

Youth Justice Plan

Service	Sheffield Youth Justice Service
Service Manager/ Lead	Andy Stirling -Service Manager – Till July 8 th 2022
Chair of YJS Board Vice Chair	TBC Mark Storf - Assistant Director Early Help and Safeguarding Hub

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1. Introduction, vision and strategy

Chairs Foreword

In my position of Vice Chair of the Sheffield Youth Justice Service Management Board during the transition period whilst we identify the new chair of the Sheffield Youth Justice Service Management Board, I am pleased to be able to introduce the Youth Justice Plan for 2022-2025

The plan details how we have performed against our priorities identified in our previous plan and sets out how we plan to continue to deliver successful youth justice services in Sheffield. This year there has been a reduction in contributions to the Youth Justice Partnership which has increased the necessity to align the available resources to the areas of greatest need. In the environment of continued uncertainty and competing demands on available budgets within the services it is more important than ever that the partnership strives to use resources in the most effective way. The effective assessment, planning, implementation and review of early targeted interventions through effective partnership working is essential to reduce the significant potential costs of youth crime.

This plan will run for the first part of the new 2022 - 2025 South Yorkshire Police and Crime Plan, “Safer Streets – More Police” and shares many of the same objectives and priorities, including protecting vulnerable people, reducing crime, addressing the needs of victims and demonstrating value for money.

As both a statutory criminal justice agency and a children’s service, putting children first and partnership working are at the heart of our delivery of efficient and effective and timely services to reduce re-offending, ensure public protection and the safeguarding of children. To maintain this, it is vital that the Youth Justice Service Management Board remains a strong and significant partnership for the city and continues to develop itself so that it can support and challenge itself and the service to achieve all the aims and priorities within this plan and continue to be an inclusive, innovative and supportive service that is successful in the work they do with children.

We recognise that the Youth Justice Service has a unique role and relationship with children and young people, and we are committed to increasing prevention, reducing inequalities and promoting inclusion of all young people. This is reflected in our service values, approach, participatory framework and concerted work in relation to equalities diversity and inclusion.

In summary we will work effectively and collaboratively with all partners and agencies to maintain and improve our performance against the national and local performance indicators and priorities. This plan sets out how we will achieve these aims alongside wider service priorities

Vision Mission and Values

Sheffield Youth Justice Service (Sheffield YJS) is committed to

- Putting Children First
- 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 YJS'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. Sheffield YJS 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 YJS 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 YJS 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

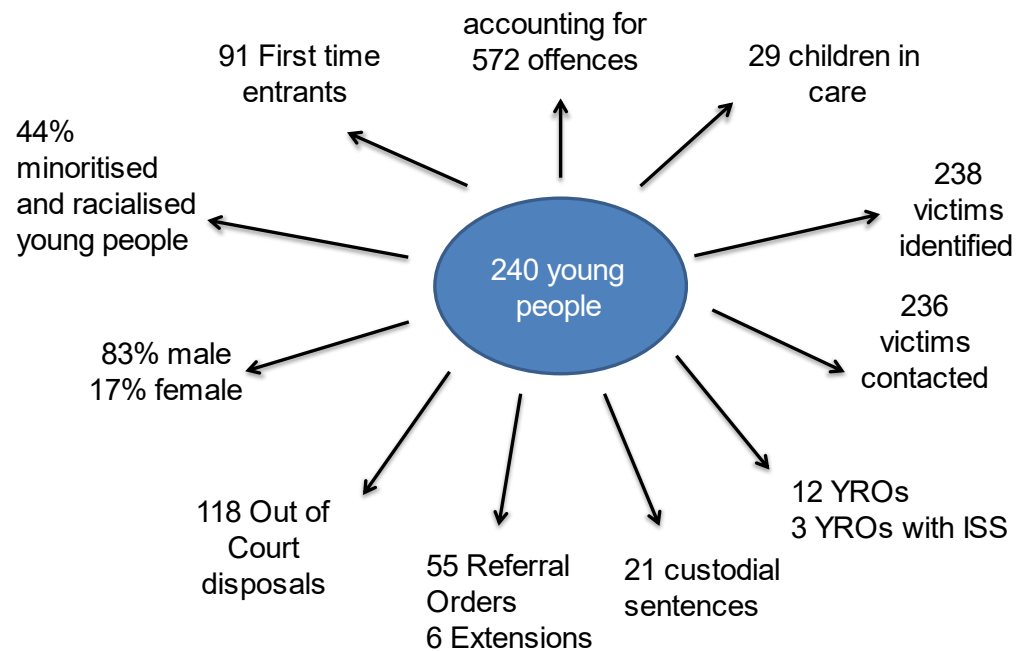
Sheffield YJS's underpinning values are to:

- 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
- 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

2. Local context

The image below provides an overview of the workflow for Sheffield YJS from April 2021 to March 2022.

Sheffield Youth Justice Service April 2021 to March 2022



Sheffield YJS sits in the People Services portfolio within the City Council and within Children and Families service area. This arrangement provides that the service is best positioned to ensure effective joint work with wider children's specialist services, including those for children who are in the care of the local authority 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 has continued to be 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 Local Criminal Justice Board, 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 positive relationship with the Police and Crime Commissioner who provides both strategic and financial support to the partnership, there is representation on the partnership board from the Office of the Police and Crime Commissioner.

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 aim to ensure that services delivered are targeted, and avoid duplication, whilst maximising effectiveness.

3. Child First

Sheffield YJS has embedded the principle of "child first offender second" within all our interventions and practice.

Throughout our practice we ensure that

- We speak to the child in line with their speech, language and communication needs.
- We listen to what they say.
- We take their views seriously; and
- We work with them and their families collaboratively when deciding how to support their needs.

This enables us to assess and deliver support, interventions and services to children that are reflective of their age, needs, abilities, lived experience, individual characteristics, understanding, development, maturity, capacity, strengths and aspirations.

Sheffield YJS values and recognises the importance of ensuring that the child is at the centre of everything we do as.

- It concentrates on the child as an individual
- It looks at things from the child's perspective
- It gives the child an opportunity to learn through experiences
- Listening to children will help them feel that their idea, views and opinions are valued
- The child's feelings of belonging will be enhanced
- The child will get access to a variety of support and interventions
- The child's holistic development will be addressed
- It enables the child to make positive decisions and solve problems
- It allows the child to develop confidently and independently
- It contributes to self-respect so the child can feel comfortable with who they are
- The child develops an understanding of their self, their identity and the world they live in

The support, interventions and services we provide are based on identifying, maintaining or improving desistance factors such as lifestyle, education/employment, accommodation, perception of self and others, attitudes to offending, thinking and behaviour or motivation to change, positive family and social relationships and concentrating on what will need to happen or be provided to stop a child offending rather than what made them offend in the first place.

We do this by:

- Tailoring support for the individual
- Building and sustaining hope
- Building on their strengths
- Respecting, nurturing and developing their ability to act and decide for themselves
- Working with and through their relationships with others
- Developing their social skills and social connections
- Recognising and celebrating progress no matter how small the achievement.

4. Voice of the child

The YJS aspiration is to increase the voice and influence of the children on our service, and we commissioned the Youth Involvement Service (YIS) to undertake a participation project on behalf of the YJS. Although the overall project was successful, contact and engagement from children and young people was not at the anticipated level. There were difficulties in making contact, which included, but were not exclusive to, the young people already having competing demands on their time and attention, not knowing YIS role, which was yet another person in their life and them being distracted as a result of their risks and vulnerabilities. The conclusion from the YIS is that the trialled format of participation is not effective for the current YJS cohort. Whilst opportunities can be given to the children involved in YJS within the wider community, the recommendation was that any internal review and change process needs to come from within and would be better served by becoming embedded within the YJS Officer role and enhancing the existing involvement practice. This will be in the form of a co-produced exit review and participation session at the end of an order; this contact would also include information from the YIS to signpost young people to other routes and opportunities for involvement throughout the city.

The YJS has assigned a lead manager to drive forward progress in this key area of service delivery. Going forward the YJS will offer participation to the young people, but also advise YJS officers of how the groups can be used to escalate issues affecting young people, for example, discriminatory treatment by the police could be referred to the Police Advisory Group as a tangible, practical solution to a problem or an escalation route.

5. Governance, leadership and partnership arrangements

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 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 Board comprises of representatives of each of the statutory partners as well as a range of contributing members and advisors from other local partners. (See Appendix 1), and is identified as a significant partnership for the city. The 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.

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

Partnership Arrangements

Sheffield YJS 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 currently based in the city centre but will shortly be moving to Stadia in the East of the city, where we will be co-located with our colleagues in Amber, and will also be within close proximity to The Care Leavers Service and locality based Social Care, MAST and Community Youth Teams.

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.

It is envisaged that the ongoing transition to recovery from the Covid Pandemic will present further significant challenges and demands on resources across the YJS partnership and the strategic partnerships we are part of. 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 ongoing 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 Justice 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 and increased provision 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).

Substance Misuse

The YJS has a positive and ongoing relationship with Change Grow Live (CGL), who through "The Corner", 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 YJS Management Board – engaging in relevant reviews and planning with YJS and relevant partners.

Information Sharing

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) SystemOne (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+.

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.

6. Resources and services

Funding

The total available funding for 2022/23 for the YJS is £2,096,452 which 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 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.

Finance

The table below shows the partner contributions for 2022/23.

Table 1: Partner Contributions to the Youth Offending Partnership Pooled Budget 2022/23.

Agency	Staffing costs	Payments in kind – revenue	Other delegated funds	Total	Compared to last year
Local Authority		-	£560,200	£560,200	- £381,000
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	Funding TBC – included as same funding as 2021/22
Total	£279,161	-	£1,817,291	£2,096,452	

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	<p>The service is currently based in the city centre but will shortly be moving to Stadia in the East of the city, where we will be co-located with our colleagues in Amber and will also be within close proximity to The Care Leavers Service and locality based Social Care, MAST and Community Youth Teams.</p> <p>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.</p>	<ul style="list-style-type: none"> • Reduce Custody • Reduce Reoffending 	£106,000

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.	<ul style="list-style-type: none"> • Reduce FTE • Reduce custody • Reduce reoffending • Safeguard • Public protection Reducing disproportionality	£30,000
Speech and Language provision	The YJS commissions 2 Speech and Language Therapist, who assesses and works with young people to establish their communication strengths and difficulties, and who also screens for dyslexia. The Speech and Language Provision also includes and administrative assistant to support service delivery	<ul style="list-style-type: none"> • Reduce custody • Reduce reoffending • Safeguard • Reduce disproportionality 	£70,000
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

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
Participation and involvement	We will continue to progress the activity identified following our work with the Community Youth teams Young Advisors to develop and implement the systems and processes 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
Health and wellbeing	The service will continue to promote positive activities which can be undertaken with our case managers and support workers.	<ul style="list-style-type: none"> • Reduce FTE • Reduce custody • Reduce reoffending • Safeguard • Public protection • Reducing disproportionality 	£10,000

7. Progress on previous plan

Preventing Young People Getting Involved in Crime

- **Youth Outcome Panel (YOP)** - We have worked collaboratively with all partners including the Community Youth Teams, South Yorkshire Police, REMEDI, MAST and Liaison and Diversion Services to continue to develop and deliver improved outcomes. This well-established and embedded multi-agency process ensures that all individual circumstances and lived experiences relating to all children and young people are assessed to determine what is in the best interest of the child.
- **Assessments** - The assessment considers information from all other agencies and all aspects of risk. The assessment and recommendations are considered at the YOP, and a proportionate and appropriate outcome is agreed.
- **Outcomes** - The range of outcomes available allows for required interventions to be delivered where appropriate and supports opportunities for diverting vulnerable groups from the criminal justice system. Outcomes are delivered by our seconded police officers and case managers complete the intervention in a timely manner. Young people get their needs appropriately assessed, and either diverted away from the criminal justice system or be referred to the appropriate service – including Community Youth Teams for crime prevention and Youth Justice Service and all its partners for formal disposals.

Reducing the Use of Custody

- **Assessment of Risk** - In the ongoing context of the Covid 19 Pandemic we reviewed existing risk management processes and introduced a new High Risk Oversight Meeting which, together with the Young Person of Concern (YPOC) process, ensures timely and consistent assessment, planning implementation and review of responses to changing risk across all domains. Comprehensive risk management plans are developed that contain external controls to contain and manage the risks posed.
- **Interventions** - We have continued to work with all partners to successfully develop and deliver a number of individual interventions tailored to provide a high-quality, personalised and responsive services for all children and young people. We have further

developed the Reducing Disproportionality action plan to try to reduce the over representation of minoritised and racialised children and young people in custody. We have made real progress in ensuring that PSRs are culturally appropriate.

Reducing Re-Offending

- **Assessment of Risk** - The High-Risk Oversight Meeting together with the Young Person of Concern (YPOC) process ensures timely and consistent assessment, planning implementation and review of responses to changing risk across all domains including risk of re-offending.
- **Assessments** – Assessment practice in the YJS is a dynamic process, which analyses and responds to the changing nature and level of need and/or risk faced by the child from within and outside their family. 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. This approach involves creating and/or building on the young person's strengths and it follows that, in addition to helping young people to stop offending, it will also be important in preventing the onset of offending.
- **Identity Change** - Sheffield YJS adopts the principles of desistance by supporting children and young people to move away from offending by acknowledging the wider social context of children and young people's behaviour. Sheffield YJS recognises the importance of trusted relationships as a fundamental medium for change. Sheffield YJS supports young people to maintain or develop a supportive relationship with a parent/carers or significant adult or positive peer whilst recognising the impact of any behaviour on them as an individual.
- **Strengths Based** - Sheffield YJS has incorporated the Signs of Safety (SoS) model into assessments which identifies – what we are worried about? what is working well? and what needs to happen? The outcome being that by exploring the strengths for the child/young person it will be easier to see what areas they have of concern.

Reducing Disproportionality

Service Development - We recognised that the service needed to increase its cultural competence to enable us to be more confident in identifying and challenging inequality and racism and thereby reducing overrepresentation and disproportionality. We also recognised that as individuals and as a service we needed to enable people to express how they were feeling, how they had been affected, what their views were etc in a safe way and be prepared to listen and learn so that we could strengthen and inform our ability to support each other and our young people. Monthly Racial Awareness meetings are now embedded into the YJS calendar of meetings and forums.

The meetings serve the purpose of:

- Providing an opportunity for all participants to report on and bring together all the activity within with council and wider Youth justice and criminal justice partnership.
- Providing the opportunity for all staff to raise ideas and concerns and make suggestions directly to managers and for managers to report on operational and strategic activity.
- Enabling all staff to share their experiences and learning, and also to develop ideas to be progressed within the group and into the service and to learn from colleagues.

Staff Development - We have committed a significant investment to develop the whole service's cultural competence to enhance and support our work with children, young people and families from minoritised and racialised communities, and to be better informed and confident to raise issues and challenge other departments or agencies. Through the commissioning bespoke training, we have increased our awareness in key areas and of key issues including Unconscious Bias, Adultification, White Fragility and Inclusivity. Being better informed, being able to recognise the issues and being more confident in providing challenge where we see inequality and bias, or when services have not been provided or when the child has received insufficient support, has improved outcomes for children and young people.

Impact on the wider Criminal justice System – We have presented evidence to the Sheffield Race Equality Commission with regard to the lived experience of children, young people and families open to our service. The lived experiences include unfair and unjust institutional approaches and experiences and perceptions of racial inequality and racism in Sheffield. The service has also contributed to the Local Criminal Justice Boards (LCJB) Race Disproportionality in the Criminal Justice System Task and Finish Group, which has the main objective to further develop the South Yorkshire Action and Impact Plan aimed at increasing understanding and addressing Race Disproportionality in the Criminal Justice System (CJS). Through our involvement in this we have continued the conversation and encouraged partners in the CJS to increase their racial and cultural awareness, and recognise the impact of the lived experience of being a child from a minoritised and racialised group.

Reduce the Number of Children in Care (CiC) in the Youth Justice System

In the context of Covid - The staffing resource in local authority and private children's homes have been severely impacted on by Covid and there has been a significant turnover of staff and a number of changes at all levels of the service. The pressure on the local authority to identify appropriate placements within Sheffield has also been exacerbated as demand has often outstripped provision. There has been an increase in the number of behavioural incidents within children's homes and the number of care experienced children and young people in the criminal justice system has increased.

Children in care Police Officer - Although there have been some targeted interventions in provisions with high volumes of incidents and with individual children, due to conflicting priorities, we have not been able to reinstate the previously effective 'Children in Care Police Officer'. There is ongoing discussion between the YJS and SYP to increase the bespoke provision and support offered to children's homes and the children and staff that live and work in them.

Early Intervention and Diversion - The well-established and embedded multi-agency Out of Court Disposal process continues to be an effective mechanism for children in care and ensures that all individual circumstances and lived experiences relating to all care experienced children and young people are assessed to determine what is in the best interest of the child. The range of outcomes available allows for required interventions to be delivered where appropriate and supports opportunities for diverting vulnerable groups such as those with care experience from the criminal justice system.

Practicing Restoratively - Restorative Practice within the residential service is being reviewed with one of the outcomes being that training for new staff and refresher training for existing staff is commissioned. The YJS has reviewed the "Keeping Care Experienced Young People Out of Trouble" document which 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. The strengths-based approach focuses on improving opportunities to divert care-experienced young people from the criminal justice system and, where this cannot be done, to provide support and fair treatment to encourage desistance from offending. This also promotes the use of restorative approaches within children's homes.

Engagement and Participation

Progress so Far - Although this has been progressed in collaboration with the Youth Involvement Service (YIS) they have now confirmed that they are unable to commission any work, projects or reviews at this time and that they can only provide a strategy for participation and cannot provide any ongoing work. Work completed included a participation project on behalf of the YJS, albeit successful and

meaningful, contact was quite low. There were difficulties in making contact, which included, but were not exclusive to the young people already having competing demands on their time and attention, not knowing YIS role which was yet another person in their life and them being distracted as a result of their risks and vulnerabilities.

Next Steps - The conclusion from the YIS is that the trialled format of participation is not effective for the YJS cohort and whilst opportunities can be given to the YP involved in YJS within the wider community, any internal review and change process needs to come from within and be embedded within the YJ Officer role. This will be in the form of a specific exit review and participation session at the end of an order; this contact would include information from the involvement team to signpost young people to other routes and opportunities for involvement throughout the city.

Ongoing actions relating to this:

- YIS has shared the Youth Involvement Strategy for YJS.
- YIS has disseminated the findings of the review and a brief summary to YJS.
- YJS has assigned a lead to progress the concept of an exit participation meeting.
- YIS has offered advice and information for exit meeting.
- Whilst no further reviews are therefore planned with YIS, they have offered consultancy for any future work or access to information.
- The YIS provided advice and support advised to YJ Officers of what opportunities there are for YP in the city, for example Community Young Advisors and Police Advisory Groups.
- The YIS will offer participation to the young people, but also advise officers of how the groups can be used to escalate issues

8. Performance and priorities

Nationally measured targets performance for 2021/22

Reducing the use of custody

In 2021/22 there has been 21 custodial sentences for 19 young people. Details regarding the custodial sentences are:

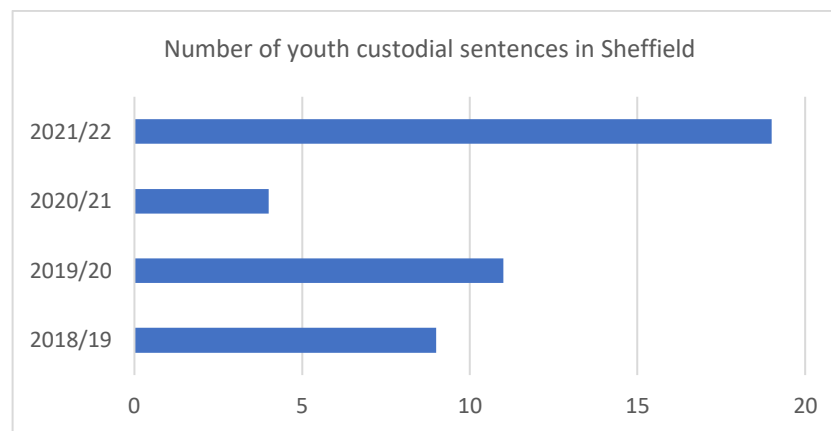
- 17 male/2 female
- Violence against the person has been the most common offence
- Robbery has been the second most common offence.

The comparative data for the YOT families is available for January 2021 to December 2021, when Sheffield had the highest number of custodial sentences amongst the YOT family. The graph below shows Sheffield's custodial sentences over the past four years.

The increase in custodial offences is reflective of the current profile of the changes in offence types which has seen a shift in the severity and types of offences committed by children, with violent crimes and drugs offences being proportionally more common and theft and motoring offences less so.

In line with this trend the average length of a custodial sentence has also increased, knife crime has increased and mandatory custodial sentencing for 16- and 17-year-olds caught carrying a knife for a second time has been introduced.

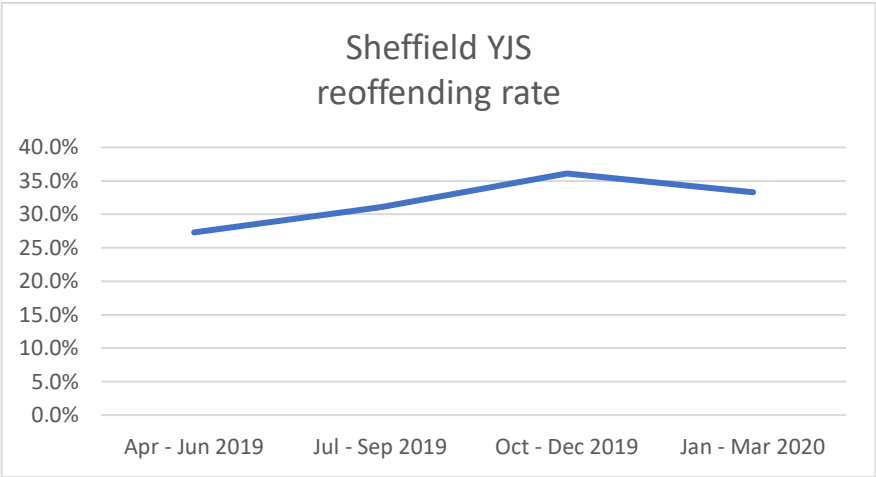
Locally there was a number of linked children on remand towards the end of 2020/21 who received custodial sentences in the early part of 2021/22 which had an impact on the performance outcomes in this area.



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

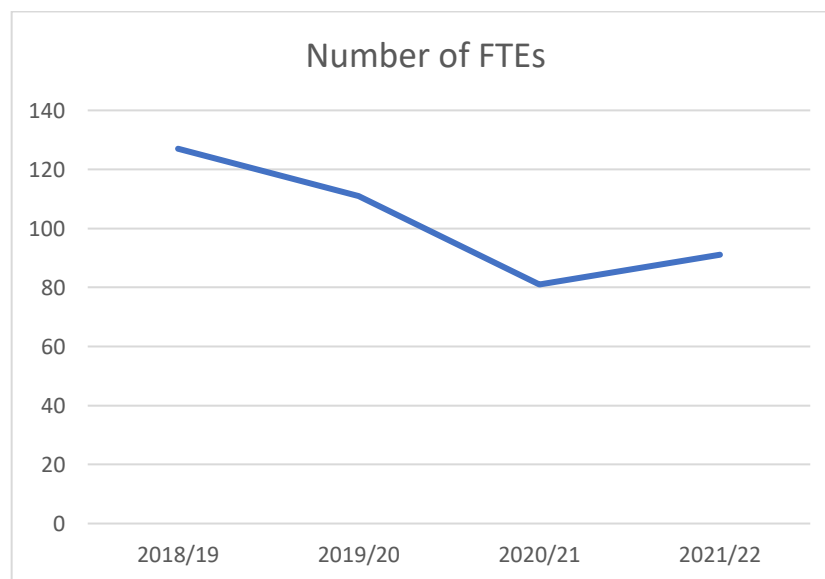
The latest information for the cohort from January 2020 to March 2020 shows that there were 48 young people in the cohort with 16 re-offenders who committed 40 reoffences. This gives a reoffending rate of 33.3%. We are just above the family average, which is 32.8%.



Reducing first time entrants

For 2021/22 there were a total of 91 first-time entrants to the youth justice system.

The chart below shows a steady decline in the number of first-time entrants in Sheffield over the years. 2020/21 was an unprecedented so it is understandable to see a small increase in the FTEs from there.



Nationally Measured Targets and Priorities for 2022 - 2025

Reducing the Use of Custody

We will continue to develop and monitor our alternatives to custody, such as Bail or YROs with Intensive Supervision and Surveillance (ISS) requirements, so that sentencers can be confident in choosing these. Alongside this we will also continue to identify alternative successful interventions currently being adopted in services and partnerships across the Youth Justice Sector. The intended outcome being that we develop and deliver individual interventions tailored to provide a high-quality, personalised and responsive services for all children and young people at risk of remand or custody. We will continue to develop and strengthen our relationships with the judiciary through consistent attendance at the Youth Court User Group. 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. We will continue to ensure that all information provided to court, particularly reports that influence sentencing outcomes, are culturally appropriate and reflective of the lived experiences of our children and young people, and the potential impact and influence of these experiences on their individual circumstances.

Reducing First Time Entrants

We will continue to work collaboratively with all partners including the Community Youth Teams, South Yorkshire Police, REMEDI, CGL, MAST and Liaison and Diversion Services to continue to develop and deliver interventions to divert children and young people away from the criminal justice system. We will continue to ensure that the multi-agency Out of Court Disposal process ensures that all individual circumstances and lived experiences relating to all children and young people are assessed to determine what is in the best interest of the child including appropriate diversion interventions and no formal intervention outcomes. We will continue to review and evaluate our Out of Court processes to ensure that all agencies collaborate in aligning resources to deliver services that supports opportunities for diverting vulnerable groups from the criminal justice system. We will ensure that children and young people get their needs appropriately assessed, and either diverted away from the criminal justice system, or be referred to the appropriate prevention and early intervention services – including Community Youth Teams, the Amber Service (for Criminal Exploitation early intervention) and Multi Agency Support Teams.

Reducing Re-Offending

We will re-establish the face-to-face Multi Agency Risk Panel to ensure timely and consistent assessment, planning implementation and review of responses to changing risk across all domains including risk of re-offending. We will ensure that our assessment practice remains a dynamic process, which analyses and responds to the changing nature and level of need and/or risk faced by the child from within and outside their family.

We will continue to embed the wider children's services Signs of Safety (SoS) model into our assessments which identifies – what we are worried about? what is working well? and what needs to happen? This will ensure that our assessments and interventions will continue to be a strengths-based approach to identify factors that have been found to be influential in desistance. This supports the building and maintaining of effective relationships with the case manager and within the child or young person's family and peer group whilst identifying and building on the young person's strengths to support young people to stop offending.

Reduce Over Representation

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 have already begun to make bold statements, identify direct actions, reviewed and changing policies, implemented new ones accessed training and development opportunities with more planned and adapted our practice and interventions to be a service that is recognised as anti-racist.

The aim is to be a service that challenges racism and oppression in a very transparent and overt way, and we have begun to give the staff the skills and confidence to be able to do that by creating an environment of psychological safety and supporting appropriate challenge of

the issues which are the first steps to reducing the instances. We have developed a new set of value statements to reflect this change which will continue to underpin the work we do.

Whilst children and young people from minoritised and racialised communities are overrepresented within our service this is not reflected in the staff that make up the service where there is underrepresentation from people from minoritised and racialised communities. Improving the representation from minoritised and racialised communities within the staff group is identified a priority within the service and is included in its current planning. For this to happen action and activity to address the under representation of staff from minoritised and racialised communities needs to be promoted and progressed at every opportunity. However the responsibility for this not only lies with the YJS but with the YJS Partnership, wider children's services, and the SCC as it requires changes to policies procedures and attitude at a service, local, corporate and national level.

Our aspiration is to continue to provide a high-quality service by staff that represent the children we work with 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 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. Also to accept their individual and collective responsibility to challenge and address circumstances in which discrimination, bias and social injustice arise.

Through continuing and building on the work currently being implemented on a service level, and through our involvement in all aspects of the work currently being undertaken across Sheffield and in the criminal justice sector, we will continue to support the ongoing conversation. We will continue to encourage and support partners in the criminal justice system to increase their racial and cultural awareness and recognise the impact of the lived experience of being a child from a minoritised and racialised group and how this impacts on their outcomes in all aspects of their lives.

A Focus on Education

The YJS has a small, dedicated education team who strive to improve the educational outcomes for some of the most vulnerable, disadvantaged and disengaged children and young people in Sheffield.

This is achieved by:

1. Focussing on the needs and aspirations of our young people.
2. Advocating strongly on behalf of our young people.
3. Collaborative work with case managers and specialists to sequence education interventions at the most appropriate time.
4. Delivering an enhanced offer which includes personal support and planning such as supporting young people “through the door” and overcome any anxieties, CV writing, key communication skills, interview techniques, CSCS card training and access to be-spoke support packages.
5. Strong links with training providers and employers through effective communication regarding progress, attendance and behaviour.
6. Negotiating a direct offer from providers who are prepared to consider young people straight from custody.
7. Regular meetings with other children’s education services and the Inclusion Centre to discuss individual and service ETE, keep up to date with good/new practice/developments/projects and city-wide initiatives.
8. Contributing to the Provider Network by attending meetings and networking regularly with established and new training providers.
9. Providing additional support in English and Maths when a full time offer from school is not present.
10. Strong links with the custodial estate and the development of programmes to support resettlement.

Prevention and Diversion through the 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. Referrals are discussed at the YOP and allocated to either the CYT or YJS. The relevant service undertakes an assessment which is presented to a multi-agency panel with representatives from YJS, CYT, SYP and seconded staff from health and victim liaison services. The panel discusses the assessment and ratifies the recommendations and outcomes. The appropriate service identified to undertake the intervention will undertake their normal processes

for further assessment, if required. This ensures that children will get their needs appropriately assessed and will be diverted away from the criminal justice system where possible.

The OOCB model is monitored and evaluated by the YJS Management Board which ensures they are better informed about the current cohort of young people and use this knowledge to influence practice. Scrutiny is provided via the South Yorkshire OOCB Scrutiny Panel, this provides direct challenge to our systems, process and practice resulting in improved practice and outcomes for children. The outcomes being that children and families will have access to the right services, delivered by the right people at the right time and hopefully disproportionality will be reduced.

Any cautions or conditional youth cautions are 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.

Serious Youth Violence and Child Criminal Exploitation

Multi-agency working is the key principle to Sheffield's coordinated response to Serious Youth Violence and Child Criminal Exploitation 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.

Sheffield YJS is a contributing partner and stakeholder in the South Yorkshire Violence Reduction Unit (VRU). The VRU has adopted a "public health approach" to reduce violence that looks at 5 core elements -data and evidence, causes of causes, partnerships, prevention and population. A multi-point Violence Reduction Strategy has been developed and a number of key priorities have been identified including - Encourage safe, nurturing and stable relationships between children and their parents and caregivers - Change cultural and social norms that support violence and ensure that children and young people have equal access to education and that their differing starting points and situational context is taken into account.

Operation Fortify is Sheffield's partnership approach to dealing with serious violence and organised criminality, led by South Yorkshire Police and Sheffield City Council Children's Services with key partners. A key focus of Operation fortify is to work in collaboration with strategic partners to deliver a safeguarding plan in respect of those children deemed to be at risk of harm due to their association and/or their participation in Organised Crime Group's activities. This multi-agency, proportionate response to risk includes an offer focused on prevention, diversion/disruption and enforcement. 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, YJS, South Yorkshire Police, Missing Team, and Early Intervention services (MAST). The Amber Project works with children at the risk of or already being exploited and who are in the criminal justice system or not. When in the CJ system and open to the YJS cases are co-worked with a social worker from the Amber Project. As well as specialist social workers the team has prevention and intervention workers. The Amber Project carry out investigations of those who are being exploited against a whole range of risk levels and agree appropriate responses 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.

Contextual Safeguarding

Sheffield has developed the "Contextual Safeguarding Strategy" which is Sheffield's response to contextual safeguarding and developed to protect young people where the risks are outside of their families. It has been developed in line with the requirements in the inspections of OFSTED local authority children's services (ILACS) framework. By adopting and working within the Contextual Safeguarding Strategy Sheffield partners are re-affirming their commitment to recognise and respond to child sexual and criminal exploitation and the criminalisation of our young people. Through the Contextual Safeguarding Strategy, we will achieve: shared understanding of risks, shared workforce development, shared pathways and shared responsibility to use our collective powers and tools to protect our vulnerable young people. The strategy builds on the steps already taken to address the concern that for some young people growing up in Sheffield there is a risk of significant harm due to criminal exploitation.

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 Child Exploitation Tactical Group Meeting (CETCG) which is a fortnightly multi-agency meeting looking at operational approaches to protect children and young people.

The Amber Project also provides a strong public face for contextual safeguarding in Sheffield and provides advice and support to children, young people and their families and training, learning and awareness materials and opportunities for professionals

Constructive Resettlement

Sheffield is an active partner in the South and West Yorkshire Resettlement Consortium which has been in place since 2014. Its remit is to improve resettlement outcomes for the children in the nine youth offending services in the area. This has included the introduction of resettlement clinics, improved multi-agency partnership work, increased advocacy for the children in custody and an accommodation agreement standard for children. The Consortium worked to overcome the challenges presented by the pandemic including maintaining good communication with the secure settings, and also providing information for children leaving custody on the potential impact of the pandemic on their release.

Originally funded through the Youth Justice Board the Consortium is now supported by the nine Youth Offending Teams in South and West Yorkshire, and the links developed, and partnerships made continue to enhance the resettlement work of the local youth justice services. The Consortium has a range of strengths, including; enabling joint working and standard setting at a strategic level, providing an operational managers forum to share effective practice and problem solve, offering a combined voice when responding to changes in national policy or consultations, enabling sharing of resources between areas for a relatively small cohort e.g. group work sessions and importantly providing an evidence base which allows data comparison through the resettlement tracker.

The Consortium objectives are:

- Understand the cohort and analyse need through work with key academic institutions/organisations
- Raise the standard of the 'resettlement offer' across South and West Yorkshire including improving take-up of ROTL
- 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
- Communications – provide stakeholders with timely and relevant progress updates
- Undertake performance monitoring and evaluation as required by Strategic Group
- Identify and share effective practice in the consortium and nationally
- Raise awareness of the work of the 'value added' through work undertaken in custody
- Continue to share learning from the Constructive Resettlement Pathfinder.

The objectives are developed from an understanding of the issues which impact on resettlement as identified through the Consortiums Annual Cohort Analysis. Data from all those involved is collated and analysed to consider the trends and information around local resettlement issues and is shared with partners including the Office of the Police and Crime Commissioner. We have also analysed data at a local level to utilise in the focus on resettlement in our area.

The collective work of the Consortium gives a focus on a small, but complex and vulnerable cohort who could cost the public sector a considerable amount if their offending continues and also provides a platform for obtaining funding on a regional basis

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.

YJB Constructive Resettlement Pathfinder Status

In 2019, the Consortium was awarded YJB Constructive Resettlement Pathfinder status to support other areas to develop a similar approach. A Pathfinder Co-ordinator was seconded to the Consortium to develop training programmes around Constructive Resettlement and Identity Shift. Staff from our service are included in training and development opportunities organised by the Consortium and best practice is shared across the Consortium. We took part in the Phase 1 training offered which was an introduction to Constructive Resettlement and Identity Shift. The training introduced practitioners to the concept of Constructive Resettlement and the role Identity Shift plays in transforming a child's future. The training drew upon research undertaken by Professor Neal Hazel (Criminology and Criminal Justice at Salford University & YJB Board member) and Beyond Youth Custody (NACRO) and offered a comprehensive overview of the key principles of Constructive Resettlement and how it supports a positive Identity Shift in children. We then took part in the Phase 2 training which considered how the Constructive Resettlement and Identity Shift principles can be put into practice.

We remain engaged with the work of the Consortium at both a Strategic and Operational level and are seeking to embed the resettlement principles within its work.

Restorative Justice and Victims

Sheffield YJS continues to enjoy a positive relationship with REMEDI who provide restorative justice solutions and victim focussed interventions on our behalf. They work collaboratively and innovatively with the YJS to enhance and add value to the services which it delivers with the emphasis on reducing re-offending, whilst ensuring that those directly affected by crime are involved in the process and that their wishes are given careful consideration. REMEDI have supported the development of restorative practice within the YJS by imparting their extensive knowledge and expertise thorough the facilitation of formal training opportunities and by providing information, advice and guidance to both managers and practitioners within the service. They deliver services in a child focussed way that provides support, advice and guidance to enable children and young people to take responsibility for improving their own behaviour and change their lives for the better. This is achieved by understanding the impact that their behaviour has upon themselves and others and facilitates resolutions which supports both victims and perpetrators of crime which has a lasting impact and influence on longer term positive outcomes for both parties.

REMEDI provide a supportive environment for people which encourages early and effective interventions to support people to re-build relationships and repair any harm caused. They are very responsive to the changing landscape of youth justice practice and restorative practice, and are committed to working flexibly and responsively to support young people to understand the consequences of offending and take responsibility for their behaviour, in order to make amends for the harm caused by their offence. REMEDI provide a range of Reparation activities which are suitable for each young person, the offence and, if appropriate, the victim's wishes which enables young people to make a contribution to their community in recognition of the costs incurred by their community as a result of their offending behaviour.

Together the YJS and REMEDI continually scrutinise practice and assess interventions to ensure that they are of the highest standard. This constant evaluation ensures that they sit appropriately as a leader in research, innovation and multi-agency approaches in working with, and supporting, statutory and voluntary agencies to enable them to provide services and deliver outcomes to the highest standard with young people, victims and communities at the heart of the process.

9. National standards

National Standards Audit

The last full National Standards audit was completed in 2020 in response to the impact of the Covid pandemic. Due to the impact of the Covid pandemic and the restrictions on contact we were not able to fully comply with the requirement of including extensive strategic audit and reporting activity from the Partnership Management Board.

The self –assessment identified the following:

Standard 1 – Out of Court - Outstanding

Standard 2 – At Court - Good

Standard 3 – In the Community - Outstanding

Standard 4 – In Secure Settings - Outstanding

Standard 5 – On Transition and Resettlement – Outstanding.

Although, as previously stated, the plan was for an operational manager to work collaboratively throughout the self-assessment process with the identified strategic lead from the board for each of the 5 standards, the outcome from the self-assessment provided assurance that robust and effective systems and policies are in place specific to children in the youth justice system in Sheffield.

Practice Standards

In response to the ongoing issues relating to Covid the YJS produced a set of Practice Standards which were developed in conjunction with the Business Continuity Plan required by the Youth Justice Board and set out Sheffield YJS Practice Standards during the Covid 19 pandemic. The standards, which align with Practice Standards set out for the councils People Portfolio, were discussed with Youth Justice practitioners and managers to ensure they were aware of expectations during this time, and to enable the service to follow appropriate guidance and knowledge about practice and services during the Covid 19 pandemic. The revised standards have been consistently reviewed, and in line with developments both within the local authority and in response to covid, a new set of Practice Standards in adherence to the existing National Standards for Children in the Youth Justice System were implemented into the YJS in March 2022.

Management and Quality Assurance

The Sheffield YJS structure includes a Service Manager (SM) and an Assistant Service Manager (ASM) who together with the YJS Operations and Development Manager form the Senior Management Team within the YJS. There are 5 Youth Justice Team Managers (TM) who each lead on several specialisms, and provide ongoing support and guidance in respect of management oversight of casework and procedures including reviewing progress against a young person's intervention plan and managing risk on a day-to-day basis

The Senior Management Team performs a vital contribution to the continued success of the service and the wider partnership as both operational management and strategic management skills are relevant to the multi-agency world of YJ and its continued success, growth and ability to respond to dynamic demands from all areas of the council and criminal justice system.

The SM is responsible for the provision of leadership, strategic planning, development and implementation of a range of Youth Justice Services and provision within the local authority. The SM is responsible for all resourcing and budgetary decisions within the service and leads on the development of policy, procedure and standards in the service which contributes to the delivery of the service, aligns to local and national priorities and inform future council strategy and resource priorities.

The ASM provides an important function in the quality assurance process within the YJS as it has supervisory, line management and professional development responsibilities for Team Managers. The ASM is responsible for overseeing the operational delivery of youth justice services to children, young people, families and carers in line with agreed assessments and plans.

The ODM is a bespoke role to the YJS and is responsible for providing key functions in the YJS partnership due to the unique business structure, such as managing and delivering support services, and quality assurance and performance information in line with directorate policies and procedures and current legislation, council standing orders and financial accountability framework.

The operational management team work well together to develop a quality assurance approach to practice and implement quality assurance, audit and monitoring programmes and improvement plans in line with National Standards for Children in Youth Justice, Case Management Standards and the requirements of the regulatory body. The current management structure provides the appropriate level of support and management oversight to ensure that all work undertaken within the service is conducted in line with statutory regulations and within service area, Directorate and wider Council guidance and best practice. The current management structure provides the appropriate level of support and management oversight for ensuring the achievement of appropriate requirements and action in response to the above demands and preparation for and as a result of inspections and reviews including those by the Youth Justice Board, Ministry of Justice, DfE, Annual National Standards Audit and Ofsted other inspection regimes.

10. Challenges, risks and issues

Recently there has been a series of significant changes to Sheffield YJS. These unprecedented changes both in terms of scale and impact have come against the backdrop of the service continuing to innovate, create and adapt in response to the ongoing global pandemic.

Like many other local authorities Sheffield has seen significant budgetary pressure and has had to implement a range of measures to identify savings and efficiencies. Unfortunately, Sheffield YJS was identified as an area where there would be a reduction to the budget, this reduction amounted to 46% of the local authority's contribution to the partnership budget for 2022/23.

Several council wide Employee Led Schemes (ELS) were introduced which offered people voluntary retirement and severance opportunities and several YJS staff were successful in their applications and have left the service. The impact is that the service lost a wealth of skill, knowledge and experience and several key and bespoke roles in the service were deleted from the establishment as the ELS does not allow positions to be recruited to. Added to this there has been a number of staff who have left the service through career progression and by taking up opportunities in other parts of the local authority which created gaps in the case management and team manager cohort. The gaps created through this have now been filled with several new case managers joining the service and a new management team being created.

Most recently the Chair of the Partnership Board and the Service Manager have retired, and after a period of 10 years in the Star House "Youth Hub" the YJS will be relocating to alternative premises. The move was driven by an effort to reduce costs and the impact of budgetary reductions, however the YJS will still be co-located with the Criminal and Sexual Exploitation Service, Care Leaving Service and locality based social care and early help and prevention services.

Since the reduction to the budget was confirmed the service, partnership and children's service have been seeking alternative funding to reduce the impact. Through the agreement to utilise any underspend within the partnership budget, a reduction to third party payments for services from the YJS and anticipated reduction in premises costs we have managed to identify a significant amount of the reduction.

The increased levels of relative deprivation in families, child poverty and need across our city will continue to challenge the increasingly scarce resources available from each of the statutory partners that come together to deliver our Youth Justice Partnership. The principal concern for future YJS delivery therefore is a further reduction in revenue alongside an increase in need and complexity and hardship faced by the children, young people, families and communities with whom we work.

As the pressure on individual services increases, so does the difficulty in balancing their direct work and their contribution to the work

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

Whilst we remain confident that the best way to deliver services to young people in the criminal justice system is through the YJS partnership, the context set out above presents significant risk to future delivery.

11. Service improvement plan

Continuous Service Improvement Plan (CSI Plan)

The YJS has an established CSI Plan that informs improvement and service delivery. The CSI Plan is informed by audit, inspection, evidence from research, thematic reviews and effective/emerging and promising practice. YJS managers participate in multi-agency case review process and include action plans/learning arising from this into service improvement plan.

YJS participate in serious case reviews (SCRs) and include action plans/learning arising from them into service improvement plan.

The CSI is continually reviewed and updated through the Operational Management meeting structure.

Serious Incidents Response and Service Improvement

The YJS Partnership Management Board recognises the importance that lessons learnt following serious incidents are shared so that actions can be taken to work to prevent similar incidents from happening in the future and the YJS will always consider how we can use the learning from incidents to inform areas for improvement. Therefore, following the removal of the requirement to notify the YJB of certain incidents in 2018 the YJS Partnership Management Board agreed that the YJS would continue to follow the process for notifying Senior Managers, the Sheffield Safeguarding Children Board (SSCB) and the YJS Partnership Board of all Serious Incidents (Formerly Community Safety and Public Protection Incidents (CSPPI)).

The YJS Partnership Management Board also agreed that a Serious Incident Review (SIR) (Formerly Critical Learning Review (CLR)) would be completed by the YJS so that key information and lessons could be captured, any necessary action taken, and as preparation for contributing to any multi agency reviews. A SIR provides the opportunity for effective practice to be acknowledged, and shared if

appropriate, and gives the young people involved an opportunity to share their views about what happened. It is also an opportunity to work with them to identify, and put in place, support and protective factors that will help keep them safe and prevent future incidents. Once completed the YJS presents the SIR to the YJS Partnership Management Board, and all actions and learning arising from SIR's are included in the CSI Plan.

From June 2021 to March 2022, the YJB initiated a new voluntary serious incident notification system. Following a review into the voluntary notifications received, from 1st April 2022 it once again became a condition of grant for local Youth Justice services to report serious incidents to the YJB and complete case reviews, although this does not represent a significant change for the YJS.

Workforce Development

On entering the service all operational staff undergo a structured induction plan which dependant on experience and role is implemented within the first month of employment. Due to the nature of the work that the service does and the supportive structure within the wider youth and criminal justice sector some of the learning and development opportunities are bespoke to the personnel that work in the sector and quite often they have to be commissioned and provided independently outside of the councils Learning and Development Hub programme of events.

The Youth Justice Sector as a whole has its own Sector Led Improvement Group from which we access YJ specific training from and they have adapted more widely available and recognised training to bespoke YJ training and qualifications for example there is an ILM level 5 and ILM level 7 YJ specific qualification for managers in youth justice. Therefore, the service identifies an appropriate budget to meet the developmental needs of all staff within its financial planning. As the service is part of the wider children's service portfolio other opportunities are accessed by individuals, teams and the whole service through the councils Learning and Development Hub as part of the service's continuous professional development practice and to align with statutory learning and development requirements.

The YJS has adopted the use of the YJ Skills Matrix for all staff and it is utilised to inform development requirements through supervisions and Professional Development Reviews (PDR) as part of the appraisal process. The service also has a required learning plan for all staff which is to be completed as an ongoing process beginning from induction into the service. The YJS has also contributed to the development of the wider Children and Families, learning & development offer for employees and managers to ensure that staff have the support they need and the opportunity to develop your skills and career opportunities. The offer includes core and professional learning and development courses.

The service has developed Peer Development sessions for all teams. These are delivered in a variety of ways; to teams by team managers and jointly with more than one team and at Whole Service Events.

Due to the increasing number of high-risk cases and the complex nature of the children we work with the service has implemented a plan to ensure that all case managers are qualified officers so that they are able to manage any case from OOC to High-Risk community and custody cases.

Reflective Practice is promoted and encouraged in the YJS as it values the concept of learning from experience which supports staff to think about what they did, and what happened, and decide from that what they would do differently next time. To facilitate this all staff have monthly reflection time opportunities built into their rotas.

The service has invested in numerous training and development materials and built up a vast internal resource hub within the service for all staff to access to support and inform the work they do.

In response to the increasing risk and complexity of cases and to strengthen the trauma informed approach the YJS has recently commissioned extra support for the service. This specialist therapeutic support for the service will ensure support and supervision of children, young people and their families is reflective of the trauma they have experienced, and that staff undertaking direct work have opportunity to access peer and individual supervision regarding complex cases from an appropriately trained and experienced clinician. Extra value is provided through the expertise of a clinician whose knowledge and understanding incorporates trauma caused by the experience of racism.

12. Evidence-based practice and innovation

The YJS and its partners deliver or commission a range of assessments, services and interventions informed by research and best practice. These include Asset Plus, Assessment of Adolescents and Harmful Sexual Behaviour (AIM3), Triple P Positive Parenting Teen, Multi Systemic Therapy, Restorative Justice, Family Group Conferencing; Good Lives; Cognitive Behavioural Therapy; Signs of Safety; Eye Movement Desensitisation Reprogramming and trauma informed approaches. Most of these are embedded within a model focused on relationship-based practice which recognises the importance of a trusted relationship to support the engagement in evidence-based interventions and approaches.

The YJS continues to adopt a whole family approach to our assessment of the young person within the context of the family. The YJS is able to draw on the input of a range of disciplines through seconded staff and create or support access to opportunities to meet the increasing complex needs of children young people and families.

The YJS uses the comprehensive assessment framework 'Asset Plus' which is premised on desistance theory and the practical application and ensures that all assessments now include not only indicators of the level of risk but also contextualises the impact of that risk. This allows for a more accurate assessment and takes into account protective factors that could mitigate against the likelihood of committing similar offences again.

The YJS has made links with the British Association of Social Work (BASW) and Research in Practice who provided us with a variety of learning and development opportunities covering many topics including:

- Identity Change – To enable young people to maintain a longer-term behaviour and attitudinal change by supporting them on their journey to establishing a “new identity”.
- Cultural Competence - The ability to understand, appreciate and interact with people from cultures or belief systems different from one's own through an open attitude, self-awareness, awareness of others, developing cultural knowledge, and building cultural skills.
- Adulthoodification – A concept where notions of innocence and vulnerability are not afforded to certain children. This is determined by people and institutions who hold power over children and young people. Research supports that when adulthoodification occurs outside of the home it is always founded within discrimination and bias. There are various definitions of adulthoodification, all relate to a child's personal characteristics, socio-economic influences and their lived experiences. Regardless of the context in which adulthoodification takes place, the impact results in children's rights being either diminished or overlooked. This can be seen in in our own service and many services we work such as the police, education, social care and health where it can be perceived that a child is street wise, resilient, aggressive, mature, manipulative or confrontational and in some service adulthoodification can mean that children are perceived to be strong and not in need of support

13. Looking forward

Locally Agreed Overarching Targets and Priorities

Effective Case Management

The way we will achieve all our other priorities is by thoroughly assessing young people's risks, vulnerabilities and needs, creating individual tailored plans for them, offering effective interventions, delivering them in a timely way and building strong relationships.

Our internal audit processes and external inspection involvement indicate that our staff build good relationships and offer good interventions to young people and their families, but we still need to work on improving key areas of case management and the timeliness of assessment, planning, implementation and review of interventions and plans. Therefore, the first overarching priority we want to achieve is Effective Case Management to ensure we provide the best most professional service we can to the children and young people, their families, communities and the whole justice system. To support this desired outcome, we will ensure that the service creates a continuous learning environment where staff at all levels are committed to their own development and that of the service as a whole.

We will continue to actively seek the involvement of children and young people, stakeholders and the wider community to improve practice, and welcome complaints, comments, feedback, reviews and inspections as opportunities to learn.

In addition to National Standard Audits, we will undertake additional audit activity that focusses on Assessment and interventions and Planning and delivering interventions in the community. We will continue to monitor quality through regular sampling, including gatekeeping of reports, quality assurance of Asset Plus documents and direct observations of practice.

Providing feedback to staff on their performance is key to be able to address any areas for development and improvement and this will be provided through supervision, at service panels and forums, from stakeholders and partners and from children, young people and their families and carers.

The service is aware of its responsibility to give all staff opportunities to develop the knowledge and skills they need to do their work effectively and to provide practical and emotional support for staff with challenging caseloads. We will continue to support reflective practice by ensuring that all staff have regular time set aside to reflect to develop the notion of "internal supervisor" so that all staff can give their work a critical appraisal and make their practice more effective.

Reducing Overrepresentation

Although locally we may lack specific examples of incidents or evidence relating to individual actions from criminal justice agencies, the facts are that children and young people from minoritised and racialised groups are disproportionately represented in the criminal justice system and for some of them their experience of the system is often more negative than their white peers.

The second overarching priority we want to achieve during this plan is to continue our improvement journey to reduce overrepresentation of certain groups within the youth justice cohort, and to make the lived experience of those that enter it be more positive, fair and equitable. We know from previous research and reports that some major contributing factors and causes for over representation lie outside the criminal justice system. For example, black children are more than twice as likely to grow up in a lone parent family, black and mixed ethnicity families are less likely to seek/access or receive early help and prevention services. It is likely it is the effect of poverty and other individual circumstances on young people which may lead to several disadvantages, including increased likelihood of offending therefore increasing disproportionality.

All Youth Justice Services and partnerships have the potential to be a really effective vehicle for change within this arena such is their unique position both in the Criminal Justice System and Children's Services. Reviewing current individual service and collaborative partnership activity and identifying actions to reduce disproportionality to increase their understanding of the journey of minoritised and racialised children from childhood to entry into the system is vital to affect any positive change and increase confidence and trust in universal services and the criminal justice system. To do this research encourages improving, building and supporting the development of physiological safety and interpersonal trust in and between service to remove barriers to engagement, inspire challenge and improve relationships which will lead to more effective outcomes for all our colleagues and the people we work with.

The outcomes we hope to achieve include.

- To improve trustworthiness in the youth justice system from minoritised and racialised communities.
- To improve trustworthiness in early help and prevention services from minoritised and racialised communities.
- Develop prevention and diversion to prevent minoritised and racialised children entering the criminal justice system.
- Reduction in minoritised and racialised children entering the YJ system and receiving custodial sentences to below % of population.
- Increase in number of minoritised and racialised children sustaining inclusion in education, training and employment.
- Less minoritised and racialised children at risk of gang affiliation and criminal exploitation.
- Improve the criminal justice experience and outcomes for children, families and staff from minoritised and racialised groups.

Staff Welfare

The service has prioritised the safety and welfare of children and staff throughout the pandemic, and this has continued throughout our planning and activities for re-integration and future delivery of services. Listening to the views and understanding the experiences of our staff has been particularly important in influencing our activity particularly their experiences and concerns about how change has and continues to affect them. These changes include staff leaving, new staff starting, hybrid working and a change in the premises where the service will be delivered from. Support for staff is key to effective service delivery and our aspiration is that we promote wellbeing and create a positive work environment as we adapt to new ways of working and other changes that we are having to implement.

The support will be provided in a variety of ways

- Communication – Throughout the period of change regular meetings with all staff will be held to discuss the changes, update all involved, listen to the views of all those affected and resolve any issues that may arise.
- Involvement – Throughout the period of change all those affected will be supported to contribute to the planning and implementation of existing, revised and new processes. Innovation and creativity will be encouraged and positively received.
- Leadership – We will ensure that the leadership and culture within the service and effective people management are the foundation on which we build the fully integrated wellbeing approach that we aspire to. The existing valued culture of transparency, openness and inclusivity will be maintained throughout the whole change process.
- Additional support - In response to the increasing risk and complexity of cases and in recognition of the impact of vicarious trauma the YJS has maintained extra support for the service. This specialist therapeutic support for the service will ensure support and supervision of children, young people and their families is reflective of the trauma they have experienced, and that staff undertaking direct work have opportunity to access peer and individual supervision regarding complex cases from an appropriately trained and experienced clinician.

Going forward we will ensure that we create safe working spaces, provide safe equipment and ongoing professional development opportunities.

We will also strive to ensure that all staff:

- Remain appropriately motivated, challenged and energised in their roles without feeling unnecessary pressure.
- Feel supported, trusted and valued by their managers
- Are clear about their objectives and responsibilities
- Are able to talk about any issues affecting them
- Are satisfied they are doing something useful and meaningful

- Are part of a collaborative team working together towards the same goals
- Are engaged in the success of the organisation and involved in its decision-making
- Have balance with their life outside of work
- Motivated to do more than what was expected of you
- Are connected with and enjoy supportive relationships with their colleagues.

The desired outcomes are that there is ongoing engagement, increased autonomy, increased resilience, reduced absence and sustained performance.

Transitions

For young people in the criminal justice system transitions is not confined to moving from youth to adult services. Alongside the many physical and emotional changes that are part and parcel of adolescence, transitioning to an adult also involves changes in roles, relationships, expectations and status - within family, amongst friends, amongst professionals involved in their lives and within the wider community of home, school and work and changes in access to services. A virtual “cliff edge” develops for many young people particular for those who receive additional support from various children’s services including our own and at this time it is important that the level of support provided is maintained.

The Youth Justice Service will endeavour to ensure transition support is developmentally appropriate, taking into account the young person's:

- maturity
- cognitive abilities
- psychological status
- holistic needs
- social and personal circumstances
- communication needs.

We will also ensure that it:


- Is strengths-based and focuses on what is positive and possible for the young person rather than on a pre-determined set of transition options
- Identifies the support available to the young person, which includes but is not limited to their family or carers.

- Treats the young person as an equal partner in the process and takes full account of their views and needs
- Involves the young person and their family or carers, primary care practitioners and colleagues in education and health as appropriate
- Supports the young person to make decisions and builds their confidence to direct their own care and support over time
- Fully involves the young person in terms of the way it is planned, implemented and reviewed
- Addresses all relevant outcomes, including those related to: — education and employment — community inclusion — health and wellbeing, including emotional health — independent living and housing options
- Involves agreeing goals with the young person.

Our transition processes will be underpinned by the following principles:

- Individual needs and safeguarding requirements will be recognised and addressed
- Children and young people who are eligible will be identified and allocated to adult services at the earliest point
- Every young person who could transfer to adult services must have a transition plan
- Transition planning should focus on providing flexible and continuous services tailored to meet individual needs. This should include consideration of any diversity issues for each individual and therefore, transition planning needs to take account of protected characteristics notably those included in the Equality Act 2010.
- Relevant information about young people must be shared between youth and adult services before transfer
- Children and adult services will work together to achieve effective transition outcomes, including maintaining interventions and progress
- Young people and their families will be actively involved in planning for their transitions and understand and agree the plans in place
- Each transition will be reviewed, and services will seek continuous improvement, facilitating the journey towards a positive future and desistance from offending, building on skills, strengths and interests.

14. Sign off, submission and approval (Page 16 of the Guidance)

Chair of YJS Board - name	Mark Storf
Signature	
Date	28/06/2022

15. Appendix 1 (Outline of full board membership, including attendance, job title of the board member and dates of board meetings should be included in Appendix 1)

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

Name	Organisation/Agency
Chair	TBC
Mark Storth -Vice Chair	Sheffield City Council – People Services Portfolio
Benn Kemp	South Yorkshire Police
Marie Carroll	Office of the Police and Crime Commissioner for South Yorkshire
Sally Adegbembo	The Probation Service
Sapphire Johnson	Clinical Commissioning Group
Kevin Straughan	Sheffield City Council - Inclusion and Learning

Dan White	Sheffield City Council – People Services Portfolio
Jenny Robertson	CGL (Substance Misuse Services)
Sam Taylor	Youth Justice Service
Sara Rodgers	Youth Justice Service
Jason Siddall	Sheffield City Council – Place Services Portfolio and Community Safety Partnership

The YJS Board meets 4 times per year and the scheduled dates of meetings for 2022 – 2023 are

26th April 2022

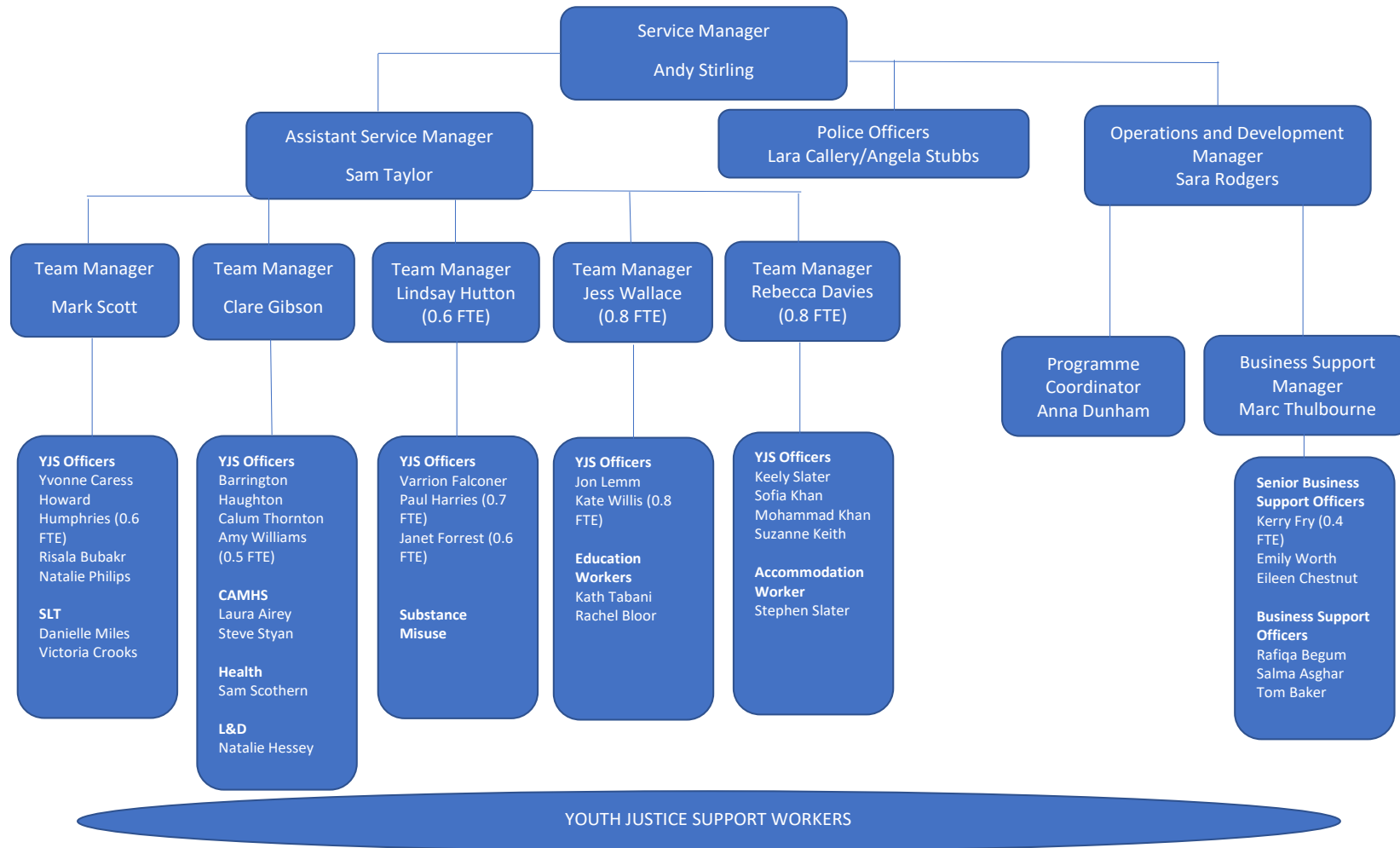
19th July 2022

18th October 2022

24th January 2023

16. [Appendix 2 – Service Structure Chart](#) (*should include details of the staff roles in the YJS and the reporting arrangements for the Head of Service. Information on the links to the data analyst should also be included. There should be a separate table in the appendix recording the ethnicity, sex and known disability of staff*)

Sheffield Youth Justice Service



Sheffield YJS staff ethnicity and sex

Count of FTE	Column Labels								
Row Labels	Administrative	Operational Manager	Practitioner	Referral Order panel Volunteer	Sessional	Strategic Manager	Volunteer	(blank)	Grand Total
Female	8	4	19		5	2		3	41
Black British					1				1
Other Asian	1						1		2
Other Mixed	1		1				1		3
Pakistani			1		1				2
White British	6	4	17		2	2	1		32
Yemeni					1				1
Male	2	2	10		1	6	1	1	23
Other Black			1			1			2
Other White						1			1
Pakistani			1						1
White and Black Caribbean			1						1
White and Black Caribbean						1			1
White British	2	2	7		1	1	1	1	15
White Irish						2			2
(blank)								1	1
(blank)								1	1
Grand Total	10	6	29		6	8	1	4	65

Sheffield YJS staff with known disabilities

Position	Gender	FT/PT	Ethnicity 15+	Ethnicity 5+	Welsh Speaker	Disabled (self-classified)
Practitioner	Female	Full time	White British	White	No	Yes
Administrative	Male	Full time	White British	White	No	Yes
Referral Order panel Volunteer	Female	Part Time	White British	White	No	Yes
Referral Order panel Volunteer	Female	Part Time	Black British	Black	No	Yes
Sessional	Female	Part Time	White British	White	No	Yes
Sessional	Male	Part Time	White Irish	White	No	Yes

Common youth justice terms, please add any locally used terminology

ACE	Adverse childhood experience. Events in the child's life that can have negative, long lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Antisocial behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system.

	There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child looked-after, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for

	the first time (youth caution, youth conditional caution, or court disposal
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average

RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth justice service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a Child First approach
YOI	Young offender institution