

Youth Justice Service Plan 2024 / 25

Service	Leeds Youth Justice Service
Service Manager/ Lead	Helen Burton
Chair of YJS Partnership Board	Julie Longworth

Contents

Chair’s Foreword	3
Introduction, Vision and Strategy.....	5
Local Context	8
Local Delivery Environment.....	8
Service Delivery Environment	9
Governance, Leadership and Partnership Arrangements	10
Update on the Previous Year.....	13
Progress on Priorities in Previous Plan.....	13
Performance Over the Previous Year	17
National Key Performance Indicators.....	17
Existing key performance indicators	17
Additional key performance indicators	18
Risks and Issues	20
Serious Youth Violence.....	20
Poverty and the cost of living crisis.....	21
Public sector finances.....	21
Plan for the Forthcoming Year	22
Child First.....	22
Voice of the Child	22
Trauma Informed Practice.....	23
Resources and Services	24
Board Development	24
Workforce Development.....	24
Evidence-based Practice and Innovation	26
Evaluation.....	29
Priorities for the Coming Year	Error! Bookmark not defined.
Standards for Children.....	30

Self-Assessment.....	30
Risk Management.....	30
Quality Assurance.....	31
Service Development.....	31
Serious incidents.....	31
Learning from HMIP inspections	31
National Priority Areas	32
Children from groups which are over-represented.....	32
Policing	34
Prevention	36
Diversion.....	37
Turnaround.....	38
Education.....	40
Restorative Approaches and Victims.....	44
Serious Violence, Exploitation and Contextual Safeguarding	45
Serious Violence	45
Exploitation and Risk Outside of the Home.....	46
Serious youth violence & weapons related offending	47
Prevent	47
Detention in Police Custody	47
Remands.....	48
Use of Custody and Constructive Resettlement.....	48
Working with Families	50
Sign-Off, Submission and Approval	50
Appendix 1: Outline of full Board membership, including attendance, job title of the Board members and dates of Board meetings	51
Appendix 2: Service Structure Chart	53
.....	53
Appendix 3: Staff equality and diversity.....	54
Appendix 4: Budget costs and contributions	55
Youth Justice Terms.....	56

Chair's Foreword

It continues to be my great privilege to chair the Leeds Youth Justice Partnership Board and to provide the opening words for the 2024/2025 Youth Justice Plan.

This plan sets out our continued multi-agency commitment and shared priorities to meet the needs of children who are involved with or at risk of involvement with the youth justice system, preventing and reducing youth crime in Leeds and helping children to achieve better outcomes.

As always, the Youth Justice Service and the Leeds Youth Justice Partnership Board remain ambitious for the children of Leeds and committed to addressing barriers to children fulfilling their potential such as the impact of poverty, inequality, discrimination, trauma, mental health, substance misuse, domestic violence, special educational needs and disability, child exploitation, serious youth violence.

We maintain a relentless focus on Early Intervention and Prevention within this year's plan recognising the need for a multi-agency integrated approach that ensures the needs of children are identified, assessed and met in as timely and effective a way as possible. Within this we recognise the centrality of education as a protective factor and enabler for children, we welcome the Leeds Local Safeguarding Partnership's (LSCP) decision to recognise Education as a fourth LSCP statutory partner and we retain a sharp focus on Education within our 24/25 Youth Justice plan.

It is the Leeds Practice Model and our shared values and principles that underpin our work, cultivating and embedding culture and evidence-based practice founded on Child First principles, Restorative Practice, Strength Based Relational and Trauma Informed approaches.

A Joint Targeted Area Inspection (JTAI) focussing on how well the Local Authority and its partners help and protect children aged 10 and over who are at risk of, or affected by, serious youth violence or criminal exploitation was conducted in Leeds in March 2024.

The inspection was carried out by Ofsted, the Care Quality Commission (CQC), HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and HM Inspectorate of Probation (HMIP). The final inspection report was published on the 16th May 2024, the inspectors praised the "effective and well-coordinated response" of the city's agencies to serious youth violence and highlighted the "strong" multi-agency relationships among the city's strengths as well as organisations' use of data, research and information-sharing.

They found that *"Practitioners are astute and committed and many work relentlessly and passionately with children and families to reduce risks and inspire and divert children away from serious youth violence"* and that *"Children's diverse needs are considered, and services are designed to address the disproportionality of black and ethnic minority children involved in the criminal justice system, and additional vulnerability factors."*

This aligns with what I know and what I observe of the practice from dedicated colleagues within the Children and Families directorate and across the wider multi-agency partnership and I am delighted that their excellent work was recognised and acknowledged by the inspectors.

Inspectors also reported that *"The Youth Justice Board is a strong partnership. It contributes effectively to the understanding of serious youth violence in the city. It routinely and systematically reviews incidents of serious youth violence and identifies key issues.... There is evidence of challenge between partners facilitating actions at a strategic and operational level."*

The findings of the inspection provide reassurance of the many areas of good practice that exist in Leeds in one of the most challenging and dynamic areas of our work whilst identifying areas for further improvement and learning.

The Youth Justice Partnership Board will now work with our key partners involved in the inspection to develop and implement an action plan based on the findings in order to achieve the very best outcomes for children and their families. The plan will be overseen by the LSCP as part of the city's multi agency safeguarding arrangements.

We have recently appointed Jacinta Kane to the role of Head of Service with responsibility for the Youth Justice Service. I am delighted that Jacinta will join us on 15th July 2024 to take on her new role and to work tenaciously with colleagues and partners to implement this plan. Jacinta has over 20 years' experience of working in corporate parenting roles in local government. She comes to Leeds from a previous Assistant Director Role in the South of England and brings with her a wealth of knowledge, passion and commitment to the children and young people of our city, having managed a range of children's services including Youth Justice services in Harrow.

As in previous years this plan sets out clear expectations for how children should be helped and treated by all professionals within the partnership, Voice and Influence, enabling children and families with lived experience to have their voices heard, to shape and influence service delivery is central to our work our Youth Justice Plan and broader Children and Young People's Plan.

We are committed to working 'with' children and their families to translate our Child Friendly Leeds ambition into reality – with Leeds really being the best city for ALL children to live and grow up in.



Julie Longworth

Julie Longworth
Director Children and Families
Leeds City Council

Introduction, Vision and Strategy

The strategic aim of the youth justice system is to prevent offending by children as set out in the Crime and Disorder Act 1998. Leeds Youth Justice Service Partnership Board is responsible for coordinating provision of youth justice services across the city, overseeing the Youth Justice Service (YJS) which is our multi-agency service with representation from a range of organisations including the Probation Service, West Yorkshire Police, Health Services, Education, the Voluntary Sector and the Local Authority Children's Services. We aim to achieve this through the delivery of safe, just and inclusive services, based on child-first principles, which ensure children are safeguarded, the public and victims of crime are protected and those who enter the criminal justice system are supported with robust safety planning and risk management arrangements.

Leeds YJS Partnership Board actively promotes Child Friendly Leeds, striving to make Leeds the best city for children to grow up in, to thrive from early years to adulthood. The Board shares the ambitions of the [Leeds Children and Young People's Plan 2023-2028](#) (LCYPP) and the relentless focus on the question 'What is it like to be a child or young person growing up in Leeds and how do we make it better?' The YJS strategy is underpinned by the LCYPP five outcomes for all children:

- Are safe from harm
- Do well at all levels of learning and have skills for life
- Enjoy healthy lives
- Have fun growing up
- Are active citizens who feel they have a voice and influence

We are committed to playing our part in delivering on the priorities in the LCYPP, with a particular focus on:

- Helping children and parents to live in safe, supportive and loving families
- Ensuring the most vulnerable children are protected
- Increasing the number of children participating and engaging in learning
- Improving achievement and attainment for all pupils
- Improving at a faster rate educational progress for pupils vulnerable to poorer learning outcomes
- Improving social, emotional, and mental health and wellbeing of children
- Supporting children to make good choices and minimise risk taking behaviours

Our vision is to be safe, just and inclusive in our approach and the value set detailed in our plan shows what this means in terms of the way in which we work with children, their families and communities.

This plan is intended to support and strengthen the [Safer Stronger Communities Plan](#) while also contributing to the following ambitions set out in the [Best Council Plan 2020-2025](#) and the [Best City Ambition](#)

Safe, Strong Communities: Delivery of the priorities identified in the Youth Justice Plan 2024-27 will help keep people safe from harm and protect the most vulnerable. Reducing offending and reoffending and providing appropriate, targeted and positive support to children and their families will help us create safer, stronger, and more resilient communities.

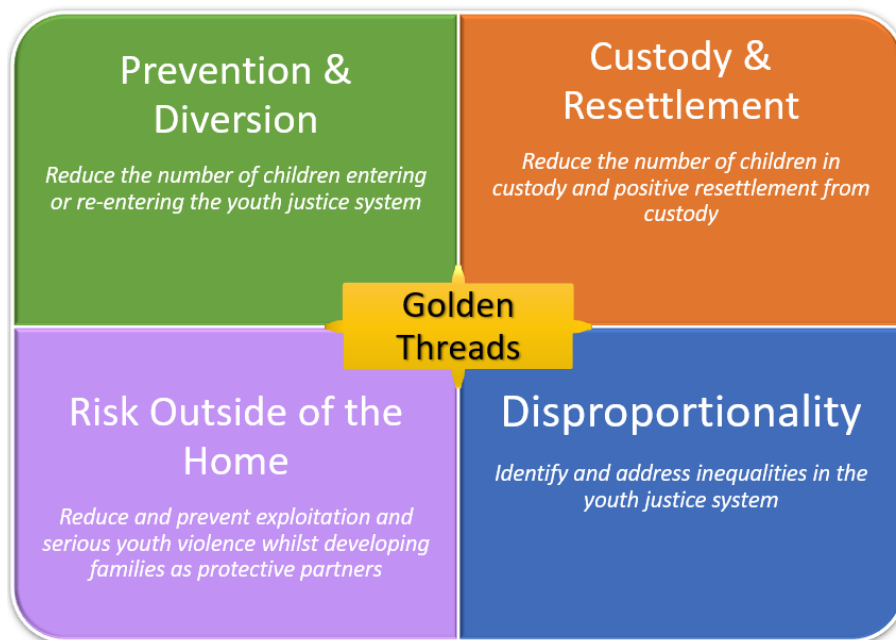
Promoting Community Resilience: By working as a partnership to give 'the right support at the right time' to children and families and by listening to and acting upon solutions voiced by children and families themselves we aim to deliver more locally derived solutions to crime committed by children in Leeds.

Preventing Violence Against Women and Girls: This plan recognises the role played by the YJS Partnership in tackling gender-based violence and the importance of promoting and modelling positive masculinity.

Child Friendly City: The Child-First principles embedded within this plan and encapsulated in the YJS values statement directly contribute to several of the priority areas in the Children's and Young People's Plan – for example, helping children to make good choices and minimise risk-taking behaviours.

The YJS strategically aligns with the Children's Population Health Board, which is responsible for improving the outcomes, experience and value of NHS spend for all children who live in.

Our three-year Youth Justice Strategy 2024-27 has been developed through consultation with children and their families, with staff, with a wide range of partners and stakeholders, and with the YJ Partnership Board and sets out our four priority areas as follows:



Underpinning the priority areas are the six Golden Threads of the service, which the YJS will have a relentless focus on:



These priorities will be achieved during 2024/25 by:

Prevention & Diversion		
Outcome	What will we do?	How will we measure success?
Reduce the number of children entering the youth justice system	Develop a strategic and operational response to the end of Turnaround funding to ensure that there continues to	There will be a preventative offer for children in place by 31 st March 2025 which will be underpinned by policy

	be a preventative offer to children	FTE data will measure success
	Establish links and a clear pathway between the YJS and the new Family Help Hubs	Policy will be in place which outlines the pathway between the YJS and Family Help Hubs
Reduce the number of children re-entering the youth justice system	Undertake a multi-agency audit and review of decision-making for out of court disposals	Audits will be undertaken, learning will feed into service development at an operational and strategic level Reoffending data will measure success
	Establish a Referral Order Scrutiny Panel	Referral Order Scrutiny Panel will have been established
	Embed the Prevention and Diversion Assessment Tool	The tool will be embedded in the case management system Training will be delivered to the whole service on the tool The use of the tool will be embedded in the service

Custody & Resettlement		
Outcome	What will we do?	How will we measure success?
Reduce the number of children in custody	A YJS & CSWS joint remand policy will be developed	There will be a remand policy embedded in the YJS and CSWS Data will demonstrate a reduction in short-term remands YDA and an increase in remand LA
Ensure positive resettlement from custody	Individual Education Plans (IEPs) will be developed for children in custody	All children in custody will have an IEP Data will demonstrate that children leaving custody will have an education offer upon resettlement
	Children leaving custody will be supported to safely return to the care of their families upon resettlement	A parenting strategy will be developed which encompasses support for parents / carers of children in custody to be protective partners Data will demonstrate an increase in children leaving custody into the care of their families

Risk Outside of the Home		
Outcome	What will we do?	How will we measure success?
Reduce and prevent exploitation and serious violence	Embed the Concerns for the Safety and Wellbeing of the Child and Others Tiered Approach to Managing Risk	The tiered approach will be embedded in the service Training will be delivered to the service on the tiered approach

		Quality assurance will demonstrate the effectiveness of the tiered approach
	Individual Education Plans (IEPs) will be developed for children in Tier 3	All children in Tier 3 will have IEPs Data will demonstrate a decrease in children in Tier 3 who are NEET
	Communication Access Accreditation will be achieved for speech and language inclusivity	Accreditation will be achieved
Develop families as protective partners	A Parenting Strategy will be developed focusing on harnessing the capacity of parents and carers as protective partners	Parents will be consulted on the YJS offer to parents and carers A parenting strategy will be developed QA will demonstrate greater input of parents and carers as protective partners

Disproportionality		
Outcome	What will we do?	How will we measure success?
Identify and address inequality in the youth justice system	Undertake multi-agency audits focusing on disproportionality at key decision-making points	Audits will be undertaken, learning will feed into service development at an operational and strategic level both within the YJS and across the partnership
	The YJS will take part in research with the University of Manchester: <i>Exploring race, disproportionality in diversion from the youth justice system</i>	The service will commit resource for the research project Feedback will be received from the researcher which will feed into service development at an operational and strategic level
	The Race & Identity Action Plan will be refreshed	The plan will be refreshed

Local Context

Local Delivery Environment

Local Population Demographics

Leeds is a growing city with an estimated population of 809,036 (ONS, Census 2021) and is home to an estimated 172,651 children aged 18 or under (ONS, Mid-Year Estimates 2021). As a core city, the size and scale of the city, both in terms of the children, families and communities within it, alongside a complex landscape of services, creates additional challenges for all working within this environment.

The 2023 School Census tells us that:

- 37.8% of pupils are from ethnically diverse backgrounds (38.9% of primary pupils and **36.2%** of secondary pupils)

- 21.6% have English as an additional language (EAL) (22.8% of primary pupils and **20.2%** of secondary pupils). This has nearly doubled over the past decade but there is no change from last year.
- 26.0% of pupils are entitled to free school meals (FSM) (25.4% of primary pupils and **26.0%** of secondary pupils). This has reduced slightly from last year, following the significant increase from the year before.

44.0% of the school population live in the most deprived areas of the city (IMD, 2019); which are also areas of higher crime and anti-social behaviour by children. The [Leeds Best City Ambition](#) (an overall vision for the future of Leeds) focusses on tackling poverty and inequality, improving the quality of life for everyone who calls Leeds home. Key workstreams for the Leeds Child Poverty Strategy include empowering families, safeguarding, financial health and inclusion and transitions and employment. Members of the YJS Partnership Board also sit on the Child Poverty Impact Board and ensure join up.

Service Delivery Environment

Leeds YJS sits within the Directorate of Children and Families within Leeds City Council. The YJS comprises of three area-based teams in the north east, north west and south of the city, with a city-wide Interventions and ISS team, an early intervention Turnaround Team and Court Team. In addition, the management team is complimented by a Performance and Improvement Manager, and a Finance and Resource Manager. Geographically, the service works from three locality bases, one within each area-based wedge that the city is organised into, and the youth court. The YJS area-based team model works well in understanding local needs and developing relationships with the rich and diverse network of community support organisations working in localities.

The Court Team provides daily cover for Leeds Youth, Magistrates and Crown Courts, with dedicated Youth Courts and Youth trials, and is staffed by Leeds, Wakefield and Kirklees Youth Justice Services. On Saturdays and Bank Holidays Leeds Magistrates Courts provide bail and remand Courts for children from across West Yorkshire, with a duty YJS Court service provided by West Yorkshire Youth Justice Teams. The work of the Court team received praise from HMIP Inspectors who visited Leeds YJS for the Joint thematic inspection of children remanded in youth detention accommodation in May 2023.

Leeds has seen an increase in out of area children appearing in Leeds Courts, as a direct result of children being charged with offences committed inside HMYOI Wetherby, which has posed challenges for the Court Team, due to the impact on resources. The Court Team work closely with HMYOI Wetherby to mitigate impact wherever possible.

The manager of the South and West Yorkshire Resettlement Consortium is seconded from Sheffield but located and managed within Leeds YJS structures. Our youth justice practitioners comprise two grades, the Youth Justice Officer grade which requires a professional qualification in social work, probation, youth justice or youth work; and an unqualified Youth Justice Worker grade. We have a centralised team of Education Officers and a dedicated YJS activities worker. We have retained dedicated business support arrangements. Partnership arrangements in Leeds are strong, with seconded CAMHS nurses, police officers, probation staff and speech and language therapists. We have an in-house specialist family group conference officer, a volunteer coordinator and two victim liaison officers as well as an in-house information officer and good links to the directorate's policy and information team. The YJS seconds one member of staff to the Skill Mill. This year has seen increased links with the city's drug and alcohol service, Forward Leeds, whose staff base themselves at the area offices weekly, and who run groups within the service.

Leeds YJS management structures include a dedicated Service Delivery Manager with Operational Managers and Practice Managers.

The YJS structure chart can be found in appendix 2.

[Leeds Children's Services](#)

In 2022 Ofsted judged Leeds Children's Services to be 'outstanding' in their overall effectiveness, stating that: *'The Leeds model of practice, based on a restorative approach with families, is coherent and palpable throughout the services offered to children'.*

‘Children and families benefit from well-established and extensive early help support, including through cluster arrangements with schools and children’s centres, with early help teams provide targeted support formulated with families to identify children’s needs and families’ strengths – meaning children receive the right support and at the right time. Children who are missing from education are managed well, as are those who are electively home educated’.

‘Leeds City Council prides itself on promoting a child-friendly city, where it is a good place to be a child. The Leeds practice model of restorative practice is wholly and authentically embedded within the strategic leadership group as much as it is within the operational layers of the service. This brings a strong and supportive value base and culture that ensures a keen focus on children and families’ partnership and empowerment’.

‘Children at risk of criminal and sexual exploitation are identified and well supported. Multi-agency approaches to identifying and disrupting exploitation are effective’.

‘Despite the pressures, Leeds has maintained a relentless focus on prioritising services and support to children and families’.

Leeds is developing a new Family and Community Hub Model of Delivery for Family Help, building on the strength of the partnership approach that was praised by Ofsted. The city will expand from three to seven Hubs, which will be embedded in local communities. Such an approach also builds on relationships with third sector organisations, who play a key role in the Youth Justice Partnership Board. The Family Hub model directly supports the aim of the YJS to reduce the rate of first-time entrants to the youth justice system. The YJS works closely with partners implementing this model to provide data which assists in ensuring that this provision targets those who may be disadvantaged and therefore more at risk of entering into the youth justice system. In addition, West Yorkshire Police has funded staffing resource and Leeds has also recruited a Police Researcher and Inspector posts, funded through the Supporting Families budget, to support the work of the Hubs and wider Children and Families Directorate.

CSWS has embedded a Risk Out of the Home Pathway in Child Protection processes, which utilises a Contextual Safeguarding approach where extra-familial significant risk of harm is identified. Over the past 12 months the YJS has reviewed internal processes for risk management to ensure better alignment with Contextual Safeguarding approaches. One of the key successes of this approach has been engaging non-traditional safeguarding partners in processes, and supporting parents and carers to be ‘Protective Partners,’ the learning from which has been utilised to inform YJS service delivery.

Governance, Leadership and Partnership Arrangements

Governance arrangements for Leeds YJS are provided through our Youth Justice Service Partnership Board which is chaired by the Director of Children’s Services and includes executive leaders from across partner services, political leadership and relevant contributory third sector organisations. The YJS Partnership Board has an active role in informing strategic decision-making and is well placed to facilitate resource allocation where required. Quarterly meetings are themed around one of the Youth Justice Plan priorities, with the Board also retaining critical and strategic oversight of the performance of the service.

The Head of Service with responsibility for the YJS post is currently vacant however Jacinta Kane joins us as the new Head of Service in summer 2024. Cover has been provided in the interim, from a Head of Service with youth justice experience, to ensure continuity during this period. The YJS structurally sits alongside Children Looked After Services within the Children and Families Directorate of Leeds City Council. The dedicated YJS Service Delivery Manager is part of the extended Children’s Services Leadership Team, resulting in excellent partnerships and joint working between services such as fostering, children’s homes, children looked after social work teams, leaving care services and Adel Beck Secure Children’s Home.

Strategically, Leeds YJS is fully integrated into local partnership planning arrangements for children and criminal justice services. The YJS has representation on a number of strategic groups including the Local Children’s Safeguarding Partnership, the Prevent Silver Group, the Corporate Parenting Board, the Children and Families Equality and Diversity group, MACE Silver Group, the Liaison and Diversion Board, the Safer Leeds Executive, the Reducing Reoffending Board, the Serious Violence and Serious Organised Crime Board, and the

ASB Silver Board; reports are provided to all Boards in relation to cross cutting safeguarding and youth crime related issues.

As highlighted elsewhere within this report, the YJS is strategically linked with partners with respect of the Serious Violence Duty, and operationally with respect of the partnership response to children identified as being at risk of serious violence through Project Shield.

West Yorkshire YJSs have worked together productively for a number of years, recognising the benefits of sharing good practice and problem solving. Whilst each has solid foundations in their local authority structures, the county-wide nature of other criminal justice agencies and the West Yorkshire Combined Authority and Mayor provide an incentive to co-operate across local authority boundaries. West Yorkshire YJS Service Managers meet monthly to identify areas of common interest and work together on joint projects. In addition the Leeds YJ Service Delivery Manager represents the five West Yorkshire YJSs at the Local Criminal Justice Board (LCJB) for West Yorkshire, and has recently taken on responsibility for the strategic representation of West Yorkshire YJSs at the Serious Violence Reduction Strategic Executive Group under the serious violence duty.

Operationally, Leeds YJS benefits from a good range of partnership arrangements:

- Three police officers are seconded directly into the Service and take a lead on out of court disposal arrangements and information sharing between the two agencies. There are close links between the YJS police officers and the Safer Schools officers, Family Help Hub police officers and Youth Crime Prevention police officer who share management arrangements.
- 2.8 youth justice nurses are seconded from CAMHS.
- Two SLT practitioners are seconded from health
- Probation second x1 FTE Officer and x1 FTE Support Officer.
- Forward Leeds provide substance use workers and specialists to facilitate groupwork for each of the area teams.
- Skill Mill Ltd. Continues to work in partnership with Leeds YJS.
- Leeds YJS Court Team works in partnership with Bradford and Kirklees Youth Justice Services to provide daily cover for the Leeds Youth, Magistrates and Crown Courts.
- Partnership with LASBT has continued to strengthen the YJS response to contextual safeguarding, with ASB colleagues sitting on concerns for the safety of others panels.
- CSWS specialist risk outside of the home service, the Safe Project, is co-located with the YJS, .

[Speech & Language Therapy](#)

This year we have had a re-organisation of the Speech and Language resource within the YJS to respond to the needs of the service to enable a holistic, whole-system approach. The service assesses all children at risk of custody, to ensure that courts are informed about speech, language and communication needs (SLCN) and those aged 13 and below, to have maximum impact on education outcomes. All other children are screened during assessment and are referred for assessment based on need. Recognising the importance of parents/carers as protective partners, the service actively promotes their engagement with SLT. The SLT is also involved in training and conferences for health and education professionals. For example, short training/workshops about identifying SLCN in schools, making the link between unidentified needs and increased risk of exclusion, leading to increased vulnerability and risk of exploitation. The aim is to share the knowledge to increase school awareness of link between SLCN and SEMH. The YJS is committed to speech and language inclusivity and aims to achieve communication access accreditation for the service over the next year [Communication Access UK – Inclusive communication for all \(communication-access.co.uk\)](https://communication-access.co.uk).

Case Study

C (aged 14) was on a Referral Order when seen for SLCN assessment across two sessions, one in the Alternative Provision they were attending and the other in the Youth Justice Centre. A full communication profile (including strengths and areas of need and difference) was gained through formal and informal assessment, including self-evaluation of his communication skills.

Assessment scores and reported impact on daily life indicated difficulties in receptive language (understanding spoken information), and that needs may meet the criteria for Developmental Language Disorder. This term describes a cluster of persistent language difficulties; while each individual is affected differently, their needs impact on interactions and educational progress. SLT attended and contributed to a 5 P's formulation with other professionals; following this meeting, specific resources were sent to school to use with C (to support understanding of time concepts). A full SLT report with findings, advice and recommendations was provided.

Direct support with SLC skills from the SLT team was offered and it was agreed that further sessions would be of benefit. Due to the complexity of needs, the planning and timing of these sessions needed careful consideration in the context of other needs (e.g. support with substance misuse, emotional and mental wellbeing) and continued liaison with the case manager to provide the right level of support at the right time. C started sessions with the SLTA, which started with a review of what support they would want (using a health coaching approach, centring their views so they led their communication goals). Following intervention, they will be asked for their opinions about how useful the input was to evaluate any progress made with goals.

Health Needs

It has been a priority this year to ensure health and education specialists work in a co-ordinated way due to the complexity of needs of many of the children working with the YJS, including SEND and the impact of their needs on education outcomes, safeguarding and re-offending. This is achieved through joint supervision and joint specialist meetings which are co-ordinated to include education and SLT specialists due to the high level of need relating to neurodiversity and SEND. This enables health professionals to sequence assessments appropriately, which ensures full attendance at formulations, which support concerns for the welfare of others panels.

The YJ Nurses have excellent relationships with the community neurodevelopmental team in CAMHS, they undertake the preliminary information gathering and screening with parents and children and where a need for an assessment is identified, children open to the YJS are fast tracked for a neurodiversity assessment. However, the national shortage of ADHD medication has had some impact on children working with the YJS. The YJ Nurses continue to liaise with a range of health professionals to try to ensure everyone is kept safe. This includes co-ordinating services for FCAMHS, community consultant psychiatrists prescribing medication and the early intervention psychosis service, Aspire. Monthly meetings take place with FCAMHS to discuss potential referrals and seek advice. This has improved joint working and increased the access to service from FCAMHS for children working with the YJS.

The YJ Nurses continue to support trauma informed practice in the YJS through their oversight through formulation of all children where there is a high level of concern for their own or others safety. The formulations provide sequencing advice and a next steps plan, which helps to inform risk management and contingency planning.

However, despite the strength in the resource within the service, there have been distinct challenges in achieving services for some children, who have been impacted by the wider impact of resource constraints in mental health services for children nationally. Learning from these circumstances has been appropriately shared with the Youth Justice Partnership Board. Leeds Community Healthcare have reported that CAMHS are in a financially challenging situation and are anticipating severe pressures on CAMHS in forthcoming years, and therefore likely gaps in CAMHS provision across services.

Update on the Previous Year

Progress on Priorities in Previous Plan

Leeds YJS Partnership Board set a number of priorities in the Youth Justice Plan 2021-24. Below highlights progress on those priority areas.

Priority 1

Reduce the number of children and young people entering or re-entering the criminal justice system.

Outcome Statement	Outcome Measure	Performance at February 2024	Rag
Reduce the number of young people re-entering the criminal justice system due to subsequent disposals	Reoffending Data PNC	Reoffences per re-offender (Jan to Dec '21) is on average 5.63, an increase from 3.9 the previous year. The rate increased both locally and nationally in the same period but at a slower rate than in Leeds. The binary rate for reoffending Jan '21 to Dec '21, (latest period) was up to 40.3% from 35.9% the previous year. This compares to an England and Wales rate of 31.4%.	
Reduce the number of young people entering the criminal justice system for the first time	First Time Entrant Data PNC	In the YJB's most recently published figures, the FTE rate per 100,000 of 10–17 population October 2022 to September 2023 was 251, a decrease of 6% from the previous year. This compares to an England and Wales average rate of 171.	

The numbers of children entering and re-entering the criminal justice system remains an area of development for the service. Turnaround and Outcome 22, Chance to Change, are starting to have positive impacts on FTEs, as highlighted in the decrease from the previous year, however this remains a key strategic priority area for the YJS Partnership Board.

Priority 2

Identify and address racial inequality in the youth justice system and support cultural cohesion

Outcome Statement	Outcome Measure	Performance at February 2024	Rag
The Service delivers on its race and identity action plan	Rag rating of the plan	Race & Identity Action Plan has progressed, however there remain opportunities to strategically link YJS priority in this area across other strategic priorities across the partnership, and to share learning from YJS data in this regard.	

There is a proportionate representation to the demographic of Leeds in the youth justice service cohort	Childview YJB disproportionality toolkit	Whilst the proportion of white to ethnically diverse children remains in line with the city's demographic, there continues to be over-representation of ethnically diverse and Gypsy Roma children in the justice system in Leeds	
The Service monitors and analyses racial disproportionality in respect of: <ul style="list-style-type: none"> • The cohort as a whole • Assetplus needs analysis • Compliance and breach • Engagement in services • Disposal and sentence outcome • Custody 	Childview	Data highlighting racial disproportionality is a golden thread and a consideration in all data sets across the service. This includes consideration at every Youth Justice Partnership Board meeting and within management meetings. This data is shared both strategically and operationally to support a partnership response to tackling racial inequality and disproportionality.	

The YJS Race and Identity Action Plan is held to account by the YJS Partnership Board and sets out the detail as to how the service will identify and address racial inequalities within the youth justice system and actively promote cultural cohesion. This remains a priority for the Board, and as highlighted above there is still key progress to be made in this area; this Action Plan will be refreshed alongside the priorities.

Case Study

The Gypsy Roma Traveller (GRT) Outreach and Inclusion Team deliver the 'Fresh Start' programme within Primary and Secondary schools. The programme focuses on developing aspirations and life skills in the UK with a particular emphasis on education. The program is designed to help targeted students from Eastern Europe with Romani backgrounds to develop the skills and competencies they need to succeed in school and beyond.

Over the course of four weeks, students engage in a range of activities, including group discussions, goal setting exercises, role play and interactive workshops, all aimed at helping them identify their aspirations, develop a growth mindset, and build the necessary life skills to achieve their goals. Our program also includes a strong focus on the role of education in the UK. Students are introduced to various career paths and opportunities and learn how education can open doors to new possibilities.

Planning is currently taking place to expand the Fresh Start programme to include additional sessions on healthy relationships.

This programme aims to directly reduce the numbers of children from GRT communities entering into the criminal justice system.

Priority 3

Doing the simple things better

Outcome Statement	Outcome Measure	Performance at February 2024	Rag
-------------------	-----------------	------------------------------	-----

Delivery of Service Improvement Plan	Service Improvement Plan	The YJS Service Improvement Plan has	
--------------------------------------	--------------------------	--------------------------------------	--

The Service Improvement Plan has driven service delivery and developments at an operational level, supporting improvements in performance and ultimately outcomes for children within the YJS.

Priority 4

Reducing Serious Youth Violence

Outcome Statement	Outcome Measure	Performance at February 2024	Rag
A reduction in the number of young people convicted of serious violence offences	YJB SYV toolkit Any drug, robbery or violence against the person offence which has a gravity score of 5 or more	Convictions for SYV offences remains a concern.	
A reduction of the number of young people presenting to the emergency department of Leeds hospitals with injuries caused through violence	Data from the A & E navigator	The funding to the YJS for Safe Talk ceased in the previous year as the VRU wanted this work to be undertaken by a single provider, the hospitals, through the A&E Navigators, thereby mirroring how other such services across West Yorkshire are carried out. The YJS has an established link with the A&E Navigator service delivering on this work.	
A reduction in the number of young people convicted of knife crime offences	Childview	Convictions for knife offences have continued to fluctuate in the last few years. Knife crime offence charges remain over 50% more prevalent than our West Yorkshire counterparts. This continues to remain a priority for Leeds, with recent tragedies highlighting the devastating impact of knife crime.	

Please see the Section on Serious Violence, Exploitation and Contextual Safeguarding for further information.

Priority 5

Attendance, achievement and attainment

Outcome Statement	Outcome Measure	Performance at February 2024	Rag
Young people are engaged in suitable education, training and employment through the course of their intervention with the YJS that is sustained after their Order	Childview: ETE hours offered ETE hours engaged in	A deep dive into ETE outcomes undertaken in November 2023 indicated that 65% of school aged children had the full offer, consistent with previous years but only 40% attended the full offer (down from 55%). 52% of children post 16 were NEET, a 9% increase from the previous year.	

With the launch of the new Leeds Children and Young People’s Plan, the time was right to update the Refreshed 3As Plan. Education remains a key focus area in the Leeds Youth Justice Strategy 2024-27 as one of our ‘Golden Threads’, with our latest data showing low levels of education, training and employment for children aged 16 – 18 in the justice system, with 52% of children post-16 being NEET, an increase on the previous year. There is therefore clear evidence that there is more work to be done to tackle the number of NEET children involved with the YJS. Education colleagues are key Board Members. The synergy between the overarching refreshed 3A’s Strategy and this key focus area ensures opportunities for collaboration with the education sector both at a strategic level and in relation to the specific action plan and implementation. The Youth Justice Service Education Action Plan, which was reviewed in January 2024, sets out the detail as to how the YJS, alongside key partners, will improve educational outcomes for children within the justice system, ensuring a better quality experience for children, whilst promoting inclusion and belonging, alongside better support for children and families to make the changes that they need to.

Priority 6

Reducing custody and positive resettlement of children from custody

Outcome Statement	Outcome Measure	Performance at February 2024	Rag
Resettlement promise delivered to young people	Audit on each young person on release and three months after release	The resettlement promise is delivered to children on their release from prison.	Green
Reduced numbers of young people sentenced to custody	Childview	There was a slight decrease in children serving custodial sentences, down to 14 in 2023 from 16 in 2022	Yellow
Reduced numbers of young people remanded to custody	Childview	There was a total of 21 children remanded to custody in 2023, an increase from 17 in 2022.	Red
Reduction in remand nights annually	Childview	There were 1884 remand nights for children from Leeds in 2023, an increase from 1307 the previous year.	Red
Improved ETE provision on release from custody	Childview	Our review of the resettlement arrangements of each young person released from custody in 2022/23 indicates that this remains an area of challenge for us.	Red

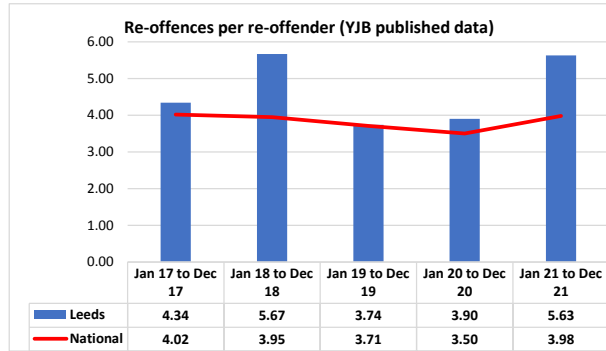
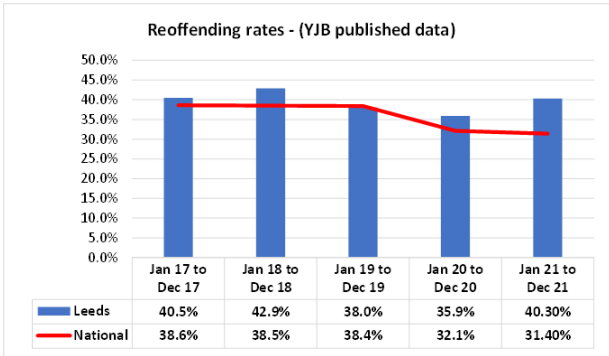
Leeds YJS is an active partner in the South and West Yorkshire Resettlement Consortium at both strategic and operational levels, as highlighted within this document, which enables joint working and standard setting at a strategic level across South and West Yorkshire. This remains a key strategic priority area for the service.

Performance Over the Previous Year

National Key Performance Indicators

Existing key performance indicators

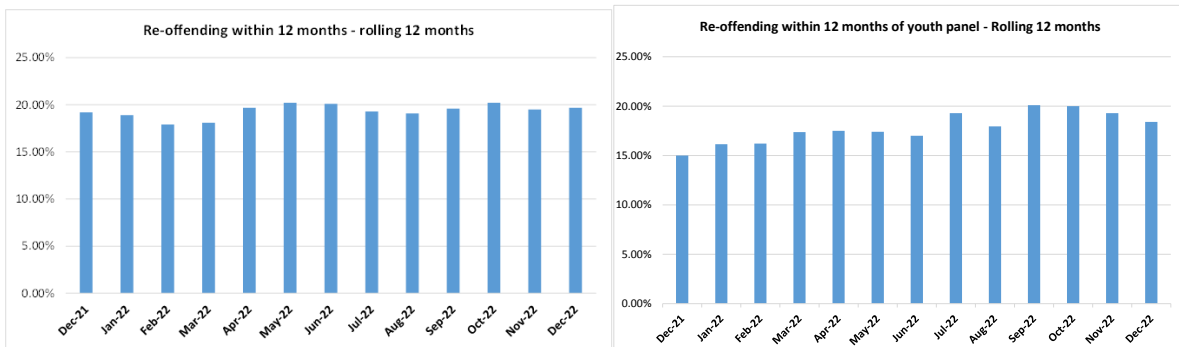
Reoffending



These graphs show the latest reoffending rates published by the YJB for 12 month period ending December 2021, which were published in December 2023. The YJB published data tracks re-offences in the 12 month period following qualifying outcome but continues to track over a longer period; this means that figures are more lagged than those produced locally, but allows the time for cases to be processed.

In the five-year period the rate in Leeds has fluctuated, with an increase in the latest period to similar levels seen to the end of 2017 (40%). Nationally rates have steadily fallen over the same period to a low of 31.4%, widening the gap between local and national performance.

There was an increase in the average number of reoffences per reoffender in Leeds, up to 5.63. Although there has also been a rise national, this was at a slower rate so the gap between Leeds and national performance has increased.



Local reoffending measures are taken from ChildView and show the rolling twelve-month average of children who re-offend within 12 months of receiving a qualifying outcome/within 12 months of a youth panel outcome. These are provided to show the latest information, whilst acknowledging that there will be some children who have not yet received an outcome therefore actual rates will be higher; however, this is consistently the case and therefore the general trend in reoffending rates will be reflected.

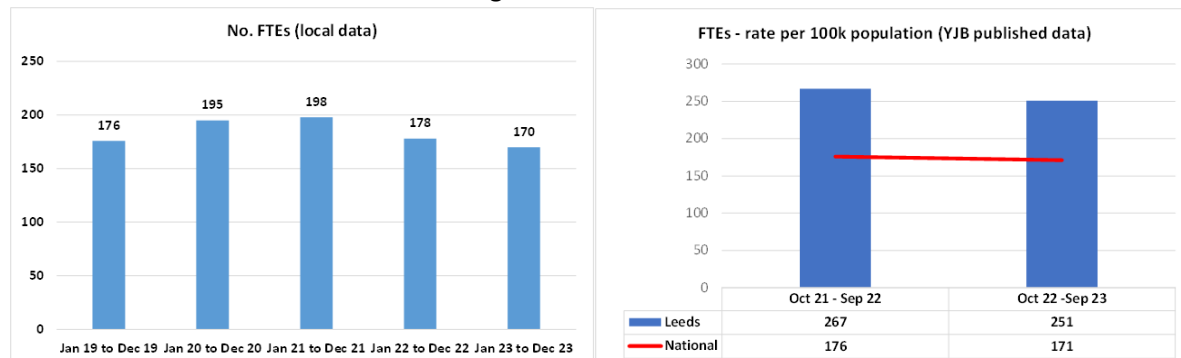
Overall reoffending rates have remained at around 20% in the reporting period.

For those who receive an outcome at Youth Panel, the reoffending rate has fluctuated and latest figure in December 2022 stood at 18%.

Education is a key factor in reducing the reoffending rate. The additional Education Officer capacity within the service provides the opportunity to further develop this area of work, with the focus for the forthcoming year on developing Individualised Education Plans for targeted cohorts of children. The number of NEET children, particularly post-16, highlights a significant gap for those at risk of reoffending.

First Time Entrants

The latest annual YJB figures were published in December 2023 and relate to the period to end of September 2023. The FTE rate (per 100k population) in Leeds has fallen by 6% in the 12-month period to September 2023, whereas nationally the numbers have fallen by 2.8%, so although the rate in Leeds remains higher, the gap has been narrowed. The YJB has changed the source data for the figures, from PNC to case level data, so we are not able to compare with historic FTE rates beyond the last year. This cohort includes children who receive an outcome at court and those who are given a Youth Caution or Youth Conditional Caution.



Reducing the number of FTEs remains a strategic priority for the service.

Use of Custody

Custody and Remands Q3 2023/24	Young People
DTO/Custody Programme	3
Remand in Custody (YDA) SCH	5
Remand in Custody (YDA) STC	0
Remand in Custody (YDA) YOI	7
Remand to LAA Status/Programme	2
Section 250 Through Care Programme (prev Section 90/91)	8
Grand Total	25

This table shows the number of children on remand or in custody in the quarter from data held in ChildView. The numbers of children in custody has increased, both for the remanded and sentenced cohort. As highlighted in this report, learning from the Remand Thematic Inspection (May 2023) has highlighted opportunities to improve work with CSWS to prevent unnecessary remands, and has directly fed into this refreshed strategy.

Additional key performance indicators

From April 2023 the YJS was required to report on the following new Key Performance Indicators, with the first submission from August 2023. Data is scheduled for publication by the YJB in Spring 2025. It is not yet possible to obtain over 12 months data on these additional KPIs at a local level for trends and themes to be demonstrated.

Suitable accommodation

Suitability of accommodation is recorded for all children on Childview. Guidance has been developed for case managers on the recording requirements for the date that accommodation is secured for custodial releases for case managers, to ensure consistency and accurate data is able to be reported on.

Suitability is impacted by families living in temporary accommodation due to homelessness, difficulties identifying suitable placements for children looked after, and children becoming homeless due to family breakdown after the age of 16. A housing consultant has worked with LCC to identify a strategy between CSWS and Leeds housing, which is under consideration. There is an invest to save strategy within the Corporate Parenting service; a placements team manager for 16 and 17 year olds has been appointed, a family reunification team has been set up, new inhouse children's homes are being developed and a placements support team is being recruited to. Managers within the service have provided training on youth justice to the

Our Way Leeds supported housing team to increase their understanding and enhance the support they can provide to children they are working with in the youth justice system.

[Education, training and employment](#)

An education screening tool has been developed for Education Officers to complete at the start and end of interventions on all children with regard to the suitability of their education offer. This takes into account hours offered and attended, and plans to support with special educational needs or reintegration into school if on a reduced timetable. The screening has been developed with an educational consultant within the Virtual School to provide objective standards for suitability, the consistency of this judgement is benchmarked by Education Officers.

Education hours offered for school age children and post-16 children is part of current performance data set; education suitability data is now being harnessed and will be included in future data sets.

[Special educational needs and disabilities/additional learning needs](#)

In order to identify SEND needs, initial case checks take place on education systems and Education Health and Care Plans (EHCPs) are uploaded onto Childview. The education screening tool (as outlined above) further identifies whether children have SEN, are on the SEN register and whether they have a SEN support plan other than an EHCP.

All new intervention checks include a history check on the speech and language (SLT) service database also, and all children are eligible for referral for assessment to the Speech and Language Therapist, where case managers identify a need, including those priority areas highlighted above. SLT assessments have increased the identification of children with undiagnosed SEN and communication passports are provided to education provisions where new needs are identified.

[Mental health care and emotional wellbeing](#)

The YJS is working with CAMHS to look at collecting and matching data for the KPIs including identifying children already receiving an intervention. However, given that the emotional wellbeing and mental health offer within Leeds is diverse, the work to understand this verifiable fuller picture of intervention engagement will take some considerable time to establish. YJ Nurses undertake case manager caseload review meetings to ensure all children requiring referral for intervention are being identified, and then identify the appropriate level of Thrive intervention.

[Substance misuse](#)

The YJS and Forward Leeds have reviewed service provision and recognised the positive impact of having dedicated workers attached to teams. Each YJS area team now has a substance use worker one day per week. Within the first quarter of implementation this has increased referrals and sustained interventions. Forward Leeds also have a groupwork education offer, which is currently being trialled with the plan to roll out across the service over the forthcoming year. Substance use is one of the KPIs which is recognised as an area for development as children can be reluctant to be referred to a specialist service however it identified that there is a high level of need regarding substance use within the current cohort of children. The YJS SDM chairs the Children's Drug and Alcohol Partnership meeting, which develops and oversees the children's priority for the citywide Drug and Alcohol Action Plan.

There are currently challenges in being able to record prior involvement with Forward Leeds as part of the KPI for children commencing with the YJS due to data sharing barriers, the YJS and Forward Leeds are working together to overcome these barriers.

[Out-of-court disposals](#)

The KPI requirements are already met by data already included in quarterly YJS performance report and highlighted within this report.

[Links to wider service](#)

Information on wider service involvement is gathered through initial new intervention checks against relevant databases.

[Management board attendance](#)

Management board attendance is monitored (see Appendix 1). The KPIs are discussed at the partnership meeting and performance data is being revised to include the new KPI requirements.

[Serious violence](#)

This is monitored through the Youth Justice Application Framework and internal performance data. In addition, as outlined within the section on Serious Violence and throughout this report, this is a significant priority and challenge for the city and YJS.

In February-March 2024 the YJS was part of the JTAI focusing on Serious Youth Violence, within which positive feedback was received regarding the response of the service and partnership to children identified as being at risk or involved in serious youth violence.

[Victims](#)

This data is already collected by Victim Liaison Officers, as highlighted within this report

[Local performance](#)

Over the past twelve months the YJS has developed an internal monthly reporting-up mechanism which monitors the performance of all teams. This requires each team to analyse key data alongside the narrative relating to that data. This is providing the service with greater strategic oversight of the key strengths and challenges in performance, and highlights areas for development for the service.

An internal quarterly performance review meeting is currently being developed to compliment the reporting-up mechanism. This will commence in Q1.

Risks and Issues

Serious Youth Violence

Serious Youth Violence has been a significant challenge for the city over the past few years. Multi-agency focus on the local needs assessment, and strategic and operational response to serious violence and to the prevention of it, as detailed within this document, has resulted in tangible measures in place to reduce serious violence. The city's response was recently praised in the JTAI focusing on Serious Youth Violence, 2024. Data has demonstrated a reduction in incidents of violence, however despite these efforts the city has sadly seen tragedies that have impacted across all services, not least the YJS.

The level of risk and concern for the safety of others that the service is working with currently is unparalleled. An increase in the complexity of work paints a worrying picture for many of the children that we are working with. This in turn impacts on the resilience of staff, previously those covering the East of the city, where there is the highest prevalence of serious youth violence, have been most impacted, however the past year has seen incidents of violence spread further across the city, and as a result staff resilience across the service has been impacted. The links between serious youth violence, exploitation, urban street gangs and serious organised crime is evident, and as the new 'Working Together Model' has rolled out that as a city the focus has shifted to becoming more preventative in our responses, alongside having clearly established processes for a timely, partnership response when an incidence has occurred, with the aim to ultimately save lives.

In addition to the citywide response, internally the YJS undertake regular 'mapping' exercises to try to better understand children, concerns for them and the safety of others, in order to try and better understand rivalries and keep children and staff safe when attending appointments.

Staff safety is an absolute priority, and in response to the increase in serious youth violence the YJS has reviewed all risk assessments and made appropriate amendments to reflect the increase in risk to children and staff; individualised staff communication agreements have been put in place to ensure that should a significant incident occur that staff are supported in a way that is tailored to their needs. The YJS is part of a wider Leeds City Council working group looking at lone working and safe working practices; new guidance has been developed for staff across the whole directorate in that regard.

Poverty and the cost of living crisis

The impact of poverty and the cost of living crisis continues to be evident in relation to the children we work with, their families, to staff, as a service and within the wider council itself. We have continue to see families having to choose between food and heating over the winter period. With deepening inequalities impacting on social exclusion, disaffection and crime, alongside a growth in children being exploited into serious organised crime, seemingly taking advantage of the poverty that many find themselves within. The YJS continues to advocate for children and their families, routinely signposting to specialist support services and distributing Fareshare food to those in need.

The impact of the cost of living crisis also has a knock-on effect to staff and their morale, many of whom may themselves have had to make difficult financial decisions. As a service, budgets have had to be balanced, with decisions taken to reduce spend in some areas to ensure that the service can keep running without impacting on children, and without necessitating a reduction in staffing.

Public sector finances

Organisationally, there continues to be significant financial pressure on the city council and other public services. One of the significant factors in the deficit are the rising costs of caring for vulnerable children in the city. Within the YJS we have seen an increasing number of children requiring placements, often outside of Leeds due to the perceived risk within the city. The benefit of the service strategically focusing on parents and carers as 'Protective Partners' aims to increase the number of children living safely within their families, thereby reducing any unnecessary spend on the cost of care.

In addition, many third sector partners are seeing a reduction in funding, impacting on their ability to support vulnerable children and families across the city. Leeds has a strong partnership, demonstrated through the citywide work in respect of serious youth violence, however it has to be acknowledged that reduced resources and financial pressures over the forthcoming years is a risk for the service.

At the time of writing, the YJS has yet to receive confirmation of grant for 2024/25 from the Youth Justice Board, making financial planning a challenge. In addition to this we have received notification that Turnaround funding will cease from March 2025 presenting a significant challenge to our preventative and diversionary offer. Additional specific grant funds remain subject to annual renewal, meaning funds may reduce or potentially cease altogether. Where short-term funding streams have been made available to the YJS, their time limited nature means it is often difficult to adapt our delivery model and staffing arrangements in the required timescales, Immediate Justice has been a prime example of this.

As part of our strategy to manage risks to future service delivery in an uncertain financial climate, the Youth Justice Service will consider the organisational structure over the forthcoming year. This will ensure that it is fully aligned to enable the delivery of statutory work, whilst aligning strategically with partners to deliver non-statutory work where the service is not able to fund delivery internally. The strong restorative value-base of the service will continue to transcend these challenges *'with'* children, families and multi-agency partnerships. We are committed to continuing to innovate and improve outcomes for children in the city, alongside our key partners.

Plan for the Forthcoming Year

Child First

Child Friendly Leeds was launched in 2012 and is the thread which brings together all the work we do to create better outcomes for all children in the city. This is a crucial element of the council's work to become the best city in the UK by 2030 and the Youth Justice Service work with partners across Leeds to ensure children in the justice system are fully included in this work. The concept of Child Friendly Leeds is well understood by agencies and means that a child-first approach to youth justice is an accepted ambition in the wider partnership beyond the Children and Families Directorate. The YJS values statement was developed in 2018 as a way of describing what child-friendly youth justice means both in principle and practice. The values statement is very visible in the buildings where we meet children, is widely shared with partners and forms part of the induction for Partnership Board members.

The key priority areas and objectives identified by the Youth Justice Partnership Board and Service in the Youth Justice Plan 2024-27 are founded on child-first, relational principles and demonstrate our ambition to address disadvantage and discrimination, prevent offending and divert children away from the formal criminal justice system and promote positive opportunities for those within the system. Examples of our child-first approach are woven throughout this document.

Voice of the Child

The YJS remains committed to putting the child at the centre of all we do and recognise the importance of creating a collaborative and inclusive environment which supports them to take ownership and helps improve their motivation. Understanding the journeys of the children we work with leaves us better placed to work with them in ways which are the most effective in achieving best outcomes.

The service recognises the importance of building a strong foundation when working with children and key to achieving this is through taking a relational approach. With this in mind the service is committed to appointing staff with the requisite skills and values to engage with children in the right way, at the right time. In order to get this right, the YJS involves children in the recruitment and selection of staff and places significant weighting on the views of children.

Recognising the benefits of the work we did last year with Leeds Involving People who represented the independent voice of the child, we are once again working with an independent project. The 'Child First' research project, commissioned by The Nuffield Foundation, aiming to develop a greater understanding of what children think about how they're involved in the Youth Justice decision-making processes.

Our model for Referral Orders includes the report for panel being written in the child's words and focus is placed on the child achieving their desired outcomes through help and support and ensuring victim needs are met through Making it Right.

The YJS ensures that children's views are gathered at the start of every intervention and at subsequent reviews. The YJS places importance on the child having a voice in all processes and on them taking ownership of their plan, which is done in collaboration with the child and their family, which also includes an emphasis on parents and carers as protective partners.

Children and parents/carers also complete self-assessment questionnaires at the start of an intervention, which are periodically reviewed. The information from the questionnaire is used not only to inform how we work most effectively with the child but also enables the YJS to identify service delivery strengths and areas for development, in order to ensure delivery of the best service possible to children.

The YJS undertakes an annual Child's Voice survey and uses the feedback to inform service development. It is the aim of the service to develop collaborative opportunities with children and to increase the child's voice within the strategic partnership.



Trauma Informed Practice

[Public Health England's Child Health Profile for Leeds](#), March 2023, estimates that:

- Children in relative low income families (under 16s) has increased to 24.6% compared to a national average of 18.5%

[Public Health England's report into health outcomes for vulnerable children and young people in Leeds](#) estimated in 2021 that:

- 19.8% of children in Leeds live in households with any of the so-called toxic trio (domestic violence, parental mental health, parental substance abuse)
- 1.2% of children live in households with all three

Leeds is on a journey to becoming a trauma-informed city, and as a result 'The Compassionate Leeds: Trauma awareness, prevention and response strategy' was launched in April 2023 and sets out the ambitious vision for partners in Leeds to work collectively as a trauma-informed city where we realise the widespread and unequal impact of adversity and recognise the part we can each play in overcoming this.

In response to this some significant developments have been undertaken recently including -

The Trauma Awareness Prevention and Response Community Grants Scheme has been set up and administered. The NHS West Yorkshire Integrated Care Board in Leeds, Leeds City Council and Forum Central have partnered with Leeds Community Foundation to deliver a grants programme that seeks to boost protective factors in children who have experienced, or are at risk of experiencing, adversity.

The Leeds Trauma Informed Practice Integrated Resource Team has been further developed and will deliver on the following outcomes:

- The workforce working with children and families in Leeds will understand and adopt a trauma informed lens within their practice
- The organisations they work within will understand and actively support them to adopt this trauma-informed approach
- Key workforce groups will be able to access ongoing support to develop and embed a trauma informed approach in their work through reflective case discussion, supervision formulation and consultation
- There will be easy and streamlined access to joined-up, integrated trauma-focused expertise and recovery-focused intervention where needed.

- Stakeholder agencies and arenas will be working in partnership towards a Compassionate, Trauma-Informed Leeds across the life-course; families, schools/colleges and communities will have increased awareness of the impact of trauma and adversity in childhood.

This work will be a collective effort across the Leeds System to ensure children and their families are supported and with members represented from the Youth Justice Partnership Board on the Trauma Awareness, Prevention and Response Steering Group we can continue to ensure join up across the programmes of work. Trauma continues to be a key priority for children in Leeds, with a considerable number having adverse experiences which increase the risk of poor outcomes through into adulthood. In Leeds we are prioritising the early identification and support of these children and families, developing trauma informed practice across the city with clear access to expert advice and intervention when needed. The wider Leeds partnership works closely with colleagues in adult services to include the intergenerational aspect of trauma and the importance of [‘Think Family, Work family’](#).

Within the YJS staff take a trauma-informed approach to their work with children and families in recognition of the impact of trauma in childhood, an understanding of the reasons that underpin the difficulties that some children have with their relationships, engagement in a learning environment and with their behaviour supports the journey to better outcomes. This approach also enables staff to advocate for the children that they are working with.

Resources and Services

Funding for Leeds Youth Justice Service for 2022/23 is made up of contributions from statutory partners, Childrens Services, Probation, NHS, Police, Youth Justice Board, Ministry of Justice and the West Yorkshire Combined Authority. The YJS also oversees the local authority budget provided to meet the cost of children remanded to the secure estate. Probation, Police and NHS resources are notionally allocated based on staff seconded to the service.

The full contributions that make up the overall Youth Justice Service budget can be seen in Appendix 4.

We use our grant, partner contributions and available resources to deliver the services detailed within this document and believe that they meet our statutory obligations, and the obligations of grant funding. As outlined above, part of our strategy to manage financial risks to service deliver, the YJS will consider the organisational structure over the forthcoming year with the aim of improving performance across our priority areas.

Board Development

In September 2023 the Leeds YJ Partnership Board had a workshop, and requested that this was facilitated by the YJB, the Leeds YJ Partnership Board identified a number of actions to support its journey and commitment to continuous improvement. Subsequently the membership of the Board has been reviewed, with additional representatives from Education and Wetherby YOI joining the Board, a new Board induction has been developed and Terms of Reference updated. Board meetings continue to be themed to one of the identified priority areas, underpinned by data. A further Board workshop is planned for the summer.

The 2024 JTAI focusing on serious youth violence recognised the YJ Partnership Board to be a ‘strong partnership.’

Workforce Development

Leeds Youth Justice Service workforce development strategy is in line with the Youth Justice Service Professional Framework and aims to develop and maintain a high-quality workforce. In the last 12 months, there has been an 18% increase in the total caseload, this is compared to the previous 12 months when there was a 2% increase. Non-statutory interventions have increased by 65% and statutory interventions have decreased by just 2%. Alongside the volume of cases increasing, the level of complexity of the cohort of children known to the YJS has also increased. The workforce development strategy has been designed to support the workforce in response to increases in workloads.

This year, the YJS has recognised the Level 5 Youth Justice apprenticeship as the main progression route for staff to achieve qualified status. The YJS has chosen to partner with Intelligencia training. The apprenticeship is fully funded by the Apprenticeship Levy, thus being comparably more accessible for staff than the previous Youth Justice Foundation degree route, as they do not need to make a financial contribution. Due to this and the additional support built into the programme for those without passes in English and/or maths GCSEs the apprenticeship offers a more inclusive option for staff to develop, who may have experienced disadvantage. The YJS has 3 candidates on cohort 1 of the apprenticeship and 3 more staff about to start cohort 2. The cohorts are being delivered with candidates across Yorkshire, enabling our staff to learn from other YJS practice. We are expecting the first cohort to complete in 2025. It is an ambition of the service to develop existing staff and to create an evidence-based progression route for staff.

Practice Managers (PMs) provide new starters with thorough and tailored inductions with a mix of group and individual training opportunities. The Information Officer and PMs have worked with the Council IT trainers to develop video packages for Childview training, which can be used for induction but also an ongoing reference resource for the service. Our induction processes for practitioners detail their learning for the first six months of their employment in the Service; it includes the minimum training required, expectations around informal learning and competency expectations.

Staff continue to benefit from the wide-ranging offer from Leeds City Council Workforce Development Team for example restorative practice, child exploitation/contextual safeguarding and trauma informed practice. The LCC Prevent team, also provide an annual Prevent awareness week programme, with online speakers around a range of related subjects, which YJS have participated in.

AIM3 training for Harmful Sexual Behaviour was jointly recommissioned by West Yorkshire YJSs this year, coordinated by Leeds. Managers have also attended AIM3 supervision training, to strengthen quality assurance arrangements for AIM3 assessments within the service, the demand for which has increased over the last year.

Risk Management Panels have been refreshed in the service into a Concerns for the Safety of Others Tiered Approach. Training has been delivered to the whole service, alongside a programme of risk training delivered by PMs. This programme of training will also include training for Chairs of those meetings to ensure consistency. The training plan for 2024 will continue to embed this new process.

The whole service attended Risk Out of the Home (ROTH) Pathway training to enable the YJS to be a proactive advocate for the newly embedded ROTH Child Protection pathway in CSWS.

We continue to work with PATH Yorkshire to give a local person from an ethnically diverse community the opportunity of a traineeship in the Service. There is currently one PATH trainee in the service, with the plan to recruit a further trainee. This has previously recognised as a good practice example by HMIP.

The whole service has undertaken a number of Restorative Practice sessions with the aim of refreshing the restorative culture of the service, alongside which the management team have been accessing Restorative Practice Action Learning Sets, supported by the Workforce Development Team. This work will continue into 2024/25 and aims to support resiliency within the workforce.

The YJS has primarily focused on recruiting and supporting referral order panel volunteers and mentors this year. We currently have 27 volunteers, a third of whom are from ethnically diverse backgrounds and around a third are male. Volunteers have had a monthly training offer from the YJS specialists including SLCN and trauma informed practice, to ensure they have a good knowledge of the issues faced by children in the criminal justice system. The Volunteer Co-ordinator post was vacant, however a new co-ordinator has now started with the service. Whilst the post was vacant there was some impact on volunteer retention, with the business support team providing extra support to panel members. The plan is for a volunteer recruitment drive to be undertaken late Spring 2024.

The training plan for the forthcoming year will include embedding the Prevention and Diversion Assessment Tool in the Service.

Evidence-based Practice and Innovation

Leeds Youth Justice Service works within the context of the city's ambition to be child friendly. In practice this means working with children and their family in a positive, individualised and future focussed way. This child-first, relational approach is evidence based, grounded as it is in desistance theory. Some examples of our innovative projects are below:

[Seed to Feed and Beyond](#)

At the Youth Justice Centre, we have continued to make the most of the generous gardens and the specific skills of an Activities Worker who combines lived experience of the justice system with huge knowledge of the natural world and practical expertise. Children have the opportunity to engage in the 'Seed to Feed' project, growing food to give to local charities. In addition, opportunities to develop and accredit creative outdoor work have been individualised around children's own interests. Children love their one-to-one time with our worker, whose expertise and enthusiasm for his work is infectious, he describes his work as not being solely about the seed that is planted in the ground, but also the seed that is planted in the minds of children, about the different possibilities and perspectives in life, and the opportunities that children have *beyond* the YJS.

Case Study

In Summer 2023, the Activities Worker was approached by a delivery driver who introduced themselves as the step-father of a child that the YJS had previously worked with, and who had undertaken work under the Seed to Feed and Beyond umbrella two years prior. Now aged 19, they were described as often talking about the Activities Worker, and the things that they had learned from him.

Whilst with the YJS during one Seed to Feed session, the child shared that their watch had broken. The Activities Worker encouraged the child not to throw the watch away, but to mend it, teaching him how to fix it, and what tools were needed. This particular session planted a seed in the mind of the child, who has since gone on to do an apprenticeship as a watch-maker, and who is now working at one of the top jewellers in Leeds, fixing high-end watches.

[Skill Mill](#)

Leeds YOS over the past nine years established a Skill Mill. The Skill Mill provides young ex-offenders with a paid job working in natural environments, developing practical and employability skills and promoting desistance from crime.

The model works by employing a cohort of 4 children at any one time for a period of 6 months. During this time each cohort receives six months paid employment, invaluable practical real work experience, a nationally recognised qualification, and further opportunities for progression with local companies at the end of their time with The Skill Mill.

The programme has four main objectives; Reducing Re-Offending; Job Creation; Skill Development and Flood Risk Reduction/Natural Habitat Protection. In addition, it is designed to provide a step up arrangement into mainstream opportunities and to challenge discrimination by employers and the wider community of young ex-offenders.

We have established commercial partnerships with CEG, Myers and Leeds City Council among others to attract paid work. Over the past 12 months we have continued to work to establish better links with local communities and organisations to create added value for children and those communities.

For the last 2 years Skill Mill nationally has been awarded £2 Million in central Government funding through the Life Chances Fund. This enabled Leeds YJS to run two cohorts of Skill Mill, this funding has now finished and as a result the YJS has reverted to a single cohort.

[ROCLA / Preparing for Adulthood Forum](#)

Recognising the longstanding over-representation of children looked after (CLA) in the justice system, The Reducing Offending by Children Looked After (ROCLA) multi-agency panel aims to find ways of appropriately diverting children in the care system away from offending and into positive support services. Currently Leeds YJS chair the ROCLA panel alongside: SAFE project, Liaison and Diversion, Therapeutic Childrens social work, CAMHS, Leeds Virtual school, Leeds Youth Service, Barca-Leeds, and WY Police attending as panel members. ROCLA was praised by Inspectors in the recent JTAI inspection focused on Serious Youth Violence.

Referrals into the ROCLA multi-agency panel provide CLA social workers the opportunity to refer children who have been identified as most at risk of being involved in offending before they have had any statutory contact with the justice system. ROCLA is held monthly and provides opportunity for an early intervention, trauma informed conversation about the appropriate services and responses to meet the child's needs. ROCLA uses a holistic approach and is solution and strengths focussed, aiming to understand the vulnerabilities and complexities of the child and where appropriate, different services are identified and recommended to the allocated Social Worker, aiming to avoid the stigma of criminalisation. ROCLA is underpinned by a relational approach, creating a strong partnership focused on reducing the numbers of care experienced children entering the criminal justice system.

The Preparing for Adulthood Forum is run jointly between Children's Social Work Service and Adult's Services, and provides a multi-agency forum to discuss vulnerable children on the cusp of adulthood in order to identify support available to them in that transitional period. This is an invaluable forum for many children within the YJS.

[Knife Angel & Project Shield](#)

As a response to the serious violence duty and concerns relating to serious violence within the city, February 2024 saw the arrival of the Knife Angel in the city for that month, alongside a Knife Crime Intensification Month and the launch of Project Shield as highlighted within this Plan. The YJS plays an active role in this partnership.

[Stay on Track](#)

Music is a powerful tool for engagement and one which all our children are familiar with. The YJS continues to run a music programme which is delivered both on a 1:1 basis and in groups which offers hands on experience of using music equipment and writing lyrics with positive messages. Key skills that are embedded through this programme include: communication, literacy, exploration of different cultures and confidence in public speaking.

[Resolve / ReConnect](#)

The YJS has had a dedicated family group conference and restorative conference practitioner for some years. All children open to the YJS are eligible for consideration for a family group conference or restorative meeting. These meetings are designed to improve family relationships and positive support networks for children and their parents/carers with the aim of reducing re-offending. This area of work embeds the restorative practice element of the Leeds Practice Principles within the YJS. The impact of this method of working can be significant, with families developing and owning their own plan, and addressing issues that had previously been 'stuck'. The evidence base for family group conferencing and restorative practices is well established and we are aligned with the city's family group conferencing service which undertakes the same work with the aim of supporting families to reduce care proceedings.

[Black History Month](#)

Throughout October the service celebrated Black History Month through a number of initiatives which included working with children to produce pieces of work that could be displayed at an event at the culmination of the month, undertaken in 1:1 and group sessions. This included artwork, poems, songs and raps/drill music. The inspirational event had a number of speakers from the global majority, including senior leaders, who shared their own personal experiences with children.

[Holocaust Memorial Day](#)

Leeds YJS has an educational Holocaust Memorial Day display. The display is designed to inspire YJS children and staff, to educate them about the events of the Holocaust and other genocides and devote their energies to 'building up' rather than 'tearing down' others. The display is available to view throughout the year. It is suitable for all ages and abilities, and all staff are encouraged to attend and bring their children to access it. In addition to the annual display, two Holocaust Awareness sessions have also been created which are designed to help children understand the context of the Holocaust, and to encourage them to consider how they can reach out to other individuals and groups who are in need of support and protection from hate and bigotry. These sessions help with identifying and addressing racial inequality in line with the Youth Justice Plan, developing empathy and victim awareness, issues relating to peer pressure and social pressure, consideration of belief systems and morality and decision making. Participation in the sessions and attendance at the HMD display also contribute to Making it Right hours. In addition, Antisemitism awareness training for all staff was provided by the Community Security Trust.

[Family Practitioner](#)

Leeds YJS have this year created a Family Practitioner role sat within the Turnaround prevention and diversion team. The focus of this role, in line with the Turnaround objectives, is to 'improve the socio-emotional, mental health and wellbeing of children' by supporting parents and carers with their own struggles that may then impact on their child's well-being and risk of (re)offending. Our worker also has a background in Speech and Language which has meant she has been able to tailor her work in a way that is meaningful for the child. This role takes a collaborative approach to identifying issues within the family, and can be delivered alongside our dedicated FGC worker. Examples of the work undertaken by the Family Practitioner: advocacy with bureaucracy, meeting practical needs in the home in relation to poverty, making referrals into more sustainable support such as counselling, supporting parents to develop their skills as protective partners, such as in setting boundaries and safety plans, educational work around specific risk concerns such as exploitation, enabling skills such as body language, comfort, and re-setting emotions when things get hard. We are also establishing a coffee morning for peer support for parents and carers.

[Swimming](#)

Recognising the benefits of engaging children in positive activities the YJS delivered a 10-week swimming programme delivered by a qualified Swim England instructor. The objectives were:

- To improve children's confidence in and around water.
- To encourage children to engage in constructive activities.
- To improve physical and mental wellbeing.
- To gain a swimming certificate.
- To promote the other positive activities available at council run health centres.

The programme was very well received by the children who took advantage of this vital life skill.

[Christmas Event](#)

In order to raise funds to provide additional support to children and their families over the festive period, a fundraising event was held for staff and partners, supported by children working with the YJS and local businesses. The event raised in the region of £700, and enabled the purchase of everyday and luxury items for 45 hampers for children and their families. We were also able to provide 65 gifts for children, either for themselves or to give to parents and carers.

[PACT](#)

The PACT (Parents and Children Together) programme is a specialist group-work programme for families where a child has been violent or abusive towards their parent/s or carer/s. The group involves parallel

programmes for parents and children and has been running for a number of years facilitated by the YJS. The programme is currently being evaluated.

[Leeds Practice Model](#)

The Leeds Practice Model builds on all aspects of practice and what we know to be useful when assessing, implementing and evaluating what we do, and underpins the practice of the YJS, and aligns the partnership in Leeds. The Leeds Practice Model contains the five key elements of:

- Rethink Formulation - a way of unifying and developing practice across services in Leeds.
- Leeds Practice Principles – always working WITH, creating a context of high support and high challenge with children, families and each other; relationship-based practice; working early in the life of a problem; ensuring interventions are evidence based, formulation driven and systemic; strengths based
- Outcome Focused Supervision.
- Continuous Development; and
- Multi-agency Context.

The model places the family at the central point of convergence of these elements; each element is complementary and necessary to the other, and in turn they place emphasis on creating effective relationships, staying focused and using evidence-based approaches.

Evaluation

[Child-First Research](#)

The Nuffield Foundation commissioned a Child-First research project to develop a greater understanding of what children think about how they're involved in youth justice decision-making processes. The research explored how the system places children centre stage, prioritising their rights and engagement, and views, thereby promoting diversion away from the youth justice system and focusing on positive results for children. The researchers interviewed children involved with the service to share their experiences and views. The project aims to produce child-friendly guidance and materials on collaborative practice, with training made available to youth justice staff on embedding children's views into their practice. The research took place over a 6 month period, and a total of 20 children were interviewed. The researcher reported that "the children I interviewed were very positive about the support they received from Leeds YJS, saying that they were involved in decision-making about what their plan, felt supported by their Youth Justice Worker and they were listened to."

[Exploring Racial Disparity in Youth Justice Decision Making](#)

Leeds YJS are currently part of a research project, undertaken by the University of Bedfordshire and Manchester Metropolitan University, funded by the Nuffield Foundation, aims to explore the extent to which, and in what ways, decision-making at the gateway to the youth justice system influences racial disparities within that system. The research highlights that while the number of children entering the youth justice system has fallen substantially in recent years, that there has continued to be an increase in the over-representation of minoritised children. The research will aim to test the hypothesis that these trends can be explained, at least in part, by an increase in the use of diversion – including to non-formal outcomes – which appears to have benefited white children to a great extent than other groups.

[Immediate Justice](#)

WYCA have commissioned an independent evaluation of the Immediate Justice Pilot across West Yorkshire, which will take place 2024/25. This will encompass an evaluation of how each YJS has implemented and delivered on this agenda, and upon its effectiveness.

Standards for Children

Self-Assessment

The YJB self-assessment for “Standard 2: Work in Court” was undertaken in October 2023. The assessment explored three categories; Strategy, Reports and Process, with the latter two requiring an assessment of practice by considering a sample of cases going through court during the period from 1st April 2022 – 31st March 2023.

Strategy

The self-assessment identified that we have a number of strategies in place to minimise the unnecessary use of remands, including Bail and remand management policy, Remand Checklist and West Yorkshire PACE Joint Protocol. The positive impact these overarching strategies have on avoiding the unnecessary use of remand into youth detention accommodation, was demonstrated when HMIP visited Leeds as part of their Thematic Inspection of Remands in May 2023.

Ensuring that we are taking all possible steps to divert children away from Court was identified as an area for improvement. Although we have a number of diversionary areas of practice in Leeds, including; Youth Panels (Out of Court Disposals/Outcome 22), early help through the Turnaround Team and the recent addition of a restorative diversionary intervention through the ‘Immediate Justice’ pilot, with written and up to date procedures in relation to diversionary areas of practice, there is not an over-arching procedure regarding the approach and how the service aims to divert children from court. A piece of work is currently underway to develop this, including ensuring defence solicitors are fully aware of Outcome 22 and putting in place procedures to divert children who have already been summonsed to Court back to Youth Panel where appropriate.

Reports

The quality of reports produced for the Courts was identified as an outstanding area of practice. They were found to be child-focussed, analytical, desistance focused, using sufficient sources of information, considering diversity, balanced and impartial, succinct and written in plain, jargon-free language. Ensuring the views of the child and their parents/carers were evidenced within the reports was also identified as an area of good practice, as was ensuring that reports took account of the impact on victims. No areas for development were identified in this category.

Process

Ensuring that children are able to engage in the Court process was an area of good practice, with strong evidence that staff are taking sufficient steps to ensure that children understand the outcome of court, including explaining the outcome immediately following court, and then subsequently reiterating court outcomes following the hearing. Although the assessment found that parents were informed of Court outcomes, there was less evidence of them being supported to fully understand proceedings and outcomes. It is felt that this is primarily a recording issue and has been identified as an area for development.

Risk Management

As highlighted above, the YJS has continued to keep risk management processes under review. This year we have launched a new tiered system, incorporating the YJB’s preferred terminology change in line with the Child First agenda and so practice previously known as ‘risk management’ is being re-framed around ‘concerns for the safety of the child and others’. In line with this shift, but also in response to learning from quality assurance processes and critical learning reports, Leeds YJS have committed to reviewing the way that the child and the public’s safety is managed across the board. The objectives around this piece of work have been to shift case-manager’s understanding of the concept of ‘keeping safe’ as opposed to ‘managing risk’; to improve skills around analysis and professional curiosity; to improve the effectiveness of the way our partners

and staff work as a 'team around the child', including the parent and child; reduce duplication where possible; and to improve lines of escalation and senior oversight both within Children's Services but also alongside the Probation Service and MAPPA.

This piece of work has been a focus throughout 2023/24 and has included audits, reviewing best practice from other YJS around the country, and critical learning processes into cases that have resulted in death/serious injury and/or custody. An action plan has been developed alongside consultation with partners, and staff groups. A new tiering system has been introduced which will enable our existing assessment processes to target the right resources and level of seniority to those children who present the highest concerns. Work is ongoing with our Probation colleagues about how to manage children who present concern in the context of serious youth violence both whilst still a child, but also once the adult threshold has been reached. A modular training package sits alongside this area of development.

Quality Assurance

The YJS undertakes routine auditing as part of QA work within the service. This has included auditing MAPPA cases, auditing case work against the current draft HMIP Inspection Framework and multi-agency auditing following identified actions at the YJ Partnership Board into themes such as FTEs. This work is planned to continue into the forthcoming year, aligning strategic priorities to the auditing cycle as part of our QA framework. It is the intention to explore how the voice of children and families can be brought into auditing, aligning with the Interactive Audit style that Leeds CSWS has adopted.

Service Development

This plan outlines the key priorities of the service for the Leeds Youth Justice Plan 2024-27. This strategy has been devised in reference to existing and linked strategies as highlighted above, and also aligns with the Youth Justice Board for England and Wales Strategic Plan 2024-27.

Serious incidents

There have been eight serious incidents concerning Leeds children between April 2023 and March 2024, as defined by the YJB's Community Safeguarding and Public Protection Incident reporting procedures. Two were tragically murdered whilst involved with the YJS, two children were charged with murder, one with attempted murder and three were under the criteria of GBH or wounding with or without intent – section 18/20. Multi-agency learning lessons reviews have been undertaken locally, with learning shared in the YJS itself, with partner agencies and at the YJS Partnership Board, with findings directly feeding into the service development plan.

Learning from HMIP inspections

At the time of writing, Leeds Youth Justice Service was last inspected by HM Inspectorate of Probation in June 2019, with the final inspection report published in early January 2020. The inspectorate's final judgement in that report was that the Service required improvement. Since that time the YJS has been working towards a service improvement plan linked to those recommendations, however given the passage of time a new service development plan is being developed alongside the refreshed strategy.

In 2021 Leeds YJS was one of a number of YJSs to participate in the HMIP's thematic inspection on work with 'black and mixed heritage boys.' Disproportionality continues to be an area for development for the service despite being a key focus of the previous multi-year Youth Justice Plan, and will continue to be a strategic priority for the service moving forward.

In May 2023 Leeds YJS was one of eleven YJSs to participate in the HMIP and Ofsted's joint thematic inspection on '[Work With Children Subject to Remand in Youth Detention.](#)' The thematic report made a number of recommendations for Youth Justice Services and partners. In response we are working closely with colleagues

in CSWS to develop a joint remand policy with the aim of improving joint working to reducing the number of children remanded YDA.

From the 19th February – 8th March 2024 Leeds was visited under a Joint Targeted Area Inspection (JTAI) with a focus on Serious Youth Violence, and in particular the partnership response to serious youth violence under the Serious Violence Duty. The report’s headline findings stated there is a “clear and mutually agreed focus on locally-based early intervention and prevention” and this involved a “high level” of engagement with children and families. It recognised that “Practitioners are astute and committed and many work relentlessly and passionately with children and families to reduce risks and inspire and divert children away from serious youth violence.” Inspectors also highlighted the “strong” multi-agency relationships among the city’s strengths as well as organisations’ use of data, research and information-sharing.

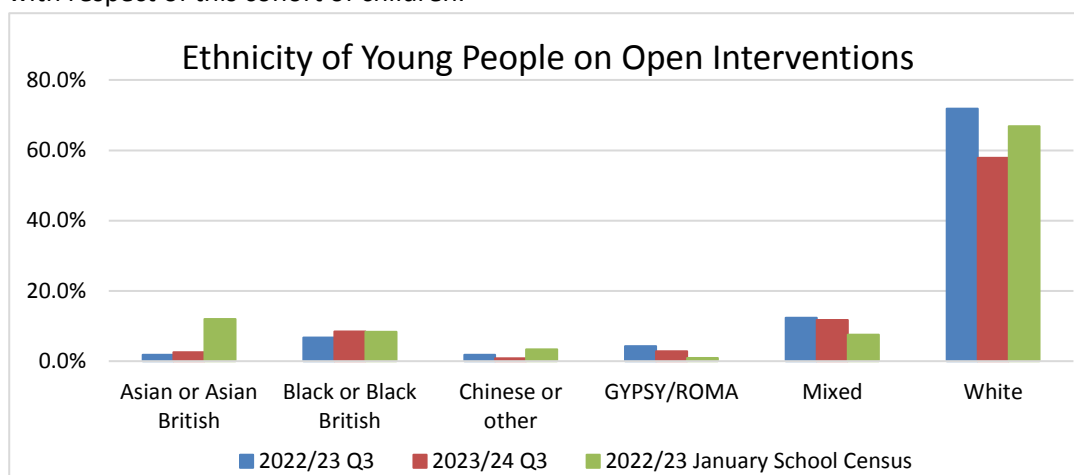
National Priority Areas

Children from groups which are over-represented

Our analysis of children working with the YJS in the year 2023–24 uses school census information as a comparator.

	2021 Census 10-17 population	2023 School census (Yrs 7 to 13)
White	79%	66.9%
Mixed	3.4%	7.1%
Asian	9.7%	12.3%
Black	5.6%	7.9%
Other	2.3%	5.9% <i>(includes unknown)</i>

As highlighted in the graph below, there is disproportionality in the numbers of Gypsy/Roma and Mixed ethnicity children who are over-represented in the youth justice cohort. The proportion of children of Mixed ethnicity is 11.7% in the youth justice cohort, compared to 7.1% in the school population. Gypsy/Roma children represent 2.8% of the youth justice cohort, compared to 0.8% in the school population. The YJS works closely with the Gypsy Roma Traveller Outreach and Inclusion Team within Leeds to address disproportionality with respect of this cohort of children.



Gender	F	M	% female
Asian or Asian British	1	9	10.0%
Black or Black British	0	33	0.0%
Chinese or other ethnic group	0	3	0.0%
GYPSY/ROMA	1	10	9.1%
Mixed	5	41	10.9%
Unknown	13	49	21.0%
White	25	202	11.0%
Grand Total	45	347	11.5%

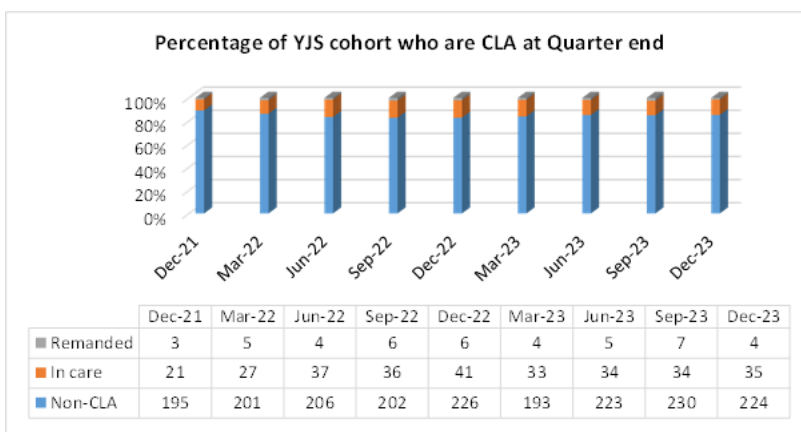
The above table highlights the open interventions in relation to gender and ethnicity. 11.5% of the overall cohort is female, which is a reduction of 0.8 percentage points from last year.

	10	11	12	13	14	15	16	17	18	% 10-14
Asian or Asian British	0	0	1	1	1	1	3	3	0	30.0%
Black or Black British	0	0	2	0	3	13	7	8	0	15.2%
Chinese or other ethnic group	0	0	0	0	2	0	1	0	0	66.7%
GYPSY/ROMA	1	0	1	1	1	3	1	3	0	36.4%
Mixed	1	0	2	2	5	9	7	19	1	21.7%
Unknown	1	5	7	4	16	12	12	5	0	53.2%
White	0	1	14	23	41	41	57	48	2	34.8%
Grand Total	3	6	27	31	69	79	88	86	3	34.7%

As per last year, there was a higher proportion of White children in the younger end (10-14) of the cohort compared with ethnically diverse children. Numbers in other ethnic groups are smaller so percentages fluctuate more easily.

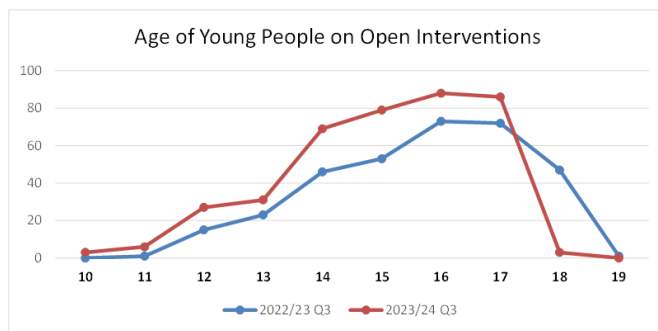
An analysis of Assetplus gives us a profile of needs amongst different ethnic groups in the cohort and has indicated differentials in mental and physical health concerns, school hours offered and risk profile. We track the ethnicity of children referred for support services, opportunities and programmes to ensure all children have appropriate access to these services. It is acknowledged that the learning from the YJS tracking of disproportionality needs to filter learning upstream in order for to unblock barriers to accessing services in order to preventatively address this agenda. We are actively working with Early Help colleagues to address this issue, and support the development of Family Hubs.

Children Looked After



The numbers of Children Looked After known to the youth justice system continues to be of concern, with the latest percentage of the overall cohort at 13% in December 2023. The Reducing Offending in Children Looked After (ROCLA) meeting aims to prevent and divert children who are looked after from entering the justice system, as referenced within this document. The YJS works closely with the Staying Close pilot which seeks to develop a model of support for care leavers, and which prioritises those children who have been in custody in Leeds.

Age and gender



This graph shows the age breakdown of children on open interventions compared with the same quarter last year.

16 years old remain the most common age of children on open interventions. Q3 saw a large increase in the numbers of 11/12yr olds. Almost one third of these children (30%) are open due to diversion work being delivered through the Turnaround project.

We continue to be mindful of this age group and are aware that younger children are now being identified as being at risk of exploitation and serious youth violence, as a result interventions have been adapted to meet the needs of all age groups. Outcome 22 and Turnaround have provided further opportunities for appropriate diversion for younger children whose offending is often an indicator of safeguarding concerns and for whom the risks of engendering a pro-criminal identity through association with the justice system are particularly apparent.

11.8% of the overall cohort were female, with the highest levels of interventions with females aged 14 and 15. There is a reduction in the overall cohort of females. Girls are more likely to be assessed at high risk to safety and wellbeing, but less likely to be assessed as posing a risk of serious harm to others. The link between girls and gangs has been identified through Contextual MACE; the YJS is part of a multi-agency working group looking at girls and gangs with the aim of improving the identification of girls, ensuring a consistent approach to safeguarding girls with interventions tailored to the specific needs of girls. The Safe Project are also now co-located with the YJS which supports this area of practice. This supports the city's priority focusing on violence against women and girls and the importance of positive masculinity.

Policing

Early Help PCs

Leeds benefits from a number of Early Help PC's who take a 'think child / think family' approach and are co-located with council colleagues and third sector Partners in 'Family Help Hubs' in the South, East and West of the City. Early Help PCs focus on identifying children at risk of becoming involved in criminality and entering the criminal justice system, identifying 'first time suspects' who have come to Police attention over the last 24 hours. These children are discussed in a multi-disciplinary meeting with a Council Hub Manager, in addition to Early Help Practitioners from the council and third sector partners. This allows for a holistic view of what support is needed for the child/family and if the child has a Social Worker, information is shared with them, as the lead practitioner for the child.

Information is shared appropriately with schools, to ensure joined-up support and pathways through school and cluster support can be accessed. PC's work collaboratively and share information to ensure the best outcomes for the child and family. They also assist those schools that do not benefit from having a dedicated 'Schools Officer' with education and diversionary activities and support and they also work to support Cluster Leads and Family Support Workers. Leeds also has a Youth Engagement PCSO who conducts 'transition visits' and delivers education to Year 6 students in preparation for their move to high school, including topics such as; road safety, bullying, trusted adults / who to turn to for support at high school, spotting the signs of grooming, etc. Where there are serious incidents, such as the murder of a child in Leeds outside a school in 2023, Early Help PC's helped to ensure an effective and impactful response to support staff and students at the school and surrounding schools.

PC's also have strong working relationships with Youth Services and diversionary activities are offered to children. In addition, officers regularly give advice to families / signpost them accordingly. The Early Help Hub

PC's endeavour to work with children and to avoid unduly criminalising them and have delivered training to District Officers in relation to 'Intervention 22' educational inputs as a positive disposal for lower-level crime, offering education, support and signposting, with a view to preventing children entering the criminal justice system, where it is appropriate.

Early Help PC's work closely with council colleagues to deliver a number of projects to build positive relationships with children, with a view to breaking down barriers and delivering safeguarding and diversionary support in a manner that is truly impactful. Projects currently ongoing throughout the City, supported by the Early Help PC's and Leeds City Council's teams, include the '90 Minute Project', which offers children on the periphery of offending a 45minute sports activity as an 'ice breaker', followed by a 45 minute educational input. 'Herd Farm' - a cycling based intervention, where a number of school students who are on the edge of crime, at risk of becoming NEET, or who have been reported missing, are engaged around cycling sessions with topics around their identified needs and risk factors, with a view to preventing escalations in their behaviour. Finally, 'Bumpy', is an intervention provided with the Bumpy charity, where vulnerable children work to obtain a qualification in motor vehicle studies, during which the cohort of individuals, many of whom are identified by partner agencies and in many cases are those at risk of becoming 'NEET', are engaged and supported, which has a positive impact on their attendance within education and assists in keeping them away from criminality. Whilst funding and partner support from charities and council partners, such as Youth Services, is vital to the above work, grants from avenues such as the 'Mayor's Community Safety Fund', in the case of Herd Farm, help to support the delivery of some projects.

Given the very nature of the role, it can be somewhat difficult to accurately measure the true long-term impact of some of the preventative work undertaken by officers within the team, although those who participate in some of the project work provide a basis for understanding some of the shorter-term impacts.

Schools

A number of education providers across Leeds benefit from the presence of a dedicated Safer Schools, Further Education or Higher Education Police Officer within their setting. We currently have 24 officers working within education settings; ranging from universities (Leeds University and Leeds Beckett University), colleges - including Leeds City College and Leeds College of Building, along with 25 further school partners across the City. These officers play an essential role in each setting, working closely with pastoral, safeguarding and teaching teams to identify, support and divert those at greatest risk of harm or exploitation, or of entering the criminal justice system.

Officers and education partners share key information on a regular basis with the intention of best safeguarding and protecting children. Officers work to build trust and break down barriers with students – in particular, those who may, for a number of reasons, not have previously felt comfortable approaching police if in need of help. They also seek to avoid unduly criminalising young people – taking a restorative and education-based approach to criminality within their settings where it is proportionate and appropriate to do so, with a view to diverting children away from crime and seeking to better equip them to make positive life choices.

Officers will also seek to engage with and support children around issues which are specific to them or their settings – from providing inputs and support around themes such as hate, violence and substance misuse, to working to support individuals who are for at risk of becoming involved in criminal activity or becoming NEET – often alongside police and council partners who can offer additional support or diversionary programmes. Whilst the roles and remits themselves are somewhat broad, given the range of settings – some of whom have a full-time officer and some an officer for part of the week, promoting the safety and wellbeing of children remains at the heart of this partnership role.

Youth Justice

Youth Justice PC's work closely with colleagues in the Youth Justice Service to provide a strong and effective link between Policing and the local Youth Justice Service. The PC's have children at the heart of their work and are co-locating with Council, Youth Justice and health partners within the individual localities in Leeds, working to take an outcome orientated and restorative approach to supporting children who are entering, or at risk of entering, the criminal justice system.

Youth Justice PCs triage cases, in a number of instances advising officers to issue Police Issue Community Resolutions or Educational Inputs where there is no benefit for discussing the case at Youth Panel. They also ensure a referral for further support is made when this is needed, advising colleagues in relation to 'Turnaround' and Liaison & Diversion referrals.

They participate on the 'Youth Outcomes Panel', which looks to take a holistic view of a child's offending behaviour and life circumstances to identify appropriate crime outcomes that not only provides justice for victims but, crucially, looks to avoid unduly criminalising children. This also ensures that appropriate support is both identified and delivered with a view to changing a child's behaviour and improving their life prospects. Youth Justice PC's ensure that appropriate oversight from supervisors is considered to support appropriate outcomes, albeit with consideration to DPP guidelines / NPCC Child Gravity Matrix and work closely with children and partner colleagues to oversee the delivery of and engagement with those outcomes.

Where there is appropriate evidence of mitigation, such as with a young, vulnerable female Domestic Violence victim who had been coerced into keeping drugs for her boyfriend, or a vulnerable young child who had carried (but not used) a weapon due to bullying at school, the circumstances have supported deviations from more formal sanctions to take a child centred approach to prioritise looking to achieve best outcomes, over criminal sanctions.

Youth Justice PC's also work alongside Police and Leeds City Council colleagues, Youth Justice and Social Work teams as part of the MACE / Risk Management meetings, to ensure that services work closely together to understand risk factors around those children who are at risk of harm and at risk of being involved in criminality or exploited. This ensures a joined-up and cohesive strategy can be devised and delivered to best protect those most at risk.

Furthermore, our PC's support multi-agency initiatives, such as 'Project Shield', working with colleagues to identify and safeguard those at risk of engaging in and / or becoming a victim of Serious Youth Violence.

Prevention

The Leeds partnership is committed to providing the support that children and their families need, as soon as they need it, when they need it and by the people who are best placed to help. All agencies see early help as part of the 'day job'. Leeds' early help approach focuses on shifting the balance of power so that work with families is led by their voice. This sits alongside our strategy to 'rebalance' the system safely and appropriately away from statutory and specialist services to working with children and families early in the life of a problem. This approach is crucial in improving outcomes for children as well as managing demand and cost pressures. [The Leeds Early Help Approach and Strategy](#) illustrates this approach.

The city's approach to youth crime prevention has many aspects. Restorative early support teams work with children and families as an alternative to statutory processes and the Youth Service provides youth work activities in the areas of highest need, including the city centre. Our YJS teams are co-located with Youth Service colleagues and there is frequent joint working on projects with vulnerable teenagers. The city's Pathways team, who work with NEET 16 – 18 year olds are based within the Youth Service and are therefore well linked to the YJS. The wider youth offer commissioned from the third sector includes work specifically targeting youth crime prevention activity, focussing on the 8 – 14 age group. In addition, the Youth Service offers a Life Coaching service which is focused on children who are experiencing mental health issues which are contributing to them being NEET or where they are on the edge of care.

Leeds is fortunate to have a robust family support offer which includes Multi-Systemic Therapy where the approach targets support for family with teenagers at risk of involvement in the justice system. The three Early Help Hubs, which will soon expand to seven Family Help Hub, include nine police officers who work as part of a wider multi-agency team and who proactively screen children who have come to police attention due to missing episodes, anti-social behaviour or low-level offending to refer to services as appropriate, a pathway into Turnaround has been developed through the Hubs. Liaison and Diversion work from the main Leeds police station, and also feed into this pathway.

Leeds YJS has built an excellent working relationship with the city's anti-social behaviour team (LASBT) and the Head of Service of LASBT sits on the YJ Partnership Board. Relationships between LASBT and the YJS have been strengthened through MACE and the serious youth violence work, and more recently LASBT have started to support the Concerns for the Safety of Others Tiered Approach to managing risk, which has enabled better information sharing and earlier identification of children in need of a preventative offer of support.

As highlighted elsewhere, the city's Child-Focused and Contextual MACE forums and Project Shield Daily Meeting all provide opportunities for the early identification of emerging concerns for children, all of which feed into the preventative offer across the partnership and within the preventative offer across the partnership and within the YJS.

Diversion

Leeds YJS are embedding the successful West Yorkshire Child-First diversion pathfinder, which was approved and launched by West Yorkshire Police in May 2023. This new model uses Outcome 22 to provide a deferred pre-court option named 'Chance to Change'. The pilot in Bradford saw a reduction of numbers of Youth Cautions and Youth Conditional Cautions (YCC) which the Youth Justice Board (YJB) class as first-time entrants (FTEs). This is beginning to be replicated in Leeds since the launch, meaning that less children are formally brought into the criminal justice system, thereby meaning that they are prevented from the negative impact of being labelled as an offender and having the offence recorded on their criminal record which can impact on their future aspirations. A driver for this model has been an understanding around different influences upon a child when faced with making choices around interaction with the police and formal justice system. The Child First approach understands that the context will be very different than for adults and so allows for work and support to be delivered to the child even if they do not formally indicate guilt. This allows for varying factors such as age, maturity, learning needs, extent of parental support, and trauma to be taken into account, alongside the added structural barriers for children from ethnically diverse backgrounds and their perception of how they may be treated by those in authority.

Leeds YJS have seconded a team of staff to deliver upon the Ministry of Justice funded Turnaround programme (funded until March 2025), as outlined below, which seeks to achieve positive outcomes for children with the ultimate aim of preventing them going on to offend and actively promotes the diversion of children from the youth justice system. This programme enables the Turnaround team to work with children at an earlier point of entry than ever before, however only when there is evidence of formal contact with the police and/or the anti-social behaviour team. This hopefully fills a gap between net-widening and stigmatisation, whilst identifying children who are vulnerable to re-offending in order to receive support and diversion.

[First time entrants into the justice system](#)

Leeds Youth Panel provides the framework for decision making when children have committed a crime and are considered potentially suitable for an out of court disposal. The Youth Panel decision is based on a thorough assessment of the child's circumstances, history, strengths, and concerns completed by a YJS worker. The YJS victim liaison officer contacts the victim of the offence to give them the opportunity to let the panel know about the impact of the offence on them and to explore restorative outcomes. The panel is attended by a police officer, community volunteer, victim liaison officer and a manager from Early Help services and is chaired by a YJS manager. The panel is city-wide, meets weekly and considers the most appropriate requirements for the child as well as the outcome itself.

The child and their parent/ carer are required to attend at the police station following the panel's decision in order to receive their out of court disposal. An intervention following receipt of an out of court disposal usually lasts for three months and can be extended on a voluntary basis.

The West Yorkshire Child-First Pathfinder proposal has also been adopted this year which provides a further option at Leeds Youth Panel; to defer an outcome for a child. The West Yorkshire Police Force's position is that all children who are eligible and brought through our multi-agency panel should be now considered for this deferred outcome. The Pathfinder piloted and evidenced how a deferred outcome could be used with children to appropriately divert them out of the justice system and into alternative support arrangements. This uses Outcome 22 to deliver an offer known in West Yorkshire as 'Chance to Change.' This diversion offer was formally launched in the spring of 2023 and has become well-embedded, and already is having an impact on FTEs. Outcome 22 does not require an admission of guilt or acceptance of responsibility and so can be used to respond to scenarios where children's options may otherwise be impacted by a range of factors including influence of adults (or lack of support), structural barriers, ability and maturity levels, or a distrust in authority figures and the justice system.

This strengthens a broader range of options now available for children who are accused of offences with a gravity score lower than would attract immediate charge. The National Police Chiefs' Council Child Gravity Matrix has also been updated this year and provides a framework for making Child First decisions in terms of appropriate outcome. There is no expectation of an 'escalator' approach and individual children and their offending behaviour are assessed upon the individual circumstances. The YJS court team continue to identify children for diversion, who may have been charged to court due to a variety of factors, where an Out of Court of Disposal could have been considered.

Work also continues with other local partners to address the drivers behind the levels of FTEs in Leeds. The YJB guidance issued February 2024 states that the focus of prevention work with children should be on the underlying causes, not the offence itself, and therefore this work is key as many of the causes lie in a wider context than the child's own choice. The YJS is part of a multi-agency team in various hotspots in the city, working directly with children at risk of offending or involved in anti-social behaviour. Examples of partnership work to address FTEs, would also be the expansion of multi-agency forums across the city to identify children who are at any way at risk of association with urban street gangs and serious youth violence, through Project Shield, complemented by the Contextual MACE meetings. We continue to work closely with LASBT and this is being strengthened through the Turnaround and Immediate Justice initiatives. Our PACT programme offers support to teenagers involved in adolescent to parent violence and their families, to help them improve relationships and avoid conflict in a domestic setting which often leads to criminalisation. And our ROCLA panel provides a forum to identify appropriate support and diversion for identified children looked after at risk of offending. There is also work being done across the Partnership to address structural barriers for children in the youth justice system to improve their life chances, for example with schools and colleges to ensure children are in receipt of a suitable educational offer.

The expansion of the Family Hub model across the city, which when evaluated in May 2023 through the Family Hubs Innovation Fund, indicated that the impact of the Hubs demonstrated positive signs of a downward trend in first-time entrants, will support the YJS in a whole-system approach to achieving its priority of a reduction in this area.

Turnaround

Turnaround, developed by the Ministry of Justice, has provided multi-year grant funding (from December 2022 to March 2025) to enable the Youth Justice Service to work with a different cohort of children who would not appear within our statutory responsibilities. The MoJ has confirmed that the funding for Turnaround will not continue past March 2025. The cohort of children sit even earlier in the system than those that come through the Youth Panel for consideration of an Out of Court Disposal, as detailed above. The overall aims of the Turnaround programme are to:

- achieve positive outcomes for children with the ultimate 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 YOTs and other statutory services to support children.

Leeds YJS have used this funding to establish a team who have a focus upon prevention and diversion. The team is comprised of case managers and a family support practitioner. Turnaround has tight eligibility criteria that ensures that there is timely intervention when children first come into contact with either the police, courts or the anti-social behaviour team. We have built a triage system and closer working with our colleagues in the Early Help Hubs and Liaison and Diversion to identify and target children at this early stage who may need support at points such as street-based Youth Community Resolutions, first arrest/interview, or release under investigation or police bail. This allows partners to view all children subject to first time Youth Community Resolution (that sit below the qualifying second outcome for Youth Panel) on a weekly basis, and also any other children across the points of contact at the police station or Hubs that may need to be viewed for more support.

The team take a whole family approach towards reducing the risk of re-offending for the child. To do this, we have employed experienced and creative staff who have particular specialisms in, for example, youth work, early intervention, domestic violence, art-based interventions, speech & language, family and parental support. Our ethos is in avoiding bringing any child into the formalised youth justice world and ensuring a non-stigmatising approach. We are careful to ensure the right language is used, right information shared with partners, and that the child is seen in an environment most appropriate to them. Our priorities are around ensuring the child’s educational offer meets their needs, that their speech and language needs will be assessed, and that help and support is offered to parents and siblings too – with the overall aim of improving the strengths in a child’s life and reducing factors against desistance. Part of the underpinning research for Turnaround is the findings of the HMIP 2021 Thematic Inspection into the experiences of ‘Black and mixed heritage boys’ in the YJS. Therefore, we are also doubly aware of trying to bring support at an early stage for children and families from these backgrounds who may have previously been either overlooked in terms of their welfare needs, or faced other forms of structural barriers that have prevented services either being offered or taken up.

Examples of key pieces of work that Turnaround have completed this year are:

- Establishing a partnership with Think Like a Pony which is a charity that provides a nurturing learning environment using horses to aid children to learn calming strategies, and respect for self and others.
- Running an art group where, amongst other projects, artwork was produced with children and displayed in the Royal Armouries when the Knife Angel was in residence.



Education

Leeds has 9 specialist schools, 2 alternative provision free schools and 280 mainstream schools. The Leeds [SEND and Inclusion Strategy](#) outlines how the city will improve outcomes for vulnerable children, enabling them to thrive in learning and in wider life.

Leeds YJS works closely with colleagues in the Inclusion team to improve outcomes for children in the justice system. The city is currently benefiting from the investment of the SAFE taskforce which is providing Education Inclusion Mentors (EIMs) and additional positive activities for children identified as being at risk of serious violence particularly in the east of the city.

The YJS employs five specialist Education Officers (one is a temporary contract funded by Turnaround) who work with YJS staff, schools, education support services and training providers to try to ensure children receive an individualised offer and are supported to access it. Given that one post is funded by Turnaround it enables children who are on the cusp of the youth justice system have full access to the Education Officer resource also, this resource has been designated in response to the significant barriers identified for this cohort of children with regards to them accessing education.

The Education Officers work to a detailed education plan (updated January 2024), linked into the priority areas for the service. Good links are maintained to inclusion and support services and appropriate escalation systems are in place should challenge be required. The Deputy Director for Education, Head of Service for Vulnerable Learners and the Director of Student Life at Leeds City College sit on the YJS Partnership Board. Education Officers are networked into the geographical areas they cover and attend Area Inclusion Partnership (AIP) meetings, secondary heads meetings, Fair Access Panels and sit on the Social, Emotional and Mental Health (SEMH) Pathways panel. We continue to build relationships with the children missing education team, attendance team, SENSAP and SENIT. We regularly attend the area-based meetings for school Designated Safeguarding Leads and have presented an overview of the work of the YJS.

The Education Officers are supported by 2 lead YJS managers, an Educational Psychologist and a Consultant from the Virtual School for children with a Social Worker. The team meet fortnightly with the lead managers to track progress against the education action plan. They have regular peer supervision with the Educational Psychologist and have full access to the consultant. This has significantly improved the knowledge and skills of the team, which they have disseminated across the service. In addition, for children with a Social Worker or who have had a Social Worker in the last 6 years, the education consultant has offered individual advice, liaised with schools and chaired multi-agency meetings. The Education Officers and virtual school meet regularly to ensure alignment for children with a Social Worker. They also work closely with CAMHS nurses and Speech and Language Therapists in order to provide a holistic package which can support schools to meet the needs of the child in their setting, with the aim of reducing the number of NEET children.

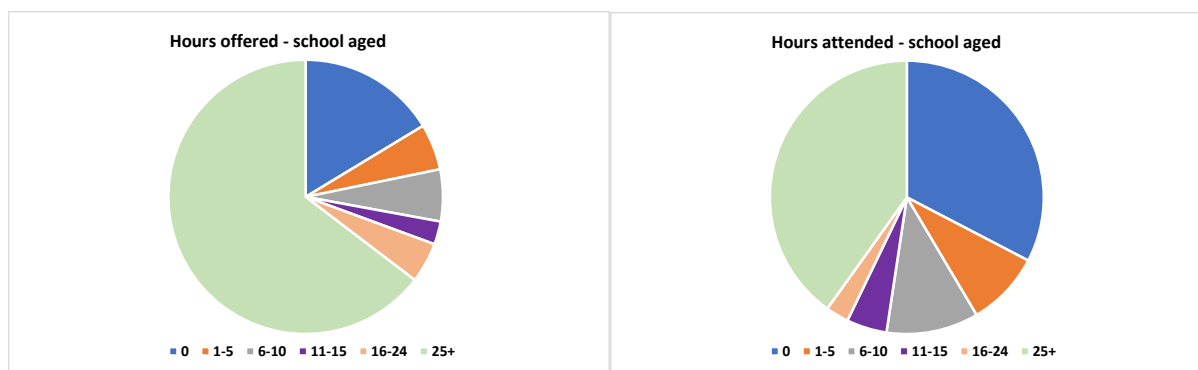
One of our key priorities is to ensure children can access a full education timetable. The whole service has received training on a number of topics to upskill all workers to have the right conversation with the right person in education to work towards this priority. We have had training on the graduated approach, education as a protective factor and the procedures around reduced timetables and exclusions and Extended School Non-Attendance (ESNA) to unpick the barriers for children who have not been at school and provide strategies to improve this. The Education Officers are also attending training on SEMH. Education Officers have half-termly consultations with all case holding staff to discuss the ETE needs of the children they support, providing advice and escalating where necessary. We also identify all children with SEN and monitor their individual learning plans or EHCPs.

The YJS has adopted the lines of enquiry questionnaire developed by a Virtual School consultant, and this has significantly improved the quality of information we receive from education providers to assist in determining what support we can offer. As referenced above, the education suitability KPI provided opportunity for the development of a structured questionnaire to inform an assessment of suitability, which has further enabled the service to start tracking themes and prioritise resources.

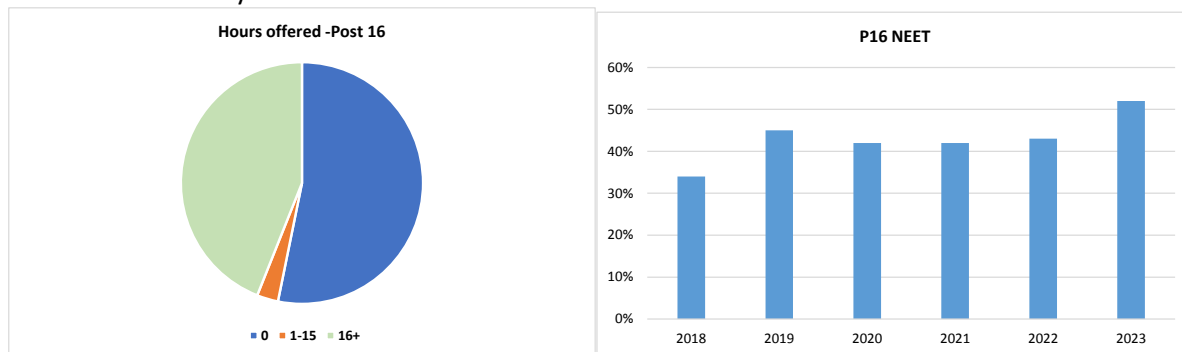
In relation to post-16 provision, we continue to attend the 14-19 strategic partnership and have links with the Positive Destinations Manager. We have visited Leeds City College, Leeds College of Building and NACRO to build relationships to improve access to post-16 opportunities for children within the YJS. We delivered training to the safeguarding leads at Leeds City College about the YJS, vulnerabilities of our children and how

we can work together. From this, a pilot has been set up to jointly risk assess, taking a contextual safeguarding approach, with a view to planning for children to access and be safe in college. The Education Officers meet the Pathways workers regularly to identify NEET children and set up appointments for them. We have attended several careers fairs with children and are always searching for opportunities to inspire children. As one of the priorities in the Youth Justice Plan 2021 – 24, Leeds YJ Partnership Board has examined the barriers to accessing appropriate education, training and employment for children known to the YJS and remains committed to improving access to education. Education, training and employment was a focus of the YJS Partnership Board meeting in January 2024, where key data was explored to look at how existing workstreams could be used to improve the offer to and ETE outcomes for children in the justice system. The YJS is part of the children missing education strategic and operational groups, aligning the city’s priorities for this cohort of children.

Hours Offered vs Hours Attended



These charts show the number of school aged children in Leeds known to the YJS by education hours offered and the hours that they are attending. The proportion of the children in receipt of the full offer has remained at a similar level to 2022 (65%). 16% had no hours offered by an establishment, double the rate reported at the same time last year.



This chart shows the percentage number of children post 16 on statutory and non-statutory orders by the number of hours offered and engaged in ETE. Sadly, the proportion of NEET children further increased by 9 percentage points, up to 52%.

Hours Offered by Provision Type

The majority of school aged children open to the YJS are educated at a mainstream school (61%), and of those in school, 80% are in receipt of the full offer of 25 hours per week. 28.6% of school aged children are educated in an alternative provision, with only 48% of those children in receipt of the full offer of 25 hours per week.

Hours by Provision type	School		Alternative		None		Custody		Home school	
0	12	13%	3	7%	8	100%	0	0%	1	25%
1-5	2	2%	5	12%	0	0%	0	0%	1	25%
6-10	1	1%	8	19%	0	0%	0	0%	0	0%
11-15	1	1%	3	7%	0	0%	0	0%	0	0%
16-24	2	2%	5	12%	0	0%	0	0%	0	0%
25+	71	80%	18	43%	0	0%	4	100%	2	50%
Grand Total	89		42		8		4		4	

All those children who were in employment were working at least 16 hours per week. 90% of children attending college were in receipt of the full offer, with the remaining three children offered 10 to 15 hours.

Hours offered by type	Alternative		Apprentice		College		Custody		Employed		NEET		School	
0	1	25%	0	0%	0	0%	0	0%	0	0%	74	100%	0	0%
1-15	0	0%	0	0%	3	10%	1	7%	0	0%	0	0%	0	0%
16+	3	75%	3	100%	27	90%	13	93%	11	100%	0	0%	5	100%
Grand Total	4		3		30		14		11		74		5	

Hours Offered by Ethnicity

Similar to last year, just half of Black children were in receipt of the full offer and a third had zero hours. 17% of White children had zero hours offered.

*(NB the high number of unknown ethnicities this year were where cases had been newly opened to the service and this information had not yet been obtained.)

Hours by Provision type	Asian		Black		Gypsy / Roma		Mixed		Other		White		Unknown	
	0	0	0%	4	33%	2	50%	1	8%	0	0%	14	17%	3
1-5	0	0%	1	8%	0	0%	1	8%	0	0%	6	7%	0	0%
6-10	0	0%	1	8%	0	0%	0	0%	0	0%	7	9%	1	3%
11-15	0	0%	0	0%	0	0%	1	8%	0	0%	2	2%	1	3%
16-24	0	0%	0	0%	0	0%	2	15%	0	0%	4	5%	1	3%
25+	3	100%	6	50%	2	50%	8	62%	2	100%	49	60%	25	81%
Grand Total	3		12		4		13		2		82		31	

For children 16+ within each ethnic group numbers are small, however, 60% of Black children and 50% of Gypsy/Roma children had no hours offered compared with 44% of White children.

Hours offered by ethnicity	Asian		Black		Gypsy / Roma		Mixed		Other		Unknown		White	
0	1	25%	5	45%	2	67%	11	42%	1	100%	9	60%	46	57%
1-15		0%	1	9%		0%	2	8%		0%		0%	1	1%
16+	3	75%	5	45%	1	33%	13	50%		0%	6	40%	34	42%
Grand Total	4		11		3		26		1		15		81	

Hours Offered by SEN Status

In the cohort there were 39 children flagged as having some SEN – 30 with an EHCP and a further 9 with some SEN support offered in the school. Just 43% of children with an EHCP were in receipt of the full offer, compared with 69% of those with no SEN. Almost a quarter of those with an EHCP were not offered any hours.

SEN type	EHCP		Other SEN		No SEN	
0	7	23%	1	11%	16	15%
1-5	3	10%	0	0%	5	5%
6-10	2	7%	0	0%	7	6%
11-15	1	3%	0	0%	3	3%
16-24	4	13%	1	11%	2	2%
25+	13	43%	7	78%	75	69%
Grand Total	30		9		108	

The following shows the children who are post 16 who have an EHCP, or who had some form of SEN support whilst they were of school age. The proportion who are NEET is highest for those with an EHCP (58%), with 47% of those who had received in school support and 53% of those without SEN now being offered no hours.

Hours offered by SEN status	EHCP		In school SEN Support		No SEN	
	0	14	58%	7	47%	54
1-15	1	4%	0	0%	3	3%
16+	9	38%	8	53%	45	44%
Grand Total	24		15		102	

Hours Offered by CLA Status

There were 12 CLA in the cohort and a further two who were CLA due to remand status. Unlike in previous years, a higher proportion of CLA were in receipt of the full offer compared with their non-CLA counterparts; however, there were two who were not in receipt of any offer. One of these had been placed out of area and the placement was seeking suitable provision; the other child was new to the service and there was an immediate recommendation of a referral to the education officer. There was one CLA on a very reduced timetable, but this was deemed to be suitable.

CLA status	CLA		CLA due to Remand		Non CLA	
	0	2	17%	0	0%	22
1-5	1	8%	0	0%	7	5%
6-10	0	0%	0	0%	9	7%
11-15	0	0%	0	0%	4	3%
16-24	0	0%	0	0%	7	5%
25+	9	75%	2	100%	84	63%
Grand Total	12		2		133	

Restorative Approaches and Victims

Restorative Approaches

Within the Leeds YJS, restorative approaches underpin practice at all levels, as highlighted throughout this document. As outlined below victims are at the heart of our approach.

Making it Right

Children are encouraged to ‘Make it Right’ within all statutory orders, both directly and indirectly, with opportunities to do so tailored to the individual child. In addition, through Immediate Justice, restorative reparative activity is now offered to children identified who have committed ASB.

Over the past year new reparative opportunities have started to be identified in communities across Leeds, enabling children to be supported to undertake restorative interventions within local communities and in conjunction with third sector partners. In addition, when the Knife Angel visited Leeds in February 2024, the Project Shield Intensification Month created a number of creative and innovative ‘Making it Right’ opportunities for children, linked to knife crime.

Immediate Justice

In 2023/24 the Mayor of West Yorkshire received funding of £1million from the Government Department of Levelling Up, Housing and Communities to deliver ‘Immediate Justice’ to tackle anti-social behaviour through reparative activities, for YJSs the aim was to divert children away from and preventing further ASB, or offending that impacts their communities. This funding was shared amongst West Yorkshire partners, with each YJS receiving a proportion to deliver on this agenda.

In Leeds the funding has been used to recruit additional staffing to deliver on this agenda, including sessional staff. Our Interventions Team have been working with community organisations to identify community projects for reparation. As a service we are dedicated to ensuring that this agenda remains child-focused and trauma-informed. Our VLOs are embedded within Immediate justice, ensuring that restorative justice runs throughout this piece of work.

Victim work

Leeds YJS have two specialist Victim Liaison Officers (VLOs) who work closely with their case manager colleagues to enable victims to have a meaningful say in work undertaken with children. VLOs are embedded in the child’s assessment and planning processes with a focus upon both how to protect, and potentially make reparation to an immediate victim, but also with a view to wider issues of public protection. The VLOs also continue to play a key role in the Leeds out of court disposal process, ensuring the panel hears victims’ views on potential outcomes and conditions, in addition the VLOs have started to embed their offer in Immediate Justice enabling the voice of victims to play a key role in shaping reparative opportunities for ASB.

Victims have been included as a ‘Golden Thread’ for the service, ensuring that there is strategic alignment with the Victims’ Code, this has included ensuring the voice of victims within the YJ Partnership Board. Operationally, the VLOs ensure compliance with the Victims’ Code, and are fully embedded within Youth Panels and Concerns for the Safety of Others Tiered Panels. The table below demonstrates the volume of victim support provided by the YJS between April 2023 and January 2024. With a 98% conversion rate from an offer of an intervention for victims.

Total Closed Cases	Victim Support	Indirect Mediation	Direct Mediation	Unable to contact	Not appropriate
252	136	94	16	4	2

Case Study

A child was dealt with via an out of court disposal for an assault on an emergency worker offence. The child told their case worker that the offence was out of character for him and was a one off mistake, and asked if there was an opportunity to apologise to the Officer.

A restorative meeting was arranged between the child and the Officer where they were able to discuss the offence and the impact caused. They considered how the outcome might have changed if the child had made different choices throughout the incident. The child apologised to the Officer, which was accepted. They discussed the child's plans for the future when it transpired the Officer worked previously in the field that the child wanted to pursue a career so they had a conversation about things to consider to be successful in the future.

Both parties were really pleased with how the meeting went and the child said that a weight had been lifted and that they felt much better.

Serious Violence, Exploitation and Contextual Safeguarding

Serious Violence

As a compassionate city, preventing victimisation and supporting people harmed by crime is central to our work, as is tailoring our response to individual needs. The [Leeds Safer, Stronger Communities Plan 2021 - 24](#) sets out the strategic direction of Safer Leeds Executive and is used to hold the partnership to account for keeping communities safe. The Serious Violence Duty, and governance arrangements to ensure the execution of that duty, of which the YJS is a Duty-Holder, strategically sit under the Safer Leeds Executive Board.

The Leeds Serious Violence Needs Assessment, undertaken by the Violence Reduction Partnership, in response to the Duty, directly feeds into the Leeds Local Delivery Plan. Leeds YJS is embedded and an active member of the Youth Violence Development Group, operationally responding to the identified needs within Leeds directly stemming out of that assessment. There is clear, strategic alignment and attendance across Boards all working towards this agenda, including the Leeds Youth Justice Partnership Board.

For the purposes of the Duty YJSs are a separate specified authority, and are therefore responsible for engaging in the partnership in their own right.

- The YJS has played a key role in supporting the development and implementation of the Response Strategy, ensuring that children and their interests are fairly represented in discussions. This includes:
- Identify and act to ensure children's best interests are kept at the forefront of any strategic planning
- Advice on appropriate response to increase levels of safety within the local partnership area and enable children to be able to move beyond their offending behaviour and status
- Assist in the delivery of prevention and early intervention initiatives where possible, and explain to partners how their input can help enhance this work
- Work across local authority areas and organisational boundaries where children are not located in the partnership area (e.g. when leaving custody, transitioning from youth to adult custody or in county lines drug dealing cases where children may be far from their home area)

The Service Delivery Manager for the YJS represents all five YJSs across West Yorkshire at the Serious Violence Reduction Strategic Executive Group for the combined authority.

At both a strategic and operational level within Leeds, the YJS has played a key role in the development of the 'Working Together Model' along with a range of multi-agency partners, and have contributed to the development of a model which aims to improve practice and local integration around children at risk of serious violence. This model was formally launched under 'Project Shield' in February 2024, and encompasses:

- Project Shield Daily Meeting – where live intelligence is shared in a multi-agency meeting, in relation to serious youth violence with a specific focus on sharing information, assessing risk and ensuring appropriate safeguarding responses are in place.
- Area-Based Serious Violence Meetings – locality based multi-agency meetings for children who have a Social Worker, and who have potential gang affiliation and/or there are concerns regarding weapon-carrying. The aim is to utilise current local knowledge and intelligence to support and supplement existing plans in place. This meeting is for children (under 18) and CLA (under 21).
- ‘Guiding a New Generation’ Meeting – city-wide multi-agency meeting with a strategic remit around serious violence, with an upper age limit of 24 years old, focusing on high-harm and high-risk individuals.

This Model links to existing MACE arrangements. Strategically this Model sits under the Serious Violence and Serious Organised Crime Board, for which members of the Youth Justice Partnership Board sit on and vice versa. This ensures consistency across the city with regards to the approach for tackling serious youth violence, whilst also providing the governance arrangements for information sharing across the partnership.

Exploitation and Risk Outside of the Home

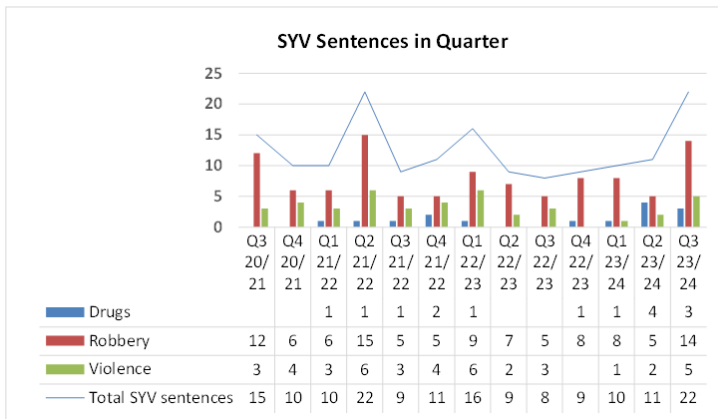
Leeds has developed a Contextual Safeguarding response to exploitation and risk outside of the home, following the Risk Out of the Home (ROTH) pilot that Children’s Services took part in alongside Professor Carlene Firman and the DfE in 2022/23. Subsequently a ROTH ICPC pathway has been developed for children where it is identified that there is a significant risk of harm, or likely to be a significant risk of harm, to a child outside of their family home, which may be for reasons such as exploitation, serious youth violence, gang affiliation etc... ROTH meetings focus on the context of a child’s life in which there is a significant risk of harm, which could be in their community, within their peer group or at school for example. These meetings have been the catalyst to shift focus to seeing parents as Protective Partners, which the YJS is adopting into our practice, as highlighted in our shift to a new process for managing Concerns for the Safety of Others through a tiered approach. Strategically the YJS is committed to developing protective partner capability of parents and carers, in order to reduce risks, and ultimately prevent children from entering the criminal justice system and from reoffending, and aims to develop a parenting strategy over the forthcoming year. The alignment of YJS processes with those of CSWS works towards bringing risk assessment and planning together with the ultimate aim of working towards children having ‘one plan.’

The SAFE project is part of Leeds Children and Family Services and is a multi-disciplinary team which offers support and information to children who are at risk of or have been sexually or criminally exploited. The service is delivered in a flexible, timely and when required, intensive way and also provides support and information to parents and siblings. The SAFE project is co-located with the YJS.

SAFE leads on the implementation of the MACE model, both Child-Focused and Contextual; Child-Focused MACE meetings are for children where there is a low, emerging risk of exploitation, and also at those where the risks are higher but current safety plans are not effective. Contextual MACE considers places, spaces, peer groups, perpetrators and themes and trends relating to risk outside of the home. Both meetings are very well attended by key partner agencies and use the formulation model. The YJS works closely with the SAFE team, is always represented at MACE, including Co-Chairing the Child-Focused MACE panel. The YJS Service Delivery Manager co-chairs the LSCP MACE Silver Group.

The YJS regularly undertakes CE risk assessments, makes referrals to CSWS where concerns are identified, and also refers into the NRM as appropriate.

Serious youth violence & weapons related offending



As highlighted in this chart, the number of serious youth violence sentences increased in Q3 to 22, the joint highest in the period. As demonstrated below there has been a reduction in the total weapons offences compared to the last year.

	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24
Total weapons offences	10	10	13	20	12	8	2
- those in school	2	0	0	1	1	0	0

The local picture in Leeds remains of concern, with on-street and gang related violence ongoing with conflicts targeting individuals or their associates and / or families. Sadly during 2023/24 saw two tragic deaths as a result of serious violence. There is a significant impact on staff when there is a tragedy that touches the service, the emotional support and wellbeing of staff remains a priority for the service.

Prevent

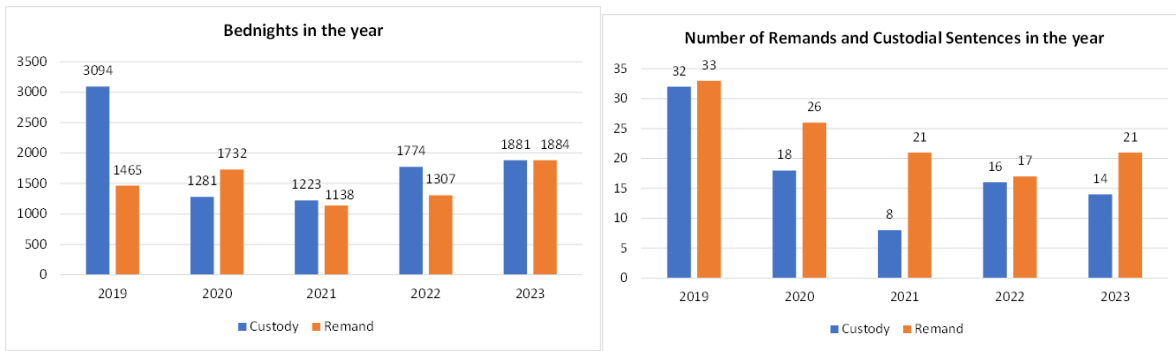
The YJS sits on Channel and the strategic Prevent Silver group. As referenced within the Workforce Development section the Prevent Team offers training which is open to the service. It is notable that over recent years there has been an increase in children identified as victims of radicalisation, with a high proportion of those children identified as having both diagnosed and undiagnosed ASD.

Detention in Police Custody

West Yorkshire Police Custody Services, in conjunction with WYCA and the five local authorities, rewrote the Joint Protocol regarding PACE beds. There has been an extended project over the past two years to improve the number of beds available and compliance with PACE / Childrens Act and the Childrens Concordat. As such, placements are now massively improved and are incorporated into scrutiny panel meetings which involve unpicking the journey of every remanded child, with our partners, to ensure responsibilities are understood and any lessons learned. In line with this, a feedback system exists to notify Custody Sergeants about court decisions, thereby improving ongoing decision making about remands.

Police policy has recently changed to require a referral to Child Social Work Services for every child that comes into police custody. In the custody areas, The Appropriate Adult Service (TAAS) provides appropriate adult provision where required. The use of this commissioned service is currently being scrutinised within Leeds and across West Yorkshire, to ensure that it is being used appropriately, that children are being supported by the right person, which should be parents/carers wherever possible, and that the available resource meets the need.

Remands



The first chart above shows the number of custodial bed-nights for both remands and sentenced children in the calendar year. The second shows the total number of instances this relates to. Total bednights for both remands and custodial sentences increased in the year compared with 2022, with remand nights at the highest level in the reporting period. Six of these remands were over 100 nights, with one child remanded for the whole year whilst awaiting sentencing.

Following feedback HMIP and Ofsted's joint thematic inspection of work with children subject to remand in youth detention it was recognised that as a city there is good practice with regards to avoiding unnecessary remands into custody, with remand into the care of the local authority being used successfully where appropriate to avoid the use of custody. However, the seriousness of some offences, particularly those linked to serious violence, has necessitated the use of remand into custody in some cases. All children who are remanded into custody have an internal custody review undertaken in order to identify if there are any learning opportunities, which directly feeds into service development.

A working group has been established, jointly with CSWS, with the aim of improving the timeliness and quality of the multi-agency response to children under arrest in the police station and likely to face serious charges which might lead to a remand into custody. The development of a child-first approach to police custody and strengthened communication processes with the Children's Social Work Service Placements Team has enabled there to be planning around potential placements as an alternative to a remand in custody at the earliest opportunity. There is a continued commitment to doing everything possible to ensure that children have suitable accommodation on release from custody. A joint policy will be developed over the forthcoming year.

Recognising the issues raised in the MoJs Review Custodial Remand for Children (January 2022) which includes a range of Next Steps and proposals around remand the South and West Yorkshire Resettlement Consortium has recently expanded its remit to not only consider those children who are sentenced, but in 2022 and 2023 analysed data on children from the area who were remanded. Leeds contributed to this review and are also working with the Consortium to support the Local Criminal Justice Board's request for the 2024 analysis to be repeated. It is anticipated that this data and analysis will support work to develop and agree effective information-sharing procedures in relation to remand that enable youth justice services to present robust alternatives to custody to courts in a timely manner and also allow the Consortium, LCJBs and YJSs to monitor remand trends and provide oversight and regularly review practice. The Leeds YJ Partnership Management Board conducts regular practice reviews of children remanded to identify and properly understand trends and anomalies in performance, including a focus on disparity in outcomes, and taking appropriate action to tackle emerging issues and implement lessons learned.

Use of Custody and Constructive Resettlement

As highlighted in the graphs in the above section, the number of bednights for those sentenced to custody was at the highest level since 2019, although the number of children this related to has not increased. This reflects the general reduction in the use of shorter custodial sentences, with alternatives to custody being more widely used, however the seriousness of some offences within this period has necessitated the use of custody for some.

Leeds YJS is an active partner in the South and West Yorkshire Resettlement Consortium at both strategic and operational levels. The Consortium has been in place since 2014 when Leeds YJS supported its initial development including hosting the seconded Consortium Manager to co-ordinate the work around resettlement. Its remit is to improve resettlement outcomes for the children in the nine youth offending services in the area and to work with partners to support those children in custody and on release. This has included the introduction of resettlement clinics, improved multi-agency partnership work, increased advocacy for the children in custody and an Accommodation Standard for children.

The Accommodation Standard was enhanced in 2022 following consultation with Directors of Childrens Services which will hopefully see accommodation identified earlier for children in custody and also increase the use of Release on Temporary Licence (ROTL) to ensure accommodation placements are successful and to reassure children about their provision on release. Work is ongoing by the MoJ to look at disseminating this practice across the country. The Consortium continues to work to overcome the challenges presented by the current issues in youth custody including Operation Safeguard and the admission of girls to Wetherby YOI. In addition to the oversight of the Consortium, locally the Leeds Safeguarding Children's Partnership has scrutiny over both Wetherby YOI and Adel Beck SCH through the Secure Settings Subgroup, of which the YJS and a number of Board Members also sit on.

Originally funded through the Youth Justice Board the Consortium is now supported by the nine Youth Justice Services 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 the 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 Consortium seeks to influence national considerations and agendas around key issues relating to Custody and Resettlement including discussions around the potential to increase the use of ROTL. Leeds YJS works to promote ROTL opportunities for it's children who are in custody.

The Consortium objectives are developed from an understanding of the issues which impact on resettlement as identified through the Consortiums Annual Cohort Analysis. Data from all nine Youth Offending Teams is collated and analysed to consider the trends and information around local resettlement issues and is shared with partners including the West Yorkshire Deputy Mayor (Policing and Crime). Leeds have also analysed data at a local level to utilise in the focus on resettlement in our area. In addition, custody reviews, where there is learning at a strategic level with respect of this agenda are shared with the YJ Partnership Board.

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 e.g. the SEND Department of Education work, Nuffield Research, Pathfinder Grant.

Working with the Consortium as part of a YJB Constructive Resettlement Pathfinder Leeds YJS supported the Consortium to develop training programmes around Constructive Resettlement and Identity Shift. Staff from Leeds YJS were included in training and development opportunities which were organised by the Consortium. Phase 1 Training 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. Phase 2 Training considered how the Constructive Resettlement and Identity Shift principles can be put into practice. The training, resources and practice continue to be shared with newly recruited team members as well as reflecting on practice to ensure that future development.

Local analysis of children’s experiences of resettlement has highlighted education and accommodation as significant factors in which children are disadvantaged. In response to this the service aims to develop and embed Individual Education Plans (IEPs) for all children in custody, akin to Personal Education Plans for CLA. It is hoped that IEPs will ensure a continued focus on ETE for children in custody, and support enhanced planning to ensure that there is an education offer for children upon release. Availability of placements for children upon release continues to be a challenge, the YJS is working closely with CSWS and the placements team to aid the identification of placements for children, through better analysis of concerns for the safety of the child and others, using a contextual safeguarding lens. However, it is recognised that the best place for children upon release, wherever possible, is with their own families, and therefore the service aims to develop a parenting strategy which will include supporting families whilst children are in custody, with the ultimate aim of develop parents and carers to be protective partners, and for children to be able to safely return to their families upon release.

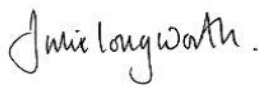
In response to HMYOI Wetherby’s recent inspection the YJS undertook a review of all children in custody to assure ourselves of the care they were receiving. Staff now request to see children’s cells, and as a result one issue with a cell was escalated and appropriately responded to by HMYOI Wetherby.

There are representatives of both HMYOI Wetherby and Adel Beck SCH on the YJ Partnership Board.

Working with Families

As highlighted throughout this report, the importance of services working with families as protective partners to keep children safe, and in preventing and diverting children from the criminal justice system is a key focus for the service, and one of our strategic ‘Golden Threads.’ Over the past 12 months the service has created a Family Practitioner role thereby enhancing the parenting offer, and worked to align our work with families with the contextual safeguarding model within CSWS. The service remains committed to working with families, and plans to develop a parenting strategy over the forthcoming year, further embedding our commitment to a ‘Think Family, Work Family’ approach.

Sign-Off, Submission and Approval

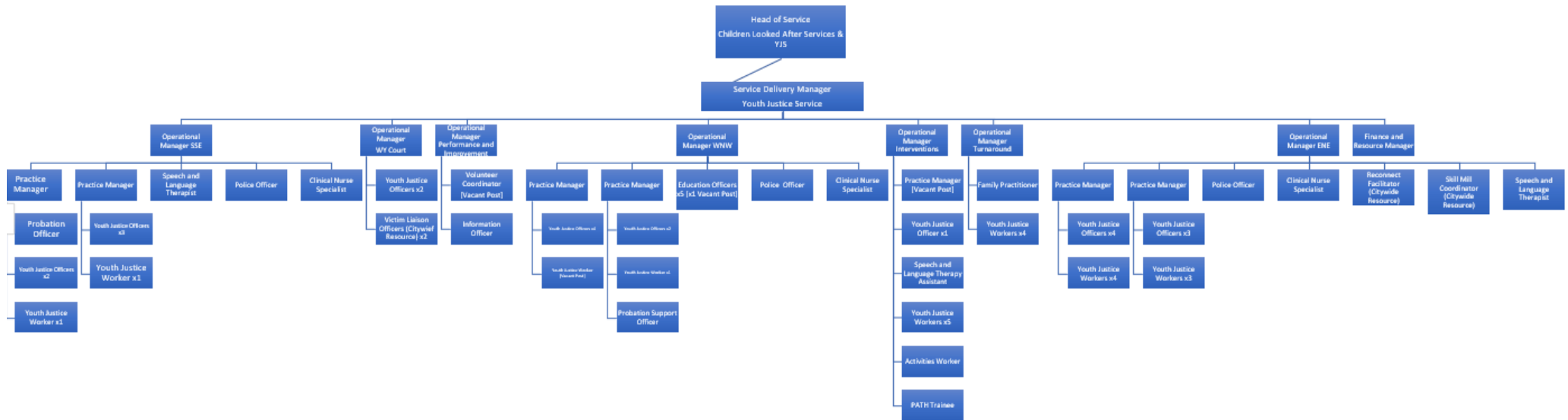
Chair of YJS Board – Julie Longworth	JULIE LONGWORTH
Signature	
Date	28/06/2024

Appendix 1: Outline of full Board membership, including attendance, job title of the Board members and dates of Board meetings

Board Member	Title	09/05/2023	20/07/2023	26/09/2023	23/10/2023	07/11/2023	22/01/2024	16/04/2024
Andrea Cowans	Director of Student Life - Luminate Education Group	No	No	Yes	No	Yes	Yes	Yes
Benjamin Finley	Head of Service, Corporate Parenting – Children & Families	Yes	No	No	Yes	No	Yes	Yes
Claire Smith	Head of Service – Safer Neighbourhoods & ASB	No	Yes	No	Yes	Yes	Yes	No
Cllr Jenkins	Councillor	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Cllr Venner	Councillor	No	No	No	Yes	No	Yes	No
Dan Wood	Superintendent Neighbourhoods & Partnerships- West Yorkshire Police	Yes	Yes	No	No	Yes	Yes	Yes
David Hines	Deputy Head- National Probation Service	Yes	Yes	Yes	Yes	Yes	Yes	
Francis N'Jie	Service Delivery Manager – Secure Accommodation- Adel Beck	Yes	Yes	No	No	No	Yes	Yes
Helen Burton	Service Delivery Manager – Youth Justice Service	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Jayne Bathgate-Roache	Operational Lead – NHS Leeds Clinical Commissioning Group	No	Yes	No	No	No		
John Hazlegreaves	Finance & Resource Manager – Youth Justice Service	Yes	Yes	Yes	No	Yes	Yes	Yes

Julie Longworth	Director of Children & Families & Chair of the YJS Partnership Board	Yes	Yes	Yes	No	No	Yes	Yes
Dan Barton	Deputy Director Education, Children & Families						Yes	Yes
Karen Jessup	Principal Educational Psychologist – Children & Families	No	Yes	No	No	Yes		
Kelly Laycock	VRP Senior Programme Delivery Manager- Violence Reduction Partnership	No	No	Yes	Yes	No	Yes	No
Laura Whitaker	BARCA Leeds	Yes	Yes	Yes	Yes	No	Yes	Yes
Patsy Burrows	Head Of Service- Corporate Parenting- YJS/ CLA & Care Leavers	Yes	Yes	Yes	Yes	Yes		
Toni Littlewood	Service Manager, Leeds CAMHS			Yes	No	No		
Sara Clarke	Head of Service- CAMHS						Yes	Yes
Victoria Fuggles	Head of Service – Early Help	Yes	No	Yes	No	No	No	Yes
Sid Hussain	Head of Resettlement- Wetherby YOI						No	No
Warren Wilman	Head of Safeguarding- Wetherby YOI						Yes	Yes
Stewart Locker	VRP Programme Delivery Manager (Leeds)- Violence Reduction Partnership	Yes		No	Yes	No	Yes	No
Kelly Connolly	Liaison & Diversion Team		Yes	No	Yes	No	Yes	Yes
Rebecca McCormack	Head of Service- Vulnerable Learners Lead						No	Yes
Emma Tollis	Deputy Head- National Probation Service							Yes

Appendix 2: Service Structure Chart



Appendix 3: Staff equality and diversity

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Referral Order Panel Volunteer		Other Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Asian	0	0	0	1	2	3	0	0	0	0	0	0	0	2	0	1	2	7
Black	0	0	2	0	3	3	0	0	0	0	0	0	2	2	1	0	8	5
Mixed	0	0	0	0	3	2	0	0	0	0	0	1	0	0	0	0	3	3
White	0	0	3	9	14	33	1	6	0	0	0	0	8	14	3	2	29	64
Any other ethnic group	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	2	0	3
Not known	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	1	1
Total	0	0	5	10	23	41	1	8	0	0	0	1	10	18	4	5	43	83

Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students/trainees	Referral Order Panel Volunteer	Other Volunteer	Total
Permanent	0	0	0.61	14	9.09	37	0.61	7	0	0	0	0	68.31
Fixed-term	0	0	0	0	0	3	0	0	0	0	0	0	3
Outsourced	0	0	0	0	0	0	0	0	0	1	0	0	1
Temporary	0	0	0	0	0	0	0	1	0	0	0	0	1
Vacant	0	0	0	0	0	8	0	0	0	0	0	0	8
Seconded Children's Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Seconded Probation	0	0	0	0	0	2	0	0	0	0	0	0	2
Seconded Police	0	0	0	0	0	3	0	0	0	0	0	0	3
Seconded Health (Substance misuse)	0	0	0	0	0	0	0	0	0	0	0	0	0
Seconded Health (Mental health)	0	0	0	0	1.71	1	0	0	0	0	0	0	2.71
Seconded Health (Physical health)	0	0	0	0	0	0	0	0	0	0	0	0	0
Seconded Health (Speech/language)	0	0	0	0	1.75	0	0	0	0	0	0	0	1.75
Other/Unspecified Seconded Health	0	0	0	0	0	0	0	0	0	0	0	0	0
Seconded Education	0	0	0	0	0	0	0	0	0	0	0	0	0
Seconded Connexions	0	0	0	0	0	0	0	0	0	0	0	0	0
Seconded Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0.61	14	12.55	54	0.61	8	0	1	0	0	90.77
Disabled (self-classified)	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix 4: Budget costs and contributions

2024/25	YJB Plan			
Agency	Staffing costs	Payments in kind	Other delegated funds	Total
Police ~	133,541			133,541
WYCA	198,092			198,092
Probation ~	90,256		5,000	95,256
Health~	208,932			208,932
Local Authority	1,790,408	626,931	187,560	2,604,899
YJB ~	1,490,615		102,688	1,593,303
Turnaround	358,010		42,530	400,540
Immediate Justice	81,160		9011	90,171
Total	4,351,013	626,931	346,789	5,324,733
~ Pending Confirmation of funding for 2024/25				

Youth Justice Terms

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	Anti social 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
ESNA	Extended School Non-Attendance
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
ROTH	Risk Outside of the Home
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