

CHILDREN AND ADULTS OVERVIEW AND SCRUTINY COMMITTEE

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YOUTH JUSTICE PLAN 2010-11

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Summary

This report outlines the Medway Youth Justice plan 2010-2011, which has been developed following the undertaking of a Capacity and Capability Assessment and discussions and consultations with partner agencies.

1. Budget and Policy Framework

- 1.1 The Youth Justice Plan is revised on an annual basis and forms part of the Council's policy framework.
- 1.2 The Youth Justice Plan and the work of the Youth Offending Team (YOT) is directly relevant to the following performance indicators:
 - NI 111 First time entrants to the youth justice system
 - NI 19 Rate of proven reoffending by young people who offend
 - NI 45 Engagement in Education to Employment by young people who offend
 - NI 46 Access to suitable accommodation by young people who offend.
 - NI 43 Young people receiving a conviction in court who are sentenced to custody
 - NI 44 Ethnic composition of young people on youth justice system disposals.
- 1.3 A statistical summary of the YOT's performance against these indicator targets for 2009-2010 is attached as an annexe to this report.

2. Background

- 2.1 In 2008 the Youth Justice Board (YJB) introduced the concept of a self-assessment of each YOT's Capacity & Capability (C & C) to improve upon its performance. The self-assessment is validated through a formal visit to the YOT by a specialist team from the Youth Justice Board (YJB). At that time (2008) the YJB indicated that a separate Youth Justice Plan was not required to be submitted by

Medway YOT partnership. The same procedure was adopted during 2009. The Medway YOT scored a level two in both of the previous validation exercises, which rates the YOT as “good”.

- 2.2 The 2010 C & C Assessment was validated in April of this year with the results expected in early July. However there is a strong expectation that the Medway YOT will be rated as good for a third consecutive year. This year the YJB have asked that YOT`s also submit a separate strategic plan that follows the planning framework of that used by each associated local authority, but also addressing the following key areas:
- Resourcing & value for money
 - Structure & governance
 - Partnership arrangements
 - Risks to future delivery

- 2.3 Areas for development and improvement identified as a result of the C & C assessment have been incorporated into the Youth Justice Plan.

3. Advice and analysis

- 3.1 The Youth Justice plan is a delivery vehicle to sustain the improvements made by the YOT partnership over the past two years. The plan supports key objectives within the following plans:
Medway Council Strategic Plan
Medway Children & Young People’s Plan
Medway Community Safety Partnership Plan
Kent Criminal Justice Board Business Plan

In addition the YOT plan will also support key elements of the Sustainable Community Strategy 2010-26, when formally adopted.

- 3.2 Diversity - a Diversity Impact Assessment was carried out in May 2008. This was reviewed in March 2010 as part of the preparations for the C & C assessment validation exercise. A copy is available on request.
- 3.3 Sustainability - the resources to deliver the Youth Justice Plan have been identified within the current budget for the YOT and agreed by the YOT partnership agencies. However a section of the plan seeks to explore the options for continued delivery of the plan against a background of diminishing resources available to the YOT partnership.

4. Risk Management

Risk	Description	Action to avoid or mitigate risk
<p>1. Reduction in partnership support for the YOT</p> <p>2. Changes to Youth Justice policy by the Coalition Government</p>	<p>If any of the YOT partners make a reduction to the current resources of the YOT, either in terms of cash or staff provision, it may have a severe impact upon the YOT's ability to deliver on its statutory and strategic objectives. Rated B2.</p> <p>There is a high probability that the new government may wish to make significant changes to the current youth justice policy. This could include a change of role or even abolition of the Youth Justice Board. It may include a transfer of financial responsibility for placing young people within the secure estate from national to local government and changes in priority between intervention and prevention based work.</p>	<p>Discussions have taken place with some partner agencies concerning the likelihood of resource reductions and early notice is expected of any proposed cuts.</p> <p>Contingency plans are being developed to protect the statutory elements of the YOT work if reductions are made.</p> <p>Any such changes may well impact upon the financial support that the YOT currently receives from central government via the Youth Justice Board.</p> <p>There may be a requirement to rationalise the current resources available to the YOT in order to ensure that statutory activities continue to be carried out. This may result in other activities being down graded or discontinued if alternative funding or means of delivery is not possible.</p>

5. Consultation

- 5.1 The Youth Justice Plan has been circulated to partner organisations and was discussed and endorsed at the meeting of the YOT management Board held on 9 June 2010.

6. Implications for looked after children

- 6.1 Looked After Children - the YOT has developed a strategy to reduce the involvement of LAC within the youth justice system.

7. Financial and legal implications

- 7.1 There are no additional financial implications arising from the adoption of this plan. All activities are planned to be resourced from within the agreed partnership budget for the YOT.
- 7.2 Section 40 of the Crime and Disorder Act 1998 requires the Council, after consultation with the relevant persons and bodies, to formulate and implement for each year a plan (a “youth justice plan”) setting out:
- (a) how youth justice services in their area are to be provided and funded; and
 - (b) how the youth offending team or teams established by them (whether alone or jointly with one or more other local authorities) are to be composed and funded, how they are to operate, and what functions they are to carry out.

8. Recommendations

- 8.1 The committee is asked to recommend to Cabinet and full Council that the Youth Justice Plan is adopted.

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Background papers

- Capacity & Capability Assessment for Medway Youth Offending Team.
- Youth Justice Plan 2010/2011
- YOT Diversity Impact Assessment
- Statistical view of the Medway YOT year



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MEDWAY YOT STRATEGIC PLAN 2010-2011

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1. Introduction.

This plan sets out the key objectives for Medway Youth Offending Team (YOT) for the period April 2010 to March 2011, in order that it fulfils its obligations in respect of the Medway Local Area Agreement (LAA), National performance indicators (NI) and the objectives of strategic partners including Medway Council, where a responsibility has been placed upon Medway YOT as either a lead or supporting agency in respects of their planning objectives. The links to other plans, and the objectives of those, in relation to the YOT plan are identified.

The plan addresses actions that have been identified as a result of the YOT “capacity & capability” self assessment carried out as a requirement for the Youth Justice Board (YJB) and the need to prepare the YOT for an expected full core case inspection, expected during the later part of 2010.

Threats to the successful delivery of the plan are identified along possible solutions to reduce or ameliorate the impact of the identified risks.

2. Objectives

- **Reduce and prevent first time entrants into the Youth Justice System**
- **Reduce the use of custody as a sentencing outcome**
- **Ensure that YOT clients have access to both universal and specialist services**
- **Reduce the rate and severity of re-offending by those already subject to court orders**
- **Effectively manage risk, vulnerability and safeguarding issues within the YOT cohort**
- **Support partnership agencies in achieving their strategic objectives**
- **Work towards achieving the Every Child matters outcomes for all YOT clients.**
- **Ensure that the YOT can continue to deliver quality services within a climate of uncertain public finances**

3. Structure and Governance

The Medway YOT consists of approximately forty staff drawn from seven partnership agencies, including a detached team of staff located at the Youth Offending Institute (YOI) Cookham Wood, dedicated to the resettlement function:

- Medway Council (Children’s Social Care, Youth Service and Education)
- Kent Police
- Kent Probation Service
- Medway Youth Trust (Connexions Service)
- Kent Council for Addictions
- NHS Medway

The current structure chart for the Medway YOT can be found at Annex 3.

The YOT management is lead by a dedicated YOT Manager supported by an Operations & Performance Manager, Offender Learning and Skills Service (OLASS) Manager (also responsible for the Medway Family Intervention Project (FIP)) and four senior practitioners (including one at YOI Cookham Wood). The YOT has recently commissioned a consultancy report to enquire into both the structure of the YOT at practitioner level and its effectiveness to meet the requirements for the Youth Rehabilitation Order (YRO), supporting people (SP) and the forthcoming YOT core inspection.

The Medway YOT Management Board is chaired by the Chief Executive of Medway Council and meets four times a year for ordinary business and at least on one other occasion for developmental purposes. Current representation on the YOT Management Board Includes:

Chief Executive Medway Council (chair)
Assistant Director Children’s Care, Medway Council
Chief Executive Medway Youth Trust (Connexions)
Manager, Medway DAAT
Assistant Director of Operations, Medway Healthcare
Executive Director, Medway Racial Equality Council
Director of North Kent Probation

Assistant Director, Inclusion, Medway Council
Assistant Director Housing Services, Medway Council
Integrated Children’s Services Manger, YOI Cookham Wood
Chair, North Kent Youth Bench
Chief Inspector, Kent Police (Medway Basic Command Unit)
Area Manager, Young People’s Learning Agency

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 a “critical friend” across a range of activities and functions, with a particular emphases around safeguarding and risk.

4. Links to other strategic plans & partnership arrangements

The Medway YOT neither exists or operates in isolation. It is part of a complex partnership arrangement that has direct strategic links with both the agencies primarily concerned with child welfare issues and those whose primary concern is public safety and reducing the impact of crime and anti social behaviour. In this respect, the YOT is uniquely positioned to directly bridge and link a range of agencies and strategic objectives across the Medway public sector and beyond. Annex 1, shows the Medway Local Strategic Partnership arrangements and Annex 2 shows the interrelationship of the YOT in respect of strategic boards, the LAA and strategic plans.

In terms of strategic portioning, the YOT is represented directly upon the following strategic groups:

- Medway Children's Trust Board
- Medway Safeguarding Children's Board
- Integrated Youth Support Board
- Medway Community Safety Partnership.
- Kent Criminal Justice Board

The Medway YOT is fully supported by all of the statutory agencies (Crime & Disorder ACT 1998) at both YOT Board Level and at an operational level within the team, with no current vacancies on either the YOT Management Board or within the operational team.

The YOT is fully embedded within the Local Strategic Partnership arrangements. The YOT Manager represents the Medway YOT on the Kent Criminal Justice Board and at a local level on the Strategic Executive Group (SEG) of the Medway Community Safety Partnership.

The YOT Manger is a full member of the Medway Children's Trust Board and acts as the strategic link between the YOT Management Board and the Children's Trust Board (See Annex 1). The YOT is also a full participant in the Integrated Youth Support Board, which feeds into the Children's Trust Board via the Joint Commissioning group.

The YOT plan directly supports key objectives of the following plans:

Kent Criminal Justice Board Delivery plan.

The Medway YOT is committed to supporting the following key service priorities and indicators within the plan:

- Working with and supporting partners to reduce re-offending.
- Promoting public confidence in the criminal justice system
- Community engagement with the criminal justice system
- Implementation of the Deter Young Offenders (DYO) Scheme.
- Increase efficiency of local criminal justice systems (CJSSS).
- Increasing victim & witness satisfaction
- Ensuring compliance & enforcement

Medway Community Safety Partnership Plan

The Medway YOT is committed to supporting the following key priorities within the plan:

- Reducing serious acquisitive crime
- Tackling anti social behaviour, including criminal damage
- Improving the local street scene
- Reducing youth offending
- Encouraging and improving citizen participation
- Reducing offending by prolific offenders
- Combating the terrorist threat
- Tackling all aspects of substance misuse, including alcohol.
- Improving confidence and public perception.

Medway Council Strategic Plan

The Medway YOT is committed to supporting the following outcomes and key actions within the plan:

- Reduce anti social behaviour, criminal damage and youth crime (NI 19, 17 & 195a)
- Reduce the fear of crime and improve public confidence (NI 21 & 27).
- Reduce substance misuse including alcohol (NI 40, 42 & 38).
- Ensure all safeguarding practices meet/exceed national requirements.
- Reduce teenage conception rates to half the 1998 baseline by 2011 (NI 112).
- Ensure young people are appropriately engaged in employment, education and training (NI 117)
- Tackle youth homelessness (NI 146 & 147).

Medway Children & Young Peoples Plan

The Medway YOT is committed to supporting the following key Service Objectives within the plan:

Safe and Cared for

- Reduce Anti Social Behaviour, so that young people and the wider community feel safer.
- Prevent youth offending and reduce re-offending, to reduce the number of young people in the youth justice system.
- Develop the resilience of young people and reduce the incidence of substance misuse, including alcohol, and so lessen the related personal and public disorder.
- Keep Medway's most vulnerable children safe, by embedding safeguarding improvements and minimising incidents of child abuse and neglect.

Succeed in learning

- Increase participation and performance of students from age 14 to 19 years, with improved choices and support, particularly for vulnerable young people.

Thrive

- Reduce youth homelessness, tackle the circumstances that lead to young people leaving the family home, and maximise the supply of safe, suitable and affordable housing to meet the needs of young people in Medway.
- Accelerate a reduction in the under 18-conception rate, and ensure that young people are able to make positive choices about their sexual health and wellbeing.
- Reduce obesity, smoking and alcohol consumption, through promotion of healthy lifestyles among young people, and their families.

Integrated Youth Support Services Plan

The Medway YOT is committed to supporting the following key Service Objectives within the plan:

- Reducing First Time Entrants to the Youth Justice System (NI 111)
- Increase participation in positive activities (NI 110)
- Reduce Anti Social Behaviour and Youth Crime (NI 111 &17)
- Reduce under 18 conceptions (NI 112)
- Reduce Substance misuse by young people (NI 115)
- Reduce the Number of 16-17 year old NEET`s (NI 117)

In addition the YOT Plan supports the strategic objectives of the YOT Partnership which includes:

Kent Police;

Kent Probation Service;

NHS Medway;

Medway Council Childrens social care;

Medway Council Education;

Medway Council Homelessness Team;

Medway Youth Trust (Connexions Service)

5. Resources & value for money

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.

However it is recognised that the financial year 2010/11 will be particularly difficult in terms of maintaining YOT resource levels. All principal funders have indicated that their contribution will be, at best, the same level as 2009/10 without an inflationary uplift. In the case of the Probation Service there will be a real terms cut in cash support in order to achieve an overall saving of 28% over three years in respect of the total contribution to the YOT resources.

The YOT expects to be able to continue its current commitments in terms of staffing throughout 2010/11 through making efficiency savings against non-staffing budgets. However, it is unlikely that this will be sustainable into the year 2011/12 as a number of factors will effect the YOT budget position. These include expected deterioration of the public finances and the ability of agencies to maintain funding and staffing support to YOT and the fact that a considerable number of short term funding initiatives are due to end at that time. These include; Respect parenting funding, FIP funding, LAA innovation funding for resettlement and Prevention of Violent Extremism (PVE) funding. There is almost no possibility of these being funded from elsewhere in the strategic partnership and will result in these initiatives being ceased towards the end of the 2010/11 financial year.

There are plans to explore efficiency savings within the current YOT establishment. There is already a study being commissioned into the effectiveness and suitability of the YOT practitioner grades. There is a review of admin support within Medway Council, which YOT is participating in to establish if services can combine to save on support costs. Discussions are underway with Kent Youth Offending Service to explore the possibility of sharing functions such as case management systems and Bail/Remand services.

In terms of unit costs for Medway YOT, the costs of providing YOT services are as follows;

Total disposals = 837	Total budget 2009/10 = £1161k	Unit cost per disposal = £1387
		Cost by discipline
Pre Court = 439 (319 Police Reprimands + 120 Final Warnings)		£608,935
First Tier = 255		£353,710
Community = 122		£169,225
Custodial = 21		£29,129

The above figures are based upon the budget and case throughput figures for the year 2009/10. Comparable figures from other YOTs were not available at this time to make meaningful comparisons.

In terms of measuring effectiveness the YOT employs a number of measures, which include the following:

- Data collected for the national Indicator, LAA and returns to the YJB,
- Monitoring of ISS and YISP clients over a period of time post intervention,
- Recording of compliance with national standards, such as compliance with orders and return to court.
- Psychometric testing of accredited parenting programme outputs.

Outcomes and impact of YOT services are reported on a quarterly basis via the Assistant Directors Quarterly Report to the Medway Director of Children and Adult Services and to the YOT Management Board.

During the past year the YOT has entered in to a dialog with the Commissioning Offers for the Medway Children's Trust and Medway Children's Services in respect of a number of services, which are commissioned and have direct or indirect benefit to YOT service provision. These include, Mentoring, Appropriate Adult Services and Provision of out of hour's services. The YOT has sought to influence the overview and scrutiny of these services in terms of deliverable outcomes, quality of service and value for money.

7. Strategic priorities and Delivery Plan

YOT Partnership Strategic Priorities

<u>Objectives</u>	<u>Target</u>	<u>Impact</u>	<u>2009/10 position</u>
Preventing Young People Entering the Youth Justice System	1% year on year reduction compared to 2007/8 baseline	Improve life chances for young people	Target exceeded
Reduce the rate of re-offending by those already in the YJ system	3.7% annual reduction in the frequency of re-offending	Reduction in community harm	Target met
Ensure young people who offend have engagement in E-to-E	78% of YOT clients to be engaged in suitable E-to-E activities	Reduction in NEET children and improved employment status	Target exceeded
Ensure young offenders have suitable accommodation	90% of YOT clients to have suitable accommodation	Significant stability factor for life changes	Target not met (0.5% under)
Reduction in the use of custody as a sentencing or remand outcome	Use of custody not to exceed 5% of total court outcomes	Significant reduction in risk and vulnerability for YOT clients	Sentence target not met Remand target met
Ensure that all young people leaving custody have effective resettlement plans	100% of Young people to have an effective plan prior to discharge	Significant reduction in risk of return to criminal behaviour and custody	Target met
All DYO status Young offenders to have multi-agency support plans	100% of DYO clients to have a plan that involved at least three agencies	Reduction in future risk to community	New target

Delivery Plan

Reduce and prevent first time entrants into the Youth Justice System									
Description of planned activity	Critical success factors	Links to LA/ Partners plans	NI Addressed	Target Group	Lead Officer	Progress	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
Establish integrated prevention team, combining resources of YISP, YOT prevention officer and TYS.	. TYS officers co-located with YISP and YOT prevention Officer, delivering integrated prevention services	IYSS Plan Medway Children's Trust Plan.	NI 111 NI 110	YP 8 to 17 in danger of offending	David Dowie	Job descriptions agreed TYS officers identified		D	2
Target resources within wards with high deprivation factors. Gillingham North, Chatham Central, Luton & Wayfield.	Recorded reduction of FTE's in these wards. Reduction in levels of youth crime.	Medway Council SP IYSS Plan Medway Children's Trust Plan Medway CSP Plan	NI 111 NI 17 NI 21 NI 27	YP 8 to 17 in danger of offending	Andy Willets	Under way.		C	2
YOT and YISP Parenting Groups. 8 groups to be run over the course of the year.	60 parents have completed one of the two accredited programmes. 80% positive feedback.	IYSS Plan Medway Children's Trust Plan	NI 111 NI 112 NI 45 NI 19	Parents of YP at risk of offending	Andy Willets/Surjit Rakkar	YISP staff training complete. First groups programmed.		C	2
YISP to develop and deliver a programme of positive activities.	Positive activities delivered to 50 YP. Resulting in reduction in youth crime.	IYSS Plan Medway Council SP Medway Children's Trust Plan	NI 111 NI 110 NI 21 NI 112	YP 8 to 13	Andy Willets	Plans under development. Funding in place.		D	3
YOT prevention officer to offer intervention to Police Reprimand cases where a serious offence has taken place.	6 families to accept offer or referral to other appropriate service. Children do not enter CJS.	IYSS Plan Medway CSP Plan	NI 111 NI 110	YP 10 to 17 at risk of re-offending.	Andy Willets	Under way		C	3
Extend YOT Prevent programme until end of 2010/11	Reduction in threat of terrorist activity	Medway CSP Plan Medway Council SP KCJB Business plan	NI 111 NI 35	Young Muslims aged 10 to 17 in the community and 15/17 year olds in custody	Nazma Hoque	To take effect from September 2010.		A	1

Effectively manage risk, vulnerability and safeguarding issues within the YOT cohort

Description of planned activity	Critical success factors	Links to LA/ Partners plans	National Indicator Addressed	Target Group	Lead Officer	Progress	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
Conduct audit of YOT safeguarding arrangements in association with Medway safeguarding Children Board	Reduce levels of vulnerability of YOT children	Medway Council SP Medway Children's Trust Plan MSCB Business Plan	NI 112 NI 19 NI 43 ECM outcomes	All YOT clients	Keith Gulvin.	Commenced June 2010		B	2
Complete process of aligning YOT Senior Practitioners to IAT (Children's Services)	Improved liaison with Children's Services. 10% Decline in inter agency complaints.	Medway Council SP Medway Children's Trust MSCB Business Plan	NI 112 NI 19 NI 43 ECM outcomes	High risk clients/LAC clients	Ken Dance	Scheduled for full implementation by June 2010		C	2
Provide quarterly Reports to the YOT management Board on Risk and Vulnerability issues and progress.	Review by Board Risk champion. Multi agency buy in at Board level	Medway Council SP Medway Children's Trust Plan MSCB Business Plan	NI 30 NI 112 NI 19 NI 43 ECM outcomes	YOT Management Board members	Keith Gulvin/Ken Dance	Arrangement in place		C	3
Deliver training on ADP in relation to assessment to all YOT practitioner	Qualitative improvement in assessments, measured through QA process	Medway Council SP Medway Children's Trust Plan MSCB Business Plan	NI 112 NI 19 NI 43 ECM outcome	YOT Practitioner	Keith Gulvin	TBCB Sept 2010		C	2
Review MAPPA arrangements and deliver updated training to practitioners	MAPPA training delivered. Increased awareness levels by team members.	Medway Council SP Medway Children's Trust Plan KCJB Business Plan MSCB Business Plan	NI 30 NI 28 NI 19	High-risk clients. YOT Practitioners	Ken Dance	TBCB Dec 2010		B	2

Ensure that YOT clients have access to both universal and specialist services

Description of planned activity	Critical success factors	Links to LA/ Partners plans	National Indicator Addressed	Target Group	Lead Officer	Progress	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
Develop integrated working with schools and Education providers to increase levels of educational inclusion	85% of YP of school age in Education >15 hours. 60% of post release from custody, 1 month post release.	Medway Council SP Medway Children's Trust Plan IYSS Plan	NI 45 NI 114 NI 110	YP aged 10 to 17 on community and post release from custody	Emma Fox	On Target	Green	B	2
Improve links to homeless team. Establish dedicated accommodation officer.	95% of YOT clients appropriately accommodated	Medway Council SP Medway Children's Trust Plan IYSS Plan. Medway Homelessness strategy plan	NI 19 NI 46 NI 117 NI 116	NEET 16/17 year olds	Ken Dance	By December 2010	Orange	B	2
Put in place succession planning for YOT Health liaison offer.	Processes agreed. Shadowing of potential replacements takes place	Medway Council SP Medway Children's Trust Plan IYSS Plan	NI 112 NI 19 NI 111 NI 50 NI 54	PCT/YOT management Board	Keith Gulvin	Initial discussions held. Plan to be agreed by December 2010	Orange	B	1
Promote use of CAF and Pre CAF throughout YOT/YISP	20% increase in CAF's generated within YOT/YISP	Medway Council SP Medway Children's Trust Plan IYSS Plan	NI 111 NI 19 NI 50 NI 69 ECM outcomes		Andy Willets/Ken Dance	Significant progress to be achieved by December 2010	Orange	D	3
Provide training to YOT practitioners to deliver low level addictions interventions.	Five YOT staff able to deliver interventions. Reduction in low level referrals to addictions specialist worker	MSCP Business plan Medway Council SP Medway Children's Trust Plan IYSS Plan	NI 115 NI 19	All low/Med risk clients scoring ASSET score of two or above.	Ken Dance	To be delivered by September 2010.	Orange	D	3

Reduce the use of custody as a sentencing outcome

Description of planned activity	Critical success factors	Links to LA/ Partners plans	National Indicator Addressed	Target Group	Lead Officer	Progress	S t a t u s	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
Establish pre breach meetings for all high-risk cases.	50% of cases referred are prevented from returning to court	Medway Council SP Medway Children's Trust Plan	NI 43 NI 119	YP classified as Intense or enhanced, under the Scaled Approach	Ken Dance	On Target		B	1
Develop individual packages around high risk YP leaving the secure estate	Reduction in return to custody in 12 months of 30%	Medway Council SP Medway Children's Trust Plan	NI 43 NI 19 NI 45 NI 46	All YP leaving the secure estate after a DTO or Section 90/91	Gemma Lawson	On Target		B	2
QA all PSR's where there is a risk of custody and where custody was an outcome, to determine if alternative outcomes could be achieved.	100% of high risk of custody PSR's QA'd. Lessons learned disseminated. Contribute to a 5% reduction in custodial sentences achieved.	Medway Council SP Medway Children's Trust Plan	NI 43 NI 119	All YP at risk of custody.	Ken dance	Commence July 2010		B	2
Expand use of ISS to reduce custody levels.	30% in crease on 2009/10 baseline referrals. Contribute to a 5% reduction in custodial sentences.	MSCP Business plan Medway Council SP KCJB Business Plan MSCP Business plan	NI 43 NI 119	All YP at risk of custody.	Katy Fox	On Target		C	2
Produce quarterly reports on actions to reduce custody to YOT Management Board.	YOT management Board provide critical analysis and multi agency buy in for moves to reduce custody. Contribute to 5% reduction in custody levels.	Medway Council SP Medway Children's Trust Plan	NI 43 NI 119	All YP at risk of custody.	Keith Gulvin	Process in place		D	2

Reduce the rate and severity of re-offending by those already subject to court orders

Description of planned activity	Critical success factors	Links to LA/ Partners plans	NI Address ed	Target Group	Lead Officer	Progress	S t a t u s	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
Develop use of YJB QA tool in respect of assessments and case reviews	90% rated as adequate or above	MSCP Business plan Medway Council SP KCJB Business Plan	NI 19 NI 45 NI 46 NI 43 NI 44	All medium and high risk clients	Ken Dance	On track		D	2
Implement programmes for DYO`s and joint working with IOMU	70% DYO clients have multi agency support and intervention plans, within IOMU framework	KCJB Business Plan MSCP Business plan Medway Council SP	NI 19 NI 45 NI 15 NI 16	High risk and DYO cohort	Ken Dance	On target		B	2
Develop and implement a Looked after Children prevention of offending strategy	10 reduction in LAC within YOT cohort	Medway Council Strategic Plan, Medway Children`s Trust Plan, MSCB business Plan	NI19 NI43 NI46	Medway LAC	Keith Gulvin	On target		B	2
QA compliance and enforcement procedures	Attendance on referral achieves 60% Appropriate action taken in 100% of occasions	KCJB Business Plan Medway Council SP MSCP Business plan	NI 19 NI 45 NI 46 NI 43 NI 44	All community disposals	Ken Dance	Plans in place June 2010 Review of progress by December 2010.		A	1
Explore options for delivery of ISS, if current partnership is dissolved.	Programme in place and delivering March 2011	KCJB Business Plan Medway Council SP MSCP Business plan	NI 19 NI 30 NI15 NI 16 NI 17	DYO and risk of custody/High risk clients	Keith Gulvin	Review options September 2010. Plans in place by March 2011 if required		A	1
Expand use of Attendance Centre and other partner agencies to deliver key elements of intervention plans	80% Final Warnings, ^)% Referral Orders 40% Community Disposals have AC element.	Medway Council SP MSCP Business plan IYSS Plan Medway Children`s Trust Plan	NI 19 NI 17 NI 21	All pre court and community disposals	Ashley Manning	To be achieved by March 2011. Review of progress October 2010		B	2

Work towards achieving the Every Child matters outcomes for all YOT clients

Description of planned activity	Critical success factors	Links to LA/ Partners plans	National Indicator Addressed	Target Group	Lead Officer	Progress	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
Develop informal learning opportunities within Reparation and other YOT activities	4 Young people achieve ASDAN award. 10 YP participate in Rapid English	IYSS Plan Medway Council SP Medway Children's Trust Plan Medway Youth Trust Business Plan	NI 45 NI 110 NI 114 Enjoy & Achieve Achieve Economic Wellbeing	NEET YP	IEmma Fox	Pilot work on ASDAN underway		B	2
Introduce sexual health element within YOT groupwork programme	Contribution to reduction in Medway partnership target ion relation to teenage pregnancy	IYSS Plan Medway Council SP Medway Children's Trust Plan	NI 112 Stay Healthy	High & Medium risk clients on group work programme	Claire Robson	Ongoing.		D	2
Provide input of healthy diet and life style within YOT group work programme	20 young people receive input during group work programme attendance.	IYSS Plan Medway Council SP Medway Children's Trust Plan	NI 50 Stay Healthy	High & Medium risk clients on group work programme	Claire Robson	On target			
Deliver speech and language assessments.	Diversion from YJS of at leases 4 YP. Factors taken into account in PSR and Panel Reports.	MSCP Business plan IYSS Plan Medway Council SP Medway Children's Trust Plan	NI 111 NI 19 Stay Safe	Clients scoring 2 + on ASSET referred to YOT Heath Officer	Claire Robson	Underway		C	2
Provide an increased range of reparation activities for YP on YOT programmes	Increased levels of victim satisfaction & public confidence. Reduction in failure to attend by 20%	MSCP Business plan IYSS Plan Medway Council SP Medway Children's Trust Plan	NI 19 Make a positive contribution Enjoy & Achieve	All clients with a reparation element in order or contract	Emma Iffie	Work currently in hand		C	2

Support partnership agencies in achieving their strategic objectives

Description of planned activity	Critical success factors	Links to LA/ Partners plans	National Indicator Addressed	Target Group	Lead Officer	Progress	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
Maintain YOT presence on strategic boards and bodies, in line with YJB guidance	YOT ability to influence key decision making bodies	Business plan IYSS Plan Medway Council SP Medway Children's Trust Plan KCJB Business Plan	ECM outcomes NI 21 NI 19 NI 111 NI 28 NI 30 NI 44 NI 45 NI 46 NI 43 NI 110 NI 112 NI 36	Strategic Partners	Keith Gulvin	On going		A	1
Improved joint working with Youth Service	Integrated prevention and TYS activities. Reduction in First Time Entrants to YJS	IYSS Plan	NI 110 NI 111 NI 17	YISP/Pre court disposal cohort	Keith Gulvin	On target Discussions currently underway.		C	2
Critically review SLA with YOI Cookham Wood	Partnership arrangements continue Reduction in repeat custodial sentences by 5%	MSCP Business plan Medway Council SP Medway Children's Trust Plan HMYOI Cookham Wood Inspection Improvement Plan. MSCB Business Plan	NI 19 NI 43	Young people in custody at YOI Cookham Wood	Keith Gulvin	On target Review planned for September 2010		C	2
Review membership and participation on housing and homelessness groups and forums to improve YOT support for strategic accommodation issues	YOT able to achieve significant influence in, and support strategic accommodation matters.	Medway Council SP IYSS Plan Medway Council Homelessness Strategy Plan	NI 111 NI 19 NI 46	YP at risk of being homeless or in unsuitable accommodation	Ken Dance	To commence September 2010		B	2
Second YOT Senior Practitioner to IOMU	1005 of DYOs to have multi-agency support packages	MSCB Business Plan Medway Council SP KCJB Business Plan	NI 19 NI 17 NI 15 NI 16 NI 28 NI 30	DYO cohort & high risk client group	Ken Dance	Senior appointed due in post June 2010		B	2
Develop joint initiatives with Medway Youth Trust around ETE provision	5% reduction in current YOT post 16 NEET's	Medway Council SP Medway Children's Trust Plan IYSS Plan Medway Youth Trust Business Plan	NI 111 NI 19 NI 46 NI 110 NI 91	NEET YP	Keith Gulvin	On target		B	2

Ensure that the YOT can continue to deliver quality services within a climate of uncertain public finances

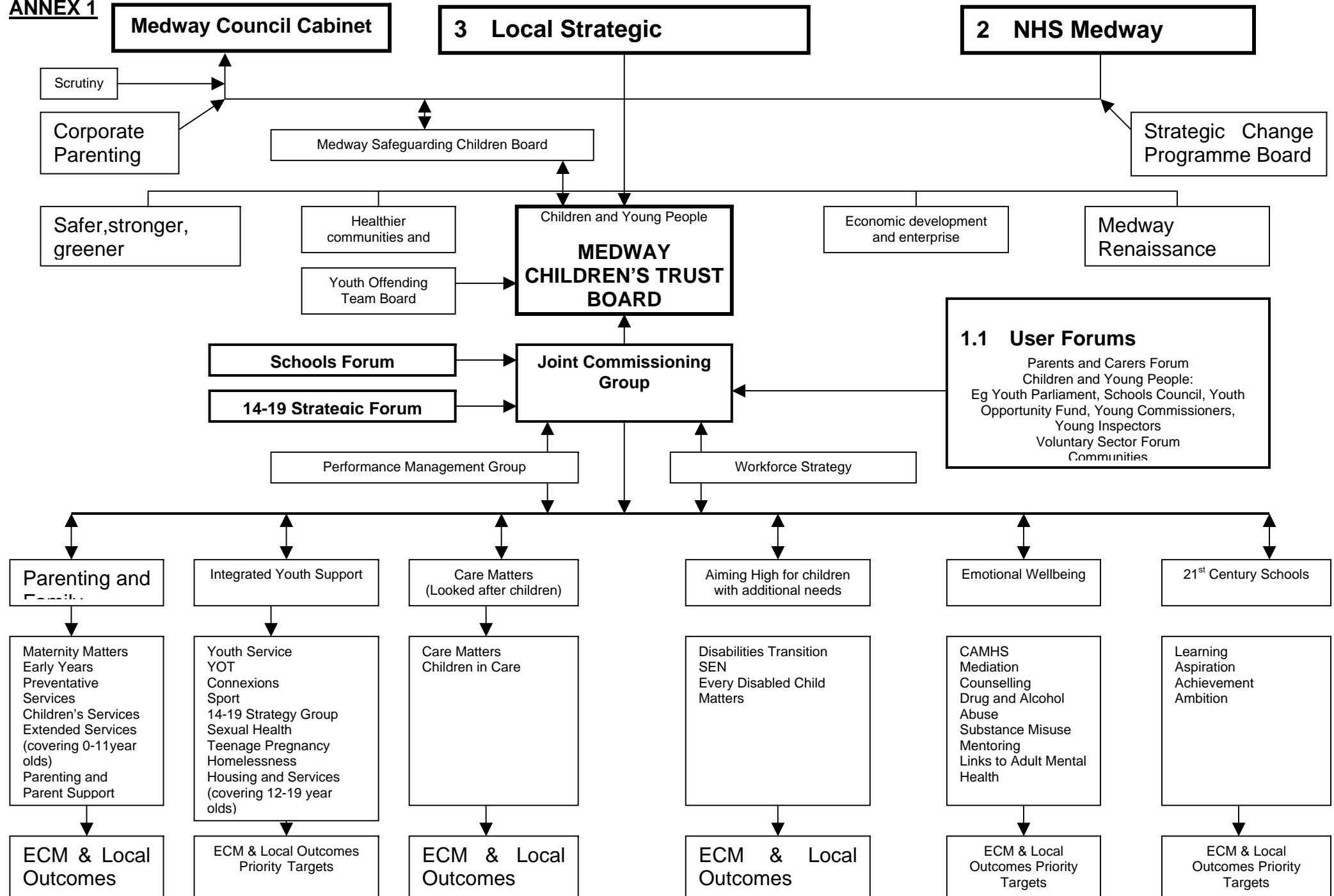
Description of planned activity	Critical success factors	Links to LA/ Partners plans	National Indicator Addressed	Target Group	Lead Officer	Progress	Status	Risk Likelihood	Impact
Explore possibilities for combining aspects of service delivery with Kent YOS	Joint working and delivery arrangements to achieve cost savings of 5%	KCJB Business Plan Medway C MSCP Business plan Medway Council SP MSCP Business plan IYSS Plan Medway Children's Trust Plan	NI 19 NI 111 NI 45 NI 43	All clients	Keith Gulvin	On target discussions underway	S t a t u s	C	3
Review function and scope of YOT practitioners	Increased emphasis on risk management and appropriate use of practitioner resources	Medway Council SP Medway Children's Trust Plan IYSS Plan	NI 19 NI 111 NI 45 NI 43 NI 44 NI 46	YOT Practitioner group	Keith Gulvin	On target		B	2
Review scope and function of YOT admin support	Admin support re-configured to support changes in service delivery	IYSS Plan	NI 19 NI 111 NI 45 NI 43 NI 44 NI 46	Admin officers.	Ken dance	On target Initial discussions underway. To be tied into IYSS review.		B	2
Negotiate with partner agencies to reduce impact of possible grant reductions.	Partner agencies confirm support commitment to YOT. Guarantee funding and resources levels.	Medway Council SP MSCP Business plan IYSS Plan Medway Children's Trust Plan	NI 19 NI 111 NI 45 NI 43 NI 44 NI 46	YOT Management Board. Partner agencies	Keith Gulvin	On target Discussions held with Kent Probation Service.		A	1
Explore opportunities for shared delivery of services within YOT partnership	Streamline of services achieved. Reviewed SLA's and Partnership Agreements.	Medway Council SP MSCP Business plan IYSS Plan Medway Children's Trust Plan	NI 19 NI 111 NI 45 NI 43 NI 44 NI 46	YOT Management Board. Partner agencies	Keith Gulvin	Underway to be achieved by December 2010		C	2

8. Risks to future delivery

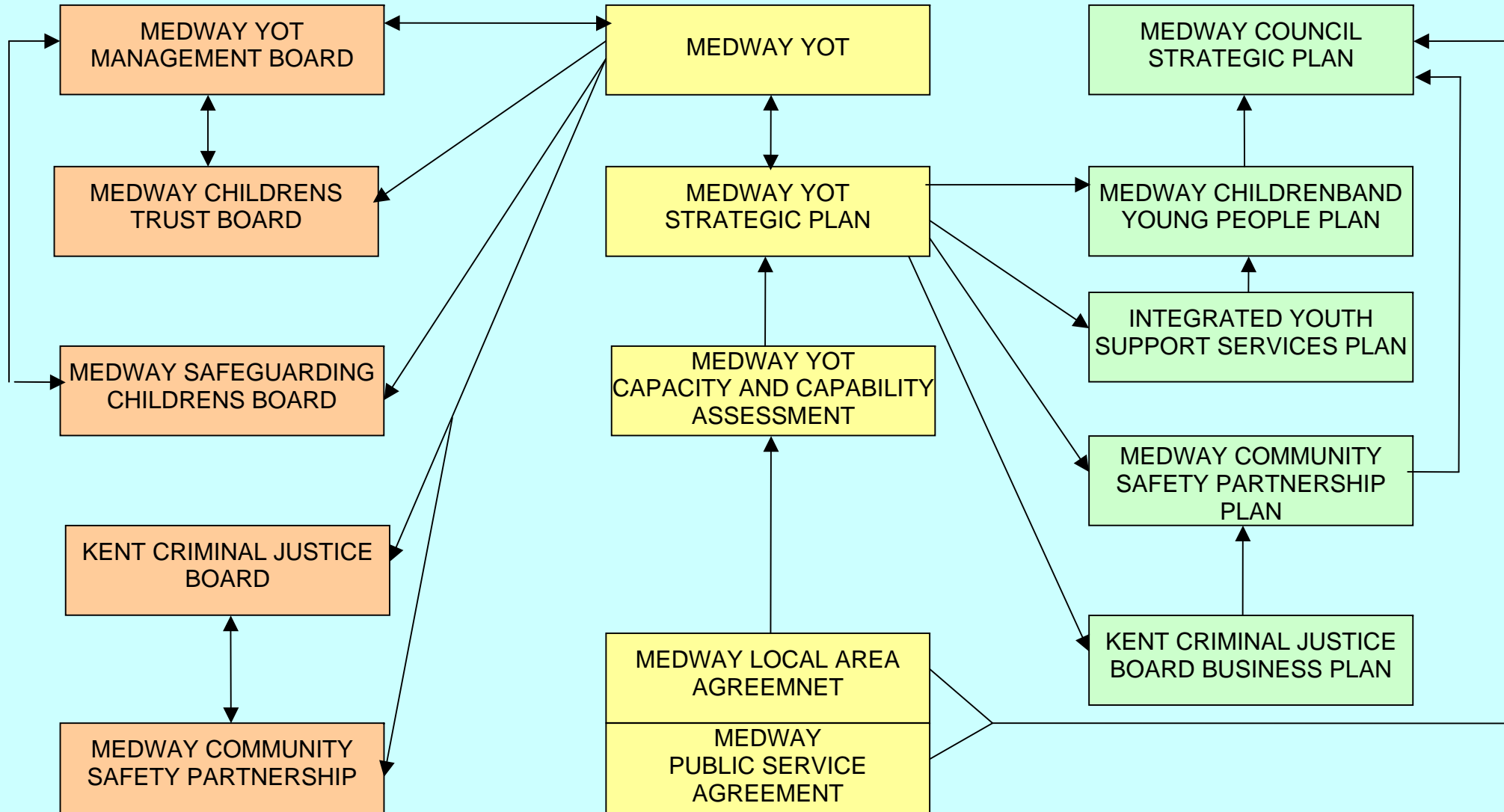
There are a number of risks that have been identified as a result of the current Capacity and Capability Assessment exercise and a review of the existing YOT Action plan.

- Reduction in YOT funding, or other loss of expected YOT resources. Possible actions - Keep YOT Management Board aware of resourcing threats, make economies where possible, Resist partnership resource reductions, make reductions to service levels if unavoidable, need to develop contingency plans to reduce overall YOT activities to protect key strategic functions.
- Staff configuration and skill set to deliver change including the Scaled Approach and YRO. Possible actions- Consultant commissioned to review role of and scope of practitioner grades with a view to making structural recommendations.
- High levels of staff absence due to sickness. Robust monitoring, swift referrals to occupational health to determine support needs.
- Quality assurance processes fail to embed within team practice and culture. Possible actions - Team training and monitoring of staff supervision.
- Overstretch of prevention resources due competing and expanding demands. Possible actions - Concentrate prevention activities on agreed target wards, review eligibility criteria, and look at signposting to more appropriate services.
- Break up of ISS partnership as a result of Kent withdraw from partnership. Possible actions - contingency plans to set up, Medway scheme, buy in service on spot purchase basis.
- High levels of non-compliance with statutory orders. Possible actions - Address through training, supervision and case reviews.
- Continuing high custody levels. Possible actions - Review of pre breach meeting procedures, seek additional resources for resettlement functions when LAA funded pilot ends.
- Sustainability of YOT parenting activities when Respect funding ends. Possible actions - Ask YOT Management Board to identify additional resources to continue work or agree to reduce other activities to compensate.

ANNEX 1



MEDWAY YOS STRATEGIC PLAN LINKAGES



MEDWAY YOUTH OFFENDING SERVICE AREAS OF RESPONSIBILITY & REPORTING

