



# **Kent Youth Offending Service (YOS)**

## **Youth Justice Strategic Plan 2010/11**

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# 1. Introduction

The Youth Justice Strategic Plan for 2010/11 details the intended activities for the first full year of the Scaled Approach and of the Deter Young Offender strategy. Both require the Service to prioritise the allocation of resources on the supervision of children and young people who have been assessed as either being likely to re-offend or to present a risk of serious harm to the public if they do re-offend or both.

The expectation of the Youth Offending Service (YOS) is that improvements in performance will be further developed with respect to the two key outcome measures, reducing, firstly, the numbers of children and young people entering the youth justice system for the first time and secondly, the rate and extent of the re-offending of those within already within the system.

The restructuring of the Service into five Teams which are aligned with the Police Areas will facilitate close co-operation with a key partner in the management of the serious and persistent offender, the diversion of children and young people from the youth justice system to services which match their needs and to the provision of services to victims of crime.

The Plan details:

- the partnership arrangements for the Service and how they support the delivery of the priorities
- the current performance of the Service and the targets set for 2010/11
- the levels of activity forecast for each of the core youth justice services
- planned new developments designed to diversify provision in line with identified needs and risks and to increase the effectiveness of the Service
- the resources (budget and staffing) available to the Service

Annexes A – F include data relating to the number of first time entrants by District, youth offending, Court decisions with respect to remands and sentencing and the re-offending rates achieved by the Service with the 2005, 2006 & 2008 cohorts.

YOS could, during 2010/11, have a “Core Case Inspection”, conducted by a multi agency team led by HM Inspectorate of Probation, which will review in considerable detail the supervisory work undertaken by individual practitioners with approximately 100 children and young people.

## **2. Executive Summary**

### **(i) Budget for 2010/11**

The gross controllable expenditure for the service included in this business plan is £6.70m which includes contributions from:

- statutory partners, including Kent County Council: £4.27m
- the National Youth Justice Board via a number of grants: £2.38m

### **(ii) Outcomes, Activities and Projects**

The 2010.11 budget will deliver the following:

#### **(a) Prevention Strategy**

This will comprise of:

- (i) Multi-agency initiatives including Youth Inclusion Support Panels, responsible for preventing young people entering the youth justice system in the county
- (ii) joint working with partners such as Children's Services, the Youth Service, Community Safety and the Anti Social Behaviour Teams based in the Districts.

#### **(b) Reducing Re-offending**

Work to prevent young people already in the youth justice system from re-offending by addressing key risk factors such as interventions to ensure they are in full-time education, training & employment and live in suitable accommodation.

Provision, with partners, of effective community supervision has the objective to minimise use of the Secure Estate for remand and sentencing purposes.

The strategy, reflecting both the Scaled Approach and the revised National Standards for Youth Justice, developed by the Youth Justice Board and implemented in November 2009, involves the prioritising of intensive interventions for those most likely to re-offend or be a risk to themselves or others.

#### **(c) Parenting**

Parenting Services that engage parents and carers to assist their development of the necessary skills to provide safe supervision of the children and young people for whom they have responsibility.

#### **(d) Restorative Justice**

Support for the victims of youth crime via the role of the 6 Victim Liaison Officers and the opportunities available for them to participate in restorative processes designed to resolve any conflict between them and those who have offended against them

#### **(e) Staffing**

YOS will be staffed by 140.2 (fte), 113.2 are funded by Kent County Council and the grants from the Youth Justice Board. This number is made up by the following posts:

- Managers (KCC & YJB funded): 14.0
- Practitioners (KCC & YJB funded): 66.4
- Specialist staff: 3.0
- Support & Administrative staff (KCC & YJB funded): 29.8
- Seconded staff:
  - Mental Health: 4.0 (East & West Kent PCT funding)

- Connexions: 6.0
- Probation Officers: 5.0
- Education 6.0

### **(f) A Workforce Development Strategy**

YOS receives its training budget from Children's Social Services. As yet the figure for 2010/11 has not been confirmed.

Key components of the strategy will include:

- ensuring that all practitioners holding case responsibility are compliant with the Common Core Skills for Children's Services
- competencies relating to the core youth justice services
- supporting the staff in partner agencies who are providing services for children and young people known to the Youth Inclusion Support Panels and the five Teams within the Youth Offending Service
- joint work with the three Youth Court Panels to ensure a shared understanding of the legislative and policy changes and their impact on youth justice practice and the services available to inform and support sentencing decisions

## 3. Context

### (i) Statutory Responsibilities

The Youth Offending Service is a multi agency partnership with representation provided by Children's Social Services, Health & Education from Children's Services and the Police and the Probation Service from Criminal Justice.

*"The principal aim of the youth justice system is to prevent offending by children and young people".*

(Section 37, Crime & Disorder Act 1998)

The Youth Offending Service is a statutory requirement of the Crime and Disorder Act 1998 which placed a duty on the Chief Executive to ensure, firstly, that the five statutory partners contribute to its costs and staffing and, secondly, that it is adequately resourced.

The Children Act 2004 places duties on the Service to safeguard and to promote the welfare of children and young people and to share information with other services where the child / young person is in need of some form of protection.

The Youth Justice Board for England & Wales is an executive non-departmental public body that has a statutory responsibility to monitor the youth justice system under section 41 of the Crime & Disorder Act 1998. Its Board Members are appointed by the Secretary of State for Justice.

A new Youth Justice Performance Improvement Framework, was introduced in January 2010, requiring all Youth Offending Services to complete a local Youth Justice Strategic Plan and a Capacity & Capability Self-Assessment by the start of 2010/11.

### (ii) Corporate Priorities

The Service contributes to a number of KCC and Kent Partnership priorities.

The primary objectives of preventing children & young people offending and re-offending features as Priority 6 of the Kent Children's Trust Children & Young People's Plan.

National Indicator 111 (reducing new entrants to the youth justice system) is one of the 35 priority indicators selected as part of the current Local Area Agreement in Kent

### (iii) Youth Justice System in Kent: Demand

There was, in comparison with the findings for 2008 (6208), a 9.0% decrease in the number of offences resulting in a substantive outcome (i.e. a Police decision at the pre Court stage or a sentence imposed by a Court) during 2009 (5647). This change included a 11.7% reduction in the number of offences of "violence against the person" being committed.

Demand at the remand stage (period between first Court hearing and sentence) however increased when comparing the respective findings for 2008 & 2009:

- Bail Support & Supervision (97 to 114) + 17.5%
- Court Ordered Secure Remands (14 to 28) + 100%
- Remands in Custody (136 to 172) + 26.5%

During 2009 there was a 22.5% fall in the sentenced population. A decline was recorded on a Quarter by Quarter basis with the numbers sentenced being 636, 580, 536 & 493..

During the same period there has been 48.0% (29 in Q4 of 2008/09, 15 in Q3 of 2009/10) reduction in the number of children / young people receiving a custodial sentence. With the exception of Quarter 1 (5.2% / 30) the custody target has been met during the current year with the performance during Quarter 3 being 3.0%.

The total caseload for the Service during 2009 decreased. In January 2009 it was recorded as 708 and in January 2010 the total was 631.

#### **(iv) Performance & Benchmarking Information**

YOS recorded during 2009/10 a further reduction in the re-offending rate and an ongoing improvement in the engagement of 16 / 17 year olds in training & employment. Service developments included new specialist resettlement posts and a training & employment initiative, New Skills, New Lives, which aim to improve the support, supervision and life opportunities of the section of the youth offending population most likely to re-offend.

#### **(v) Re-offending rate:**

Kent YOS performance is similar to its nine closest statistical neighbours for this measure. A cohort is established each year made up of all young people receiving a Police of Court disposal during January to March each year. This cohort is then tracked for 12 months. The Kent re-offending rate for the January to March 2008 cohort is 34.4%, compared to 37.6% for the 'family' group.

#### **(vi) First time entrants to the youth justice system (NI 111):**

The number of young people entering the youth justice system in Kent has successfully reduced since 2006/7, although at a slower rate than statistical neighbours and nationally.

#### **(vii) Performance Targets for 2010/11**

The Table below details for the Youth Offending Service:

- the actual performance during 2008/09
- estimated performance for 2009/10
- the performance targets for 2010/11

#### **(viii) Education, Training & Employment (NI 45)**

The targets relating to this performance measure are:

- 90.0% of school aged children and young people are engaged in full time education
- 75.0% of post school age young people are in full time education, training & employment

YOS decided to report from the start of 2009.10 on the engagement and attendance of the statutory school age population on the basis of their actual attendance (as required by the Youth Justice Board Counting Rules) as opposed to the provision available to them which was the counting rule previously used. This in part accounts for the reduction in recorded performance during the first two Quarters of 2009.10 when compared with the 91.4% achieved during 2008.09. The other significant factor was the identification of those young people attending school but on a part time basis so falling outside of the YJB counting rule for this measure.

The findings were for the statutory school age population, 76.7%, and for the post statutory school age (16 / 17 year olds), 67.6%.

#### **(ix) Accommodation (NI 46)**

The target for ensuring young people aged 16 / 17 years are in suitable accommodation is 95% for both:

- the total population known to YOS (i.e. all interventions, community based and post custody)
- the post custody population (i.e. at the point of leaving custody)

The outcomes during the first two Quarters has been below target (88.5% and 76.1%) respectively representing the challenge that exists within the county to find suitable accommodation for 16 / 17 year olds.

#### **(x) Remands**

There is no National Indicator relating to remands but YOS has the following target:



- Remands to the Secure Estate (Court Ordered Secure Remands & Remands in Custody) represent no more than 9% of all remand decisions with the exception of Unconditional Bail.

During the first two Quarters the performance overall was outside of the target at 12.7% but the outcome in each of them was quite distinct representing the volatility of this service area due to the seriousness of the offending behaviour by children and young people and the degree of their compliance with previous statutory remand and supervisory requirements.

In Quarter 1 the use of the Secure Estate represented 16.4% (41) whereas in Quarter 2 they represented 8.5% (19).

#### **(vi) Custodial Sentences (NI 43)**

The target for the use of custody (NI 43) is

- 5.0% of young people within the youth justice system receiving a conviction in Court who are sentenced to custody

(NB the counting rules for the National Indicator require concurrent disposals to be counted as one sentence only).

YOS has a lengthy history of maintaining a low custody rate, which in 2008.09 was 3.8%. The first Quarter of 2009.10 saw an increase in the rate (5.2%, 30 / 582) but the norm was re-established during the second quarter (3.5%, 19 / 536). The forecast is for the target to be met during the current year.

An objective of the new Youth Rehabilitation Order is that by strengthening community based penalties and so reducing re-offending rates to achieve a lower use of custody by the Courts.

#### **(viii) Resources**

2010/11 is the final year of 3 for the Prevention Grant received from the Youth Justice Board. Work is planned during the year to ensure that the impact made by the Youth Inclusion Support Panels is sustained. YOS will be participating in the “needs analysis” for the Children and Young People’s Plan (2011.14) and will be seeking to ensure that the preventative strategy for the Service is closely aligned with that of the Children’s Trust.

Similarly 2010/11 is the final year of 2 for the funding from the Youth Justice Board for the Integrated Resettlement Support service and a key challenge for YOS will be to sustain the approach from 2011/12 onwards as there is confidence that this specialist service, in partnership with the Teams, the Connexions Service and the training and employment initiative, “New Skills, New Lives”, will reduce the re-offending rate of the post custody population.

## Key Performance Information

Performance Measure or Activity	2008/09 Actual Performance	2009/10 Target Performance	2009/10 Estimated Performance	2010/11 Target Performance
<b>LAA / T2010 CYPP: NI 111:</b> Reducing the number of first time entrants ( <i>per 100,000</i> ) to the youth justice system.	1,710 (DCSF revised baseline)	1,590	1,413	1,560
<b>NI 19:</b> Rate of proven re-offending of young offenders	1.1 (re-offences per young offender)	Not set	1.0	1.0
Local PI: Re-offending rates of youth justice interventions.	34.5%	33.5%	33.0%	33.5%
<b>NI 43:</b> Proportion of young people receiving a custodial sentence as a percentage of all court convictions	3.9%	4.0%	4.0%	4.0%
<b>NI 44:</b> Percentage point difference in the proportions of each BME group of young people on youth justice disposals against the proportions of each BME group in the equivalent local population.	-1.3%	Proportionality (0.0%)	Under representation from the Asian / Asian British but possible slight over representation of Black / Black British	Proportionality (0.0%)
<b>NI 45:</b> Percentage of young offenders in suitable education, training or employment at the time of completing their disposal.	80.9%	92.0%	76.0%*	90.0%
Percentage of young offenders of <b>statutory school age</b> in education, training and employment at the time of completing their disposal.	91.8%	90.0%	82.0%	90.0%
Percentage of young offenders <b>post statutory school age</b> in education, training & employment at the time of completing their disposal	69.6%	75.0%	70.0%	75.0%
<b>NI 46:</b> Percentage of young offenders living in suitable accommodation at the time of completing their disposal	82.9%	95.0%	90.0%	95.0%
Ensuring young people <i>returning to the community from custody</i> are in suitable accommodation at the time of completing their disposal	76.3%	95.0%	75.0%	95.0%
% of <b>Remand</b> episode decisions recorded as court-ordered secure remand or remand in custody (lower is better)	11.2%	9.0%	12.0%	9.0%

## 4. Governance & Partnership Arrangements

### (i) Line Management of the Service

The Chair of the County Youth Justice Board is the Managing Director of the Communities Directorate of Kent County Council. The Board has a diversity of representation beyond the statutory partners which includes Connexions, Supporting People, the Magistracy (the 3 Panel Chairs), the Youth Service and HMYOI Cookham Wood.

The Directorate includes YOS, the Youth Service, the Drug & Alcohol Action Team, Community Safety, Sports Development and Key Training (a countywide training provider). This arrangement offers YOS the opportunity to develop coherent and co-ordinated strategies for adolescents within the county as these services are each highly relevant to the youth offending population.

### (ii) Crime & Disorder Partnerships

YOS is represented by Service Managers on the 11 Crime and Disorder Reduction Partnerships (the Dartford and Gravesham Districts have combined to form one CDRP) and are working closely with them on:

- delivering the new prevention model – some of the CDRPs are contributing to the costs of the delivery of the role of the Youth Inclusion Support Panels which are operational in each of the Districts
- NI111 within the Local Area Agreement – this is one of the 35 Kent Priorities. YOS reports to the Kent Partnership on its performance against the other five indicators (Safer & Stronger Communities) which make up the Youth Justice Board performance framework (Re-offending, ETE, Accommodation, the use of Custody and the level of representation of young people from BME communities in the county within the Kent YJS)
- the Deter Young Offender Strategy - the protocol agreed with partners enables YOS to identify the children and young people to be targeted so ensuring a fit with the prioritisation by assessed risk of re-offending and of serious harm to others required by the Scaled Approach

### (iii) Kent Criminal Justice Board

The Service is represented by the Director on the Kent Criminal Justice Board and is a member of various sub groups including those concerned with:

- Performance and Delivery
- Public Confidence
- Deter Young Offenders and the strategy for the Offender Management Units
- Victims and Witnesses

### (iv) Multi Agency Public Protection Arrangements

YOS is a member of the Strategic Management Board and is represented by the Director. Team Managers work with local MAPPA Co-ordinators to ensure effective joint management of young people assessed as being at either Level 2 or 3.

### (v) Children's Services

Reflecting the role and responsibilities of the Service as a children's service YOS has representation on all key strategic groupings including on:

- the Board of the Children's Trust via the Director of Youth & Community Support Services. YOS has been represented on the 23 Local Children's Services Partnerships, responsible to the Trust for the delivery of the Children & Young People's Plan. These are to be replaced during 2010.11 by the 12 (their boundaries will be aligned with those of the Districts) Local Children's Trust Partnership Boards. Additionally the Director is leading the working group responsible for the Integrated Youth Support Strategy

- the Kent Safeguarding Children's Board via the Director. YOS also attends sub groups responsible for Serious Case Reviews, policy and procedure and for training. YOS, through the Service and the Team Managers is also engaged with the locally structured groups concerned with safeguarding and child protection.
- the CAMHS Strategy Board by the Head of Service. Additionally YOS and Children's Health share responsibility for the CAMHS & YOS Expert Group which reports to the Board on youth justice related mental health need and provision
- the senior management team for Children's Social Services offering an opportunity to meet with all CSS District Managers

During 2010/11 YOS anticipates that a variety of activity by partners will assist the performance of the Service. These activities, including those planned by the Service, are detailed in the Tables in Sections 5 (New Projects) & 6 (Forecast Core Activity).

## 5. New Projects, Developments & Key Actions

Project/development/key action	Accountable Manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2010/11	Target dates
Speech and Language	James Barber	National Indicator 19 of the LAA and Priority 6 of the CYPP, the prevention of re-offending	The planned pilot with The Communication Trust will provide new competencies for selected YOS staff in screening for speech and language difficulties (NB a very significant percentage of the custodial population have these difficulties) which will inform the approach to be adopted to their supervision.	Pilot report due Dec 2010
Integrated Resettlement & Support	Catherine Reilly	National Indicator 19	The quality of resettlement planning for young people returning to the community will increase resulting in a reduced re-offending by the post custody population.	March 2011
New Skills, New Lives	Catherine Reilly	NI 19, NI 45 Regeneration Framework	Young people on ISSP / post custody interventions have access to training and work placements	July 2010
Deter Young Offender Cohort	Catherine Reilly	LAA NI 19 C&YPP – Priority 6	Joint approach between YOS and the Offender Management Unit in each Police Area (BCU) to the close monitoring of young people who are assessed as presenting a high risk of re-offending and to promoting service opportunities which match their needs	Ongoing
Triage	Catherine Reilly	LAA NI 111 C&YPP – Priority 6	The triage in West Kent will explore, with Kent Police as a partner, the feasibility of diverting children and young people from the youth justice system. Currently funding is available until the end of 2010.11 but the objective is for the model to be countywide if it proves effective as a diversionary measure.	March 2011
The Thanet Task Force	Theresa Atkin	LAA NI 111 & NI 19 C&YPP – Priority 6, Total Place	YOS contribution to the staffing of a multi agency initiative in two Thanet Wards, Margate Central and Cliftonville West which is designed to increase social stability and amongst other objectives to reduce the numbers of children & young people from the two Wards involved in youth offending.	April 2011 (current timetable)
Family Intervention Projects	Catherine Reilly	LAA NI 111 / Target 60 T2010 / Priority 6 CYPP & NI 19	Targeted intensive support for families where children are at risk of either offending or re-offending. The objectives are to improve parenting skills and to reduce the risk of the children being / remaining involved in the youth justice system	

<b>Project/ development/key action</b>	<b>Accountable Manager</b>	<b>Link to Corporate/Directora te Target</b>	<b>Deliverables or outcomes planned for 2010/11</b>	<b>Target dates</b>
Business Continuity Plan	Head of Service	KCC Business Continuity Mgmt Policy	Fully developed and tested Business Continuity Plan for all the Service's critical functions (defined as maximum tolerable period of disruption = 7 calendar days)	Plan written by 30/09/10. Plan tested and signed off by 31/03/10

## 6. Planned Activity

### (a) Core Services

The key service areas are either delivered by YOS, commissioned by YOS primarily from the voluntary sector or commissioned by the Youth Justice Board from providers of the Secure Estate which include the Prison Service, Local Authorities and the private sector.

Youth Inclusion Support Panels (YISPs) operate in each of the twelve districts. The Panels are responsible for co-ordinating multi agency strategies to reduce the risk of children and young people entering the youth justice system (YJS).

YOS has five operational teams each with boundaries aligned with the Police areas to facilitate joint working arrangements, providing services for those children and young people who have offended. They are responsible for assessment and supervision following decisions made by the Police and the Courts.

An additional Team, jointly managed with the Medway Youth Offending Team, is responsible for providing Intensive Supervision & Surveillance for those children and young people assessed as either presenting either a high risk of re-offending or a risk of serious harm to others or both.

The Connexions Service has attached Personal Advisers to each of the operational Teams to support the work to engage 16 and 17 year olds in education, training or employment.

There is a commitment to restorative justice and the engagement of both those who have offended and the victims of their offending in restorative processes, which are co-ordinated by three Mediation Services commissioned by YOS. The funding of these services and their six Victim Liaison Officer posts was supported by a £90.0k increase via the Medium Term Plan.

### (b) Forecast Activity Levels

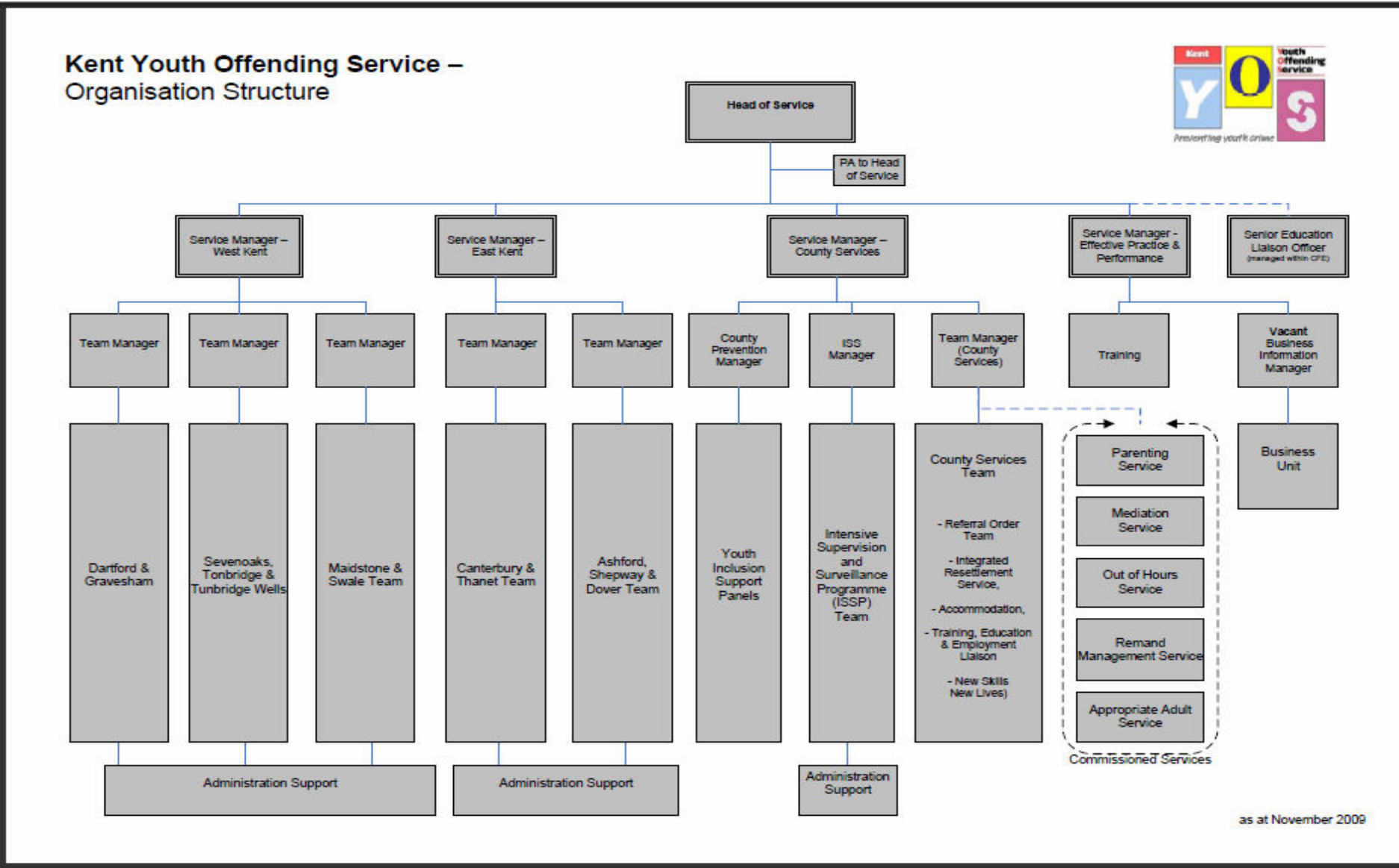
Core Service Area	Forecast Activity Level
<b>Prevention</b> Working with the Youth Inclusion Support Panels to assist the prevention of offending by children and young people referred by either a section within Children's Services or the District based Anti Social Behaviour Teams	<b>360</b> children & young people – based on 30 per YISP per year
<b>The assessment of children and young people</b> notified to the Service by both the Police and the Courts	An average of 4 assessments per statutory intervention = 2800 per year + 600 for Final Warnings – pre & post intervention
<b>Total number of assessments</b>	<b>3,400</b>
<b>Court Services</b> Providing staff for duty at scheduled Youth Courts (will involve between 2 & 4 staff for any Court) 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 7 Courts	364 scheduled Youth Courts 7 x 52 = 364 unscheduled Court Duties
<b>Total Court sessions to be attended</b>	<b>728</b>
<b>Report Preparation</b> Preparing reports based on those assessments for the Police, Youth Panels and the Courts to advise on the most appropriate response to the	

Core Service Area	Forecast Activity Level
offending behaviour: Police for Final Warning purposes Youth Offender Panels / Referral Orders (average of 3 per Order, initial / review / end) Pre Sentence Reports <b>Total number of reports per year</b>	460 1900 500 <b>2860</b>
<b>Remand management services</b> (remand is the period between the first hearing at Court and sentence) These include: <ul style="list-style-type: none"> <li>• Bail Support &amp; Supervision (National Standards require a minimum of 3 contacts per week)</li> <li>• Remand to Local Authority Accommodation – placements in the community (foster / residential)</li> <li>• Court Ordered Secure Orders (a third of the costs of the placement within a Secure Establishment and 100% of the costs of the required escorts)</li> <li>• Remands in Custody</li> </ul> <b>Total remand activity</b>	100 40 20 120 <b>280</b>
<b>Community based penalties</b> – statutory supervision (NB levels of contact determined by assessment outcome and National Standards for Youth Justice 2009) Referral Orders & Reparation Orders (First Tier) Community Penalties / 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) <b>Total community based penalty supervision requirement</b>	750 670 <b>1420</b>
<b>Custody – through care and resettlement</b>	<b>130</b> (approx 100 young people)
<b>Commissioned Services (NB Remand Management include above)</b>	
<b>Appropriate Adult Service</b> – 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.	<b>1,500 (estimate)</b>
<b>Mediation Services x 3</b> (NB the current agreements with the three Mediation Services are subject to review and possibly amendment) <b>Victim Liaison Officers x 6</b> – contact with victims of youth crime. Each Mediation Service is contracted to employ two VLOs. Levels of activity are	150 mediation cases (NB only a minority will reach face to face mediation)



Core Service Area	Forecast Activity Level
not currently being monitored. 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.	To be determined.
<b>Young People's Substance Misuse Service</b> – YOS, via KDAAT, commissions KCA to provide 4 Named Drugs Workers to who YOS practitioners refer in line with assessment outcomes for further assessment and possible treatment	
<b>Parenting Service</b>	Approximately 50 Parenting Orders per year

# 7. Staffing Profile



## Kent YOS Staffing

TYPE OF POST	HEADQUARTERS	EAST KENT		WEST KENT			COUNTY SERVICES	TOTAL
		CANTERBURY AND THANET	DOVER, ASHFORD & SHEPWAY	MAIDSTONE AND SWALE	TUNBRIDGE WELLS, SEVENOAKS, TONBRIDGE	DARTFORD AND GRAVESHAM		
Head of Service	1.0							1.0
1 Effective Practice & Performance Man	1.0							1.0
Service Managers		1.0		1.0			1.0	3.0
Team Managers		1.0	1.0	1.0	1.0	1.0	2.0	7.0
Prevention Manager	1.0							1.0
Training Manager	1.0							1.0
Accommodation Officer							1.0	1.0
Training & Employment & NSNL							2.0	2.0
Practice Supervisor		2.0	2.0	2.0	0.6	1.0		7.6
Senior Practitioner		1.0		1.0	1.0			3.0
Social Workers		7.6	7.0	5.4	1.8	4.0		25.8
Co-ordinators							IRS x 2.0 ISS x 5.0 Ref.Ord x 2.0	9.0
YOS Officers		5.0	4.6	5.4	3.0	3.0		21.0
Senior Administrative Officers	2.0	2.0		2.0			Ref Ord x 0.5	6.5
Administrative Support		4.8	2.1	4.6	2.0	2.8	ISS x 1.5 Ref Ord x 3	20.8
Electronic Services Co-ordinator	1.0							1.0
Information Officers	1.5							1.5
Education		2.0	1.0	1.0	1.0	1.0		6.0
Connexions Personal Advisers		2.0	1.0	1.0	1.0	1.0		6.0
Police Officers		2.0	1.0	1.0	1.0	1.0		6.0
Probation Officer		1.0	1.0	1.0	1.0	1.0		5.0
Mental Health Practitioners		2.0		2.0				4.0
<b>Total Posts (FTE)</b>	<b>8.5</b>	<b>54.1</b>		<b>57.6</b>			<b>20.0</b>	<b>140.2</b>

## 8. Capacity, Skills, and Development Planning

### (a) Skills

The key elements of the YOS Workforce Development Programme, funded by the Children's Social Services training budget, will address the core competencies required of managers and practitioners:

- working with children and young people
- delivering youth justice services

These will respectively be:

- the Common Core Skills (the framework provided by the Children's Workforce Development Council) safeguarding (the KSCB training programme), working with families, child development, mental health, working with young people involved in sexually harmful behaviour (AIM training with Children's Social Services) and diversity & equality
- assessment, planning interventions & supervision, risk management, report writing, Court Skills, remand management, anger management, groupwork, delivering offending behaviour programmes, restorative justice, motivational training, substance misuse and Cognitive Behavioural Therapy

It is likely that the Service will be promoting the learning from the Speech and Language pilot and possibly extending the knowledge of the Knife Possession Prevention Programme to a wider group of staff than is currently planned.

### (b) YJB National Qualifications Framework

Practitioners identified by the Service Managers for East & West Kent will be supported through:

- The Professional Certificate in Effective Practice (5 are currently committed).
- the Open University qualifications included within the Framework
- The use of the Youth Justice Interactive Learning Space which is available to YOS practitioners

YOS is also funding 8 staff to undertake the NVQ in Community Justice (NB both this Award and the Professional Certificate will enable non social work qualified staff to apply for advancement to the YOS Officer Career Grade).

Funding is available for qualified Social Workers to undertake the PQ award which will enable them to apply for Senior Practitioner posts.

Additionally it is intended to revise the Induction process to provide a higher level of support to practitioners in their first year with the Service.

There will be training for staff to ensure effective recording and use of personal data on:

- Careworks – the YOS case management system (NB this will primarily be the responsibility be
- ContactPoint – supporting countywide implementation for all services working with children

### (c) Recruitment

Vacancies are anticipated during the year although staff turnover in the Service is low.

Recruiting qualified Social Workers for the Dover, Ashford & Shepway team has proved problematic during the current year and this is significant given it is Social Workers and Probation Officers who are allocated case responsibility for the children / young people who are assessed as presenting a higher risk of re-offending and of serious risk to others or both.

## 9. Risk Analysis & Business Continuity

### (a) Risk Analysis

The County Youth Justice Board maintains and manages a partnership risk register covering key risks to the Kent Youth Offending Service. Risks particularly relevant during 2010-11 are:

-Reduction in resource base from partner contributions that could impact on the capacity of the Youth Offending Service to meet the demands for youth justice provision made by the Police and the Courts.

-The Economic recession could leads to an increase in referrals to YOS in 2010-11.

The business objectives set out in this plan are monitored quarterly 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.

### (b) Preparation of a Business Continuity Plan

YOS has reviewed its activities for the development of a Business Continuity plan for the Service and has determined that the high priority areas with “no tolerable period of disruption” for the following critical functions:

Share information with partner agencies in regards to service or person specific information

Support CareWorks, the YOS electronic case management system

Provide administrative support to critical functions

Support the Referral Order process

Support Court hearings:

- Court Duty cover for both Kent and Medway at occasional Courts on Saturdays and public holidays
- provide Court reports in advance of a hearing
- prepare Court reports on the day of the hearing
- provide Remand Management Service

Manage high risk children:

- 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

Support access to suitable emergency accommodation for young people

Identify the health needs of young people and to refer them to appropriate services

## 10. 2010/11 Budget Profile

### (a) Summary

As the Youth Offending Service was restructured during 2009/10 comparative data for both the current year and the provisional budget for the delivery of the Plan in 2010/11 is detailed in the Table below.

Income Source	2009.10 (£k)	2010.11 (£k)	Variance £k, +/-
<b>Youth Justice Board Grants*:</b>			
Core Grant	826.7	826.7	
Prevention Grant	566.4	566.4	
Keeping Young People Engaged	85.7	85.7	
Intensive Supervision & Surveillance	617.0	617.0	
Integrated Resettlement Support	125.0	125.0	
Named Drugs Workers	158.0	158.0	
<b>YOS Partnership Funding</b>			
Kent County Council	3,826.9	3,745.1	(81.7)
Health	186.8	186.8	
Police	134.7	134.7	
Probation	104.2	87.0	(17.2)
Education	117.4	117.4	
<b>Other</b>			
Training (Children's Social Services)	130.0	130.0	
Parenting	25.0	26.5	1.5
KDAAT (Business Information)	29.0	0.0	(29.0)
Other Income	61.8	0.0	(61.8)
Internal (YOS) Recharges	13.0	20.5	7.5
<b>Total</b>			
	<b>6,882.5</b>	<b>6,701.8</b>	<b>(180.7)</b>

### (b) Resources 2010/11 onwards.

Not all funding streams have been confirmed for 2010/11 although a reduction in funding had been expected. Partnership funding has reduced to achieve efficiency savings, KCC 2.1%, Probation 8.3%, whilst others (including the Youth Justice Board Grant) have maintained funding at 2009/10 levels.

Whilst there has been additional investment from the Youth Justice Board (YJB) for Integrated Resettlement Support and from KCC for Training, these are not long term commitments with the IRS grant funding only to 31 March 2011. Future YOS Partnership funding settlements are anticipated to continue to be challenging for the foreseeable future given the political and economic climate.

## 11. Consultation and Engagement

During the early part of 2009.10 YOS undertook a consultation with young people in custody at Cookham Young Offender Institution with a view to understanding the means for providing an effective resettlement service. This was carried out in response to concerns about the level of re-offending by those leaving custody. The information gained was used to inform a bid made to the Youth Justice Board in August for funding that now supports the Integrated Resettlement Service.

### Public / User / Non-User Feedback:

YOS as a member of the Kent Criminal Justice Board (KCJB) is party to the shared target to increase public confidence in the criminal justice system.

Consultation was undertaken via a public survey which revealed that the work of YOS is not well understood within the county. Plans are under way, with the KCJB, to initiate a staff survey to check how confident the Service is in promoting the criminal justice system

### User Involvement Planned For 2010/11:

Title	What we want to find out and how we will use the information	Methodology	Target Group	Target area (Kent, Town, district, ward etc	Start date/ End date (dd/mm/yy)	Feedback date (dd/mm/yy)	Joint with Partners	Duty to Inform/ consult/ involve	Contact name, e-mail & phone No.
<b>Individual assessments</b>	Understanding of the reasons why children and young people are either at risk of or involved in offending and s identifying their service requirements	All interventions are based on an assessment using either the ONSET (prevention) or ASSET (YJS) tools	Those referred to either the Youth Inclusion Support Panels or the Teams within YOS	Kent	Ongoing	Used to support planning and service review processes throughout year	Feed back via the multi agency County YJB and other partnerships	National Standards for Youth Justice 2009	Charlie Beaumont 07710 347101 Charlie.Beaumont@kent.gov.uk
<b>Viewpoint</b>	Ascertain the views of those who have received a service from YOS	Currently the use of Viewpoint software but work with Children's Social Services may result in a change of methodology	Children / young people who are service users	Kent	Ongoing but will be a promotion in April / May	Used for training, planning and service review purposes	Findings shared as relevant with partners in YOS	National Standards for Youth Justice 2009	Charlie Beaumont 07710 347101 Charlie.Beaumont@kent.gov.uk

**12. Youth Justice Plan 2010/11 – Review & Sign Off by the Statutory Partners**

Name:		Job Title		Date	
Name:	Amanda Honey	Job Title	Managing Director, Communities, KCC	Date	
Name:	Matthew Nix	Job Title	Chief Superintendent, Partnership & Crime Reduction, Kent Police	Date	
Name:	Joanna Wainwright	Job Title	Director Commissioning (Specialist Services)	Date	
Name:	Helen Davies	Job Title	Director of Children’s Social Services	Date	
Name:	Sarah Adelsberg	Job Title	County Community Service Manager Kent Probation	Date	
Name:	Lorraine Goodsell	Job Title	Director of Children’s Health	Date	
Name:	Angela Slaven	Job Title	Director of Youth & Community Support	Date	
Name:	Glan Hopkin	Job Title	Head of Service, YOS	Date	



## Annexes A - F

### Annex A: Offences Resulting in a Substantive Outcome: 2008 & 2009

Offence Category	12 months to end of December 2008	12 months to end of December 2009	% Difference
Arson	36	25	-30.56%
Breach Of Bail	126	128	1.59%
Breach Of Conditional Discharge	36	35	-2.78%
Breach Of Statutory Order	243	157	-35.39%
Criminal Damage	949	853	-10.12%
Domestic Burglary	142	132	-7.04%
Drugs	236	216	-8.47%
Fraud And Forgery	50	54	8.00%
Motoring Offences	462	389	-15.80%
Non Domestic Burglary	112	137	22.32%
Other	99	94	-5.05%
Public Order	458	401	-12.45%
Racially Aggravated	44	30	-31.82%
Robbery	59	57	-3.39%
Sexual Offences	64	40	-37.50%
Theft And Handling Stolen Goods	1542	1529	-0.84%
Vehicle Theft / Unauthorised Taking	144	128	-11.11%
Violence Against The Person	1406	1242	-11.66%
<b>Grand Total</b>	<b>6208</b>	<b>5647</b>	<b>-9.04%</b>

## Annex B: Offences during 2008 & 2009

Current Borough	12 months to end of December 2008	12 months to end of December 2009	% Difference
ASHFORD	426	422	-0.94%
CANTERBURY	570	453	-20.53%
DARTFORD	327	343	4.89%
DOVER	477	491	2.94%
GRAVESHAM	385	396	2.86%
MAIDSTONE	610	534	-12.46%
SEVENOAKS	272	281	3.31%
SHEPWAY	473	469	-0.85%
SWALE	660	588	-10.91%
THANET	930	759	-18.39%
TONBRIDGE AND MALLING	285	335	17.54%
TUNBRIDGE WELLS	338	229	-32.25%
Medway	195	173	-11.28%
Custodial / Secure	23	25	8.70%
No Fixed Abode	23	10	-56.52%
Out of County	206	127	-38.35%
Unknown	3	11	266.67%
Address Withheld	5	1	-80.00%
<b>Grand Total</b>	<b>6208</b>	<b>5647</b>	<b>-9.04%</b>

## Annex C: Remand Decisions during 2008 &amp; 2009

Remand Category		12 months to end of December 2008	12 months to end of December 2009	% Change
Non-Custodial	Unconditional Bail	725	667	-8.0%
	Conditional Bail (including ISSP)	773	765	-1.0%
	Bail Supervision And Support	97	114	17.5%
	Remand to Local Authority Accommodation	39	39	0.0%
	No remand status recorded	9		-100.0%
<b>Non-Custodial Total</b>		<b>1643</b>	<b>1585</b>	<b>-3.5%</b>
Custodial	Court-Ordered Secure Remand	14	28	100.0%
	Remand In Custody	122	144	18.0%
<b>Custodial Total</b>		<b>136</b>	<b>172</b>	<b>26.5%</b>
<b>Grand Total</b>		<b>1779</b>	<b>1757</b>	<b>-1.2%</b>

## Annex D: Sentencing Outcomes during 2008 & 2009

Outcome Tier	Outcome	Number of outcomes		% Change
		12 months to end of December 2008	12 months to end of December 2009	
Pre-court	Caution	1	9	800.0%
	Final Warning	877	649	-26.0%
	Police Reprimand	1917	1793	-6.5%
<b>Pre-court Total</b>		2795	2451	-12.3%
First-tier	Absolute Discharge	19	28	47.4%
	Bound Over	15	10	-33.3%
	Compensation Order	547	499	-8.8%
	Conditional Discharge	204	176	-13.7%
	Fine	341	215	-37.0%
	Referral Order	698	667	-4.4%
	Reparation Order	98	97	-1.0%
<b>First-tier Total</b>		1922	1692	-12.0%
Community penalties	Action Plan Order	145	113	-22.1%
	Attendance Centre Order	58	31	-46.6%
	Community Punishment and Rehabilitation Order	72	49	-31.9%
	Community Punishment and Rehabilitation Order with ISSP		1	N/A
	Community Punishment Order	123	97	-21.1%
	Community Rehabilitation Order	69	50	-27.5%
	Community Rehabilitation Order with ISSP	7	5	-28.6%
	Curfew Order	124	125	0.8%
	Supervision Order	305	278	-8.9%
	Drug Treatment & Testing Order	1	3	200.0%
	YRO		1	N/A
<b>Community penalties Total</b>		904	753	-16.7%

Custodial	Detention and Training Order	137	124	-9.5%
	Section 226 (Life)	1	2	100.0%
	Section 228	1	1	0.0%
	Section 90-92 Detention	3	8	166.7%
<b>Custodial Total</b>		142	135	-4.9%
<b>Grand Total</b>		5763	5031	-12.7%

## Annex E: Re-offending

### (a) 2008 Cohort - Overall Re-offending Rate (806 children and young people)

The overall re-offending rate (all disposals) was 34.6% (279 children and young people).

The cohort of 806 young people committed between them a further 858 offences (1.06 further offences per child / young person). This figure will be used by the Youth Justice Board to enable comparisons to be made with the performance levels achieved against NI19 by all other Youth Offending Teams in England and Wales.

The 279 children and young people who re-offended and were responsible for the further 858 offences each committed an average of a further 3.1 offences.

**Table One: Overall Re-offending Rate & Number of Further Offences**

Outcome Tier	Cohort	No. Re-offending within 12 Months	No. of further offences (12 months)	% Re-Offending after 12 months
Overall	806	279	858	34.6%

### (b) By Team

**Table Two: Re-offending Rates & Numbers of Further Offences by Team**

Team	Cohort	No. Re-offending within 12 Months	No. of further offences (12 months)	% Re-Offending after 12 months
Canterbury & Swale	158	59	213	37.3%
Dartford & Gravesham	88	33	109	37.5%
Maidstone & Ashford	117	33	98	28.2%
Sevenoaks Tonbridge & Tunbridge Wells	109	44	138	40.4%
Shepway	86	31	108	36.0%
Thanet & Dover	248	79	192	31.9%
<b>Overall</b>	<b>806</b>	<b>279</b>	<b>858</b>	<b>34.6%</b>

The re-offending rates (all disposals) across the six Teams varied between:

- Maidstone & Ashford 28.2% (0.83 further offences per young person) &
- Sevenoaks, Tonbridge & Tunbridge Wells 40.4% (1.26 further offences per young person)

### (c) Re-offending Rates: Comparisons, the 2005, 2006 & 2008 Cohorts

The chart above details how the performance of YOS with respect to re-offending improved for all populations, Pre Court, First Tier, Community Penalties, Custody and overall when compared to both the 2005 & 2006 cohorts.

The improvement between the 2006 and the 2008 cohorts with respect to both community penalties and custody has been particularly marked.

#### Overall Rate

**Table Three: Comparative Re-offending Rates – 2005, 2006 & 2008 Cohorts**

Stage of the YJS	2005	2006	2008
Overall	40.2	36.3	34.6

There has been a year on year improvement in the performance of the Service with respect to the overall re-offending rate recorded.

The reduction achieved in the rate between the 2005 cohort (40.2%) and the 2008 cohort (34.6%) is close to 6 percentage points

#### By Tier of the Youth Justice System

**Table Four: Comparative Re-offending Rates by Tier – 2005, 2006 & 2008 Cohorts**

Stage of the YJS	2005	2006	2008
Pre Court	26.8	22.2	21.8
First Tier	49.8	48.2	44.2
Community Penalties (Not YOS Delivered)	56.3	79.3	54.0
Community Penalties (YOS Delivered)	70.9	78.7	46.6
Custody	68.8	94.1	60.0
<b>Overall</b>	<b>40.2</b>	<b>36.3</b>	<b>34.6</b>

Comparing outcomes by Tier for the 2006 and the 2008 cohorts reveals a picture of consistent improvement:

- Pre Court: a fall of 0.4 percentage points
- First Tier: a fall of 4.0 percentage points
- Community Penalties (no YOS intervention) : a fall of 25.3 percentage points
- Community Penalties (with a YOS intervention): a fall of 32.1 percentage points
- Custody: a fall of 34.1 percentage points

The findings indicate that the improvement in YOS performance was particularly marked with the populations most likely to re-offend.

#### By Disposal

Performance with respect to individual disposals has for the majority of individual disposals has provided a pattern of continuous improvement.

While neither the Youth Inclusion Support Panels nor YOS engage with those given a Reprimand the outcomes achieved with this population reveals improvement for each of the 2006 and 2008 cohorts when compared with the outcomes that occurred with the 2005 cohort.

Table Five suggests that the youth justice system can expect that:

- 80% or over of those given a Reprimand will not return within 12 months
- 70% or over of those given a Final Warning (whether supported by an intervention or not)
- 60% or slightly fewer of those receiving a Referral Order (NB the disposal that the vast majority of those appearing before a Youth Court for the first time receive

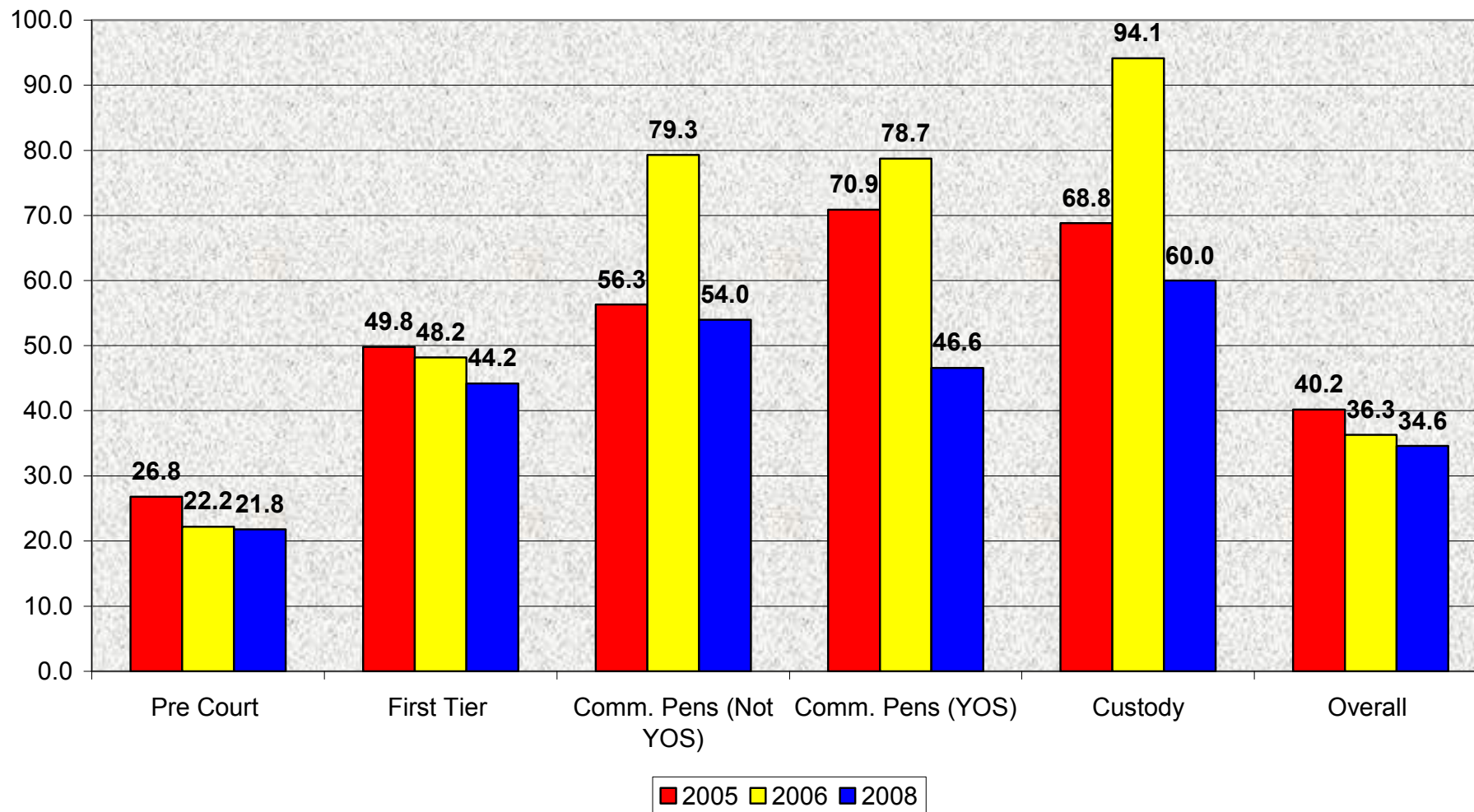
The outcomes from the most frequently used community penalties requiring a YOS intervention, Action Plan and Supervision Orders, have shown consistent improvement across the three cohorts. Progress made was particularly marked with Supervision Orders as there was a 27 percentage points reduction.

**Table Five: Comparative Re-offending Rates by Disposal – 2005, 2006 & 2008 Cohorts**

Stage of the YJS	2005	2006	2008
Reprimand	25.5	18.7	16.8
Final Warnings without Intervention	30.6	29.8	28.0
Final Warnings with Intervention	29.4	28.0	
Referral Orders	50.3	42.0	41.6
Action Plan Orders	65.0	65.2	57.1
Supervision Orders	77.1	74.4	47.1
Community Rehabilitation Orders	50.0	100	53.8
<b>Overall</b>	<b>40.2</b>	<b>36.3</b>	<b>34.6</b>



## Re-offending by Type of Disposal 2005, 2006 & 2008 Cohort



## Annex F: Number of First Time Entrants to the Kent Youth Justice System 2008 & 2009 by District

District Name	December 08 to November 09			January 09 to December 09*			% change
	Female First-time entrants	Male First-time entrants	All First-time entrants	Female First-time entrants	Male First-time entrants	All First-time entrants	
Ashford	66	110	176	62	104	166	-5.7%
Canterbury	56	109	165	46	108	154	-6.7%
Dartford	29	103	132	34	104	138	4.5%
Dover	81	126	207	80	121	201	-2.9%
Gravesham	48	109	157	51	97	148	-5.7%
Maidstone	101	128	229	88	121	209	-8.7%
No fixed Abode / Not Known	1	7	8	1	7	8	0.0%
Sevenoaks	35	90	125	38	87	125	0.0%
Shepway	68	129	197	65	121	186	-5.6%
Swale	99	144	243	100	148	248	2.1%
Thanet	77	157	234	78	149	227	-3.0%
Tonbridge and Malling	71	88	159	69	88	157	-1.3%
Tunbridge Wells	41	70	111	37	67	104	-6.3%
<b>Grand Total</b>	<b>773</b>	<b>1370</b>	<b>2143</b>	<b>749</b>	<b>1322</b>	<b>2071</b>	<b>-3.4%</b>