

Leeds Joint Targeted Area Inspection (JTAI) – Serious Youth Violence, March 2024

Multi-agency post-inspection action plan

In response to the JTAI inspection which took place in Leeds in March 2024, the partnership is required to submit a response to Ofsted, as follows:

We have determined that Leeds City Council is the principal authority and should prepare a written statement of proposed action responding to the findings outlined in this letter. This should be a multi-agency response involving the individuals and agencies that this report is addressed to. The response should set out the actions for the partnership and, when appropriate, individual agencies. The local safeguarding partners should oversee implementation of the action plan through their local multi-agency safeguarding arrangements.

Leeds City Council should send the written statement of action to ProtectionOfChildren@ofsted.gov.uk by 23 August 2024. This statement will inform the lines of enquiry at any future joint or single-agency activity by the inspectorates.

Response to findings under the heading ‘what needs to improve.’

Response to findings	Lead agency	Proposed actions	Responsible agency	Proposed timescale	Governance
Consistent and timely sharing of police protection notifications (PPNs) when police officers identify risks to children. The quality of PPNs should include detailed information, including a child’s ethnicity and culture, to assist with multi-agency decision-making.	West Yorkshire Police (WYP)	Force Safeguarding Trainer Gemma Wilkins is to include an input of data quality (culture and ethnicity) in her Sept/Oct training. The advice provided by the trainer is to be included in the WYP Safeguarding newsletter and as a news/training item on the front page of the Intranet. Niche/Minerva Group has agreed to a systems change to add a red ‘culture’ prompt to PPNs to encourage submitting officers to consistently include ethnicity and culture information related to the	WYP	October 2024	WYP Safeguarding Governance

		<p>subject. It will appear as an added help [?] prompt with the following text</p> <p>“Culture includes language, ideas, beliefs, customs, codes, institutions, tools, techniques, works of art, rituals, and ceremonies, among other elements.”</p> <p>The Niche team are going to add some extra Q sets around ethnicity and cultural background of subjects.</p>			
<p>Waiting times for children to receive CAMHS assessments and therapeutic treatment in line with needs arising from their mental health conditions and neurodiversity.</p>	<p>ICB (LCH)</p>	<p>Children & Young Peoples Mental Health Service (CYPMHS) is currently undergoing a service redesign and within this the service offer is being re-evaluated. The redesign will review the inclusion and exclusion criteria of the CYPMHS offer, which is anticipated to impact waits.</p> <p>The services are strengthening their support to children, young people and their families who are waiting for CAMHS/Neurodiverse (ND) assessment, with signposting to support and advise via the MindMate website. MindMate Spa which acts as the sole referral point for social/emotion/mental health assessments are also</p>	<p>LCH: CYPMHS</p>	<p>April 2025</p>	<p>LCH Quality and Value Programme</p>

		<p>establishing a dedicated phone line and emailing service for families looking for further information whilst waiting for assessment, including information about Right to Chose. This additional service will be operational from the end of August 2024. For children and young people waiting for an enhanced ND diagnostic assessment the picture is much better with children and young people waits between 6 to 9 months for assessment with the CAMHS service.</p> <p>Additional work to find solutions to the long waiting lists has included identifying non-recurrent in-year funding to support out-sourced ND diagnostic assessments for children and young people where there are additional risk factors and/or more particularly where they are aged between 17-17 ½. Utilising out-sourced capacity has helped to ensure that assessment takes place before children and young people reach the age 18 years where they would usually automatically transfer onto an adult waiting list. The out-sourcing exercise</p>			
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		<p>has been coordinated by the CAMHS service which has helped to ensure families feel supported during and after the outsourced assessment.</p> <p>In addition, pre-school neuro-developmental assessments had been paused since December 2023 due to recruitment difficulties. However, these issues are now resolved, and the multi-disciplinary team has worked on developing pathways that use its capacity differently and these will commence from September 2024. This includes:</p> <ul style="list-style-type: none"> • providing enhanced assessments in line with the school age assessment pathway • providing sole assessor assessments following NHSE guidance • building on prioritising meeting the needs of children who are neuro-diverse ahead of (potentially instead of) a diagnostic assessment. 			
The frequency of multi-agency partnership auditing of children affected by serious youth violence, to inform a partnership learning and development	Leeds Safeguarding Children Partnership	<ul style="list-style-type: none"> • Findings of JTAI audits to be discussed at the LSCP SILVER MACE in September 2024 with a view to support the development of an audit 	LSCP Silver MACE and LSCP Business Unit	Quarter 3 October 2024 Audit undertaken with findings	LSCP Exec and Safer Leeds Executive

<p>strategy that builds on and enhances the existing training available to professionals working with children affected by serious youth violence.</p>		<p>tool and methodology to be used in quarter 3.</p> <ul style="list-style-type: none"> • Audit to be undertaken in Quarter 3 2024 which will inform the development of Learning and Development Strategy • Quarter 1 2025 second audit to be undertaken for assurance that JTAI findings are improving outcomes for children. <p>All audits identified above will be undertaken in partnership with Safer Leeds</p> <ul style="list-style-type: none"> • Serious Youth Violence will form part of the 2025-26 LSCP Audit and Review Audit plan. • Findings of JTAI audits and all future audits undertaken will be discussed at the LSCP Learning and Development group to consider how this will inform the Learning and Development offer. 		<p>presented to the Gold MACE on completion</p> <p>Quarter 1 2025 audit undertaken with findings presented to the Gold MACE on completion</p>	
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Additional findings from the JTAI report

Inspectors' findings	Lead agency	Proposed actions	Responsible agency	Proposed timescale	Governance
<p>It has been recognised by the LSCP that access to the right level of training and development in relation to serious youth violence for practitioners across agencies could be enhanced through a more consistent multi-agency strategic approach. The LSCP acknowledge that there needs to be frequent and high-quality multi-agency auditing via the LSCP to identify and collate themes of good practice and areas for development. This will help to develop a training needs analysis and ensure that there is a coherent workforce learning and development plan across the whole of the partnership.</p>	<p>Leeds Safeguarding Children Partnership (LSCP)</p>	<p>Training needs analysis to be completed to establish current offer and requirements.</p> <p>Learning and Development group to consider findings of training needs analysis and establish Learning and Development offer which will be published on the LSCP website and promoted via the Newsletter.</p> <p>Consultation of findings and proposals with LSCP practitioner group.</p> <p>Learning and key messages will be disseminated across the partnership through the established communication networks.</p>	<p>LSCP Silver MACE</p>	<p>November 2024</p>	<p>LSCP Executive</p>
<p>When an incident requires a rapid response, partners work effectively together to ensure that children are safeguarded at the earliest opportunity. However, there are some</p>	<p>LCC Children and Families Access to YJS information. Co-location of Education</p>	<p>LCC Children and Families have identified funding for an education worker from the Education Safeguarding Team to be based full time at the Front Door.</p>	<p>LCC Children and Families</p>	<p>November 2025</p>	<p>Front Door Operational Group and LSCP Executive.</p>

<p>inconsistencies in how partners share information at the front door. For example, there is no consistent access to youth justice information, and health and education practitioners are co-located only one day a week.</p>	<p>Practitioners at the Front Door.</p> <p>ICB for Health Practitioner (ICB, LCH, LTHT, LYPFT)</p>	<p>EDT already have access to the YJS ICT System. This will be expanded to all social workers at the Front Door.</p> <p>Health partners commit to examining the evidence to determine whether the current arrangements for a rapid response from health practitioners is robust and effective and if any improvements are indicated.</p>	<p>ICB and LCH</p>	<p>December 2024</p>	<p>Front Door Operational Group and LSCP Executive.</p>
<p>For serious incidents, the (A&E youth work) navigators will triage and offer support within 24 hours; however, for less serious incidents, there are waiting lists. This means not all children get immediate help, and this creates a missed opportunity to intervene at the point of crisis for a child.</p>	<p>ICB (LTHT)</p>	<p>The LTHT will review the process of first contact and support within 24 hours of referral. Current initial referral is based on assessment of need and evidence of victim of serious assault (knife crime, violence causing major injury).</p> <ol style="list-style-type: none"> 1. Development time will be facilitated for the front-line Navigator team to ensure full understanding of any barriers to good practice (in relation to this plan) that may require further work. 2. A Children and A&E Navigator Safeguarding Nurse has now been recruited to work 	<p>LTHT</p>	<p>ongoing</p>	<p>LSCP Executive</p>

		<p>alongside and provide safeguarding leadership within the A&E Navigator service. This post will provide operational support for this plan and facilitate a regular review of the plan with the Navigator team.</p> <p>3. Some referrals currently on 'waiting list/triage list' are better supported outside of the Navigator service. This will require closer links with the Child Safeguarding team to identify appropriate agencies and assurance that such referrals have been made and as required contact facilitated. This assurance should include contact with the child/young person within 24 hours of referral to inform of the plan and where appropriate give contact arrangements with the service referred to. At this point a discharge should be agreed. Where joint working between services is ongoing clear agreement on role and leadership should be identified at an early stage.</p> <p>4. Children and A&E Navigator Safeguarding Nurse will</p>			
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		<p>support the further integration of the Navigator team into existing Safeguarding weekly A&E meetings reviewing cases of concern.</p> <p>5. In a number of cases young people present to A&E in crisis or concern but leave without engagement. There are significant issues in engaging this group. A number of young people are simply not contactable. Leaving such cases open gives an impression of the support being offered which can be misleading. In such cases the team should document this, contact the referrer and agree a plan based on risk need.</p>			
Social workers are developing their knowledge and understanding of the links between exploitation and serious youth violence, although there is no bespoke specialised training for this scope.	LCC Children and Families	A needs analysis will be undertaken as part of the annual Workforce Development Review. This will inform the training offer on Serious Youth Violence.	LCC Children and Families Services	December 2024	LCC Children and Families Senior Leadership Team
There are multiple regular professional forums and meetings taking place for children who are at risk of serious youth violence and/or	All partners.	Safer Stronger Communities will facilitate, and Children and Families will facilitate a workshop in September to map all meetings with multi agency	Children and Families Services and Safer Stronger	Workshop arranged for 9 th September	Safer Leeds Executive Board

<p>criminal exploitation. While these meetings ensure timely information-sharing, there is inconsistency in the clarity of actions from some of these meetings. Many of these multi-agency children’s meetings are time and resource inefficient, as they are attended by the same professionals who discuss predominantly the same issues. The sheer number of meetings and professionals can be confusing and overwhelming for many children and their parents. Some multi-agency meetings lack efficient coordination to serve multiple functions and reduce bureaucracy. Multi-agency partners recognise there is some duplication and are working towards better alignment of key meetings to make them more efficient.</p>		<p>attendance to explore more efficient and effective ways of information sharing and planning, how we can reduce duplication.</p> <p>The ICB will work with other partners to better align key meetings to ensure clarity of actions and to increase efficiency.</p> <p>A member of the ICB Safeguarding team has been identified to support this workstream and will attend the initial workshop that is being held on the 9th September.</p>	<p>Communities in partnership with ICB, LCH, LTHT, and LYPFT.</p>		
<p>Project Shield has clearly improved partnership information sharing about violent crime affecting children. The daily meeting shares information about incidents of youth violence that have 8 happened the evening before. It is well attended by a range of multi-</p>	<p>ICB (LCH, LTHT, LYPFT, ICB)</p>	<p>Project Shield (PS) is a WYP initiative and is still in development. At the time of the JTAI PS was in its infancy and health had not yet been identified by WYP as a partner who needed to be included. Conversations have since commenced with the Sergeant leading Project Shield to identify</p>	<p>West Yorkshire Police in partnership with ICB, LCH, LTHT, and LYPFT.</p>	<p>Ongoing</p>	<p>Front Door Operational Group Safer Leeds Executive</p>

<p>agency professionals, with the exception of health.</p>		<p>the most appropriate health practitioners to attend. The A&E Navigator Service are now engaged which allows timely access to all partner agencies to share and respond to any patients accessing LTHT as a result of serious youth violence, and also respond to any questions from partner agencies. Other health partners will be invited to attend as appropriate as the model expands. Further work has commenced between the WYP Lead for PS and LTHT IT Dept to develop a system for the sharing of information from the meeting with appropriate health practitioners.</p>			
<p>Safeguarding supervision in the ambulance service is ad hoc and not all staff have had appropriate training. This means that some ambulance staff are less aware and knowledgeable about children’s vulnerabilities for exploitation and violence.</p>	<p>Yorkshire and Humber Ambulance Service</p>	<p>The trust is currently developing a clinical supervision framework and will then be reviewing how both safeguarding supervision and CPD are delivered through this framework. The aim is to develop an awareness campaign linked to YAS intranet Pulse Page containing a 5-minute briefing on Serious Youth Violence along with a training video and a supporting reflective tool to encourage practitioners to apply the learning to their practice.</p>	<p>Y and H Ambulance Service</p>	<p>In line with the training plan for 25/26</p>	<p>Y and H ambulance Service Safeguarding Executive Review Group</p>

<p>There are also short waiting lists for other specialist services, such as the 'Safe' team, and there are delays in children being considered by MAPPA panels. Some children at high risk of serious youth violence are being turned down as not meeting the criteria, where there would be value in bringing greater attention and resources to their needs.</p>	<p>SAFE team waiting times LCC children and Families</p> <p>MAPPA Leeds Probation Service</p>	<p>The SAFE Team have a waiting time of up to 6 weeks for new referrals. They work with children who are assessed as medium or high risk of exploitation. Whilst they are waiting for an allocated worker, the team around the child are offered a consultation. They also run groups for siblings and parents in addition to direct work with YP who are exploited.</p> <p>From May 2024 Leeds Probation have started to facilitate an increased number of MAPPA meetings, meaning that meetings are convened over two days rather than one. Partners have supported this expansion. A Business Case has been made and accepted to employ a further 0.5 MAPPA Admin officer. This position will allow a further 0.5 days of MAPPA meeting activity.</p> <p>Leeds Probation and the Leeds Youth Justice Service have co-operated to improve understanding of MAPPA, quality of referral and establish mechanisms whereby managers can raise concerns.</p>	<p>LCC Children and Families</p> <p>Probation Service</p> <p>Youth Justice Service</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Children and Families SLT Youth Justice Partnership Board</p> <p>West Yorkshire MAPPA Strategic Management Board</p>
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