

Kent Youth Justice Plan 2017/2018

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Contents

Executive Summary.....	3
1. Introduction.....	6
Key Performance Indicators	6
(a) Number of First Time Entrants.....	6
(b) The Rate of Re-offending	6
(c) Engaging the Youth Offending Population in Education, Training and Employment.....	6
(d) Reducing the Use of the Secure Estate.....	7
(e) Accommodation of 16 and 17 Year Olds	7
Issues for the 2016 - 2017 Youth Justice Plan	8
2. Structure and Governance.....	8
(a) Multi-Agency Management Arrangements	8
(b) Youth Justice Service Responsibilities	9
(c) Early Help and Preventative Services	9
(d) Youth Justice Services.....	10
(e) Quality Assurance.....	11
3. Resources and Value for Money	12
(b) Reduction in Youth Re-offending	12
(c) Restorative Justice.....	13
(d) Children and Young People presenting a High Risk of Re-offending.....	13
Resettlement	13
Reduction in the use of the Secure Estate	14
(e) Effective Safeguarding – Safety and Wellbeing of Children and Young People.....	14
(f) Quality Assurance.....	14
(g) Staffing and Volunteers.....	15
Staffing by Agency	16
(i) Volunteers – Number, Gender and Ethnicity	16
(j) Youth Justice Services - Structure	16
(k) The Youth Justice Budget 2016/17	20
4. Partnership Arrangements	21
Health	21
Children’s Social Care.....	21
Education, Training and Employment.....	22
Police	22
Probation.....	23
Commissioned Services	23
Troubled Families.....	24
Resettlement.....	24
5. Risks to Future Delivery against the Youth Justice Outcome Measures.....	25

Executive Summary

1. The context for the 2017 - 2018 Youth Justice Plan is:
 - (i) responsibilities for the delivery of the services being shared between the Early Help Units (Out of Court disposals) and the multi-agency Youth Justice Units for all “post charge” interventions, including those associated with remand decisions. A key part of this work is to develop a shared use of the Signs of Safety assessment tool within all Youth Justice interventions in Kent, and the adoption of a whole family approach
 - (ii) the review of the Youth Justice services in the Summer of 2016 lead to a restructure of the Youth Offending Teams into 5 Youth Justice Units in April 2017. These units contain Youth Justice staff as well as 4 seconded CAMHS staff and 3 AddAction substance misuse staff. The restructure was intended to:
 - a) Improve the integration of Youth Justice within the other parts of the Early Help and Prevention Service, and to ensure that there is an improved take up of the offer from Youth Hubs and collaboration with education services within the authority.
 - b) Support the development of a focus on adolescent risk areas. These include Child Sexual Exploitation, Modern Slavery, Gang Activity and Children Who Go Missing
 - c) Embed a Signs of Safety framework that supports a strengths based plan
 - d) Ensure that a whole family, systemic approach is offered by all Youth Justice services.
 - e) The restructure will improve the support that Early Help Units receive from Youth Justice Units to maximise the support young people receive following an Out of Court disposal.
 - (iii) the establishment of a County Panel (the Police Youth Justice Team) which co-ordinates and informs Police decision making in response to offending behaviour by children and young people in Kent. The approach is to:
 1. support effective interventions which enable higher levels of diversion away from the youth justice system whenever appropriate;
 2. ensure all Looked After Children are not unnecessarily criminalised;
 3. ensure that all children and young people involved in the criminal justice system are offered appropriate support

The panel has been running since April 2016 and a recent Police audit has identified a decrease in reoffending amongst the Out of Court population. There are plans to extend the remit of the panel to all charging decisions in Autumn 2017.
 - (iv) achieving closer alignment with Specialist Children’s Services (SCS). There have been protocols agreed on joint working between Youth Justice and SCS and for all agencies in the Criminal Justice system to reduce the unnecessary criminalisation of Looked After Children. There is further work planned with respect to:
 - a. harmful sexual behaviour – new procedures for the management of this behaviour are to be published by the Kent Safeguarding Children Board
 - b. the shared implementation of the Signs of Safety approach to practice which will be relevant to the assessment and planning and intervention, by both Unit and YOT practitioners. The initial focus will

be on aligning Signs of Safety with the Referral Order panel in order to incorporate recommendations made by HMIP in the 2016 review of referral orders.

- c. strengthening the community based options for interventions at the remand stage which reduce the need for Courts to use Remands to Youth Detention Accommodation
- d. reducing the disproportionate representation of “children in care” amongst the youth offending population
- (v) the embedding of new initiatives including:
 - a. The Transfer of Children to Local Authority Accommodation from Policy Custody – an agreement between Kent County Council and Kent Police
 - b. two Health initiatives: the new CAMHS pathways and the multi-agency arrangements for the Criminal Justice Liaison Diversion Service (CJLADS). A new CAMHS provider will be in place from September 2017 which will develop a 4 pathways model of intervention.
 - c. the maintaining of a commissioned service to meet the statutory responsibilities for an Appropriate Adult Service
- (vi) youth justice services being integrated within the strategies, reflecting both national and local concerns, countering the risks of radicalisation (PREVENT), children who go missing and of child sexual exploitation

2. With respect to achieving a high level of performance against each of the three national indicators the Plan details the following:

- (i) first time entrants to the youth justice system
 - a. the role of the Early Help Units, to intervene early with children, young people and their families where risk factors have been identified which is reducing the number of first time entrants
 - b. the commitment to review the cases of children and young people receiving Out of Court disposals
 - c. the work with Kent Police and the data that they maintain around the number of young people who are dealt with through eYOTs and the Police Youth Justice team and panel
- (ii) reducing the number of children and young people receiving custodial sentences:
 - a. review how interventions in response to offences of violence, the most frequent type of further offence when children / young people re-offend, can become more effective
 - b. improving compliance rates by young people with requirements associated with both community remand and sentencing options
 - c. review and update guidance on resettlement from custody, and develop a clear process for collaborative working with SCS around supporting young people with resettlement needs
- (iii) reducing the rate of re-offending by:
 - a. using data from the live cohort to enable learning as to the triggers for re-offending and consideration as to how they can be counteracted
 - b. focussing on the younger age group within the youth offending population as findings from previous cohorts have included 12 - 14

year olds having high rates (both binary and frequency) of re-offending

3. The prime focus, with regard to the local indicators included in the performance framework for youth justice services, is on improving the engagement of the youth offending population in education, training and employment (ETE):
 - (i) the statutory school age population – joint working arrangements have been established with the PRUs, Inclusion and Attendance Service (PIAS), Virtual School Kent (for LAC young people) and with the SEN Assessment and Planning Teams (SEND)
 - (ii) the post statutory school age population – ensuring that the needs of young offenders are addressed as part of the NEET reduction strategy being delivered in each of the Districts via the leadership of the Youth Hub Delivery Manager and Skills and Employability

4. Information and Intelligence (EHPS) will support youth justice services by:
 - (i) providing an Improvement Manager and an Improvement Officer to work primarily on issues relating to youth justice. Their role will focus on policy, practice, performance and partnerships
 - (ii) leading on the analysis of performance, including the live re-offending cohort
 - (iii) assisting with the organisation of case audits and with the dissemination of the findings.
 - (iv) ensuring management of Care Director Youth and providing management information reports on a regular basis, including a live re-offending cohort and a regular dashboard of key operational performance indicators

1. Introduction

- 1.1 The Kent Youth Justice plan forms an essential element of the approach in Kent to improve the outcomes for children, young people and their families. Kent County Council's Early Help and Preventative Services (EHPS) Strategy and Three Year Plan 2015-2018 sets out the vision, ways of working and direction of travel for EHPS. This youth justice plan sets out the specific approach to youth justice and conforms to the requirements set out by the Youth Justice Board (YJB).

Key Performance Indicators

(a) Number of First Time Entrants

- 1.2 The target for 2016-17 was met. The total recorded was 300.
- 1.4 A key reason for the decrease in the number is the increasing use of Community Resolutions. A new collaborative approach to Out of Court decisions has been operational since April 2016 between Kent Police and the Youth Justice Services in Kent and Medway.

(b) The Rate of Re-offending

- 1.5 During 2016-17 the Youth Justice Service continued to monitor youth re-offending in the county using the data published by the Ministry of Justice, which indicated that the re-offending target (31.0%) was missed and that the:
- (i) headline rate reduced during the year
 - (ii) most recent re-offending rate is 32.8%, compared to a national rate for England and Wales of 37.9%
 - (iii) number of children and young people in each cohort reduced reflecting the fall in the number of first time entrants and the number overall within the youth justice system
- 1.6 Additionally the learning gained from the analysis of a Kent re-offending in 2015 includes:
- (i) the high frequency (40.0%) of offences of "violence against the person" amongst the total number of re-offences
 - (ii) the rates of re-offending for females were higher than the national average
 - (iii) looked after children were re-offending with much greater frequency than the rest of the youth offending population
 - (iv) a small group of young people responsible for a significantly disproportionate share of the further offences and the 13 year olds who re-offended did so more frequently than any other age group

This learning has supported the work carried out around a live re-offending pilot. These groups are the ones prioritised for discussion in Youth justice Unit meetings.

(c) Engaging the Youth Offending Population in Education, Training and Employment

- 1.7 The targets for both the statutory school age (80.0%) and the post statutory school age (75.0%) were missed during 2016-17:
- (i) statutory school age: 56.4%
 - (ii) post statutory school age 47.1%
- 1.8 The performance has worsened in comparison to previous years which has led to an improved ETE strategy which includes a specific Youth Justice and ETE strategy and clear processes for staff.

Recent analysis of the ETE issues for the youth offending population have highlighted the need for Youth Justice to have strong links with:

- (i) Special Schools and Pupil Referral Units as a disproportionate number of those subject to statutory supervision are either SEND or have behavioural challenges
- (ii) Skills and Employability (the section of the County Council responsible for linking young people with FE College, training and employment opportunities) as a significant percentage of the youth offending population do not have the necessary skills to manage themselves within a conventional training opportunity.

(d) Reducing the Use of the Secure Estate

1.9 The targets for YOT relating to the use of the Secure Estate by the Courts for both Remand and Sentencing purposes are:

- (i) Remands – remands to youth detention accommodation should not represent more than 7.5% of all remand episodes with the exception of Unconditional Bail
- (ii) Sentences – custodial sentences should not represent more than 3.5% of all Court disposals

1.10 During 2016/17 the performance for remands and for custodial sentences it was outside of the target:

- (i) Remands to Youth Detention Accommodation. These have reduced from 30 in 2015/16 to 28 in 2016/17. The most recent figure equates to 8.9% of the Youth Justice population. This is a percentage increase from the previous year when the figure was 8.0%
- (ii) Custodial Sentences. These have reduced from 42 in 2015/16 to 30 in 2016/17. The most recent figure equates to 5.3% of the Youth Justice population. This is a percentage decrease from the previous year when the figure was 5.4%

1.11 When considering the last three years there has been a reduction in both remands and custodial sentences in the previous year when compared to the two that went before. A similar fall in the total number of court disposals was observed in 2015/16

1.12 Studies completed in the year of both populations identified similar concerns to those encountered with the re-offending cohort:

- (i) the disproportionate representation of “children in care”
- (ii) damaging childhood experiences
- (iii) the young people having histories of non-compliance
- (iv) a significant percentage having special education needs
- (v) records of poor engagement with education, training and employment
- (vi) going into custody as a NEET and remaining in that position once back in the community
- (vii) the frequency of histories of involvement in violence, both as a victim and as a perpetrator

(e) Accommodation of 16 and 17 Year Olds

1.13 The target for ensuring young people, aged 16 and 17 years, are living in accommodation suitable to their needs was met

1.14 The majority of those leaving custody moved to community based accommodation that was assessed as suitable to their needs.

Issues for the 2017 - 2018 Youth Justice Plan

- 1.15 The issues arising from the experiences of 2016- 2017 include:
- (i) reviewing the interventions delivered in responses to offences of violence with a view to increasing their effectiveness, giving young people the ability to respond with socially acceptable behaviour to the type of scenario that has previously led to their violence
 - (ii) determining how the Service and its partners will best utilise the commitments set out in the protocol seeking to reduce the criminalisation of children in care whose presence has tended to consistently be about 15.0% of the youth offending population
 - (iii) working with Specialist Children’s Services to:
 - strengthen the community based remand options available to the Courts
 - work towards the reduction in the numbers of “children in care” and “children in need” who are known to the youth offending teams
 - (iv) analysing:
 - the rate of compliance by the more persistent young offender can be improved so reducing the numbers receiving custodial sentences for this reason
 - the frequency of further offences committed by those 13 year olds who do re-offend as they are the age group, when re-offending, doing so most frequently
 - data from the live re-offending cohort including those dealt with through an Out of Court disposal
 - (v) improving the engagement of young people in Education, Training or Employment (ETE). This will include:
 - working with Virtual School Kent, Special Educational Needs, the Skills and Employability service, and the PRU, Inclusion and Attendance service to ensure that assessments and plans for young people support access to appropriate full time provision
 - reviewing the current performance indicator and ensuring that data allows an understanding of the impact of the work of Youth Justice to improve a young person’s ETE attainment

2. Structure and Governance

- 2.1 Kent has fully adopted the guidance on governance arrangements provided by the Ministry of Youth Justice and the Youth Justice Board included in the publication, “Modern Youth Offending Partnerships”.

(a) Multi-Agency Management Arrangements

- 2.2 The County Youth Justice Board (CYJB), the management body for the YOT partnership in the county, is chaired by the Corporate Director of the Education and Young People’s Directorate.

- 2.3 The Board ensures, via its multi-agency membership, that:

- (i) the statutory requirements of Section 39 (7) of the Crime and Disorder Act to co-ordinate the provision of youth justice services are met for all those in the authority’s area who need them
- (ii) the functions assigned in the current Kent Youth Justice Plan are undertaken

- 2.4 In addition to the statutory partners, membership also includes:
- (i) the Chairs of the two Youth Court Panels
 - (ii) the Governor of Cookham Wood Young Offenders Institution
 - (iii) Public Health
- 2.5 The core functions of the CYJB include:
- (i) scrutiny of the budget allocated to youth justice services and the contributions of individual partner agencies
 - (ii) the performance of the youth offending teams and of partners against the agreed key performance indicators and their supporting targets

(b) Youth Justice Service Responsibilities

- 2.6 The preventative focus of the governance arrangements for EHPS are expected to both reduce the number of first time entrants to the youth justice system in the county and to strengthen the response to the statutory duty detailed in paragraph 7(b) of Schedule 2 of the Children Act 1989:

“to take reasonable steps designed to encourage children and young people within the area not to commit offences”

(c) Early Help and Preventative Services

- 2.7 Youth Justice Services are fully integral to the Early Help and Preventative Services which are managed within the Children, Young People and Education Directorate. Responsibility for the delivery of youth justice has been separated across two elements of the EHPS structure:
- (i) the Early Help Units
 - (ii) the specialist Youth Justice Units
- 2.8 EHPS is concerned with preventative services for the 0 – 19 years age, so offering the opportunity for a co-ordinated approach by children’s services overall to reducing:
- (i) the numbers of children and young people entering the youth justice system by providing early help to families in response to identified need
 - (ii) the risk of children and young people becoming known to Specialist Children’s Services and so lowering the numbers of children in need, children in care and children who are subjects of Child Protection Plans
 - (iii) the numbers of children and young people not in either education, training or employment
 - (iv) needs relating to emotional wellbeing and mental health amongst children and young people
- 2.9 Services are based on a District structure with each District Manager responsible for:
- (i) a varying number of Early Help Units, depending on the forecast level of need, which are responsible for the provision of preventative services to children and their families where the level of need and risk is assessed as not meeting the threshold criteria for interventions concerned with child protection, children in need and children in care

The Units will be responsible for the assessments (using the Early Help Assessment tool) of and interventions with children and young people receiving Out of Court disposals, including Community Resolutions
 - (ii) a Youth Hub which supports the work of the Units via both the co-ordination of partner agency services and the direct delivery of both universal and targeted services

The Hubs will provide interventions relevant to those at risk of offending and to those at all stages of the youth justice system

- (iii) ensuring access in individual cases to commissioned services where they match the identified need(s) of a child / young person / family

(d) Youth Justice Services

- 2.10 There are five specialist Youth Justice Units. Three of these cover three Districts, and two cover the three Districts in East Kent due to the higher levels of demand in the area. Boundaries are aligned to the Areas for EHPS and for Specialist Children's Services.
- 2.11 The Head of Youth Justice has overall strategic responsibility for the work of the five Youth Justice Units and the Out of Court work carried out by the 43 Early Help Units and is supported by:
 - (i) 5 District Managers who line manage the Youth Justice Unit Leads and who are responsible for Youth Justice performance within the Areas
 - (ii) Information And Intelligence staff who hold responsibility for Youth Justice
 - (iii) a Restorative Justice and Volunteer Manager (county level)
 - (iv) Unit Leads x 5, each responsible for managing the work of a Youth Justice Unit
- 2.12 The Youth Justice Units have case responsibility where a child / young person:
 - (i) has been charged by the Police, or who has been dealt with through an Out of Court disposal and there is a concern about the risk that the young person poses
 - (ii) is appearing before a Court for remand or sentencing purposes
 - (iii) requires a remand intervention, including Bail Support and Supervision, Remands to Local Authority and Youth Detention Accommodation
 - (iv) must have either a Referral Order Report or a Pre-Sentence Report prepared
 - (v) is the subject of either a Referral Order, a Youth Rehabilitation Order or a custodial sentence
- 2.13 The staffing of the Units includes:
 - (i) Youth Justice Lead
 - (ii) Youth Justice Workers
 - (iii) CAMHS / YOT workers
 - (iv) Probation Officers
 - (v) AddAction substance misuse workers
- 2.14 There are not specialist Education posts within the Youth Justice Units but support on the engagement of children and young people of statutory school age in full time education is to be provided by:
 - (i) Attendance and Inclusion – with particular focus on those who are attending the Pupil Referral Units in the county
 - (ii) SEN Assessment and Placement Teams – utilising the requirements of the Children and Families Act 2014 with respect to joint working when children in the Youth Justice System have an Education Health Care Plan or an old Statement of Special Needs

- 2.15 The support for the engagement of the post statutory school age population in ETE will be provided via:
- (i) joint work with Virtual School Kent (VSK) who are responsible for enabling this outcome with “children in care”
 - (ii) the planned EHPS strategy involving the Youth Hubs and partnership working with Colleges, training organisations and the DWP, to reduce the number of young people who are NEET in each of the Districts
 - (iii) collaboration with the Skills and Employability service to ensure that delivery of 2.15(ii) is delivered effectively and provides positive outcomes for young people
- 2.16 The Information and Intelligence Improvement Manager has overall responsibility for services that are organised at the county level:
- (i) the administration of the Youth Offender Panels and the recruitment, training and supervision of Panel Members
 - (ii) the commissioned service delivering an Appropriate Adult Service (Young Lives Foundation)
 - (iii) the identification and promotion of effective practice with all youth justice practitioners.
 - (iv) The delivery of services to victims of crime and the provision of Restorative Justice whenever appropriate
- 2.17 Kent Police contribute to the partnership through the Integrated Youth Justice team. The team has 8 staff plus a manager and the role of the team is to scrutinise all Out of Court proposals and to work with representatives from Kent and Medway Youth Justice Services to agree an informed and appropriate decision.
- The role of the team will develop to scrutinise all potential charge decisions in Autumn 2017, with the aim of reducing the numbers of young people entering the Court environment.
- The team is also available to support the intelligence exchange between the Police and the Youth Offending Team and to respond to general enquiries that would have previously been undertaken by seconded Police Officers within the YOT.

(e) Quality Assurance

- 2.18 The Information and Intelligence section within EHPS includes the post of Improvement Managers for Youth Justice.
- 2.19 This post, with support, from a small team, is responsible for supporting:
- (i) performance analysis and reporting – including work towards the measurement of rates of re-offending
 - (ii) Youth Justice planning and the development of policies
 - (iii) undertaking case audits to review the quality of practice
 - (iv) the planning for workforce development and the delivery of youth justice training
 - (v) the joint management of the Careworks case management system, including any changes to the current version
 - (vi) Links with partners and the development of effective partnership working

3. Resources and Value for Money

3.1 This section sets out how youth justice services in Kent will utilise the grant of £1.069m provided by the Youth Justice Board to develop effective responses to youth offending in the county.

(a) Reduction in the Numbers of First Time Entrants to the Youth Justice System

3.2 The establishing of the Early Help and Preventative Services (EHPS) has strengthened the preventative arm of youth justice services in the county.

3.3 EHPS:

- (i) responds to the notifications of concerns about the welfare and safety of children and young people raised by partner agencies – these include all Community Resolutions notified by Kent Police
- (ii) uses the Kent Family Support Framework to assess children, young people and their families, so enabling early identification of risks that may be associated with offending behaviour
- (iii) provide interventions via the Early Help Units and the open access Youth Hubs which support an effective preventative strategy - there is an emphasis on the risk factors most commonly associated with the involvement of children / young people in offending behaviour:
 - a. family relationships / parenting
 - b. engagement in education, training and employment – including a focus
 - c. emotional wellbeing - a service has been commissioned to meet these needs and there will be CAMHS practitioners working with the Early Help staff in the Units
 - d. substance misuse – referring to the Addaction Service
 - e. lack of constructive activities – youth work opportunities provided via the District Hubs and the commissioned youth work services delivered in each of the Districts
 - f. adolescent Risk Factors such as Young People who go Missing, those at risk of Child Sexual Exploitation, those at risk of Gang involvement or of Modern Day Slavery

(b) Reduction in Youth Re-offending

3.4 The planned activities to reduce the rate of re-offending include the following:

- (i) reducing the risk of a child / young person continuing to behave violently and to present a risk of serious harm to others – this will include:
 - a. Gang Affiliation – working with the Kent Safeguarding Children Board to develop a Kent and Medway Gang Strategy
 - b. the Prevent strategy within the county - identifying and supporting those vulnerable to becoming radicalised
 - c. Child Sexual Exploitation – ensuring that practitioners in the Units are alert to the risk factors and use the KSCB CSE toolkit to assist with identification
 - d. Adolescent Parent Violence – working with the planned pilots to establish a model for intervening with young people who have become perpetrators of domestic abuse
 - e. Harmful Sexual Behaviour – new procedures from the Kent Safeguarding Children Board are anticipated which will require ongoing close co-operation between Youth Justice services and Specialist Children's Services, with the use of the AIM (Assessment, Intervention, Moving On)

tools as central to the joint practice arrangements. Further training opportunities will be delivered by the AIM project between September 2017 and March 2018

- f. Case Audits – ensuring that one of the monthly case audits focuses on the practice with young people who have offended violently to assess the quality of the practice
- g. Looked After Children in the Justice System – building on the shared approach to reflectively reviewing cases that took place in April 2017. This work will be done collaboratively between Youth Justice services and Specialist Children’s Services

(c) Restorative Justice

3.5 The commitment to the use of restorative processes will continue to be:

- (i) to make contact with victims of youth crime when the young person responsible for the offending has been identified – this is to facilitate their willingness to participate in an RJ process to enable them to achieve conflict resolution
- (ii) the training and support of practitioners in the Youth Justice Units in the engagement and preparation for restorative processes
- (iii) developing Restorative Justice opportunities through trained volunteers (Panel Members) for young people and their victims in partnership with Kent Police across youth justice interventions at all stages of the youth justice system
- (iv) exploring how RJ processes can be particularly effective in reducing the risk of young people continuing to be involved in offences of violence

(d) Children and Young People presenting a High Risk of Re-offending

- (i) review the effectiveness of the revised approach to the delivery of the Intensive Supervision and Surveillance requirement.
- (ii) maintain the joint supervision arrangements with Kent Police and the Integrated Offender Management (IOM) Unit of the young people identified as prolific offenders. Develop a reporting function for identifying all those under 18 who are known to IOM and review the effectiveness of the IOM provision to young people
- (iii) The Head of Youth Justice also represents youth justice on the Strategic Multi-Agency Public Protection Management Board, Kent and Medway Reducing Re-Offending Board, Kent Criminal Justice Board and KSCB Threats and Vulnerabilities Group.
- (iv) continue work with Criminal Justice and Children’s Services partners to meet the aspirations of the agreement to reduce the risk of criminalisation amongst the children in care population

Resettlement

3.6 Young people leaving custody are the group most likely to re-offend and the work in this area will include:

- (i) develop a protocol so that the Information and Intelligence team can maintain an oversight of all those in custody, and will ensure that resettlement services are of high quality and provided by the Youth Justice Units
- (ii) complete an audit of all cases involving young people leaving custody and / or subject to ISS between December 2016 and May 2017, disseminate the learning and consider the actions which need to be taken as a consequence
- (iii) explore the support that can be made available to this group via the District Youth Hubs – e.g. including them in the work on reducing their vulnerability to remaining NEET following their return to the community

Reduction in the use of the Secure Estate

- 3.7 A number of actions will be taken during 2017 - 2018 to improve performance:
- (i) work to increase the availability, in partnership with Specialist Children's Services, of foster placements for:
 - a. PACE S38[6] transfers from Police Detention to local authority accommodation
 - b. Remands to Local Authority Accommodation as an alternative to a placement in the Secure Estate
 - (ii) a focus on the role of joint Police and youth justice supervision of children / young people assessed as prolific offenders
 - (iii) a review of Bail Support and Supervision as those remanded to youth detention accommodation in 2016 – 2017 tended to have long histories of breaching Bail Conditions
 - (iv) use the new Intensive Supervision and Surveillance framework to consider how the interventions provided can be more responsive to the risks of re-offending by those attending the programme

(e) Effective Safeguarding – Safety and Wellbeing of Children and Young People

- 3.8 Ensuring a close working relationship with Specialist Children's Services (SCS) and the Early Help Units (EHPS) that places the safety of children and young people at the heart of KCC's services.
- 3.9 For youth justice this will include where both the Youth Justice Units and SCS have a statutory responsibility for a child / young person:
- (i) ensure there is joint planning and a sharing of the plans of both Services
 - (ii) harmful sexual behaviour, shared AIM assessments of children and young people responsible (NB this will be included in the workforce development programme for SCS and EHPS)
 - (iii) shared support, assessment and planning for those children and young people remanded to either Local Authority or Youth Detention Accommodation
- 3.10 There are opportunities for both Youth Justice and Early Help staff following the National Lottery funded HeadStart programme to build the resilience of young people in Kent. This will include:
- (i) developing a shared self-assessment tool that supports the focus of HeadStart on safety and resilience for young people
 - (ii) accessing the intensive mentoring and other support schemes currently being commissioned

(f) Quality Assurance

- 3.11 Information and Intelligence, a section within EHPS, has responsibility for supporting both the Early Help Units and the Youth Justice Units in understanding:
- (i) the progress being made towards each of the indicators / targets in the youth justice performance framework – quarterly performance reports will be published presenting the findings for the county, for the 4 Areas and for the 12 Districts. These will also be submitted to the County Youth Justice Board to inform partnership decision making
 - (ii) the quality of the practice in line with both National Standards and the Inspection (HMIP) criteria – this assessment will be undertaken via the routine monthly audits. This work will contribute to the Quality Assurance Framework for EHPS
- 3.12 Information and Intelligence will share responsibility with the Youth Justice Service, Management Information and with ICT for the

- (i) management of the youth justice case management system
- (ii) the training of all administrative staff, practitioners and managers with a responsibility for Youth Justice – the training will be provided by a Systems Training Officer

(g) Staffing and Volunteers

- 3.13 The staffing for the delivery of youth justice is shared between the Early Help Units and the Youth Justice Units.
- 3.14 For the staff based in the Units, all of them employed by the County Council (the Education and Young People’s Directorate) responsibility for delivering youth justice is part of a wider set of responsibilities.
- 3.15 The five Youth Justice Units have retained a multi-agency representation.
- a. the Police role comprises the Police Youth Justice team who determine, in conjunction with Kent and Medway Youth Justice services, the outcomes in individual cases as to whether a child / young people receives an Out of Court Disposal or is prosecuted
 - b. the operational support is provided for the Units (e.g. shared responsibility for the supervision of the high risk offenders) via the Integrated Offender Management Units and the Community Safety Unit Sergeants who are the point of contact for local intelligence sharing and planning
- 3.16 With respect to the other statutory partners:
- (i) Health – there are 4 x FTE Band 7 Mental Health practitioner provided by CAMHS – this will be discussed during the year with the new specification which will be in place in September 2017
 - (ii) Probation – the National Probation Service provides 4 x FTE Probation Officers
 - (iii) Children’s Social Care – the responsibilities are fulfilled by the posts provided by EHPS:
 - a. Unit Leads x 5.0 (FTE)
 - b. Senior Youth Justice Workers x 9.0 (FTE)
 - c. Youth Justice Workers x 15.0 (FTE)

Staffing by Agency

Agency	Type of Post	Number of FTEs	Gender	Ethnicity
Police	Police Youth Justice Team Officers	6.0	Male x 2 Female x 4	White British x 6
	Team Supervisor	1.0	Female x 1	White British x 1
Health (CAMHS)	Mental Health (Band 7)	4.0	Male x 1 Females x 4	White British x 3 White European x 1 Black British x 1
Probation (NPS)	Probation + 1 Agency	4.0	Female x 1 Vacancy x 3	White British x 1 Vacancy x 3
Social Care	Senior Youth Justice Worker	9.0	Female x 8 Male x 2 (includes p/t staff within this complement)	White British x 9 Black British x 1
	Youth Justice Worker	15.0	Male x 4 Female x 10 Vacancy x 4 (includes p/t staff within this complement)	White British x 17 Black British x 1
	Business Support	6.0	Female x 6	White British x 6
Commissioned Services				
Addaction (Substance Misuse)	Substance Misuse Workers	3.0	Male x 1 Female x 2	White British x 3

(i) Volunteers – Number, Gender and Ethnicity

3.17 The Service is currently managing 36 volunteers with further additions anticipated at the start of 2017 following the completion of a round of Panel Matters and Restorative Justice training.

3.18 all have completed the Restorative Conference Facilitator training as this training is integral to the overall training programme for Panel Members.

3.19 The breakdown by gender is:

- (i) males 10
- (ii) females 26

3.20 The breakdown by ethnicity:

- (i) White British 36

(j) Youth Justice Services - Structure

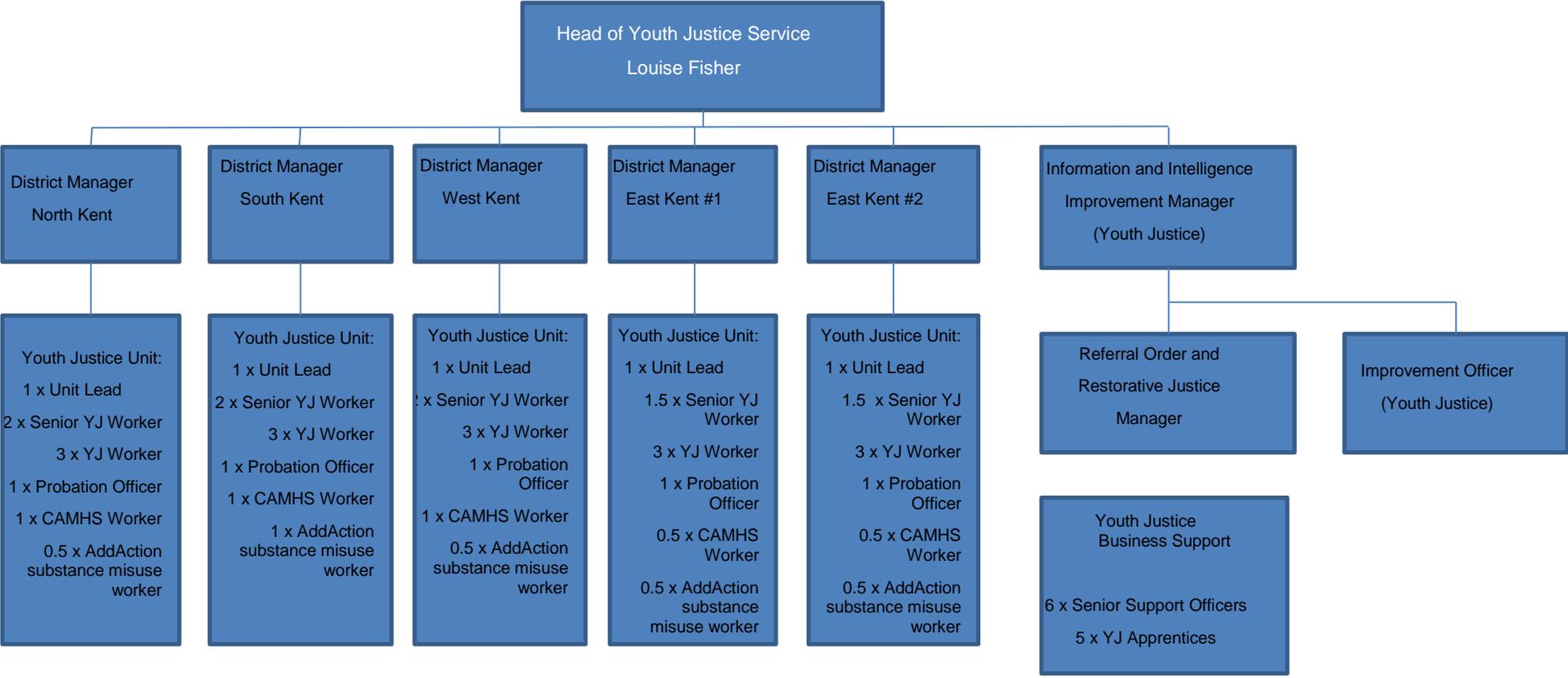
3.21 The Structure chart details the governance arrangements for youth justice which were detailed earlier in the plan.

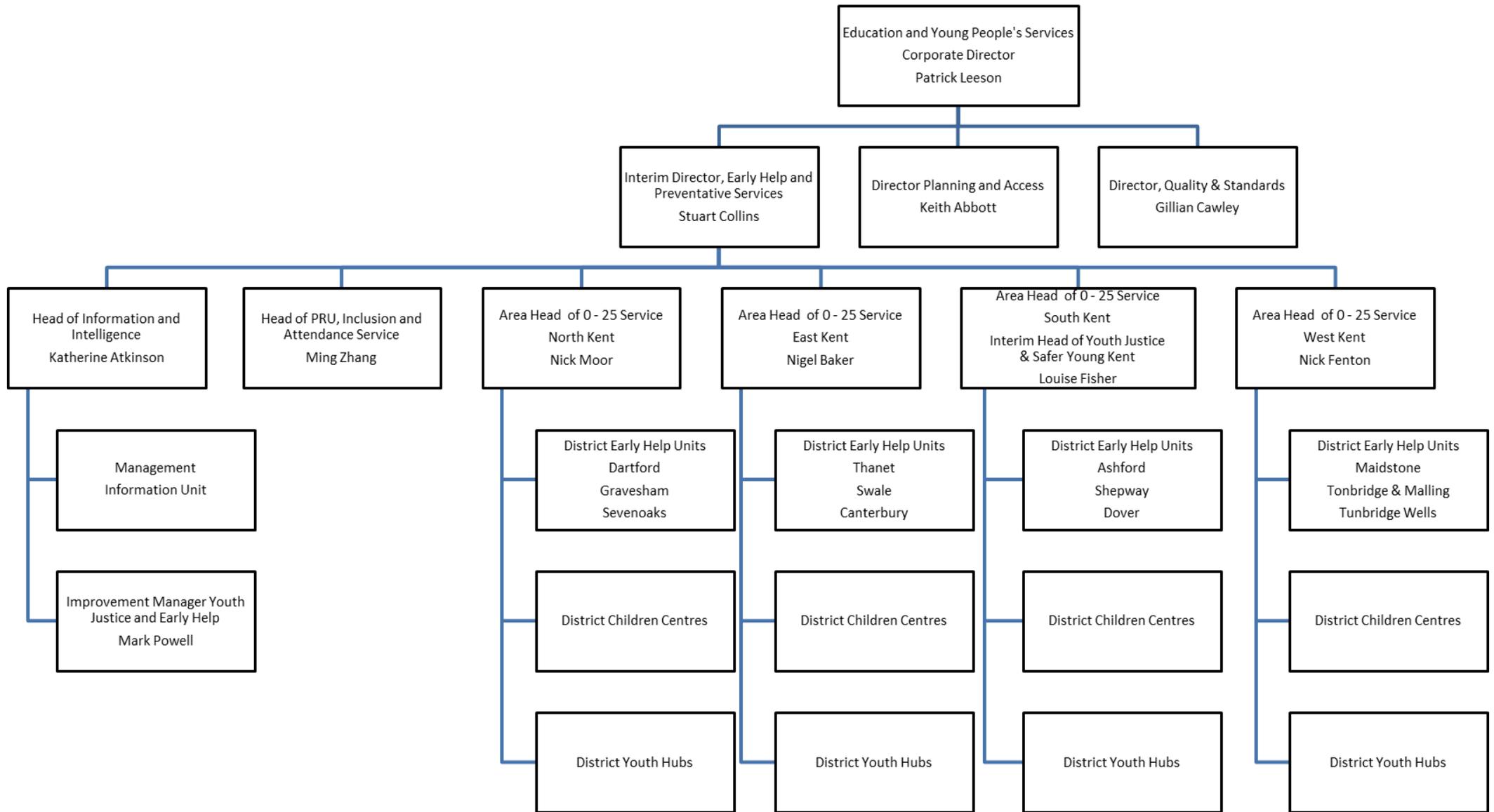
3.22 The chart illustrates the critical lines of communication to ensure the requirements of youth justice services are recognised:

- (i) the Head of Youth Justice with the Heads of Service for each of the four Areas of the Early Help and Preventative Services via the Divisional Management Team

- (ii) the Youth Justice Unit leads for each of the five Youth Justice Units (their boundaries are aligned with the Areas for EHPS) with the three District Managers based in the same Area and with the Early Help Unit Leads in each of their Districts
- (iii) Information and Intelligence (quality assurance) working with the Head of Youth Justice and with the Heads of Service via the Divisional Management Team

Kent Youth Justice Service Structure Chart





(k) The Youth Justice Budget 2017/18

3.23 The table below details the budget for the Youth Offending Teams during the current financial year.

Partner contributions to the youth offending partnership pooled budget 2016/17

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local authority	720,800	0	2,037,100	2,757,900
Police Service	0	0	0	0
National Probation Service	20,000*	0	0	20,000
Health Service	205,600*	0	100,000	305,600
Police and crime commissioner	275,100	0	0	275,100
Welsh Government	0	0	0	0
YJB Youth Justice Grant (YRO Unpaid Work Order is included in this grant)	1,069,700	0	89,100	1,158,800
Other	0	0	0	0
Total	2,291,200	0	2,226,200	4,517,400

*in addition there are costs to Probation and Health for providing seconded Probation Officers, CAMHS and Addaction workers to the YOT teams.

4. Partnership Arrangements

4.1 This section of the Plan details the activity that will be undertaken with each of the statutory partners.

Health

4.2 The planned work with Public Health will include:

- (i) speech and language will assist via training and informal support youth justice practitioners to utilise the learning from the screening tool in individual cases to enable effective communication with the young person and to recognise when referral to a specialist service is appropriate
- (ii) working with the new CAMHS provider for Kent, who takes over the contract in September 2017, to ensure a high level of service provision to young people within the Youth Justice system
- (iii) continued access to the Adolescent Health and Emotional Wellbeing Service to enable support for young people with needs relating to experiences such as bereavement and significant loss, known through audits to be prevalent amongst the Youth Offending population
- (iv) reviewing quarterly, the performance of the Young People's Substance Misuse Service (provider is Addaction) with respect to the services for the youth offending population and the outcomes being achieved
- (v) continue to ensure that young people known to the Youth Justice Units are aware of the service being provided in the Youth Hub in each District by Sexual Health Service.
- (vi) support the embedding of the Police, Courts, Liaison and Diversion Service (KMPT) so that information can be shared between the Service and the Mental Health practitioners when there are health concerns relating to young people in Police Custody

Children's Social Care

4.3 It is anticipated that approximately 40% of the children and young people on the caseloads of the Youth Justice Units will have a legal status (Child Protection Plan, Child in Need, Child in Care) with Specialist Children's Services (SCS).

4.4 This will continue to require effective joint working between practitioners in the two Services and the sharing of planning and review processes. This will include the joint undertaking of AIM assessments when a child / young person is in the youth justice system for a case involving Harmful Sexual Behaviour (further joint training is planned within this year).

4.5 Three specific initiatives, from 2017/18, undertaken with Specialist Children's Services will be embedded and refined during the year:

- (i) the joint remand strategy designed to strengthen community based remand provision and reduce the numbers requiring either a Remand to Local Authority or Youth Detention
- (ii) the processes involving the Police which will facilitate the transfer, under PACE (S38[6]), to local authority accommodation post charge and prior to the first Court hearing
- (iii) joint planning to meet the needs / manage the risks of children and young people who have a legal status with Specialist Children's Services

- 4.6 Information and Intelligence will support the Triage Team and the Early Help Units to develop their role within youth justice services by:
- (i) continued delivery youth justice training so that there is a clear understanding of the practices and processes involved in the delivery of Out of Court Disposals
 - (ii) providing training on quality assurance of youth justice practice
 - (iii) continued implementation of the guidance on the assessment and planning processes (as the Units will not be using AssetPlus) within youth justice and the agreed revised business processes which delineate the responsibilities of the Units and of the Youth Offending Teams

Education, Training and Employment

- 4.7 The context for this area of the Service is:
- (i) the concern regarding the performance with respect to the engagement of children and young people in education training and employment
 - (ii) the role of the Youth Hub Delivery Manager in each District for the reduction of the NEET population
 - (iii) the responsibility of staff based in the Early Help Units for liaison with schools to support effective communication
- 4.8 The key activities for Youth Justice Services will be integral to the planned work of the Units and Open Access services with respect to:
- (i) improving attendance
 - (ii) delivering the strategy for:
 - a. reducing the number of young people who are NEET through early identification of those who are vulnerable by effective tracking of this group during Year 11 and as they make the transition to new destinations in Year 12, and ensuring that support is available to assist young people maintain their provision
 - b. data entry on to IYSS (the information system) to support accurate monitoring and reporting
 - c. the Youth Hubs as a source of Information and Guidance for those who are NEET and as a contact point for them with training providers, Colleges and employers. Training on Information, Advice and Guidance will be provided to Youth Justice staff.
- 4.9 Additionally, to increase the employability of young people known to youth justice, Information and Intelligence will work with the Youth Hub Delivery Managers, to enable:
- (i) ASDAN qualifications to be delivered.
 - (ii) the use of the Arts to support skills development.
- 4.10 Joint working arrangements will be established with the SEN Assessment and Planning Teams (detailed in a Protocol) for the sharing of Plans and for their updating in line with the Code of Practice for the Children and Families Act 2014.

Police

- 4.11 The key joint developments for the two Services will be:
- (i) refining processes for PACE Section 38[6] transfers post charge / pre first Court hearing to Local Authority Accommodation.

- (ii) embedding the Police, Courts Liaison and Diversion Service – a partnership between Health (including NHS England), the Police and Children’s Services to identify at the earliest possible point the children and young people within the Youth Justice system who require interventions to address emotional wellbeing and physical health needs
- (iii) reviewing the provision of services to young people identified through the Integrated offender Management protocol, and ensuring that the services provided are relevant to the needs of the young person as well as robust in supporting the prevention of further offending
- (iv) learning, for both operational and workforce development purposes, from national developments, the work of the Kent Criminal Justice Board, the Kent Safeguarding Children Board and of the Margate Task Force with respect to:
 - a. Child Sexual Exploitation
 - b. Preventing radicalisation
 - c. gang affiliation – the possible risks resulting from gang related activity coming into the county and from individual young people / families with histories of gang affiliation settling in the community
- (v) scrutiny of decisions made to impose Out of Court disposals as to their appropriateness
- (vi) reviewing and improving county level Panel that administers all Police decision making in individual cases – the anticipation is that there will be greater opportunities to divert children and young people from the youth justice system and to increase the use of restorative processes as the means for resolving the conflict between offender and victim. During the year there are plans to further expand the scope of the panel to consider all charging decisions

Probation

4.13 The key tasks with the National Probation Service and the Community Rehabilitation Companies (CRC) will be:

- (i) the commissioning of the CRC for the delivery of Unpaid Work ordered by the Courts for 16 and 17 year olds
- (ii) the shared approach to the management of children and young people whose offending behaviour meets the criteria for MAPPA
- (iii) ensuring effective practice when arranging the transfer of young people (aged 18+ years) to either NPS or the CRC

Commissioned Services

4.14 Effective contract management of our commissioned provider will be undertaken with the Commissioning Unit for Children’s Services for:

- (i) the Appropriate Adult Service (the Young Lives Foundation) – oversight of this Service is shared with the Police with a key issue being the imperative to minimise the amount of time children and young people spend in Police Detention

4.15 The Youth Justice Units also have an interest in:

- (i) the Young People’s Substance Misuse Service, provided by Addaction, which provides three posts for the YOTs and a diversion programme, the Kent Youth Drug Intervention Service (KYDIS), when children and young people come to attention for the first time for drugs related offending

Troubled Families

4.16 The intention during 2017/18 is to maintain the current arrangements at both the County and the Team levels. The widening of the criteria that can be applied during Phase 2 of the programme increases the opportunity for co-operation as Troubled Families, and their commissioned services, will be involved in a larger group of families within each of the Districts.

4.17 At the county level the joint work will include:

- (i) shared communications so that the District Partnership Managers and the Youth Justice Units are aware of the joint strategy and the overlap in terms of responsibilities to families and to individuals within them
- (ii) joint monitoring of the YOT caseload to ensure those which are a shared responsibility are routinely identified
- (iii) the participation of the Programme in the work planned for in the use of a live cohort to measure re-offending
- (iv) joint leadership of the planned pilots for delivering service responses to Adolescent Parent Violence and Abuse (APVA)

Resettlement

4.18 The Youth Justice Units will:

- (i) continue to access services delivered by partners which are relevant to the needs of those leaving custody – ensuring accommodation suitable to the needs of those leaving custody is an indicator within the performance framework for youth justice services in the county
- (ii) complete and report on the findings from an audit of resettlement practice so that consideration can be given to how performance can be improved (i.e. reduced rate of re-offending)

4.21 The Governor of Cookham Wood YOI will remain a member of the County Youth Justice Board to inform the partnership working with the Secure Estate.

5. Risks to Future Delivery against the Youth Justice Outcome Measures

- 5.1 The challenges for the county are addressed throughout the Plan with respect to the achievement of positive outcomes against each of the three National Indicators, reducing the number of:
- (i) first time entrants to the youth justice system
 - (ii) children and young people receiving custodial sentences
 - (iii) those known to the Youth Offending Teams and the Early Help Units who re-offend
- 5.2 First Time Entrants – the expectation is that performance will continue to improve as the preventative role of the newly established Early Help and Preventative Services will receive early notification of children and young people whose behaviour / level of need are a cause for concern. Successful outcomes achieved in response to these notifications should reduce the prevalence and impact of risk factors associated with youth offending. This approach will be further supported by the developing role of the Police / Youth Justice county panel which explores the appropriate use of diversionary measures in individual cases.
- 5.3 Reducing Custody – work is planned as to how the Service can reduce non-compliance with both Bail Support and Supervision and with statutory supervision in the community as they are closely associated with young people receiving custodial sentences. Use will also be made of the learning from the resettlement audit to consider with partners how the risks associated with young people entering custody can be mitigated. Additionally the intensive levels of supervision available for ISS cases will be available as an alternative to custody and for supporting those young people leaving custody.
- 5.4 Reducing Re-offending – learning from the most recent study of re-offending and from the live cohort study will be responded to. The specific issues relating to the high level of re-offending by Children in Care have been set out in earlier sections of the Plan and the Troubled Families Programme is represented amongst the staff involved in the Re-offending Working Group.
- 5.5 Audits – there will be a series of case audits that will involve, as appropriate, staff drawn from both the Early Help Units and the Youth Justice Units plus from Children in Care Teams when reviewing joint working with Looked After Children. The audits will be written up (individual cases and the overall findings) and shared with those with a youth justice responsibility and with the County Youth Justice Board.
- 5.6 Reducing Remands to Youth Detention – the specific initiatives to achieve a reduction include the joint programme with Specialist Children’s Services designed to put in place practice and resources which increase the effectiveness of the remand strategy within the county. The review of the current arrangements for providing the statutory Bail Support and Supervision (BSS) will also enable consideration as to how we increase compliance with BSS requirements by children and young people.
- 5.7 Diversity – the audits will be used to consider how we are providing for the following communities and what resource / practice implications there may be:
- (i) Eastern European
 - (ii) recently arrived Unaccompanied Asylum Seeking children
 - (iii) young women – and linking with the work to reduce the risks of Child Sexual Exploitation

- (iv) Gypsy / Roma / Travellers
- (v) those children and young people who are:
 - a. Children in Care
 - b. children with Speech and Language Communication Needs
 - c. children with Special Education Needs