



Sheffield Youth Justice Service

Youth Justice Plan

2017-2019

Chair's Foreword

I am pleased to have become the new chair of the Sheffield Youth Justice Service Partnership Board and to be able to introduce the Youth Justice Plan for 2017- 2019. The plan details our achievements in 2015 – 2017, and sets out how we plan to continue to deliver successful youth justice services in the forthcoming year.

As in previous years, with the continuation of reduced resources and the necessity to align the available resources to the areas of greatest need, it is more important than ever that the partnership strives to use resources in the most effective way. The effective assessment, planning, implementation and review of early targeted interventions through effective partnership working is essential to reduce the significant potential costs of youth crime.

This two year plan will run for throughout the first two years of the new 2017 - 2021 South Yorkshire Police and Crime Plan, but is subject to review in line with core partners' financial planning and the Youth Justice Board requirement for annual updates. As you would expect, this Youth Justice Plan shares many of the same objectives set out in the Police and Crime Plan, and both complements, and is complemented by its priorities. Our core objective is to continue to work across our partnership to reduce the numbers of young people entering the criminal justice system. We will work effectively and collaboratively with all partners and agencies to reduce re-offending of those convicted of committing crime in the city, whilst striving to maintain and improve our performance against the national and local performance indicators and priorities. This plan sets out how we will achieve these aims alongside wider service priorities.

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

Carly Speechley

Director of Children and Families

Chair, Sheffield Youth Justice Service Partnership Board

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1. Introduction to the Youth Justice Plan

About the Youth Justice Service

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) continues to coordinate 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 partnership is a key contributor to the Community Safety and Children's Services responsibilities within the city, and the Service Manager holds a seat as a board member on the Safer and Sustainable Communities Partnership board. The YJS plays a vital role in both improving community safety and safeguarding and promoting the welfare of children, in particular protecting them from significant harm. Many of the young people involved with the YJS are among the most vulnerable children and are at greatest risk of social exclusion. Our multi-agency approach ensures that we play a significant role in contributing to addressing the safeguarding needs of these young people.

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. Over the past year the Service has continued its relationship with the Police and Crime Commissioner who provides both 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 Sheffield Safeguarding Children Service, Sheffield Futures and the Community Youth Teams, however due to organisational changes the partnership board no longer has representation from Her Majesty's Courts and Tribunal Services (HMCTS). Through our coordinated partnership approach we are able to ensure that services delivered are targeted and avoid duplication whilst maximising effectiveness.

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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.

Andy Stirling

Service Manager,

Sheffield Youth Justice Service

2. Vision, mission statement and service values

Vision

To be an innovative and supportive service that is successful in the work we do with young people and their families through skilled, knowledgeable, inspirational staff who are effective and accountable. For the young people we work with to feel safe, motivated and hopeful for their future.

Mission

Working in partnership, Sheffield Youth Justice Service will deliver a high quality service that safeguards young people and reduces and prevents offending by children and young people thereby protecting the public. The service aims to reduce the number of young people entering, or re-entering, the criminal justice system and ensure that those few who require custody are successfully rehabilitated into their community. This will be achieved through effective intervention that promotes desistance. The service will remember the experience of victims of youth crime and will use its power to protect victims by promoting appropriate and effective interventions and sentencing.

Values

- Provide a quality service which is effective, efficient and value for money
- Ensure that interventions and services are provided at the earliest opportunity and at the least possible tier
- Regard the safety of the public as a priority
- Provide a fair and equitable service to young people, families, victims and the wider public
- Treat young people who offend with respect and dignity
- 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
- Work in partnership to meet assessed need and avoid duplication
- Value staff as the service's most important resource.

3. Response to thematic inspections

Her Majesty's Inspectorate of Probation is the lead inspectorate for youth justice services. Each year they carry out and publish a number of inspections into themed areas, sometimes jointly with other inspectorates.

All such thematic areas have a named management lead within Sheffield Youth Justice Service, who takes the lead on ensuring we respond to the latest findings and good practice. The table below summarises our response to one of the most recently published inspections.

Inspection report	Our response
Referral Orders – Do They Achieve Their Potential (HMIP – Published July 2016)	The Sheffield Youth Justice Service completed a full self-assessment against the findings in this report. The self-assessment informed us that we were performing well in the majority of the areas covered within the report. We developed a plan to feed in to our Continuous Service Improvement Plan which identified actions to ensure that we were fully compliant with the recommendations in the report. We have undertaken a further review and totally refreshed our Referral Order Panel process making the process more young person and victim focussed, and revised all our forms and reports in line with these changes. We have also recruited 17 new panel members and they, alongside all existing panel members and case managers, have received training in the new process.

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4. Review of 2015/17 priorities

Priority	What did we say we would do?	Did we do it and did it have the desired effect?
<p>Preventing young people getting involved in crime</p>	<p>We said: We will work with the Community Youth Teams and other intervention services to look again at how young people at risk of offending are referred for prevention work.</p> <p>Review systems to reflect changes in process.</p> <p>We will work with Liaison and Diversion services who work with people in police custody to identify people with health needs and refer them out of the criminal justice system if possible.</p>	<p>We continue to work collaboratively with the Community Youth Teams, who have reviewed their referral criteria in line with all the recent changes in referral pathways across the city. The new referral criteria targets behaviours and triggers which evidence suggests are indicators of later criminal justice involvement and poor outcomes.</p> <p>The number of young people entering the criminal justice system for the first time is slightly higher than 2015/16. The figure for 2015/16 was 214 young people and this has risen to 230 in 2016/17.</p> <p>Sheffield YJS, along with its South Yorkshire Youth Offending colleagues and the South Yorkshire Police, are in the final stages of developing a consistent South Yorkshire Out of Court Disposal model for the whole of the police force and across all 4 Youth Justice or Youth Offending Teams.</p> <p>The intention of the approach is to ensure that all young people are kept out of the criminal justice system unless they have committed a serious offence, to ensure that all young people receive an intervention at the earliest point of becoming involved in the criminal justice system, and that any decision for an intervention is based on an assessment.</p>

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Priority	What did we say we would do?	Did we do it and did it have the desired effect?
Reducing the use of custody	<p>We said:</p> <p>We will continue to develop and monitor our alternatives to custody, such as Bail or YROs with Intensive Supervision and Surveillance (ISS) requirements, so that sentencers can be confident in choosing these.</p> <p>We will promote placements with our Remand Foster carers or at Aldine House Secure Children’s Home as an alternative to custody and police cells, and develop a protocol to offer spare capacity across South Yorkshire.</p>	<p>We have continued to work with all partners to successfully develop and deliver a number of ISS programmes tailored to each young person’s situation and needs.</p> <p>The demand on our Remand Foster Carers has reduced and we have developed and implemented the South Yorkshire PACE Protocol which has enabled the sharing of this capacity across South Yorkshire.</p> <p>The number of custodial sentences continues to decrease. There were five custodial sentences in 2016/17. The target for the year was not to exceed 11 custodial sentences, which was the total for 2015/16.</p>

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Priority	What did we say we would do?	Did we do it and did it have the desired effect?
Reducing reoffending	<p>We said: We will make a number of changes to increase the focus on groups and individuals who are most likely to reoffend. This will involve using information on who is arrested or charged with a crime, and result in more responsive reviewing of plans.</p> <p>We will develop our approach to working more closely with whole families in recognition of the risk and protective factors that contribute to reducing re-offending and in line with the principles set out within our city Building Successful Families programme</p>	<p>We have reviewed existing processes and introduced new processes and interventions to ensure timely and consistent assessment, planning implementation and review of responses to changing risk of reoffending.</p> <p>This includes incorporating the Whole Family Approach within practice including the development of the new Intensive Family Support Team</p> <p>The latest re-offending rate is 30.3%, amounting to 129 re-offenders from a cohort of 426 - this is the lowest proportion in 6 years, The fall continues to be reflected across all four YOTs in South Yorkshire.</p> <p>The latest reoffending rate for Sheffield is therefore below average for the Core Cities (39.4%) and the national average (38%).</p>

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Priority	What did we say we would do?	Did we do it and did it have the desired effect?
<p>Education, training and employment (ETE)</p>	<p>We said: We will maintain our dedicated pool of staff.</p> <p>We will work closely with the Council's Lifelong Learning, Skills and Communities service to make sure that there are suitable education and employment opportunities for our young people.</p> <p>We will establish better links with the city's Inclusion Centre and special schools, to introduce restorative approaches to behaviour problems there.</p>	<p>The dedicated ETE team is focussed around the needs and aspirations of all our young people.</p> <p>All intensive orders have an enhanced offer which includes personal support and planning, including access to bespoke packages if the young person has an Education Health Care Plan in place to access additional funding.</p> <p>We have developed stronger links with training providers and liaise regularly with them both in person and over the phone regarding progress, attendance and behaviour.</p> <p>We have negotiated a direct offer from a number of providers who are prepared to consider young people straight from custody and to support the temporary release and mobility process.</p> <p>The ETE team meets fortnightly with Sheffield Inclusion Centre to discuss individual cases. The ETE team meets with the Children in Care team monthly to discuss cases where there is cross over and agree an action plan to avoid duplication of work.</p> <p>At the end of the year to March 2017 we had 92.3% of school aged young people in ETE and 82.4% of young people above school age in ETE. These figures reflect that Sheffield as one of the best performers nationally.</p>

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Priority	What did we say we would do?	Did we do it and did it have the desired effect?
<p>Looked-after children</p>	<p>We said: We will continue to work to embed restorative justice across children's services, leading on the development of a Children's Workforce RJ plan.</p> <p>Along with South Yorkshire Police and our Community Youth Teams we will review the way our services support children's homes and foster carers across the city, with a view to establishing specific CIC roles and single points of contact in each service.</p>	<p>We have continued to embed Restorative Justice and Restorative Practice across children's services.</p> <p>We have developed and facilitated training for all children's homes managers to improve their knowledge around desistance, and how they can work with young people and partners to strengthen the factors known to impact on desistance for young people.</p> <p>We, in partnership with South Yorkshire Police colleagues, have established a 'Children in Care Police Officer'. The purpose of the role is to work alongside the YJS, children's home staff and foster carers to support children living in residential children's homes and foster placements, and those who are on the edge of care. The role will contribute to preventing young people from being criminalised for behaviour which can be dealt with more appropriately by other means.</p> <p>The number of children in the care of the local authority who received youth justice disposals was 19 in 2016/17. This was considerably lower than 2015/16 when there were 35 young people.</p>

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Priority	What did we say we would do?	Did we do it and did it have the desired effect?
<p>Parenting and whole- family work</p>	<p>We said: We will second in a parenting specialist from the Multi-Agency Support Teams, who will help us develop how we respond to parents and embed further the principles of our Building Successful Families Programme within the service.</p> <p>Our staff will be trained in the 'Building Bridges' programme, which aims to improve family relationships for young people in custody.</p>	<p>Following the secondment of a parenting specialist into the service there was a further development within the service as a new team was established to focus on parenting, whole family work and preventing young people from entering the care system. The Intensive Family Support Team provides interventions to enable parents to build relationships, reduce problematic behaviour, learn parenting and other key skills and improve problem solving approaches and coping strategies.</p> <p>Staff have received training in Building Bridges which supports their work with young people in custody.</p> <p>The Intensive Family Support Team has developed and delivered the Safer Stronger Families programme which is a 12 week programme aimed at tackling conflict which may take place by a young person against their parents and carers. The outcomes of the programme are to enable the parent and the young person to learn techniques to support them to manage and reduce violence in the home, improve communication and rebuild relationships. The programme is delivered across all children's services.</p>

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Priority	What did we say we would do?	Did we do it and did it have the desired effect?
<p>Engagement and participation</p>	<p>We said: We will re-establish a pool of trained Young Advisors who have experience of the criminal justice system, to act as a reference group for us and for partners, including the Police and Crime Commissioner.</p> <p>We will continue to ask all young people to do a survey three months into their supervision with us.</p>	<p>Although we did not establish a pool of trained Young Advisors we have established closer links with the SCC Children’s Involvement Team following their co-location within the Youth Justice Service. They have supported the Youth Justice Service in the recruitment process to identify Youth Justice Support Workers and Community Panel Members. We also commissioned the SF Young Person’s Involvement Team to “youth proof” some of our services and key documents, including the revised “Stop and Search leaflet.</p> <p>We continued to gather the thoughts, wishes and feelings of our young people through our daily interaction with them and their parents. 60 HMIP evaluation questionnaires were completed during 2016/17 by young people at different stages of their orders. We also collate young people’s views from the “self-assessment” part of Asset Plus, and the information from both of these sources are aggregated and then discussed within the service to form part of our Continuous Service Improvement Plan which informs and improves our service delivery.</p>

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Priority	What did we say we would do?	Did we do it and did it have the desired effect?
<p>Emotional Health and Wellbeing</p>	<p>The YJS is contributing to a wider children’s Services review of Emotional and Mental Health series available at each tier of need including embedding an early intervention and prevention model.</p> <p>Through the YJS partnership we will continue to promote the emotional and mental health needs of our young people and ensure that these are reflected in commissioning and resource allocation discussions in the CCG and public health.</p> <p>The YJS will also work collaboratively with NHS England, the Health and Social Care Trust in our regional development of our Liaison and Diversion Scheme.</p>	<p>The Youth Justice Service contributes to the JNSA. Joint Health and Wellbeing Strategy.</p> <p>We have contributed to the tendering, evaluation, and commissioning process for health services.</p> <p>We have actively been involved in the consultation and development of the model for new Youth Information Advice and Counselling Service which is being established within Star House.</p> <p>We have developed a Resource Allocation Process for allocating the specialist resource within the service. Following notification that a referral has been made via Asset Plus the case manager arranges a resource allocation meeting with allocated workers. At the meeting the specialist offers information, advice and guidance which will be included in the Intervention Plan. Review dates are set and the case manager and specialist attend and contribute to the reviews.</p>

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Priority	What did we say we would do?	Did we do it and did it have the desired effect?
		<p>The CAHMS Clinical Nurse Specialist has developed, and implemented, a “CAMHS Offer” document which identifies the full range of information, advice and support available to case managers, young people and their families. This includes weekly consultation clinics for complex cases.</p> <p>Through collaboratively working with partners in NHS England and the Health and Social Care Trust we now have an established bespoke full time Liaison and Diversion Worker within the Youth Justice Service. This role contributes to the prevention of young people entering the criminal justice system, and re-offending, by providing individual support and interventions or referring young people and supporting them to access alternative specialist services if indicated, i.e. neurology, early intervention in psychosis service and crisis service.</p>

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Priority	What did we say we would do?	Did we do it and did it have the desired effect?
<p>Good case management</p>	<p>In addition to National Standard Audits required by the YJB we will undertake twice yearly a audits focusing on Assessment and interventions (NS4) and Planning and delivering interventions in the community (NS8). In addition to these audits we will continue to monitor quality through regular sampling, and then address any weaker areas identified through our Continuous Service Improvement plan.</p> <p>We will prepare for the introduction of the AssetPlus by training our staff and developing their knowledge of the evidence base.</p>	<p>We identified key staff to become trained trainers of AssetPlus, and identified strategic and operational leads from within the management team to ensure the effective transition and implementation of AssetPlus, and to sustain expertise and support post implementation.</p> <p>All staff, specialists and managers completed the AssetPlus training before it was introduced to the service in May 2016.</p> <p>We have monthly Quality Assurance meetings attended by all team managers where they quality assure complete AssetPlus documents identified from a selection of case examples. The current system ensures that all case managers have their assessments quality assured on a regular basis and team managers have their management oversight and quality assurance benchmarked by their peers.</p>

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5. Review of 2016/17 performance

How we measure performance and quality

NOTE: A review of the 2015/16 performance was completed in the mid-point update provided in August 2016.

We mainly draw our performance and management information from our case management database, Careworks RAISE. This allows Operational Managers to monitor the progress of the cases under their supervision, and provides context about demand and areas of need so that the Strategic Management team and the Partnership Board can make informed decisions about resources and priorities.

We monitor three areas that are national priorities for the Youth Justice Board: preventing young people entering the youth justice system; reducing offending; and reducing the use of custody. In addition we also monitor reducing ethnic disproportionality and the number of children who are in care in the youth justice system.

As well as these outcome measures we also regularly monitor the quality of our work, to check it conforms to the National Standards for Youth Justice and meets all indicators of good practice. We do this through internal quality assurance processes, as previously described, and audits. We carried out a National Standards audit in March 2017.

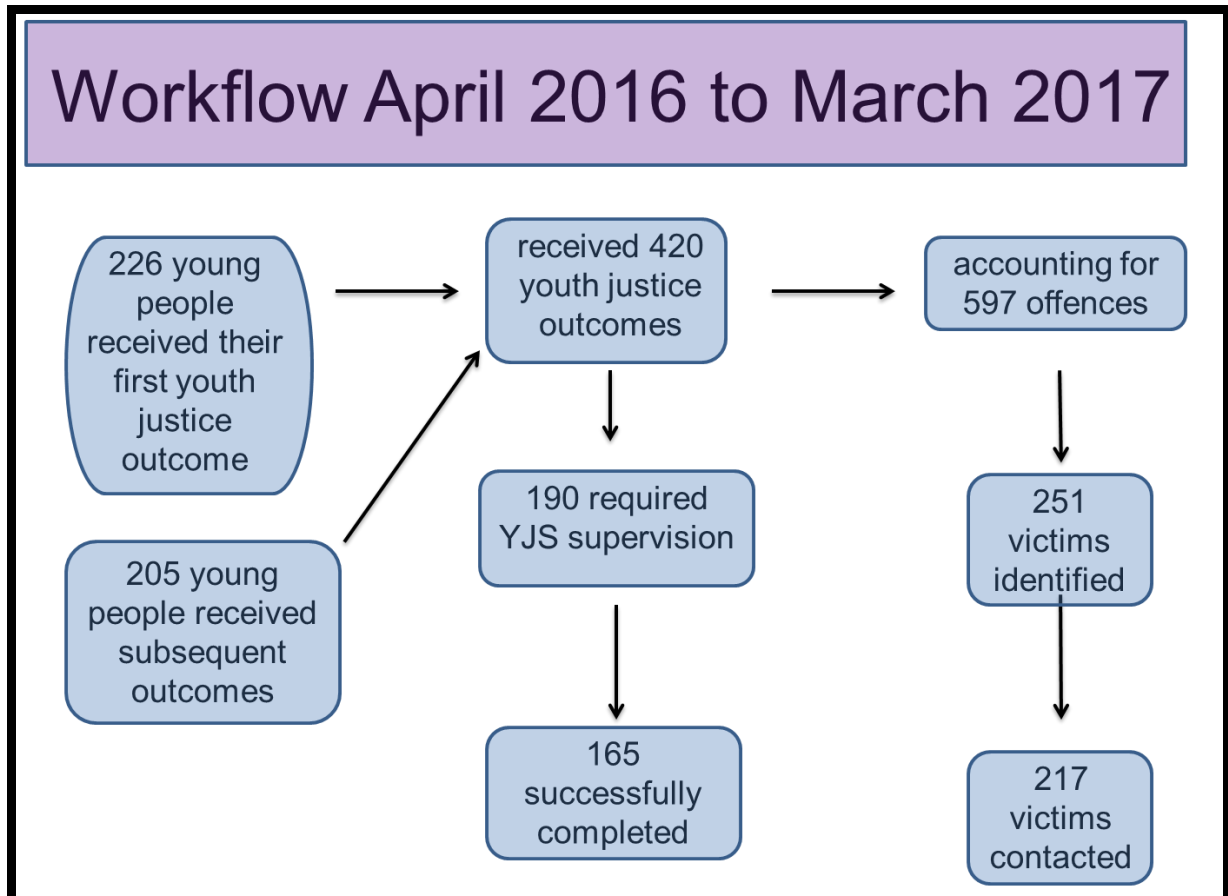
The performance and quality of services delivered continues to be monitored nationally by the YJB for England and Wales, and the Service Manager meetings regularly with the regional YJB Business Area Manager and other heads of service across the region.

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, the lead inspectorate.

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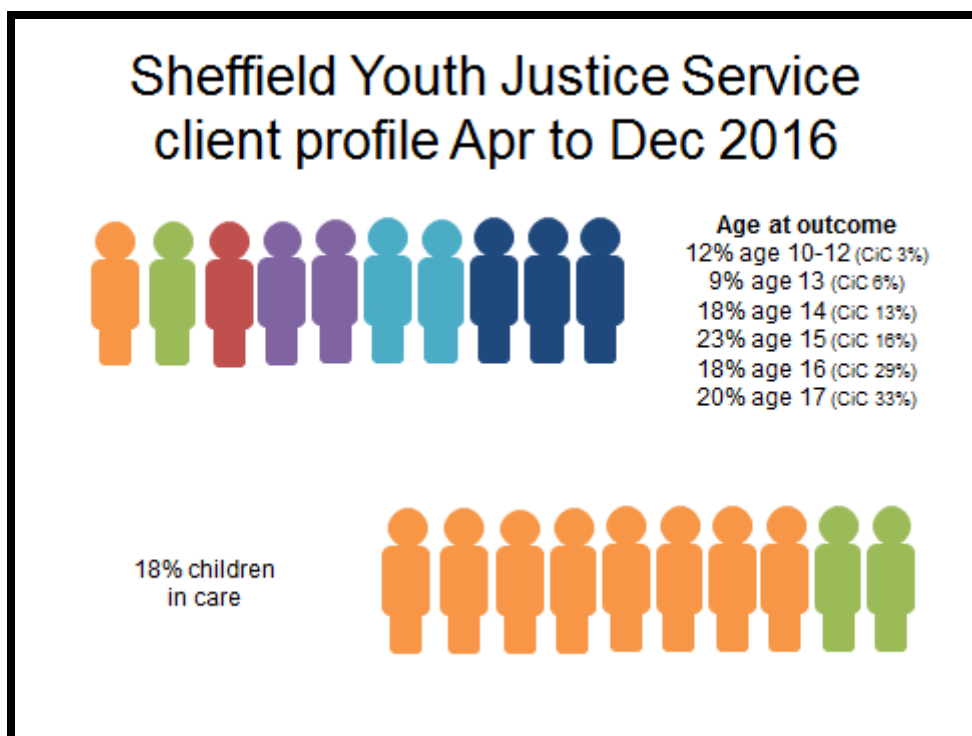
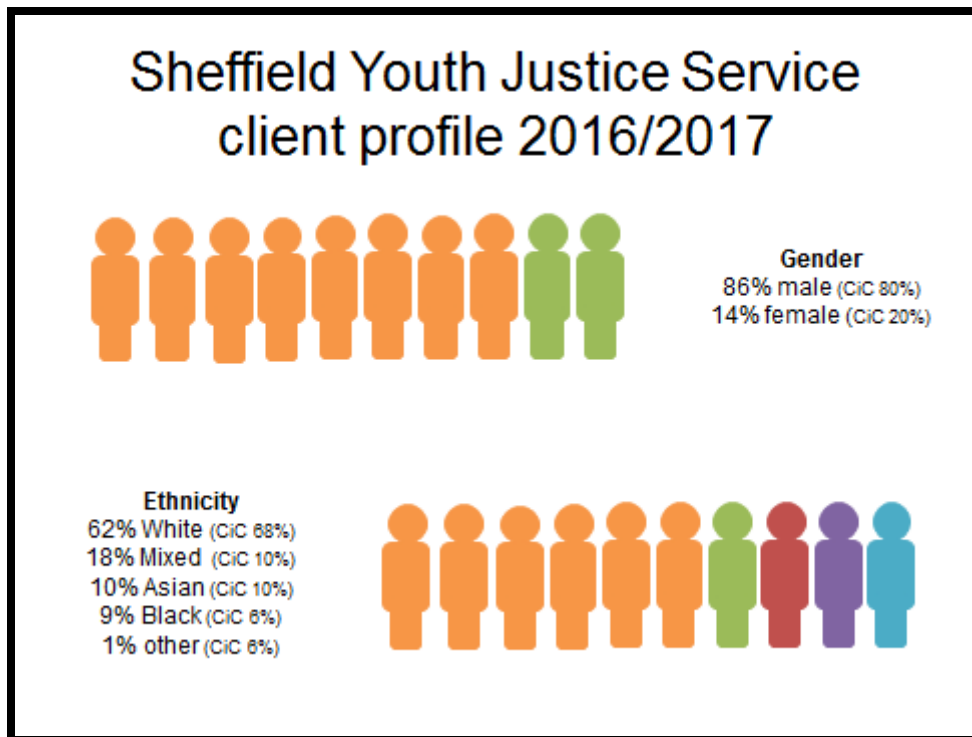
About our client group

The following graphic gives an overview of the number of young people and victims we worked with in 2016/17.



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The following graphics give an overview of the demographics and intervention needs of the young people we worked with in 2016/17.



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What young people said about the service

According to the HMI Probation questionnaire:

- 100% said they had a say in what went in to their intervention plans
- 100% said that the YJS helped them feel safer
- 96% said that they had enough say in what went in to their Referral Order contract
- 95% said that the YJS took their views seriously all or most of the time.

Following the introduction of AssetPlus, the Service is now completing integrated young person and parent/carer self-assessments. Data will be regularly harvested from these to target particular issues on a quarterly basis.

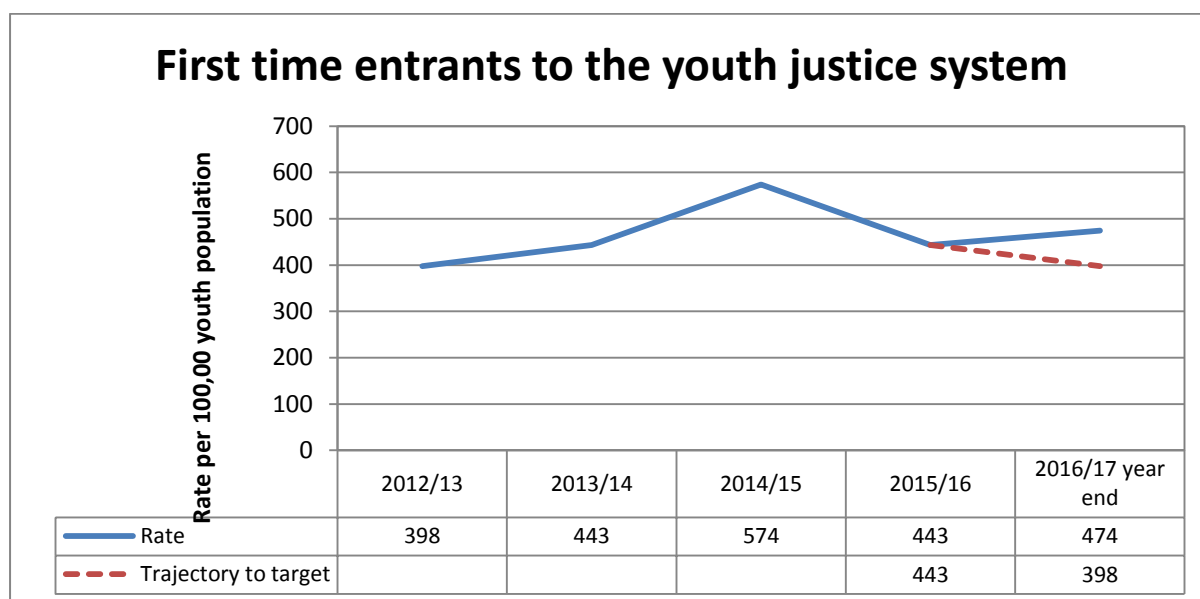
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Nationally monitored priorities:

Preventing young people entering the youth justice system

In 2016/17 there were 230 first-time entrants (FTEs) to the youth justice system, equivalent to a rate per 100,000 youth population of 474. This is a slight increase from 213 FTEs in 2015/16.

The comparator rate is 2 quarters behind. Sheffield's rate between July 2015 and June 2016 (431) was below the Core Cities average of 493 but above the national rate of 348.



Reducing the use of custody

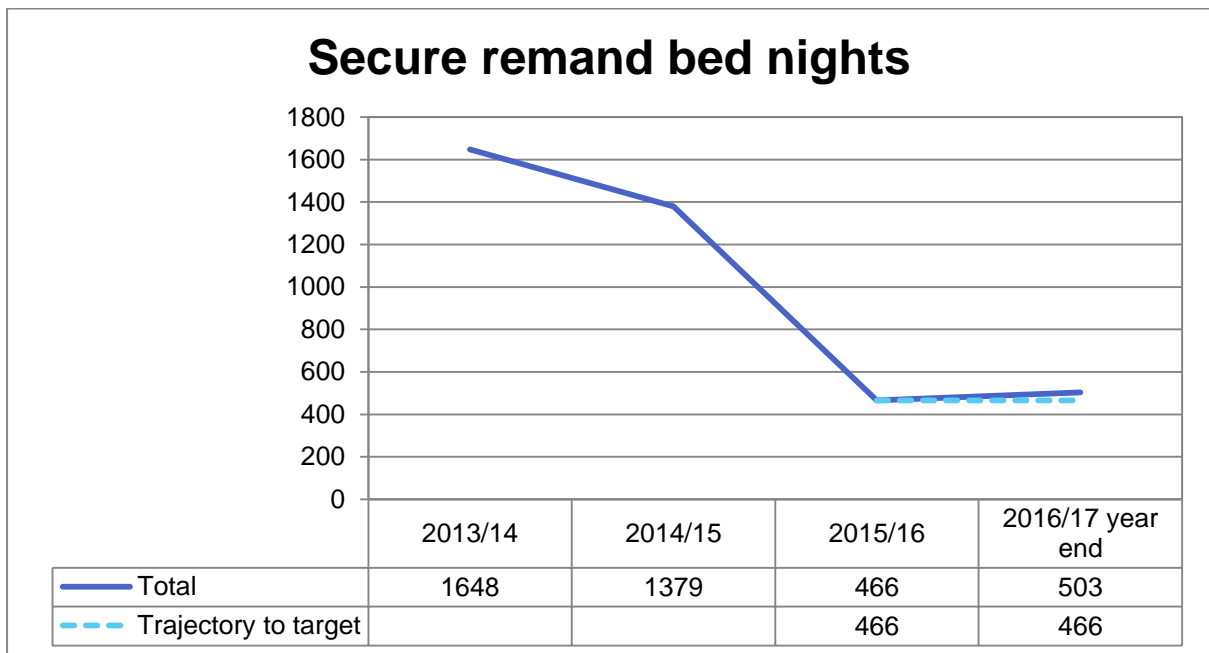
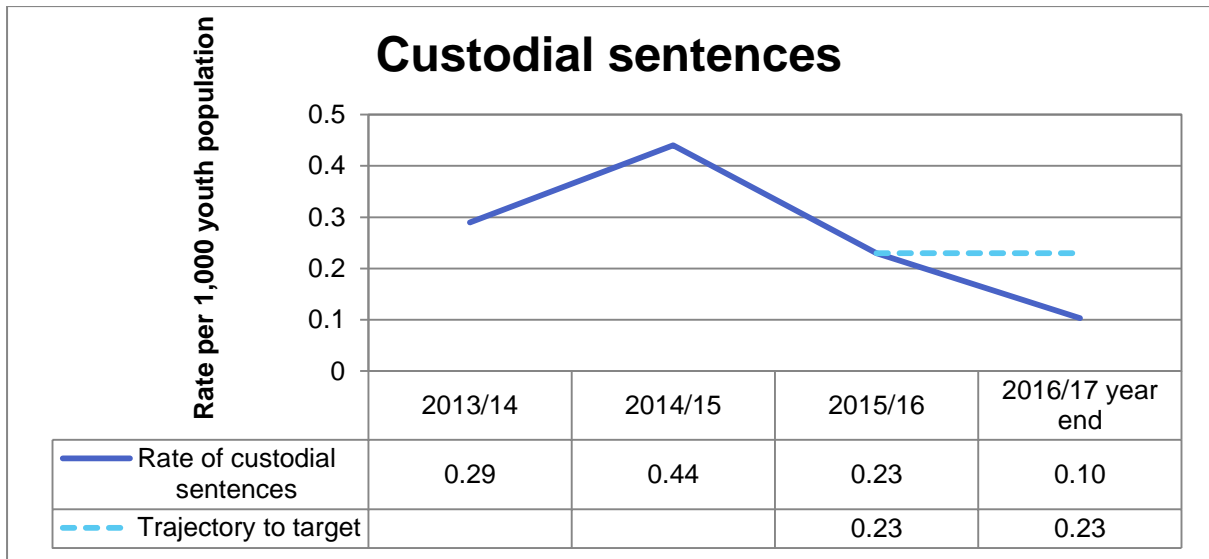
The indicator here is the rate of young people receiving custodial sentences per 1000 youth population. In 2016/17, five young people received six custodial sentences, which is a rate of 0.10. The target was not to exceed 11, which was the total for 2015/16, so this has been achieved.

The custodial sentences formed 2.5% of total court disposals.

The comparator measure is for October 2015 to September 2016. Sheffield's custody rate was 0.21 per 1,000 youth population; this was the lowest of the Core Cities by a large margin, and below the national rate of 0.36.

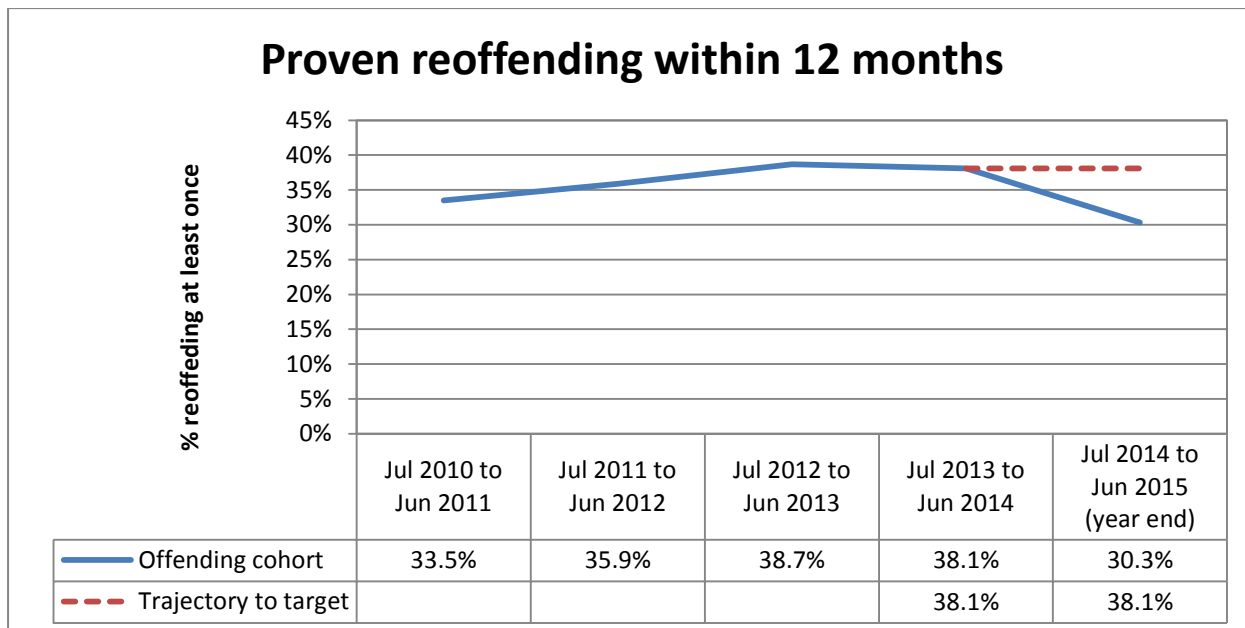
In 2016/17 there were 503 secure remand bed nights. The target from 2015/16 of 466 was just exceeded. There were a total of 10 young people securely remanded in 2016/17, which accounted for the 503 bed nights. There were 6 new secure remands in quarter 4 in 2016/17.

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Reducing reoffending



The reoffending rate is measured by monitoring young people who received a youth justice disposal in a 12-month period and tracking them for the subsequent 12 months to see if they reoffend, i.e. they receive an out-of-court disposal or a conviction in court. There is a six-month lag to allow for criminal proceedings to go through, and then a final number is taken. The time periods displayed above are therefore significantly delayed; the latest figure reported here is for July 2014 to July 2015. This number is reported as the *percentage* of young offenders in the 12-month cohort who have reoffended.

The rate is 30.3%, amounting to 129 re-offenders from a cohort of 426 and accounting for 390 proven re-offences, or an average of 3.02 each. As is clear from the graph above, this is the lowest proportion in 6 years.

The latest reoffending rate for Sheffield is therefore below average for the Core Cities (39.4%) and the national average (38%).

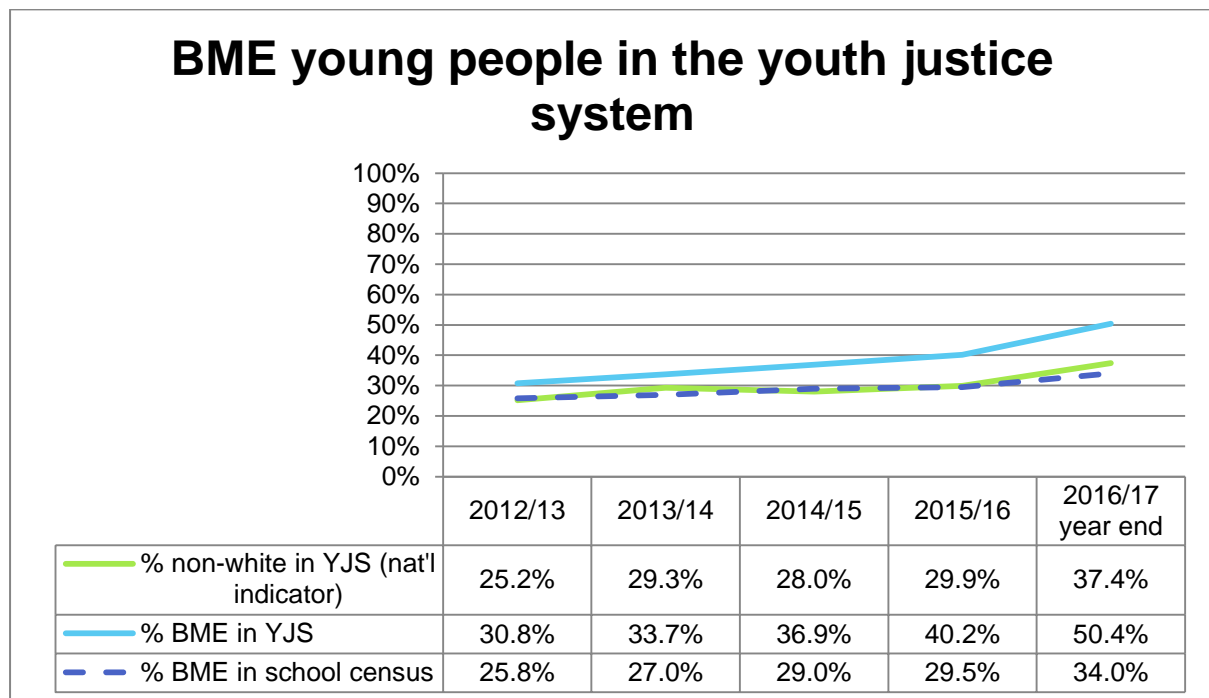
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Local priorities

Reducing ethnic disproportionality

In 2016/17 there were 132 BME young people receiving one or more disposal out of a total of 353, giving a percentage of 37.4%.

Young people of non-British White backgrounds, Mixed backgrounds, Black backgrounds and Asian backgrounds make up 13% (44 young people) of the total of BME which is 50.4% of the YJS population.

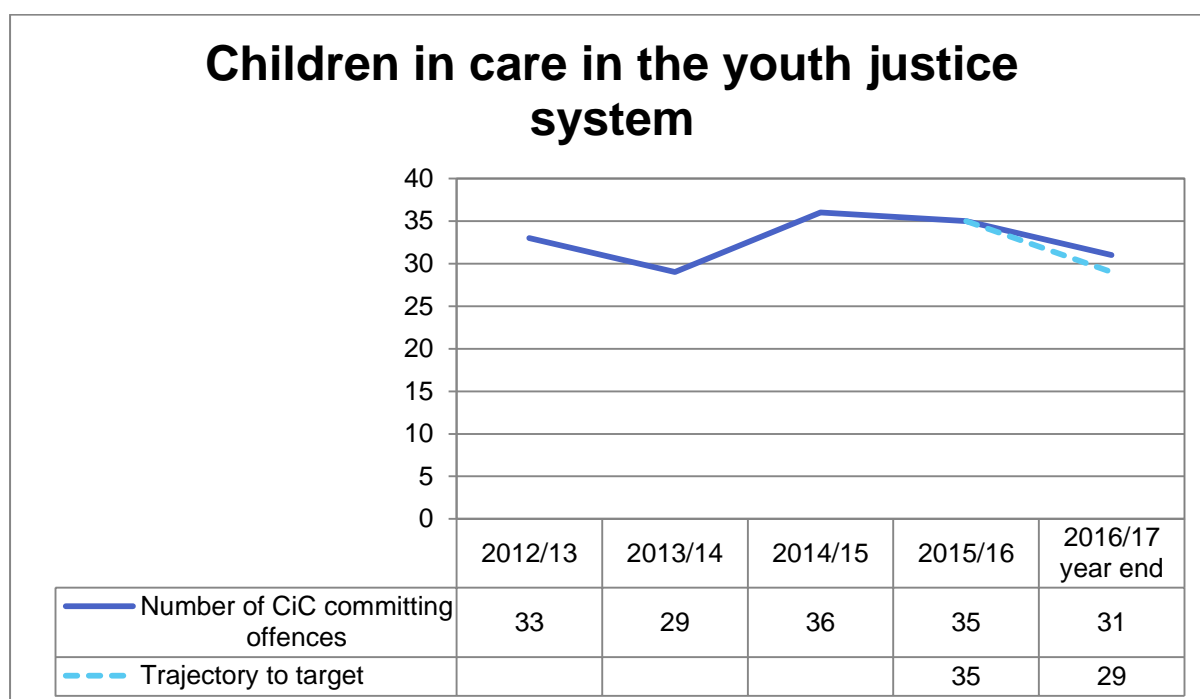


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Reducing the number of children who are in care in the youth justice system

31 young people in the care of the local authority received 44 youth justice disposals in 2016/17. 19 of the 31 were in care at the time of the offence. This is a reduction on 2015/16, which was 35 young people in the care of the local authority receiving 56 youth justice disposals, with 26 of these young people being in care at the time of the offence.

As a complementary measure, we look at the number of young people who were taken into care between the date of their offence and the date of their disposal, or just after their disposal. Previous analysis has shown that the onset of offending often coincides with young people becoming looked after; and whatever order it happened in, these are still children in care who are known to the Youth Justice Service. In 2016/17 this amounted to 12 young people and in 2015/16 this was 9 young people (shown in the table below).



	2015/16	2016/17
CiC at the time of offence	26	19
CiC due to offending	9	12

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6. Structure and 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 of 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 has a new chair who is a director within the new People Services portfolio of the local authority, 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 Sheffield YJS Partnership Board comprises of representatives of each of the statutory partners as well as a range of contributing members and advisors from other local partners such as, Safeguarding and Sheffield Futures, the city’s deliverer of Youth Services.

Representatives from the following agencies sit on the Sheffield Youth Justice Service Management Board:

Name	Organisation/Agency
Carly Speechley - Chair	Sheffield City Council – People Services Portfolio
Andy Stirling	Youth Justice Service
Marie Carroll	Police and Crime Commissioners Office
Clair Selman	Community Rehabilitation Company
Victoria Horsefield	Sheffield Safeguarding Children Board
Ian Gregory	National Probation Service
Janine Dalley	Sheffield Futures
Kate Laurence	Clinical Commissioning Group
Supt Paul Mc Curry	South Yorkshire Police
Brian Kerslake	Independent Financial Advisor
Maxine Stavrianakos	Sheffield City Council – Community Safety Partnership
Faye Wild	Sheffield Magistrates Court
Joel Hanna	Sheffield City Council – People Services Portfolio
Sara Rodgers	Youth Justice Service

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

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partnerships and associated strategic plans across children's services, criminal justice and community safety.

The YJS now sits in the new People Services portfolio within the City Council and within Children and Families 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 Children who are in the care of the local authority. The service has ensured that it retains strong links with Integrated Youth Services (IYS) and the Service Manager remains a member of the Children and Families strategic youth partnership meetings. Youth crime prevention responsibilities are delivered through a mixture of direct delivery through the YJS, commissioning arrangements jointly funded through the partnership, and core council funding for targeted youth services. The YJS takes strategic direction from the Safer and Sustainable Communities Partnership. In addition to membership of this key partnership, 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 service's response to thematic inspections
- Overseeing the service's 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.

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7. Resources and value for money

Funding

The funding for the Youth Justice Service for 2017/18 is made up of contributions from the statutory partners, the YJB Good 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 and the budget for the Intensive Family Support Team dealing with young people at the edge of care.

The total available funding for 2017/18 for the YJS is £2,162.317.

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.

The YJS is responsible for commissioning, contracting and procuring services that contribute towards the key priorities set out within the plan. Sheffield YJS continues to lead on the joint commissioning arrangements across South Yorkshire for youth justice services including victim, reparation, restorative justice and appropriate adults.

The YJS continues to retain independent financial advice and scrutiny on behalf of the partnership board. The independent financial advisor (IFA) role supports the YJS in providing transparency and accountability in negotiations relating to funding 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 table below shows the partner contributions for 2017/18.

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Table 1: Partner Contributions to the Youth Offending Partnership Pooled Budget 2017/18

Agency	Staffing costs	Payments in kind – revenue	Other delegated funds	Total
Local Authority		-	£650,600	£650,600
National Probation Service	£104,722	-	£10,000	£114,722
Health Service	£54,000	-	£113,820	£167,820
Police and Crime Commissioner	£172,800	-	£233,000	£405,800
YJB Good Practice Grant	-	-	£823,375	£823,375
Total	£331,522	-	£1,830,795	£2,162,317

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8. Costed plan for the Youth Justice Board Good Practice Grant

Activity / Resources	Effective practice or research benefit	Reference to 5 outcomes	Associated Costs
Ensuring that operational practice remains effective and current, and capitalises on opportunities to develop.	All direct operational delivery roles within the service are involved in maintaining professional standards, engaging in professional development, including local and national training, and contributing to developing innovations in working practices. This is calculated at approximately 30% of the total costs for the service.	<ul style="list-style-type: none"> • Reduce FTE • Reduce Custody • Reduce Reoffending • Safeguard • Public protection 	£415,324
County-wide contracting	Sheffield YJS jointly contracts with partners across South Yorkshire for services including Appropriate Adults, Victim services and Restorative Justice Services. The aim is to deliver a consistent quality standard whilst reducing the cost for each area engaged in the contract.	<ul style="list-style-type: none"> • Reduce FTE • Reduce Custody • Reduce Reoffending • Safeguard • Public protection 	£231,283
Accommodation	The YJS is based in a youth building which gives the young people access to a variety of different services in one location. The YJS also invests in a not-for-profit community organisation, the Burton Street Foundation, as a base for group work, bail clinics and Referral Order panels.	<ul style="list-style-type: none"> • Reduce Custody • Reduce Reoffending 	£110,973

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Activity / Resources	Effective practice or research benefit	Reference to 5 outcomes	Associated Costs
<p>Maintaining effective and best practice activity e.g. staff professional membership, periodicals, professional journals and new and innovative interventions resources.</p>	<p>The YJS continually strives to ensure that it is both current and innovative in its practice. To that end the Service supports the management team's membership of the Association of YOT Managers (as endorsed by the YJB), subscribes to professional journals such as the Howard League for Penal Reform, and has set a budget to ensure that it is able to purchase or develop practitioner resources for use by staff delivering directly to children and young people.</p>	<ul style="list-style-type: none"> • Reduce FTE • Reduce Custody • Reduce Reoffending • Safeguard • Public protection 	<p>YJS Training budget</p> <p>£15,000</p> <p>Costs associated with recording and data systems changes</p> <p>£16,500</p>
<p>Speech and Language provision</p>	<p>The YJS commissions a Speech and Language Therapist, who assesses and work with young people to establish their communication strengths and difficulties, and who also screens for dyslexia.</p>	<ul style="list-style-type: none"> • Reduce Custody • Reduce Reoffending • Safeguard 	<p>£33,204</p>

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Activity / Resources	Effective practice or research benefit	Reference to 5 outcomes	Associated Costs
Resettlement development	The YJS has a flexible resettlement fund, which is used in a tailored and personalised way to help young people to settle back into the community following a period in custody.	<ul style="list-style-type: none"> • Reduce Custody • Reduce Reoffending • Safeguard • Public protection 	£5,000

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Staffing

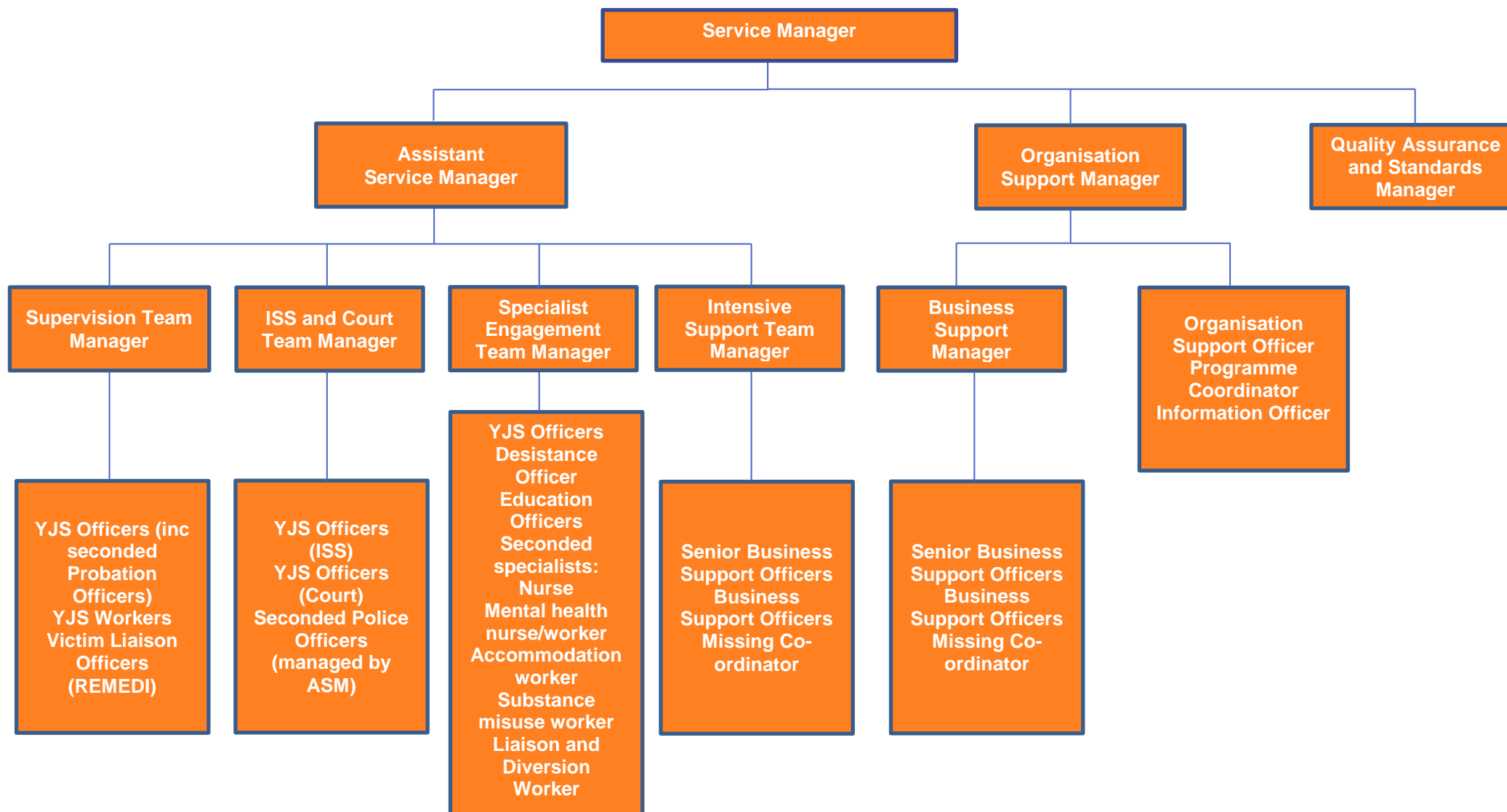
Sheffield YJS continues to maintain secondment arrangements with South Yorkshire Police, with four seconded Police Officers, and the National Probation Service, with a reduced contribution of two seconded Probation Officers. The service has two social workers co-located in the building in the social care team, who have full responsibility for case holding remanded youth justice cases

At the time of writing, we have 158 FTE staff (including 27 sessional staff and 71 volunteers). A breakdown of gender and ethnicity is shown below.

	Staff - male	Staff - female	Volunteers - male	Volunteers - female	Total
White British	25.7	39.88	16	48	129.58
Other White	2	3.6	0	0	5.6
Black or Black British	7	0	1	2	10
Asian or Asian British	0	5	0	4	9
Mixed	1	3	0	0	4
Chinese or other ethnic group	0	0	0	0	0
Total	35.7	51.48	17	54	158.18

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Sheffield Youth Justice Service Structure by Team Function



YJS Support Workers (sessional)

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, Integrated Offender Management Group and the local and county reducing re-offending groups. Membership of these key strategic forums provides the opportunity for the Service Manager and board members 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 Youth Offending Teams in South Yorkshire to ensure that opportunities for joint contracting and the sharing of resources are taken up. Arrangements are in place to establish a formal relationship with the Police and Crime Commissioner which complements the monitoring arrangements and synergies between the services and the Police and Crime Plan.

We have enhanced our partnership information sharing protocols and agreements to ensure holistic assessments and timely delivery of intervention to improve outcomes for young people who offend.

Through our partnerships with health the embedding of Specialist Speech, Language and Communication Therapists (SLTs) within the YJS has enabled us to develop a range of creative and innovative ways of working with young people to assess and identify support, and interventions, to meet young people's speech, language and communication needs (SLCN).

The Specialist SLTs have raised awareness and knowledge of this key area of practice within the service and provide continuing support and advice around SLCN. They have developed bespoke training packages, and delivered training workshops, to all case managers, managers, specialist staff, support workers, community panel members and appropriate adult volunteers. They have provided a comprehensive range of SLCN resources and created alternative and augmentative intervention packages for young people with communication, learning, literacy and English as a second language difficulties. They have also been involved in ensuring that the documentation we use is accessible to young people with a diverse range of needs.

We see information sharing and effective and appropriate use of partner agencies' electronic case management systems important to enable us to work with young people and deliver positive outcomes for them. Staff within the YJS partnership have access to a variety of intelligence and electronic case management systems, including CASPRE/LYNX/ProCad/CATS and the Missing Persons data base, (Police) SystemOne (Health), ONE (Multi Agency Support Teams and Education), SIMS (Education), Delius (NPS), Care First (Social Care) and our own Youth Justice Case Management system CareWorks

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

Sheffield City Council still provides the strategic lead for the South and West Yorkshire Resettlement Consortium, which was a three-year programme of work originally sponsored by the YJB, but now funded by stakeholders, 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 the strategic chair for this consortium, overseeing delivery of this plan.

Prevent – Sheffield Youth Justice Service upholds a commitment to address extremism. The Service Manager has been part of the Prevent strategy since its inception in Sheffield and continues to sit on the Sheffield Prevent Silver Group, and bring relevant information relating to Prevent back to the organisation to be used in context to ensure that safeguarding remains at the heart of Prevent.

There is a designated operational lead for Prevent within the Youth Justice Service who has completed the training for trainers programme to enable him to deliver the Workshop to Raise Awareness of Prevent (WRAP) training to the whole service, and also to assist in joint training of partners in the wider children's services in respect of Prevent. The YJS operational lead ensures that Prevent stays at the forefront of practice. A central log is kept of all issues and concerns which have been referred into the Prevent and Chanel processes so that we can identify and respond to themes and issues.

Sheffield has adopted the nationally recommend governance with regard to the Channel Panel. The panel meets monthly and is chaired by a senior Sheffield City Council manager within the Community Safety Partnership. Initial referrals are shared with Children/Adult Safeguarding for initial assessment and information sharing. The Channel Panel will then assess and agree whether to adopt or not adopt the case and agree actions to reduce risks.

9. Risks to future delivery

The Youth Justice Partnership, like all other public services, continues to operate in a context of reducing resource and increasing need within the community it serves. The levels of relative deprivation, child poverty and need across our city continue to challenge the increasingly scarce resources available from each of the statutory partners that come together to deliver our Youth Justice Partnership.

The YJS is a signatory to the city's tackling poverty strategy 2015-2018. This recognises that around 1 in 5 Sheffield people live in poverty at any one time, and there are over 25,000 children of all ages, and almost a third of all children under ten, currently living in poverty. Moreover, almost two-thirds of the financial impact of the government's welfare reforms has been felt by families with children.

The principal concern for future YJS delivery therefore remains a further reduction in revenue alongside an increase in need and complexity and hardship faced by the children, young people, families and communities with whom we work. As the pressure on individual services increases, so does the difficulty in balancing their direct work and their contribution to the work of the YJS. Whilst we remain confident that the best way to deliver services to young people in the criminal justice system is through the YJS partnership, the context set out above presents significant risk to future delivery.

The strategy to mitigate the anticipated further funding reductions will be through a combination of: exploring other funding options and bids; developing more efficient ways of working; exploring opportunities for joint working and partnerships with other agencies across the county; and undertaking reviews of delivery arrangements.

The impact of the Transforming Rehabilitation programme, which has brought significant changes to the Probation Service, is a large reduction in both direct funding and seconded staff into the YJS from the National Probation Service.

The slight increase in our first-time entrants seen over the past two years, and the development and success of a diversion system within Barnsley YOT, has stimulated a review of arrangements for the assessment of Out of Court Disposals, delivery of liaison and diversion services and youth crime prevention interventions.

In December 2016 the Minister of Justice (MOJ) set out plans to reform their approach to youth justice to drive forward improved outcomes for young offenders both in custody and in the community.

A new Chair of the Youth Justice Board has been appointed who will work with the MOJ to drive forward the proposed reforms following the recent review.

The next steps of the reforms have now been announced which will create stronger, clearer governance for the youth justice system.

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The vision is that these reforms will bring responsibility and accountability for commissioning youth custody services into the Ministry of Justice. As a result it is envisaged that the YJB will build on its strong track-record and focus on its statutory function of providing vital independent advice on, and scrutiny of, the whole system, advising the government on what standards to set for the youth justice system and monitoring delivery of those standards.

The YJB will continue to work closely with Youth Offending Teams to promote early intervention in the community and share best practice across the system.

10. Priorities for 2017-19

The following priorities and performance measures have been agreed by the Youth Justice Management 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
- South Yorkshire Police and Crime Plan 2017-21
- Sheffield City Council Corporate Plan 2015-18
- Sheffield Joint Health and Wellbeing Strategy 2013-18

None of the priorities below will be able to be achieved without the full and active engagement of the wide range of partners and staff within the Youth Justice Service. Partners and staff continue to be committed and enthusiastic about working together to meet the needs, and improve the outcomes, for very challenged and challenging young people.

The priorities will be monitored regularly at the Youth Justice Management 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 which will improve outcomes for young people and the communities within Sheffield

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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.	<p>230 young people entered the youth justice system for the first time in 2016. Of these, 86% were dealt with out of court. 24% were female, 76% male; 40% were BME; the most common age was 15 and the most common offence type was Violence against the Person (any form of assault). Most of them have had contact with at least one early intervention service.</p> <p>The Community Resolution pilot in the North has seen a positive impact on the FTE with a reduction in 2016/17 across area of 11% on 2015/16.</p>	<p>We will work with the Community Youth Teams and South Yorkshire Police to implement the new South Yorkshire Out Of Court Disposal Process.</p> <p>Community Youth Teams will roll out the Community Resolution Pilot in the East and West areas of the city.</p> <p>We will supervise any young people subject to injunctions or Criminal Behaviour Orders.</p>	<p>Our target is to reduce the number of first-time entrants.</p> <p>Young people will get their needs appropriately assessed, and either diverted away from the criminal justice system or be referred to the appropriate service – Community Youth Teams for crime prevention and Youth Justice Service for formal disposals.</p> <p>The new Out of Court Disposal model will be continually monitored and evaluated by the Youth Justice Service Partnership Board.</p> <p>We will also monitor:</p> <ul style="list-style-type: none"> • The number of referrals to youth crime prevention services • Engagement in and successful completions of preventative programmes.
Reducing the use of custody	Custody, including periods spent on remand, is the worst	Custodial sentences continued to fall in 2016 and this outcome	We will continue to develop and monitor closely our alternatives	Our target is to continue to reduce the overall number of custodial sentences and remands.

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Priority	Why is this important?	What do we know?	What will we do?	How will we know we are making a difference?
	outcome for the young person, seriously disrupting their education and relationships. It should only be used as a last resort.	was only given to those who had committed the most serious offences or repeatedly failed to engage with a community sentence. All 5 young people who received a custodial sentence were male. All 5 were BAME, and 1 was a child in care. There were 10 new secure remands made in 2016/17 which accounted for 503 bed nights.	to custody, such as Bail or YROs with Intensive Supervision and Surveillance (ISS) requirements, so that sentencers can be confident in choosing these. We will promote placement with our Remand Foster as an alternative to custody and police cells. We will undertake a review with regard to the over representation of BAME young people receiving custodial sentences.	We will also monitor: <ul style="list-style-type: none"> • The proportion of court sentences that result in custody • The proportion of bail decisions that result in remand • The number of new remands, repeat remands and total remand bed nights • The number of ISS programmes commenced • Retention of our resource of Remand Foster placements • The number of young people kept in custody at the police station, or placed in overnight foster care, prior to court.
Reducing reoffending	Stopping a young person from offending again, or at least diverting them so that they offend less often or less seriously, reduces harm to victims.	Of those with a youth justice disposal in 2014/15, 30.3% reoffended within 12 months, with on average just over 3 recorded reoffences. This is the lowest in 6	We will continue to monitor the groups and individuals who are most likely to reoffend. We will ensure that our assessments promote and identify desistance	Our target is to maintain the low rate for the proportion of young people reoffending within 12 months. We will also monitor: <ul style="list-style-type: none"> • How the factors that lead to a likelihood of reoffending change throughout the period of

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Priority	Why is this important?	What do we know?	What will we do?	How will we know we are making a difference?
		years and lower than the core city average of 39.4% and the national average of 38%.	<p>factors, and are reviewed and delivered in a timely manner.</p> <p>We will continue to develop our whole family approach in recognition of the risk and protective factors that contribute to reducing re-offending.</p>	<p>supervision and how we respond to this</p> <ul style="list-style-type: none"> The proportion of young people in stable and suitable housing and sufficient education, training or employment especially Children in Care and Care leavers.
Education, training and employment (ETE)	Being in ETE keeps a young person busy and allows them to work towards a positive future.	87% of young people under our supervision had a programme of sufficient and suitable education, training or employment (ETE). This is further broken down to 92.3% of school-age young people and 82.4% of those aged 16 and older.	<p>We will maintain the strong links with training providers and liaise regularly with them both in person and over the phone regarding progress, attendance and behaviour.</p> <p>We will continue to ensure that there is a direct offer from providers for young people straight from custody, and utilise and support the temporary release and mobility process to</p>	<p>Our target is to continually increase the % of young people in ETE at the end of their order. We will monitor:</p> <ul style="list-style-type: none"> Attendance at arranged ETE Awards and qualifications achieved Take-up of traineeships and apprenticeships Number of young people who successfully move from NEET to ETE during their involvement with the YJS.

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Priority	Why is this important?	What do we know?	What will we do?	How will we know we are making a difference?
			ensure a smooth transition from custody.	
Children in Care (CiC)	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.	<p>19 CiC young people received 30 youth justice disposals in 2016/17; 1 of these was a custodial sentence.</p> <p>Although the number continues to reduce it still represents an over representation from this cohort of young people.</p> <p>50% of the young people in youth custody have had care experience.</p> <p>25% of the number of people in adult custody have had care experience.</p>	<p>In partnership with South Yorkshire Police we will continue to develop the Children in Care Police Officer role.</p> <p>The Children in Care Police Officer will work alongside the YJS, children's home staff and foster carers to support children living in residential children's homes and foster placements, and those who are on the edge of care. This role will contribute to preventing young people from being criminalised for behaviour which can be appropriately dealt with by other means.</p>	<p>Our target is to further reduce the number of CiC young people receiving youth justice disposals. We will also monitor:</p> <ul style="list-style-type: none"> • The number of CiC young people entering the youth justice system • The number of CiC young people on remand and in custody.
Engagement and	Young people are in the best	95% of young people	We will establish a	There is no longer a requirement to

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Priority	Why is this important?	What do we know?	What will we do?	How will we know we are making a difference?
Participation	<p>position to inform the service of what they need, and what we need to do to meet those needs.</p> <p>Young people need to be listened to, their voices need to be heard and their opinions valued.</p>	<p>surveyed said that we took their views seriously.</p> <p>100% of the young people surveyed said that they had enough say in what went into their supervision plan.</p>	<p>focus group of young people from within our current case load to act as a reference group for the YJS and partners.</p> <p>We will develop an action plan around the areas where young people who were surveyed stated that we could do better.</p>	<p>complete the HMIP Questionnaires.</p> <p>However following the introduction of AssetPlus the Service is now completing integrated young person and parent/carer self-assessments.</p> <p>Data will be regularly harvested from these to target particular issues on a quarterly basis.</p>
Good case management	<p>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.</p>	<p>Our staff build good relationships and offer good interventions to young people and their families, but we still need to work on improving timeliness.</p> <p>AssetPlus is a more holistic assessment where the risk, safety and wellbeing are linked directly to the intervention plan and the outcomes for young people.</p>	<p>In addition to National Standard Audits required by the YJB, we will continue to monitor quality through regular sampling, and then address any weaker areas identified through our Continuous Service Improvement plan.</p>	<p>We will monitor:</p> <ul style="list-style-type: none"> • Our compliance with National Standards • The quality of assessments and plans and reviews. • The timeliness of completing quality assessments and plans.

11. Case studies

Case study topic (e.g. RJ, SLT, Unpaid work)

SLT, Remedi, CAMHS

Situation

E came to the YJS on a Bail for Assessment (BFA) following an incident at school whereby she had stolen a teacher's purse and used her credit card to purchase clothing online. She received a conditional caution for this.

Our assessment

During assessment Mum raised concerns about E and what she described as 'odd behaviours'. She stated that she had asked for referrals to CAMHS in the past but when they became involved they focussed on areas which neither Mum nor E found useful.

During assessment and in 1:1 sessions it was also clear that E struggled to make eye contact. She would often sit with her back to the Case Manager although still fully engaging in the session.

School informed the Case Manager that E did not cope well in a class room environment and was on the cusp of permanent exclusion. The school had recently moved E to an off-site alternative provision where she was on a part-time timetable and she appeared to be doing much better in a small class size.

During assessment it was evident that E struggled to empathise and this meant that she showed little remorse for her actions, and that she struggled to think about how this might have affected her victims. E was very to the point and quite blunt and she raised that this caused issues with friendships, especially maintaining friendships meaning that she would move from one group to the next very often. She was also well known by the local police for her involvement in ASB.

Support offered

Speech and Language Therapy (SLT)/CAMHS - Initially the Case Manager referred E to SLT and E worked with the Therapist (Lizzie) over several sessions. Lizzie also worked with Mum, gathering further information about E, and her behaviour. She completed her assessment and the Case Manager, CAMHS nurse and Lizzie had a discussion about the possibility of E having ASD.

Following the discussion CAMHS and Lizzie carried out joint visits with Mum and E separately. After a group consultation it was decided that Lizzie would make the referral to adult services for E in regards to possible ASD.

Lizzie also raised that she would like to continue working with E to look at coping strategies and to perhaps look at creating some cards for E that she could use to explain to others about her communication difficulties, especially as she is hoping to start college in September. The Case Manager also wanted to complete further work with E around friendships and sexual health. It was therefore agreed with management to offer Ellie a Voluntary Intervention Programme (VIP).

Note: A Voluntary Intervention Programme (VIP) is a focussed intervention for a young person requiring additional assistance and support to address specific needs arising towards the end of their Order.

Victim Awareness - E worked with the victim worker and completed victim awareness work. The option of direct victim mediation was discussed with E and E agreed to take part in this, along with her Mum. E was honest about how she felt about the offence; that she initially felt little remorse but that with the help of 1:1 work had begun to understand how her actions had affected her victims.

After the victim contact E showed a much more in depth understanding of how her actions had affected both of her victims, and stated that she felt happy that she had decided to meet them. The victims were also left feeling much more positive and with more of an understanding of E and the offence.

YJS - E completed work with her Case Manager around friendships and appropriate relationships as she struggles to make and maintain friends. Whilst she is on her VIP this work will continue, along with a sexual health session.

Outcomes

- E is now being referred to a service which will possibly be able to make a diagnosis.
- E now has a greater understanding of the impact of her offence, and it is therefore hoped that this will deter her from reoffending in the future.
- E has a better understanding about her own behaviours and communication difficulties.
- E's mum feels supported and is happy that E is receiving the support she needs. She also stated the following 'The service has offered available support and interventions to my family. They took on board my suggestions/concerns as a parent and acted promptly upon them allowing access to services otherwise almost impossible to access. Services have provided invaluable assistance in a friendly and professional way. Each service member we have worked with have always acted in a supportive, non-judgemental way making it easier to liaise and work with them. This approach has helped a somewhat lost/confused/on the wrong path 15 year old to help understand her actions and the feelings of others. She has opened up to the team which is a huge thing for her. With the continued support of the team my daughter is now looking forward to the future prospects of going to college. She always enjoys meeting members of the team - she is keen and eager. Please keep doing this fantastic job. As a family we cannot thank you enough. It is just a shame that access to invaluable service is only as a 'consequence' of my daughters 'wrong choice'.

Case study topic (e.g. RJ, SLT, Unpaid work)

Referral Order /Complex case/Multi agency working

Situation

Steph (17), a care leaver from another authority was sentenced outside Sheffield to a 6 month Referral Order for 3 offences of assault. Her Initial Panel Meeting was held in another authority before she moved to Sheffield half way through her order. The three assaults were all committed during the same incident and involved her assaulting a Paramedic, a Police Officer and a Care Worker. She was under the influence of substances at the time and had tried to harm herself.

Steph came to our area because she took herself out of voluntary care to live with her biological father who she had never lived with and had met only a handful of times. Her biological father is a registered sex offender and has committed sexual offences against children and adults. He has his own difficulties and had never parented a child.

Our assessment

Our assessment of Steph was that she was a vulnerable and damaged young woman who had suffered a number of traumatic events in her life including physical, emotional and sexual abuse. She has felt rejected by a number of family members including her mother, father, step-father and maternal grandparents. She has low self-esteem and self-confidence and feels anxious in new situations.

Steph went into voluntary care at the age of 12 and has had numerous foster and children’s home placements as well as periods of time with extended family members. She has mental health issues and was assessed as having ADHD at the age of 5. Steph smokes cannabis and can at times abuse alcohol. She can be verbally abusive and has a history of self-harm and suicide attempts.

Given her history and vulnerability and her father’s offending history, safeguarding was a priority as we assessed her father as a high risk of emotional and physical harm towards Steph, as well as potentially sexual harm. Coming to a new area where she knew no one except her father, Steph was very isolated and very dependent on him. Getting to know Sheffield and help with accessing education or training were priorities with regard to our intervention.

We were very concerned about the appropriateness and stability of her accommodation and relationship with her father so we encouraged Steph to think about her future accommodation needs.

Support offered

Referrals were immediately made to CAMHS, REMEDI, our ETE advisor, substance misuse worker, our accommodation officer, and a support worker for weekend contact.

Steph’s case was also taken to a Multi-agency Risk Panel where social care and her father’s VISOR Police Officer attended. Steph was assessed as a Young Person Of Concern due to the high safety and wellbeing concerns. This means her case was

regularly reviewed and Steph needed to be seen three times a week by the YJS.

Steph saw her two YJS officers once a week and other workers in a sequenced way so she was not overwhelmed by too many professionals working with her. Because she did not know Sheffield we saw her at a local library a short distance from her home. An email distribution list was set up so that all those involved had regular updates on Steph's situation and any dynamic risk factors could be monitored by all.

Outcomes

Steph engaged well with our Service and has gained support with her mental health and substance misuse. She completed her reparation and began a community training course. In early June her relationship with her father broke down and we were able to place her in a young person's hostel. She engaged really well with the YJS support worker who saw her at weekends and slowly began to introduce her to her new city. Steph completed her order successfully and was willing to undertake further work on a voluntary basis for another 3 months. She also received a certificate of achievement to celebrate her success.

Key to the success of this intervention was effective collaborative working, good communication between professionals, responsiveness to the young person's rapidly changing situation and a real commitment to building a respectful, caring, empathic relationship with Steph.

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12. Approval and sign off

This plan has been approved by the following partners:

Organisation	Name and position	Signature
Sheffield City Council	Carly Speechley Director of Children and Families. People Services Portfolio YJS Partnership Board Chair	
Sheffield City Council	Councillor Jackie Drayton Cabinet member for Children, Young People and Families	
Sheffield City Council	Jayne Ludlam Executive Director of Children's Services	
Sheffield NHS Clinical Commissioning Group	Kate Laurance Commissioning lead for Children and Young People	
National Probation Service	Ann Powell Head of National Probation Service South Yorkshire (Sheffield and Barnsley)	
South Yorkshire Police	Paul McCurry Superintendent for Neighbourhoods and Partnerships, Sheffield	