

# Youth Justice Service Plan 2023 / 24

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

## Contents

Chair’s forward .....	2
Introduction, vision and strategy .....	3
Child First.....	9
Voice of the child.....	10
Governance, leadership and partnership arrangements .....	11
Board development.....	14
Progress on previous plan .....	14
Resources and services.....	18
Performance .....	19
National Key Performance Indicators.....	19
Priorities .....	23
Standards for children in the Justice system.....	38
Workforce development .....	40
Evidence based practice and innovation.....	41
Evaluation.....	44
Service development plan.....	44
Challenges, risks and issues.....	45
Sign off, submission and approval.....	47
Appendix 1 Outline of full board membership, including attendance, job title of the board member and dates of board meetings .....	48
Appendix 2 Service Structure Chart .....	50
Appendix 3 – Staff equality and diversity.....	51
Appendix 4 – Budget costs and contributions.....	53
Appendix 5 – Service Improvement Plan .....	54
Youth justice terms.....	70

## Chair's forward

*It is my great privilege to have been chair of the Youth Justice Partnership Board for the past two years and to introduce our Youth Justice Plan for the forthcoming year. Our plan evidences a shared commitment to our key priorities, working collaboratively and effectively to improve outcomes for children and young people, preventing and reducing youth crime in the city.*

*The last year has seen some changes in leadership within the service, I was delighted to welcome Helen Burton to the role of Youth Justice Service Manager, Helen comes with a wealth of invaluable experience in working with children and families and the multi-agency partnership in Leeds.*

*The plan evidences a continued commitment to strengthening our partnership with a broad range of services as we are coming out of the global pandemic and working within a different landscape. Maximising resources and support for our children, young people, families, and communities continues to be a priority.*

*The Leeds Youth Justice Service Partnership Board has a strong and broad collaboration of statutory, third sector and elected members offering high support and high challenge to ensure the successful delivery of the Youth Justice Plan. We have a continued commitment to child-first principles, restorative practice and our ambition for Leeds to be a truly inclusive Child Friendly City, with a trauma-informed approach underpinning all our priority areas.*

*We remain ambitious for children and young people who are supported by the Youth Justice Service and ambitious for the quality of service that is delivered to meet their individual needs. Our plan demonstrates clear expectations for the way children should be treated and supported when they come into contact with the youth justice system, it sets out our continued and increased focus on early intervention and prevention which is central to our overarching strategy for children and families services in Leeds.*



Julie Longworth

## Introduction, vision and strategy

The strategic aim of the youth justice system is to prevent offending by children and young people 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 the Probation Service, West Yorkshire Police, Health Services, 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 young people 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 and young people to grow up in; a place where children and young people are safe from harm; do well in learning and have the skills for life; choose healthy lifestyles; have fun growing up; and are active citizens who feel they have voice and influence. We are committed to playing our part in delivering on the priorities in the Children and Young People's Plan, focussing in particular on improving achievement and attainment for all; supporting young people to make good choices and minimising risk-taking behaviour and helping young people into adulthood, developing life skills and being ready for work. 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 young people, 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 six priorities identified in the Youth Justice Plan 2021 – 24 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 young people to make good choices and minimise risk-taking behaviours.

Our three-year [Youth Justice Plan 2021 – 24](#) was signed by the Chair of the Youth Justice Partnership Board, submitted to the Youth Justice Board in June 2021 and approved by Full Council in January 2022. The three-year plan sets out our priorities as follows:

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

- Identifying and addressing racial inequality in the youth justice system and supporting cultural cohesion
- Doing the simple things better
- Reducing serious youth violence
- Attendance, achievement and attainment
- Reducing custody and ensuring children and young people are positively resettled into the community from custody

The development of the three-year plan involved consultation with a wide range of partners and stakeholders. The Leeds Youth Justice Partnership Board have agreed to carry forward those priorities for the forthcoming year, acknowledging that the same areas of challenge remain. This plan offers some evaluation of progress on priorities, whilst setting out the overarching aims for 2023-24.

## Local context

### Demographics

Leeds is a growing city with an estimated population of 809,036 and is home to an estimated 170,571 children and young people aged 18 or under (ONS, Census 2021), with an increase in households with dependent children within them. As a result of the rapid demographic changes in the last decade, we have seen some of our most deprived communities growing fastest and with the youngest population. Our region is one of the youngest in the UK.

The 2022 School Census tells us that:

- 37.7% of pupils are from Black Asian Minority Ethnic (BAME) 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 and increased from last year by over 2% for secondary pupils.
- 27.5% of pupils are entitled to free school meals (FSM) (26.7% of primary pupils and **27.7%** of secondary pupils). This has significantly increased from last year with a near 5% increase in secondary pupils entitled to FSMs.

44.1% of the school population live in the most deprived areas of the city; 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.

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. Locality-based services have supported the development of Family and Community Hubs, aligning with the recommendations of the MacAlister Independent Review of Social Care 2022. This is particularly important in relation to reducing first-time entrants to the youth justice system.

### Education and inclusion

Leeds has 6 specialist schools, 2 alternative provision free schools and 260 mainstream schools. 18% of learners in Leeds in schools have an identified SEND, which is an increase of 2% from last year, with 13.5% of those children having an Education Health and Care Plan (EHCP). The Leeds [SEND and Inclusion](#)

[Strategy](#) outlines how the city will improve outcomes for vulnerable children and young people, enabling them to thrive in learning and in wider life.

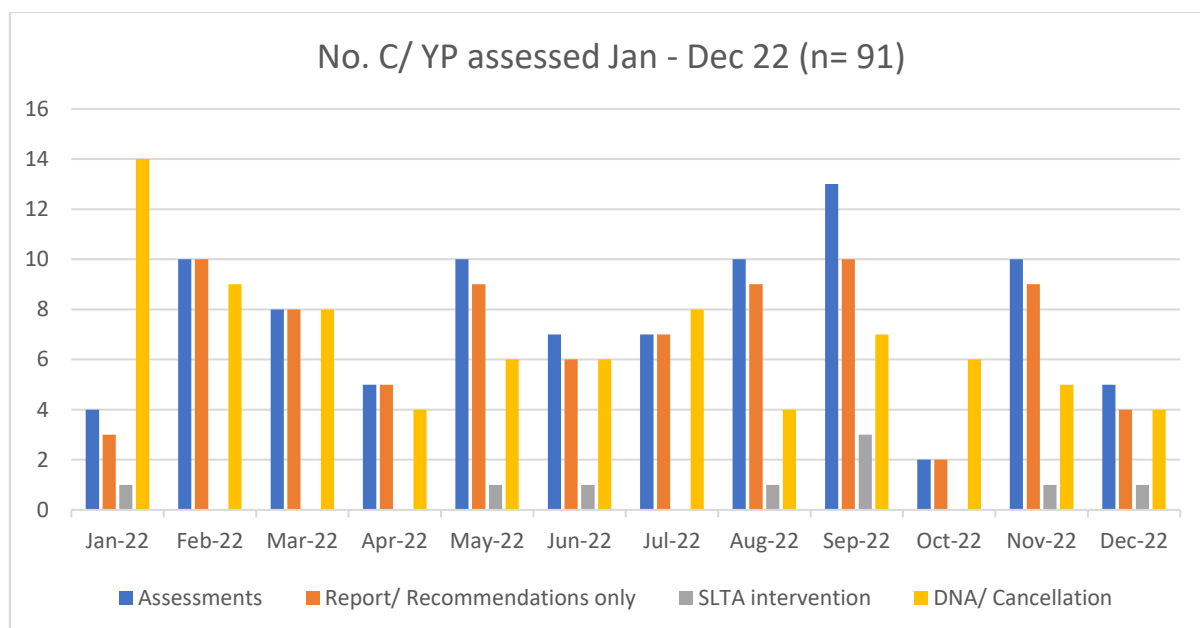
Leeds YJS works closely with colleagues in the Inclusion team to improve outcomes for young people in the justice system. The city is currently benefiting from the investment of the SAFE taskforce which is providing Education Inclusion Mentors (EIMs) and additional positive activities for children identified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

### *Speech & Language Therapy*

The Speech & Language Therapy (SLT) Service continues to deliver a high-quality service, using assessment and tailored interventions for good outcomes for the young people involved with the YJS. SLT focuses on working indirectly with young people through close liaison with other professionals both within YJS and outside the service (e.g. schools, social care) and empowers YJS staff with knowledge and skills in this area.

Over the last year Leeds YJS has recognised that there have been more children on caseloads at the younger age range, due to the significant impact that speech and language support can have on education, the SLT offer has been adapted to aim to offer an assessment to all children under the age of 13, other targeted cohorts include those children at risk of custody and those working with ISS but all children working with the YJS are eligible for assessment, where there is a need identified by case managers.

The total number of children and young people seen for assessment in the period Jan – Dec 2022 was 91:



### *Health needs*

[The Leeds Future in Mind Strategy](#) tells us that in 2020, one in six (16%) of children in Leeds were likely to have a mental health issue or need support with their emotional wellbeing. The pandemic has had a negative impact on many children and young people’s mental and emotional health, with many saying that lockdown has made their life worse. We know that the children who are most likely to develop problems with their mental health are those who are excluded from school, live in poverty, have experienced trauma, are children looked after and who have special educational needs, all factors also linked to children in the youth justice system.

Previous difficulties with the CAMHS database being unavailable posed challenges in conducting history checks but the move to the new database is helpful due to the links with wider health systems. Children

working with the YJS continue to be able to have fast track access to general CAMHS services where they are assessed as necessary by the Youth Justice Nurses (YJNs). In preparation for the introduction of the emotional wellbeing and mental health KPI, the YJNs have started to triage with cases managers all children on team caseloads to ensure necessary health referrals are being met. This is beginning to highlight the physical health needs of children known to the YJS, as well as complex mental health or neurodevelopmental needs.

The Youth Justice Nurses (YJNs) and managers regularly meet with FCAMHS to discuss new referrals and progress on existing cases. This has been beneficial in promoting understanding and FCAMHS have undertaken some valuable work with children within the YJS. The YJNs undertake formulations for children with a high level of concern in relation to safety to themselves and others, to inform safety planning processes. These contribute to Leeds YJS' delivery of interventions using a trauma informed approach and aligns the service with the Leeds Practice model. The YJNs have a broad clinical offer in relation to mental health interventions, including trauma therapy through EMDR. The YJNs organise regular regional forums where YJNs meet to discuss practice and relevant speakers attend to share good practice.

In 2022/23 Leeds Youth Justice Service was commissioned by West Yorkshire Violence Reduction Unit (VRU) to work with young people aged between 10 and 25 who attend the Emergency department at Leeds Teaching Hospitals Trust with key vulnerabilities including a stab or weapons injury and suspected gang activity.

Navigator Youth Workers aim to see all relevant young people with the aim of gaining consent for community follow up by the Youth Justice Service and under the banner of 'SafeTalk'.

The funding has now ceased as the VRU wanted all this work to be undertaken by a single provider with the hospitals undertaking the work. This mirrors how other such services across West Yorkshire are carried out.

### *Safer, Stronger Communities*

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 - 25](#) sets out the strategic direction of Safer Leeds Executive and is used to hold the partnership to account for keeping communities safe. The 2021 strategic intelligence assessment identified a number of core community safety shared priorities that negatively impact on people and places in Leeds. Key deliverables include a focus on prevention and early intervention, including enhancing operation working between Leeds anti-social behaviour team (LASBT) and the YJS by identifying, supporting and diverting young people away from the criminal justice system as well as working with the Youth Justice Partnership Board to implement our three-year youth justice plan, to deliver services to improve outcomes for young people, families and communities. The development of Turnaround by the Ministry of Justice will provide 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 including a direct referral pathway with LASBT for ASB. (See the Turnaround section below for more details)

### *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 and young people 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 and young people 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 and young people 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, young people 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 and young people 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](#)'. As part of the new Turnaround Team a Family Practitioner post has been created to be able to offer a holistic service to both young people and their families at the point that they initially come into contact with the criminal justice system, with the aim of providing a holistic response tailored to their needs.

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, in court for example, which enables the child and their needs and vulnerabilities to be fully taken into consideration.

### *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. 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, young people, 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. Over the next 12 months there will be a renewed focus within the YJS as to how the Leeds Practice Model underpins practice across the service.

### *Arrangements for the delivery of youth justice services in Leeds*

Leeds YJS sits within the Directorate of Children and Families within Leeds City Council, in the group of services primarily focussing on Children Looked After. The YJS comprises of three area-based teams in the north, west and south of the city, with a city-wide Interventions and ISS team, and newly developed early intervention Turnaround team. A performance and improvement manager post has been developed this year, and a Leeds YJS manager heads the team of YOT officers at Leeds Courts, comprising practitioners from Kirklees, Wakefield and Leeds. The service works from three area bases and from the youth court.

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 Liaison and Diversion service have ended the secondment into their service in March 2023. The YJS seconds staff to the Skill Mill.

Leeds YJS management structures include a dedicated service manager with team managers and practice managers, supported by a business and finance manager and an information officer.

The YJS structure chart can be found in appendix 2.

### *Leeds Children's Services*

The Ofsted inspection of Leeds Children's Services was published in May 2022, following an on-site inspection in February / March 2022. Ofsted judged services in Leeds 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'.*

In response to the McCallister Independent Review of Children's Social Care 2022, 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. Such an approach also builds on relationships with third sector organisations, who play a key role in the Youth Justice Partnership Board.

Recent evaluation of the city's multi agency Early Help Hubs suggest a positive impact on the rate of first-time entrants to the youth justice system and an embedding of the whole system approach to supporting families and protecting young people from involvement in youth crime.

Over the last 12 months Leeds Children's Services have continued to develop their response to Contextual Safeguarding and have been part of a pilot with Professor Carlene Firman and the DfE piloting an alternate pathway to Child Protection where the child is deemed to be at risk of significant harm, that it is primarily as a result of 'risk outside of the home' (ROTH). The new Service Delivery Manager, Helen Burton, worked on this pilot, and as well as bringing learning from it into the YJS, will also continue to be a part of the working group that will look at how the ROTH approach can be further embedded, and where the opportunities are for joining up some of the risk management processes between Children's Services and the YJS.

## 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 and young people 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 young people, is widely shared with partners and forms part of the induction for Partnership Board members.

The six priorities identified by the Youth Justice Partnership Board in the Youth Justice Plan 2021 – 24 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 them. Examples of our child-first approach are woven into this review but include the following:

### *See children as children*

We are working with West Yorkshire Police and the Emergency Duty Team (out of hours social work support) to improve communication and planning when children are in police custody. As part of this we have agreed a bespoke set of arrangements with the Placements Team to optimise finding appropriate accommodation for young people who might otherwise be remanded into custody. We have also contributed to writing the West Yorkshire PACE Bed protocol and regularly attend the West Yorkshire Youth Custody – Pace Bed Scrutiny Panel, to review instances where children have been held in custody overnight rather than placed in Pace beds.

### *Develop pro-social identity for positive child outcomes*

Many of the young people aged 16 and 17 in the justice system are not in education, training or employment, having poor experiences of school-based education and lacking appropriate skills or confidence for the workplace. Skill Mill Ltd continues to provide opportunities for children who benefit from gaining relevant work experience, skills and qualifications.

### *Collaboration with children*

- Children have been part of recruitment processes for practitioner posts.
- As a service we have started to explore the [Peer Power](#) model to look at how we can *work together* with children to develop collaboration within the YJS.

### *Promote diversion*

- Leeds YJS have contributed to a steering group as part of the West Yorkshire child-first diversion pathfinder. This approach, known as Outcome 22 uses the name ‘Chance to Change’, and has been trialled in Bradford since October 2022 where it had an instant impact on reducing the numbers of Youth Cautions and Youth Conditional Cautions (YCC) which the Youth Justice Board (YJB) class as first-time entrants (FTEs). This means that children are not 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. The success of the pilot has meant that approval has been given for this approach to be rolled out across the whole of West Yorkshire; a start date has not yet been identified however it is estimated to be in the early summer months.
- The newly developed Turnaround program, as outlined below, 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 criminal justice system. As Outcome 22 is rolled out, there will be additional opportunities for Turnaround resource to be offered to children who are offered the ‘Chance to Change.’

## Voice of the child

This year we have continued to put the views of young people front and centre. Seeing the ‘Child First’ is a priority of the YJS, and so listening to young people, understanding their experiences and treating them as individuals enables us to find ways to inspire and motivate them, in order to change lives. A foundation of this work are the relationships that staff build with young people, through which they are

able to transform lives. Here are just some of the ways in which children's views have been instrumental in making changes:

- All children's views are gathered during assessments and reviews through the self-assessment questionnaire (SAQ). The priorities from the SAQ are then reflected in plans completed with children and families. The 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.
- Children are involved in recruiting staff of all grades within the Youth Justice Service, devising and asking their own questions for candidates, to rate their suitability for posts; this forms part of the candidates overall scores. Interviewing managers find the insights of children valuable, sometimes adding important feedback in relation to the values and skills of candidates.
- The YJS has worked with Leeds Involving People this year who devised a wide ranging survey with children working with the YJS, which has then been completed by a further 38 children. The report highlights the importance of family and education to children. 50% of the children responding to the survey said they received one to one support at school reinforcing the high level of learning and social emotional needs within the YJS cohort. However, the children were also able to identify many strengths and talents, including sporting, language and practical skills; access to sport and gym opportunities were highest on their list of factors for future desistance. There were positive comments about the service they had received from the YJS, which reinforced the value on the supportive relationships staff build with children.

Leeds YJS were also involved in Crest Advisory's study for the Youth Endowment Fund around the impact of violence on young people's lives. The study states that "The deep dive with Leeds YJS aimed to better understand how the various stages of the pandemic impacted the risks faced by young people vulnerable to violence, and how local services adapted to support this cohort." Interviews were conducted with children and practitioners. There were two key findings from the interviews with children:

- *"Digital exclusion, bullying and mental health issues were noted by young people as key reasons for not attending school. The insights we gathered from young people in Leeds found that while not in school their risk of exploitation and offending did in fact increase, raising concerns about whether they were properly safeguarded during this period."*
- *"A relationship-based approach is essential to engage with vulnerable young people. Young people we spoke to described the difference between the approach taken by YJS workers compared to other services. They hailed the willingness of YJS workers to go above and beyond to foster trusting relationships."*

Crest Advisory attended the YJS Partnership Board meeting in February to share their findings, and the Board agreed to share the findings within their own services. The voice of the child continues to be heard within Board meetings, either through case studies or consultation exercises as above.

## Governance, leadership and partnership arrangements

It has been a year of change for the service, with the previous Head of Service and Service Delivery Manager moving on to pastures new. There is now a new Head of Service in post with responsibility for the YJS within her portfolio, alongside Children Looked After services, a new Service Delivery Manager has been appointed and joins us from her previous role as Manager of the Safe Project in Leeds. This provides opportunities to strengthen relations between the YJS and Children's Services, and to enhance partnership working, which is at the heart of our city's approach to preventing offending and re-offending by children. Leeds YJS continues to sit in the Children Looked After Services within the Children and Families Directorate of Leeds City Council. The YJS Service Manager is part of the extended Children Looked After 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. The Service Manager's experience of working in exploitation, and in being part of the development of the city's response to Contextual Safeguarding and Serious Youth Violence provides opportunities to align the YJS with the partnership's response to those strategies and areas of practice.

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 YJS and West Yorkshire Police and vice versa. There are close links between the YJS police officers and the Safer Schools officers, Early Help Hub police officers and Youth Crime Prevention police officer who share management arrangements. In addition, the YJS benefits from the secondment of 2.8 youth justice nurses seconded from CAMHS, three (2 FTE) SLT practitioners, a Probation Officer and a Probation Support Officer. There are five specialist education officers in the YJS.

The YJS service manager chairs the Children and Young People's Drug and Alcohol Partnership and there are arrangements in place for the provision of drugs and alcohol services to young people in the justice system by specialist young people's substance use workers through Forward Leeds. Our thriving partnership with the Skill Mill continues with two simultaneous Skill Mill cohorts and the YJS seconding two coordinators to the Skill Mill Ltd. Our family group conferencing worker is based in the service but is part of the broader city-wide FGC offer, our Court manager manages a team of Court officers from the region. Our links with partners working to reduce anti-social behaviour in the city have improved over the last year with good strategic links including the LASBT service manager attending the YJS Partnership Board and the YJS service manager attending the ASB Silver group.

An Operational Manager from the YJS now co-chairs the Multi agency Child Exploitation (MACE) meetings, both Child-Focused MACE and Contextual MACE. This has really strengthened working relationships across the broader partnership and has solidified working arrangements between the YJS and the Safe Project.

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. Our quarterly meetings are themed around one of the Youth Justice Plan priorities.

YJS performance is overseen and discussed at the Leeds YJS Partnership Board which receives quarterly performance reports including trend analysis, performance against most similar family groups, with each meeting also examining a more detailed deep-dive focussing on one of the six strategic priorities in the Youth Justice Plan 2021 – 24. YJS performance is driven within the service through a monthly performance meeting which includes colleagues from Children's Services performance section. YJS performance data is also reported through Partnership structures where shared priorities exist, including Local Criminal Justice Board (LCJB), Safer Leeds Executive and the Leeds Local Safeguarding Childrens Partnership (LSCP). A reporting-up mechanism is currently in development, to enable the full context of performance data to be truly understood to thereby inform future developments and areas of need within the service.

Leeds YJS benefits from an in-house information officer who maintains strong links with the Children and Families Directorate Intelligence and Policy Service. A manager from the Intelligence and Policy Service is a member of the YJS Partnership Board.

Leeds YJS is fully integrated into local partnership planning arrangements for both children and young people 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, 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.

The YJS is represented on strategic groups for integrated offender management, serious youth violence, alcohol and substance misuse and reducing re-offending. We have contributed to the Serious Youth Violence Strategy and the partnership has supported additional resources to further improve services around anti-social behaviour, exploitation, domestic violence and victim work. The YJS service manager attends the safeguarding in secure settings subgroup of the LSCP, which is chaired by the South and West Yorkshire Resettlement Consortium manager who also sits within the YJS.

We have continued to strengthen links and working practice around transitions with the Probation Service. For example, we have two lead managers based at court enabling good relationships and communication between the agencies. We can quickly respond to requests for information and support and provide physical interventions to help both the young person and the Probation Service court officers as matters arise. We have continued to build upon and update our local working protocol and have agreed a process which ensures a good level of oversight from our Probation Service secondees. We have ensured that all young people have some preparation for the adult world built into their intervention plan and made greater links with avenues of support such as the Preparation for Adulthood Forum.

West Yorkshire YOTs 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 YOT service managers meet monthly to identify areas of common interest and work together on joint projects. These projects have varied in scope and complexity over the years and include developing child friendly Court processes, developing consistent and evidence-based approaches to out of court disposals, commissioning a county-wide appropriate adult service and sharing training and development opportunities.

Leeds YJ service manager represents the five West Yorkshire YOTs at the Local Criminal Justice Board (LCJB) for West Yorkshire.

Leeds continues to host the manager of the regional resettlement consortium. Partner agencies are keen to see a consistent approach to youth justice across the county and there is considerable pressure on local authorities to become more efficient and to innovate. It is likely that there will continue to be opportunities for co-operation, integration and alignment, achieving economies of scales whilst ensuring that youth justice provision remains attuned to the needs of local communities.

In addition, the Children's Population Health Board has been instigated through the newly developed Integrated Care Board. This multi-agency Board is responsible for improving the outcomes, experience and value of NHS spend for all children and young people who live in Leeds (aged 17 and under). This includes taking action to reduce health inequalities experienced by this population. The Board have focussed their efforts on supporting the delivery of the five outcomes set out in the Leeds Children and Young People's Plan. Through this, the Board has developed an outcomes framework that aims to pull together the outcomes, measures and indicators that they will use to develop their key programmes of work. These programmes include Children's Physical Health, Children's Mental Health and Wellbeing and Children with Complex Needs and SEND. There are a number of ways in which the Board will review this data to understand the greatest challenges across the Leeds system in relation to a number of key cohorts of children and young people. Children who are in contact with the justice system are one of those key cohorts. The Children's Population Board has several members who are also represented on the Youth Justice Partnership Board and have prioritised a number of the Youth Justice Partnership Board outcomes within their Board dashboard.

## Board development

Given the recent changes in strategic leadership within the Youth Justice Service, there is a clear opportunity to re-visit the agreed priorities of the Youth Justice Partnership Board over the forthcoming year to ensure that there is a clear vision that is shared across the members of the Board, and which fully aligns with the priorities of the City. Membership of the Board is to be reviewed, with invitations to key partners in HMCTs and Forward Leeds to be extended.

Two additional development days are to be planned across the year to enable opportunities for Board member's development in key areas of practice, in order to enhance the Board's strategic oversight and to ensure that there is a personalised and responsive service to all children across the partnership.

## Progress on previous plan

The success of our Youth Justice Partnership Board can be measured in regard to our impact on reducing the number of children and young people re-entering the criminal justice system as well as keeping numbers of children and young people in custody to an absolute minimum (see section 8). In addition to these nationally monitored performance measures, Leeds YJS Partnership Board set a number of priorities in the Youth Justice Plan 2021 - 4. The Board has agreed that the priorities remain the same for the forthcoming year, with plans to increase the oversight and accountability of the Board in the development and delivery of the specific actions to achieve those priorities over the forthcoming year.

### Priority 1

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

Outcome Statement	Outcome Measure	Performance at April 2023	Rag
Reduce the number of young people re-entering the criminal justice system due to subsequent disposals	Reoffending Data PNC	Reoffences per re-offender April '20 – March '21 (latest period) is on average 4.69, an increase from 3.37 the previous year. This compares to an England and Wales rate of 3.54.	
		The binary rate for the same period was 40.1% up from 36.6%, an increase of 3.5%. This compares to an England and Wales rate of 31.2%.	
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 2021 to September 2022 was 217. This is a decrease of 2.6% from the previous	

		year. This compares to an England and Wales average rate of 146.	
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As highlighted above, this remains a key priority area for the Partnership Board, with performance measures demonstrating that there has not been significant progress within this area. It is paramount that a trauma-informed approach, as set out in the Compassionate Leeds: Trauma awareness, prevention and response strategy, April 2023, to working with children across the Partnership is taken in order to divert children from the youth justice system, as well as supporting desistance. Turnaround and opportunities that the new Outcome 22, Chance to Change, will also likely have positive impacts on this key priority area.

## Priority 2

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

Outcome Statement	Outcome Measure	Performance at April 2023	Rag
The Service delivers on its race and identity action plan	Rag rating of the plan	Race & Identity Action Plan last updated October 2022. Lots of work undertaken to identify inequalities. Action Plan to be refreshed in Q2.	
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 BAME young people remains in line with the city's demographic, there continues to be over-representation (although a slight reduction) of mixed heritage and Gypsy Roma young people in the justice system in Leeds	
The Service monitors and analyses racial disproportionality in respect of: <ul style="list-style-type: none"> <li>• The cohort as a whole</li> <li>• Assetplus needs analysis</li> <li>• Compliance and breach</li> <li>• Engagement in services</li> <li>• Disposal and sentence outcome</li> <li>• Custody</li> </ul>	Childview	Data was shared at the November 2022 Board meeting highlighting racial disproportionality.  YJS managers receive summary disproportionality data monthly and are able to access quarterly data from the LCJB.	

The YJS Race and Identity Action Plan, last updated in October 2022, is held to account by Lead Board Members 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.

## Priority 3



## Doing the simple things better

Outcome Statement	Outcome Measure	Performance at April 2023	Rag
Delivery of Service Improvement Plan (see below)	Service Improvement Plan	See appendix 2	

At the foundation of ‘Doing the Simple Things Better’ lies the Leeds Practice Principles as highlighted above. The Service Improvement Plan sets out how, at an operational level, the service will improve performance, and ultimately outcomes for children and young people within the YJS, through using these key pillars of practice.

## Priority 4

### Reducing Serious Youth Violence

Outcome Statement	Outcome Measure	Performance at April 2023	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 has now ceased as the VRU wanted this work to be undertaken by a single provider with the hospitals undertaking the work. This mirrors 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 offences are over 50% more prevalent than within our West Yorkshire counterparts, with a peak of offences in Q3.  This remains a priority for Leeds, with recent tragedies highlighting the devastating impact of knife crime.	

The Serious Violence Duty is statutory guidance that has now come into force under the Police, Crime, Sentencing and Courts Act 2022 and sets out an explicit priority for Community Safety Partnerships to make sure that they have a strategy in place to tackle serious violence in order to ensure that services work together to share information and allow interventions to be targeted, where possible through existing partnership structures, and to collaborate and plan to prevent and reduce serious violence within

local communities. The YJS has been a key part of the response to the Serious Violence Duty within Leeds both at a strategic and operational level. And particularly within the Youth Violence Development Group that has been progressing the ‘Working Together Model’ along with a range of multi-agency partners, facilitated by the Violence and Vulnerability Unit and Safer Stronger Communities. It is a local model for improving practice and local integration around young people at risk of serious violence. The model involves Multi-Agency Risk Conference (MARC) meetings within a locality to support and develop robust support plans for young people at risk of serious violence. This area-based approach sits alongside the existing city-wide GANG meeting which has been running since 2021, which focuses on high-harm and high-risk individuals. This Model links to existing MACE arrangements and it will be paramount for the YJS to continue involvement with this model as the arrangements evolve. The Model is due to be rolled out imminently.

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.

**Priority 5**

**Attendance, achievement and attainment**

Outcome Statement	Outcome Measure	Performance at April 2023	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 October 2022 indicated that 64% of school aged children had the full offer (down from 66% the previous year) and 55% attended the full offer (1% increase from the previous year)  43% of young people post 16 were NEET, the same as the previous year	

The Refreshed 3A’s Plan 2021-23: Attend, Attain, Achieve, sets out five priorities and details how Children and Families Services will focus on some key areas to support education settings to support all children and young people’s learning:

- 1) All children in Leeds are supported to improve their fluency in reading taking into account their individual needs.
- 2) All children, young people and families are supported to access and regularly attend early years education settings, schools, and post-16 education settings to benefit from learning opportunities, protective factors, and enrichment activities.
- 3) Children and young people with Special Educational Needs and Disabilities and those vulnerable to inequalities (SEND) and their families receive timely and appropriate support to achieve their best possible outcomes and prepare for adult life.
- 4) All children and staff working in learning settings are supported with their wellbeing.
- 5) All children make the best start to each stage of their learning.

The 3A’s remains a priority in the Leeds Youth Justice Plan 2023 – 24, with our latest data showing low levels of education, training and employment for young people aged 16 – 18 in the justice system, with

43% of young people post-16 being NEET, the same as the previous year. There is therefore clear evidence that there is more work to be done to deliver against the 3A's plan for children and young people involved with the YJS. Education colleagues are key Board Members, with input into the Youth Justice Board Plan. The synergy between the overarching 3A's Strategy and this Priority 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 last reviewed in November 2022, sets out the detail as to how the YJS, alongside key partners, will improve educational outcomes for young people within the justice system, ensuring a better quality experience for the young person, whilst promoting inclusion and belonging for children, alongside better support for children and families to make the changes that they need to. This plan is owned and driven by the YJS currently, however the plan for the forthcoming year is to involve key partners from education in its refresh to drive its implementation. As part of the refresh of the Education Action Plan, clear and measurable outcomes will be identified which will enable there to be clearer oversight and accountability by the Youth Justice Partnership Board.

**Priority 6**

**Reducing custody and positive resettlement of children from custody**

Outcome Statement	Outcome Measure	Performance at April 2023	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 young people on their release from prison.	Green
Reduced numbers of young people sentenced to custody	Childview	There was a increase of young people serving custodial sentences in 2022 / 23 from 8 to 15	Red
Reduced numbers of young people remanded to custody	Childview	There was a total of 16 young people remanded to custody in 2022 / 23, a decrease from 19 the previous year.	Yellow
Reduction in remand nights annually	Childview	There were 1262 remand nights for young people from Leeds in 2022 / 23, a increase from 1081 the previous year.	Yellow
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

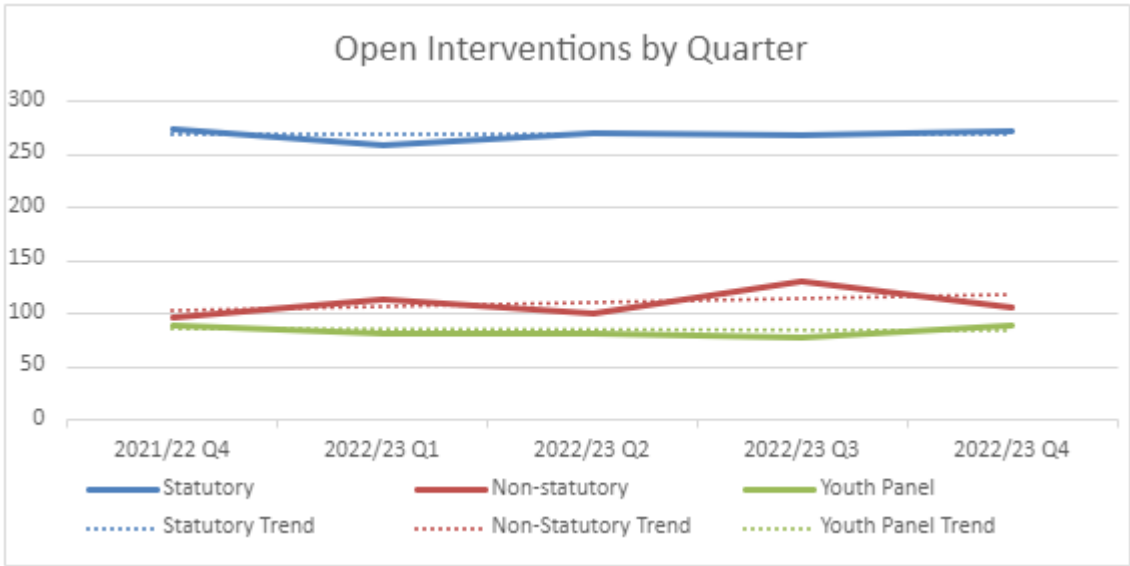
Leeds YJS is an active partner in the South and West Yorkshire Resettlement Consortium at both strategic and operational levels, as highlighted within this document, which enables joint working and standard setting at a strategic level across South and West Yorkshire.

**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, & the West Yorkshire Combined Authority. The YJS also oversees the local authority budget provided to meet the cost of young people 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.

*Open interventions and workload*



In the last 12 months, there has been a 2% increase in the total caseload. Non-statutory interventions have increased by 11% and statutory interventions have decreased by 1%. This indicates that the level of complexity of the cohort of young people known to the YJS remains high. A number of qualified case managers have left the service over the past year, which has meant that there has been a drive to recruit Youth Justice Officers and support the development of existing Youth Justice Workers to Officers in order to ensure that the level of skill required for this work is held within the service. Over the coming year there will be a focus on ensuring that Practice Managers have the capacity to mentor and coach staff to ensure that we retain a resilient and skilled workforce, and that there is an equitable distribution of work across the service.

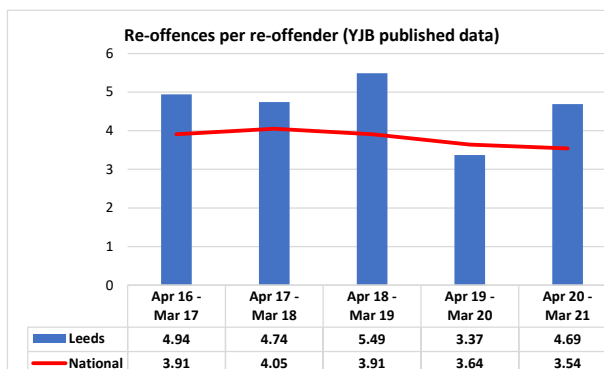
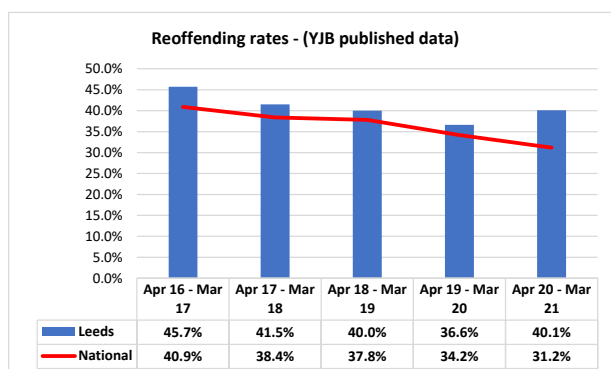
**Performance**

Performance data is currently produced on a quarterly basis, the plan is to increase this to monthly reporting. Alongside the additional performance data the management structure within the service will also be required to report up, highlighting key data figures alongside the narrative relating to that data. This will enable a greater strategic oversight of the key strengths and challenges in performance and will highlight areas for development both for the service and workforce. This process will be underpinned by local performance targets, which will set the ambitions for the service to improve outcomes for children. This is planned to be in place for Q2.

**National Key Performance Indicators**

*Existing key performance indicators*

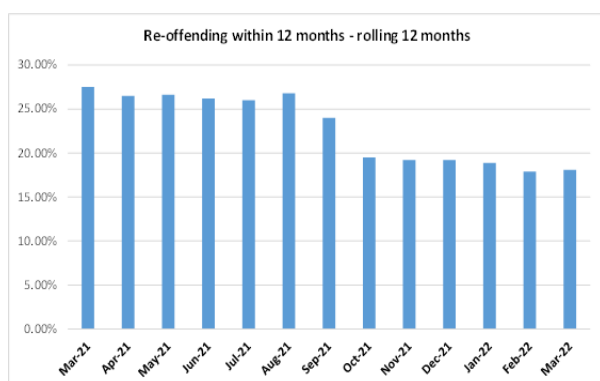
Reoffending



These graphs show the latest reoffending rates published by the YJB for 12 month period ending March 2021, which were published in March 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 the same levels seen to the end of March 2019 (40%). Nationally rates have steadily fallen over the same period to a low of 31.2%, widening the gap between local and national performance.

There was an increase in the average number of reoffences per reoffender in Leeds, up to 4.69. Last year, local performance was better than national in this measure but this has reversed in the year to March 2021 with numbers decreased to 3.54 nationally.



Local reoffending measures are taken from ChildView and show the rolling twelve-month average of young people 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 young people 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 decreased in the last reporting period, with figures in the year to March 22 down to 18%.

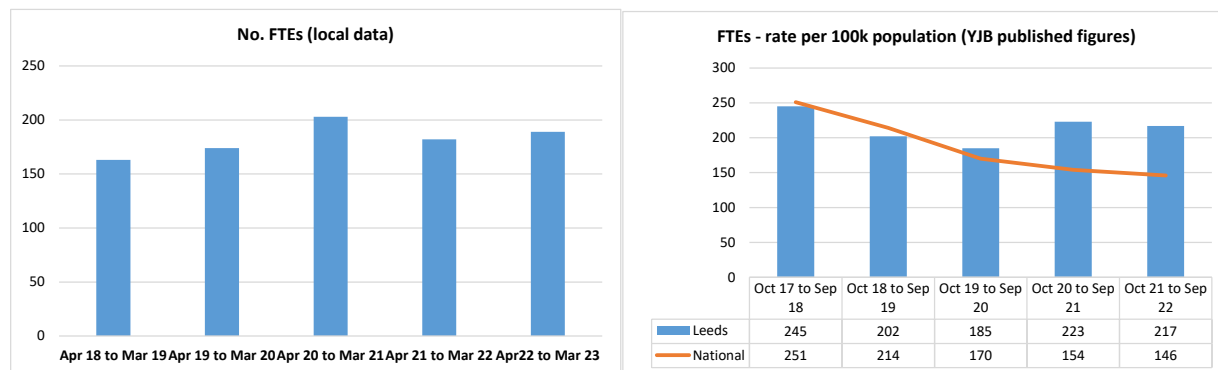
For those who receive an outcome at Youth Panel, there has been a slight increase in the proportion going on to reoffend, up to 17% in the year to March 2022.

Education is a key factor in reducing the reoffending rate. The additional Education Officer capacity within the service (linked to Service Development Plan Key Objective 4) provides the opportunity to further develop this area of work. The number of NEET young people, particularly post-16 where there are limited numbers without an education offer highlights a significant gap for those at risk of

reoffending. Increasing the education offer and reducing the number of NEET young people will be one of the primary focuses in reducing the reoffending rate over the coming year.

### First Time Entrants

The latest annual YJB figures were published in March 2023 and relate to the period to end of September 2022. The FTE rate (per 100k population) in Leeds decreased slightly in the latest period which correlates with the national trend which continues to fall.



For further information regarding the plan for the forthcoming year to reduce the number of first time entrants please see the section regarding Diversion and the work of the Turnaround programme.

### Use of Custody

Custody and Remands Q4 2022-23	No. Young People
DTO/Custody Programme	2
Remand in Custody (YDA) SCH	2
Remand in Custody (YDA) STC	1
Remand in Custody (YDA) YOI	3
Remand to LAA Status/Programme	7
Section 250 Through Care Programme (prev Section 90/91)	6
<b>Grand Total</b>	<b>21</b>

This table shows the number of young people on remand or in custody in the quarter from data held in ChildView. Although the numbers of children in custody is relatively low, through preparation work for the Remand Thematic Inspection it is clear that there are opportunities to strengthen multi-agency working in this area, thus improving the experience of the most complex and vulnerable children within Leeds. As an example, for children who cease to be looked after when their period of remand ends and sentence begins, joint work between the YJS and CSWS is planned to improve joint opportunities for planning, assessment and understanding of risk and ultimately to impact on positive resettlement practice, particularly with regards to enabling the role of families within resettlement wherever possible to avoid the use of local authority care upon release.

### Additional key performance indicators

It is a requirement to report on the following new Key Performance Indicators from April 2023, with the first submission due in August 2023. Outlined below is detail as to how we are developing processes to enable reporting in these areas, including any foreseen challenges:

### Suitable accommodation

Suitability of accommodation is already recorded for all children on Childview. Guidance is being 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.

#### [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 will be benchmarked in education officer meetings.

Education hours offered for school age children and post-16 children is part of current performance data set, this will be updated to include education suitability.

#### [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. In addition, there should also be a referral to SLT for all children aged 13 and under, for those at risk of custody, and those where a Pre-Sentence Report is being written. All children on ISS are automatically screened by the SLTs. SLT assessments may increase 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](#)

A meeting is planned with CAMHS around 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.

Youth Justice Nurses (YJNs) have started case manager caseload review meetings to ensure all children requiring referral for intervention are being identified. The YJNs will identify the appropriate level of Thrive intervention. There are ongoing discussions with the CAMHS head of service and ICB commissioners to review the YJN resourcing, which the KPI data will help to inform.

#### [Substance misuse](#)

There are on-going discussions with Forward Leeds, the city-wide substance misuse service, around matching data to identify children engaged in the service and the levels of intervention to be provided. From a strategic perspective, links between Forward Leeds and the YJS could be strengthened. There are opportunities through the Children and Young People Drug and Alcohol Partnership to enhance this, which the SDM for the YJS chairs, particularly in relation to bringing a strategic lead for Forward Leeds on to the Youth Justice Partnership Board.

#### [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 to be revised to include the new KPI requirements.

[Serious violence](#)

This is monitored through the Youth Justice Application Framework 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 and is planned to be substantive discussion item at a partnership meeting in near future.

[Victims](#)

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

[Local performance](#)

The Leeds YJS does not currently work towards any local performance targets; however this is an area currently under development, and will be reportable in future years as set out above in relation to Performance.

## Priorities

[Children from groups which are over-represented](#)

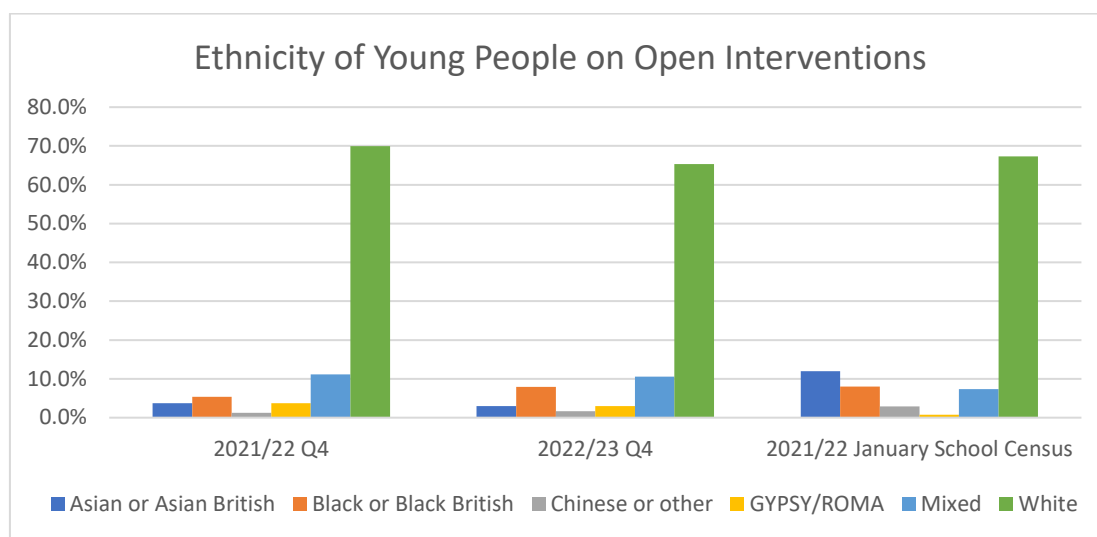
[Disproportionality](#)

Our analysis of young people working with the YJS in the year 2022–23 uses school census information as a comparator.

	<b>2021 Census 10-17 population</b>	<b>2022 School census (Yrs 7 to 13)</b>
<b>White</b>	79%	60.2%
<b>Mixed</b>	3.4%	7.4%
<b>Asian</b>	9.7%	12%
<b>Black</b>	5.6%	8.3%
<b>Other</b>	2.3%	12.1%

As highlighted in the graph below, there is disproportionality in the numbers of Gypsy/Roma and Mixed ethnicity young people in the youth justice cohort, although both groups have seen a slight decrease.

The proportion of young people of Mixed ethnicity is 10.6% in the youth justice cohort, compared to 7.4% in the school population. Gypsy/Roma young people represent 3.0% of the youth justice cohort, compared to 0.8% in the school population.



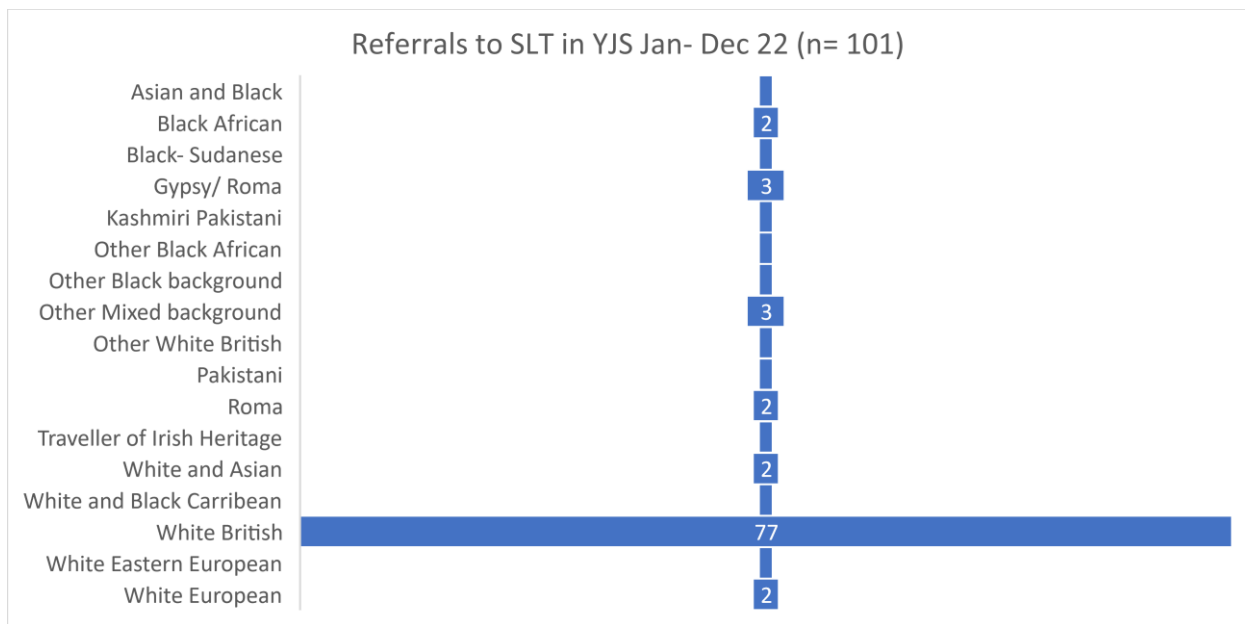
Ethnicity	F	M	% Female
Asian or Asian British	0	10	0%
Black or Black British	3	30	9%
Chinese or other ethnic group	0	6	0%
GYPSY / ROMA	0	4	0%
Mixed	4	42	8.7%
White	46	278	14.2%
Information not available	5	42	10.7%
<b>Total F / M</b>	<b>58</b>	<b>412</b>	
<b>% F / M</b>	<b>12.3%</b>	<b>87.7%</b>	

The above table highlights the open interventions in relation to gender and ethnicity. 12.3% of the overall cohort is female, which is a 2.7% reduction from last year. This is higher in the white cohort than any other ethnic group. This data is per intervention and not per child.

Ethnicity	10	11	12	13	14	15	16	17	18	% 10 to 14
Asian or Asian British						1	7	1	1	0%
Black or Black British				1	4	4	7	6	6	17.8%
Chinese or other ethnic group				1				2	3	20%
GYPSY / ROMA							3	1		0%
Mixed			1	1	2	5	8	19	5	9.8%
White			7	27	27	45	64	57	44	22.5%
Information not available			1	1	6	7	8	17	2	
<b>Total</b>			<b>9</b>	<b>31</b>	<b>39</b>	<b>62</b>	<b>97</b>	<b>103</b>	<b>61</b>	

Compared to last year when there was a higher proportion of younger Black children (aged 10 to 14), there is a higher proportion of White children at the younger end. This data is per intervention and not per child.

The following table highlights the ethnicity of young people who were referred to SLT in the YJS from Jan-Dec 2022:



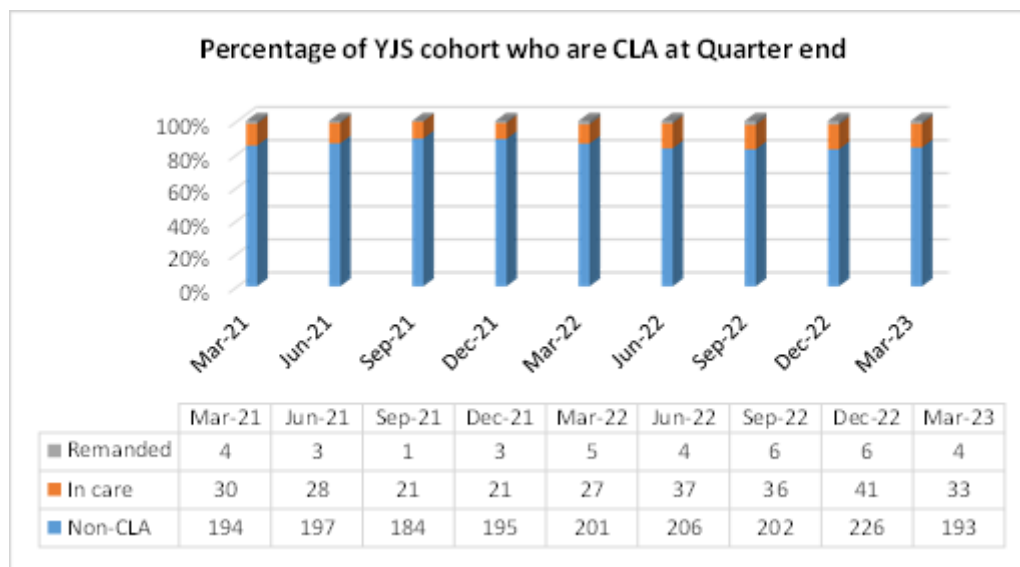
An analysis of Assetplus gives us a profile of needs amongst different ethnic groups in the cohort and has indicated differentials in mental and physical health concerns, school hour offered and risk profile. We track the ethnicity of young people referred for support services, opportunities and programmes to ensure all young people have appropriate access to these services.

Over the next year we will continue to monitor our data and work to increase staff skills, abilities and confidence in working with young people and families from a cultural background different to their own and to challenge ourselves to address bias, stereotyping and disadvantage. Our Race and Identity Action Plan will be refreshed and will detail our plans for the coming year. We continue to work with Early Help and prevention colleagues to address the under-representation of some groups in support services.

Throughout the last year we have continued to work through the Cultural Cohesion Quality Mark as an organisation. We have made individual and organisational commitments to continue to reflect, to learn, champion the values of cultural cohesion and continue to assess aspects of our service delivery. This has enabled us to move through some of the steps and utilise the resources and prompts for further discussion. This piece of work is supported through both a lead manager and champions within each of the teams. We will continue to work through the CCQM but it is important that this is not rushed in order for the learning to be truly embedded. Our next stage will be to evaluate our culturally responsiveness in relation to our structure, organisation and delivery.

During the last year, we worked alongside the chair of the magistrate's youth panel for West Yorkshire and our colleagues in HMCTS to open a dialogue about the experiences of BAME children at youth court. We were able to invite the chair along to training on Adultification and then build on this with input to their panel meeting using experiences told to us by some of our BAME children. We highlighted some of the research into this area of work, also building upon the evaluation the Centre for Justice Innovation had done previously at our court to talk about the ways the YJS can help support the children and court to try to proactively address some of the issues we know are prevalent for them in such an environment.

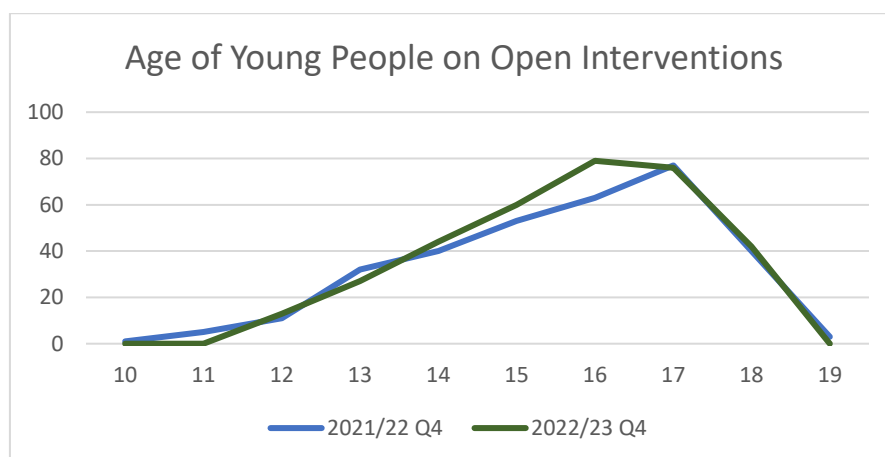
## Children Looked After



The numbers of Children Looked After known to the justice system continue to be of concern, although the latest percentage of the overall cohort has increased from 13.5% of the cohort in March 2022 to 16% of the cohort in March 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 through an opportunity to identify children at an early opportunity and through multi-agency planning identify opportunities and services to support that preventative and diversionary work.

## Age and gender



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

Continuing the trend from last quarter, 16 years old is still the most common age of young people on open interventions, having seen a 25% increase, with the number of 17-year-olds staying about the same. Notably, the proportion of 11- and 13-year-olds has decreased compared to last year's Q4 cohort.

Despite the decrease in the proportion of younger children in 2022/23 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 therefore want to be prepared to deliver interventions that meet the needs of all age groups. We

have reviewed our interventions and programmes to ensure they are fit for purpose for this age group, this is an ongoing piece of work that our SLT colleagues are supporting with. Outcome 22 and Turnaround will provide further opportunity 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.

12.3% 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 have been assessed as having contact with mental health services and 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 or at risk of criminal exploitation.

Further focus is needed on improving our understanding and awareness of the specific experiences of girls, particularly those who are being exploited and are linked with gangs. This has been highlighted within Contextual MACE where a city-wide lack of understanding regarding how gangs use girls as 'honey-traps' means that girls are not being identified as being at risk of significant harm at an early stage. Within the YJS as a response to that issue staff are now actively trying to establish more details about females and girlfriends of gang members so that appropriate safeguarding measures can be taken if required. This feeds into the city's priority focusing on violence against women and girls and the importance of positive masculinity. The YJS continues to work closely with the Safe Project and Getaway Girls, a local third sector organisation, to ensure that the needs of girls can be appropriately met.

### *Prevention*

Leeds benefits from robust, effective, successful and longstanding multi-agency working across the diverse and rich partnership in the city. The Leeds partnership is committed to providing the support that children, young people 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 and young people as well as managing demand and cost pressures. [The Leeds Early Help Approach and Strategy](#) illustrates this approach with an example of partnership working with vulnerable Romanian teenagers led by the Youth Justice Service in partnership with a local community organisation.

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 has recently established a Life Coaching service which is focused on young people 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 include 12 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, however they ended the secondment arrangement with the YJS at the end of the financial year.

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. In addition, the Head of Service for LASBT and Service Manager for the YJS regularly meet to ensure continued joined-up working.

## *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 risks completed by a YJS worker. The YJS victim support 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, MST manager, community volunteer, victim liaison officer and 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. Young people who are diverted away from a criminal justice outcome may still receive an offer of support from the YJS, which is why we refer to 'no formal action' rather than 'no further action' in Leeds.

The young person 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.

Over the past year Leeds, alongside neighbouring authorities, have been working with West Yorkshire Police to address the high rates of FTEs into the youth justice system. The West Yorkshire Child-First Pathfinder has developed the necessary processes and support to optimise ways of appropriately diverting young people out of the justice system and into alternative support arrangements via the Outcome 22 approach, known as 'Chance to Change.' This has been piloted in Bradford, with plans to roll-out across West Yorkshire in the summer 2023. This will enable children to be identified and supported at 'reachable' and 'teachable' moments via the Turnaround service in Leeds. We are optimistic that this will have a significant impact on our FTE rate over the next year.

Work continues with other local partners to address the drivers behind the levels of FTEs in Leeds. The YJS is part of multi-agency teams in various hotspots in the city, working directly with young people at risk of offending or involved in anti-social behaviour. The development of the Contextual MACE meeting over the last 12 months has proved useful in exploring places, spaces, peer groups and themes which are linked to exploitation and crime, using principles of Contextual Safeguarding, and has provided a multi-agency response to areas in which there are concerns that children might be pulled into criminality. YJS link officers work alongside colleagues in the anti-social behaviour team to join up practice across directorate and to ensure young people involved in ASB have an appropriate support offer, this has been strengthened through the offer of Turnaround support with ASB being a criteria for eligibility. Through the Youth Panel system, the YJS works directly with young people who admit an offence and receive a community resolution, giving them the support they need to avoid further offending and entering into the formal justice system. 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. Work to address violence in the city is referred to below.

### Turnaround

Turnaround was developed by the Ministry of Justice and will provide 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 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 new, distinct team who have a focus upon prevention and diversion. We have worked with our partner agencies in Leeds to map and establish where to focus in order to best meet the above aims. Turnaround also has very tight eligibility criteria that ensures that there is timely intervention when children first come into different points of 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, in the police station, to identify and target children at this early stage who may need support at points such as first out of court disposals, first arrest, or release under investigation or police bail. This allows weekly conversations to ensure the right service is being offered to all.

Our new team will provide a city wide service and 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, family and parental support. Our ethos is 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. 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 fallen through cracks in the system. Taking a strengths-based approach to all and building on individual capabilities to develop a pro-social identity will hopefully support voluntary engagement for all. Our overall aim is to ensure a proportionate, and relatively short intervention, that helps the child and parent to develop sustainable links and support within their own communities and neighbourhoods.

### *Education*

The YJS employs five specialist Education Officers who work with schools, education support services and training providers to try to ensure children and young people receive an individualised offer and are supported to access it. Until this year one of the Education Officers had been seconded to the Virtual School and had worked to improve the education offer to CLA who were known to the YJS in particular, although that officer has now permanently moved to the Virtual School, it has meant that a strong relationship between the YJS and the Virtual School remains. The Education Officers work to a detailed education plan, and due to the increase in Education Officer capacity further resource will be able to focus on ensuring that Year 11 pupils have appropriate ETE destinations to meet their needs. Good links are maintained to inclusion and support services and appropriate escalation systems are in place should challenge be required. The Head of Learning Inclusion and Director of Student Life at Leeds City College sit on the YJS Partnership Board. Additionally, Leeds YJS are part of the Turnaround programme and one



of the Education Officer posts has been funded through this. Young people who are on the cusp of the YJS have full access to Education Officer time.

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. 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, has liaised with schools and has chaired multi-agency meetings.

One of our key priorities is to ensure children can access a full education timetable. The whole YJS 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. The Education Officers have half termly consultations with all case holding staff to discuss the ETE needs of the children they support. From this, advice is given and cases can be escalated. We also identify all children with SEN and monitor their individual learning plans or EHCPs.

The Education Officers have delivered an input into teams about the key things that children in year 11 are entitled to. They also track the year 11s to ensure they have a post-16 education plan and are supported to transition into post-16 provision. The Education Officers have had Extended School Non-Attendance (ESNA) training this week to unpick the barriers for young people who have not been at school and provide strategies to improve this.

We have revisited our links with other partners such as the AIPS, Attendance Team 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.

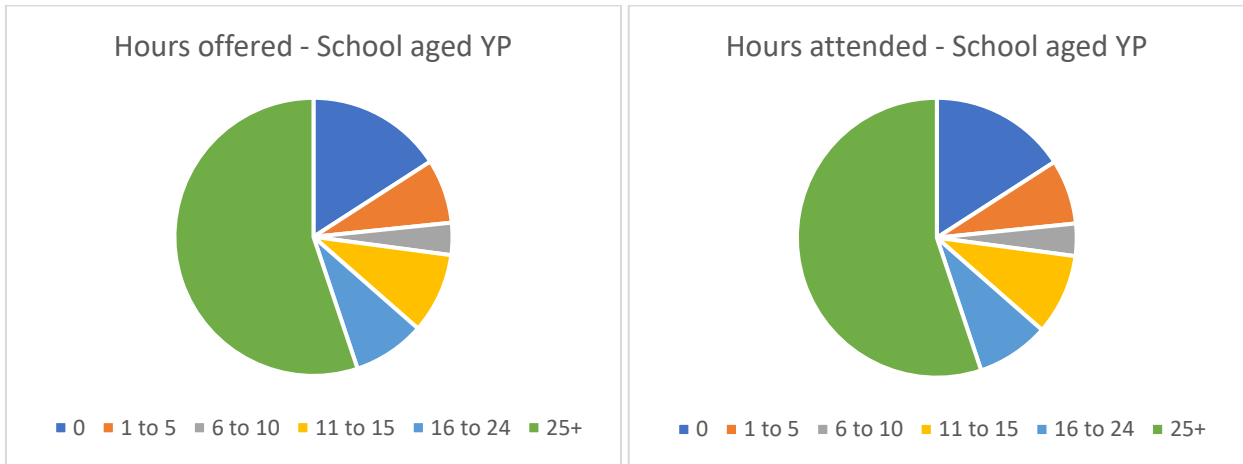
Work is now being undertaken looking at how we can harness information about the suitability of ETE provisions for the new KPIs. As part of that the Virtual School Consultant has developed a lines of enquiry questionnaire to send to schools at the beginning of an intervention to get better quality information. We hope to use this to improve the quality of our ASSET ETE assessment section.

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 and Leeds College of Building to improve access to post-16 opportunities for young people within the YJS. The Education Officers meet the pathways workers regularly to identify NEET young people and offer appointments.

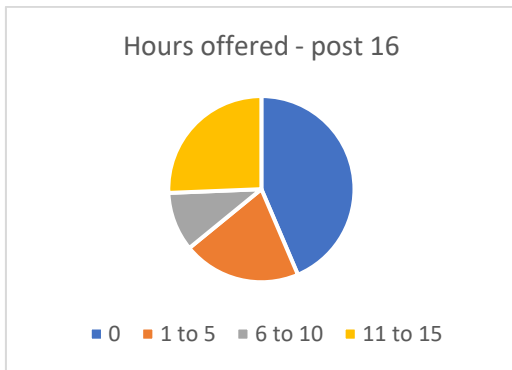
As one of the six priorities in the Youth Justice Plan 2021 – 24, Leeds YJ Partnership Board has examined the barriers to accessing appropriate education, training and employment for children and young people known to Leeds Youth Justice Service and remains committed to improving what is currently a bleak picture. Addressing these issues will require services across education, health and care to work together. There are plans to review the Education Action Plan now that there is a new Service Manager in post and additional Education Officer capacity.

Education, training and employment was a focus of the YJS Partnership Board meeting in November 2022, 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.

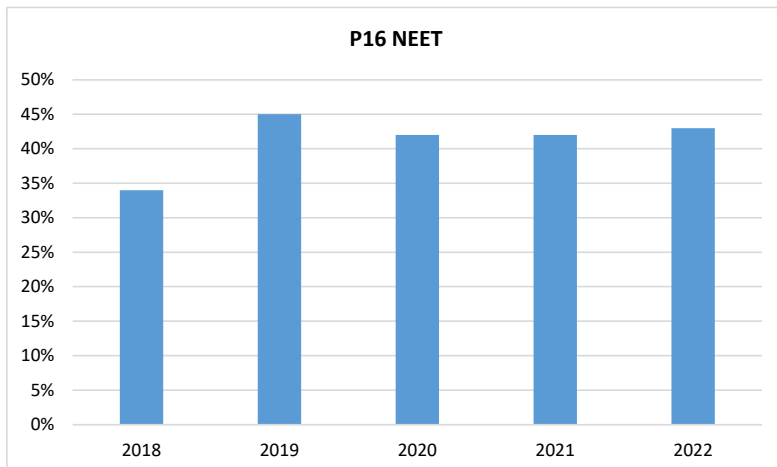
**Hours Offered vs Hours Attended**



These charts show the number of school aged children in Leeds known to the Youth Justice Service 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 2021 (66%). 8% had no hours offered by an establishment, one percentage point higher than last year.



This chart shows the percentage number of young people post 16 on statutory and non-statutory orders by the number of hours offered and engaged in ETE. Sadly, as demonstrated below, the proportion of NEET young people remains high this year with a slight increase from 42% to 43%.



**Hours Offered by Provision Type**

The majority of school aged children open to the YJS are educated at school (60%), and of those in school, 74% are in receipt of the full offer of 25 hours per week. 59% of those in alternative provision types are in receipt of the full offer.

Hours offered by provision type	0	1 to 5	6 to 10	11 to 15	16 to 24	25+
School	2	5	3	2	5	48
Alt. Provision	0	1	2	7	4	20
Custody	1	0	0	0	0	1
None	6	0	0	0	0	0

All those young people, post 16, who were in employment were provided with at least 16 hours per week. 88% of children in further education were being given the full offer.

Hours offered by provision type	0	1 to 5	6 to 15	16+
None	54	0	0	0
Further education	1	0	2	22
School	0	1	0	12
Employment	0	0	0	13
Training	0	0	0	9
Custody	1	0	1	7
Alt. Provision	0	1	1	1

### **Hours Offered by Ethnicity**

For school aged children, numbers in some of the cohorts are small, but as was the case last year, a slightly smaller proportion of children of mixed ethnicity were in receipt of the full offer (63%) than overall. This year, just half of the Black children were in receipt of the full offer. 11% of White children had zero hours offered.

Hours offered by ethnicity	0	1 to 5	6 to 10	11 to 15	16 to 24	25+
Asian	0	0	0	0	0	2
Black	1	0	1	0	1	3
Gypsy/Roma	0	0	0	0	1	2
Mixed	2	0	1	1	0	7
White	6	6	3	8	7	55

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

Hours offered by ethnicity	0	1 to 5	6 to 15	16+
Asian	1	0	0	1
Black	6	0	0	4
Gypsy/Roma	3	0	0	3
Mixed	8	1	1	10
Other	0	0	0	3
White	38	1	3	43

### **Hours Offered by SEN Status**

In the cohort for school aged children there were 40 children flagged as having some SEN (37%) – 23 with an EHCP and a further 17 with some SEN support offered in the school. Similar levels of those with EHCP, in school support and those without SEN identified were in receipt of the full offer. However, 17% of those with an EHCP were not in receipt of any hours, compared with 6% of those with in school SEN support and 6% of those without SEN.

Of the 40 young people with SEN identified, 38 had behavioural, emotional and social difficulties, one on autistic spectrum and one had a moderate learning difficulty.

Hours offered by SEN status	0	1 to 5	6 to 10	11 to 15	16 to 24	25+
Education, Health and Care Plan	4	2	0	2	0	15
In school SEN Support	1	1	1	2	1	11
No SEN	4	3	4	5	8	43

The following shows the young people 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 lowest for those with an EHCP (38%), with 45% of those who had received in school support and 46% of those without SEN now being offered no hours. However, a lower proportion of those with an EHCP had at least 16 hours compared to their peers, with this cohort more likely to be accessing part time provision.

Hours offered by SEN status	0	1 to 5	6 to 15	16+
Education, Health and Care Plan	10	1	3	12
Previous school support	10	0	0	12
No SEN	36	1	1	40

### **Hours Offered by CLA Status**

There were 15 children of school age who were looked after in the cohort (including two with remand status), making up 14% of the overall cohort. Of those, 40% were in receipt of the full offer compared with 68% of their non-CLA counterparts.

Hours offered by CLA status	0	1 to 5	6 to 10	11 to 15	16 to 24	25+
CLA	3	3	1	1	1	6
Non-CLA	6	3	4	8	8	63

There were 26 young people post 16 who were looked after, this included four who were on remand. Of those, 12 (46%) were NEET, compared with 44% of non-CLA young people.

Hours offered by CLA status	0	1 to 5	6 to 15	16+
CLA	12	0	2	12
Non-CLA	44	2	2	52

## *Restorative approaches and victims*

### Restorative Approaches

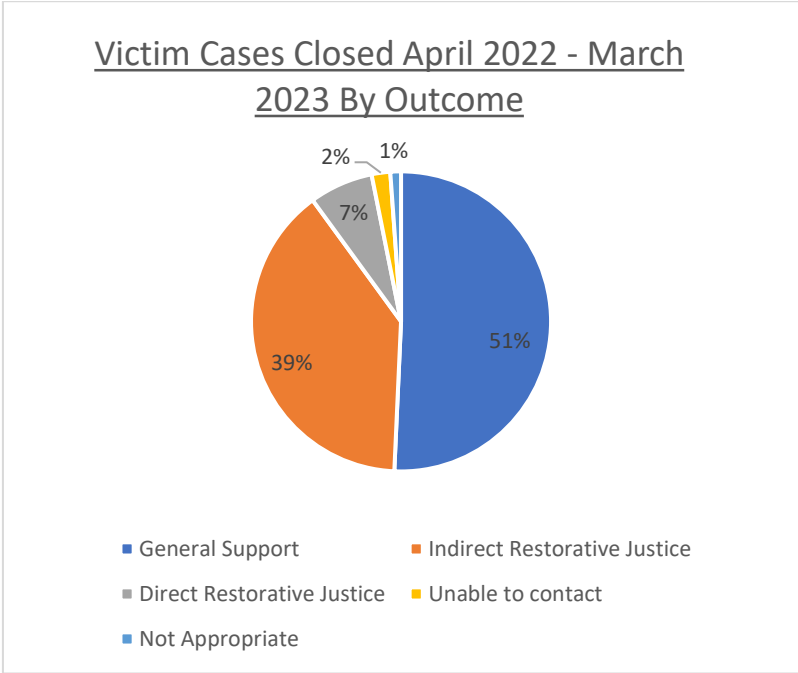
Within the Leeds YJS, restorative approaches underpin practice at all levels. As outlined below victims are at the heart of our approach. Young people are encouraged to 'Make it Right' within all statutory orders, both directly and indirectly, with opportunities to do so tailored to the individual child. However, what has certainly be lost since Covid are the links and relationships between the YJS, communities and third sector organisations, within which many of the indirect opportunities to 'Make it Right' are held. A priority over the forthcoming year will be to develop a renewed focus on this area of work. Drawing on the experiences of both initiatives within Leeds relating to VAWG and another local youth offending service (Bradford YOT Knife-Angel), opportunities to develop creative and innovative responses to serious youth violence will be explored which will potentially create additional 'Making it Right' opportunities for young people.

### Victim work

Leeds YJS have two specialist victim liaison officers who work closely with their case manager colleagues to enable victims to have a meaningful say in work undertaken with children. Victim Liaison Officers 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 victim liaison officers 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 2022 / 23, our victim liaison officers engaged 97% of all identifiable victims of children receiving an intervention from the YJS, maintaining the same high level of performance to last year despite a 30% increase in the number of identifiable victims.

Total	General Support	Indirect Restorative Justice	Direct Restorative Justice	Unable to contact	Not Appropriate
349	177	137	24	7	4



*Serious violence and exploitation*

Exploitation and Risk Outside of the Home

Leeds has a range of services to tackle child exploitation and there have been developments in the model of practice for Contextual Safeguarding, following the Risk Out of the Home (ROTH) pilot that Children’s Services took part in alongside Professor Carlene Firman and the DfE. This work is ongoing to establish a clear pathway in Leeds, however the focus of the work has been on developing a ROTH pathway where there is significant risk of harm, or likely to be significant 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. There is a shift in focus within these meetings to seeing parents as Protective Partners, with parents completing the same report as professionals empowering them to share their worries and concerns for their child, recognising that many of the risks their child faces are out of their control. The Service Manager for the YJS has been heavily involved in this work, and brings to the YJS the opportunity to explore how this work can fit with risk management processes within the YJS in order to align processes and work towards children having ‘one plan.’

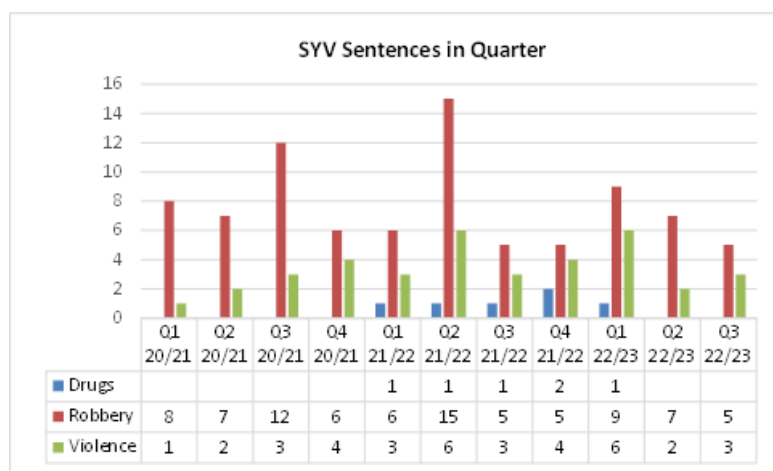
The SAFE project is part of Leeds Children and Family Services and is a multi-disciplinary team which offers support and information to young people who are at risk of or have been sexually or criminally

exploited. The service is delivered in a flexible, timely and when required, intensive way and also provides support and information to parents and siblings.

SAFE leads on the implementation of the MACE model, both Child-Focused and Contextual; Child-Focused MACE meetings run every two weeks, and at 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 runs every four weeks and looks at 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 and the Head of Service for MACE is a member of the YJ Partnership Board.

AssetPlus enables a young person deemed to be vulnerable to CCE to be flagged.

### Serious youth violence & weapons related offending



As highlighted above, the number of serious youth violence sentences remains fairly static following a peak in Q2 2021/22. Despite that the figures remain worryingly high. As demonstrated below there has been a reduction in the total weapons offences compared to the last year, it is likely due to police operations that took place in the city during 2021/22.

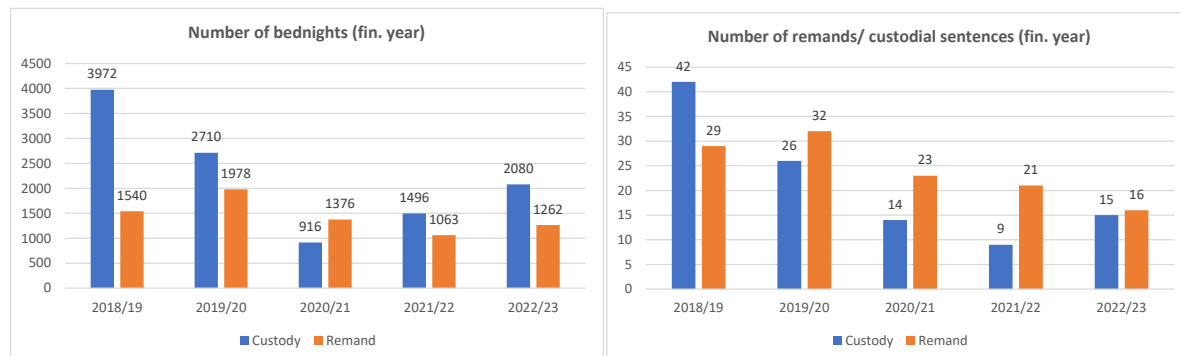
	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23
Total weapons offences	26	19	18	22	10	10	2
- those in school	4	2	5	4	2	0	0

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 2023 has already seen four deaths as a result of serious violence. Once victim was aged 17 and unknown to the YJS, another victim was aged 18 and had previously been supported by the service. These tragedies have significantly impacted on members of staff who had directly worked with one of the victims, as well as sending ripples through the rest of the service. Support is being put in place for staff, however a spotlight has been put on the fragility of many of the young people that we work with and their lives, as well as the need to ensure that the safety of staff remains a focus.

Several young people known to the youth justice service have been the victims of serious youth violence this year, however, few perpetrators have been brought to justice. We work with police, health, social work and placements colleagues to undertake a rapid strategy meeting when a young person known to us is injured in this way to devise a viable safety plan and to assess risk of reprisals. We have also developed local mapping processes to better understand the relationships and allegiances between our young people and ensure their safety when working with us. Lengthy periods of time for some children released under investigation for serious youth violence offences remains a concern, however some work

on this has been completed by police colleagues, via the YJS Partnership Board, to finalise some open investigations dating back to 2018.

### Remands & use of custody



The first chart above shows the number of custodial bed-nights for both remands and sentenced young people in the financial year. The second shows the total number of instances this relates to.

The number of custody bednights and the total number of custodial sentences increased in the year, with the number of custodial episodes increasing from 9 to 15 in the year. This related to 12 young people, with one young person being sentenced to three separate custodial periods within that timeframe.

Although remand numbers decreased from 21 down to 16, the total number of bednights increased. Five remand episodes were over 100 days in total, with one young person on remand for all 365 days in the period.

We have worked hard this year to improve 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. As a result we have had some children who been remanded to the care of the Local Authority where it has initially appeared that they would be remanded into Youth Detention Accommodation. 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 and young people have suitable accommodation on release from custody.

### Constructive resettlement

Leeds is an active partner in the South and West Yorkshire Resettlement Consortium which has been in place since 2014. Its remit is to improve resettlement outcomes for the children in the nine youth offending services in the area. This has included the introduction of resettlement clinics, improved multi-agency partnership work, increased advocacy for the children in custody and an accommodation agreement standard for children. The 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. 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.

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

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 Consortium has recently expanded its remit to not only consider those children who are sentenced, but in 2022 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 2022 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 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. 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.

In 2019, the Consortium was awarded YJB Constructive Resettlement Pathfinder status to support other areas to develop a similar approach. A Pathfinder Co-ordinator was seconded from Leeds YJS to the Consortium to develop training programmes around Constructive Resettlement and Identity Shift. Staff from Leeds YJS were included in training and development opportunities during 2021 and 2022 which were organised by the Consortium. Staff took part in the Phase 1 and 2 training. Phase 1 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 considered how the Constructive Resettlement and Identity Shift principles can be put into practice.

Although the Pathfinder has ended best practice continues to be shared across the Consortium and Leeds YJS is active in both contributing and learning from the shared experiences.

## Standards for children in the Justice system

The last full self assessment of compliance with Standards for Children in Leeds was conducted in 2020. The results from the audits were as follows:

Standard	Strategic self-assessment results	Operational self-assessment results
<b>Standard 1</b> Out of Court disposals	Good	Outstanding
<b>Standard 2</b> At Court	Good	Outstanding
<b>Standard 3</b> In the community (court disposals)	Good	Outstanding
<b>Standard 4</b> In secure settings	Requires improvement	Good
<b>Standard 5</b> On transition and resettlement	Good	Good

The self-assessment revealed a strong overall picture but with some individual areas for improvement. Elements of our Standards for Children action plan from 2020 were disrupted by the pandemic but the following table indicates progress made and ongoing areas for further work.

Area for improvement	Progress since 2020	Next steps
Improve understanding of and engagement with the work of the Service by partner agencies, and achieve speedier sign off on multi-agency policies and procedures	Our YJS Partnership has matured and the Partnership Board has refreshed its membership and ToR. The YJ Plan 2021 – 24 identifies 6 key priorities with lead Board members for each. YJS well represented in key city wide forums focussing on issues such as SYV, CCE, ASB. Much improved partnership working to safeguard young people in the justice system.	Continue to deliver on 6 priorities and associated action plans, using Board and Board leads to improve alignment with other agencies as appropriate.
Panels, plans & reviews need to take place on a more timely basis	This remains a challenging area and some key process continue to take too long, particularly the Youth Panel assessment process. Staffing within the service has been a challenge which has impacted on this.	The roll-out of Outcome 22 will optimise diversion opportunities which should improve timeliness. There is now an Operational Manager dedicated to performance and practice within the service who will be focusing on timeliness in this area.
Improve quality of assessments & risk management processes	There has continued to be a focus on the quality of assessments and management of risk, however due to a turnover of staff there needs to be continued focus in this area to ensure a skilled workforce.	Continued training in this area and ongoing support to embed learning.  Risk management processes will remain under review, with a particular view as to how they

	The risk management process was reviewed in November 2022.	can be aligned with risk management processes within CSWS in relation to ROTH.
Education training and employment processes need to be reviewed and relaunched	Our processes around ETE have been reviewed and relaunched, with an embedded 'graduated approach'. ETE is one of the 6 priorities in the YJ Plan 2021 – 24 and there is an ongoing ETE action plan.	The ETE Action Plan is going to be refreshed now that Education Officer capacity has increased.
Planning processes need to be clearer and links between the plan & the intervention to be improved (including RMP actions)	The risk management process was reviewed in November 2022.  A skills audit of the service was undertaken and has highlighted further areas for workforce development. Which includes this area of practice, particularly given the turnover of staff.	Continued training in this area and ongoing support to embed learning.  Risk management processes will remain under review, with a particular view as to how they can be aligned with risk management processes within CSWS in relation to ROTH.
Evidence around engagement with YP & families in the court needs to improve	There has been continued focus on this area of practice, however the challenge still remains given the court is staffed from three separate YOTs.  Guidance templates have been developed to support court staff in knowing what needs to be captured in their recordings.  Court staff are skilled and knowledgeable and engage young people and their families, however challenges in the courts with regards to how busy it is, and multiple cases being listed at the same time means that meaningful engagement can be difficult at times.	There is a new Operational Manager in the Court Team who has a renewed focus in this area of practice.  There are good relationships with the two other YOTs who support the staffing arrangements.
The young person's time in the secure estate needs to be better evidenced in Childview	The secure estate are now recording reviews on CV, which means that we are able to access information regarding young people whilst they're in custody in a timely way which has aided processes.  Our 'resettlement promise' continues to be in place for every young person following their release.  Leeds CSWS has a social work team within Wetherby YOI which provides opportunity for better multi-agency	The South and West Yorkshire Resettlement Consortium continues to provide support to YOTs across the region with regards to practice in the area. We will continue to seek to develop practice regarding a young person's time within the secure estate, and how that is evidenced.

	working between the YJS and that setting.	
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Within the 2022 YJS Plan Review the plan to undertake a new full Standards for Children audit was outlined to take place in the autumn of that year, however unfortunately that has not taken place as intended. However, the local standards have been refreshed this year, with sessions in team meetings to reinforce expectations. Case managers are also receiving bi-weekly updates on their performance in relation to timeliness of Assetplus assessments and recording of key information. An audit of the National Standards will be undertaken during the year 2023-24.

## 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. 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.

In addition to individual development plans within appraisals, a skills audit was completed with case managers. Children services processes, health needs, resettlement, prevent and harmful sexual behaviour (HSB) were the predominant areas where staff had a lower level of confidence but overall the findings were positive with staff reporting a high level of confidence and knowledge in a wide range of skills. The training needs are being reflected in the training plan and individual appraisals.

Leeds YJS continues to invest in staff progression with three youth justice workers completing the foundation degree in Youth Justice and moving into qualified youth justice officer roles this year. 6 staff have completed the YJEP and managers continue to be supported to attend the level 5 management course through the Association of YOT Managers (AYM). The level 5 youth justice apprenticeship is being explored as an alternative route for staff to become qualified, with the plan being for an initial cohort of apprentices to be established jointly with two other local YOTs, of which three Leeds YJS staff will undertake their qualification via this route.

We continue to work with PATH Yorkshire to give a local person from a Black and Minority Ethnic community the opportunity of a traineeship in the Service. This was recognised as a good practice example by HMIP.

We have continued to offer a good range of training and development opportunities for staff. We benefit from access to an excellent corporate offer, but in addition have managed to commission the following opportunities over the past year, linking in training opportunities jointly with neighbouring YOTs where possible:

- **AIM3 HSB assessment training** has been co-commissioned with West Yorkshire YJSs, in addition staff already trained in AIM3 have been attending required refresher training.
- The Leeds **Prevent** team recently delivered a prevent awareness week, during which YJS staff attended sessions on a variety of subjects.
- **Restorative practice training related to referral orders** was delivered to both volunteers and case managers by Remedi early in 2023, to ensure all staff are fully trained in the delivery model for referral orders.
- Silver Bullet has also delivered **Assetplus training** to new staff, to enable detailed understanding of completion of **quality assessments**.
- **Domestic abuse and young people** training was also delivered in January 2023.

Leeds YJS staff and volunteers continue to benefit from the wider Leeds workforce development offer, which includes a wide range of relevant courses and masterclasses for social work and wider children and family staff, examples of training attended this year are:

- Child exploitation
- Domestic abuse
- Intersectionality
- Trauma informed practice
- Reflective supervision

Practice Forums have also been delivered to the service:

- Education
- MAPPA
- Contingency planning

YJS managers are currently attending mandatory Equality, Diversity and Inclusion (EDI) equality, diversity, and inclusion training and development packages will be available to all appraising managers. The training will equip managers with the skills, tools and confidence to embed LCC values and foster inclusive workplace cultures by challenging discrimination, tackling inappropriate behaviour, building diverse teams, and removing barriers to ensure teams can perform their best.

The YJS continues to contribute trainers to the Safeguarding partnership for delivery of multi-agency safeguarding training.

Volunteers are provided with an initial training offer relevant to their role, either as mentors or panel members. They are also provided with a programme of development, through the council workforce development offer and monthly YJS training sessions on relevant topics.

Moving forward a full service away day is planned for summer which will have a focus on restorative practice and provide a launch for the reinvigorated whole service briefings. This platform will provide opportunity for the whole staff group to regularly come together to learn, and it is the hope that the Youth Justice Partnership Board will attend these briefings in addition to providing opportunities to deliver briefings also, this will enable the key priorities and strategies to thread through the development of the workforce. As an example, increasing the knowledge and skill of the workforce in relation to education under the 3A's strategy and education action plan, informed by key education partners, will join up with the work across the city to improve engagement and inclusion in that area. Trauma informed practice remains a key area for continued workforce development, and all training will be ensured to provide a trauma-informed lens ensuring that the YJS is aligning with the city-wide approach to trauma.

## 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 a sessional worker who combines lived experience of the justice system with huge knowledge of the natural world and practical expertise, young people have had 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 young people's own interests. Young people 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 young people, about the different possibilities and perspectives in life, and the opportunities that young people have *beyond* the YJS.

A recent example of the impact of this work: A young person who had previously been remanded into Youth Detention Accommodation, developed his skills in gardening and has successfully gone on to employment with a gardener. The sessional worker supported him in getting this employment, and ensured that he was supported on a morning in getting to his new job whilst he settled in.

### [Skill Mill](#)

Leeds YOS over the past eight 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 young people 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.

Leeds now runs two cohorts at any one time, one from Technorth and the other operating out of the Youth Justice Centre

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 also worked to establish better link with local communities and organisations to create added value for young people and those communities.

In addition to this the Skill Mill nationally has been awarded £2 Million in central Government funding through the Life Chances Fund. This fund provides social impact bonds providing up front funding through social investors to be paid back by government against agreed targets. This will enable the Skill Mill nationally to expand to more sites but locally in Leeds makes the Skill Mill more financially secure. National expansion will also allow the greater sharing of infrastructure and practice improvement.

### [ROCLA / Preparing for Adulthood Forum](#)

Recognising the longstanding over-representation of children looked after (CLA) in the justice system we have a range of ways to ensure our service is responsive to their individual needs. We have previously seconded an Education Officer to the Virtual School who ensured that all CLA known to the YJS had personal education plans which are up to date. Although they have now permanently moved to the Virtual School, we have maintained strong links and will retain ROCLA within the service. We run a CARE group for young people with experience of both the care and justice systems, with those young people then able to influence practice via contributions to training and able to support other younger people with similar experiences. The Reducing Offending by Children Looked After (ROCLA) multi-agency panel meets bi-monthly to find ways of appropriately diverting young people in the care system away from offending and into positive support services.

The Preparing for Adulthood Forum has been developed jointly between Children's Social Work Service and Adult's Services, and provides a multi-agency forum to discuss vulnerable young people on the cusp of adulthood in order to identify support available to them in that transitional period. This is an invaluable forum for many young people within the YJS. This forum sits under all key priority areas for the YJS, and provides that key focus for some of the most vulnerable children in the city to prevent them from entering the youth justice system.

### [MACE – Child-Focused and Contextual](#)

The multi-agency MACE meetings in Leeds have continued to expand their frequency, with Child-Focused meetings every two weeks and Contextual meetings every four weeks. Both meetings are well attended from a range of agencies who bring practical solutions, innovative ideas and creative responses to concerns regarding exploitation and risk outside of the home. The YJS co-chair both meetings and play an active role within them. This innovative practice provides a trauma-informed lens to risk outside of the home, and creates restorative high support/high challenge solution-focused conversations with both traditional and non-traditional safeguarding partners to effect change both at a child level and systemic level. These forums are linked within the newly developed serious youth violence strategy.

### [Stay on Track](#)

Music is a powerful tool for engagement and one which all our young people are familiar with. With this in mind we developed a music programme which is delivered to young people individually and in groups which gives them 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.

### [ReConnect](#)

The YJS has had a dedicated family group conferencing practitioner for some years, who delivers our 'Reconnect' programme, involving family group conferencing or restorative meetings in order to improve family relationships and positive support networks for young people 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 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.

### [Holocaust Memorial Day](#)

Leeds YJS marks Holocaust Memorial Day each year with a display along the designated theme suggested by the Holocaust Memorial Day Trust. Recent years' themes have been, 'Be the Light in the Darkness' and 'Ordinary People'. The display is designed to inspire YJS young people 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 for several months each year, is suitable for all ages and abilities, and all staff are encouraged to attend and bring their young people to access it.

In addition to the annual display, two Holocaust Awareness sessions have also been created which are designed to help the young people 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.

### [PACT](#)

The PACT (Parents and Children Together) programme is a specialist group-work programme for families where a young person 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 with considerable success.



This year the PACT programme has returned to an in-person delivery model. It has continued to deliver two cohorts per year but has moved to a community venue rather than within a YJS office, which better reflects the proportion of children/families referred by agencies on a prevention basis. 14 Mums have completed the full 12-week programme over these 2 cohorts. Children's engagement with the programme can be more challenging and it has always been emphasised that the parents' engagement has the most important impact on changes within the home, however 2 boys have successfully completed the programme this year. Feedback continues to be positive in helping to build confidence and support to parents, so that they have greater knowledge and skills to improve relationships with their children leading to changes in behaviours. Staffing and co-ordination of PACT has been provided exclusively by the YJs in the last years, alongside support from an experienced volunteer, work is on-going to consider how PACT could be a wider early help programme.

## Evaluation

As above, Leeds YJS were involved in Crest Advisory's study for the Youth Endowment Fund around the impact of violence on young people's lives. The study states that "The deep dive with Leeds YJS aimed to better understand how the various stages of the pandemic impacted the risks faced by young people vulnerable to violence, and how local services adapted to support this cohort." Interviews were conducted with children and practitioners. There were two key findings from the interviews with children:

- *"Digital exclusion, bullying and mental health issues were noted by young people as key reasons for not attending school. The insights we gathered from young people in Leeds found that while not in school their risk of exploitation and offending did in fact increase, raising concerns about whether they were properly safeguarded during this period."*
- *"A relationship-based approach is essential to engage with vulnerable young people. Young people we spoke to described the difference between the approach taken by YJS workers compared to other services. They hailed the willingness of YJS workers to go above and beyond to foster trusting relationships."*

## Service development plan

Our Service Improvement Plan can be found in Appendix 3 below. This plan outlines the key priorities of the service as developed in the Leeds Youth Justice Plan 2021-24, the progress against those priorities, and the plan for service delivery to meet those priorities in the forthcoming year.

### *Serious incidents*

There have been six serious incidents concerning Leeds young people between April 2022 and March 2023, as defined by the YJB's Community Safeguarding and Public Protection Incident reporting procedures. All involved came under the criteria of GBH or wounding with or without intent – section 18/20. Multi-agency learning lessons reviews have been undertaken, with learning shared in the YJS itself, in partner agencies and at the YJS Partnership Board.

We also review the cases of all young people sentenced to or remanded to custody in order to reflect on whether custody was inevitable in the circumstances or whether there was more we could do. The reviews give us an opportunity to identify themes or trends in this cohort to better target our resources, direct our services and train our staff. It continues to be the case that the majority of the cohort are



either clearly victims of or assessed to have been at risk of child criminal exploitation. As with the previous year, the young people concerned have very complex family backgrounds, frequently with parents having significant mental health needs, with young people having experienced loss and abandonment, with abuse and neglect experienced in their early years and with domestic violence prevalent in families. The cohort comprises of boys, with a disproportional number from Black and Minority Ethnic backgrounds. The issues presented are complex and illustrate the importance of needing to continue to strengthen partnerships across sectors, particularly in relation to serious youth violence, to make the difference which is needed.

### *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. A Service Improvement Plan was devised based on HMIP's identified areas for improvement and has been updated annually (see appendix).

In 2021 Leeds YJS was one of a number of YOTs participating in the HMIP's thematic inspection on work with black and mixed heritage boys. For some time prior to this inspection we had identified disproportionalities in the cohort of children within the justice system in Leeds and produced an action plan identifying our ambitions to address racial inequalities and detailing how we plan to achieve them. The plan, which covers organisational culture, examination of data sets, direct work with children and partnerships is the means by which the YJS Partnership Board will deliver its priority around 'identifying and addressing racial inequality in the youth justice system and supporting cultural cohesion'. More detail on this plan can be found in our Youth Justice Plan 2021 – 24.

Verbal feedback from the lead inspector to the YJS Partnership Board was positive about the breadth and scale of the action being taken in Leeds to address disproportionality and to improve staff understanding. The published report identified serious and systemic issues across the country, with racial inequalities within the youth justice system an ongoing and significant concern. The recommendations within the report have provided a helpful further focus and identified a number of opportunities for our local partnership to develop a multi-service response to the issues. We know, for example that we need to engage black and mixed heritage boys at the earliest opportunity to avoid any escalation of offending related risks, which is a consideration for us in targeting our Turnaround work. A workstream has been identified by the LCC Children and Families Equality and Diversity group to further explore the data around mixed heritage children in the city and devise a plan to meet identified need.

Later in May 2023 we will again be visited by HMIP and Ofsted as one of 12 YOTs participating in a thematic inspection of children remanded in youth detention. This inspection comes as a follow-up to the [Review of Custodial Remand for Children](#) which was published by HMIP in 2022 and is one of a number of proposals to enhance oversight, scrutiny and audit of remand decisions and outcomes. Verbal feedback will be provided at the conclusion of the inspection and an inspection report is expected to be published in late 2023 along with an effective practice guide.

## Challenges, risks and issues

### *Serious Youth Violence*

As highlighted above, Serious Youth Violence has been a significant challenge for the city over the past year. There has been a multi-agency focus on the development of the new 'Working Together Model' to put measures in place to be able to identify young people at risk of serious 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 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, particularly those covering the east of the city where there is the highest prevalence of serious youth violence. The links between serious youth violence, exploitation, gang-culture and serious organised crime is evident, and it is the hope that as the new 'Working Together Model' is rolled out that as a city we can become more preventative in our responses, ultimately saving lives.

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 young people and staff. The YJS are part of a wider Leeds City Council working group looking at lone working and safe working practices.

### *Poverty and the cost of living crisis*

The impact of poverty and the cost of living crisis is evident in relation to the young people we work with, their families, to staff, as a service and within the wider council itself. In coming out of the pandemic, the children who have had their lives impacted by poor physical and mental health, as well as the long-term educational impact on children, are now being affected by new challenges that poverty is placing on them and their families. We have seen families having to choose between food and heating over the winter period. Inequalities already existing in our society have been reinforced and will impact on levels of social exclusion, disaffection and crime. Related to this is the impact of rising prices and food and fuel poverty on families which may then be associated with a rise in acquisitive crime and / or a sense of injustice or disempowerment which is likely to impact on health, wellbeing and reduce opportunities. We continue to distribute Fareshare food to those in need and our staff routinely signpost families to specialist support services. We have access to welfare benefits advisors for the families we work with and meet young people in their own communities to reduce or eliminate transport costs. Education, training and employment are critical longer-term answers to poverty and our interventions prioritise this.

The links between poverty and those young people being exploited and/or affiliated with gangs across the city is evident, particularly within the inner east of Leeds, although not exclusively. Exploiters using material possessions, often via social media, is proving to be a pull into the world of drug supply and gangs that unfortunately many of the young people within the YJS are affected by.

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 young people.

### *Public sector finances*

Organisationally, there continues to be ongoing financial pressure on the city council and other public services. Inflation and uncertainty in terms of public sector finances may create additional pressure. At the time of writing, the YJS has yet to receive confirmation of grant for 2023/24 from either the Youth Justice Board or the West Yorkshire Mayor making financial planning difficult. In addition to this, specific grant funds remain subject to annual renewal, meaning funds may reduce or potentially cease altogether. Short-term funding streams are available to the YJS but their time limited nature means it is often difficult to adapt our delivery model and staffing arrangements in the required timescales. We have been lucky to receive funding for Turnaround, however the expediency within which the funding was received has meant that it has been a challenge to recruit to posts and deliver against the mandate .

As part of our strategy to manage risks to future service delivery in an uncertain financial climate, the Youth Justice Service will work together with the city's Youth and Early Help Services to further develop

our approach to youth crime prevention, clarifying pathways and identifying potential synergies, such as with Turnaround. The Safe Project will co-locate at the Youth Justice Centre in the early summer, and it is hoped that this will provide opportunities for enhanced co-working and sharing of resources. We are also working with a wide range of partners to review and improve arrangements for dealing with increased levels of serious youth violence in the city.

As a city we are not alone in these challenges, however what Leeds does have is a strong value-base for working *'with'* which transcends children, families and multi-agency partnerships. There is an appetite across the partnership to innovate and improve the outcomes for children in the city, and a drive from within the service to make a difference and improve outcomes for children and young people.

### Sign off, submission and approval

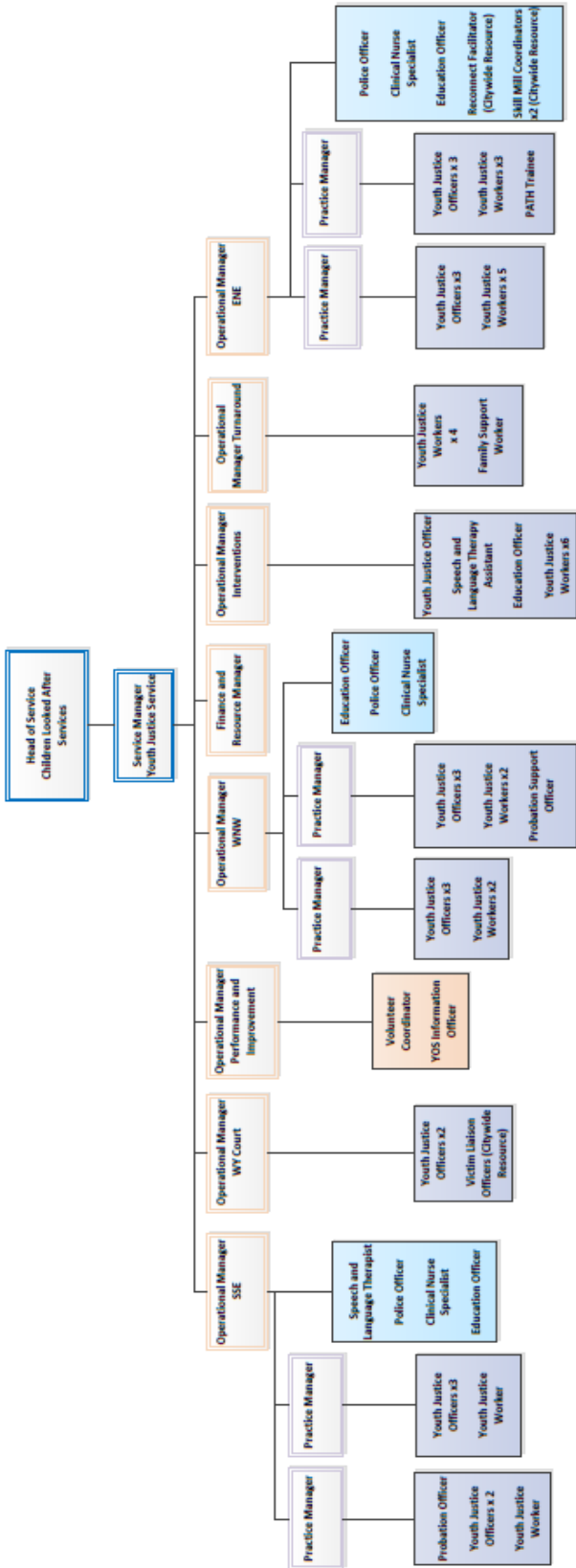
Chair of YJS Board – Julie Longworth	
Signature	
Date	

## Appendix 1 Outline of full board membership, including attendance, job title of the board member and dates of board meetings

Name	Title	Service	19/04/22	10/05/22	25/07/22	08/11/22	07/02/23
Andrea Cowans	Director of Student Life	Student Life	Yes	Yes	Yes	No	Yes
Claire Smith	Head of Service – Safer Neighbourhoods and ASB	LCC	Yes	Representative attended	Representative attended	No	Yes
Cllr David Jenkins	Councillor	LCC	N/A	Yes	Yes	Yes	Yes
Cllr Fiona Venner	Councillor	LCC	Yes	Yes	Yes	No	Yes
Emma Hughes	Service Manager	CAMHS	No	Yes	No	N/A	N/A
Francis N'Jie	Service Manager (Secure Accommodation)	Adel Beck Secure Children's Home	No	Yes	No	Yes	No
Holly Kemp	Performance & Intelligence Support Officer	LCC	Yes	Yes	Yes	No	Yes
Jayne Bathgate-Roche	Operational Lead – Children and Maternity Commissioning Team	NHS	Yes	Yes	No	No	Yes
Joanne Sykes	Resettlement Consortium Manager	SWYRC	No	Yes	No	Yes	Yes
Joedy Greenhough	Performance and Intelligence Manager	LCC	Yes	Yes	No	Yes	Yes
Joel Hanna	Head of Service for Looked After Children	LCC	No	Yes	No	N/A	N/A
John Hazlegreaves	Finance and Resource Manager	Youth Justice Service	Yes	Yes	No	Yes	Yes
Julie Longworth	Deputy Director Children and Families	LCC Chair	Yes	No	Yes	No	Yes
Karen Jessup	Principal Educational Psychologist	LCC	N/A	N/A	Yes	Yes	Yes
Kelly Laycock	VRU	WYP	No	Yes	No	No	Yes
Kelly Newby	Head of Vulnerable Learners	LCC	Yes	N/A	N/A	N/A	N/A
Laura Whitaker	Operations Director	Barca	Yes	Yes	Yes	No	Yes
Rebecca Gilmour	Acting Head of Service	Youth Justice Service	Yes	Yes	Yes	Yes	Yes
Ruth Gilmore	Leeds Court Manager	National Probation Service	No	Yes	No	No	No
Ruth Terry	Chief Officer-Children's Social Work	LCC	Yes	No	No	N/A	N/A
TCI Andy Loftus	T Chief Inspector	WYP	No	Yes	N/A	N/A	N/A

Val Waite	Head of Learning Inclusion	LCC	N/A	Yes	No	No	No
Farah Hussain	Head of Children's Social Work Service	LCC	N/A	N/A	N/A	Yes	Yes
Dan Wood	T Chief Inspector	WYP	N/A	N/A	Yes	Yes	Yes
David Hines	Deputy Head of Leeds probation	National Probation Service	N/A	No	Yes	No	Yes
Victoria Fuggles	Head of Early Help	Youth Offer Lead	Yes	No	No	Yes	No
Helen Burton	YJS Service Delivery Manager	YJS	N/A	N/A	N/A	N/A	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	1	3	9	14	33	1	6	0	0	0	0	8	14	3	2	29	65
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
<b>Total</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>10</b>	<b>23</b>	<b>41</b>	<b>1</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>10</b>	<b>18</b>	<b>4</b>	<b>5</b>	<b>43</b>	<b>84</b>
Welsh Speakers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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	1	14	12	37	1	7	0	0	0	0	72
Fixed-term	0	0	0	0	0	3	0	0	0	0	0	0	3
Outsourced (CASUAL)	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	2	1	0	0	0	0	0	0	3
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	3	0	0	0	0	0	0	0	3
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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>14</b>	<b>17</b>	<b>54</b>	<b>1</b>	<b>8</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>96</b>
Disabled (self-classified)	0	0	0	0	3	1	0	0	0	0	0	0	



## Appendix 4 – Budget costs and contributions

Agency	Staffing costs	Payments in kind	Other delegated funds	Total
Police ~	129,651			129,651
WYCA~	198,092			198,092
Probation ~	87,627		5,000	92,627
Health~	208,932			208,932
Local Authority	1,631,548	784,920	208,203	2,624,671
YJB ~	1,437,192		94,045	1,531,237
Turnaround	333,692		67,066	400,759
<b>Total</b>	<b>4,026,735</b>	<b>784,920</b>	<b>374,314</b>	<b>5,185,969</b>

~ Pending Confirmation of funding for 2023/24

## Appendix 5 – Service Improvement Plan

Key objective (1)	Quality of assessment and planning in out of court disposal work improved	
Supporting / linked objectives	<ul style="list-style-type: none"> <li>• Rigorous and effective management oversight of all cases</li> <li>• Assessment of risk of harm to others analytical and robust, drawing key information together, with the quality of risk planning and reviewing improved</li> </ul>	
Actions 2020	Progress	Status
Training for all staff and managers in assessment and analysis	Recently retired lead inspector from HMIP was commissioned to deliver targeted assessment and analysis training, based on feedback from HMIP. Staff training took place 2 <sup>nd</sup> , 8 <sup>th</sup> , 9 <sup>th</sup> , 10 <sup>th</sup> October and 12 <sup>th</sup> November 2019. Updated staff guidance on planning launched with staff September 2020. Training for new members of staff accessed through West Yorkshire commissioning arrangements.	Closed
Youth Panel assessments (LARPs) gate- kept by managers	All LARPs are now gate-kept by a member of the YJS management team. In addition, the panel chair gives feedback on the quality of the assessment report to the report writer and their manager.	Closed
Develop tracking system to monitor correlation between proposal and outcome at youth panel	Tracking system now in place and monitored in performance improvement meetings.	Closed
Leeds Assessment Review and Plan (LARP) template updated with	LARP template and guidance was updated in September 2019 with input from former lead HMIP inspector and launched to staff in October 2019.	Closed

revised guidance on completion for YJS staff		
Audit of out of court disposal casework	Completed as part of National Standards audit, completed March 2020.	Closed
<b>Additional actions for 2021</b>	<b>Progress</b>	
Ensure learning from thematic inspection on work with black and mixed heritage boys is embedded within the Service	<p>Learning from thematic inspection was discussed in team meetings and the Youth Justice Partnership Board and specific actions embedded within the race and identity action plan 2021. Report on progress on the Race and Identity Action Plan presented to YJS Partnership Board in December 2021.</p> <p>Thematic inspection report published in November 2021. YJS briefing event for all staff in December 2021, covering recommendations of the report and including input from YJS volunteers.</p>	Closed
Regular feedback from Youth Panel chairs about good practice and areas for improvement	This is ongoing.	Closed
Practice forums to be reinstated	<p>There was a delay in instigating the practice forums due to staff sickness and other staff absence and the stretched capacity of the management team in covering case management work during the pandemic period.. A manager was identified to take a lead on practice forums in autumn 2021 and monthly forums have taken place from December 2021 and have been well received.</p> <p>Regular whole-Service events have taken place throughout 2021 with practice improvement themes on education, training and employment, anti-social behaviour, improving links with the Youth Service, resettlement and diversity.</p>	Closed

Embed learning from the West Yorkshire OOCDF Pathfinder	Pathfinder now established, with ToR agreed and project plan in place. Leeds Service Manager on the steering group.	Ongoing
<b>Additional actions for 2022</b>	<b>May 2022 review</b>	
Improve consistency of induction processes for young people across the Service	<p>Induction processes have been reviewed and relaunched with staff at a practice forum in January 2022. Evidence that induction processes have been followed will be checked by audit later in the year.</p> <p><b>Update May 2023:</b></p> <p>Practice managers have dip sampled cases for completion of induction processes. Some inconsistency was still present and further review of induction processes has taken place in team meetings. Case managers now receive fortnightly reports on missing information, which includes key data which would be identified through induction as reminder for forms to be completed.</p>	Ongoing
Improve confidence of staff to write analytical reports and to link their work to research	<p>Training was commissioned from Prof David Shemmings for YJ staff on writing analytical reports and linking theory to practice which took place in April 2022 and was well received. This will be built on through one to one and gatekeeping processes.</p> <p><b>Update May 2023:</b></p> <p>Report templates have been updated to enable staff to be more analytical in their reports, linking theory to practice, building on the guidance of Prof. David Shemmings. All reports continue to be quality assured.</p>	Closed
Further develop screening of young people referred to Youth Panel to maximise opportunities for appropriate diversion	<p>This will form a key part of the OOCDF Child-First pathfinder arrangements, to be launched in Leeds later in 2022.</p> <p><b>May 2023 Update</b></p> <p>Outcome 22 has been established within Bradford with plans to roll-out across West Yorkshire early Summer.</p>	Ongoing
<b>Additional actions for 2023</b>	<b>May 2023 review</b>	

An improvement in the quality of assessments.	This will be achieved through the development of the Practice Manager role to enable the coaching and mentoring of staff. This will be measured through QA of assessments through auditing.	
Additional opportunities offering children the 'Chance to Change' through Outcome 22 to be identified reducing the number of FTEs to the justice system	Outcome 22 to be rolled out late Spring 2023.	

<b>Key objective (2)</b>	<b>Rigorous and effective management oversight of all cases</b>	
<b>Supporting / linked objectives</b>	<ul style="list-style-type: none"> <li>• Quality of assessment and planning in out of court disposal work improved</li> <li>• Assessment of risk of harm to others analytical and robust, drawing key information together, with the quality of risk planning and reviewing improved</li> </ul>	
<b>Actions 2020</b>	<b>Progress</b>	<b>Status</b>
Sample of out of court disposal outcomes, LARPs and police information subject to monthly scrutiny by YJS and police managers	Monthly scrutiny sessions took place until the Covid lockdown in spring 2020. Since then, panel recommendations which are outside of standard policy are referred to police inspector to oversee. Controversial outcomes are discussed with O OCD Pathfinder lead. Leeds continues to be represented at the West Yorkshire Out of Court Disposal Scrutiny panel.	Closed
Recruit additional practice manager to add to management team capacity	With one of our practice managers taking early retirement, our practice manager team has reduced to five individuals (4.6 FTEs). A review in 2022 has included a decision to increase this number back to 6.	Closed

Training for all managers with a focus on improving quality and impact of management oversight	Management oversight training commissioned and delivered by recently retired lead inspector from HMIP in January 2020.	Closed
All LARPs gate kept by YJS manager before being submitted	Gatekeeping system now in place	Closed
External audit of out of court disposal cases will include audit of management oversight processes	Completed as part of National Standards audit in March 2020.	Closed
<b>Additional actions in 2021</b>		
Develop a service-wide approach to gatekeeping practice	Dedicated managers meeting in June 2021. Practice managers meetings increased to weekly and include reviewing individual pieces of practice to increase levels of consistency. Feedback from panel chairs aids consistency of approach.	Closed
Improve support for practice managers as a group	Two operational managers now working alongside PM group to develop more consistent approaches and peer support. Practice managers now meeting on a weekly basis	Closed
Develop reporting tool for individual practitioners to monitor their own performance in key areas of practice	Following the Childview update, the reporting tool is now in the process of development and should be available to staff in the summer of 2022.	Closed
<b>Additional actions in 2022</b>		
	<b>May 2022 review</b>	
Managers undertaking structured observations of practitioners and providing written feedback	Observation processes have been trialled and welcomed by practitioners and managers. Process will be delivered at greater scale in second part of 2022  <b>May 2023 Update</b>	Ongoing

	Observations are not being undertaken consistently across the service, the service's QA framework needs reviewing and aligning with CSWS. Observations will be linked into the personal development plans of staff and their appraisals.	
Improved systems around timeliness for youth panels and referral order panels.	Initial referral order panels are now taking place in person. Timeliness continues to be tracked in monthly performance improvement meetings. Improved screening of lower end young people to avoid unnecessary criminalisation identified as key to improving timeliness of Youth Panel processes, since existing systems are very labour intensive.  <b>May 2023 Update</b>  Timeliness for panels remains a challenge. Referral order administrative functions are being reviewed due to a change of staffing, and processes will be streamlined.	Ongoing
Managers undertaking interactive learning audits with staff to improve development of practice	Interactive learning audits are now being undertaken with staff.  <b>May 2023 Update</b>  Audits are not being undertaken consistently across the service, the service's QA framework needs reviewing and aligning with CSWS.	Ongoing
Review Service structures, including jobspecs and grading of practice managers.	This is an ongoing piece of work. Recruitment of an additional practice manager is ongoing.	Closed
<b>Additional actions in 2023</b>	<b>May 2023 review</b>	
Greater senior management oversight of performance	This will be achieved through the development of monthly reporting which will include reporting-up mechanism, pairing performance data alongside a narrative highlighting the story behind the data, akin to the Doing the Simple Things Well process in CSWS.	

<b>Key objective (3)</b>	<b>Assessment of risk of serious harm to others is analytical and robust, drawing key information together, with the quality of risk planning and reviewing improved</b>		
<b>Supporting / linked objectives</b>	<ul style="list-style-type: none"> <li>• Quality of assessment and planning in out of court disposal work improved</li> <li>• Rigorous and effective management oversight of all cases</li> <li>• Reduced barriers to delivering safeguarding and educational services to children and young people in the justice system</li> </ul>		
<b>Actions 2020</b>	<b>Progress</b>	<b>Status</b>	
Training for all YJS staff on quality of risk assessment, planning and reviewing	Following the training delivered by former HMIP inspector, all practitioners and managers attended in depth Assetplus assessment training delivered by externally commissioned training provider in May/June 2020. Top up training for practitioners and managers focussing on risk management has been commissioned for late 2021.	Closed	
Embed formulation as a mechanism to analyse risk and to draw key information together	Embedded CAMHS nurses delivering formulation for high risk and 'stuck' cases. Key practitioners have attended ReThink sessions and facilitation training. Formulation principles now routinely used within the Service. Scale of formulation meetings increasing.	Closed	
Review of risk management panel system	New risk panel system, based on Sheffield's MARP arrangements, has now been introduced.	Closed	



Review and revise risk panel policy and paperwork	YJS risk management policy reviewed and updated in December 2019 and subsequently reviewed in October 2021. Guidance to staff on risk management panel process provided to staff in summer 2020 and updated in October 2021.	Closed
Refresher training for YJS staff and managers on completion of Assetplus assessment tool	Training completed by all managers and practitioners by June 2020.	Closed
External audit of risk management in of statutory cases	Completed as part of National Standards audit.	Closed
<b>Additional actions in 2021</b>		
Commission further refresher training on risk of serious harm	Refresher training to improvement risk sections in Assetplus commissioned for December / January 2021/22.  Further training has been commissioned for youth justice practitioners on using evidence, research, and developing analytical skills for April 2022.	Closed
Review risk panel system to ensure it is fully sustainable and value for time invested	Review was completed in October 2021. Changes in process have been welcomed.	Closed
Risk panel chairs to feed back to practitioners and PMs to celebrate good practice and to aid learning and improvement	This routinely happens.	Closed
YJS Service manager to attend the risk panels for 'cases of concern'.	Cases of concern list reviewed monthly at performance improvement meeting. Service manager now routinely attends and contributes to meetings and can escalate issues if necessary.	Closed
<b>Additional actions in 2022</b>	<b>May 2022 review</b>	

Further develop mapping processes around gang involvement to inform risk planning	<p>Teams are working with the seconded police officers to map incidents, relationships and groups of young people, with information being shared across the Service. Developing arrangements around the management of serious youth violence in the city should help this move to a new level.</p> <p><b>May 2023 Update</b></p> <p>This works well within the East of the city, and will feed into the 'Working Together Model' that has been developed in response to serious youth violence. The model needs to be rolled out to other areas of the city to ensure consistency.</p>	Ongoing
Dedicated YJ Partnership Board meeting to focus on young people assessed as high ROSH, with additional data analysis of this cohort	Dedicated meeting on 10 <sup>th</sup> May.	Closed
Commission training for youth justice practitioners on using evidence, research, and developing analytical skills for April 2022.	Training was commissioned from Prof David Shemmings for YJ staff on writing analytical reports and linking theory to practice which took place in April 2022 and was well received. This will be built on through one to one and gatekeeping processes.	Closed
<b>Additional actions in 2023</b>	<b>May 2023 review</b>	
Risk management policies are to be clear, and align with cross-council risk processes, such as ROTH, VRMPs and serious youth violence, with an aim for there to be 'one plan' for a child.	This will be achieved through reviewing the risk management policy and the ToR for risk management planning meetings jointly with CSWS and Safer, Stronger Communities	
There will be multi-agency assessment and planning of risk for children on remand/sentenced to secure settings, which takes into account risks relating to serious violence, gang affiliation and risks upon release.	This will be achieved through a joint review of risk management in relation risk outside of the home (which includes risk within secure settings) between YJS and CSWS, and the development of practice guidance in that regard.	

<b>Key objective (4)</b>	<b>Reduced barriers to delivering safeguarding and educational services for children and young people in the justice system</b>		
<b>Supporting / linked objectives</b>	<ul style="list-style-type: none"> <li>Youth Justice Partnership have clear overview of practice</li> </ul>		
<b>Actions 2020</b>	<b>Progress</b>		<b>Status</b>
Proactive use of LSCP's escalation processes	Conversations ongoing between YJS and external partners to ensure appropriate support is in place for individual young people. Formulation and revised risk panel system provide forums for joint planning and decision making and now attended by CSWS / Early Help. Graduated approach devised to target education officer and educational psychologist support to the right young people and challenge to schools where appropriate.		Closed
CSWS representative on Leeds Youth Panel	Manager from Early Help now routinely attends Leeds Youth Panel.		Closed
Monthly multi-agency meetings to address barriers for children missing out on education, with tracking of cases needing to be escalated	YJS education officers, specialist Virtual School officer and seconded educational psychologist meet weekly to track cases needing to be escalated and to address barriers for children missing out on education.		Closed
Management audit on young people with SEND	Audit completed in November and December 2019.		Closed

Themed YJS Partnership meeting to focus on reducing barriers to educational services for children and young people in the justice system.	Themed discussion took place in two partnership meetings in July 2020 and October 2020.  Senior managers from YJS, Virtual School, Educational Psychology Service and Vulnerable Learners continue to meet to discuss barriers to educational services for children the justice system.	Closed
<b>Additional actions in 2021</b>		
Undertake 'deep dive' into the educational histories of a cohort of young people and share the findings.	This exercise proved to be more complex than anticipated with historical information not always available or accessible. Learning from this exercise integrated into report on ETE submitted to YJS Partnership in December 2021.	Closed
Review the potential for alignment between VRMP and RMP processes	Review has taken place and concluded that the two processes serve different functions and in most circumstances need to remain separate. VRMP processes currently being reviewed and YJS will feed in to that process to try to improve alignment.	Closed
Separate ETE action plan developed	Plan has been completed and circulated to YJS staff, with 'plan on a page' specifically designed for YJS practitioners. Plan available to the YJS Partnership Board ETE themed meeting in December 2021.	Closed
<b>Additional actions in 2022</b>		
See separate <a href="#">Education Action Plan</a>	Review of the action plan took place in May 2022.	Closed
Violence and Vulnerability Unit are commissioned to develop SYV strategy for the city, which should improve prevention and safeguarding services for young people at risk of involvement in gangs and serious organised crime.	Ongoing work to shape multi-agency systems and governance arrangements regarding this agenda.  <b>May 2023 Update</b>  This work has been led by Safer, Stronger Communities. The YJS has been part of the development of this strategy. The 'Working Together Model' is in the process of being rolled out.	Closed

Improved offer for young people subject to first time community resolutions	This will form part of the new arrangements across West Yorkshire coming from the Child-First OOCDF pathfinder.	Closed
Second youth justice officer to Stephen Longfellow Academy as part of AP taskforce to support young people most at risk of exploitation by gangs and involvement in violence.	Secondment ongoing and feedback is excellent.	Closed
<b>Additional actions in 2023</b>	<b>May 2023 review</b>	
The numbers of children receiving a full-time offer of ETE will improve for both school-aged children and post-16 at a provision that meets their needs.	This will be achieved by refreshing the ETE Action plan to focus on this area. Improvement will be measured through quantitative data regarding the education offer, and through the KPIs.	
Every child within the YJS will have a suitable education offer that meets their needs	This will be achieved through the Education Screening Tool being undertaken by an Education Officer for every child already open to the YJS, and going forward at the outset of interventions, so that any identified actions to improve the education offer for individual children can be undertaken. Improvement will be measured through the KPIs.	

<b>Key objective (5)</b>	<b>Youth Justice Partnership have clear overview of practice</b>		
<b>Supporting / linked objectives</b>	<ul style="list-style-type: none"> <li>Improved attendance at Youth Justice Partnership meetings</li> </ul>		
<b>Actions 2020</b>	<b>Progress</b>	<b>Status</b>	

Quarterly reporting to the YJS Partnership of progress against actions and outcomes in relation to this action plan	Completed.	Closed
Partnership overview of National Standards Audit self-assessment	Named Partnership members led on individual National Standards audit themes, alongside lead manager from YJS.	Closed
Themed sections of YJS Partnership meetings to include attendance by relevant YJS staff and lead YJS manager	Themes adopted in 2020-21 were education, governance, racial disproportionality and Covid 19 arrangements. Meetings now scheduled for 3 hours to allow more discussion. The YJS Plan 2021 – 24 has identified 6 key priorities which will form the themes for future Partnership meetings.	Closed
Review Partnership terms of reference	The review of Partnership Terms of Reference took place January 2020. A further Partnership Board workshop March 2021 reviewed the vision, practice and cross over with other Board arrangements	Closed
Review performance information provided to YJS Partnership meetings	This was reviewed as part of TOR review on January 2020.	Closed
<b>Additional actions in 2021</b>		
Hold a Partnership Board workshop to improve effectiveness and review processes	Workshop took place 23 <sup>rd</sup> March 2021	Closed
Review performance data submitted to the Board	New overview report format presented to the Board meeting in July 2021. In depth data report focussing on one of the key priorities has been provided for each Partnership Board meeting.	Closed

Lead members of Partnership Board for each of the 6 identified priority areas	Partnership Board leads have now been identified	Closed
Partnership Board members to lead on themed sessions with YJS staff to build interagency understanding on an issue	Themed all-YJS sessions have taken place and led by Partnership Board members on anti-social behaviour, closer working between YJS and Youth Service, safeguarding practices and developments in children's social work services, and working with vulnerable learners.	Closed
Chair of YJS Partnership and Lead Member for Children's Services to gain better understanding of key YJS processes	Chair of YJ Partnership Board and lead member for Children's Services have shadowed risk panel and youth panel. Chair of YJ Partnership Board has chaired series of multi-agency reviews of casework with black and mixed heritage boys. A visit to the Youth Justice Centre to look at the garden work undertaken by young people, meet Skill Mill young people and meet members of staff has also taken place.	Closed
<b>Additional actions for 2022</b>	<b>May 2022 review</b>	
Hold a Partnership Board workshop to review terms of reference in the light of updated YJB guidance published in December 2021	Workshop took place in April 2022 and updated ToR agreed at Board meeting on 10.5.22	Closed
Focus on one of the 6 priorities in the youth justice plan at each Partnership Board meeting, supported by a deep dive into the data	Themed meetings are ongoing, focussing on one of the 6 key priorities in the Youth Justice Plan.	Ongoing
Provide insight into practice at each Partnership Board meeting via relevant case study or review, or contribution by practitioner/s or young person.	This has been achieved and is ongoing.	Closed
<b>Additional actions for 2023</b>	<b>May 2023 review</b>	

The Youth Justice Partnership Board will develop their vision for the YJS	A visioning workshop/development workshop will be held with the YJ Partnership Board.	
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<b>Key objective (5)</b>	<b>Improved attendance at YJS Partnership meetings</b>		
<b>Supporting / linked objectives</b>	<ul style="list-style-type: none"> <li>YJS Partnership have a clear overview of practice</li> </ul>		
<b>Actions 2020</b>	<b>Progress</b>	<b>Status</b>	
Register kept and reported upon	Partners not attending / sending deputies have been individually contacted to encourage future attendance. See appendix 1 for more information.	Closed	
Partnership membership to be reviewed on an annual basis	Took place January 2020 and further reviewed at Partnership Board workshop March 2021	Closed	
<b>Actions 2022</b>	<b>May 2022 review</b>		
Review ToR and attendance for the Board and contact individual agencies around seniority and consistency of representation as necessary	ToR reviewed at Board workshop in April 2022 and agreed at Board meeting on 10.5.22. Letters written to identified partners May 2022. Attendance continuing to be tracked.	Closed	



Actions 2023	May 2023 review	
Membership of the Youth Justice Partnership Board will be reviewed to ensure that there is key membership and accountability which aligns itself to the KPIs.	HMCTs and Forward Leeds have been identified as key missing partners.	

## Youth justice terms

<b>ACE</b>	Adverse childhood experience. Events in the child's life that can have negative, long lasting impact on the child's health, and life choices
<b>AIM 2 and 3</b>	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
<b>ASB</b>	Anti social behaviour
<b>AssetPlus</b>	Assessment tool to be used for children who have been involved in offending behaviour
<b>CAMHS</b>	Child and adolescent mental health services
<b>CCE</b>	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
<b>Children</b>	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.
<b>Child First</b>	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
<b>Child looked-after</b>	Child Looked After, where a child is looked after by the local authority
<b>CME</b>	Child Missing Education
<b>Constructive resettlement</b>	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
<b>Contextual safeguarding</b>	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
<b>Community resolution</b>	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt

<b>EHCP</b>	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
<b>ETE</b>	Education, training or employment
<b>EHE</b>	Electively home educated, children who are formally recorded as being educated at home and do not attend school
<b>EOTAS</b>	Education other than at school, children who receive their education away from a mainstream school setting
<b>FTE</b>	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
<b>HMIP</b>	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
<b>HSB</b>	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
<b>JAC</b>	Junior Attendance Centre
<b>MAPPA</b>	Multi agency public protection arrangements
<b>MFH</b>	Missing from Home
<b>NRM</b>	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
<b>OOCD</b>	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
<b>Outcome 22/21</b>	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
<b>Over-represented children</b>	Appearing in higher numbers than the local or national average
<b>RHI</b>	Return home Interviews. These are interviews completed after a child has been reported missing
<b>ROTH</b>	Risk Outside of the Home
<b>SLCN</b>	Speech, Language and communication needs

<b>STC</b>	Secure training centre
<b>SCH</b>	Secure children's home
<b>Young adult</b>	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.
<b>YJS</b>	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
<b>YOI</b>	Young offender institution