

Suffolk Youth Justice Plan 2023-2024

Suffolk Youth Justice Plan 2023-2024

1. Introduction, vision, and strategy

In 2022 Suffolk completed a three-year Youth Justice plan covering 2022-2025 so this year has completed an annual refresh. The contents of the refresh and the priorities in it, have been agreed with the Suffolk Youth Justice Management Board and will be presented to elected members in September.

Suffolk had a Joint Inspection led by His Majesties Inspectorate of Probation (HMI Probation) in June and July 2022. Since then, it has reviewed and updated the priorities set out in the three-year plan to ensure alignment between the recommendations made by HMI Probation and the Youth Justice Plan priorities. This year the plan concentrates on delivery of the action plan produced in response to the HMI Probation recommendations and we are confident will help the service and the wider partnership to address the recommendations and improve service delivery.

We are particularly pleased to see that work to understand and analyse data across the partnership and within the service, enhanced by the introduction of the new case management system, is now starting to show real impact and this will help drive more tailored interventions and a partnership action plan to address disproportionality.

The Board continues to be grateful for the commitment shown by the staff in the Suffolk Youth Justice Service to supporting the children they work with and helping them achieve their potential.

We are pleased to introduce the Suffolk Youth Justice Plan for 23-24

Suffolk Youth Justice Management Board

2. Child First

Suffolk Youth Justice Service (SYJS) shares the Youth Justice Board (YJB) vision for a Child First Youth Justice System, where children are seen as children, treated fairly, and supported to build on their strengths and wherever possible diverted from the formal youth justice system. Practice leads have delivered child first workshops in each team to deepen understanding of what a child first approach means in practice.

The review of the existing Diversion Programme was also undertaken with Child First principles in mind. More Information about the Diversion Programme review can be found under the section on Prevention and Diversion.

SYJS delivers child focussed, relationship-based practice which sits within a Signs of Safety framework. The Signs of Safety framework is based upon placing children and those adults naturally connected to them 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. This year all managers will attend Signs of Safety Foundation Training for Managers. The locally developed trauma informed approach is also being refined by creating capacity so that more children have psychology led case formulations to support staff and partners to look beyond a child presenting behaviour, understand why they are behaving in that way, and so to help them make lasting change.

3. Voice of the child

This year the service co-produced a new participation strategy with children, families, and carers. This strategy is underpinned by the participatory youth practice principles devised by Manchester Metropolitan University in collaboration with Peer Power in 2022. It includes the different ways children's voices are captured within SYJS to inform service development and delivery which includes the following:

- Collaborative working with the child and the child's network during their contact with the service
- Children's interview panels to recruit operational staff.
- Focus groups to consult with groups of children that are over-represented, including children in care, racialised groups and other groups of children with distinct needs such as girls.
- 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.

Feedback from children about working with SYJS gathered as part of the participation strategy included:

- “I was listened to and understood.”
- “I feel like I am actually going somewhere in life, whereas before I was doing absolutely nothing. Now I've signed up to multiple college courses, jobs and more.”

When asked what they didn't like comments included:

- “Nothing. Just don't want to offend again and have to do this again.”
- “Panel meetings, talking to new people.”

Suffolk is also represented at the YJB Youth Ambassador Network.

4. Governance leadership and partnership arrangements

Suffolk Youth Justice Service (SYJS) governance is through the Management Board, chaired by the Suffolk County Council (SCC) Corporate Director for Children and Young People's Services. All the statutory partners are represented on the board as well as managers from SCC Early Help, public health, the voluntary sector, and courts as well as the SCC Intelligence Hub. The Police and Crime Commissioner office also receives board papers. The board meets quarterly and budget and performance reports, including information about local and national indicators, are standard agenda items.

The Head of Service for Youth Justice reports to the Assistant Director for Children's Social Care, and Youth Justice for SCC.

The Chair of the Management Board represents the service on the Suffolk Safeguarding Partnership. SYJS also has links with the Safer and Stronger Communities Board via public health representatives on the board and through direct involvement with the countywide work programme on criminal exploitation. The Head of Service also attends the MAPPA Strategic Board, Local Criminal Justice Board, Reducing Re-offending Board, MASH Strategic Board and the IOM Board, and is linked into other SCC children services through attendance at regular heads of service meetings. The service is also represented at the Safer in Schools Board, Post 16 participation group, and Unnecessary criminalisation of children in care and care leavers meetings.

In terms of operational partnerships, police staff, educational psychologists, speech, language and communication practitioners, substance misuse and primary mental health workers are based in each team and a probation officer is based in Ipswich. The service directly employs several qualified social

workers including the operational manager for the practice development and quality assurance team and has managers with recent experience in further education. Teams are co-located with other SCC children's services teams.

5. Board development

The Board attended a development session led by Child First Consultancy in March 2023 which looked at the recommendations made by HMIP and how best the Board could support their delivery. As part of the HMIP improvement work board members who are recommendation leads have a nominated link manager in SYJS to assist with providing information from the service on progress on achieving recommendations. A session is planned for the September board meeting to enhance members understanding of the practice model and some of the challenges presented by complex cases.

6. Progress on previous plan

The following priorities were identified for 22 -23 in the three-year plan. As a result of the need to focus on addressing the recommendations made after the HMIP Joint Inspection these have been reviewed.

6.1 Partnership Priorities

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.

Suffolk Office of Data Analytics (SODA) has produced a disproportionality analysis of the youth justice system in Suffolk presented to the Management Board in June 23. This will then be developed into a partnership action plan.

22-23 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.

Governance arrangements have been reviewed and the Corporate Parenting Board is now leading this piece of work. The membership of the operational group has been refreshed, new terms of reference introduced, and the local protocol updated. The action plan for children in care is also being updated and a new action plan for care leavers developed. Services

will also agree a data set and scope workforce development needs to inform a staff training programme.

Development of a job description for board members.

The Board has agreed that this was no longer a priority in view of the need to concentrate resources on delivering the action plan to address recommendations made following the HMIP Joint Inspection in June and July 22. Full information about the role of board members is already included in the management board induction pack.

Introduce a target for participation rates in education, training, and employment (ETE) and monitor this through quarterly performance reports.

The Board has agreed that this was no longer a priority in view of the introduction of new YJB key performance indicators which include monitoring education, training and employment status of children known to Youth Justice. This will build on local performance data on ETE which is already collected.

6.2 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.

New strategic performance dashboards for the management board are being developed these will include information provided previously in quarterly performance reports in a more accessible format as well additional information on custody and remands.

This includes:

- Performance information in relation to all YJB Key Performance Indicators (KPI).
- Demographics including summaries for specific KPI's.

Metrics including:

- First time entrants
- Offence types
- Reoffending of children (up to 16 years of age)
- Use of custody and remand
- Issues such as monitoring timeliness of assessments.

Revising performance management information for the management team to support practice improvements.

An operational dashboard has been developed and is now in use in teams. This dashboard allows managers and case managers to have a better grip on active caseloads, children's demographics, levels of concerns and geographical location to aid practice, management decisions and oversight.

This includes:

- A geographical overview.
- Intervention type.
- Key timescales.
- Contact and risk levels.
- Demographic data (e.g., ethnicity, age, gender, care status).
- Education, training, and employment status.

Analyse 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).

SODA have used partnership data to analyse the Suffolk system and identify points in it which may contribute to overrepresentation in the youth justice system in Suffolk. The next step is to produce a partnership action plan from the analysis.

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.

Work to analyse the overall needs and characteristics of the SYJS cohort to tailor intervention has been completed. The next step will be a detailed analysis of there-offending cohort.

6.3 Practice Priorities

The joint review of the Diversion Programme and out of court disposal policy and practice.

A full review of the Suffolk Diversion Programme took place in 2022 with Suffolk Constabulary. The rollout of the revised Diversion Programme took place in January 23. Significant changes include the implementation of an out of court panel process, use of a wider range of police outcomes to

help reduce first time entrants and disproportionality and changes to the prevention offer because of the introduction of the Turnaround Programme in December 22.

SYJS have also:

- Developed a court planning meeting to scrutinise the weekly court lists and identify opportunities to divert children out of court.
- Improved links with the Youth Court Panel and Crown Prosecution Service to help to increase diversion of children from court.

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, particularly for over-represented groups.

As well as the participation strategy the service has also met with children and young people from over-represented groups such as girls, children in care and children with a black or mixed heritage, to talk about their experiences of services and the qualities they find helpful in a practitioner. There were some differences in the responses of different groups but the key themes that emerged were the same and centred on importance of being trusted, not judged, and listened to. They also told us that they felt support for them sometimes comes too late when they are already in crisis and that they didn't like frequent changes of worker and having to repeat their stories.

Introducing countywide risk of harm panels.

The SYJS risk of harm policy has been reviewed and updated and risk of harm panels at a team and for very high complex or serious case county level will be introduced in 23-24.

Updating restorative approaches policies and procedures and recruiting referral order panel members countywide.

Over the past 12 months the SYJS have improved data recording of all victim's contacts and have reworked assessment tools, across the service, to ensure practitioners are considering the views and safety of victims, when planning for their work with children.

Whole Service restorative approaches training was delivered at the beginning of 2022 and specialist restorative approaches workers and seconded police staff have all received level 1 and 2 restorative interventions training. The service also successfully recruited and trained

new referral order panel members. Reviewing and updating Restorative approaches policies and procedures will take place in 23-24.

Developing harmful sexual behaviour (HSB) work

SYJS have been working with colleagues in children's social care to widen Suffolk's offer in relation to HSB. Dedicated social work posts are being recruited and the postholders will be trained to deliver AIM assessments and interventions. The HSB co-ordinator for SCC which is a split post between children's social care and SYJS remains hosted by SYJS. The service also funds a post which supports the HSB co-ordinator particularly in relation to delivering HSB staff consultations. SYJS continues to have AIM trained staff in all teams.

7. Resources and services

SYJS uses the Youth Justice Grant to directly employ staff within the service. Staff hold both statutory and diversion cases because this helps to minimise changes of case holder and is also particularly important in Suffolk due to the need to 'patch' work in rural areas with dispersed populations. Prevention cases which were previously part of the Diversion Programme are now managed through the Turnaround Programme and dedicated staff are being recruited for Turnaround. Staff who are seconded or based in the service include police officers and police support officers, a probation officer, educational psychologists, speech, language and communication staff, primary mental health workers and substance misuse workers. The service also directly employs qualified social workers. Full details of staffing are given in Appendix A.

Services to victims are delivered in line with the victim's code of practice and there are restorative practice specialists in each team together with reparation and unpaid work practitioners. 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.
- improving safety, wellbeing, and outcomes for children in the youth justice system
- reducing and repairing the harm caused to victims and the community.

The service also commissions a 24/7 Appropriate Adult service for children.

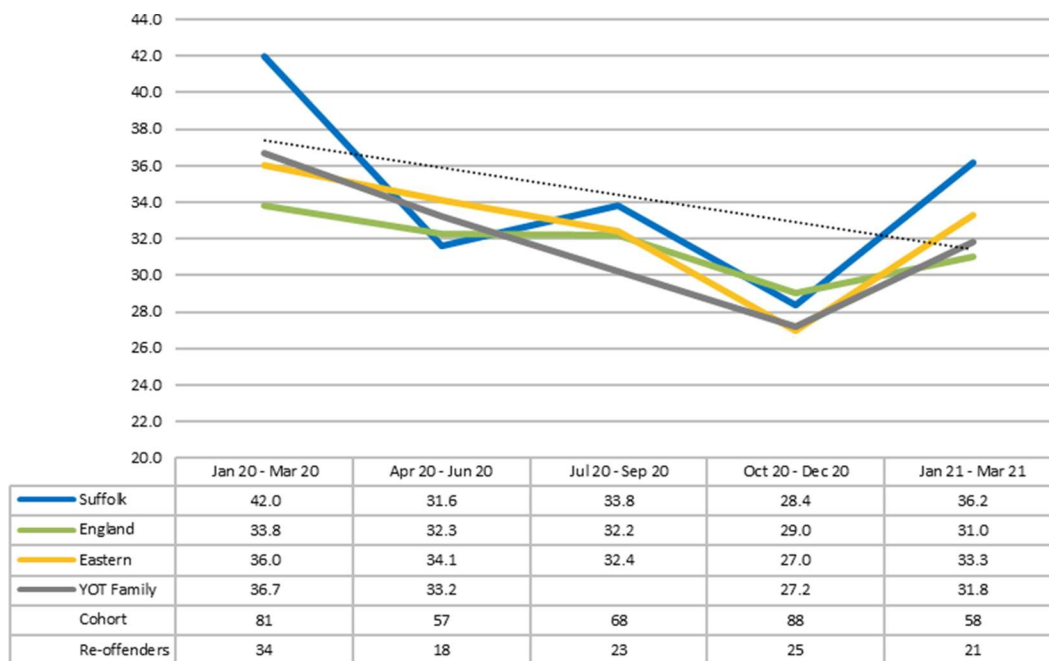
8. Performance

The Suffolk Youth Justice Service (SYJS) Management Board monitors the performance of SYJS through national and locally agreed performance indicators. They are presented to the board in a quarterly performance report at each board meeting. Suffolk's performance is compared to regional, national and YOT Family groups for the national indicators and narrative context is added based on operational managers' feedback.

National key performance indicators

Suffolk's binary re-offending rate is slightly above comparator groups although the long-term trend is of reducing reoffending. Despite an increase in the re-offending rate in the latest quarter measured, both the total cohort of children who committed an offence and those that went on to commit further offences have reduced in numbers.

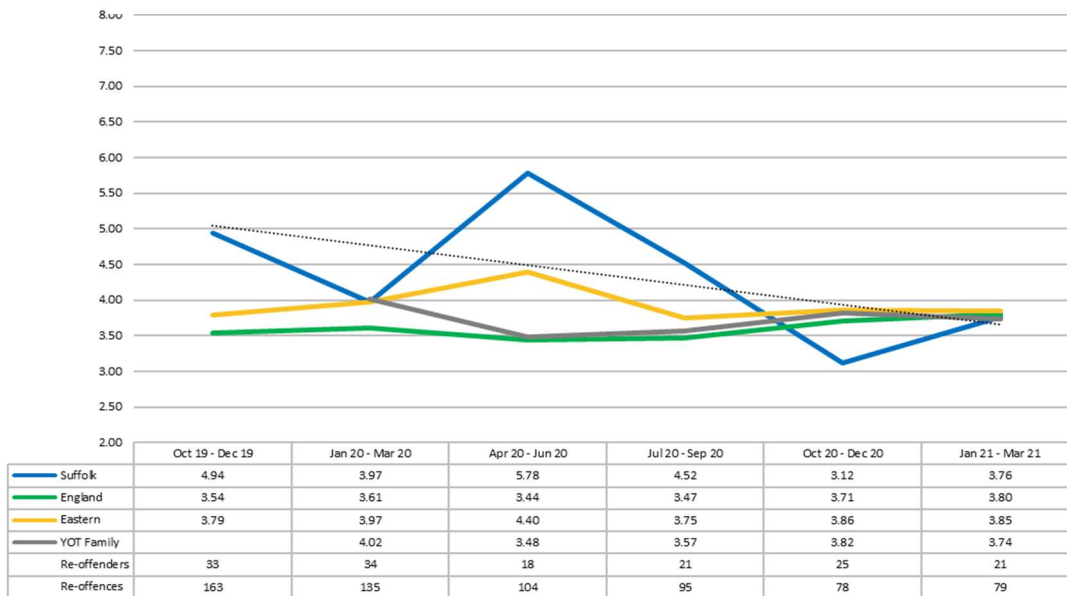
Reoffending Binary Rate



Frequency of Reoffending

In the latest available data from the YJB, Suffolk's reoffending frequency rate is in line with comparator groups and the long-term trend is of reducing reoffending frequency.

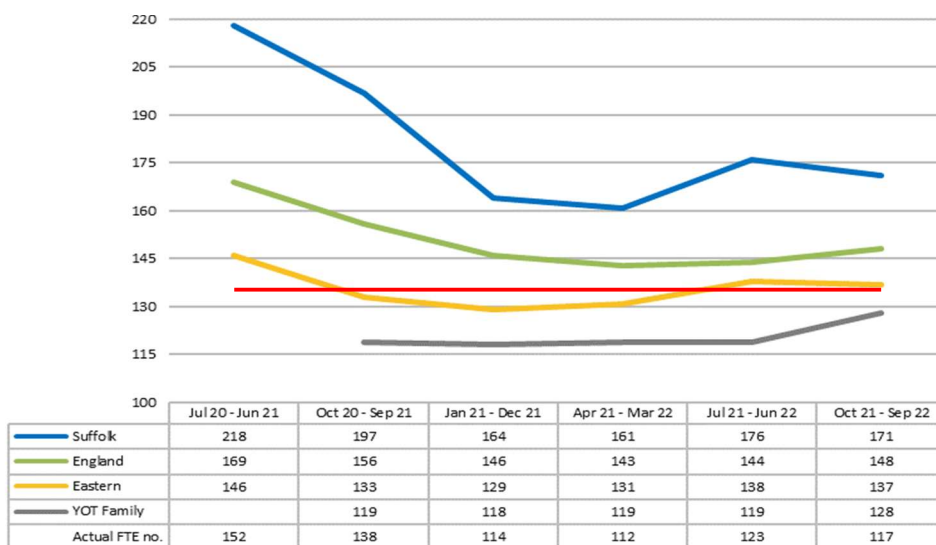
Reoffending Frequency Rate



First Time Entrants

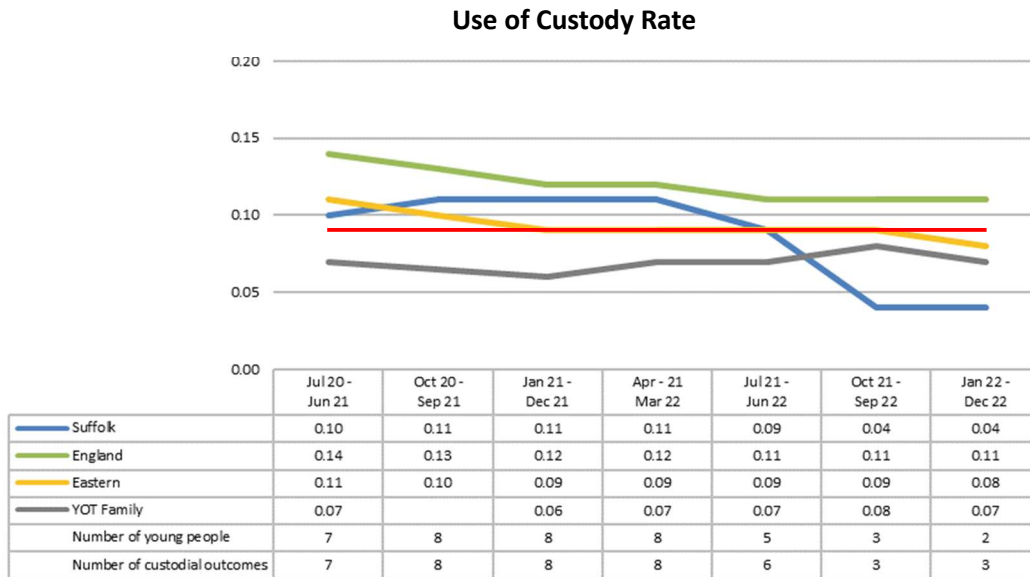
There is a slight reduction in the rate of first-time entrants in Suffolk in the latest available period. It is still higher than comparator groups. A recent analysis of the type of offences that lead to a child becoming an FTE in Suffolk identified motoring offences leading to the unsupervised substantive outcome of a fine to be the second most common offence category for FTEs in Suffolk.

First Time Entrants Rate



Use of Custody

Two Suffolk children were sentenced to custody in 2022, with one of them receiving 2 custodial sentences. The use of custody rate for Suffolk remains low, at 0.04 per 1,000 10 –17-year-olds. This is lower than all comparator groups.



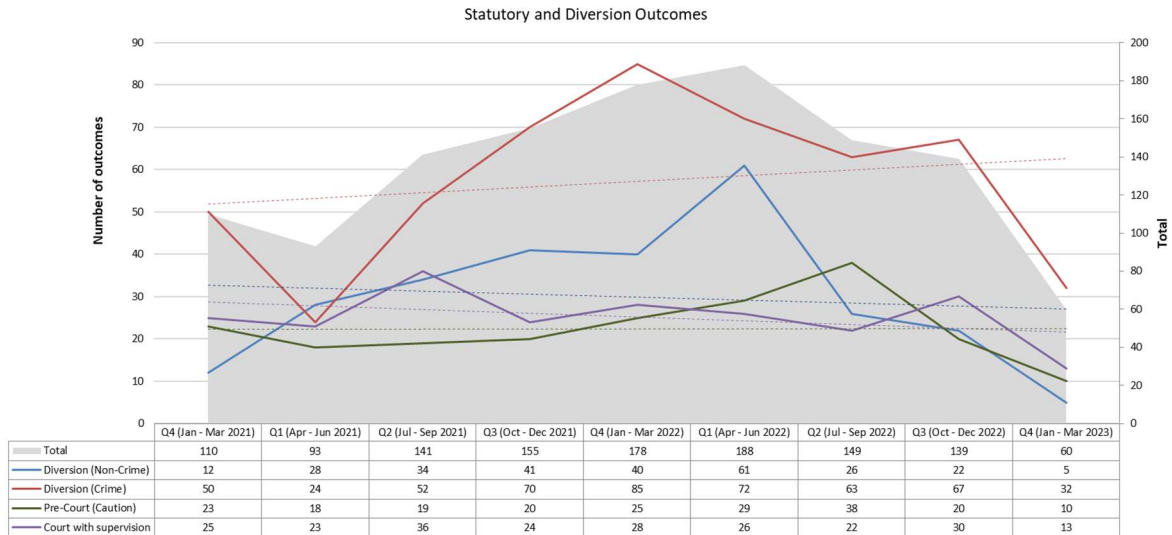
Local Performance Measures

The Management board monitors local performance measures including delivery of restorative interventions, family support, suitability of accommodation, education, training and employment status and resettlement. Resettlement measures focus on ensuring children have accommodation and education, training or employment arranged in good time prior to their release from custody. The quarterly performance report also tracks caseload trends (by outcome, ethnicity, gender, and children in care) and monitors the use of custodial remands.

The new key performance indicators (KPI) introduced by the YJB in April 2023 will add depth to some of the existing local measures in Suffolk. The business intelligence team is currently developing a dashboard to track all the new KPIs which will be completed once all the fields required are incorporated into the case management system (Core+). There is already monitoring in place for all KPIs for quarter 1 of 2023/24 through completion of a spreadsheet.

Local caseload trends

Caseloads are tracked each quarter by type of outcome. The grey area in the chart below shows the total number of new outcomes for the quarter.



Caseload split in FY 2022-2023	Diversion Non-Crime		Diversion Crime		Statutory Pre-Court		Court with supervision		Total 2022-2023	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Total:	80		193		93		77		443	
Females	11	13.8%	55	28.5%	22	23.7%	8	10.4%	96	21.7%
BAME ethnicity	10	12.5%	23	11.9%	11	11.8%	12	15.6%	56	12.6%
Child in Care	4	5.0%	12	6.2%	16	17.2%	22	28.6%	54	12.2%
Aged 14 & under	42	52.5%	94	48.7%	35	37.6%	10	13.0%	181	40.9%

9. Priorities

Children from groups which are over-represented.

This year focussed on a better and more up to date understanding of the cohort. A recent analysis of needs of children involved with SYJS in the calendar year 2022 identified that there were different levels of assessed needs between specific groups of children. One area highlighted was the assessed risk levels where girls and children in care are assessed as a higher risk of serious harm, while all three groups (ethnic minorities, girls and children in care) have higher levels of concern around safety and wellbeing compared to the total cohort. The findings from the needs analysis need to be considered in more detail to determine whether they are a result of higher need or of assessment bias. The needs assessment will be used to ensure interventions

and approaches are tailored to the needs and characteristics of the SYJS cohort.

Changes to the Diversion Programme introduced in 2023 have been specifically designed to help reduce disproportionality in first time entrants and the service is developing a specific strategy for working with girls and delivering staff training.

Diversion

Historically there were two strands to the Diversion Programme in Suffolk: targeted prevention and diversion from court as a result of joint decision making with the police. A review and refresh exercise of the provision was completed in 2022. Whilst the review captured that positive work is completed with children and families, it highlighted areas for future development. The diversion and out of court disposal development plan was finalised in mid-2022.

From July 2023, most children who are eligible for a pre-court disposal, will have a psychological informed case formulation completed as part of the assessment process. A multi-agency panel will meet on a weekly basis to decide the most appropriate outcome for the child, based on the assessment. A bespoke plan of support and work will then be co-produced with the child and their network, using a future focussed strengths-based approach.

Prevention and Turnaround

In December 2022, SYJS stopped delivering targeted prevention as part of the Diversion Programme apart from referrals received from Suffolk Police for children where there are significant concerns (such as links to serious youth violence) where support is immediately required to divert the child away from serious incidents.

Instead SYJS started delivering the Turnaround Programme which, supports children on the cusp of entering the youth justice system. Turnaround has nationally set criteria and decisions about suitability for the programme will be made through the out of court decision making panels, using a strengths-based approach.

Education

The Suffolk Youth Justice service has education representatives from the local authorities' virtual school and special educational needs and disabilities (SEND), services on the management board. This representation and partnership working aims to ensure all children known to the service are having their education needs met. Progress has been made in terms of data sharing between youth justice and education. Data on SEND support, education, health, and care plans, (EHCP) plans, exclusions and suspensions is now regularly shared with SYJS case managers and educational welfare officers

have access to cohort data for children with attendance issues to enable better links and outcomes for children.

Referral rates and outcomes to specialist services such as speech and language and educational psychology provision has also been improved. This will allow SYJS to ensure that the work of specialist services is informing partner agencies and promoting positive outcomes. The data that this referral tracking will also produce will also be used by the SYJS to minimise any 'revolving door' culture between agencies and ensure joined up planning.

The recent needs analysis of the SYJS cohort found that more than half of the children had attendance or participation issues in terms of ETE. SYJS has recently appointed an ETE lead for the service, in response to this. They will assess the services need for in-house education provision, look to understand the barriers to ETE for the cohort and work with partner agencies to decrease the levels of children who are not in education, employment or training (NEET).

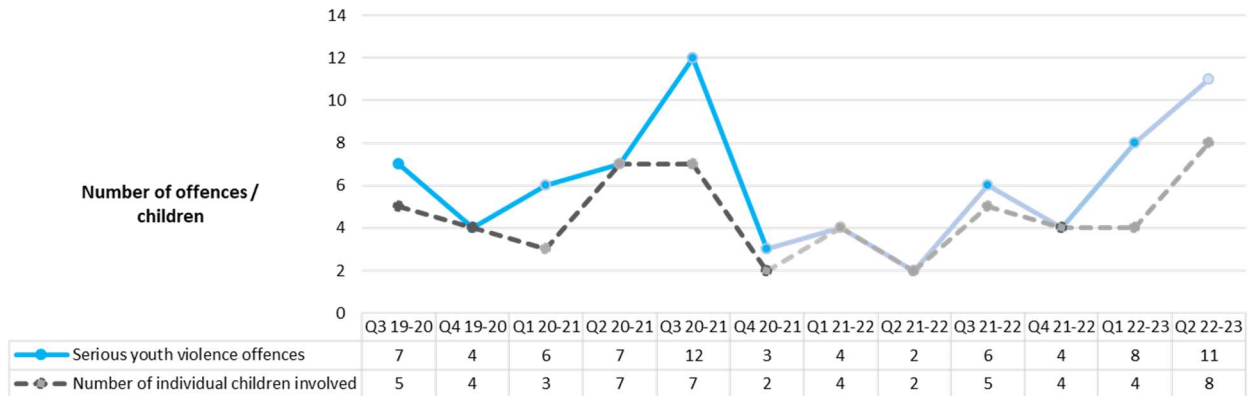
Restorative approaches and victims

Following the service redesign, the SYJS brought together restorative justice, reparation unpaid work and referral order delivery into a new virtual Restorative Approaches team. This virtual team aims to ensure that all aspects of these interventions are restorative, promote self-efficacy and encourage positive identity shift. Prior to the creation of the virtual team, reparation and unpaid work was contracted out. Bringing these services in-house has increased flexibility and made it possible to develop 'value added hours' delivered by the reparation team. As well as developing the accredited element of the unpaid work offer through ASDAN and ensuring ETE opportunities are imbedded into reparation.

As a service the SYJS continue to raise the profile of restorative approaches within its work and encourages practitioners to understand how this approach fits within the service practice model. Practitioners are encouraged, through team meetings and regular training, to view a restorative approach as integral to the way they work. This supports children to build relationships, increases self-esteem and draws a line under past events.

Serious youth violence and exploitation

SYJS continue to use the YJB Serious Youth Violence (SYV) Toolkit and update the board, including local analysis when the toolkit is updated. Provisional data shows that the number of serious youth violence offences have increased in Suffolk in recent quarters.



In comparison to last year, Suffolk has had an increase in the rate SYV offences per 10,000 10 - 17 population, from 3.0 to 4.2. Both the YOT family and the Eastern region have also seen an increase in rates from 2.8 to 3.4 and from 5.3 to 6.3 respectively. Nationally, England and Wales have seen a decrease in the rate from 6.3 to 5.0 in the same period.

SYJS is an active member of the countywide multi-agency group overseeing the delivery of the serious violence duty introduced in the Police, Crime, Sentencing and Courts Act 2022, and has contributed data for the needs assessment.

In terms of practice, SYJS is developing its own trauma informed practice model further and increasing the number of children who will receive a psychology led case formulation. It has also delivered workshops for staff on the use of external and internal controls to reduce risk. The service has very good links with the local MAPPA co-ordinator.

The service is an important partner in the delivering of the countywide criminal exploitation plan and leads on the intervention and exit strand. In addition, SYJS also hosts the Criminal Exploitation Hubs (CE Hubs) which are part of Suffolk's response to criminal exploitation.

SYJS works very closely with the Make a Change (MAC) Team which offers a service for children who are victims of or at risk of becoming victims of all types of child exploitation.

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 ensuring services can be proactive. The service is also involved in police discussions around specific operations. 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.

The CE Hubs deliver consultations to other professionals if they are working with a child who is at risk of being criminally 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 through neighbourhood assessments. The CE Hubs have also provided support to parents through the use of the peer parent webinar which was also developed as part of the YJB county lines pathfinder.

Detention in police custody

In collaboration with Norfolk the service co-chairs a regular meeting with police custody staff, fostering and adoption services and the emergency out of hours duty services to review the cases of all children eligible for transfer to local authority accommodation under PACE regulations and discuss other safeguarding issues in police custody. In Suffolk new PACE foster carers are being recruited to support this process and SYJS has been involved in their training. The service is committed to reducing the use of police detention for children wherever possible.

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.

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.

Use of custody

Suffolk continues to monitor the use of custody through quarterly performance reporting. It is committed to reducing the use of custody for children and this is reflected in policies and procedures.

Constructive resettlement

SYJS launched and implemented a new resettlement policy in 2022 and a practice development session on constructive resettlement was delivered to all teams in November 2022. Resettlement planning with children in custody is collaborative and includes practitioners, the child the secure estate, and the child's network.

10. Standards for children in the youth justice system

SYJS and the Management Board will complete a self-assessment of the at court standard for children in the youth justice system in 23 –24.

The service has quality assurance processes in place which include collaborative audits which are undertaken by managers and members of the quality assurance team to ensure that each case-holding practitioner will regularly have a case audited and feedback provided by someone other than their line manager with a fresh perspective on the work. This helps to ensure the quality of the work being delivered and is supported by feedback from children and families as part of the audit process. A new moderation panel has also been introduced. The results of collaborative audits are regularly shared with the management board.

Principles of effective assessment training is part of the workforce development planned for this year, and the learning from this training will be supported by monthly practice development sessions that focus on the ASPIRE framework (Assessment, Sentence Planning, Implementation, Review and Evaluation).

Thematic audits are also planned for the year which include:

- A review of the outcomes for children referred by the service into the MASH.
- A review of outcomes for children with protected characteristics.

11. Workforce development

SYJS recognises that the development of skills and knowledge are not exclusively dependant on attendance at traditional training events and can be achieved via a variety of routes, e.g., online/e-learning courses; shadowing; coaching; mentoring; self-directed learning; and supervision. All staff entering the service are provided with a robust induction programme, which includes a mentor. In addition to line management supervision, staff have access to group supervision facilitated by a psychologist to support resilience and wellbeing. In the last year, several staff have completed the Youth Justice Effective Practice Certificate. To consolidate and embed learning, opportunities to engage in peer led, learning sessions are provided on a regular basis.

Training undertaken in the last year includes the following:

- Developing court skills
- Working effectively with MAPPA
- Trauma-informed practice within youth justice
- Co-production within youth justice

Learning and development opportunities for the coming year include the following:

- Training that outlines the principles for undertaking an effective assessment in youth justice
- Developing professional curiosity
- Practice Development sessions that focus on the ASPIRE framework (Assessment, Sentence Planning, Implementation, Review and Evaluation)
- Meeting the diverse needs of children
- Effective risk management.

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 which helps staff to maintain strong professional boundaries.
- 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.

In May 23 HMI Probation published an academic insight outlining the IDEAS approach to effective practice in youth justice which comprises the five interlinked elements of influence, delivery, expertise, alliance, and support. The IDEAS approach was developed in SYJS to try and capture all elements of an effective practitioner.

13. Evaluation

The Criminal Exploitation Hubs which have now extended into the North of Suffolk are being evaluated by SODA as part of the evaluation on the criminal exploitation work programme in Suffolk. The next report is due to be published in July 23.

14. Service Development Plan



Suffolk HMIP Action
Plan YJ Plan .docx

15. Challenges risks and issues



SYJS Risk Register-
YJ Plan.docx

16. Signature

Allan Cadzow

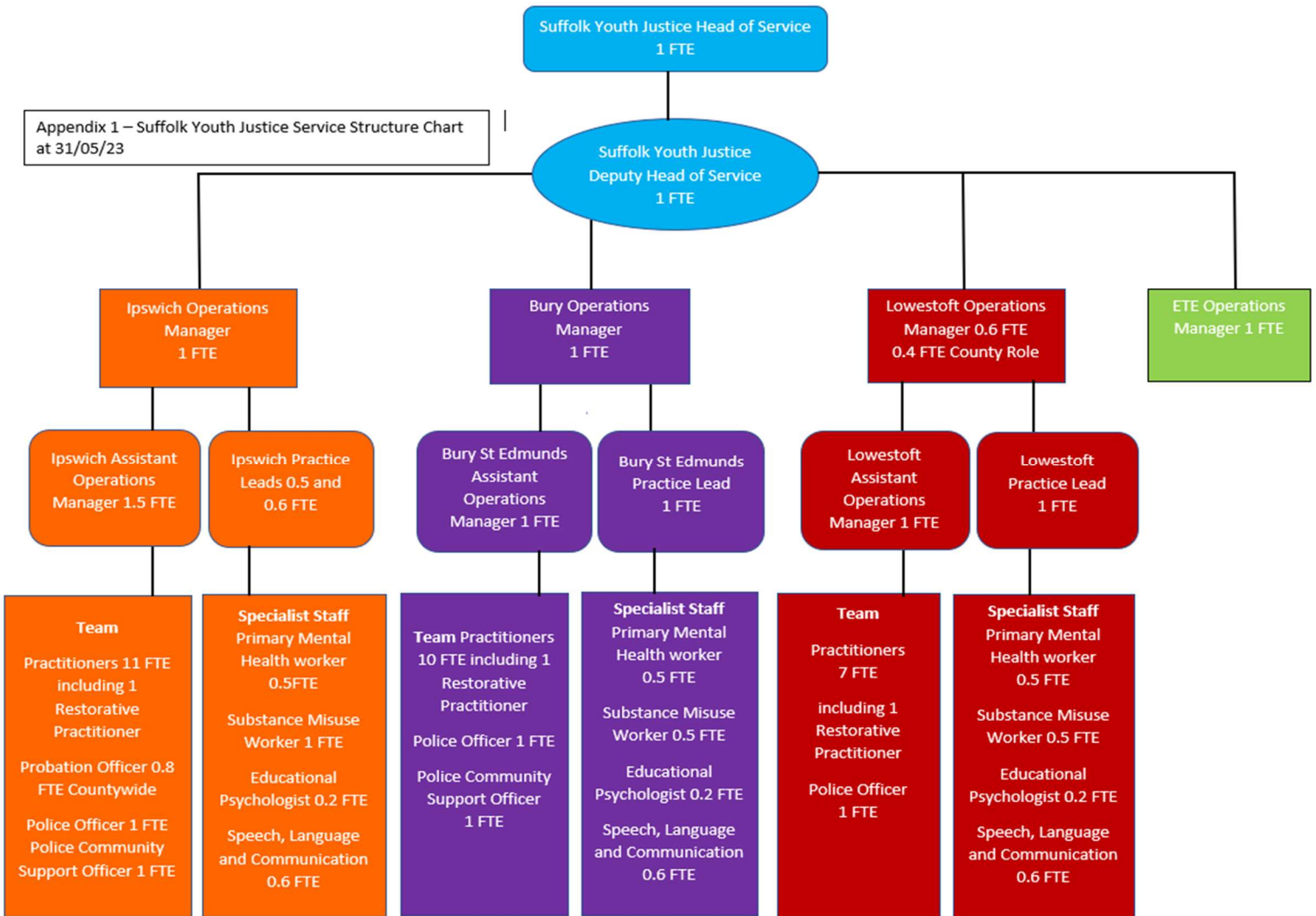
Chair of Suffolk Youth Justice Management Board

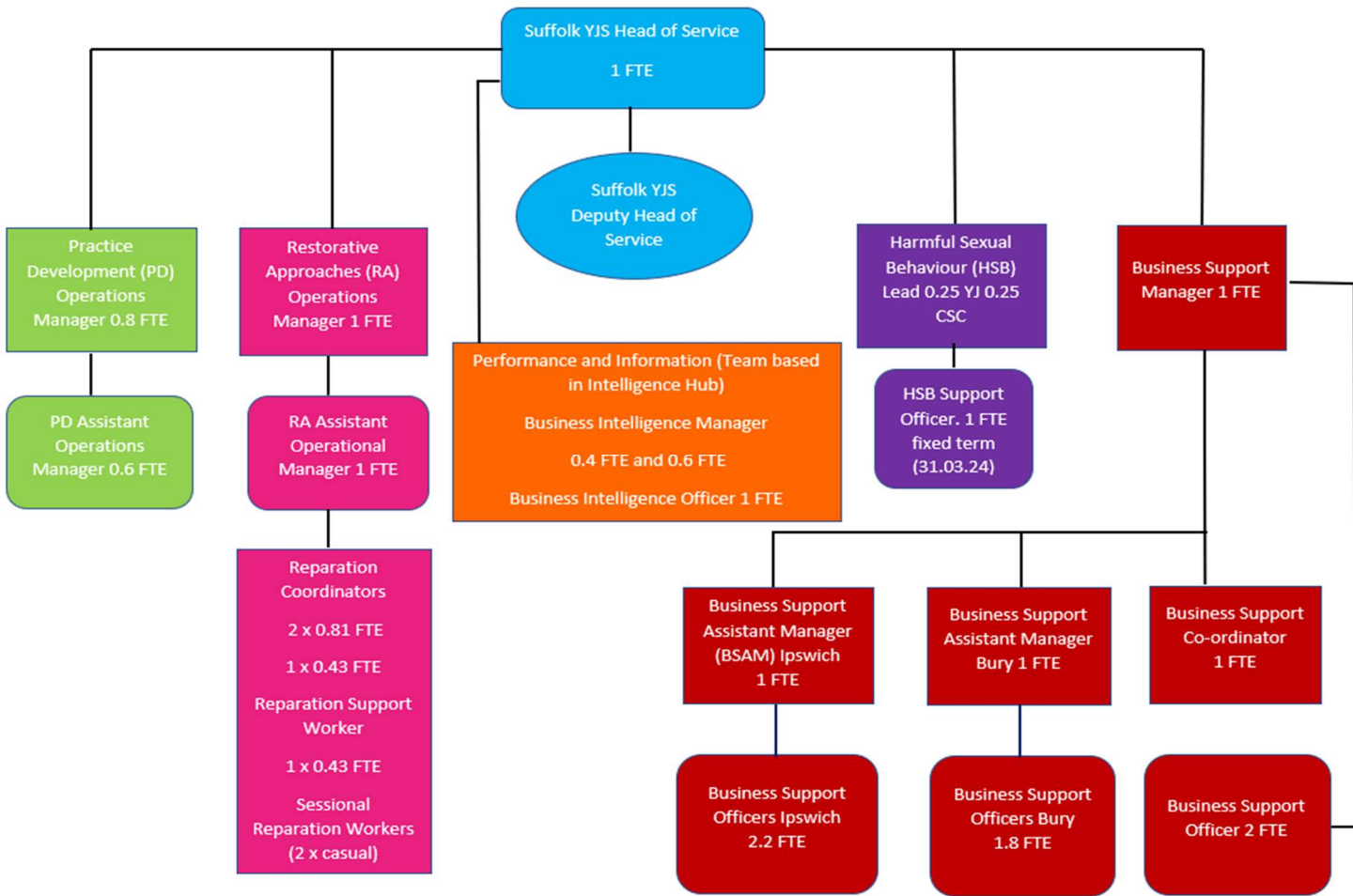
Corporate Director for Children and Young People

Suffolk County Council

Appendix 1 Staffing Structure

Appendix 1 – Suffolk Youth Justice Service Structure Chart at 31/05/23





Appendix 2 Budget costs and contributions 23 –24

Suffolk									
INCOME	Youth Justice Board	Local Authority	Police	Police and Crime Commissioner	Probation	Health	Welsh Government	Other	Total
Cash	£810,675	£1,742,995	£137,986		£19,378	£324,493		£41,485	£3,077,012
In-kind			£204,385		£28,976				£233,361
Total income	£810,675	£1,742,995	£342,371	£0	£48,354	£324,493	£0	£41,485	£3,310,373
1. This includes <i>all expected</i> grants received from YJB									
If possible, please provide a breakdown against each funding source. If this information is not retained, please give details of the total amounts spent against each area.									
EXPENDITURE	Youth Justice Board	Local Authority	Police	Police and Crime Commissioner	Probation	Health	Welsh Government	Other	Total
Salaries	£810,675	£1,596,363	£327,871		£48,354	£324,493		£41,485	£3,149,241
Activity costs	£0	£117,324	£14,500						£131,824
Accommodation	£0								£0
Overheads	£0	£29,308							£29,308
Equipment	£0								£0
Total expenditure	£810,675	£1,742,995	£342,371	£0	£48,354	£324,493	£0	£41,485	£3,310,373

Appendix 3 Ethnicity, Sex and Disability Table 23 –

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

(As at 31/5/2023)

ETHNICITY	MANAGERS STRATEGIC (FEMALE)	MANAGERS STRATEGIC (MALE)	MANAGERS OPERATIONAL (FEMALE)	MANAGERS OPERATIONAL (MALE)	PRACTITIONERS (FEMALE)	PRACTITIONERS (MALE)	ADMINISTRATIVE (FEMALE)	ADMINISTRATIVE (MALE)	SESSIONAL (FEMALE)	SESSIONAL (MALE)	TOTAL (FEMALE)	TOTAL (MALE)
Asian or Asian British											0	0
Black or Black British						1					0	1
Mixed					3	1					3	1
Chinese or Other											0	0
White or White British	2		12	2	38	10	12	1	5		69	13
Not Known						1					0	1
Total	2	0	12	2	41	13	12	1	5	0	72	16
Known Disability			1		3	2					4	2

