

Suffolk Youth Justice Plan 2022-25

Service	Suffolk Youth Justice Service (SYJS)
Service Manager/ Lead	Jennifer Meade Head of Suffolk Youth Justice Service
Chair of YJS Board	

Contents

		<u>Page(s)</u>
	Foreword	3
1	Introduction, vision, and strategy	4 - 5
2	Local Context	5 – 6
3	Child First	6
4	Voice of the Child	7
5	Governance, leadership and partnership arrangements	7
6	Resources and services	8 – 9
7	Progress on previous plan	9 - 13
8	Performance and priorities	13 - 23
9	National standards	24
10	Challenges, risks and issues	24 - 27
11	Service improvement plan	27 - 30
12	Evidence-based practice and innovation	30 - 31
13	Looking forward	32 - 33
14	Sign off, submission and approval	33
15	Appendices	34 - 41

Foreword

This Youth Justice Plan reports on performance in 2021-22. It also sets the direction of travel for the service and partnership for the next 3 years and identifies priorities for the next twelve months. It has been developed in consultation with the partners who sit on the Suffolk Youth Justice Management Board.

This year the partnership looks forward to strengthening our commitment to intervening early, and diverting as many children from the formal youth justice system as possible. This will be achieved through a full review of the Diversion Programme to ensure that it is as effective as it can be. Other priorities include addressing over-representation of some groups of children in the youth justice system and detailed analysis of the reasons why some children re-offend. In addition, work to ensure children in or on the edges of the youth system are in education will continue. In terms of the development priorities for the Suffolk Youth Justice Service these will include extending co-production with children and families into new areas such as service delivery, a commitment to the use of restorative practice in its widest sense and embedding the work of the County Lines Pathfinder in Suffolk into everyday practice.

A significant achievement during 2021 was successfully implementing a new service structure designed to strengthen practice, increase resilience and adapt to the increasing complexity of many cases. This brought back in house reparation and unpaid work services, created two virtual teams one leading on quality assurance and practice development and the other on restorative approaches including referral orders. It also aligned staffing and management capacity with current demand and created a new practice lead role in teams. At the same time the service introduced a new case management system which is now being embedded in teams. We are already seeing the benefits of the redesign and starting to see those of the new case management system.

Youth Justice practitioners do highly skilled and specialist work with complex children and young people at some of the most challenging times of their lives. The Management Board recognises this and genuinely values the professionalism and dedication of the Suffolk Youth Justice Service (SYJS) staff. On behalf of the partnership, I am very pleased to present the Suffolk Youth Justice Plan for 2022-25.

Allan Cadzow

1. Introduction Vision and Strategy

This Youth Justice Plan has been developed with the Suffolk Youth Justice Management Board and with some contributions from children. It is a partnership plan and sets priorities for that partnership as well as for the service. The statutory members of the Youth Justice partnership are the Police, Local Authority (Social Care and Education), Health and Probation. Together with other partners on the Board, they work together to improve the quality of the local youth justice system, and to ensure that young people who work with SYJS can access the support and services they need. The Management Board is committed to working in partnership on issues which cut across more than one service. It also believes in the use of data and analysis and listening to the voices of service users including victims to drive understanding and arrive at solutions which have the best possible chance of success.

Suffolk Youth Justice Service (SYJS) works directly with children who are in, or on the edge of the Youth Justice System, together with their parents or carers. It also works with the victims of their offences and offers them the choice of take part in restorative interventions if they believe that this will help to repair the harm they have experienced. As well as supervising young people sentenced by the courts, SYJS, with Suffolk Constabulary, delivers a Diversion programme offering targeted early intervention and Diversion from the formal youth justice system in appropriate cases.

The combination of direct work with children, parents and victims and work to improve our local youth justice and children's services systems helps to achieve the strategic objectives to:

- Reduce the number of children entering the youth justice system
- Reduce reoffending by children in the youth justice system
- Reduce the number of children going into custody
- Improve safety, wellbeing, and outcomes for children in the youth justice system
- Reduce and repair the harm caused to victims and the community

Suffolk Youth Justice Service has a track record of encouraging innovation. For example through the development of a local trauma informed approach and the creation of the Suffolk Against Gang Exploitation (SAGE) team and now the Criminal Exploitation Hubs. It is committed to investing in staff training and development and to an approach that strives for equality of outcomes for children.

Vision

SYJS contributes to Suffolk County Council's Children and Young Peoples Services vision that:

"All children and families in Suffolk have the right to be safe, the best education, physical and emotional health, successful preparation for adulthood and employment. Too many children do not have these opportunities and we are committed to changing that. We must be brave and change the way we work to deliver this."

It also contributes to the Youth Justice Board's strategic approach and guiding principle that of 'child first, offender second' and in line with that principle: Suffolk Youth Justice Service and the Board are committed to:

- Promoting the best interests of each child or young person in or on the edges of the Youth Justice System
- Helping them build on their strengths, fulfil their potential, and make a positive contribution to society
- Collaborating with children, young people and parents and carers
- Putting the views, needs and safety of actual and potential victims at the centre
- Focussing on equality, diversity, and inclusion

2. Local context

Suffolk is a large, often rural county. In 2020, the population was estimated to be 761,246. In 2018, about one in five people were under 18 and nearly 4 in 10 lived in a rural area. It is a relatively affluent area but with pockets of both rural and urban deprivation. In 2019, Suffolk fell just outside the third least deprived upper tier areas in England. Between 2010 and 2015, Suffolk became relatively more deprived and although this decline has not been repeated, Suffolk has not recovered its position. Ipswich is the most deprived area in Suffolk. The proportion of children aged under 16 living in poverty has increased in Suffolk from 13% in 2014/15 to 16.5% in 2019/20. In Ipswich, 24% of children under 16 are living in poverty.

The 2011 census indicated that 91.2% of the Suffolk population were classified as white and 8.8% as coming from an ethnic minority. School census data from January 2021, suggested that the proportion of 10-17-year-old children of Black and Minority Ethnicity (BAME) background was now 10%.

Structure and Governance

The Suffolk Youth Justice Management Board includes representation from: SCC Children's Services and Localities and Partnerships, Suffolk Constabulary, The National Probation Service, the CCGs and Public Health, the Voluntary Sector and the Courts. The Board is chaired by the Director of Children and Young People's Services for Suffolk County Council and the Police representative acts as deputy chair.

Suffolk Youth Justice Service (SYJS)

The service is hosted by Suffolk County Council and is a discrete service co-located with other parts of Suffolk Children Services. It is multi-disciplinary and includes youth justice practitioners, restorative approaches specialists, reparation workers, police officers, a probation officer, speech, language and communication specialists, primary mental health workers and educational psychology support. It also recruits, trains and manages volunteer referral order panel members. Suffolk Youth Justice Service has office bases in the main towns of Ipswich, Bury St Edmunds, and Lowestoft, and both Bury and Lowestoft cover large geographical areas which can present challenges in terms of accessibility for both staff and children and families.

Diversion Programme

SYJS believes in working with children and young people at risk of, or involved in, offending or anti-social behaviour, at the earliest opportunity and seeks to maximise opportunities to divert young children and people from the formal criminal justice system in every appropriate case. The Diversion Programme is a joint countywide initiative delivered by SYJS and Suffolk Constabulary. Feedback from children indicates that they value what the Diversion Programme offers them and believe it is a good service which helps them.

3. Child First

Suffolk Youth Justice Service delivers child focussed relationship-based practice which sits within a Signs of Safety Framework and uses a locally developed trauma informed approach. This approach helps staff look beyond how a child is behaving, to understand why they are behaving that way, and so to help them make lasting change. The trauma informed approach is supported by a psychologist who delivers skills workshops for staff.

The practice development and quality assurance team has also co-ordinated the creation of a comprehensive updated pool of resources to ensure that intervention delivered is appropriately sequenced and appropriate. It has also worked with the newly created practice leads to deliver child first workshops in teams to deepen understanding of what a child first approach means in practice. The practice leads also help to embed the approach in their own localities.

In addition, SYJS and Suffolk Constabulary are jointly reviewing the Diversion model, to ensure that the maximum number of children possible have a childhood which is 'removed from the justice system'.

4. Voice of the child

The Signs of Safety framework is based upon placing children and those adults naturally connected to the child at the centre of assessment, decision-making and planning to ensure that all aspects of work are informed by the views of children and those closest to them. The service also uses Asset Plus self-assessment questionnaires, end of order surveys and, as part of quality assurance audits, obtains feedback from children and parent/carers about their experience of working with the service. This information is then used to inform service delivery.

SYJS is committed to developing use of co-production to improve service delivery. The practice development and quality assurance team have delivered co-production workshops in each locality and are using a four stages of collaboration model to further develop co-production within the service. Suffolk is also represented at the YJB Youth Ambassador Network.

5. Governance, leadership, and partnership arrangements

Suffolk Youth Justice Service governance is through its Management Board which is chaired by the SCC Corporate Director for Children and Young People's Services. All statutory partners are represented as well as public health, the voluntary sector, and courts. The PCC's office also receives board papers. The Board meets quarterly. Budget and performance reports, including information about local and national indicators, are standard agenda items.

The Head of Service reports to the Assistant Director for Children's Social Care, Corporate Parenting, Commissioning and Youth Justice for Suffolk County Council.

The Chair of the Management Board represents the Service on the Suffolk Safeguarding Partnership. The Service links in to the Safer and Stronger Communities Board via public health representatives on the board and through Head of Service attendance, as one of the themes leads for the countywide work on Criminal Exploitation. The Head of Service also attends the MAPPA Strategic Board and the Deputy Head of Service attends the IOM Board and Safer in Schools Board and Post 16 participation group.

In terms of operational partnerships there are constabulary staff, educational psychologists, speech, language and communication practitioners, substance misuse and primary mental health workers based in each team and a probation officer based in Ipswich. The service directly employs several qualified social workers including the operational manager for the practice development and quality assurance team, who is also a senior lecturer in social work.

6. Resources and services

Partnership and other resources are used to deliver the full range of youth justice services. This includes court services and reports to inform sentencing, supervision of statutory out of court disposals, court orders and custody cases as well targeted prevention and diversion. It also includes the recruitment and support of referral order panel members and the management of panels. The service also commissions a 24/7 Appropriate Adults Service for children.

SYJS uses the Youth Justice Grant to directly employ staff within the service. Staff hold mixed caseloads (Statutory and Diversion Programme) because this gives maximum flexibility, which helps to minimise changes of case holder and is also particularly important in Suffolk due to its geography. Services to victims are delivered in line with the victim's code of practice and there are restorative practice specialists in each team. Reparation and unpaid work practitioners are also based in teams. The service also invests in staff training and development. All resources are focussed on delivering against the outcomes of reducing:

- the number of children entering the youth justice system for the first time
- reoffending by children in the youth justice system
- the use of custody for children.

As well as

- improving safety, wellbeing, and outcomes for children in the youth justice system
- reducing and repairing the harm caused to victims and the community.

In addition, SYJS also hosts a harmful sexual behaviour co-ordinator post shared with children's social care, and also externally funded Criminal Exploitation Hubs.

Partnership resources that contribute to the aims and expected outcomes of the plan

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Youth Justice Board	810,675			810,675
Local Authority	1,376,517		240,783	1,617,300
Police	113,247	157,298		270,545
Police and Crime Commissioner				0
Probation	11,310	37,174		48,484
Health	315,553			315,553
*Welsh Government				0
Other			26,843	26,843
Total	2,627,302	194,472	267,626	3,089,400

7. [Progress on previous plan](#)

Governance and Leadership Priorities 20-21

Both the new Management Board member induction pack and the Management Board self-audit against the strategic standards in the YJB Standards for Children in the Youth Justice System have been completed. The induction pack has been sent to new Board Members and the feedback is positive. The results of the strategic self-assessment have resulted in a review and refresh of the quarterly performance reports provided to the management board, and other measures to increase the information available to board members on some aspects of youth justice, such as remand concordance data and enhance the voice of the child and victims in Board meetings.

Practice Priorities

Youth Justice Board Standards for Children in the Youth Justice System.

In response to the findings of the self-assessment against the YJB Standards for children in the Youth Justice System, SYJS has completed both out of court and custody and resettlement audits, and implemented practice-based action plans in teams.

A sentencer survey was also sent to Youth Court Magistrates to get feedback about court practice. In response to this and to the self-assessment findings, court training has been delivered to relevant staff and a court practice group set up which meets monthly. Links have also been improved with the secure estate through attending open days.

Service Redesign

Following a period of staff consultation, SYJS has successfully implemented an internal restructure and has:

- Brought together restorative justice, reparation and unpaid work and referral order delivery into a new virtual Restorative Approaches team. This team will help to ensure that all these interventions are restorative. It will also develop the in-house delivery of reparation and unpaid work and increase overall resilience in this area of work
- Prior to the creation of the virtual team, reparation and unpaid work which was previously contracted out was brought back in house. This has increased flexibility and made it possible to develop 'value added hours' delivered by the reparation team. Priorities for value added hours are to support bail packages, intensive sentences, and resettlement
- Adjusted staff numbers in teams and reassigned some management capacity so that staffing resources are now much better aligned to current workload
- Provided additional quality assurance and practice development capacity through the development of a second virtual team and the creation of a new role of practice lead in each team

Replacing the Case Management System

Core+, a new Case Management System (CMS), was implemented in June 2021.

Prior to this more than 100 hours of staff training was delivered virtually to staff, together with the creation of user guides and a group of super users across the service. During the period that Core + was being implemented and embedded in the service the ability to produce performance information was reduced. There are ongoing constraints in terms of creating a complete suite of reports against the new case management system due to staff turnover in the performance team as well as changes to recording and some processes due to Core+ being structured differently to the previous system. This has impacted on the service ability to provide updates to reports previously presented to the SYJS management board. Longer term however, the recording and reporting flexibility and capability of the new system will benefit the service as it is both more intuitive for staff to use and has the ability to produce up to date performance and management information more easily.

Her Majesty's Inspectorate of Probation (HMIP) Thematic Report on the Work of YOTs during the Covid 19 pandemic

SYJS has responded to the recommendations for YOTs in the above report by ensuring that all staff are aware of what digital poverty is and its impact on children and families. In addition:

- A digital poverty PAGE tiger has been developed in conjunction with wider Children's Services and is accessible to all staff
- In addition, staff routinely assess children's access to IT and remote communication methods and other barriers to engagement as a standard part of assessments and this is checked by managers at the point of Asset Plus countersignature

Partnership Priorities

County Lines Pathfinder

As part of the Youth Justice Funded County Lines Regional Pathfinder, Suffolk worked on direct practice approaches. The delivery plan for Suffolk included:

- Developing resources to increase 'cultural competence' and therefore effectiveness in those working with children who are experiencing criminal exploitation
- A criminal exploitation specific safety planning tool for professionals
- Reviewing promising practice
- A peer parent webinar and group work programme based on feedback from parents and carers with lived experience
- Working safely guidance and resources for organisations and professionals working in this area
- As part of the work to deliver the FLATS (families learning about thinking skills) programme and in response to the findings of The Hillingdon Review; a tool to support holistic risk assessment for groupwork was developed

The Pathfinder has delivered several webinars to share and disseminate practice, both on national platforms (Youth Justice Board, Community Care and the NWG Network) and locally through Children and Young People's Services in Suffolk. The resources that have been produced are being hosted on several sites for a range of professionals to access. These include the Youth Justice Board Resource Hub, the National Working Group Network and Suffolk Safeguarding Partnership.

The Pathfinder resources are now available to all SYJS staff on the service portal. Teams have completed the 'Keep Safe' training which looks at safely negotiating professional boundaries when working with children subject to criminal exploitation.

Disproportionality

SYJS measures disproportionality in outcomes for three groups of children as part of quarterly reporting. These groups are children from an ethnic minority background, children in care, and girls. This allows the Service and Board to regularly monitor disproportionality in outcomes on the caseload.

An in-depth report on disproportionality based on use of the YJB toolkit was reported to the Management Board in December 2021. This showed that in 2019-20 Suffolk had a statistically significant over representation of black and minority ethnic young people who received a caution or conviction compared to the 2011 census data. At the same Board meeting the findings of the thematic inspection into the experiences of black and mixed heritage boys in the youth justice system in October 2021 were also discussed. The Board agreed to take a partnership approach to understand disproportionality in the youth justice system. It will use using key data sets across the partnership to monitor and understand disproportionality across services for children. This will enable the development of a targeted shared action plan.

In terms of children in care '*Protecting Vulnerable Children: A Joint Protocol to Reduce Offending and Criminalisation of Children in Care* was introduced in Suffolk in 2019. Cross partnership working and strategic groups have met monthly to take forward the priorities of the action plan.

As part of this work SYJS commissioned and delivered restorative training to residential and fostering and adoption staff including a third day to selected staff who will act as restorative champions and increase resilience within their teams. It is recognised that the protocol and action plan now need to be refreshed and multi-agency governance strengthened.

In line with the work of User Voice as part of the Thematic Inspection of the experiences of black and mixed heritage boys in the youth justice system, work has already started with staff to ensure that they are able to work effectively with over-represented groups. This is supported by work on cultural competency which was completed as part of the Pathfinder and has been used in recent recruitments to SYJS with good results. It is a strength of SYJS that in line with the feedback from User Voice the practice framework is based on the importance of relationships and on delivering tailored interventions. In terms of management oversight in this area the service countersignature checklist used by managers when signing off assessments highlights the importance of staff assessing for both barriers to engagement and diversity issues.

Education Training and Employment (ETE) for Children in the Youth Justice System

Education Training and Employment (ETE) data is reported on a quarterly basis to the Management Board. SYJS benefits from strong support from the education representatives on the Board and attends both The Safer in Schools Board and the Post 16 Participation Group. The Service also benefits from educational psychology and speech, language and communication support in teams.

A detailed report was presented to the Management Board in March 2022 and included:

- Statistical analysis of the SYJS cohort and it's educational characteristics
- A staff survey to capture their day-to-day experiences of common barrier for children to accessing full-time education, training and employment
- Individual case studies
- The report showed that on average about 55%-65% of children on the Suffolk Youth Justice caseload attend full-time hours
- A snapshot of the January 2022 caseload showed that:
- 60% of children had a full-time offer, 23% had a part-time offer, 9% were post-16 and not in education, employment or training NEET, and 8% were either unplaced or unknown
- 24% of the children had an Education and Health Care Plan (EHCP). For ethnic minority children this increased to 35% with an EHCP, and analysis by gender showed 29% of boys having an EHCP compared to 6% of girls. Children with an EHCP were more likely to have a part-time timetable than those without.
- Exclusions data showed 54% of the caseload had experienced either a permanent or fixed term exclusion, with 25% of the caseload having been permanently excluded at some point in their education. Children from ethnic minorities were less likely to have experienced exclusions and so were girls.

Measures to improve the education, training and employment status of children on the caseload are included in the performance and priorities section of this plan.

Criminal Exploitation Hubs

Building on the work of the SAGE (Suffolk Against Gang Exploitation) team, two small externally funded Criminal Exploitation 'Hubs' were created in Suffolk in 2021 and are hosted by SYJS. The Hubs currently operate in Ipswich and Bury but funding is being sought to extend to the North of the county in 2022. They offer an immediate flexible intervention in high-risk locations or with high-risk groups as well as working with third sector organisations and other partners to build up community resilience.

They work with, and are directed by, the Multi- Agency Criminal Exploitation Panels (MACE) and by the police to hot spot locations and high-risk children. The CE hubs:

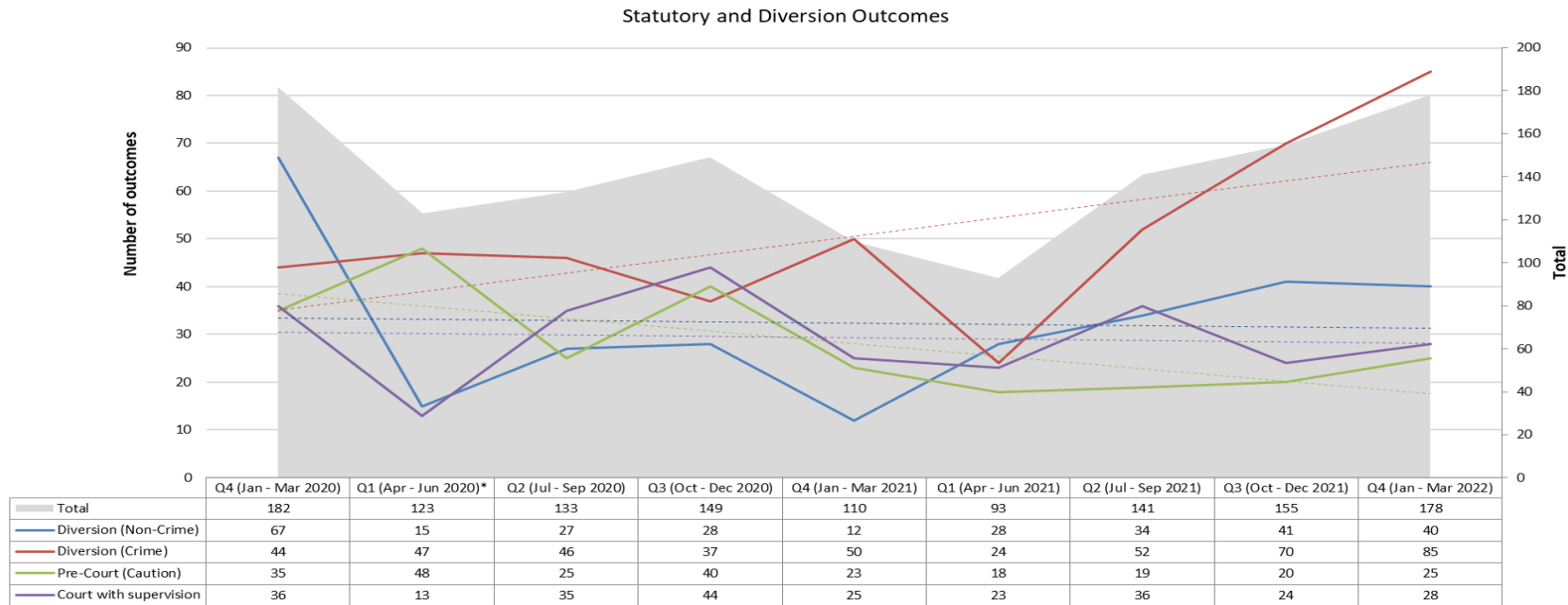
- Complete outreach support in hotspot locations
- Support the development of community projects/community guardians with partners and Borough and District Councils
- Provide targeted 1:1 support
- Provide professional consultations
- Provide bespoke workshops in partnership with wider CE plan
- Undertake and support contextual assessments

8. Performance and priorities

The work we are delivering:

At the end of May 2022, SYJS was delivering 216 interventions to 212 young people. This includes 84 statutory outcomes (including cautions); 114 diversion interventions, and 18 Harmful Sexual Behaviour (HSB) interventions (4 of which was alongside another intervention).

In the financial year 2021 – 2022, 78% of the caseload were male, 60% were 15 or older, 9.7% were known to be from a Black and Minority Ethnic background (BAME), compared with 10% of the total 10-17-year-old population in Suffolk; 12% were a child in care compared to 0.9% in the total Suffolk 10–17 year-old population.



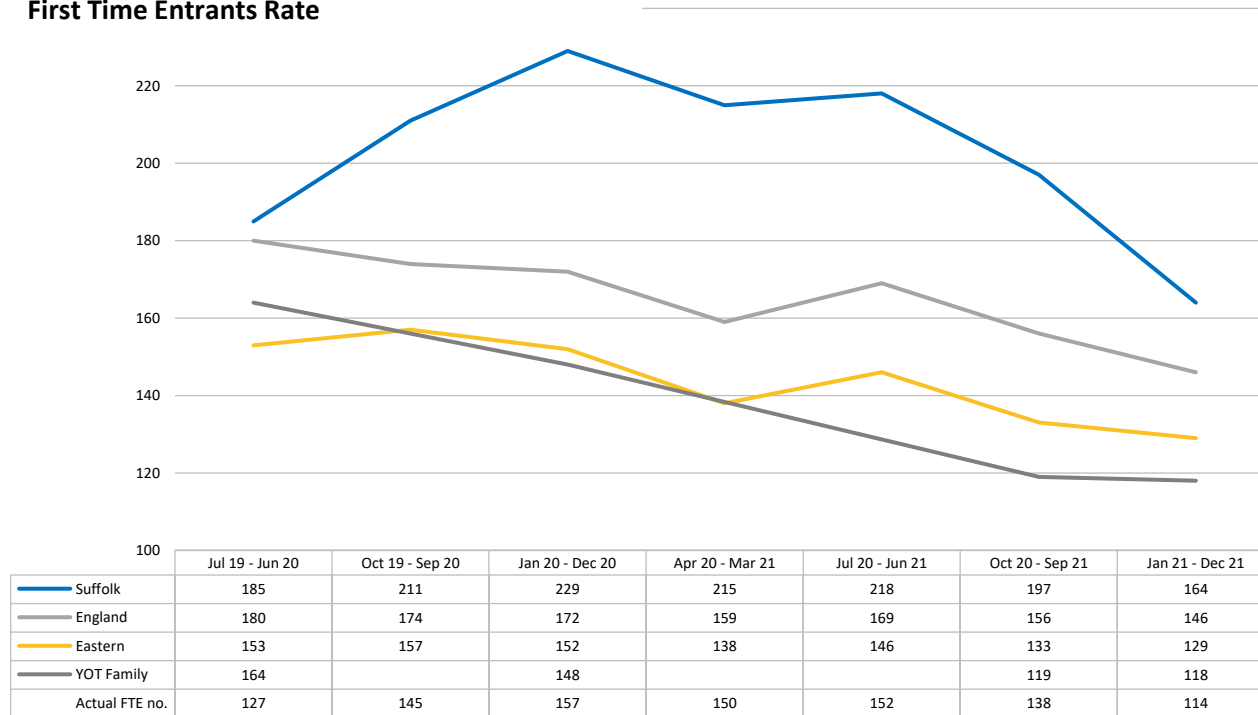
The chart above shows the number of outcomes given each quarter from January 2020 to March 2022. The grey area shows the total number for the quarter and relates to the secondary axis on the right.

National performance indicators

Data on national indicators is reported to the Management Board on a quarterly basis. The charts below show the latest available national indicator information reported for quarter 4 in financial year 2021/2022. During 2020 and 2021 because of the impact of the pandemic there were significant periods after March 2020 when the Youth Justice Board (YJB) was not able to access PNC data and so unable to provide up to date performance information on offending and first time entrants. In addition, there were also gaps in local tracking due to changing the case management system and lack of local access to PNC data.

First Time Entrants

First Time Entrants Rate



The trend for the first time entrants rate in Suffolk is now downward. While the Suffolk rate is still higher than that of comparison groups, the difference is decreasing.

In order to further understand FTE figures in Suffolk. The Management Board requested a detailed analysis and this was presented at the December 2021 meeting. It found that:

- Targeted Prevention referrals (Diversion non-crime) dropped over the pandemic period and were slow to pick up.
- Diversion referrals (Diversion Crime) also dropped during this period.
- More children were charged straight to court in 2020/21

- The proportion of FTEs who got a court disposal where the most serious offence had a gravity score of 2 doubled between 18/19 and 20/21.
- Overall, in 20/21 FTEs in Suffolk committed fewer offences than previously.
- The increase in FTEs was driven mainly by Youth Conditional Cautions and by fines.
- Motoring offences almost tripled between 19/20 and 20/21 and this may be linked to the rise in the use of fines. It may also be connected to Criminal Exploitation.

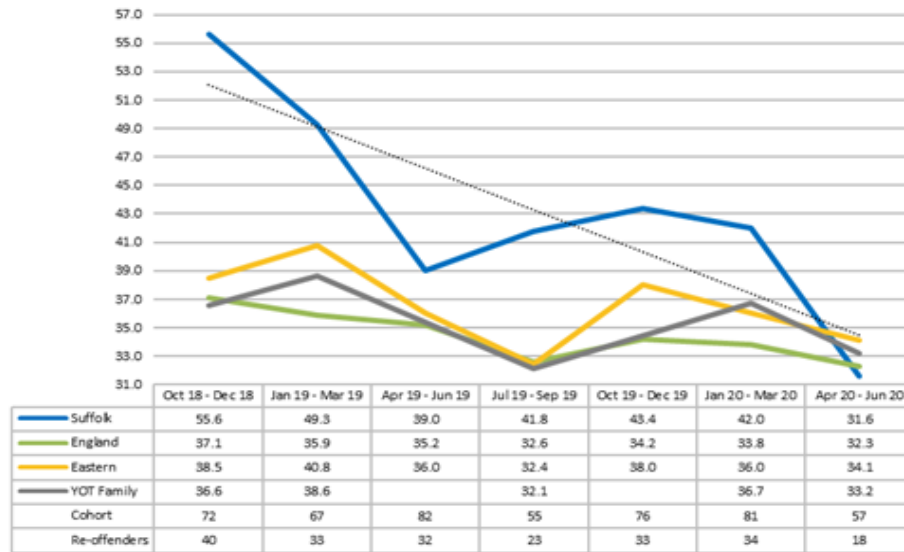
In partnership with Suffolk Constabulary, SYJS have started a full review of the Diversion Programme which will ensure that the new model is based on the latest research on effective practice This will include exploring the full range of diversion options available. The review will also seek to tackle disproportionality in first-time entrant's figures and consider interventions for high risk children released under investigation.

SYJS have also:

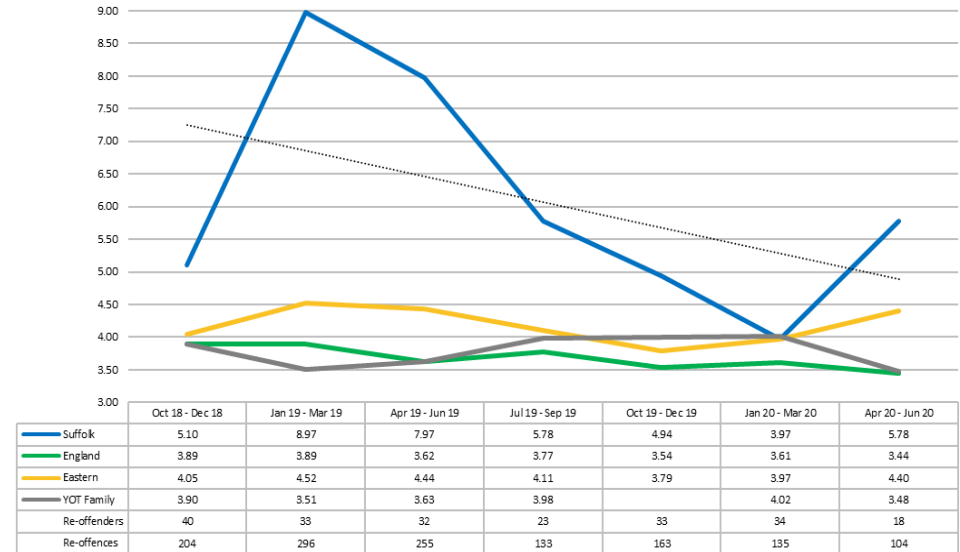
- Audited the joint decision-making process and have an action plan as a result.
- With the police are auditing children charged straight to court.
- Are working with the police to simplify referral paperwork to Diversion.
- Have observed multi-agency out of court panel processes in neighbouring areas.
- Have researched best practice models to inform the review.

Reoffending Binary and Frequency Rates

Re-offending Binary Rate



Re-offending Frequency Rate



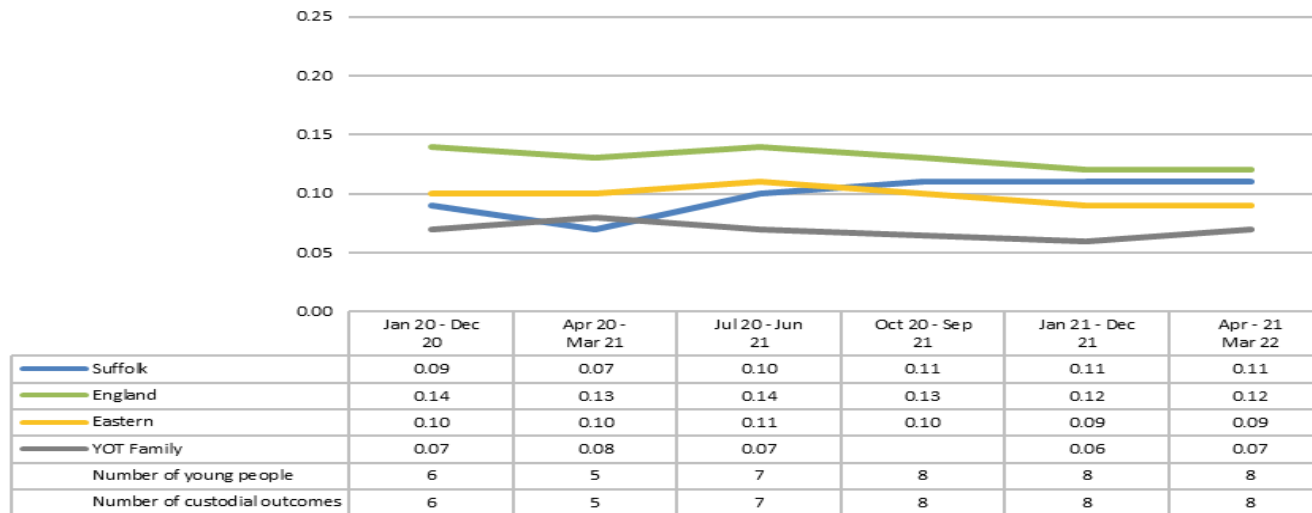
The reoffending binary rate is reducing, following a peak in October-December 2018 and is now slightly below comparator groups. After four quarters of reducing re-offending frequency there is an increase. However, the actual number of re-offenders and re-offences in the latest reporting period is lower than at any time since December 2018 and the long-term trend is of reducing re-offending frequency in Suffolk.

To ensure the downward trend are maintained an immediate priority is to analyse the re-offending data to gain a better understanding of this cohort and of re-offending patterns. and a clear picture of what drives this.

SYJS has building blocks in place to help address both serious youth violence and reoffending more generally.

- The locally developed trauma informed practice model
- Increased resources in terms of practice development and quality assurance as part of the service redesign.
- Increased resources in terms of restorative approaches also as part of the service redesign.
- A workshop with a psychologist on how to deliver public protection in a trauma informed way.

Use of Custody



The use of custody has remained stable in Suffolk in recent quarters, with 8 young people receiving custodial outcomes.

Education Training and Employment

Improving rates of participation in ETE is a priority for the board and the service. There is a detailed action plan in place to support this priority which includes The following actions are in progress to improve participation rates.

- Creation of a clear escalation process for each scenario for SYJS staff.
- Piloting the Families Learning About Thinking Skills (FLATS) group work programme in an alternative provision setting.
- SYJS is currently sending caseload data to EWO teams, The Virtual School and Family Services and have undertaken to improve data quality to make it easier to identify cases which should be prioritised.
- Running the Summer Arts College with the CE Hubs and ASPIRE staff. The ASPIRE programme is targeted at young people at risk of becoming NEET.

In addition, board members with responsibility for education are currently progressing:

- Running education surgeries in the SYJS team in the West for cases where the escalation process has not resolved the issue and rolling these out countywide.
- Linking SYJS into the new SCC Education Access Team.
- Developing dedicated slots for youth justice cases at Education, Employment and Training panels.

Over-represented children

Analysis of data provided in the YJB Disproportionality Toolkit published in 2021 showed a statistically significant over-representation of children from an ethnic minority in the cohort of children receiving a caution or court conviction. This over-representation is increasing over time as the numbers of children from ethnic minority groups is increasing while the number of white children is decreasing. Children from ethnic minority groups are also more likely to receive a court conviction compared to White children.

In line with the work of User Voice as part of the Thematic Inspection of the experiences of black and mixed heritage boys in the youth justice system, work has already started with staff to ensure that they are able to work effectively with over-represented groups. This is supported by work on cultural competency which was completed as part of the Pathfinder and has been used in recent recruitments to SYJS with good results. The SYJS practice framework is also based on the importance of relationships and on delivering tailored interventions. Barriers to engagement and diversity issues are also highlighted on countersignature checklists used by managers when signing off assessments. However, there is still more work to do in terms of helping staff to consistently talk freely to children from over-represented groups about their experience of discrimination and its impact. Action underway in response to the above include:

Further analysis on:

- ‘Other’ ethnicity category to identify particular backgrounds (such as Roma)
- Offences committed by Asian children
- Review of offences of high seriousness scores for mixed and other ethnicity children to identify any cases where the offence charged was of a higher seriousness than might be expected.

The Police Children and Young Peoples Plan includes a priority to to reduce the Unnecessary Criminalisation of Children in Care and the SCC Children and Young People’s Business Plan for 22 -24 will also include the same priority.

Prevention and Diversion

There are two strands to the Diversion Programme in Suffolk: targeted prevention and diversion. Prevention referrals are known in Suffolk as Diversion Non-Crime. These can come from schools, partners in SCC and from parents. Referrals from the police for early intervention also come through this route. All referrals are checked to see whether there is a clear need for targeted intervention from Youth Justice and if other agencies are involved and if additional input is therefore needed. Referrals for joint- decision making from the Police use the Diversion Crime route. Below is a table with the make-up of both cohorts in the financial year 2021-22. The total SYJS caseload characteristics for the same period are also included for comparison: Feedback from children shows that they value the Diversion Programme. The total Diversion caseload in the financial year 2021 – 2022 was 376 split into 147

Non-Crime outcomes and 229 Crime outcomes. This is still lower than the pre-Covid levels but higher than during the height of the pandemic in financial year 2020 – 2021.

	Diversion Non-Crime		Diversion Crime		SYJS caseload 2021-22	
% Females	15	10.6%	62	28.2%	107	21.7%
% Of BAME ethnicity	13	9.2%	14	7.3%	47	9.5%
% Child in Care	14	9.9%	17	6.3%	58	11.7%
% Aged 14 and under	88	65.5%	84	36.9%	198	40.1%

Serious Incidents

There were 4 serious incident notifications submitted locally (before the YJB reintroduced national reporting) during 2021. One was for a child on the Diversion Programme but the other 3 were children on court orders. There were 2 safeguarding incidents which were classed as attempted suicide and 1 public protection incident. In the two safeguarding incidents there were already multiple partners involved and one had a complex strategy meeting arranged because of the incident, and one had a child protection conference already arranged. These were judged to be meetings at which the cases could be discussed on a multi-agency basis, and any amendments to service delivery agreed and therefore the YJS did not complete a local review in line with local procedures.

One of the public protection incidents did not result in a charge and so did not meet the criteria for notification. The other was notified to the Youth Justice Board under the then voluntary scheme. The areas of concern identified by the local review were in relation to individual practice and have since been dealt with through performance management. In March 22 the Board agreed to adopt the same criteria for local serious incidents notification as the YJB had mandated for national notification and SYJS issued new practice guidance in relation to both notifications and learning reviews.

Prevent

Suffolk YJS:

- Has a nominated lead manager.
- Is a key partner of the monthly Channel Panel meetings, and where appropriate will take new referrals for a Diversion Programme for young people who may be at risk of radicalisation.
- Has links to the Police Officer with responsibility for Prevent in Suffolk
- All staff complete Prevent Training
- Staff are provided with tools and resources to help guide discussion of ideologies and interventions.

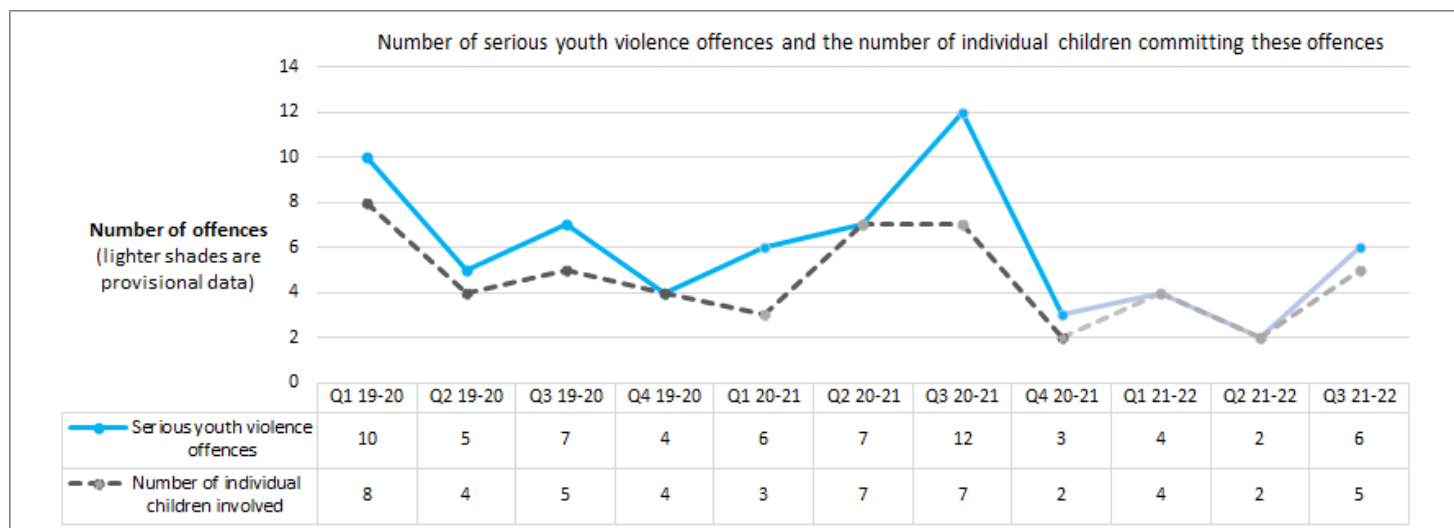
Assessment of and Intervention with Harmful Sexual Behaviour (HSB)

SYJS hosts a harmful sexual behaviour co-ordinator a post which is shared with children’s social care. This post is supported by a temporary senior practitioner post to increase capacity. The co-ordinator has in 2021-2022 :

- Supported specialist assessment and intervention delivery in youth justice and social care field work teams
- Developed HSB consultations across all Children’s Services and wider partnership
- Support offered to social care field work to support development of working with child sexual abuse (CSA) more widely
- Ongoing staff development and training through workshops
- Commissioned AIM training for ongoing staff development to provide specialist support

Serious violence and exploitation

Data from the YJB Serious Youth Violence Toolkit shows that the rate of these offences in Suffolk is low compared to Family, Regional and National figures. For the year ending December 2021 the rate in Suffolk was 2.1 offences per 10,000 children aged 10-17, compared to 2.4 for the Suffolk Family, 5.5 for the Eastern region and 3.9 for England and Wales.



The numbers of serious youth violence offences in Suffolk has shown a slight reduction over time, and are committed mainly by White males between the ages of 15- and 17-years-old.

SYJS developed its own trauma informed practice model in response to the increasing complexity of many of the cases in and on the edges of the Youth Justice System. The model is supported by a psychologist and includes both skills workshops and group supervision for staff. There is an active

cross-grade steering group which oversees the implementation and embedding of the model. The service also has good links with the local MAPPA co-ordinator. Children at risk of criminal exploitation are also a priority group for the Diversion Programme.

The service is also an important partner in the delivering of the countywide criminal exploitation plan and leads on the Intervention and Exit strand. Prior to 31st March 22 it also led on the Learning and Innovation strand as part of the Pathfinder. Embedding learning from the Pathfinder direct practice workstream has already started and will continue in 22-23. The service has good links with the SCC Head of Safeguarding and helped to arrange a review of the county MACE panels by the National County Lines Co-Ordination Centre (NCLCC). The NCLCC also played an important part on the Pathfinder Governance Board providing useful advice and expertise. In addition, SYJS also hosts the Criminal Exploitation Hubs (CE Hubs) which are part of Suffolk's response.

SYJS works very closely with the Make a Change (MAC) Team which offers a service for children and young people who are at risk, or are victims of child exploitation. This includes those who engage in sexual acts for reward, those subject to female genital mutilation, forced marriage, honour based abuse, Modern Day Slavery and radicalisation.

SYJS, MAC and The CE Hubs attend twice weekly intelligence meetings with the police to build a picture of what is happening with key children or in key locations ensures services can be more proactive. SYJS is involved in police discussions around specific operations, locations, and children or adults where appropriate. SYJS is also working with Suffolk Constabulary to offer high risk children Released Under Investigation (RUI) a voluntary package of support to identify and address any unmet needs which could make them vulnerable to criminality. Children who experience exploitation or are allegedly involved in serious youth violence, will be a priority cohort. The CE Hubs deliver consultations to other professionals if they are working with a child who is at risk of being exploited. The consultations use the Pathfinder Safety Planning tool to help guide and support professionals. They are also playing a key role in the development of contextual safeguarding in Suffolk by engaging key stakeholders, such as businesses and communities. SYJS and the CE hubs have delivered a Families Learning About Thinking Skills (FLATS) programme in the West and will be delivering 2 further groups in 2022/ 2023 – in both the North and South of the county. As a First Responder, SYJS works closely with partners to ensure that a National Referral Mechanism is submitted if a child is suspected to be a victim of modern-day slavery.

Remands

The Management Board monitors the number and length remands as part of quarterly performance reporting.

There is existing inter-agency guidance in place to reduce the use of unnecessary secure remands. This was revised and updated in 2021.

Support for bail packages to avoid remands is a priority for value added hours available as a result of the reparation service being brought in house.

Monitoring concordance and disproportionality data between sentencer decisions and SYJS proposals with respect to bail outcomes is not currently available but will be developed as part of refreshed management board performance reports.

Custody and Resettlement

In recognition of the need for stable accommodation for children leaving custody who are not able to return to live with their parents/carers as an essential building block for resettlement, the management board monitors a target that accommodation will be identified a minimum of 20 days prior to release. The service also works with the SCC placements teams to ensure accommodation is in place for children released from custody who need it. SYJS has also created a 'My Resettlement Pathway Plan' which uses the 7 resettlement pathways model, amalgamating health, substance misuse and adding a further pathway of positive activities. This allows for consideration to be given to additional activities which can be used to promote desistance by supporting aspirations, goals and targets. Support for resettlement is a priority for 'value added hours' available as a result of the reparation service being brought in house. A new Resettlement Policy is now in place which incorporates the learning from a recent internal service audit.

Restorative Approaches

Following the service redesign in October 2021 The new virtual restorative approaches team is now in place, made up of Restorative Approaches Practitioners and Managers across the service, including the SYJS Reparation and Unpaid Work team, a previously contracted service which was brought in house from October 1st, 2021.

The Restorative Approaches team manager together with the performance team has reviewed and revised restorative practice performance targets. These are as follows:

- All identified victims will be offered the chance to participate in restorative processes
- Restorative interventions will be offered to a minimum of 75% of contacted victims
- A minimum of half of the above 75% should take up the offer of a restorative interventions
- All victims who are contacted by SYJS, will be offered the opportunity to feedback on their experience and rate the service provided them through use of a feedback questionnaire
- Victim satisfaction data will be captured within performance reporting

Training for the whole service has been devised and delivered by an outside provider to update, refresh and embed knowledge, skills and understanding of restorative practice. This training included a focus on supporting managers and practitioners understanding of how Restorative Practice is aligned with Trauma Informed and Child First principles.

A specific PDR target in relation to Restorative Practice has been introduced for staff. Performance against this target will be monitored and reviewed throughout the year. Restorative Approaches practitioners will provide guidance and consultation to all staff to support understanding of the benefits to both children and the victims of harm from involvement in restorative interventions. Work is underway to strengthen the involvement of seconded Police Officers and PCSO's, including Restorative Approaches training and training on recording processes for victim contact and restorative interventions.

Reparation and Unpaid Work Policy and Procedures have been developed and implemented. This includes all related health and safety and risk assessment paperwork and procedures.

9. National standards

Suffolk YJS adheres to Suffolk Standards as well as Standards for Children in The Youth Justice System. Regular quality assurance audits are used to dip sample cases across the service and ensure that these standards are being met. National standards are also monitored in staff supervisions and as part of individual performance plans. Adherence to timescales is also monitored through regular reports which are provided to managers and staff.

The Practice Development and Quality Assurance Team are also developing an updated audit tool.

Recent thematic audits and action plans include custody and resettlement - joint decision-making and a locality-based quality assurance has taken place in the North of the county.

Court practice meetings for staff take place monthly and most staff undertook court work training in 2021.

10. Challenges, risks and issues

Redesign

Following the implementation of the redesign, SYJS has a relatively high number of new practitioner staff in teams, and managers in new roles, and is still in the process of embedding the new service structure. A longstanding joint Head of Service also retired in April 2022 and a new Deputy Head of Service started in the same month, so there has been significant change in the staff group. The redesign also resulted in a loss of staff trained in Harmful Sexual Behaviour assessment and intervention (often into more senior roles), and a priority is to ensure that new staff are trained as soon as possible. Another challenge for the Service following the redesign has been some staff absence in the Restorative Approaches Team which has slowed progress in terms of achieving the full benefits of new team and has delayed recruiting new panel members, which are at a low level.

New Case Management System

The new case management system, Core+, is also still embedding and there have been gaps in performance reporting and performance management information.

Further risks and challenges are outlined in the risk register below.

Risk Description	Mitigation
<p>1. SYJS Management Board Efficiency – if chair or board member is unable to continue with attendance.</p>	<ul style="list-style-type: none"> • Ensure a current vice chair in place • Ensure partners are represented on board • An attendance register for all board members is kept
<p>2. Serious Incident – serious offence or injury triggering YJB serious incident procedure.</p>	<ul style="list-style-type: none"> • There are sufficient skilled resources within service to deliver effective assessment and interventions combined with management of risks and compliance with standards • There is oversight of practice through supervision, countersigning of assessments and plans and gatekeeping court reports and panel and audits • SYJS includes staff trained to deliver specialist HSB assessment and intervention
<p>3. Risk to continuity of service delivery in the event of significant staff absence through sickness (20-50%).</p>	<ul style="list-style-type: none"> • There is a Service Delivery Contingency Plan (Workload) which includes a schedule of priorities and could be implemented to manage workload in the event of severely reduced capacity and/or a significant peak in demand
<p>4. Risk to Staff Safety and Wellbeing – level of risk and complexity of cases supervised by staff.</p>	<ul style="list-style-type: none"> • SYJS will maintain a focus on Health & Safety systems and processes, use of personal safety devices by staff etc. • SYJS has completed pathfinder training on professional boundaries • There is a wide range of wellbeing and mental health support available to staff through SCC • SYJS can obtain individual counselling in the event of traumatic events via the psychology support in teams • Staff supervision arrangements are in place

<p>5. Increased risk of offending and exploitation of children not in full time ETE.</p>	<ul style="list-style-type: none"> • SYJS has an ETE lead manager • Local managers are linked into a range of ETE meetings including MDT and Fair Access panels • The service has good links with the education welfare service • SYJS is represented on the SCC Safer in School Board and Post 16 participation group • The Head of Virtual School has agreed to extend the virtual school approach to include youth justice cases • SYJS has Educational Psychology and SaLT provision • The Head of SEND Services is a Board member • Service hosts the CE Hubs who offer an outreach approach to children at risk of CCE • The service has built up expertise in terms of criminal exploitation partly due to the Pathfinder • There is a detailed action plan in place
<p>6. Risk that first time entrants rate remains above comparators and target.</p>	<ul style="list-style-type: none"> • SYJS and Suffolk Constabulary to carry out a full review of Diversion model (which includes both Prevention and Diversion strands). There is a detailed action plan in place • SYJS have also: <ul style="list-style-type: none"> ○ Audited joint decision-making process and have an action plan as a result ○ Are auditing with the police cases charged straight to court ○ Are working with the police to simplify referral paperwork ○ Observed multi-agency panel processes in neighbouring areas ○ Researched best practice models to inform the review • The Unnecessary Criminalisation of Children in Care protocol to be reviewed and updated and fully implemented by partners

7. Risk that re-offending (binary rate) remains above comparators and target.	<ul style="list-style-type: none"> • Further Analysis of the re-offending cohort to be completed • PNC data to be accessed to enable local tracking of data and enable a swifter response to concerns • Increased oversight of practice via new Practice development and QA team. • New resettlement policy to be implemented
8. Risk that BAME and CIC remain overrepresented on caseload.	<ul style="list-style-type: none"> • Review of the Diversion model and Unnecessary Criminalisation of Children in Care protocol and action plan • Based on the YJB Understanding Racial Disparity in the Youth Justice system 2021 but locally adapted. The Board will identify and share local data to highlight racial disparity and points of intervention in Suffolk and develop a partnership action plan to address it
9. Risk to progress in embedding benefits of redesign due to staff absences or vacancies in key posts.	<ul style="list-style-type: none"> • See above in relation to staff sickness • As a result of redesign most key management areas such as RA and QA posts now have more than one member of staff • RA delivery is supported by police staff who have been trained

11. Service improvement plan

The new practice development and quality assurance team, created as part of the redesign, play a central role in staff development. They also ensure, through the role of practice leads based in teams, that changes and improvements to practice are supported and embedded. An important recent achievement by a group co-ordinated by the team was the review and update of the resources and interventions section of the SYJS website which includes a full range of practice resources.

Workforce Development

To support service improvement SYJS completes an annual training plan and also reviews workforce development regularly. A brief summary of the training plan for 2021-22 is included below.

Learning/ Development Area	Where Training Need was Identified	Target Audience	Provider and Method	Dates/frequency
<i>Trauma-informed practice skills workshops</i>	<i>Service Plan</i>	<i>Practitioners</i>	<i>Psychology and therapeutic service</i>	<i>Monthly throughout the Year</i>
<i>Supervising trauma-informed practice</i>	<i>Service Plan</i>	<i>Managers</i>	<i>Psychology and therapeutic service</i>	<i>April</i>
<i>Core Plus training</i>	<i>Business Plan</i>	<i>Practitioners and managers</i>	<i>Mixed</i>	<i>Spring</i>
<i>'Dangerousness' and 'Maturity' training session</i>	<i>QA Process</i>	<i>Selected Staff</i>	<i>Suffolk Probation</i>	<i>Summer</i>
<i>Mental Capacity Act</i>	<i>Corporate</i>	<i>Practitioners and managers</i>	<i>e-learning</i>	<i>April/May</i>
<i>Mental Capacity Act</i>	<i>Corporate</i>	<i>Selected Staff</i>	<i>Face-to-face (virtual)</i>	<i>Spring/summer</i>
<i>Restorative Justice Council Individual Practitioner Accreditation</i>	<i>Service Plan</i>	<i>Restorative Justice Practitioners</i>	<i>Restorative Justice Council approved providers</i>	<i>Throughout the year</i>
<i>YJPEC Desistance Module</i>	<i>Learning audits</i>	<i>Selected staff</i>	<i>Unitas</i>	<i>Throughout the year</i>

The workforce development strategy and training plan for 2022-23 can be found below. Please note that to see the 2022-23 training plan click on the link for learning timetable.

[Youth Justice Service - SYJS Workforce Development Strategy \(pagetiger.com\)](https://www.pagetiger.com/Workforce-Development-Strategy)

Development Priorities

The Suffolk Youth Justice Service Management Board wishes to set the direction of travel for the partnership and the Service. It recognises that some strategic objectives will take more than one year to achieve and embed. The Board has identified the following overarching priorities for the next three years.

Management Board Priorities

- All board members have a job description which assists them to have a comprehensive understanding of their roles and responsibilities
- The statutory partners develop a written partnership agreement that sets out their commitment to providing finance and resources
- Board members develop their understanding of the characteristics of the YJS cohort based on a needs analysis and identify any gaps in provision
- Ensure that the needs of children known to Youth Justice are reflected in their own agencies business plans and strategies and in the development of new ones. For example, are included in developing of the drug strategy in Suffolk
- Identify key data sets on disproportionality in their own services and points of intervention to address this. This information will then be turned into a partnership action plan
- Supporting the review and full implementation of the Suffolk Unnecessary Criminalisation of Children in Care within their own agencies
- Agreeing a constructive resettlement protocol
- Considering how to introduce a routine assessment of physical health for the youth justice cohort
- Introduce a target to improve participation rates in education, training and employment
- To identify the strengths and benefits of the Criminal Exploitation Hubs model and explore how these can be mainstreamed after the project ends in 2024

Performance Reporting and Data Analysis Priorities

Support the work of the board and the service through:

- Revising the management board performance reports
- Revising performance management information for the management team to support practice improvements
- Helping to analysing partnership data to identify the causes of overrepresentation in Youth Justice in Suffolk. It is hoped that this work can be supported by Suffolk Office of Data Analytics (SODA)
- Analyse the needs and characteristics of re-offenders in the cohort
- Analyse the overall the profile of children in the YJS cohort their needs and risks. To enable a gaps analysis
- Improve collection and analysis of information on children known to youth justice with protected characteristics
- Analysis of patterns of offending sentencing trends and prevalence of serious offending by children, such as criminal exploitation or harmful sexual behaviour

Practice and Performance Priorities

The practice and performance improvement priorities are supported by detailed actions plans which are either completed or are being developed and will be collated into the service development plan which is created annually. Some examples of action plans are included under the relevant priorities in the Looking Forward section of this plan. The over-arching practice and performance priorities are as follows:

- Complete a full review of the Diversion Programme and Out of Court Disposal policy and practice
- Develop co-production and service user feedback in the service and analyse the results to improve service effectiveness
- Improving the service response to serious youth violence and exploitation through embedding the YJB County Lines Pathfinder learning
- Developing a strategy for working with girls and young women. This will include considering adapting work with boys and young men to encourage a 'bystander' approach to violence and abuse of women and girls
- Complete staff training on traumatic brain injury awareness and identification
- Improving work in custody and on resettlement. Including embedding the resettlement policy
- Develop restorative practice in it's widest sense within the service. Including reviewing referral order practice including panel member training
- Reviewing group work within the service and ensuring a range of effective group work interventions are available

More information and detail about the priorities for the next 12 months is included under the Looking Forward section.

12. Evidence-based practice and innovation

As part of the YJB funded Pathfinder which finished at the end of March 2022, Suffolk undertook a rapid review of the literature relating to criminal exploitation, child sexual abuse and domestic abuse and combined this with expert knowledge (from clinical psychologists, practitioners, and those with lived experience) to produce a range of intervention tools that can be used with children experiencing criminal exploitation.

Resources developed include:

- Peer parent webinar
- Cultural competence toolkit
- Families Learning about Thinking Skills (FLATS). A groupwork programme adapted for use online and with criminal exploitation
- A Keeping Safe toolkit for professionals
- A specialist safety planning tool

As part of the Pathfinder evaluation, all these were tested with practitioners and all are available to service staff and wider partners.

Trauma Informed Practice

In 2019, the service undertook a pilot in 2 teams which developed a trauma-informed practice model which has its roots in aspects of Enhanced Case Management. Following a formal evaluation, the practice model, with some refinements, was successfully implemented across the service in 2021.

The evaluation identified that children reported that their offending behaviour, attitudes, and opportunities for education and training had all got better. Participants reported a reduction in anger and physical violence and they felt that people their age now liked them and that these aspects were now 'a lot better'. Practitioners observed a reduction in court appearances, severity of offending behaviour and persistent offending behaviour alongside increased maturity. The practice model has also been evaluated by the University of Essex and the findings are expected in Autumn 2022.

Criminal Exploitation Hubs

The work of the Hubs will be subject to an independent evaluation and an interim report is currently being drafted. Early findings indicate that they have successfully achieved many of their key objectives:

- They have developed an innovative and assertive approach to both the outreach as well as the individual face-to-face sessions with children, YP, families and communities
- This has been achieved through high levels of contact with at risk YP who do not usually engage with services by being in their locations and having the cultural competencies to engage. This is evidenced by the positive feedback from those engaging with the teams
- They have also been able to gather information and intelligence of "not-at-risk YP" who were present at chosen outreach locations, and who have been happy to talk about what is happening in their communities
- They are embedded in spaces and places and have developed trusted relationships with Suffolk system partners, including VCSEs and business to raise awareness and develop community intelligence
- The teams have contributed capacity, skills, and expertise to both local as well as countywide training offerings. And have raised awareness with vulnerable groups, individuals, and communities of signs of grooming and criminal exploitation

13. Looking forward

Priorities for the next 12 months are as follows:

Partnership Priorities 2022-23

- Depending on support being available from Suffolk Office of Data Analytics (SODA) The Board will identify and share local data to highlight racial disparity and points of intervention in Suffolk and develop a set of targets and a partnership action plan. This will be based on the YJB Understanding Racial Disparity in the Youth Justice system 2021 but will be locally adapted. From research on school exclusions completed by Listen Up' as part of the County Lines Pathfinder, it is already known, for example, that in Suffolk, children from Gipsy, Roma and Traveller communities are the group most likely to be excluded from school
- 2022 -23 will see a review of the governance and membership of the Unnecessary Criminalisation of Children in Care working and strategic groups and a refresh of the action plan
- Development of a job description for board members
- Introduce a target for participation rates in education, training and employment and monitor this through quarterly performance reporting

Performance Reporting and Data Analysis Priorities

- Revising the management board performance reports to include more information about the remand and custody cohort including analysing concordance data for remands and ensuring that the voice of the child and victims are reflected
- Revising performance management information for the management team to support practice improvements
- Helping to analysing partnership data to identify the causes of overrepresentation in Youth Justice in Suffolk. If work can be supported by Suffolk Office of Data Analytics (SODA)
- Analyse the needs and characteristics of re-offenders in the cohort. This will be used to help create a targeted action plan to address reoffending


Practice Priorities

- The joint review of the Diversion Programme and out of court disposal policy and practice is a key priority for both the Service and the Constabulary. This piece of work is a priority not just because it is a key part of upholding Child First principles, but also because it will help to further reduce the total number of first time entrants into the system and in particular over-represented groups, whilst ensuring the views, wishes and safety of victims are taken into consideration and met. The findings and action plan from the internal audit completed for joint decision making, and planned audit for children who have been charged straight to court, will help shape the redesign of the out of court offer
- A priority for the practice development and quality assurance team will be to analyse existing service user feedback and develop new ways to gain feedback from service users, in particular over-represented groups
- Introducing countywide risk of harm panels
- Updating Restorative Approaches policies and procedures and recruiting Referral Order Panel members countywide
- Constructive Resettlement - The implementation of the Resettlement Policy in teams will be an early focus. In addition, service level agreements and standard operating procedures for partnership staff will be reviewed and updated as necessary to ensure they provide seamless service

provision on release. Training will be delivered to develop the knowledge, experience and skills of case holding staff and managers. All children will have a co-produced Resettlement Pathway Plan in place soon after they enter custody, to allow them, their families and involved services, to work together to achieve effective resettlement. SYJS will amend the current Suffolk Standards to increase the levels of contact with children and their families whilst in custody

- Refreshing of existing court work training and deliver to selected members of staff and the CE Hubs.
- Developing Harmful Sexual Behaviour work including: Deliver specialist HSB assessment training to selected staff in SYJS; roll out of online HSB awareness raising training to wider CYP workforce. roll out of targeted HSB training to Children’s Social Care staff; recruitment and development of additional HSB resources for Children’s Social Care to work with 0-12 years age group
- Detailed action plans are either in place or being finalised to support the actions above.

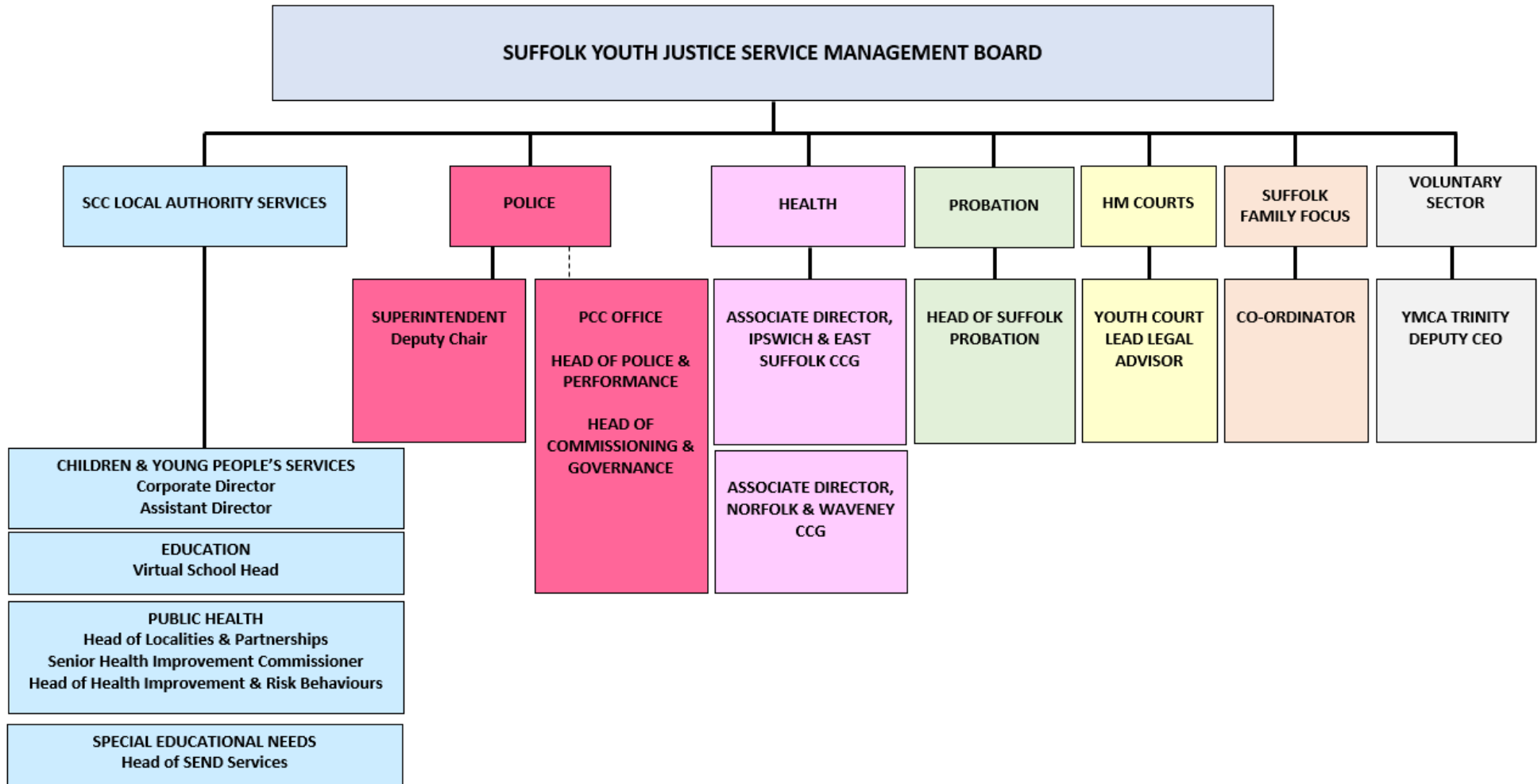
14. Sign off, submission and approval

Chair of YJS Board	Allan Cadzow
Signature	
Date	25/08/2022

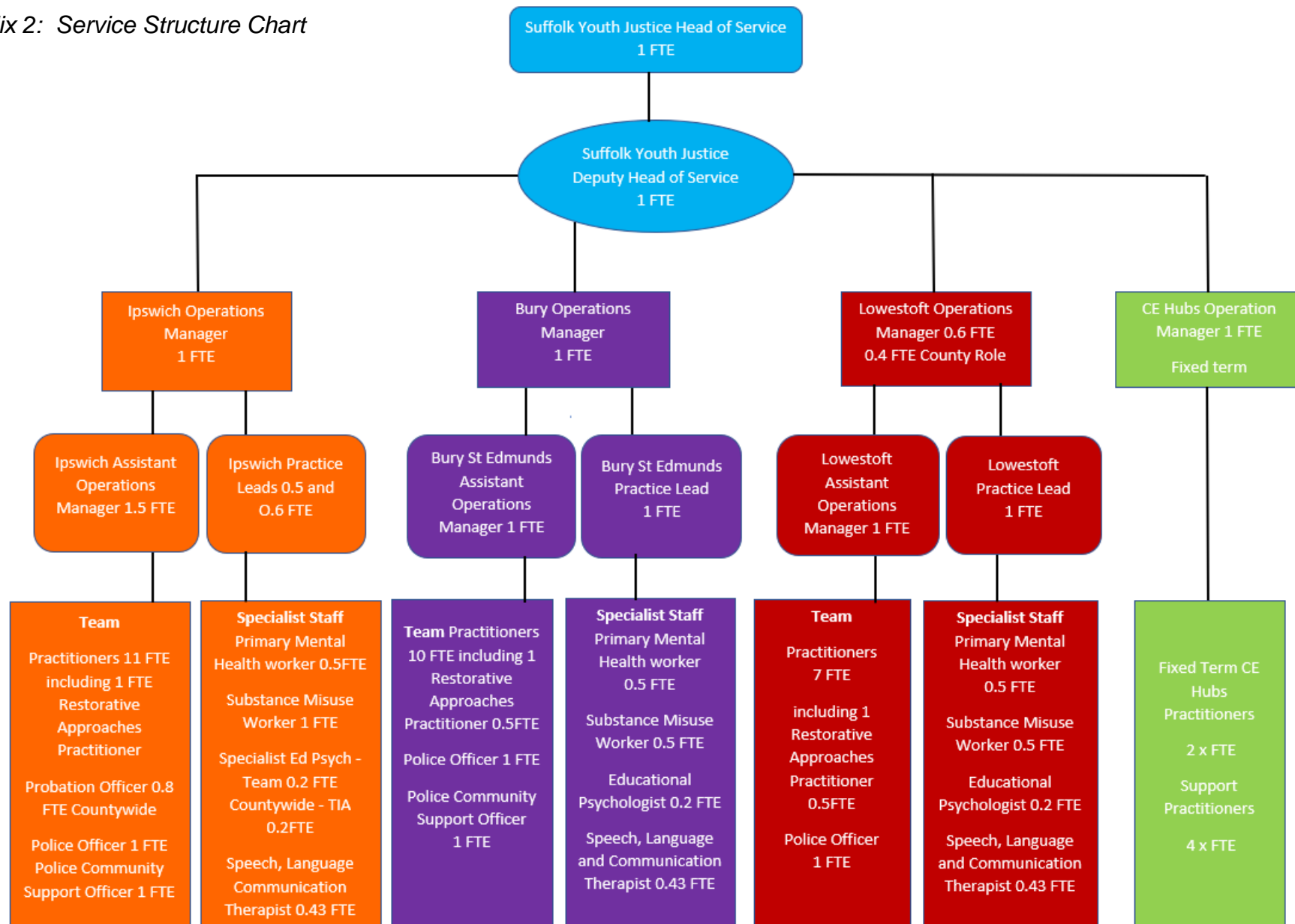
Appendix 1: Attendance and date of board meetings

Organisation:	Role:	17th June 2021	16th Sept 2021	16th Dec 2021	22nd Mar 2022	20th June 2022	22nd Sept 2022
Children and Young People's Services							
Suffolk County Council	Director for Children and Young People and Youth Justice Services (Chair)	Y	N	Y	Y	Y	
Suffolk County Council	Assistant Director for Children and Young People and Youth Justice Services	Y	Y	Y	Y		
Suffolk County Council	Assistant Director - Children's Social Care, Youth Justice and Strategic Commissioning Directorate of Children and Young People Services				Y	Y	
Suffolk Youth Justice Service							
Suffolk County Council	Head of Service, Suffolk Youth Justice Service	Y	Y	Y	Y	Y	
Suffolk County Council	Joint Head of Service, Suffolk Youth Justice Service	N	Y	Y	N		
Suffolk County Council	Business Intelligence Manager - CYP Intelligence Hub	N	Y	Y	Y	Y	
Suffolk County Council	Business Intelligence Manager - CYP Intelligence Hub	Y	N	Y	Y	N	
Education							
Suffolk County Council	Troubled Families Coordinator, SCC	Y	Y	Y	Y	Y	
Suffolk County Council	Head of SEND, SCC				Y	Y	
Suffolk County Council	Head of SEND, SCC	N	Y	N			
Suffolk County Council	Virtual School Head, SCC	Y	Y	Y	N	Y	
Probation							
National Probation Service	Senior Probation Officer, Norfolk & Suffolk LDU deputises for HG	Y	N	Y	Y	N	
National Probation Service	Head of Suffolk Probation		Y	N	N	N	
Police							
Suffolk Constabulary	Superintendent, Suffolk Police	Y	Y	Y	N	N	
Voluntary							
YMCA	Deputy CEO, YMCA Trinity Group	N	Y	Y	N	Y	
Courts							
HM Courts	Legal Advisor, HM Courts	Y	N	Y	N	N	
Health							
Public Health, Suffolk County Council	Head of Health Improvement (Children, young people and families) and Risk behaviours, Suffolk Public Health	N	Y	N	Y	Y	
Public Health, Suffolk County Council	Deputy for SJ: Health Improvement Commissioner, Suffolk Public Health	Y					
Public Health, Suffolk County Council	Head of Localities and Partnerships	Y	N				
Public Health, Suffolk County Council	Head of Localities and Partnerships. AD Public Health & Communities					Y	
Ipswich & East Suffolk CCG and West Suffolk CCG, NHS	Associate Director, Ipswich and East Suffolk CCG	Y	Y	N	Y	Y	
Norfolk & Waveney CCG, NHS	Associate Director of CYP and Maternity	N	Y	N	N	Y	

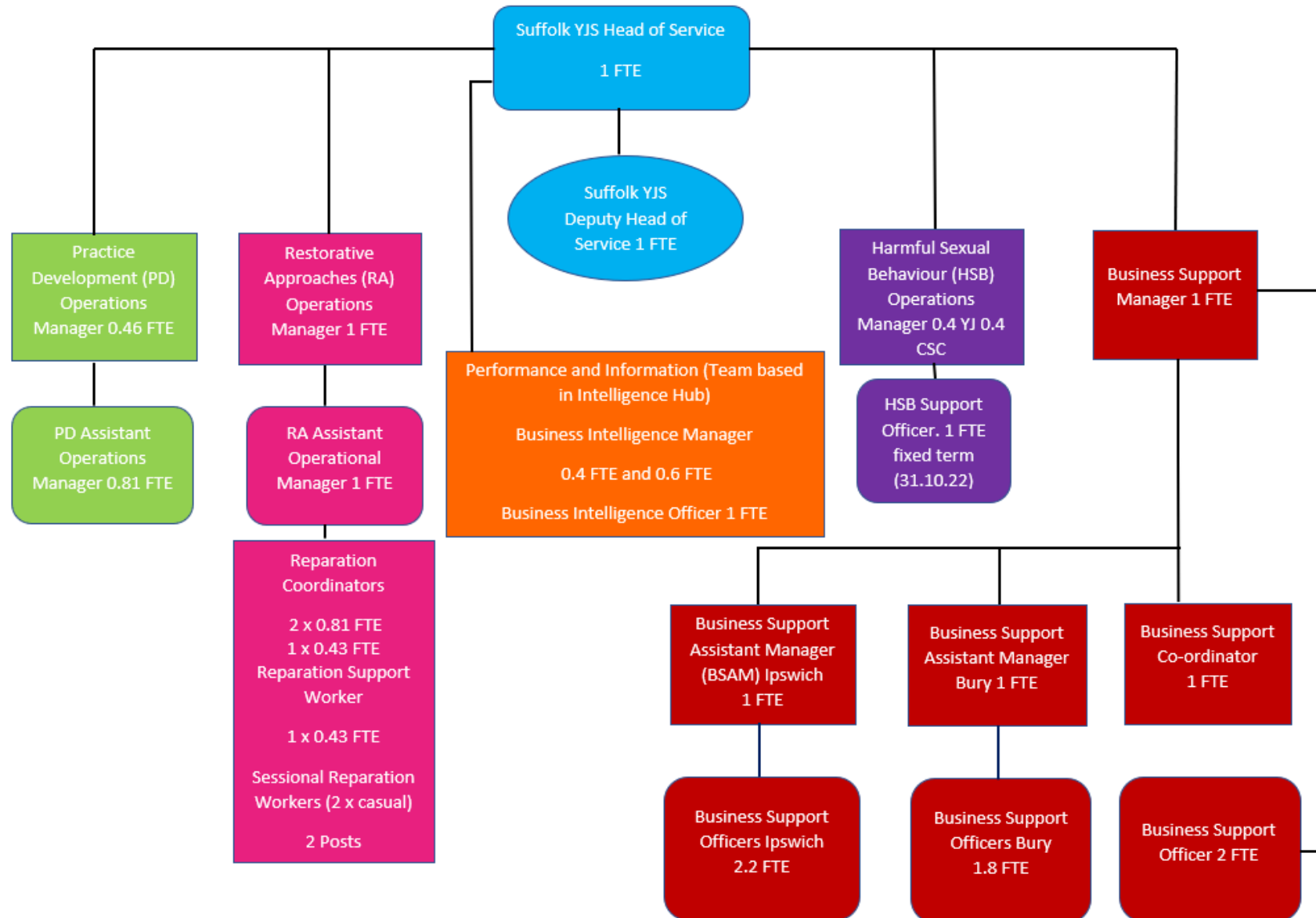
Appendix 1: Full board membership



Appendix 2: Service Structure Chart



Appendix 2: Service Structure Chart



Appendix 3: Ethnicity, sex and known disability table

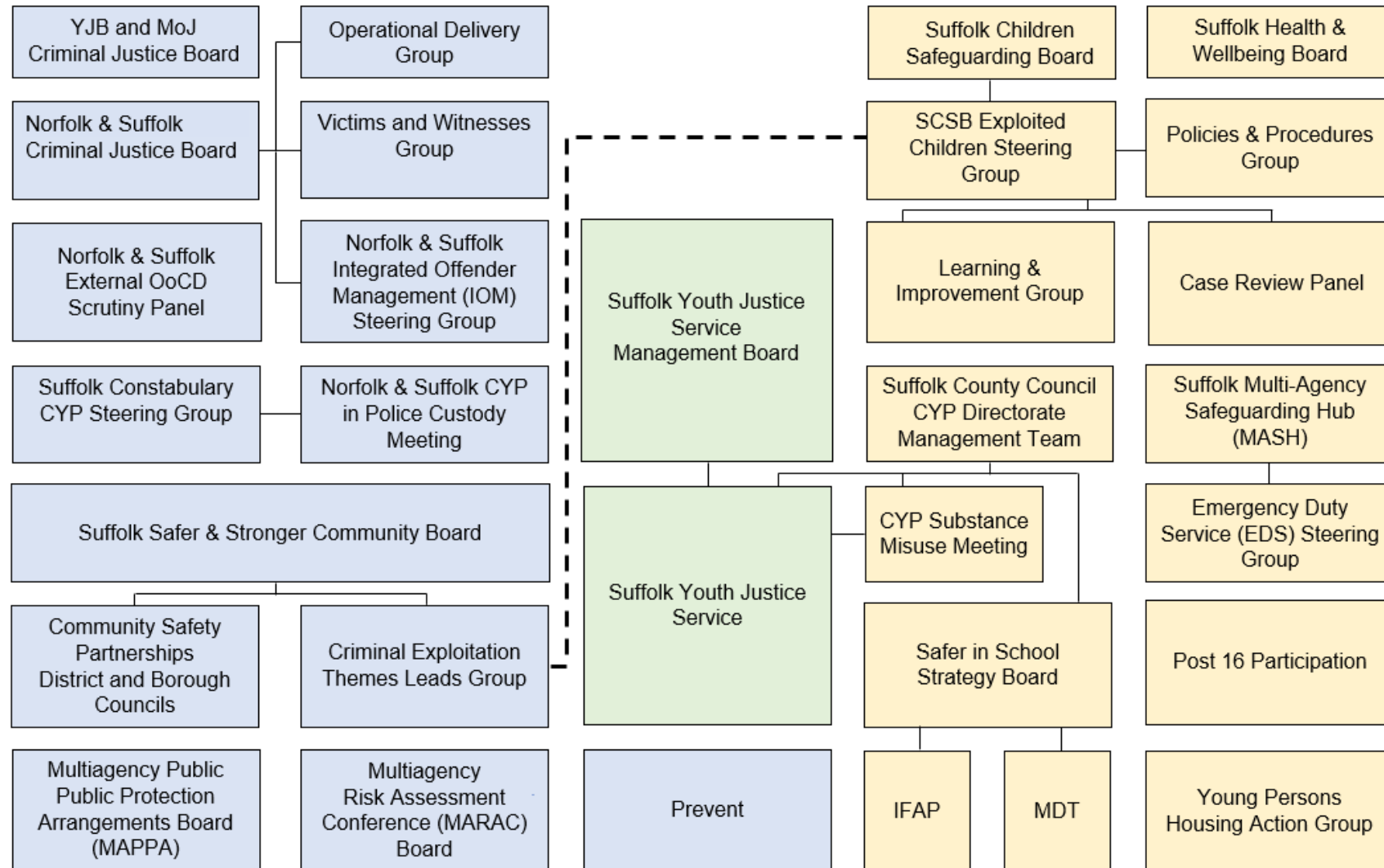
STAFFING OF SYJS BY GENDER AND ETHNICITY: NO. OF INDIVIDUAL PEOPLE

(As at 31/5/2022)

ETHNICITY	MANAGERS STRATEGIC (MALE)	MANAGERS STRATEGIC (FEMALE)	MANAGERS OPERATIONAL (MALE)	MANAGERS OPERATIONAL (FEMALE)	PRACTITIONERS (MALE)	PRACTITIONERS (FEMALE)	ADMINISTRATIVE (MALE)	ADMINISTRATIVE (FEMALE)	SESSIONAL (MALE)	SESSIONAL (FEMALE)	TOTAL (MALE)	TOTAL (FEMALE)
Asian											0	0
Black					3						3	0
Mixed					2	2					2	2
White		2	2	10	11	36	1	12		6	14	66
Any other ethnic group											0	0
Not known						1			1	1	1	2
Total	0	2	2	10	16	39	1	12	1	7	20	70

Appendix 4: Partnership Plan

Suffolk Youth Justice Service Partnership Plan



Common youth justice terms

ACE	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti-social behaviour
Asset Plus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child in Care (CIC)	Child in Care, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health, and social care needs of a child with additional needs
ETE	Education, training, or employment

EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing.
SALT	Speech, Language, and communication service
SLCN	Speech, Language, and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution