



Sheffield Youth Justice Service Annual Youth Justice Plan 2013-2014





CHAIR'S FOREWORD

On behalf of the Sheffield Youth Justice Service Partnership Board I am pleased to introduce the Youth Justice Plan for 2013/ 2014. The plan details our achievements in 2012/2013 and sets out how we will continue to deliver successful youth justice services in the forthcoming year.

The past 18 months have brought significant changes across the youth justice sector nationally through the introduction of new legislation, policy and case law in respect of the way that 17 year olds are supported whilst in police custody. With further significant changes anticipated across the criminal justice system, and within the context of payment by results and continuing reductions in services budgets, the following plan sets out how the Sheffield Youth Justice

Service Partnership will continue to ensure effective delivery of key public protection, community safety and children's safeguarding services that maximise available resources and deliver effective and targeted interventions. We continue to strive to use resources in the most effective way by preventing the costs of crime through early targeted intervention, effective assessment and action and effective partnership working.

Our plan sets out our core objectives of further reductions in youth custody, young people re-offending and preventing young people entering the criminal justice system. It outlines how we will achieve these aims alongside wider service priorities as set out in the city's Children Services Plan, the Safer Communities Plan and the County Area Police and Crime Plan.

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

Tony Tweedy

Director for Lifelong Learning,
Skill & communities
Chair Sheffield Youth Justice
Service Partnership Board

Contents

Introduction to the 2013/14 Youth Justice Plan

Vision, Mission Statement and Service Values

Section 1 – Resourcing and Value for Money

Section 2 – Structures and Governance

Section 3 – Partnership arrangements

Section 4 – Risks to future delivery

Section 5 – Performance 2012/13

Section 6.1 – Priorities for 2013/14

Section 6.2 – Key Priority Areas for 2013/14

Section 7 – Case Studies and Examples of Effective Practice

Section 8 – Senior Partner Sign Off



INTRODUCTION TO 2013/14 YOUTH

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

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

The partnership is a key contributor to both Community Safety and Children's Services responsibilities within the city and the head of service holds a seat as a board member on both the 0-19 Partnership and the Sheffield Safer and Sustainable Community Partnership boards. The YJS plays a vital role in contributing both to improving community safety and to safeguarding and promoting the welfare of children, in particular protecting them from significant harm. Many of the young people involved with, and engaged by, the YJS are the most vulnerable children and are at greatest risk of social exclusion. Our multi-agency approach ensures that we play a significant role in contributing to addressing the safeguarding needs of these young people.



THE JUSTICE PLAN

The Sheffield Youth Justice Service is a multi-agency service comprising of four statutory agencies; Police, Probation, Health and the Local Authority, each of whom hold a statutory responsibility for resourcing and supporting the partnership. Following the introduction of the office of the Police and Crime Commissioner (PCC) in 2012, the partnership has also welcomed the commissioner as a new key funding partner to the partnership. In addition to statutory funding partners there is also representation within the partnership of other services key to the delivery of the core aims, including Her Majesty's Courts and Tribunal Services (HMCTS), the Chair of the Youth Court Bench, Sheffield Safeguarding Children Services, and Sheffield Futures, the city's charitable status Youth Services.

Over the past year there have been a number of significant changes nationally that have shaped the delivery of Youth Justice Service across the country. Many of these changes were set out in the 2010 publication of the governments *"Breaking the Cycle: Effective Punishment, Rehabilitation and Sentencing of Offenders"*, which heralded the most significant changes to youth justice legislation in the decade since Youth Offending Teams were established in April 2000.

VISION, MISSION STATEMENT AND SERVICE VALUES

Significant changes signalled within the 2010 green paper, supplementary guidance and policy documents have, and continue to implement a number of changes across both youth justice sentencing and accountability in the youth justice system.

Changes to date include:-

- An increased focus on the use of restorative justice
- The introduction of new Out of Court Disposals
- A revision of National Standards
- Transfer of the responsibility for funding of young people remanded to the secure estate to local authorities.

Both the performance and quality of services delivered continues to be monitored nationally by the Youth Justice Board (YJB) for England and Wales, and the head of service meets regularly with the

regional YJB Business Area Manager and other heads of service across the region. The key nationally monitored outcomes for the partnership are:-

- First time entrants to the youth justice system
- Proven rate of re-offending for children and young people who offend
- Use of custody

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

There is a statutory requirement for each local authority to set out an annual plan for the delivery of Youth Justice Services within their area and the following plan incorporates statutory required information on: Value for Money, Structures and Governance, Partnership Arrangements and Risks to Future Delivery, along with information on local priorities and case examples of effective practice within the Sheffield YJS partnership.

Joel Hanna

Service Manager
Sheffield Youth Justice Service





VISION

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

MISSION

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

VALUES

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

1 RESOURCING AND VALUE FOR MONEY

The levels of partnership contributions have previously been based on an agreed formula for maintaining equitable contributions that were established a number of years ago by the partnership. This established method of agreeing annual contributions provided that any disinvestment from one partner would cause proportionate disinvestment by the remaining partners. For 2013/14, funding partners were asked for an early indication as to allocations of contribution, however due to individual partner financial processes and also the significant change in the landscape for South Yorkshire Polices' financial management as a result of the new office of the Police and Crime Commissioner, confirmation of final allocation was not received until late May.


With regard to the Effective Practice grant from the YJB, as previously advised and anticipated, the Home Office element previously embedded within the central allocation was withdrawn and allocated to the Police and Crime Commissioners Community Safety Fund. This reduction, together with the reduction in the remaining YJB allocation amounts to a total reduction of 15.6%

on 2012/13 figure. Through close liaison with the Police Authority within 2012, and following the successful election of the South Yorkshire Police and Crime Commissioner, the office of the PCC has ensured that the service have retained this contribution via the Community Safety Fund for 2013/14. Early conversation with the Police and Crime Commissioner has indicated that there is significant mutual value in the YJS and PCC working together to meet the joint strategic aims and outcomes set out within both the South Yorkshire Police and Crime Plan and this Annual Youth Justice Plan.

In respect of the remaining Youth Justice Board Effective Practice grant, the terms and conditions for receiving this grant have been revised and were issued to all YOTs in late May. The new terms and conditions set out a clear expectation for how this grant allocation may be used and introduced a new requirement for YOT managers to produce a costed plan to provide evidence of how the allocated funds will support a reduction in; youth re-offending, reduction in first time entrants, reduction in the use of youth custody, effective public protection and

effective safeguarding through developing good practice and supporting research.

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



Funding for the Youth Justice Service for 2013/14 is made up of contributions from the statutory partners, the YJB Effective Practice grant and a grant contribution from the Police and Crime Commissioner's Community Safety Fund. The service also oversees the Local Authority budget provided to meet the cost of young people remanded to the secure estate which, from this year, has been transferred in full to the Local Authority following the enactment of provision within the Legal Aid, Sentencing and Punishment of Offender (LASPO) Act 2012. The full contributions that make up the overall Youth Justice Service budget can be seen in the table set out below. Total available funding for 2013/14 for the YJS is £2,975,126. This compares to a 2012/13 total of £3,155,294 which is a reduction of funding of £180,168 (5.7%).

Since being established in 2000 and at the request of the then Chief Executive responsible for establishing the delivery of the Youth Justice Statutory functions within the city, the YJS has retained independent financial advice and scrutiny on behalf of the board. This role has been pivotal to ensuring the confidence of all partners contributing resources to the YJS and in securing appropriate settlements. The independent financial advisor role also ensures support for the YJS in providing transparency and accountability in negotiations relating to funding and resources. The role continues to oversee the management of the budget on behalf of the partnership and advise the board with regards to liabilities and forthcoming pressures and risks.

YOUTH JUSTICE SERVICE PARTNERSHIP FUNDING FOR 2012/13

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police (District Commander Allocation) Partnership contribution	£172,800			£172,800
Police and Crime Commissioner Partnership contributions			£100,890	£100,890
Probation Partnership contribution	£161,173		£98,364	£259,537
Health Partnership contribution	£53,960		£118,507	£172,467
Local Authority Partnership contribution			£1,034,799	£1,034,799
YJB Effective Practice Grant			£1,070,549	£1,070,549
Police and Crime Commissioner Grant (Community Safety Fund Grant)			£164,084	£164,084
Total				£2,975,126

2 STRUCTURES & GOVERNANCE

Youth Offending Teams were established under the statutory provisions of the Crime and Disorder Act 1998. The act set out the requirement for a local Youth Offending Team comprising the four statutory agencies of: the Local Authority (including Children's Services Social Care and Education), Police, Probation and Health. Accompanying the Crime and Disorder Act 1998 was an inter-departmental circular on 'Establishing Youth Offending Teams' that set out the requirements for a governing chief officer steering group. In 2004 the YJB published Sustaining the Success: Extending the Guidance, Establishing Youth Offending Teams, that set down the requirements for steering groups to transfer into governing YOT Management Boards. The role and responsibilities of Youth Offending Teams and their governing Management Boards have since and continue to be, regulated by National Standards for Youth Justice Services. National Standards include specific standards for YOT Management Boards. The Sheffield YJS Board is currently chaired by a director within Children Young People and Families who has a direct link to the Executive Director of Children's Services and in turn a direct link to

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

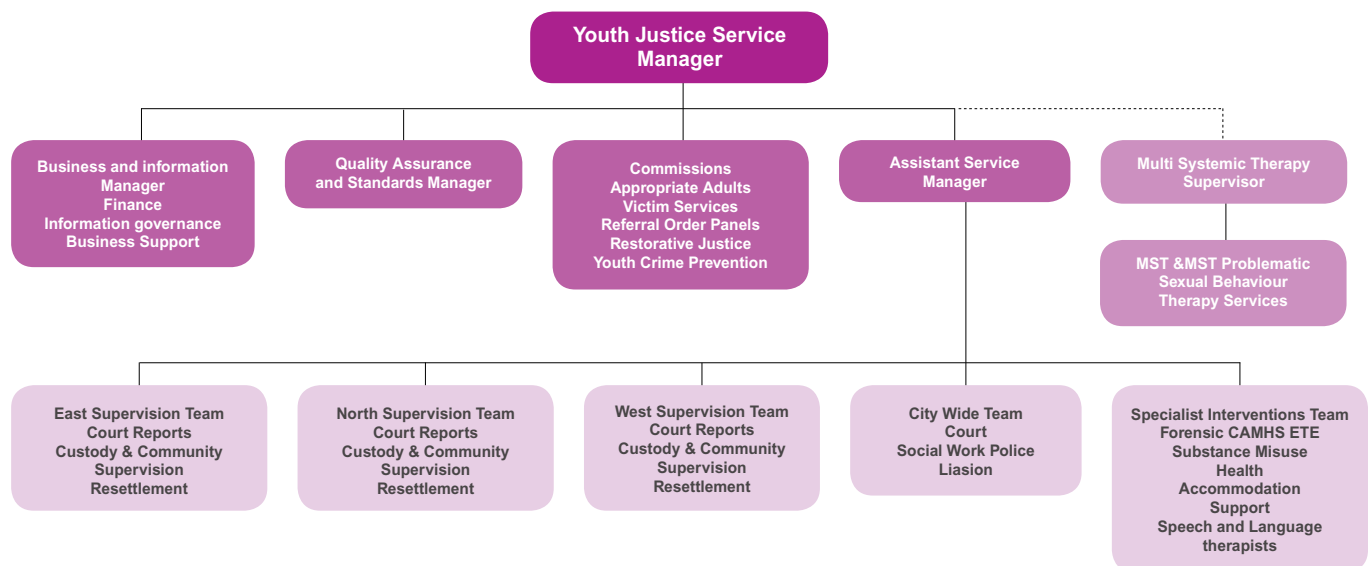
The YJS continues to sit within the Children, Young People and Families (CYPF) portfolio within the City Council, and following a review of service structures in response to the changes to Youth Justice Services through the implementation of LASPO, the service has relocated

from Lifelong Learning, Skills and Communities to within Children and Families services. This move was viewed as essential in order to ensure best joint work with wider children's specialist services including those for Looked After and Adopted Children (LAAC). The service has ensured that it retains strong links with Integrated Youth Services (IYS) and the head of service remains a member of the CYPF strategic youth partnership meetings. The delivery of the YJS youth crime prevention responsibilities are commissioned by the head of service from targeted Integrated Youth Services and delivered by the city's multi-agency Community Youth Teams. The YJS takes strategic direction from both the 0 – 19+ Children's Partnership and the Safer and Sustainable Communities Partnership. In addition to membership of these two key partnerships, the YJS is also a 'duty to cooperate organisation' of the Sheffield Safeguarding Children's Board and Multi-Agency Public Protection Arrangements Strategic Management Board and has a seat on the Local Criminal Justice Board.

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

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

- Take reasonable steps designed to reduce the need to bring criminal proceedings against children and young people in their area
- Avoid the need for children within their area to be placed in secure accommodation.
- Monitoring the services response to Thematic Inspections
- Overseeing the services management and response to notified Community and Public Protections Incidents (CSPPI)
- Providing financial governance for the partnership
- Ensuring the services delivered have reference to the responsibility towards victims of youth offending



3 PARTNERSHIP ARRANGEMENTS

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

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

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



Partly in response to the significant changes brought about by the introduction of the Police and Crime Commissioner's Office the YJS has been working closely with the three other county Youth Offending Teams to ensure that where appropriate, resources are shared, contracts joined and effective practice and learning shared to deliver consistent, best value and high quality services across the county. Arrangements are being agreed to establish a formal relationship with the PCC which will be complemented by the monitoring arrangements put in place for reporting spending against the PCC's grant award from the Community Safety Fund. It is anticipated that the YJS Head of Service will meet, together with the three other YOT Heads of Service in the county, respective chairs of each partnership board and the Police and Crime Commissioner on a biannual basis.

Over the past year the YJS has led on the Home Office supported Ending Gang and Youth Violence Programme, which successfully implemented a peer review in 2012 of both the city strategy and operational arrangements for tackling and preventing gang and youth violence. Though the one year funding from the Home Office for this work has now ended the partnership, specifically between the voluntary, community and faith sector, there has been a significant and positive legacy of the programme. This area of work remains a key priority for the city both in respect of community safety and children's safeguarding. The YJS continues to work together with targeted Youth Services, Police and Probation services to develop and deliver prevention, enforcement, disruption and exit strategies for those identified as engaged in, or at risk of, gang or youth violence.

There have, and continue to be, many significant changes within both the youth and adult criminal justice systems. Within the last twelve months there have been a number of government consultations and initiatives which indicate further changes specifically with regards to the arrangements for the delivery of adult offender management and probation trust arrangements. That said, the consistent message with regards to Youth Justice arrangements has been that there is no current intention to further alter the governance, arrangements for Youth Justice provision.

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

That said, the YJS is a partnership service and relies on resources from key agencies in addition to central government funding. The current consultation with regards to the future delivery of Probation Services is silent in respect of the continuation of the statutory responsibility to YOT partnerships, though will need to be considered within any transitional process. Also as other public services restructure and reduce in respect of the funding they each receive, there is an obvious need to continue to review contributions and ensure

4 RISKS TO FUTURE DELIVERY

that delivery of service is targeted effectively and of best value. This is also an additional and as yet uncalculated risk in relation to the possible impact the forthcoming changes to the welfare benefits system may have on offending, Youth Justice and wider children's services. Monitoring and consideration of these risks is ongoing within the relevant city partnerships to which the YJS is a contributor.

The new arrangements for YOTs to provide a costed plan in relation to the Youth Justice Board effective practice grant, as set out within the new Terms and Conditions for this allocation, also present something of an unknown risk with regards to the stated requirements to ensure that the allocation is used solely for activity which relates to 'developing

good practice and research' and not to fund ongoing operational activity or 'business as usual'. At the time of setting this plan, clarity is being sought nationally to ensure that proposed spending on service delivery meets these requirements.

The service is continuing to respond to a significantly entrenched and complex group of young people and whilst there has been a continuing trend of reduced first time entrants both nationally and locally, which is to be welcomed, those young people who remain in the Court cohort present persistent and multifaceted needs. As the overall risk and complexity managed by the service has become higher, this has presented additional training and development needs across the service which are currently being delivered

though accessing YJB, regional MAPPA partnership, Children's Services and specifically commissioned training.

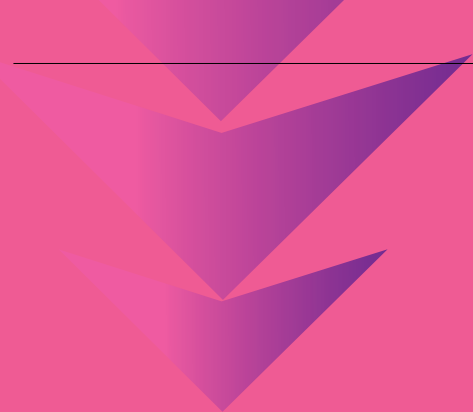
Sheffield, as many other core cities, is experiencing an increase for every academic year over the last 3 years of the number of young people eligible for free school meals. This data suggests that Sheffield will see increasing proportions of young people coming through the senior years and leaving school in positions of relative poverty in the coming years. Though this does not provide any certainty, that the recent national and local trend of reductions in youth offending might change, the service is currently undertaking joint analysis with wider children's services into this area.

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

5 PERFORMANCE FOR 2012/13

PERFORMANCE FOR 2012/13

At the end of 2012/13, the head of service met with the YJB area Local performance Advisor to review performance over the year and discuss priorities and planning for the forthcoming year. The service's performance for 2012/13 was rated green in each of the three nationally monitored areas (Reducing First Time Entrants, Reducing Recidivism and Reducing the Number of Young People Receiving Custody). In addition to these nationally monitored areas of performance the service also reviewed performance against its agreed local priorities which are set out below.



The Sheffield Youth Justice Service continues to use Careworks which allows reports to be shared automatically with managers and also provides information data directly to the National Youth Justice Information Management system (YJMIS). At the South Yorkshire Heads of Service meetings conversations are on going about the potential to join the four service databases, as each use the same information management system, to provide cost savings and wider county reporting opportunities.

The reports provided by Careworks are used at the operational level to enable managers to have a good knowledge of the cases currently under supervision with levels of intervention and the compliance

against the national standards that underpin the good management of the cases. They will also allow working practices to be addressed to meet areas of underperformance and also indicate where resource allocation needs to be adjusted to meet any indicated areas of shortfall.

Regular discussions on performance form a part of the YJS Service Improvement managers' monthly meetings and regular updates are presented on quarterly performance against the national key measures for first time entrants, rate of re-offending and custodial sentencing, along with our other key priority areas. Reports are also compiled on a quarterly basis, benchmarking Sheffield against both county

and core city services which are presented to the YJS Partnership Board for discussion.

The service has commissioned ViewPoint, an interactive online resource, to support the service, engage young people in contributing their views and feedback. Viewpoint has also been trialled by Her Majesties Probation Inspectorate as a method of collecting service user input when inspecting services. Collating and analysing Service user feedback has previously been identified as an area for further development and it is anticipated that through developing use of Viewpoint, which has been successfully utilised within a number of other YOTs nationally, the service will address this.

**NATIONALLY MONITORED PRIORITY:
PREVENTING YOUNG PEOPLE ENTERING
THE YOUTH JUSTICE SYSTEM**

The actual number of first-time entrants to the youth justice system in Sheffield continued to fall within 2012/13 and there were a total of 194 first-time entrants showing an overall reduction of 30% on the 2011/12 year end position. 59% of these received a police reprimand, 22% a final warning and for 19% their first disposal was a court order. This is an improvement on 2011/12 where 22% of first disposals were court orders.

**NATIONALLY MONITORED PRIORITY:
PREVENTING REOFFENDING**

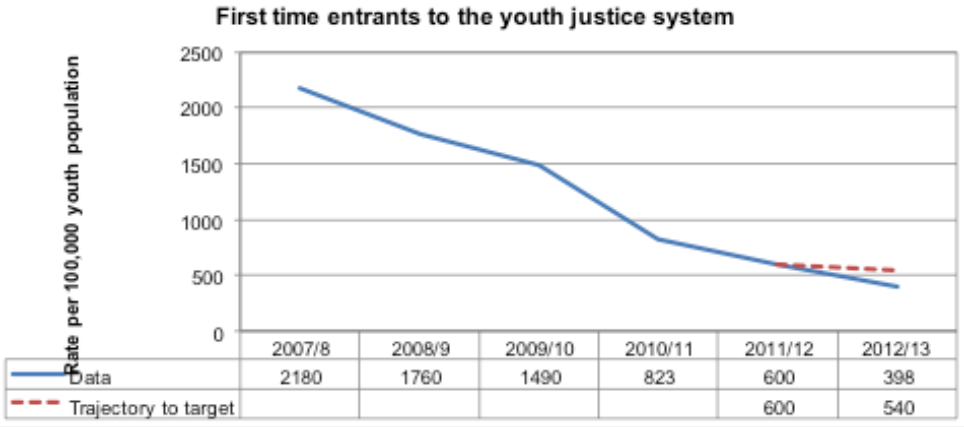
This measure tracks young people who committed an offence in a 12-month period for the subsequent 12 months to see if they are proven to reoffend, i.e. they receive an out-of-court disposal or a conviction in court. There is an additional 6-month lag to allow for criminal proceedings to go through and then a final number is taken. The time periods are therefore significantly delayed; the latest figure reported here is for July 2010 – June 2011 . This number is reported as the percentage of young offenders in the 12-month cohort who have reoffended. The data shows an overall reduction in the

numbers of young people within the cohort, the number of young people who re-offend and the number of re-offences they commit. However, as the cohort reduces it is evident that those who remain within it are the more persistent and entrenched as shown by a review of the number of previous offences per young person in the cohort and the increasing frequency rate (average number of re-offences per youth in the cohort).

The reoffending rate is quite variable from quarter to quarter and is difficult to be certain of longer-term trends; however the latest figure is both lower than the quarter before and than for 2011/12. The reoffending rate for Sheffield is lower than the average for Core Cities (39.7%), and in the second-best quartile nationally.

**NATIONALLY MONITORED PRIORITY:
PREVENTING YOUNG PEOPLE ENTERING THE YOUTH
JUSTICE SYSTEM**

Indicator	Direction of travel	Target met?	Comparison against Core Cities	Overall performance
First-time entrants to the youth justice system	Improving	Target met	Best performing (Oct11-Sep12)	GREEN

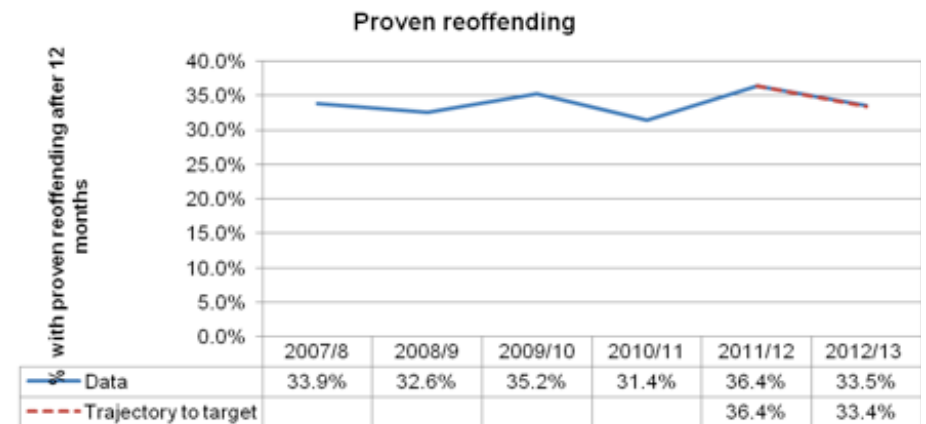


The above graph indicates what the number of FTEs to the youth justice system would be if there were 100,000 young people aged 10-17 in Sheffield.

The reoffending rate for Sheffield is lower than the average for Core Cities (39.7%), and in the second-best quartile nationally.

NATIONALLY MONITORED PRIORITY: PREVENTING REOFFENDING

Indicator	Direction of travel	Target met?	Comparison against Core Cities	Overall performance
Proven reoffending within 12 months	Improving	Target met	Better than average	GREEN



Note that this is equivalent to Quarter 4 reporting; the target is set against the July 2010 – June 2011 target

NATIONALLY MONITORED PRIORITY: REDUCING THE USE OF CUSTODY

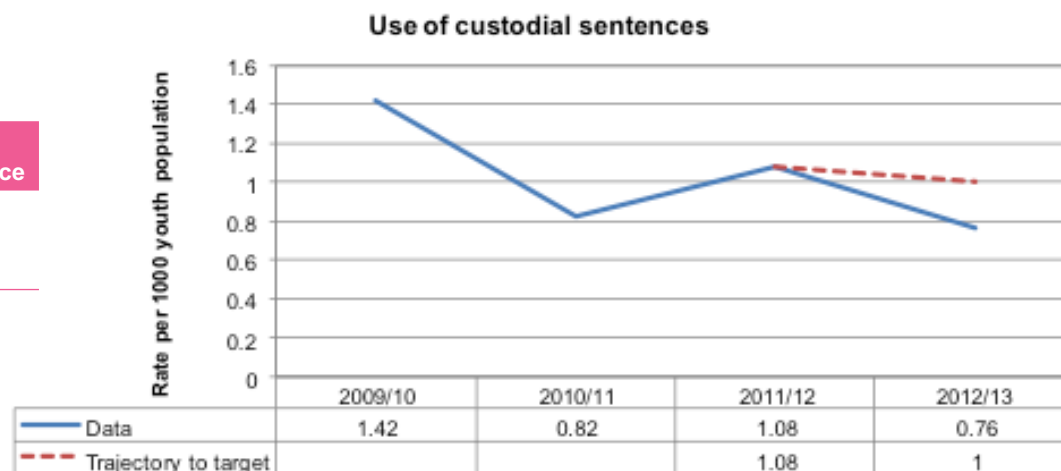
The indicator here is the number of custodial sentences given at court per 1000 youth population. It is improving: the number of custodial sentences for 2012/13 is 37, compared to 50 over the same period last year. As shown, performance has exceeded the reduction target. As a percentage of all court disposals, custodial sentences represented 9.76% compared to 8.31% for the same period last year; a slight increase on last year which is due to the lower number of young people coming to court for sentencing and a reflection of the serious nature of offending that continues to be dealt with by the court. The rate of custodial sentences is amongst the lowest of the Core Cities.

LOCAL PRIORITY: REDUCING ETHNIC DISPROPORTIONALITY IN THE YOUTH JUSTICE SYSTEM

In the past the proportion of BME young people subject to custody or remand has been rising, and disproportionately high – it is pleasing to note that this trend is now in reverse. However, the number of BME young people entering the YJ system overall, historically quite low, has been increasing, and is now roughly proportionate to the percentage of BME young people in the population overall. This will be an area of focus in the coming year.

NATIONALLY MONITORED PRIORITY: REDUCING THE USE OF CUSTODY

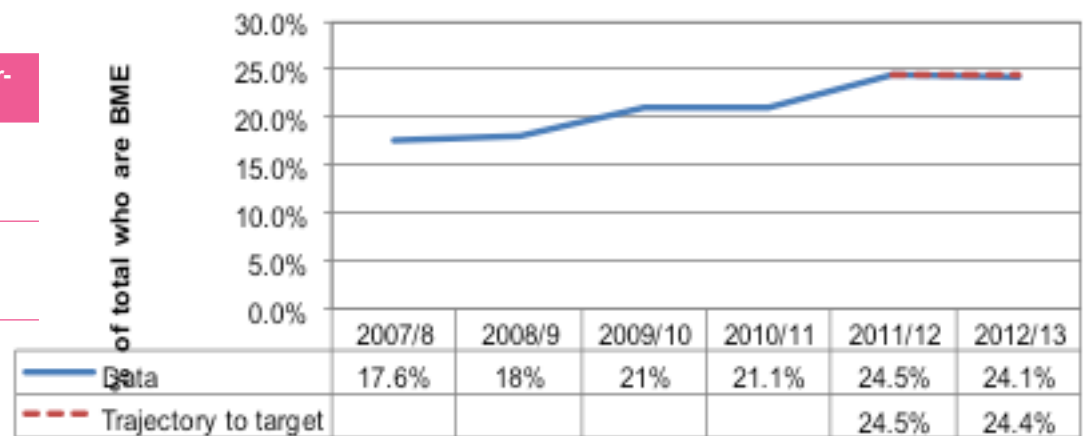
Indicator	Direction of travel	Target met?	Comparison against Core Cities	Overall performance
Custodial sentences given at court	Improving	Target met	Best performing of reporting (Jan-Dec12)	GREEN



LOCAL PRIORITY: REDUCING ETHNIC DISPROPORTIONALITY IN THE YOUTH JUSTICE SYSTEM

Indicator	Direction of travel	Target met?	Peer comparison	Overall performance
BME young people in custody and on remand	Improving	Not applicable	Not available	GREEN
BME young people on youth justice disposals	Improving	Target met	Not available	GREEN

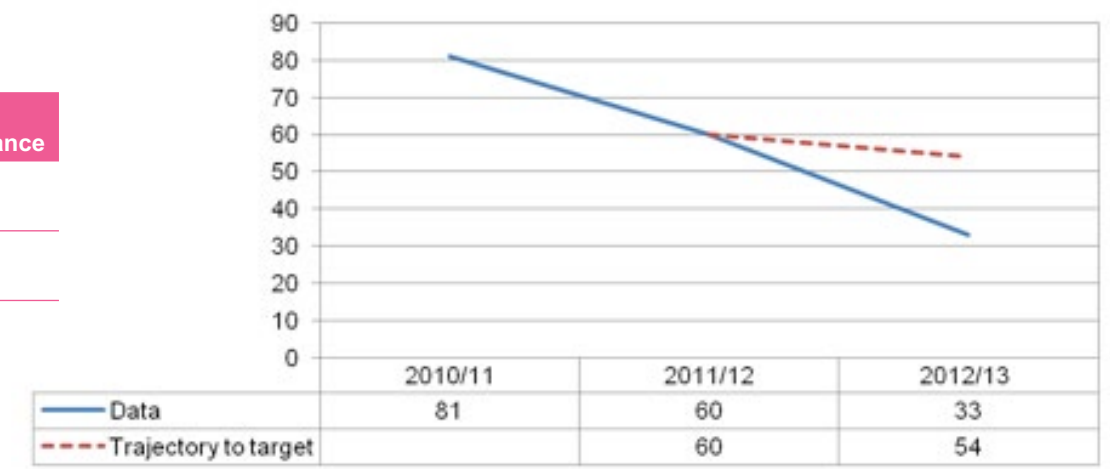
BME young people on youth justice disposals



LOCAL PRIORITY: REDUCING THE NUMBER OF LOOKED-AFTER CHILDREN IN THE YOUTH JUSTICE SYSTEM

Indicator	Direction of travel	Target met?	Comparison against Core Cities	Overall performance
LAC receiving youth justice disposals	Improving	Target met	Not available	GREEN
LAC in custody and on remand	Improving	Not applicable	Not available	GREEN

Looked-after children receiving youth justice disposals



LOCAL PRIORITY: REDUCING THE NUMBER OF LOOKED-AFTER CHILDREN IN THE YOUTH JUSTICE SYSTEM

The number of young people with looked-after status receiving youth justice disposals has fallen steadily and is 27 lower than at the same point last year (note this excludes young people who are LAC due only to being remanded). The number of young people who have looked-after child status who are in custody or on remand has also decreased since August 2012, both as an absolute and as a proportion of all young people in custody and on remand. This achievement has been significantly supported by the Head of Service taking a lead role in the city's Looked After Children strategy which has included reducing LAC in the criminal justice system as a key priority and for which there is a specific themed

operational group chaired by the YJS Head of Service. This has provided a forum which includes the courts, Police, LAC services including fostering and residential services and targeted youth services working together to provide earlier responses to potential offending within the LAC population.

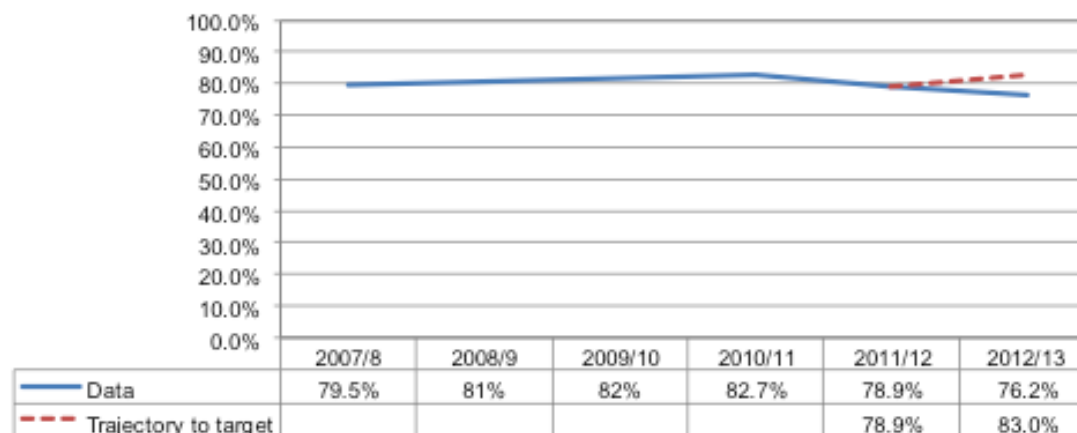
LOCAL PRIORITY: YOUNG PEOPLE ENGAGED IN EDUCATION, TRAINING AND EMPLOYMENT AT THE END OF THEIR YJS INTERVENTION

The indicator measures the percentage of young people whose youth justice orders closed during the period and who were engaged in sufficient and suitable education, training or employment. This is defined as 25 hours or more per week for those under statutory school age and 16 hours or more for those over.

The level of engagement for 2012/13 was 76.2% overall, a slight drop from 78.9% for 2011/12. Within this, school-age engagement in education is better, at 88.1%. Engagement is lower for young people who have been on community-based sentences or the community elements of custodial sentences and are over the school leaving age. This performance is considered within the wider issue of youth unemployment in this age group; however more significant are the barriers to engagement in education and training, such as a lack of basic skills and substance misuse which also feature within this cohort. The YJS has retained this priority for the coming year and following a review of service structures and delivery has developed additional resources to address this area.

LOCAL PRIORITY: YOUNG PEOPLE ENGAGED IN EDUCATION, TRAINING AND EMPLOYMENT AT THE END OF THEIR YJS INTERVENTION

Engagement in education, training or employment



6.1

LOCAL PRIORITIES/ PERFORMANCE MEASURES 2013/14

LOCAL PRIORITIES/PERFORMANCE MEASURES

The following key performance measures and priorities have been agreed by the Youth Justice Partnership Board for 2013/14 and will be subject to quarterly monitoring and reported across the area partnerships. In addition to local and countywide monitoring, the service's performance in respect of the three nationally monitored areas of performance, reducing the number of first time entrants to the criminal justice system, reducing recidivism and reducing the number of young people sentenced to custody, will continue to be subject to monitoring by the Youth Justice Board who will

provide nationally reported performance information and local performance management oversight.

The following Key Performance measures and Service Priorities areas have been developed in consideration of the Sheffield **Safer and Sustainable Communities Partnership Plan 2011 - 2014, Sheffield Children and Young Persons Plan 2011 – 2014 and the County South Yorkshire Police and Crime Plan 2013 – 2017**. <http://www.southyorkshire-pcc.gov.uk/About/Police-and-Crime-Plan.aspx>

The table shows the measureable performance as agreed by the YJS Partnership board which will be subject to

ongoing monitoring throughout 2013/14. Also set out below are the agreed service priorities which have been agreed for the year and reflect the service's resource allocation and focus. Performance measurements for these areas do not all contain targets, as much of the measurement of success is dependent on wider partnership collaboration. In these priorities success is described in different ways specific to each area and will be subject to monitoring and review through internal management, service staff improvement meetings and through reporting and discussion at the quarterly partnership board.

Priority & Target	What we will do to make a difference	How is success measured?
Reducing Recidivism TARGET: 33.5%	<ul style="list-style-type: none"> Implementation of a desistance based approach to assessment, planning, intervention and supervision. Ensure that all interventions are based on current assessments that focus on the likelihood of re-offending Ensure that those identified as of highest risk of re-offending receive intensive support, supervision and surveillance to minimise risk 	<ul style="list-style-type: none"> National measure of a rolling cohort over a 12 month period Reduction of likelihood of reoffending factors throughout the period of supervision
Reducing the number of First Time Entrants to the Criminal Justice system TARGET: Further reduction by 5%	<ul style="list-style-type: none"> The YJS will invest funding and personnel into the City's Targeted Youth Provision and maintain close links with the Community Youth Teams to target resources at young people identified and referred for antisocial behaviour or pre-court intervention Appropriate resources will be shared such as the 'No Point' knife crime programme in order to help young people avoid entry into the youth justice system 	<ul style="list-style-type: none"> Number of young people identified as entering the Criminal Justice System for the first time. Number of young people referred to court who have received a pre-court intervention Tracking of young people undertaking preventative programmes for engagement and successful completions

Priority & Target	What we will do to make a difference	How is success measured?
Reducing the use of Custody TARGET: 0.75 per 100,000	<ul style="list-style-type: none"> • Delivery of credible alternatives to custody, including YROs with Intensive Supervision and Surveillance (ISS) requirements, offence focussed programmes and activity requirements. • Promote and increase confidence with sentencers through provision of regular information and reports. • Hold open day events for sentencers to see work undertaken by the service to promote community sentencing opportunities. 	<ul style="list-style-type: none"> • Number of young people sentenced to custody per 100,000 • Number of young people successfully completing ISS
Reducing use of Remand TARGET: Reduce by 10% from previous year	<ul style="list-style-type: none"> • Development of credible alternatives to remands through use of Bail and intensive Bail Support Programmes • Agree a format to support Judge in Chambers bail applications with comprehensive reports proposing appropriate bail packages • Promote and increase confidence with sentencers by developing and delivering regular reports to the court of progress on Bail/Community Remand • Extend the availability and use of Remand Fostering provision • Ensure effective systems for communication and information sharing regarding remand foster placements • Extend the provision of secure and non-secure accommodation for the purposes of PACE 	<ul style="list-style-type: none"> • Reduction in the amount of secure Remand Bed Nights • Reduction in the amount of individual young people remanded to YDA • Reduction in the amount of repeat remands for individual young people • Maintained resource of six Remand Foster placements • Number of young people remanded at the police station prior to court • Number of young people who offend whilst subject to community bail/remand

Reducing LAC in YJ system and reoffending amongst this group
TARGET: Reduce by 10%

- Ensure that Children's Homes, foster carers and LAC services have priority access to prevention services as set out within the Tackling Offending Joint Working protocol
- The YJS to provide training and support for LAC services on restorative justice and understanding the youth justice system
- Ensuring joint case working/allocation between YJS and LAC services for young people engaged by the service to maximise an effective exit strategy from the criminal justice system.
- Inform placement planning processes through attendance at LAC case review meetings

- The number of young people who are Looked After entering the Youth Justice System for the first time.
- Number of young people who are Looked After who re-offend

Increase the number of young people engaged within ETE
TARGET: 85% of all young people engaged full time in ETE at point of closure

- Use of Rapid English to improve basic skills and employability for NEET 16-18 year olds.
- Increase deployment of the YJS Education Officer to support in schools or alternative provision.
- Use of QA through the NEET panel and specific monthly QA meetings.
- Joint commissioning of specialist entry level provision (e.g. ESF)

- Number of young people of school age engaged in ETE
- Number of young people post school age engaged in ETE
- Proportion of young people who begin the involvement with the service as NEET who are engaged in provision at the point of closure

6.2 KEY PRIORITY AREAS FOR THE SERVICE FOR 2013/14

Priority & Target	What we will do to make a difference	How is success measured?
Ensure that BME representation within the Youth Justice System remains proportional or below the demographic for the city.	<ul style="list-style-type: none"> Undertake a joint review with the Community Youth Teams, supported by the Sheffield Black and Minority Ethnic Network, to look at the life journey and experiences of BME young people within the service to inform early intervention and engagement within prevention services. Develop targeted programme work exploring culture, identity and diversity Provide training to all staff on diversity awareness Ensure diversity factors inform assessments and plans 	<ul style="list-style-type: none"> Proportion of BME young people receiving a conviction at court set against the demographic for the city Proportion of BME young people who are remanded Proportion of BME young people who receive a custodial; sentence Proportion of BME young people who are subject to non-compliance proceedings QA processes ensure diversity factors are taken into account in assessments and plans
Increasing engagement	<ul style="list-style-type: none"> Ensure that all assessments of young people engaged by the YJS include the young person's self assessment and views Collate and review young person's exit evaluations and use information to inform delivery. Further develop the range of resources for both group and one to one work with young people to ensure that they maximise engagement and relevance Collate the views from parents and carers were appropriate to inform delivery. 	<ul style="list-style-type: none"> The number of young people subject to non compliance processes within the service The number of positive evaluations received from young people successfully completing their order The number of positive evaluations received from parents and carers of successfully completing their order Identification of successful completions/revocations to be considered as peer mentors
Reducing Serious Youth Violence	<ul style="list-style-type: none"> Develop a process to identify and review young people at risk of re-offending with offences of serious youth violence. Develop and target delivery of effective evidence based programmes for all young people convicted of violent offending Train all case managers in programmes and methods e.g.(LEAP training) for delivering direct work with young people. Ensure that QA systems to review and oversee risk assessments are effective 	<ul style="list-style-type: none"> Measured by the numbers of young people re-convicted for violent offences Successful completion & evaluation of targeted intervention programmes e.g. Knife Crime Prevention Programme

Priority & Target	What we will do to make a difference	How is success measured?
Effectively identify young people whose offending or risk of further offending maybe linked to their experience of domestic abuse.	<ul style="list-style-type: none"> Ensure that all initial assessments include analysis of the impact of their experience, if any, of domestic abuse Provide training to all staff undertaking assessments of young people in the nature, extent and evidence base for impact of domestic abuse Ensure that all staff undertaking assessment are familiar with the arrangements for assessing risks to victims and the MARAC process for managing risk. Develop and deliver a range of group and one to one based interventions for young people who have, or are assessed as at risk of, perpetrating domestic abuse. Develop a system for information exchange with the police and YJS for reporting where young people are present at DA incidents where police attend (CMS 11). 	<ul style="list-style-type: none"> The number of assessments undertaken where domestic abuse is identified as a risk factor The number of young people indentified, referred and completing domestic abuse programmes.
Ensure effective resettlement for young people ending their statutory intervention and/or released from custody	<ul style="list-style-type: none"> Provide a Voluntary Intervention Programme (VIP) for young people assessed as requiring ongoing support and supervision at the end of their statutory involvement with the service Ensure resettlement plans are scrutinised through the risk panel process alongside licence conditions Ensure effective links and joint work with the City IMPACT (Integrated Offender Management) service 	<ul style="list-style-type: none"> Number and young people released from custody to settled accommodation Number of young people engaged on VIP The number of young people successfully completing licence periods without further offending or recall to custody Number of young people jointly worked or transferred to IMPACT
Develop delivery of MST	<ul style="list-style-type: none"> Embed MST services into Operational management teams within the service Joint training and service planning events for YJS and MST staff Develop MST offer to courts as an alternative to remand 	<ul style="list-style-type: none"> Number of young people referred to MST Number of young people successfully completing MST programmes Re-offending rates of young people subject to MST interventions

Work with young people with Sexually Harmful Behaviour

- Develop and deliver a joint city wide referrals and assessment process for young people identified with Sexually Harmful Behaviour using the Brook indicator
- Support multi-agency training through our specialist staff to enable universal and targeted youth services to identify, refer and intervene at appropriate levels.
- Develop joint work with the MST SPB team to ensure that appropriate young people are targeted for the appropriate intervention
- Maintain a group of specially trained staff for training in assessment and intervention on the Aim2 model


- Numbers of screening/referrals and services referring increases
- Numbers of young people completing MST PBS interventions
- Numbers of young people prosecuted for Sexual Offences reducing against previous year
- Reduction in risk as identified within the Aim assessment framework

Use of direct Restorative Justice and support for Victims

- Commission a victim mediation service to provide direct support to victims of youth crime
- Ensure that all assessments and reports prepared for court consider the impact of offending on victims
- Ensure that all interventions with young people include a focus around victim impact, empathy and responsibility.
- Provide and facilitate direct reparation services and mediation involving young people and victims following joint agreement and assessment

- The number as a percentage of identifiable victims contacted and offered support/information on behalf of the YJS
- The number of identifiable victims engaging with our Victim Services
- The number of direct mediations undertaken
- The number of victims who state that they are satisfied with the interventions and support provided by the YJS

7 CASE STUDIES AND EXAMPLES OF EFFECTIVE PRACTICE



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

SUPPORTING YOUNG PEOPLE AND IDENTIFYING NEEDS.

Speech and Language Therapy (SLT) working with the young people involved in, or at risk of, offending

GENERAL INFORMATION

Since beginning work in October 2013 processes of referral have been put in place for the Sheffield Youth Justice Service (YJS) and Community Youth Teams (CYTs). An information leaflet has been produced to provide information for young people and parents/carers about the nature of our role and the assessment process.

A training package has been developed and offered to all members of staff working within the YJS and youth crime prevention services and to date 109 members of staff within Sheffield have attended the four hour training workshop. The training includes:

- What does a Speech and Language Therapist (Communication Worker) do?
- Identifying speech and language and communication therapy needs (SLCN) in young people
- Raising awareness of how speech, language and communication difficulties may impact on young people and their ability to access verbally mediated interventions
- Providing staff with practical strategies and visual support they can use when working with young people with communication difficulties

In addition, by invitation we have delivered Speech and Language workshops for the Yorkshire and Humber YJS nurses, appropriate adults from the Sheffield SOVA scheme and staff from the YAYJ regional forum. We were also invited to speak to Magistrates, Court staff and regional YOT staff about the findings of the 2010- 2011 SLT study at a training day hosted by Sheffield and run by the Youth Justice Board. As a result of the training above we have received training requests from York YOT, a local solicitors and a request to guest lecture on the 'BA Youth Justice course' at Nottingham Trent University.

CASE STUDY

M (MALE) 17 YEARS

Our work with young people includes assessment and direct therapy alongside providing information, advice and strategies to staff working with young people in relation to their communication strengths and areas of need.

Alongside direct work we have worked with YJS staff to provide advice and support for making verbally mediated interventions more accessible to those with SLCN. This has included providing visual support for anti-social behaviour workshops, 1:1 interviews with young people, 1:1 intervention work with young people and information being sent out to young people and their families in a written format.

We are currently working with staff to create a vocabulary dictionary and visual support booklet to be used with young people going through the court process.

CASE STUDY

M (MALE) 17 YEARS

1 M's caseworker completed an SLT screening form which highlighted understanding, memory and expressive (spoken) language skills as areas of concern.

2 The SLT met with M's caseworker and discussed background information about possible areas of difficulty and current concerns.

3 M was seen for 2 assessment sessions at the YJS base. This involved:

- completing a self-rating screen to find out M's perception of his own communication skills
- completing formal and informal assessment activities

M demonstrated strengths in his ability to understand spoken information and vocabulary (when given in 'short chunks' or repeated), identify and describe emotions,

provide a simple narrative and engage in conversation. He was highly motivated by positive feedback and reassuring him when he was finding activities difficult.

M had **significant** difficulties in his ability to:

- tell the time (using an analogue and 24 hour clock), understand time concepts (e.g. sequence months in order) and organise his time effectively
- generate/produce spoken and written work and sequence information accurately
- remember and understand longer pieces of spoken information
- remember lists of items e.g. things he has to do
- understand non literal language e.g. problem solving and making deductions which rely on his ability to 'read between the lines' and 'see the bigger picture'
- give appropriate eye contact in social situations with unfamiliar people
- organise, plan and sequence tasks

****** M also has residual speech sound difficulties which can affect his intelligibility

4 The report and support strategies were shared with other workers supporting M, which gave them a greater insight into his difficulties, what their expectations should be and the best way to support and adapt their communication when working with him.

5 Before beginning direct therapy M was asked to complete a self-rating questionnaire. He has been receiving direct work (once weekly for 6 weeks) focusing on his ability to tell the time and understand time concepts. M has been keen to work on these skills and is making steady progress. He will be asked to complete a post-therapy self-rating questionnaire when the therapy is complete.

Danielle Miles and Rebecca Clarke

Specialist Speech and Language Therapists – April 2013

SUPPORTING YOUNG PEOPLE TO PUT SOMETHING BACK INTO THE COMMUNITY

3 EXAMPLES OF WORK BEING UNDERTAKEN IN SHEFFIELD

- Riverside Project
- Social Services Community Support
- Sheffield Homes

RIVERSIDE PROJECT

This new project shows how the best of partnership working can benefit the environment, communities and the young people we work with.

This programme is about the young people doing practical conservation work on various sites around Sheffield to help provide flood relief and biodiversity improvements for the Environment Agency. This works towards their Water Framework Directive/Flood Management objectives, gives work experience to (NEETS) young people who can gain a qualification in conservation and the opportunity of an apprenticeship. Communities also benefit from the work by the risk of flooding being decreased in their area.

The Youth Justice Service (YJS)/Remedi will work in partnership to deliver a unique 15-week programme of environmental conservation activities on Sheffield's waterways with groups of young people, each working over a 5-week period.

The programme involves delivery of practical conservation work on a number of sites in and around Sheffield to work towards providing flood relief and biodiversity improvements in line with EA Water Framework Directive/ Flood Risk Management objectives. The project also aims to offer vocational and transferable work experience to young people not in education, employment or training (NEET). Tasks include important wetland, heathland and woodland management tasks at Sheffield Wildlife Trust's Wyming Brook nature reserve and Sheffield City Council natures reserves Blackburn Meadows and Shire Brook as well as hedge laying at Carr House Meadows, another SWT nature reserve.

“When I got my reparation hours at first I thought it was like a punishment, but I’ve actually got a lot out of it and I’ve enjoyed it. It makes you feel good knowing you’ve done something that’s helped other people”

Kyle, 15



“Making a difference around the area is satisfying, I could see myself doing this kind of work for a living”

Liam

SOCIAL SERVICES COMMUNITY SUPPORT DAY UNIT

This placement helps a group of people with disabilities who meet together as a social group. Our young people help out by not only serving drinks and snacks but also becoming involved with the activities, which can be anything from craft work to playing dominoes. The young people learn how to interact with others who have different needs and the service users enjoy the company and new ideas of young people.

“Everyone was lovely, it was very interesting learning about people and how to interact with them”

Leanne (young person)

She is now at college doing a social care course.

SHEFFIELD HOMES

Have supported our work for a number of years by providing a placement opportunity for young people on reparation.

‘Liam’s’ reparation was to clear snow from the paths of Sheffield Homes properties. He worked well with the staff that helped him to ‘fit in’ and feel comfortable in the role.

“Making a difference around the area is satisfying, I could see myself doing this kind of work for a living”

Liam

As a result of this, Liam attended a Connexions appointment where he got advice on completing application forms and interview skills.

Damon of Sheffield Homes who is happy to receive applications from local young people said that it makes it all worthwhile to hear this sort of thing.

SUPPORTING VICTIMS AND DEVELOPING RESPONSIBILITY IN YOUNG PEOPLE

RESTORATIVE JUSTICE IN PRACTICE

"I did not expect to feel compassion for the offender, I have learnt that not everyone who does something bad, is a bad person".

The offender in question was a 15-year boy from Sheffield.

Four months prior to the victim making this statement he had been arrested for arson, setting fire to a bail of hay that spread to a nearby horse shelter, causing £1500 worth of damage. The victim was contacted by Remedi to offer them the opportunity to participate in a restorative intervention. For the victims it was fairly straightforward in terms of what they wanted from the process, some monetary contribution towards the rebuilding of the shelter and the opportunity to meet the young person and his parents to explain what the shelter had meant to them and their family. Due to the victim wanting to resolve the issue restoratively and the young person's willing engagement in the process, it meant the case could be dealt with out of court, avoiding criminalising the young person.

The restorative process was a chance for the victim to explain the real sentimental value of the shelter, having been built by family and friends for her terminally ill father-in-law who died a few weeks before the fire. This was an emotional admission on the part of the victim, but it wasn't conveyed to make the young person and his family feel despondent, the effect it had was to galvanise the people in the room to work together to repair the harm caused. The young person's parents agreed to pay for the raw materials and for his part, the young person agreed to help rebuild the shelter under the guidance of his dad and the victim.

Working together over the course of three months worth of weekends, the horse shelter was restored by the young person, his family and the victims' family.

During our follow up work with the young person, his parents stated that since the restorative intervention and rebuilding of the horse shelter they had seen an improvement in his engagement with school and general demeanour at home.

The victim said afterwards that,

"I'm 100% happy with the outcome of all this. For one, I have a new shelter and two, the young person who committed this crime has a chance to turn his behaviour around without getting a criminal record".

WORKING WITH YOUNG PEOPLE AND SUPPORTING VICTIMS WITHIN A STATUTORY COURT ORDER

“Do you think you’re hard? Give us your phone or I’m going to kill ya”

The case referred to Remedi involved a 16 year old male robbing another young person of his mobile phone at knife point whilst travelling on a bus.

The young person received a 12 month Referral Order as it was his first offence. Through the systems established within the YJS and through liaison within the YJS Police the victim’s details were passed to Remedi and we made contact with the parent as the victim was under 16.

The victim’s mum was keen to take part in the restorative process as she believed

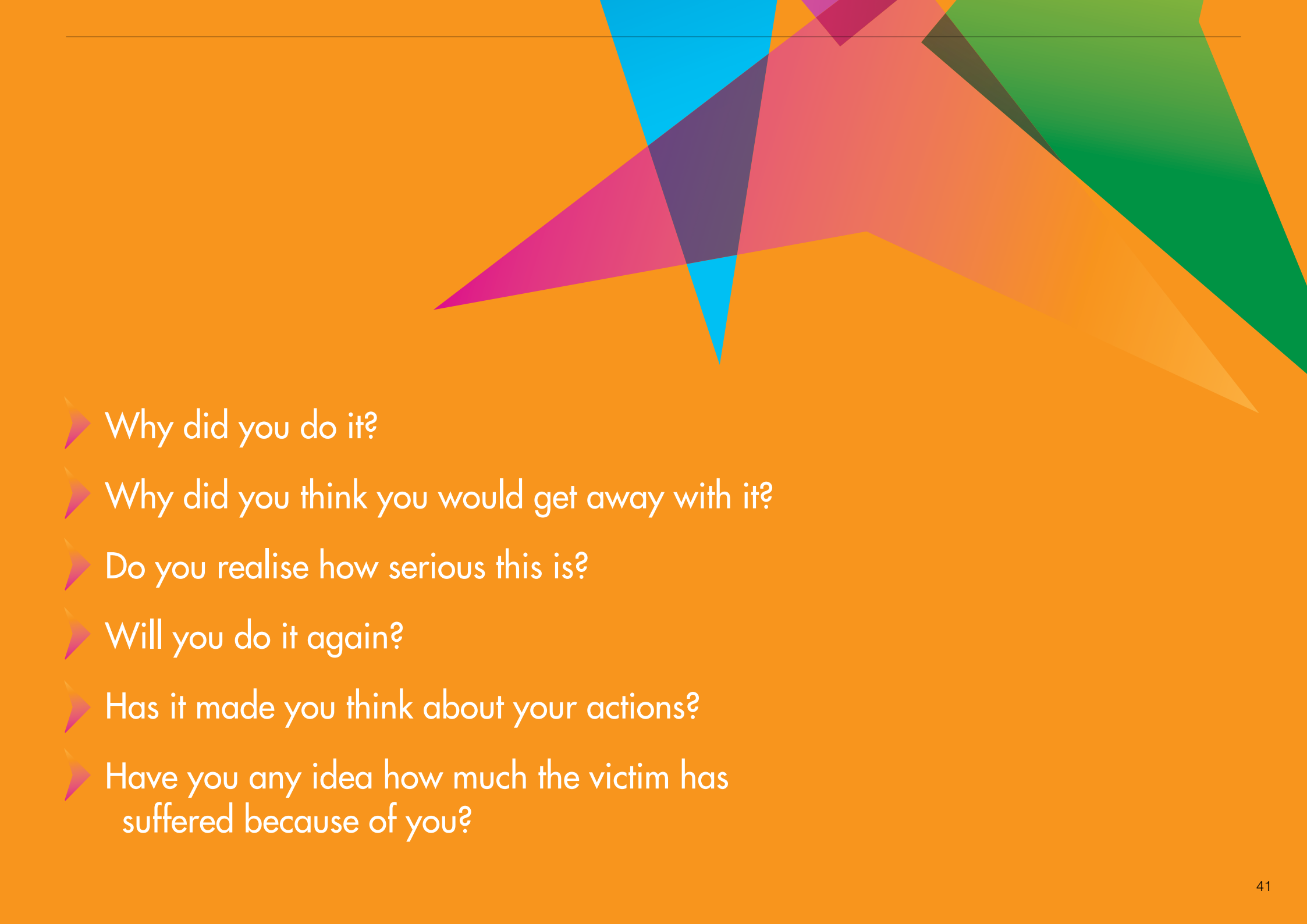
‘It works, if young people see a face, it makes a difference’.

In the first instance we undertook a victim impact statement with the mum to gauge how she felt about the offence and the impact of the incident for both her and her son.

“At the time of the incident, my son was scared, distraught, crying and shaking. Later on he was angry and upset with himself because he feels he should have done something about it at the time. Months later he still does not like travelling on buses. The phone stolen cost £400 and my son missed a school trip to London.”

The victim had several questions she wanted to put to the young person;

- Why did you do it?
- Why did you think you would get away with it?
- Do you realise how serious this is?
- Will you do it again?
- Has it made you think about your actions?
- Have you any idea how much the victim has suffered because of you?

- 
-
- Why did you do it?
 - Why did you think you would get away with it?
 - Do you realise how serious this is?
 - Will you do it again?
 - Has it made you think about your actions?
 - Have you any idea how much the victim has suffered because of you?

Firstly, Remedi supported the victim attending the initial panel where the victim would be able to express the impact of the offence directly to the young person.

The panel was emotional for both the victim, the young person and his father. The young person apologised for committing the offence without being prompted and seemed visibly moved by what the victim had to say.

The outcome of the panel was agreed, incorporating several aspects suggested by the victim, including victim awareness with Remedi with a view to completing a letter of explanation and 30 hours of community reparation at the Pakistan Muslim Centre (again, at the behest of the victim).

The young person complied throughout their Order, engaging with both one to one and group work provisions with Remedi, producing a letter for his victim.

Dear Joe,

I am writing today to apologise for what I did. I kept thinking about what I was doing when I took your mobile phone. I am now working with the youth justice service and going to victim awareness group once a week and doing 30 hours of community service. I've not offended since I took your phone and in future I will make more positive choices. I am sorry for taking your belongings and it won't happen again. If I see you again you don't have to be worried about anything happening to you.

Yours Sincerely,

J

The young person has not gone on to commit any further offences and the victim stated that they felt very satisfied with the restorative process,

"I gained a lot, the victim worker kept in touch to let us know how the young person was doing and I gained a lot from knowing he was getting some help".

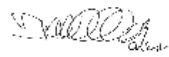


Parent of the Victim

"The work undertaken with the young person around the direct and real consequences of his action and the support offered to the victim and his parents by Remedi helped me in my work moving this young person on and reducing the risk of him re-offending again in the future."

Jane Archer, Youth Justice Officer

8 SENIOR PARTNER SIGN OFF

SENIOR PARTNER SIGN OFF

Senior partner name and role	Signature	Date
Tony Tweedy, Director LL,S&C Sheffield City Council (YJS Partnership Board Chair)		19th June 2013
David Hartley, Chief Superintendent South Yorkshire Police (Sheffield Divisional Commander)		19th June 2013
Lynda Marginson, CEO South Yorkshire Probation Trust		21st June 2013
Margaret Ainger, Commissioning Portfolio Lead for Children and Young People, NHS		21st June 2013
Jayne Ludlam Executive Director of Children's Service, on behalf of Sheffield City Council		21st June 2013

