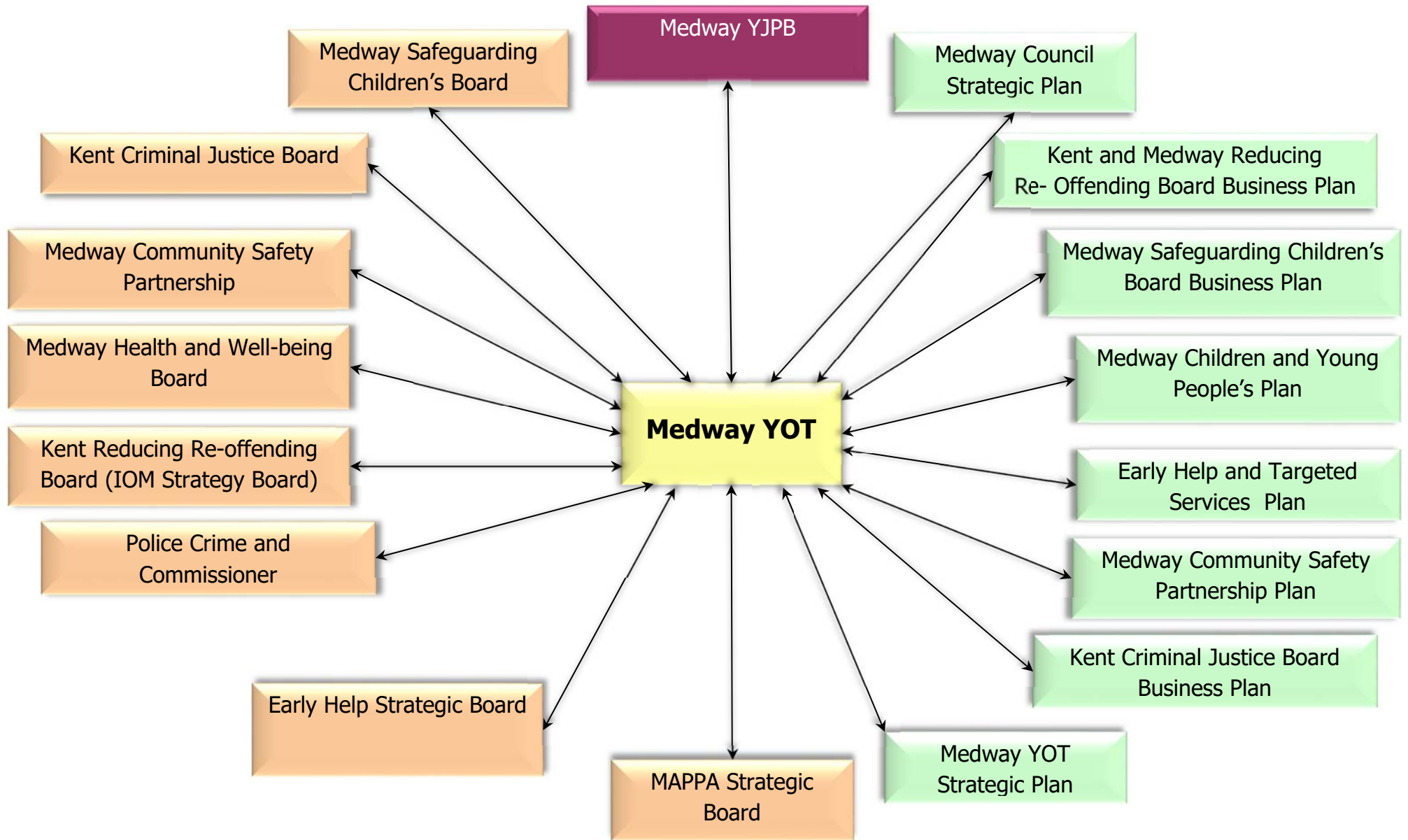
Appendix B

Structure.....\* Not Medway Council Employee



Appendix C

Medway Strategic Linkages



## **Appendix D      National Context**

“The youth justice system” is the formal process that begins once a child reaches the age of 10 years but under the age of 18 years and:

- has committed an offence
- receives an out of court disposal
- or is charged to appear in court

The youth justice system was set up under the Crime and Disorder Act 1998. The aim of the youth justice system is to prevent offending by children and young people aged 10 to 17 years. As part of that Act, local Youth Offending Services were established and are supported by the National Youth Justice Board.

The role of the Youth Justice Board is to:

- Oversee the youth justice system in England and Wales
- Work to prevent offending and reoffending by children and young people under the age of 18
- Ensure that custody for them is safe, secure, and addresses the causes of their offending behaviour

The Youth Justice Board are also committed to supporting local Youth Offending Services to deliver against three outcomes which have been set by central government, these are listed below, which Medway is fully committed to.

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

### **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 19 YOT staff

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YOT – Youth Offending Team

YJB – Youth Justice Board

YP – Young People

YOI – Young Offenders Institute

KCJB – Kent Criminal Justice Board

SEG – Strategic Executive Group

FTE – First Time Entrants (to the Youth Justice System)

MSCB – Medway Safeguarding Children Board

QA – Quality Assurance

IOMU – Integrated Offender Management Unit

ISS – Intensive Support and Surveillance

ETE – Education Training and Employment

NEET – Not in Education Training or Employment

NHS – National Health Service

PCC – Police & Crime Commissioner

JAC – Junior Attendance Centre

CQC – Care Quality Commission

JTAI – Joint Targeted Area Inspection



# Diversity impact assessment

## Appendix B

<b>TITLE</b> <i>Name/description of the issue being assessed</i>	<b>Youth Justice Partnership Plan</b>
<b>DATE</b> <i>Date the DIA is completed</i>	<b>July 2017</b>
<b>LEAD OFFICER</b> <i>Name of person responsible for carrying out the DIA.</i>	<b>Andrew Willetts</b>

### 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. This took place and was endorsed.

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.

The Crime and Disorder Act 1998, requires Local Authorities to have a Youth Justice Plan which is annually updated to set out how youth justice will be delivered locally within available resources. This Plan will cover a 3 year period from 2017 – 2020 and has been co-produced with Youth Justice Partnership Board (YJPB) members and influenced by national research and evidence of effective practice and has taken examples across National Partnerships.

It will be refreshed each year, reflecting any changes to the national and local youth justice landscape which impact on the strategic priorities and the way in which the whole youth justice partnership will deliver a range of services designed to reduce youth offending within Medway.

# Diversity impact assessment

The strategic priorities, which will underpin our action planning cycle over the 3-year period, are congruent with the principal aims of the youth justice system. They are:

- Prevent Youth Crime**
- Reduce Re-offending**
- Safeguard young people from harm**
- Protect the public from harm**

Our ambition is that, through effective partnership working, children and young people at risk of, or involved in offending, will be engaged and supported to lead safe, law abiding lives, in order to reach their full potential and make a positive contribution to their community.

The previous Youth Offending Team (YOT) management board developed into a Youth Justice Partnership Board (YJPB) in June 2017 that is focused less on oversight of a single service and more on the activities of all partners that impact upon young people's involvement with offending. This plan will reflect that development, ensuring that priorities and actions are a partnership endeavour, rather than a plan related to oversight of a single youth offending service/ team.

The YJPB will retain a clear focus on the principal aim of reducing offending and re-offending and maintains strategic oversight of the delivery and performance of the local youth justice system and contribution from all partners. The membership of the board provides senior representation from key partners to ensure that young people involved in the youth justice system have access to a range of services to support the partnership's responsibilities under Crime & Disorder Act 1998 to:

- Co-ordinate the provision of youth justice services for all those in the authority's area who need them
- Carry out such functions assigned in the youth justice plan formulated by the local authority.
- In addition, by providing the youth justice services outlined at Section 38 (4) of the Act, the local authority also addresses its duty, under the Children Act 1989, to take reasonable steps designed to encourage children and young people within the area not to commit offences.

# 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
- 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
- On IYSS completed again in January 2017.

## 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			✓
Disability			✓
Gender reassignment			
Marriage/civil partnership			
Pregnancy/maternity			
Race			✓
Religion/belief			
Sex			✓
Sexual orientation			
Other (e.g. vulnerable or disadvantaged groups)			✓

# Diversity impact assessment

## 4 Summary of the likely impacts

### Performance data – 2016/17

Youth justice is part of the Early Help and Targeted Services portfolio. The role of Youth Offending Team Manager has been retained to give a strong strategic focus within an area based model.

### First Time Entrants

There were 43 first time entrants between April 2016 and March 17. Medway continues to sustain a low number of first time entrants to the criminal justice system and 42% of young people that offend are diverted from the criminal justice system by way of the youth panel.

### Rate of Proven Re-Offending

This indicator remains a challenge as the success of reducing first time entrants over the last number of years has reduced the number of young people that offend, especially the pre-court population who are at lower likelihood of re-offending.

This has meant that there is now a much smaller cohort of young people in the formal system, presenting with more complex entrenched needs and risk factors that make re-offending more likely.

### Use of the Secure Estate

There were 11 young people sentenced to custody in 2016/17 out of a cohort of 81 outcomes issued in Court is 13.58%. This is above our target of 5.8

### Our priorities will be:

- Prevent Youth Crime- Appropriate use Out of Court Disposals making sure that Children have access to support and pathways into the right provision much quicker.
- Reduce Re-offending – We will ensure the Quality of Assessments/Plans is delivered through evidenced based practice ensuring when we are involved in a young persons life, the work we deliver is effective and achieves the desired outcome for Children to succeed.
- Safeguard young people from harm- We will ensure a greater joined up approach to support young people with vulnerabilities such as CSE, Prevent, Safeguarding, Gangs.
- Protect the public from harm – We will ensure that both public and victims are supported and we need to be effective and efficient with our use and response of ROSH, Gangs, ISS, use of Custody, and Resettlement.

We are looking to create a more systemic and restorative approach to supporting young people with community programmes that make a difference.

# 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.

Analysing offending through a safeguarding 'lens' where the most prolific young people are recognised as also the most 'troubled', rather than 'troublesome', will lead to a transformational shift of how youth justice services and interventions are delivered over the next 3-years and how offending by young people is understood.

Our strategy over the next 3-years will continue to optimise the transformational opportunities of this approach and the shifting of resource towards prevention, which provides better value for money and opportunities to reduce youth crime and equip young people with the skills to become independent and contributing adults.

A greater safeguarding focus will include recognising and seeking to reduce the potential adverse impact that formal youth justice processes from arrest to sentence can inadvertently have on the wellbeing of young people. This includes considering the experience and impact of attendance at court or detention in police custody, especially overnight, and the emotional distress that may be experienced by young people if they experience long-term uncertainty over charging decisions.

We believe that this 3-year strategic plan provides the greatest opportunity to deliver sustainable high quality youth justice outcomes, which can withstand short, medium and longer term risks. To deliver the partnership strategy we will align youth justice partnership activity with four strategic priorities that, through complementary quality assurance, partnership working, workforce development and governance, will provide a foundation and framework for planning the delivery of exceptional youth justice outcomes over the next 3-years.

# Diversity impact assessment

## 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. Overview and Scrutiny	AW/ AD	Aug 2017
2. Cabinet	AW/ AD	Aug 2017
3. Full Council	AW/ AD	Oct 2017
4. File at Youth Justice Board	AW & DP	
5. Filed at House Of Lords library	(YJB)	

## 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.*

That the committee recommends this report on the Medway Youth Justice plan 2017- 2020.

## 8 Authorisation

*The authorising officer is consenting that:*

**Assistant Director**

**Ann Domenev**

**Date**

**July 2017**

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

RCC: phone 2443 email: [annamarie.lawrence@medway.gov.uk](mailto: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](mailto:paddy.cahill@medway.gov.uk)

BSD: phone 2472/1490 email: [corppi@medway.gov.uk](mailto:corppi@medway.gov.uk)

PH: phone 2636 email: [david.whiting@medway.gov.uk](mailto:david.whiting@medway.gov.uk)

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