

## **Suffolk Youth Justice Plan**

**2018 – 19**

### **Foreword**

The Suffolk Youth Justice Service (SYJS) works with children, young people who are in, or on the edge of the Youth Justice System together with their parents or carers, and the victims of those offences as well as the wider community. As well as supervising young people sentenced by the courts, SYJS also delivers a Diversion programme offering early intervention and prevention services.

The main purpose of this work is to reduce risk in three areas: the likelihood of re-offending by the child or young person; the risk of harm to others that the child or young person may present; to ensure the safety and wellbeing of the child or young person and to enhance their life aspirations and opportunities

This Youth Justice Plan reviews the performance outcomes and service delivery of Suffolk Youth Justice Service over the past 12 months and outlines the youth justice strategic priorities for the forthcoming 12 months.

For further information please refer to our website: [www.suffolkyos.co.uk](http://www.suffolkyos.co.uk).

### **Review of Youth Justice Objectives 2017/18**

#### **Restructure**

As the YJB Grant was not cut in 17-18 as anticipated, the service with the agreement of the Management Board, put on hold the planned 3 - year restructure. Depending on future funding it may be necessary to revisit this in future years. Funding was not the only reason for the planned restructure and work to address other aspects of service delivery which formed part of the rationale for restructure has continued and is outlined elsewhere in this report.

#### **Reduce Re-offending Project**

A steering group is overseeing a pilot of a locally developed trauma informed practice model for complex cases. This new model has been designed with service users and is expected to go live in Ipswich later in 18 -19. The introduction of trauma informed practice is in line with the recommendations of the HMI Probation Inspection report on the Work of Youth Offending Teams to Protect the Public (Oct 2017).

Use of the Live Re-offending Toolkit along with a range of other measures has increased capacity in Suffolk to predict those young people who are most likely to re-offend and identify young people who have started to re-offend very quickly. It will also over time provide access to current data on a cohort of young people across all disposals in order to understand more about them with respect to age, ethnicity, offence type, gender, disposals, geographic location, pattern of repeat offending, other needs and status and intervention effectiveness.

### **County Lines and Gangs**

SYOS is represented on the County Lines and Gangs Steering Group and is thematic lead for the Young and Vulnerable Section of County Lines and Gangs the Strategic Action Plan (SAP) and Tactical Action Plan (TAP).

The Service providing resources to recruit the County Lines and Gangs Manager as a 2 - year secondment and is also hosting the post.

### **Harmful Sexual Behaviour (HSB)**

The HSB Manager has co-ordinated the completion of the NSPCC self- audit tool by partner agencies and the findings have informed a proposed model for delivering a comprehensive response to all levels of HSB across Suffolk. The final model has yet to be agreed and work on this will continue into 18-19.

### **Children in Care and Offending**

Suffolk Constabulary have set up a multi-agency meeting that is developing a protocol and action plan to reduce the unnecessary criminalisation of Children in Care (CiC). SYOS are contributing to this work.

### **SEND Strategy and Action Plan**

SYOS has developed clear referral pathways to SEND services including securing dedicated time in teams from Speech, Language and Communication therapists for the first time as a result of a successful bid to the NHS Health & Justice, East of England: Children and Young People Collaborative Commissioning Networks Funding

## **Diversio**

The Diversio programme continues to deliver a comprehensive prevention and early intervention service to young people at risk of offending in Suffolk. The University of Suffolk presented an evaluation report in December 2017 which was very positive about the impact of the Diversio Programme in Suffolk. Work on the County Lines and Gangs Strategy in Suffolk has included clear referral pathways to the programme for Suffolk children and young people at risk of involvement in County Lines and/or gangs and HSB. The Joint Report from the Criminal Justice Inspectorates on Out of Court Disposal Work in Youth Offending Teams published in March 2018 identified a number of indicators of good quality all of which The Suffolk Diversio Programme currently meets.

## **Structure and Governance**

The Suffolk Youth Justice Management Board includes representation from key partners including; Suffolk County Council Children and Young Peoples Services, Suffolk Constabulary, The National Probation Service and Public Health. The Board holds the partnership to account and oversees the delivery of Youth Justice Services in Suffolk. Performance reports and updates are regularly provided to the Board on:

National Indicators: Re-offending binary and frequency rates, First Time Entrants to the Youth Justice System and Use of Custody rate.

Locally agreed Indicators: As well as tracing performance on local indicators, this includes periodic in depth information on specific themes for example in 17 -18, education, training and employment information and suitable accommodation.

Community Safety and Public Protection Incidents, subsequent reviews, action plans and recommendations (the requirement to report these to the board has now ceased and an alternative local process has been developed).

The Budget

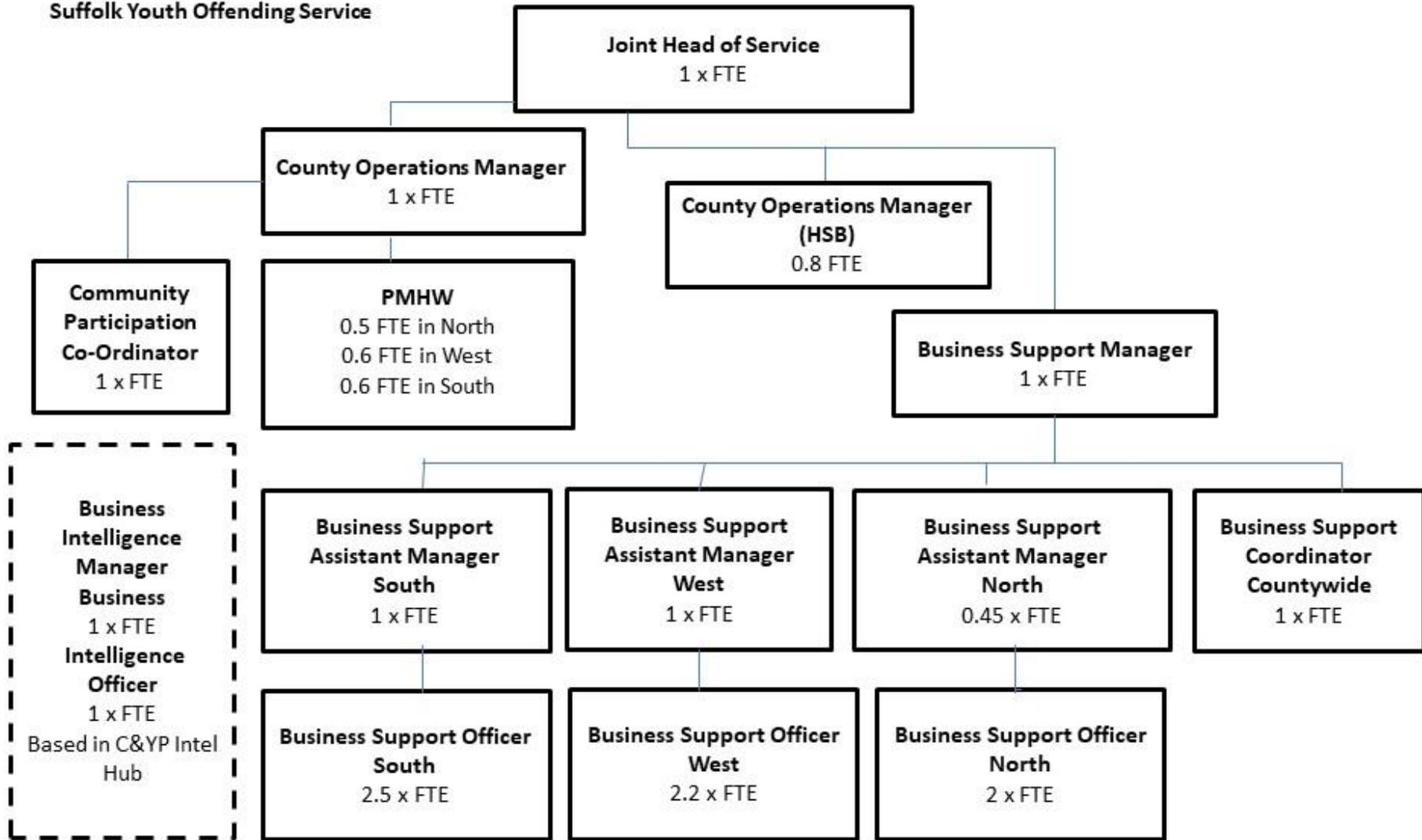
National Standards Audit and Action Plans (when required).

The Board supports the Service in overcoming barriers to effective multi-agency working and ensures that partner agencies make an effective contribution to delivering against key youth justice outcomes and that the terms of conditions of the Youth Justice Grant are adhered to.

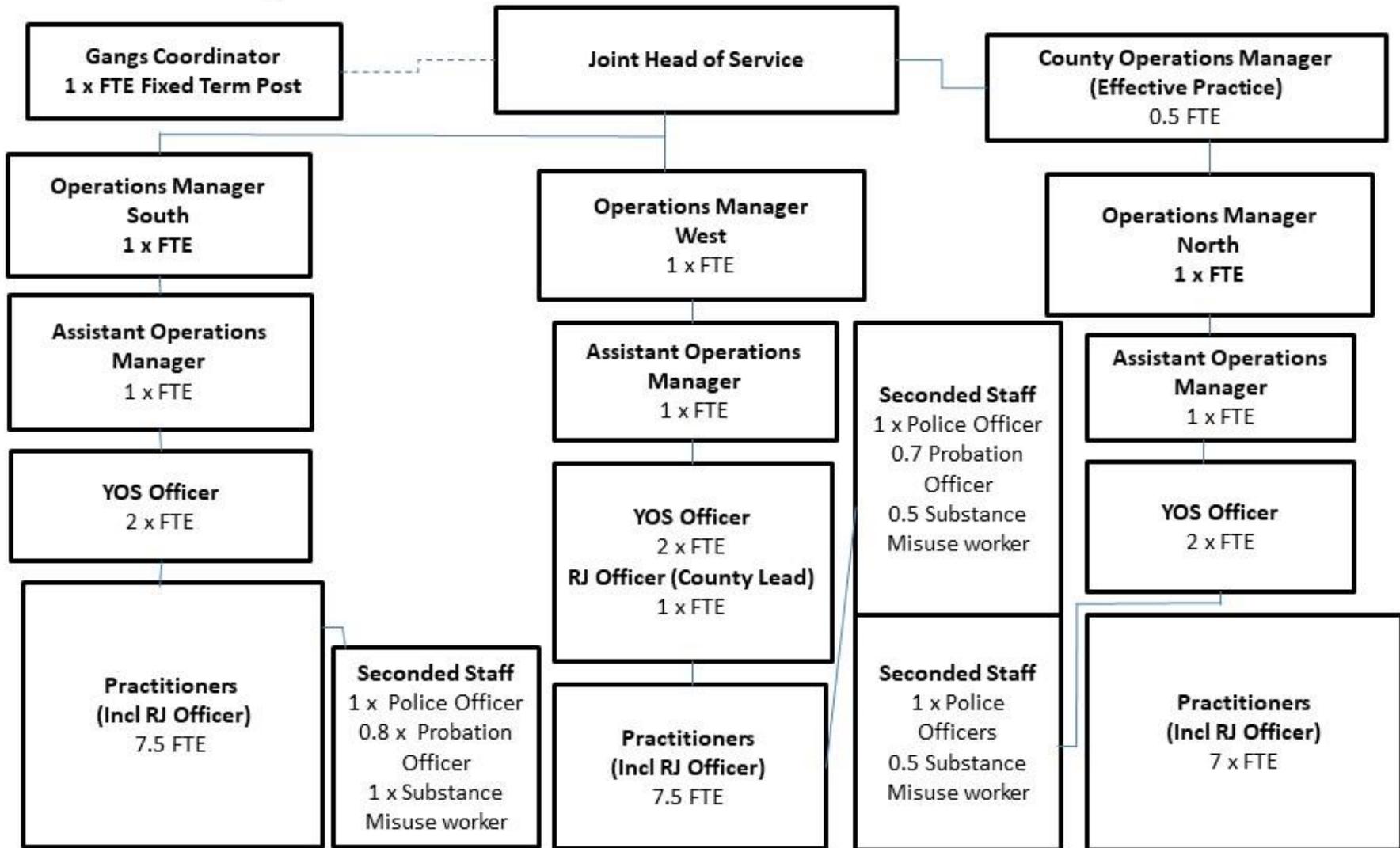
## **Structure**

In terms of the Structure of the Service there have been some reduction in the resource available to the service from partners. For example, the National Probation Service complement of probation officers to SYOS has reduced by 0.5 of a probation officer post.

Suffolk Youth Offending Service



Suffolk Youth Offending Service



## Practice and Performance

### The work we are delivering

#### Caseload

Chart 1: Outcomes (Court) and Referrals (Pre-Court)

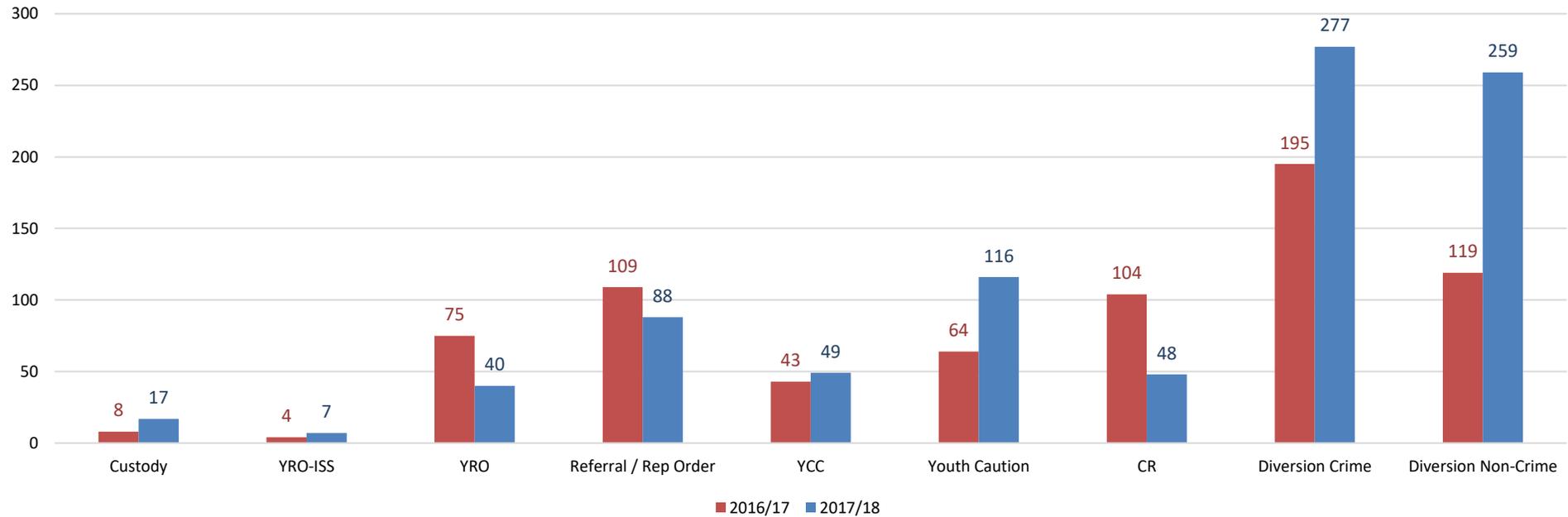


Chart 1 shows the number of court outcomes in the relevant periods and the number of referrals for cautions and the Diversion Programme. Custody figures have doubled in 2017/18 but most of the statutory outcomes have reduced, particularly YROs which have decreased by 47%. By comparison, the pre-court outcomes (including Diversion) has increased, particularly for Diversion Non-Crime referrals which have more than doubled.

Caseload (continued)

**Chart 2: Contact Levels (Court Outcomes Only)**

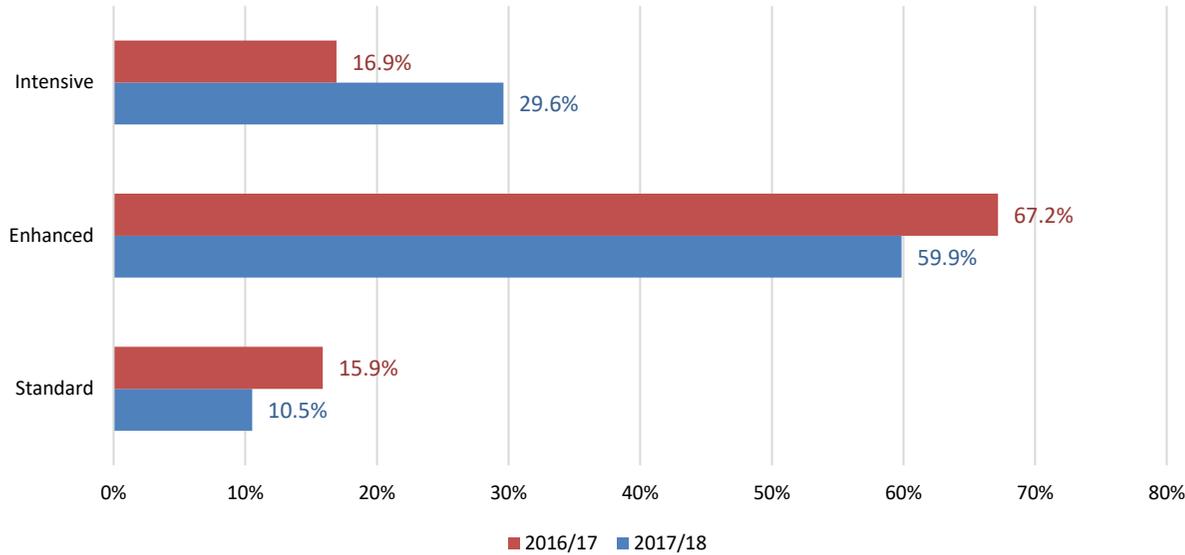


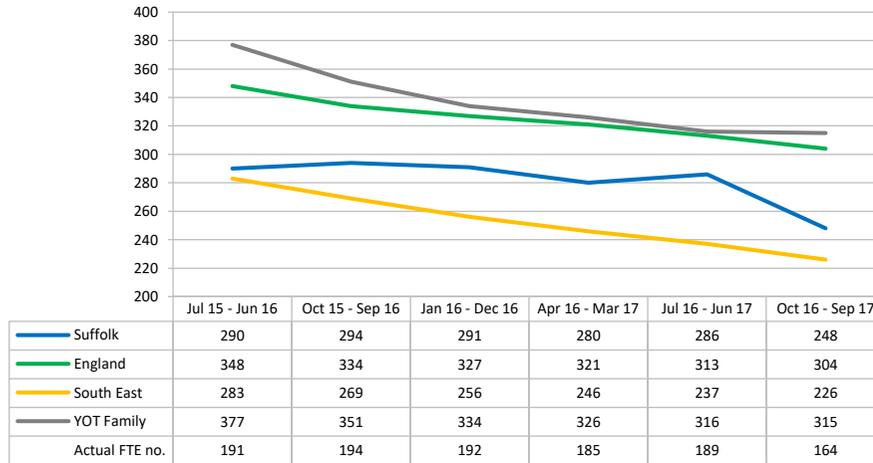
Chart 2 shows the difference in the scaled approach levels for court orders between 2016/17 and 2017/18. The scaled approach means that a higher level of assessed risk results in a higher level of intervention.

There has been a decrease in both standard and enhanced levels which is balanced by an increase in intensive level cases.

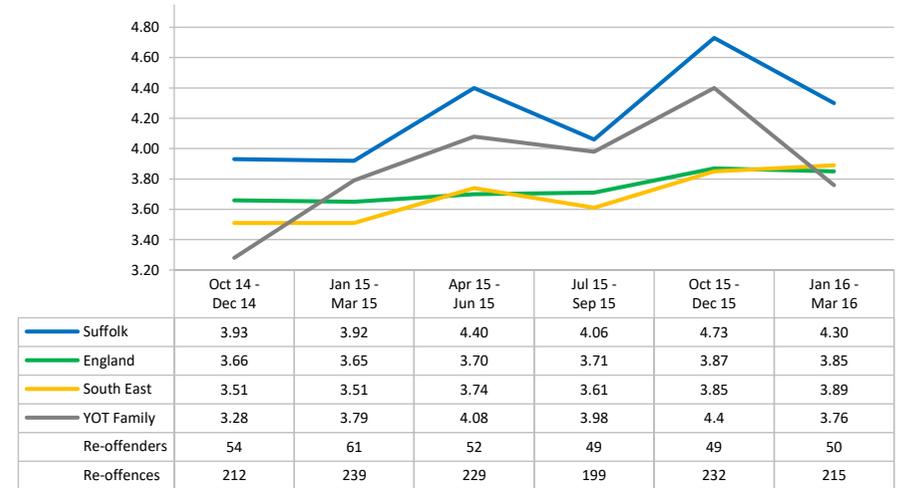
An intensive level case requires 3 contacts per week for the first 3 months and then 1 contact per week for the rest of the order. This compares to 1 contact per week for the first 3 months followed by 1 contact every 2 weeks for the rest of an order for enhanced level cases. The increase in statutory cases assessed at the intensive level may be a result of an increasingly complex statutory caseload.

## National Indicators

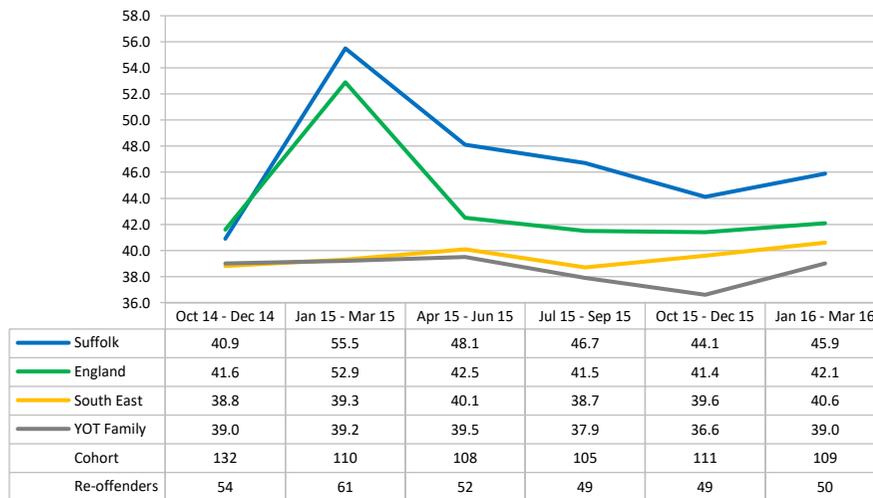
**Chart 3: Rate per 100,000 for first time entrants to the Youth Justice System**



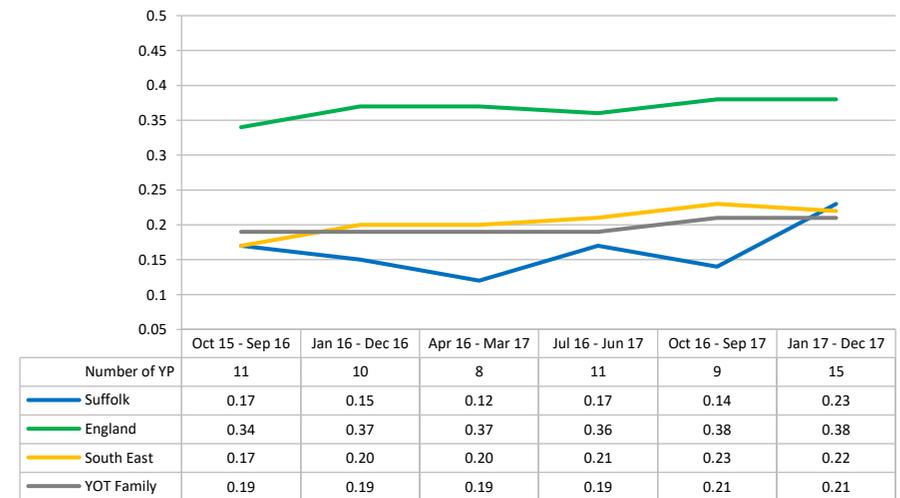
**Chart 4: Reoffending frequency rate after 12 months**



**Chart 5: Reoffending % binary rate after 12 months**



**Chart 6: Use of Custody (Rate per 1,000 of the 10-17 population)**



## **National Indicators (cont'd)**

### ***Chart 3: First Time Entrants***

The latest results show Suffolk has seen a reduction in the number and rate of first time entrants. Suffolk continues to perform substantially better than the national performance and the new YOT family group.

### ***Charts 4 and Chart 5: Re-offending Measures***

In terms of the National indicators, reoffending is only measured for the statutory cohort. In late 2017 the Ministry of Justice changed how they captured the data for the reoffending measures (frequency and binary). It is now based on a 3-month cohort rather than a 12-month cohort and is much more likely to change significantly from one quarter to the next due to the smaller cohort numbers.

The reoffending frequency showed an improvement in quarter 3 of 2017/18 with 4.3 new offences per reoffender, down from 4.73 the previous quarter. National performance remained the same in quarter 3. Whilst our performance is worse than the YOT family, Suffolk follows a similar pattern in variation of re-offending frequency.

The binary reoffending rate increased by two percentage points in the latest quarter, following the trend in increasing reoffending rates in national, regional and YOT family results. To clarify how the smaller 3-month cohort impacts on these figure, it can be noted that this increase equates to only one extra reoffender in a similar size cohort to the previous quarter (50 reoffenders from a cohort of 109 compared to 49 reoffenders from a cohort of 111).

The Live Tracker, which identifies current cases where reoffending risk has increased during the previous week and initiates a Reoffending Review, was fully implemented at the start of 2018 so the impact of this will not be reflected until the results are published in February 2020. Local tracking of these cohorts will commence in late 2018 for early indications of effect on reoffending.

### ***Chart 6: Use of Custody***

The custody rate has increased and while still within target it is now higher than both the YOT Family and Regional rates. This is likely to increase in the next quarter, and perhaps onwards due to the rise in drugs offences linked to county lines and urban street gangs in Suffolk.

Re-offending further analysis

**Chart 7: Reoffenders per 1,000 of 10-17 Population by YOT Family**

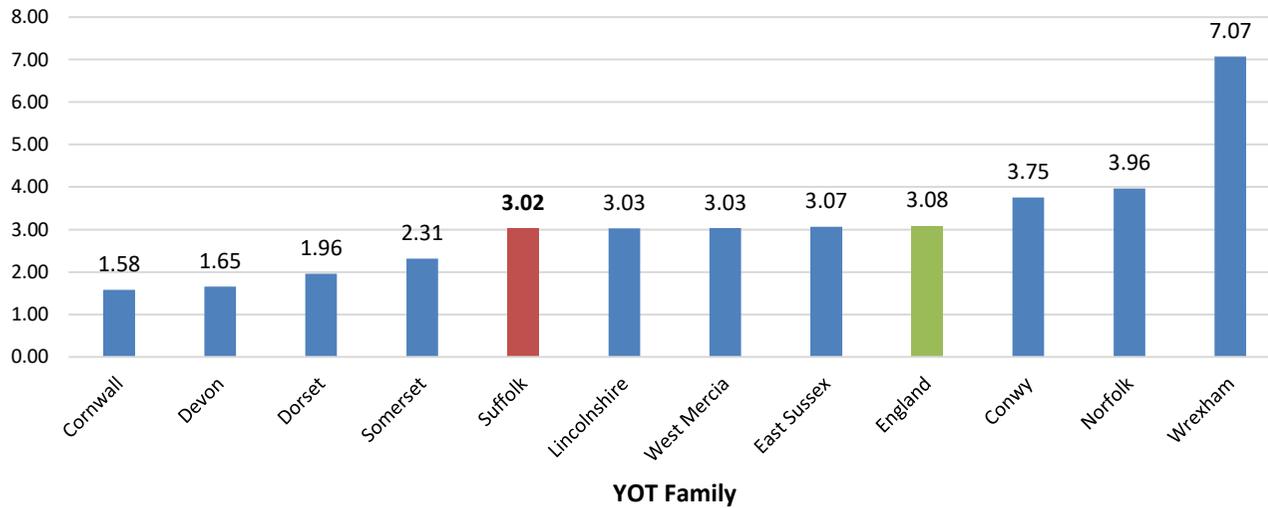


Chart 7 shows where Suffolk is placed when compared to the other counties in the YOT family\*. The rate is based on the number of reoffenders for April 2015 – March 2016 per 1,000 of the 10-17 population in each area (population data from mid-2016). This is not a national indicator but shows the overall reoffending rate for young people in Suffolk.

*\*)The YOT family grouping is prescribed by the Youth Justice Board and is adapted from the DfE's Children's Services Statistical Neighbour Benchmarking Model.*

**Chart 8: Number of Reoffenders and Reoffences**

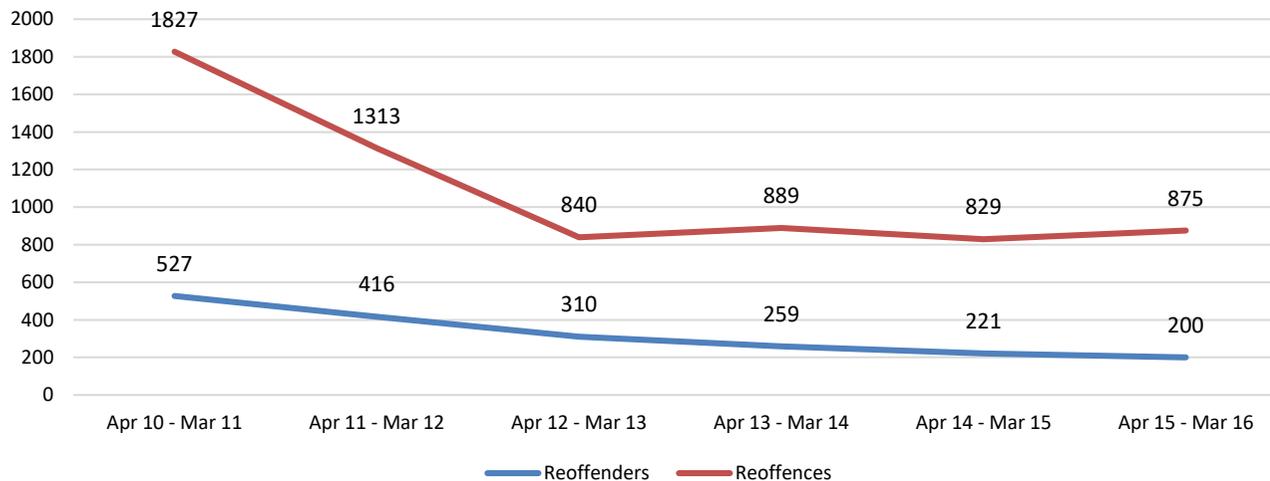


Chart 8 shows the large decline in the number of reoffenders and reoffences in Suffolk over time.

## Resources and value for Money

Table 1 gives a breakdown of the partnership contributions to the SYOS pooled budget for 2018/19

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local authority*	£72,507		£1,294,115	£1,366,622
Police Service	£155,500		£77,500	£233,000
National Probation Service	£60,020		£10,000	£70,020
Health Service			£282,837	£282,837
Police and crime commissioner**				
YJB Practice Grant			£665,300	£665,300
Welsh Government				
Other***			£42,460	£42,460
<b>Total</b>	<b>£288,027</b>		<b>£2,372,212</b>	<b>£2,660,239</b>

Table 2 gives a breakdown of the partnership contributions to the SYOS pooled budget from 2014/15 to 2017/18 demonstrating the reducing budget over that period

	2014-15	2015-16	2016-17	2017-18	Total Reduction from 2014/15 to 2017/18	Total % Reduction from 2014/15 to 2017/18
<b>INCOME</b>						
YJB Grant	£841,278	£732,421	£662,650	£665,300	£175,978	21%
Probation	£171,400	£171,400	£157,527	£90,027	£81,373	47%
Police	£233,000	£233,000	£233,000	£233,000	£0	0%
Health	£189,504	£189,504	£189,504	£189,504	£0	0%
Other including CAMHS Grant	£165,011	£42,460	£42,460	£42,460	£122,551	74%
PCC RJ Grant and Other	£50,000	£4050	0	0	£54,050	100%
SCC Base Budget	£1,503,413	£1,188,561	£1,262,495	£1,260,864	£242,549	16%
<b>Total</b>	<b>£3,153,606</b>	<b>£2,557,346</b>	<b>£2,494,427</b>	<b>£2,481,155</b>	<b>£676,501</b>	<b>22%</b>

Table 3 gives a breakdown of how the Youth Justice YOT grant will be used and fulfils the purpose of the grant in 2018/19

<b>Expenditure Category</b>	<b>Description</b>	<b>£</b>
Staffing:	<ul style="list-style-type: none"> <li>• Delivery of effective assessment, intervention planning and supervision for young people at risk of reoffending</li> <li>• Delivery of services to the victims of youth offending</li> <li>• Development of effective practice linked to the delivery priorities in the Youth Justice Plan.</li> <li>• Analysis of performance information to inform practice development across all areas</li> </ul>	580,000
Overheads:	<ul style="list-style-type: none"> <li>• Development and training of staff in effective practice</li> <li>• Expenses incurred by staff in carrying out core duties</li> </ul>	52,560
Equipment:	<ul style="list-style-type: none"> <li>• Books, publications and resources to inform good practice development</li> <li>• Provision of Careworks to support case management, timely submission of statutory data</li> </ul>	5,000
Activity costs:	<ul style="list-style-type: none"> <li>• Delivery and development of Community Reparation by Catch 22 (contracted provider)</li> </ul>	27,650
<b>Total</b>		<b>665,300</b>

## Partnerships

The Service is represented on a range of partnership boards including, The Local Criminal Justice Board; Stronger and Safer Communities Group; MAPPA Strategic Management Board; IOM Governance Board; Child Exploitation Sub -Group of The Suffolk Safeguarding Children's Board and with Suffolk Constabulary the County Lines and Gang Violence Steering Group. SYOS also attends the Suffolk Youth Court Panel and the External Out of Court Disposal Scrutiny Panel.

The Service also delivers the Diversion Programme in partnership with Suffolk Constabulary. This offers a comprehensive prevention and early intervention service for young people at risk of offending, along with statutory out of court disposal options.

In line with the Crime and Disorder Act 1998 Suffolk Youth Offending Service has a range of seconded staff including, Police Officers, Probation Officers, Primary Mental Health Workers, Speech Language and Communication Therapists, Educational Psychologists and Substance Misuse Workers. It also has referral pathways to specialist Education, Training and Employment workers based in Early Help Teams. All these staff make a significant and valued contribution to the work of the service. The service also commissions an Appropriate Adult service which functions 24/7. It also commissions a reparation and unpaid work service.

The Suffolk Youth Justice Service contributes to the priorities set in the Suffolk Children and Young Peoples' Business Plan 2018 – 2021 including implementing the SEND strategy, and contributing to the priorities in particular, helping children be safe and developing Suffolk talent. It also contributes to the Police and Crime Plan 2017 – 2021. Including helping to deliver objectives related to caring about victims, communities, the local economy, and local people. The service also contributes to The Suffolk Children's Safeguarding Board aim to identify and support children and young people who are most at risk.

## **Youth Justice Priorities 2018/2019**

### **Reduce Re-offending**

The service will continue to focus on work to reduce re-offending by:

- Analysing information collected through the live tracker on a cohort of young people across all disposals. This will give an up to date picture of their changing risks, needs and characteristics including age, ethnicity, offence type, gender, disposals, geographical location and pattern of repeat offending. This will enable a quicker and more responsive approach to targeting resources and tailoring interventions.
- Conducting a thematic audit of the current management re-offending review process to ensure it is operating fully effectively and will make any changes required to improve outcomes.
- The trauma informed practice model will be piloted in Ipswich. This will include securing dedicated psychology support
- SYOS will introduce a new local performance measure on the timeliness of accommodation provision on release from custody. Delays in knowing what accommodation will be provided makes effective well-planned resettlement very difficult.

### **Harmful Sexual Behaviour**

- The proposed delivery model to ensure there is a comprehensive response to young people who display harmful sexual behaviour in Suffolk will be presented to partners and leaders for the model and the resources to deliver it to be agreed.
- Depending on the outcome of the above, SYOS will work to deliver its part of the model or in discussion with the Management Board, redefine the scope of its role in working with young people with HSB in line with available resources.

## **County Lines and Gangs Strategy and Action Plan**

The delivery of Suffolk's Strategy and action plan to address County Lines and Gangs is a complex and cross cutting piece of work which will require the involvement of a partnership of agencies across criminal justice and social care sectors amongst others. In terms of immediate youth justice priorities for 18 -19 these are:

- The formation of a new multi-agency team.
- Raising awareness of staff across agencies about how to identify those at risk and how to support them effectively.
- Raising awareness of children and young people of the process of recruitment to gangs and county lines and the risks associated with this. Initially this will be Ipswich focussed.
- Provide an updated toolkit for staff across agencies which includes risk factors and indicators as well as clear referral routes and multi-agency pathways. Separate sections will also include contextual information, good practice guidance on effective approaches and interventions including legislative measures.

## **Disproportionality**

Analysis of caseload figures shows that the single most over-represented group in the Youth Justice System in Suffolk is made up of Children in Care.

The work of Suffolk Constabulary, the local Authority Children's Homes and SYOS to finalise and implement a protocol and action plan to reduce the unnecessary criminalisation of young people in care will help to address this disproportionality.

The increasing over representation of BAME young people in the Youth Justice System in Suffolk requires further analysis by the partnership to pin point at what points in the criminal justice process this over representation is occurring and therefore what parts of the criminal justice system will need to be targeted to inform a partnership response. As a first step it is intended to present the information above to Criminal Justice Partners at the Local Criminal Justice Board.

*Please see tables and charts on disproportionality in Suffolk over following two pages (15-16).*

## Disproportionality Analysis

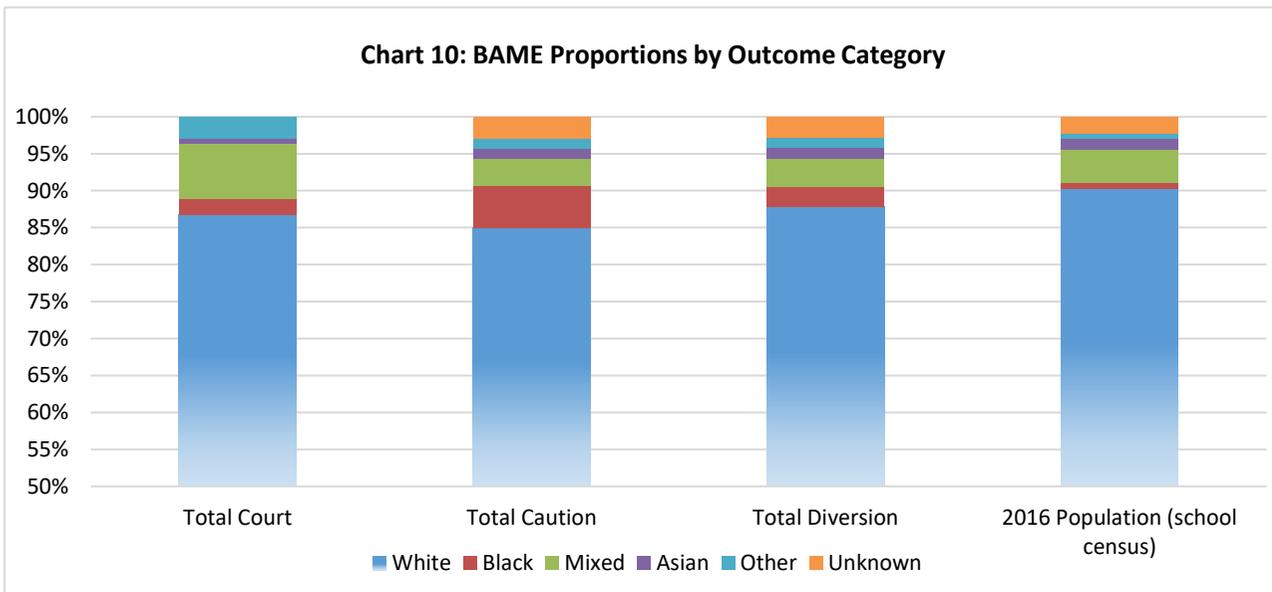
<b>TABLE 9</b>	<b>Ethnicity:</b>	<b>Cohort</b>	<b>White</b>	<b>Black</b>	<b>Mixed</b>	<b>Asian</b>	<b>Other</b>	<b>Unknown</b>
Custody		14	92.9%	0.0%	7.1%	0.0%	0.0%	0.0%
YRO-ISS		7	71.4%	0.0%	14.3%	0.0%	14.3%	0.0%
YRO		32	78.1%	3.1%	9.4%	3.1%	6.3%	0.0%
Referral / Rep Order		83	90.4%	2.4%	6.0%	0.0%	1.2%	0.0%
<b>Total Court</b>		<b>136</b>	<b>86.8%</b>	<b>2.2%</b>	<b>7.4%</b>	<b>0.7%</b>	<b>2.9%</b>	<b>0.0%</b>
YCC		42	83.3%	7.1%	4.8%	2.4%	0.0%	2.4%
Youth Caution		98	85.7%	5.1%	3.1%	1.0%	2.0%	3.1%
<b>Total Caution</b>		<b>140</b>	<b>85.0%</b>	<b>5.7%</b>	<b>3.6%</b>	<b>1.4%</b>	<b>1.4%</b>	<b>2.9%</b>
CR		42	85.7%	7.1%	0.0%	2.4%	2.4%	2.4%
Diversion Crime		256	88.3%	3.5%	2.0%	1.2%	1.6%	3.5%
Diversion Non-Crime		252	87.7%	1.2%	6.3%	1.6%	1.2%	2.0%
<b>Total Diversion</b>		<b>550</b>	<b>87.8%</b>	<b>2.7%</b>	<b>3.8%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>2.7%</b>
<b>2016 Population (school census)</b>		<b>-</b>	<b>90.3%</b>	<b>0.8%</b>	<b>4.4%</b>	<b>1.6%</b>	<b>0.7%</b>	<b>2.2%</b>

In September 2017 the Lammy Report, an independent review into the treatment of – and outcomes for – Black, Asian and Minority Ethnic individuals in the criminal justice system was published. Table 9 shows the percentage breakdown in terms of ethnicity for all SYOS outcomes.

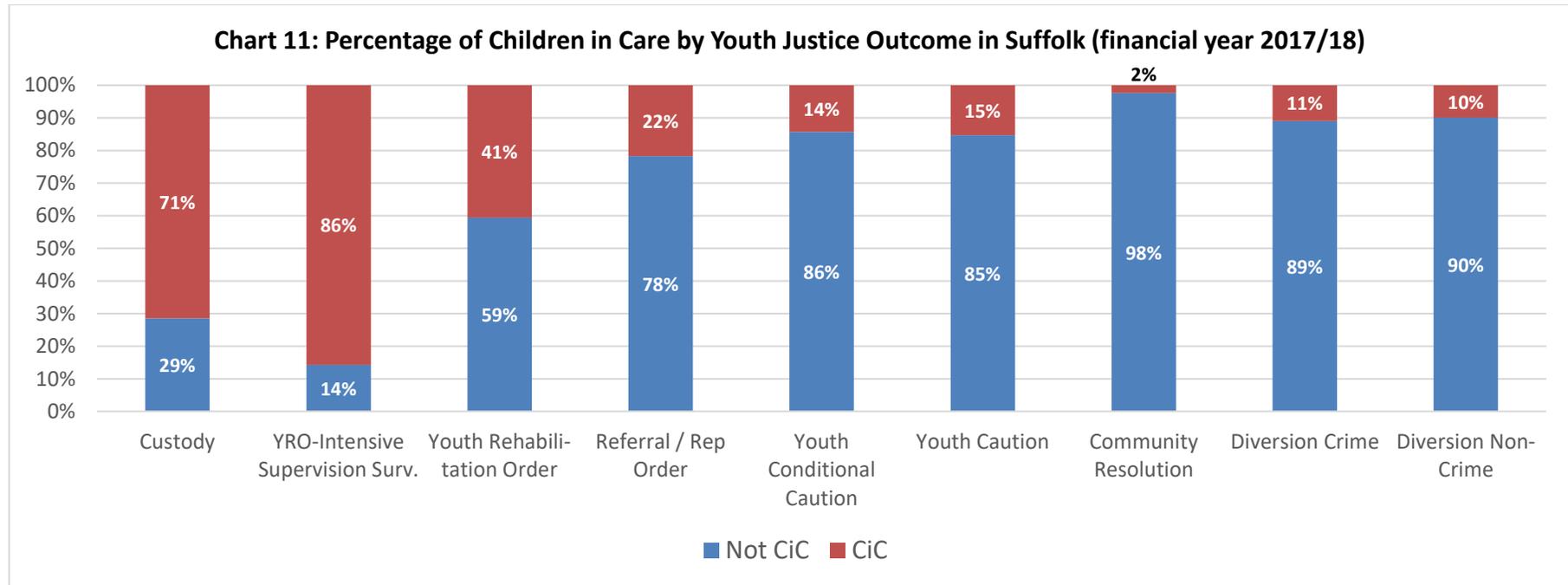
The school census information from 2016 is used as a comparison.

Chart 10 shows the proportional representations of the different ethnicity groups by outcome category. The greatest disproportionality in the court caseload is for mixed race ethnicities, which is over 3% higher than the 2016 school census comparison. The greatest disproportionality in the caution caseload is for black young people. It is over 4.9% points higher than the 2016 comparison. The diversion caseload does not show as much disproportionality.

Although there is a national over-representation of BAME in the custodial population this is not consistently reflected in Suffolk.



Disproportionality Analysis (continued)



Disposal:	Custody**	YRO ISS	YRO	Referral / Rep. Order	YCC	Youth Caution	Community Resolution	Diversion Crime	Diversion Non-Crime
<b>Total Cohort*</b>	14	7	32	83	42	98	42	256	252
<b>Child in Care</b>	10	6	13	18	6	15	1	28	25

*\*) Some young people might appear more than once if they have received multiple disposals during the year. However, each disposal group only contains unique young people. \*\*) All young people entering custody become a child in care, but they are only counted in this chart if they were recorded as a child in care prior to their custodial sentence.*

In Suffolk as a whole, there were 558 young people (aged 10-17) classified as a child in care (April 2017). This is **0.8%** of the 10-17 population in Suffolk. Chart 11 depicts the percentage of the SYJS caseload that were recorded as a Child in Care (CiC) during the 2017/18 financial year.

As you can see, Children in Care (CiC) are over-represented in all elements of the Suffolk YOS caseload, with as many as 86% in the YRO-ISS category (6 out of 7). The percentage of CiC in the YOS caseload increases as the disposals become more serious. An average of 11% are a child in care in the pre-court caseload compared to an average of 35% in the court caseload.

### **Speech, Language and Communication Needs**

- Work will continue to embed the dedicated SaLT resource in SYOS teams.
- The effectiveness and usage of the SaLT provision will be independently evaluated to inform future funding beyond the initial two years of the project
- Depending on above the overall mental health and psychology provision will be reviewed to ensure it meets changing needs and is delivering best value for money.

### **Service User Engagement.**

In terms of service user engagement as has already been mentioned the trauma informed practice model is being developed with children and young people. In addition, in 18-19 the service will:

- Analyse line manager's direct observations of practice and prepare a short report highlighting key findings with recommendations for practice developments
- Analyse SYOS service user (young people and parents) evaluation forms and prepare a short report with recommendations for improvement.
- Introduce an online survey to capture user feedback from young people, their families as well as victims. This will replace the Viewpoint survey previously used by the service.
- Organise and lead a focus group to consult with young people regarding their experiences with SYOS. Develop and implement an action plan to address issues arising from the focus group.

### **Restorative Justice**

The Service was awarded the Restorative Service Quality Mark (RQSM) 3 years ago and is due to be reaccredited by the Restorative Justice Council in 2018 -19. Being awarded the RQSM is an external recognition that SYJS provides quality restorative practice as part of its work with

victims of youth crime. Using restorative approaches is very important to the service that and therefore a priority for 18-19 will be to do the work necessary to make sure that it is successfully reaccredited.

A re-accreditation plan is in development which will address practice and resourcing before the Restorative Justice Council (RJC) start the Restorative Service Quality Mark accreditation process in August 2019. At least 2 members of staff will complete individual practice accreditation with the RJC during 2018/19. In addition, an audit on current practice will be completed and an improvement plan developed from this which will be implemented and completed prior to August 2019.

## **Risks to Future Delivery Against the Youth Justice Outcome Measures**

### **Funding/Resources**

- SYOS is functioning with an operational budget shortfall in excess of £100k per annum.
- Further funding or in-kind cuts from partners or the YJB, are very likely to compromise the Service's ability to deliver all aspects of its current work and will negatively affect performance.
- There is a lack of resilience across SYOS so there is very limited scope to respond to additional demand.
- Non-staffing costs may fluctuate and exceed the allocated budget.
- There is limited scope within the budget to respond to any unexpected financial demands.
- Partner organisations are under resource pressure which may limit the scope and effectiveness of partnership working.
- Resourcing across the public sector affects access to a wide range of services which support children and young people. This may affect any or all of the youth justice outcome measures.

### **Mitigation**

Should it become necessary:

- The re-structure proposed in 17-18 can be revisited although this carries the risk of reducing staff morale and thus increasing the retention issues identified below.
- The Board could agree that specified areas of SYOS work are no longer delivered

### **Custody**

- As anticipated last year whilst the number of young people receiving custodial sentences in Suffolk is still relatively low it has increased in 17-18.

- County lines/gang involvement of young people is a recognised risk factor for more serious and frequent offending.
- The Intensive Supervision and Surveillance requirement is very resource intensive to deliver especially when there is limited/no ETE provision in place. If it is not possible to provide an ISS in individual cases this would increase the risk of a custodial outcome.

### Mitigation

- The County Line and Gangs Strategy and Action plan once implemented should reduce the risk of young people becoming involved in county lines and gangs.
- A PSR audit and management observation of court work will be conducted to ensure that they are of consistently high quality and remedial action taken if required.
- The service will continue to attend the IYFAP meeting to advocate for educational provision.
- Speech language and communication provision in teams will enable better identification of young people who are likely to present negatively in court and specialist advice and support will be available to assist them. Information will also be available to sentencers.

### Re-offending

- As identified last year there is a risk that performance on the two re-offending measures will continue to deteriorate as the resources available to the service reduce. Intensive work with the increasingly complex statutory cohort is one amongst many priorities that are becoming increasingly difficult to balance.
- The delivery of the trauma informed practice model is resource intensive and will require additional psychology input which may provide difficult/impossible to obtain.

### Mitigation

- SYOS will carry out a review of the screening and assessment used for Diversion cases to reduce the amount of assessment staff are required to do.
- The work of the re-offending project will continue (for more details see the relevant section in 18-19 priorities).

### First Time Entrants

- As outlined under re-offending there is an increasing difficulty in balancing resources to work intensively with the statutory cohort whilst at the same time continuing to focus on prevention and early intervention.

**Mitigation**

- SYOS will carry out a review of the assessment used for Diversion cases to reduce the amount of assessment staff are required to do.
- The Board could agree that specified areas of The Diversion Programme cease to be delivered.

**Retention and recruitment of a skilled workforce**

- Staff retention and recruitment has recently been identified as a concern for the service.

**Mitigation**

- Work is under way to look in detail at retention issues across the service and depending on the findings it may be necessary to put in place mitigation measures such as financial/progression measures to improve retention.

**Approval**

<b>Chair of Suffolk Youth Justice Management Board</b>	
Name	Assistant Chief Constable Rachel Kearton
Signature	
<b>YOS Managers</b>	<b>Suffolk</b>
Names	Jennifer Meade & Belinda Clabburn
Signatures	