



Sheffield Youth Justice Service

Youth Justice Plan

2021-22

Chair's Foreword

I am pleased to have become the new chair of the Sheffield Youth Justice Service Management Board, and to be able to introduce the Youth Justice Plan for 2021-2022.

The plan not only details our achievements in 2019 – 21 and sets out how we plan to continue to deliver successful youth justice services in the coming year, but also reflects on the events which began during this period which changed everything.

Firstly, as is the case with many services, the Covid-19 pandemic has brought about a number of unprecedented challenges to the Sheffield Youth Justice Service (YJS).

Initially it required a rapid response and many changes to ensure that the essential work such as maintaining appropriate and proportionate contact, supporting and safeguarding children, undertaking assessments, providing interventions, managing risk and protecting the public continued.

A great deal of assessment, planning, consultation, and communication activity was instigated across the whole service, the YJS Partnership, Children's Services and with the children and their families. This was to ensure that our staff remained safe and protected whilst fulfilling their roles and responsibilities to the YJS, as did the children who were receiving the service and so that everyone involved was aware of our response, the changes to service delivery and the identified and potential impact this would have.

Creativity and innovative practices were required and implemented, and the staff and children in the Sheffield YJS and within the partnership have continued to demonstrate a great deal of commitment, resilience and flexibility throughout the pandemic.

This Youth Justice Plan sets out how Sheffield YJS will work in partnership to deliver its key priorities of providing a high-quality service that safeguards children, reduces and prevents offending and protects the public, whilst ensuring that the health, safety and wellbeing of the children, their families, staff and their families within Sheffield YJS is not compromised.

This applies to all children and their families as Sheffield YJS recognises respects, values, and celebrates the diversity of all our staff, children and their families.

The death of George Floyd, whilst horrific in itself, has brought about a positive call for change. Although it should not have taken an event such as this to examine ourselves and our service so deeply it would be remiss if we did not act to recognise and challenge racial bias and inequality in ourselves, the service, the partnership, the criminal justice system, the local authority and the city.

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Recently we have been part of an external challenge and audit process regarding the work we do in response to some of the minoritised and racialised groups of children who are overrepresented in the YJS as part of HMI Probation “Thematic inspection to identify how Youth Offending Services understand and meet the needs of black and mixed heritage boys in the youth justice system”.

The challenge and scrutiny of knowledge, awareness, practice, and response not only came to the case managers, specialists and management team but also to the Partnership Board.

The Partnership Board is aware of the responsibilities to:

- Use all available data and information to recognise and understand differences across diverse communities and challenge the impact of disadvantage and discrimination on children and their families and communities
- Recognise and understand the impact of the lived experience on minoritised and racialised children/young people and their families
- Promote social justice, by supporting the service to challenge, confront and resolve issues of inequality and inclusion
- Provide appropriate challenge to the service to ensure that from the outset youth justice practice is Inclusive, non-discriminatory and considerate of all relevant aspects of race, culture, ethnicity and language
- Ensure all partners and the organisations they represent are accountable for the same.

The Partnership Board is committed to continuing to develop itself in order to support the Youth Justice to achieve its aims to be an inclusive, innovative and supportive service that is successful in the work they do with children, young people and their families through skilled, value driven, knowledgeable, inspirational staff who are effective and accountable and for the children, young people and families we work with to feel safe, motivated and hopeful for their future by providing equitable opportunities and outcomes for all.

**Maxine Stavrianakos – Head of Community Safety and Safer Neighbourhoods
Chair, Sheffield Youth Justice Service Partnership Board**



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1. Introduction to the Youth Justice Plan

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 and the Vulnerable Young People Executive 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.

Sheffield YJS is a multi-agency service comprising of four statutory agencies; Police, The Probation Service, Health and the Local Authority, each of whom, alongside the Youth Justice Board (YJB), hold a statutory responsibility for resourcing and supporting the partnership.

The Service has continued its relationship with the Police and Crime Commissioner who provides both strategic and financial support to the partnership, there is representation on the management board from the Office of the Police and Crime Commissioner and this plan references the priorities within the current Police and Crime Plan particularly around neighbourhood crime, organised crime, gangs, serious violence, partnership working and issues around disproportionality and inclusivity. In addition to the funding partners, there is also representation within the partnership of other local authority and commissioned services which are key to the delivery of our core aims. Through our coordinated partnership approach, we want to ensure that services delivered are targeted, and avoid duplication, whilst maximising effectiveness.

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. This plan incorporates the

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required information on value for money, structures and governance, partnership arrangements and risks to future delivery. It also provides information on our local priorities that puts the child first in everything we do and have a focus on the partnerships ongoing and dynamic response and recovery from the impact of Covid 19.

The priorities for the year ahead are summarised in the table below.

Priority	Outcome
<ul style="list-style-type: none"> Preventing Young People Getting Involved in Crime 	<ul style="list-style-type: none"> Young people will get their needs appropriately assessed and will be diverted away from the criminal justice system where possible. Children and families will have access to the right services, delivered by the right people at the right time.
<ul style="list-style-type: none"> Reducing the Use of Custody 	<ul style="list-style-type: none"> We will reduce the overall number of custodial sentences and reduce the number of nights children spend on remand. We will continue to develop our alternatives to custody so that sentencers can be confident in choosing these.
<ul style="list-style-type: none"> Reducing Reoffending 	<ul style="list-style-type: none"> Our reoffending rate will continue to fall. Our assessments will promote and identify desistance factors and our activities and interventions will support successful rehabilitation.
<ul style="list-style-type: none"> Reduce Disproportionality 	<ul style="list-style-type: none"> Disproportionality of children from minoritised, racialised and overrepresented groups in both FTE and higher tariff sentences will reduce. The YJS and the Management Board will make best use of all the available data to inform practice and performance and improve outcomes for children and families from minoritised, racialised and overrepresented groups.

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<ul style="list-style-type: none"> • Reduce the Number of Children in Care Open to the Youth Justice Service 	<ul style="list-style-type: none"> • A reversal in the trajectory and in the number of children in care receiving youth justice disposals. • Improved outcomes for children in care not only in the outcomes relating to criminal justice but also on the outcomes in other key enablers such as education and trusted relationships with those that provide care for them.
<ul style="list-style-type: none"> • Increased Engagement and Participation 	<ul style="list-style-type: none"> • An embedded partnership strategy for engagement and participation. • Children and Young people will know they have been listened to, their voices have been heard and their opinions have been valued.

In previous years we have submitted a 2-year plan and supplemented this by a mid-term update. However, I feel that due to the very specific uncertainties in the current situation a 1-year plan would provide a more congruent framework in the current circumstances and allow the identification of and give focus on immediate priorities for the service.

An example of this is that in response to worldwide events, and as the children's service mostly aligned to the criminal justice system, we feel that as a service who has already recognised and is trying to improve all the factors contributing to the over representation of children from minoritised and racialised groups it is not enough to say our service is fair and equitable, not a racist service and there is no bias within our practice conscious or otherwise. We need to be making bold statements, identifying direct actions, reviewing and changing policies, accessing training and development opportunities and adapting our practice and interventions to be a service that is recognised as anti-racist. We need to be a service that challenges racism and oppression in a very transparent and overt way and it is our intention to fully include all the staff and children within our service and the wider YJS partnership to progress this important work.

We have developed a new set of value statements to reflect this change which will underpin the work we do, and we have responded to the challenge that using the term "BAME" to describe or define certain groups is no longer appropriate as it is not representative of the people it purports to describe or acceptable to them.

Andy Stirling

Service Manager, YJS

2. Vision, mission statement and service values

In the last year more than ever the Sheffield Youth Justice Service aspired to identify itself as a service that values all individuals and embraces all forms of diversity and differences.

To strengthen this message across all partnerships and in the wider youth justice sector the Youth Justice Service has reviewed and rewritten the vision, mission, and service values to reflect this.

The following statements have been developed and agreed in collaboration with the whole service as part of the YJS Racial Awareness Forum

Sheffield Youth Justice Service is committed to

- Racial Equity
- Social Justice
- Inclusiveness
- Valuing Diversity
- Racial Representation
- Equitable Systems and Processes
- Addressing Disparities
- Authentic Engagement

Vision

To publicly affirm our identity as an anti-racist service.

To uphold social justice by challenging racism in the actions of individuals, in services and in society.

To be an inclusive, innovative and supportive service that is successful in the work we do with young people and their families through skilled, value driven, knowledgeable, inspirational staff who are effective and accountable.

For the young people we work with to feel safe, motivated and hopeful for their future by providing equitable opportunities and outcomes for all.

Mission

Sheffield Youth Justice Service's commitment to being an anti-racist service will be reflected in the fabric and culture of the service through our policies, assessments, interventions, responses, and practice.

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Sheffield Youth Justice Service will continue to challenge our own values and take responsibility for our own learning and development to understand and correct inequalities we may discover, and to gain a better understanding of ourselves during this process.

Sheffield Youth Justice Service will provide safe spaces and networking opportunities to ensure that all groups have a safe environment to express their voice, share their experiences and engage and connect with people with similar characteristics or lived experiences.

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 will provide systems that ensures racial justice and fair treatment of people from all races.

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 reducing systemic and institutional inequities and effective inclusive interventions that promote 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

Sheffield Youth Justice Service's underpinning values are to:

- 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

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- 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 the diversity of staff as the service's most important resource.

3. Response to Thematic Inspections

Her Majesty's Inspectorate of Probation (HMIP) is the lead inspectorate for youth justice services. Each year they carry out and publish a number of single and joint inspection reports and reports into themed areas, sometimes jointly with other inspectorates such as Joint Thematic Area Inspections (JTAI).

Due to the world Covid pandemic HMIP adjusted their inspection programme but have continued to undertake various regulatory, review and inspection activities within the sector.

One such activity was the:

Thematic Inspection to Identify How Youth Offending Services Understand and Meet the Needs of Black and Mixed Heritage Boys in the Youth Justice System

We were informed in early 2021 that the Sheffield Youth Justice Partnership had been selected to be part of the above thematic inspection. Disproportionality is a critical concern nationally and addressing it is a priority for the youth justice sector and a primary concern for HMI Probation. The fact is that some minoritised and racialised groups are disproportionately represented in the Sheffield Youth Justice Service.

The intended outcome of the thematic inspection is to support and develop the sectors understanding of the range, quality and effectiveness of services and interventions delivered to black and mixed heritage boys, with the aim being to identify good practice and make recommendations for improvement where needed.

The thematic inspection not only focussed on the YJS but on the YJS partnership and the wider children's and local authority services. The inspection activity centred around several questions that the inspectorate wanted answering including;

- How the governance and leadership of the YOT supports and promotes the delivery of high-quality, personalised and responsive services for black and mixed heritage boys?
- How is addressing the over representation of black and mixed heritage boys in the justice system being prioritised by the local strategic partnership?
- How staff within the YJS are empowered to deliver high-quality, personalised and responsive services that meet the needs of black and mixed heritage boys?
- Is there a comprehensive range of high-quality services is in place, enabling personalised and responsive provision to meet the needs of black and mixed heritage boys?
- How do the YJS's partnership arrangements facilitate effective service delivery to meet the needs of black and mixed heritage boys?

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- Does the YJS have the volume, range and quality of services, including commissioned services, to meet the needs of black and mixed heritage boys?
- Does the profile of staff and managers support the delivery of high-quality services for black and mixed heritage boys?
- How does the wider organisation promote safe discussion about race and racism, and how are concerns responded to?
- Is the wider organisation and YJS service delivery culturally responsive?
- How does the wider organisation and YJS Partnership understand the needs of the parents of black and mixed heritage children to actively support and encourage their engagement?

At the end of the 4-day virtual fieldwork activity HMIP provided headline verbal feedback and observations. The full report will be published in September 2021.

Based on the feedback received, our inspection experience and the key lines of enquiry within the inspection activity, the YJS and the Management Board have reviewed the current Reducing Disproportionality Plan and the Anti-Racist Plan and will continue to do so as part of a dynamic process. Progress against the plans will be monitored by the Management Board and within the YJS Continuous Service Improvement process. Reducing Disproportionality will be one of the priorities for the service and forms part of this Youth Justice Plan.

The intended outcomes being that everyone in the YJS, the YJS Partnership and the wider criminal justice system work collaboratively to embed an understanding that it is their duty to meet the needs of children and young people from minoritised and racialised groups, and to accept their individual and collective responsibility to challenge and address circumstances in which discrimination, bias and social injustice arise.

We uphold that all children need to be treated as a “child first and offender second”. Children have a right to expect fair and equitable treatment and responses from those that they come into contact with in the criminal justice system, and we must all work together to improve their experience and to build their trust in the system.

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4. Review of 2019/21 priorities		
Priority	What did we say we would do?	Did we do it and did it have the desired effect?
Preventing young people getting involved in crime	<p>We said:</p> <p>We will work with the Community Youth Teams, South Yorkshire Police and other intervention services to develop the South Yorkshire OOCd process to divert more young people from a criminal justice outcome through the use of No Formal Outcome.</p> <p>Community Youth Teams will continue prevention work with young people at risk of entering the criminal justice arena.</p> <p>We will develop better working relationships with council, community and universal services that can offer the positive activities and opportunities that support young people away from offending lifestyles.</p>	<p>We have continued to work collaboratively with all partners including the Community Youth Teams, South Yorkshire Police, REMEDI and Liaison and Diversion Services to further develop the Youth Outcome Panel (YOP).</p> <p>We now have representation on the YOP from the council's early help and prevention service – MAST -Multi Agency Support Team that has supported the identification of referral pathways and provided direct access to key services and interventions.</p> <p>The OOCd model has been monitored and evaluated by the Youth Justice Service Management Board and the whole process receives further scrutiny through the OOCd Scrutiny Panel attended by the Police, Magistrates, Crown Prosecution Service, Victims Services and the Youth Justice Service.</p> <p>The outcome is that:</p>

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		<ul style="list-style-type: none"> • The number of young people entering the criminal justice system continues to fall to its current level of 81 at the end of Q4 2020/21 compared to 111 for 2019/20. • This is equivalent to a rate per 100,000 youth population of 157, compared with 220 from last year. • More Young people are getting all their needs appropriately assessed and following this assessment either diverted away from the criminal justice system, referred to the appropriate service for crime prevention or to the YJS for formal disposals.
<p>Reducing the use of custody</p>	<p>We said:</p> <p>We will continue to develop and monitor closely 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 seek to develop a placement with a Remand Foster carer as an alternative to custody and police cells.</p>	<p>Throughout the Covid period we have continued to work with all available partners to develop and deliver several ISS programmes by reviewing them through a lens of creativity and innovation. This is to ensure that the interventions are tailored to provide a high-quality, personalised and responsive service for all children and young people.</p> <p>In response to Covid we have reviewed our existing risk management processes</p>

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	<p>We will continue to use the BAME action plan to monitor and address the over representation of children from minoritised and racialised groups receiving custodial sentences.</p>	<p>and introduced a new High Risk Oversight Meeting process to ensure timely and consistent identification, assessment, planning implementation and review of responses to high risk across all domains.</p> <p>We have developed racial awareness practice guidance tools to support case managers with their work with children and families from minoritised and racialised groups to support our priority of reducing the over representation of children from minoritised and racialised groups in the YJS.</p> <p>We continue to ensure that all Pre Sentenced Reports are culturally appropriate.</p> <p>We have not been able to develop a bespoke remand foster care provision due to a city-wide shortage of available carers for the cohort of young people who mostly require this resource.</p> <p>To try to identify more placements and a possible opportunity for us to develop a bespoke remand foster provision as a direct alternative to custody, the Fostering Service has implemented an all-year round recruitment plan.</p>
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		<p>The number of custodial sentences continues to be low and our performance in relation to statistical, geographical and YOT family comparisons is very good.</p> <p>Our performance target was to reduce the previous year's custodial outcomes by 10% and we have achieved this by reducing custodial outcomes by 63%.</p> <p>There were 4 custodial sentences in 2020/21 compared to 11 in 2019/20.</p> <p>There have been 2 custodial sentences for children from minoritised and racialised groups. The overall proportion of children from minoritised and racialised groups for custodial sentences was 50%.</p> <p>Compared to 2019/20 where 6 children from minoritised and racialised groups received custodial sentences this represents a reduction of 4 young people and a percentage decrease of 5% compared to 2019/20.</p> <p>Reducing disproportionality across the whole youth criminal justice system remains a priority for the service and the partnership.</p>
Reducing reoffending	We said:	The Young Person of Concern (YPOC) and High-Risk Oversight (HRO) process

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	<p>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 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, including the impact of domestic abuse and other trauma.</p> <p>We will promote ROTL to support successful rehabilitation.</p> <p>We will develop our interventions to be evidence-based, inclusive, and offer greater opportunity to support desistance for young people, including through exit strategies & support with transitions.</p>	<p>ensures timely and consistent assessment, planning implementation and review of responses to changing risk across all domains including risk of re-offending.</p> <p>The Assessment and Intervention practice in the YJS continues to adopt a strengths-based approach to identify factors that have been found to be influential in desistance.</p> <p>This is an evidenced based approach to desistance and involves creating and/or building on the young person's strengths. In addition to helping young people to stop offending, it will also be important in preventing the onset of offending.</p> <p>Following whole service training including lead manager training the YJS has also incorporated the principles of Signs of Safety within assessments, interventions and plans.</p> <p>By acknowledging the wider social context of children's behaviour, the impact of transitioning to adult services and the importance of trusted professional relationships the YJS supports children to move away from offending and maintain this into adulthood.</p>
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		<p>The latest re-offending rate is 25%, amounting to 11 re-offenders from a cohort of 44.</p> <p>They committed 39 offences, which is an average of 3.54 offences each.</p> <p>We continue to be below the family average of 36.8% and the South Yorkshire average of 31.8%.</p> <p>To enable the service to identify the cohort and provide a more up to date analysis we have now purchased an additional data tool for our Electronic Case Management System.</p>
<p>Reduce Disproportionality.</p>	<p>We said:</p> <p>Following the principal of 'explain or reform' (Lammy 2017) we will review our implementation of the disproportionality action plan.</p> <p>We will continue to monitor outcomes for children from minoritised and racialised groups and report to the partnership board.</p> <p>We will endeavour to divert first time entrant children from minoritised and racialised groups through No Formal Action where appropriate.</p>	<p>The last census in 2011 recorded that 23% of Sheffield's 10 – 17-year-olds are from minoritised and racialised groups.</p> <p>The outcome of the most recent census conducted in 2021 will likely record that this percentage has increased.</p> <p>Compared to the 2019/20 period we have seen a reduction in children from minoritised and racialised groups in the YJS in 2020/21 from 37.9% to 26% although we are still exceeding the minoritised and racialised youth population for Sheffield.</p>

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	<p>We will challenge our partner agencies to develop their offer to minoritised and racialised families to promote early intervention and diversion.</p> <p>We will build links in communities to expand our offer to be more culturally appropriate and increase confidence in the criminal justice system.</p> <p>We will promote multi-agency review if a child from a minoritised and racialised group goes straight to custody as a first-time entrant</p>	<p>During the past year the YJS has reflected on the many events relating to the outcomes for some minoritised and racialised groups not only in the criminal justice sector but in all aspects of their lives.</p> <p>We have examined the way we work with children and families who are overrepresented in our service and have implemented some of the actions on the disproportionality action plan.</p> <p>However, the headline performance figures and the feedback we received as part of the recent HMIP Thematic Inspection to identify how Youth Offending Services understand and meet the needs of black and mixed heritage boys in the youth justice system demonstrates that we have a significant amount of work to do to further understand the specific experiences, needs and issues of the overrepresented children and families we work with, what has already impacted on their lives and how the service and the YJ partnership need to respond and work in the future.</p> <p>The period of reflection on all the events of the year has not only served to provide the framework for reducing disproportionality within the service but</p>
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		<p>also to identify itself as a service that not only strives to treat all children and their families fairly and equally without prejudice and values diversity but as one that is committed to becoming identified as an anti-racist service.</p> <p>The YJS has encompassed all our aspirations and planning for the work we intend to do on reducing disproportionality and establishing ourselves as an anti-racist service in our established Racial Awareness Forum.</p> <p>The key principles we have agreed to adopt are:</p> <ol style="list-style-type: none">1. Clarify the Youth Justice Service stance and values: - By setting clear expectations of what the YJS stands for and maintaining zero-tolerance to racism at every opportunity. - This has resulted in the collaborative work on developing our new position, mission and value statements.2. Co-create a systemic approach for practical action across the YJS partnership: - By reviewing all operational policies, processes, practice and ways of working. This has seen the introduction of
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		<p>several key documents to inform and improve the service's work with children and their families.</p> <p>3. Commit to sustained action through visible leadership and a willingness to change: - By creating a long-term plan, led with firm commitment from the Senior Management Team. This has seen the development of an Anti-Racist Plan and a review and relaunch of the existing plans to reduce disproportionality. The commitment to sustained action is from the Service Manager and the management team who are committed to including the whole service and empowering them to affect change.</p> <p>4. Critically appraise ours and the SCC's people management approach: - By examining systems, processes, and activity from end to end. This has seen a challenge to established activity relating to recruitment and access to qualifications and although in its early stages identification and discussion of the issues have progressed to a higher level and the service will continue to have</p>
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		<p>influence wherever possible on its own processes.</p> <ol style="list-style-type: none">5. Engage and connect all our people: - This work has begun by creating safe spaces, systems and time to talk, share experiences and learning from each other and our plan(s) are being informed and influenced by all the service and children voices, and continuing to bring in experts where necessary.6. Communicate our messages consistently and ensure the conversation is two-way: - The work we have done so far and the way we have promoted this work locally and in the wider youth justice sector has the key aim of leaving everyone in the service, the children, and families we work with and wider partnership in no doubt about our key messages ensuring they are reflected in everyone's behaviour, in our operations, in our practice and in our interactions with others. <p>Reducing disproportionality across the whole youth criminal justice system and</p>
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		<p>social justice remains a priority for the service and the partnership.</p>
<p>Education, training and employment (ETE)</p>	<p>We said:</p> <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 ensure a smooth transition from custody.</p>	<p>Like many services the impact of Covid on educational provision has been significant. Particularly hard hit has been the provision for our 16 years and over cohort.</p> <p>Increasingly, provision for this cohort of young people relies heavily on 3rd sector organisations who are equally reliant on available funding streams to be able to maintain provision. The reduction in available funds, or the realignment of funds to enable a provider to maintain a safe level of provision, has led to a reduction in available places.</p> <p>Along with the government restrictions in schools there have been many changes to the regimes, systems and processes within provision in both the statutory education services and post 16 provision.</p> <p>However, throughout the Covid period the provision of education has remained a priority and the service has continued to work to improve the educational outcomes for some of the most disadvantaged young people in Sheffield through innovation, creativity, tenacity,</p>

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		<p>and focussing on the needs and aspirations of our young people.</p> <p>We worked collaboratively with colleagues in the wider education service within the local authority to identify and overcome barriers to education we had increasingly become aware of relating to some minoritised and racialised groups. The outcome was the development of more defined pathways, challenge and escalation processes and stronger relationships with children’s education services and the Inclusion Centre to advocate for young people in the YJS.</p> <p>We have continued to assess educational needs and refer to specialists including Speech Language and Communication Therapists to sequence education interventions, many of which have been delivered through virtual means.</p> <p>To enable service provision, and to maintain communication, we have successfully identified our children as “educationally vulnerable”. This qualified them to receive laptops from the local authority to support them to maintain their education.</p>
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		<p>Through a blended model of face to face and virtual delivery we have continued to provide personalised interventions to each young person including supporting them “through the door” to overcome any anxieties, CV writing, key communication skills, interview techniques, CSCS card training, dyslexia screenings and access to bespoke support packages.</p> <p>We have recently been redesignated Special Education Needs Quality Lead Status for securing better outcomes for our young people with SEND.</p> <p>Education in resettlement received sharp focus in an HMIP Pilot Inspection we were invited to participate in. The work of the service, and particularly that of the Education Officers and our dedicated Desistance and Resettlement Officer, was identified as an area of strength.</p> <p>The benefits of which are that even during the restrictions to the education and daily regime in custodial establishments due to Covid the children’s educational needs and the services required in the community are defined early in the assessment and planning process for resettlement.</p>
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		<p>One major area we have not been able to develop due to Covid restrictions is to further utilise and support the temporary release and mobility process to ensure a smooth transition from custody.</p> <p>Although the impact of Covid has seen a reduction in our performance relating to education the outcome is that at the end of 2020/21 81.9% of children were in ETE.</p> <p>This is broken down as 91.0% of school age young people and 70.0% of above school age children and young people.</p> <p>Improving educational outcomes for our children remains a priority for the YJS.</p>
<p>Children in Care (CiC)</p>	<p>In partnership with Probation and CRC we will further develop the Sheffield Strategy to Keep Care Experienced Young People Out of Trouble to incorporate arrangements for care experienced young adults.</p> <p>In partnership with South Yorkshire Police and Project Aspire we will review the Children in Care Police Officer role to ensure the resource is utilised in the most effective way.</p>	<p>The CiC Officer role has been reviewed and the seconded officer originally reassigned to support Project Aspire, which is a multi-agency hub based in a children’s home that operates a “no wrong door model” has returned to the service. During Covid this officer was reassigned to specific Covid Response duties outside of the YJS for a period of time.</p> <p>An additional police officer not seconded to the YJS has been reassigned to this role in both current Aspire Hubs to</p>

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	<p>We will endeavour to divert care experienced first time entrants through No Formal Action where appropriate.</p>	<p>provide holistic support to young people in care, and on the edge of care.</p> <p>The impact of Covid has been seen across the whole children’s residential estate and we have seen an increase in offences being committed inside children’s homes.</p> <p>Youth justice disposals received by the CiC cohort range from Community Resolutions up to Youth Rehabilitation Orders with ISS requirement.</p> <p>The ‘Sheffield Strategy to Keep Care Experienced Young People Out of Trouble’ remains an effective document that provides guidelines for services working with children in care, including universal services, to act expediently and creatively to promote non-offending lifestyles for young people in care.</p> <p>Given the increase in offences committed by CiC this strengths-based strategy which focuses on improving opportunities to divert care-experienced young people from the criminal justice system and, where this cannot be done, provide support and fair treatment to encourage desistance from offending is to be re-introduced into the residential service. This is part of the ongoing learning and</p>
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		<p>development programme to refocus the use of restorative approaches within children's homes.</p> <p>At the end of 2019/20 the YJS reported a significant reduction in the number of CiC receiving youth justice disposals with a year total 18 CiC. Ambitiously, based on the direction of travel which records a significant year on year reduction, the service and the Management Board agreed a target of a further 5% reduction. This target has not been achieved this year, and at the end of 2020/21 31 CiC had received a youth justice disposal.</p> <p>Previous analysis has shown that the onset of offending often coincides with young people becoming looked after. Local evidence also reports the increasing complexity of children that are coming into care, and the impact that Covid has had upon services ability to identify needs and provide early help and prevention services, all of which will have impacted on the outcomes for this cohort.</p> <p>This is also the first year that the CiC Police Officer Role has not been maintained since it was established and the downward trend in the numbers of CiC open to the YJS began.</p>
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		<p>Reducing the numbers of CiC being known to the YJS remains a priority for the service and the partnership alongside re-establishing the 'Children in Care Police Officer' role.</p>
<p>Engagement and Participation</p>	<p>We said:</p> <p>We will work with Sheffield Futures Young Advisors to develop a strategy to effectively collate the views of young people and use this to improve the effectiveness of the service.</p> <p>We will increase the use of self-assessment and parent self-assessment at review and end of orders and harvest the information relating to the service.</p> <p>We will develop an action plan around the areas where young people who are consulted state that we can do better.</p>	<p>Following an initial delay due to the transferring of services previously delivered by Sheffield Futures back into the local authority the YJS and the Community Youth Teams Young Advisors have now begun to implement the Project Plan to enable the development of a Young Persons Involvement Strategy. The strategy ensures the views of children and young people, their parents/carers and other key stakeholders are collated, analysed and used to review and improve the effectiveness of our services.</p> <p>The strategy includes activity to provide evidence through the analysis of responses to consultations and surveys, minutes of young people's forums/groups, and actions and responses from these.</p> <p>On a wider criminal justice platform children and young people will be offered the opportunity to be part of South Yorkshire Police Information Advice and Guidance Group (SYP YP IAG) to have a</p>

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		<p>direct voice with SYP on many issues including Black Lives Matter.</p> <p>YJS children and young people will also be included in safeguarding consultations and have a voice on current and future service delivery on various themes including Criminal Exploitation, Sexual Exploitation, Harmful Sexual Behaviour, and education issues.</p>
<p>Child Criminal Exploitation</p>	<p>We said:</p> <p>We would develop expertise across the service in identifying signs of exploitation and effectively intervening to divert those at risk.</p> <p>We would establish a baseline of young people in the Youth Justice Service mapped to an organised crime group and another for those assessed as at risk of exploitation through serious organised crime as measured by being open to the Criminal Exploitation Team.</p> <p>In partnership with the Criminal Exploitation Team develop resources for intervening with young people and families at risk of exploitation and those involved in serious organised crime.</p> <p>We would train staff and increase use of the National Referral Mechanism.</p>	<p>Staff have increased their knowledge and awareness of signs of exploitation by accessing various learning and development opportunities that have been developed and facilitated by the Amber Project which is social care's response to all forms of exploitation and children who go missing.</p> <p>Case Managers have also received training on the use of the National Referral Mechanism. The increased understanding and awareness has increased the service's ability to identify and respond to those involved in criminal exploitation.</p> <p>This has also increased our ability to recognise and respond outside the traditional child protection approaches and supports the contextual safeguarding approach that is required.</p>

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	<p>In partnership with MAST and CYT develop resources to educate young people and families and increase resilience to exploitation.</p>	<p>An Exploitation Screening Tool to assist staff in assessing risk to children has been developed and has been rolled out to all areas with training provided to staff on how to use it.</p> <p>The Amber Project and the Safeguarding Hub have developed a Child Exploitation Tracker which enables key services to review all children of concern even when the concerns are just emerging, and no crime has been committed.</p> <p>The Amber Project has also been developing the Amber Ambassadors programme. Amber Ambassadors will be trusted adults who have an awareness of contextual safeguarding risks, triggers and behaviours and know where to access support for children and young people and their parents and/ or carers.</p> <p>Training will include Voluntary and Community Sector workers and Housing Officers who work in communities as well as social care, education, and health workers.</p> <p>Delivery of Youth Justice No Point Knife Crime programme to young people at risk of offending with a weapon continues. The programme has been</p>
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		<p>updated to include a focus on “identity Shift” and to enable it to be delivered remotely.</p> <p>Weekly Multi Agency Child Exploitation (MACE) Meetings have been developed which provides a multi-agency forum where professional opinion, knowledge and experience can be brought to cases that are not necessarily known by their agency and for individual agencies to bring specific case knowledge and oversight of cases open to them.</p> <p>The Green Light Project is a new early help and prevention intervention provided by the Multi Agency Support Teams. The aim of the project is to identify young people at the earliest opportunity who are at risk of or vulnerable to exploitation, urban gang activity, drugs and criminality before they reach the threshold for requiring statutory services intervention. The Project works with the whole family and works closely and collaboratively with all partner agencies to support children, young people, families, their peers, schools, and communities to ensure young people are identified and supported at the earliest opportunity.</p> <p>Reducing the numbers of children being exploited remains a priority for the service, the partnership and the city.</p>
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5. Review of 2019/20 performance

How we measure performance and quality

We mainly draw our performance and management information from our case management database, Core +. 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 new Standards for Children in the Youth Justice System and meets all indicators of good practice. We do this through internal quality assurance processes, as previously described, and audits.

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

The YJB continues to have performance oversight in the Performance Oversight Board (POB) - an internal Board that meets on a quarterly basis to analyse the performance of youth justice services across England and Wales.

The Board brings together national data sets and available qualitative evidence and intelligence to:

- Monitor and report against performance trends (this includes trends that apply to the whole Youth Justice System as well as considerations of local youth justice services individually)
- Commission quarterly activities to:
 - Notify local authorities where outcomes indicate concern
 - Undertake deep dives in areas showing signs of promising practice
 - Seek clarification where performance data indicates a significant decline, or there are prevailing performance issues
- Decide on escalation procedures (where appropriate, to include extra monitoring and direct support to support change)

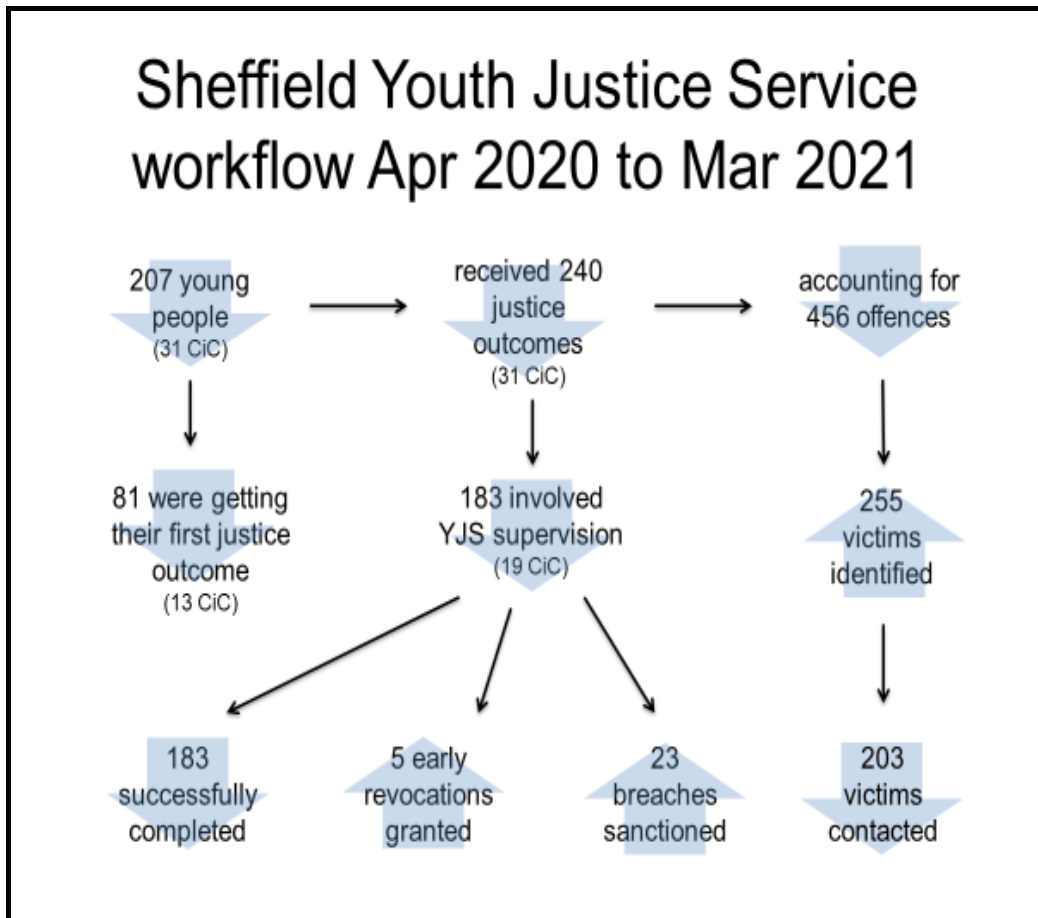
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- Share key performance findings with critical partners such as HMI Probation, Ofsted, HMI Prisons, Youth Custody Service, DoH and DfE.

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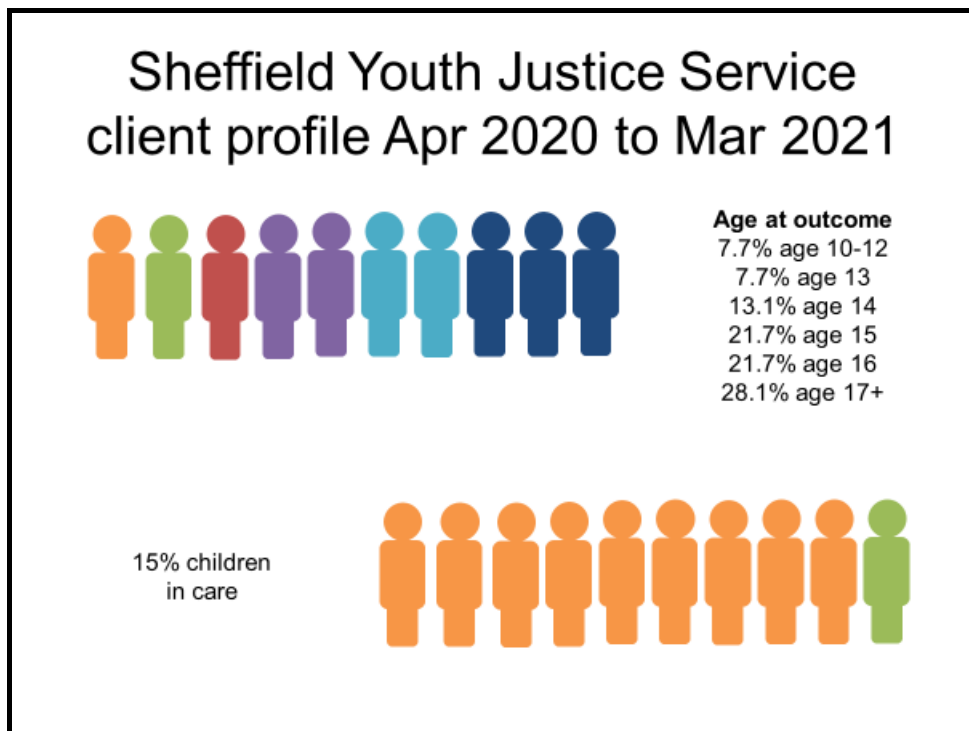
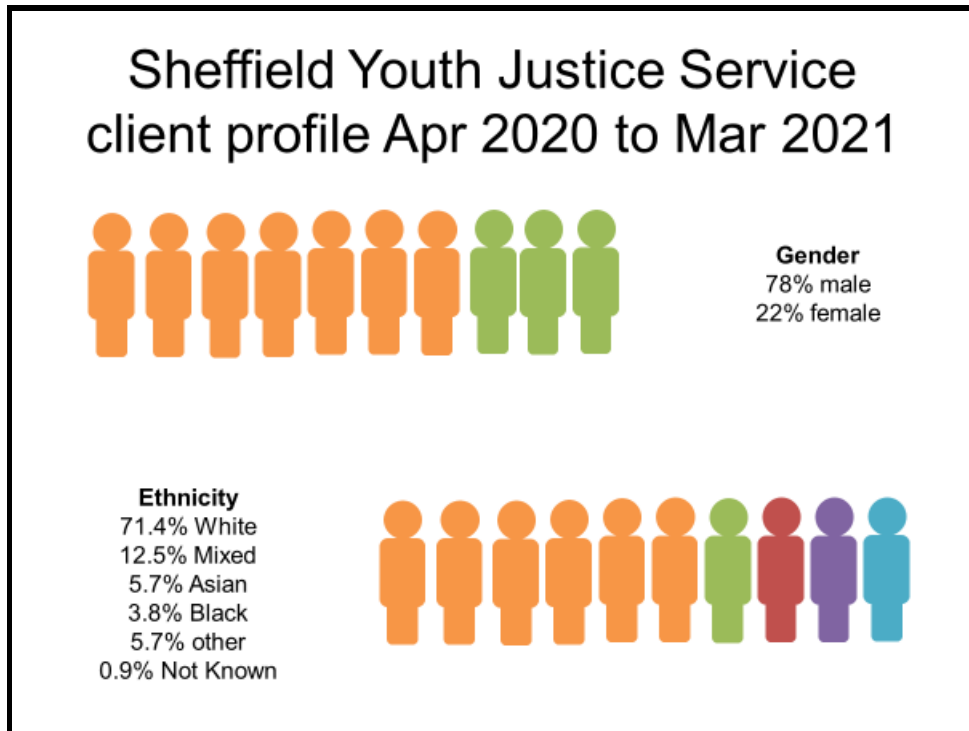
About our client group

The following graphic gives an overview of the number of young people and victims we worked within 2020/21.



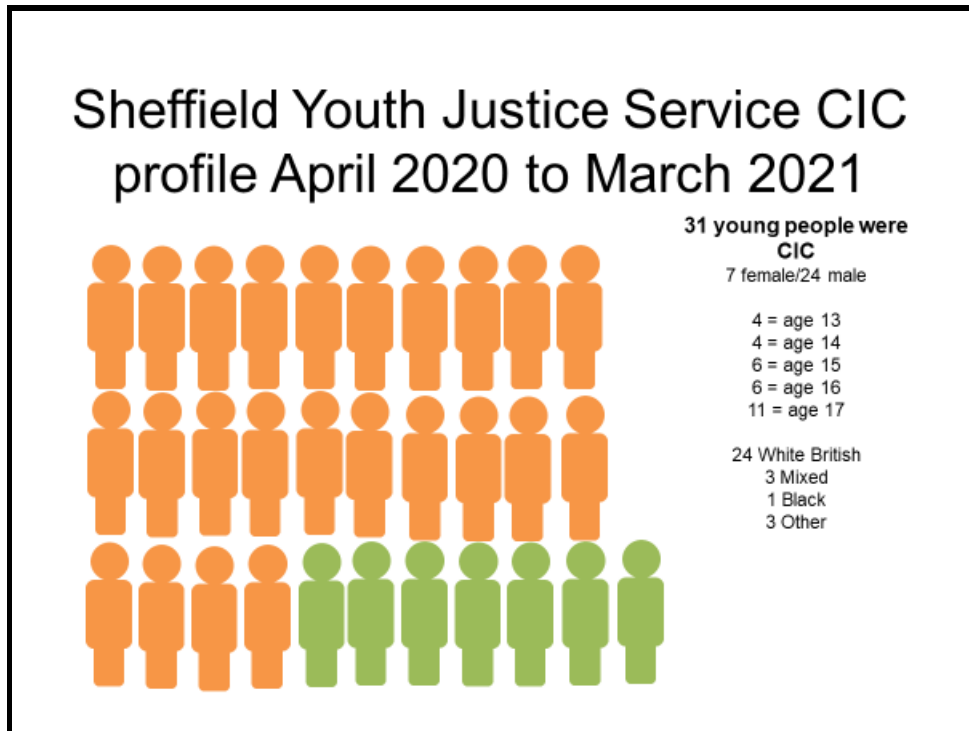
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The following graphics give an overview of the demographics and intervention needs of the young people we worked within 2020/21.



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The following graphic provides a profile around the children in care working with the Youth Justice Service during 2020/21.



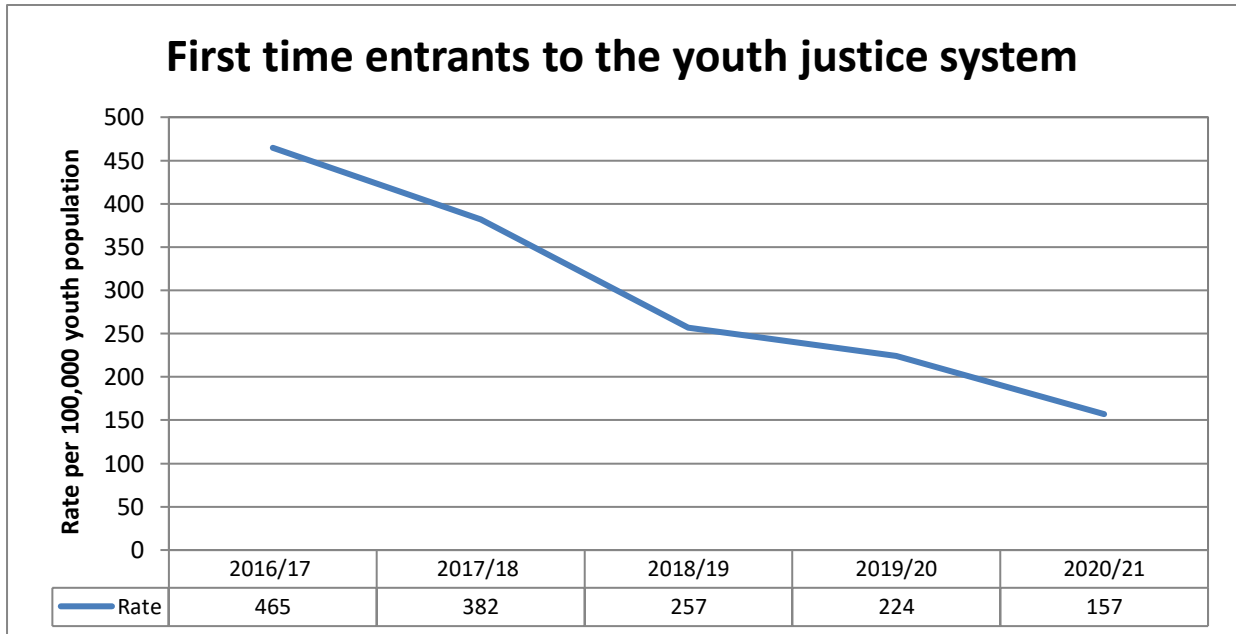
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Nationally monitored priorities

Preventing young people entering the youth justice system

In 2020/21 there were 81 first time entrants to the youth justice system, which is equivalent to a rate per 100,000 youth population of 157.

This is a reduction on 2019/20 when there were 111 first time entrants. The graph below shows the steady decline to first time entrants year on year.



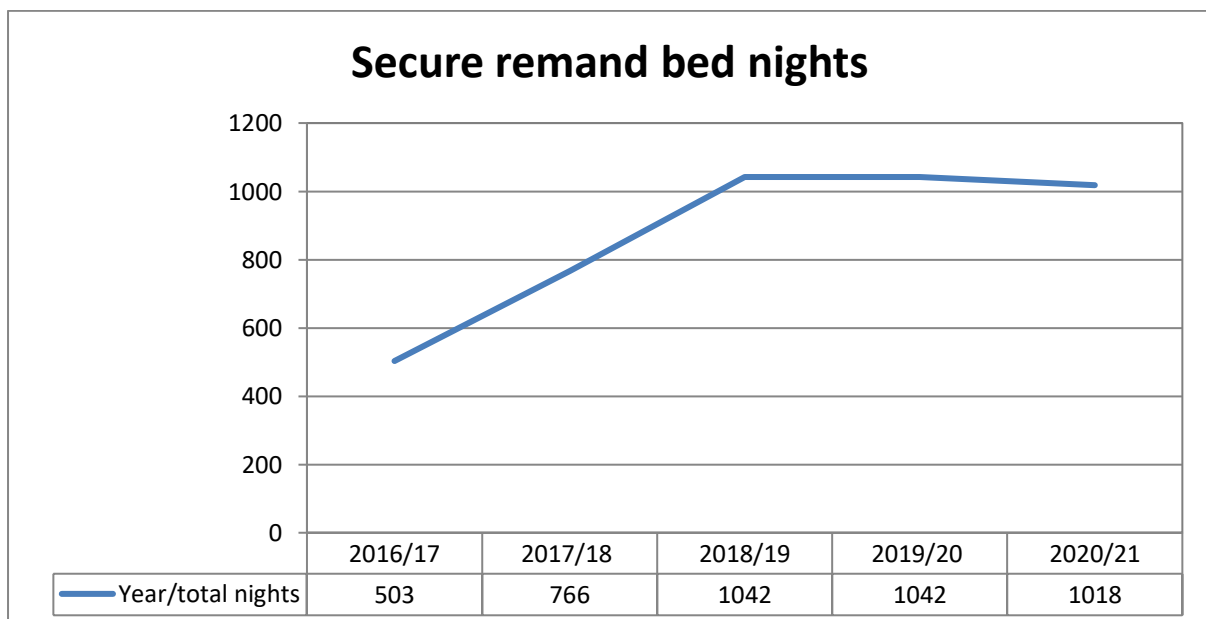
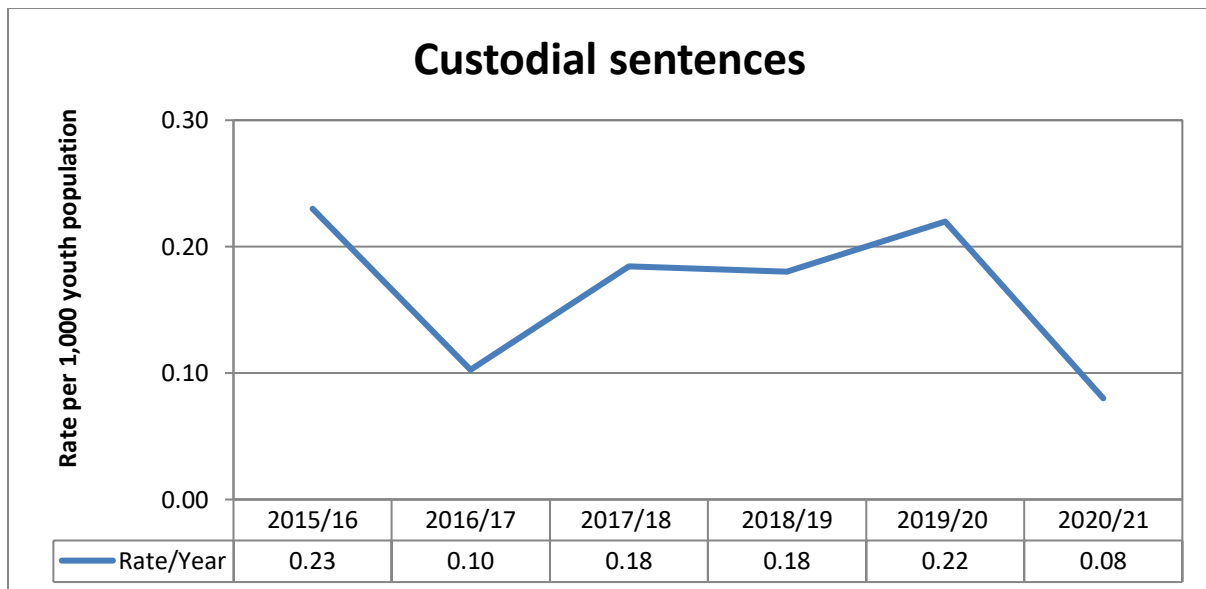
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Reducing the use of custody

At the end of 2020/21 there were 4 young people sentenced to custodial sentences (compared to 11 in the previous year), giving a rate of 0.08 per 1000 youth population. The target was to reduce the previous year by 10%, which would have been 10 young people, therefore the target was met.

The number of young people sentenced to custodial sentences for Sheffield is below the average for the YOT family for April 2020 to March 2021, which is 6.

In 2020/21 there were 1018 secure remand bed nights - a very slight reduction on the previous year, which was a total of 1042.



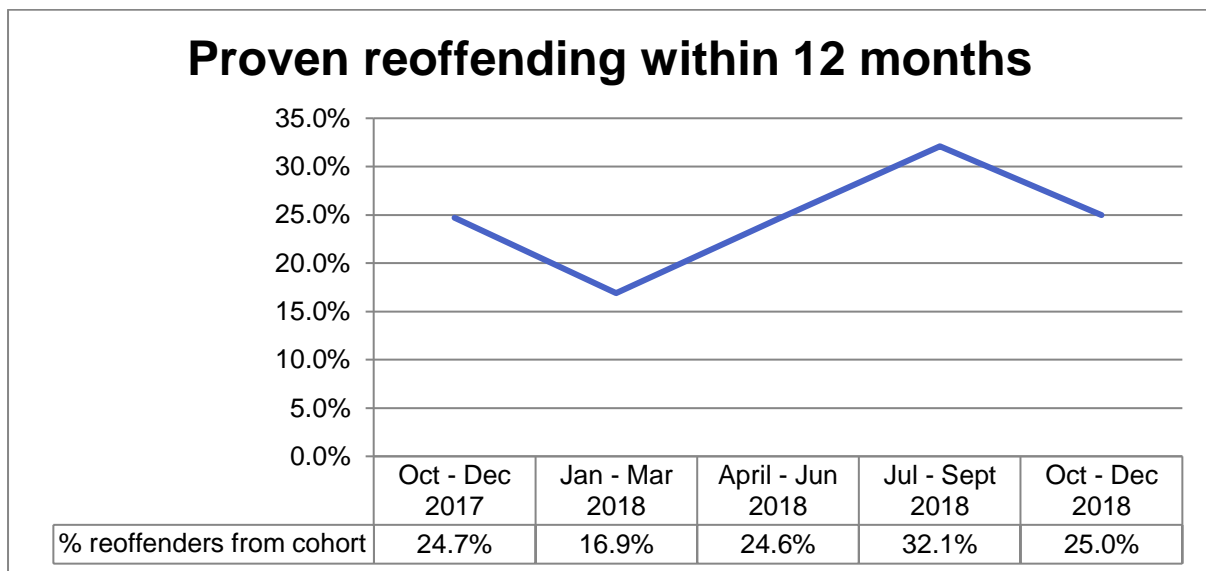
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Reducing reoffending

The reoffending cohort is three months' worth of young people receiving a disposal or being released from custody. Young people in each cohort are tracked for a 12 month period to see if they are proven to re-offend. There is a two-year lag in the figures.

The current rate for Sheffield is for a cohort of young people during October 2018 and December 2018. There are 44 young people in the cohort, with 11 of them reoffending and committing 39 offences. The reoffending rate is 25%.

The average reoffending rate for the YOT family is 36.8% - Sheffield is well below this figure. Sheffield also has the lowest rate in the South Yorkshire.



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Local priorities:

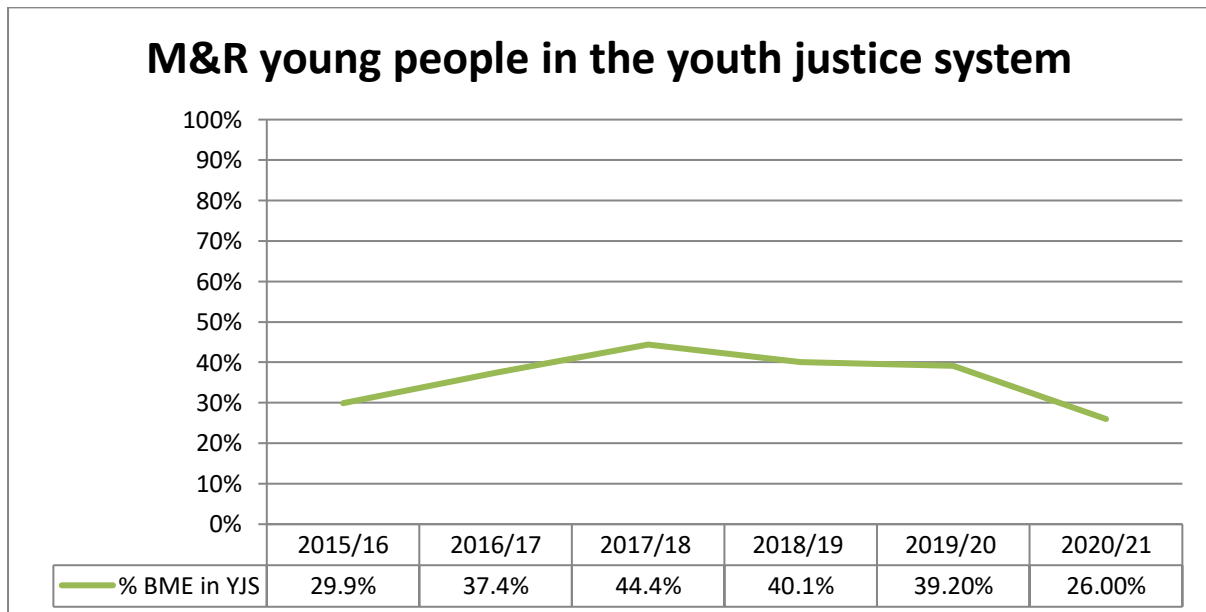
Reducing ethnic disproportionality

At the end of 2020/21 there were 46 young people from minoritised and racialised groups (M&R groups) receiving one or more disposals out of a total of 173, which is 26%. This is slightly above the level of the 10-18 youth population in Sheffield, as recorded in the school census, which is 23%.

In comparison to 2019/20, we have seen a reduction in this cohort. 2019/20 figure was 37.9%.

During the year, 3% of young people receiving one or more disposals were of 'other' white (i.e. non-British) backgrounds, 12% were of mixed backgrounds, 6% were Asian background, 3% were Black background and 2% were of Chinese background.

The graph below shows a steady decline in disproportionality figures.



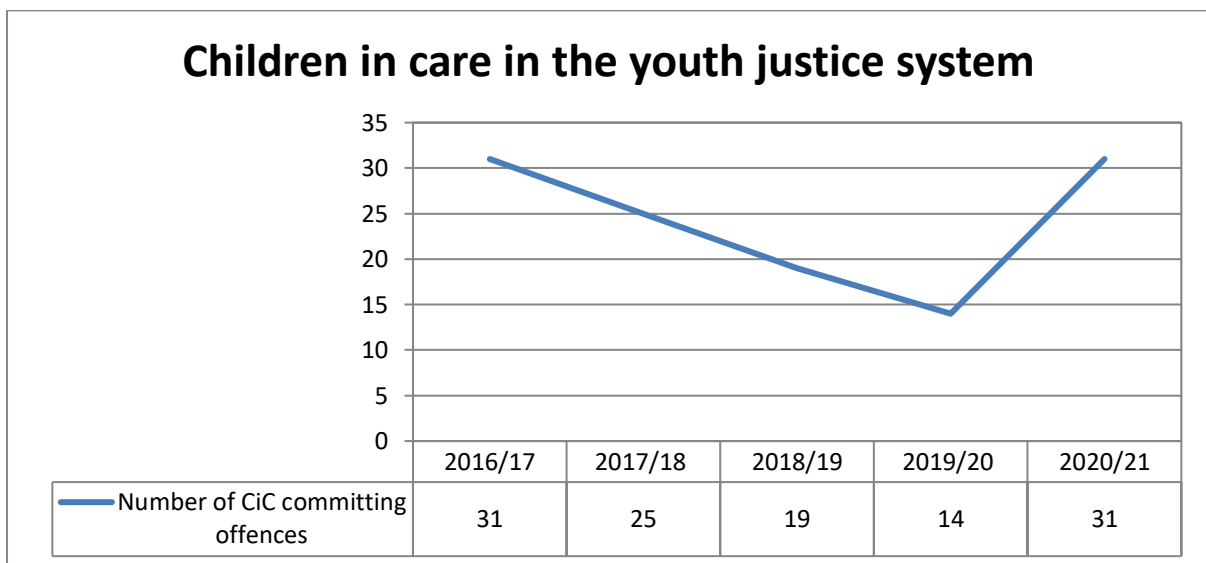
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Reducing the number of children who are in care in the youth justice system

In 2020/21, 31 young people in the care of the local authority received youth justice disposals for offences committed while they were in care. We saw an increase in this figure from the previous year, which was 14 young people. This figure excludes young people who were looked-after solely as a result of being securely remanded.

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.

The graph below shows the CIC offending population at Sheffield YJS, and shows a rise for 2020/21.



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6. Structure and governance

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.

The role and responsibilities of the YJS and the Management Board continues to be regulated by Standards for Children in the Youth Justice System. These include specific standards for Management Boards which have been further extended and clarified within the requirements of Domain 1 of the HMIP Inspection Standards.

The YJS Management Board has a new chair who is the Head of Community Safety and Safer Neighbourhoods. As well as chairing the YJS Management Board she also chairs the Tactical Serious and Organised Crime Board and Performance, Planning and Partnership Group which is part of the Community Safety Partnership.

The YJS Management Board comprises of representatives of each of the statutory partners as well as a range of contributing members and advisors from other local partners.

Representatives from the following agencies sit on the YJS Management Board:

Name	Organisation/Agency
Maxine Stavrinakos - Chair	Sheffield City Council – Place Services Portfolio and Community Safety Partnership
Andy Stirling	Youth Justice Service
Mark Storth -Vice Chair	Sheffield City Council – People Services Portfolio
Marie Carroll	Office of the Police and Crime Commissioner for South Yorkshire
Sally Adegbembo	The Probation Service
Kevin Straughan	Sheffield City Council - Inclusion and Learning
Dan White	Sheffield City Council – People Services Portfolio
Jenny Robertson	CGL (Substance Misuse Services)
Sapphire Johnson	Clinical Commissioning Group
Simon Verrall	South Yorkshire Police
Sam Taylor	Youth Justice Service
Sara Rodgers	Youth Justice Service

The YJS Management Board is identified as a significant partnership for the city. This Board 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.

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The YJS sits in the People Services portfolio within the City Council and within Children and Families service area. This arrangement ensures 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 and care leavers. The Service has ensured that it retains strong links with health and targeted services for young people, 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, and the Community Youth Teams who deliver the councils targeted youth services.

The YJS takes strategic direction from many partnerships and forums including the Safer and Sustainable Communities Partnership, Children and Families Senior Leadership Team, Local Criminal Justice Board, South Yorkshire Violence Reduction Unit and the Vulnerable Young People Executive Board. The YJS is also a 'duty to cooperate organisation' of the Sheffield Children's Safeguarding Partnership and Multi-Agency Public Protection Arrangements Strategic Management 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 2021/22 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.

The total available funding for 2021/22 for the YJS is £2,360,552.

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.

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Finance

The table below shows the partner contributions for 2021/22.

Table 1: Partner Contributions to the Youth Offending Partnership Pooled Budget 2021/22.

Agency	Staffing costs	Payments in kind – revenue	Other delegated funds	Total
Local Authority		-	£824,300	£824,300
National Probation Service	£52,361	-	£5000	£57,361
Health Service	£54,000	-	£113,820	£167,820
Police and Crime Commissioner	£172,800	-	£233,000	£405,800
YJB Good Practice Grant	-	-	£905,271	£905,271
Total	£279,161	-	£2,081,391	£2,360,552

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

Activity / Resources	Effective practice or research benefit	Reference to 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 staffing costs for the service.	<ul style="list-style-type: none"> • Reduce FTE • Reduce Custody • Reduce Reoffending • Safeguard • Public protection • Reducing disproportionality 	£410,000
Commissioning	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. Sheffield YJS has a supported accommodation contract for 14 beds as well as a contract for an accommodation worker.	<ul style="list-style-type: none"> • Reduce FTE • Reduce Custody • Reduce Reoffending • Safeguard • Public protection 	£200,000
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 meetings, panels, one to one sessions and group work.	<ul style="list-style-type: none"> • Reduce Custody • Reduce Reoffending 	£106,000

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Activity / Resources	Effective practice or research benefit	Reference to outcomes	Associated Costs
Maintaining effective and best practice activity	The YJS has identified a training budget to ensure that it is able to effectively induct new members of staff and maintain existing staff in best practice and current thinking. Training for 2021/22 will include pronoun training, court refresher training, DASH and MARAC training, adultification training and cultural awareness training.	<ul style="list-style-type: none"> • Reduce FTE • Reduce custody • Reduce reoffending • Safeguard • Public protection • Reducing disproportionality 	£20,000
Speech and Language provision	The YJS commissions a Speech and Language Therapist, who assesses and works with young people to establish their communication strengths and difficulties, and who also screens for dyslexia.	<ul style="list-style-type: none"> • Reduce custody • Reduce reoffending • Safeguard • Reduce disproportionality 	£44,000
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 • Reduce disproportionality 	£5,000
Accommodation resource	<p>The YJS commissions an accommodation provider to provide 15 beds for young people involved with the service.</p> <p>The Accommodation Worker included in this contract provides support to the young people.</p>	<ul style="list-style-type: none"> • Reduce custody • Reduce reoffending • Safeguard 	£59,312

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Activity / Resources	Effective practice or research benefit	Reference to outcomes	Associated Costs
CAMHS provision	The YJS has an increased CAMHS provision of an additional 3 days of a CAMHS worker to provide support for referrals for YJS young people.	<ul style="list-style-type: none"> • Reduce FTE • Reduce custody • Reduce reoffending • Safeguard • Public protection • Reducing disproportionality 	£30,736
Mentoring service	The YJS has the opportunity to access to a full-time mentor to support young people working with the service. This will be in partnership with our restorative justice service, REMEDI.	<ul style="list-style-type: none"> • Reduce FTE • Reduce custody • Reduce reoffending • Safeguard • Public protection • Reducing disproportionality 	£22,500
Participation and involvement	We will continue to develop our work with the Community Youth teams Young Advisors to develop and implement the strategy to effectively collate the views of young people and use this to improve the effectiveness of the service.	<ul style="list-style-type: none"> • Reduce FTE • Reduce custody • Reduce reoffending • Safeguard • Public protection • Reducing disproportionality 	£10,000

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Activity / Resources	Effective practice or research benefit	Reference to outcomes	Associated Costs
Health and wellbeing	The service is making an investment in to resources that will continue to promote positive activities which can be undertaken with our case managers and support workers. This will include sports equipment such as bikes, cricket equipment etc.	<ul style="list-style-type: none"> • Reduce FTE • Reduce custody • Reduce reoffending • Safeguard • Public protection • Reducing disproportionality 	£10,000

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9. Staffing

Sheffield YJS continues to maintain secondment arrangements with South Yorkshire Police, with two seconded Police Officers, and The Probation Service, with a reduced contribution of one (0.6FTE) seconded Probation Officer. At the time of writing, we have 142 members of staff (including 12 sessional staff and 71 volunteers). A breakdown of gender and ethnicity is shown below.

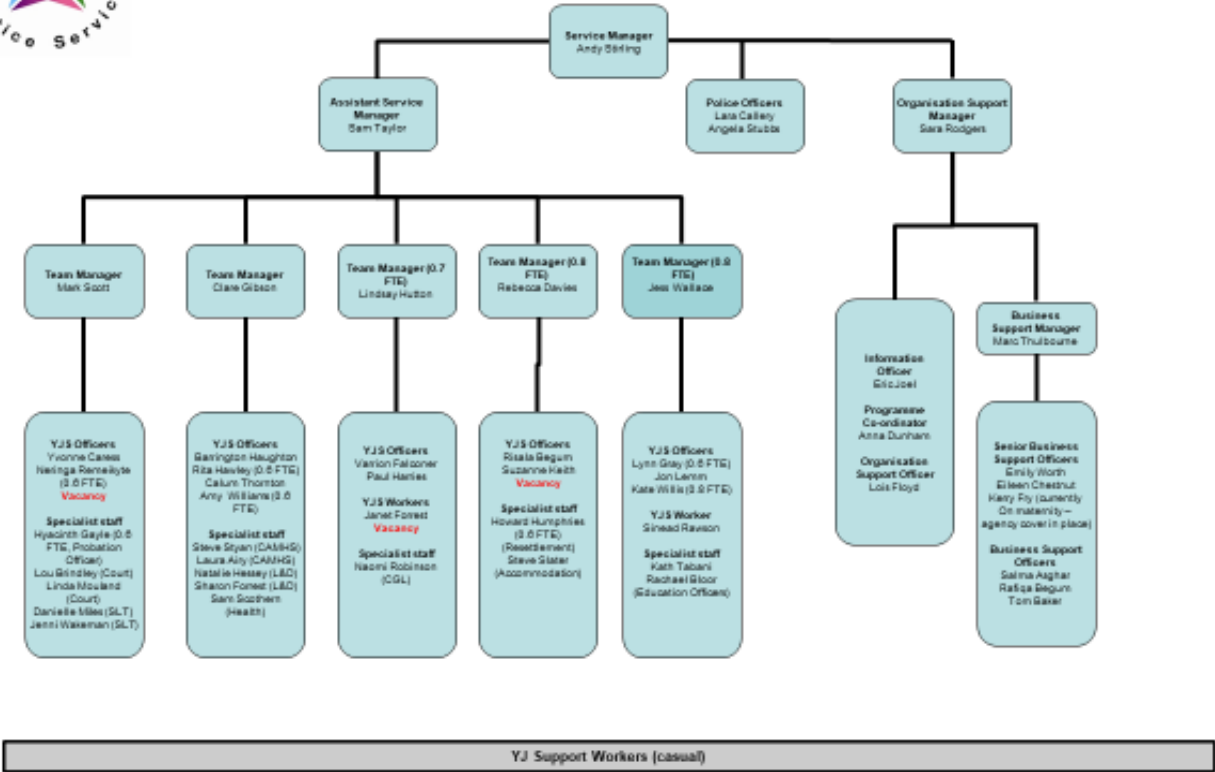
B8: Staffing of the YOT by gender and ethnicity; No. of individual people

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Referral Order Panel Volunteer		Other Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Asian	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	1	0	3
Black	0	0	1	0	1	1	0	0	1	0	0	0	0	2	0	0	3	3
Mixed	0	0	0	0	1	2	0	1	1	0	0	0	0	0	0	1	2	4
White	1	0	2	5	9	22	3	8	5	4	0	0	2	8	9	47	31	94
Any other ethnic group	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	1	1
Not known	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	1	0	3	5	11	26	3	10	8	4	0	0	2	11	9	49	37	105
* Welsh Speakers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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Sheffield Youth Justice Service



10. Partnership arrangements

The Youth Justice Service continues to enjoy a strong and effective representation at management 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, Sheffield City Council and key third sector organisations within the city.

The service is based in the city centre “youth hub” at Star House which hosts a collection of services for children and young people including Children in Care Service, Care Leaving Service, Community Youth Teams, Sexual Exploitation Service, Missing Young People Service, Child Criminal Exploitation Team, Sheffield Futures, Door 43 Young People’s Health and Wellbeing Service and the Integrated Youth Service.

The YJS is represented within a number of key forums and partnerships across the city and county including the Community Safety Partnership, Local Criminal Justice Board, Multi-Agency Public Protection Arrangements Strategic Management Board, Vulnerable Young people’s Executive 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 YJS acknowledges that the Covid pandemic has had a significant impact across all services that make up the youth justice partnership. The initial response to the pandemic has required that key resources including funds and staffing be realigned and repurposed to ensure the delivery of key services. The cost of the requirements to enable staff to work remotely and the adaption of buildings, and the provision of equipment to enable the staff to work safely, has meant that very often these services have been delivered at increased costs although these have not been passed on to the service.

It is envisaged that the transition to recovery will present further significant challenges and demands on resources across the YJ S partnership and the strategic partnerships we are part of.

Whilst at the same time as being acutely aware of the challenges facing all the services within the YJS partnership, and the strategic partnerships within the city, we are also aware of the strength and resilience that comes from being part of them and the support that is reciprocally provided. Continued support to maintain existing positive and collaborative partnerships is key to ongoing planning and delivery of services and positive outcomes for children. Therefore, any planning for transition to recovery for the YJS will need to include the whole youth justice partnership and the wider strategic partnerships we are part of.

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 that have established a formal relationship with the Police and Crime Commissioners Office which complements the monitoring arrangements and synergies between the services and the Police and Crime Plan.

Through our partnerships with health the embedding of Specialist Speech, Language and Communication Therapists (SLTs) within the YJS has enabled us to continue 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). In response to the identification of need for this service from the children and young people open to the service and to ensure that our provision is aligned to new research and developments in this area of practice we have recently had agreement from the YJS Management Board to increase the resource of Specialist Speech, Language and Communication Therapists (SLTs) within the YJS to increase capacity and to meet demand.

Substance Misuse

The Youth Justice Service has a positive and ongoing relationship with CGL - Change Grow Live who through "The Corner" (CGL) provide the Substance Misuse service for Sheffield's under 18's through 1-2-1 support, group work, training and strategy support for all young people's services in Sheffield.

The YJS partnership work with CGL includes:

- A full-time seconded member of staff into Star House – working with young people who are using substances and are already involved in the Youth Justice System. This includes 1-2-1 support, advice and guidance for YJS staff, attendance at all relevant meetings for young people we are supporting and group work/training provision where required. This worker is jointly managed by The Corner and YJS to provide reactive and relevant substance use work to those young people on orders in Sheffield.
- Provision of Community Resolution (out of court disposal) sessions for young people who are caught in possession of cannabis. These sessions are tracked and completed by The Corner staff team to support the desire to keep young people out of the criminal justice system where possible.
- Involvement in the Youth Justice Board – engaging in relevant reviews and planning with YJS and relevant partners.

Out of Court Disposal Process and The Youth Outcome Panel (YOP)

The YJS Out of Court Disposal process is based around the multi-agency YOP process. Cases are referred into the YOP by electronic case management systems to the seconded police officers within the YJS. Once a referral is received it is discussed at the YOP and is allocated to either the CYT or YJS. The relevant service will undertake an assessment which will be presented to a multi-agency panel with representatives from YJS, CYT, SYP and seconded staff from health and victim liaison services. The panel will discuss the assessment and ratify the recommendations and outcomes. The appropriate service identified to undertake the intervention will undertake their normal processes for further assessment, if required. Any cautions or conditional youth cautions will be administered by seconded police officers in the YJS. This enables the delivery of caution and any associated enforcement action to be managed by one team and in one building which integrates interventions and improves service to young people, families and victims.

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 Connect and the Missing Persons data base, (Police) SystmOne (Health), ONE (Multi Agency Support Teams and Education), SIMS (Education), Delius (NPS), Liquid Logic (Social Care) and our own Youth Justice Case Management system, Core+.

Child Criminal Exploitation

Multi-agency working is the key principle to Sheffield's coordinated response with many teams co-located. Parallel complexities are identified such as gang involvement, missing episodes, substance misuse and exploitation to support and protect young people.

'Operation Fortify' is Sheffield's partnership approach to dealing with serious violence, organised criminality and child criminal exploitation.

At the centre of Operation Fortify is a co-located multi-agency team, who has the role of co-ordinating and monitoring activity to tackle serious violent crime across Sheffield. It is the responsibility of this team to gather information and intelligence, to map and monitor organised criminality and violent crime in all its forms. This team ensure that active steps are taken to target, disrupt and prosecute those individuals who participate in, or indeed orchestrate, this activity in our neighbourhoods.

The Amber project is Sheffield's multi-agency exploitation service for children at risk of all forms of exploitation and they are co-located with colleagues from Children's Social Care, Community Youth Teams, Youth Justice Service, South Yorkshire Police, Missing Team, and Early Intervention services (MAST). As well as specialist social workers the team has prevention and intervention workers. They will carry out investigations of those who are being exploited against a whole range of risk levels and agree appropriate responses.

The Green Light Project compliments this and is an offer from the Early Intervention and Prevention Multi Agency Support Team to identify young people at the earliest opportunity who are at risk of or vulnerable to exploitation, urban gang activity, drugs and criminality.

Additional support for young people involved in activities involving drugs is provided by CGL - Change Grow Live who through "The Corner" (CGL) provide the is the Substance Misuse service for Sheffield's under 18's through 1-2-1 support, group work, training and strategy support for all young people's services in Sheffield.

To support children to "take the first step" an Amber Ambassador scheme is being set up with professionals across the city trained to spot exploitation, how to deal with disclosures and what support is available. They will be identified by a badge. This will enable earlier identification of risk across much wider contexts increasing the possibility of effective prevention and reduction in young people's involvement in violent behaviour.

A thresholds document ensures there is a shared understanding of what level of need can be supported by universal services, which need a multi-agency response and what requires a statutory intervention. A pathway documents how professionals should proceed, including the use of the Sheffield Child Exploitation screening tool, which is used alongside the threshold of need document to decide on the best route for referrals although this can also be by directly contacting the Sheffield Safeguarding Hub.

The Vulnerable Young Peoples Executive Board monitor progress against strategic objectives within the Contextual Safeguarding Strategy with its membership including senior officers from partner agencies. A multi-agency data dashboard and performance reporting structure has been developed to support monitoring. Below this sits the Vulnerable Young Peoples Meeting which is a monthly multi-agency meeting looking at operational approaches to protect children and young people. 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.

The South and West Yorkshire Resettlement Consortium

Sheffield YJS is a lead member of The South and West Yorkshire Resettlement Consortium which was established in 2014. The consortium has strong support from a wide range of stakeholders, including: Police and Crime Commissioners, Secure Estate, Youth Offending Teams, Beyond Youth Custody (national resettlement research programme), Police, Probation, DWP, the Youth Justice Board and NHS England. The University of Bedfordshire became an academic partner in early 2017. There is a Strategic Group and an Operational Group who meet on a quarterly basis. The consortium recognises the need for a co-ordinated holistic response to the multiple complex needs of offenders, and a smooth transition from custody to community. Central to achieving these elements is the partnership between agencies. This means effective co-operation between custodial providers and community agencies as well as widespread partnership coordination in the community post release to address offenders' multiple needs. The consortium is in the unique position of having

collected data on all young people in the area sentenced to custody since November 2014 and this information is used to influence its priorities and work plan for the consortium. This work has been undertaken by officers from each YJS and then collated centrally to give a picture across South and West Yorkshire.

The consortium has a range of strengths, including:

- Enables joint working and standard setting at a strategic level e.g. has set local standards around post custody accommodation which have been adopted across Yorkshire & Humber
- Provides an operational managers forum to share effective practice and problem solve
- Offers a combined voice when responding to changes in national policy or consultations
- Enables sharing of resources between areas for a relatively small cohort
- Provides an evidence base and allows data comparison through the resettlement tracker. This work will potentially be further enhanced by the involvement of the academic partner
- Gives a focus on a complex and vulnerable cohort who could cost the public sector a considerable amount if their offending continues. .
- Provides a platform for obtaining funding on a regional basis.

The current objectives of the consortium are:

- Understand the local cohort and analyse need
- Raise the standard of the 'resettlement offer' across South and West Yorkshire
- Work with local, regional and national government to deliver required change
- Ensure appropriate allocation of resources in accordance with identified need and ensure best value
- Promote communication through providing stakeholders with timely and relevant progress updates
- Undertake performance monitoring and evaluation of work undertaken
- Identify and share effective practice in the consortium and nationally
- Raise awareness of the work of the 'value added' through work undertaken in custody.

Sheffield is an active partner in the work of the consortium at Strategic and Operational levels and participates in the programmes and schemes. Sheffield also contributes financially for jointly funded projects which provide cost benefits for the YJS.

Prevent

Sheffield YJS upholds a commitment to address extremism. Prevent in Sheffield is a recognised safeguarding issue and seeks to provide support to individuals to stop them getting involved in criminal activity. It is concerned with all forms of terrorism – regardless of ideology or cause. Safeguarding individuals from radicalisation into terrorism is similar to

safeguarding them from other forms of harm. The Service Manager sits on the Sheffield Prevent Silver Group, and brings relevant information relating to Prevent back to the organisation to be used in context to ensure that safeguarding remains at the heart of Prevent.

The Channel Programme

Channel is a multi-agency safeguarding programme run in Sheffield and is part of the established child protection arrangements.

Channel works to help all vulnerable people children, young people and adults who are at risk of being drawn into terrorism and provides a range of support such as mentoring, counselling and assistance with education and employment etc.

The local Channel Panel is chaired by the Council's Head of Community Safety and Safer Neighbourhood Services who is also the current chair of the YJS Management Board. The Channel Panel links closely with existing processes for safeguarding adults and children 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.

Prevent Training

As part of our statutory responsibilities, all staff need to be aware of the Prevent strategy and what it means for them and public services.

Frontline staff who work directly with children, young people and families receive training to enable them to:

- Recognise when individuals may be vulnerable to being drawn into terrorism
- Be aware of what to do if they have concerns

A council-wide programme of prevent awareness training is in place with the "Prevent Awareness" training course accessible to all YJS staff through the Sheffield Development Hub.

11. Risks to future delivery

For many years Youth Justice Partnership, like all other public services have operated in a context of reduced resource and increasing need within the community it serves. The levels of relative deprivation, child poverty and complex needs 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. However, the impact of Covid 19 on all services and the pressure it brought on services to continue to deliver key support and interventions to reduce risk and vulnerability has surpassed all risks that existed before Covid and continue to exist alongside it and have increased as a result.

This has brought about a significant change to the principal concerns for future YJS delivery. The impact of any further reductions in revenue alongside an increase in need and complexity and hardship faced by the children, young people, families and communities with whom we work is still very much a significant concern but in addition the impact of needing to recover from Covid or respond to any new or emerging challenges that threaten or delay recovery is as significant.

With regard to any reduction in funding we will continue to explore other funding options and bids for existing and new money through local and national initiative around crime and violence prevention and reduction, 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 service and management board will also strive to ensure that the services it funds, and provides, are services that should be funded by the YJS and not front-line local authority services that should be funded by other means.

The cost of remand places for children and young people places a significant burden on both the YJS and the local authority's placement budget.

Sheffield YJS is a low secure remand and custody use area, overall, our relationship with the court is very good, the courts have confidence in our assessments and we always consider every option we propose before remanding a young person or sending a young person to prison.

Sheffield YJS comes from a reducing remand and custody baseline and as a result the central funding towards the costs of secure placements has significantly reduced due to the way it is calculated and a small increase in remands would severely threaten our existing financial and personnel resource. However, we received an additional level of central funding in the last financial year which reduced some of the financial burden.

To try to prevent any rise, and to continue the recent downward trajectory, we will continue to invest time, finance and resource into intelligence and research led strength based desistance and needs analysis, contextual safeguarding approaches, innovative and creative accommodation provision, enhanced levels of supervision, support and

surveillance, individualised remand and ISS packages, appropriate use of compliance panels and enforcement processes, increased restorative justice practice and interventions. We will continue to develop strong links and contribute to local authority decision makers around access to suitable alternative accommodation to reduce the need for remand or custody before and during sentence, and to reduce issues faced by children and young people during transition back into the community and resettlement.

We have continued to maintain the system and process for reporting and reviewing practice with regard to Community Safety and Public Protection Incidents to the YJS Management Board and to key senior managers within the local authority. Any learning from serious incidents is reviewed by the service, management board and senior management and is entered onto the YJS Continuous Service Improvement Plan and shared with staff to improve practice.

The YJS Continuous Service Improvement Plan also includes learning and actions from HMIP Inspection reports, thematic reviews, local and national audits and compliance with legislative changes. Progress regarding identified actions within the plan is reviewed monthly by the YJS management team.

Following our involvement in the recent HMIP Thematic Inspection in May 2021 we will be “investing” in improvements to ensure that the organisation is better informed and equipped to improve the experience and outcomes for groups of minoritised and racialised children, young people and families who are overrepresented in the service. This will be a continuous process which will be regularly reviewed, reported on and monitored at an operational, strategic and management board level. The process will be supported by intelligence, research and qualitative and quantitative data, and underpinned by an increasing use of young people contribution to inform service delivery by an increased investment in participatory and interaction-based tools.

Covid 19 - Risk to Present and Future Delivery

Like many services the Covid-19 pandemic brought about a number of unprecedented challenges to the Sheffield YJS, and the pandemic had a significant impact across all services that make up the youth justice partnership. That being said, as previously stated, the strength and resilience that comes from being part of them enabled support to be reciprocally provided. Initially it required a rapid response and many changes to ensure that the essential work, such as maintaining appropriate and proportionate contact, supporting, and safeguarding children, undertaking assessments, providing interventions and managing risk, continued. A great deal of assessment, planning, consultation, and communication activity was instigated across the whole service, the Youth Justice Partnership, Children’s Services and with the children and their families.

Throughout every stage of the whole Covid period the paramount focus is to ensure that our staff remain safe and protected whilst fulfilling their roles and responsibilities to the service, as do the children who receive the service. Another focus is to ensure that everyone involved is aware of our response, the changes to service delivery and the identified and potential impact this may have. The initial response, the ongoing recovery

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and any response to future changes and impact, whether they be positive or negative, require that key resources including funds and staffing be realigned and repurposed to ensure the delivery of key services.

The cost of the requirements to enable staff to work remotely and the adaption of buildings, and the provision of Personal Protection Equipment to enable the staff to work safely, meant that very often these services are delivered at increased costs.

To ensure we can meet any new challenges the staff and children in the YJS and within the partnership will need to continue to demonstrate the commitment, resilience and flexibility they have throughout the pandemic so far. Through continued innovation, creativity and collaboration within the YJS partnership and wider criminal justice system and with support from within the YJS partnership we aim to deliver the majority of our services and interventions and provide support at the right time to the right people. This will continue in the next phase of our response to the Covid-19 pandemic, and hopefully through to our recovery however the impact of this manifests.

Continued support to maintain existing positive and collaborative partnerships is key to ongoing planning and delivery of services and positive outcomes for children. Therefore, any planning for further transition to recovery for the YJS will include the whole youth justice partnership and the wider strategic partnerships. It is envisaged that the transition to recovery will present further significant challenges and demands on resources across the YJ S partnership and the strategic partnerships we are part of.

12. Priorities for 2021-22

Board members, partners and staff are committed to working together to improve the outcomes for young people involved in the criminal justice system using a 'child first' approach.

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

- Sheffield Community Safety Partnership Plan
- Sheffield Contextual Safeguarding Strategy
- Sheffield Violence Reduction Action Plan
- South Yorkshire Police and Crime Plan
- Sheffield Joint Health and Wellbeing Strategy
- Youth Justice Board Business Plan

We will achieve the priorities set out below with the full and active engagement of the wide range of partners and staff within the Youth Justice Service. Progress against the priorities will be monitored at the Youth Justice Management Board and will be reported to other partnerships across Sheffield and South Yorkshire. The Management Board will offer challenge, expertise and advocacy to support the YJS in meeting its priorities.

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Priority	Why is this important?	What will we do?	How will we know we are making a difference?
<p>Preventing young people getting involved in crime</p>	<p>81 young people entered the youth justice system for the first time in 2020/21 which is a 27% reduction on the previous year and the trajectory needs to continue.</p> <p>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>	<p>We will continue to work with the Community Youth Teams and South Yorkshire Police to deliver the Out of Court disposal process to divert more young people from a criminal justice outcome through the use of No Formal Outcome.</p> <p>Community Youth Teams will continue prevention work with young people at risk of entering the criminal justice arena.</p> <p>We will continue to strengthen our working relationships with council, community and universal services that can offer the positive activities and opportunities that support young people away from offending lifestyles.</p> <p>We will also monitor and report on:</p> <ul style="list-style-type: none"> • The number of referrals to youth crime prevention service. • Data relating to access to early help and prevention services for minoritised and racialised groups • Individual characteristics of those referred for 	<p>Our target is to reduce the number of first-time entrants by a further 5%</p> <p>Young people will get their needs appropriately assessed and will be diverted away from the criminal justice system where possible.</p> <p>The OOC model will continue to be monitored and evaluated by the YJS Management Board and via the South Yorkshire OOC Scrutiny Panel.</p> <p>This will provide direct challenge to our systems, process and practice resulting in improved practice and outcomes for children.</p> <p>The YJS and the Management Board will be better informed about the current cohort of young people and use this knowledge to influence practice.</p> <p>Children and families will have access to the right services, delivered by the right people at the right time.</p> <p>Disproportionality will be reduced.</p>

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Priority	Why is this important?	What will we do?	How will we know we are making a difference?
		<p>OCCD and diverted from criminal justice outcomes</p> <ul style="list-style-type: none"> Individual characteristics relating to engagement in and completions of preventative programmes. 	
<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>Although we saw a 63% reduction in custodial sentences and a binary reduction from 11, 4 children still received a custodial sentence in 2020/21 with 50% of these children being from minoritised and racialised groups.</p> <p>Added to this we saw a slight increase in the nights young people spent on remand.</p> <p>Almost 50% of the total remand nights occurred in Q4 of 2020/21 and as the subject of these remands will receive an outcome in this year we anticipate a pressure on being able to maintain</p>	<p>We will continue to develop and monitor closely 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 continue to develop the recently reintroduced Youth Court User Group to strengthen our relationships with the judiciary.</p> <p>We will continue to review and implement the related action and improvement plans to monitor, challenge and address the over representation of children from minoritised and racialised groups receiving custodial sentences.</p>	<p>Our target remains to continue to further reduce the overall number of custodial sentences and reduce the number of nights children spend on remand.</p> <p>The indicator is the rate of young people receiving custodial sentences per 1000 youth population. The current rate is 0.22% per 1000 of the youth population. The total number of custodial sentences (4) accounts for 4.4% of young people worked with by the YJS in 2020/21.</p> <p>The YJS and the Management Board will also monitor, challenge and report on:</p> <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

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Priority	Why is this important?	What will we do?	How will we know we are making a difference?
	<p>the trajectory of our custodial performance outcome.</p>		<p>remands and total remand bed nights</p> <ul style="list-style-type: none"> • The number of ISS programmes commenced • The number of young people kept in custody at the police station, or placed in overnight foster care, prior to court. • Disproportionality of minoritised and racialised children on remand and receiving custodial sentences.
<p>Reducing reoffending</p>	<p>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.</p> <p>Receipt of up-to-date information relating to re-offending has been delayed.</p> <p>The latest information we have records that there were 44 children in the cohort and 11 re-offenders committed 39 re-offences.</p> <p>This gives a reoffending rate of 25%.</p> <p>This is below the YJS family average of 36.8% and the South Yorkshire rate of 31.8%.</p>	<p>We will embed the recently purchased live re-offending toolkit for our electronic case management system into the YJS</p> <p>This will enable us to accurately monitor the groups and individuals who are most likely to reoffend which will identify themes and inform our practice</p> <p>We will continue to ensure that our assessments promote and identify desistance factors and are reviewed and delivered in a timely manner.</p> <p>We will maintain our whole family approach in recognition of the risk and protective factors that contribute to</p>	<p>Our target is to maintain the reduction in the proportion of young people reoffending within 12 months.</p> <p>The YJS and the Management Board will also monitor, challenge and report on:</p> <ul style="list-style-type: none"> • How the factors that lead to a likelihood of reoffending change throughout the period of supervision and how we respond to this • The proportion of young people in stable and suitable housing and sufficient ETE especially Children in Care and Care leavers. • The individual characteristics of children excluded from mainstream

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Priority	Why is this important?	What will we do?	How will we know we are making a difference?
		<p>reducing re-offending, including the impact of Adverse Childhood Experiences</p> <p>We will promote and implement all activities and interventions that support successful rehabilitation.</p> <p>We will continue to develop our transitional interventions to be evidence-based, inclusive, and offer greater opportunity to support desistance for young people, including through exit strategies & support with transitions to onward services and support.</p>	<p>education or not in education, employment and training</p>
<p>Reduce Disproportionality.</p>	<p>Young people from some minoritised and racialised groups are overrepresented in the criminal justice arena nationally and Sheffield is no exception.</p> <p>In 2020/21 26% of young people receiving one or more disposals were from minoritised and racialised groups.</p> <p>Children from minoritised and racialised groups represented 50% of children receiving custodial sentences and 58% of children remanded in 2020/21 demonstrating that not</p>	<p>Following the principal of 'explain or reform' we have reviewed our Disproportionality Action Plan and our Anti-Racist Action Plan.</p> <p>We will expand on the evidence already submitted to the Sheffield Race Equality Commission to support the independent strategic assessment of the nature, extent, causes and impacts of racism and race inequality within the city.</p> <p>We will respond and contribute to the implementation of any recommendations and</p>	<ul style="list-style-type: none"> • We will see a reduction in the disproportionality of children from minoritised, racialised and overrepresented groups in both FTE and higher tariff sentences. • We will demonstrate greater use of community resources to support engagement and desistance for children from minoritised, racialised and overrepresented groups in the service.

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Priority	Why is this important?	What will we do?	How will we know we are making a difference?
	<p>only are children from minoritised and racialised groups are more likely to enter the criminal justice system but they are also more likely to receive the highest tariff of sentence.</p> <p>Although compared to 2019/20 we have seen a reduction in children from minoritised and racialised groups in the YJS from 37.9% to 26% -we are still exceeding the same cohort in the youth population of Sheffield figure of 23%.</p>	<p>action identified to disrupt systemic issues concerning race, racism and racialised inequalities.</p> <p>The priority will be to identify those actions that can be taken by the YJS and the services that make up the YJS Partnership.</p> <p>We will report on outcomes for children from minoritised, racialised and overrepresented groups and will provide challenge to the Management Board and respond to challenge from the board to improve outcomes and build trust in the criminal justice system.</p> <p>We will further develop and strengthen our relationship with early help and prevention services to divert first time entrants from minoritised, racialised and overrepresented groups though No Formal Action and referral to appropriate services where appropriate.</p> <p>The YJS and the Management Board will make best use of all the available data to inform practice and</p>	<ul style="list-style-type: none"> The YJS and Management Board will monitor, challenge and report on open interventions by % ethnicity, statutory interventions by % ethnicity, non statutory interventions by % ethnicity, custody bed nights by % ethnicity, FTE by % ethnicity, FTE to court by % ethnicity, FTE to custody by % ethnicity, breach action by % ethnicity, suspension and exclusions by % ethnicity, children with SEN and/or EHCP by % ethnicity, access and receipt of early help and prevention services by % ethnicity, access and receipt of statutory children's services by % ethnicity.

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Priority	Why is this important?	What will we do?	How will we know we are making a difference?
		<p>performance and improve outcomes for children and families from minoritised, racialised and overrepresented groups</p> <p>We will challenge our partner agencies to develop and promote their offer to children and families from minoritised, racialised and overrepresented groups to promote early intervention and diversion.</p> <p>We will build links in communities to expand our offer to be more culturally appropriate and increase confidence and trust in universal services and the criminal justice system.</p> <p>We will continue to undertake a multi-agency review if a child from a minoritised, racialised and overrepresented group first time entrant goes straight to custody.</p>	
<p>Children in Care (CiC)</p>	<p>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> <p>31 children in care received youth justice</p>	<p>In partnership with the local authority's children's services and adult criminal justice services we will review and relaunch the Sheffield Strategy to Keep Care Experienced Young People Out of Trouble including the arrangements for care</p>	<p>We will see a reversal in the trajectory and in the number of children in care receiving youth justice disposals.</p> <p>We will see the impact of the Sheffield Strategy to Keep Care Experienced Young People Out of Trouble in</p>

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Priority	Why is this important?	What will we do?	How will we know we are making a difference?
	<p>disposals in 2020/21 this represented a sharp increase in this cohort from 18 in the previous year equating to a 72% increase</p> <p>None of these were custodial sentences but 4 children in care were remanded</p> <p>There will be many reasons for the increase in this figure.</p> <p>Services and individuals who provide care like many others have found the Covid pandemic a significantly challenging experience.</p> <p>The increasing complexity of children coming into care and the delays they may have been in these young people being brought to the attention of social care may have had an impact on our figures.</p> <p>The role of the YJS Children in Care Police Officer has also not been fully implemented during this period for a number of reasons and there have been challenges and changes in the residential estate as the multi-agency Aspire Hubs become established.</p>	<p>experienced young adults.</p> <p>In partnership with South Yorkshire Police and Project Aspire we will review the YJS Children in Care Police Officer role to ensure the resource is utilised in the most effective way.</p> <p>We will endeavour to divert care experienced first time entrants through No Formal Action where appropriate.</p>	<p>the outcomes for children in care not only in the outcomes relating to criminal justice on the outcomes in other key enablers such as education and trusted relationships with those that provide care for them.</p>

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Priority	Why is this important?	What will we do?	How will we know we are making a difference?
<p>Engagement and Participation</p>	<p>Young people are in the best 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 know they have been listened to, their voices have been heard and their opinions valued.</p> <p>The YJS wants to hear the voice of all groups of children who are represented in the service particularly those who are overrepresented.</p> <p>The YJS wants to analyse what children and families have to say to inform practice.</p>	<p>We will continue to develop our work with the Community Youth teams Young Advisors to develop and implement the strategy to effectively collate the views of young people and use this to improve the effectiveness of the service.</p> <p>We will increase the use of self-assessment and parent self-assessment at review and end of orders and harvest the information relating to the service.</p> <p>We will develop an action plan around the areas where young people who are consulted state that we can do better.</p> <p>We will provide opportunities for our children to engage with the wider criminal justice systems and services and the wider children's services including safeguarding, criminal exploitation sexual exploitation, harmful sexual behaviour and education.</p>	<p>We will have an embedded strategy for engagement and participation.</p> <p>We will report on our findings both from self-assessments and from additional participation activities.</p> <p>Agreed actions from the above will be monitored, challenged and reported through the Continuous Service Improvement Plan and through the Management Board.</p> <p>The influence and impact of the voice of the children from the YJS will be seen in children's and criminal justice services, systems, processes and practice</p>

Innovative Practice

Koestler Arts Project

In October 2020 Sheffield's Youth Justice Service partnered with the Millennium Gallery and Koestler Arts for a fantastic opportunity for the children and young people of Sheffield.

Koestler Arts is a charity which helps ex-offenders, secure patients and detainees in the UK to express themselves creatively through the medium of art. The organisation promotes the arts in prisons, secure hospitals, immigration centres and in the community, encouraging creativity and the acquisition of new skills as a means to rehabilitation.

Our children and young people were given the unique opportunity to curate an exhibition that will take place in Sheffield's Millennium Gallery between May and June 2021, with an expected footfall of 20,000 people. Our young people learned about how to create and arrange an exhibition, choosing a wide selection of pieces of art from a pool of 2000 pieces, all of which were created by ex-offenders, secure patients and detainees in the secure estate. From sculptures and pencil drawings to music and poetry, our children and young people have created an exhibition for the people of Sheffield to enjoy. As part of this positive experience our young people also travelled safely to London to see a Koestler exhibition on display at the South Bank Centre.

The YJS is extremely proud of the achievements of our young people and the whole experience for everyone involved was hugely successful and positive. In addition to our own recognition of the efforts from the children we work with, they were also commended for their contribution by the High Sheriff of Sheffield. The children involved were presented awards in a virtual ceremony in February 2021. The young people were able to express themselves and the contributions they made to the discussion regarding all aspects of how the exhibition was going to look including the entrance into the hall, how the exhibits would be displayed even the music that would be playing did not fail to leave anyone that witnessed it impressed.

The children and young people were able to communicate to all an insight into their work to a very high level, the messages it portrayed to them and what they wanted it to say to others and the story it told on their behalf. Added to this are the individual stories behind the personal journeys that all the children and young people have been on and how much more confidence and belief in themselves they now have to take into other aspects of their lives.

This truly positive experience has inspired our children and young people to progress onto various arts-based qualifications and other creative endeavours.

13. Positive comments and case studies

I felt that the work undertaken with this young person allowed me to address unmet health needs and educate both the young person and the mum on the importance of completing vaccination schedules – YJS General Health Nurse

A key strength is your staff - their motivation, openness, willingness to get it right, clear ambition and feelings of wanting to get it right – HMIP Lead Inspector

Our young people have created an exhibition for the people of Sheffield to enjoy and being part of the Koestler Project has inspired them to progress onto various arts-based qualifications and other creative endeavours – Case Manager

I was also able to offer sexual health education to the young person and we discussed the importance of regular STI testing - YJS General Health Nurse

I am delighted to award the Runner Up Prize for Social Care Worker Of the Year Award jointly to 3 Youth Justice Officers, Varrion, Calum and Barrington. They adapted the vital knife and weapons intervention programme to make it accessible for all the children and young people to receive. The impact and outcome not only positively affects the children and young people but their current victims whilst at the same time reducing potential victims. This reflects the dedication and commitment of the trio – Children's Services Annual Practice Awards

Really positive feedback from the session, mentor was brilliant with my young person and it was nice to see him relaxed and talking a bit more openly. I look forward to the future sessions and seeing him progress - Case Manager

Delighted to see how well the order went and particularly pleased at way at the way the young person was able to work with his Officer to complete the work together and I am very happy to revoke the order early. I remain confident I won't see the young person in Court again and I wish him well for the future – District Judge

The Youth Outcome Panel (YOP) is good with the right people in attendance and it provides a good process for decision making - HMIP Lead Inspector

The YJS Resettlement Policy is clearly heart and mind with children at the centre which sets a strong ethos and culture that has been developed over time meaning planning is carefully crafted in line with individual child's needs and children are well prepared for release - HMIP Lead Inspector

Case Study 1

Education Training and Employment Assessment

Tommy was referred through to ETE from a YOP assessment for education support around problems in school, unsupported SEN learning and behaviour concerns. There were also concerns he was at risk of disengaging. At this point, the school were meant to be providing home learning due to Covid. Mum said there was very little communication from school and was asking for support. Mum also thought that school had said Tommy was dyslexic and thinks they provided Tommy with overlays which have been lost.

Initial contact was made with the school to establish what level of support is being provided. Tommy was receiving some pastoral support and had a limited learner profile with very little differentiation through SEND. The school advised that they were offering online learning. Tommy is medicated for ADHD and struggles with focus and concentration resulting in behavioural issues. This is difficult to manage in a classroom, never mind asking mum to home educate.

Tommy's family has said that Tommy doesn't understand the schoolwork as it is too difficult and is having a few friendship difficulties but likes the social side of school. Tommy likes Chaucer and understands the need for good exam results and the impact exams will have on his future. Mum is unaware of what work Tommy was meant to be doing at home and has limited access to technology. I agreed to discuss with school and see if any support could be put in place. I explained to mum dyslexic tendencies go hand in hand with ADHD and to ask for another overlay and strategies for working with young people with ADHD, i.e. shorter learning spurts, visuals and variation of topics around related themes.

Meetings were arranged with mum and the school to discuss concerns and create a plan to put in place for further support.

Following a return to school and considering a S&L report indicating low literacy levels, I suggested regular communication was needed with home and to have an identified person in school for Tommy to access when having problems alongside increased SEND support as well as MYplan (The Myplan would ensure that regular reviews would take place with Tommy and his mum)

A request was made for a further learning assessment through SEN/ Referral for Ed Psych. Mum has been told to ask Tommy each day what had been good about the school day.

Tommy was provided with mentoring session though pastoral support and withdrawal from lesson for catch up. Information was sent out to teachers for increased differentiation. However, I still felt Myplan or referral to the Ed Psych was unnecessary.

I arranged a further meeting with the school, S&L and myself in May 2021 to review progress as mum still felt there were mixed messages, little communication from school, and was unaware of the provision put in place.

I initiated the Myplan with a home visit and discussion with Tommy. Myplan was sent to SENCO and Chaucer when completed.

Further discussion with pastoral manager and review date was set.

Case Study 2

Speech and Language Therapy Assessment, Diagnosis and Support

Lisa is a 16-year-old female. She lives at home with her parents and 2 older siblings. She is the youngest of six children.

Lisa has been known to SLT in the past and was last seen for an assessment in 2016. At this time Lisa was demonstrating strengths in the area of expressive (spoken) language but was struggling to remember and understand spoken language. Strategies were given to the school and Lisa was discharged from the SLT service.

Lisa was re-referred for an assessment in 2020 by her Youth Justice officer.

Lisa's mum reported that Lisa was born one week early by caesarean-section. There were no complications post birth. Lisa didn't crawl (she 'bottom shuffled') and began to walk at approximately 14 months of age. Mum was unable to remember when Lisa began to talk but said there were no concerns. She said Lisa found it difficult to make friends from a young age.

There is a family history of dyslexia, ADHD, anxiety and depression.

Lisa has struggled throughout school and displays dyslexic tendencies. She had involvement from the Learning Support Service in primary school and her report suggested she presents with 'dyslexic tendencies' and possible learning difficulties.

Lisa has some difficulties with fine motor skills e.g. she still struggles to tie shoelaces laces and her writing is messy and difficult to read. Lisa uses her phone to record/translate her speech into text as a tool to help her.

Lisa attended three secondary schools. In year 7 and 8 she attended a Community College where Mum said she received 'little support'. In year 9 she moved to an academy, however, Mum felt the school let her down and didn't give her the help she needed. Lisa then had a period out of school for 8 months before attending another secondary school for part of year 10 and year 11. She had multiple exclusions, mainly for being disruptive in class, because she couldn't do the work. She left with one qualification (Level 1 in ICT).

Lisa is currently on roll at City College doing a hair and beauty course whilst resitting English and maths. She attends a half day per week for a practical session and has maths and English 2 days a week online (due to Covid). Her attendance is excellent and she reported she is really enjoying the practical side of the course, but is finding the written work very difficult.

Lisa had a period of social care and CAMHS involvement in 2019 when she was suffering from mild depression, was self-harming and was frequently running away from home.

Assessment

At the start of her referral order, Lisa's caseworker completed a Speech, Language and Communication Needs (SLCN) screening form, which highlighted areas of strength and difficulty. The SLT met with Lisa's caseworker to discuss the case. The SLT then saw Lisa for 3 assessment sessions, which involved taking a case history with her parents (via telephone) then seeing Lisa face to face to complete both formal and informal assessment activities.

Although initially quiet and anxious, Lisa engaged well during the sessions and was able to maintain concentration for 60 minutes.

Assessment Results

Lisa struggles with her confidence and self-esteem and this impacts on her ability to initiate interactions with unfamiliar people and repair communication breakdown.

Diagnosis following SLT assessment: Developmental Language Disorder (DLD) and possible learning difficulties.

On formal assessment Lisa's scores ranged from being within the expected range for her age (following spoken instructions and formulating sentences) to having moderate to severe difficulties (understanding vocabulary and understanding spoken paragraphs/stories).

Lisa's auditory memory skills (sentence repetition) were mildly delayed.

On informal assessment Lisa presented with higher level language difficulties e.g. emotional literacy, comprehension monitoring, formulating and sequencing narrative and problem solving.

Lisa has developed functional expressive language skills which are likely to mask her underlying memory and processing difficulties, especially if she is anxious and in a state of emotional dysregulation.

Lisa's communication strengths include:

- telling the time with a digital clock and understanding some time concepts
- understanding short spoken instructions
- formulating simple and complex sentences
- using appropriate verbal social skills e.g. turn-taking
- using appropriate non-verbal skills e.g. eye contact and body language
- maintaining friendships

Lisa's language, social communication, memory and dyslexic tendencies may/will affect her ability to:

- maintaining attention and concentration in a classroom setting
- understand vocabulary at the expected level for her age
- remember and understand long instructions and spoken information
- engage in group work (with unfamiliar people)
- problem solve and think before she acts
- understand non literal language e.g. make deductions/predictions which rely on her ability to 'read between the lines' and 'see the bigger picture'
- form friendships
- express and regulate her emotions
- read and understand what she's read
- spell and write down information

Support offered

The SLT shared information regarding Lisa's strengths and difficulties with her parents, YJS caseworker, college and other professionals. A 'communication profile' was written to provide support strategies for Lisa's language, communication and learning needs.

SLT Recommendations/Actions

- For college to request a cognitive assessment to identify if Lisa has a learning difficulty.
- For college to apply for an Education Health and Care (EHC) plan (if they feel this is necessary) based on the findings of the recent SLT assessment.
- For Lisa to have access to literacy support and a laptop/speech recognition software to enable her to access the curriculum.
- For Lisa to be given a help card so she has clear instructions what to do and who she can go to for support if she has a problem in college. This will hopefully help Lisa to become more independent and solve her own problems in future.

As a result of the assessment, it was established that Lisa has a Developmental Language Disorder (DLD). The SLT formulated a comprehensive report and communication profile which highlights both Lisa's strengths and difficulties in terms of her communication, and how best to support her.

Feedback from Parent

How has SLT involvement helped?

'I think Lisa has started to believe in herself a bit more. Someone is sitting up and listening. You've explained about her strengths and difficulties and what that means. I now understand her difficulties and how to help her a lot more. College now understand more too.'

Feedback from Child

What have you enjoyed? and how have the SLT sessions/activities helped?

'I am asking people to explain things and I'm not going along with things. Normally, I won't ask anything, I used to think 'I'm thick and stupid' and give up. Now I'll try again and say when I don't understand ... ask for help.' In a good way as bad as it is, I'm glad I got sent to court and in trouble because I wouldn't have got all the help I have, so thank you.'

What words would you use to describe SLT?

Finally, I asked her what words she would use to describe SLT, she said

'Amazing, kind, helpful, listens and fun!'

SLT Team

The speech and Language team in Sheffield Youth Justice Service in Sheffield is an invaluable service offered to all children that it is felt appropriate to be referred.

The service can highlight difficulties that the children have but not picked up in school.

When referred the child will have individual sessions with the SLT staff to establish a forward path for a positive outcome.

It is reassuring that the children that the service have worked with, have given feedback in a positive manner.

Youth Justice Plan 2021-22



14. Approval and sign off

This plan has been approved by the following partners:

Organisation	Name and position	Signature
Sheffield City Council	Maxine Stavrianakos Head of Neighbourhood Intervention & Tenant Support Chair of YJS Management Board	
Sheffield City Council	Carly Speechley Director of Children's Services People Services Portfolio	
Sheffield City Council	Councillor Jayne Dunn Cabinet member for Children, Young People and Families	J.P. DUNN.
Sheffield NHS Clinical Commissioning Group	Sapphire Johnson Head of Commissioning – Children, Young People & Maternity Portfolio	
The Probation Service	Sally Adegbembo Head of The Probation Service South Yorkshire (Sheffield and Barnsley)	
South Yorkshire Police	Simon Verrall Superintendent for Neighbourhoods and Partnerships, Sheffield	