

Youth Justice Strategic Plan 2015-2020

Surrey Youth Justice Partnership

A partnership commitment to reducing youth
crime and creating safer communities
in Surrey



Foreword by Nick Wilson, Director of Children Services for Surrey

As chair of Surrey Youth Justice Partnership Board, I am delighted to introduce our 5-year strategic youth justice plan for 2015-2020, which reflects our successes as a partnership and sets out how we will continue to deliver high quality, high performing youth justice services over the next 5-years.

In Surrey we are rightly proud of the fact that we continue to have some of the best youth justice outcomes in England and Wales. For example, Surrey has 60% fewer children and young people coming into the criminal justice system than it did four years ago, meaning that a young person living in this county has been consistently less likely to enter adulthood with a criminal record than anywhere else in England and Wales. In the same period, the number of young people committing offences has halved, which means there are many fewer victims too. Courts also imprison fewer juveniles here than virtually anywhere else in the country because they are confident the community alternatives that young people will experience in Surrey work, changing behaviour and reducing re-offending. These achievements are recognised nationally, as well as locally, and Surrey is at the forefront of best practice, achieving what the Youth Justice Board for England and Wales describe as 'exceptional performance'. At the heart of this success is the commitment and skill of practitioners, drawn together from an array of different disciplines and professional backgrounds, all of whom are intent upon making a difference to their community through their work.

However, we must not allow ourselves to become complacent about our successes, given that over the next 5-years further significant changes are anticipated across the criminal justice system within a context of continuing reductions in public service budgets. Therefore, as a youth justice partnership board, we wholeheartedly believe that a longer-term plan is essential to provide the foresight and resilience required to enable us to sustain our strong performance and further reform key areas of the youth justice system locally and regionally. At the heart of our strategy and plan is an unswerving commitment to deliver an effective youth justice system as a partnership, optimising relevant skill, knowledge and resources through joint action, rather than developing a plan that centres largely upon the activities of a single youth offending team.

Our plan clearly sets out how we will deliver against the core objectives of a youth justice system – to prevent and reduce youth crime, safeguard children and young people at risk of, or involved in, offending and protect the public from harm. This will include continuing to strive to use resources in the most effective way by preventing the costs of crime through early targeted intervention and promoting restorative justice processes to help a young person make amends for their behaviour. Wherever appropriate this will be done without requiring recourse to the formal criminal justice system. At the same time, we will identify the smaller group of young people whose circumstances mean they are more likely to have prolonged contact with the youth justice system and lead a transformational shift in how we work with them by understanding and addressing the needs underpinning their offending, which often reflect safeguarding and vulnerability concerns, as the route to reducing youth crime, creating fewer victims and making communities safer.

Nick Wilson
Chairman, Youth Justice Partnership Board

Contents:

Section

- 1. Introduction and Context**
- 2. How is youth justice delivered in Surrey?**
- 3. Surrey Youth Justice Partnership Strategy statement 2015-2020 – Our Ambition**
- 4. Strategic Priorities 2015-2020 and Action Plan**
- 5. Performance Overview 2013-2014**
- 6. Risks for future delivery of 2015-2020 strategy and actions**

Appendix

- A. Youth Justice Partnership Board Governance and Membership**
- B. Performance Data – Calendar Year 2013**
- C. Resourcing and Value for Money**
- D. 2015 (Year 1) Action Plan**
- E. Glossary**

Youth Justice Partnership Strategic Plan 2015-2020

Ambition

Our ambition is that, through effective partnership working, children and young people at risk of, or involved in offending, will be engaged and supported to lead safe, law abiding lives, in order to reach their full potential and make a positive contribution to their community.

Introduction and Context

The Crime and Disorder Act 1998, requires Local Authorities to have a Youth Justice Plan which is annually updated to set out how youth justice will be delivered locally within available resources. This Plan will cover a 5 year period from 2015 – 2020 and has been co-produced with Youth Justice Partnership Board (YJPB) members and influenced by national research and evidence of effective practice. It will be refreshed each year, reflecting any changes to the national and local youth justice landscape which impact on the strategic priorities and the way in which the whole youth justice partnership will deliver a range of services designed to reduce youth offending within Surrey.

The strategic priorities, which will underpin our action planning cycle over the 5-year period, are congruent with the principal aims of the youth justice system. They are:

- **Prevent Youth Crime**
- **Reduce Re-offending**
- **Safeguard young people from harm**
- **Protect the public from harm**

The previous Youth Offending Team (YOT) management board developed into a Youth Justice Partnership Board (YJPB) in 2012 that is focused less on oversight of a single service and more on the activities of all partners that impact upon young people's involvement with offending. This plan will reflect that development, ensuring that priorities and actions are a partnership endeavour, rather than a plan related to oversight of a single youth offending service. The YJPB will retain a clear focus on the principal aim of reducing offending and re-offending and maintains strategic oversight of the delivery and performance of the local youth justice system and contribution from all partners. The membership of the board (see appendix A for full membership details) provides senior representation from key partners to ensure that young people involved in the youth justice system have access to a range of services to support the partnership's responsibilities under Crime & Disorder Act 1998 to:

- Co-ordinate the provision of youth justice services for all those in the authority's area who need them
- Carry out such functions assigned in the youth justice plan formulated by the local authority.
- In addition, by providing the youth justice services outlined at Section 38 (4) of the Act, the local authority also addresses its duty, under the Children Act 1989, to take reasonable steps designed to encourage children and young people within the area not to commit offences.

This 5-year youth justice strategy reflects a dynamic youth justice partnership committed to establishing long-term strategic objectives. These objectives will be achieved through continuing to provide innovative, partnership and solution-focused leadership to support the delivery of our key priorities. Such an approach recognises a fundamental need for the partnership to remain agile and responsive to changing legislation, policy, demographic and funding scenarios without sacrificing quality or our commitment to strive to prevent and reduce youth crime. A restorative approach to our work with young people, which puts victims at the heart of the youth justice process, will be a key theme running throughout our partnership activity to deliver upon our strategic priorities.

How is youth justice delivered in Surrey?

In Surrey the statutory functions of the YOT (as required by the Crime and Disorder 1998) are undertaken by the Youth Support Service (YSS). The Youth Justice Partnership oversees activities of a range of partners, beyond those of the YSS, which contribute to the principal function of the youth justice system of preventing offending by children and young people. The strategic shift away from a YOT and the previous YOT Management Board reflects a partnership approach which recognises that preventing youth offending is not the preserve of any single agency but requires wide-ranging, co-ordinated partnership activity. It also reflects a belief that young people who offend are first and foremost young people, and they often present with multiple needs which are not best met through a discrete service for 'young offenders'.

As the starting point for provision of services to a range of adolescents in need, the YSS is designed to deliver support that enables vulnerable young people to overcome barriers, including offending, that may inhibit them from achieving their full potential with an overall focus on increasing their employability, given the evidence of the positive impact this can have on life-course outcomes. Within this integrated response to young people's needs a key focus remains on ensuring offending is addressed, sentences are served and National Standards for youth justice are fulfilled. The breadth of services available within the YSS, including health (physical and emotional), welfare, housing, and employment makes the Surrey's integrated approach a more credible and evidenced based response to offending than arrangements elsewhere.

A range of partner organisations and services support and complement the work of the YSS in preventing and reducing youth crime, safeguarding young people and protecting the public. Many of these organisations are represented on the current Youth Justice Partnership Board. It is recognised that progress is achieved through effective and innovative partnership working and that positive youth justice outcomes across the whole system cannot be delivered through a single agency or strategy.

Our Ambition for 2015 to 2020

Our ambition is that children and young people at risk of, or involved in offending, are engaged and supported to lead safe, law abiding lives, in order to reach their full potential and contribute positively to their communities. We will achieve this through effective and innovative partnership approaches that continue to reform youth justice in Surrey at all stages from prevention to statutory youth justice practice. To this end, improved youth justice outcomes will be achieved through partnership endeavour, as reflected within the strategy action planning.

Since 2011, local partnership arrangements have had a transformational impact on youth justice, reforming many elements of the system and improving outcomes for young people, victims and communities. This has been underpinned by the establishment of Surrey Youth Support Service (YSS) in 2012, providing a holistic and integrated case management response in supporting vulnerable young people to overcome barriers, including offending, that may inhibit achievement of full potential in adulthood. In addition, the development of a restorative justice partnership approach to tackling youth crime through the implementation of the Youth Restorative Intervention (YRI) has contributed to exceptional reductions in overall amounts of youth crime and the number of young people entering the formal youth justice system for the first time and needing to be managed via a statutory framework. In turn, this shift from reliance on formal responses to youth crime has enabled funding to be re-directed from expensive, acute provision towards more preventative, early intervention with those identified as at risk of offending.

Our strategy over the next 5-years will continue to optimise the transformational opportunities of this approach and the shifting of resource towards prevention, which provides better value for money and opportunities to reduce youth crime and equip young people with the skills to become independent, contributing adults. This will include re-commissioning Surrey YSS as the lead agency for delivering youth justice outcomes in partnership with others from 2015. It will also include ensuring that the priorities of this strategy are aligned and embedded with other key complementary strategies, such as Early Help.

Whilst we have achieved a transformational impact in a number of key areas of the youth justice system, we recognise that there are others where we can do more to lead further reform through partnership. Firstly, through our strategy we want to increase a greater partnership understanding of adolescent development, which recognises that increased risk taking and boundary testing is often a normal part of growing up and needs to be seen within that context when responding to youth crime so that responses to adolescent 'transgression' are not disproportionate and avoid criminalisation wherever possible.

At the same time, we want to further develop a partnership approach that can differentiate those young people who are at risk of, or are experiencing, a combination of safeguarding and vulnerability factors that, unless addressed, make prolonged contact with the youth justice system more likely. This will require a strategic paradigm shift where the starting point for understanding youth offending is as an indicator of safeguarding need, until proved otherwise. Analysing offending through a safeguarding 'lens' where the most prolific young people are recognised as also the most 'troubled', rather than 'troublesome', will lead to a transformational shift of how youth justice services and interventions are delivered over the next 5-years and how offending by young people is understood. It will be complemented with transferring the benefits of restorative justice evident in the informal system to support a reduction in the offending of the relatively small number of young people in the formal criminal justice system where high likelihood of re-offending and significant safeguarding risks overlap.

A greater safeguarding focus will include recognising and seeking to reduce the potential adverse impact that formal youth justice processes from arrest to sentence can inadvertently have on the wellbeing of young people. This includes considering the experience and impact of attendance at court or detention in police custody, especially overnight, and the emotional distress that may be experienced by young people if they experience long-term uncertainty over charging decisions. In addition, the youth justice partnership will be at the forefront of safeguarding those adolescents whose offending behaviour is heavily influenced by their own experiences of exploitation and abuse by others, for example those experiencing child sexual exploitation or domestic abuse.

We believe that this 5-year strategic plan provides the greatest opportunity to deliver sustainable high quality youth justice outcomes, which can withstand short, medium and longer term risks. To deliver the partnership strategy we will align youth justice partnership activity with four strategic priorities that, through complementary quality assurance, workforce development and governance, will provide a foundation and framework for planning the delivery of exceptional youth justice outcomes over the next 5-years.

Strategic Priorities 2015-2020

Prevent youth
crime

Reduce re-
offending

Safeguarding

Protecting the
public

Quality Assurance
Workforce development
Partnership activity
Governance

Strategic Priority 1 - Prevent Youth Crime

Why is this a priority?

Crime and Disorder Act s.37. (1) It shall be the principal aim of the youth justice system to prevent offending by children and young persons.

Intervening earlier to address risk and vulnerability factors and build upon strengths prevents young people identified as at risk of offending from going on to become established offenders thereby improving their life chances and reducing the harm caused to others. The factors associated with persistent offending can be recognised and addressed before they lead to patterns of behaviour which will be harmful for the young person and others.

What we aim to achieve

- * To improve the life chances of children and young people in Surrey, including improved emotional health, improved participation in education, training and employment, improved attainment by those with specific barriers to learning and improved family relationships, thus reducing the likelihood of offending.
- * To identify and intervene earlier with those young people whose vulnerability and safeguarding factors are likely to contribute to an increased risk of offending, in order to prevent and divert. For example, where young people are at risk of, or experiencing, child sexual exploitation or domestic abuse.
- * To optimise the use and benefits of restorative approaches in the youth justice, in education, care and supported accommodation settings, and in families to prevent offending behaviour, develop empathy amongst young people, to repair harm to victims, and avoid unnecessarily criminalisation.
- * To understand and respond to the potentially changing nature of youth crime e.g. cyber and on-line crime, crime committed within the context of being exploited by others e.g. extremism and radicalisation and child-sexual exploitation and gang associated drug dealing expanding along 'county lines' outside of London.
- * To avoid a siloed 'crime focus' by ensuring our youth justice partnership strategic prevention priority and approach is embedded in early help and other relevant safeguarding arenas such as the Multi-Agency Safeguarding Hub (MASH).
- * Recognise that transgression is a normal part of adolescent development and ensure responses to young people's behaviour recognise their developmental needs and provide room to make mistakes without negatively shaping their futures. In this context over-reaction and unnecessary criminalisation need to be avoided.

What we will do?

- * Maintain a low level of first time entrants (including looked after children and other identifiable vulnerable groups) into the youth justice system through the YSS and Surrey Police joint decision making partnership panel.
- * Develop an action plan led by Surrey Police to reduce the number of children and young people arrested and dealt with in police custody suites with particular attention to reducing overnight detention through the implementation of a new protocol.

- * The YSS and Surrey Police partnership will lead on implementing the actions stemming from the independent evaluation of the YRI carried out in 2014 and the multi-agency Out of Court Disposals scrutiny panel will continue to monitor decision making and practice.
- * Further develop the restorative learning and development partnership hub led by Surrey County Council which will train a range of professionals in Surrey in restorative approaches and practices to repair harm at the earliest opportunity and reduce demand for formal criminal justice responses.
- * Ensure all eligible families are considered for the Family Support Programme (FSP) in each borough in order to optimise referrals and potential preventative benefits.
- * Implement the opportunities within the new anti-social behaviour legislation to work in partnership to address anti-social behaviour committed by young people earlier and restoratively to prevent criminal behaviour emerging.
- * Embed the South East Looked After Children (LAC) Offending protocol, to improve outcomes and avoid criminalising this vulnerable group.
- * The YSS will develop a healthy relationships programme for adolescents in conjunction with partners from children's services, public health and education that will aim to prevent young people from entering exploitative or abusive relationships.
- * Members of the YJPB will harness the current commissioning and re-commissioning of early help and preventative services to reduce the likelihood of offending by children and young people – Services for Young People, family/parenting, housing, substance misuse, education, training and employment, emotional health.
- * YSS and the Child and Adolescent Mental Health Service (CAMHS) will develop the current 'No Labels' offer to intervene earlier with young people exhibiting emotional distress, who have not met the CAMHS threshold. In addition CAMHS re-commissioning will broaden the early help offer in relation to emotional health.
- * The recommendations of the Adolescent Care Group will be taken forward in relation to intervening earlier to support families so that young people are less likely to come into care, given that this is a risk indicator in relation to offending.
- * YSS to work with area education colleagues to explore how the YSS might complement the offer to schools with regard to supporting young people at risk of exclusion to maintain their education within a mainstream setting or suitable alternative, given that education is a protective factor in relation to offending.

How will we know we are succeeding?

- * The rate of first time entrants to the criminal justice system continues to decline and there are fewer young people entering adulthood with a criminal record.
- * Effective early help services mean that fewer adolescents are requiring acute responses from the statutory youth justice system, care and child protection systems or specialist tier three CAMHS.
- * Schools report less fixed term exclusions and improved behaviour of those students identified as at greatest likelihood of offending.
- * Fewer looked after children and care leavers will become involved in the criminal justice system.
- * The prevalence of young people in Surrey identified as at risk of child sexual exploitation or domestic abuse is reducing.

Strategic Priority 2 – Reduce re-offending

Why is this a priority?

Reducing re-offending is one of three national indicators for youth justice and the number one priority for the national Youth Justice Board

Reducing re-offending by young people can significantly improve their life course outcomes. Breaking the cycle of re-offending, particularly where this offending has become prolific and contributes to a disproportionate amount of total youth crime, means that our communities will be safer and there will be fewer victims of crime. The savings from reduced re-offending and the need for formal, acute youth justice intervention also enables a shift of resource towards prevention of offending.

What we aim to achieve

- * To reduce re-offending by young people in Surrey with a particular focus on the relatively small proportion of young people who commit a disproportionate amount of crime in the county.
- * To develop responses to re-offending that recognise those who persistently offend have overwhelming experienced the most damaging upbringings. Repeat offending should therefore be viewed as an indicator of safeguarding need.
- * To ensure that those committing offences are seen as young people first rather than 'young offenders' and ensure they have access to mainstream opportunities (e.g. education, employment, positive activities) and are supported to be full participants in their communities.
- * To ensure the benefits of restorative practice are fully embedded throughout the youth justice system (not just as an alternative to the formal criminal justice system).
- * To develop high quality, evidence based community interventions that contribute to reducing re-offending and maintain the confidence of partner agencies, the Courts and the general public.
- * Ensure the highest quality though care and resettlement planning is available, utilising the full YSS and partnership resources, for the small number of young people who enter a custodial institution.

What we will do

- * The YSS will lead implementation of the partnership actions within the Re-offending Plan (2014-17). This includes maximising the opportunities for restorative justice (and particularly direct mediation) to occur within statutory youth justice work. It also commits the YSS, with partner support, to continuing to deliver an integrated and holistic service that meets a range of needs and supports a reduction in youth offending. The plan will be monitored and reviewed by the YJPB.
- * Given the evidence of the impact of restorative justice in reducing offending behaviour, youth justice partners will take forward the development of a restorative Youth Court.
- * The YSS and other relevant agencies will continue to support a young person at risk of re-offending following completion of a court order or will ensure appropriate 'step down' support from commissioned services within, or external to, Services for Young People (SNYP).

* Through the YSS quality assurance framework we will ensure that case management of young people in the statutory youth justice system fulfils the expectations of Her Majesty's Inspectorate of Probation (HMIP) and National Standards for youth justice.

* The YSS will review the effectiveness of current 1-1 and groupwork approaches and interventions to reducing re-offending, particularly those aimed at the most prolifically offending young people, and will develop and re-design accordingly, with a greater focus on how safeguarding and diversity needs (e.g. communication and learning styles) are being met. This should involve co-production with young people.

* The above review will include specific focus on the YSS and Surrey Police Priority Young Person (PYP) partnership scheme, which is aimed at reducing the re-offending of the most persistently offending young people in the community through a joint approach.

* Given the shared responsibility of YSS & Community Safety Partnerships (CSP's) to reduce offending, we will ensure that local delivery plans are integrated and reflect the needs assessment of each borough.

* The YSS, National Probation Service (NPS) and Community Rehabilitation Company (CRC) will review and revise the joint transfer protocol for young people approaching and turning 18 to ensure effective transition between youth and adult criminal justice agencies. The seconded Transition Probation Officer's within YSS will continue to have a crucial role in promoting and delivering best practice. Additionally the leadership of the YSS and relevant partners will explore opportunities with the CRC provider and NPS to influence a more restorative young adult criminal justice offer.

How will we know we are succeeding?

* Re-offending, particularly amongst those who are disproportionately committing the most youth crime, is reducing.

* The above is supported by a revised offer of interventions that address reducing re-offending with sufficient focus upon the safeguarding and vulnerability of young people who offend as well as their offending behaviour.

* The re-offending of the group of young people transitioning between youth and adult probation services is reducing.

* Successful HMIP inspection outcomes.

Strategic Priority 3 - Safeguard young people from harm

Why is this a priority?

Safeguarding is a statutory duty for youth justice agencies resulting from the Children Act 1989 and 2004 and Working Together to Safeguard Children 2013

We have a duty to take all reasonable steps to protect young people from harm both when they are victims and perpetrators of offences. Young people involved in offending or at risk of offending are significantly more likely to be victims of abuse or neglect and disproportionately affected by poverty, inconsistent parenting, reduced educational and employment opportunities and mental health problems. Young people who offend often take part in other risky behaviours such as drug taking, alcohol misuse or inappropriate sexual activity. This can make them vulnerable to sexual exploitation, violence and abuse from others. In addition safeguarding concerns can be exacerbated where a young person enters the custodial estate.

What we aim to achieve

- * To ensure that all young people who are at risk of, or involved in offending, which makes them more vulnerable to harm from their own behaviour or that of others are supported in reducing their vulnerability and increasing their safety.
- * To recognise that risk taking is a normal part of adolescent development and to encourage and provide opportunities for this to be done safely.
- * To ensure that where vulnerability and risk to the public overlap, safeguarding needs are given sufficient attention in agency plans to address offending behaviour. For example, where young people's offending behaviour is being influenced by their own experiences of exploitative and abusive relationships.
- * To continue to reduce the use of prison/secure custody for Surrey young people, given the adverse impact on safeguarding risks and to also ensure that time spent in police custody is minimised and the environment is more young person friendly.
- * Promote improved engagement between young people and the police to enable young people to recognise that the police are there to protect them.
- * To ensure that where a child or young person is a victim of crime they have the support they need to cope and recover and are appropriately safeguarded if they are required to be involved in criminal justice proceedings. Similar protection should be afforded to young witnesses.
- * To seek to safeguard those whose offending is most likely to be influenced by their vulnerability such as looked after children, young carers, mentally unwell young people, sexually exploited adolescents and those in abusive partner relationships or witnessing domestic abuse within a family context.

What we will do

- * We will seek to improve the early identification of and response to safeguarding issues associated with young people who have offended or come to the notice of the police and children's services as potential victims by improving links between the MASH and YSS/Police YRI partnership panel. This may include the co-location of YSS representation within the hub, alongside police and children's services.

- * We will review joint working practices between YSS and Children's Services or Health Services where they working with the same young person due to offending behaviour and well-being/safeguarding needs e.g. child protection, looked after children, young carers, emotionally unwell young people, to ensure that planning is always integrated and joined up in practice.
- * We will maintain low numbers of young people entering the youth justice system for the first time, in recognition that the unnecessary criminalisation of young people can be a safeguarding risk in itself.
- * The YSS will use the early help network to 'step down' all youth justice cases that do not meet children's services thresholds but are still identified with safeguarding needs at the point of YSS case closure.
- * All relevant partnership professionals should complete safeguarding training relating to child sexual exploitation awareness, early identification and appropriate responses.
- * The YSS will develop a healthy relationships programme for adolescents in conjunction with partners from children's services, public health and education that will aim to prevent young people from entering exploitative or abusive relationships or support them to recognise and protect themselves from exploitation and abuse where it is already occurring.
- * A working group of YSS, Police and Children's Services will review current arrangements in relation to the arrest and detention of young people in police custody, particularly overnight, with a view to ensuring that safeguarding is maximised through seeking alternatives e.g. voluntary attendance suites, improving the experience of police custody and ensuring that young people are detained for the minimum amount of time possible following arrest with access to appropriate accommodation through Police and Criminal Evidence Act, 1984 (PACE) beds if charged. This will be monitored via the YJPB and the Surrey Safeguarding Children Board (SSCB).
- * We will re-commission an appropriate adult service that supports some of the most vulnerable young people entering police custody and works with relevant partners to ensure that young people are transferred to a more appropriate setting as expediently as possible. This re-commission will also include a requirement for appropriate adults to undertake independent return interviews with relevant young people who have been missing and share concerns appropriately.
- * A working group through the local criminal justice board will be established to seek to improve the timeliness between arrest, charge and court outcome, given the impact on young people's vulnerability where such processes are excessively lengthy.
- * A multi-agency working group commissioned by the YJPB will ensure that mental health diversion schemes within police custody are available for and tailored to supporting young people to ensure appropriate diversion and response to need.
- * The YSS and partners will continue to develop effective interventions for young people at risk of child sexual exploitation, those affected by parental domestic abuse or experiencing domestic abuse within their own intimate partner relationships or those engaging in sexually harmful behaviour.
- * The Safeguarding and Public Protection Overview Group will review and implement learning from any relevant critical learning or serious case reviews of youth justice cases where safeguarding was a feature and will escalate key learning to the YJPB and SSCB.
- * We will further reduce the use of custody (both sentence and remand) by retaining the confidence of the youth and crown court in alternative sentences and bail packages in the community. Where young people are sentenced to custody or remanded the YSS will ensure that co-ordinated resettlement planning with the secure estate and other partners begins immediately, in order to reduce vulnerability upon release.
- * Working with the Criminal Justice Partnership Board (CJPB) and Office for the Police and Crime Commissioner (OPCC) we will ensure young victims and witnesses are provided with appropriate support and protection within criminal justice proceedings and have access to services that will support their recovery.

How will we know we are succeeding?

- * Fewer young people are entering the formal criminal justice system.
- * The relevant professional network is demonstrating a better understanding of adolescent development and indicators of vulnerability related to offending and is responding accordingly as indicated through quality assurance and inspection processes.
- * The administration and process of justice, including decision making about charge is quicker and less uncertain for young people.
- * Effective interventions are available and utilised by young people involved in offending who may also be experiencing emotional ill health, abuse in teen relationships, domestic abuse in the family, caring responsibilities, child sexual exploitation or sexually harmful behaviour.
- * The prevalence of young people in Surrey identified as at risk of child sexual exploitation or domestic abuse is reducing.
- * Fewer young people are being detained in police custody and transfer arrangements to local authority care are being utilised.
- * Fewer young people are receiving custodial sentences and fewer are remanded in custody.
- * A bespoke mental health liaison and diversion scheme for young people has been implemented.

Strategic Priority 4 – Protect the public from harm

Why make this a priority?

It is the first responsibility of all criminal justice agencies to protect the public.

Effective risk assessment and management practices that seek to protect the public from harm and reduce the impact of offending on the local community are crucial in meeting this priority and are more likely to be achieved through an integrated, multi-agency partnership approach. There are relatively few young people in Surrey whose offending presents a significant risk of serious harm to the public but where this is present management of the risk must be prioritised.

What we aim to achieve

- * To ensure that children and young people who pose a risk of harm to others are appropriately assessed and effectively supervised to promote a reduction in that risk.
- * To recognise and respond to emotional ill-health at the earliest opportunity, where it is an indicator of potential harm to others.
- * To recognise that serious harmful behaviour to others is often a symptom of significant distress and vulnerability, which needs to be addressed through a safeguarding approach for that risk to reduce.
- * To minimise the potential for a 'transition gap' between youth and adult services where risk of harm to others is relevant.
- * Ensure that the need for bespoke adolescent responses are understood and employed within the Multi-Agency Public Protection Arrangements (MAPPA)

What we will do

- * Maintain an accurate YSS risk register that details all those young people known to the service deemed to present a high risk of harm to others. Senior management oversight of the register will be undertaken through the Surrey Public Protection and Overview Group (SPPOG), which includes representation from YSS, Children's Service and health to ensure a partnership response.
- * Through the YSS quality assurance framework we will ensure that practice in relation to risk of harm to others is robust and meets the expected standards of HMIP.
- * Implement the MAPPA protocol for managing those young people transitioning to adulthood who continue to present a high risk of harm but are not subject to a statutory order and thus the responsibility of any one agency.
- * Relevant cases will be continue to be referred to MAPPA and the seconded probation officers within the YSS will attend all meetings where a young person is on the agenda, or where an adult is due to be discussed who presents a risk to a young person known to the YSS.

* Through a workshop the YSS safeguarding and public protection leads will raise MAPPA chairs awareness of adolescent development and the need for differentiated responses in managing the risk of serious harm posed by young people as opposed to adults.

*Increased access to restorative justice will be available to young people and victims where offending causing significant harm to others has occurred.

How will we know we are succeeding?

* Incidents of significant harm to the public are reducing, including a reduction in notifications to the Youth Justice Board (YJB) for further serious incidents committed by young people under statutory youth justice supervision.

* There is a reduction in cases needing to be notified to and managed through MAPPA.

* Victims of serious youth offending are accessing appropriate support and restorative justice is always made available to them.

* There is evidence that restorative justice processes are helping to develop increased empathy towards others and thus enabling young people to present a reduced risk of harm to others.

* Quality assurance processes reflect increased quality of assessment and risk management

* Successful HMIP inspection outcome.

5. Performance overview 2013/14 - What have we already achieved in relation to our priorities?

There are three National Indicators for the Youth Justice System introduced in April 2011. These are:

- 1. First time entrants to the youth justice system**
- 2. Reoffending of young people in the youth justice system**
- 3. Use of custody for young people**

1. First time entrants

Preventing entrance to the criminal justice system is closely related to the safeguarding and preventing offending priorities.

Surrey has seen an exceptional reduction in the number of first time entrants to the formal youth justice system. This is largely attributable to the innovative Youth Restorative Intervention (YRI), developed in collaboration with Surrey Police and other partners in 2011, which has introduced a restorative response to youth offending that puts victims at the heart of a process where harm caused by offending behaviour can be repaired without recourse to the courts. Satisfaction rates amongst victims of crime in Surrey are highest for the YRI (between 85-90%) despite the fact that this does not result in a formal sanction for the young person. The YRI has contributed to an overall 90% reduction in First time Entrants between 2008 and 2014 and means that a Surrey young person has been consistently less likely to enter the criminal justice system and have a criminal record than anywhere else in England and Wales. In addition to the benefits for victims and young people who have offended, this approach is estimated to have saved £3 for every £1 invested as outlined in the 2014 independent YRI evaluation report. This enables the partnership to commit greater resources towards more preventative youth justice activities that are aligned with the early help strategy.

Since 2008/9, Surrey has seen a fall of half in the number of children and young people identified as offending or linked to an offence, and a 60% fall in serious offences (which are more likely to cause significant harm) committed by them. Surrey's approach to youth justice, built upon restorative diversion, rather than reliance on formal court outcomes has contributed to this success, diverting young people from crime at an earlier stage, with additional safeguarding and public protection benefits.

Notably, local reforms and earlier intervention have also seen a rising age of entrants to the local justice system. Only 4 % of those receiving formal outcomes in the last two years have been under the age of fourteen compared to 12% in 2008/09. Thus younger children are being safeguarded from entering the criminal justice system.

2. Reoffending of young people in the youth justice system

The proven rate of re-offending relates to strategic priorities around reducing re-offending, safeguarding, public protection.

The re-offending of the relatively small proportion of young people within the formal system has remained below the regional and national average and in line with Surrey's base line from 2005. This is in spite of the fact that this cohort is now more complex than prior to the availability of the YRI when young people who presented a low risk of re-offending were much more likely to be processed through a formal system. The YSS is working hard to achieve a reduction in the number of young people re-offending, not only through

ensuring the YRI is considered for those already in the statutory criminal justice system, but also via a more integrated approach to participation, a greater focus on the family and by preventing homelessness and emotional ill-health. Reducing the number of young people re-offending is a national issue and the Youth Justice Board (YJB) and Ministry of Justice (MOJ) have commissioned a project to analyse the changing nature of the cohort and share effective practice. Locally, YSS has engaged with this project and the Assistant Director for Services for Young People has sponsored the implementation of a 3-year Reducing Re-offending Plan (2014–17).

A recently published independent YRI evaluation report (2014) has found that the YRI has been significantly more effective in reducing re-offending than more traditional methods of youth justice. This highlights the importance of maximising the opportunities of this approach in reducing the offending of those already involved in the formal youth justice system and on statutory court orders.

3. Use of custody for young people

The use of custody relates to safeguarding, reducing re-offending & protecting the public priorities.

Surrey courts continue to make very low use of custody, with fewer than 10 young people sentenced to custody in each of the last two years, making the county the 8th lowest user of this sentencing option in England and Wales. This continues a trend that was established prior to transformation in 2012 and is underpinned by the courts' confidence in the YSS to effectively manage young people who have offended in the community. This has additional benefits for young people and the community, given the re-offending and safeguarding risks associated with custodial experiences.

Local Performance Indicators 2013-14

Looked After Children's Offending

Surrey continues to be highly successful and a national and regional leader in preventing looked after young people from becoming criminalised.

21 (5.6%) looked after young people received a substantive YJ outcome in 2013/14 out of a total cohort of 378 young people. This is lower than the April 2013 cohort (6%) and continues a trend established over the last five years of a year-on-year reduction in offending. Of the 21 looked after young people offending, 9 were in-county (4.6%) and 12 (6.5%) were out county placements. Surrey's ambition is to ensure a consistent approach to offending for all looked after children whether or not they live within the local authority boundaries and the local authority and partners have led this change across the South East of England through the South East Reducing Offending and Criminalisation of Children in Care protocol.

Work to reduce offending by looked after young people is driven through the Corporate Parenting Board and its Reducing Offending sub-group which draws together professionals from across Children's Service, Police and YSS.

Offending by Priority Young People (PYP)

The priority young person (PYP) scheme was introduced in Surrey in May 2012, as an evolution and improvement to our previous deter young offender (DYO) arrangements. It involves the YSS case managing the most prolifically offending young people in partnership with police colleagues located within the youth integrated offender management (IOM) unit. The focus of this joint approach is to identify relevant young people at the earliest opportunity and engage them in restorative approaches wherever possible, in order to change behaviour. This early focus has led to far fewer young people needing to be managed under the current scheme due to prolific offending (currently 12) compared to under the previous

deter young offender scheme (approximately 40 at any one time). This then enables joint working to be more focused and effective with a smaller group whose persistent offending needs to be challenged and reduced so that it does not become entrenched in adulthood.

Risks and Resources

Resources

Youth justice in Surrey costs considerably less than it did three years ago (prior to the youth services transformation). The Youth Justice Service spent three quarters of its £4m budget on court ordered interventions with the remain £1m spent on preventative activity. This balance has now reversed with less than £1m per annum is spent on statutory intervention with resources being shifted to restorative and preventative interventions – this includes work to support families, prevent youth homelessness, promote emotional well-being and employability.

The youth justice resourcing strategy will continue to promote a shift from expensive, formal and acute intervention to informal and preventative approaches, building upon the virtuous cycle which has been established through the dampening down of the formal system.

In order to inform commissioning decisions within the youth justice system and in the wider children and families system greater understanding is required of the cost of inputs, their effectiveness and relationship to outcomes. The interdependence of partner funding and impact of funding decisions for all partners also needs to be better understood.

The current investment in YSS activity is captured in appendix C but this does not reflect the broad contribution of Surrey Police to preventative and criminal justice activity in relation to young people nor that of the health, children’s services or boroughs and districts to activity which directly or indirectly prevents youth offending.

The current youth justice strategy can be seen to have delivered savings for a range of partners through reduced reliance upon the formal justice system and reducing demand for acute services. If existing levels of funding by partners are maintained the ‘virtuous cycle’ of reduced crime and victimisation leading to reduced demand for services is likely to be continued.

Risk to future delivery	Actions
National stock-take of youth justice services and break-up of existing provision with impact on current outcomes	Work with Ministry of Justice to promote Surrey model of youth justice delivery
Continued reduction in partner budgets leading to loss of funding or services to prevent offending	Develop better understanding of youth justice inputs and social and financial return on investment for respective partners.
Difficulty recruiting and retaining social workers leading to reduced safeguarding capability	Review social work posts within YSS and consider parity with children’s service.
Impact on delivery resulting from developing crime types: cyber crime, exploitation, ‘county lines’ offending, gang activity, organised crime, and radicalisation	Partner information sharing and developing flexibility to respond to developing crime types

Appendix A – Youth Justice Partnership Board governance and membership

The previous YOT management board developed into a Youth Justice Partnership Board (YJPB) in 2012 that is focused on the activities of all partners that impact upon young people’s involvement with offending. The YJPB retains a clear focus on the principal aim of reducing offending and re-offending and maintains strategic oversight of the delivery and performance of the local youth justice system. The membership of the board provides senior representation from key partners to ensure that young people involved in the youth justice system have access to universal and specialist services delivered by partners and other key agencies.

Name	Post	Agency
Chairman: Nick Wilson	Director of Children Services	Surrey County Council
Mary Angell	Cabinet Member for Children and Families	Surrey County Council
Garath Symonds	Assistant Director for Young People	Surrey County Council
Frank Offer	Head of Commissioning	Surrey County Council
Ben Byrne	Head of Youth Support Service	Surrey County Council
Gordon Falconer	Community Safety Unit Senior Manager	Surrey County Council
Norman Fullarton	Area Head, Surrey Children’s Service	Surrey County Council
Gavin Stephens	Assistant Chief Constable	Surrey Police
TBC	Director, Kent, Surrey & Sussex Community Rehabilitation Company	Kent, Surrey and Sussex Community Rehabilitation Company
Victoria Jeffries	Director, National Probation Service	National Probation Service (Surrey)
Jeff Harris	Deputy Police and Crime Commissioner	Office of the Police & Crime Commissioner
Meg Webb	Magistrate	SW Surrey Bench
Douglas Spinks	Deputy Chief Executive	Woking Borough Council
Julie Cook	Chief Housing Officer	Elmbridge Borough Council
Shelley Greene	Head of Business Area South East	Youth Justice Board
Vicky Stobbart	Executive Nurse, Director of Quality and Safeguarding	NHS Guildford and Waverley Clinical Commissioning Group
Heather Ryder	Senior Public Health Lead Substance Misuse Commissioning Public Health	Surrey County Council

Wider Context

The YJPB is one of six partnership groups delivering statutory responsibilities for children and young people in Surrey. The priorities of these groups significantly overlap and are integrated in the Children and Young Person Partnership Plan (2014-17). The other partnership groups are:

- Surrey Health and Wellbeing Board – through the Children’s Health and Wellbeing Group.
- The Children and Young People’s Partnership – the strategic group and operational board (this replaces the historical Surrey Alliance).
- Surrey Safeguarding Children Board (SSCB).
- The Corporate Parenting Board.
- The Schools Forum.

Youth offending functions within the local authority are delivered through Surrey Youth Support Service (SYSS) which sits within Services for Young People (SFYP) in the Children, Schools and Families (CS&F)

Directorate. Consequently, this plan is also closely aligned with a number of other key complementary strategies and plans which include:

- Surrey CS&F Directorate Strategy 2014-2019
- Services for Young People Re-commissioning Strategy 2015–2020
- Early Help Strategy 2013-2017
- Surrey Safeguarding Children Board (SSCB) Child Sexual Exploitation Strategy
- Surrey Criminal Justice Board (SCJB) Plan (including Restorative Justice Strategy)
- Surrey Police and Crime Plan
- Surrey Strategic Alliance Assessment and borough Community Safety Partnership Plans
- Key commissioning, delivery and strategic plans of other main partner agencies (Probation, Health)

In addition, effective partnership arrangements are in place between YSS (YOT) statutory partners and other local partners that have a stake in delivering effective local youth justice services.

Partnership	Benefits to the YOT/YSS
Child and Adolescent Mental Health Service (CAMHS) Strategy Board	Opportunity to influence priorities & planning for CAMHS re-commissioning & related services including maintaining commitment to existing resources (2 x Band 7 Health post) and access to universal & specialist mental health resources.
Criminal Justice Board (CJB)	Board membership provides significant access to key decision makers & opportunities for influence on youth related matters.
Corporate Parenting Group (CPG)	YSS representation on the corporate parenting groups ensures that we can promote strategies to reduce looked after children's involvement in the criminal justice system.
Youth Justice Advisory Committee (YJAC)	Quarterly meeting with the Resident Judge, Youth Panel Chairmen, legal advisers & CPS prosecutors which builds & maintains the confidence of sentencers.
Integrated Offender Management Unit (Youth)	Effective integrated working between YSS staff & Police Officers to administer & support the delivery of the Youth Restorative Intervention to both victims & offenders & the Priority Young Person (PYP) scheme for those at the greatest likelihood of repeat offending.
Out of Court Disposals Scrutiny Panel	'Deep-dive' scrutiny of out of court disposal casework. (Membership includes panel chairs (magistrates), community panel members, Crown Prosecution Service, HM Court Service, & an independent 'Victims Champion').
Drug and Alcohol Action Team (DAAT) Executive & DAAT Commissioning Group	Board membership provides opportunities to influence priorities & shape provision for young people.
Community Safety Board (CSB)	Range of community safety responsibilities, linkages to 11 Community Safety Partnerships. Opportunities for YSS to influence priorities & resource allocation.
Safeguarding Children's Board (SCB)	Promote an appropriate focus on vulnerable teenagers including runaways & child exploitation as well as involvement in serious case reviews & quality assurance of safeguarding & public protection reports to the YJB.
14-19 Partnership Board	Increasing participation for vulnerable learners with opportunities for the YSS to shape & influence the 14-19 agenda.
Children's and Young People's Partnership Board	An overarching group that promotes the well-being and achievement of Surrey's young people
Multi Agency Public Protection Area (MAPPA) Strategic Management Board	Ensures effective strategic management of a very small number of high risk offenders (including some young people) who pose a risk to the public.
Health & Well-being Board	This board is critical to developing the health & well-being of young people, especially those in more marginalised groups.

Appendix B - Performance data – 2013/14

Youth justice is part of the integrated YSS. The role of Youth Offending Team manager has been retained to give a strong strategic focus and Surrey's youth justice outcomes continue to be some of the best in the country as reflected by the three Youth Justice Board national performance indicators:

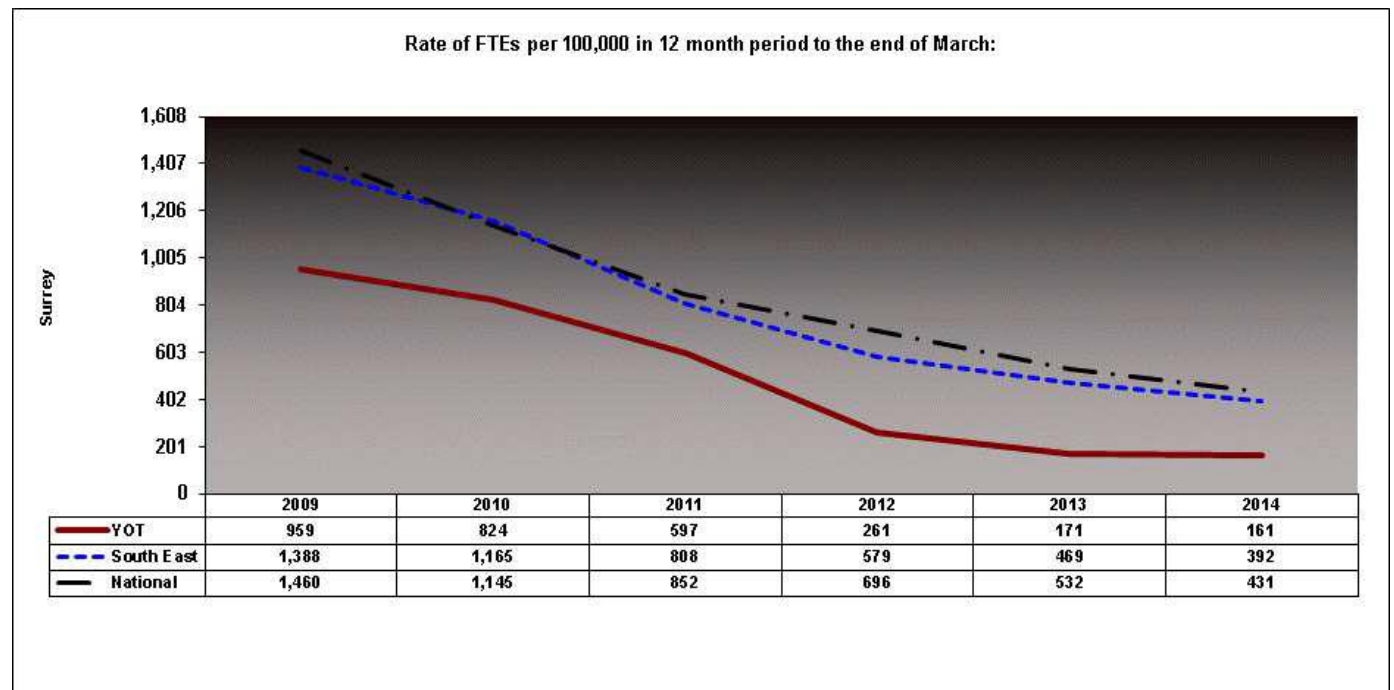
First Time Entrants

There were 161 first time entrants between April 2013/14, which is below our target of <200. Surrey continues to sustain a low number of first time entrants to the criminal justice system and 70% of young people that offend are diverted from the criminal justice system by way of the YRI.

Between April 2013-14, Surrey had the lowest number of First Time Entrants per 100,000 population in England. The latest published Ministry of Justice figures taken from the Police National Computer (PNC) are shown below:-

First Time Entrants rate per 100,000 of 10-17 population

First time entrant rate				Surrey's ranking	
	Surrey	South East	England	against South East	against England
April 13 – March 14	161	392	431	1 of 19	1 of 142
% change compared to Apr 08 - Mar 09 baseline	-83.2%	-71.7%	-70.5%		

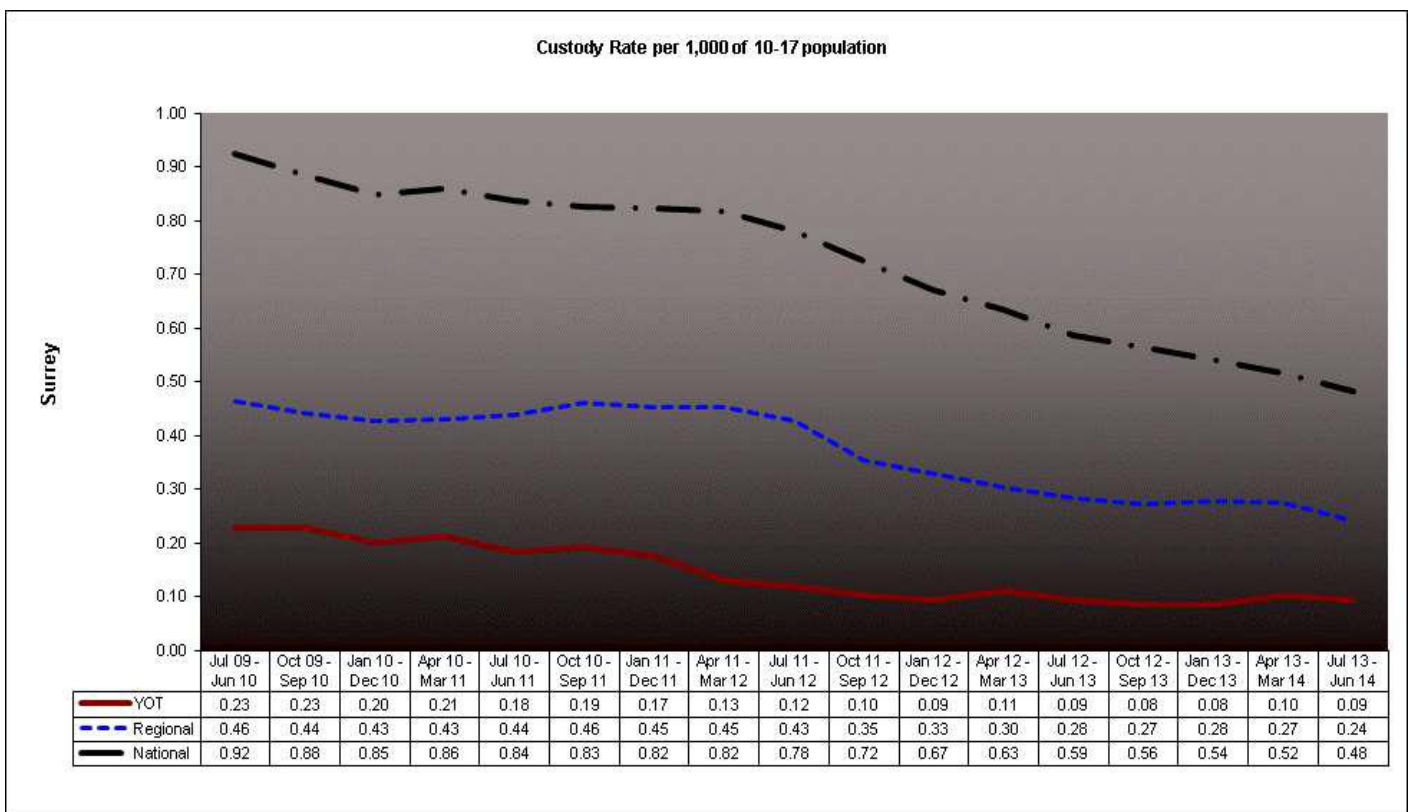


Use of the Secure Estate

There were 9 young people sentenced to custody in 2013/14 which is within our target of <10. Surrey remains one of the lowest users of youth custody in the South East and England and is the lowest per capita use of custody in England for any sizeable authority.

Use of Custody rate per 1,000 of 10-17 population

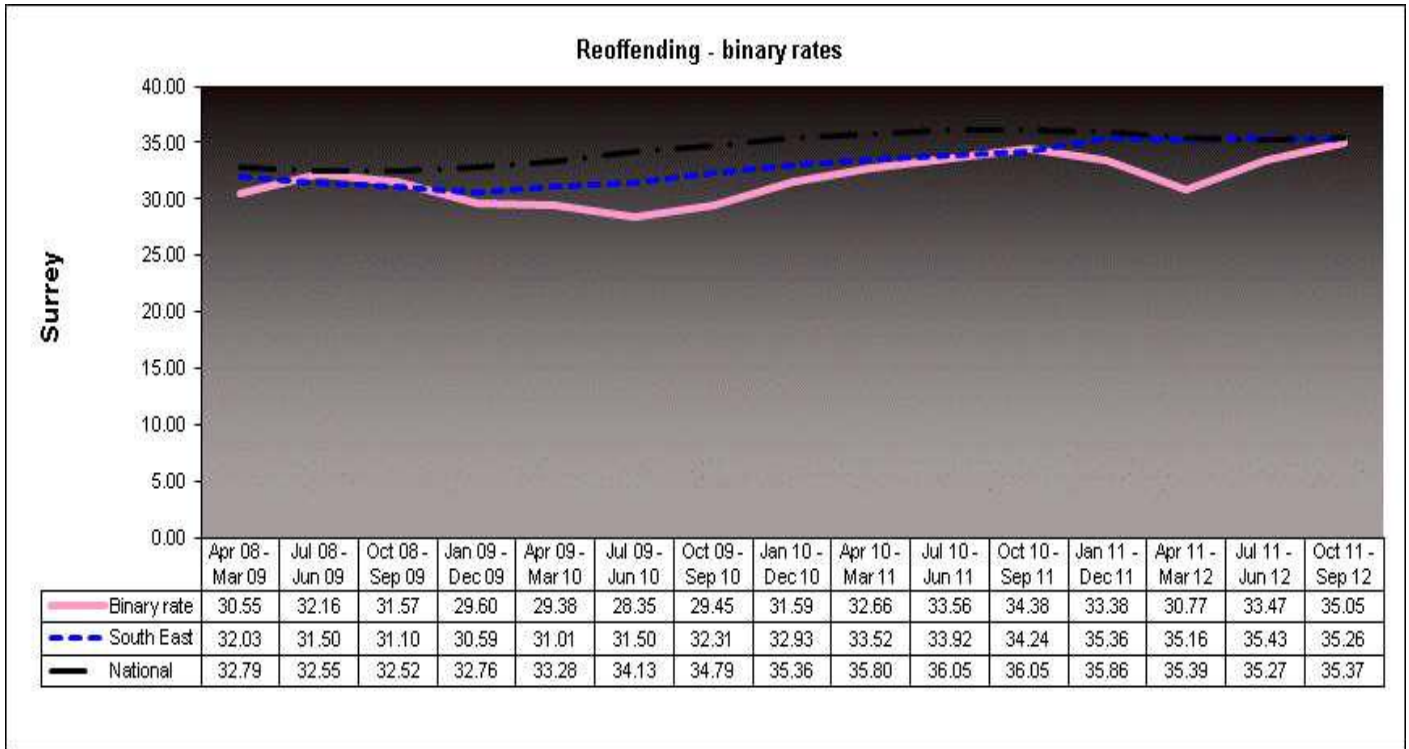
	Custody rate			Surrey's ranking	
	Surrey	South East	England	against South East	against England
April 2013 to Mar 2014	0.08	0.28	0.55	3 of 19	8 of 142
Change from April 2010 to March 2011 baseline	-0.13	-0.16	-0.35		



Rate of Proven Re-Offending

This indicator remains a challenge as the success of reducing first time entrants over the past five years has reduced the number of young people that offend, especially the pre-court population who are at lower likelihood of re-offending. This has meant that there is now a much smaller cohort of young people in the formal system, presenting with more complex entrenched needs and risk factors that make re-offending more likely. In response, the YSS is working with partners on a 3-year Reducing Re-offending Plan to achieve a reduction in the number of young people re-offending through a range of innovative measures including Youth Restorative Interventions (YRIs), a more integrated approach to participation, a greater focus on the family and by preventing homelessness. The latest re-offending data published by the Ministry of Justice taken from the Police National Computer (PNC) is shown below:-

Re-offenders				Surrey's ranking	
	Surrey	South East	England	against South East	against England
October 2011 to Sep 2012 cohort (latest period)	35.05%	35.3%	35.4%	11 of 19	68 of 142
Percentage change compared to July 2008 to June 2009 baseline	2.9%	3.8%	2.8%		



Appendix C - Resourcing & Value for Money

The Youth Offending responsibilities of the Youth Support Service are funded through contributions from the statutory partner agencies in accordance with the Crime and Disorder Act 1998. These are the Local Authority, (covering Education and Social Care), the Probation Service, the National Health Service and the Police Service. The table below shows the amount of funding from each of the partner agencies for the year **2014 – 2015**. These contributions are reviewed each year. In addition, the YSS receives a Youth Justice Grant from the Ministry of Justice and Department For Education which is passported through the Youth Justice Board and a grant from the Surrey Police and Crime Commissioner in respect of which there is an annual bidding process.

Agency	Contributions to Staffing Costs	Other Delegated Funds from Partner Agencies	Total
Police	£ 92,000		£ 92,000
PCC	£ 54,000		£54,000
Probation	£ 90,000		£90,000
Health	£129,000		£129,000
Local Authority	£ 1,382,000		£ 1,382,000
YJB	£ 944,000		£ 944,000
Total	£ 2,691,000	£0	£ 2,691,000

The following table below shows the amount of funding from each of the partner agencies for the year **2015 – 2016** (Draft figures as final contributions still to be confirmed). This highlights a net reduction in overall budget, which will be mitigated by partnership collaboration to achieve further efficiencies in the youth justice system and seeking opportunities afforded by social and financial return investment models.

Agency	Contributions to Staffing Costs	Other Delegated Funds from Partner Agencies	Total
Police	£ 124,000		£ 124,000
PCC	£ 54,000		£ 54,000
Probation	£ 92,000		£ 92,000
Health	£128,000		£128,000
Local Authority	£ 1,429,000		£ 1,429,000
YJB	£ 807,000		£ 807,000
Total	£ 2,634,000	£0	£ 2,634,000

Appendix D – 2015 Action Plan

Strategic Priority – Prevent Youth Crime				
Priority	Action	Lead Agency or Agencies	Timescale	Success Criteria/Surrey Young People's Outcome Framework Ref
Early and effective responses for young people & victims of crime	Continue to work in partnership to deliver the Youth Restorative Intervention (YRI) in Surrey in all appropriate cases	Surrey YSS & Surrey Police (oversight from out of court disposal scrutiny panel)	Ongoing - 2015	<p>The rate of first time entrants to the criminal justice system continues to decline (by 10% in 2015/16)</p> <p>Victim satisfaction rates are maintained or improved beyond 85%</p> <p>Surrey Young People's Outcome Framework ref (SYPOF) – 3.1 & 3.2</p>
	Implement the recommendations from the independent YRI evaluation	Surrey YSS & Surrey Police (oversight from YRI scrutiny panel)	Ongoing - 2015	
	YSS Team Managers to co-ordinate 1-1 early help referrals & offer in each borough & ensure that local schools are engaged with the offer	YSS, Local Prevention Provider & schools	From Sept 2015	
	Develop a Restorative Learning & Development Hub led by Surrey County Council to support implementation of the Community Remedy disposal in line with the Anti-Social Behaviour (ASB), Crime & Policing Act 2014	Community Safety Partnership (CSP), YSS, Police, Office for the Police and Crime Commissioner (OPCC)	Ongoing - 2015	
Reduce the involvement of Surrey's Looked After Children (LAC) in the criminal justice system (CJS)	Embed the South East Looked After Children (LAC) Offending protocol & review the Surrey wide protocol to prevent LAC involvement with the criminal justice system	Surrey YSS & Police Page 154	Ongoing - 2015	<p>Protocols reviewed & embedded & support further reduction in LAC involvement in CJS</p> <p>SYPOF – 3.1 & 3.2</p>

Priority	Action	Lead Agency or Agencies	Timescale	Success Criteria/Surrey Young People's Outcome Framework Ref
Work in partnership to reduce the risk factors that contribute towards youth crime	Ensure all eligible Phase 2 families are considered for the Family Support Programme (FSP) in each borough in order to optimise referrals	FSP & YSS	From Spring 2015	All eligible & appropriate referrals are made SYPOF – 1.2, 3.1, 4.1, 4.4
	Pilot an extended offer of 'No Labels' intervention in North West Surrey YSS & review after 6-months	YSS & CAMHs	From February 2015	Improved adolescent mental health intervention available in North West Surrey SYPOF – 2.2, 2.3
	Leadership within YSS & Community Safety Unit (CSU) to ensure integration of YJPB Plan & Surrey Strategic Assessment with shared priorities that can be delivered locally through borough CSP plans	YSS, CSU & CSP's	Ongoing – 2015	Improved interface with Community Safety Partnerships around shared borough priorities in relation to ASB & crime SYPOF – 3.1, 3.2
	Surrey Police led Children & Young People's Oversight Group to seek improved knowledge, understanding & response to emerging (often interrelated) youth crime – cyber & on-line, extremism, exported gang associated drug dealing, Child Sexual Exploitation (CSE) & Interpersonal Violence (IPV) related	Surrey Police - action planning shared with Surrey Safeguarding Children's Board (SSCB)	Ongoing - 2015	Development of partnership action plan to address SYPOF – 3.1, 3.3
	Further develop the Restorative Learning & Development Hub led by Surrey County Council (SCC) to train partner agency professionals in restorative approaches that support prevention of homelessness & education exclusion	YSS (SCC)	Ongoing – 2015	Develop a fully operational Restorative Learning & Development Hub SYPOF – 3.1, 4.1, 4.3, 4.4

Strategic Priority 2 - Reduce re-offending

Priority	Action	Lead Agency/Agencies	Timescale	Success Criteria/SYPOF Ref
Effective interventions support young people to reduce their offending	Implement the partnership actions in the YSS Re-offending plan (2014-17)	YSS (with Youth Justice Board (YJB) oversight)	Ongoing - 2015	10% reduction (2015/16) in re-offending by young people who have received an informal or formal outcome SYPOF – 1.1 – 1.5, 3.1, 3.2, 4.1 – 4.4
	YSS Quality Assurance (QA) framework to support effective case management of young people who have offended	YSS	Ongoing - 2015	QA framework demonstrates completion of quality & timely assessment and plans & minimum 85% compliance with National Standard's SYPOF – 3.1, 3.2
	Annual evaluation & review of the Priority Young Person (PYP) partnership scheme & implement recommendations	YSS & Surrey Police	Review by June 2015	Scheme evaluated & recommendations implemented SYPOF – 3.1, 3.2
	Youth justice partners to establish a working group to take forward the development of a restorative youth court	YSS, Courts, CPS, Police	July 2015 onwards	To have agreed plans for a restorative youth court SYPOF – 3.1, 3.2
	YSS & relevant partners to 'stock take' & review the effectiveness of current 1-1 and groupwork interventions with young people (& their families) who have offended (including those in/released from custody)	YSS	April - July 2015	Interventions are reviewed and benchmarked against best practice SYPOF – 3.1, 3.2, 3.3
	To support above YSS to enable young people to complete Viewpoint eSurvey re feedback on service user experience	YSS	Survey completed - Feb 2015	55 survey returns which are then used to ensure service user feedback informs interventions SYPOF – 6.3

Effective interventions support young people to change their behaviour	Implement YSS Referral Order review recommendations, including developing a plan to encourage more victims to attend Panel	YSS	Ongoing - 2015	Deliver enhanced victim participation and satisfaction at Referral Order Panels by end of 2015 SYPOF – 3.2, 6.2
	Revise the YSS & National Probation Service (NPS)/Community Rehabilitation Company (CRC) joint transfer protocol & transfer practice guidance, ensuring that the transitions workbook is utilised	YSS & Probation (NPS/CRC) * includes commitment to maintain the seconded transition officer role x 2 within YSS	February 2015	All eligible cases experience an effective transition between YSS & NPS/CRC SYPOF – 3.2

Strategic Priority 3 - Safeguard Young People from Harm

Priority	Action	Lead Agency/Agencies	Timescale	Success Criteria/SYPOF Ref
Further reform of the CJS to ensure that its practices better safeguard young people	YSS, Police & Children's Services (CS's) to develop, agree & implement a partnership protocol that minimises the overnight detention of young people in police custody & ensures the availability of PACE beds	YSS, Police, CS's	Protocol agreed & implemented – March 2015	No inappropriate overnight detentions of U-18's in police custody SYPOF – 3.3
	YSS, Police & Surrey Appropriate Adult Volunteer Service (SAAVS) to agree a protocol & action plan to increase the use of voluntary attendance suites to interview young people	YSS, Police, SAAVS	Protocol & Action Plan by April 2015	Reduction in young people being brought into police custody following arrest SYPOF – 3.3
	Phase 2 development of Criminal Justice Liaison Diversion Scheme (CJLDS) includes bespoke intervention for U-18's, where mental health warrants diversion from the Criminal justice system.	CJLDS, YSS, Police, CAMH's Page 157	Project Group established February 2015	All appropriate cases are diverted SYPOF – 2.2, 2.3, 3.3

	Criminal Justice System Efficiencies sub-group of the Surrey Criminal Justice Partnership Board (CJPB) will develop a protocol & action plan to improve the timeliness between arrest, charge & court outcome.	YSS, Police, CPS, Courts (CJPB sign off)	Action Plan by September 2015	Partnership protocol & action plan to speed up youth justice is agreed by CJPB SYPOF – 2.2, 3.3
	CJPB to review the You & Co Service that supports young victims & witnesses through criminal justice proceedings & beyond. Re-commission this or another provider through the Office for Police & Crime Commissioner (OPCC)	YSS, Police, Office of Police & Crime Commissioner courts, Victim Support (You & Co)	April 2015	Review completed & provision commissioned through OPCC SYPOF – 2.2, 3.3
Safeguarding is identified & managed to increase well-being & safety & avoid criminalising	YSS, Police & Children's Services to share intelligence, identify those at risk & plan integrated training & responses that seek to keep those young people safe & avoid criminalisation where exploitation is an associated factor in offending	YSS, Police, CS's	By March 2015	Improved identification, a single register of those deemed at risk & co-ordinated multi-agency responses. All young people considered for diversion from CJS where offending is related to their sexual exploitation SYPOF – 2.2 – 2.4, 3.1 – 3.3
	Youth Integrated Offender Management (IOM) & Multi-Agency Safeguarding Hub (MASH) Team reps to meet regularly to co-ordinate early safeguarding response for young people who have offended or come to the notice of the police & CS's as potential victims	Youth IOM & MASH	Jan 2015 onwards	Ensure all appropriate young people are allocated to a relevant agency to receive relevant safeguarding services SYPOF – 3.3
	'Sliding Doors' Programme for those young people at risk of child sexual exploitation (CSE) is available in all 4 areas of the county & takes referrals from YSS, Police & Children's Services	YSS Page 158	Currently available in 3 and 4 th by April 2015	Young people at risk of CSE are more aware & better able to protect themselves SYPOF – 2.2, 3.3, 5.2, 5.4

Safeguarding is identified & managed to increase well-being & safety & avoid criminalising	Joined up partnership response to E-safety is developed	YSS, Police, OPCC, CS's, education providers	Ongoing – 2015	Partnership Action Plan developed SYPOF – 2.2, 3.3, 5.2, 5.4
	Safeguarding & Public Protection Overview Group (SPPOG) to establish monthly YSS 'risk panels' to improve oversight of CSE & other vulnerability related YJ cases	SPPOG (YSS, Police, CS's, SFYP Commissioning & Development (C&D))	Start Jan 2015	Monthly Panels established SYPOF – 3.3
	SPOGG to review & implement learning from any relevant critical learning or serious case reviews of youth justice cases where safeguarding was a feature & escalate key learning to the YJPB & SSCB	SPPOG (YSS, Police, CS's, C&D)	Ongoing 2015	Learning disseminated & auditing demonstrates it is embedded SYPOF – 3.3
	Duke of Edinburgh (DofE) Scheme & Surrey Outdoor Learning & Development (SOLD) to develop a plan with YSS to increase participation of young people at likelihood of offending in law abiding risk taking activities safely	YSS, DofE, SOLD	Ongoing - 2015	Plan developed & relevant young people access DofE & SOLD SYPOF – 2.1, 2.2, 3.1, 5.3
	YSS Quality Assurance (QA) framework to audit whether assessments & plans in youth justice cases sufficiently consider & address relevant safeguarding factors	YSS	Ongoing - 2015	QA'd cases demonstrate sufficient safeguarding assessment & planning practice that contributes to a reduction in youth offending. SYPOF – 3.1 – 3.3

Strategic Priority 4 – Protect the Public from Harm

Priority	Action	Lead Agency/Agencies	Timescale	Success Criteria/SYPOF Ref
	YSS QA framework to audit whether assessments & plans (A&P's) in YJ cases sufficiently consider & respond to risk of harm (ROH) to others	YSS Page 159	Ongoing - 2015	QA'd cases demonstrate sufficient ROH A&P practice that contributes to public safety SYPOF – 3.1, 3.2

Incidents of significant harm to the public are reducing & all reasonable actions are taken to avoid	SPPOG to establish monthly YSS 'risk panels' to improve management oversight of cases where there is a potential high risk of harm to others	SPPOG (YSS, Police, CS's, C&D)	Start Jan 2015	Monthly Panels established SYPOF – 3.1, 3.2
	Annual Multi Agency Public Protection Arrangements (MAPPA) audit to include youth cases	MAPPA Audit Group	May 2015	Youth MAPPA cases are managed effectively & in line with best practice SYPOF – 3.2
	Protocol embedded through MAPPA Strategic Management Board (SMB) to improve transition in relation to young people on MAPPA who remain a risk to others upon reaching adulthood but are not subject to statutory supervision	YSS & MAPPA SMB	Ongoing – 2015	Protocol embedded & followed in all relevant cases SYPOF – 3.1, 3.2, 3.3
	YSS will continue to attend all MAPPA meetings where a young person is on the agenda, or where an adult is due to be discussed who presents a risk to a young person known to the YSS.	YSS	Ongoing - 2015	100% attendance & contribution to MAPPA planning SYPOF – 3.1, 3.2
	YSS to develop a plan to increase greater direct victim involvement in cases managed within the formal youth justice system	YSS	By end of 2015	Increase access to restorative justice where offending is managed through the formal youth justice system SYPOF - 3.1, 3.2, 3.3

Appendix E - Glossary

ASB	Anti-Social Behaviour
CAMHS	Child and Adolescent Mental Health Service
CJLDS	Criminal Justice Liaison and Diversion Scheme
CJPB	Criminal Justice Partnership Board
CPS	Crown Prosecution Service
CRC	Community Rehabilitation Company
CSB	Community Safety Board
CSE	Child Sexual Exploitation
CSP	Community Safety Partnership
CSU	Community Safety Unit
DAAT	Drug and Alcohol Action Team
DofE	Duke of Edinburgh
DYO	Deter Young Offender
FSP	Family Support Programme
HMIP	Her Majesty's Inspectorate of Probation
IOM	Integrated Offender Management
LAC	Looked After Children
MAPPA	Multi Agency Public Protection Area
MASH	Multi Agency Safeguarding Hub
MOJ	Ministry of Justice
NPS	National Probation Service
OPCC	Office of the Police and Crime Commissioner
PACE	Police and Criminal Evidence Act, 1984
PNC	Police National Computer
PYP	Priority Young Person
SAAVS	Surrey Appropriate Adult Volunteer Service
SCC	Surrey County Council
SOLD	Surrey Outdoor Learning and Development
SPPOG	Safeguarding and Public Protection Overview Group
SSCB	Surrey Safeguarding Children Board
YJPB	Youth Justice Partnership Board
YJB	Youth Justice Board
YOT	Youth Offending Team
YRI	Youth Restorative Intervention
YSS	Youth Support Service

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