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To: County Council – 13 September 2012

Subject: The Integrated Youth Service – Youth Justice Plan 2012/13

Classification: Unrestricted

Summary: This paper introduces the Youth Justice Plan 2012/13 for the Integrated Youth Service for approval by the County Council as the statutory Annual Youth Justice Plan.

FOR APPROVAL

1. Introduction

- (1) The Youth Justice Plan sets out how the Integrated Youth Service (IYS) will work during 2012/13 towards the principal aim for the youth justice system, “the prevention of offending by children and young people”.
- (2) The Plan is a statutory requirement (Section 40, Crime & Disorder Act 1998) for local authorities and has been submitted to the Youth Justice Board for England & Wales for their approval. The Plan is now being submitted to the full County Council following its consideration by the County Youth Justice Board and the Cabinet Committee for the Customer and Communities Directorate.
- (3) The key themes in the Plan include:
 - (i) the partnership arrangements within the county which are responsible for the management of youth justice services
 - (ii) the targets for the performance of the Service
 - (iii) planned new developments and the activity forecasts for the core youth justice services
 - (iv) the resources the Service has available to deliver the objectives of the Plan

2. Context for the Plan

- (1) 2012/13 is the first full year of operation of the newly formed Integrated Youth Services (IYS) following the merger of the former Youth and Youth Offending Services. As a result it will be a year of transition with a key objective being the integration of the existing provision of both services so as to strengthen both the preventative and community based statutory supervision responsibilities of youth justice services via the additional input and expertise of youth workers and the resources available to them

(2) The Service will contribute to a number of countywide and district-based partnerships including:

(i) Troubled Families which has the key objectives of:

- a. improving the education performance of the children by reducing the number of unauthorised absences to less than 3 a year
- b. reducing anti social behaviour and youth offending over a 6-month period
- c. supporting families to engage with the Department of Work and Pensions and European Social Fund Work Programmes

The role of the Integrated Youth Service will be to contribute to effective programmes that reduce re-offending rates and provide early intervention to those young people not entrenched in criminal behaviour. The Service will work as part of an integrated team ensuring compliance with the main objectives of the National Youth Justice Plan and also the local Kent objectives for Troubled Families – See Appendix 1.

(ii) Integrated Youth Support Service. Proposals are being developed for this service to be piloted from September 2012. The aim is to achieve improved outcomes for young people including educational achievement through ensuring that local services work effectively in response to the needs of young people. This will be achieved through the collaboration of the Education, Learning & Skills Directorate, the Families and Social Care Directorate and other relevant key agencies.

(iii) the Integrated Offender Management strategy managed through the Community Safety Units based in each of the Districts which will support IYS in the management of the Deter Young Offender population, the most prolific offenders amongst the youth offending population

(iv) the Kent Criminal Justice Board which has, as one of its priorities, the further development of restorative justice in the county

(v) some of the elements of the existing Youth Offending funding base, most significantly the Youth Inclusion Support Programme and Young People's Substance Misuse Services directly supporting the Youth Offending Teams will transfer to the Police and Crime Commissioner following their election in November 2012. The Integrated Youth Service is working alongside the Community Safety Unit and the Police to ensure continuity of services and that the success of existing interventions is highlighted.

(3) The performance of the Service during 2011/12 against a number of indicators, including the one used nationally with respect to first time entrants, was largely positive. The outcomes achieved compared favourably to those achieved during 2010/11 although concerns remain with respect to the findings relating to the engagement of the youth offending population in full time education, training and employment (ETE) and the access for 16/17 year olds to suitable accommodation. Section F of the Youth Justice Plan includes the performance data and the targets for 2012/13 but the key findings are:

- a significant downward shift in the numbers of children and young people entering the youth justice system for the first time
 - recorded falls in the overall youth offending population, in the number of offences for which they are responsible and in the disposals imposed by the Courts
 - reduced usage by the Courts of the Secure Estate at both the remand and sentencing stages
 - the percentages of both the statutory school age population and of the 16/17 year olds known to the youth offending teams attending ETE full time are significantly below target
 - there continue to be a number of 16/17 year olds who are assessed by their case managers as living in circumstances which are unsuitable to their needs, usually Bed & Breakfast
- (4) The Core Inspection of the Kent Youth Offending Service in April 2011 required improvement in the management, quality and timeliness of assessment and case records management. Throughout the preceding year work has focussed on improving the quality of case recording and management. In 2012/13 this will continue to be a priority, driving forward this required improvement through maintaining the commitment to routine auditing of cases to ensure the progress made with respect to the quality of practice following the Core Case Inspection is sustained and becomes the norm.

3. The IYS Business Priorities for 2012/13

- (1) The Integrated Youth Service, in support of its responsibilities to prevent offending and re-offending by children and young people and to offer victims of youth crime the opportunities to engage in restorative justice, will:
- deliver services in collaboration with the Police and Children's Services that are designed to reduce the risk of children and young people becoming involved in anti social behaviour and of entering the youth justice system
 - work with the partner agencies represented at both the Criminal Justice Board and the County Youth Justice Board to deliver interventions designed to reduce the rate of re-offending by children and young people within the youth justice system
 - contribute significantly to the planned and co-ordinated work with Troubled Families which is designed, amongst other objectives, to achieve increased participation in education and reduced involvement in both anti social and offending behaviour by young people within the targeted families
 - identify and have an enhanced ability to support those children and young people who are the more vulnerable amongst the youth population, including those living in the most deprived communities in the county
 - drive forward the continued improvement in case management and recording
 - ensure services and interventions are matched to both the risks and needs associated with the offending behaviour of the population known to the youth justice services. There will be a specific focus on young people aged 16 & 17 years being in suitable accommodation and on supporting the

- engagement of both the statutory school age and post statutory school age populations in full time ETE
- extending the opportunities for those who have offended and their victims to achieve a resolution through participation in restorative processes
 - continue to support the participation and voice of children and young people through targeted consultation processes
 - prepare for the implementation of:
 - (anticipated to be April 2013) the youth justice requirements included in the Legal Aid, Sentencing & the Punishment of Offenders Act 2012
 - the Police and Crime Commissioner (November 2012) to advocate for the current usage of the funding for preventative and substance misuse services
 - continue to work with partners within:
 - the Community Safety Units in managing the Deter Young Offender population (the most prolific offenders) as an element of the Integrated Offender Management strategy
 - the Multi Agency Public Protection Arrangements to manage those young people assessed as presenting a risk of serious harm to the welfare and safety of others

4. Resource Implications

- (1) The youth justice element of the IYS Budget for 2012/13 is £5.8m, a reduction of £0.2m when compared to the total for 2011/12. This can, in part, be accounted for by the reduction of £99.5k in the grant funding provided by the National Youth Justice Board which totals £1.7m.
- (2) The County Council contributes £3.4m, 58.6% of the total.
- (3) The remainder of the budget total, £0.7m, is provided by the other statutory partners responsible for the management and resourcing of YOS (Health, Education, Children's Social Services, Police and Probation).

5. Recommendation

The County Council is asked to approve the statutory Annual Youth Justice Plan.

Background Documents

None

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Integrated Youth Services

The Youth Justice Plan

2012/13

EXECUTIVE SUMMARY

2012/13 is the first full year of operation of the newly formed Integrated Youth Services (IYS), a merger of the former Youth and Youth Offending Services. It will be a year of transition including exploration as to how the new arrangements best contribute to progress being made towards the principal aim for the youth justice system, “the prevention of offending by children and young people”.

The Integrated Youth Service will:

- drive forward the continued improvement in case management and recording
- identify and have an enhanced ability to support those children and young people who are the more vulnerable amongst the youth population, including those living in the most deprived communities in the county
- maintain the commitment to routine auditing of cases to ensure the progress made with respect to the quality of practice following the Core Case Inspection is sustained and becomes the norm
- deliver services in collaboration with the Police and Children’s Services that are designed to reduce the risk of children and young people becoming involved in anti social behaviour and of entering the youth justice system
- work with the partner agencies represented at both the Criminal Justice Board and the County Youth Justice Board to deliver interventions designed to reduce the rate of re-offending by children and young people within the youth justice system
- ensure services and interventions are matched to both the risks and needs associated with the offending behaviour of the population known to the youth justice services. There will be a specific focus on young people aged 16 & 17 years being in suitable accommodation and on supporting the engagement of both the statutory school age and post statutory school age populations in full time ETE
- extending the opportunities for those who have offended and their victims to achieve a resolution through participation in restorative processes
- continue to support the participation and voice of children and young people through targeted consultation processes
- prepare for the implementation:
 - (anticipated to be April 2013) of the youth justice requirements included in the Legal Aid, Sentencing & the Punishment of Offenders Act 2012
 - the Police and Crime Commissioner (November 2012) to advocate for the current usage of the funding for preventative and substance misuse services
- contribute alongside partners to the planned and co-ordinated work with

Troubled Families which is designed, amongst other objectives, to achieve by the children involved increased participation in education and reduced involvement in both anti social and offending behaviour

- continue to work with partners within:
 - the Community Safety Units in managing the Deter Young Offender population (the most prolific offenders) as an element of the Integrated Offender Management strategy
 - the Multi Agency Public Protection Arrangements to manage those young people assessed as presenting a risk of serious harm to the welfare and safety of others

Head of Service – Nigel Baker

Portfolio Holder – Mike Hill

Director – Angela Slaven

SECTION A: ROLE/PURPOSE OF FUNCTION

Integrated Youth Services (IYS) will be responsible for:

- (i) providing and commissioning targeted interventions to tackle disadvantage and to prevent children and young people from offending
- (ii) reducing the likelihood of re-offending by those receiving statutory youth justice interventions

The legislative context for the Service is provided by Sections 37 – 40 of the Crime and Disorder Act 1998.

Section 37 details the principal aim for the youth justice system, “the prevention of offending by children and young people”. The remaining sections detail the statutory youth justice services which must be made available at local authority level and the requirement for each Youth Offending Service to publish annually a Youth Justice Plan.

Targeted and statutory interventions, whether provided or commissioned by IYS, will focus both on the individual child/young person and on their families/carers. IYS will seek, in partnership with other agencies, to match services and interventions to identified needs and risks.

The capacity to achieve successful matching will be critical to achieving a reduction in both the numbers of first time entrants to the youth justice system and to the rate of re-offending by enabling the Service to address the factors most commonly associated with anti social and offending behaviour.

The key partners for IYS reflect the inter agency co-operation expected by Central Government. They will continue to be:

- Police, MAPPA and Integrated Offender Management – supporting diversionary (via restorative processes and referrals to the YISPs) and preventative services, the management of the high risk (of re-offending, of serious harm to others) group amongst the youth offending population and providing access for the victims of youth crime to restorative justice processes
- Education and the Connexions Service – keeping young people involved in statutory schooling, in training such as apprenticeships, and in employment
- Specialist Children’s Services – joint work with Looked After Children, Children in Need and those who are the subjects of child protection plans, with homeless 16 & 17 year olds and with the delivery of parenting programmes
- Health and Substance Misuse services – addressing the physical and mental health needs of children and young people and ensuring effective responses to any misuse of drugs and alcohol by them
- Probation – enabling the delivery of community based reparation (the Unpaid Work Requirement of the Youth Rehabilitation Order) and jointly managing, via the MAPPA, the high risk (of serious harm to others) amongst the youth offending population

The impact of the Service will be monitored using the performance framework set out in Section F.

IYS will contribute, alongside a number of partners, to the planning of the service model for the Troubled Families initiative and to its delivery. Management information held by the Service will assist the monitoring of the outcomes being achieved with the families targeted.

SECTION B: CONTRIBUTION TO *BOLD STEPS FOR KENT* OBJECTIVES

The Integrated Youth Service supports the following priorities included in the Kent Delivery Framework:

- Priority 1: IYS will be commissioning both youth (for preventative purposes) and youth justice services during 2012/13 with a clear commitment to ensuring value for money via clear targeting of resources at the priorities for IYS and having a performance framework enabling progress towards agreed objectives to be monitored and evaluated
- Priority 2: the Health Service is one of the five statutory partners responsible for the management and delivery of youth justice services in Kent. Work is being undertaken with the Directorate of Child Health, the Kent Community NHS Health Trust and CAMHS to improve both access to and outcomes from services providing for the physical and mental health needs of children and young people within the youth offending population which are known (national and local data) to be significant
- Priorities 3 & 4: the IYS is committed to enabling young people to achieve their potential. Achievement within education, training or employment (ETE) is known to be a significant protective factor with regard to involvement in youth crime. The level of engagement by those in the youth offending population in ETE is a performance indicator for the youth justice services
- Priority 14: a priority for youth justice services is to reduce the level of youth crime in the county, to assess the risk of harm that individual children and young people and to provide a level of intervention commensurate with that risk. IYS will contribute to work alongside the Police, the Probation Service and Specialist Children's Services within the Multi Agency Public Protection Arrangements (MAPPA)
- Priority 15: a target population for preventative work (i.e. those at risk of entering the youth justice system) in the county is those young people who are vulnerable. A significant percentage of those children and young people within the youth justice system are vulnerable and youth justice services have a statutory duty for promoting and safeguarding their welfare
- Priority 16: youth justice services are responsible for engaging the parents and carers of those children and young people either assessed as being at risk of offending or are already so involved. A significant percentage of children and young people who have offended and are receiving a statutory intervention originate from complex and damaging family situations and are often known to Specialist Children's Services and Child & Adolescent Mental Health. IYS representatives are working with the Community Budget pilots in the county and with the Margate Task Force and will contribute to the development and delivery of the strategy for Troubled Families.

SECTION C: KEY ACTIONS, PROJECTS AND MILESTONES

Key Actions	Deliverables or Outcomes planned for 2012/13	Accountable Officer	Start Date (month/year)	End Date (month/ year)
<p>Preventative Services</p> <p>Review how the new model of delivery can best support effective delivery of front line youth, targeted prevention (e.g. YISP) and youth justice services</p> <p>Review how IYS best delivers preventative and early intervention provision to young people in the county</p> <p>Contribute alongside partners to the development and delivery of the Troubled Families initiative</p>	<p>(Priorities 2,3,4, 14,15 & 16)</p> <p>A co-ordinated strategy agreed and implemented between youth and youth justice services for ensuring access to universal services and supporting the prevention of offending and of re-offending</p> <p>A new staffing model is established to maximise the benefits offered by the integrated working of youth and youth justice workers</p>	<p>Andy Moreman & Nick Wilkinson</p> <p>Charlie Beaumont</p>	<p>June 2012</p> <p>April 2012</p>	<p>January 2013</p> <p>October 2012</p>
<p>Commissioning – Youth Justice</p> <p>Review of the current contracts for:</p> <ul style="list-style-type: none"> the Appropriate Adult Service Victim Offender Mediation & Victim Liaison Remand Management <p>Invitations to tender published</p> <p>Contracts awarded</p>	<p>(Priority 1)</p> <p>Contracts awarded for the provision of Appropriate Adult, Remand Management and Mediation / Victim Liaison Services</p>	<p>Nick Wilkinson</p>	<p>April 2012</p>	<p>November 2012</p>
<p>Curriculum and programmes for children & young people</p> <p>Review the existing curricula (including all opportunities for accredited learning) for the users of the youth service and of the youth offending service.</p>	<p>(Priorities 3 & 4)</p> <p>A curriculum is in place which is aligned to the objectives of the IYS and to the measures included in the performance / outcomes framework</p> <p>The Duke of Edinburgh's Award</p>	<p>Charlie Beaumont & Nick Wilkinson</p>	<p>April 2012</p>	<p>March 2013</p>

Key Actions	Deliverables or Outcomes planned for 2012/13	Accountable Officer	Start Date (month/year)	End Date (month/ year)
<p>Establish a curriculum which is relevant to the needs of the users of youth work, of targeted prevention and of statutory youth justice interventions within the context of Integrated Youth Services.</p> <p>Continue the delivery of the Youth Work Apprenticeship Scheme and recruit to a further cohort (8) apprentices to start in October</p>	<p>is being used to support the delivery of youth justice services in the county</p> <p>All 10 current apprentices complete their training successfully.</p> <p>Targeted recruitment (LAC, youth justice) of the cohort of 8 apprentices</p>			
<p>Quality Assurance A new Quality Assurance Framework to be produced for Integrated Youth Services in Kent.</p> <p>The new Service will:</p> <ul style="list-style-type: none"> (i) have an ongoing focus on the quality assurance and staff supervision responsibilities of Practice Supervisors to ensure they are effectively met (ii) maintain a routine of monthly case audits with support from partners (e.g. Probation, Police, Health) (iii) provide support for case managers from the trainer responsible for the electronic case management system (Careworks) (iv) ensure a high quality of inclusive youth work amongst commissioned and direct delivery providers (v) ensure a robust and challenging curriculum is in place to develop young people's capabilities, promote equality and challenge prejudice 	<p>(Priorities 14, 15 & 16) The Youth Justice Board review positively the performance of the youth offending arm of the IYS with respect to the objectives included in the Core Case Inspection Improvement Plan</p> <p>National Standards for Youth Justice (2009) are consistently met with respect to:</p> <ul style="list-style-type: none"> • assessments • planning and review • contacts with those children and young people subject to statutory interventions <p>The findings from case audits and from the overall self inspection regime consistently indicate practice of high quality in both the</p>	<p>Charlie Beaumont</p>	<p>April 2012</p>	<p>March 2013</p>

Key Actions	Deliverables or Outcomes planned for 2012/13	Accountable Officer	Start Date (month/year)	End Date (month/ year)
(vi) involve young people in the design, delivery, assessment and challenge of local services	above areas and with case recording			
<p>Consultation with Service Users</p> <p>Consultation with users of Integrated Youth Services as to the accessibility and the quality of services they have received</p>	<p>A positive view from users is received</p> <p>Findings are published</p> <p>The views received evidently inform the IYS Plan for 2013/14</p>	Charlie Beaumont	July 2012	November 2012
<p>Workforce Development</p> <p>Delivery of an integrated training programme reflecting the many shared competencies required for both youth work and for youth justice – supporting the objective to integrate youth workers into the delivery of both preventative and exit strategies</p> <p>Maintaining an online curriculum for all youth organisations, including those delivering youth justice services, in Kent</p> <p>Youth Justice volunteers and selected staff from the youth offending teams receive training in the role of Restorative Conference Facilitators</p>	<p>(Management priority)</p> <p>A competency framework for staff working within the IYS has been agreed and used to inform the Workforce Development Plan for 2012/13</p> <p>Programmes (e.g. Duke of Edinburgh’s Award, offending behaviour, leisure activities) are being delivered jointly by youth and youth justice workers where beneficial</p> <p>Increased capacity for youth justice volunteers to be able to deliver services for young people and for victims of youth crime</p> <p>There is evidence of the use of restorative Conferencing to enable resolutions between the youth offending population and their victims</p>	Charlie Beaumont	April 2012	March 2013

Key Actions	Deliverables or Outcomes planned for 2012/13	Accountable Officer	Start Date (month/year)	End Date (month/ year)
<p>Reducing Re-offending Development of the role of the Probation Officer within YOS</p> <p>Support the development of the Resettlement Consortium alongside South of Thames YOTs</p> <p>Support the development of the Troubled Families initiative and contribute alongside partners to its delivery</p> <p>Build on pilots with Kent Community Health Trust to support commissioning of specific initiatives (e.g. Speech and Language, Counselling, training of staff) and better access to existing universal and targeted services for the youth offending population and for those at risk</p> <p>Improve access to Tiers 2 & 3 mental health through the newly established CAMHS Access Points and the new CAMHS provider (September 2012)</p> <p>Improve capability of the service to respond to sexually harmful behaviour through partnership and possible joint commissioning with Specialist Children's Services</p> <p>Expand the use of restorative justice in partnership with Kent Police and with the commissioned mediation services</p> <p>Establish the groupwork programme for the delivery</p>	<p>(Priorities 15 & 16)</p> <p>Increased capacity to respond to the risk factors associated with the involvement of children and young people in both anti social behaviour and youth offending</p> <p>Reduced re-offending rates recorded for those children and young people subject to:</p> <ul style="list-style-type: none"> • Youth Rehabilitation Orders • post custody supervision 	<p>Nick Wilkinson & Charlie Beaumont</p>	<p>April 2012</p>	<p>March 2013</p>

Key Actions	Deliverables or Outcomes planned for 2012/13	Accountable Officer	Start Date (month/year)	End Date (month/ year)
<p>of offending behaviour approaches</p> <p>Develop an increased usage of the Attendance Centres in the county – support the plans of the Probation Service in this area</p> <p>Continue to increase the numbers of young people who participate in accredited learning opportunities with a view to increasing their employability</p> <p>Improve the partnership arrangements, via the Joint Policy and Planning Board and the Locality Boards, with Specialist Children’s Services, Supporting People, Local Authority Housing and independent providers to enable access for the homeless 16 & 17 year olds known to IYS to suitable housing</p> <p>Ensure, in partnership with SCS, that the needs of the “at risk” and of the “youth offending” populations are addressed as appropriate via the SCS led CAF, child protection, Child in Need and LAC services</p>				
<p>Prevention / Tacking Disadvantage Work with Kent Police and Specialist Children’s Services to develop working practice in anticipation of the new Police & Crime Commissioner in 2013</p>	<p>(Priorities 15 & 16) A strategy for tackling disadvantage and for the prevention of youth crime agreed for 2013.14</p>	<p>Nick Wilkinson</p>	<p>September 2012</p>	<p>January 2013</p>

SECTION D: RESOURCES

Budget Profile Summary 2012-13

The youth justice element of the IYS Budget for 2012/13 is £5.8m, a reduction of £0.2m when compared to the total for 2011/12. This can, in part, be accounted for by the reduction of £99.5k in the grant funding provided by the National Youth Justice Board which totals £1.7m.

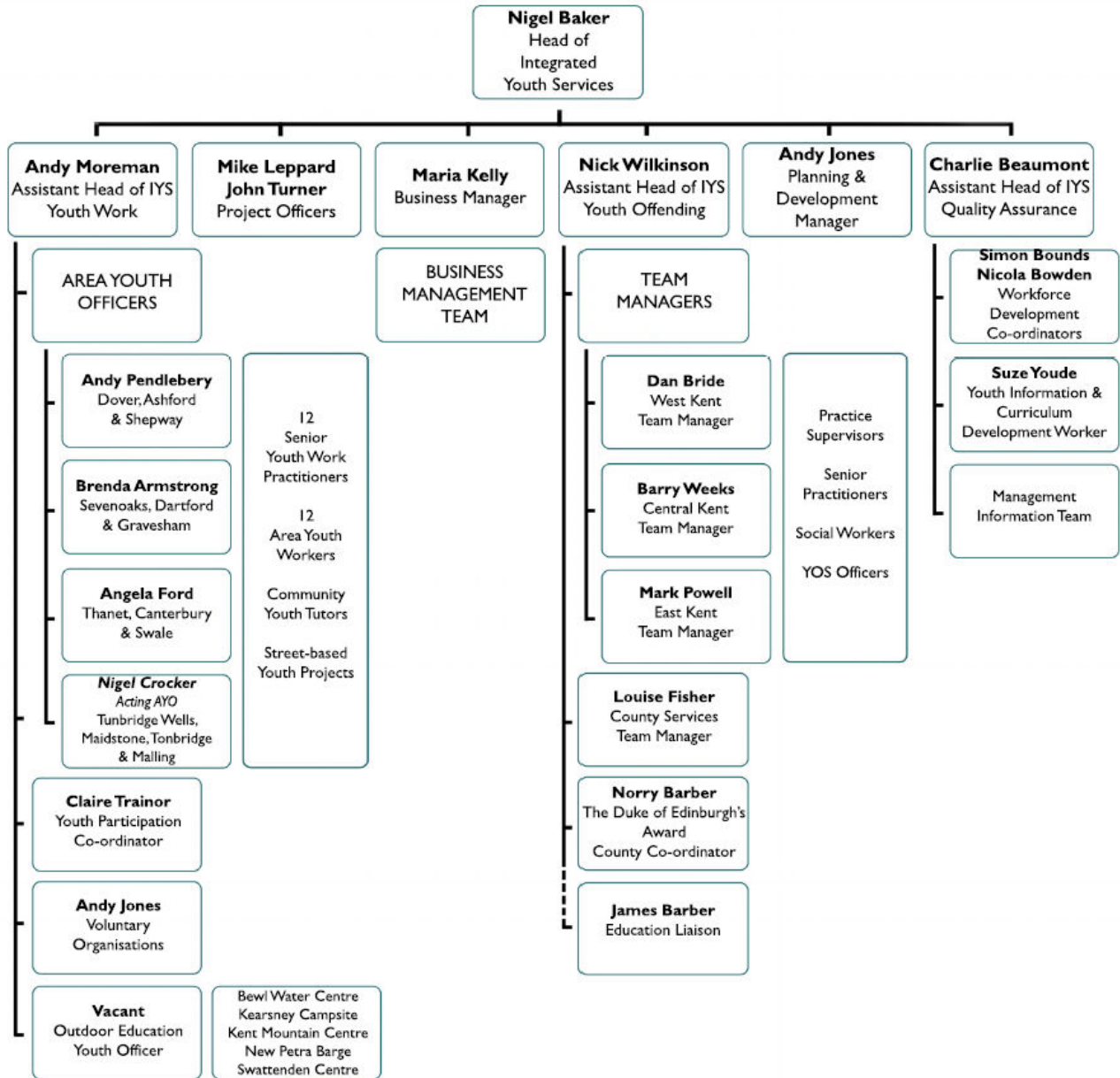
The County Council contributes £3.4m, 58.6% of the total.

The remainder of the budget total, £0.7m, is provided by the other statutory partners responsible for the management and resourcing of YOS (Health, Education, Children's Social Services, Police and Probation).

Staffing Profile – Youth Justice within IYS Structure

2011/12 (match up to 2011/12 plan)	YOS	2012/13 as at 1st April 2012
Grade KR 13 (or equivalent) and above	1.5	1.5
Grade KR 12 (or equivalent) and below	118.5	118.5
TOTAL	123.15	123.15
Of the above total, the estimated FTE which are externally funded	21.6	21.6
Number of volunteers (where known)	103	103

Integrated Youth Services Management Structure



SECTION E: RISK ANALYSIS AND BUSINESS CONTINUITY

The business objectives set out in this plan are monitored to ensure they will be delivered. Risks associated with potential non-delivery and the controls in place to mitigate those risks, have been assessed and documented as part of the Annual Operating Plan process. A risk plan has been developed as necessary.

During 2012/13, IYS must manage an effective merger of the current Youth and Youth Offending Services while needing to maintain the required improvement in the management and delivery of youth justice services. The performance framework for the Service, as set out in Section F, will enable the management team to check whether key priorities are being met.

The youth justice arm of the Service will need to ensure that the improvements, made in response to the findings of both the Core Case and the Care Quality Commission Inspections, are sustained and then endorsed by the Youth Justice Board. The YJB is responsible for monitoring progress made by the Service towards the objectives included in the CCI Improvement Plan. The plans for an integrated workforce development strategy and for maintaining routine case audits and a self inspection regime are designed to promote higher levels of competence and to enable the extent of progress being made to be monitored.

National research has indicated a correlation between a downturn in the economy and an increase in both disadvantage, in the numbers of those who become at risk of offending and in the level of, particularly acquisitive, crime. The structure, the model and the resources of the IYS provide opportunities for the IYS to counter these risks:

- (i) the establishing during the year of the multi agency District hubs which will both encourage and facilitate co-ordinated responses to both disadvantage and to both those at risk of offending and those with a history of offending
- (ii) the commissioning strategy enabling accurate targeting of the priorities for the Service with respect to both specified communities and populations
- (iii) the alignment of youth services with the current YISPs, and the opportunities to be party to the community based budget and Troubled Families initiatives should result in a strengthening of the preventative work delivered
- (iv) continuing to implement a greater diversity in the role of the volunteer to enable them to support, via for example acting as Mentors, the delivery of statutory interventions and as Conference Facilitators the greater usage of restorative processes

The Service will benefit from developments being led by partners such as:

- (i) Specialist Children's Services – early intervention, adolescent, parenting and placement commissioning strategies should assist targeted youth work, prevention and interventions designed to reduce the risk of re-offending
- (ii) Health – the new arrangements for Community CAMHS should improve access for the at risk and the offending populations to services at both Tiers 2 & 3

- (iii) Police – the ongoing commitment to the application of restorative processes to divert, where appropriate, children and young people from the youth justice system and the maintaining with the youth justice arm of the Service to joint management of the Deter Young Offender (i.e. the most prolific in terms of volume of crime committed)
- (iv) the National Offender Management Service – assisting IYS with an increase in the number of young people within the youth justice system for whom the two Attendance Centres in the county can deliver interventions
- (v) the Troubled Families initiative with its targeting of the behaviour and educational performance of the children of the families targeted

The business objectives set out in this plan will continue to be monitored quarterly to ensure they are being delivered.

Business Continuity – the youth justice services have a Business Continuity plan. The high priority areas with “no tolerable period of disruption” are the following functions:

- Sharing information with partner agencies in regards to service or person specific information
- Supporting CareWorks, the electronic case management system to enable case records to be maintained so enabling effective information sharing
- Providing administrative support to critical functions
- Supporting the Referral Order process and Court hearings, including Court Duty cover for both Kent and Medway at Occasional Courts on Saturdays and public holidays
- providing Court reports in advance of a hearing and on the day of the hearing
- providing the Remand Management Service
- managing high risk (of re-offending and of serious harm to others) children and young people:
 - engaging with partners in the scheme for Deter Young Offenders (DYO)
 - deliver interventions assessed as high risk including Intensive Supervision Surveillance
 - provide support for young people coming out of custody
- supporting access to suitable emergency accommodation for young people
- identifying the health needs of young people and to refer them to appropriate services

SECTION F: YOUTH JUSTICE PERFORMANCE INDICATORS & KEY ACTIVITIES

YJ Plan – Performance Framework

Performance Indicator	Actual 2010/11	Statistical Neighbour 2010-11 Outturn			Outturn 2011/12	Target 2012/13*	Floor Performance Standard in 2012/13**
		Family	Regional	National			
Re-offending:							
Number of offences per person included in the cohort	0.87	0.89	1.13	0.88	n/a	0.85	0.95
First Time Entrants:							
Number	1421		6687	42,732	1088*	1178	
FTE's per 100,000 of population	985		809	876	743	875	900
Education, Training & Employment:							
Number full time & part time ETE	724	6166	4674	36898	747		
Percentage full time & part time ETE	69.9	69.9	68.9	72.8	76.9	75.0	75.0
The numbers of NEET	312	2649	2106	13785	225		
Percentage: NEET	30.1%	30.1	31.1	27.2	23.1	25.0	25.0
Accommodation:							
% of 16 / 17 year olds in suitable accommodation	74.0	92.9	87.7	85.5	81.4	90.0	90.0
% of 16 / 17 year olds leaving custody in suitable	63.2	88.6	75.0	75.1	86.8	100	100

Performance Indicator	Actual 2010/11	Statistical Neighbour 2010-11 Outturn			Outturn 2011/12	Target 2012/13*	Floor Performance Standard in 2012/13**
		Family	Regional	National			
accommodation							
Substance Misuse:							
Number of referrals by YOS to substance misuse provider	160				247		
Number taking up treatment	155				134		
Number completing treatment	108				137		
Restorative Justice							
Victims contacted					832		
Number of victims contacted who are children					n/a		
Number of victims participating in restorative processes					n/a		

Key Activity Data & other Management Information

Service Area	2010/11 Outturn	2011/12 Outturn	2012/13 Forecast
<p>Prevention Working with the Youth Inclusion Support Panels to assist the prevention of offending by children and young people referred by either Children's Services, schools or the District based Anti Social Behaviour Teams. Staff will work either independently or as part of a Team Around the Child</p>	217	202	360
<p>The assessment of children and young people notified to the Service by both the Police and the Courts National Standards for Youth Justice (2009) require case managers to complete the Core Profile ASSET and where risk is indicated a Risk of Serious Harm ASSET – the assessment outcomes then inform the intervention planning process – including Risk & Vulnerability Management Plans</p> <p>An average of 3 assessments and planning processes are undertaken pre and post a statutory disposal being imposed and one per Final Warning (NB in many Final Warning cases YOS activity is restricted to screening)</p> <p>Between April 2011 and March 2012 the Police imposed 575 Final Warnings and the Courts 1177 disposals requiring a YOS intervention</p> <p>Total number of assessments</p>	4654	5172	4500
<p>Court Services Providing staff for duty at the scheduled 6 Youth Courts (will involve between 2 & 4 staff for any Court) (NB in 2010.11 there were 7 Youth Courts per week – in 2011.12 there have been 6 per week)</p> <p>Providing a member of staff when a young person is appearing before an Adult Court – each Team can expect to provide such cover on average once per week at each of the 6 Courts</p> <p>Occasional Courts (3 x each Saturday)</p>	364	312	312
	364	312	312
	156	156	156

Service Area	2010/11 Outturn	2011/12 Outturn	2012/13 Forecast
Total Court sessions to be attended	884	780	780
<p>Report Preparation Preparing reports based on those assessments for the Police, Youth Panels (Referral Orders) and the Courts to advise on the most appropriate response to the offending behaviour:</p> <p>Police for Final Warning purposes (estimate 120 reports prepared for Kent Police)</p> <p>Youth Offender Panels / Referral Orders (average of 2 per Order, initial and end) – 574 Referral Orders were made between April 2011 and March 2012 – the forecast is based on the current model of preparing reports at the start and end of Orders unless there is non compliance and breach proceedings are instigated</p> <p>Pre Sentence Reports – reduced forecast is based on an anticipated lower Court population</p> <p>Total number of reports per year</p>		<p>136</p> <p>1656</p> <p>672</p> <p>2464</p>	<p>120</p> <p>1000</p> <p>550</p> <p>1670</p>
<p>Remand management services (remand is the period between the first hearing at Court and sentence) These include (data used is for the period October 2009 – September 2010):</p> <ul style="list-style-type: none"> • Bail Support & Supervision (National Standards require a minimum of 3 contacts per week) – average length = 4 weeks • Remand to Local Authority Accommodation – placements in the community (foster / residential, with 1 contact per week) – average length = 3 weeks • Court Ordered Secure Remand (a third of the costs of the placement within a Secure Establishment and 100% of the costs of the required escorts, contacts 2 per 4 weeks) – average length = 4 weeks • Remands in Custody (contact 2 per 4 weeks) – average length = 4 weeks <p>Each of the above remand decisions requires contact between either a YOS case manager or a Catch 22 Bail Support Co-ordinator / Worker – the frequency varies between the different types of remand decision.</p>	<p>129</p> <p>10</p> <p>15</p> <p>136</p>	<p>7</p> <p>10</p> <p>23</p> <p>126</p>	<p>130</p> <p>20</p> <p>20</p> <p>110</p>

Service Area	2010/11 Outturn	2011/12 Outturn	2012/13 Forecast
Community based penalties – statutory supervision (National Standards for Youth Justice 2009) Referral Orders & Reparation Orders (First Tier)	600	640	600
Youth Rehabilitation Orders (NB includes approximately 90 young people subject to Intensive Supervision & Surveillance but not those undertaking only Unpaid Work as supervised by Kent Probation)	623	600	550
Total community based supervision requirement	1023	1240	1150
Custody – through care and resettlement	113	104	95
Appropriate Adult Service – provided by the Young Lives Foundation. The Police & Criminal Evidence Act 1984 requires an Appropriate Adult to be present when a young person between 10 – 16 years inclusive is interviewed by the Police. Their role is to act an impartial guardian of the procedure to ensure fairness. In most instances this role is undertaken by a parent / carer but when neither is available to attend the Young Lives Foundation provide a volunteer.	1121	1112	1100
Mediation Services x 3 (NB the current agreements with the three Mediation Services are subject to review and possibly amendment)			
Victim Liaison Officers x 6 – contact with victims of youth crime. Each Mediation Service is contracted to employ two VLOs. Contact is established with victims to obtain information from them about the impact of the offending behaviour on them (for Panel and Court Reports) and to offer the opportunity for their participation in restorative processes such as Youth Offender Panels and mediation.		832	
Young People’s Substance Misuse Service – KCA is commissioned by KDAAT to provide 4 Named Drugs Workers to whom case managers refer in line with assessment outcomes for further assessment and possible treatment	160	247	200

Subject: Kent Troubled Families Programme

1. Background context

(1) The Troubled Families Programme was launched by the Prime Minister on 28 March 2012 and is a continuation of the agenda to transform the lives of families with complex needs. These families are characterised by there being no adult in the family working, children not being in school and family members being involved in crime and anti-social behaviour. Locally, the scheme is known as the *Kent Troubled Families Programme*.

(2) A Multi-Agency Steering Group comprising senior representatives from KCC, Health, Probation, Police, Kent Joint Chiefs, and Jobcentre Plus provides multi-agency strategic direction for the programme.

2. Kent Troubled Families Programme Delivery

Kent confirmed its participation and commitment to the Troubled Families Programme including the DCLG Payment by Results (PbR) Financial Framework (published 28 March 2012). Kent advised the DCLG on 2 May 2012 of its intention to work with 1,082 families in the first year of the programme. This represents 42.26% of DCLG's estimated 2,560 families in Kent for the next three years.

3. Service Integration and Youth Justice

(1) The Kent Troubled Families Programme will deliver on the outcomes within the Payment by Results Framework:

- Families achieve all 3 of the education and crime/ASB measures set out below where relevant:
- Each child in the family has had fewer than 3 fixed exclusions and less than 15% of unauthorised absences in the last 3 school terms
- A 60% reduction in anti-social behaviour across the family in the last 6 months
- Offending rate by all minors (young people under the age of 18 years) in the family reduced by at least a 33% in the last 6 months

(2) The work of the Kent Youth Offending Service is integral to the delivery of services and outcomes for young people within the cohort of families identified in the Troubled Families Programme. A decision to integrate the youth offending and youth service into the Integrated Youth Service has increased the capacity of the support to young offenders and those at risk of offending ensuring swift access to specialist provision and equally swift access to universal provision that addresses and provides positive activities for young people.

(3) The programme intends to bring major changes in models of service delivery across the public services of Kent to ensure pertinent issues affecting young people

can be addressed through appropriate and timely interventions thereby, significantly reducing the risk of youth offending and/or reoffending.

(4) Additionally and most importantly, the programme will work towards a review of the impact of current services and in partnership with key partners including the Kent Police, Health, Probation, the youth offending service and children's services, through redesign and recommissioning services change the models of service delivery. The programme will ensure that the development of evidence based preventative and rehabilitative services are supported and encouraged firstly, to bridge existing gaps in local services for young offenders in the short term and in the longer term, change the landscape of service provision.

(5) In Kent, the Youth Justice System is very well established and working effectively in preventing the majority of young offenders from committing crime. Issues such as family breakdown, educational underachievement, substance misuse, violence and mental illness continue to affect a small but significant percentage of Kent's young people. This group of young people have been identified as meeting criteria 1 and 2 (table 1) of PbR Financial Framework and are included in the cohort of families with which Kent will work. The cost of these individuals to the statutory support services is significant and in some cases the money being spent is not providing lasting results or changing lives.

TOTAL NUMBER OF FAMILIES IN KENT BASED ON CRITERIA 1 & 2		
District	No. of families meeting Criteria 1: (exclusions & absences)	No. of families meeting Criteria 1 and Criteria 2: (YOS/crime/ASB)
Ashford	752	82
Canterbury	976	121
Dartford	549	40
Dover	799	113
Gravesham	659	76
Maidstone	896	80
Sevenoaks	484	43
Shepway	779	95
Swale	1138	156
Thanet	1193	154
Tonbridge and Malling	631	74
Tunbridge Wells	575	48
Total	9431	1082

(6) The Integrated Youth Service will contribute to the Integrated Adolescent Support Service to be rolled out in Kent during 2012/13. This will provide another strand of support to those young people identified within the Troubled Families cohort

and also provide services to young people for whom offending is not a sustained pattern of behaviour.

(7) The Youth Offending Service, in addition to the other statutory support services, is an integral part of the Kent Troubled Families Programme. Working in close partnership with the Programme Team, the service will contribute towards delivering the outcomes defined in the Programme's Outcomes and Evaluation Framework through reviewing needs and monitoring effectiveness of the tailored support packages.