

Youth Justice Strategic Plan 2015-2020

Surrey Youth Justice Partnership

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

2015/16 Refresh

Contents:

Section

1. Introduction

2. Progress Update - 2015

3. Structure & Governance

4. Performance - 2014-2015

5. Resources & Risks

Appendix

A. Youth Justice Partnership Board Governance and Membership

B. Partnership Arrangements

C. Resourcing and Value for Money

D. Organisational Structure and Staffing Data

E. 2015/16 (Year 1) Action Plan

Introduction

The 2015/16 refresh should be viewed alongside the full 2015-2020 Surrey Youth Justice Strategic Plan published in May 2015. It highlights progress to date, which is driven through delivery of the core strategic 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.

The 2015-2020 Youth Justice Strategic Plan sets out how the county will continue to deliver high quality and high performing youth justice services over the next 5-years through partnership activity governed by Surrey's Youth Justice Partnership Board (YJPB). It reflects on the outstanding successes the partnership has achieved to date, which has produced some of the best outcomes for young people and the wider community of any youth justice partnership in England and Wales. It also sets out further areas of proposed ambitious youth justice reform over a 5-year period, which provides the necessary foresight and resilience to support sustainable improved outcomes for children and young people, within a context of reducing public service budgets. At the heart of the plan is an unswerving commitment to deliver an effective youth justice system as a partnership, rather than developing approaches that largely rely upon the activity of a single youth offending team or other agency. However, in order to meet the requirements of the Crime and Disorder Act 1998, the statutory functions of the YOT in Surrey will continue to be undertaken by the Youth Support Service (YSS) and the Head of Service will retain the designated Youth Offending Team manager role.

Central to the plan is a strategy that seeks to develop an improved partnership understanding of adolescence as a unique stage of development, which thereby avoids inappropriate and disproportionate criminal justice responses. This includes a recognition that increased risk taking and boundary testing should be viewed as a normal part of growing up and needs to be seen within that context when responding to youth crime. It also outlines a partnership commitment to consider youth offending as a potential reflection of safeguarding needs where children vulnerable to crime are recognised as 'troubled', rather than 'troublesome' and services are delivered accordingly so that they do not unintentionally exacerbate those needs, making offending more likely.

Such an approach is rooted in the principles of 'Positive Youth Justice' (PYJ), as developed by Swansea University academics Professors Haines and Case, which advocates reducing youth crime, creating fewer victims and building stronger communities by considering children and young people who come to notice in an offending context as children first and offenders second. Surrey is already further ahead than most in terms of incorporating such an approach in its youth justice practice, particularly in the pre-court arena. As part of wider public service reform ambitions, we will seek to further realise the potential of 'Positive Youth Justice' over the next 12-months and beyond to inform improved delivery at all stages of the youth justice system – prevention, arrest, diversion, sentence and resettlement. Ultimately we believe that this is the best route to delivering a principled and effective whole youth justice system that recognises and meets the needs of young people and victims, whilst providing value for money for Surrey taxpayers.

Youth Justice Strategic Plan 2015 – 2020: Progress Update 2015

During 2015, considerable progress has been made towards the stated ambition of the Youth Justice Strategic (YJS) Plan 2015-20 to **enable children and young people at risk of, or involved in offending, to lead safe, law abiding lives, in order to reach their full potential and make a positive contribution to their community**. It continues to be recognised that this is only achievable through effective partnership work, and activity through 2015 against the Year 1 Action Plan (Appendix E) reflects this.

The Plan received full council approval in May 2015, following extensive partnership consultation and political engagement. Oversight and governance is through the Youth Justice Partnership Board (YJPB) that continues to meet quarterly and has extensive, high-level partner agency representation (see Appendix A). In June 2015, Surrey County Council's Assistant Director for Young People replaced the Strategic Director

for Children's Services as Chair of the Board. The Assistant Director for Young People had been a longstanding member prior to becoming Chair and the Head of Surrey Youth Support Service (YSS) reports directly to them.

During 2015, in relation to its governance and oversight role, the YJPB has commissioned audits and evaluation of resettlement from custody, re-offending and safeguarding. These have derived from consideration of a number of Criminal Justice Inspectorate (CJI) thematic inspection reports published in the previous twelve months. This included an inspection of several youth justice services, including Surrey YSS, in relation to Community Safeguarding and Public Protection Incidents (CSPPI's) notified to the Youth Justice Board (YJB) for England and Wales. The inspection report praised Surrey for ensuring that positive practice was highlighted in its CSPPI critical learning reviews. In response to wider recommendations, the YJPB holds a Safeguarding and Public Protection Oversight Sub-Group (SPPOG) accountable for monitoring and reporting on learning with regard to any CSPPI's notified to the YJB. To enhance learning opportunities it has also required this group to report on serious incidents where a young person has not been subject to statutory youth justice supervision, and would not ordinarily meet YJB notification criteria.

In terms of key achievements so far this year increasing the employability of young people, including those in the youth justice system, remains a key goal underpinning the purpose of the YSS and ambition of the strategic youth justice plan 2015-20. Recently published Department for Education annual statistics show that Surrey has the second lowest level of young people who are not in employment, education or training (NEET) in the country at 1.7%, which is the lowest level of NEET for any large local authority. This is a notable achievement at a time of increasing financial challenge for services, families and young people.

Progress in 2015 also includes further reform of the youth justice system based on improved responses to safeguarding needs in order to prevent offending by young people. This includes those areas where Surrey is already a leader in terms of national outcomes. For example, the joint Surrey YSS and Police decision making guidance for out of court disposals has recently been revised to support a further reduction in young people's contact with the formal youth justice system, given that such contact in itself can increase likelihood of offending. This ensures that in 2015 Surrey continues to have the lowest rate of first time entrants in England and Wales and contributes to exceptionally low custody rates. It also allows young people with previous convictions to be equally considered for a Youth Restorative Intervention (YRI), as the default disposal for young people under the age of 18 who admit an offence. This decision making rationale is supported by recent independent evaluation, which demonstrates the YRI's effectiveness in reducing re-offending and the benefits and satisfaction for victims of a more restorative approach. The evaluation also evidences that the YRI has saved £3 for every £1 spent, thus providing excellent value for money for partners and the public.

The outstanding success and innovation of the joint Surrey YSS and Police YRI scheme was recognised in July 2015 through winning the prestigious Restorative Justice category at the Howard League for Penal Reform's National Community Awards. In addition, the YSS has recently had its Restorative Service Quality Mark application approved by the Restorative Justice Council and whilst this reflects the broader work of the service, evidence around restorative justice and the YRI has been a key element of this achievement.

Notable progress has also been made this year in relation to reducing the arrest, denial of bail and detention of young people in police custody, particularly overnight, which has historically failed to meet the specific needs of children who have come into conflict with the law. This has been supported by the development of voluntary attendance suites and a joint local authority and police protocol agreed in April 2015 that has increased access to alternative accommodation outside of police custody. Additionally, partnership work has begun to reduce delays experienced by young people from arrest to outcome, in relation to allegations of harmful sexual behaviour (both as perpetrators and as victims). This will be further complemented by Surrey's involvement in the pilot of a national framework for young people displaying harmful sexual behaviours (HSB), which, given the current high profile of adolescent sexual behaviours and links between child sexual exploitation and HSB, is an important area of focus.

Partnership activity is also continuing to seek reductions in the number of young people re-offending, particularly those left in the formal system that are often the most vulnerable and at greater risk of repeat offending. The challenge of reducing re-offending is recognised nationally, and locally the YSS has implemented a 3-year project (2014-17) sponsored by the Assistant Director for Young People/Chair of the YJPB. This focus, via an increasingly restorative, holistic and integrated approach, has delivered a 2014/15

re-offending rate of 32.7% compared to 41.9% in 2013/14. This is good for young people and the Surrey public.

The YSS maintains a close working alliance with the Family Support Programme (FSP) programme based in each of Surrey's eleven boroughs. This has included operating as lead practitioners for families in a significant number of cases before, during and after the intensive support from FSP practitioners. We will continue to work closely to ensure there is a consistent approach to working effectively with the whole family in order to affect positive change and meet our joint priorities. Other innovative projects/practice that are currently impacting positively on youth justice outcomes in Surrey include an extended case management offer with health partners for young people who are not engaging with CAMHS, work towards developing a restorative youth court with key stakeholders and a bespoke adolescent CSE group work programme. The YSS is also leading on the provision of 'community remedy' and 'positive requirements' for young people within the county under recent Anti-Social Behaviour legislation and re-commissioned services in relation to an extensive early adolescent help and supported accommodation provision. All of these opportunities seek to support young people at risk of crime without stigmatising and labelling them as offenders, which is more likely to increase their propensity to offend.

All of the progress and innovation described above is underpinned by partnership endeavour and investment in the professional development of a committed, skilled workforce across all relevant agencies and organisations. This continues to put Surrey at the forefront of youth justice practice nationally, and confident in our ability to deliver our 2015-2020 aspirations in full.

Mike Blower

Surrey Youth Support Service Area Manager & Criminal Justice Lead

September 2015

Structure & Governance

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 YSS is part of Services for Young People, which sits within the County Councils' Children, Schools and Families Directorate. The Youth Justice Partnership Board (chaired by Surrey's Assistant Director for Young People) 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 and accountability. 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. The YJPB holds the YSS to account with regard to its youth justice performance and strategic direction. A high level YSS structure chart is attached as appendix D.

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 (see Appendix A). 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.

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.

Consequently, Surrey's 2015-2020 Youth Justice Strategic 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 (see Appendix B).

Performance - 2014/15

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

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. This has introduced a restorative response to youth offending that puts victims at the heart of a process where harm caused can be repaired without recourse to the courts. The YRI has contributed to an overall 85% reduction in First time Entrants between January 2009 and December 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.

First Time Entrants - 2014

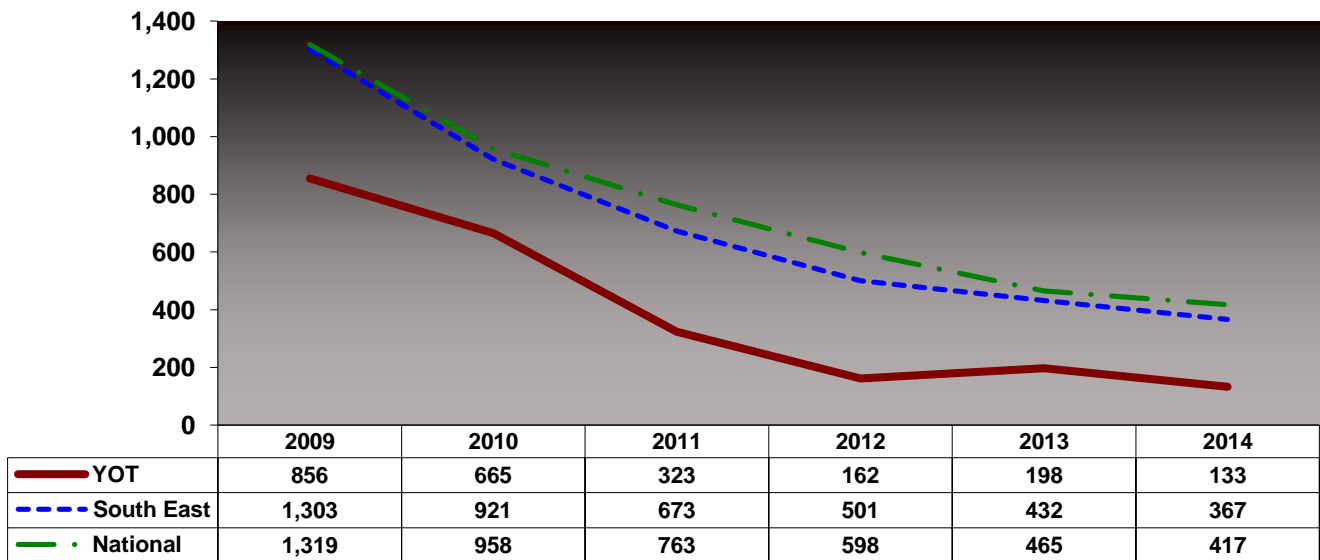
There were 131 first time entrants between Jan –Dec 2014, which is below our target of <200. Surrey continues to sustain an exceptionally low number of first time entrants to the criminal justice system and 70% of young people that offend are currently diverted from the criminal justice system by way of the YRI.

Between Jan – Dec 2014, 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
Jan 14 – Dec 14	133	367	409	1 of 29	1 of 140
% change compared to Jan 09 to Dec 09 baseline	-84.5%	-71.8%	-66.7%		

Rate of FTEs per 100,000 in 12 month period to the end of December:



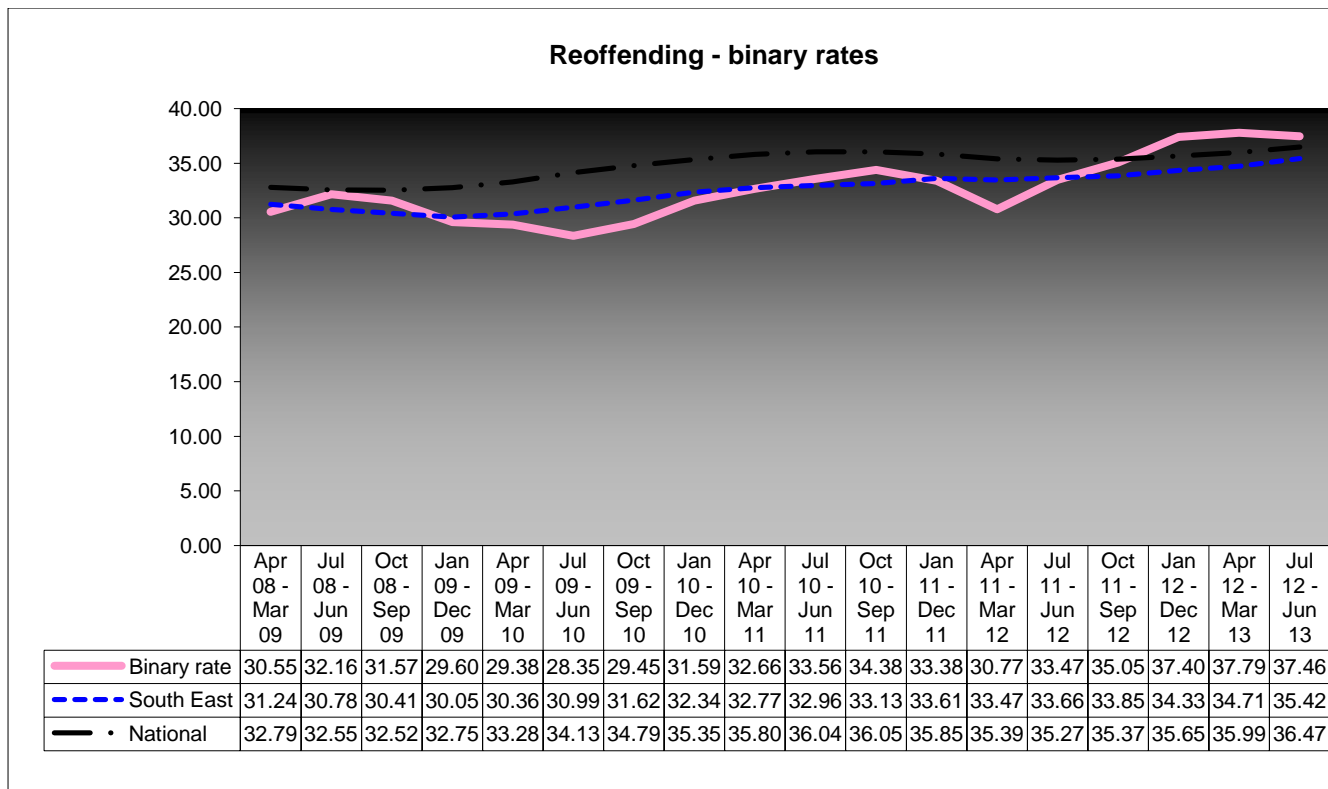
2. Reoffending of young people in the youth justice system

The re-offending of the increasingly smaller proportion of young people within the formal system has risen slightly above the regional and national average and Surrey's base line from 2005. This is largely a consequence of the outstanding reduction in first time entrants, which means that the formal cohort is not only much smaller, but much more complex than prior to the availability of the YRI where young people who presented a low risk of re-offending were still processed through a formal system. The latest re-offending data published by the Ministry of Justice taken from the Police National Computer (PNC) is shown below.

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, Surrey YSS has engaged with this project and the Assistant Director for Young People has sponsored the implementation of a 3-year Reducing Re-offending Plan (2014–17).

An 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 optimising the opportunities of this approach in reducing the offending of those already involved in the formal youth justice system and on statutory court orders. We are already beginning to see the benefits of increasing the availability of the YRI for this group. Through the Reducing Re-offending Plan, which has measured the combined re-offending (over a 12-month period) of a formal and informal (YRI) local 2014 cohort (211 young people), we have seen a 20% reduction in the binary rate and an 18% frequency reduction in re-offending from a 2010 baseline.

	Re-offenders			Surrey's ranking	
	Surrey	South East	England	against South East	against England
Jul 12 to Jun 13 cohort (latest period)	37.5%	35.4%	36.5%	22 of 29	79 of 140
Percentage change compared to Jul 09 to Jun 10 baseline	9.1%	4.4%	2.3%		



3. Use of custody for young people

Surrey courts continue to make very low use of custody, with fewer than 10 young people sentenced to custody in each of the last three years, currently 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.

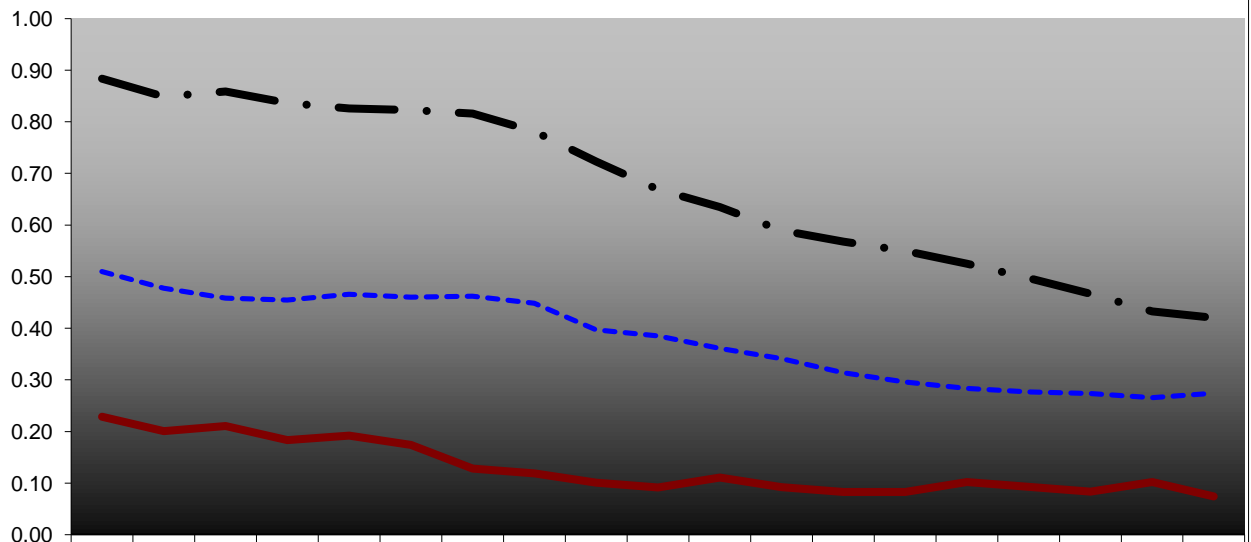
Use of the Secure Estate

There were 8 young people sentenced to custody in 2014/15 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 2014 to Mar 2015	0.07	0.27	0.42	5 of 29	8 of 140
Change from April 2011 to March 2012 baseline	-0.05	-0.19	-0.40		

Custody Rate per 1,000 of 10-17 population



YOT	0.23	0.20	0.21	0.18	0.19	0.17	0.13	0.12	0.10	0.09	0.11	0.09	0.08	0.08	0.10	0.09	0.08	0.10	0.07
South East	0.51	0.48	0.46	0.45	0.47	0.46	0.46	0.45	0.40	0.39	0.36	0.34	0.31	0.30	0.28	0.28	0.27	0.27	0.27
National	0.88	0.85	0.86	0.84	0.83	0.82	0.82	0.78	0.72	0.67	0.63	0.59	0.57	0.55	0.52	0.50	0.47	0.43	0.42

Local Performance Indicators 2014-15

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 (5.3%) looked after young people received a substantive YJ outcome in 2014/15 out of a total cohort of 393 young people. This is lower than the April 2014 cohort (5.6%) 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 and 12 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. This has been recommended as a template of good practice for the rest of England & Wales by the All Parliamentary Group for Children in their 2014 report - 'It's all about trust': Building good relationships between children and the police'.

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.

Risks and Resources

Resources

Youth Offending arrangements in Surrey have been through a major restructuring exercise which saw the integration of services for young people aged 10-18 within a Youth Support Service (YSS) established in January 2012. This integrated approach has enabled the relatively new service to build capacity to develop innovative preventative and diversionary practice in areas such as restorative justice, prevention of homelessness, safeguarding & family work, mental health, substance misuse and employability. This has been supported in part through the YJB Good Practice grant.

Formal youth justice in Surrey now 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 remaining £1m spent on preventative activity. This balance has reversed with less than £1m per annum spent on statutory intervention with resources being shifted to restorative and preventative interventions as described above.

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 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 review 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 (including a potential in-year YJB grant reduction) 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	Partner information sharing and developing flexibility to respond to developing crime

<p>lines' offending, gang activity, organised crime, and radicalisation</p>	<p>types</p>
<p>Impact of MoJ re-offending data on Surrey's reputation and credibility given that it only measures and reports on the re-offending of those in the formal youth justice system. In Surrey, given the success in reducing FTE's, this is an increasingly small number of young people with more complex needs</p>	<p>Ensure this performance is put into context. This includes combining the re-offending of both the formal and YRI cohorts to provide a more comprehensive and meaningful analysis of local performance.</p> <p>Continue to implement the 2014-2017 YSS Re-offending Plan & Priority Young Person Scheme (PYP) to reduce the re-offending of our most prolifically offending young people in Surrey</p>
<p>Impact on YSS and local authority budgets & service delivery in the event of remand bed nights increasing, without a sufficient devolved YJB budget to cover. (Despite reducing the actual numbers of young people remanded in 2014/15 compared to 2013/14 by nearly 50%, the number of bed nights increased from 651 to 712)</p>	<p>Continued work with key partners to reduce the numbers of young people remanded and delays from charge to sentence/outcome, particularly in serious cases, which contributes to lengthy and expensive remands</p>

Appendix A – Youth Justice Partnership Board membership

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 and contribution from all partners. It provides senior representation from key partners to ensure that young people involved in the youth justice system have access to a range of universal and specialist services to support the partnership's responsibilities under Crime & Disorder Act 1998.

Name	Post	Agency
Chairman: Garath Symonds	Assistant Director of Services for Young People	Surrey County Council
Clare Curran	Cabinet Member for Children and Families	Surrey County Council
Frank Offer	Head of Commissioning	Surrey County Council
Ben Byrne	Head of Youth Support Service	Surrey County Council
Mike Blower	Area Manager, 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
Victoria Jeffries	Director, National Probation Service	National Probation Service (Surrey)
Jeff Harris	Deputy Police and Crime Commissioner	Office of the Police & Crime Commissioner
Sarah Haywood	Partnerships Policy Officer	Office of the Police & Crime Commissioner
Meg Webb	Magistrate	SW Surrey Bench
Douglas Spinks	Deputy Chief Executive	Woking Borough Council
Lucy Botting	Associate Director Children & Families	Guildford & Waverley CCG
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

Appendix B – Partnership Arrangements

Partnership	Benefits to the YOT/YSS
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	Board membership provides significant access to key decision makers & opportunities for influence on youth related matters.
Corporate Parenting Group	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.
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.
YRI Quality Assurance Panel	'Deep-dive' scrutiny of YRI casework. (Membership of the YRI QA Panel includes panel chairs (magistrates), community panel members, CPS, HM Court Service, & an independent 'Victims Champion').
DAAT Executive and DAAT Commissioning Group	Board membership provides opportunities to influence priorities & shape provision for young people.
Community & Public Safety Board	Range of community safety responsibilities, linkages to 11 Community Safety Partnerships. Opportunities for YSS to influence priorities & resource allocation.
Safeguarding Children's Board	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
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 C - Resourcing & Value for Money

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 of approx £150k, 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	£46,800		£46,800
Local Authority	£ 1,398,800		£ 1,398,800
YJB **	£ 775,600		£ 775,600
Total	£2,491,200	£0	£2,491,200

**** Does not include YJB Remand, Unpaid Work or RJ maintenance grant**

Police - police staff making up the YRI Team (approx costs)

Probation x 2 Probation officers (approx costs)

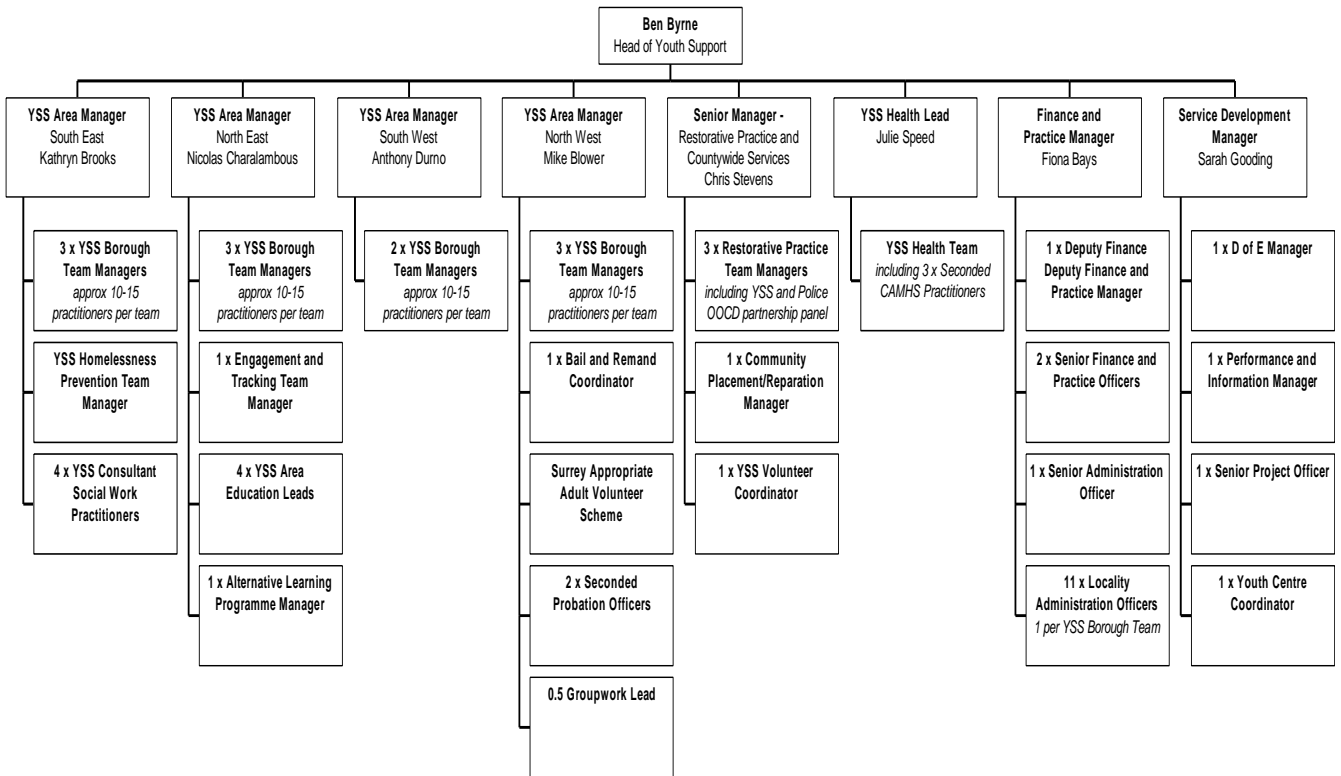
Health – Public Health contribution to SMS £23,592, then % of MHW costs

The YJB Good Practice grant (£775,600) has specifically supported the development of the Homelessness Prevention Service (including whole family interventions), the independent evaluation and continued expansion of the Youth Restorative Intervention (YRI) in partnership with Surrey Police, a bespoke offer to those experiencing mental health difficulties in partnership with CAMHs and a revised offending behaviour groupwork and mentoring programme in partnership with Keep Out Crime Diversion Scheme, HMP Coldingley and Youth Empowerment Scheme.

With regard to Assetplus preparation, Surrey YSS has a Senior Manager as the Operational Lead and a Performance Manager as the Technical Lead. In addition, there is a small group of practitioners identified to undertake the Train the Trainer programme and support the roll out of training for the service as a whole. This should be sequenced following the implementation of a new case management system for the service in Autumn/Winter 2015.

Chart 1

Surrey Youth Support Service Organisational Chart



The above high level organisational chart (Chart 1) illustrates the Senior Management configuration of Surrey Youth Support Service and responsibilities in relation to areas, teams and direct reports. The YSS Head of Service is the designated YOT Manager. In terms of compliance with the minimum staffing requirements set out in the Crime and Disorder Act 1998, YSS Senior Managers directly supervise the seconded probation officers and consultant CAMH’s practitioners and the in-house area education leads and consultant social work practitioners (funded via some additional monies from Surrey Children’s Services). In addition, the Restorative Practice Senior Manager is responsible, alongside a Surrey Police Inspector for the management and supervision of the police constables and sergeants that are part of the joint YSS and police Central Restorative Intervention Team based at Guildford Police Station. This team undertake delivery of a proportion of YRI’s, youth cautions and youth conditional cautions, as well joint decision making in relation to making out of court disposals. The Restorative Practice Senior Manager also leads on the training of YSS practitioners, volunteers and police colleagues in restorative practice. To date, within the YSS, 167 practitioners and managers have undertaken the restorative practice training and approximately 20 volunteers.

Tables 1 and 2 below further illustrate our staffing by agency and gender. As Surrey County Council does not collate by ethnicity this information is not available. It is important to note that YSS practitioners and managers are from a range of professional backgrounds including social work, probation, careers, education, youth work and psychology. This complements the holistic and integrated nature of the YSS and its approach to working with young people and families.

Table 1 – Surrey YSS Staffing

Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students/ trainees	Volunteer	Total
Permanent		8	1	16	36	107	39	15	120		58	400
Fixed-term				1	3	1	4	3		6		18
Outsourced												0
Temporary												0
Secondee Children's Services *												0
Secondee Probation					2							2
Secondee Police *												0
Secondee Education *												
Secondee Health (Substance misuse) *												0
Secondee Health (Mental health)					2							2
Total	0	8	1	17	43	108	43	18	120	6	58	422

Table 2 – Surrey YSS Staffing by Gender

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Not known	5	3	11	7	27	124	6	55	46	74	3	3	13	45	111	311
Total	5	3	11	7	27	124	6	55	46	74	3	3	13	45	111	311

Appendix E – 2015/16 Action Plan

Strategic Priority – Prevent Youth Crime

Priority	Action	Lead Agency or Agencies	Timescale	Success Criteria/Surrey Young People's Outcome Framework (SYOPF) 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 – 2015/16	<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>SYPOF – 3.1 & 3.2</p>
	Implement the recommendations from the independent YRI evaluation	Surrey YSS & Surrey Police (oversight from YRI scrutiny panel)	Ongoing – 2015/16	
	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 - 2015/16	
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	Ongoing - 2015/16	<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 (SYOPF) 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 – 2015/16	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 - 2015/16	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 – 2015/16	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 - 2015/16	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 - 2015/16	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 - 2015/16	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	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	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 – 2015/16	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 2015/16	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 - 2015/16	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 - 2015/16	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	Ongoing - 2015/16	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 – 2015/16	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 - 2015/16	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