

Youth Justice Plan 2016/17



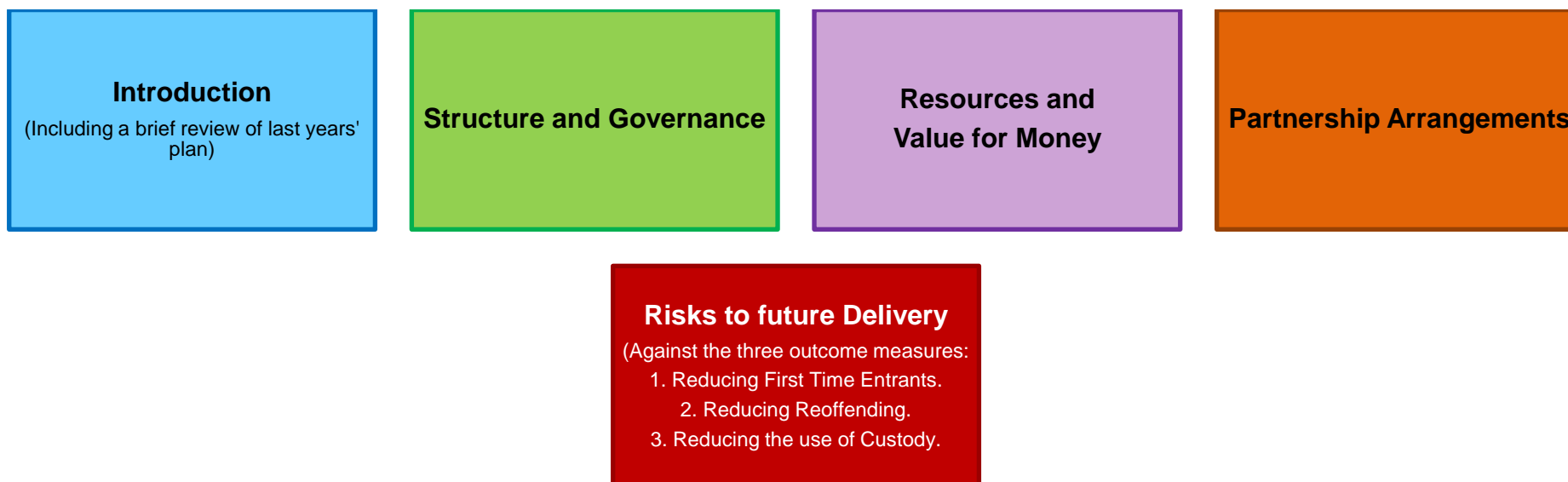
The Youth Justice Plan is a description of the strategic priorities for the year set in the context of current and projected performance against the national outcomes

Legal Context

The Crime and Disorder Act 1998 (Section 40) sets out responsibilities placed upon the YOT partnership in relation to the production of an annual Youth Justice (YJ) Plan. It states that it is the statutory duty for each local authority, after consultation with the partner agencies, to formulate and implement an annual youth justice plan setting out:

- How Youth justice services in their area are to be provided and funded;
- How the YOT will be composed and funded, how it will operate, and what functions it will carry out.

Since 2010/11 YJB guidance regarding the structure and content of the plan has been reduced to assist local areas in drafting a YJ plan that fits with broader planning around community safety and children's services. Guidance issued in 2015 and 2016 has added additional expectations regarding content based around the following five themes:



Introduction

MKYOT has made progress against all of the actions and targets set out in the 2015/16 Youth Justice Plan notably:

Successful implementation of revised governance arrangements.

Implementation of a project aimed at reducing First Time Entrants, leading to improved performance against national indicators.

Lower than all comparator averages for re-offending.

Continued low use of custody for sentenced and remanded young people.

Stronger links with Strengthening Families established

YOT became standing member of the Schools Behaviour Partnership alternative education panel

YOT contributing to a review of placement sufficiency including PACE and remand beds

Full implementation of Assetplus.

- The final implementation of Assetplus was delayed for reasons beyond the control of the service but a measured, incremental approach resulted in a successful transition by June 2016.
- Policy, procedures and working practices reviewed and updated

Key contributions to partnership work in Troubled Families, CSE, SEND, Speech and Language, Early Help.

All Crime levels remained relatively static between 2014/15 and 2015/16, with a 1% rise. In 2015/16, 72.2 crimes were recorded per 1000 MK residents. Despite being the largest urban area within Thames Valley, MK has a lower 'crimes per 1000 residents' rate than the neighbouring Local Policing Areas of Oxford, Reading and Slough.

Reflecting a pattern recorded nationally, reports of Violence Against the Person (VAP) and Sexual Offences have increased locally. However, Crime Survey for England and Wales data suggests that the incidence of these categories have remained stable. Instead, rises in VAP and Sexual Offences are thought to relate to a change in recording mechanisms and increased confidence in community safety agencies respectively.

Anti-Social Behaviour (ASB) reported to MK Council reduced by 7.0% between 2014 and 2015. A similar pattern is mirrored in ASB reports to TVP, with a reduction of 2.1% over the same time period. During 2015, Flytipping accounted for 48.4% of MKC recorded ASB.

Between 2013/14 and 2015/16 Drug Offences recorded by TVP steadily reduced. In 2015/16, TVP recorded 687 Drug Offences – a reduction of 16.6% compared with the previous 12 months. In 2015/16, Possession of Cannabis accounted for 58.6% of Drug Offences.

Further review and commentary on key issues can be found in the following sections of this Plan.

Inspection and YJB Monitoring

YOTs are inspected by Her Majesty's Inspectorate of Probation. In February 2013 MKYOT was subject to a Short Quality Screening the resulting Action Plan has been fully implemented.

MKYOT has a process for bench marking itself against thematic inspections as they are published. This involves practitioners in audit and self-assessment activity helping to increase analytical skills and highlight the role that thematic inspections play in service improvement. In the last year particular attention was given to the thematics relating to desistance and Troubled Families.


The National Standards Audit carried out in the summer of 2015 received positive feedback from the YJB and was accepted without any additional scrutiny.

MKYOT contributed to a Peer Review commissioned by the SaferMK partnership looking at gangs and youth violence. The results are under consideration by Safer MK.

The YJB undertakes quarterly reviews of all YOTs, monitoring progress against the national indicators. There have been no significant issues raised in the last year and MKYOT is considered to be low risk.

In the past year there have been no community safeguarding or public protection critical incidents requiring activation of the YJB review process.

Governance

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- Governance of YOTs is delivered through a multi-agency partnership convened (initially) by the Chief Executive of the Local Authority and, at a minimum, comprising senior representation from the Police, Health, Probation, Local Authority (principally children's social care and education services); with these agencies additionally being charged with financially resourcing the YOT and providing staff. In Milton Keynes the local governance group has been known as the **Youth Offending Strategic Board (YOSB)** since 2000.
 - Historically the quality of the governance arrangements has been independently assessed as strong. Notwithstanding that, the YOSB undertook a self-assessment during 2014/15 based on HMIP inspection criteria. Simultaneously the Council and its partners were reviewing the multi-agency oversight of the local Troubled Families programme (known as Strengthening Families). Significant overlaps in membership, areas of interest and functions were identified. Following consultation it was decided that a new amalgamated '**Youth Offending and Strengthening Families Strategic Board**' (YOSFB) would be established, the first meeting took place on 24th July 2015 and has met quarterly thereafter.
 - The revised Board is chaired by the Corporate Director -People/DCS/DASS. The YOSFB continues to receive quarterly performance reports on national youth justice indicators and local data relating to both youth justice and Strengthening Families.
 - In addition the Board receive reports from the Head of Youth Justice and the Strengthening Families Programme Manager and papers, presentations and other contributions from staff, partners and service users. The forward plan for the Board ensures that sufficient space is given to items that from a youth offending perspective are required by national standards and/or conditions of grant. In the past year the Board has received continuous updates on Assetplus and comprehensive reports on Participation, Safeguarding and the Junior Attendance Centre.
 - MKYOT also has an informal reporting line to the Community Safety Partnership. The Chief Executive and Lead Cabinet member are also briefed as required, as is the Local Police Area Commander. MKYOT is one of nine YOT's in the Thames Valley who share a Police and Crime Commissioner and reporting lines are in place with that office.
 - The current YOT Manager (Head of Service for Youth Justice) is employed by Milton Keynes Council and is managed within the Social Care Service group which sits within People Directorate of Milton Keynes Council. The service group also includes early help and SEN services. The Head of Service for Youth Justice reports to the Service Director Children's Social Care who in turn reports to the Corporate Director - People/DCS.
 - In September 2016 the leadership of the YOT will transfer to a new post of Head of Delivery - Youth and Community. The post of Head of Service Youth Justice will be deleted and the holder of that role will stand down before retiring in March 2017. The new post reports directly to the DCS and encapsulates a wide range of responsibilities including children's centres, community learning, youth services and the local Troubled Families programme.

Resources and Value for Money

Structure of MKYOT

Currently the YOT management team consists of the Head of Service (Head of Delivery – Youth and Community from September 2016) and two Operational Managers (supported by 0.5 Senior YOT Officer) and a Business Support and Information Manager (supported by a part time Senior Business Support Officer). In total there are 18 practitioner and administrative staff (16.5 FTE). As well as generic YOT officers, several of whom are qualified social workers, the team includes a seconded police officer, a substance misuse specialist and an education coordinator. Staffing contributions from other partners include primary mental health worker, general health nurse, and speech and language therapists.

Following the national review of NPS contributions to YOTs, a seconded Probation Officer has been recruited and commenced his new role in August 2016. In addition several members of the current YOT staff are qualified and experienced Probation Officers in terms of background. In lieu of a secondment Probation services have always made cash payments to the pooled budget which funds staffing but this will be discontinued from April 2017.

Volunteer Youth Offender Panel members and Appropriate Adults are recruited, trained and supported by MKYOT. The lists of volunteers are refreshed on a regular basis, with further recruitment for Panel members taking place later in 2016

All current staff and Youth Offender Panel members have received training in restorative justice.

The team remains based at a single site in Bletchley in the South of Milton Keynes. Access to other locations around the borough managed by the Council and partners is available. A strategic review of the Council's accommodation needs is taking place which is likely to result in the service moving to the Civic Offices in Central Milton Keynes within the next 2 years.

Subject to the outcome of the Taylor Review of youth justice and the overall financial position nationally and locally some further restructuring of the service may take place during 2016 and beyond.

For a summary of activities provided for and on behalf of MKYOT see Appendix 2.

Financial Resources – (for a full breakdown of the MKYOT budget see Appendix 1)

The budget for 2016/17 has been established at **£1,266,928**. Each of the statutory partners is required to contribute, with additional resources coming from the Police and Crime Commissioner (PCC) and the Ministry of Justice (via the Youth Justice Board).

The population of Milton Keynes has increased by 25.3% between 2002 and 2016 (from 212,700 to 266,650). The borough has a younger population than the average for England, 22.4% of the MK population is in the age bracket of 0-15, compared with an average in England of 18.9%.

The black and minority ethnicity population of MK is 26.1%. For England as a whole, this figure is 20.2%. 18.5% of residents of the borough were born outside the UK, compared with 13.8% for England as a whole.

Set against this fast growing, diverse and youthful demographic between April 2009 and March 2015 the MKYOT budget reduced by 37% due to cuts in central government and local partner contributions. Prevention and services to support substance misuse and positive activities bore the brunt of those cuts. Since April 2010 the service has shed 17 full and part time practitioner posts, 2 senior practitioner posts and an Operational Manager.

A cut in YJB grant and a reduction in the overall contribution from the Council for 2015/16 was absorbed with no further impact on staffing levels but with some pressures on training and non-staffing budget lines. Further pressure was placed on the budget when the YJB made an in year cut of 10.6% in November 2015.

For 2016/17 the YJB grant has been reduced by a further 12% and some funding streams have ceased leading to a reduction of £68,265 since 1/4/2015. In addition the settlement with NPS, although resulting in the allocation of a fulltime Probation Officer has led to a further budget reduction of £26,913 in cash terms.

The impact of this year's reductions cannot be absorbed without some impact on staffing. The PCC has commenced a review of funding across Thames Valley, which could have significant implications for YOTs. Additionally health partners have indicated that they may wish to review their contributions during the current year. The impact if any of these reviews will not be felt until 2017/18. It is anticipated that the Taylor Review of Youth Justice will indicate the need for further changes and with the new local leadership of the service imminent further review will take place during the current year.

As in previous years the strategy will be to prioritise resources on court ordered interventions especially at the Intensive level. Reductions in re-offending and custodial sentences as well as significant reductions in Youth Detention Accommodation would seem to suggest that the strategy is having a positive impact and represents a good rate of return on the investment made.

All grants from the YJB are controlled within the MKYOT budget arrangements and are used exclusively for the delivery of youth justice services as per the headlines below, the only exception is the grant paid to support remands to Youth Detention Accommodation, which sit within the placements budgets of children's social care.

Contributing to the pooled budget for staffing, premises and delivery of interventions.

Supporting training and development of staff and volunteers.

Ensuring compliance with data recording and information exchange expectations.

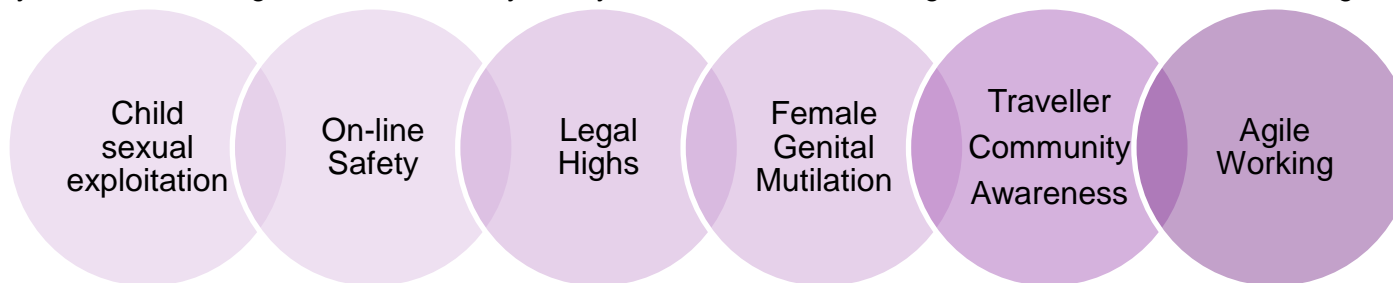
Supporting delivery of Unpaid Work and Junior Attendance Centre.

Assetplus

Despite a number of significant technical problems, Assetplus is now live across all court ordered interventions and Conditional Cautions. Staff have reported as expected that the process takes considerably longer to complete in the initial stages but it is too early to tell if there are any savings in time and resource further down the line. The implementation project will continue at least until December 2016 to ensure follow up training is provided and ongoing technical issues addressed. The system is not yet available within the secure estate, and it is not clear what impact the Taylor Review will have on the future of a national assessment framework.

Training

In addition to the priority areas for training described in last year's youth Justice Plan, during 2015/16 staff received training in a range of topics including:




The funding available for training in 2016/17 has been reduced in line with pressures on the overall budget. Priority areas for training this year will be:

- Assetplus: Further training in both Assetplus and Childview will continue throughout the year as part of the regular team meeting slots and through any further training offered by YJB.
- All volunteers and staff will receive Level I or Refresher safeguarding training as individual circumstances require.
- MKYOT staff will access MKSCB multi-agency safeguarding training as required, consistent with role.

- MKYOT staff will have access to free training provided by Brook.
- New Youth Offender Panel and Appropriate Adult volunteers will be recruited and trained as required.
- AIM2 Assessment and Intervention as part of a cross service initiative funded by the CAMHS Local Transformation Plan.
- WRAP- Plus

Partnership Arrangements

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- MKYOT has over many years developed and maintained strong links with a range of multi-agency groups.
 - The Head of Service /Delivery is one of the formal advisers to the SaferMK Partnership Board.
 - Over the last two years closer integration with Strengthening Families at an operational level has taken place and efficiencies gained through combined project and information management. Robust processes to identify families eligible for Strengthening Families are well established and an enhanced 'whole family approach' has built upon experience gained over several years. Access to the 'Take 3' parenting course run by MKYOT has been extended to families engaged with the programme.
 - The current Head of Service is a longstanding member of the Milton Keynes Safeguarding Children's Board and from September 2016 the new Head of Delivery will formally take over that role. The YOT will continue to be represented at the Multiagency Risk Management Panel that considers children at risk of CSE and/or who go missing frequently.
 - Thames Valley wide protocols are in place with the Thames Valley Police which cover out of court disposals.
 - The national protocol with the National Probation Service and Community Rehabilitation Company is now active supported by the 'Youth-2-Adult' transitions project led by the YJB.
 - The Head of Service/Delivery and the YOT operational managers attend a number of groups reflecting the wider children's and community safety/criminal justice agendas including those sponsored by the Local Criminal Justice Board (for example MAPPA), PCC and SaferMK.
 - MKYOT is also supporting the implementation of the SEND reforms and one of the YOT operational managers is now providing additional capacity to that programme drawing on experience he has gained at a national level, including as Association of YOT Managers lead for SEND and speech and language.
 - All MKYOT staff have received WRAP training and links are maintained with specialist police staff and the Council's Prevent leads. The current Head of Service is a member of the Prevent Board and a standing member of the Channel meeting. Information has been provided to assist in the preparation of risk and threat assessments. To date no young people known to the YOT have been accused or convicted of extremism related offences.

The Voice of Young People

The users of youth justice services are considered a hard to reach group as far as participation is concerned. In general they do not volunteer or seek to be service users but are supervised by the service as a result of a criminal court or pre court sanction. Despite the nature of the relationship and its attendant challenges MKYOT is committed to ensuring that young people (and their parents/carers) have the same opportunity to contribute to service developments and to have their voice heard.

Young people are encouraged to participate by:

- Young people (and parents/carers) are actively encouraged to formulate and review their own intervention plans.
- Programmes have evaluation feedback forms which when completed and collated are used to measure outcomes and effectiveness and steer improvements
- All young people are asked to complete end of intervention evaluation
- More in depth end of intervention interviews with a sample of young people - results provide the basis of an annual presentation to the YOSB
- Viewpoint: A web based interactive feedback application used by HMiP as part of their YOT data-bank.
- End of intervention feedback to commissioned reparation provider shared at contract review meetings
- YOT clients are encouraged to contribute to wider participation activity and special events (e.g. Alcohol Awareness Week, No Smoking Day, Anti Bullying week and in November 2016 the National Youth Justice Convention)

'out of trouble, no worries about police anymore, don't owe courts money and its helped me relax, no more worries, life is better

'I see things differently now'

'I am happier with my life, in good education and have no reasons to offend'



Summary of Viewpoint Feedback

75% said they were a lot less likely to offend and 25% a bit less likely

80% reported they received a very good service

100% said the YOT had made them feel safer

85% reported they were treated fairly all of the time and 15% most of the time

92% said they were helped to make better decisions

Biggest barrier was travelling to appointments

(n=27)

Performance and Risks to Future Delivery

There are a number of overarching risks to future delivery:

- Future budget settlements (including changes in national funding arrangements) will have a major impact on the ability to provide the range of services and intervention required in Milton Keynes to meet national standards and reduce first time entrants, re-offending and use of custody.
- Funding may also be reduced if youth justice is not considered a priority by local partners including the Police and Crime Commissioner who has indicated his intention to review how he funds local activity
- Imminent changes in the structural and management arrangements in the People Directorate of Milton Keynes council may lead to some disruption alongside ongoing uncertainty regarding the positioning and structural security of the YOT following the Taylor Review of youth justice.
- Disruption as a result of the implementation of Assetplus.
- Disruption due to unresolved technical deficiencies or practitioner competence in the use of Childview

Specific risks against each of the national indicators are identified below set in the context of current performance and targets.

Planning Pattern:
Quarterly

2015/16 Out Turn:
YJB Jan-Dec 15 = 411

Key Performance Indicator:

First Time Entrants

(per 100,000 10-17 year olds)

2015/16 Targets:
400

2016/17 Target:
360

First Time Entrants

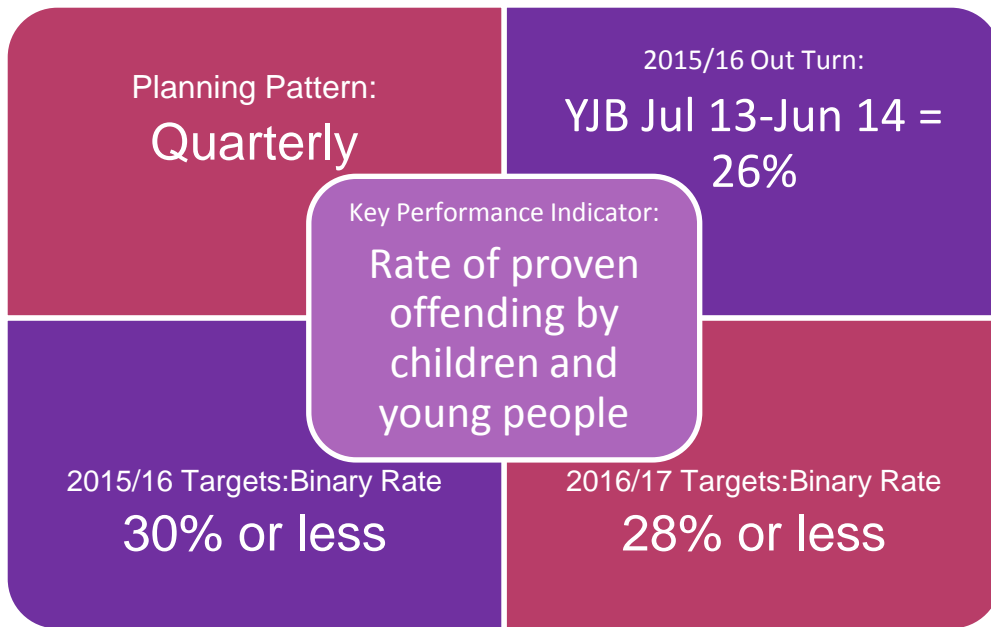
A deterioration in performance in the last two quarters meant that the target set for 2015/16 was narrowly missed. This was disappointing as the first two quarters were showing significant improvement in line with national and regional comparators. The causes of this reversal are being investigated by Thames Valley Police and MKYOT especially as the same problems do not appear to have occurred elsewhere in the force area. The indications are that charging has become more prevalent with fewer cases going forward for joint decision making.

Risks to Delivery

- Pressures on YOT budgets require redeployment of resources away from early intervention which may ultimately lead to more young people appearing in Court.
- Unable to resolve the current issues with respect to joint decision making.
- Service reductions especially in family support services
 - Increased exclusion or poor attendance may promote disengagement and deteriorating behaviour.
 - Poor access to post 16 learning opportunities may promote late onset of antisocial behaviour/crime.
 - The SEN reforms may result in higher thresholds for intervention leading to unrecognised and unmet need increasing risk.

Mitigations/Actions

- Joint MKYOT and TVP action to address the current issues with respect to decision making is underway and must lead to improved management of the out of court disposal process.
- Local authority restructuring and single lines of senior management offer an opportunity to align preventative and OOD work with the Youth Faculty.
- Promote the use of restorative approaches in other services through consultancy and training
- Continue to exploit links with the Strengthening Families programme promoting 'whole family approaches' and supporting early intervention
- Work with local partners to enhance access to education and training provision that is responsive to the needs of the MKYOT client group



Rate of proven offending by children and young people

The target set for 2015/16 was met with MK consistently returning figures below 30% throughout the year. By year end local performance against the binary measure was the fourth best in England and Wales over 11.7 percentage points better than the national average and 7.6 points better than the PCC area average.

The frequency rate at 0.72 was also better than all comparators. Performance against the new measure of 're-offences per offender' was 2.77 compared to 3.14 nationally.

Risks to Delivery

- Assetplus which was gradually implemented between April and June 2016 is still in the process of becoming fully embedded in practice.
- Lack of clarity locally and nationally on what the key priority areas for YOTs should be post Taylor review may result in confusion and competing demands for reducing resources.
- MKYOT has developed a range of resources and established programmes to reduce offending, risk of harm and meet wider health and wellbeing needs. Maintaining the continuous development of these including enhancing the
- Lack of access to education training and employment opportunities, appropriate accommodation and services to meet health and well-being needs present significant risks in times of change and pressure on services.

Mitigations/Actions:

- A programme of 'bite-size' training in Assetplus and Childview linked to monthly 'focus groups' enable reflective group learning from a wide range of sources including inspection reports and the outcomes of national reviews.
- A review of health provision to the YOT will take place linked to the CAMHS Local Transformation Plan. Within this will sit increased access to psychological therapies and work to address sexually harmful behaviours and the therapeutic needs associated with CSE and exposure to extremism.
- A peer review on youth violence commissioned by Safer MK will help to steer further developments to prevent violent behaviours by young people in the community and in the home.
- The further development of restorative approaches linked to the continued development in our understanding of and expertise in SLCN
- Maintaining close alignment with Strengthening Families and established work in parenting and family support including the Take 3

Planning Pattern:

Quarterly

2015/16 Out Turn:

YJB Apr 14 - Mar 15 =
0.24

Key Performance Indicator:

Use of custodial sentences

(per 1,000 10-17 year olds)

2015/16 Targets:

0.2 Per 1,000

2016/17 Targets:

0.2 per 1,000

Use of custodial sentences

The established trend of one custodial sentence per quarter was challenged in December 2015 and January 2016 when 8 individuals were facing custodial sentences. All but one of these were avoided due to the provision of high quality PSR's and imaginative use of intensive community orders despite the service facing significant shortfalls in staffing and diminishing resources overall. However 2 sentences in the last quarter meant the target was narrowly missed. That said MK is still considered a very low custody area and is performing better than the national average.

Risks to Delivery

- The introduction of Assetplus leads to decreased practitioner competency affecting quality of court reports
- Unable to recruit to vacancies with suitably skilled and experienced staff
- Insufficient resourcing of credible alternatives to custody.
- Insufficient resources to provide appropriate resettlement for those returning from custody.
- Unable to access suitable placements for remands to local authority accommodation and s 38(6)PACE

Mitigations/Actions:

- Appointment of qualified Probation and focussed work to recruit high quality replacements for departing staff
- Continue service wide refinement of processes and procedures to ensure resources are effectively deployed and to increase capacity for direct work with young people.
- Continue to develop a tiered alternative to custody programme, building on success in providing the courts with proportionate intensive YRO's /Referral Order options.
- Contribute to placement sufficiency review to ensure the needs of the client group are fully taken into account including those requiring accommodation following charge in line with the national Concordat.

Milton Keynes Youth Justice Plan 2016-2017

Sign Off

The draft of this plan was circulated prior to and considered by the YOSFB at its meetings on 27/7/16 after which a period for further comment was agreed until 31/08/16.

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Chair of the Milton Keynes Youth Offending and Strengthening Families Strategic Board

Date.....

Appendix 1 Financial Summary

Income	Staff	Delegated funds	Total
Police	£46,166		£ 46,166
Police and Crime Commissioner		£ 141,385	£ 141,385
Probation	£ 29,909	£ 26,913	£ 53,822
Health	£ 39,080	£ 31,502	£ 70,582
Local Authority			
‘Controllable budget’		£ 330,499	
LA recharges		£ 248,486	£ 578,985
YJB (for breakdown see below)		£ 269,783	£ 269,783
Other (for breakdown see below)	£ 22,721	£ 73,484	£ 96,205
TOTAL	£134,876	£1,122,052	£1,256,928

YJB Grants		‘Other’ Income	
Core Grant	£ 247,304	DSG for SLT provision	£ 22,721
Attendance Centre	£ 22,479	Strengthening Families	£ 70,000
		<ul style="list-style-type: none"> • Contribution to core costs • FTE project 	
		Contribution to rates from other site users	£ 3,484
Total	£ 269,783		£ 96,205

Summary of Services Provided by Milton Keynes YOT

Appropriate Adult (AA) Services provided to the Police Station under PACE: A volunteer scheme is maintained by MKYOT available 24 hours a day 7 days a week.

First Time Entrants: MKYOT will provide specific, offending behaviour interventions to young people who have received Youth Restorative Disposals and families engaged in the Strengthening Families programme.

Out of Court Disposals: Arrangements are in place with Thames Valley Police and Thames Valley YOTs to provide the range of disposals (Youth Cautions and Youth Conditional Cautions

Court Services: MKYOT provides Youth Court officers to advise the youth court about sentence. YOT staff prepare pre-sentence reports and operate a duty system to address remand issues and ensure bail packages are available when necessary. A protocol exists with children's social care regarding management of remands to local authority accommodation and Youth Detention Accommodation.

Court Orders including Intensive Supervision and Surveillance: MKYOT provides case holders for young people made subject to court orders and manage these in accordance with National Standards. This will include managing young people subject to custodial sentences and planning and supervising their release.

Attendance Centre: A Junior Attendance Centre operates fortnightly on Saturday mornings. It is run from the YOT offices and is partly staffed by YOT personnel. Transfer for responsibility of the MK Attendance Centre to MK Council took place in April 2015.

Victims: A Victim Officer in the team contacts victims of YOT young people offering a range of services, including referral to the local Youth Information Service (YIS) Counselling Service; being kept informed of case progression, support to attend Youth Offender Panels and meeting the young person face-to-face for a restorative conference. All MKYOT staff are trained to YJB Council standards for the facilitation of restorative conversations.

Volunteers: Volunteers are recruited to be Youth Offender Panel members, people from the community who meet with the young person, parents and victim to agree a contract which will prevent further offending and repair harm. In 2016/17 MKYOT will need to train a new cohort of volunteers

Summary of Services commissioned by or provided on behalf of Milton Keynes YOT

Community Reparation: Where the young person who has offended is not able to repair the harm they have caused directly to their victim, they are supervised to undertake work repairing the harm to the community. Since October 2011 this service has been provided under contract by G4S Children's Services. The contract was re-commissioned in March 2015 and now includes the provision of **Unpaid Work** for 16/17 year olds the responsibility for which transferred to YOTs in June 2014.

Speech and Language: MKYOT is a national leader within youth justice in the assessment and response to those with speech, language and communication problems. With support from the Councils SEN service MKYOT has two part time speech and language therapists attached to the team by the health service.

Health: In 2012/13 MKYOT re-negotiated its arrangements with Tier 3 CAMHS to provide a package of services including access to a Primary Mental Health worker who carries out assessments and interventions, and input from a consultant psychiatrist for the most complex cases. Since April 2013 a nurse has been linked to MKYOT (part time) to provide broader healthcare support to young people and advice and training to YOT staff. Arrangements with health will be reviewed during 2016/17.

Substance Misuse: Although MKYOT has an SMU specialist who works with the most complex cases and provides consultancy to other staff, less complex cases are referred via an SLA to the local young people's drugs service Compass

Education Training and Employment: A fulltime education co-ordinator works to sustain engagement with schools and other providers working closely with the Council's SEN department, schools partnership and local 16+ providers). Links with the Strengthening Families programme enable access to family employment services and wider family support. New arrangements with the Youth Faculty/IAG will be explored during 2016/17

Appendix 3 Staffing

By gender / ethnicity

Ethnicity	Strategic Managers		Operational Managers		Practitioners		Administrative		Sessional		Students		Volunteers		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White – British	1		1	1	5	14	1	4					3	15	11	34
White – Other													1		1	
Other – Mixed													1		1	
Indian														2		2
Caribbean					1	1									1	1
TOTAL	1	0	1	1	6	15	1	4	0	0	0	0	5	17	14	37

No other ethnicities were represented.

By contract type (fulltime equivalents)

Contract type	Strategic Managers		Operational Managers		Practitioners		Administration		Sessional	Students	TOTAL
	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time			
Permanent		1		2	5.05	7	2.65	1			18.7
Seconded Police						1					1.00
Seconded Health Mental Health					0.20						0.20
Seconded Health Physical Health					0.20						0.20
Seconded Health Speech & Language					0.40						0.40
TOTAL	0	1	0	2	5.85	10	2.65	1	0	0	22.5
Disabled						1					1.00