



Surrey Youth Justice Plan

2024/25





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1. Introduction, vision, and strategy

1.1 Foreword

The Youth Justice plan 2024-25 has been developed and agreed with members of the Surrey Youth Justice Management Board with a shared vision for meaningful action. The plan reflects 'child first' thinking, aligning to Surrey Police Child Centred Policing strategy, with ambitions to improve the life chances of children and young people in all our communities through an integrated and effective partnership approach. The plan focuses on prompt action by the right professional to maximise opportunities to intervene and divert away from the Criminal Justice System and we recognise the interdependencies with safeguarding and early help plans within the Safeguarding Children's Partnership.

The way professionals interact with children and young people, whether as victims or offenders, can and will have a significant impact on their futures. We need to recognise they are not mini-adults, understand their circumstances and take a trauma-informed approach to any interactions. Our practitioners will do this by listening and ensuring decision making is informed and ethical.

Children and Young People have a wide range of different backgrounds, experiences and are part of other communities, which also shape their culture and identities. We must understand and acknowledge their differences, actively seek out and hear their individual voices and recognise their vulnerabilities. Improving engagement with young people will ensure they do not feel powerless in the face of authority.

In 2020, the global coronavirus pandemic brought new challenges and vulnerabilities for children. Education has been disrupted, protective factors outside the home reduced as youth services, grass roots sports and social contact were stopped or made more difficult and as we face a global economic challenge not seen since the Second World War, many children will feel the impact of reductions in family finances and an inevitable financial squeeze on public services. We recognise where children and young people are vulnerable to school exclusion that there may be additional vulnerabilities as a result, i.e. exploitation and involvement in crime. This plan looks at mechanisms to promote inclusion and early intervention, to support children and young people remaining in full time education.

This plan and its objectives are aligned to the Surrey strategy for children and young people's emotional wellbeing and mental health. It demonstrates our collective responsibility to share information and work together as a system to support children and young people to have the best start in life at home, in education, with friends and in their community. There is local recognition across services that the Covid-19 pandemic has had a significant impact on the wellbeing and mental health of some children and young people with increased rates of crisis presentations across police and health systems in Surrey. More analysis is required, however, this impact should be recognised and considered in to implement the most effective, trauma-informed response. In partnership, Surrey works hard to take a whole system approach to wellbeing, health, inclusion, and achievement.

For those children and young people who become involved in offending, we need an effective youth justice plan with interventions that divert them away from the criminal justice system and support them to build fulfilling lives. As co-chair of the Surrey Youth Justice Management Board, I commit to every member of our partnership being held to account, to ensure this plan is delivered. We will continue to collaborate, seek opportunities to innovate at local and national level, and problem solve to do our best for children and young people, our victims, and the public we serve'

(Police Superintendent Mel Golding and co-chair of the Surrey Youth Justice Board)

1.2 Executive Summary

In Surrey we aim to provide a framework for youth justice practice and ensure that quality is maintained. We encourage and support innovation and good practice to improve outcomes for children who commit crime to ensure that every child lives a safe and crime-free life and makes a positive contribution to society.

This plan represents the commitment of partners across Surrey to evaluate our values and beliefs about the quality of provision for children who offend in Surrey and to make a difference. The partnership has gripped its responsibilities, brought resource to the table and, where resource and commitment has not been forthcoming, challenged.

As county council we have a real commitment to providing a seamless service for children in Surrey and this has manifested in our continued provision of youth support services and integrating our youth offending provision within this. We talk about seeing the child first and having the offending service embedded in our mainstream provision anchors our ambition.

1.3 Vision and Strategy

Surrey's 'Children, Families and Learning's' overarching vision is 'to support families and enable children and young people to be and feel safe, healthy and make good choices about their wellbeing. We aim to ensure that Surrey's children and families have access to a range of services that tackle inequalities, support independence and enhance lives. This shared ethos and approach has contributed to a strong partnership model across the local authority and created a foundation from which Surrey Youth Justice Service (YJS) has been able to develop systems of support to enhance the good practice already in place.

Who We Are: Our Approach

Integrated service with focus on:

- Preventing Offending
- Reducing Re-offending
- Reducing the Use of Custody
- Supporting Victims of Crime

Following on from a successful HMIP inspection in 2021 where the YJS was judged as being 'Good', we are now invested in a new chapter of growth, strengthening, and building upon what's been working well whilst also seeking to identify areas for on-going development and responding to emerging need accordingly.

Targeted Youth Support and Safeguarding Adolescent Services have recently restructured to create an integrated pathway for adolescents which builds on relational strengths-based practice avoiding hand offs (Step Up). The new Service sits with one Assistant Director and aligns with YJS, the Youth Offer and wider early help services. The new teams also align with the three police areas in Surrey to improve information sharing, manage robust risk management & vulnerability panels. They will be jointly chaired by a Service Manager from Children's Social Care and Inspector from the Missing & Exploitation Units. The creation of a Central Hub which is responsible for Missing & Exploitation, Mapping, Intelligence & risk management processes and an Edge of Care Service will provide greater capacity across the practice

system to provide responsive service at reachable moments in a child's journey. Whilst the new Adolescent Service has led to some realignment of the previously management structure, the same staff remain connected and committed to the delivery of Youth Justice Services across the county. With a clear identity, our practitioners are skilled, committed, and creative when it comes to supporting children who have come into contact with the Criminal Justice Service (CJS). The YJS management team have a close, well-established relationship. They are recognised as knowledgeable, insightful, and supportive leaders, who appreciate youth justice expectations and endeavour to ensure the standard of practice is ever evolving, aspiring to deliver a high performing service.

To achieve our key aims in steering children away from the CJS, keep custody rates low and support those who are harmed as a result of offending behaviour, it's imperative we think systemically whilst drawing upon national and

local research to inform our learning journey. Following a period of consultation the newly formed Adolescent Service aims to achieve just that with the new hub model.

Surrey's non admission scheme was implemented in 2021 in an attempt to reduce ethnic disproportionality for children coming into contact with the CJS. However, there is still work to be done to address this challenging, complex and unacceptable issue, with long term data trends indicating consistent over representation of black and dual heritage children. Going forward the service will continue to work closely with police colleagues and wider partnerships who form the YJ disparity working group to understanding the lived experience of those children entering the system, ensuring there is shared recognition, understanding and response to disproportionality amongst our cohort. The introduction of Outcome 22 as a deferred prosecution has led to a significant reduction in FTE's across the YJ cohort. A process of evaluation for both the non-admissions scheme and Outcome 22 will be a part of the process to measure effectiveness, in line with the original intention to reduce disparity and over representation here in Surrey. Careful consideration is also being given to data which indicates a spike in females entering Surrey's YJS over the past 4 years, whilst our children looked after and those who are neurodiverse will also continue be a focal point.

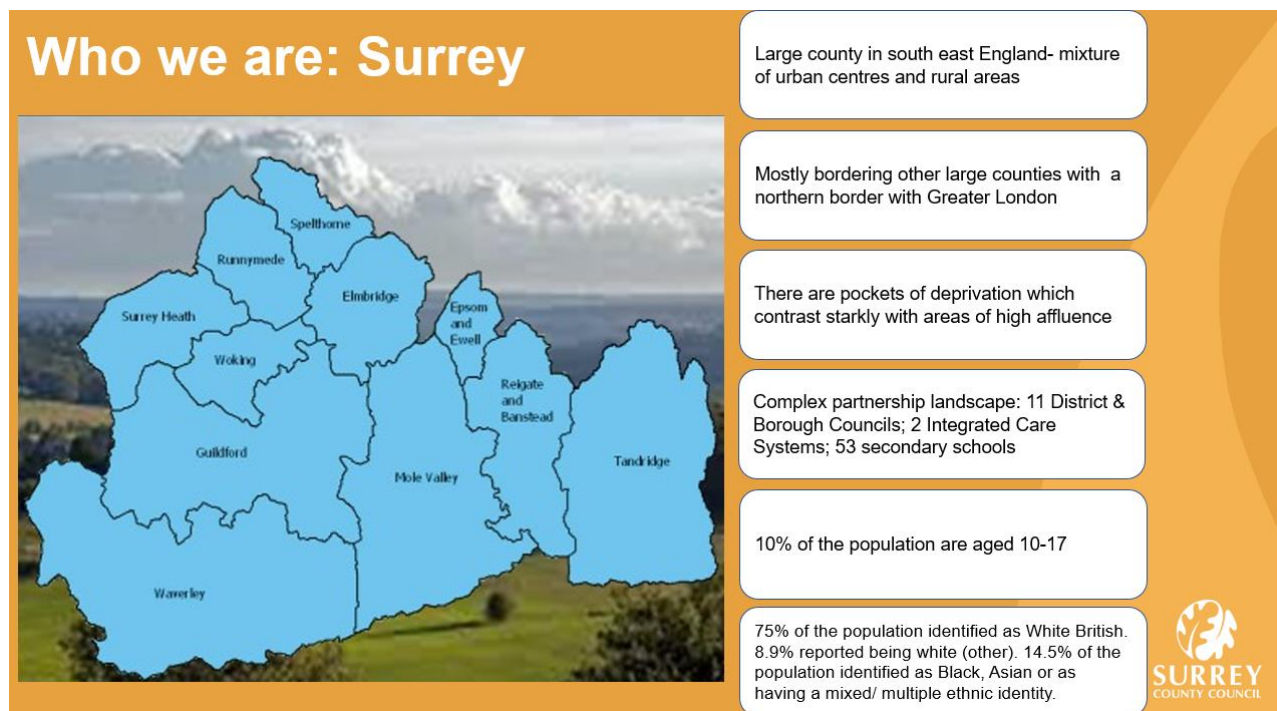
We also endeavour to work alongside our colleagues in the education department to support children who are faced with exclusion and the detrimental impact this has on their ability to thrive and fulfil their potential, which in turn can increase the risk of recidivism. A great deal of time has been spent developing our 'communication outlines' to reflect the complexity and range of challenge children with SEND and their families face when coming into contact the CJS. This has accompanied our Pre-Sentence Reports and been applauded by Magistrates and those involved in the decision-making process for children entering the Court arena.

Youth Justice inclusion on the Serious Violence Duty board is helping enable close partnership work to develop Surrey's wider response to serious youth violence. The YJS is part of the core membership at Surrey's RMM Strategic - Intelligence and Mapping Group which includes our experienced YJ missing and exploitation leads. This space enable decision to be made on the strategic activity necessary to tackle child exploitation threats throughout Surrey. This will be achieved through analysis of trends, patterns, and the identification of hot spots, considering where possible, tactical data and information to inform partnership activity, commissioning decisions and delivery of interventions to reduce risk. Surrey have recruited a contextual safeguarding consultant who provided a diagnostic on Surrey's framework to identify and addressing children at risk of or experiencing exploitation swiftly and appropriately. The subsequent recommendations led to the new adolescent service and a more robust system to ensure robust response to risk management and extra familial harm.

This reflects our endeavour to continue configuring the services to reflect an ever-changing YJ landscape, whilst promoting and cementing best practice along the way. As a partnership we will continue to respond early providing excellent services to children and their families, delivered in accordance with the tenets of the Child First Principles. Our work in partnership with schools, police, community safety teams and the voluntary sector enables local mapping meetings to identify and intervene at the earliest opportunity to both prevent and divert children away from the CJS. Our vision is that the new Adolescent Service enables the integration of services across the partnership alongside the Youth Justice Service, enabling a streamlined, co-ordinated response with a parallel planning process leading to tailored intervention packages for every child we encounter.

This Youth Justice Plan aims to promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention wherever possible. The views of children and parents regarding the support they have been offered by Surrey YJS are featured in this report and work will continue to enhance the voice of our service users and stakeholders during 2024/25.

2. Local context

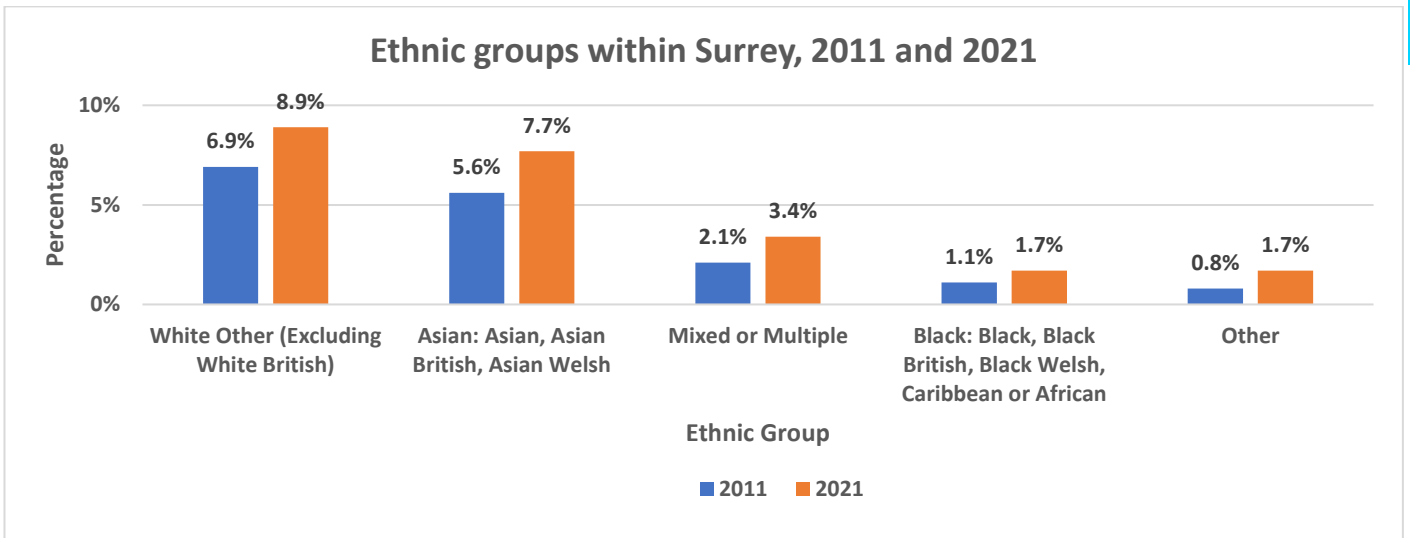


In Surrey, there are 11 district and borough councils, two integrated care systems are replacing the previous five clinical commissioning groups. The county has 53 secondary schools of which 42 are academies.

According to the Census 2021, Surrey is home to 1,203,110 residents comprising of 418,818 households. Children aged 10 to 17 account for 10% of the overall population in Surrey (120,303). There continues to be an increase in the number of school-age children.

Age	2021 Census	2011 Census	change	% change
Aged 10 to 14 years	76,526	67,566	8,960	13.3%
Aged 15 to 19 years	69,799	67,676	2,123	3.1%

In 2021, three quarters of Surrey residents reported that they identified as White British in 2021, alongside 8.9 per cent who reported that they were 'White Other'. 7.7% of the population identified as Asian, 1.7% identified as Black, and 3.4% identified as having a mixed or multiple ethnic identity. The graph below shows the changing picture of Surrey's population between 2011 and 2021.



The borough of Woking had the highest level of ethnic diversity in the county with identifying as Asian (14.2%) and the second highest prevalence of residents who identified as other (non-British) White ethnicities (11.2%) in Surrey. Elmbridge had the highest proportion of residents who identified as other White ethnicities which were not White British (12.0%). Epsom and Ewell had the highest proportion of residents who identified as Black (4.4%) in Surrey. We are also aware that we have a sizeable Gypsy, Roma, and Traveller Community in Surrey- the Census data suggestions a population size of 0.2% but we anticipate that this is an under-representation due to fear of self-ascription and limitations relating to the categories available for people to select on the survey. We are continuing to monitor YJS Performance data to understand and respond to any issues of disparity that may arise.

3. Child First

The Child First principle is made up of the following four tenets (Youth Justice Board, 2022):

As children	Prioritise the best interests of children and recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.
Building pro-social identity	Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
Collaborating with children	Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers.
Diverting from stigma	Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.

In Surrey we see children as children: It is our priority to have the best interests of children at the forefront of our work. We continue to champion and recognise difference by ensuring our assessments, plans and interventions are

pitched to always recognise needs, abilities, strengths, and potential. All children have the opportunity for a health assessment in the assessment phase of their intervention which enables us to consider them holistically and to understand their wider needs. This, in turn, ensures that our involvement is developmentally informed and that interventions can be sequenced and adapted to each individual's needs, using the communication plan developed by our speech and language colleagues alongside the input of our specialist nurse and emotional health clinician. Regular case formulation clinics with FCAMHS colleagues also enhances our assessments of the children we work with.

The integrated model and newly formed Adolescent Service means that practitioners are trained and experienced in taking a 'whole family' approach and consider the child's needs within the context of the wider family dynamics. Established relationships with children's services colleagues, including joint supervision opportunities, ensure that the child is at the centre of the support being offered by the professional network. Intervention plans focus on developing and understanding the child's identity enabling space to reflect on their lived experience and an opportunity to develop potential. Practitioners encourage children to focus on their strengths, abilities and achievements and explore ways to develop these further as part of their work.

Use of language is particularly pertinent when it comes to ensuring children are treated as children in the CJS. Surrey's Youth Justice Board recently agreed that a shift from 'Offending' to 'Justice' would be more in line with what we aim to promote in the context of a child first approach and as such have made the transition to Surrey Youth Justice Service (YJS). Our approach is aligned with the YJB strategic plan pertaining to Child first guiding principles and YJB values.

The way we police children and young people, whether as victims or offenders, can and will have a significant impact on their futures. We need to recognise they are not mini-adults, understand their circumstances and take a trauma-informed approach to any interactions. We will do this by listening and ensuring decision making is informed and ethical. (Superintendent Mel Golding)

4. Voice of the child

'Children are more likely to engage where they feel as though they are part of the process. Youth justice responses should thus work *with* children rather than doing *to* them, with children having a voice and supported to invest in the process and the potential benefits. [Child First \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/child-first/)

Developing and aligning processes to capture the voice of child, parents and carers was a key objective of Surrey YJS during 2023. Following a prior evaluation across the service it became evident, unsurprisingly, that listening to children is valued and there is useful feedback being obtained pertaining to children's and families experience of the service in a number of ways. We made a commitment at that point to progress further and develop a consistent approach to ensure we are capturing the lived experience of all the children and families we encounter.

To achieve this we have created an online questionnaire that can be completed with a practitioner as part of a Youth Justice intervention. The offer to children has been made mandatory increasing the number of those providing feedback, in turn this has allowed us to capture more efficiently and routinely the experiences of children who have both gone through the pre and post Court process. The questionnaires have been developed in consultation with practitioners and the Youth Justice Service Speech and Language therapists.

Furthermore, as an incentive to increase engagement and promote meaningful feedback, each child receives a letter of thanks from the YJS with the option of including this consultation process with the Adolescent Service as a point reference on their CV's. To increase feedback from parents and carers a QR code link to an online

questionnaire is provided so we can learn from their experiences too. Quarterly face to face meetings in each of the 3 area Hubs for children and their parent and carers are also on offer to capture direct feedback to Surrey Youth Justice Service management team. These processes is enabling us to provide qualitative feedback to the board and wider service to consider how we can celebrate what's working well whilst effectively addressing areas of concern that require development.

With the revised approach to our pre-Court assessment process, we have developed a system that enables the voice of the child and family to help inform the panel's decision-making process in every instance. This wasn't happening consistently prior to this shift and has been a huge step in the right direction.

Whilst other forums are available to capture the voice of children in Surrey, we have been keen to create a 'safe space' specifically for children with experience of the criminal justice system to inform our learning journey on a range of issues, including those children who have previously felt unheard. The Surrey Youth Commission is aligned with the YJ approach and works in partnership with the Deputy Police and Crime Commissioner to give young people who may have experience of the police, criminal justice, or as victims of crime a voice. Working together to provide an evidence base of 'what works well' is crucial to our service development moving forward. Future objectives are reflected in the development plan.

Below are some quotes captured from our Service Users...

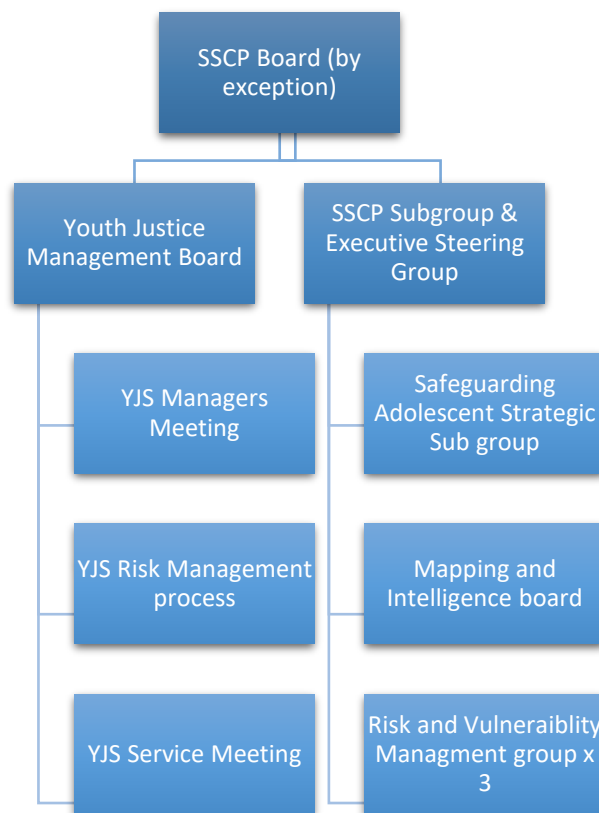


The User Voice and Participation Team, in partnership with Surrey Youth Voice finalised the [Our Voice Matters - Surrey County Council \(surreycc.gov.uk\)](https://www.surreycc.gov.uk) last year following consultation with children and young people in Surrey. The Our Voice Matters Survey is a way for children and young people to tell us, as professionals, parents, and carers what it is like to live and grow up in Surrey. The survey was co-designed by young people; everything from choosing the themes, creating the questions, and designing the look and feel of the survey was done by young people. The finding from this report is due to be considered in the Quarterly Service User working group and any learning that is applicable to the YJS will be incorporated into our service delivery plans. As per YJB strategic plan to '...encourage children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers'.

5. Governance, leadership, and partnership arrangements

Surrey Youth Justice Service (YJS) is firmly embedded in the Children, Families and Lifelong Learning portfolio under the Family Resilience and Family Safeguarding Service. The Director is co-chair of the Management Board, Surrey Safeguarding Children's Partnership and the Health and Wellbeing Board. The Assistant Director for Early Help and Adolescents is directly responsible for the delivery and effective practice in the central Youth Justice Team and their delivery arm as part of the wider Adolescent Service. The move to one dedicated AD as of July 2023 led to a greater level of consistency, leadership and practice.

The newly named Surrey Youth Justice Management Board (YJMB) is co-chaired by the Director of Safeguarding and Family Resilience, alongside Police Superintendent and Strategic Lead for Children and Young People. Quarterly updates on the Youth Justice Service are provided to the SYJB. Terms of Reference are in place to reflect the new arrangement with governance structure outlined below.



Voluntary Sector

Surrey has a partnership approach through contractual arrangements with third sector [voluntary] organisations. Through funding arrangements they help us provide support and assistance to young people and their families including those at risk of becoming involved in the criminal justice system, exclusion, exploitation or those returning back into the community. This community-based support occurs in a range of ways including 1:2:1 dedicated support, group programmes, coaching/mentoring or simply offering a volunteer buddy. Whilst it is a contractual relationship we endeavour to adopt a partnership approach as per Surrey's Building Belongings Programme (BBP).

BBP works as a multi-disciplinary integrated team to prevent children from becoming first time entrants in the criminal justice system. The programme works holistically using a whole family approach and works with parents and siblings. Working with voluntary sector partners enables the team to provide different skillsets and use

different approaches to engage and support children and their families. We work in partnership with the following partners:

- Spurgeons (1FTE youth workers)
- Barnardo’s (1 FTE family support worker)
- Home Start (0.6FTE family support worker)
- Surrey Care Trust (2.4FTE youth practitioners)

In terms of future objectives, Surrey’s commissioning service is striving to re-establish local network meetings working with our communities team. This will involve Surrey CC, our voluntary sector, public health, police, primary care networks and other community organisations coming together to support a local offer and adopt a local partnership to support children.

6. Board Development



Board progress made during 2023/24:

- New governance structure and co-chair arrangement consolidated
- Some board member Board members have participated in the Liminality group disproportionality training as part of wider service commitment to reduce over representation in Surrey
- There is board member representation at the multi-agency Disparity Working Group
- The board has continued to promote a holistic approach to address challenges facing children in contact with the youth justice system
- Board culture has been developed to sustain partnership collaboration and contribution. This has recognised and endorsed by the Youth Justice Board in line with the oversight framework.

Key board objectives for 2024/25 as per YJB strategic plan:

- Drive system improvements that treat children as children
- Invest in our staff to encourage excellent behaviours and outstanding leadership
- Effectively distribute grants to improve outcomes for children and their communities
- Promote a holistic approach to address challenges facing children in contact with the youth justice system

7. Progress on previous plan

The YJS priorities for 2023/24 are reflected here and progress made has been outlined below.

Key Priorities	Progress
QA, Audit and Performance	
Utilise revised YJB tool and complete self-assessment pertaining to YJ standards for children	Findings of the self-assessment were shared and understood by all those involved in YJ governance, management and front-line service delivery. This led to an agreed action plan with shared ownership and accountability to progress. However, there is still work to be done on the longer-term objectives as per the service development plan.
Develop a robust performance management framework to strengthen and sustain a culture of accountability for YJ case work and delivery across the county	<p>The TYS/YJ management team convened regularly to assess and respond to tableau data pertaining to timeliness of assessment completion, frequency of management oversight and HPAT engagement rates.</p> <p>Thematic audit was previously completed to assess consistency of management oversight and develop a uniform template to support alignment across the county. A revised template used by managers in supervision has been implemented to ensure consistency and alignment of oversight and support.</p> <p>Oversight of Performance Management is presented as part of the overarching data and performance report submitted for Surrey YJMB perusal on a quarterly basis. This is considered by the YJS in line with the KPI data submission and oversight framework. Surrey have been moved into the top performance tier as of now which is a testament to the hard work and endeavours of staff across the service.</p>

	In line with the new Adolescent Service, as of June 2024 the Youth Justice Service will now be managed by one Service Manager and one AD enabling streamlined oversight of the YJS across the county.
Review and strengthen the existing integrated Quality Assurance Framework and develop YJ audit tool in partnership with Surrey's Quality and Performance Service and Practice Standards lead	<p>The past year has seen further development in the context of QA and audit, undertaking thematic audits on girls entering the criminal justice system and care experienced children, the latter of which is a consistently overrepresented group in the criminal justice system. We are now moving into the next stage of our collaborative approach to further embed our audit cycle, undertake performance observations and implement a process to moderate the gatekeeping of Asset + assessments. Emphasis will remain on Asset+ and assessment of the three risk domains.</p> <p>The thematic audit cycle continues to be informed by QA findings, performance data, self-assessment, and direction from Surrey's SYJB.</p>
Ensure Surrey's YJ case management system and local process is fully mobilised to capture data and accurately report on the new KPI data as per YJB requirements	The YJ central management team and colleagues in the Data and Performance team have assisted with data cleansing and quarterly submission to help inform performance grading, in line with YJB oversight framework.
Data pertaining to HPAT completion rates to be reviewed quarterly to ensure unmet health needs, pathway planning and communication passports are consistently offered to children and progressed as required	YJ Central Team & Health colleagues have been perusing data routinely to ensure referrals rates are high and there is equity of offer across the service. Current challenge with resource has led to a 'triage' system being implemented to manage the numbers of children who require screening and support.
Practice development	
Surrey YJS annual skills audit cycle will continue and help inform our evolving Learning and Development plan which has been finalised for 2023/24. Surrey YJS vision is aligned with the YJB's strategic approach to 'promote sector-led practice development and strengthen ways to disseminate what is known about working with children across the youth justice sector and beyond'	<p>YJ management have mobilised the 2023/24 training plan successfully. This has included the following:</p> <ul style="list-style-type: none"> - Initial two rounds of disproportionality training delivered to board members, senior leaders and management. - Risk and contingency plan training for front line staff. - Referral Order volunteer training - YJ Professional Certificate in the Effective Practice for 4 staff, annually funded by Surrey academy - Training around the new OOCB process & the new OOCB assessment tool (PDAT) - KPI training - YCC workshop
Establish regular practice development groups with representation across all TYS services areas, to enable shared learning opportunities and promote a cohesive, embedded practice model	This is a long term of objective and area that requires further development. Whilst there have been workshops to explore a number of key areas such as service user voice and the importance of capturing children and families lived experience, the service has gone through a restructure meaning a shift in the positioning of staff involved in the YJ practice. As we re-establish the 'newly formed' service in 2024, practice development groups will be

	revisited to explore pertinent issues as cited in the objective. This should include data obtained from children and families who have worked with the service.
Missing, Exploitation and SYV	
Surrey YJ Central Team will work closely with partners who make up the Serious Violence Operational Group and contribute to an evidence-based analysis of the causes of serious violence, informing the local strategic needs assessment (SNA).	YJ management team have continued to attend and actively participate in the meetings pertaining to Surrey's local needs assessment. The analysis of data pertaining to serious violence was held within the space with the Serious Violence Operational Group now well established. Surrey Serious Violence Reduction Partnership (SSVRP) has also formed with next meeting due to convene in June 2024.
A thematic audit re children open to YJ across the Northeast of the County has been completed in partnership with Missing and Exploitation lead and TYS. The findings from the dip sampled cases will be shared to support the learning and development of services supporting children in crisis.	The findings of this audit were shared across YJS & TYS. Primary themes included disrupted education, range of neurodiversity and unrecognised needs, being moved to Surrey from London to escape gang violence. There were a number of other persistent themes with several recommendations focused on housing, education and inclusion and targeting critical/reachable moments.
Missing and exploitation leads to provide an extended training offer including TYS, YO, Foster Carers and Children's Homes to education our partners around missing, exploitation and serious youth violence.	<p>Facilitated by Missing & Exploitation Leads across the county.</p> <p>Targeted Youth Support – refresh on using the Child exploitation risk assessment tool (CERAT)</p> <p>Safeguarding Adolescents Teams – referring to the Risk Management Meetings.</p> <p>Youth Offer – 3-hour workshop in Awareness in Contextual Safeguarding.</p> <p>Foster Carers – bespoke workshops to identify and respond to Contextual Safeguarding / EFH.</p> <p>Children's Homes – bespoke requests for refreshers at staff meetings (45 staff trained in 2022).</p> <p>Partnership 2023 – 2024</p> <p>Multi-agency - 5 bi-monthly workshops completed (2 hours) to children's partners (education, FSP, DA specialists).</p> <p>Aim and purpose of training was to increase Practitioner and Manager's confidence on identifying and responding to Extra Familial Harm within a variety of professional settings and equip staff with the skills to assess and signpost children to specialist help. The workshops are a helpful opportunity to connect with a range of staff and services about how to identify risk and prevent further harm while working alongside schools, police and so on. In addition, the training provided participants with the opportunity to develop an awareness of what to do if they have concerns about</p>

	<p>the safety and welfare of children and young people and be familiar with Surrey's processes around contextual safeguarding.</p> <p>A new child exploitation risk assessment tool (CERAT) was launched in July 2023 to replace the former tool which included wider risk indicators such as youth violence, gang activity and peer-led abuse. Form was simpler to complete and had a guidance tool to accompany (offer of face-to-face consultation with a CE Lead for newer social workers/ targeted youth staff).</p> <p>Missing & Exploitation Leads promoted staff consultation for new referrals and to ensure safety and welfare risks were responded to quickly. The promotion of advice, guidance and consultation emerged in the regular attendance of the YJS HRVP meetings and involvement in the RMM's. Staff were made aware of requesting a mapping meeting or a missing intervention meeting that would enhance the safety plans and encourage creative thinking around problems i.e., lack of information about missing episodes, engagement with young people around activities, or supporting parents.</p>
<p>Process needs re-establishing to capture lived experience of children carrying weapons or exposed to weapon related offending in their community</p>	<p>There are several enquiries to understand the drivers of children carrying weapons and feelings of safety. The serious violence duty has commissioned conversations with children in Surrey about safety. The aim is to collate data from Year 7 and Year 9 children to find out:</p> <ul style="list-style-type: none"> - How are children in Surrey feeling in relation to their safety? - What are their concerns around knives and violence in their peer group/community? - Where is this fear perpetuating? <p>The commissioned work has been created in conjunction with Clean Wellbeing and is in line with the Surrey Healthy Schools approach and is being done prior to the end of this school year.</p> <p>In custody the Engage project aims to speak to children who enter custody and speak to them in their reachable teachable moment. This is to understand why they are in custody and provide signposting. Police are planning to undertake 'intelligence interviews' with children who enter custody for pertinent information. This can be information from the formal interview if there are relevant disclosures around weapons and feelings of safety. Secondly through discussions outside of the custody process.</p> <p>Catch 22 are sharing anonymised voices in relation to disclosures around violence, feelings of safety and carrying knives to help further inform planning and local response.</p>
<p>Service User Voice</p>	
<p>In line with YJB strategic plan and Child First approach, Surrey aims to ensure voice of the child, family and practitioner</p>	<p>In Surrey we have been early adopters of the national prevention & diversion assessment tool (PDAT) and have embedded the use of this Child-First assessment in our pre-court arena since November</p>

<p>are fed into the Pre Court JDMP prior to decision making in every instance</p>	<p>2023. At the same time, we have made changes to our Joint Decision-Making Panel (JDMP) arrangements to ensure that all children are assessed prior to decision making. The expectation is that practitioners completing the assessments attend the JDMP to ensure that the voice of the child is fully represented within the multi-agency discussion and that the holistic understanding of the child's needs are taken into consideration when determining the most appropriate outcome. The victim's voice is also represented within the JDMP wherever they have consented to this taking place.</p>
<p>Establish a quarterly Youth Board to enable voice of our service users, ensuring children's views are fed into our SYJB, service planning and delivery</p> <p>Develop and streamline wider processes in place to consistently capture feedback from child, parents and carers, relaying their lived experience of the YJS</p>	<p>The YJS have liaised with Youth Offer staff and Surrey's User Voice and Participation team to develop systems to capture the voice of children coming into contact with the criminal justice system. Feedback is obtained and collated quarterly involving the YJ Service Manager travelling to meet with children open to the service in different parts of the county. The vision is to involve children in providing direct feedback to board members is a work in progress.</p> <p>We now have a systematic process to ensure the voice of Children, Parents &/or carers is consistently captured on a quarterly basis. Practice development groups will consider the feedback received quarterly to consider any operational or strategic change required in terms of YJ service delivery.</p>
<p>Disparity and Over-representation</p>	
<p>Surrey YJS to address over representation within our cohort, promote anti racist practice (as per HMIP's effective practice guide), demonstrate cultural competence and reduce the risk of discrimination impacting on a child's journey through the criminal justice system</p>	<p>Disproportionality training has been funded for all staff involved in Surrey's YJS delivery. We have taken a 'top down' approach with board members, senior leaders and management completing the training initially.</p> <p>The frequency of the multi-agency disparity working group (DWG) has increased from quarterly to every 6 weeks currently. A Terms of Reference (ToR) and dedicated action plan are in place involving key partners to help collectively address concerns pertaining to children overrepresented in Surrey YJS</p> <p>Data and Performance team provide up to date local data and use the YJB disparity tool kit to inform analysis and priorities. Greater breakdown of ethnic categorisations has led to improved analysis locally.</p> <p>The DWG will consider strategic and operational responses to target resource and support those sections of the community who are most effected. This is part of a bigger piece of work that will require input from the wider partnership.</p> <p>YJS and Police have worked together to establish a Terms of Reference to progress non-admissions scheme evaluation. This is to measure effectiveness and impact to ensure it is supporting children from overrepresented groups to access to pre-Court outcomes.</p>

	<p>Understanding the lived experience of children coming into contact with the CJS remains a focal point of the Disparity Working Group and is reflected in the plan in the context of over represented groups of children.</p> <p>The disparity working group action plan has been shared with the wider YJ service, relevant partners and SYJB for governance and oversight.</p>
<p>To work with our Magistrates and colleagues in Court to support learning and development opportunities pertaining to disproportionality and over representation.</p>	<p>YJ central team have started a dialogue with Magistrates and have recently invited participation in the wider work taking place in the Disparity Working Group.</p> <p>The service has continued to promote best practice and child first language in PSR reports to guard against issues such as adultification, ensuring children are seen as children.</p>
<p>Continue in our attempt to recruit and diversify the pool of Referral Order panel volunteers and reflect the demographic in Surrey's local community.</p>	<p>YJ central team worked in partnership with Equality and Diversity lead and have connected with Surreys Minority Ethnic Forum and Surrey Gypsy Traveller Communities Forum to support with the recruitment process. A new group of volunteers are being trained currently but the level of diversity still needs attention and recruitment will remain 'cyclical' with regular review.</p>
<p>Review and evaluate effectiveness of Surrey provision developed as a direct response to the rise in females entering the criminal justice system in Surrey over the past 3 years</p>	<p>The Youth Offer led an evaluation of the projects on offer for girls coming into contact with the criminal justice system and the findings formed part of a wider piece of work involving the thematic audit of girls coming into contact with the criminal justice system. Please see Standards for Children section of the plan for further detail of collated findings and response.</p>
<p>Reducing Re-offending</p>	
<p>Data indicates clear trends on times frames when children are most likely to re-offend in Surrey. This has enabled us to identify 'critical' periods where a child may benefit from greater support to reduce the risk of recidivism. Targeting this will be a focal point for the YJS and Youth Offer moving into 2023/24.</p>	<p>This was explored with the central YJS and wider TYS service during a Service Meeting. The findings from the integrated workshop led to collective planning as to how staff could operate mindfully re these 'critical' periods and response accordingly. 'Offence to outcome' time frames were particularly pertinent here however, so sphere of influence for early instances of re-offending was also taken into account and fed back to Police colleagues.</p>
<p>Secure settings and Transition</p>	
<p>Develop Transition protocol with the adult Probation service and review case management responsibility for young people past their 18th birthday. This is in line with a Child First approach considering young adults through as trauma informed lens and promoting consistency and continuity of care.</p>	<p>Central YJ post Court team continue to develop in partnership with Probation. Transition protocol has been submitted to the Probation service in draft format and is awaiting sign off. In Surrey there is a newly established transition process and multi-agency meetings including YJ staff, education leads, speech and language therapist & clinical leads. Probation have dedicated staff who specialise in 18-25 year olds open to the service and this partnership approach helps to ensure all relevant information is passed over at point of</p>

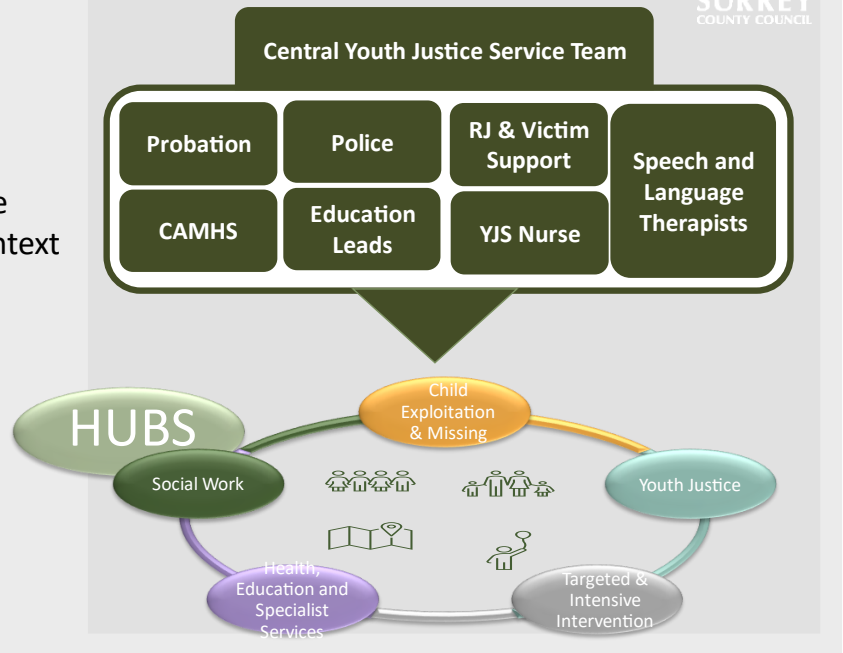
	<p>transition. Where it remains problematic is when cases transfer out of Surrey. See development plan for solution focused approach.</p> <p>ETE leads continue to work closely with the secure estate to ensure ETE provision meets needs of the child whilst in custody and upon release as part of the resettlement plan. This includes those post 18. When concerns over the appropriateness of provision have been identified by YJ ETE leads, this has been escalated and those staff supported by YJ managers in communication and meetings with the relevant establishment in the secure estate.</p>
Develop partnership links with No Wrong Door, Gateway and Childrens Services to address resource challenge pertaining to availability of remand beds.	Joint Accommodation Protocol is currently under review with partners in Children Services and the Police force. Access to emergency PACE beds has been a focal point of the discussion.
Diversion	
Develop 'Engage' expansion in partnership with the Police and Youth Offer Service as part of Surrey's diversionary offer and response to children in police custody.	The Engage 6-month custody pilot is complete and the resulting report is available. At time of writing Surrey's Youth Offer are providing Engage follow up by the existing DRB arrangement and endeavour to see children in custody as and when notified. This has helped enable Surrey to target a greater number of children, some of whom were previously known to services and deemed as exposed to or at risk of extra familial harm.
Education	
<p>Create opportunities for reengagement in mainstream education and /or on to sustainable training and employment</p> <p>Align systems and processes so children who offend whilst 'NEET' are identified early</p> <p>Develop consultation window with a wider range of Surrey's education providers so children on the cusp of or open for YJ intervention and at risk of exclusion, are considered prior to decisions being made</p>	<p>Projects supporting this objective include Watts Gallery, Hair and Beauty salon and Surrey Fire and rescue. The latter has been extended to September 2024 to include post 16 project.</p> <p>The implementation of post 16 job coaches has enabled this work to be developed whilst on going work with SEND colleagues and development of the adolescent service will support early identification.</p> <p>DFE are making changes re the role of services to tackle inclusion and this national drive was made clear during their visit to Surrey in 2023.</p> <p>Clearer progression pathways have been established regarding children who are electively home educated (EHE).</p> <p>The YJS continue to work closely with education colleagues to address these issues and are a key partner at the table for the Alternative Provision Strategic board and SALP board focusing on exclusion. AD for Inclusion and Additional Needs is a member of the SYJB helping to provide governance and ensure parallel planning in relation to these issues. This is enabling the development of an inclusion framework for those children most at risk of exclusion.</p>

	<p>YJ ETE leads continue to work with the Youth Offer Service to seek pathway back into ETE, access projects and access support from our Speech and Language colleagues/resource.</p> <p>Other development work is taking place with SEND, SALT and CLA services to establish clearer guidance re disclosure of offences.</p>
Victim Support	
<p>To build and strengthen our existing offer for those who've been harmed by offending behaviour by developing creative and innovative ways to increase levels of engagement and participation</p>	<p>We have successfully developed the 'side by side' programme, a new project to ensure child victims can access trauma informed support and bespoke interventions to meet their individual needs. This also includes an online support group for parents of child victims.</p> <p>Steps have been taken to increase consultation and factor victims voice into developing pathways for restorative interventions, both indirect and direct. These are now shared in the joint decision-making panel.</p> <p>The existing victim safety planning process has been developed to ensure collaborative input from practitioners and regular review. This is now taking place more systematically and updated when circumstances change.</p> <p>To measure victim satisfaction rates and provide data sets to track effectiveness of support on offer a feedback survey tool has been developed and is shared with all victims who come into contact with the YJS. Victims are also being given more opportunity to provide qualitative feedback via restorative practitioners upon closure. Specific needs assessment is completed with child victims which measures the level of need at the start and end of the intervention.</p>

8. Resources and services

Who We Are: Delivery Model

- Youth Justice – a co-ordinated approach that provides dynamic overview of extra-familial risk, vulnerability and need across the county and work done in the context of safety planning
- Whole family working, early identification and intervention
- A central team drives practice learning & improvement through support, training and guidance



Our Central YJS team consists of a pre and post Court 'streams' which supports the inclusion of a range of specialists from both internal and external partnership agencies. This includes two dedicated Missing and Exploitation leads and health which consists of speech and language therapist, public health nurse specialist, clinical lead for the Youth Justice Reaching Out Service and Catch 22 substance misuse worker. The health needs of children are assessed at the entry point to the service under the 'HPAT' process to ensure needs are met early and delays in any required treatment minimised.

The YJS is integrated with Surrey's Youth Offer who support preventive and diversionary work whilst co-ordinating projects to fulfil reparation/unpaid work requirements. The YJS and Youth Offer Service Managers report directly to the Assistant Director of Early Help, Youth Service/Justice, Adolescence Service. This centralised 'spine' supports our wider Adolescent Service 'hub' teams who hold responsibility for Youth Justice case work. The 3 hub teams are our delivery arm and practitioners within this service provide all YJS interventions with the oversight and support of the central YJS team. Together this makes up the Youth Justice Service delivery model across the county. Each YJ team contains a team manager, senior practitioner, YJ social worker and practitioners who ensure that high quality youth justice interventions are delivered. Our central YJS responsibilities also include quality assurance, performance monitoring, case transfer and care taking arrangements, court work and case allocation, bail, remand and ISS, staff development and training, restorative practice, and victim engagement.

Surrey's Youth Offer service has been able to make a significant contribution to both the Youth Justice service provision and the wider work with vulnerable young people across the county, initially during the Covid 19 pandemic response but since this time under the evolving service delivery model and targeted engagement. Several approaches have also been introduced under the Youth Offer umbrella to enhance our opportunities for early intervention and engagement. These are outlined in more details under section 10 of the plan.

*Please see Appendix 1 for full staffing structure

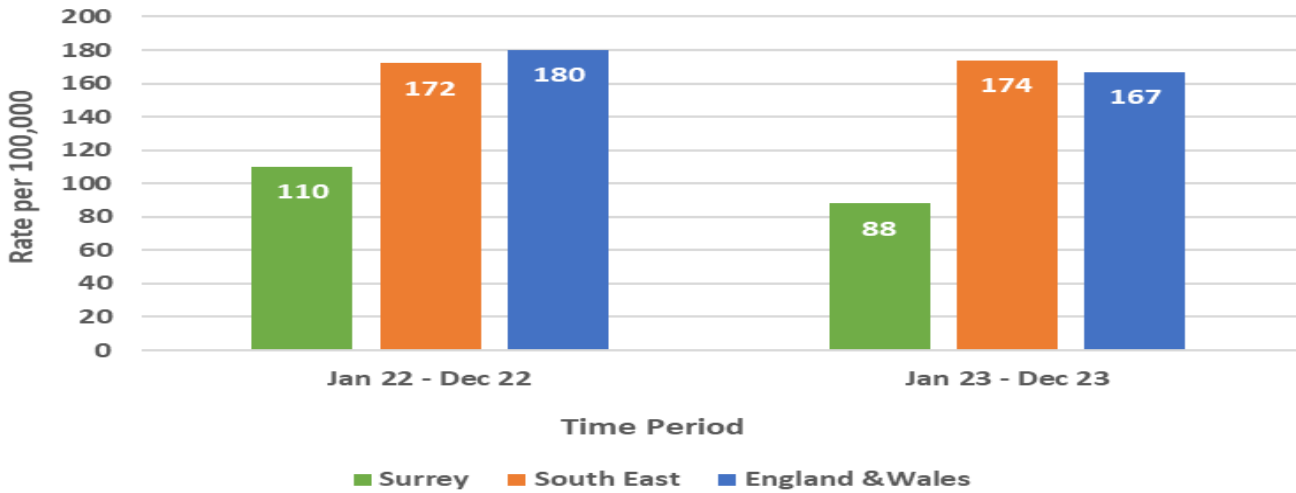


9. Performance

Surrey YJS benefits from the availability of a wide range of data sets that are generated from the Core Plus case management system and the Early Help Module which is where out of court disposals were previously recorded. Our data and performance colleagues present demographic and throughput data at the quarterly YJMB meetings. Not only does this enable the YJS to respond to the needs of young people, but the local data sets also help the service identify 'trends' which indicate areas of good practice or those which require additional focus and on-going development. This section contains a summary of key performance targets, outlines what current performance looks like and post analysis hypothesis. In addition to the current KPI's, the following data sets outline a range of pertinent observations contributing to new priorities and Surrey's direction of travel moving into 2024/25:

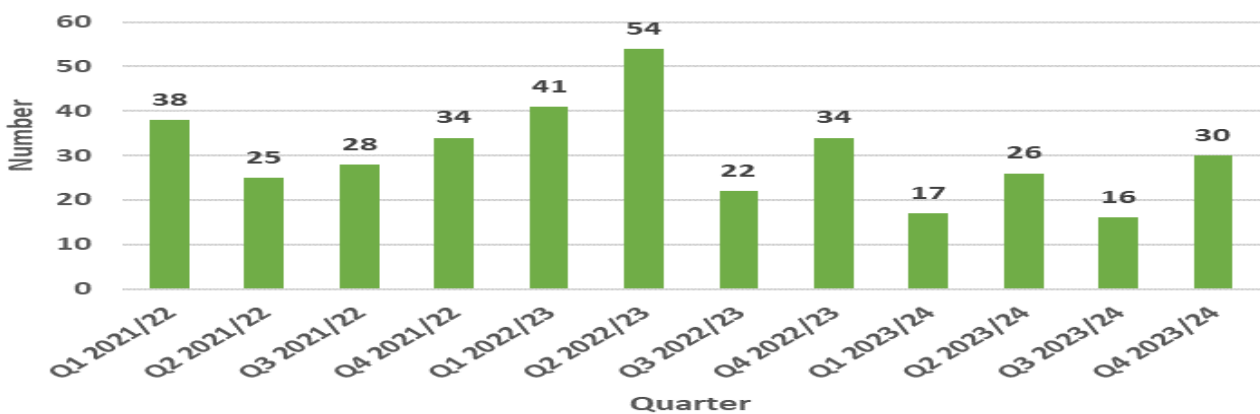
First Time Entrants

First Time Entrants per 100,000



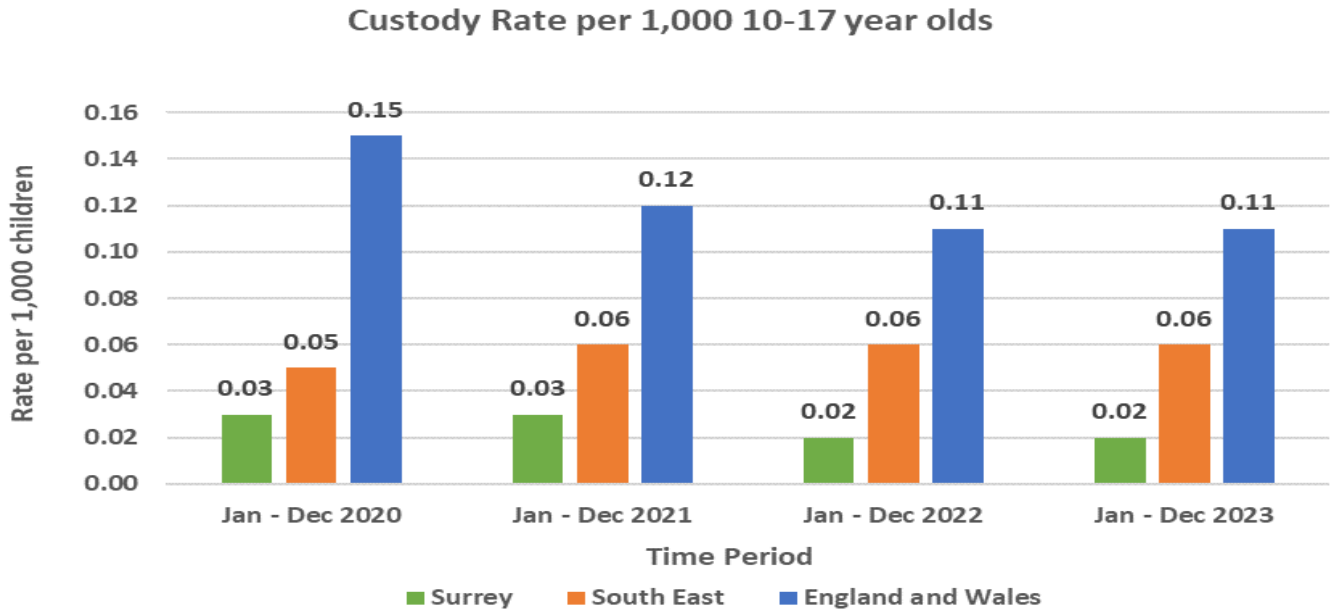
Surrey has shown progress in efforts to reduce the rate of first-time entrants (FTE), marking a significant decrease in recent years. Surrey's performance stands out when compared to statistical neighbours. In 2023, while the average FTE rate per 100,000 was 155, Surrey had a rate of 88, a significant 67 points below the average. This trend continued from 2022, with a decrease of 22 points, maintaining Surrey's consistent performance below the family average for both years (156 in 2022). The success may be attributed to Surrey's pre-court diversion programs including the implementation of outcome 22 at the onset of 2023. Such strategies have proven instrumental in steering children away from the justice system.

First Time Entrants 2021/22 to 2023/24



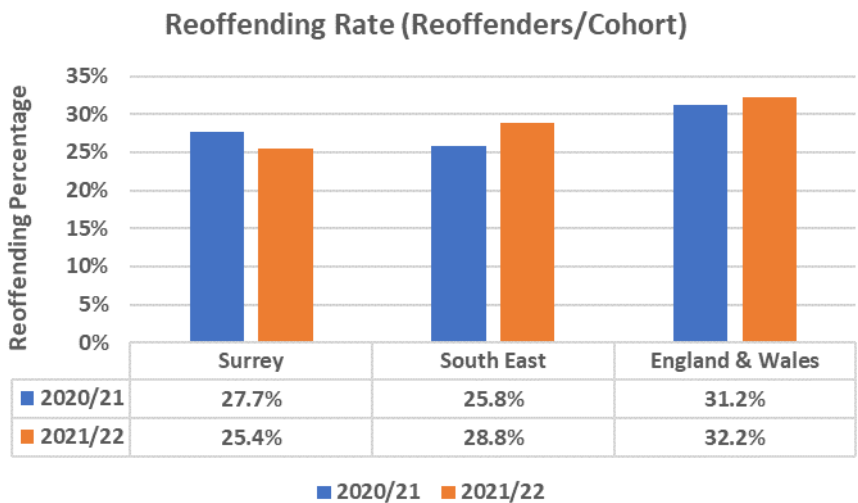
The FTE local data provides a recent snapshot of Surrey's youth justice service landscape. Despite an overall decline in FTEs, a closer examination of quarterly trends reveals Surrey's fluctuation, evident in its 'peaks and troughs'. There is considerable variability, with the lowest point recorded at 16 young individuals in Q3 of 2023/24 and the highest at 54 young individuals in Q2 of 2022/23. Although there has been a further spike in Q4 of 2023/24, the numbers remain relatively low in comparison, at 30. This variance will remain closely monitored during our quarterly review meetings to gain deeper insights into the underlying factors.

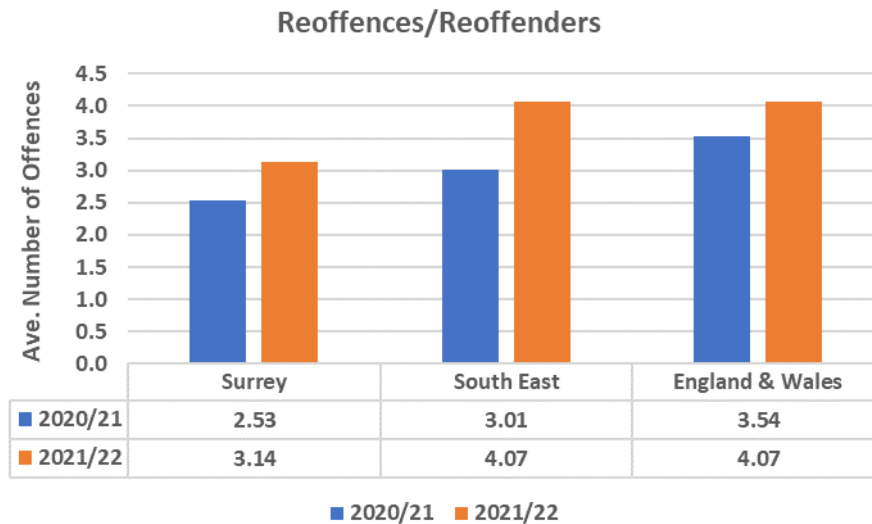
Custody Rate



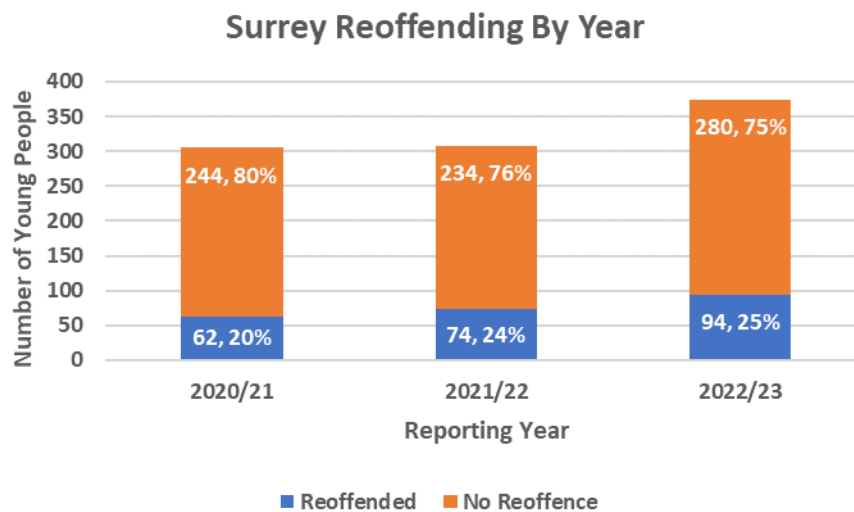
The custody rate trend in both the South East and England and Wales indicate a general decline, yet Surrey continues to maintain a lower rate compared to its local and national counterparts. Surrey’s custody rate per 1,000 10–17-year-olds decreases slightly from 0.03 in 2021 to 0.02 in 2022 and remains steady in 2023. When viewed in comparison to England and Wales, Surrey's rate stands notably lower, at 0.9 below the average. These show the effectiveness of Surrey's pre-court diversion interventions. However, in Q4 of 2023/24 there has been an increase with a total of 6 children in custody as at the end of March 2024. The ethnicities of these children are 3 White British, 1 White Irish, 1 Any other Black background and 1 Any other Mixed background.

Binary reoffending rate and frequency of reoffending



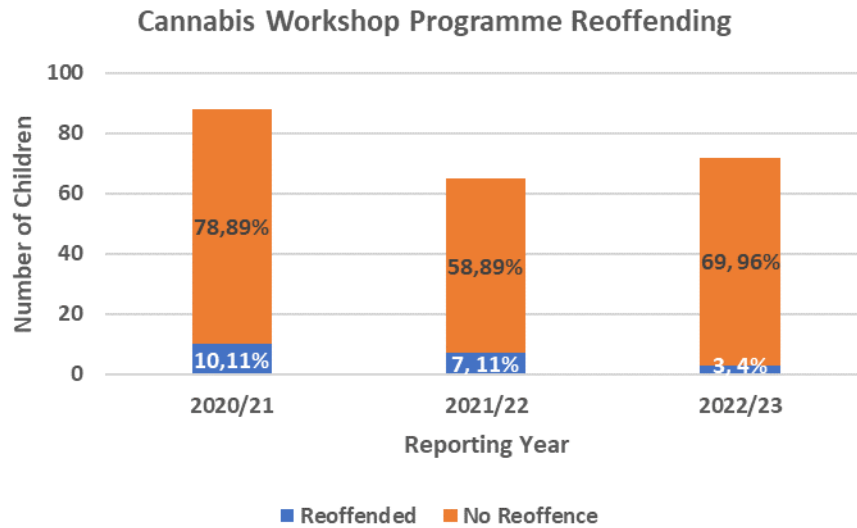


Graphs sourced from the YJB depict the reoffending rates of children who have received a post-court intervention. In Surrey, the rate of reoffending following court outcomes has declined from 27.7% in 2020/21 to 25.4% in 2021/22, demonstrating a favourable trend compared to both our statistical neighbours and the national average. Although there has been a slight increase of 0.61 in reoffences per reoffender, the figure still stands lower than that of our neighbouring regions, at 4.07.

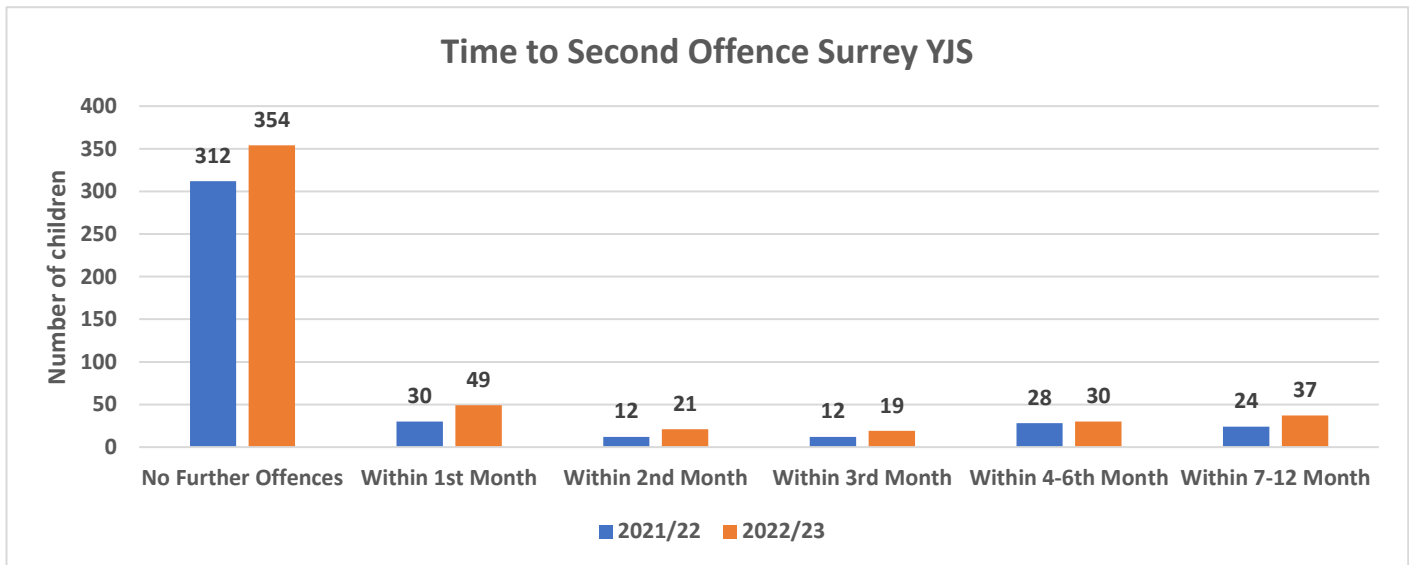


Looking at local Surrey data and including Youth Restorative Programmes and Outcome 22, the picture of reoffending in Surrey has slightly increased. This graph illustrates interventions starting in the reporting year and whether a child received a second intervention starting in the same reporting year as their first, or in the subsequent reporting year. Reoffending rates stood at 20% in 2020/21, rising to 24% in 2021/22, and further increasing to 25% in 2022/23.

We monitor re-offending rates locally via our 'live reoffending tracker' which has shown favourable reductions in the rates of re-offending over the past three years. Our data demonstrates that when a child does re-offend, the new offence tends to be less serious than their original offence, suggesting the Surrey YJS approach to desistance is having some impact. Tracking the rate and seriousness of a child's reoffending enables Surrey to measure the effectiveness of interventions. Despite a slight increase in reoffending rates across the past 12 month, this is a small % point and perceived to be variance as opposed to a hugely problematic spike. Despite this it is concern and metric we will be monitoring closely as we move into the next quarter and beyond.

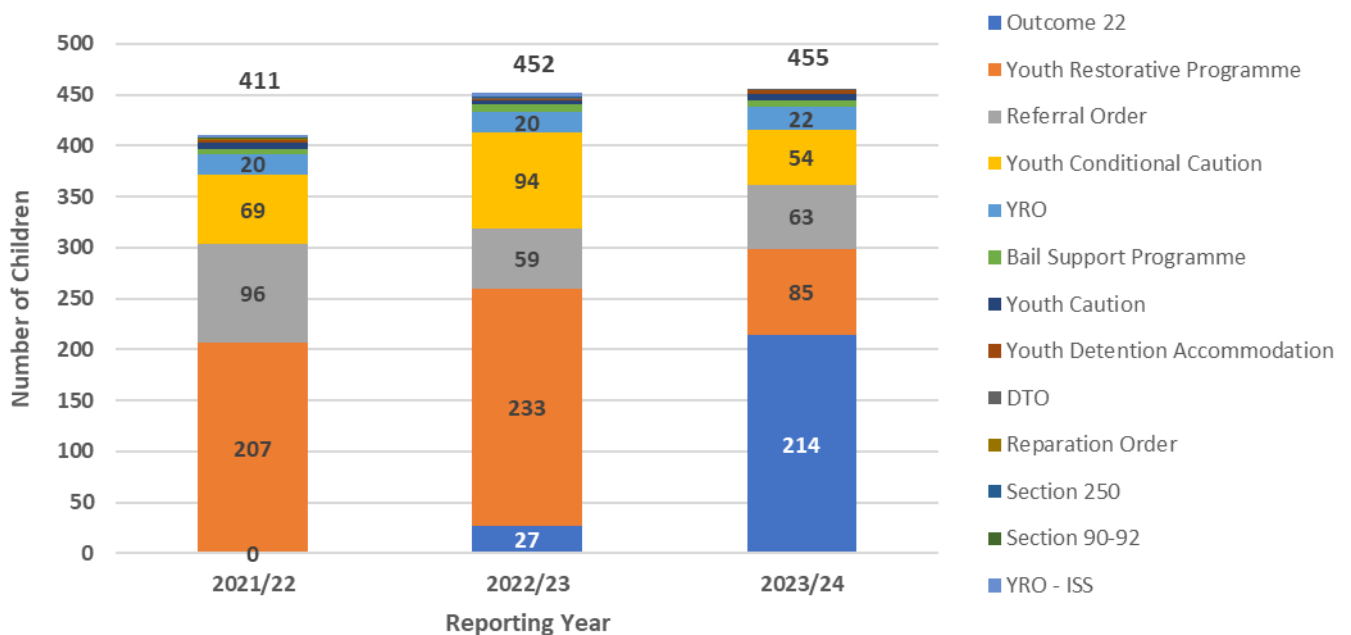


Of offences in 2023/24 with an outcome reached, 40 children participated in a cannabis workshop programme. The graph illustrates the reoffending rates of children who received the cannabis workshop programme after committing an offence within that reporting year. Reoffending rates stood at 11% in both 2020/21 and 2021/22. However, there was a significant decrease to 4% in 2022/23. This analysis includes individuals who reoffended within the same reporting year or the subsequent one, with data for 2022/23 extending up until December 2023.



The graph illustrates the duration between a child's initial offence and their subsequent offence, excluding those committed on the same day as their first. The cohort for children committing an offence has increased in 2022/23 compared to the previous year, 2021/22. The largest cohort, comprising 69% of 2022/23 offences, did not commit any further offences. However, there is a pattern indicating that the most prevalent period for reoffending occurs within the first month. This recurring trend underscores the importance of continued focus on identifying critical junctures and windows during which children may be particularly vulnerable to recidivism.

Surrey YJ Interventions



The graph above provides a comprehensive breakdown of youth justice interventions in Surrey over the past three reporting years, focusing on interventions open at any point during the period. Following the implementation of Outcome 22 in December 2022, there was an increase, with 27 recorded in 2022/23 escalating to 214 in 2023/24. This substantial increase in Outcome 22 interventions coincides with significant shifts in other intervention types. Specifically, there has been a decrease in youth restorative programs, dropping from 233 in 2022/23 to 85 in 2023/24, alongside a reduction in youth conditional cautions from 94 to 54 within the same timeframe. Despite these declines, referral orders have shown a slight increase from 59 in 2022/23 to 63 in 2023/24. These variances display the dynamic nature of youth justice interventions in Surrey and highlight the changing strategies adopted to address the needs of children.

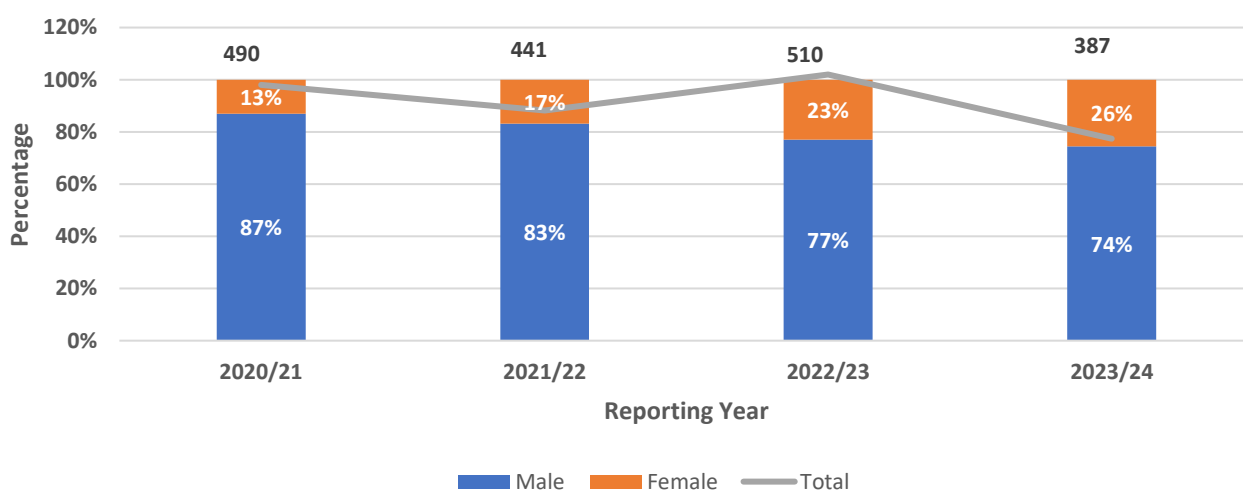
Disparity and Overrepresentation

Ethnicity	2021 Census 10-17 Population	% of total Population	2023/24 Offending Population	% of Offending Population	Percentage Point Difference
White	97753	81%	292	82%	1%
Mixed	8422	7%	34	10%	3%
Asian or Asian British	9630	8%	14	4%	-4%
Black or Black British	2549	2%	12	3%	1%
Other	1979	2%	2	1%	-1%

The above table provides an overview of the trends in the percentage point difference between offending and the local population by ethnic group at Surrey Youth Justice Service. It serves as a critical tool for identifying over-representation within the system, a key focus for Surrey. A higher percentage represented in the offending population compared to the 10-17 population indicates over-representation in the youth justice service,

manifesting as a percentage above 0. In the context of Surrey in 2023/24, Asian or Asian British children emerge as the most underrepresented ethnic group. Conversely, children from the Mixed ethnic group are overrepresented, with approximately a 3% difference. Both the White ethnic group and Black or Black British children exhibit a 1% overrepresentation within this cohort. Therefore, whilst this isn't considered 'statistically significant' in line with the YJAF framework, Surrey YJS are treating the findings from this data as a key priority to understand and address what is contributing to this consistent disparity. The work occurring in Surrey to address overrepresentation is captured in the Disparity Working Group action plan.

Number of Children who Committed an Offence By Year and Gender Surrey YJS



The female cohort within Surrey YJS has shown a gradual increase in representation, rising from 23% in 2022/23 to 26% in 2023/24. Alongside, there has been a decrease in the total cohort of children committing offences, declining from 510 in 2022/23 to 387 in 2023/24. While this reduction suggests potential progress in addressing offending within the community, the increase in the proportion of female offenders highlights the importance of targeted interventions to address the needs of this demographic.

Timeliness offence to outcome date

Year	Mean (days)	Median (days)
2021/22	150	102
2022/23	145	99
2023/24	112	100.5

Understanding the duration for an offence to reach an outcome is important to Surrey YJS and recent data indicates positive progress. The average number of days from offence to outcome date decreased from 145 in 2022/23 to 112 in 2023/24, reflecting a shorter period for offences to reach an outcome. It is important to note

that this figure is calculated based on offences during the respective reporting year. However, it is important to note that a number of 2023/24 offences are yet to reach an outcome and would therefore not be included.

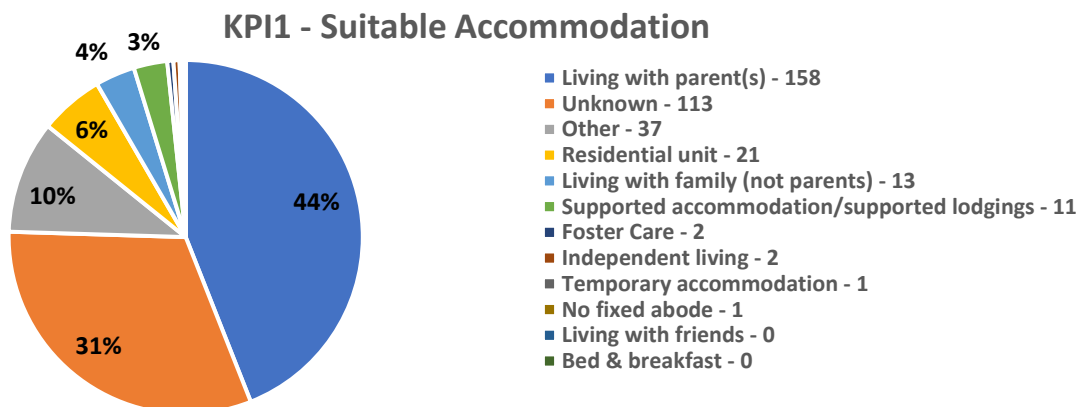
Surrey headline data

- Reduction in First Time Entrant (FTE's) for 4 consecutive years. Outcome 22 is likely to have contributed following its implementation in December 2022 and embedding into JDMP through 2023.
- Custody rates remain low and comparable with the general trend across Southeast and England.
- Reoffending rates have seen a slight increase in the recent year however they remain lower than statistical neighbours and national averages. Reoffending rates for cannabis workshops have been improving.
- Data analysis highlights most common period for reoffending is the first month.
- Timeliness of offence to outcome has been improving for 3 consecutive years.
- Overrepresentation and Disparity: Surrey acknowledges the overrepresentation of certain ethnic groups, particularly black and dual heritage children indicating the need for continued focus and action.
- Surrey continues to observe a gradual increase in the proportion of females entering the YJS.

Key performance indicators

It was a requirement for Youth Justice Services to report on the following key performance indicators from April 2023, Surrey provided our first submission August 2023 as per YJB guidance.

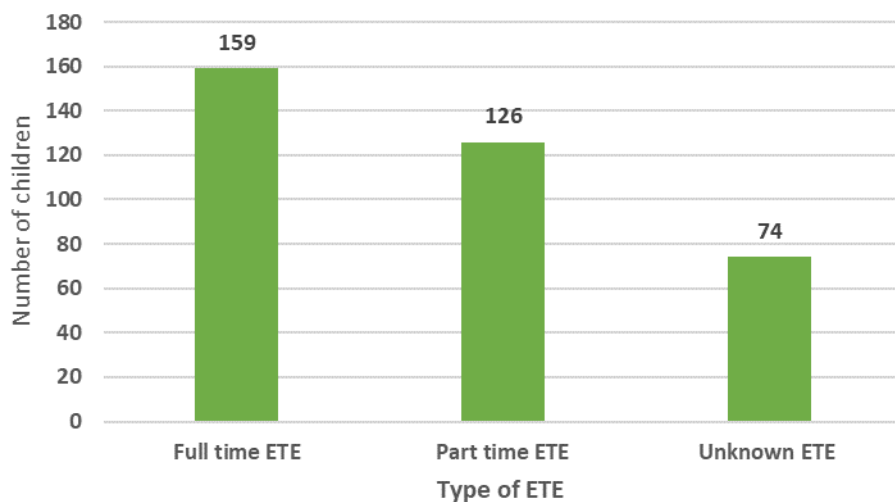
KPI 1: suitable accommodation



In 2023/24, 44% of children in the Surrey Key Performance Indicators (KPIs) cohort were documented as living with their parents. However, owing to the introduction of new KPIs and a revised set of recording criteria, the accommodation status of 31% of these children remained unknown, unfortunately representing a gap in data. Notably, within the unknown data, approximately 18% were from the Q1 cohort, 13% in Q2, with <1% in Q3 and Q4. Of the recorded accommodations, approximately 57% were deemed suitable, 11% were classified as unsuitable, and the status of 31% remained undisclosed. Note that the 'Other' category presently includes children living 'At Home' in accordance with guidance and those in custody.

KPI 2: education, training and employment

KPI 2 - ETE 2023/24



At the end of their involvement with youth justice interventions, 44% of children were enrolled in full-time education, while 35% were engaged in part-time education, leaving the status of 21% unknown. Notably, 54% of these children were in suitable Education, Training, and Employment (ETE) arrangements. All instances of unknown ETE status occurred in Q1, coinciding with the initial implementation of Key Performance Indicators (KPIs) and Surrey's adjustment to new recording methods. However, in subsequent quarters (Q2, Q3, and Q4), there were no instances of unknown ETE, indicative of Surrey's heightened focus and effectiveness in data recording and monitoring processes. Of the 285 children recorded in ETE in 2023/24, 68% were suitable.

KPI 3: special educational needs and disabilities/additional learning needs

Cohort: All interventions April 2023 – March 2024.

445 children with a YJ intervention could be matched to EYES system. Of those:

- 134 have never had an EHCP / SEN Support (30%)
- 311 have had or currently have an EHCP or SEN Support (70%). Of these:
 - 121 have an active EHCP.
 - 67 have SEN Support.
 - 14 have former EHCP which has now ended.
 - 109 have former SEN Support which has now ended.

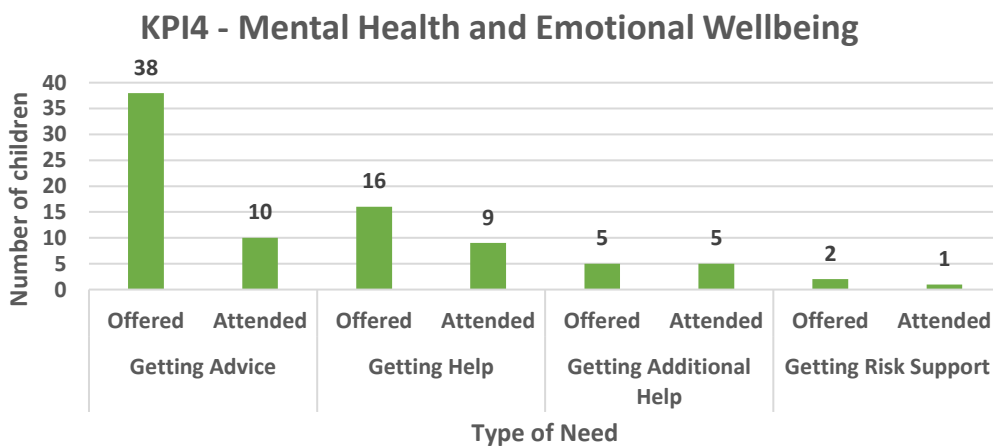
Our current data indicates that we have a disproportionate number of children with EHCPs in the youth justice system compared with those in the Surrey school population. However, we have established close working relationships and protocols between our YJ ETE specialists and the SEN, Inclusion and Virtual School teams to be able to prioritise the needs of this cohort. Given the large number of schools and alternative provisions in Surrey, it has been a challenge to accurately capture the data around the number of education hours attended for the purposes of the new KPI recording. We continue to liaise with our colleagues in the education department in an attempt to address this challenge.

Ethnicity	Total number	EHCP	Rate of Prevalence
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White	370	109, 29%	5
Mixed or multiple ethnic group	38	9, 24%	4
Asian/Asian British	15	1, 7%	2
Black/ African/ Caribbean/ Black British	14	2, 14%	3
Other ethnic groups	2	0, 0%	-

Gender	Total Number	EHCP	Rate of Prevalence
Male	332	98, 30%	4
Female	113	22, 20%	6

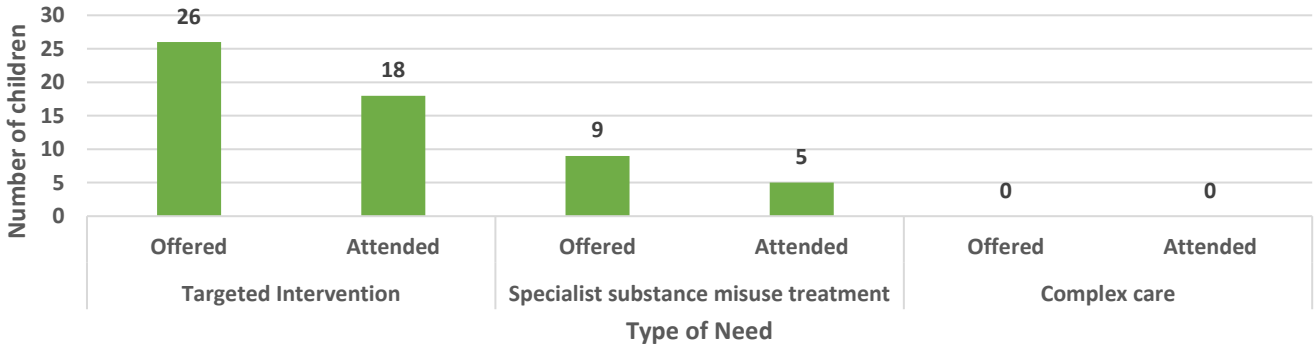
KPI 4: mental health care and emotional wellbeing



Regarding mental health and emotional well-being interventions during 2023/24, the most substantial cohort was observed in the category of 'Getting Advice', with 38 children being offered this intervention and 10 ultimately participating. In contrast, the 'Getting Help' category saw 16 children being offered, with 9 attending. 'Getting Risk Support' was a less prevalent intervention in Surrey, evidenced by only one child attending the sessions, while two were offered the service. This data underscores the varying degrees of engagement across different types of mental health support interventions within Surrey's youth justice system. We have seconded staff for both emotional health and substance misuse who will continue to support the accurate recording around this data.

KPI 5: substance misuse

KPI5 - Substance Misuse



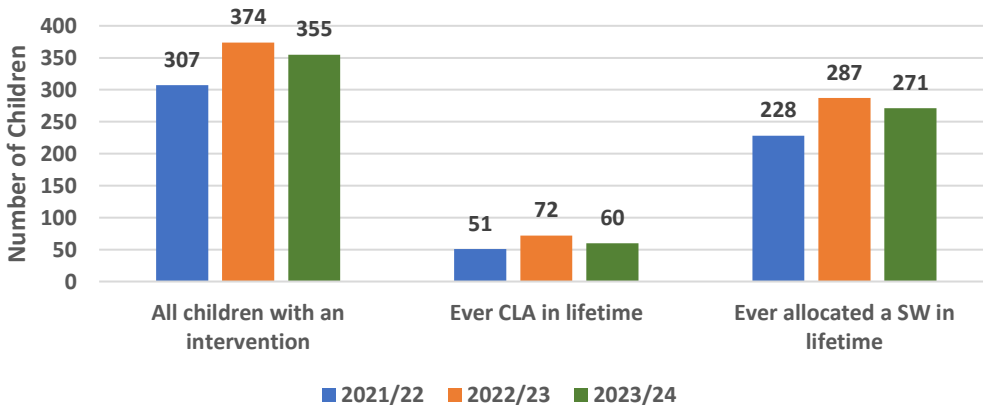
Looking at substance misuse interventions within Surrey during 2023/24, Targeted Intervention was the most prevalent approach with 26 children being offered this specific form of support. 69% of those offered the intervention participated, indicating a notable level of engagement. Specialist substance misuse treatment was offered to 9 children, of whom 5 attended. It should be noted however there is also a large proportion of work taking place in the context of cannabis workshops as highlighted in an earlier graph which are not reflected in this data set. However, our referrals to our substance misuse practitioner have decreased recently so we are reviewing the referral pathway and looking at creative ways in which to increase participation.

KPI 6: out-of-court disposals

This data is captured in the previous graph illustrating Surrey’s youth justice interventions. We had long term systems to capture successful completion of OOC’s and have high levels of compliance with our diversions. Interventions take into account the individual needs of the child and approaches are carefully considered and adapted where needed to find the most effective way to engage the child. We have successfully introduced Outcome 22s as an additional diversion option for children which has contributed significantly to a further decrease in FTE’s.

KPI 7: links to wider services

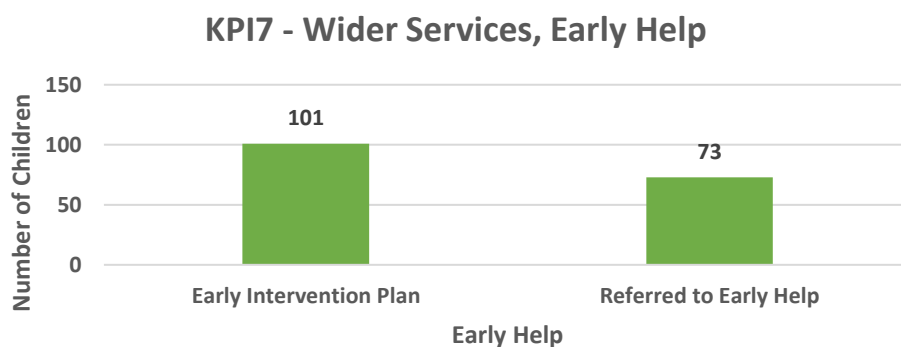
Children open to Surrey YJS Social Work Involvement



In 2023/24, a significant proportion of children engaged with Surrey Youth Justice Services had previously been allocated a social worker, with 76% having had this experience at some point in their lives. This percentage remained consistent with the figures from the preceding years, which stood at 77% in 2022/23 and 74% in

2021/22, indicating a stable trend over time. Additionally, 17% of children open to Surrey YJS during the same period, had been a child looked after at some stage in their lives. This saw a slight decline compared to the previous year's statistics, where 19% had been a child looked after. The CLA data trends had already received interest from the YJMB, resulted in a thematic audit and will feature in the disparity working group action plan moving forward.

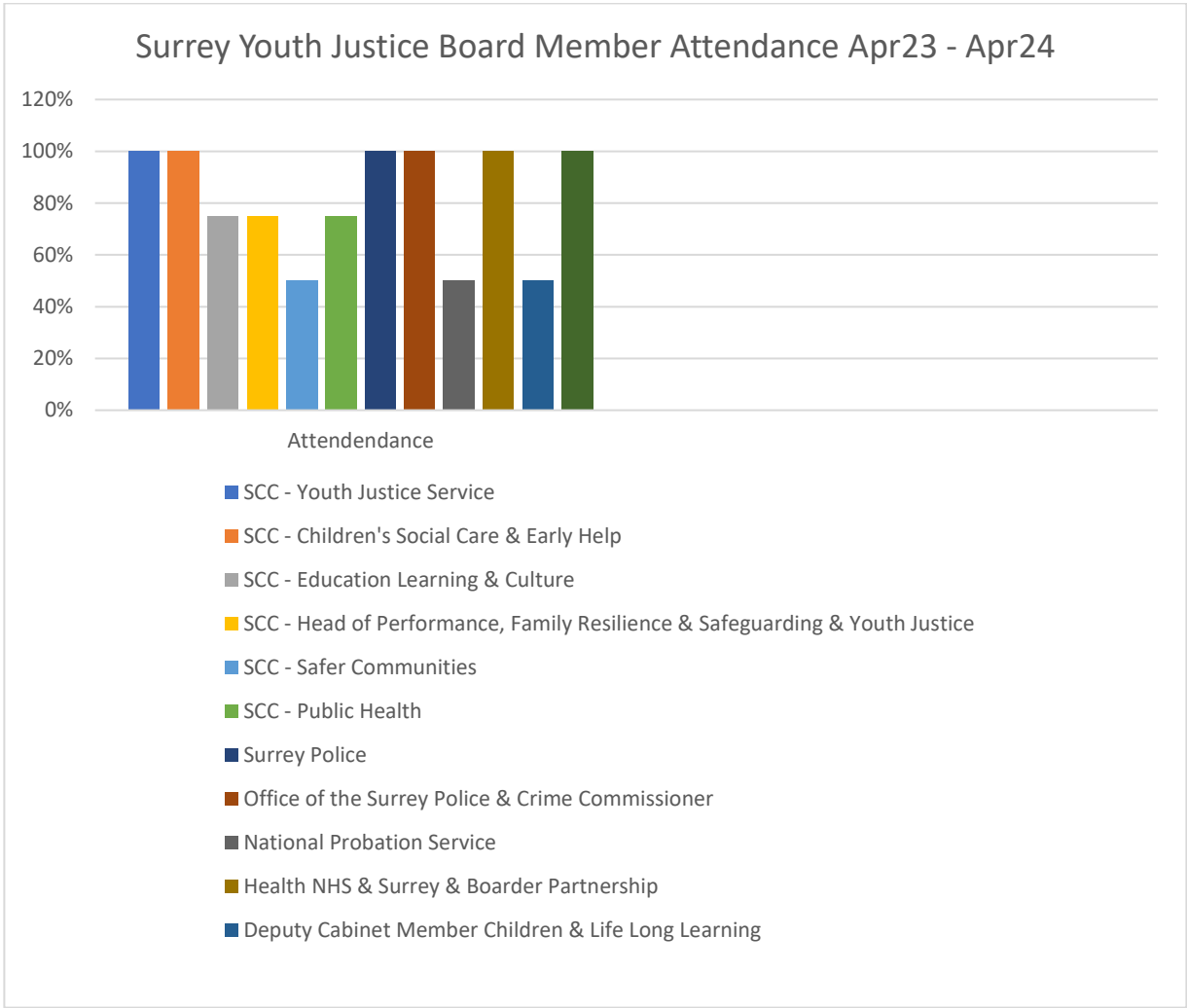
Our data demonstrates a lot of the children open to Surrey YJS under statutory court orders will also be open to Children's Services for statutory interventions. This is reflective of the complexities of our children in the court system and there is a correlation with these children being open to Children's Services due to contextual safeguarding concerns. The new Adolescent Service framework and positioning of services will help to address extra familial harm locally. This helps scaffold our ability to take a Child First approach which considers the holistic needs of the child and doesn't solely focus on their offending behaviour.



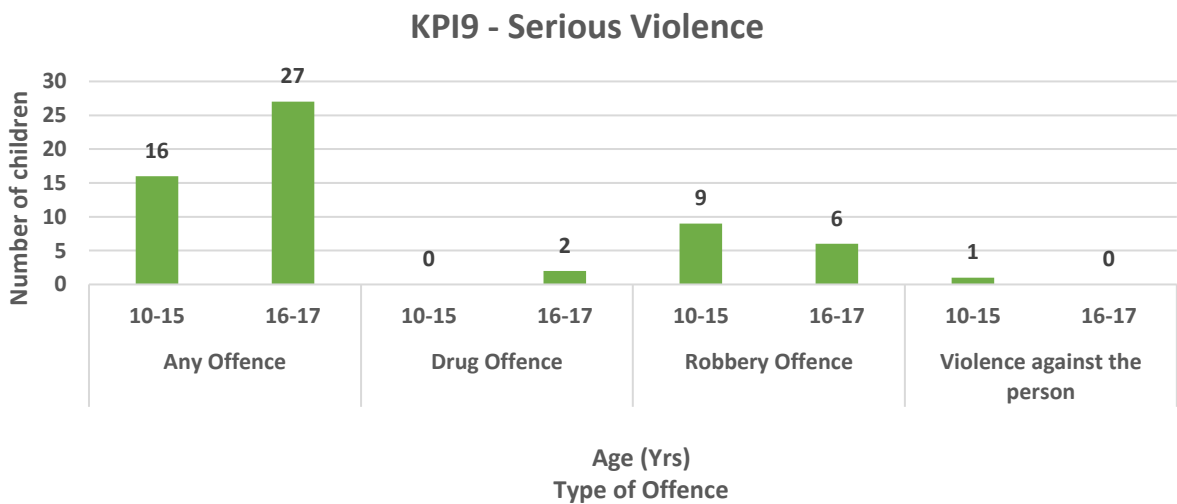
In 2023/24, 28% of children engaged with Surrey Youth Justice Services had an early intervention plan, while 20% had been referred to early help services.

KPI 8: management board attendance

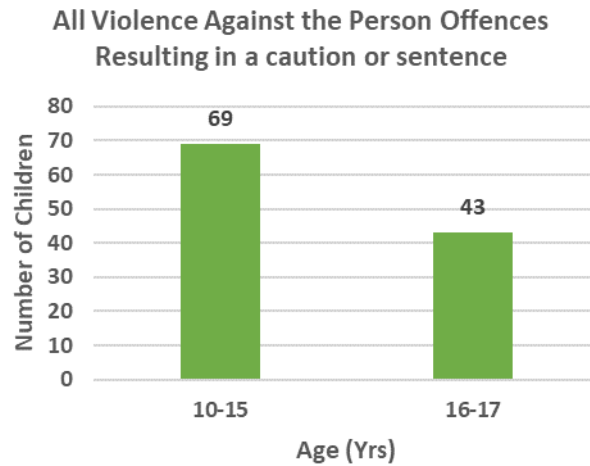
Capturing board attendance is an administrative task with reporting embedded within the Case Management system. The following graph demonstrate attendance over the past 12 months and will be discussed at the next Youth Justice Management Board meeting to review level of engagement. In summary there has been strong attendance at the board across the partnership in the majority of instances with any absence being circumstantial and explained with strong lines of communication in each instance.



KPI 9: serious violence



The graph illustrates offences in 2023/24 categorised as serious violence, defined by a gravity score of 5 or higher, which led to either a caution or a sentence. Within this category, 63% of these serious offences were committed by individuals aged 16 to 17, while 37% were by those aged 10 to 15. Notably, the most prevalent offence type was robbery, constituting 35% of all offences with a gravity score of 5 or above.

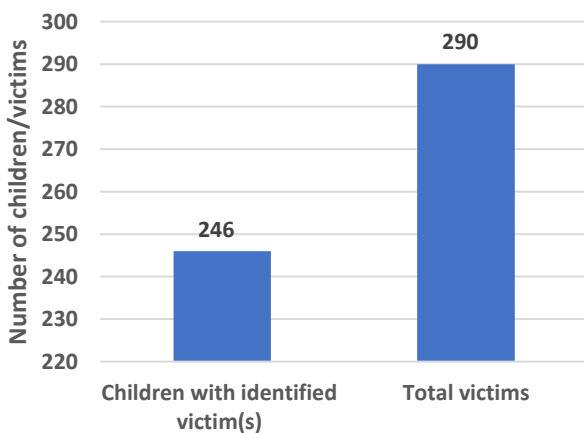


The graph depicts the breakdown of all violence against the person offences that led to either a caution or a sentence, irrespective of their gravity score. Unlike the previous graph, this one highlights a notable contrast, revealing that the predominant group involved in these offences were individuals aged 10 to 15, accounting for 62% of the total violence against the person offences. The reporting mechanisms were already in place re this KPI which extracts data from the case management system based on the ACPO gravity score matrix, providing a score based on seriousness and offence type.

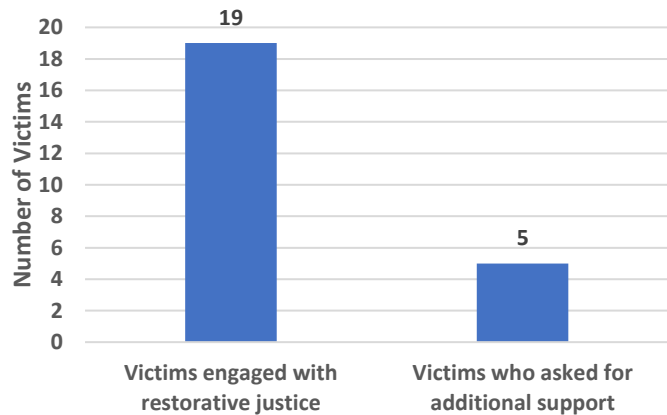
KPI 10: victims

Victim contact for out of court disposals is initiated by our police colleagues and Surrey YJS specialist restorative practitioners will only make contact where the victim has consented for this to take place and are requiring a restorative approach or ongoing support. Where this is requested, we anticipate that we will be able to fulfil the victim’s needs in a high majority of cases. However, we aim to increase the number of victims who consent to contact to ensure that we are reaching as many victims as possible. Our restorative practitioners will assist in ensuring this data is kept up to date to inform reporting requirements.

KPI10 - Children with their identified Victims



KPI10 - Victims engagement restorative justice



Graph 1 illustrates that of those youth justice interventions ending in 2023/24, 69% of the overall cohort of children had identified victims. Notably, there were 44 more victims than children with identified offences, suggesting instances where individuals were responsible for multiple victims. Graph 2 outlines Surrey’s efforts in

victim engagement, with 19 individuals participating in restorative justice initiatives. It is worth noting that during Q1, there were no recorded instances of victims engaging with restorative justice, which could indicate the initial data recording challenges experienced during the early stages of implementing the new KPIs. It should be noted that we do not feel the KPI data is reflective of the wider work taking place in the context of victim support and restorative practice and would therefore refer to section 10 of the plan detailing priorities for further insight.

The new 'Youth Justice Oversight Framework' has helped to support assessment and evaluation of Youth justice system performance: oversight, assurance, and compliance.

Local Performance

The Youth Justice Management team receive weekly performance management data presented by our data and performance colleagues. A transition to tableau reporting aids a more comprehensive regional breakdown and visual overview. This enables oversight of timeliness of assessment completion and management supervision. A revised framework of accountability pertaining to performance, oversight, assurance, and compliance is under development and will be considered in line with the new Youth Justice Oversight Framework linked to the new KPI data. Annual compendium data also provides opportunity for annual analysis re trends and trajectory.

In addition to the above, data pertaining to HPAT completion rates is being reviewed quarterly to ensure unmet health needs, pathway planning and communication passports are consistently offered to children and progressed as required.

Key Performance Indicators Summary

- KPI 1 - Suitable Accommodation: 44% of children lived with their parents, but 31% had unknown accommodation status, highlighting data gaps. Approximately 57% of recorded accommodations were deemed suitable.
- KPI 2 - ETE: 44% of children were in full-time education, while 35% were in part-time education. Notably, 54% were in suitable ETE arrangements, with no unknown ETE status recorded after Q1.
- KPI 3 - SEND: 70% of children with youth justice interventions had or currently have an EHCP or SEN Support, with varying prevalence rates across ethnicities and genders.
- KPI 5 - Substance Misuse: Surrey aims to increase recording in this area to reflect the ongoing work.
- KPI 7 - Links to Wider Services: 76% of children engaged with Surrey Youth Justice Services had previously been allocated a social worker. 28% had an early intervention plan, and 20% were referred to early help services.
- KPI 9 - Serious Violence: Serious violence offences in 2023/24 were predominantly committed by individuals aged 16 to 17, with robbery being the most prevalent offence type.
- KPI 10 - Victims: 69% of children had identified victims. Surrey aims to increase recording in this area to reflect the ongoing restorative justice work.

10. Priorities

Children from groups which are over-represented.

As already highlighted in the plan, Surrey data indicates black dual heritage children are once again overrepresented in the CJS. It remains a primary objective for Surrey in 2024/25 is to progress the work undertaken by the disparity working group and develop a greater understanding of the layers of complexity contributing to over representation locally. Our training plan includes further investment in disproportionality training for our Youth Justice and colleagues across the partnership. The aim is to promote the collective recognition and input required to move towards change for many of the children who end up involved with the CJS. As cited in the YJB strategic plan ‘We want to see a youth justice system where children are not disadvantaged as a result of their ethnic background, learning ability, sexual orientation or other characteristics that might attract deliberately distinctive treatment’.

A mindful acknowledgement of clear principles pertaining to anti-racist practice, growing cultural competence, and creating space for challenge when concerns regarding discrimination arise at any stage of that child’s journey through the system is essential. Ensuring the voice of the children and families we support is heard, with lived experience recognised is crucial to enable a ‘work with’ as opposed to ‘do to’ process. A collaborative learning journey with the local Magistrates Court, our Education department, Police colleagues and other agencies working to support children in Surrey’s diverse communities is our endeavour, to ensure we are progressing on this journey together. Indeed, Surrey’s Child Centred Policing strategy outlines this shared priority whilst the established Disparity Working Group (DWG) convenes every 6 weeks and feeds into the wider Youth Justice Management Board (YJMB) and Police Criminal Justice Board as part of the governance structure, with direct representation from board members. Police and YJ data leads meet regularly to ensure all relevant data sets are available for perusal and inform areas of focus and action.

At the start of 2022, the Youth Justice Board (YJB) commissioned Traverse, an independent research organisation, to conduct a year-long research study into the drivers of ethnic disparity in reoffending rates in the youth justice system. One of the findings indicates ‘A very strong link between practitioners’ assigning a higher initial assessment of the risk of reoffending (YOGRS) and actual higher rates of reoffending’. We are curious in Surrey how this analysis applies locally. Similarly, findings of this research indicate ‘a strong link between either being in care or having been in care and higher rates of reoffending’. You will have observed data pertaining to children in the care system in section 9 above, but further demographic analysis is a future objective and will help demonstrate the Surrey picture in greater detail. The link to the full report can be found here [YJB_EDRR_QuantReport.pdf \(publishing.service.gov.uk\)](#).

The way in which ethnicity is recorded still requires a more detailed breakdown to get a true sense of Surrey’s diverse communities which are highlighted in the local context section of the plan. This will also enable a more informed response to the data and over representation of certain groups of children. As previously highlighted in the Lammy review ‘The absence of Gypsies, Roma and Travellers from official monitoring has meant, for example, it is impossible to analyse whether charging rates, sentencing decisions, or reoffending rates are proportionate for Gypsies, Roma, and Travellers’. YJ interventions from Apr 22-Mar23 indicate Surrey worked with 3 children identifying as Travellers of Irish Heritage and 2 Gypsy/Roma. This was from a total of 428 young people. Surrey is keen to gain a greater understanding of the data pertaining to our GRT community and are working closely with Equality and Diversity lead who also sits as a key member of the disparity working group and chair of the Surrey Gypsy Traveller Communities Forum.

Whilst Surrey have already implemented the non-admissions scheme in an attempt to address disproportionality in the CJS, this requires a process of evaluation to measure its effectiveness locally. It is anticipated the introduction of Outcome 22 as a deferred prosecution has had a positive impact, as it has in other regional areas; ‘Recommendation 10 from the 2017 Lammy review advised *‘the ‘deferred prosecution’ model pioneered in Operation Turning Point should be rolled out for both adult and youth offenders across England and Wales. The key aspect of the model is that it provides interventions before pleas are entered rather than after’*. As with the non-admissions scheme, a process of evaluation will be required to measure effectiveness. It is hoped the Police custody ‘opt out scheme’ meaning the default position is for children to ‘opt in’ for legal representation will also have a positive impact across Surrey’s three custody suites.

We are keen to ensure our workforce is reflective of the local demographic and representative of children subject to YJ intervention. As a result, we are in the process of reviewing our long-term cohort of Referral Order panel volunteers and taking action to ensure we diversify those involved in the process. Surrey's Minority Ethnic Forum and Surrey Gypsy Traveller Communities Forum have been consulted accordingly.

Youth Justice Data linking to SEND

Our current data indicates that we have a disproportionate number of children with EHCPs in the youth justice system compared with those in the Surrey school population. We have considered data with a breakdown of demographic data to inform next steps with education colleagues to develop a response in relation to this data.

Cohort: All interventions between May 2023 – April 2024.

There were 463 children who had interventions with the youth justice team during this period. Of that, 320 were closed as at 30/04/2024 whilst 143 remained open. Of the 463 cases, 454 could be matched to EHM.

Of the 454 matched records:

- 136 have never had an EHCP / SEN Support (30%)
- 318 have had or currently have an EHCP or SEN Support (70%). Of these:
- 130 have an active EHCP
- 68 have SEN Support
- 13 have former EHCP which has now ended
- 107 have former SEN Support which has now ended

Gender split of the matched cohort of 445 children is:

- 338 Male of who 104 (31%) have an EHCP
- 116 Female of who 26 (22%) have an EHCP

For context:

7.1% of Male pupils on EMS aged 12-17 have an EHCP

3.5% of Female pupils on EMS aged 12-17 have an EHCP

This suggests that those known to YJS are significantly more likely to have an EHCP.

Males open to YJS are 4 times more likely to have an EHCP than the Surrey 12-17 male school population.

Females open to YJS are 6 times more likely to have an EHCP than the Surrey 12-17 female school population.

Ethnicity Split of the matched cohort of 445 children is:

- 378 White of who 116 (31%) have an EHCP
- 38 Mixed or multiple ethnic groups of who 9 (24%) have an EHCP
- 18 Asian/Asian British of who 1 (6%) have an EHCP
- 14 Black / African / Caribbean / Black British of who 3 (21%) have an EHCP
- 4 other ethnic groups of who 1 (25%) have an EHCP
- 2 young people did not have ethnicity recorded

For context:

- 5.8% of White British pupils on EMS aged 12-17 have an EHCP

- 6.3% of Mixed or multiple ethnic group pupils on EMS aged 12-17 have an EHCP
 - 3% of Asian/Asian British pupils on EMS aged 12-17 have an EHCP
 - 4.6% of Black / African / Caribbean / Black British pupils on EMS aged 12-17 have an EHCP
 - 2.4% of Other ethnic group pupils on EMS aged 12-17 have an EHCP
- White British children open to YJS are 5 times more likely to have an EHCP than the Surrey 12-17 White British school Population.
 - Mixed or multiple ethnic group children open to YJS are 4 times more likely to have an EHCP than the Surrey 12-17 Mixed or multiple ethnic group school Population.
 - Asian/Asian British ethnic group children open to YJS are 2 times more likely to have an EHCP than the Surrey 12-17 Mixed or multiple ethnic group school Population.
 - Black / African / Caribbean / Black British children open to YJS are 5 times more likely to have an EHCP than the Surrey 12-17 Black / African / Caribbean / Black British school Population.
 - Other ethnic group children open to YJS are 10 times more likely to have an EHCP than the Surrey 12-17 Black / African / Caribbean / Black British school Population. This is based on one child.

Policing

Our close partnership approach to supporting children who come into contact with criminal justice system here in Surrey is amplified within the foreword, written by Police Superintendent Mel Golding and co-chair of the Surrey Youth Justice Board.

Prevention and Diversion

This section of the plan outlines how Surrey's partnership model delivers early targeted prevention work with children and their families who may be displaying behaviours associated with offending, antisocial behaviour, or vulnerability. This helps to safeguard and promote positive outcomes to stop these children from entering the justice system.

Surrey YJS work in line with Surrey Safeguarding Children's Partnership approach. The partnership strategy for 'Helping Families Early' sets out our vision, principles, and ambitions for working together so we can act as soon as problems emerge, share information, and provide effective, timely support to enable children and their families to overcome difficulties and become more resilient so that they can manage future life challenges independently. We promote a 'Child First' approach to decision making, and to safeguard and promote the welfare of all children as detailed in Working to Safeguard Children 2018 and the 2004 Children's Act.

Surrey's strong preventative and diversionary offer is a critical part of our endeavour to steer children away from the criminal justice system, aid the early identification of unmet need, respond, and support those same children to thrive. As per YJB's strategic plan we aim to *'...promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system'*.

Pre Court

Out of court disposals use a multi-agency framework to determine outcomes for children who come to the attention of the police for offending behaviour and to ensure that decision making is defensible, clearly evidenced and focused on desistance. However, the panel also considers the needs of children involved in repeat ASB or having received Community Resolution and therefore form part of our preventative offer, co-ordinating response

and signposting to support networks as required. This year has seen an increase in diversionary activities available for children Out of Court via the introduction of Outcome 22. Early data indicates this has led to a reduction in FTE's and is perhaps evidence that intervening early and steering children away from the Court and CJS is proving effective in Surrey.

Turnaround

Turnaround funding has been granted to Youth Justice Teams across England and Wales over three years, to support early intervention and improve outcomes for children on the cusp of entering the youth justice system. With this additional funding Surrey have been able to recruit two additional Case Prevention Officers into the Youth Offer structure and provide additional capacity within the Management team via a secondment post, allowing us to provide greater oversight. The Team Manager will take the lead on the diversion offer and support the wider YJS Partnership in reducing the number of children that become First Time Entrants as well as developing a specific programme of interventions for these children and supporting them to access the Youth Offer, Health, and Education. We are confident we will deliver to 66 children within the next 12-month period. Our partners in commissioning and data and performance are supporting quarterly reporting and process of evaluation. This creates a minimum of 1458 sessions per year which then equates to 5832 hours of face-to-face engagement for children who access support from the service.

Youth Offer

The Youth Offer is integral to the YJS prevention and diversion delivery models and integrated approach, through one-to-one support and variety of projects. These include carpentry, horticulture, land management, a bike project, hair and beauty, girls and young women's football, art, forest school, motorcycle trials and music production. Staff from multi-disciplinary backgrounds including youth and community workers, social workers and teachers support children to shape the content of the programmes they engage with from the outset, encouraging collaboration and developing intervention plans tailored to individual need. This helps enable 'buy in' and exploration of a range of risk factors associated with offending behaviour whilst building positive relationships and promoting pro social behaviours. Timely interventions in response to emerging needs across the counties YJ cohort is supported by the youth offer utilising skillsets to meet individual needs. The YJ ETE leads are situated in the weekly Youth Offer allocations meetings and maintain close links with short stay schools supporting parallel planning to aid reintegration and avoid children becoming 'NEET'.

Some of the programmes on offer have been devised specifically to support young females and reduce the risk of offending. This is in response to the data we have observed showing a spike in female entering the criminal justice system. Projects are subject to a process of evaluation to measure effectiveness which includes feedback from participants to ensure the voice of the child is factored into any future offer.

The Youth Offer Service will support vulnerable children and include children who are NEET, at risk of gangs, violence and exploitation, LGBT+ children, children who require emotional health and wellbeing support, children at risk of offending, children in need (CIN) children subject to child protect plans (CP) and children looked after by the local authority (CLA). It includes those young people considered to be high risk.

Daily Risk Briefings and the Engage Project

The 'YJS notifications process' has been introduced to enable Surrey's three police custody suites to inform YJS and Emergency Duty Team (EDT) of a child being detained in police custody. This process allows for early two-way communication to meet the child's immediate safeguarding needs and notifications feed directly into daily risk briefings (DRB). This multi-agency forum acts as the central point of information sharing, bringing together

colleagues within the Youth Justice Service (YJS), Surrey Police, Criminal Justice Liaison and Diversion Service (CJLDS), CAMHS, Engage Project lead and Children's Services Multi Agency Partnership (MAP) representative.

The 'Engage' diversion project also sits under the Youth Offer umbrella and provides a targeted youth work response to children and families at the point of arrest or soon after, as identified via DRB. An expansion of Engage has been discussed with the OPCC which would enable specialist Youth Workers to meet all children in Surrey's custody suites. The Engage 6 month custody pilot is complete and the resulting report is available. At time of writing Surrey's Youth Offer are providing Engage follow up by the existing DRB arrangement and endeavour to see children in custody as and when notified. This has helped enable Surrey to target a greater number of children, some of whom were previously known to services and deemed as exposed to or at risk of extra familial harm. The 'Child C serious case review' recommendations talked about 'reachable moments' in custody around safeguarding, so Surrey's response is aligned.

The pilot data has not provided conclusive evidence that take up of Youth Offer Projects and support has been significantly increased by offering children and parents a face-to-face introduction with a Youth Worker within the custody suite. However, this will remain subject to further evaluation and the Youth Workers were well received by Police and Liaison and Diversion (L&D) colleagues whilst the partnership has been strengthened significantly by working closely together. Engage workers have built relationships with L&D colleagues and entered a shared assessment process with the children they encounter. Confidence and competence has grown notably within Youth Workers to operate in the custody environment and communicate effectively with Police colleagues at the Bridge and Front Counter.

Our missing and exploitation leads contribute as DRB chairs alongside YJ and Youth Offer colleagues. However, their contribution to prevention and diversion is significant and achieved via advice, guidance, consultancy, and disruption plans in a range of settings pertaining to children at risk of or subject to exploitation and involvement with the CJS.

'Diversion from formal criminal justice processes can help to minimise stigmatisation or labelling effects. Crucially, diversion requires other substantive services to be available locally, with a range of options in place to address unmet needs and welfare concerns and promote social inclusion'. [Child First \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/child-first/)

Channel Panel

'PREVENT' does not aim to criminalise people and instead to seeks to stop individuals from going to the extreme of committing or encouraging violent activity. To support vulnerable people from being radicalised, Surrey uses the national 'Channel' process. It is a statutory duty under the counter terrorism and security act 2015 to have Channel and has been developed to provide early intervention to people at risk of being drawn towards terrorism in all its forms. It works in a pre-criminal space as a multi-agency process that relies on close collaboration between Police, Surrey County Council, and other key stakeholders. Channel provides an appropriate support package tailored to an individual's needs. It's a voluntary, confidential, early intervention programme supporting children and adult who have been identified as vulnerable to radicalisation and extremism at an early stage, to prevent them from being drawn into terrorism.

NHSE Vanguard

Another example of our prevention offer is the Building Belonging Programme (BBP) which is part of the NHS England Health & Justice Vanguard pilot programme. BBP is being piloted in Elmbridge and comprises 7 organisations (Local authority children's services, Mindworks, voluntary and community sector) working as one multi-disciplinary team to support children who are involved in or exposed to antisocial and/or criminal behaviour. It offers a whole family, trauma informed approach to support young people (aged 10-18 years), siblings and

parents through one to one and group support with the aim of preventing entry into the criminal justice system. BBP works closely with schools, police, other children's services teams and community organisations and where appropriate the team works collaboratively with these services to add value and complement existing support offers. BBP offers trauma informed consultations to practitioners, to other organisations and services to support them in their work with young people, particularly those at risk of involvement in the criminal justice system. BBP also offers learning opportunities to practitioners in other services to support their development in supporting young people including training to deliver interventions in schools and the community.

Education

The vast majority of the children that we work with within Surrey Youth Justice Service are post 16 and the main aims are to ensure children's ETE needs are met, to achieve this there are two full time ETE leads working across the county. There is a clear process enabling consultation with partners in SEND (Additional Needs), Inclusion, Access to Education (A2E), Surrey Virtual School for looked after children, Elective Home Education (EHE), Schools, Specialist Provisions, Short Stay Schools (PRUS), Post 16 providers and Year 11/12 Transition Team. ETE leads act as advocates for children and their parents/carers, supporting their relationships with education partners and allowing them the opportunity to feel part of both assessments and decisions about placements.

Children are supported to help understand better their additional (SEND) needs and to have a voice in the decisions that are made about their education. YJS interventions focus on helping children re-engage with learning. The Youth Offer projects which offer practical skills are regularly accessed to complement this. This is a bespoke offer which ensures it is accessible to all children open to YJS, particularly those with additional needs. In recognition of the high levels of children in the criminal justice system who have additional needs, Surrey YJS has established a dedicated team of health specialists (including Speech and Language) to support assessment and intervention for all children. This aligns with the child first approach of working with each child holistically.

In addition, the ETE Leads have provided support and resources for YJS practitioners to help them advocate for children from an education perspective. This has included developing a resource to support children to contribute towards their own 'one page profile' in the EHCP. There is a bespoke training offer with sessions on youth justice, speech, language and communication needs, physical health, and children at risk of exploitation delivered to a wide range of education partners to increase their knowledge around these different areas of practice. Advances have been made in data collation because of partnership links although currently Surrey use different case management systems to record data which is presenting a degree of challenge when extracting certain information pertaining to the new KPI.

Surrey YJS has established referral pathways to the Area Case Review Action Group and Children Missing Education meetings, enabling a monthly platform to discuss children of concern in a multi-agency forum where senior managers can influence decision making and next steps for children in a timely manner. This is complemented by having designated senior SEND case officers and inclusion managers in each quadrant with whom the YJS ETE leads meet and discuss children who are not accessing their full entitlement.

Surrey YJS are core members of the Alternative Provision (AP) strategic and Surrey Alternative Learning Provision (SALP) board which provide governance to services supporting children who have been excluded from education settings whilst the Assistant Director for Inclusion and Additional Needs is a Surrey YJB board member. As per the DFE guidance 'working together to improve school attendance' requires a multi-agency response to support children back into school and identifying key links within the child's network to act as a focal point is seen as best practice.

Where a child is in custody there is a clear process that ensures that secure estate is made aware of SEND needs swiftly to inform support plans for children, with roles and responsibilities clearly outlined. This is continuously monitored during custody and forms an integral part of the resettlement process.

Surrey YJS are embarking on a piece of work exploring the correlation between exclusion/absence (Emotional, Behaviour School non-attendance: EBSNA) and children experiencing exploitation. Due to the recent restructure within Adolescent Services within Surrey, the creation of a Central Hub will occur and one of its key functions is to further develop the use of the mapping software which looks at the identifying the patterns of exclusion and how these could be minimised.

Restorative approaches and victims

Restorative Justice is defined as a process that brings those harmed by crime, and those responsible for the harm, into communication. It enables everyone affected by a particular incident to play a part in repairing the harm which can be valuable in finding a positive way forward. An offer of a restorative intervention is made by the YJS Specialist Restorative Practitioners to all victims of youth crime after consent to contact has been granted by the Victim in their liaisons with Surrey Police. Prior to a decision to divert via an out OOCD attempts are made to seek the victims' thoughts and feelings, and these are tabled for consideration at the Joint Decision-Making Panel (JDMP) hearing the case. Victims of cases going to Court are contacted following sentencing and prior to planning for statutory court orders to explore a restorative approach.

Restorative communications may include both direct and indirect work, for example: face-to-face meeting between the child and victim, letter of explanation, recorded interviews or videos, shuttle mediation or specific victim awareness work based on a victim impact statement. Our role enables us to work with both victims and the child who has committed the offence, hearing both sides and working towards reparation. Restorative Justice is voluntary for all parties, and it must be agreed by all involved, including facilitators, that it is safe and appropriate to proceed. The consistency in our approach ensures we fulfil the YJS requirements set out in the Victims' Code of Practice to protect the rights of victims, alongside our Surrey Police Colleagues.

It has been identified that children make up a significant number of victims of youth crime. As a result, we have been successful in securing a grant from Surrey's Office of the Police & Crime Commissioner to develop a new project called the Side by Side (SBS) programme for victims under the age of 18. This went 'live' in January 2024. To reduce the risk of child victims going on to offend, the SBS programme aims to form supportive relationships with child victims of youth crime and their families, where the child who has offended against them is open for intervention with Surrey YJS. These child victims are already offered restorative justice but are now also able to access the holistic support they often require in addition. The SBS programme gives them the opportunity to work through their trauma, providing a holistic, dynamic service linking all agencies and ensuring the child victim and their family feel heard and at the centre of the work. The programme provides bespoke outreach sessions in safe spaces for child victims to encourage engagement and positive outcomes. In order for child victims to move forward they may need intensive input to build confidence and trust especially when transferring to the appropriate agency. Where required SBS provides effective transition support for access to signposted universal and targeted services to include Early Help, mental health and SEN support. Given that the programme is in its infancy, we are not in a position to report fully on the outcomes yet but we are ensuring that we are measuring the level of need at the start of the intervention in order to then measure this at the end so that we can understand & report on the impact. We have also developed an evaluation tool to share with families at the end of the support. Recent feedback from a parent to the SBS practitioner is as follows: 'You are like an angel to me and V. We looked and searched for support and there was none, and then you came to us. Thank you so much.'

We are committed to developing robust safety plans to reduce the risk of revictimization and further harm being caused. The YJ High Risk and Vulnerability Panel (HRVP) provides a multi-agency framework for oversight. In summary, we ensure that the safety of the victim/s and public protection concerns are taken into consideration when determining the most appropriate outcome to manage the child's risk to others. We also attend to the needs of victims of crime and deliver the best possible prospects for user-led restorative justice which secures the meaningful participation of all involved to address the needs of both victims and children involved in offending behaviour.

Next steps include:

- Increased collaboration in considering victims' needs and factoring this into developing pathways for restorative interventions, both indirect and direct
- Continue to develop the existing victim safety planning process to ensure collaborative input from practitioners and regular review
- Measure victim satisfaction rates and provide data sets to track effectiveness of support on offer
- Measure the impact of the Side-by-Side Programme

Serious violence, exploitation and contextual safeguarding

The Youth Justice Service in Surrey continues to drive its commitment to tackling missing children, youth violence, and exploitation. We continue to work with our partners to ensure that our focus is on all forms of exploitation and Modern Slavery including trafficked children and county lines, labour exploitation and domestic servitude.

Alongside the new and focussed team leading the way with exploitation risk. Surrey has redesigned the processes surrounding missing children. There will now be a dedicated team to support children who go missing, reaching out to carers and parents, completing return home interviews, and offering a safe space for children to talk about their situation. This team will create a continuity and a corporate knowledge around risk and resilience.

Surrey's Central YJ Team is committed to working in partnership to understand where serious violence involves children and taking action to prevent and reduce the risk factors that might result in a child becoming a victim or involved in violence.

The Serious Violence Duty (SVD) came into force on the 31 January 2023 across England and Wales. The purpose of the SVD is to ensure that relevant agencies work together to share data, intelligence and knowledge to understand and address the root causes of serious violence, and target interventions to prevent and stop violence altogether. The Duty names Youth Offending Teams as a specified authority and therefore there is a requirement on the YJ Team to collaborate and plan to prevent violence.

Surrey have adopted the governments recommended 5C approach, working in **collaboration**, with the aim to **co-produce** strategies and interventions, in **cooperation** with data and intelligence, that offers a **county-narrative** with trusted and credible alternatives all supported and with a **community consensus**.

The YJ Central Team have supported the development of a needs assessment and strategy to deliver this work in Surrey. They have also supported the establishment of a clear governance structure and the establishment of the Surrey Serious Violence Reduction Partnership (SSVRP) who's ambition is - *To lead and co-ordinate the local response to preventing and reducing Serious Violence through a public health approach.*

Surrey's first Serious Violence Needs Assessment and Reduction Strategy was agreed in January 2024, the former using data and insight from the YJ Team. The Strategy has four priorities; Leadership, Evidence, Connections and Focus (with a particular focus on knife crime, public place based violence (linked to the night time economy) and serious violence involving children. Delivery plans have been developed to capture what each agency is doing to reduce and prevent violence and a commissioning workshop took place to map Surrey's interventions and the gaps in our response.

There is a Serious Violence Duty grant that is being allocated to projects that link to the strategy and the YJ Team are currently looking at opportunities to maximise this funding. In 2023/24 the funding was used to support the Engage scheme, which offered a targeted response to children in custody.

The needs assessment and subsequent data from Surrey Police has evidenced that knife crime in Surrey remains low in volume, with Surrey being the 3rd safest force area in the country for crime incidents using a bladed article, this is supported by our local hospital acute data that also shows Surrey as ranking 3rd for admissions into an acute setting for an injury caused by a bladed article. Where there is a crime the police data also tells us that

where we have incidences of knife crime our offender and victim cohort is mostly male aged 10 to 17. There is some issues of reliability within this data collection and Surrey Police are currently looking at the crime data to get a more accurate picture of the type of incidents recorded the victims and perpetrators and locations.

However, the SSVRP understand that there is a very different view of knife crime and the perception. Intelligence and feedback from professionals and some children suggests a different situation, where our children are worried about knife crime. The partnership recognises that there is a link between children experiencing a heightened fear around knife crime and violence and a feeling that they need to carry a knife for their own safety. Therefore, the SSVRP have commissioned a PSHE lead and Surrey Healthy Schools to deliver a piece of work that asked children in Surrey about their feelings of safety. This piece has been designed in a trauma informed way, aiming to understand broadly what children think, not just linked to knife crime. Results are expected in the summer. The SSVRP are also exploring with education leads in Surrey's PRUs and Higher Education settings a series of focus groups and an education campaign lead by the children for professionals.

Detention in police custody

Surrey's Bail and Remand Policy outlines process of consultation and liaison via the Daily Risk Briefings (DRB) to help inform bail and remand decisions at the earliest opportunities. DRB serves as the 'lynchpin' that acts to keep all those working with children who have come into Police custody informed and updated. As outlined in the prevention and diversion section above, this also enables a suitability assessment for early intervention via the Engage project.

We continue to work hard and maintain strong partnership links with our Police colleagues so that notifications for children in custody are coming through on a consistent basis. The joint accommodation protocol is in place and our colleagues in Emergency Duty Team and custody suites are effective enabling discussion re children who should be released under PACE guidelines. YJS will also be checking the detention certificates to ensure that they are appropriate as per the guidelines. Lines of communication with the Appropriate Adult scheme and Liaison and Diversion service are also well established and embedded in the assessment process pertaining to early identification of unmet need.

The SAAVS (Surrey Appropriate Adult Voluntary Service) is commissioned by Surrey County Council providing support to children as required. The AA's service has become streamlined with the YJS direction that children should have legal representation in every instance. More recently we have seen a slight increase in the use of the SAAVS service and Police data indicates this is due to a range of issues including parents being victims/witnesses/childcare issues, children out of force meaning longer travelling distance, more groups of children coming into custody and not giving Parents Details.

The quarterly bail figures for the last 12 months are outlined below with the majority of these requests occurring during the week:

Total

- 36/251 weekday bails
- 6/59 occasional courts
- 42/310 combined
- An average of 1 every 10 days (including Saturdays and Bank Holidays)

Surrey Police have been taking part in a Pilot to reduce the amount of time children spend detained in custody with the aim to divert them away from custody at an earlier stage, or if custody time is absolutely necessary to reduce the impact that time may have on the child.

Surrey will adopt the following mnemonic:

C – Change presumption of legal representation (unless the child opts out in the presence of an appropriate adult, the expectation will be that a solicitor is called for them without delay)

H – Have a conversation with the parent/guardian/appropriate adult to better inform the Officers care plan.

I – Inform local authority – As per normal EDT form emailed to them. Early consideration for enhanced communication in the event of a suspected remand.

L – Limit the PACE clock to 12 hours – All low level or non-complex investigations will be expected to be completed within 12 hours. Inspectors will be able to authorise exceeding this time up to the 24 hour point however this should be considered the exception.

D – Direct Investigation without delay – There will be an expectation for custody officers to ask intrusive questions on anticipated outcomes, how much evidence is outstanding, what is required to put in an interview and when that interview is likely. Obviously the list here isn't exhaustive but we should be pushing these through where appropriate to limit the impact on the children in custody.

The aim of this pilot is to try and minimise the amount of time spent in custody, reduce childhood trauma and divert children towards the Youth Justice Service for to our Youth offending teams for educating not prosecuting.

In addition to the above Surrey are developing an edge of care service in the new adolescent service which sits in the Central hub and will work closely with the area teams, Youth Justice, Youth Offer and EDT to ensure wrap around support.

Remands

Surrey YJS are effectively utilising the Police, Crime, Sentencing and Courts ACT 2022 which introduced a significantly higher threshold for remand. This has been welcomed by the local Magistrates Court and they have responded well to guidance and recommendation from Surrey YJ Court team. The data for the last 2 years shows us Surrey have had low numbers of children remanded into custody over this period and this has been for the most serious of offences, the same applies to remand to local authority accommodation.

With an embedded culture of collaboration, we endeavour to communicate swiftly and effectively with other YJS's when 'out of area' children appear in Surrey's Court. Positive feedback from other Local Authorities demonstrates this is recognised and helping to support desired outcomes when considering the bail and remand of children on their behalf.

Use of custody

We have recently updated our PSR policy in light of the revised YJB case management guidance and Child First approach. This has enabled us to support Magistrates to understand the lived experience of the child and layers of complexity that leads to offending behaviour. This has enabled the YJS and Court to support PSR recommendation proposing a more bespoke and robust alternative to ISS, to support children with complex needs whilst managing risk in the community. Feedback indicates this has been received well by Magistrates, Crown Court Judges and Practitioners alike. PSR training has been provided for all relevant staff across the TYS Service areas and will continue to be offered as part of our long-term development plan.

Custody is always last resort for children entering the criminal justice system and a desire to keep children away from the secure estate and rehabilitated in the community is a vision shared by Surrey YJS and our local Court. This is reflected in the custody data which has already been covered in section 9 under Performance. Further detail is contained under section 11 'Standards for children in the justice system' below.

*See section 11 below for further detail.

Constructive resettlement

We updated our local Resettlement Policy in line with the revised YJB case management guidance for youth justice services to ensure we have continued to strengthen our process in assisting children at the point of resettlement. Working with our partners in children's service and/or Probation to ensure suitable accommodation is identified at the earliest opportunity to support a robust resettlement plan is a priority. However, limited resource means this has proven problematic over the past year and developing a shared understanding and timely response is an area for development moving forward. Surrey YJS are working closely with children's social care to consider more co-ordinated planning around this area.

In order to support children who turn 18 whilst in custody, we are in the process of developing our transition protocol with the Probation Service. This planning process will occur in partnership with Probation via 'transition panels', so that everyone involved with the child is able to feed into the transition and ensure complex needs are managed and sustained beyond their 18th birthday. Surrey YJS are also keen to retain case management responsibility where appropriate, even beyond the young person's 18th birthday to ensure continuity and a level of support aligned with the Child First approach. As we know, functioning age can often be below a child's chronological and developmentally children having spent time in the secure estate are often unequipped to deal with the demands and cultural shift the adult Probation service brings upon their release from custody. Complex SEN, trauma, and ACE's only service to compound this challenge.

With the implementation of the HMPPS 18+ Transitions Model from March 2024, we have updated our policy and made sure that all YJ practitioners with children either on remand or due to be sentenced to custody are aware of these changes and this is a factor within our planning and for the children we are working with within the secure estate.

Working with Families

The Intensive Family Support Service is a new countywide service that expands the early help offer in Surrey. It enables families with interconnected needs to receive intensive support in their homes and communities. Our ambition is to support more families early, to avoid unnecessary escalation into statutory services, and to empower more families to remain together and thrive.

In 2023, the Joint Targeted Area Inspection (JTAI) noted that not enough children and families were receiving timely support in Surrey, and more could be done to develop a cohesive system of early help across the partnership.

In 2023 it was also noted by DLUHC that Surrey did not have the capacity in the current early help system to support the required number of families. This was following new stretch targets introduced for 2023 – 2025. They increased the annual target of families supported (and associated funding) for numbers of families supported, whilst also increasing the identified areas of support from six domains to ten. The full Supporting Families Outcomes Framework is available on the [Gov Website](#) for further reference.

11. Standards for children in the justice system

An in-depth National Standards self-assessment was completed by Surrey YJS in 2020 reflecting the expectations of the YJB in the 'Standards for children in the youth justice system 2019' guidance. Subsequently the Central YJS team facilitated a presentation and training to the wider YJS in 2021 to provide an in-depth overview of the 5 standards, how each are applied in practice and the YJS accountability pertaining to each. This training was not

delivered in isolation and still forms part of the induction for new staff coming into the service in 2024. Over the past few years significant progress has been made in a number of areas, not least Standard 4: in secure settings & Standard 5: on transition and resettlement.

During 2023 Youth Justice Services were required to report against Standard 2: Work in Court. The assessment was undertaken in 3 parts looking at the following areas:

- Section A: Strategies
- Section B: Reports
- Section C: Process

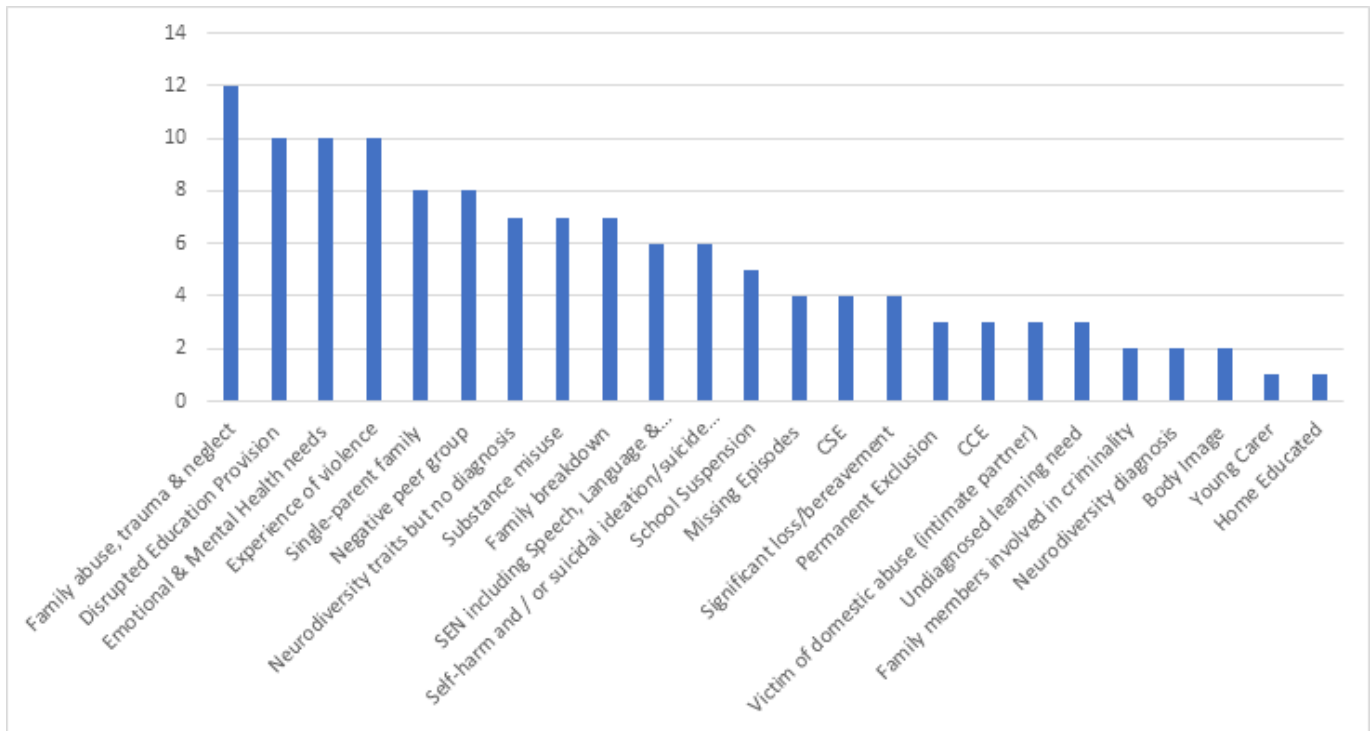
When analysing the strategic oversight of the work undertaken in Court in Section A, this saw all but one section score either outstanding or good. An area for development here was to systemically capture the voice of children regarding their experience of coming through the Court process. As a result, we have been worked hard to ensure we achieve this via our revised 'service user voice' process outlined elsewhere in this document.

The findings for Section B looked specifically at the quality of the reports provided to Courts dealing with children, it was assessed that the quality of these reports was of an outstanding standard, with the content child focussed and supporting desistance. Reports included both the views of the child and strong engagement with parents and carers and there were also some excellent examples where the attitudes of the child to the victim were explored, along with the voice of the victim being present within the reports helping to explore the potential for restorative approaches. Area for development included the inclusion of the victim impact assessment with evidence suggesting that just over 50% of the cases sampled gave specific reference to the impact of the victims. Feedback highlighted some of the challenges faced which included not having access to victim impact statements and dialogue in every instance. In addition, whilst evidence of speaking with parents and carers was present there is still room for improvement around making sure we are reflecting the voice of corporate parents.

The findings in Section C looked specifically at processes of Court and making sure that children and their families understand and can engage with them appropriately. 85% of cases audited it was demonstrated that we take sufficient steps to ensure children fully understand the outcome of Court although the key learning from this section of the self-assessment was the need for our Court & Bail staff to record these interactions with children and parents more robustly on the YJ case management system.

Surrey YJS have undertaken two thematic audits during 2023. The first of these was an audit looking at the experiences of girls within the criminal justice system, this was promoted due to a noticeable increase in the number of females entering the youth justice service. The second a joint thematic audit exploring the experiences of children with care experience, undertaken between Surrey YJS and Surrey CLA service.

The girls audit was completed in two stages involving perusal of the case records and secondly speaking with the child directly to get their feedback and insight into their lived experience of the criminal justice system. All but one of the females had at least 1 assault that led to their involvement with the YJS with at least two of these assaults were on emergency workers. Of the children audited 2/3 of them had identified SEN. When looking at whether the assessment considered gender as a protected characteristic, several of the girls had this identified but it has led us to consider further how we approach this in the context of our work moving forward. All children had at least one or multiple complexities with domestic abuse present in the majority of cases, the graph below shows the prevalence of these factors.



When considering whether the health needs were met of the child, it was clear the HPAT had been used consistently to screen any concerns, referrals to Catch-22 were also utilised along with work by the YJ nurse around, healthy relationships, STI's, pregnancy, contraception & sexual harm. Other areas considered were level of social care involvement and whether or not exploitation had been present with the girls audited. The findings demonstrated significant levels of social care involvement but exploitation did not appear to be a theme, albeit two of the children had been considered in Surrey's risk management meeting on that basis.

The children themselves cited lack of access to activities in their local community in part due to transportation issues, impact of the pandemic, social isolation, their own lived experience as a child and arguments with peers as issues contributing their involvement with the CJS. The children reported feeling well supported by the Youth Justice Service. Recommendations have been factored into the service development plan for 2024/25.

The collaborative Child Looked After audit concluded that all children had experienced some form of trauma in their childhood, for most this involved domestic abuse. There were also experiences of parental mental ill health and alcohol/drug abuse. For many, they had experienced multiple placements (6 for 1 child), and history of time spent on a child protection plan. This led to them having additional vulnerabilities due to the trauma they had experienced and were easily influenced by peers or risk of being exploited. Their needs were largely well understood, regardless of whether they were currently well engaged with services. There was evidence of good quality joint working between CLA social workers and YOS/TYS. This included attending supervision, clear communication recorded between the teams and attendance of TYS workers at the child looked after review. Areas for development included, in some instances, the need for better quality assessment across all service areas involved. Despite evidence of good working together, this did not appear to translate into the co-production of planning for all children.

The quality of support within care placements was variable and assault on staff was identified as a theme. The majority of children had either a neurodiversity diagnosis or identified traits. Auditors in the youth justice service were confident that the health offer was set out, but this did not always translate into the young person engaging well. When young people are placed out of Surrey, the health offer is further complicated and might need more support to make sure that they are not missed due to their location.

Recommendations on both audits have been factored into the service development plan for 2024/25.

12. Workforce development

Given the integrated approach to our service and the range of practitioners who case manage youth justice outcomes in Surrey, we ensure that our YJ Skills and Training Plan provides a detailed overview of the learning and development opportunities required for each level of youth justice practice. This includes a combination of videos, classroom learning, shadowing, management supervision and practice opportunities. New staff have a sequenced approach to their development, initially focusing on early help practice and then building on their knowledge and experience to deliver youth justice interventions. Peer mentoring and shadowing by more experienced staff is widely promoted alongside more formal training.

The central youth justice team have oversight of the learning and development for youth justice and a member of the management team will meet with new staff as part of their induction and provide guidance around what training opportunities they need to prioritise. The integrated model ensures that staff across the service have access to the Surrey Children's Services Academy which provides a wide range of opportunities for development in areas such as contextual safeguarding, motivational interviewing, special educational needs, trauma-informed practice, and restorative approaches. This enables staff to have core skills and knowledge in these areas alongside embedding more youth justice specific training.

In addition, there is a monthly service wide meeting for all youth justice staff where there is an opportunity for presentations to enhance practice and develop an understanding of wider services. Over the past two years there have been presentations in relation to speech and language, ETE processes and practice, family group conferencing, victim practice and user voice. The themes of the meetings are agreed by the central YJS team in consultation with the wider service and from looking at data trends in order to identify need.

An example is the consideration of data that indicates over 60% of children assessed in the youth justice service require a communication passport due to their speech, language and communication needs (SLCNs). Whilst training had already been completed with staff around the identification of these needs, it was recognised that staff would benefit from more practical strategies for their direct work/communication with children and some greater understanding around how they could apply the communication passport in practice.

In response to this feedback from practitioners, the seconded Speech and Language therapists (SLT's) developed a workshop with ideas and approaches for practitioners to use in sessions and gave examples of how these could be applied. In addition, the SLTs were regularly identifying that emotional regulation was an area of difficulty for the children we work with, and practitioners identified that this was an area with limited resources in terms of being adapted for children with additional needs or SLCNs. Therefore, the SLTs developed an emotional literacy pack and worked with a small group of practitioners to trial and adapt the resources with some of the children they were working with. This was then followed up with a presentation to all staff around how to deliver the variety of exercises to children.

Given the findings and recommendations from the 2022 HMIP inspection outcome, we have been focusing on the development of our risk assessment and management practices. We have worked in partnership with our FCAMHS colleagues to roll out case formulation training across the service for all practitioners and managers in order to further develop their understanding and assessment of risk for children using the risk formulation model and providing assessors with a flexible, systemic framework. This has provided an additional tool to enhance their thinking around holistic risk assessments for the children we work with. Alongside this we have been reviewing our oversight of risk management by enhancing the High Risk and Vulnerability Panel and developing a workshop to support contingency planning and refresh skills around risk assessment. This whole day face to face training has been delivered during the early part of 2024. This was led by our YJ post-court team manager who has extensive experience in risk management, including the chairing of MAPPA meetings. Now the training is complete, we will be considering progress of risk assessments and risk management plans within Asset+ and our OOC via our audit cycle.

The increase in concerns around serious youth violence nationally has led to close monitoring in Surrey. In recognition of the risk associated with knife crime and associated offending, Surrey YJS has taken the decision to adopt a county-wide knife crime prevention programme 'behind the blade'. The resources can be used for both pre and post Court intervention plans. A number of practitioners across the YJS have completed the training over the past 12 months to inform the plans and interventions put in place to address.

Disproportionality training has been a priority for all YJ staff involved in Surrey's youth justice case work to address this on-going challenge and concerning data trends already highlighted throughout this plan. We have invested heavily in the Liminality Group, an external training provider endorsed by the YJB. This has enabled the development of a robust action plan devised within the multi-agency Disparity Working Group (DWG) and our own in-house resource for continued learning and development as a culturally competent service invested in anti-racist practice principles. Gypsy, Roma, and Traveller (GRT) cultural awareness training has also been developed as part of an in house offer via Surrey's Equality and Diversity lead, with an e-learning offer in place and GRT Inclusion conference scheduled for September 2024.

We are connected with wider national learning and development opportunities, which includes connecting with other YJS's via forums in particular specialisms such as ETE and restorative practice. Our shared whole service communication channels allow for any national training opportunities to be readily shared and promoted. National or regional updates are also shared as part of YJ Service meetings. There has been a commitment in Surrey for 4-6 practitioners per year to undertake the Youth Justice Effective Practice Certificate, which provides further opportunities for development and progression.

Our skills audit cycle will be revisited in light of the re-structure and our Learning and Development plan for 2024/25 reviewed. Surrey YJS vision remains aligned with the YJB's strategic approach to 'promote sector-led practice development and strengthen ways to disseminate what is known about working with children across the youth justice sector and beyond'. The YJB 2023-2025 Workforce Development Strategy for the Youth Justice system also feeds into our planning process.

13. Evidence based practice, innovation and evaluation



Improving outcomes for children and young people using:



We are committed to using strength-based models of practice and raising the awareness of adverse childhood experiences (ACE's) and the devastating impact they have on children fulfilling their future potential. We use trauma informed practice and restorative approaches to build stronger, positive relationships which encourages desistance. The local authority has invested in a comprehensive restorative practice training package which all youth justice practitioners undertake as part of their induction. In addition, this year, Surrey mental health services have facilitated multi-agency trauma-informed practice events, which have not only increased the understanding of the values and principles of this approach, but provided practical examples and tools to ensure that practitioners can apply this in practice. Five Surrey youth justice staff completed the Trauma Informed Effective Practice

Award previously and have presented to the wider service meeting and continue to share relevant resources to support their colleagues in this area.

It is important to recognise the cross-cutting nature of mental health and well-being and its intrinsic link to all areas of vulnerability....In partnership with public health Surrey, NHS organisations, local authorities and all relevant partner agencies Surrey Police have a responsibility to work together as a system to support children and young people to have the best start in life at home, in education, with friends and in their community. A fundamental element of having this best start is their emotional wellbeing and mental health. The Surrey Healthy Schools approach aims to join up our culture and practice through strengths based and trauma-informed practice working closely with Surrey Police Youth Engagement Officers. (Superintendent Mel Golding: Child Centred Policing)

In recognition that forming trusting relationships is at the heart of both of these approaches, relationship-building is often one of the first objectives to be included in our intervention plans. It is not an assumed task but at the heart of our work with all children. By getting alongside and working 'with' children and their families, we encourage them to take responsibility for their plan and identify what they think they need support with and how this can be achieved. We promote children's individual strengths and capacities as a means of developing their pro-social identity for sustainable desistance from offending and problematic behaviours. Non-compliance is considered within the context of the child's experiences of trauma and additional needs – practitioners reflect with the professional network and the child/family about the ways in which interventions and approaches can be adapted to engage the child more effectively.

We also use restorative approaches to support children to take responsibility and make amends for their actions. We recognise that many of the children we work with have also been harmed by others and that acknowledging their own experiences of being a victim will provide an opportunity for them to move forward.

Surrey Police are seeking support to design a bespoke educational intervention as a suitable alternative for children and young people being charged to court for use of e-scooters and mini motos on roads. Working with Roads Policing Unit, Youth Justice Services, Road Safety partners, NPCC lead and PCC Road Safety lead to seek funding to design a bespoke programme for 5 pilot forces as a proof of concept.

Motivational Interviewing (MI) is an evidence-based approach to changing behaviours, focusing on exploring and resolving ambivalence and centres on motivational processes within the individual that facilitate change. There is a rolling training offer to all staff in children's services.

Child exploitation (CE) workshops have just gone live and are open to the children's partnership. Surrey Police in partnership with YJ Missing and Exploitation lead have agreed to support the delivery of the workshops in addition to Surrey's training Academy. This offer's a Surrey perspective of CE and safeguarding responses as part of a wider external training offer commissioned by the Academy.

Under our 'mapping and intelligence' umbrella we are developing data sets that will enable us to identify those children that have either committed offences or been a victim of an offence and understand wider information about them. This will help us in our targeting of resources to prevent further offences being committed or preventing them in the first place. The tool will also enable us to identify local hot spots where we can then work with our local community partners to either increase the safety of children in those areas by designing out crime or by providing more resources for children to access. It will also help us identify those children who have committed offences and have also been excluded from school or those who have an EHCP.

The Youth Offer work to deliver the Skill Mill, an award-winning programme of 6 months paid work for young people over the age of 16 who have direct experience of the criminal justice system, and where it has been identified that paid employment would be a protective factor. Access to this valuable opportunity is via a supported interview with 4 places available every 6 months. The data indicates this serves as a protective factor and contributes to a reduced risk of recidivism.

Professionally qualified Youth and Community Workers Commissioned by Surrey and Border Partnerships to sit within the CYP Havens have since been repositioned within the Youth Offer to develop new service provision through an active research approach and methodology. This involves a drop in, and wellbeing service and the delivery model is alongside colleagues from the voluntary sector (Learning Space) and SCC user voice participation team. There are crisis support lines in operation to support children with presenting mental health needs whilst The Forest School accepts appropriate referrals for the support of vulnerable children with mental health and emotional need including those in tier 4 services.

In partnership with our FCAMHS colleagues, staff have been supported in developing their risk analysis skills via case formulation training. This has been undertaken by all staff undertaking YJ casework including our out of court disposals. The training has looked at both the theory of risk and the 5Ps case formulation model whilst including a 'live' case formulation giving practitioners an opportunity to put their learning into practice. FCAMHS deliver bi-monthly risk clinics which provide an additional opportunity for YJ practitioners and managers to further reinforce their learning and development around risk assessment using tools such as 'The Structured Assessment of Violence Risk in Youth' (SAVRY).

In collaboration with our court colleagues, Surrey have updated the format of our Pre-sentence Report (PSR) templates to ensure that the assessment of the child is at the forefront. This seeks to ensure a holistic view and understanding of the child's journey and lived experience prior to considering their offending behaviour.

The relationship between the YJS and the Courts continues to go from strength to strength. There is a quarterly meeting between the chair of the youth bench, lead legal advisor, YJS manager and court co-ordinator, which provides the opportunity for the sharing of practice/service updates across the partnership and a reflective space to consider improvements and strengths. The YJS have also been invited to present at the Youth Panel Meeting regularly. Presentations have been undertaken by practitioners, managers and seconded staff and have included the 'Child First' approach, developing identity with the children we work with, communication passports, the updates to the PSR template, and information about the out of court disposal process.

'My thanks for your presentations which gave such clear explanations of current issues and the ways in which the service is tackling them. With over half our youth magistrates being relatively new, giving a clear idea of what you provide and the thinking behind it is crucial and was extremely helpful' (Chair of the youth bench)

The magistrates have really embraced the development of our speech and language support, and feedback from the court duty officers is that the many of the magistrates are putting their learning into practice within the court arena and this is having a positive impact on the experience of children. In the next year, we are looking to offer learning and development opportunities around speech and language to a wider group of court users including legal advisors and solicitors. The congruence rate remains high for the sentence proposals made in PSRs and this is another reflection of the court's confidence in our practice.

'The YJB is committed to identifying and promoting evidence-based practice across the whole of the youth justice system to ensure that work with children, families, victims, and the wider community is effective, and evidence led. 'We recognise that the sector is best placed to develop the potential in people, systems, processes, and practice, so a child's experience of the system is the best it can be. We see it as part of our role to provide our sector partners with the most up-to-date and accessible evidence of effective ways of working. We will work towards an approach that is open, innovative, and collaborative, and actively seeks learning and expertise across all partners – this includes incorporating the voice and experiences of children and their supporters'

14. Service development

*The following plan makes reference to the YJB strategic plan as stipulated in the 2024 completion guidance and mirrors objectives identified in Surrey's Children Families and Lifelong Learning self-assessment process.

Service development plan 2024/25

Key Priorities	Time scale	Next steps
QA, Audit and Performance		
Utilise YJB self-assessment tool pertaining to YJ standards for children	TBC by the YJB	Assessment process to be initiated swiftly as and when the YJB announce which Standard will be a focal point for this annual audit window Ensure findings of self-assessment are shared and understood by all those involved in YJ governance, management and front-line service delivery, leading to an agreed action plan with shared ownership and accountability to progress
Continue to develop a robust performance management framework to strengthen and sustain a culture of accountability for YJ case work and delivery across the county	July 2024	Following Adolescent restructure, convene monthly YJ management meetings to assess and respond to tableau data pertaining to timeliness of assessment completion, frequency of management oversight and HPAT engagement rates Revisit the management template to ensure consistent use across newly formed YJ management team. A uniform method of capturing case recording will also be considered during 2024.

		Surrey will continue to ensure YJ data cleansing occurs prior to each quarterly KPI submission to the YJB to ensure accuracy and inform the performance management oversight framework.
Review and strengthen the existing integrated Quality Assurance Framework and develop YJ audit tool in partnership with Surrey's Quality and Performance Service and Practice Standards lead	2024/25	An audit framework has been agreed with Surrey's Quality and Performance Service who will provide on-going support. We are now moving into the next stage of our collaborative approach to further embed an audit cycle, undertake performance observations and implement a process to moderate the gatekeeping of Asset + assessments. Emphasis will remain on Asset+ and assessment of the three risk domains.
	TBC	Surrey also intend to develop a process whereby the gate keeping of Asset + and management oversight are subject to routine audit to 'moderate', ensuring a consistent approach is being taken amongst the service to support children open to the CJS and protect the public from harm.
	2024	Revisit findings of the thematic audits completed in relation to girls and care experienced children coming into contact with Surrey YJS. Ensure learning is embedded and translated into meaningful action both 'in house' and with wider partnership.
	June 2024	The thematic audit cycle continues to be informed by QA findings, performance data, self-assessment, and direction from Surrey's SYJB. A thematic on black and dual heritage children is due to commence in June 2024, a cohort who are consistently overrepresented in the criminal justice system.
	July 2024	YJ service to revisit plan/actions from the last self-assessment of Standard 2: At court and ensure this has been progressed. YJ managers to lead.
	2024/25	Following recent training for staff, YJ managers to monitor standard of risk and contingency planning during their gatekeeping of Asset and feed findings into the wider service to support development and embed learning.
Data pertaining to HPAT completion rates to be reviewed quarterly to ensure unmet health needs, pathway planning and communication outlines are consistently offered to children and progressed as required	2024/25	YJ Central Team will continue to co-ordinate with Health colleagues. Speech and Language resource is under pressure at the time of writing and solutions are being explored amongst senior leaders. To manage the number of children who require speech and language input a 'triage' process has been implemented. This will remain subject to regular review. Work closely with Police colleagues to join the work taking place during the HPAT process and consistently feed this into the 'Pegasus card' to support children with complex needs.

Practice development		
Support the transition of the Youth Justice Service landscape in line with live restructure and Adolescent Service.	2024	Convene regularly as a YJ management team/service from June 2024 and liaise with wider partnership involved in the Adolescent Service restructure to ensure transitional arrangements are implemented smoothly and efficiently, avoiding disruption for children open to the Youth Justice Service.
Surrey YJS routine skills audit cycle will continue and help inform our evolving Learning and Development plan which is under review for 2024/25. Surrey YJS vision is aligned with the YJB's strategic approach to 'promote sector-led practice development and strengthen ways to disseminate what is known about working with children across the youth justice sector and beyond'	2024/ 25	<p>YJ management team to mobilise agreed training plan</p> <p>The central YJ team have successfully delivered risk and contingency plan training in 2023/24. However, this will be reviewed periodically and offered to new staff coming into the service post restructure.</p> <p>The 2024/25 training plan includes the following currently:</p> <ol style="list-style-type: none"> 1. Further disproportionality training to be delivered across the service. 2. On-going risk and contingency plan training for front line staff. 3. Referral Order volunteer training - next cycle 4. YJ Professional Certificate in the Effective Practice for 4 staff, annually funded by Surrey academy
Establish regular practice development groups with representation across all TYS services areas, to enable shared learning opportunities and promote a cohesive, embedded practice model	2024/ 25	This is a long term of objective and area that requires further development. Whilst there have been workshops to explore a number of key areas such as service user voice and the importance of capturing children and families lived experience, the service has gone through a restructure meaning a shift in the positioning of staff involved in the YJ practice. As we re-establish the 'newly formed' service in 2024, practice development groups will be revisited to explore pertinent issues as cited in the objective. This should include data obtained from children and families who have worked with the service.
Develop a more consistent Referral Order culture across Surrey	2024	Deploy resource to create an additional role in the YJ central team to support and co-ordinate work pertaining to referral Orders and volunteers across the county.
Improve service knowledge of trauma informed practice and build our 'case formulation model' in line with YJB guidance.	2024/ 25	<p>Trauma informed practice will be central to the Adolescent Service practice model and is already embedded in approach taken with children open to the YJS here in Surrey. Further training opportunities will be available for staff.</p> <p>A co-ordinated partnership approach to trauma informed practice with health services in Surrey is being progressed in line with the Adolescent service.</p> <p>YJ central management team to liaise with FCAMHS and evaluate effectiveness of current case formulation model in Surrey.</p>

Missing, Exploitation and SYV		
Surrey YJS to continue to work closely with the wider partnership and contribute to an evidence-based analysis of the causes of serious violence, informing the local strategic and operational response via the SV action plan 2024/2025.	2024/25	YJ management team to continue to attend Serious Violence Operational Group and Surrey Serious Violence Reduction Partnership (SSVRP).
YJ management and missing exploitation leads to feed into on-going consultation and reconfiguration of county wide risk management process, with an emphasis on supporting vulnerable children in the context of missing and/or experiencing extra familial harm.	2024/25	Attend RVM meetings with lead consultant and wider partnership to develop revised county wide model.
Support development of plan in response to findings from commissioning workshop focussing on the key areas – knife crime / youth violence / place-based concerns / VAWG and DA	2024/25	Findings are still being collated. Once research paper is disseminated and findings perused, next steps and role of the YJS can be established within county wide partnership approach.
Surrey YJS will work closely with partners who make up the Surrey Serious Violence Reduction Partnership (SSVRP) and contribute to the delivery of the Surrey Serious Violence Reduction Strategy, supporting the work against the four priorities; Leadership, Evidence, Connections and with a Focus on knife crime, place based violence (linked to the Night Time Economy) and serious violence that involves children.	2024	The SSVRP are particularly keen to support activity that focuses on serious violence involving children, knife crime and supporting communities in some of our hotspot areas. As a result, services are currently looking at a safe process to ask - How are children in Surrey feeling in relation to their safety and what are their concerns around knives and violence in their peer group/ community and where is this fear perpetuating. As a named authority in the duty, the YJS will remain integral to this piece of work and local response.
Service User Voice		
Establish a quarterly Youth Board to enable voice of our service users, ensuring children's views are fed into our SYJB, service planning and delivery. We will endeavour to be 'child led' in terms of themes and content the children we consult choose to prioritise.	2024/25	The vision is to involve children in providing direct feedback to board members is a work in progress. Those seeking feedback from children open to the YJS will continue to invite participation in this incentivised process.

<p>Develop and streamline wider processes in place to consistently capture feedback from child, parents and carers, relaying their lived experience of the YJS</p> <p>Responding to data from children parents, carers in a meaningful way.</p>		<p>Despite progress being made, the work with parents and carers needs further progression/ YJ central team are leading and co-ordinating this work across the county.</p> <p>Share feedback with Surrey YJMB and convene practice discussion groups with the newly formed YJ service post restructure to consider any operational or strategic change required in terms of YJ service delivery</p>
Disparity and Over-representation		
<p>Surrey YJS to address over representation within our cohort, promote anti racist practice (as per HMIP's effective practice guide), demonstrate cultural competence and reduce the risk of discrimination impacting on a child's journey through the criminal justice system</p>	<p>2024/ 25</p>	<p>Overarching objectives and comprehensive plan is captured in the Disparity Working Group (DWG) Term of Reference and DWG action plan and acts to address the issues pertaining to disparity and over representation identified throughout this YJ plan. Next steps include the following:</p> <p>Disproportionality training has been funded for all staff involved in Surrey's YJS delivery.</p> <p>Convene regular DWG meetings involving key partners to progress the action plan addressing concerns pertaining to children overrepresented in Surrey YJS. Strategic and operational responses will be considered in this space.</p> <p>Data and Performance team to continue provide YJB disparity tool kit data sets to inform analysis and priorities moving forward.</p> <p>Analyse data from non-admissions scheme to measure effectiveness and impact. Terms of Reference has been drafted by Police colleagues and ready for progression.</p> <p>Consult children to understanding their lived experience of the criminal justice system, ensuring there is shared recognition, understanding and response to over representation amongst our cohort.</p> <p>The DWG are considering how best to mobilise a sub- group made up of Team Managers and front-line staff to feed into analysis through use of qualitative data, considering localised response given large geographical area covered in Surrey.</p> <p>Ensure to continually disseminate learning from the DWG and sub-group (once live) with the wider YJ service, relevant partners and SYJB for governance and oversight.</p>
<p>To work with our Magistrates and colleagues in Court to support learning and development opportunities pertaining to</p>	<p>2024/ 25</p>	<p>YJ central team to progress discussion with Magistrates as part of quarterly review meetings. YJ Service Manager to pursue wider input and participation from judiciary via the DWG.</p>

disproportionality and over representation.		Continue to promote best practice and child first language in PSR reports to guard against issues such as adultification, ensuring children as seen as children.
Continue in our attempt to recruit and diversify the pool of Referral Order panel volunteers and reflect the demographic in Surrey's local community.		A new group of volunteers are being trained currently but the level of diversity still needs attention and recruitment will remain 'cyclical' with regular review. YJ central team to continue to work in partnership with Equality and Diversity lead, liaise with Surreys Minority Ethnic Forum and Surrey Gypsy Traveller Communities Forum.
Reducing Re-offending		
<p>Reoffending rates have seen a slight increase in the recent year albeit lower than statistical neighbours and national averages.</p> <p>Data indicates clear trends on times frames when children are most likely to re-offend in Surrey. This has enabled us to identify 'critical' periods where a child may benefit from greater support to reduce the risk of recidivism. Targeting this will continue to be a focal point for the YJS into 2024/25.</p>	2024/25	<p>Work closely with the Youth Offer via Engage response to intervene at critical moments post arrest.</p> <p>As per findings from thematic on girls, work with colleagues I the CLA service, Police and wider work around violence against women and girls (VAWG) to consider trauma informed approach and response to children in care and avoid recurring patterns of assault that can emerge. This is also applicable to boys in care but consideration of gender is deemed a significant factor in what can lead to 'triggers'.</p>
Secure settings and Transition		
Develop Transition protocol with the adult Probation service and review case management responsibility for young people past their 18 th birthday. This is in line with a Child First approach considering young adults through as trauma informed lens and promoting consistency and continuity of care.	2024	<p>Central YJ post Court team will continue to develop partnership approach with Probation and seek sign off of draft protocol.</p> <p>Training for Probation staff working to support 18-25 staff is being devised to help upskill in terms of SaLT communication outlines, missing and exploitation, neurodiversity, restorative practice and other key areas to develop their ongoing learning.</p> <p>ETE leads will continue to work closely with the secure estate to ensure ETE provision meets needs of the child whilst in custody and upon release as part of the resettlement plan. This will include those post 18.</p>
Develop partnership links with the new Edge of Care service, Gateway and wider Childrens Services to address resource challenge pertaining to availability of remand beds.	2024	Joint Accommodation Protocol is currently under review with senior partners.
Resource		

Address gaps in resource within the central team structure	2024	<p>To address ongoing recruitment challenge within the Probation service, a probation post is being created internally providing a secondment opportunity. Probation funding has been agreed for this post.</p> <p>Plan needs revising to address challenges in NHS recruitment to additional clinical posts that remain vacant.</p> <p>Speech and Language capacity limitation are hindering desire to offer greater levels of on-going support to children with identified need. This will be discussed at SYJB for governance and consideration.</p> <p>Deploy resource to create an additional role in the YJ central team to support and co-ordinate work pertaining to referral Orders and volunteers across the county.</p>
Education		
<p>Create opportunities for reengagement in mainstream education and /or on to sustainable training and employment</p> <p>Align systems and processes so children who offend whilst 'NEET' are identified early</p> <p>Develop consultation window with a wider range of Surrey's education providers so children on the cusp of or open for YJ intervention and at risk of exclusion, are considered prior to decisions being made</p>	2024	<p>Youth Offer have managed to extend some project work until September 2024. DFE are making changes re the role of services to tackle inclusion and this national drive was made clear during their visit to Surrey in 2023. Ther implementation of this DFE guidance coincides with the expiry of Youth Offer projects and therefore a pertinent time to review.</p> <p>On going work required with YJ ETE leads, SEND colleagues and development of the Adolescent service to support early identification.</p> <p>Other development work will continue with SEND, SALT and CLA services to establish clearer guidance re disclosure of offences.</p>
Victim Support		
To build and strengthen our existing offer for those who've been harmed by offending behaviour by developing creative and innovative ways to increase levels of engagement and participation	2024	<p>Continue to build the innovative 'side by side' project and offer to child victims of crime.</p> <p>Increase resource to work restoratively and develop these pathways via the new Referral Order post being created within the structure. Enhance the reparation offer with a localised response.</p> <p>Increase consultation and factor victims voice into developing pathways for restorative interventions, both indirect and direct.</p> <p>Develop the existing victim safety planning process to ensure collaborative input from practitioners and regular review.</p> <p>Measure victim satisfaction rates and provide data sets to track effectiveness of support on offer.</p>

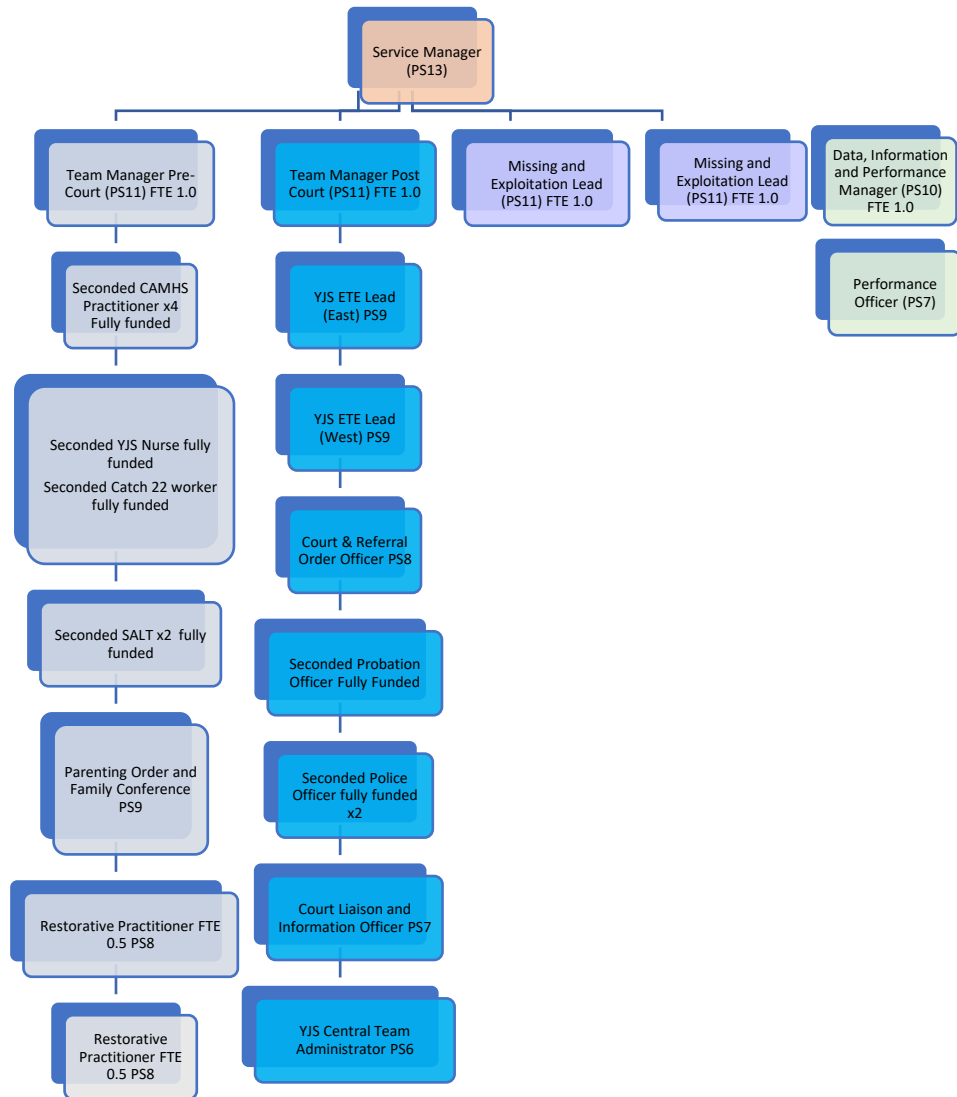
		Support staff to factor victim impact into their assessment and long-term work in every instance.
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Challenges, risks and issues

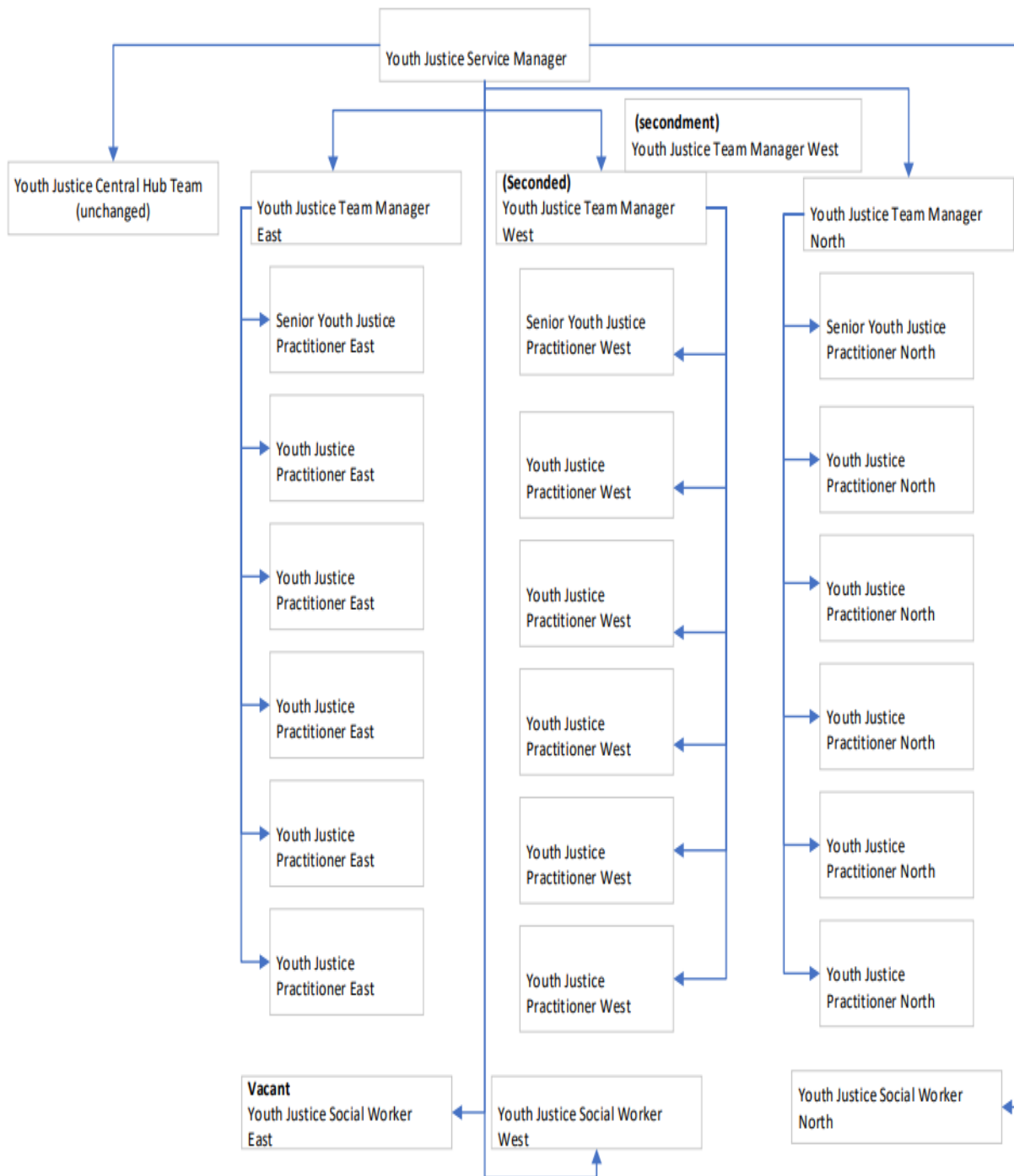
Description	Mitigation

<p><u>Challenges pertaining to the KPI reporting framework in 24/25:</u></p> <ol style="list-style-type: none"> 1. General - it appears some reporting options are open to interpretation and these needs managing to avoid inconsistency. 2. KPI 1 - With the fluid nature of placement change for children in care, this data will need to be updated on the CMS frequently to ensure accurate reporting. 3. KPI 2 - Given the large number of schools and alternative provisions in Surrey, it is a challenge to accurately capture the data around the number of education hours attended for the purposes of the new KPI recording. 	<p><u>Applicable to all identified risks</u></p> <p>This will be further addressed in the restructure as there will be fewer staff inputting the data and additional training will be delivered to support consistency.</p> <p>Regular meetings with data and performance colleagues to address challenges will be on going</p> <p>Data and performance colleagues attending KPI webinars and forums for trouble shooting is on going</p> <p>Refresher training to be rolled out post-restructure to improve consistency of recording.</p> <p>KPI recording now included in supervision template with staff to ensure it is embedded as part of case management responsibilities. This needs period of monitoring.</p> <p>We are liaising with our colleagues in the education department in an attempt to address on-going challenges.</p>
<p><u>Education</u></p> <p>Lack of suitable provision especially 'roll on roll off' outside of term time</p> <p>Transition - Supporting children into new provisions/at change of key stage or provider</p> <p>Reducing school exclusions is an ongoing challenge which causing social isolation and increased risk of offending/re-offending and custody.</p>	<p>Continued work with wider NEET network and post 16 providers</p> <p>Continue to monitor ETE provision for children in custody with early collaborative planning where possible</p> <p>ETE leads continue to work closely with colleagues in the education department to monitor schools exclusions and identifying those at risk. The Inclusion Framework remains under development, and this will remain a focus with strategic partners.</p>
<p><u>Business support</u></p> <p>An absence of business support is a pressure point for the service which will be compounded post restructure.</p>	<p>Business case is being compiled by YJ Service Manager</p>

Appendix 1: Staffing Structure



Youth Justice Area Teams



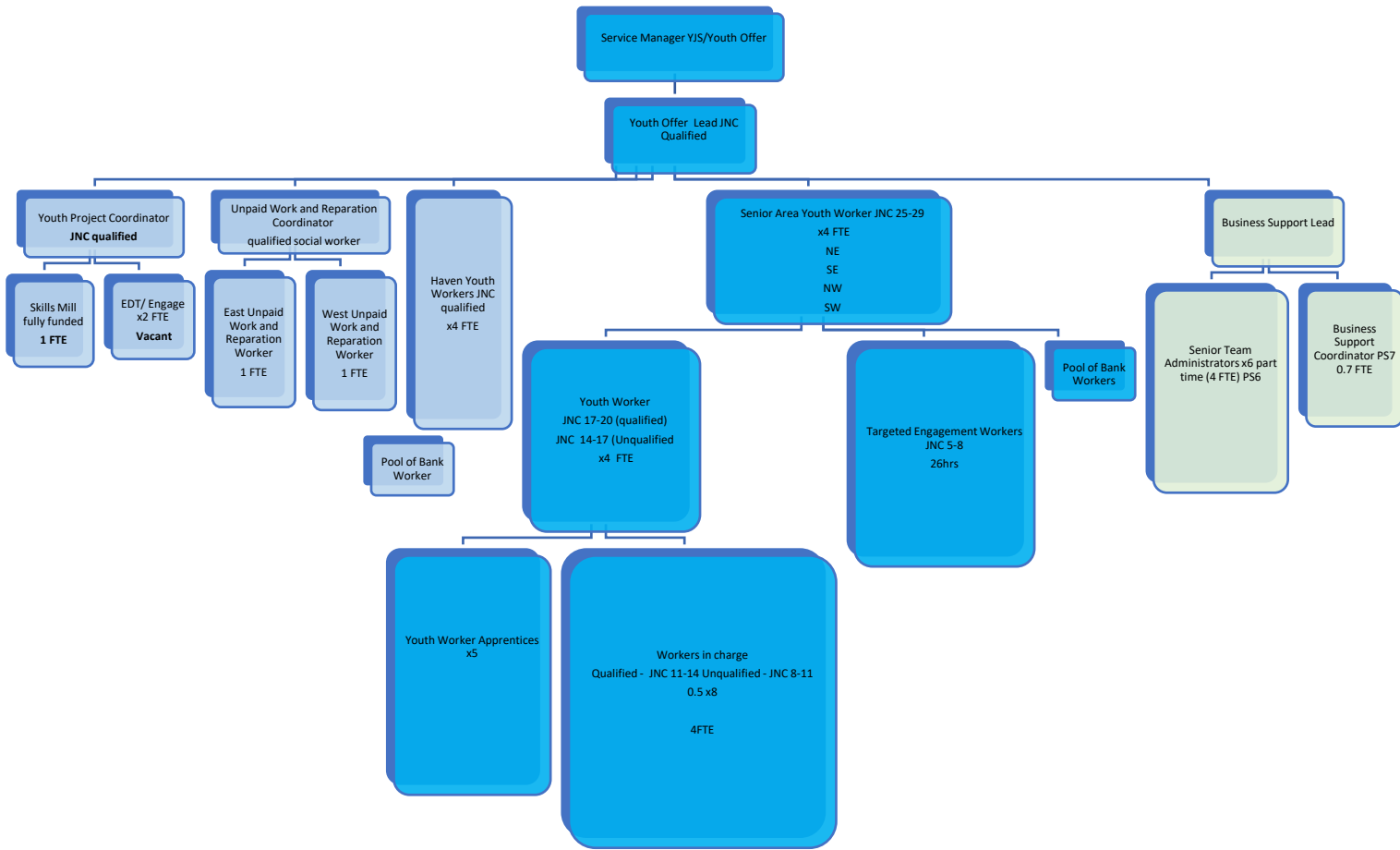
B7: Staffing of the YOT by contract type; No. of full-time equivalent staff

Type of contract	Strategic Manager (PT)	Strategic Manager (FT)	Operations Manager (PT)	Operations Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students / Trainees	Referral order panel volunteer	Other Volunteers	Total
Permanent		1		5	3.63	18		1			0	0	28.63
Fixed Term													0
Outsourced													0
Temporary													0
Vacant						1							1
Seconded Childrens Services				1									1
Seconded Probation													0
Seconded Police					0.75	1							1.75
Seconded Health (substance Misuse)						1							1
Seconded Health (Mental Health)						1							1
Seconded Health (Physical Health)						1							1
Seconded Health (Speech / Language)					1								1
Other/Unspecified Seconded Health													0
Seconded Education					0.88	1							1.88
Seconded Connexions													0
Seconded Other													0
TOTAL	0	1	0	6	6.26	24	0	1	0	0	0	0	38.26
Disabled (Self Classified)							2						

B8: Staffing of the YOT by gender and ethnicity; No of individual people

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Referral Order Panel Volunteer		Other Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Asian														1			0	1
Black																	0	0
Mixed								1									0	1
White	1		2	3	7	23							3	13			13	39
Any Other Ethnic Group								1									0	1
Not Known				1		2											0	3
TOTAL	1	0	2	4	7	26	0	1	0	0	0	0	3	14	0	0	13	45
Welsh Speakers																	0	0

Due to the integrated delivery model and Youth Offer's integral role in supporting YJ priorities, the service structure has been included for perusal.



Appendix 2: Budget Costs and Contributions 2024/25

Financial Resources

<i>Agency</i>	<i>Staffing costs</i>	<i>Payments in Kind</i>	<i>Other Delegated Funds</i>	<i>Total</i>
<i>Youth Justice Board</i>	810,693			810,693
<i>Local Authority</i>	1,317,350			1,317,350
<i>Police</i>	266,299			266,299
<i>Police & Crime Commissioner</i>	15,000			15,000
<i>Probation</i>	44,142	5,000		49,142
<i>Health</i>	165,513			165,513
TOTAL				2,623,997

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