



**Sheffield Youth Justice Service  
Annual Youth Justice Plan  
2014-2015**





# CHAIR'S FOREWORD

**On behalf of the Sheffield Youth Justice Service Partnership Board I am pleased to introduce the Youth Justice Plan for 2014/2015. The plan details our achievements in 2013/14 and sets out how we will continue to deliver successful youth justice services in the forthcoming year.**

We continue to strive to use resources in the most effective way by preventing the costs of crime through early targeted intervention, effective assessment and action delivered through effective partnership working.

Our plan sets out our core objectives of maintaining our high performance in reducing the use of youth custody by providing effective and robust community alternatives, to prevent young people from re-offending and to maintain our performance on preventing young

people entering the criminal justice system. It outlines how we will achieve these aims alongside wider service priorities as set out in the city's Children's Services Plan, the Safer and Sustainable Communities Plan and the South Yorkshire Police and Crime Plan.

As both a statutory criminal justice agency and a children's service, partnership working continues to be at the heart of our approach to reducing re-offending, ensuring public protection and safeguarding of children. The Youth Justice Service Partnership Board remains a strong and significant partnership for the city. The board will continue to strengthen its partnership working with the statutory, business and community sectors to achieve positive outcomes for children and young people who offend and who are at risk of offending.

**Tony Tweedy**

Director for Lifelong Learning,  
Skill & communities

Chair Sheffield Youth Justice  
Service Partnership Board

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# INTRODUCTION TO 2014/15 YOUTH

The principal aim of the youth justice system is to prevent offending by children and young people (Crime and Disorder Act 1998). Sheffield Youth Justice Service (YJS) coordinates the provision of youth justice services across the city. The service works in partnership to achieve the national youth justice strategic objectives which are to:

- prevent offending
- reduce reoffending
- increase victim and public confidence
- ensure the safe and effective use of custody.

The Sheffield Youth Justice Service is a multi-agency service comprising of four statutory agencies; Police, National Probation Service, Health and the Local Authority, each of whom holds a statutory responsibility for resourcing and supporting the partnership. The partnership also welcomes the support of the Police and Crime Commissioner, who has continued to provide strategic and financial support to the partnership. In addition to statutory funding partners there is also representation within the partnership of other services which are key to the delivery of the core aims, including Her Majesty's Courts and Tribunal Services (HMCTS), the Chair of the Youth Court Bench and Sheffield Safeguarding Children Service.

# THE JUSTICE PLAN

Over the past year there have been a number of significant changes nationally that have affected and continue to shape the delivery of youth justice services across the country. The partnership board has also reviewed its membership and terms of reference in response to the revised guidance on Modern Youth Justice Partnerships issued by the Ministry of Justice and Youth Justice Board (YJB) in November 2013.

Both the performance and quality of services delivered continues to be monitored nationally by the YJB for England and Wales, and the Head of Service meets regularly with the regional YJB Business Area Manager and other heads of service across the region.

In addition to monitoring key outcomes, the YJB continues to collect a range of data regarding the effectiveness of local youth justice services and holds a statutory responsibility to monitor performance against the revised National Standards for Youth Justice. The YJB also contributes information on services to the information bank held by Her Majesty's Inspectorate of Probation which is the lead inspectorate for Youth Offending Teams.

There is a statutory requirement for each local authority to set out an annual plan for the delivery of youth justice services within their area and the following plan incorporates the required information on value for money, structures and governance,

partnership arrangements and risks to future delivery, along with information on local priorities and case examples of effective practice within the Sheffield YJS partnership.

## **Joel Hanna**

Service Manager  
Sheffield Youth Justice Service



# VISION, MISSION STATEMENT AND SERVICE VALUES

## VISION

To reduce youth crime in Sheffield, safeguard and protect young people and the public and increase public confidence in youth justice services by delivering high quality, fair, and transparent services that embrace the diversity of young people, the people of Sheffield and its communities.

## MISSION

Working in partnership, Sheffield Youth Justice Service will deliver a high quality Children and Young People's service that reduces and prevents offending by children and young people. The service aims to reduce the number of young people entering or re-entering the criminal justice system and ensures that those who require custody are supported successfully to return to their community. This will be achieved by delivering successful and effective individual and group intervention programmes, which target and address the causes of youth offending and ensure that the victims of youth crime and the wider public are both protected and considered within all service and interventions planning.

## VALUES

- Provide a quality service which is effective, efficient and value for money
- Regard the safety of the public as a priority
- Provide a fair and equitable service to young people, families, victims and the wider public
- Respect young people who offend as young people
- Respect diversity in terms of race, gender, disability, age and sexual orientation
- Promote the rights of victims and the rights and responsibilities of children, young people and their families
- Value staff as its most important resource
- Actively promote appropriate and effective interventions and sentencing



# 1 VALUE FOR MONEY AND RESOURCING

Funding for the Youth Justice Service for 2014/15 is made up of contributions from the statutory partners, the YJB Effective Practice grant and a grant contribution from the Police and Crime Commissioner's Community Safety Fund. The service also oversees the local authority budget provided to meet the cost of young people remanded to the secure estate. The full contributions that make up the overall Youth Justice Service budget can be seen in the table set out below. Total available funding for 2014/15 for the YJS is £2,735,068. This compares to a 2013/14 total of £2,975,126 which is a reduction of funding of £240,058 (8%).

The levels of partnership contributions have previously been based on an agreed formula for maintaining equitable contributions that was established a number of years ago by the partnership. This established method of agreeing annual contributions provided that any disinvestment from one partner would cause proportionate disinvestment by the remaining partners. For 2014/15, funding partners were asked for an early indication as to allocations of contribution; however


due to the significant savings required within the local authority, partners agreed to maintain contributions based on their individual available funding rather than respond to reductions needed by Sheffield City Council in order to maintain the formula. Additionally the Police and Crime Commissioner accepted the request to roll elements of funding previously provided under to different arrangements into one.

The terms and conditions of the Youth Justice Board Effective Practice grant continue to include setting out a clear expectation for how this grant allocation may be used and providing a 'costed plan' to show that the allocated funds will be used for the stated purpose. The service has also received a 'ring-fenced' grant from the YJB for the expansion of restorative justice training across the service, and anticipates a further ring-fenced allocation for the delivery of unpaid work, which is a responsibility that transfers to the service in June 2014.

The YJS is responsible for commissioning, contracting and procuring services that contribute towards the key priorities set out within the plan and in doing so the service is supported through a specialist team of contract and procurement specialists within the Children, Young People and Families (CYPF) Portfolio. Sheffield YJS has also led on developing joint commissioning arrangements for key youth justice services including for victims, reparation and restorative justice and appropriate adults, and it is anticipated that within the current year joint contracting arrangements will be further extended across South Yorkshire resulting in financial savings for each service engaged in the contract.

Since being established in 2000, the YJS has retained independent financial advice and scrutiny on behalf of the partnership board. This role has been pivotal to ensuring the confidence of all partners contributing resources to the YJS and in securing appropriate settlements. The independent financial advisor role also supports the YJS in providing transparency and accountability in negotiations relating to funding





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and resources. The IFA continues to oversee the management of the budget on behalf of the partnership and advises the board with regards to liabilities and forthcoming pressures and risks. The board submitted this arrangement as an example of good practice to the YJB, and it was included within the guidance issued to partnerships in November 2013.

## YOUTH JUSTICE SERVICE PARTNERSHIP FUNDING FOR 2014/15

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
<b>Local Authority*</b>			£806,107	£806,107
<b>Police Service</b>				
<b>Probation Partnership Service</b>	£152,324		£97,940	£250,264
<b>Health Service</b>	£54,000		£116,374	£170,374
<b>Police and Crime Commissioner**</b>	£172,000		£264,974	£437,774
<b>YJB Effective Practice Grant</b>			£1,070,549	£1,070,549
<b>Other</b>	£379,124		£2,355,944	£2,735,068
<b>Total</b>				<b>£2,735,068</b>

\*for multi authority YOTs the totality of local authority contributions should be described as one figure.

\*\*any money from the PCC that has been routed through a local crime reduction partnership should be included here.

\*\*\*It should be noted that the 'Other' category is for additional funding that the YOT/YOS can use for any, or general, Youth Justice activities. Accordingly, funding such as the YJB grant for Restorative Justice or for Unpaid Work should not be included.

# 2 STRUCTURES & GOVERNANCE

Youth Offending Teams were established under the statutory provisions of the Crime and Disorder Act 1998. The Act set out the requirement for a local Youth Offending Team comprising the four statutory agencies of: the Local Authority (including Children's Services Social Care and Education), Police, Probation and Health. Accompanying the Crime and Disorder Act 1998 was an inter-departmental circular on 'Establishing Youth Offending Teams' that set out the requirements for a governing chief officer steering group. The role and responsibilities of Youth Offending Teams and their governing Management Boards have since been, and continue to be, regulated by National Standards for Youth Justice Services. National Standards include specific standards for YOT Management Boards which have been further extended and clarified by the introduction of Modern Youth Offending Partnerships (Youth Justice Board 2013). The Sheffield YJS Board continues to be chaired by a director within the Children, Young People and Families portfolio, who has a direct link to the Executive Director of Children's Services and in turn a direct link to the Chief Executive of the local authority. The role of Chair has previously been rotated between

board members and is agreed by the board through nomination and selection. The Sheffield YJS Partnership Board comprises representatives of each of the statutory partners as well as a range of contributing members and advisors from other local partners such as the HMCTS, Safeguarding and Sheffield Futures, the city's deliverer of Youth Services. Despite the significant changes set out over the past year, along with those anticipated through current government consultations, there are no national proposed changes to the model of Youth Offending Teams and their governing arrangements. The YJS Partnership Board is identified as a significant partnership for the city and provides strategic links with other children's services and Community Safety partnerships and associated strategic plans across children's services, criminal justice and community safety.

The YJS continues to sit within the Children, Young People and Families (CYPF) portfolio within the City Council and within Children and Families social work service area. This arrangement provides that the service is best positioned to ensure effective joint work with wider children's

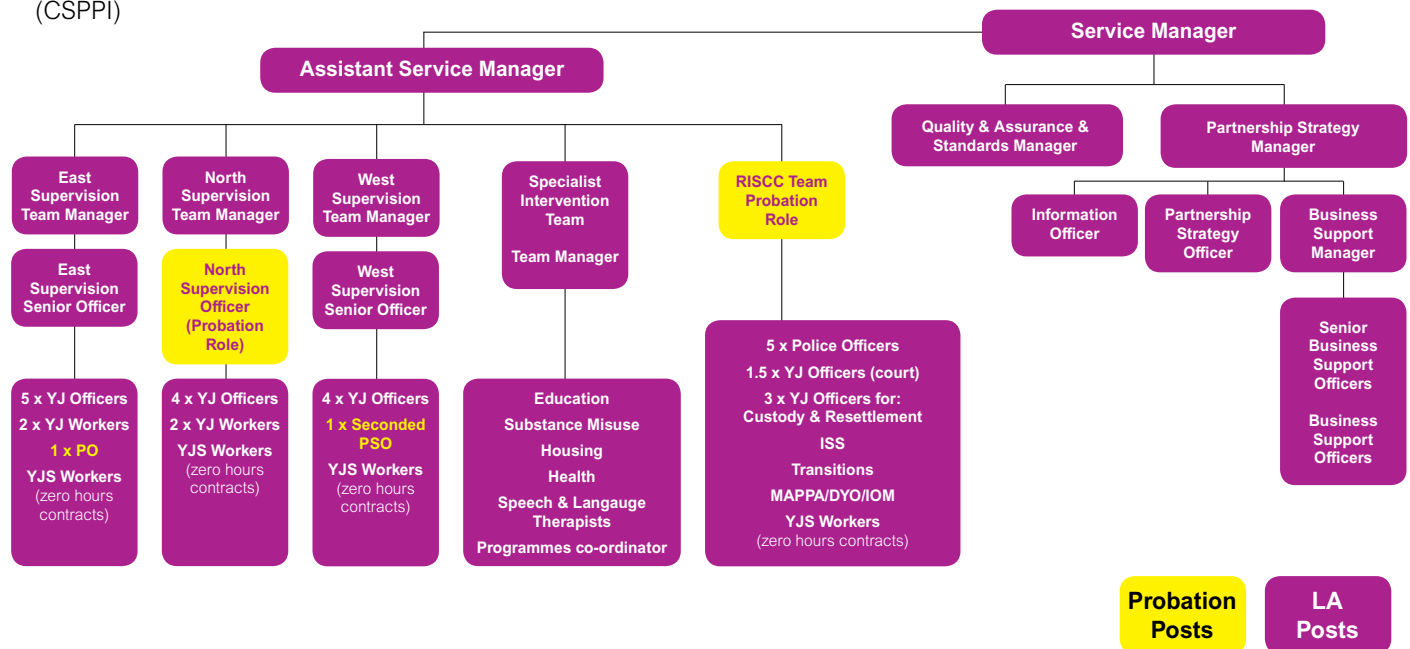
specialist services including those for Looked After and Adopted Children (LAAC). The service has ensured that it retains strong links with Integrated Youth Services (IYS) and the Head of Service remains a member of the CYPF strategic youth partnership meetings. Youth crime prevention responsibilities are delivered through a mixture of direct delivery through the service and commissioning arrangements jointly funded through the partnership and core council funding for targeted youth services. The YJS takes strategic direction from both the 0-19+ Children's Partnership and the Safer and Sustainable Communities Partnership. In addition to membership of these two key partnerships, the YJS is also a 'duty to cooperate organisation' of the Sheffield Safeguarding Children's Board and Multi-Agency Public Protection Arrangements Strategic Management Board and also has a seat on the Local Criminal Justice Board.

The arrangement for chairing and membership of the board as set out above ensures that the board is well placed to discharge its responsibilities which include:

- Delivering the principal aim of reducing offending and re-offending
- Strategic performance oversight
- Ensuring the effective delivery of justice services for children and young people
- Accountability and representation of youth justice issues within the Local Authority
- Ensuring that children and young people involved in the youth justice system have access to universal and specialist services delivered by partners and other key agencies
- Ensuring local authorities discharge their duties under the Children Act 1989, in particular those in Schedule 2, paragraph 7, to:
- Discourage children and young people within their area from committing offences
- Take reasonable steps designed to reduce the need to bring criminal proceedings against children and young people in their area
- Avoid the need for children within their area to be placed in secure accommodation.

- Monitoring the services response to Thematic Inspections
- Overseeing the services management and response to notified Community and Public Protections Incidents (CSPPI)

- Providing financial governance for the partnership
- Ensuring the services delivered have reference to the responsibility towards victims of youth offending



# 3 PARTNERSHIP ARRANGEMENTS

The Youth Justice Service continues to enjoy a strong and effective representation at partnership board level and this is further replicated within the service with regards to delivery.

The mix of funding and staff deployment from the statutory partners ensures that there is effective and meaningful partnership working between Health, Probation, Social Care, Police services, HM Court services, and key third sector organisations within the city.

The service is located within Star House which is the city centre Youth Hub, providing a range of both statutory and voluntary youth and support services to young people, including vulnerable young people within the city. The YJS is represented within a number of key forums and partnerships across the city and county including the Local Criminal Justice Board, Multi-Agency Public Protection Arrangements Strategic Management Board, Children's Trust Panel and Integrated Offender Management Group, the local and county reducing re-offending groups. Membership of these key strategic forums provides the opportunity for the Head of Service to ensure that the needs and profile of young people involved in, or at risk of entering, the criminal justice system are considered when developing local policies and setting priorities for resourcing

The service also works closely with the three other county Youth Offending Teams to ensure that, where appropriate, resources are shared, contracts joined and effective practice and learning shared to deliver consistent, best value and high quality services across the county. Arrangements are in place to establish a formal relationship with the PCC which complements the monitoring arrangements and synergies between the services and the Police and Crime Plan. The YJS Head of Service meets with the three other YOT Heads of Service in the county regularly and arrangements for joint meetings between the heads of services, partnership chairs and the Police and Crime Commissioner are in place.

The service provides the City Council lead for work on the Ending Gang and Youth Violence Programme

and the Head of Service is the key contact between the city and the Home Office with regards to this agenda. This provides a clear structure within the city for the arrangements for mapping, assessing risk and coordinating interventions for minimising youth violence and gangs within the city.

From 2014 Sheffield will be providing the strategic lead for the South and West Yorkshire Resettlement Consortium, which is a three-year programme of work, sponsored by the YJB, to meet the needs of young people sentenced to custody and reduce re-offending within this group of highly complex young people. The chair of the Sheffield YJS partnership board is also the strategic chair for this consortium, overseeing delivery of this plan.

There have been, and continue to be, many significant changes within both the youth and adult criminal justice systems. Within the coming months there are set to be some significant changes specifically with regards to the delivery of adult offender management. That said, the consistent message has been that there is no current intention to alter the governance arrangements for youth justice provision.

The cross-government opinion of Youth Offending Team arrangements is that they are viewed as a highly effective model to be emulated, which is evident through the development of the Integrated Offender management model over the past three years.

As a service that exists on the basis of partnership, the YJS relies on resources from key agencies in addition to central government funding in order to deliver its services. The ongoing changes in adult offender management services provide a degree of uncertainty as staffing and funding allocations from the National Probation Service move away from local partnership discretion to a national formula-based model. As other public services restructure and reduce in respect of the funding they each receive, there is an obvious need to continue to review contributions and ensure that delivery of service is targeted effectively and of best value. The service is also contributing to the development of the city's 'tackling poverty strategy' and, alongside other criminal justice partners, contributes to the joint strategic intelligence assessment, both of which

# 4 RISKS TO FUTURE DELIVERY

are considering the impact changes to the welfare benefits system may be having on offending, youth justice and wider children's services. Monitoring and consideration of these risks is ongoing within the relevant city partnerships to which the YJS is a contributor.

The continuing requirement for YOTs to provide a costed plan in relation to the Youth Justice Board Effective Practice grant presents something of an unknown risk with regards to ensuring that the allocation is used solely for "developing good practice and research" and not to fund ongoing operational activity or 'business as usual'.

The YJB have signalled an intention to move towards ring-fenced grants for new areas of delivery such as unpaid work, restorative justice and junior attendance centres, due to take effect over the next year. Whilst this provides some protection to youth justice delivery in that the grant cannot be used elsewhere in the authority, it also limits the potential to pool resources to meet local priorities, demand and sentencing patterns.

The service is continuing to respond to a significantly entrenched and complex group of young people and whilst there has been a continuing trend of reduced first-time entrants both nationally and locally, which is to be welcomed, those young people who remain in the court cohort present persistent and multi-faceted needs. As the overall risk and complexity managed

by the service has become higher, this has presented additional training and development needs across the service including MAPPA, mental health and managing challenging and aggressive behaviour.

Sheffield, as many other large cities, is experiencing an increase in every academic year over the last 4 years of the number of young people eligible for free school meals. This data suggests that Sheffield will see increasing proportions of young people coming through the senior years and leaving school in positions of relative poverty. Though this does not provide any certainty that the recent national and local trend of reductions in youth offending might change, the service is undertaking ongoing joint analysis into this area.

The Sheffield Youth Justice Service continues to use Careworks which allows reports to be shared automatically with managers and also provides information data directly to the National Youth Justice Information Management system (YJMIS)

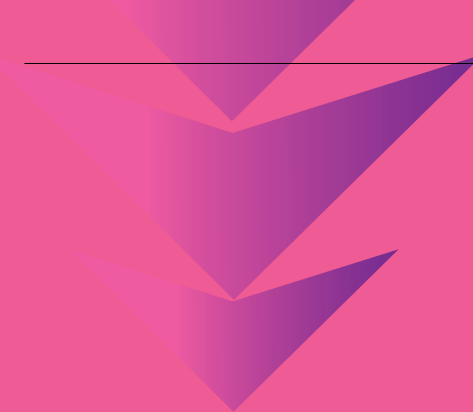
# 5 PERFORMANCE FOR 2013/14

## INTRODUCTION

There are three nationally-monitored priorities of reducing new entrants to the youth justice system, which is rated amber; reducing reoffending, which is rated red, and reducing the use of custody, which is rated green. Our performance in these areas have been reviewed by the regional Youth Justice Board, who have confirmed they are happy with our approach and have no concerns at this time.

Alongside this are our locally monitored priorities of reducing ethnic disproportionality, which is rated red; and reducing the numbers of looked-





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after children in the youth justice system, which is rated green.

Performance and management information reports are principally drawn from our case management database, CareWorks RAISE. This allows managers to have a good knowledge of the cases currently under supervision, with their levels of intervention and the compliance against the national standards that underpin the good management of the cases. The Strategic Management Team and the YJS Partnership Board use the information to make decisions about allocating resources and addressing emerging areas of need among our clients.

**NATIONALLY MONITORED PRIORITIES:**

**1. Preventing young people entering the youth justice system**

For the first time since this priority was adopted, there has been a small rise in the number of young people receiving their first caution or conviction at court: there were 216 in 2013/14, a rise of 22 on the year before. The target was to reduce the total by 5%, so this has not been met. Many areas all over the country have seen this trend, which might be the result of the Youth Cautions and Youth Conditional Cautions introduced in April 2013; there has been a year for the new processes to settle in but their use is being kept under close review. It is

important to note that the rate is still 80% lower than it was in 2007/8, and all the prevention work that has led to the dramatic decrease is still in place. Sheffield's rate makes it the best-performing of the Core Cities.

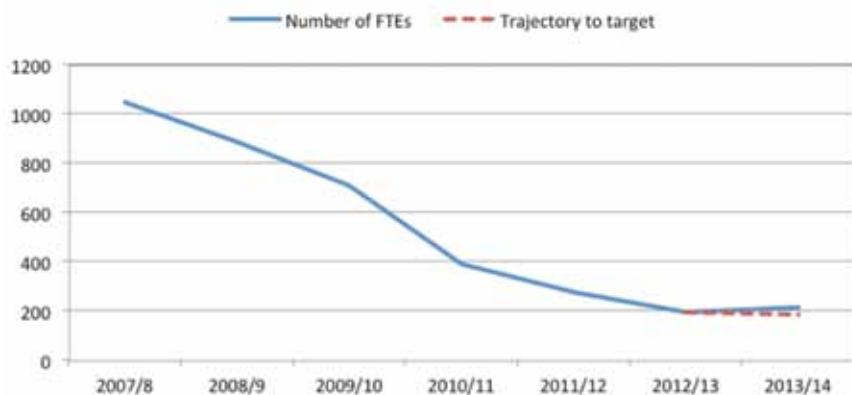
**2. Reducing reoffending**

Young people who received a youth justice outcome in a 12-month period are tracked for the subsequent 12 months to see if they are proven to reoffend, i.e. they receive an out-of-court disposal or a conviction in court. The time periods are therefore significantly delayed; the

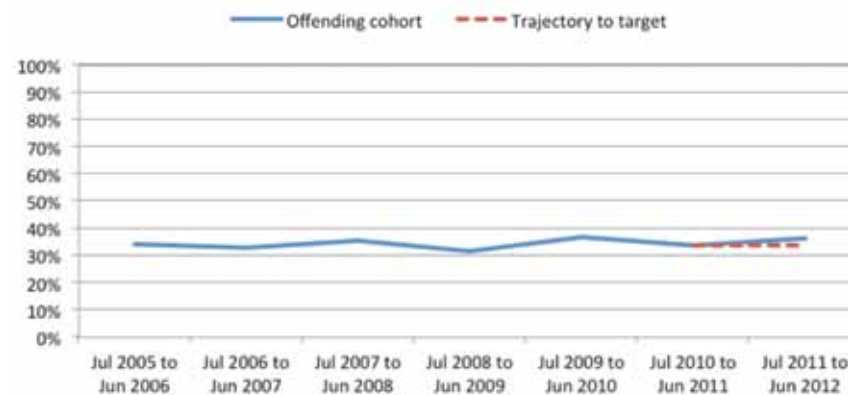
latest cohort reported here is for July 2011 to June 2012. This number is reported as the percentage of young offenders in the 12-month cohort who have reoffended, and the latest figure is 35.9%. The target was 33.4%, so this has not been met.

The reoffending rate is quite variable from year to year and quarter to quarter. However, there has been a clearer upturn of late, with the average number of re-offences also increasing; this is a national trend, as cohort sizes reduce, leaving a greater concentration of more entrenched offenders. Sheffield's rates are lower than the average among the Core Cities.

**First-time entrants to the youth justice system**



**Proven reoffending within 12 months**



Indicator	Direction of travel	Target met?	Comparison against Core Cities	Overall performance
<b>First-time entrants to the youth justice system</b>	Getting worse	No	Best performing (Jan-Dec 3013)	<b>AMBER</b>

In Sheffield we also track two key indicators of stability that can help stop a young person reoffending: being engaged in education, training or employment, and being in suitable and secure accommodation. A judgement is recorded on these every time a young person finishes their intervention with the YJS.

78.7% of young people were employed or receiving a suitable amount of education or training. This was higher (88.7%) among those of statutory school age and lower (74.7%) among over-16s. All of these were higher than last year, though our target was 85%, so this has not been met. Sheffield's rate is the best among the Core Cities and above the national average.

98.7% of young people were in suitable accommodation, amounting to just 3 young people who were not. Sheffield's rate is one of the best in the country. However, our target was 100% so this has not been met.



**In education, training or employment at end of order**



**In suitable accommodation at end of order**



Indicator	Direction of travel	Target met?	Comparison against Core Cities	Overall performance
Proven reoffending	Getting worse	No	Average	RED
Education, training and employment	Getting worse	No	Best performing	GREEN
Accommodation	Steady	No	Above average	GREEN

### 3. Reducing the use of custody

The number of custodial sentences given at court has fallen significantly and has exceeded the reduction target. In 2013/14 there were only 14 custodial sentences, compared to 40 the year before; these formed 5% of total court disposals, compared to 10.1% the year before. Sheffield's rate of custodial sentences was the lowest of the Core Cities.

The number of young people being securely remanded, instead of given bail, has also fallen significantly and exceeded the reduction target. In total, Sheffield young people served 1,648 nights on secure remand, compared to 2,645 the year before, a reduction of 38%.

Sheffield's rate of secure remand was the second-lowest of the Core Cities and below the national average.

#### LOCAL PRIORITIES:

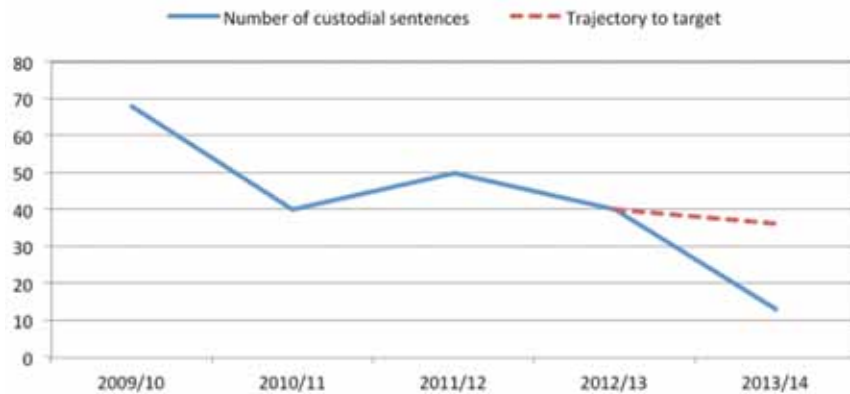
### 4. Reducing ethnic disproportionality

The proportion of young people from Black and Minority Ethnic backgrounds who are involved in the youth justice system has recently been slightly above the proportion in the youth population as a whole. The gap increased slightly in the last year, from 5% to 6.7%, though it is still smaller than in 2010/11; the target has therefore not been reached. Those of Other White and Mixed backgrounds are the most over-represented. Sheffield is sixth out of the eight Core Cities for ethnic disproportionality.

### 5. Reducing the number of looked-after children in the youth justice system

The number of young people with looked-after status receiving youth justice disposals has fallen from 33 last year to 29 this year, following large decreases the two years before. The target has therefore been met.

**Custodial sentences**

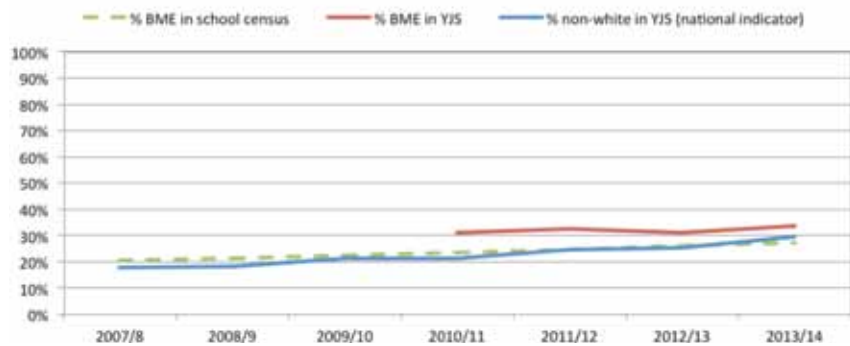


**Secure remand bed nights**

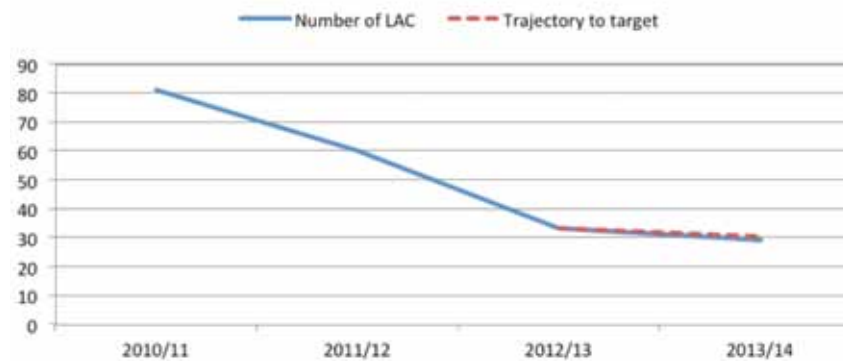


Indicator	Direction of travel	Target met?	Comparison against Core Cities	Overall performance
<b>Custodial sentences</b>	Getting better	Yes	Best performing	<b>GREEN</b>
<b>Secure remand nights</b>	Getting better	Yes	Above average	<b>GREEN</b>

### BME young people in the youth justice system



### Looked-after young people in the youth justice system



Indicator	Direction of travel	Target met?	Comparison against Core Cities	Overall performance
Looked-after young people on youth justice disposals	Getting better	Yes	Not available	<b>GREEN</b>

# 6

# LOCAL PRIORITIES / PERFORMANCE MEASURES 2014 / 15

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## LOCAL PRIORITIES/PERFORMANCE MEASURES

The following priorities and performance measures have been agreed by the Youth Justice Partnership Board. They have links with relevant plans from other partnerships, such as:

- Sheffield Safer and Sustainable Communities Partnership Plan 2014-17
- Sheffield Children and Young Person's Plan 2011-2014
- South Yorkshire Police and Crime Plan 2013-17

They will be monitored regularly at that Board and reported to other partnerships across Sheffield and South Yorkshire. Not all the priorities have numerical targets against them, as some are better measured in terms of quality and partnership collaboration.

Priority	Why is this important?	What do we know?	What will we do?	How will we know we are making a difference?
Preventing young people getting involved in crime	Preventing a young person's first crime could potentially prevent dozens of crimes over their lives, preventing harm to victims and saving the individual the stigma of being in the criminal justice system.	Of those entering the youth justice service for the first time in 2013/14, 80% were dealt with out of court. 21% were female, 79% male; 37% were BME; the most common age was 16 and the most common offence was Violence against the Person (any form of assault).	We will continue to invest funding and personnel into Targeted Youth Support and maintain close links with the Community Youth Teams to target resources at young people identified and referred for youth crime prevention or antisocial behaviour. We will share and co-deliver appropriate resources.	Our target is for the number of first-time entrants to the youth justice system not to increase. We will also monitor: <ul style="list-style-type: none"> <li>• The number of referrals to youth crime prevention services</li> <li>• The number of Parental Advisory Letters and Anti-social Behaviour Contracts</li> <li>• The proportion of young people referred to court who have received a pre-court intervention</li> <li>• Engagement in and successful completions of preventative programmes</li> </ul>

Priority	Why is this important?	What do we know?	What will we do?	How will we know we are making a difference?
<p>Reducing the use of custody</p>	<p>Custody, including periods spent on remand, is the worst outcome for the young person, seriously disrupting their education and relationships. It should only be used as a last resort.</p>	<p>As would be expected, those given custodial sentences in 2013/14 had committed the most serious offences or repeatedly failed to engage with a community sentence. 11 of the 13 young people were male, 3 were BME and all were aged 16 or 17. 7 were placed in Young Offender Institutions, 3 in Secure Training Centres, 2 in Secure Children's Homes and one in a secure hospital.</p> <p>There were 35 new, secure remands made in 2013/14 (for 27 young people). 16 resulted in a custodial sentence for the relevant offence(s); 12 did not; 3 were acquitted or had charges withdrawn; 1 remand is ongoing at the time of writing; and 3 had other outcomes. 60% of secure placement days were in Young Offender Institutions, 21% were in Secure Children's Homes and 19% were in Secure Training Centres.</p>	<p>Our sentencers have confidence in alternatives to custody, such as Bail or YROs with Intensive Supervision and Surveillance (ISS) requirements, so we will continue to resource and refine these programmes. We will promote placement with our Remand Foster carers or at Aldine House Secure Children's Home as an alternative to custody and police cells, and identify if spare capacity can be offered across South Yorkshire.</p>	<p>Our target is for the number of young people sentenced to custody not to increase. We will also monitor:</p> <ul style="list-style-type: none"> <li>• The number of young people successfully completing ISS programmes</li> <li>• The proportion of bail decisions that result in remand</li> <li>• The proportion of young people who offend while on Bail and Bail-ISS</li> <li>• The number of new remands, repeat remands and total remand bed nights</li> <li>• Maintaining our resource of six Remand Foster placements and how well they are used</li> <li>• The number of young people kept in custody at the police station, or placed in overnight foster care, prior to court</li> </ul>



Priority	Why is this important?	What do we know?	What will we do?	How will we know we are making a difference?
Resettlement after custody	The transition back to the community needs to be well-planned and tailored to the young person to ensure they do not start offending again.	<p>There were 14 releases from custody in 2013/14, all to suitable accommodation. Of those with the community elements of custodial sentences ending in 2013/14, 72% were in sufficient education, training or employment.</p> <p>57.1% of those released from custody during 2011/12 reoffended within 12 months.</p>	We will ensure resettlement plans are part of the earliest sentence planning, and scrutinise them through the multi-agency Risk Panel. For prolific offenders, the IMPACT (Integrated Offender Management) service will also be part of release planning. We will take part in the new South and West Yorkshire resettlement consortium.	<p>We will monitor:</p> <ul style="list-style-type: none"> <li>• The number of young people released from custody to settled accommodation and taking up training or employment</li> <li>• The number of young people successfully completing their licence periods</li> <li>• The number of young people jointly worked or transferred to IMPACT</li> </ul>
Reducing reoffending	Stopping a young person from offending again, or diverting them so that they offend less often or less seriously, reduces harm to victims.	<p>Of those with a youth justice disposal in 2011/12, 36.7% reoffended within 12 months, with on average just over 3 recorded re-offences. Greater levels of reoffending were seen from those on Youth Rehabilitation Orders, those aged 17 or over, and looked-after young people. The majority of reoffenders changed offence type. Those who reoffended within the first month were the most prolific.</p>	<p>We will use the improving quality of information about reoffending to ensure our assessment, planning, interventions and supervision focus on the most crucial times and factors. Those most at risk of reoffending and/or doing serious harm will receive</p> <p>intensive support, supervision and surveillance.</p> <p>We will also capitalise on the support available through the newly established South and West Yorkshire Resettlement consortia for which Sheffield is priding the strategic lead.</p>	<p>Our target is for the proportion of young people reoffending within 12 months not to increase. We will also monitor:</p> <ul style="list-style-type: none"> <li>• How the factors that lead to a likelihood of reoffending change throughout the period of supervision</li> <li>• The proportion of young people in stable and suitable accommodation and sufficient education, training or employment</li> <li>• Where reoffending does occur, how soon, how often and of what type</li> </ul>

Priority	Why is this important?	What do we know?	What will we do?	How will we know we are making a difference?
Education, training and employment	Being in education, training or employment (ETE) keeps a young person busy and allows them to work towards a positive future.	35-40% of young people supervised by the YJS are NEET (not in education, training or employment) at any one time. By the end of their orders, in 2013/14 we had reduced this to 11% of school-age young people and 25% of those 16 and older.	We will jointly commission specialist provision, especially at entry level and in key vocational areas. We will develop a Unpaid Work provision that includes up to 50% ETE hours. Our Education Officer will be a key link with alternative provision for school-age young people.	Our target is for 85% of young people to be in ETE at the end of their order. We will also monitor: <ul style="list-style-type: none"> <li>• Attendance at arranged ETE provision</li> <li>• The number of awards and qualifications young people achieve</li> </ul>
Looked-after children	Because of their disrupted lives, children in care are more likely to get involved in offending, but there is evidence they are also criminalised unnecessarily.	29 LAC young people received 52 youth justice disposals in 2013/14; 5 of these were custodial sentences.  Of LAC young people who received a disposal in 2011/12, 66% reoffended within 12 months, compared in 31.1% of non-LAC.	Staff from residential homes and the LAC and care leavers' services have received training in restorative justice, and we will work with them to embed this approach. YJS staff will continue to co-work cases where appropriate, and be active members of case review meetings.	Our target is for the number of LAC young people receiving youth justice disposals not to increase. We will also monitor: <ul style="list-style-type: none"> <li>• The number of LAC young people entering the youth justice system</li> <li>• The number of LAC young people on remand and in custody</li> <li>• The level of reoffending by LAC young people</li> </ul>

Priority	Why is this important?	What do we know?	What will we do?	How will we know we are making a difference?
Emotional and mental health	Mental health problems and lack of emotional wellbeing are major drivers of young people's offending, and being in the youth justice system is itself a source of stress that can make this worse.	Although there is strong evidence that a large minority of young people who offend have mental health problems, it is not something we can currently quantify for Sheffield.	We will undertake or commission research to better understand the level of emotional and mental health needs among our cohort, and work with our specialist colleagues on how we need to adjust our services.	We will monitor: <ul style="list-style-type: none"> <li>• Referrals to and interventions from CAMHS</li> <li>• Referrals to and interventions from substance misuse services</li> <li>• Other measures that research identifies as important</li> </ul>
Restorative justice	Meeting victims and making reparation to the community have been shown to bring significant benefits to young offenders and victims.	In 2013/14, 264 victims were offered the chance to take part in restorative justice, and nearly half did so.  Young people carried out more than 1,800 hours of reparation.	We will train our staff and volunteers in how to facilitate restorative justice conferences. We will look at becoming certified as a Restorative Service, to ensure the approach is always at the forefront of our practice.	We will monitor: <ul style="list-style-type: none"> <li>• Levels of victim contact and satisfaction</li> <li>• Referrals for reparation work</li> <li>• Engagement in and attendance at reparation</li> </ul>
Good case management	The way we will achieve all our other priorities is by thoroughly assessing young people's risks, vulnerabilities and needs, creating tailored plans for them, offering effective interventions and building strong relationships.	At the time of writing there is an ongoing audit of how well we comply with National Standards. This will be combined with judgements of the quality of assessments and plans and evaluations of programmes to build up a full picture.	We will complete our audits and develop action plans to address the weaker areas. We will prepare for the introduction of the AssetPlus standard of assessment by training our staff and developing their knowledge of the evidence base.	We will monitor: <ul style="list-style-type: none"> <li>• Our compliance with National Standards</li> <li>• The quality of assessments and plans</li> <li>• Engagement in programmes and groups</li> <li>• Reoffending after certain interventions</li> </ul>

# 7 CASE STUDIES AND EXAMPLES OF EFFECTIVE PRACTICE

## CASE STUDY 1 SPEECH AND LANGUAGE INTERVENTION

The following section provides descriptions of case examples example of service delivery with young people, families and victims who have accessed the services provided by the Youth Justice Service over the past year.

## SITUATION

T", a 16-year-old male, lived at home with his mother, father and two younger siblings. He was born in Pakistan but moved to the UK when he was about 2 years old. At least three times in his childhood he was referred to health services following concerns about delayed speech, possible learning difficulties, 'mental absences' and, as he grew older, disruptive behaviour at school. It seems T's parents struggled to attend appointments, with the result that all of these referrals were closed without support being put in place for T.

T was excluded from his secondary school halfway through Year 10; an attempt was made to integrate him back into mainstream education but this was unsuccessful, and he finished his education at the Sheffield Inclusion Centre. There were some issues with aggressive behaviour, but reports from staff suggested they didn't believe it was real aggression, but rather efforts to fit in with his peers. In June 2013 he committed a robbery, for which he received a

Referral Order. T left without any formal qualifications and was been accepted onto a Foundation Studies course at a local college starting in September 2013. This college placement broke down and T then moved to another local college, at which time his second robbery took place, leading to a custodial sentence.

T is known to smoke cannabis and his use had increased when the second offence took place.

## Our assessment

At the start of his Referral Order, T's caseworker completed a Speech and Language Therapy (SLT) screening form, which highlighted understanding and social skills as areas of concern. One of the seconded Speech and Language Therapists met with T's caseworker and discussed background information about possible areas of difficulty and current concerns. The SLT then saw T for two assessment sessions, which involved taking a case history,

finding out T's perception of his own communication strengths and difficulties, and formal and informal assessment activities.

T demonstrated strengths in his ability to:

- remember and understand spoken instructions
- remember and understand story-type passages
- formulate spoken sentences
- tell the time (digital and analogue) and understand time and time concepts

T had significant difficulties in his ability to:

- understand non-literal language e.g. problem solving and making deductions, which rely on his ability to 'read between the lines' and 'see the bigger picture'
- start and join in conversations and form and maintain new and appropriate friendships
- understand and express his emotions effectively

- understand more complex vocabulary
- process spoken and written information with speed
- plan and sequence activities

### Support offered

The SLT explained T's strengths and difficulties to his caseworker, his college and the other people working with T and suggested some strategies for adapting their communication for him. He received one-to-one session from the SLT focussing on his weakest areas, first at home and then, following his second offence, in a Secure Children's Home. The SLT attended his custodial sentence review and an education meeting to look at provision on release.

The Forensic Psychology Service made a further assessment of T's cognitive and social skills. This prompted further investigations into a possible Autistic Spectrum Disorder and/or epilepsy or an acquired brain injury.

### Outcomes

T said:

*"The speech and language therapist has helped me to think more about stuff. We have talked about how outcomes and consequences can lead to getting into trouble. I now think before doing stuff. We talked about good friends and bad ones and about making the right choices in who I can trust and not. SLT has made me improve with my attitude and behaviour."*

T's caseworker said:

*"The work with T has helped us gain a better understanding of what his issues are rather than assuming that he was globally delayed. I was given more specific information about his difficulties so we understood better what his strengths and weaknesses were. It has helped me think about the way I speak to T: not using long complicated sentences, making sure that I give him time to answer questions because his processing is slow and not using non-literal or non-concrete language and being careful with jokes and sarcasm that they aren't being taken literally."*

*It has also helped the family understand some of the difficulties that he has rather than that he was just 'slow in the head'."*

The SLT will continue to offer T one-to-one sessions nearer to his release from custody and will continue to attend meetings and support him after release and in his college setting.

Danielle Miles - Specialist Speech and Language Therapist

# CASE STUDY 2

## EDUCATION INTERVENTION

### SITUATION

“Ben”, age 15, had been excluded from school in Year 9 and, though officially enrolled with the Sheffield Inclusion Centre, was refusing to attend. He has ADHD and anxiety around new situations, coupled with anger management issues. His school had arranged several vocational placements, but Ben failed to attend on the whole, and when he did he was regularly asked to leave due to his volatile behaviour. Ben was very negative about any educational input; claiming that he couldn't do it and it was “pointless”. He was made the subject of a Youth Rehabilitation Order in April 2013 for a burglary and public order offences, and referred to the YJS Education Officer for support.

### Our assessment

Ben refused to travel to and from school so a meeting with held at home with representatives from school. We had a discussion about home education but it was felt that given the health concerns within the family and pressures within the home that this was not appropriate. Ben said he couldn't cope with stopping in the house but wouldn't go

to school. It was agreed with school that YJS would work on re-engagement and learning. Some initial work at home showed he did have the ability to engage; his literacy was at Level 1 and his numeracy was Entry Level 3. There were obvious gaps in his learning which were preventing him accessing an academic curriculum, together with dyslexic tendencies.

### Support offered

We were able to increase Ben's engagement from half an hour to an hour at a time, and he agreed to start attending the YJS offices at Burton Street to work on key skills and the Rapid English literacy programme. He tried 'Recycle' as an alternative to school but unfortunately was excluded from there.

We agreed to make a referral to the Pathways Vocational Skills Programme. I supported Ben with a lot of 'hand-holding', calling early in the morning to see if he was at home and would get up, visiting the house and taking him to the placement. Things were very hit-and-miss at the start but came to a head when he re-offended and was given a further YRO with a condition attached for engagement.

This coincided with the Easter Arts College, which Ben attended without fail, achieving his Bronze award.

### Outcomes

Ben continued his Pathways programme after Easter without too many issues. Sometimes he arrived late and left early but in the main he had become more independent and actually achieved Entry Level 3 literacy, his First Aid Certificate and Personal and Social Development Certificate all within 12 weeks. He also elected to go on a construction course which starts next year.

Kath Tabani, Education Officer

# CASE STUDY 3

## VICTIM ENGAGEMENT AND MEDIATION

### SITUATION

“Ahmed” and his family own a takeaway. For around 18 months they had been experiencing anti-social behaviour, criminal damage, assault and racial abuse from a group of young people. “C”, a 13-year-old male, was caught on CCTV one night in November 2013 harassing the family and staff. Remedi received details of the case from the police in February 2014 and Nicole Slater, one of our victim workers, made contact with the victims.

### Our assessment

Due to the nature of the offence, the prolonged and repeat victimisation they have experienced, and the fact that English wasn't their first language, we classed the case as 'vulnerable victims', as per the Victim Code of Practice and offered them an enhanced service. For example, interpreters were booked to accompany Nicole on her initial home visit. In addition, the YJS caseworker attended the initial meeting.

At this visit, Nicole completed a victim impact statement with Ahmed and his family. These are some quotes from it:

“The victims are very distressed about the abuse that

they have to suffer on a daily basis. The victim's children have been greatly affected by the harassment... and their studies in general are affected by all the stress and upset. The victim believes that the decline in takings at his business has a lot to do with the issues that they are facing from local young people. The victim's employees also suffer as they are just trying to do their job and are subjected to verbal abuse... The victim is worried that when the young person has finished working with the YJS he will come back to the takeaway and create further problems.”

### Support offered

The victims also expressed an interest in meeting the young person face-to-face through mediation, so Nicole carried out a further visit (again using an interpreter) to prepare and assess their suitability. One of the concerns she had was that Ahmed might blame the young person for all incidents that had happened over the last 18 months, as this was the first chance he had to have his voice heard. We addressed this openly with him and reiterated that the mediation should be focused on the offence the young person had admitted to.

Nicole and the YJS caseworker visited C and his mum to discuss the mediation process and perform a risk assessment for their involvement.

The mediation was arranged in May 2014 at a neutral venue in the community. The YJS case manager attended the meeting as a supporter for C and his mum. Nicole and her Remedi colleague Stuart Wright facilitated the mediation, with the assistance of an interpreter.

The meeting went really well. Ahmed was able to convey the impact of the offence on him, his family and his business. C's mum was supportive of the victim's point of view. C apologised for his actions and stated that he would not get himself involved in incidents like this again. Ahmed even agreed for C to be allowed back in the shop.

Alongside the mediation, C was given a Youth Conditional Caution in March and his YJS caseworkers worked with him on his behaviour and lifestyle choices.



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## Outcomes

Both completed follow-up satisfaction questionnaires a month after the intervention.

C said, “I wanted to tell him I was sorry and wanted to be able to go back into his shop.” He also said that the process had meant that they could communicate better because, “they both understand each other.”

Ahmed stated, “We wanted to sort this out with the young man and we want to get on with everyone in our local community. It was good to meet with the young person and his mum to raise our concerns. The young person has been back to the shop since the meeting but hasn’t caused any trouble”.

Chris Hickin, Remedi manager

# 8 SENIOR PARTNER SIGN OFF

## SENIOR PARTNER SIGN OFF

Senior partner name and role	Signature	Date
<b>Tony Tweedy</b> Director LL, S&C Sheffield City Council (YJS Partnership Board Chair)		18 September 2014
<b>David Hartley</b> Chief Superintendent South Yorkshire Police (Sheffield Divisional Commander)		15 September 2014
<b>Max Lanfranchi</b> Head of South Yorkshire Probation Service		22 September 2014
<b>Dr Trish Edney</b> Commissioning Portfolio Lead for Children and Young People, NHS		26 September 2014
<b>Jayne Ludlam</b> Executive Director of Children's Service, on behalf of Sheffield City Council		25 September 2014



