



Youth Justice Plan 2024-25

Contents

Foreword	3
Governance, leadership and partnership arrangements	4
Update	7
Progress on priorities in previous plan	7
Performance over previous year	10
Risks and issues	14
Plan for forthcoming year	15
Child First	15
Resources and services	15
Board development	16
Workforce development	16
Evidence based practice and innovation	17
Evaluation	18
Priorities for the coming year	20
Sign Off and Approval	23
Appendices	24
• Staffing Structure	25
• Budget contributions	26

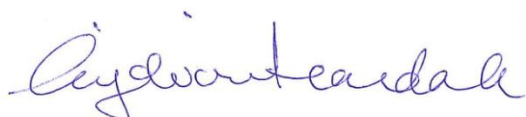
Foreword

It is my great privilege to have assumed the role of chair of Sheffield Youth Justice Management Board and to introduce our Youth Justice Plan setting out our ambitions for supporting children and young people and preventing youth crime in the city.

This plan sets out our ambitions and priorities, including arrangements to ensure that we continue to deliver our successful Youth Justice Partnership in the city to achieve improved outcomes for children. At the time of setting out our plan, there has been a strengthening of our partnership with services working effectively together in to ensure that we continue to maximise resources and support our children, young people, families and communities.

The Sheffield Youth Justice Service Management Board has strengthened its collaboration of statutory, third sector and elected members. We will ensure that our approach to young people who offend is driven by child-first principles, restorative practice and on our ambition for Sheffield to be a City where its children feel they belong.

The plan looks to tackle inequalities and disproportionality in the representation of the global majority in our Youth Justice Service and demonstrates expectations the way children should be treated and supported when they come into contact with the justice system, our focus on early intervention and prevention and how our partnerships has the strength and depth to deliver on our priorities.



Meredith Dixon-Teasdale
Director Children Services
Sheffield City Council

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 (2019).

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 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 as well as nationally through the Youth Justice 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.

Leadership

The service continues to have a Service Manager and an Assistant Service Manager both full time posts. There are some discussions taking place with regards to expanding to ASM complement to 1.6 FTE to provide some degree of cover and flexibility in managing the strategic and operational demands of the service. The Operational Manager complement is 6 at a FTE 5.3. They supervise 19 Case Managers and 11 Specialist Staff.

Partnership Arrangements

Following some work to strengthen the partnership arrangements the Management Board now has membership at the right strategic level to provide effective oversight and with the ability to directly influence decisions within their own agency to reflect YJS priorities as appropriate. 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 at Stadia in the East of the city, where we are co-located with our colleagues in Amber, and are also in 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 local reducing re-offending groups. Membership of these key strategic forums provides the opportunity for the Service Manager, and Board members, to ensure that the needs and profile of young people involved in, or at risk of entering, the criminal

justice system are considered when developing local policies and setting priorities for resourcing.

The service also works closely with the three other Youth 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 South Yorkshire Mayoral Combined Authority (SYMCA) which has taken on the role and responsibilities previously carried out by the Office of the Police and Crime Commissioner. This change took place following elections in May 2024. Staff have transferred which provides some degree of continuity but how the relationship works in practice is still being determined.

Update

- **Progress on priorities in previous plan**

The previous plan identified the following priorities

Action	Progress
Children from groups which are over-represented	Ongoing
Key activities	
<p>We continue to work with partners to raise the reality of disproportionality within the criminal justice system. We have also begun to raise the issue of over-representation more widely as this is not simply a criminal justice issue. For example, School census for secondary population indicates that the Global Majority make up 36.3% of children in Sheffield. In March 2024 41.1% of children working with Sheffield YJS were from the global majority. However, it is notable that Sheffield's Pupil Referral Unit in January 2023 (latest figures available) was working with 237 children. 49% of whom were from the global majority. There appears to be an impact of discrimination on children across Sheffield and steps to challenge this shouldn't be confined to criminal justice. We have raised this in wider forums including the Safer Sheffield Partnership Board and also within Education and Training forums.</p>	

Action	Progress
Prevention	Ongoing
Key activities	
<p>Turnaround has expanded our service with reference to prevention activity but these children are still largely known to criminal justice agencies. We have begun to form greater links with the Family Intervention Service alongside current youth services links to provide a more holistic approach in identifying and working with children at risk of criminal behaviour. We are also working to develop closer links with the Communities directorate who have staff working to reduce Anti Social Behaviour</p>	

Action	Progress
Remands	Complete
Key activities	
<p>We have introduced an automatic review system through the Quality Assurance manager which looks at the circumstances of any child's remand to custody. These are shared with managers and the overall picture is taken to the board. This review system has not identified any specific issue with remands, it identified that remands are reserved for the most serious offences or for children with a significant history of offending alongside previous breaches of bail and non compliance with community sentences. The remand review system will remain in place to ensure we learn from any issues and provide an additional level of scrutiny for these decisions</p>	

Action	Progress
Use of custody	Ongoing
Key activities	
<p>While there is no specific review of custodial sentences there is a general monitoring of these decisions. With the exception of the most serious offences, those where detention at His Majesty's Pleasure is the most likely outcome, we would offer a community based alternative to the court. Our cohort in custody is dominated by these longer tariff based sentences.</p>	

Action	Progress
Constructive resettlement	Ongoing
Key activities	
<p>Resettlement is something that begins on first contact and continues during any sentence. We are active members, at both operational and strategic level, of the South and West Yorkshire Resettlement Consortium. We have a clear procedure in place with Children's Services regarding timescales for confirming accommodation on release, as appropriate. We also support the use of ROTL to facilitate contact with agencies and providers in order to increase options and opportunities with reference to employment, education and training on release.</p>	

Action	Progress
Workforce development	Ongoing
Key activities	
<p>This continues to be a key priority. There is now a training plan in place and we are monitoring training across the workforce. Mandatory training is completed as necessary and we have identified key training needs and looked to commission training when there is no local provision. Staff are encouraged to identify areas of development and we will support this in terms of time, and on occasion funding.</p>	

Action	Progress
Evidence based practice and innovation	Ongoing
Key activities	
<p>Our Quality Assurance and Standards manager attends regional and national forums to ensure the service is aware of good practice and innovation. We also liaise closely with partner agencies to share practice. HMIP reports are also accessed on publication to note any areas for development and good practice. This is closely linked to workforce development and any learning is fed in to the training plan.</p>	

Performance

KPI: Reducing the use of custody

Indicator	2023/24 Target	Overall performance
Custodial sentences	Reduce previous year by 10%	Steady

During 2023/24 there were 7 custodial sentences. During 2022/23 there were a total of 10 custodial sentences, so we have a reduction this year.

The breakdown of custodial sentences is as follows:

- Q1 – 1 x Section 259, 1 x DTO
- Q2 – 1 x DTO, 1 x Section 259
- Q3 – 1 x DTO, 2 x Section 250.
- Q4 – No custodial sentences

The analysis of the 7 children has shown the following:

- all were known to the YJS prior to their custodial sentence
- all have social care involvement in their history
- all have documented links to organised crime groups
- 2 children were sentenced for an offence of murder.

There were 5 children sentenced post 18, these children were known to us and have continued to be managed by the YJS under Operation Safeguard.

KPI: Reducing first time entrants

Indicator	2023/24 Target	Overall performance
First Time Entrants	Maintain last years figure (or reduce)	Target Met

The following information has been extracted from Sheffield YJS case management system.

In 23/24 we have had 115 first-time entrants to the youth justice system, counting children receiving a Youth Caution upwards. The data for this is extracted from the YJS case management system.

Number of FTEs per quarter

Q1 2022/23 (April-June)	Q2 2022/23 (July - Sept)	Q3 2022/23 (Oct - Dec)	Q4 2022/23 (Jan-Mar)	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
32	30	21	36	34	24	26	31

What are we doing about it?

The Turnaround Programme is being offered as a diversionary outcome for those children who are eligible and who may have previously received an Out of Court Disposal. Due to the changes made to the team managing Turnaround cases we would hope that this would shortly have an effect on our FTE figures. When looking at the fines and conditional discharge cases we are working with these children via the Turnaround Programme.

KPI: Preventing reoffending

Indicator	2023/24 Target	Overall performance
Proven reoffending within 12 months	To maintain current reoffending rate	Steady

Note: 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 reoffending cohort is three months' worth of young people receiving a (***substantive**) outcome 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 2 year lag in the figures. This data is taken from PNC, provided by the MoJ.

The updated reoffending data is the 3 month period of January 2022 to March 2022. There were 31 children in the cohort, 13 reoffenders, committing 72 offences. The reoffending rate for this period is 41.9%, a slight increase from previous 3 months (Oct – Dec 21 was 34.3%).

KPI 2: Education Training and Employment

Indicator	2023/24 Target	Overall performance
Engagement in education, training or employment	90% or higher	Not achieved

What is the KPI?

The indicator measures the percentage of children whose youth justice referrals **closed** during the period and had a programme of sufficient and suitable education,

training or employment (ETE). This is defined as 25 hours or more per week for those of statutory school age and 16 hours or more for those over.

Prior to the KPI being introduced by the YJB Sheffield YJS were already monitoring ETE rates within the service. Work has been on going to verify the data input in the case management system, which is where this information is extracted from.

It was agreed that the identified underspend could be used to increase our resource for education workers by 1 FTE for 12 months to strengthen our ETE offer, which would give us 3 Education Workers. Alongside this managers are working with staff to ensure children are appropriately referred when there are identified ETE needs. We have also strengthen links with universal services to support access to Information Advice and Guidance workers to ensure support continues post involvement with YJS.

Risks and Issues

The key risk at present is the loss of Turnaround funding at the end of March 2025. Turnaround has enabled us to work with a group who wouldn't previously have had access to some services. It has also enabled work to be undertaken at an early stage to reduce the risk of children's progression to formal criminal sanctions. Loss of the service may undermine these achievements and will mean some children are unable to access a service from April 2025. In addition some staff are employed on temporary contracts due to the funding timeframe. We are looking at options to access different funding streams and offer greater certainty to the affected staff. However, if this is not confirmed it is likely staff may look at alternative employment.

A further concern is the current service location. It is not easily accessible and is used by a number of services. The accommodation is limited and not as welcoming as it could be. We have recently refurbished another facility which does provide a safe and welcoming space for children and has good facilities to use during sessions. However Sheffield is a large city and we are looking at wider use of community hubs and other spaces in local areas to better meet the needs of the children while delivering a good service

Due to a reduction in children appearing at court this has created some over capacity at times. The court has managed this to date by reducing dedicated youth court days and until recently this was every week on a Wednesday. This was manageable and understandable in the circumstances. However, this has now been changed to a fortnightly hearings court alternating with a trials court. This clearly delays cases coming to court at times but it also is leading to some over listing with significant numbers of children scheduled to appear. The nature of the cases at court also means that there are few trials being scheduled. It also means that, as waiting space is limited, rather than children remaining in the dedicated youth court area, they are sitting in the main area of the court where adult defendants are waiting alongside other attendees. This has been challenged and is currently being considered by the Court Service.

Plan for forthcoming year

Child First

This is a key aspect of the service and something at the heart of service delivery. It encompasses our discussions with partners where we expect the use of child or children rather than young person. We challenge adultification at all times and remind partners of the need to work in the best interests of children.

Staff in the service work collaboratively in the best interests of the child and all staff in the service receive a comprehensive induction which emphasises the principles under which we work.

As noted elsewhere we have a training plan which builds on best practice across the country and has child first practice at the core.

Resources and services

Funding for the service is provided through the statutory partners and is detailed in Appendix 1 and is made up of contributions from the statutory partners, including a contribution from the Police and Crime Commissioner as was. This was agreed prior to the transfer of responsibilities to the SYCMA. The service also oversees the local authority budget provided to meet the cost of young people remanded to the secure estate.

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. We have also recently commissioned a Mentor service providing 2 FTE staff who mentor children open to YJS.

Funding and staffing contributions enable the service to provide assessment and interventions to support children's physical and emotional health alongside a bespoke Speech and Language provision. Seconded staff from police have an important role in liaison with frontline officers and in supporting risk management. Local non statutory partners also provide seconded staff to support work around accommodation and substance misuse.

We continue to develop these services, supporting seconded staff to utilise specialist knowledge and skills to enhance the service provided. We are looking to review the Service Level Agreements with agencies to ensure the needs of the children are met by the provision available and that we provide appropriate services. There is a vacancy within the CAMHS provision currently and we are looking to widen the service to include a practitioner with specialist knowledge of children with Learning Disabilities as this has been identified as an area we may wish to consider.

We also have specialist Education Training and Employment officers who support children in accessing appropriate opportunities and advocate on their behalf in situations where services are withdrawn or suspended. Constructive activities are key in reducing the risk of offending and this is an area we wish to promote and build to achieve better outcomes for the children working with the service

Board development

Significant steps have been taken to ensure Board Members have the appropriate authority in terms of decision making and resource allocation and that they are active participants in the overall management of the service. Board members are being set tasks to report back on to the board and we have identified managers in the service to link with Board members to support communication.

Board attendance is being prioritised and there is an expectation that any non attendance will be notified beforehand and that a suitable deputy will be identified.

The Board Chair has written to all members regarding the importance of attendance.

Following the recent local elections the Chair of the Children and Families Committee has been invited to sit on the Board and has accepted. This provides a link to the elected members and gives YJS an important voice within this group. This is clearly important, both in terms of setting budgets within the local authority but also in order to ensure Youth Justice is a visible service.

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 Go Learn Portal 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. 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 Go Learn Portal as part of the service's continuous professional development practice and to align with statutory learning and development requirements.

The YJS utilises regular practitioner focused supervisions and Professional Development Reviews (PDR) as part of the appraisal process. The YJS has also contributed to the development of the wider children's services, 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 runs Peer Development sessions for all. These are delivered in a variety of ways; to teams by team managers and also by staff to their colleagues supported by managers.

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 the opportunity to take monthly reflection time.

The service has invested in training and development materials and built up an 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 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.

Evidence based practice and innovation

We utilise 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 that can create or support access to opportunities to meet the increasing complex needs of children young people and families. We have accessed some training for a group of staff in provided by the parenting team to enable interventions directly within the service and provide support to the wider staff group. This will also build links and support appropriate referrals for more specialist support in this area.

The YJS uses the comprehensive assessment framework 'Asset Plus' which is premised on a desistance approach. All assessments 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.

A desistance focus has led to work to support identity change enabling children to maintain longer-term behaviour and attitudinal change by supporting them on their journey to establishing a "new identity".

Evaluation

The operational management team work together to implement a quality assurance approach to practice and implement 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. This is supported by 3 staff with specific roles within the team. The Operational Development Manager has responsibility for monitoring performance, particularly relating to Key Performance Indicators. This role line manages the Information Officer who runs reports and processes the data for the management team to ensure there is clarity. Alongside these 2 roles there is a Quality Assurance and Standards manager whose role is to design and implement quality assurance systems as required across operational delivery. They are responsible for ensuring effective mechanisms for monitoring the delivery of service performance against the standards and expectations set both internally and externally and designing effective mechanisms for involving service users and family carers within the quality assurance process.

These systems include manager and peer quality assurance of cases with clear criteria and forums for sharing both good practice and areas for improvement.

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.

The service also commissioned a Service Review undertaken by 2 ex-HMIP Inspectors. The review was conducted in February and March 2024 and in terms of the operational areas for improvement, there were no surprises in the report though the positive view the reviewers formed of the service ethos and particularly the focus on children first and foremost was a welcome finding. The management team had already identified areas in terms of recordings and planning and we are in the process of implementing some changes to this and increasing management activity to ensure these changes are implemented and are effective.

Priorities for the coming year

First Time Entrants

Recent YJB data has indicated that Sheffield has a higher rate of First Time Entrants (those subject to a recordable criminal sanction) than those in comparable areas. We have the 10th highest rate for any Youth Justice Service across the country. We have the second highest rate per 100,000 within our YOT family, we have the highest rate in South Yorkshire (26.3% higher) and we also have the third highest rate amongst core cities.

As well as being a factor that the YJB consider when determining YJS performance, evidence indicates that those who come into contact with the formal Justice system tend to have an increased likelihood of further offending than those offered diversionary interventions.

In order to better understand the figures, we need to look more closely at the data and understand any differences in reporting between areas. Sheffield Youth Justice receives referrals via the police and courts and has little discretion in this. However, it is important that all agencies are working consistently, and I am looking to work with police and courts to better understand the situation in Sheffield. This may mean some challenges to partners. I have already raised this with police colleagues and will continue to meet with them to ensure we are offering the appropriate level of diversion and support to children at early stages of contact with criminal justice agencies.

Clearly another factor driving children's behaviour is their education status and with respect to First Time Entrants I also propose looking at any patterns in the children referred to us and their education provision. I am proposing to work with colleagues in education to consider this.

Employment Training and Education

Education and Training provision has been recognised by the Management Board as an area for increased focus. Figures indicated that children in Sheffield Youth Justice

were less likely to be attending school for 25 hours a week. We have taken steps to address aspects of this that were explained by incorrect recording of data. However, there remains a concern in terms of children accessing education and training. As noted above we have recruited an additional member of staff on a temporary basis.

There is also a need to work closely with providers and the wider education sector to ensure children across Sheffield have access to education and support to enable them to reach their potential and access opportunities. Although a relatively small service we have a level of influence across agencies and work closely with partners. Education Employment and Training will be a standard item at the management board with expectations that all board members will update on the work their service is supporting to provide appropriate support for children not accessing a full provision.

Over Representation and Disproportionality

This remains a key area of focus for the service. We propose to address this through staff development, challenge to partners and supporting all agencies to understand and recognise the experiences of the global majority in accessing services. In terms of staff development we will encourage staff attendance and participation in our Equality, inclusion and diversity sessions. These are practitioner led supported by a manager and focus on building understanding. Alongside these sessions external training will be supported to build cultural competence across the staff group enhancing their 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.

We will continue to challenge partners and wider agencies around adultification. whereby 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 adultification occurs outside of the home it is always founded within discrimination and bias. There are various definitions of adultification, all relate to a child's personal characteristics, socio-economic influences and their lived experiences. Regardless of the context in which adultification takes place, the impact results in children's rights being either diminished or overlooked. This can be seen 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 adultification can mean that children are perceived to be strong and not in need of support.

We will continue to be a voice for children outside out service and an example of this is that staff from the service presented to the Association of Directors of Childrens' Services annual conference on our response to disproportionality.

Prevention

As previously noted, we have recognised the value of the Turnaround approach. It has the following objectives

- Achieve positive outcomes for children with the aim of preventing them going on to offend
- Build on work already done to ensure all children on the cusp of the youth justice system are consistently offered a needs assessment and the opportunity for support
- Improve the socio-emotional, mental health and wellbeing of children; and
- Improve the integration and partnership working between YOT and other statutory services to support children.

The management board have recognised the value of such an approach and there has been a regional approach to the SYMCA to consider whether support is available to continue such an approach. Prevention and diversion clearly benefits the children involved but also has wider benefits for the communities. It is also financially beneficial in the long term to reduce the numbers of children becoming involved in the criminal justice system. Other funding sources will be explored in order to continue to support early intervention alongside partners in wider childrens services and the third sector.

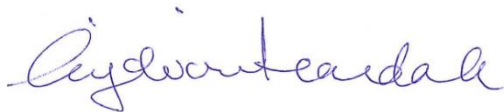
To date we have provided mentoring support, parenting consultation and intervention, sports and arts interventions and activities, talking therapies, and healthy living initiatives. Offering alternative options for children and expanding opportunities.

Sign Off and Approval

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Mark Scott

Assistant Service Manager

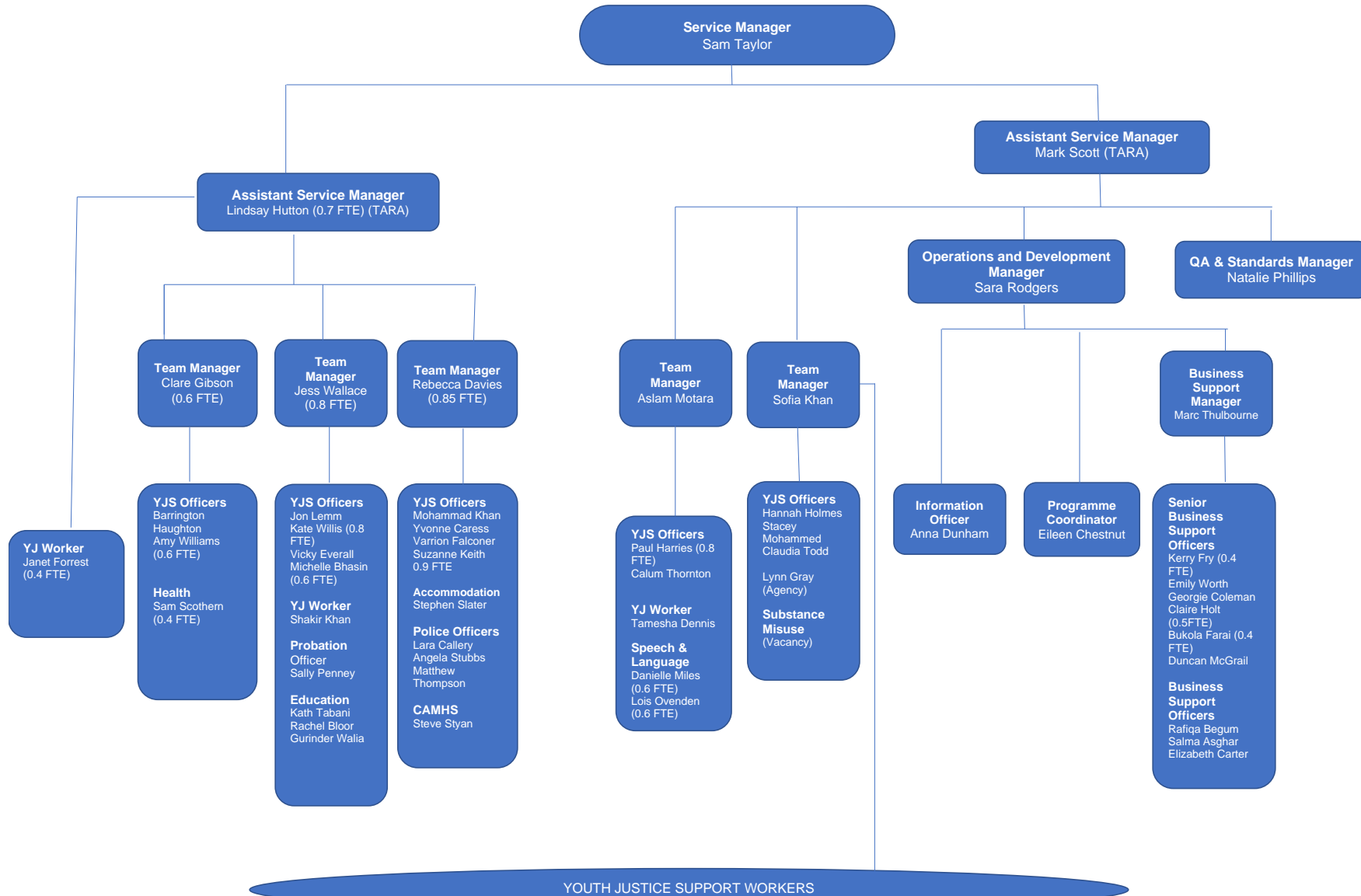
A handwritten signature in blue ink, appearing to read 'Meredith Dixon-Teasdale', enclosed in a thin black rectangular border.

Meredith Dixon-Teasdale

Chair of the Management Board

Appendices

Sheffield Youth Justice Service



Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Youth Justice Board			1,003,289	1,003,289
Local Authority			616,300	616,300
Police	172,800		233,000	405,800
Police and Crime Commissioner				0
Probation			5,000	5,000
Health	54,000		114,553	168,553
Welsh Government				0
Other				0
Total	226,800	0	1,972,142	2,198,942