

CABINET
6 SEPTEMBER 2011

YOUTH JUSTICE PLAN 2011-2012

Portfolio Holder: Councillor Les Wicks, Children's Services
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Summary

This report outlines the Medway Youth Justice Plan 2011-2012, which has been developed following discussions and consultations with partner agencies, and also reflects the requirements of the Youth Offending Team (YOT) Improvement Plan arising from the recent full inspection of the YOT.

1. Budget and Policy Framework

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

2. Background

- 2.1 A Youth justice Plan is required under the provisions of the Crime & Disorder Act 1998. However it is expected that a move towards 'localism' will remove the requirement for such plans to be formally ratified in future years.
- 2.2 During February 2011, the YOT was subject to a full Core Case inspection by HM Inspectorate of Probation (HMIP) and a separate inspection by the Care Quality Commission in respect of health provision within the YOT. The report by HMIP was published on 1 June 2011. The report made a number of recommendations to be incorporated within a YOT Improvement Plan. These recommendations have been incorporated into the YOT Strategic Plan and the Delivery Plan.

2.3 Overall the YOT was judged to be performing at a level that required Moderate Improvement (an Ofsted equivalent would be 'Good'). They highlighted aspects of good practice including:

- Resettlement
- Strong relationships with the local Secure Estate
- Excellent intervention plans constructed with input from young people
- A good understanding of vulnerability issues
- Use of learning style questionnaires
- Use of Speech & Language Therapist to highlight specific needs that fed into court reports.

The key recommendations include the following:

- Timely and good quality assessments and intervention plans.
- Timely and good quality assessments of an individual's vulnerability and Risk of Harm to others completed.
- Intervention plans to be specific about what will be done to safeguard the young person from harm and make them less likely to offend.
- Risk Management Plans and Vulnerability Management Plans are completed in good time and are of good quality. They clarify the roles and responsibilities of staff.
- Specific plans of work are regularly reviewed and correctly recorded.
- There is evidence of regular quality assurance by the YOT Management.

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 three years. The plan supports key objectives within the following plans:

- Medway Council Plan
- Medway Children & Young People's Plan
- Medway Community Safety Partnership Plan
- Kent Criminal Justice Board Business Plan

In addition the YOT plan also supports key elements of the Sustainable Community Strategy 2010-26.

3.2 The outcome of the Diversity Impact Assessment screening is attached at Appendix E. This shows that a full Diversity Impact Assessments is not necessary.

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>Further reductions to the YOT budget from partner agencies cannot be ruled out for the period 2012-14 and must be considered highly likely. Further reductions to the current resources of the YOT, either in terms of cash or staff provision, may have a severe impact upon the YOT's ability to deliver on its statutory and strategic objectives.</p> <p>The current Criminal Justice White Paper proposes significant changes to current youth justice policy. These changes come on the back of the planned merger of the Youth Justice Board's responsibilities within the Ministry of Justice (MoJ). Planned changes include making 25% of the M of J grant to YOT's subject to payment by results. The full cost of youth custodial remands will pass to local authorities starting in April 2012. Elements of YOT funding and local policy will fall under the remit of the new elected Police Commissioners. Pilots around the transfer of financial responsibility for placing young people within the secure estate on conviction commence this year and will impact nationally in 2014.</p>	<p>Discussions are ongoing with partner agencies concerning the likelihood of resource reductions and early notice is expected of any proposed cuts. The priority will be to develop contingency plans to protect the statutory elements of the YOT work if further reductions are made.</p> <p>In respect of payment by results, the identified area of weakness is the numbers of young people sentenced to custody. The plans to mitigate this will need to be kept under review and modified accordingly, but accepting that some elements of this process are outside of the ability of the YOT partnership to control.</p> <p>Advance planning is required within the local authority to enable it to respond to the transfer of remand responsibilities through the development of robust and sustainable alternatives to custodial remands.</p> <p>It will be important for the YOT to maintain a strategic presence on the Community Safety Partnership and Kent Criminal Justice Board to ensure that YOT are able to argue for the retention of resources that will fall under the elected Police Commissioners.</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 14 June 2011.

6. Children and Young People Overview and Scrutiny Committee

- 6.1 The Children and Young People Overview and Scrutiny Committee considered the Youth Justice Plan at their meeting on 19 July 2011. The committee asked officers various questions during the debate.
- 6.2 In response to a concern raised about the gap in support for care leavers, the YOT Manager informed the committee of a recent spot check that had been carried out on cases, which demonstrated that 35% of clients were looked after children (LAC) or had been in the past, and this figure had doubled in 12 months. He added that LAC were disproportionately represented among young offenders and more support was therefore being put in for those leaving custody to ensure they are supported in applying for necessary benefits, education, training placements or employment and that they move into suitable accommodation. In addition, YOT staff work closely with social care on preventative measures.
- 6.3 In response to a query relating to reducing the number of children placed on remand, the YOT Manager explained that it was important for the magistrates to have confidence in the alternative package offered by the YOT to support and help the young offender so these needed to be strong and robust.
- 6.4 In relation to questions regarding the possible funding by results, officers explained that the details around this were not yet finalised. However, if any relevant targets were not reached and resulted in a reduction in funding, this would cause pressure to the team, therefore reaching such targets would be a priority.
- 6.5 In response to a question relating to outsourcing officers explained that parts of the service such as bail and remand management and the management of reparation were options. However, it was clarified that the accountability role would remain with the Youth Offending Team, as commissioner, if outsourcing did occur.
- 6.6 The committee discussed engagement of young people and officers explained that young people were involved in the recruitment process of some staff, which had been successful. A Member added that SACTs (schools and communities together) had been running in his ward, which had been effective and had resulted in a reduction in anti-social behaviour.
- 6.7 The committee congratulated the team on their achievements and recommended the draft Youth Justice Plan 2011-12 to the Cabinet and Council for approval.

7. Implications for looked after children

- 7.1 The YOT has developed a strategy to reduce the involvement of Looked After Children within the Youth Justice System.

8. Financial and legal implications

- 8.1 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.

- 8.2 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.

9. Recommendation

- 9.1 That Cabinet recommend the Youth Justice Plan, as set out at Appendix A, to Council for approval.

10 Suggested Reasons for Decision

- 10.1 To ensure that Medway Council and other agencies have effective strategies for addressing youth offending behavior and delivers outcomes that have positive benefits for our communities. The Medway Youth Justice Plan has been reviewed by overview and scrutiny, been consulted on with key partners and the adoption of a new plan seeks to address the underlying local causes of youth crime.

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Background papers

Youth Justice Plan 2010/2011

Statistical view of the Medway YOT year

The following appendices are attached: -

A) The draft Youth Justice Plan 2011-12

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 43 Young people receiving a conviction in court who are sentenced to custody

B) A statistical summary of Medway YOT's performance against key indicators.

C) A comparison of southeast regional YOTs against NI 19.

D) A comparison of national YOTs performance.

E) Diversity Impact Assessment Screening Form.



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**MEDWAY YOT STRATEGIC
PLAN 2011-2012**

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Annex 3: YOT Team Structure and
Responsibilities

1. Introduction.

This Youth Offending Team (YOT) plan sets out the key objectives for Medway YOT for the period April 2011 to March 2012. The plan supports and shares objectives with a broad range of other strategic plans (see Annex 1). It seeks to operate within the new environment created by the removal of central government targets and oversight via the Youth Justice Board, and the establishment of locally determined priorities, that reflect the objectives of both the Medway Children's Trust and the Medway Community Safety Partnership.

The plan recognises that while the primary function of the Medway YOT is to prevent youth offending and reduce the impact of youth crime upon our community, this is achieved while acknowledging that all young offenders are also 'children in need'.

The plan recognises the challenges to be faced through a significant reduction to YOT and other public service resources, the need to respond to the outcomes of the YOT Core Case Inspection of February 2011. This must be accomplished while planning and conducting core business, delivering value for money, achieving the best outcomes for young people, their families and victims of crime.

2. YOT Planning Objectives 2011/12

The plan has the following five key objectives:

- Prevent young people entering the criminal justice system
- Reduce the likelihood of re-offending by those YP currently within the Youth Justice System
- Respond to and manage the impact of Deter Young Offender's and other high risk young people
- Identify and manage vulnerability issues
- Promote effective business change in response to the changing youth justice landscape

3. Structure and Governance

The Medway YOT currently consists of approximately forty staff drawn from seven partnership agencies, including a detached team of staff located at Youth Offending Institution (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
- Medway Primary care Trust

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

The YOT management is led by a dedicated Youth Offending Team Manager supported by an Operations & Performance Manager and two Senior Practitioners. There is an intention to carry out a full review and re-organisation of the YOT within the life of this plan to respond to the findings of the Core Case Inspection, the requirements of the Scaled Approach, reductions to grants and the “Better for Less” programme within Medway Council.

There is a separate detached team of Medway YOT workers based at YOI Cookham Wood, with the dedicated aim of providing a comprehensive resettlement service. This team is lead by an acting Team Manager who has responsibility for three social workers and five resettlement officers.

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, Inclusion and Improvement Medway Council
Assistant Director Children’s Care, Medway Council
Assistant Director Housing Services, Medway Council
Chief Executive Medway Youth Trust (Connexions)
Integrated Children’s Services Manager, YOI Cookham Wood
Integrated Youth Services, Service Manager, Medway Council
Manager Medway DAAT
Chair, North Kent Youth Bench
Assistant Director of Ops, Medway Healthcare
Kent Police, (North Kent BCU), Partnerships Inspector
Executive Director, Medway Racial Equality Council
Manager, Young People’s Learning Agency
Director of North Kent Probation

The YOT Management Board has a well defined role in setting the strategic objectives of the YOT, ensuring that it is adequately resourced to carry out its functions, scrutinise the work of the YOT and act as “critical friend” across a range of activities and functions, with a particular emphases around safeguarding and risk.

4. Resources

The Medway YOT is resourced through the strategic partnership both in terms of direct funding and the secondment of staff. All strategic partners currently contribute towards the resourcing of Medway YOT either in terms of seconded staff or cash grants.

The current financial climate for public services is a very difficult one, which has indeed impacted upon the YOT, and will make the financial year 2011/12 particularly difficult in respect of balancing statutory requirements and policy commitments against the available level of resources.

All principal funders have indicated their contribution for the year 2011/12.

In the case of the Probation Service the financial contribution continues to be reduced in line with the requirement to achieve an overall saving of 28% over three years in respect of the total contribution to the YOT resources. However the staffing levels remain, at present, unaffected.

The Police have confirmed that the level of support will remain as of last year, without an inflationary uplift. However, there may be a requirement for significant reductions in coming years.

Medway Council have reduced their total financial contribution to the YOT by around 5%, this has been allowed for through planned savings, including a review of admin support within the YOT.

The Youth Justice Board have reduced the level of support to the YOT by 21%. This has had a significant impact upon prevention, which took the largest cut from the YJB. The YOT now receives a single Youth Justice Grant instead of a number of separate grants. The new grant, although reduced, has had all ring fencing removed to allow for flexible allocation of resources.

A major change has been the providing of an additional sum within the grant for intensive supervision and surveillance (ISS). Medway now has to make its own direct contribution to the joint Kent Medway ISS programme, which for 2011/12, will be in the region of 118k.

A number of short-term grants have come to an end, which amount to a further 11% reduction in resources against the 2010/11 budget. These include the winding down of Preventing Violent Extremism (PVE), the ending of LAA Innovation money for resettlement and group work support and the ending of the respect-parenting programme.

The YOT expects to be able to continue its current commitments, in terms of staffing, during 2011/12 through making efficiency savings. But more importantly, through a complete restructure of the operational side of the team, which will compliment the review of admin support that is now being implemented.

The loss of funding for FIP and a reduction in support for youth justice prevention work has created the opportunity to create an integrated prevention team, which will incorporate the best aspects of Youth Inclusion & Support Programme (YISP), Targeted Youth Support (TYS) and Family Intervention Programme (FIP). Both the YOT and Medway Youth Service will jointly manage the new team.

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.

Discussions are continuing with Kent YOS to explore the possibility of sharing functions if and where appropriate, such as case management systems, group work programmes and Bail/Remand services. It is hoped to see the first benefits of this co-operation during 2011/12.

Unit Costs

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

Total disposals = 677 Total budget = £1222k

Unit cost per disposal = £1805 this figure is both comparable and favourable to other YOT's of a similar size and composition.

Cost by discipline:

Pre Court prevention services - 326 clients = £608,935 (152 YISP + 105 Clever Thinking + 69 Final Warnings)	UC @ £1,868
First Tier - 255 clients = £353,710	UC @ £1,387
Community - 122 clients = £169,225	UC @ £1,387
Custodial - 21 clients = £29,129	UC £1,387

The above figures are based upon the budget and case throughput figures for the year 2010/11. We do not have comparable figures from other YOT's 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 current national Indicator Set, 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.
- Assessment 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's Services and to the YOT Management Board.

The plans to transfer the costs of Remands to the local authority in 2012/13 will result in a considerable increase, as at present the local authority is

only required to pick up third of these costs plus transport. The full costs of Court Ordered Secure Remands on a per night basis would be as follows.

- Secure Children's Home £600
- Secure Training Centre £450
- YOI (remands to custody) £165

The full costs were:

- 2007/08 £129,356
- 2008/09 £231,540
- 2009/10 £92,974

5. Performance targets

With the removal of the LAA performance indicator targets, in line with government plans to encourage locally set performance targets, the YOT Management Board will be required to decide upon a set of locally agreed targets for the YOT.

The Youth Justice Board have indicated that they will still be requiring YOT's to submit data on First Time Entrants to the Youth Justice System, rates of custody and re-offending rates. This information will be taken from the Police PNC data sources.

The YOT Management Board have suggested their preference for targets around the following areas:

- Number of first time entrants to the Youth Justice System
- Rate of offending by those already within the YJS
- Percentage of young people in custody against total court disposals
- Percentage of young people suitably accommodated at the end of their order
- Percentage of young people engaged in employment, education or training at the end of their order.
- Reduction in levels of risk at the end of their order for those young people who are identified as Looked After Children.

When appropriate areas of performance and targets are agreed, they will be incorporated into an amendment to the plan.

6. Strategic linkages

The Medway YOT neither exists nor 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 local government area and beyond. Annex 1, shows the Medway, local strategic partnership arrangements and Annex 2 shows the interrelationship of the YOT in relation to strategic boards, LAA and strategic plans.

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

- Medway Safeguarding Children's Board
- Medway Community Safety Partnership.
- Kent Criminal Justice Board

In addition, there are strong links to the Medway Children's Trust Board, the Medway Drug and Alcohol Action Team (DAAT) and Strategic Commissioning Group, which has taken over responsibility for Supporting People locally.

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 in respect of statutory agencies representation.

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 plan directly supports key objectives of the following organisations and partnerships, and their corresponding plans.

Kent Criminal Justice Board (KCJB).

The KCJB has lost its direct funding grant from central government, however its constituted membership has agreed to continue to fund the activity of the KCJB, as its role in co-ordinating criminal justice strategy across the geographical County of Kent is recognised and valued by agencies involved in the delivery of criminal justice plans.

However that said, both Medway YOT and Kent YOS have declined to contribute direct funding and are seeking a greater emphasis around youth justice matters than is currently the case.

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

The Strategic Executive Group (SEG) of the CSP is currently carrying out a full review of its membership and structures. A model based on a number of themed task groups, that will then report directly to the SEG, is being developed. This also has to be seen in the light of the changes to the Police basic command structures in Kent, with Medway local authority no longer being co terminal with the Police, as the new Borough Command Unit covers areas of Swale and Gravesham.

Medway YOT is committed to supporting the following key priorities of the SEG:

- Tackling anti social behaviour, including criminal damage
- Reducing youth offending
- Encouraging and improving citizen participation
- Reducing offending by prolific offenders
- Tackling all aspects of substance misuse, including alcohol
- Improving confidence and public perception

Medway Council Strategic Plan

The Medway YOT is committed to supporting key outcomes and actions within the authorities strategic plan. The objectives are subject to review with the ending of central government targets; therefore at this stage only objectives from the current plan can be considered.

- Reduce anti social behaviour, criminal damage and youth crime
- Reduce the fear of crime and improve public confidence
- Reduce substance misuse including alcohol
- Ensure all safeguarding practices meet/exceed national requirements
- Ensure young people are appropriately engaged in employment, education and training
- Tackle youth homelessness

Medway Children & Young Peoples Plan

The Medway YOT is committed to supporting a range of key Service objectives within the current plan, this plan is cogently under review, the YOT plan will be amended if required as a result of this review:

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
- Increase participation in positive activities
- Reduce Anti Social Behaviour and Youth Crime
- Reduce under 18 conceptions
- Reduce Substance misuse by young people
- Reduce the Number of 16-17 year olds not in education, employment or training

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

- Kent Police
- Kent Probation Service
- NHS Medway
- Medway Council Children's Social Care
- Medway Council Homelessness Team
- Medway Youth Trust (Connexions Service)

7. Identified risks to future delivery

There are a number of risks that have been identified that may have a significant impact upon the ability of the YOT to deliver upon the YOT Plan. These have been highlighted through the YOT Inspection, quality assurance exercises, reductions in funding streams and grants and possible impact of new legislation:

Risk	Actions
Reduction in YOT funding and payment by results as part of the coalition governments overall strategy for Youth Justice. Funding is expected to reduce in real terms in the years 2012/13 and 2013/14 in line with government expenditure plans. The current justice Green Paper outlines plans for justice services to subject to payment by results. The YJB have indicated that from 2012/13 25% of the Youth Justice Grant will be subject to payment by results.	Explore possibility of YOT becoming a social enterprise. Restructure of YOT team to provide for a flexible response to possible changes. Explore possibility of partnership working or outsourcing of some functions.
Staff configuration and skill set to deliver change as a result of the YOT Inspection and failure to re-configure to meet the requirements of the Scaled Approach	A fundamental restructure and re-configuration of the YOT Team and YISP team to meet future needs and appropriate response to inspection findings.
Management oversight and quality assurance processes have not led to sustained improvements to practice in all areas	Development of new QA process for the YOT, re-configuration of team in line with the requirements of the Scaled Approach, review of supervision and training processes within the team.
Overstretch of prevention resources due to competing and expanding demands, loss of FIP funding, and reduction to TYS resources.	Creation of a dedicated and fully Integrated Prevention Team.
Poor levels of assessment in terms of risk and vulnerability and links to intervention plans (identified in YOT Inspection)	Re-structure of team around requirements of the Scaled Approach, intensive training and monitoring of assessment skills, improved management oversight of plans and assessments.

<p>High levels of non-compliance with statutory orders identified as part of Inspection findings and management QA processes.</p>	<p>Changes to management oversight arrangements, restructure of team and re-allocation of cases and staff in line with the Scaled Approach, improvements through training, supervision and case reviews, use of the Medway Attendance Centre for Standard risk cases, appointment of AC Liaison Officer as part of planned restructure of the YOT.</p>
<p>Reversal of gains in reducing high custody levels, due to removal of funding for dedicated Resettlement Officer</p>	<p>Review possibilities of new post as part of YOT restructure.</p>
<p>Sustainability of YOT parenting activities as a result of ending of Respect funding ends</p>	<p>Integrated Prevention Team to assume responsibilities for all parenting activity. Sign posting to other providers.</p>

8. Delivery Plan

The delivery plan sets out the responsibility, timescale and risks to achieving each of the elements that support the key objectives of the plan.

Objective 1 Prevent young people entering the criminal justice system									
Description of planned activity	Critical success factors	Links to LA/ Partners plans	Completion date	Target Group	Lead Officer	Current position	Status	Risk Likelihood A. Very high B. High C. Significant D. Low E. Very low F. Almost impossible	Impact 1. Catastrophic (Showstopper) 2. Critical 3. Marginal 4. Negligible
1. Creation of dedicated prevention team.	Team in place and functioning	Children's Plan IYSS Plan CSP	July 11	YP at risk of offending	Prevention Manager	Plans approved		D	2
2. Develop Triage system with partners.	Triage system operating within custody suite.	Children's Plan Police CSP IYSS Plan KCJB Business Plan Medway Council Plan	December 11	YP at risk of offending	Prevention Manager	Exploring options and awaiting outcome of funding bid for pilot.		A	2
3. Locate prevention workers at Medway Police Station.	Team members have dedicated desk space within police partnership office	Children's Plan IYSS Plan Police CSP	September 11	YP at risk of offending	Prevention Manager	Agreed in principal.		D	2
4. Review referral criteria for prevention team with partner agencies	New referral criteria agreed and published	IYSS Plan Police Probation Children's Services	September 11	YP at risk of offending	Prevention Manager	Initial discussions taken place.		C	3
5. Realign prevention teamwork with that of the main YOT Team and the Youth Service.	Young people correctly targeted and offered appropriate levels of service. Integrated case management.	Children's Plan IYSS Plan	January 12	YP at risk of offending	Prevention Manager/ YOT Manager	Exploring options		C	2

Objective 2 Reduce the likelihood of re-offending by those YP currently within the YJS									
Description of planned activity	Critical success factors	Links to LA/ Partners plans	Completion date	Target Group	Lead Officer	Current position	S t a t u s	Risk Likelihood A. Very high B. High C. Significant D. Low E. Very low F. Almost impossible	Impact 1. Catastrophic (Showstopper) 2. Critical 3. Marginal 4. Negligible
1. Develop role of Medway Attendance Centre to manage Standard level cases.	90% of standard cohort work delivered by Attendance Centre	Children's Plan Medway Council Plan IYSS Plan	Oct 11	Low risk cohort	Senior Practitioner	Discussions held with AC Manager		D	2
2. Develop YOT Reporting Scheme into effective group work programme for enhanced level cases.	90% of enhanced cases allocated to group work programme.	Children's Plan Medway Council Plan CSP Plan	Oct 11	Enhanced cohort	Senior Practitioner	Planning stage commenced		C	2
3. Develop YOT practice manual to support practitioner's role.	Manual published and implemented.	IYSS Plan	Dec 11	YOT Practitioners	Operational Manager	Not yet underway		C	2
4. Conduct review of reparation processes to improve compliance outcomes	20% improvement in compliance	Children's Plan IYSS Plan CSP Plan	Oct 11	All client groups	Senior Practitioner	Not Yet underway		D	3
5. Expand scope of "Smart Thinking" programme to compliment use of ISS.	Reduction in use of custody and ISS by 5%	Medway Council Plan Children's Plan CSP Plan KCJB Business plan	Jan 11	Intense client group	Senior Practitioner	Planning stage commenced.		C	3

Objective 3 Respond to and manage the impact of DYOs and other high risk young people

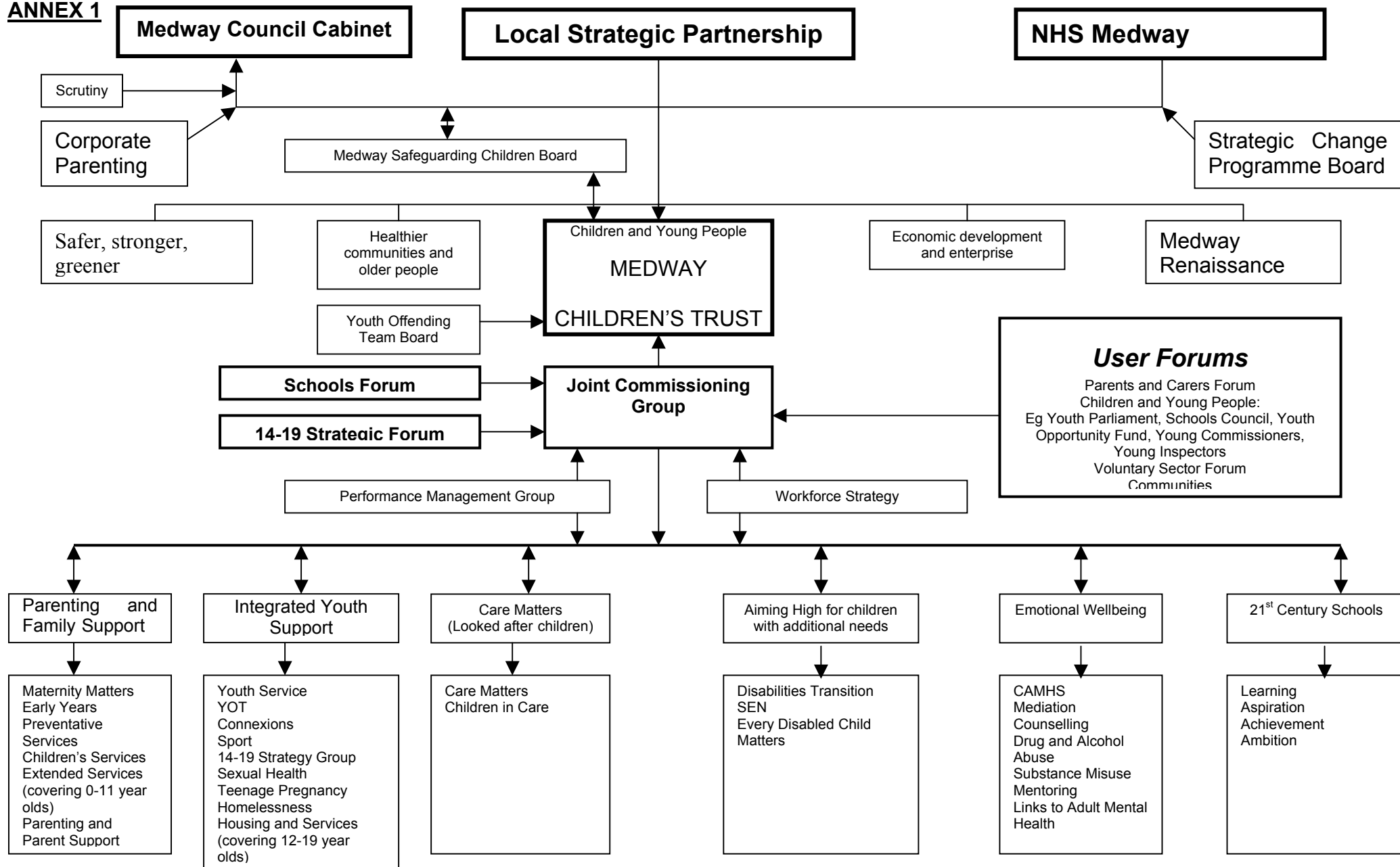
APPENDIX A

Description of planned activity	Critical success factors	Links to LA/ Partners plans	Completion date	Target Group	Lead Officer	Current position	S t a t u s	Risk Likelihood A. Very high B. High C. Significant D. Low E. Very low F. Almost impossible	Impact 1. Catastrophic (Showstopper) 2. Critical 3. Marginal 4. Negligible
1. Realignment of cases and practitioners in line with requirements of the "Scaled approach)	Re-configuration complete and implemented	Medway Council Plan CSP Plan KCJB Business Plan	Oct 11	Operational Staff/ All client groups	YOT Manager	Plans developed		C	2
2. Implementation of new quality assurance template for assessments and reports.	New gate keeping procedures adopted and imbedded.	IYSS Plan CSP Plan	Sept 11		Operational Manager	Under development		E	2
3. Recruit specialist worker for supporting intensive cases and resettlement.	Post holder in place, trained and operational.	Children's Plan CSP Plan KCJB Business plan	Nov 11		YOT Manager	Job description under development		D	2
4. Implement training programme for advanced assessment of Risk of Serious Harm (ROSH).	Training delivered to 100% of operational staff.	Children's Plan Children's Services CSP Plan	Oct 11		Operational Manager	To be developed		D	2
5. Realign role of YOT specialists to concentrate on requirements of Enhanced level cohort.	Specialist involvement in 100% of enhanced assessments	Children's Plan CSP Plan	Jan 12		Operational Manager	Subject to partner negotiation		B	2

Objective 4 Identify and manage vulnerability issues									
Description of planned activity	Critical success factors	Links to LA/ Partners plans	Completion date	Target Group	Lead Officer	Current position	Status	Risk Likelihood A. Very high B. High C. Significant D. Low E. Very low F. Almost impossible	Impact 1. Catastrophic (Showstopper) 2. Critical 3. Marginal 4. Negligible
1. Imbed YOT safeguarding policy and interagency threshold procedures for children in need.	Safeguarding policy signed off by all operational staff. Facilitation training given to operational staff in respect to threshold.	Medway Council Plan Children's Plan IYSS Plan MSCB Business Plans	Oct 11	Operational staff	YOT Manager	Documents in place		D	2
2. Develop and implement protocol for working with LAC young people with LAC team.	Protocol signed off and understood by staff teams.	Medway Council Plan IYSS Plan Children's Plan Children's Services	Jan 12	Joint LAC/YOIT staff group.	Senior Practitioners	Protocol being drafted		D	2
3. Deliver specialist diversity training to all operational staff.	Training delivered to 90% of operational staff.	Children's Plan IYSS Plan MSCB Business Plan	July 11	Operational staff	Operational Manager	Training booked		C	2
4. Deliver specialist vulnerability assessment training to all operational staff.	Training delivered to 100% of operational staff.	Children's Plan IYSS Plan MSCB Business Plan	Sept 11	Operational staff	Operational Manager	Training to be developed		C	2
5. Develop effective management oversight and QA of all vulnerability and safeguarding cases.	QA process imbedded into gate keeping process and outcomes reported to YOT Board.	Medway Council Plan Children's Plan MSCB Business Plan	Oct 11	Operational staff	Operational Manager	Processes to be developed		C	2
Conduct audit of YOT safeguarding procedures	Audit completed and findings reported to YOT Management Board and MSCB.	Medway Council Plan Children's Plan IYSS Plan MSCB Business Plan	Dec 11	All young people who interface with YOT	Senior Practitioners	Build on work undertaken in 2010/11		D	2

Objective 5 Promote effective business change in response to the changing youth justice landscape									
Description of planned activity	Critical success factors	Links to LA/ Partners plans	Completion date	Target Group	Lead Officer	Current position	S t a t u s	Risk Likelihood A. Very high B. High C. Significant D. Low E. Very low F. Almost impossible	Impact 1. Catastrophic (Showstopper) 2. Critical 3. Marginal 4. Negligible
1. Imbed YOT admin review.	New posts recruited to and performing.	Medway Council Plan IYSS Plan	Sept 11	Support staff	YOT Manager	Existing staff interview and some appointments made		C	2
2. Implement review of operational elements of YOT Team.	Team re-configured and performing.	Medway Council Plan IYSS Plan Children's Plan CSP Plan	Sep 11	Operational staff	Operational Manager	Paper prepared and ready for consultation		B	1
3. Develop new working practices for "Better for Less" agenda.	Targets and statutory commitments continue to be met, but with reduced recourses.	Medway Council Plan	March 12	All staff	Admin Manager	Some modelling completed		C	2
4. Re-negotiate SLA's and partnership agreements in line with new working practices.	New SLA's and partnership agreements are in place and partner agency staff working to them.	Medway Council Plan IYSS Plan Children's Plan CSP Plan	Feb 12	Partner agencies	YOT Manager	Not underway yet		B	2
5. Explore models around Social Enterprises and models for managing remands when full cost falls on local authorities.	Paper presented to YOT Board with options and recommendations.	Children's Plan Children's Services KCJB Business Plan	Dec 11	YOT Management Board	YOT Manager	Not yet underway		A	2

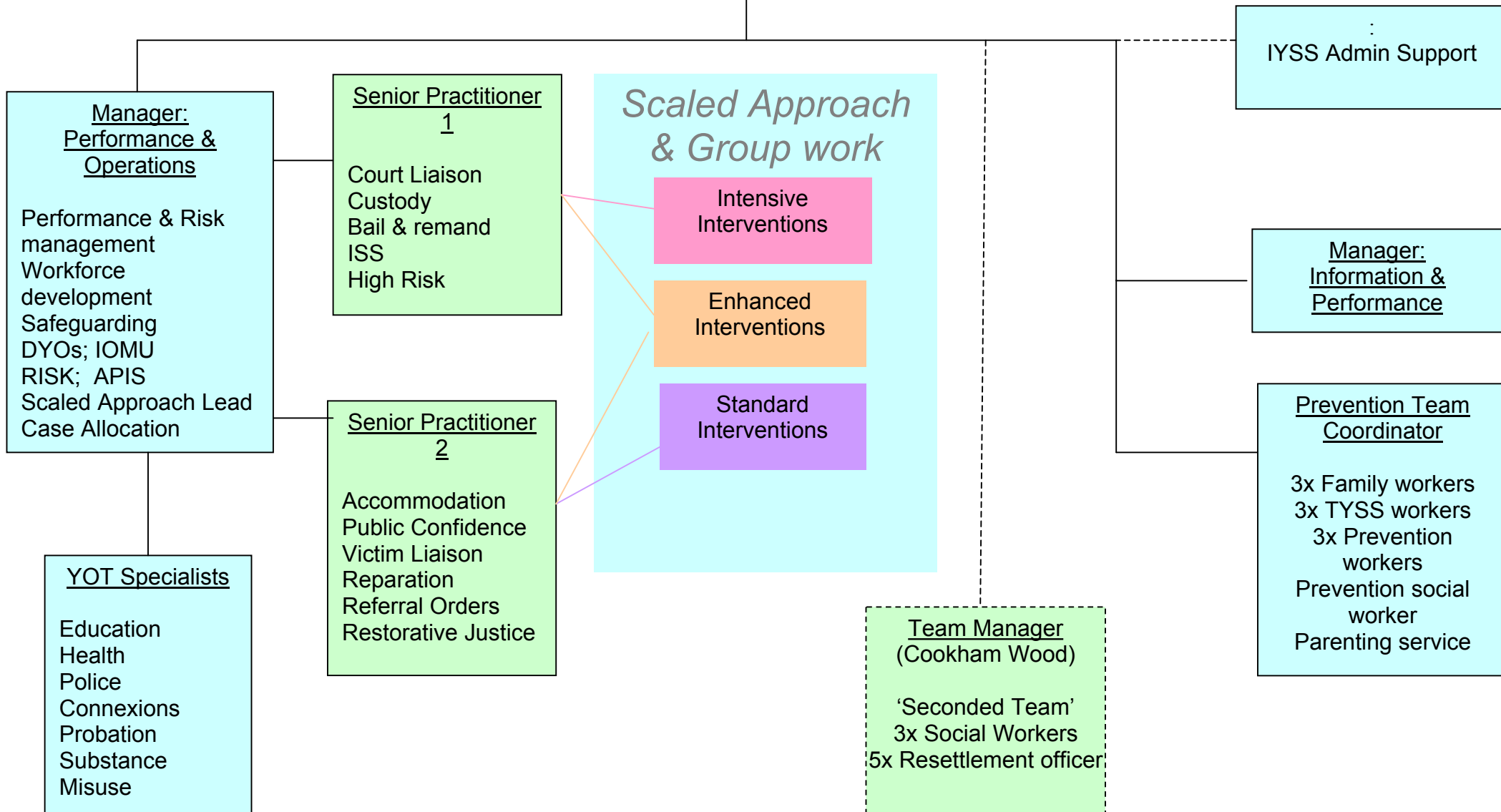
ANNEX 1



MEDWAY YOUTH OFFENDING TEAM AREAS OF RESPONSIBILITY & REPORTING

ANNEX 2

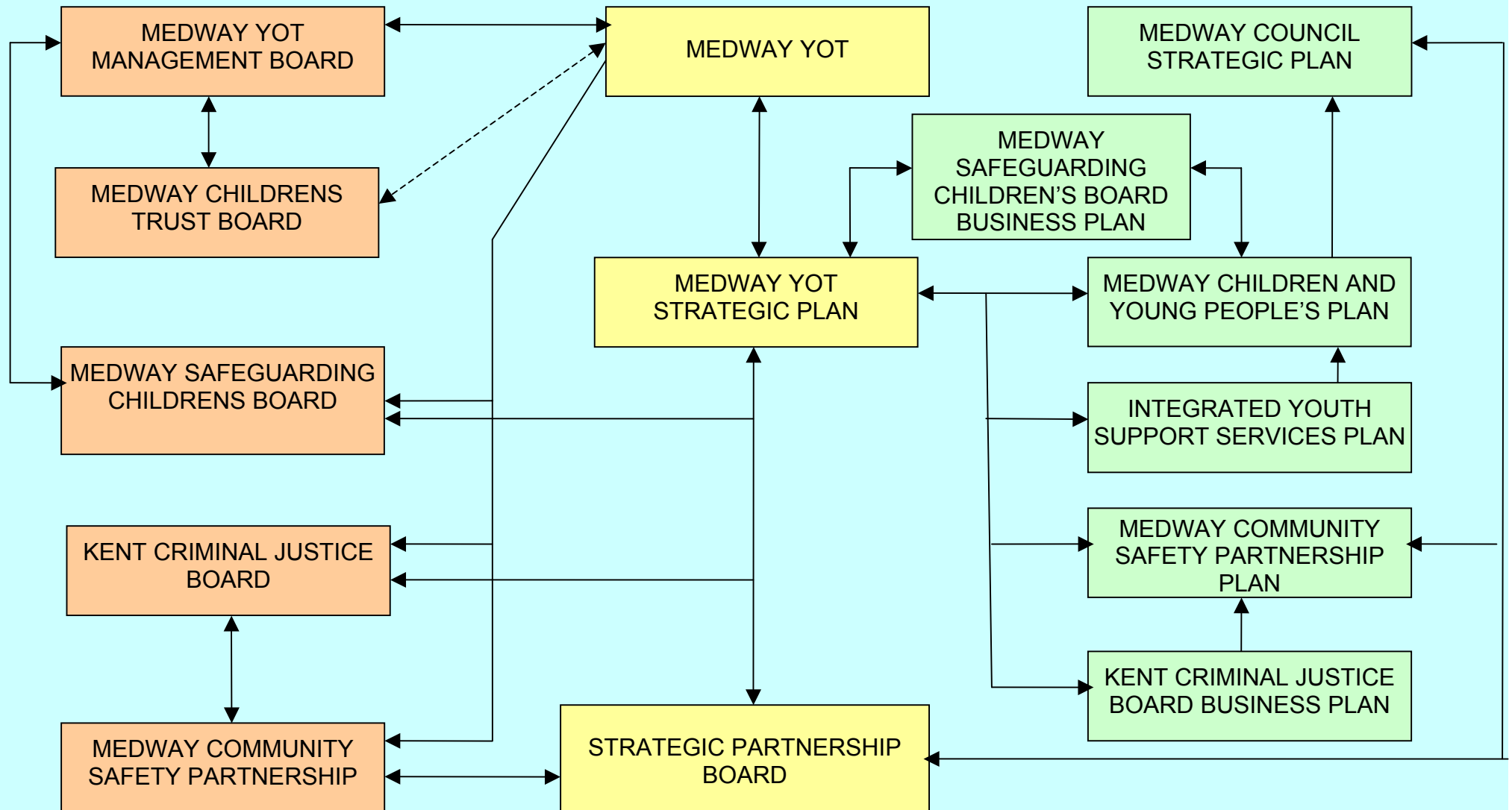
MEDWAY YOT MANAGER
Resource & Governance
YOT Plan



MEDWAY YOT STRATEGIC LINKAGES

APPENDIX A

ANNEX 3



Glossary of Terms

YOT – Youth Offending Team
YOS – Youth Offending Service
YJB – Youth Justice Board
YISP – Youth Inclusion Support Panel
YP – Young People
YOI – Young Offenders Institute
KCJB – Kent Criminal Justice Board
LAA – Local Area Agreement
NI – National Indicators
PCT – Primary Care Trust
OLASS – Offender Learning and Skills Service
FIP – Family intervention Project
SP – Strategic Plan
SEG – Strategic Executive Group
DYO – Deter Young Offenders
CJSSS – Criminal Justice Simple Speedy Summary
FTE – First Time Entrants (to the youth justice system)
IPT Integrated Prevention Team
MSCB – Medway Safeguarding Children Board
QA – Quality Assurance
IYSS – Integrated Youth Support Service
CAF – Common Assessment Framework
ECM – Every Child Matters
DTO – Detention and Training Order
IOMU – Integrated Offender Management Unit
ASDAN – Educational achievement award
ISS – Intensive Support and Surveillance
FTE – First Time Entrants (to the youth justice system)
ETE – Education Training and Employment
NEET – Not in Education Training or Employment
NHS – National Health Service
PVE – Prevention of Violent Extremism
Baseline – The starting position for comparative statistical analysis
TYS – Targeted Youth Support

A Statistical view of the MYOT Year 2010-2011

	2007/8	2008/9	2009/10	Apr	May	Jun	Jul	Aug	Sep	2nd Qtr	1/2 Year	Oct	Nov	Dec	3rd Qtr	3/4 Year	Jan	Feb	Mar	4th Qtr	Year end or Prediction	Target	Status	
																							Q	Y
NI19	Re-offending 2009/10																							
Cohort		186	182	221																				
Offences		168	166																		152	248		
Frequency rate		0.90	0.91																		0.89	1.08		
						58				37	95				33	128					24			
						0.26				0.17	0.43				0.15	0.58					0.11			
NI43	Sentences v Custody (Target 5%)																							
Disposals		471	410	20	23	28	36	39	35	110	181	27	34	15	76	257	23	37	36	96	353			
Custody		36	26	0	1	0	4	0	2	6	7	1	1	0	2	9	2	4	2	8	17	<5%		
		5.6%	7.6%	0.0%	4.3%	0.0%	11.1%	0.0%	5.7%	5.5%	3.9%	3.7%	2.9%	0.0%	2.8%	3.5%	8.7%	10.8%	5.6%	8.3%	4.8%			
Court Remands to Custody		NA	24	2	1	2	5	4	0	6	11	1	1	1	3	14	0	0	0	0	14	none		
NI45	Engagement in ETE (Target 78%)																							
closed orders							43			48	91				47	138				54	192			
successes							33			41	74				40	158				44	158	>78%		
							76.7%			85.4%	81.3%				85.1%	82.6%				81.5%	82.3%			
NI46	Access to Accommodation (Target 95%)																							
closed orders		244	237				49			41	90				52	142				63	205			
successes		231	224				47			39	86				49	135				58	193	>9%		
		96.3%	94.7%				95.9%			95.1%	95.6%				94.2%	95.1%				92.1%	94.1%			
NI111 (YOT)	First Time Entrants to YJ System (Target 514 or 1830)																							
number		446	480	426			70			84	154				64	218				67	285	<508		
rate		526/1877	514/1856				253			303	556				231	787				242	1029	1810		
target							459			459	917				459	1379				459	459			
NI111 (PNC)	First Time Entrants to YJ System																							
Rate		537	433	425																				
		1910	1570	1570																				
NI44	Ethnic composition of Yot clients (No Target but 2008/9 outturn = 6%)																							
White		5.63%	7.83%	5.88%			112			145	246				108	335				107	442	none		
Mixed		13	17	3			3			6	11				5	11				5	16			
Asian		12	17	3			3			3	6				4	9				1	10			
Black		15	15	1			1			3	5				3	9				8	17			
Other		0	3	0			0			2	2				3	5				1	6			
Total		710	664	119			156			265	369				123	369				122	491			

Awaiting DCSF DATA

Notes: * From YJB Published data on YJMIS Web-site
 **YOT Data

NI 19 - SOUTH EAST REGIONAL COMPARISON ON RE-OFFENDING

	2010 vs. 2005, 2008 and 2009									
	Jan - Mar 2005 Cohort	Jan - Mar 2009 Cohort	Jan - Mar 2010 Cohort	2010 Frequency rate after 9 months	Frequency rate within 9 months for 2005 cohort	Frequency rate within 9 months for 2008 cohort	Frequency rate within 9 months for 2009 cohort	Performance change from 2005 baseline after 9 months	Performance change from 2008 after 9 months	Performance change from 2009 after 9 months
YOT										
Bracknell Forest	70	42	26	0.46	0.71	0.74	1.19	-35.4%	-37.7%	-61.2%
Medway	219	182	220	0.47	0.83	0.69	0.83	-43.1%	-31.3%	-43.0%
Isle of Wight	175	122	111	0.50	1.19	1.19	0.69	-58.3%	-58.5%	-28.0%
Wokingham	80	30	18	0.56	0.41	1.00	0.57	34.7%	-44.4%	-2.0%
Buckinghamshire	279	177	139	0.62	0.64	0.51	0.47	-3.0%	20.8%	30.4%
West Berkshire	98	95	56	0.64	0.73	0.63	0.89	-12.5%	1.6%	-28.2%
Kent	996	1063	814	0.68	0.98	0.84	0.57	-31.0%	-18.8%	19.0%
Windsor and Maidenhead	54	51	29	0.72	0.98	0.54	0.45	-26.2%	33.4%	60.6%
East Sussex	467	359	301	0.79	0.66	0.56	0.74	19.0%	40.9%	6.7%
Surrey	609	442	350	0.83	0.73	0.75	0.78	14.2%	10.1%	5.8%
West Sussex	623	515	362	0.94	0.92	0.80	0.86	2.4%	18.6%	10.3%
Reading	144	94	64	0.95	0.71	0.67	0.66	34.6%	42.3%	44.5%
Slough	117	51	52	0.98	0.79	0.49	0.55	24.7%	101.7%	78.6%
Milton Keynes	308	180	129	1.00	0.62	1.18	0.54	61.3%	-15.1%	83.7%
Oxfordshire	453	206	149	1.08	0.63	0.61	0.90	71.1%	78.2%	19.7%
Hampshire	977	835	698	1.14	0.95	1.11	1.06	20.1%	2.9%	7.2%
Portsmouth	302	209	140	1.43	1.43	1.17	0.91	-0.4%	21.7%	56.3%
Brighton and Hove	160	120	118	1.55	1.00	0.48	1.09	55.1%	221.1%	42.1%
Southampton	275	243	159	1.71	1.24	1.31	1.07	38.0%	30.3%	59.3%

NATIONAL COMPARISON OF MEDWAY YOT PERFORMANCE WITH YOTS OF SIMILAR DEMOGRAPHY	Your YOT	YOT 1	YOT 2	YOT 3	YOT 4	YOT 5	YOT 6	Average	Place out of seven
	MEDWAY	KENT	SWINDON	SUFFOLK	THURROCK	MILTON KEYNES	KIRKLEES		
First Time Entrants (2009/10)									
PNC rate per 100.000	1,570	1,420	1,940	1,220	1,840	1,630	1,220	1,430	4th
Custodial sentences (Apr 2010 to March 2011)									
All disposals	346	1704	337	909	247	326	744		
Custody disposals	15	68	12	49	12	8	69		
% custodial disposals	4.3%	4.0%	3.6%	4.1%	4.9	2.5%	9.3%	4.7%	5th
ETE (Apr 2010 to March 2011)									
YP supervised	192	1016	332	570	211	349	571		
YP in ETE	158	709	260	423	146	231	406		
% YP supervised in ETE	82.3%	69.8%	78.3%	74.2%	69.2%	66.2%	71.1%	73.0%	1st
Reoffending rate									
2010 cohort	221	815	113	261	117	129	225		
9 months re-offences	104	553	89	338	82	129	168		
9 months reoffending rate	0.47	0.68	0.79	1.3	0.7	1.00	0.75	0.81	1st
Overrepresentation of ethnic groups in youth justice system Apr 2011 to March 2011									
Proportional difference to 2008 population									
White	-0.4%	+1.2%	-4.1%	-1.5%	-0.5%	-2.0%	-3.6%		
Mixed	+0.4%	-0.1%	+2.5%	+1.6%	+0.5%	+5.4%	+2.7%		
Asian	-1.7%	-1.1%	-0.7%	-0.4%	-1.2%	-3.7%	-5.2%		
Black	+1.4%	-0.2%	+3.1%	+0.8%	+2.2%	+1.9%	+6.4%		
Chinese	+0.3%	+0.2%	-0.7%	-0.5%	-1.1%	-1.6%	-0.3%		

Diversity Impact Assessment: Screening Form

Directorate	Name of Function or Policy or Major Service Change		
Children & Adults	Medway YOT Strategic Plan 2011-2012.		
Officer responsible for assessment	Date of assessment	New or existing?	
Keith Gulvin	17 th August 2011	New	
Defining what is being assessed			
1. Briefly describe the purpose and objectives	The YOT Strategic Plan set out the strategy and plans for the work of Medway YOT		
2. Who is intended to benefit, and in what way?	Young people and their families will individually benefit as a result of the services that are delivered in respect of this plan. The people of Medway will benefit through the contribution to creation of safer communities.		
3. What outcomes are wanted?	To achieve a reduction in levels and seriousness in the involvement of young people within the criminal justice system, to reduce the use of custody as a disposal and to reduce the numbers of young people entering into the Youth Justice System.		
4. What factors/forces could contribute/detract from the outcomes?	Contribute Support of all YOT partner agencies in respect of committing funding and staff resources to achieve the aims of the plan.	Detract Changes in government policy or legislation within the life of the plan. Un-planned surges of particular criminal activity, by young people, above the normal expected levels. A loss of resources may place acute pressures upon the YOT over time and families currently requiring a service in the future may not receive one.	
5. Who are the main stakeholders?	The main stakeholders are the YOT partnership, victims of crime and the young people and their families who we engage with.		
6. Who implements this and who is responsible?	The YOT Management Board has responsibility for the Plan and the YOT manager is responsible for implementing the YOT Plan		

Assessing impact		
7. Are there concerns that there <u>could</u> be a differential impact due to <i>racial/ethnic groups</i>?	Yes	Brief statement of main issue
		There is evidence of over representation of the mixed and black ethnic groups compared to their representation in the local population. However this picture is reflected within YOTs with similar demographic populations. This issue will be investigated further.
What evidence exists for this?		
8. Are there concerns that there <u>could</u> be a differential impact due to <i>disability</i>?		Brief statement of main issue
	NO	No issues have been identified.
What evidence exists for this?		
9. Are there concerns that there <u>could</u> be a differential impact due to <i>gender</i>?		Young men form the majority of the YOT caseload. There are 20% female clients
	No	This is inline with the national picture.
What evidence exists for this?		
10. Are there concerns there <u>could</u> be a differential impact due to <i>sexual orientation</i>?		Brief statement of main issue
	NO	No issues have been identified.
What evidence exists for this?		
11. Are there concerns there <u>could</u> be a have a differential impact due to <i>religion or belief</i>?		Brief statement of main issue
	NO	No issues identified.
What evidence exists for this?		
12. Are there concerns there <u>could</u> be a differential impact due to people's <i>age</i>?	No	The work of the YOT is focused on YP between the ages of 10 and 17 hence all YOT clients are aged 10 to 17
What evidence exists for this?	The YOT only works with young people within a closely defined age group, i.e. those at or above the age of criminal responsibility.	
13. Are there concerns that there <u>could</u> be a differential impact due to <i>being transgendered or transsexual</i>?		Brief statement of main issue
	NO	No issues identified.
What evidence exists for		

this?		
14. Are there any <i>other</i> groups that would find it difficult to access/make use of the function (e.g. speakers of other languages; people with caring responsibilities or dependants; those with an offending past; or people living in rural areas)?	YES	Some YOT clients do not have English as a first language.
What evidence exists for this?	All YOT clients are screened for ethnicity and other diversity factors.	
15. Are there concerns there <u>could</u> be a have a differential impact due to <i>multiple discriminations</i> (e.g. disability <u>and</u> age)?	YES	Brief statement of main issue
		Young people who are Looked After Children (LAC) form a significant part of the YOT caseload.
		The Plan contains actions that are designed to try and prevent LAC from entering the CJS as well developing effective support mechanisms for those within the CJS working in conjunction with children's services.
What evidence exists for this?	A recent spot check indicated that 35% of clients were LAC or had been in the past.	

Conclusions & recommendation		
16. Could the differential impacts identified in questions 7-15 amount to there being the potential for adverse impact?	No	Brief statement of main issue
		The needs of individual YP people are thoroughly assessed and services provided based on the assessment.
17. Can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or another reason?		Please explain
Recommendation to proceed to a full impact assessment?		
NO	This function/ policy/ service change complies with the requirements of the legislation and there is evidence to show this is the case.	

Action plan to make Minor modifications		
Outcome	Actions (with date of completion)	Officer responsible
Gain a greater understanding of the over representation of	Review the YOT caseload monitoring information and cases to gain a better understanding of the reasons for over representation and	YOT Manager

Mixed and Black ethnic groups in the CJS	<p>examine potential actions to remedy this.</p> <p>Review to be completed by Jan 2012</p>	

Planning ahead: Reminders for the next review		
Date of next review		
Areas to check at next review (e.g. new census information, new legislation due)		
Is there <i>another</i> group (e.g. new communities) that is relevant and ought to be considered next time?		
Signed (completing officer/service manager)	Date	
Signed (service manager/Assistant Director)	Date	

NB: Remember to list the evidence (i.e. documents and data sources) used