

MEDWAY COUNCIL

CABINET

30 MARCH 2004

MEDWAY YOUTH JUSTICE PLAN 2004/2005 (POLICY FRAMEWORK)

Portfolio holders: Councilor Howard Doe – Health and Community Services
Councillor Angela Prodger – Community Safety and Enforcement
Councillor Les Wicks - Education

Directors: Rose Collinson – Director of Education and Leisure
Ann Windiate – Director of Health and Community Services

Author: Ian Sparling – Youth Offending Team Manager
Bjorn Simpole – Overview and Scrutiny Co-ordinator

1. Summary

- 1.1 This report outlines an updated Youth Justice Plan for 2004/2005 and the views of the Education and Lifelong Learning Overview and Scrutiny Committee who have held a multi-agency evidence session on youth justice.

2. Decision Issues

- 2.1 The Medway Youth Justice Plan is updated on an annual basis and forms part of the Council's policy framework. It is the responsibility of Council to agree a final plan.
- 2.2 Overview and Scrutiny has the role of developing initial proposals and making recommendations to Cabinet with regard to policy framework documents.

3. Background

- 3.1 The Medway Youth Justice Plan 2002-2005 was published in September 2002. This sets out the Authority's plans, objectives and timescales for reducing crime amongst young people aged 10-18 years. The plan that has been the subject of scrutiny is an update of the overall plan covering the forthcoming year (2004 – 05).

- 3.2 The Plan is updated on an annual basis in line with the requirements set by the Youth Justice Board.
- 3.3 Section 40 of the Crime and Disorder Act 1998 made it a duty of the Medway Council to prepare an annual youth justice plan for submission to the Youth Justice Board of England and Wales (YJB), who then report to the Secretary of State on the operation of the youth justice system. Each year the YJB provide guidance for updating the Medway Youth Justice Plan.
- 3.4 The YJB uses the information provided in the plan to assess the funds they will make available to Medway to help resource the area's youth offending team. The plan will also be used as part of the YJB's monitoring of performance with comparisons being made between YOT's performance both nationally and regionally.
- 3.5 The structure of the plan separates it out into five sections:
- Section A: Summary and Chief Officer's Approval
 - Section B: Prevention Strategy
 - Section C: Governance and Resources
 - Section D: Performance Targets
 - Section E: Learning and Development
- 3.6 The updated plan will be forwarded to the YJB immediately after Cabinet so that it meets their deadline of 31 March 2004. They will be informed that this is a draft at this stage and will be considered at the council meeting on 7 April 2004. Provided it is with the Board by that date, has Chief Officer's approval and has details documenting the governance and resourcing of Medway Youth Offending Team, then the plan will be deemed acceptable.
- 3.7 The YJB will inform the Chief Executive if the plan is acceptable by the 30 April 2004. This will enable Medway YOT to continue to receive YJB grants provided performance information continues to be sent to the Board.
- 3.8 In Section A - Summary and Approval, the paragraph on education, training and employment discusses both the national emphasis laid on education and training and the difficulties faced in Medway in providing such services to young people in trouble with the law. A similar issue faces Kent and Medway Connexions Partnership with young people not in education, training or employment. This is an area which the Youth Offending Team believes requires improvement over the coming year.
- 3.9 Since the original plan was written, some of the measures have been amended so they are a more effective means of assessing performance: -

- a) Prevention initially looked at the specific crimes of domestic burglary and robbery as well as vehicle crime. Now the performance relates to targeting specific young people, who are at risk of offending, with support.
 - b) CAMHS (Children & Adolescent Mental Health Service) has become a discrete performance measure rather than a general mental health measure.
 - c) Substance misuse is a new performance measure for this plan.
 - d) Victim satisfaction has been partially removed by being rolled into one performance measure relating to restorative processes.
 - e) Sentencing performance measure has been removed totally.
- 3.10 The most powerful performance measure relates to reoffending where a cohort of young people offending in October-December in each year is identified. This cohort is then tracked over a two-year period to measure the effectiveness of interventions.
- 3.11 The figures produced for Medway indicate a year on year improvement as the reoffending rates for all sentence categories reduced from the 2000 cohort (Section A of the plan refers).

4. Consultation

- 4.1 The draft plan has been produced by the Youth Offending Team Manager in consultation with various partners and agencies who work with the Council to deliver youth justice services.
- 4.2 As a plan that forms part of the Council's policy framework, the Education and Lifelong Learning Overview and Scrutiny Committee agreed to have a special meeting to review the draft plan and general approaches to youth justice. A wide range of organisations and individuals were invited to attend a meeting with members to discuss each of the 13 performance measures.
- 4.3 The committee were very pleased with the interest shown by stakeholders in the review and welcomed to the meeting the following witnesses who gave evidence: -

Medway Council Officers

- Ian Sparling – Youth Offending Team – Service Manager
- Claire Robson – Youth Offending Team – Health specialist
- Julia Stanbrook – Youth Offending Team – Police Officer
- Karen Bays – Assistant Director – Children and Families
- Rose Collinson – Director of Education and Leisure
- Richard Barker – Assistant Director – School Services

- Louise Matthews – Head of Community Safety and Drugs

Partners and Stakeholders

- Donna Mills – Children’s Fund
- Wendy Trute – Medway Connexions Manager
- Ben Saunders – Assistant Director – Medway Secure Training Centre
- Russell Pearce – Participant of restorative justice programme as a victim
- Gill Hartup - Medway Mediation
- Chief Inspector Steve Hansford – Strategic Crime Unit, Kent Police
- Vincent O’Mara – Chatham South School

4.4 Mention was made by the committee of the need in future to include members of Health and Community Services Overview and Scrutiny Committee in a review of Youth Justice due to the cross – cutting nature of the issue. This will borne in mind for next year’s review.

5. Overview and Scrutiny review meeting – 11 March 2004

5.1 The Education and Lifelong Learning Overview and Scrutiny Committee heard a wide of range of views about youth justice in Medway from the witnesses outlined above. This section of the report summarises the key issues discussed and outlines some of the most pertinent matters that will be of interest to the Cabinet.

Restorative Justice

5.2 Restorative Justice has been shown to be an effective means of forcing the young offender to face up to the consequences of his actions and to give reparations to their victim in some form.

5.3 Members were grateful to hear the experiences of Mr Russell Pearce who as a victim of crime had gone through the restorative justice process. He outlined how he met the young person who had broken his fence and that it was a useful experience for the 17 year old perpetrator to have to explain why he had committed the offence. As part of his reparation the offender had to pay Mr Pearce for the damage and also repair the fence. It is understood that this individual has not re-offended and there are similar success stories across Medway where restorative justice has stopped many young people from re-offending.

5.4 Mr Pearce also outlined how he saw such a process brought the administration of justice back into the community by involving the victim and allowing them to have a say in the type of punishment given to the offender.

- 5.5 For those victims who do not wish to meet the offender, they are given the opportunity to highlight how the crime had affected them via their YOT officer.
- 5.6 Medway has been successful in having one of the highest victim involvement rates in restorative justice of 55% against a national average of just 15%. For a scheme that has only been in operation for four years, members view this as a real success story.

Prevention

- 5.7 Within a number of Medway schools there are schemes in place based on the principle of restorative justice that are run by Medway Mediation. This is a pilot scheme and initial results have shown that it has been very effective in addressing bullying, shoplifting and making aggressors take responsibility for their actions. There are infants schools who have shown an interest in the project and the number of schools wanting to be involved is growing. The Headteacher of Chatham South School is very supportive of the idea of getting such measures into infants schools. The earlier we intervene the more likely it is that the root causes of bad behaviour can be addressed.
- 5.8 The Children's Bill that has been issued recently is a great opportunity to ensure services for groups such as youth offenders are delivered in a more joined up way. Early intervention is key to addressing the causes of offending behaviour and £1 spent per week on a young child today could be saving £3000 per week (the cost of secure custody) in the future.
- 5.9 The Children's Fund allocates 25% of its resources in a way that contributes to the youth offending agenda. Amongst some of its initiatives are breakfast clubs in Brompton and Strood, contributions towards the restorative justice projects in schools, the counselling project in Gillingham, behaviour support programmes in schools and home to school liaison officers in schools with high levels of unauthorised absences.
- 5.10 Connexions has personal advisors in a number of schools who all have a role in supporting vulnerable young people. Encouraging participation in compulsory, as well as post -16 education will have an impact of levels of youth offending. A personal advisor is also based within the YOT and this person works closely with young people who have been convicted.
- 5.11 The Community Safety Street Team will make referrals to other agencies about young people who they feel require interventions. A lot of work is carried out in partnership with the police to challenge anti-social behaviour and to support victims of nuisance and crime.

- 5.12 A committee member highlighted the positive impact that the police have recently had in the Weedswood area largely due to the hard work of one Police Constable. There could be scope for including the work of ward constables within this section of the plan.

Re-offending data

- 5.13 The figures for re-offending data in Medway show a welcome picture where the number of persistent recidivists is reducing. The YOT will deal with between 300 and 400 young people per year and of this group you would expect around 10% each year to receive custodial punishments. The figure for Medway is below this and is a reflection of fewer persistent young offenders in the local area and effective community based sentencing options.

Final Warnings

- 5.14 The Strategic Crime Unit representative highlighted how final warnings had been introduced to replace the old caution system which had fallen into disrepute. The Police Officer of the YOT will issue the final warnings and statistics have shown that they are effective in 70% of cases where the young person does not become known to YOT again.
- 5.15 The plan highlights that there are a lack of suitable intervention programmes available to accompany a final warning which is a matter of concern to members. It was outlined that it often proves effective enough to adopt a 'light touch' approach for many clients who then do not offend. For those perceived to be more likely to re-offend however more comprehensive programmes are offered.

Use of Secure Estate

- 5.16 The representative of the Medway Secure Training Centre (STC) explained that the a recent drop in custodial sentences in Medway is likely to have been due to the availability of more effective community based sentences.
- 5.17 The Medway Secure Training Centre caters for up to 76 persistent young offenders aged 12 – 17 years old, the majority of whom have been convicted of violent offences. They see their role as being to try and rehabilitate such young people who are engaged in an intensive education programme within the centre. Some young people in the centre come from the Medway area but the majority come from within a 50 mile radius of Medway with large numbers originating from London. Some do come from as far afield as the Midlands due to the lack of such provision in other parts of the country.
- 5.18 The STC is very interested in introducing a restorative justice programme within the centre and they highlighted how they would need the help of YOT's to get this established.

Parenting

- 5.19 A Parenting Order is considered as a potential option when a pre-sentence report on a YOT client has been completed. They are usually only considered for young people up to the age of 16, are only instigated when it is deemed appropriate and last for between three months and a year.
- 5.20 There is a degree of parental resistance to parenting orders because it does highlight that they are considered to have failed with their child. The YOT will support the parents as best as they can in trying to show that assistance being provided under the Parenting Order will improve their ability to control the offending behaviour of their child.
- 5.21 The success of such schemes has been measured in that there are occasions when parents whose orders have come to an end are keen to continue such a programme.

ASSET

- 5.22 The ASSET data programme is a multi-functional tool which assesses various needs of a young person who is known to YOT. It will cover issues such as housing needs, relationship with parent and peers, history of substance misuse etc. It is used to track young people and is a risk assessment of the likelihood of a young person re-offending.

Pre-sentence reports

- 5.23 The YOT already achieve the 2004 target of 90% of pre-sentence reports being completed on time. These are reports prepared on those young people who appear in court with the exception of those who have committed their first offence. They provide guidance to the court so an appropriate sentence can be passed.

Detention Training Orders

- 5.24 It was explained that the Medway YOT find it easier to keep in touch with their clients if they are based at the local centre rather than at the main borstals for the south-east of England at Feltham and Huntercombe (near Ipswich).
- 5.25 The support the young people receive from their families is often dependent on the distance of the centre from their home. The Medway STC encounters problems with support from young people's YOT's due to the distances involved and this can make it difficult to arrange multi-agency meetings. There is however a very good working relationship with Medway YOT.

Education, Employment and Training

- 5.26 Many young people who are disaffected at school are those who become clients of the YOT. It is therefore crucial that young people of all abilities feel engaged in education and want to learn.
- 5.27 Connexions are currently undertaking a lot of work in relation to young people who are not in education, employment or training. Many young people who have been in trouble with the law have very low expectations and lack of support from parents can also be a hindrance to getting such young people back into education. There is recognition that we must do better in terms of reintegrating YOT clients into education, employment or training.

Accommodation

- 5.28 Access to accommodation for youth offenders leaving custody has recently improved and this is largely as a result of the review of this particular area undertaken by a task group of the scrutiny committee between October 2002 and March 2003. Protocols with the housing department are now in place and relationships have improved. A Choice Protects grant will be used to develop specialised housing for young offenders and discussions are in hand with providers.
- 5.29 Whilst the YOT would very much like to achieve a 100% target for securing appropriate accommodation for those leaving custody, with the lack of accommodation and levels of homelessness in Medway an outturn of 77% in 2003 it was felt that this represented good performance.

Child and Adolescent Mental Health Services

- 5.30 There is recognition that access for needy groups such as youth offenders needs to be improved and ideally a service that is available six days a week was required. Current problems with access mean that those in need often attend accident and emergency units for treatment. Plans are in place to establish a one-stop shop where a more comprehensive service will be available.

Substance Misuse

- 5.31 The difficulty for young people with severe drugs problems in accessing services at tier 4 level is matter of concern. Currently there is little provision in Kent and Medway for such acute needs. The Head of Community Safety and Drugs highlighted how such individuals were having to be referred out of county for access to such services. Officers are working with Kent colleagues to try and improve local provision.
- 5.32 The lack of a local support group for friends and families of substance misusers was also raised as a matter of concern.

Conclusion

- 5.33 The committee endorsed the 2004 – 05 update to the Youth Justice Plan but in doing so highlighted a number of matters they wish to draw particular attention to. These are outlined in full at 7.2 of the report and cover early intervention, schools, accommodation, restorative justice, promotion and ownership of targets.

6. Financial and legal implications

- 6.1 The detailed costs of running youth offending services are shown in Section C: Governance and Resources of the plan. The total budget shown in table 27 of the plan shows the total cost of youth justice services in Medway is £1,303,252 of which the Health & Community Services Directorate Contribution is £784,540. This is in line with the Directorate's costs and includes no additional growth.
- 6.2 These costs are offset by income from the Youth Justice Board, Kent Police, National Probation Service (Kent Area) and Medway Primary Care Trust. Medway Council acts as the accountable body for receiving grants and agency contributions.
- 6.3 Legal implications are outlined in paragraph 3.3 of the report.

7. Recommendations

Recommendation for Cabinet to Council (7 April 2004):

- 7.1 Cabinet is requested to recommend to the Council that the Youth Justice Plan update for 2004/2005 be agreed as part of the Council's policy framework and be forwarded to the Youth Justice Board for approval.

Recommendation for Cabinet:

- 7.2 Cabinet is also asked to note the following conclusions of the Overview and Scrutiny Committee in relation to youth justice: -
- (i) Focus needs to shift to undertaking more early intervention work with young people and their families so the huge cost to society of offending can be lessened.
 - (ii) Programmes within Medway schools based on the principles of restorative justice are effective and should be supported by the council.
 - (iii) We need to strive to ensure that 100% of youth offenders leaving custody can access appropriate accommodation as this will reduce the likelihood of reoffending.

- (iv) As one of the leading local authority's in engaging victims in restorative justice programmes, we should be aiming even higher than the current participation rate of 55%.
- (v) We would like Medway Youth Offending Team to assist the Medway Secure Training Centre to establish a restorative justice programme within the facility.
- (vi) There is a need to promote the importance of investing in youth justice services better.
- (vii) All of the performance targets contained in the Youth Justice Plan must be owned by all stakeholders and not just the Youth Offending Team.

8. Suggested reasons for decision(s)

- 8.1 To ensure that Medway Council and other agencies have effective strategies for addressing youth offending behaviour that has positive benefits for society.
- 8.2 Overview and Scrutiny have undertaken a review of the Medway Youth Justice Plan and are recommending the adoption of a new plan that will tackle the underlying causes of youth crime.

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Background papers

- Medway Youth Justice Plan 2002-2005
- Medway Update of Plan 2003-2004
- Guidance for the 2004-2005 Update, Youth Justice Board - November 2003
- Paper to Education and Lifelong Learning Overview and Scrutiny Committee – 11 March 2004



**MEDWAY YOUTH JUSTICE PLAN
2002 - 2005**

2004 - 2005 UPDATE

DRAFT

SECTION A: SUMMARY AND APPROVAL:

Performance Measures:

Over the past year Medway Youth Offending Team has moved up and down the YJB tables, in one quarter being in the top 20 performing, whilst in a subsequent quarter being in the bottom 20. This indicates an inconsistency in data gathering as well as reporting results consistently. Action has been taken to improve this situation. A programme of staff training on the use of the YOT software package alongside peer support and regular management monitoring is aimed at improving the quality of data input. Whilst the reporting of results is being addressed by training of managers in the use of reporting tools on the YOT software package, building closer links with the information team in Health & Community Services and working with the software user group to ensure that the programme encompasses all the YJB counting rules finally making sure all the functions work in the YOT software package.

Four out of five of the external audits on Medway YOT carried out over the last year have highlighted the need to improve the collection and use of data. The above measures will go some way to achieving that aim.

Assessment Procedures:

Medway YOT's assessment, planning and interventions have been closely scrutinised over the last year. As part of the YJB's Effective Practice Quality Assurance programme (EPQA), the YJB's regional monitor gave the team's performance a level 2 rating. (the Effective Practice Quality Assurance grades each key element of effective practice on a scale of 0-3 with 3 being the top rating.) This was based on scrutinising the evidence of the team's self-assessment of its assessment practices.

Several months later PA Consulting looked at the team's assessment performance. This report highlighted the inconsistencies in the use of data gathering alongside the lack of linking the team's performance against national targets with the individual performance of team members. An action plan to improve these issues was drawn up and is being monitored by PA Consulting.

Education, Training and Employment:

Both the National Audit Office and the Audit Commission in their respective reports on youth justice highlight the critical role schools should be playing in preventing crime. Medway YOT's performance in this area was looked at by the YJB as part of its EPQA programme, the regional monitor gave the team a level 1 grading. A highlight of this assessment was the poor performance of the YOT Steering Group in developing crime prevention in Medway's education agenda. On the day of Medway LEA's return to the DfES in January 2004, the Youth Offending Team was supervising 76 school age children. Only 15 of this group were on a school roll, a further 21 were receiving education through alternative funded education provision. Additionally the YOT final quarter's figures for 2003 indicate that only a 26% of young people past the statutory school leaving age involved with Medway YOT are in training or employment.

These figures indicate that the Medway YOT Steering Group needs to focus on improving education, training and employment for young people known to the Youth Offending Team.

Final Warnings :

A final warning is the earliest stage when a young person can expect an intervention to help them stop offending. It was disappointing for Medway YOT to only be awarded a level 1 ranking during the YJB's assessment under the EPQA programme. The reason for this disappointment was because the team had developed, what they thought, was a comprehensive, timely and quality package of intervention for young people subject to a final warning. The EPQA focused on two major areas for improvement. These are to show how the assessment is linked to the intervention to address the young person's needs and to move away from solely a group approach to intervening to an individual based programme.

An improvement plan was drawn up and has been implemented. It is hoped that these improvements will mean that the reconviction of those subject to a final warning will drop below 14% figure already achieved.

Main Findings from the Analysis of Reoffending Cohorts:

- Year on year improvement across the three cohorts.
- Except for the 2000 cohort the reoffending figures are better than those indicated in the review on ASSET carried out by Oxford University.
- A note of caution has to be added because of the reliability of the 2000 figures.
- Similarly the numbers in the custodial section are too small to be statistically significant.
- Reduction of 12% reoffending for those subject to community penalties.

Key Objectives for 2004/2005:

- Develop a strategic plan which engages schools in the crime prevention agenda.
- Improve the range of education and training provision for young people who find the current system difficult.
- Work to ensure that the secure e-mail project is functioning across the whole of the criminal justice system in Medway.
- Help to develop the IT infrastructure to enable both the Identification, Referral and Tracking developments in children's services and the Exchange System in the criminal justice field to play a role in reducing offending by young people in Medway.
- Improve assessment processes and link the assessments to the individual interventions.

- Develop the Kent & Medway Intensive Support and Supervision Programme so that courts are confident in using it as an alternative to custody.
- Develop an imaginative range of services for girls and young people who are at risk of becoming a persistent young offender.
- Develop programmes which address parents needs to help stop their children from offending.
- Work with Medway's Housing Authority to plan and develop a range of flexible accommodation packages for young people.
- Enable all 9 YOT CFM projects to be supported by the Prevention Programme Support (PPS) run by Crime Concern.

Steering Group – Chair's Assessment:

The past year has seen a period of rapid change in youth justice, with increased emphasis on children at risk and prevention on the one hand, and the introduction of new sentencing options on the other. Youth Offending Teams are key to the identification of suitable programmes to address the needs of the young person, at either end of the spectrum, in order to prevent offending.

The support of colleagues from allied service areas - i.e. Children's Fund, Connexions, schools, drugs services, child mental health services, housing, youth services, Police and local authority children's services – is absolutely critical to the continuing success of this intervention.

In 2003/4, all these agencies were brought together in a young people's steering group, reporting to the Community Safety Partnership, with responsibility for implementing the Youth Justice Plan and elements of the drugs strategy and Community Safety Plan relevant to young people. The group has been well represented by all the key agencies, with a high degree of commitment and enthusiasm to achieve good outcomes against all required actions. Links have been made across the three thematic plans to focus on inter-connected priorities, with the advantage of concentrated effort by a number of agencies on a smaller number of key objectives.

In particular, the steering group has been encouraged by the year on year improvement in the re-offending cohorts and the standard achieved with regard to the Youth Offending Team's assessment, planning and intervention activities.

The Youth Offending Team has played a key role in the development of the Children's Fund programmes across Medway and in the development of an identification, referral and tracking system for vulnerable children in Medway, to ensure co-ordinated and timely early intervention.

The improvements in data gathering should yield improved performance in lower performing areas. For 2004/5, the steering group will look to work with key colleagues to improve the engagement of schools in the crime prevention agenda and to improve the

range of education and training provision for young people who find the current system difficult.

Approval of Youth Justice Plan:

Chief Executive of Medway Council
Area Commander Kent Police
Chief Executive of Medway Primary Care Trust
Director of Health & Community Medway Council
Asst. Chief Officer National Probation Service Kent Area

Judith Armit
Supt. David Pryde
Bill Gillespie
Ann Windiate
Rob Verity

SECTION B: PREVENTION:

The Youth Justice Board's Corporate and Business Plan 2003 to 2006 identifies four programmes at the hearts of its "Preventing Offending" agenda. These four programmes have to date been focused on pilot areas in high crime areas. As yet Medway has not received funds to develop specific programmes but has utilised funds to run "parallel" programmes of crime prevention.

Strategically:

Strategically, crime prevention in Medway is led by Medway's Community Safety Partnership, which also encompasses the steering groups for Medway's Youth Offending Team and Medway's Drug Action Team. Such an arrangement ensures that issues to prevent children offending in Medway are taken at Chief Officer and Council Member level.

Prevention:

The wider "prevention" issues for children are led in Medway by the Children and Young Persons Strategic Partnership, on which the Service Manager for Medway Youth Offending Team has a seat. Medway Children and Young People's Strategic Plan (incorporating preventative strategy) 2003-2006 sets out an interim preventative strategy. This is being developed by a sub-group of the strategic partnership. The task of the sub-group "will be to identify the resources available to partner organisations, the opportunities for maximising preventative work and the obstacles that prevent contributions to the preventative programme." The Government's Green Paper "Every Child Matters" and the guidance following the Bill will influence these developments.

Anti-Social Behaviour:

Medway's Anti-Social Behaviour Group is a multi-agency response to problem behaviour in Medway. The Joint Family Management Programme is a multi-agency approach to resolving problems of anti-social behaviour through escalating levels of intervention (from home visit to ASBO) with young people and their families whose behaviour impacts disproportionately on their local communities. In Medway this initiative also has the support of the Community Safety Partnership and an inspector chairs the Joint Family Management meetings.

Community Safety:

Over the past twelve months Medway Council's Community Safety Team has grown. It now provides both strategic oversight and service delivery. The service delivery arm works closely with the police and Kent Fire and Rescue Service in areas members of the public identify as being unsafe. The team also helps to monitor both acceptable behaviour contracts and anti-social behaviour orders.

Safer Schools:

During 2003 the Council, in conjunction with several schools and the Police's Neighbourhood Watch Co-ordinator, created a "School Watch" programme. This scheme

utilises schools and their neighbours to act as the eyes and ears of the Community Safety Team in identifying schools, which might be the target of vandals. This programme is being rolled out to all schools over the next two years. It is monitored by the Schools Security Group.

Reducing Race Hate Crimes:

One sub-group of the Community Safety Partnership focuses on racial crime. Through the appointment of a racial incident monitor in the Community Safety Team and close links with Medway's Race Equality Council, a programme is being implemented to improve community safety amongst Medway's ethnic minority community is being devised. In conjunction with a grant from Children's Fund Medway, a programme of mother tongue education has been developed for all sections of the ethnic minority community. This programme is aimed at improving inter generational communication and one of the aims is to enable the older sections of the community to make better use of mainstream services with support from younger people, thus leading to a reduction in the fear of crime by the elders, and a reduction in crime by the children and young people of the ethnic minority communities. Also, the Heartstone Project, funded by CFM, is delivering a roving exhibition to Medway schools based around racial harmony and promoting diversity.

Reducing Domestic Violence:

A similar sub-group has been set up to reduce domestic violence in Medway. By reducing incidents of domestic violence, it is hoped that this will result in fewer children and young people copying their parents in using violence as a way of solving problems. Also, it will result in fewer children having low self-esteem and little or no stake in mainstream society so choosing anti-social or criminal behaviour as a way of fulfilment. Children's Fund Medway has funded the Community Safety Team to raise awareness of domestic violence in schools and public services so that earlier identification can lead to appropriate help at the onset of a problem.

Restorative Justice:

The Youth Justice Board, Children's Fund Medway and Kent and Medway Connexions have funded Medway Mediation to develop restorative justice programmes within schools. To date three senior schools and one junior school have been utilising the restorative justice programme with considerable success. It is hoped that in the next year the nine schools, which have peer mediation schemes will develop into a whole school restorative justice programme.

Children's Fund Medway:

Being a wave two Children's Fund, the Youth Justice Board's guidance came too late to influence the way the 25% allocation of the CFM fund was spent. Children's Fund Medway commissioned research to identify where the greatest impact would be made in Medway using the grant criteria set down by the Children's and Young Persons Unit. Nine grants have been made by Children's Fund Medway to services in Medway to help reduce crime. These include four into an area in North Gillingham, one of Medway's most needy areas.

The programmes include a breakfast club for school children run by Melville Court Community Centre every weekday morning. Some children are collected by staff at the centre to ensure the children obtain their breakfast. This group is taken to school in a "walking bus." All children attend Brompton and Westbrook School, which has a high turnover in students because of its location next to an army barracks, in an area of temporary housing and a concentration of privately rented accommodation. To help year six pupils prepare for their SATs and transition to secondary school, a programme of "Positive Pastoral Support" has been created. Additionally the school calls on the services of "HELM" which provides a programme of citizenship based on the history and ecology of the Medway River. Finally, children at the school who have difficult personal issues can use the "Gillingham Partnership Intervention Counselling" to discuss these problems.

The Children's Fund Medway also provides funds for a similar range of services for Sherwin Knight Junior School. Here the school runs its own breakfast club for up to 100 children. The school also has close links with "The Place 2 B" project, which provides counselling for troubled children.

An Ofsted inspection of Children's Fund Medway was carried out in November 2003. The inspectors reported that: "There are strengths in the quality of individual projects, the overall management of the programme and way in which the Partnership Board is operating. The audit was thorough and activities are appropriately targeted at the needs which were identified." The letter from the inspectors also commented that: "The Children's Fund work is making a significant contribution to the Council's preventative strategy."

Positive Activities for Young People:

During 2003 the Positive Activities for Young People (PAYP) budget was used by Medway's Play Section, Youth Service and Youth Offending Team to provide a range of activities to over 150 young people at risk of offending. The play service used its grant to supplement CFM monies and ran a comprehensive programme in Twydall throughout the summer holidays, whilst the Youth Offending Team focused on a small group of young people who had previously offended.

Detached Youth Work:

Medway's Youth Service provides a range of imaginative programmes based on its youth centres. It also responds to requests to deal with young people who are behaving in an anti-social way by sending out detached youth workers who investigate, engage and help to provide a service, which reduce the level of "anti-social" behaviour.

Medway Residents' Survey:

Crime prevention is seen as a major issue in Medway. In the last two public surveys conducted by Medway Council, fear of crime has always been in the top three issues of concern. To respond to this issue, the Council and partners set a strategy with services being delivered through a range of organisations funded from a collection of grants and core funding. The quality of performance is regularly monitored by the Strategic Executive Group of the Community Safety to ensure that services are succeeding in reducing crime in Medway.

SECTION C: GOVERNANCE AND RESOURCES:

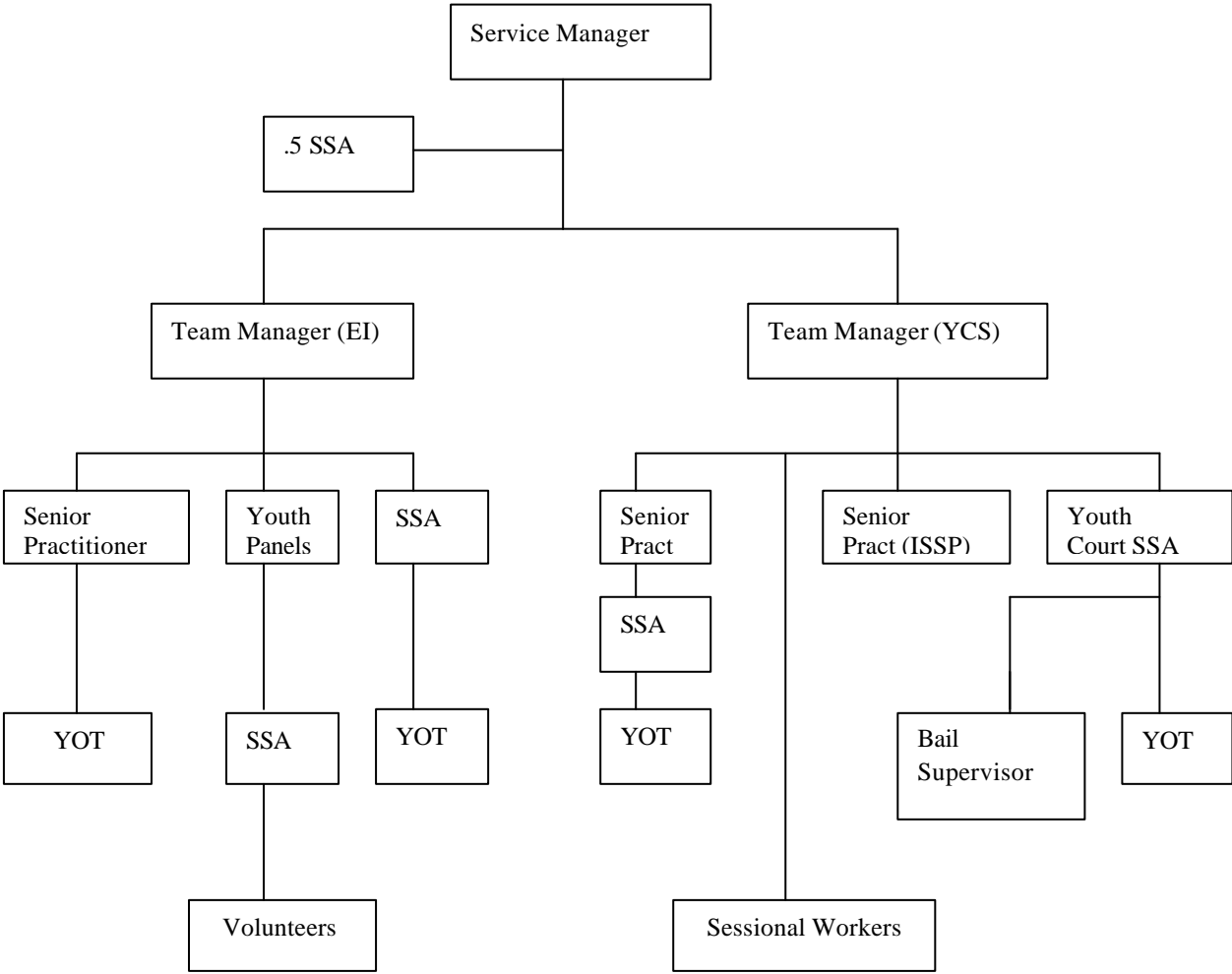
Medway Community Safety Partnership Strategic Executive Group: (Incorporates Medway YOT Steering Group)

Name	Post Held	Agency
Judith Armitt (Chair)	Chief Executive	Medway Council
Stella Mercer	Superintendent	Kent Police
Rob Verity	Asst. Chief Officer	NPS, Kent
Ann Windiate	Director	Medway Council
Ian Sparling	Service Manager Youth Offending Team	Medway Council
Gillian Wells	Chief Executive	Medway CVS
Bill Gillespie	Chief Executive	Medway PCT
Karen Bays	Asst. Director, Children's Services	Medway Council
Richard Barker	Asst. Director of Education & Leisure	Medway Council
Brigitta Amey	Chair	MAARA
Surinder Dhindsa	Chair	Ethnic Minority Forum
Azhar Mahmood	Director	Medway REC
Pat Morss	Senior Probation Officer	NPA, Kent
Simon Oakley	Station Manager	Kent Fire Brigade & Rescue Service
Cllr. Angela Prodger	Portfolio Holder Community Safety	Medway Council
Ann West JP	Chair of Medway Magistrates	Medway Magistrates Court
Tracey Kadir	Senior Probation Officer	NPS, Kent
Richard Watson	Crime Reduction	Kent Police
Louise Matthews	Head of Community Safety	Medway Council
Sue Holmes	Chief Officer	Medway Mediation
Anu Kher	Area Manager	GOSE
Gillian Weaver	Regional Manager	GOSE Drugs Team
Andrew Horne	Chief Executive	Medway Maritime Hospital

Young People's Steering Group:

Name	Post Held	Agency
Karen Bays (Chair)	Asst. Director Children & Families	Medway Council
Tele Amuludun	Youth Strategy Manager	Medway Council
Zoe Barnett	Drug Ed & Healthy Schools Manager	Medway Council
Jerry Bowness	Police Officer	Medway Police
Marie Coulson	MH Commissioning Manager	Medway PCT
Aeilish Geldenhuys	YPs Substance Misuse Officer	Medway Council
Michael Heylligar	Senior Play Development Officer	Medway Council
Heather Langdon	Community Safety Officer	Medway Council
Louise Matthews	Head of Community Safety	Medway Council
Donna Mills	Programme Manager	Children's Fund Medway
Patrick Mulcahy	Area Careers Manager	Medway Careers
Sam Murday	Clinical Services Specialist	WKent Substance Misuse Service
Simon Oakley	Station Manager	Kent Fire Brigade & Rescue Service
Angela Prodger	Councillor	Medway Council
Sarah Thornby	Service Manager	KCA Young Persons Service
Karen Sharpe	YPs Planning & Development Manager	Kent County Council
Howard Shelley	Service Manager	WKent NHS Trust
Ian Sparling	Service Manager Medway YOT	Medway Council
Sarah Thornby	Deputy Manager	KCS Young Persons Service
Wendy Trute	Medway Manager	Connexions
Rob Verity	Asst. Chief Officer	NPS Kent
Gillian Weaver	Regional Manager	GOSE Drugs Team
Ian Wake	Health Promotion Manager	Medway Council

Medway YOT Staffing Structure - a Functionally Distributed Service :



Staff recruitment:

Replacement of recently retired Operations Manager and loss of the Audit & Review Manager utilising Medway Council's recruitment process. Restructuring of management to take place under Medway's consultative process.

Medway YOT Staffing January 2004:

	Perm	Fixed Term	S/ondee Prob	S/ondee Police	S/ondee Health	S/ondee Ed	S/ondee Connexions	Vacant	Total
Managers Strategic	1								1
Managers Operational	2								2
Senior Practs (ft)	1	1						1	3
Practs (ft)	7	1	2	1	1	1	1		13
Practs (pt)						1			1
Sessional	9								9
Volunteers	34								34
Total	59	2	2	1	1	1	1	1	68
Gender/Ethnicity									
White M	18		1						19
Black M	1								1
Asian M	1								1
White F	38	2	1	1	1	1	1		45
Asian F	1								1
Total	59	2	2	1	1	1	1	1	68

Table 26 - Services Planned for the Financial Year 2004-2005:

Core Activity	Budgeted Expenditure £
Preventive Services	39,617
PACE Services	12,539
Pre Court	338,553
Court Based Services	137,936
Remand Services	238,566
Community Based Disposals	435,709
Through Care/After Care	75,234
Other Orders	25,098
Total	1,303,252

Table 26a - Additional Youth Crime Expenditure External to 2004-2005 Youth Offending Team Budget:

Core Activity	Police £	Probation £	Social Services £	Education £	Health £	LA Chief Exec	Other
Preventive Services				46,904(2)			20,000 a) 309,221 b) 173,000 c)
PACE Services							
Pre Court							
Court Based Services							228,216 d) 52,000 e) f)
Remand Services			56,576 (1)				
Community Based Disposals							
Through Care/After Care							
Other Orders							
Total			56,576	46,904			782,437

1. £39,000 = 26 weeks in a children's home @ £1,500 per week
 £17,576 = 52 weeks in a foster placement @ 338 per week

2. Detached youth work £35,172*
 MV Project £11,732*

- a) PAYP (non youth service)*
- b) Drugs Services for young people
- c) Community Safety Partnership
- d) Children's Fund Medway
- e) Medway Magistrates Court
- f) Kent Fire & Rescue Service

* Funding from these external sources cannot be guaranteed for 2004/05 at this stage

Table 27 - Youth Offending Team Budget Financial Year 2004-2005 - Sources:

Agency	Staffing Costs £	Payments in Kind - Revenue £	Other Delegated Funds £	Total £
Police	83,676	32,900	Nil	116,576
Probation	52,100	12,360	Nil	64,460
Social Services	583,103	121,670	79,767	784,540
Education	Nil	26,400	Nil	26,400
Health	34,900	23,226	Nil	58,126
LA Chief Executive	Nil	Nil	Nil	Nil
Additional Funding (Table 27a)	Nil	253,150	Nil	253,150
Total	753,779	469,391	79,767	1,303,252

Table 27a - Additional Sources of Income :

Additional Source	Amount £
Single Regeneration Budget	Nil
European Funding	Nil
Youth Justice Board Core Funding	206,150
YJB Kent & Medway ISSP	47,000
Total	253,150

Table 27d - Health Service Contributions to the Youth Offending Teams :

Health Contribution: Funding Source	Amount £
Source 1 - Medway PCT	58,126
Source 2	
Source 3 etc	
Total	58,126

**SECTION D: MEDWAY'S ATTAINMENT AGAINST THE 13 YJB
PERFORMANCE MEASURES AND PLANS TO IMPROVE PERFORMANCE IN
2004 & 2005**

Prevention:

Measure	2004 Target	2005 Target
No. of young people identified and targeted for support	20	25

Action to Achieve the Target:

- Further develop the mentoring programme, possibly to include peer group mentoring.
- Extend YOT involvement in schools to include all pupil referral units and alternative tutoring unit during 2004.
- Develop PAYP provision in conjunction with Connexions for all school holiday periods.
- Active involvement with the IRT processes regarding identification of young people at risk of offending.

Constraints:

- Given the limited staff resources within Medway YOT, extension of the prevention agenda will require the active participation of partner agencies such as schools if it is to be effective.

Links to Agency Partners:

- The pupil referral units are keen for YOT involvement during 2004 in terms of developing crime prevention and education strategies within schools.
- Established links already exist with Connexions, the new funders of the PAYP programme.
- Closer working relationships will be set up with children's services and particularly the recently established 16+ Team to ensure that a more holistic approach to youth crime prevention is adopted.

Links to Allied Themes:

- Community Safety Plan 2002-2005.
- Children's Fund.
- Medway Children and Young People's Strategic Plan (incorp. preventative strategy.)
- Missing from Care.
- Quality Protects Management Action Plan.
- Area Child Protection Committee Business Plan.
- Medway's Joint Family Management Programme

Learning and Development Actions:

- **YOT staff will need to develop the skills necessary to work with younger children possibly in conjunction with the LEA.**

Data:

Measure	2000 Cohort % Reoffending After 24 Months	2001 Cohort % Reoffending After 24 Months	Target 2002 Cohort % Reoffending After 24 Months	2003 Cohort (No. Oct/Dec)
Pre Court	31	17	14	81
First Tier Penalties	57	40	41	26
Community Penalties	70	51	39	42
Custody	100	N/A	20	4

Action to Achieve the Target:

- Improve links between assessment and intervention plan.
- Ensure intervention plans reviewed in line with National Standard timescales.
- Develop new services, which are known to work from research, based on the identified needs of young people obtained from accumulated ASSET data.
- Review entry criteria into Medway's Intensive Preventative Action scheme.

Constraints:

- Budget to allow services to develop.
- Willingness of young people to engage in a programme requiring them to change behaviour.
- Staff skills base.

Links to Agency Partners:

- Extend Medway area's police surveillance role.
- Ensure Connexions PAs available to support young people.
- Provide support to young people in education and E2E provision
- Develop a range of flexible accommodation.

Links to Allied Themes:

- Community Safety Plan.
- Young Persons Substance Misuse Plan.
- Kent and Medway Connexions Business Plan.
- Education Inclusion Plan.
- Medway Homelessness Strategy.
- Quality Protects Management Action Plan.
- Missing from Care.

Learning and Development Actions

- **YOT staff to learn new intervention skills.**
- **Education & Connexions staff to develop restorative justice skills.**

Final Warnings :

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% of Final Warnings supported by intervention	57	91	83	80	80

Action to Achieve the Target:

- Deliver a range of interventions to meet identified needs.
- All final warning clients to be individually assessed, including self-assessment information gained used to develop personal intervention programmes.
- High risk clients to be identified, tracked and referred to suitable service providers.
- Early Intervention Group to be strengthened through the addition of a senior practitioner.

Constraints:

- Lack of suitable intervention programmes currently available for final warning interventions and dependent on group work.
- Resources available will be mainly the Early Intervention Group in terms of staff time.
- Cost of developing a new range of intervention.

Links to Agency Partners:

- Continue to develop strong working relationships with Kent Police.
- Junior Youth Justice Centre.
- Continue to develop final warning intervention programmes.
- Medway 16+ Team to work in partnership where shared interest in client group.
- Adolescent Resource Centre to work in partnership where shared client group or appropriate referrals.
- Family centres to work in partnership.

Links to Allied Themes:

- Kent Policing Plan.
- Kent Criminal Justice Board.
- Children's Fund Medway.
- Youth Justice the Next Steps consultation document.

Learning and Development Actions:

- **Inset training for Medway YOT/EIG staff on key elements of effective practice.**
- **Links to personal staff performance and development plans and professional development.**
- **Regular meetings to evaluate and improve practice and project integrity.**

Use of Secure Estate :

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
Remands %	44	35	2.15	4	4
Custodial Sentences %	15	10	14.4	6	6

Actions to Achieve the Target:

- The target in relation to remands has been more than achieved during the year. The continued use of ISSP has had a marked effect in reducing the numbers who would otherwise have been sentenced to custody. The use of electronic tagging has also supported this trend. Intensive monitoring of PSRs has also had the effect of diverting some young people who might otherwise have received DTOs.

Constraints:

- There has been an increase in the number of serious offences. There has also been an increase in the number of young people at the Medway STC being prosecuted. This has an adverse impact on Medway YOT figures. Of the twenty DTO sentences in the year, four were from the STC and six were 18-year-old persistent offenders sentenced in the youth court.

Links to Agency Partners:

- The ISSP Project has been developed successfully and run jointly with Kent YOT. It enjoys the support of Kent Police and the sentencing courts.

Links to Allied Themes:

- Community Safety Plan.
- Kent Policing Plan.
- Preventative Strategy.
- Quality Protects Management Action Plan.

Learning and Development Actions:

- **Cohort of six members of the team has gained places on the Professional Certificate of Effective Practice.**
- **Joint support of STC staff.**
- **Promotion of Inset training in both Medway YOT and the STC.**
- **Restorative justice techniques for Medway STC staff.**

Restorative Processes and Victims :

Measure	2004 Target	2005 Target
% of victims offered opportunity to participate in restorative justice process	75	85
% of satisfied victims	85	95

Actions to Achieve the Target:

- Involvement of victims in restorative justice will be extended to all new community penalties where appropriate during 2004.

Constraints:

- Various methods of contact will be utilised to gauge victims' satisfaction with the process. All initial contacts with victims are carried out by a police officer. Could lead to a loss of service if the police officer post is vacant.

Links to Agency Partners:

- The establishment of the secure e-mail arrangements with the police should ensure that victim information is received more expeditiously, enabling more victims to be contacted within the time constraints imposed by the National Standards.
- Schools restorative justice programme run by Medway Mediation. Medway Victim Support engaged in improving services for victims.

Links to Allied Themes:

- Kent Criminal Justice Board Victims and Witness Sub-Group.
- CJIT, SEM project.

Learning and Development Actions:

- **Enable two more team members to be trained in restorative justice conferencing techniques, so as to increase the capacity within the team for such conferences to take place at the initial planning meeting stage.**

Parenting :

Measure	2004 Target	2005 Target
% of young people with final warnings supported by intervention and community based penalties receiving a parenting intervention	10	10
% of parents expressing satisfaction	75	75

Actions to Achieve the Target:

- Offer parents an intervention when met at the final warning process in the police station.
- Ensure that all parenting interventions in final warnings and community penalty cases are recorded and evidenced.
- Develop a range of parenting programmes in conjunction with children's services in order to offer voluntary programmes to a greater number of parents.

Constraints:

- Parental resistance.
- Lack of appropriate programmes.
- Resource constraints within Medway YOT to deliver programmes.

Links to Agency Partners:

- Children's services.
- Relate.
- Sure Start.
- Children's Fund programmes.

Links to Allied Themes:

- IRT development.
- Family support: Best Value Action Plan.
- Children's Services Prevention Strategy.

Learning and Development Actions:

- **YJB Inset training in Key Elements of Effective Practice.**
- **Develop resource bank for working individually with parents.**

ASSET:

Measure Relevant Community	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% assessments completed		13	91%	100	100
% closures completed		0	84%	100	100

Measure Custody	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% assessments completed		29	100	100	100
% transfer completed		100	100	100	100
% closure completed		100	100	100	100

Actions to Achieve the Target:

- Improved management monitoring techniques using the "task list" facility on CareWorks.
- Ensure that a hard copy of the final ASSET accompanies all case closure requests.
- Half-yearly audit of ASSET usage.

Constraints:

- Availability of CareWorks "task list" facility.
- Management time available for monitoring.

Links to Agency Partners:

- ASSET data is increasingly being used to determine resourcing needs from partner agencies and to inform partners of trends in criminogenic factors.

Links to Allied Themes:

- YJB Effective Practice and Performance agenda.
- Community Safety Plan.
- Homelessness Strategy.
- Medway Education Plan.

Learning and Development Actions:

- **Appointment of an IT mentor within the team who can help develop team IT skills.**
- **Involvement of Health & Community ICT Team in formulating an ICT training strategy for the team.**
- **Manage use of Care Works reports.**

Pre-Sentence Reports:

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% PSRs completed (PYO)	39	50	75	90	90
% PSRs completed (general)	96	94	95	90	90

Actions to Achieve the Target:

- This target has already been achieved due to effective administration procedures which ensures that allocation of pre-sentence reports takes place on the next working day following receipt of the request.
- Ensure all stand-down or specific sentence reports are written up and recorded.

Links to Agency Partners:

- Medway Court User Group.
- Kent Criminal Justice Board - PYO Sub-Group.
- Kent & Medway ISSP.

Links to Allied Themes:

- "Narrowing the Justice Gap."
- National target for completing PYO cases.
- CJIT – SEM.

Learning and Development Actions:

- **YJB Inset training.**
- **In-house training to improve quality of PSRs particularly in relation to offence analysis.**

DTO Training Plans :

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% of plans drawn up within NS	60	75	95	100	100

Actions to Achieve the Target:

- Regular contact with the two YOIs, HMP Feltham and Huntercombe and the Medway STC are being improved by regular staff contact with the establishments.
- Ensure there is better contacts with families of young person in a secure establishment as this enables plan to be achieved and supported.
- Ensure all community agencies can make a contribution to plan.

Constraints:

- Time involved and distance travelling.
- Co-ordination of all parties is difficult.
- Willingness of families to maintain contact during custodial element.

Links to Agency Partners:

- KCHT's Moving Forward Project.
- Medway Housing Department.
- Medway Social Services 16+ Team.
- Schools and PRUs.
- Training providers.

Links to Allied Themes:

- Leaving Care Strategy.
- CAMHS Strategy.
- Multi-Agency Public Protection Arrangements.
- Homelessness Strategy.
- Education Inclusion Plan.
- Connexions Business Plan.

Learning and Development Actions:

- **Joint training with the Medway 16+ Team is underway and will be developed to include the "Moving Forward" project.**
- **Joint training with the STC at Medway.**

Education, Training and Employment:

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% supervised in FT ETE	100	100		90	90

Actions to Achieve the Target:

- Investigate reasons for lack of school or training placement.
- Develop plan with LEA or E2E providers so that young person can obtain a placement.
- Advocate for young person without a placement at the Education Provision Placement Group.
- Champion young person's needs at Re-Integration Panel.
- Develop a careers action plan for all young people of post statutory education age.
- Champion young person's needs with E2E providers.
- Develop a strategy to improve the education and training opportunities for children and young people in trouble with the law.

Constraints:

- Limited number of "alternative" tuition and E2E providers.
- Lack of basic training courses available.
- LEA lack of clearly identified funding targeted to provide a flexible range of education provision for young people in trouble with the law.
- No fast track mechanism for young people who have offended into the education provision in Medway Council.
- Too many young people taken off school roles by their parents before an alternative school is found.

Links to Agency Partners:

- Assessment & Tuition Service.
- LEA Inclusion Team.
- Special Education Service.
- Behaviour Support Service.
- Education Welfare Service.
- LEA/Hospital Education Service.
- LEA Pupil Referral Units.
- LEA "Looked After" Children's Officer.
- Education Psychology Service.
- LEA mainstream schools.
- Kent & Medway Connexions.

Links to Allied Themes:

- Kent & Medway Connexions Plan.
- Teenage Pregnancy Action Plan.
- Education Development Plan.

- Behaviour Support Plan.
- SEN Development Plan/Inclusive Plan.
- Substance Misuse Plan.

Learning and Development Actions:

- **Roles of Connexions PAs.**
- **Providing input for YOT colleagues to make them aware of/keep them up-to-date re education information and issues, e.g. SEN info, LEA processes and provision, etc.**
- **Providing input to Medway schools and LEA colleagues re the youth justice system, the role of the YOT and the Education Liaison Officer's role within the team.**

Accommodation:

Name of Accommodation Officer:	2003 Outturn	2004 Target
Keith Gulvin		
% of young people supervised by YOT that have suitable accommodation to go to at the conclusion of a final warning with intervention, relevant community based penalty, or release from the secure estate	77	85

Actions to Achieve the Target:

- Strong links with partner agencies to get YOT housing requirements firmly on the agendas of all stakeholder agencies.
- Identify and develop protocols with housing provider agencies.
- Work with partner agencies to develop tenancy support programmes.
- Negotiate with partner agencies to relax eligibility around YOT entry to supported housing schemes.
- Influence medium and long-term accommodation strategy plans within Medway Council to ensure YOT client Group is considered for future provision.

Constraints:

- YOT do not control any of the housing assets.
- Lack of understanding of needs of client groups with providers.
- Availability of suitable moving on accommodation and emergency placements.
- Shortage of suitable properties for single homeless at affordable rates.

Links to Agency Partners:

- Medway Homelessness Team.
- Supporting People Team, Medway Council.
- Avalon Housing Association in respect of the Base Project.
- 16+ Team, Medway Council, in respect of young people leaving care.
- Homefinding Team, Medway Council, in respect of young people under the age of 16 requiring accommodation.
- Regional YOT Accommodation Officers Group in respect of national lobbying and influencing Youth Justice Board policy.

Links to Allied Themes:

- Developing effective interventions while being mindful that unless accommodation is secure, young people cannot consider addressing other aspects of their behaviour.
- Medway Council's Homeless Strategy.
- Medway Council's Housing Strategy.
- Young People's Substance Misuse Programme.

Learning and Development Actions:

- **Joint team training days to be arranged between the YOT and Medway 16+ Team.**
- **Awareness raising sessions by YOT attendance at team meetings of Housing, 16+ Team and Homefinding.**
- **Presentation on current situation regarding YOT accommodation in Medway and future plans to all members of YOT Team.**
- **Distribution of housing legislation information to YOT Team members.**

Child Adolescent Mental Health Services:

Measure	2001 Baseline	2002 Outturn	2003 Outturn	2004 Target	2005 Target
% of acute assessments commenced within timescale	100	100	100	100	100
% of non-acute assessments commenced within timescale	50	60	100	100	100

Actions to Achieve the Target:

- CAMHS to be aware of the Youth Justice Board Mental Health Screening Tool (SifA.) Health Liaison Officer to include in referral to CAMHS clinical symptomology in addition to copy of SifA. CAMHS to have information regarding the YOT assessment tool and the background research base.

Constraints:

- CAMHS offer a tier 3 and a tier 4 service. There is a very high demand for service with long waiting list. Tier 1 and tier 2 service are being developed, funded by Medway PCT.

Links to Agency Partners:

- Excellent relationship with local CAMHS Team.
- Regular meetings with Service Manager.
- Information shared regarding mental health screening tool.
- Consultation available with clinicians.
- Clinicians attend YOT multi-agency meetings.
- Networking essential with Connexions Manager and Health PA.
- Young persons Service (drug & alcohol.)

Links to Allied Themes:

- CAMHS Strategy.
- Health Improvement Plan.
- Child Health Services Plan.
- Medway YPs Substance Misuse Plan.

Learning and Development Actions:

- **Training needs identified within the individual review process.**
- **Awareness raising regarding the Mental Health Screening Tool.**
- **Regular updating regarding mental health issues and the tier 2 service when it comes on line.**

Substance Misuse:

Measure	2004 Target	2005 Target
% of young people screened for substance misuse	100	100
% of young people with identified needs receiving appropriate specialist assessment within 5 working days	100	100
% of young people accessing the early intervention and treatment services they require within 10 days	100	100

Actions to Achieve the Target:

- Scores of 2 or more in ASSET domain identifying young people with substance misuse.
- Referral of this group to Health Liaison Officer for SifA (as per the Youth Justice Board's requirements.)

Constraints:

- Level of demand - impact on service provider may have repercussions on response time.
- Provision of tier 2 and tier 3 service appropriate.
- Creation of treatment service for young person who requires a level 4 treatment.

Links to Agency Partners:

- Positive links to KPA Young Persons Service (drug & alcohol) established.
- Information sharing and continued networking to be promoted within Medway PCT.
- Awareness of drug programmes within Healthy Schools Programme.
- Medway Council Health promotion and Connexions essential in order to offer a variety of appropriate interventions.
- West Kent Mental Health Trust and Drugs Services.

Links to Allied Themes:

- Youth Service Plan.
- Young People's Substance Misuse Plan.
- Teenage Pregnancy Action Plan.
- Connexions.
- Healthy Schools.

Learning and Development Actions:

- **Training needs highlighted within individual reviews to be supported.**
- **All staff to avail of the Drug Usage Screening Tool (DUST) training.**

- **DoH information research based to be cascaded within YOT, e.g. hidden harm.**
- **Continuous updating regarding drugs issues and latest development in treatment.**

SECTION E: LEARNING AND DEVELOPMENT:

Introduction:

The plans for 2003/4 are influenced and informed by a range of factors. These include an annual Professional Developmental Review (PDR), which is completed on each team member by the supervising manager. The PDR identifies the training and developmental pathway for that individual to meet their objectives in relation to both the YOT plan and the corporate plans for Medway Council. In terms of the YOT plan emphasis is placed upon EPQA and improvement plans for ASSET and final warnings.

Professional Training:

Certificate in Professional Practice:

A first cohort of four team members is currently undertaking this award. This first cohort is concentrating on seconded staff that does not hold professional qualifications or which to obtain a specialist YOT based qualification. The second cohort commences in March 2004 and will involve a further two members of the team.

Social Work Practice Teachers Award:

This award is currently being undertaken by the ISSP Co-ordinator, and will complete at the end of the year. It is hoped that another team member will successfully apply during the year.

BA in Social Work:

An experienced social worker in the team is continuing this course at Christchurch University College and plans to complete this year.

MA in Youth Justice, Probation & Criminology:

Is being undertaken by the Referral Order Co-ordinator, due to complete the second and final year in 2004.

Diploma in Management Studies:

Currently being undertaken by the Audit and Review Manager. The course will complete this year.

Team Training Days:

It is intended that a number of training priorities will be addressed within planned team away days during 2004.

A new Criminal Justice Act is expected to be enacted this year, which will have far reaching consequences and training requirements for the team.

Other national areas include implementation of effective practice, quality assurance in a number of areas in a phased programme. These include during this year final warnings, education and training, assessment, planning, intervention and supervision, ASSET improvement plan. ASSET is the youth justice assessment tool and has been the recent subject of a YJB improvement plan, which will generate training requirements.

Introduction of Youth Justice Secure E-Mail System is planned for 2004 and will require an element of training for all staff with e-mail access.

Development of preventative programmes with partnership agencies to tackle anti-social behaviour, inclusion issues and prevent future offending. This will involve developing training opportunities for the Early Intervention Group within the team.

A joint training day with Medway Council Leaving Care Team has been arranged. This will focus around supporting clients leaving the care system, subject to custodial sentences and young people's housing issues.

National Conferences & Seminars :

It is intended to apply to send two delegates to the National Association for Youth Justice (NAYJ.) It is also planned to send up to two delegates to the annual YJB conference. These seminars are supported on the basis of concentrating on the introduction of new YJ initiatives, which Medway YOT is required to keep pace with, and networking opportunities.

Criminal Justice Conferences & Seminars :

It is intended to apply for a number of these courses throughout the year where they meet the profile of personal PDR training and development requirements and that similar training is not available elsewhere. These courses represent good value for money and offer the opportunity to meet practitioners from other YOTs.

At the time of writing this plan, it is not known if Medway YOT staff can access courses run by larger neighbouring authorities, if this proves possible during 2004 it will have an impact on applications for external courses.

Bail Support Workers :

Three new Bail Support workers have joined the team recently. They will receive a modular ten session training course to be delivered by the Bail Support Supervisor. In addition there will be ongoing refresher training for existing Bail Support Staff. Drop out from this staff group has been low, with current recruitment a mixture of replacement and responding to new service needs.

During the past year the status of this group has changed to that of direct workers within the team. In reflection of this change an increased range of internal training opportunities are now available to this group.

Referral Order Volunteers:

A group of six new volunteers are currently due to complete their introductory training course by March of 2004. The training is based upon the Panel Matters training material supplemented by input from team members and partnership agencies. A further course will commence in late 2004. Six refresher-training sessions are planned during the year for all existing volunteers, who number around forty. This training will be delivered in house by YOT staff. Recruitment of new volunteers is low key as there is only a requirement to replace around 5 to 6 volunteers a year as drop out is very low.

Local Recruitment Plans:

Turnover of staff within the team remains low. Two members of the team have left within the past year. A further three to four team members are expected to leave during 2003/4. Induction programmes are already underway for the staff that has recently joined as replacements for staff that have left.

Support for Training:

Practice social work teaching. There are currently two qualified practice teachers in the team with another as already mentioned under training. During the forthcoming year the team will have three students on DipSw placements (two second-year and one first-year) and will take a degree student on a ten-day introduction placement in January.

In addition to the above there is a student on one day a week work placement (forensic psychology) from the University of Middlesex.

We have agreed to take two work placement students for ten-day periods from local secondary schools in July. There is provisional agreement to take business studies student placement from Mid Kent College at some point within the year.

A member of staff has recently has recently joined the practice assessment group for social work training with the University of Kent.

Two team members (until the retirement of the Operational Manger) are associate lecturers for the Open University in subjects akin to youth justice.

On going training is being provided for other Medway Council staff in relation to the Chilston sex offender project, which has recently been established in partnership with other agencies.

It is expected that four members of staff will complete the social work post qualification award stage 1, via the portfolio route in the current year. This will add to the three other members of staff who currently hold this award.

All team members are encouraged to attend internal Medway Council training both task related and health & safety awareness courses.

The team is an active participant in the Medway Council workforce development group, which looks at training and related issues.

In addition to the above the team assists a number of partnership and other agencies in a variety of ad hoc training events and awareness presentations throughout the year.