



Leeds Youth Justice Service

YOUTH JUSTICE PLAN 2021 – 24	Page
1. Introduction	3
2. Values and vision	3
3. Governance, leadership and partnership arrangements	6
4. Resources and services	7
5. Performance and priorities	8
6. Workforce profile, learning and development needs	22
7. Response to the pandemic and recovery from COVID -19	24
8. Challenges and risks	26
9. Service improvement plan	28
10. Appendix 1: Race and Identity Action Plan	36

Chair's forward

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

This plan sets out our ambitions and priorities for the next three years, including arrangements to ensure that we continue to deliver our successful Youth Justice Partnership in the city to achieve improved outcomes for children.

At the time of setting out our plan, there has been a strengthening of our partnership with services working effectively together in unprecedented times, rising to the challenges posed by the global pandemic to ensure that we continue to maximise resources and support our children, young people, families and communities.

The Leeds Youth Justice Service Partnership Board is a strong and broad collaboration of statutory, third sector and elected members. We will ensure that our approach to young people who offend is driven by child-first principles, restorative practice and on our ambition for Leeds to be a truly Child Friendly City. Our plan demonstrates ambitious expectations for the way children should be treated and supported when they come into contact with the justice system, our absolute focus on early intervention and prevention and how our partnerships has the strength and depth to deliver on our priorities.



Julie Longworth
Deputy Director
Leeds Children and Families

1. Introduction

Leeds Youth Justice Service (YJS), provides the functions of the statutory Youth Offending Team as set out in the Crime and Disorder Act 1998. We aim to be an excellent, innovative, learning organisation that achieves the best outcomes for the children, young people, families and carers with whom it works and which develops and supports its staff to provide an outstanding service.

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 Her Majesty's Probation Services, West Yorkshire Police, Health Services, the Voluntary Sector and the Local Authority Children's Services. We aim to achieve this through the delivery of integrated 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. Young people will be supported to reintegrate into their local communities and to engage in positive activities. We are committed to a 'Think Family' approach and to working 'with' young people alongside their families in order to achieve the very best results.

Our Youth Justice Plan in Leeds is complemented by, and contributes to, a number of key partnership strategies in the city, including the Children and Young People's Plan, the Best Council Plan, the Leeds Safer, Stronger Communities Strategy, the West Yorkshire Police and Crime Plan, the Health and Wellbeing Strategy and the Future in Mind Strategy.

This Youth Justice Plan provides the detail as to how Leeds Youth Justice Service (YJS) Partnership Board intends to deliver services to improve outcomes for young people, families and communities over the next three years. Our last Youth Justice Plan covered the period April 2019 – April 2020. Preparation of the new plan covering April 2020 to April 2021 was overtaken by the Covid 19 pandemic. In 2020, instead of the traditional youth justice plan format, the Youth Justice Board (YJB) required the submission of a Covid Recovery Plan, which detailed the challenges for Leeds Youth Justice Service posed by the pandemic and the steps taken to address those challenges.

At the time of publishing this plan, 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 overall we required improvement and since then the service have undertaken all necessary actions to address the recommendations set out in the inspection report. A summary is available on p28.

2. Values and vision

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 Youth People's Plan, focussing in particular on improvement 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 YJS continues to work with partners to ensure that we provide a high quality service to young people and communities and maintain the levels of supervision, risk management and safeguarding

which will protect the public and support young people to stop offending. We work to the priorities of the West Yorkshire Police and Crime Plan in respect of victims, restorative justice and reducing reoffending. We have liaised closely with the Police Crime Commissioner and will work hard to form a positive and productive partnership with the Office of the West Yorkshire Mayor around priority areas and work streams. Our work is informed by the profile of Leeds as detailed in the Safer Leeds Joint Strategic Needs Assessment and this plan is aligned with the priorities of the Safer, Stronger Communities Plan.

We have developed an explicit value set aligned with restorative practice which we share with children and their families as well as partners to describe the principles by which we work:

Child-centred

Leeds has a vision and ambition to be a child friendly city; a city where all children and young people are happy, safe, healthy, do well in learning, have voice and influence and are active citizens. This means that young people who face disadvantage and who are involved in or at risk of offending have a right to expect us all to address their needs and give them voice and choice.

We seek to maximise the potential of every child and young person involved with our service, encouraging desistance from crime and positive life choices. We recognise that our child-friendly ambitions are particularly important in the transition to adult services.

We believe that young people in the youth justice system are children first and offenders second. None of them should be deemed beyond help or without capacity to change, regardless of offence or risk profile. Custody should be reserved for children and young people whose offending is so serious that no other sentence can be justified. We know that well-resourced, well-structured programmes of supervision and support combined with practical advice delivered in the community by committed, caring and competent staff can bring down the rate of offending and repair the damage done by crime in a way which custodial sentences cannot.

Safe

Public safety is the principle aim of the work we do. We will work with others to protect victims and reduce the likelihood of future victims of crime. We will keep the victim's voice clear in the work we do with young people.

We recognise that young people themselves are frequently victims of crime and often experience neglect, trauma and abuse. We will do all we can to make our service an emotionally and physically safe place where young people can begin to heal and thrive.

Relationship based

Trusting, respectful, sensitive relationships are needed to underpin engagement with young people and families in order to achieve the best outcomes for them. We will employ staff who genuinely care about and like the young people they work with, whilst being able to appropriately challenge some of the decisions they make. We will invest in our relationships with young people, their families, carers and each other and take responsibility for nurturing healthy and effective interactions at all levels.

Our approach and our relationships are underpinned by restorative principles. We will always work 'WITH' – creating a context of high support and high challenge with children, young people families, carers and each other. This means we will ensure children, young people, families and carers are as fully informed as possible and are involved in decisions that concern them, fostering resilience and independence.

Fair

We endorse the Leeds City Council's values of being open, honest and trusted and treating people fairly. Our staff will champion these values in their interactions with others.

Many of the children and young people in the youth justice system are amongst the most vulnerable in the city, experiencing multiple trauma, victimisation and disadvantage. Many have learning or communication difficulties and a disproportional number are care experienced. We will challenge discrimination and be advocates for our young people, to ensure the best possible outcomes. We embrace diversity and believe that difference and diversity within our workforce strengthens the work we do and the influence we have.

We accept our obligation as a public service to 'explain or reform' if there are differentials in outcomes or processes for specific groups of young people. We will cast a critical eye over our data and be open about what we find.

We will work to maximise restorative outcomes for victims and encourage young people to repair the harm they have caused. We will offer victims a voice when decisions are made.

Working together

A youth justice service alone is often not enough to stop young people offending. We will work in partnership with families, communities and other services to enhance the life chances of young people. We recognise that family networks can be vital in supporting young people to make positive choices and will work to utilise these networks where possible and appropriate.

We will co-ordinate our work with partners, sharing information appropriately and effectively to avoid duplication and ensure a seamless service to young people that is fit for purpose.

Giving support at the right time

We believe that, wherever possible, minor crimes should be dealt with outside the formal youth justice system and when a criminal justice response is required, children and young people should be dealt with at the lowest possible tier. This will reduce the number of potential victims of crime and promote the confidence and safety of our local communities.

We support Leeds' ambition to engage young people, families and carers in appropriate and effective support early in the life of a problem and be persistent in our approach when needed. Intervening early will help prevent problems escalating.

Effective

Leeds Youth Justice Service is committed to innovative and effective practice, which is evidence-based and anti-discriminatory. Our focus on outcomes will help us ensure we are making a positive difference. Strengths based approaches value the capacity, skills, knowledge, connections and potential in individuals and communities. Our interventions with children, young people, families and carers will be effective because they build on strengths and celebrate successes.

Listening to young people, understanding their experiences, treating them as individuals and finding ways to inspire and motivate them is what changes lives. We have a range of formal and informal ways of getting feedback about our Service and finding out about what young people need, from surveys and feedback questionnaires to themed focus groups and discussions. Put simply, we have learnt that it is trusted relationships which matter to young people. They tell us they need understanding, reliability, practical help and compassion. When our staff spend the time to get to know young people and their families and what matters to them, when they do what they say, when they nurture the best in people and address the barriers which face them, this can be transformational.

"You do great work, don't ever forget that. You helped us all tremendously and I will never forget you." **Victim feedback**

"I can't thank you enough for what you have done. Although we aren't in a place I still wanted us, we are in a place that is a little less chaotic. You are the only professional that has been consistent and not given up on (my son)". **Parent feedback**

"I feel very supported by the YJS staff who have helped me turn my life around. I have been supported through a difficult period in my life and the emotional support and guidance has been immeasurable. It has taught me to reflect and make better decisions." **Young person's feedback**

"My worker treats me with respect as I do her. I can trust her and I know that if I was in any trouble I could confide in her." **Young person's feedback**

"My worker is a 10 out of 10 for how he has helped me, he has kept me out of jail and helped me move away from Leeds and feel safe." **Young person's feedback**

"My YJS worker is an absolute star" **Young person's feedback**

Over the next three years Leeds YJS will need to continue to be responsive, creative and adaptable in order to meet the considerable challenges ahead. We know that inequalities within our city are profound and that the pandemic will have impacted on the life chances of many of our young people. In times like this our values are more importance to us than ever, indicating as they do our commitment to ensuring Leeds is a Child Friendly City for all its young people.

3. Governance, leadership and partnership arrangements

Governance arrangements for the YJS are provided through our Youth Justice Service Partnership Board which is chaired by the Deputy 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.

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 and more detailed analysis of problem profiles where appropriate. 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).

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 Liaison and Diversion Board and the Safer Leeds Executive; reports are provided to all Boards in relation to cross cutting safeguarding and youth crime related issues.

The YJS is represented on the thematic delivery groups for integrated offender management, alcohol and substance misuse and reducing re-offending. We have contributed to the Safer Leeds strategic

needs assessment and the partnership has supported additional resources to further improve services around anti-social behaviour, exploitation, domestic violence and victim work. The YJS has maintained a good relationship with adult justice colleagues and meets regularly with colleagues from HM Probation Services around the transition of young people to adult services.

The YJS is represented within the Local Criminal Justice Board (LCJB) for West Yorkshire and sub-regional management arrangements exist to enable county YJS managers to meet on a quarterly basis with senior officers from the National Probation Service, Police, HM Courts and Health to allow a coordinated approach to service delivery. These sub-regional arrangements have allowed for good engagement with the West Yorkshire Police and Crime Commissioner and their office. The links with the PCC have been strengthened by a shared YJS seat on the PCC's Partnership Engagement Group and the PCC having been the chair of the LCJB. These arrangements stand us in good stead to have a productive relationship with the West Yorkshire Mayor and her office. The YJS is a key part of the strategy and governance arrangements within Leeds around serious youth violence and is well engaged with the Violence Reduction Unit (VRU), piloting arrangements funded by the VRU to develop an A & E pathway for young victims of violent crime.

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 have always provided an incentive to co-operate across local authority boundaries. West Yorkshire Police, the Local Criminal Justice Board and the Mayor and Probation Services all operate on a West Yorkshire structure, with HMTCS and the Probation Service operating regionally. Liaison and Diversion services have been West Yorkshire wide from April 2019.

West Yorkshire YOT service managers meet on a monthly basis to identify areas of common interest and work together on joint projects. These projects have varied in scope and complexity over the years and currently include developing child friendly Court processes, commissioning a county-wide appropriate adult service and training and practitioner development. South and West Yorkshire YOTs continue to support the regional resettlement consortium and Leeds YJS is taking the lead on behalf of the consortium for the national resettlement pathfinder project funded by the Youth Justice Board (YJB). 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.

4. Resources and Services

Leeds Youth Justice Service Partnership Board holds the responsibility to ensure that the Youth Justice Service is adequately resourced and able to meet both the statutory requirements for the local authority and our ambitions to support children and young people in Leeds to reach their potential and achieve crime free lives.

Funding for Leeds Youth Justice Service for 2021/22 is made up of contributions from statutory partners, Childrens Services, Probation, NHS, Police, Youth Justice Board, Police and Crime Commissioner's Community Safety Fund. 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 terms and conditions of the Youth Justice Board Effective Practice grant continue to include setting out a clear expectation for how this grant allocation may be used.

The full contributions that make up the overall Youth Justice Service budget can be seen in the table set out below.

Agency	Staffing costs	Payments in kind	Other delegated funds	Total
Police	122,663			155,187
PCC	198,092			198,092
Probation	82,999		5,000	87,999
Health^	152,154			152,154
Local Authority	1,543,883	*620,380	520,698	2,684,961
YJB	1,202,230		119,216	1,321,446
Total	3,302,021	620,380	644,914	4,567,316

*Central establishment costs 5% Dep & ISA19 pension costs

There continues to be a significant pressure on services as overall funding to the Authority reduces. Services are currently undergoing reviews to achieve greater synergies and efficiencies. The Youth Justice Service utilises the council's approved supplier contract system and procurement team to ensure purchases for operational goods and services are compliant with tendering processes and best value.

Costs are reported monthly to YJS senior managers, the local authority and quarterly to the YJS Partnership Board. The vast majority of funding is expended on staffing.

The spending plans for 2021/22 will enable us to deliver upon our six priorities as outlined below from p14.

5. Performance and Priorities

In the 2020-21 financial year, Leeds Youth Justice Service worked with a total of 589 young people on any basis, either voluntarily or as part of a formal out of court disposal or Court sentence.

Gender

	Number	%age
F	91	15.4%
M	498	84.6%
Total	589	100.0%

Ethnicity

Ethnicity	Number	%age
Asian or Asian British	25	4.2%
Black or Black British	40	6.8%
Chinese or other ethnic	6	1.0%
GYPSY/ROMA	25	4.2%
Mixed	71	12.1%
Unknown	3	0.5%
White	419	71.1%
Grand Total	589	100.0%

	2011 Census 10-17 population	2020 School census (Yrs 7 to 13)
White	80%	71%
Mixed	5%	6%
Asian	10%	12%
Black	4%	7%
Other	1%	2%

Whilst numbers of Black and Minority Ethnic young people and White young people in the justice system in Leeds are proportional to those in the city as a whole, this masks disparities in the representation of specific ethnicities. Specifically, young people of mixed heritage make up over 12% of the offending cohort, double the proportion of mixed heritage young people in Leeds as a whole (2011 Census and 2020 school census). Asian young people make up just 3% of the offending cohort, less than a third of the overall proportion of Asian young people in the city. Gypsy/Roma young people are reported as a distinct category as we are aware that there is over-representation of this cohort in Leeds YJS - 1% of young people in the school census data identified as Roma.

The over-representation of mixed heritage boys in the justice system is longstanding in Leeds and we will prioritise efforts to identify and address racial inequality in the youth justice system and support cultural cohesion over the next three year period.

Children Looked After

The following shows the percentage of Children Looked After in the cohort of young people known to the justice system in Leeds in the overall cohort in the financial year '20 – '21.

Looked after status	Number	%age
CLA	61	10.4%
Remand only CLA	9	1.5%
Not CLA	519	88.1%
Grand Total	589	100.0%

This is a significant over-representation, given less than 1% of the 10 – 18 population in Leeds is a Child Looked After. Not all of the young people working with the YJS in the year are on formal disposals or sentences however. Our Reducing Offending by Children Looked After Panel (ROCLA) identifies young people in the care system who are at risk of offending and identifies services which could appropriately address this risk, which may include a referral to the YJS on a prevention basis. In 2020/21, nine Children Looked After received a service from the YJS on this basis.

Offence types (all offences)

The following shows all offences which were recorded on ChildView our electronic recording system in 2020/21 financial year (there will be some additional offences which have not yet had an outcome that would be included if the report were run at a later date).

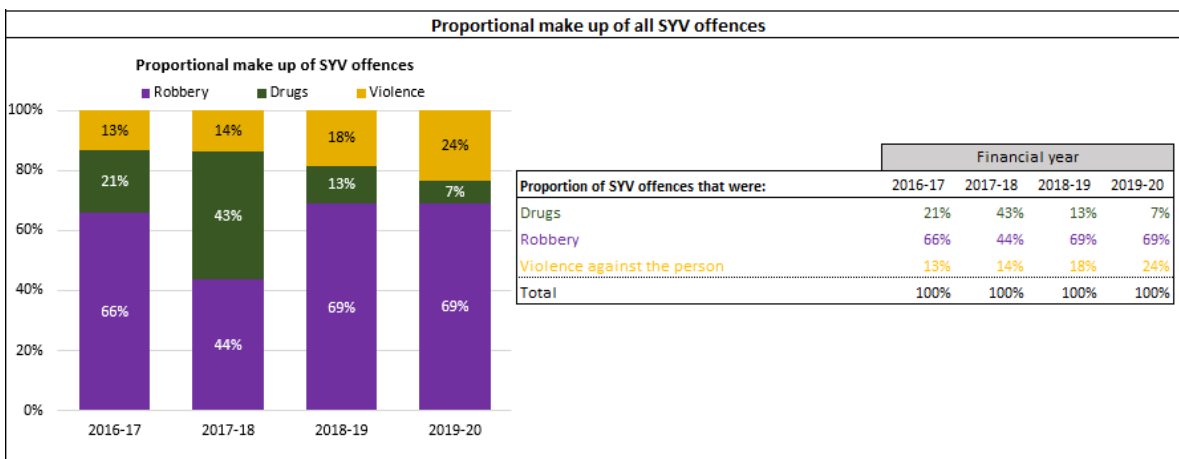
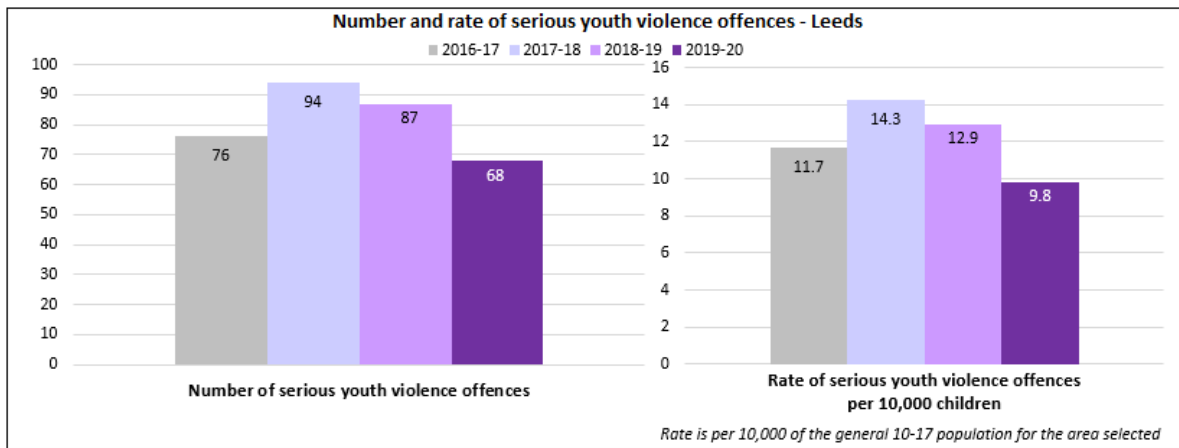
Offence type	Number	%age
Arson	2	0.4%
Breach	7	1.5%
Criminal Damage	55	12.1%
Burglary	21	4.6%
Drugs	38	8.4%
Fraud And Forgery	2	0.4%
Motoring Offences	61	13.5%
Other	15	3.3%
Public Order	28	6.2%
Racially Aggravated	5	1.1%
Robbery	9	2.0%
Sexual Offences	1	0.2%
Theft And Handling Stolen Goods	35	7.7%
Vehicle Theft / Unauthorised Taking	23	5.1%
Violence Against The Person	151	33.3%
Total	453	100%

Of these offences, 50 were weapons offences, with breakdown as follows:

Weapon offences	
Possess a firearm of length less than 30cm / 60cm - prohibited weapon 3	1
Possess an offensive weapon in a public place 3	15
Possess article with blade / sharply pointed article on school premises 3	6
Possess imitation firearm - committing Schedule 1 offence 5	1
Possess knife blade / sharp pointed article in a public place - Criminal Justice Act 1988 3	23
Possess offensive weapon on school premises 3	1
Threaten a person with a blade / sharply pointed article in a public place 3	2
Threaten a person with an offensive weapon in a public place 3	1
Total	50

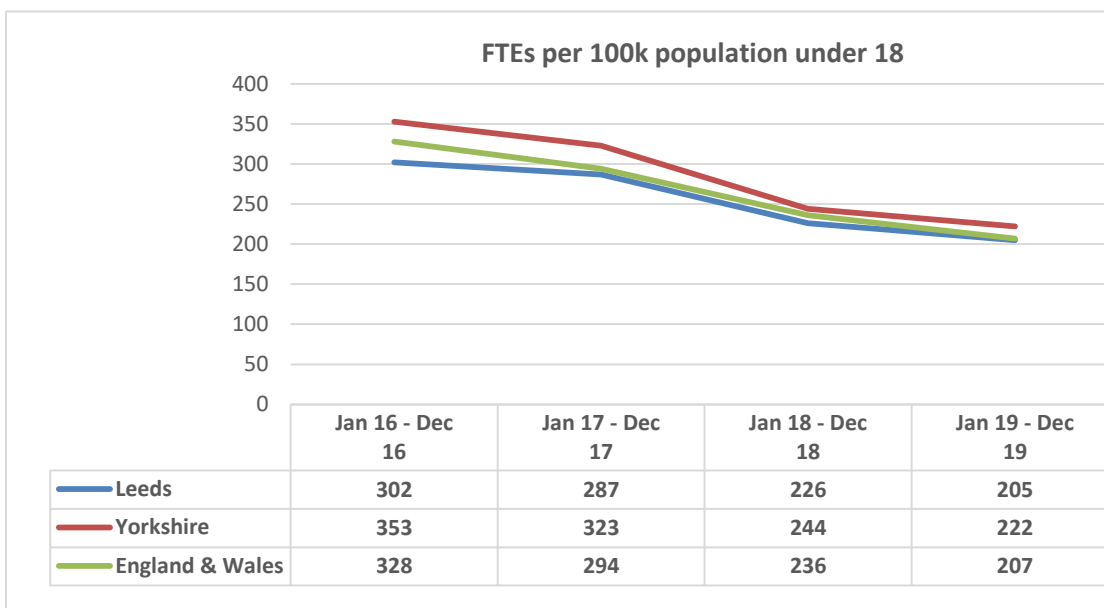
Serious Youth Violence

Whilst this data, taken from the YJB's Serious Youth Violence Toolkit and covering the period up to September 2020, indicates a decreasing overall number of outcomes for young people involved in serious youth violence in the city, this represents an increasing proportion of YJS business. The Safer Leeds Strategic Assessment 2021 indicates increasing concern around boys and young men being linked to (if not convicted of) violence, often involving large groups and weapons, with specific concerns around links to street gangs and organised criminal groups. Serious youth violence is therefore an identified priority in this plan.



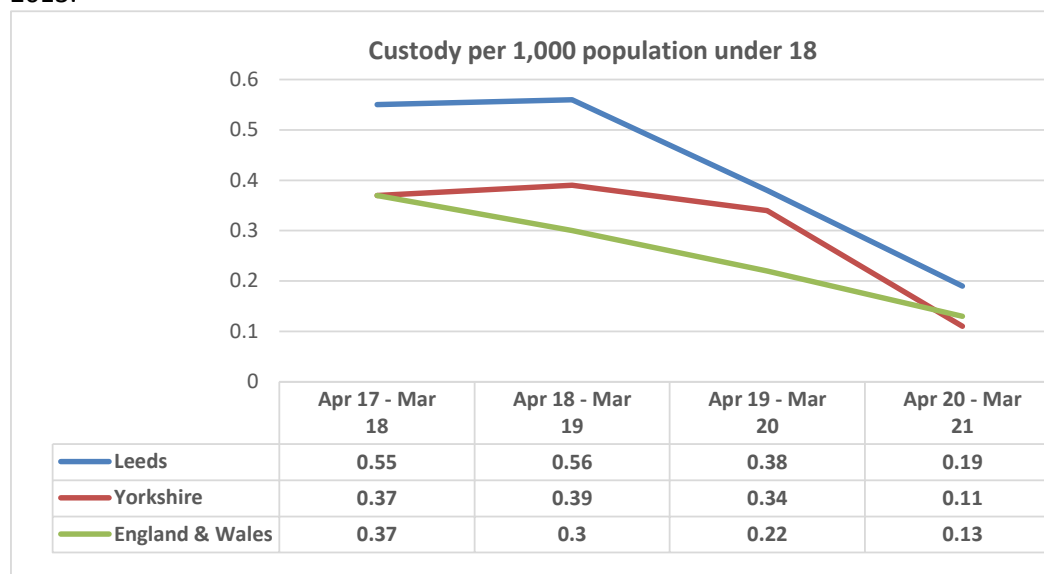
First time entrants

The most recent published YJB data relates to the Jan – Dec 19 period. Looking at the rate per 100,000 population aged 10 - 17, Leeds performs better than comparators (Yorkshire and England & Wales). Although all areas have decreased, Leeds has decreased at a slower rate and is now almost the same as the England and Wales average.

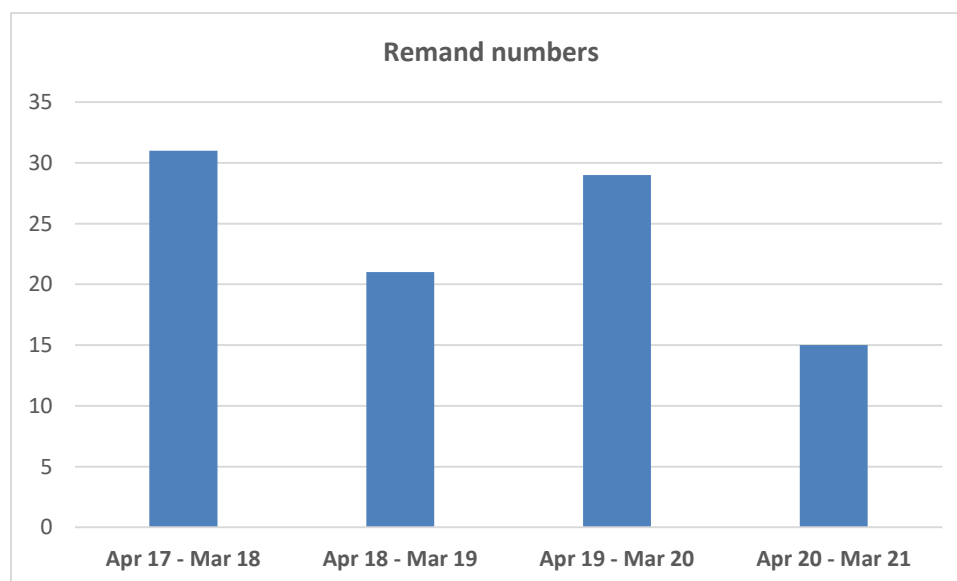


Custody

Use of custody per 1,000 population was published in June for the period to March 2021. The rate of custody in Leeds has fallen along with its comparator groups, but is still higher than Yorkshire and the national rates. There have been no girls from Leeds sentenced or remanded to custody since 2013.



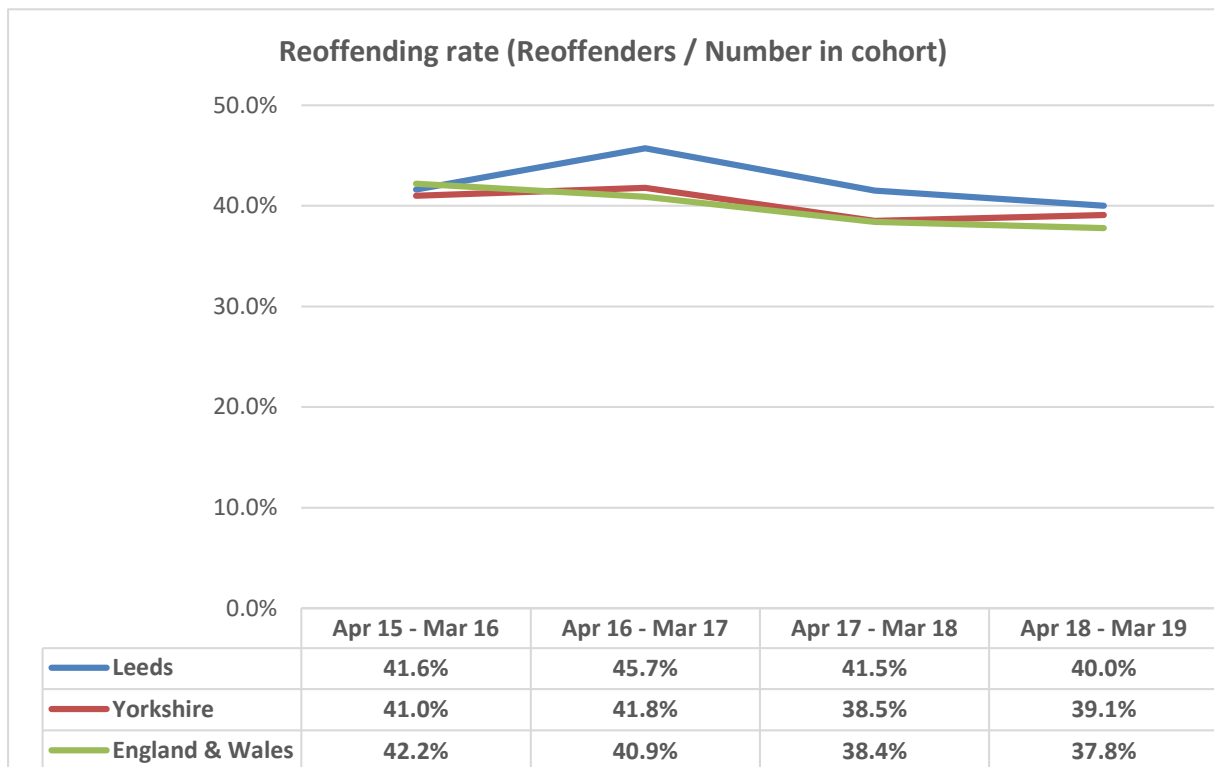
Remands (locally produced data)



Although overall numbers are small in each year, mixed heritage boys are over-represented in terms of remands as well as custody, with the proportion remanded accounting for between 11% and 33% of the overall remanded young people in each year.

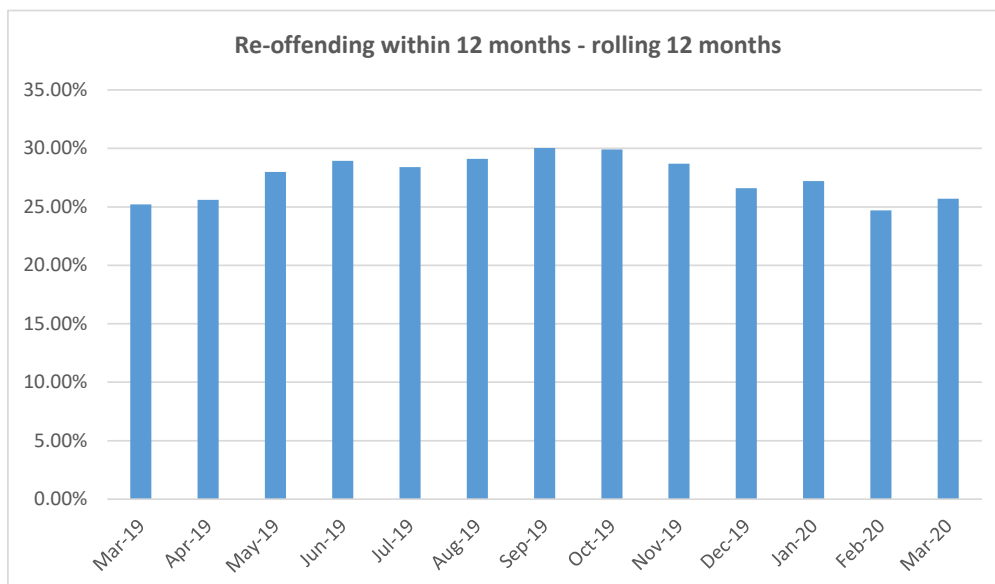
Re-offending (YJB published data)

The most recent YJB published figures show that whilst Leeds remains higher than comparators, it is reducing at a faster rate and has narrowed the gap in terms of the re-offending rate.



Re-offending (local data)

The following chart shows the re-offending rate in Leeds using the local monitoring system to provide us with more up to date information. It does not include those over 18 and does not come via PNC data so does not match the information reported by the YJB, but allows monitoring of re-offending data using more recent figures than those provided by the YJB. These show 12 month rolling figures and are produced on a monthly basis.



The success of our Youth Justice Partnership Board can be measured in regards to the service’s 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. In addition to these nationally monitored performance measures, Leeds YJS has set a number of priorities. As the key statutory body responsible for all matters concerning youth crime and youth crime prevention in the city our Board will be key to ensuring that the work of Leeds YJS in these

priority areas is part of a broader suite of ambitions, objectives and actions from key partners in the city. Integrated and cohesive planning and delivery across service areas, directorates and sectors will be critical to our success.

Priority 1: Reduce the number of children and young people entering or re-entering the criminal justice system.

Vision

The statutory aim of YOTs is to prevent offending and re-offending in young people. Preventing children and young people entering or re-entering the criminal justice system is therefore a priority for the Youth Justice Partnership Board. The prevention of youth crime is a shared ambition and requires an ambitious partnership across sectors to succeed. Leeds has much to be proud of, including a vibrant third sector, a well embedded child friendly, compassionate ethos and a robust early help and family support offer. The Children and Young People's Plan articulates how we will deliver on the Council's ambitions for young people, including working 'WITH' families, tackling child poverty, improving school attendance, attainment and achievement and a commitment to improved social and emotional mental health support. All this has helped us ensure that the numbers of young people who enter the youth justice system in Leeds is consistently lower than regional or national comparators. Once young people have entered the youth justice system, our aim is to promote desistance and give them the tools they need to avoid further offending and lead healthy, happy lives and contribute positively to their communities and the city.

The challenge

Although our Youth Justice Service has had success reducing the number of young people entering the criminal justice system, we know that we have more to do to support children and young people to desist from re-offending. Our analysis of our children and young people who commit re-offences demonstrate a causal link to young people who are living in areas of the city which are most deprived and where educational engagement is most challenging. We therefore know that supporting children young people and their families at the earliest opportunity and working with them to maximise their access to educational entitlements and opportunities is a crucial role for the service. We will need to continue to target our early help and prevention services to areas of highest need.

It will be important to continue to prioritise supporting young people at risk of offending in a challenging economic climate over the next three year period and at a time when the pressure on public services is intense. The YJS Partnership will lead the youth crime prevention strategy for the city, ensuring that services and resources are coordinated and that there is a consistent and considered city-wide approach to identifying children and young people at risk of offending and ensuring they get the support they need.

Our data also tells us that although numbers of children entering the criminal justice system for the first time is low, the re-offending rate for Leeds, taken from the YJB published data is higher than regional and national comparators and is therefore a particular concern for the city, with smaller numbers of young people re-offending at a higher rate. Local data shows us that young people who have been through the Youth Panel re-offend less frequently, although we can see that the monthly figures have increased from an initial reduction during the first wave of the pandemic in the spring.

What will we do?

Our services are working more closely with children's social care, youth services and the city's early help services. We continue to develop our relationships with third sector partners in deprived areas of the city. This enables us to work together to identify new children at risk of offending or reoffending and ensure that they are accessing appropriate support and services in a timely manner.

We will work with our Early Help Hubs and family support services in the clusters to ensure we adopt a multi-disciplinary approach at the most local level to identify children who are vulnerable to poor outcomes and effectively share information and intelligence, thereby enabling a multi-agency, integrated clear plan of early help. Leeds Children and Families directorate have agreed a focus on the development of trauma informed therapeutic services and family and community hubs as part of a recent Early Help review and the YJS is a key partner in this. We will continue to use ReThink Formulation to inform our work with young people.

We will benefit from the West Yorkshire Early Intervention Pathfinder in developing this work. The Pathfinder is funded by the YJB and will focus on developing an informed, consistent and effective approach to out of court disposals across the county, including the Ministry of Justice (MoJ) Chance to Change (deferred outcome) scheme. The Leeds YJS Head of Service will be representing the five West Yorkshire YOTs on both the regional Pathfinder meetings and the steering group. We will also assess the potential benefit of developing a 'live tracker' data set together with West Yorkshire Police to identify the most at risk reoffending cohort.

What will success look like?

Outcome Statement	Outcome Measure (Source)	Performance
Reduce the number of young people re-entering the criminal justice system due to subsequent disposals	Reoffending Data PNC	Most recently published two year re-offending rate (April 18 – March 19 is 40%)
Reduce the number of young people entering the criminal justice system for the first time	First Time Entrant Data PNC	185 young people in calendar year

Priority 2: Identify and address racial inequality in the youth justice system and support cultural cohesion

Vision

The Council's vision for Leeds to have a strong economy in a compassionate city continues the drive to decrease discrimination and ensure equity of outcomes, regardless of race, ethnicity, disability, sexuality or gender. The task of creating a culturally competent society in which all individuals and communities live side by side harmoniously, feeling respected, safe and valued, and having equal opportunities for personal success and fulfilment, is complex but we are determined to play our part.

Leeds Youth Justice Service will continue to increase and embed positive cultural awareness and practice in its workforce. We aspire to be an organisation which promotes equality and fully understands and responds to the needs and experiences of all of the diverse communities in Leeds. We will be open about our desire to address structural racism. We will take seriously our responsibility to 'explain or reform' as recommended by David Lammy's independent review into the treatment and experiences of Black and Minority Ethnic people in the criminal justice system. We are committed to educating and challenging ourselves to address issues of unconscious bias and to be a workplace in which our Black and Minority Ethnic staff feel safe and valued.

The Challenge

Local and national data tells us that racial inequality within the justice system remains an ongoing and significant concern. Within the youth justice system we have a particular responsibility to address the over representation of some groups; particularly boys from mixed race and Gypsy Roma or Traveller backgrounds.

Leeds Youth Justice Service has contributed to the recent thematic inspection undertaken by HMIP on YOT services to black and mixed heritage boys. Whilst we await the full report, due to be published in the autumn of 2021, we know that the findings of the enquiry are likely to identify further opportunities for youth justice system to address discrimination of these over-represented groups. The process of contributing towards the thematic inspection identified a number of opportunities for our local partnership to develop our own multi-service response to this issue. We know, for example that we need to engage black and mixed heritage boys at the earliest opportunity in order to avoid any escalation in offending.

What will we do?

Leeds Youth Justice Service is working together with the Local Criminal Justice Board to establish a common data set across West Yorkshire to help identify trends and areas for services to address. Working with our partners to ensure that our race and equality action plan includes learning from others alongside our own data analysis enables us to design and steer our resources and interventions to address specific inequalities. We will continue to use the disproportionality toolkit provided by the YJB to support this work.

The Service produces a detailed annual race and identity action plan (see appendix 1), detailing our ambitions and how we plan to achieve them in this important area. The plan, which covers organisational culture, examination of datasets, direct work with young people and partnerships, will be presented to the YJS Partnership Board in an annual basis. We will continue to listen to young people and parents/carers from all backgrounds and ethnicities to enable them to share their views in order to shape and influence service delivery in the YJS.

The Cultural Cohesion Quality Mark (CCQM) provides a platform to increase and embed positive cultural awareness and practice, and reduce segregation and inequality across Leeds communities and beyond. Over the next three years, Leeds YJS will work towards the CCQM, helping us develop the knowledge, understanding and behaviours needed to become an organisation where cultural diversity and cohesion is recognised, appreciated and promoted. We will continue to undertake an annual staff survey and will invest in training and development opportunities for staff. Leeds Children and Families directorate is part of a national initiative focussed on developing Workforce Race Equality Standards and the YJS will benefit from this learning. The YJS has representation at the Children and Families directorate Equality and Diversity Strategic group which presents an opportunity to promote learning and ideas across services.

What will success look like?

Outcome Statement	Source of outcome measure	Performance at March 2021
There is a proportionate representation to the demographic of Leeds in the youth justice service cohort	ChildView YJB disproportionality toolkit	GRT and mixed heritage boys significantly over-represented
The Service monitors and analyses disproportionality in respect of:- <ul style="list-style-type: none"> • The cohort as a whole • AssetPlus needs analysis • Compliance and breach • Engagement in services • Disposal and sentence outcome • Custody 	ChildView	Detailed analysis of performance detailed in Needs Analysis presented to YJS Partnership Board on 06/05/21

Outcome Statement	Source of outcome measure	Performance at March 2021
All staff in the YJS feel respected and valued	Staff survey	See survey presented to YJS Partnership Board on 06/05/21
The Service delivers on its race and identity action plan	Review of plan	Plan presented to Board on 06/05/21. Review due April 2022.

Priority 3: Doing the simple things better

Vision

The Children and Young People's Plan 2018 – 23 describes the importance of a mind-set where staff strive to always 'do the simple things better'. The simple things start with listening to the voice of the child and family, having quality conversations and developing quality connections and relationships with children, families, and professionals. Our child-first values help us in this task.

Doing the simple things better involves improved consistency in our delivery of services to children and young people and ensuring that our assessments, plans, interventions and reviews are timely, informed by the child's individual needs and circumstances and based on best practice principles. Our outcomes-focussed approach and commitment to improvement will be demonstrated by a rigorous approach to quality assuring our work and learning lessons from both good practice and from when things go wrong. A well trained, well supported and motivated workforce will enable us to deliver these improvements.

The Challenge

Our updated Service Improvement Plan can be found on page 28 of this report. The original plan was drawn up following our HMIP inspection in 2019 and addressed the recommendations in the inspection report published in January 2020. Whilst the individual actions specified in the Service Improvement Plan and submitted to HMIP have been completed, it is important that we do not lose sight of the objectives, which remain relevant and ambitious:

- To (continue to) improve the quality of assessment and planning in out of court disposals
- To have rigorous and effective management oversight of all cases
- To ensure assessment of risk of harm to others is analytical and robust, drawing key information together and to (continue to) improve risk planning and reviewing
- To reduce barriers to delivering safeguarding and educational services to children and young people in the justice system
- To ensure the Youth Justice Partnership has a clear overview of practice and good attendance at meetings

We are able to demonstrate progress in all the key improvement areas identified in our 2020 inspection report. Nonetheless, we are not complacent and remain committed to improving our performance and to doing the simple things better in order to provide the best possible service to the children and young people.

What will we do?

We will need to remain focussed on excellence in core practice skills whilst also remaining creative, positive and child focussed as we face the challenges of the next three years. We will ensure our staff have the necessary training and support to produce assessments and plans which are timely and effective, taking account of each individual child's needs and identity. We will give staff the tools to monitor their own performance in relation to timeliness, and support managers to use the suite of available performance management and quality assurance tools to best effect. We will keep our focus on risk management, to keep young people and the public safe. Our management oversight arrangements include the Partnership Board, who also review and audit our work. Restorative practice underpins our practice, with high support and high challenge in our relationships with young people and their families as well as between colleagues. Quality, outcome focussed reflective supervision is based on these restorative principles and will ensure that our staff have the greatest impact in their work.

What will success look like?

Outcome Statement	Source of Outcome Measure	Performance at March 2021
Delivery of Service Improvement Plan (see below)	Service Improvement Plan (to be reviewed in YJS Partnership Board meetings twice yearly)	See below.

Priority 4: Reducing Serious Youth Violence

Vision

Children involved in violence are some of the most vulnerable in our society and are often subject to exploitation or abuse. They need high-quality, evidence-based support, delivered in the right way by the right people to help them build critical social and emotional skills, develop resilience and lead safe, healthy and law-abiding lives. Our vision is to reduce the instances of serious youth violence across the city and to ensure that we have effective multi-agency systems for quickly identifying and intervening at the earliest opportunity to prevent violence.

The Challenge

Like many core cities nationally we have seen an increase in the number of young people engaged in serious youth violence, including knife crime. The Safer Stronger Leeds Strategic Assessment 2021 identifies on-street and youth gang violence as increasing in the city and observes that conflicts often target individuals from other street gang groups, their associates and/or families. Some incidents can be highly impactful, with violence and damage occurring in public locations, often with a number of witnesses and many incidents show willingness by offenders to deliberately inflict injuries on the victim(s). There can be rapid escalation of violence in reciprocal altercations. There are trends in violence/abuse relating to offending against "authority" figures (police, teachers and retail staff) across all age groups. Street gangs often have links to more organised criminal groups, especially relating to drug supply.

What will we do?

At the time of writing the Youth Justice Service has commissioned an external report exploring the nature and extent of serious youth violence in Leeds from the national Violence and Vulnerability Unit. We are working in partnership with the West Yorkshire Violence Reduction Unit, West Yorkshire Police, Children's Services, the LSCP and our Safer and Sustainable Leeds Teams to support the development of a public health approach to serious youth violence. This will help us identify the key drivers for serious violence and child exploitation and develop an integrated response to how to

tackle them, using an outcome based accountability approach. The partnership will have a particular focus on transitional safeguarding.

What will success look like?

Outcome Statement	Source of Outcome Measure	Performance at March 2021
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 that has a gravity score of five or more	Number of outcomes SYV offences in Leeds in 2020 was 63; with a rate of 9.1 per 10,000 10-17 year olds in the general population
A reduction of the number of young people presenting to the emergency department of Leeds hospitals with injuries caused through violence	Data from A and E navigator	The Emergency Departments at Leeds Teaching Hospitals NHS Trust received approximately 159 recorded attendances due to assaults per month, of which 40% involve those below the age of 25 (Jan 2020 dataset).
A reduction in the number of young people convicted of knife crime offences	ChildView	50 weapons related offences in 2020/21

Priority 5: Attendance, achievement and attainment

Vision

Leeds Children and Young People’s Plan 2018 – 23 and the Children and Families ‘3 As Strategy’ commits us to ‘place a disproportionate focus on learning, and readiness for learning, so we narrow the gap, and enable all children and young people - particularly those learners who are vulnerable to poor outcomes to realise their potential’.

Children and young people in the justice system should be able to access inclusive, high quality education and training services and support, with additional needs being identified and met at the earliest opportunity. Educational outcomes for young people in the justice system will be improved by the successful implementation of the city’s SEND and inclusion strategy where:

- Additional needs are met at the earliest point and barriers are removed to enable inclusion
- Services across education, health and care work together, in partnership with the child and family
- Support and services are personalised and recognise children and young people’s individual needs, cultural backgrounds and goals.
- A range of high quality specialist services and support is offered, to meet diverse needs
- Families and young people have access, choice and control

The Challenge

Leeds is one of the wealthiest cities in the country, yet a quarter of Leeds children and young people live in the top 10% most deprived areas in England. We know that young people in the justice system have disproportionately high levels of SEND and/or additional needs and that their learning outcomes

are often poor. Needs which could have been met at an earlier stage have often not been recognised and problems have escalated, resulting in high levels of absence and part-time timetable. The impact of the pandemic, including poverty, is likely to be felt by our most disadvantaged communities and children and young people in the justice system may fall further behind their peers as a result.

Over the last year the YJS Partnership Board has examined the barriers to accessing appropriate education, training and employment for young people known to Leeds Youth Justice Service and remains committed to improving what is currently a bleak picture.

What will we do?

There are well established links between being missing from or excluded from education and offending. And we know that engagement in education or access to the right training course or job opportunity can transform a young person’s expectations and life chances. Improving both the offer to and engagement in appropriate education, training and employment for our young people will therefore be a priority for the YJS Partnership in the next three years.

Working in partnership with the Area Inclusion Partnerships, the clusters, the Educational Psychology Service, the Virtual School, services for vulnerable learners, the Pathways team and education and training providers, we will improve the education and training offer to our vulnerable learners and support them to attend and thrive in those settings.

We will continue to identify and tackle the barriers to young people engaging in education and successfully transitioning into appropriate employment and training. We will work with our partners across the city to increase opportunities for training, work and enrichment opportunities for our young people. The Skill Mill will provide supported work placements for young people who would otherwise struggle to enter the employment market. Our longstanding partnership with PATH also provides traineeships to people from Black, Asian and Minority Ethnic communities, providing them with experiences they need to become part of the youth justice workforce.

What will success look like?

Outcome Statement	Outcome Measure (Source)	Performance at October 2020
Young people are engaged in suitable education, training or employment through the course of their intervention with the Youth Justice service that is sustained after their order	Childview: ETE hours offered ETE hours engaged in	41% of school aged children were being offered full time education 43% of post 16 children were not in receipt of any hours

Priority 6: Reducing custody and positive resettlement of children and young people from custody

Vision

Whilst the numbers of young people from Leeds entering custody are relatively low, we know that custody disrupts lives and can be traumatic. We have a responsibility to protect the public from harm but recognise that custody is often an expensive way of containing a problem rather than finding a solution to it. We believe custody should be reserved for children and young people whose offending is so serious that no other sentence can be justified and will work hard to present viable,

safe ways of keeping young people in the community where ever possible. When custody is the only option, young people need resettlement services which are planned and delivered carefully.

The resettlement of children from custody is a statutory responsibility of local authorities, in partnership with the Police, the National Probation Service (NPS), health services and Her Majesty's Prison and Probation Service Youth Custody Service (HMPPS YCS). While good resettlement work does not guarantee that children will do well, it does offer the best opportunity for them to change and become productive members of their communities. In Leeds we aim to work together across agency boundaries to ensure that accommodation, education, training and employment, and support services are in place for young people on release.

We have noted the findings of the HMIP thematic inspection of resettlement published in 2019 and have committed ourselves to improving our resettlement practice, to ensure it is focussed from the outset on promoting a sustainable and safe return to the community. We have recently articulated an ambitious 'resettlement promise' to our young people which will require excellent partnership working on all seven resettlement pathways in the city.

The Challenge

The rate of custody in Leeds has fallen along with its comparator groups, but is still higher than Yorkshire and the national rates. Our reviews of individual young people have told us that those young people entering custody (both remanded and sentenced) have usually committed violent offences involving serious injury and have had poor experiences of the education system, have had little contact with early help services and have some of the most complex and challenging backgrounds and circumstances. Many of the young people remanded or receiving custodial sentences are also repeat offenders and therefore require intensive support and supervision to support desistance. Often young people in custody have been exploited into crime and have links to serious youth violence and organised crime groups. Families may need to relocate to avoid escalating or retaliative violence and push and pull factors into and away from crime are complex and multi-layered. Whilst the public need to be protected, those imprisoned for serious violent offending have often been victims of crime themselves.

Our targets around serious youth violence, attendance, achievement and attainment, preventing offending and re-offending and addressing inequalities will support us to reduce the numbers of young people in custody further.

Release from custody presents a 'teachable moment' and working in partnership with public protection and safeguarding services is a key aspect of our work with this cohort.

What will we do?

Over the next three year period we will continue to prioritise work with our young people at risk of custody, working in partnership with our placements team, EDT, Liaison and Diversion and statutory partners to provide safe, viable alternatives to custody wherever possible. We will continue to deliver on our resettlement promise for those who end up in custody, whether via remand or sentencing routes. Leeds provides the strategic lead for our sub-regional South and West Yorkshire Resettlement Consortium and the national Resettlement Pathfinder. This will enable us to be at the forefront of developments in this hugely important practice area.

We will continue to use formulation in order to review plans for young people at risk of custody or being resettled from it, thereby ensuring they are robust, individualised and outcome focussed. Our in-house family group conferencing and restorative family work will optimise the chances for successful family reunification and problem-solving.

What will success look like?

Outcome Statement	Source of outcome measure	Performance at March 2021
Resettlement promise delivered to young people	Resettlement audit of each young person on release and three months after release	Data unavailable
Reduced numbers of young people sentenced to custody	ChildView	10 young people sentenced to custody in 20/21
Reduced numbers of young people remanded to custody	ChildView	24 young people remanded in custody in 20/21
Reduced remand nights annually	ChildView	1853 remand nights in 20/21
Improved ETE provision on release from custody	ChildView	In 20/21, 3 young people were NEET on release, 3 had part time provision and 2 had fulltime provision.

6. Workforce profile, learning and development needs

As of June 2021, Leeds Youth Justice Service was working with 26 volunteers, with the following profile:

	M	F
Asian	0	1
Black	2	3
Mixed	0	0
White	8	12
Other	0	0

Our Leeds City Council staffing profile is as follows:

Ethnicity	Strategic managers		Operational and Practice managers		Practitioners		Total	
	M	F	M	F	M	F	M	F
Asian	0	0	0	0	3	1	3	1
Black	0	0	2	0	4	3	6	3
Mixed	0	0	0	0	4	1	4	1
White	0	1	3	8	14	21	17	30
Any other ethnic group	0	0	0	0	0	0	0	0
Not known	0	0	0	0	0	0	0	0
TOTAL	0	1	5	8	24	26	29	35

We have 9 secondees in total from West Yorkshire Police, the National Probation Service, and health services, all of whom are White British, with 8 females and 1 male. We have 8 administrators attached to our Service, all White British and 7 female, 1 male. Recognising the need to do all we can to encourage Black and Minority Ethnic people to apply for jobs with us and have the right skill set and experience to succeed in their applications, we have a longstanding partnership with PATH Yorkshire, and currently have 1 PATH trainee placed with us, with recruitment ongoing for an additional individual.

We recognise that although our organisation is diverse, our Black and Minority Ethnic staff are mostly employed at our lowest practitioner grades. Our race and diversity action plan (see Appendix 1) details our plans to address this imbalance.

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.

We also provide an affordable route for unqualified practitioner staff to become qualified within the service. We currently have two members of staff enrolled in the Foundation Degree in Youth Justice (FDYJ) which we part fund and continue to fully fund staff to complete the Youth Justice Effective Practice Certificate. The majority of our frontline Youth Justice Workers now hold this qualification. We are reviewing our support offer to practitioners undertaking the Foundation Degree in Youth Justice to ensure they fully capitalise on the opportunity this presents. This will include scheduled sessions to reflect on learning with a lead manager, a West Yorkshire peer support group, developing Court skills and knowledge and an opportunity for involvement in a project outside of the core business of their team.

Despite the challenges posed by Covid 19 we have continued to offer a good range of training and development opportunities for staff. In the past year we have offered sessions on gambling awareness, far right extremism, constructive resettlement and identity shift, adultification, assessment of young people involved in harmful sexual behaviour and technology assisted harmful sexual behaviour. As a direct result of our last HMIP inspection we commissioned bespoke training covering the core practice principle and assessment and analysis skills. Further training has been commissioned from the same provider to focus specifically on assessing risk of serious harm and risk to safety and wellbeing. The YJS training plan details the training offer to staff and includes in-house, LCC and external training. All staff are expected to demonstrate the learning and impact of training attended in their work.

A recent working party comprising frontline staff and managers has looked at our 1 to 1 arrangements and has developed a new template for use across the service and updated our 1 to 1 policy. All staff have regular and timely 1 to 1s and annual appraisals which form part of the wider Leeds City Council employee performance and development process. This encourages self-care, ensures that the wider aims of the Authority are linked with those from the local service and, in addition, gives an opportunity to develop an individualised training and development plan for each member of staff.

We are aware that our practice managers have a big responsibility in coaching and developing staff practice and that they too need opportunities for development and support. Two operational managers are working with the practice manager group to develop their skills and confidence in this area. We will relaunch a series of themed 'practice forums' for staff to enhance consistency between teams and ensure that the latest research and processes are understood.

We have recently signed up for a Community Cohesion Quality Mark and have committed to training to improve our understanding of issues such as unconscious bias and cultural competence. We have also completed an internal questionnaire to establish the service experience of our Black and Minority Ethnic members of staff and have also conducted a peer audit of Black and Minority Ethnic young people to encourage greater reflection of our practice with this particular group of young people. The CCQM process will provide a framework over the next year to further develop our cultural competence and improve our ability to work successfully with over-represented groups of young people.

Additional priorities for training will be around developing our practice in our priority areas, ensuring that all staff understand and are supported to develop and maintain a trauma informed approach with the children and families with whom they work.

In Leeds Youth Justice Service we monitor performance regularly to inform ourselves about our successes and our areas for improvement. We have regular communication around performance at team meetings, analysis and risk assessment of active cases in one to ones, a robust data monitoring process and strong case management system support both internally and from our suppliers. A monthly performance report monitors the key performance indicators and emerging issues. Over the next year we plan to develop a bespoke, individualised performance reporting tool to improve consistency across the workforce.

We have a range of service-wide auditing processes in place. Our comprehensive National Standards audit was helpful in highlighting areas of progress since our 2019 inspection and indicating where we need to improve, for example in consistently recording information from the secure estate and timeliness of some processes, such as Referral Order panels. Our revised reporting arrangements will allow our Partnership Board to hold us to account in these areas. Over the last year we have in addition completed thematic audits on domestic violence, services to Black and Minority Ethnic young people and resettlement as well as audits on good practice as defined by HMIP, with findings discussed in the management team before being rolled out to staff. Domestic violence, disproportionality, resettlement, education and serious youth violence will all be the subject of themed audits over the forthcoming year, alongside more general casework audits to review our compliance with HMIP and National Standards.

Gatekeeping and management oversight arrangements also provide an opportunity for staff to learn and develop. We have improved management oversight of AssetPlus and assessments and reports being submitted to Leeds Youth Panel as a result of feedback from HMIP. We have given particular attention to reviewing all custody cases and feeding back to practitioners any points of learning.

In achieving our priorities, relationships will be key; relationships between workers, between partners and services, with young people and families and with communities. We will continue to invest in those relationships and invest in our fabulous staff team, without whom we would achieve nothing.

7. Responding to the pandemic

Our Covid Recovery Plan detailed the challenges for Leeds Youth Justice Service posed by the pandemic and the steps taken to address those challenges. These have included:

- Reviewing all young people's cases to ascertain their needs, vulnerabilities and concerns. Face to face contact has been maintained with higher risk young people throughout the pandemic; for others face to face contact has been regularly re-established more recently. Staff remained

committed to seeing young people and families face to face whenever possible, despite the challenges posed by the second lockdown and the arrival of winter.

- The Youth Justice Centre in Hunslet has remained open and during the first wave of the pandemic was transformed into a food distribution centre, with YJS staff receiving food donations and purchases and delivering food to young people and families who were under greater financial pressure or in isolation, whilst checking also on their welfare. Fareshare deliveries continue to be received and distributed to those in need.
- All our office bases have been open from late summer 2020 as venues for appointments with young people and families and have provided a safe work space for a number of staff when needed.
- YJS staff have adapted to working remotely and can access relevant council systems from home. A great deal of time and effort has been put into supporting staff, maintaining morale and finding new ways of working constructively and positively with young people and partners and setting up systems to run processes remotely.
- Leeds YJS has contributed to the wider COVID corporate response, by providing staff to help run priority services such testing centres and services for Children Looked After (CLA) and care leavers.
- As Courts have continued to run throughout the pandemic, our Court team has provided officers physically located in the court building throughout.
- It became clear early on that there was a significant impact from digital exclusion on children and families in the justice system and a large number of young people had no meaningful access to phones or other IT equipment. We were fortunate to obtain a significant number of devices from the DfE digital services scheme to support vulnerable learners.
- Our staff have proved themselves to be creative and adaptable during these challenging times. Programmes have been redesigned to be delivered remotely or individually, we have made good use of outdoor activity centres and other public spaces to see our young people safely and we have found ways of enabling young people to undertake reparation activities through creative challenges. Work has been undertaken in specific communities where young people have struggled to adhere to lockdown rules to help families understand what was expected of them and why.

At the time of writing, COVID restrictions are still ongoing, with continuing guidance on working from home where possible, limited space in offices and social distancing and hygiene measure still required. This continues to impact on the way in which we undertake our work with children and families, with greater use of outdoor space, limited group work activity and a more flexible and creative approach required from staff. Whilst schools have reopened, many of our children remain disengaged from learning; some have been bereaved and many families have struggled to cope with the numerous challenges the prolonged pandemic has presented. We are proud of the way our city and our service has responded in such a highly pressured, fast moving and challenging time, to meet the needs of our children and families, whilst coping at the same time with the issues the pandemic has presented to us as individuals. The past year has presented a particular demand on our management team who have had to make decisions and adjust processes at pace whilst covering for absent colleagues and keeping the service running. We owe them a big debt of gratitude.

The pandemic has presented both challenges and opportunities. We are all now more familiar with newer technologies and in the future are likely to have much more flexible working arrangements.

We are mindful of the need to ensure we invest in systems of informal staff support, collaboration and learning at a time when there remains a reduction in physical and frequent co-location. We are hopeful that a renewed awareness of inequalities and the importance of communities and relationships will in the longer term reap rewards for all of us.

8. Challenges, risks and issues

Leeds YJS have completed four critical learning reviews into community public protection and safeguarding incidents in 2020. One of these incidents was eligible for the process due to a MAPPA serious further offence, and the other three reports were completed because of significant concerns around the use of serious violence. All of the incidents have led to learning around how as a service we work with serious youth violence and how we understand child criminal exploitation. All four young people had poor experiences of education and had limited experience of the early help and targeted youth support offers with the city. We have completed the multi-agency review process and shared our learning within the YJS, at the Partnership Board and contributed to strategic discussions on structures and processes within the city as a result and rolled out relevant training to staff.

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. We have identified that the majority of this cohort are either clearly victims of or assessed to have been at risk of child criminal exploitation. 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 partnerships across sectors to make the difference which is needed.

At the time of writing we find ourselves in an unprecedented position due to the ongoing pandemic and associated financial challenges. Whilst the funding gap in Leeds City Council's budget for 2021/22 has been addressed, there will be ongoing financial pressure on the city council in the following financial years. 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. Currently this affects grants from the Police and Crime Commissioner, the Youth Justice Board, the Constructive Resettlement project and the Violence Reduction Unit.

As part of our strategy to manage risks to future service delivery through reducing resources, the Youth Justice Service will work together with the city's Youth and Early Help Services to identify potential synergies and join together to support and enhance youth crime prevention. It is anticipated that this work will be developed through service-wide consultation with full engagement from our partnership and stakeholders through the Youth Justice Partnership Board. We are also working in partnership with a range of statutory and third sector partners to better coordinate our efforts to deal with increased levels of serious youth violence in the city. As a result of a recent external review of our current arrangements we anticipate closer alignment of our joint resources to improve information sharing, safety planning and public protection regarding this particularly complex and worrying issue.

Finally, the social and educational impact of the pandemic remains unknown. We are concerned about the long-term impact of poor physical and mental health on the families with whom we work, as well as the long-term educational impact on our young people. We know that young people in particular have paid a heavy price during the pandemic and that their opportunities to find meaningful training or work and become economically independent will have been affected. Inequalities already existing in our society have been reinforced and this may impact on levels of social exclusion, disaffection and crime.

Despite these challenges, we remain optimistic that we are able to work together effectively and proactively to deliver on this plan. Our child-friendly city is strong and our partnerships are positive and determined to improve outcomes for children and young people in the years ahead.

Inspection improvement plan 2020

Key objective (1)	Quality of assessment and planning in out of court disposal work improved	
Supporting / linked objectives	<ul style="list-style-type: none"> • Rigorous and effective management oversight of all cases • Assessment of risk of harm to others analytical and robust, drawing key information together, with the quality of risk planning and reviewing improved 	
Action	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 nd , 8 th , 9 th , 10 th October and 12 th 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 revised guidance on completion for YJS staff	LARP template and guidance was updated in September 2019 with input from former lead HMIP inspector, and launched to staff in October 2019.	Closed
Audit of out of court disposal casework	Completed as part of National Standards audit, completed March 2020.	Closed

Additional actions for 2021	Progress	
Ensure learning from thematic inspection on work with black and mixed heritage boys is embedded within the Service	Learning from thematic inspection has been discussed in team meetings and the Youth Justice Partnership Board and specific actions embedded within the race and identity action plan 2021.	Ongoing
Regular feedback from Youth Panel chairs about good practice and areas for improvement	This is ongoing.	Ongoing
Practice forums to be reinstated	First two themes will be good practice in covering race and identity in assessments and good practice in working with young people in custody. Dates set for autumn 2021.	Ongoing
Embed learning from the West Yorkshire OOC Pathfinder	Pathfinder now established, with ToR agreed and project plan in place. Leeds HoS on the steering group.	Ongoing

Key objective (2)	Rigorous and effective management oversight of all cases	
Supporting / linked objectives	<ul style="list-style-type: none"> • Quality of assessment and planning in out of court disposal work improved • Assessment of risk of harm to others analytical and robust, drawing key information together, with the quality of risk planning and reviewing improved 	
Action	Progress	Status
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. There has been a gap in sessions through the pandemic period and staff absence. New sessions are scheduled for summer 2021, Leeds continues to be represented at the West Yorkshire Out of Court Disposal Scrutiny panel.	Ongoing
Recruit additional practice manager to add to management team capacity	Practice manager capacity has been retained despite the financial challenges faced by the council. We will review our structure and management capacity in the autumn of 2021.	No longer applicable

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
Additional actions in 2021		
Develop a service-wide approach to gatekeeping practice	Dedicated managers meeting in June 2021	Ongoing
Improve support for practice managers as a group	Two operational managers now working alongside PM group to develop more consistent approaches and peer support.	Ongoing
Develop reporting tool for individual practitioners to monitor their own performance in key areas of practice	Development work ongoing.	Ongoing

Key objective (3)	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	
Supporting / linked objectives	<ul style="list-style-type: none"> • Quality of assessment and planning in out of court disposal work improved • Rigorous and effective management oversight of all cases • Reduced barriers to delivering safeguarding and educational services to children and young people in the justice system 	

Action	Progress	Status
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 system has now been introduced.	Closed
Review and revise risk panel policy and paperwork	YJS risk management policy reviewed and updated in December 2019. Guidance to staff on risk management panel process provided to staff in summer 2020.	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
Additional actions in 2021		
Commission further refresher training on risk of serious harm	Refresher training commissioned for December / January 2021/22	Ongoing
Review risk panel system to ensure it is fully sustainable and value for time invested	Review on going. Templates and systems adjusted.	Ongoing
Risk panel chairs to feed back to practitioners and PMs to celebrate good practice and to aid learning and improvement	This is ongoing.	Ongoing

Key objective (4)	Reduced barriers to delivering safeguarding and educational services for children and young people in the justice system		
Supporting / linked objectives	<ul style="list-style-type: none"> Youth Justice Partnership have clear overview of practice 		
Action	Progress	Status	
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 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	

Additional actions in 2021		
Undertake 'deep dive' into the educational histories of a cohort of young people and share the findings.	Deep dive taking place April – June 2021. Feedback to Partnership Board in July 2021	Ongoing
YJS representation on SEMH panel	This is ongoing	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.	Closed.
Separate ETE action plan developed	Activity related to this plan is ongoing.	Ongoing


Key objective (5)	Youth Justice Partnership have clear overview of practice		
Supporting / linked objectives	<ul style="list-style-type: none"> Improved attendance at Youth Justice Partnership meetings 		
Action	Progress	Status	
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 were education, governance and Covid 19 arrangements. Meetings now scheduled for 3 hours to allow more discussion. Themes so far in 2021 include education and racial disproportionality	Closed
Review Partnership terms of reference	The review of Partnership Terms of Reference took place January 23 rd 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 23 rd 2020.	Closed.
Additional actions in 2021		
Hold a Partnership Board workshop to improve effectiveness and review processes	Workshop took place 23 rd March 2021	Ongoing
Review performance data submitted to the Board	Review underway, with new format being presented to the Board meeting in July 2021	Ongoing
Lead members of Partnership Board for each of the 6 identified priority areas	To be identified at July 2021 Partnership Board	Ongoing

Key objective (5)	Improved attendance at YJS Partnership meetings
Supporting / linked objectives	<ul style="list-style-type: none"> YJS Partnership have a clear overview of practice

Action	Progress	Status
Register kept and reported upon	Partners not attending / sending deputies have been individually contacted to encourage future attendance.	Closed
Partnership membership to be reviewed on an annual basis	Took place January 2020 and further reviewed at Partnership Board workshop March 2021	Closed

Appendix 1: Race and Identity Action Plan

		Leeds Youth Justice Service race and identity action plan			
					
		2021			
What we will do	Why	How	When	Update May '21	Who
Organisational culture					
Oversight of this plan is provided by the YJS Partnership Board	The Board needs to hold the whole YJ Partnership in Leeds to account in addressing any issues of disproportionality	Race and identity is one of the six priorities identified in the draft 3 year YJ plan	Already started and ongoing	<p>Priorities in draft plan agreed in Board meeting Feb '21. Updated race and identity plan also provided to February Board meeting.</p> <p>Agreement to review the data and performance information provided to the Board to ensure proper oversight of issues of disproportionality.</p> <p>Race and identity was the theme of the Board meeting on 6th May. Detailed data report and needs analysis provided for this meeting.</p> <p>Partnership Board very involved in preparation for HMIP thematic inspection on YJS services to black and mixed heritage boys and part of the inspection process during week beginning 10th May. Excellent feedback from inspectors on the impact of the YJS values and Child Friendly City principles on organisational culture.</p>	Chair of YJS Partnership Board

What we will do	Why	How	When	Update May '21	Who
				Needs of black and mixed heritage young people in the justice system informing wider Children's Services Equalities Plan.	
Ask each manager to take personal responsibility for action across their team, based on the lived experience of BAME colleagues.	To show that we have strong leadership and ensure action takes place in all teams to improve everyday experience for all BAME colleagues	Through listening to BAME colleagues and conversations with and updates to all staff	Already started and ongoing	<p>Ongoing discussions in team meetings and in 1 to 1s.</p> <p>Dedicated race and identity managers meeting on 1.2.21, leading to agreement of managers 'pledge' as part of the CCQM</p> <p>YJS all staff briefing event took place on 15.4.21 to launch CCQM, the manager's pledge, reminder of this plan and the commitment to prioritise improvements in our approach to race and identity in the draft YJ plan.</p> <p>Managers undertook 'identity exercise' first two weeks of March. Similar exercise completed in some teams. Manager have completed training on equality and diversity in May and unconscious bias in January.</p> <p>HMIP feedback that managers have clearly demonstrated commitment to improving services to black and mixed heritage boys and to improving organisational understanding of the issues they face. Feedback from HMIP to be discussed in team meetings.</p>	All managers

What we will do	Why	How	When	Update May '21	Who
Share this action plan to all staff and volunteers	To ensure all YJS staff understand what is expected of them	By email; in team meetings and at staff briefing event	Dec/Jan 2020/1	Plan has been shared with staff via HoS updates and discussed in team meetings. Dedicated briefing event to launch CCQM took place on 15.4.21. YJS weekly email updates have a very regular equalities theme.	RG
Take a zero tolerance approach to racism within the workplace	To reduce levels of racism that staff experience and to send a strong message that we will not tolerate any forms of abuse towards our staff. To enable BAME staff to feel safe within our organisation	By actively participating in the city-wide activities on this theme. By tracking success through the staff survey	Already started and ongoing	Managers have undertaken training on unconscious bias and equality and diversity in January and May 2021. Further training on cultural competency is booked for summer 2021. Ongoing discussions on race, racism, identity in team meetings. Unconscious bias training delivered to all staff in Jan/Feb 2021. Equality and diversity training for all staff will be delivered over the summer.	All
Undertake a staff survey focussing on issues of race and identity	To find out staff views about what needs to happen to improve the experiences of BAME colleagues and BAME young people	Staff survey circulated via email. Findings to be analysed and discussed in team meetings and managers meetings.	Nov/Dec 2020	Staff survey completed December 2020 and findings report discussed in Race and Identity working group, managers meetings and team meetings. Issues identified include: <ul style="list-style-type: none"> • Some staff have experienced racism in the workplace • Challenging courts • Developing understanding around on culture and identity 	RG

What we will do	Why	How	When	Update May '21	Who
				<ul style="list-style-type: none"> • Importance of young people's feedback on what we need to improve on • Need for guidance on best practice in working with interpreters • Staff progression seen to be an issue by some respondents • Profile of management team not representative • Need good practice examples <p>These issues are addressed within this plan.</p> <p>Staff survey will be repeated December 2021.</p>	
Create more diverse and representative recruitment and selection panels	To make sure our panels are a diverse mix of people which facilitates fairness in decisions. It will also send a positive message to applicants to help develop trust	Ask for expressions of interest amongst BAME YJOs for involvement in YJW recruitment. Involve BAME Partnership members when necessary for more senior posts.	Already started and ongoing	<p>Commitment given to the Service that all interview panels will have a gender and ethnicity mix.</p> <p>This has been delivered in all recruitment processes this year.</p> <p>Two black and minority ethnic staff undertaking the foundation degree in youth justice this year and a further two are completing the effective practice certificate..</p>	RG
Support our staff to reflect and learn about issues of race, discrimination, allyship, disparity	To bring the whole organisation with us on our learning journey	Sharing of reading material. Discussions and exercises in team meetings. Sharing of data. Training events.	Already started and ongoing	All materials shared are stored on Sharepoint in dedicated folder. YJS is benefitting from corporate materials being prepared. Race and Identity group gives the opportunity for shared discussion and challenge between practitioners and managers. Staff survey has been discussed	All managers

What we will do	Why	How	When	Update May '21	Who
		Logging what we do and what we have learnt		<p>in team meetings. Unconscious bias training completed by managers and has been rolled out to all staff during February 2021. Practice guidance from Children's Services monthly theme has been shared.</p> <p>Appraisal target for all staff set:</p> <p>We want to build a culturally responsive YJS which promotes equality, reduces discrimination and enables all of our staff, young people and families to thrive. In order to achieve this I will</p> <ul style="list-style-type: none"> • Introduce young people and their families / carers to the YJS values as part of their induction • Inform myself about issues of race, culture, equality, identity and structural barriers by actively participating in the learning opportunities available, including learning from colleagues • Ensure all assessments appropriately explore race, culture, identity and structural barriers faced by young people 	
Ensure YJS values are widely remembered, understood and used to benchmark our work	To set an ethical standard for our work, both for ourselves and the young people with whom we work	Discussion in team meetings. Review of induction processes for young people	January 2021	CCQM process should help with this. Induction processes for young people reviewed and relaunched in January 2021 and include introduction to YJS values. Appraisal target includes reference to YJS values.	Operational managers

What we will do	Why	How	When	Update May '21	Who
Work towards the Cultural Cohesion Quality Mark	To give us a structure for our work on this issue and to keep us focussed	Identify project lead. Learn from the way other parts of Children's Services are implementing this. Implementing this action plan will get us most of the way there!	April 2021	Service being supported in CCQM process by Jhardine Farrell. Dedicated managers meeting to explore CCQM held on 1.2.21. Dedicated briefing event publicising the pledge.	RG
Provide an annual report to the YJS Partnership on race and identity	To be held to account by the YJS Partnership. To be guided by the YJS Partnership	Last report provided July 2020, including details from the YJB's disproportionality toolkit.	July 2021	This action plan was shared with Partnership Board at meeting on 10.2.21 Dedicated Partnership Board meeting on race and identity on 6 th May, informed by detailed needs analysis. Updated plan will be shared with Partnership on 19 th July.	RG
Create and sustain active race and identity working group	To generate ideas, feedback, aid communication and to work on aspects of this plan	Monthly meetings, reps from all teams and chaired by the HoS	Already started and ongoing	Group is productive and ongoing.	RG
Data: Explain or Reform					
Have confidence that we have an accurate data set in relation to race and identity	To give us a good understanding of any areas of disproportionality	Reduce numbers of unknown ethnicity, nationality and language.	Already started and ongoing	Ethnicity and nationality part of quarterly performance report. Disproportionality toolkit published in March 2021 and discussed by managers on 21 st April. Detailed report and needs analysis prepared for HMIP, including data from a wide range of	RC

What we will do	Why	How	When	Update May '21	Who
				<p>processes, including access to referrals and opportunities.</p> <p>Thematic inspection led to other agencies reviewing their data to identify disproportionality and develop plans to address it.</p>	
Ensure we know who is accessing services and positive opportunities	To reduce levels of disproportionality within the youth justice system by addressing any disparities we identify	<p>We will report on ethnicity breakdown of young people accessing:</p> <ul style="list-style-type: none"> • YJS interventions • ReConnect • AQA • Positive activities • Skill Mill 	Already started and ongoing	This information is now being routinely recorded and was included in the report prepared for HMIP.	RC
Ensure we know about the educational outcomes and needs of our young people	To identify and address any disproportionality in exclusions, school offer or educational support to different groups of young people	Include ethnicity and nationality in the annual education snapshot	October 2021	<p>Next education snapshot due in October 2021.</p> <p>Education 'deep dive' into young people currently assessed as high ROSH could shed light young people's educational journey prior to entry into the YJ system. This is ongoing April / May '21</p> <p>Partnership Board meeting in July will have an education theme.</p>	JB / RC
Report on the ethnic makeup of the YJS in the Youth Justice Plan	To understand the extent to which the workforce of the YJS reflects the ethnicity of the city	We will continue our partnership with PATH Yorkshire in order to provide a supported	Ongoing	<p>YJS Plan 2021 – 24 will include this information.</p> <p>New PATH trainee started in May '21. Our last three PATH trainees have been successful in</p>	RG

What we will do	Why	How	When	Update May '21	Who
		traineeship in youth justice for BAME people.		<p>applying for and obtaining permanent employment in the YJS. Partnership with PATH noted as an exemplar of good practice by HMIP.</p> <p>We are improving our support of staff undertaking the Foundation Degree to better prepare them for the YJO role.</p>	
Analyse the needs of our BAME young people	To understand what services should be delivered to address that need, and how	Annual needs analysis from Childview	April 2021	<p>Report looking at risk, referrals, Assetplus profiles, flags, breach and ethnicity prepared in March 2021 in preparation for thematic inspection. Information was considered by YJS Partnership Board in May 2021.</p> <p>Summary of key findings prepared for managers to share in team meetings following the inspection.</p>	RG
Direct work with young people					
Introduce all young people and their families to our values statement when they first start working with us	To build trust with young people and to enable them to hold us to account	YJS values are integrated in with young people's induction processes. Review to see the extent to which this is visible in CV recording	Jan 2021	Induction process have been reviewed in January 2021 and have been relaunched to staff.	Team managers
Develop an understanding of the impact of racial trauma on our young people and families	To better understand the experiences of young people and the impact of those experiences on their current thoughts and behaviours	This should be evident in our assessments and report writing and be acknowledged in our ongoing interventions	Ongoing	We will integrate this into our review of work with BAME young people in autumn 2021.	All

What we will do	Why	How	When	Update May '21	Who
		with young people and their families			
Annual case review of BAME young people	To share good practice and identify areas for improvement	First case review completed in Nov/Dec 2020 by matching all YJS practitioners, identifying GRT and mixed ethnicity young people, developing audit tool for them to complete together. This exercise will be reviewed, refined and repeated Nov/Dec 2021	Jan 2021	Audit completed and findings disseminated to staff. It presents a largely positive picture. In depth multi-agency audits completed with 10 black or mixed heritage boys in April / May '21. Gaps identified around educational experiences, SEND needs and access to early help. A theme across agencies around assessments lacking a proper analysis of culture and identity and its impact on need.	LS
Listen to what young people are telling us about our Service	In order to understand what works and what needs to be improved	Improve numbers of young people's exit questionnaire being completed. Design separate plan around young people's voice and influence.	April 2021	Black and minority ethnic YJS staff have led in consultation exercise with 14 black and mixed heritage young people, involving face to face semi structured interviews to explore their needs and views of the Service. Report has been written up and disseminated to staff in May 2021. A very positive picture. HMIP thematic inspection included a young people's consultation. Very positive feedback received, with inspectors saying that it is clear that young people value the relationships they have with their YJS worker and depend on them.	DL

What we will do	Why	How	When	Update May '21	Who
				Consultation questions around young people's experiences of Court to feed in to the ongoing multi-agency child friendly court working group	
Improve our response to Child Criminal Exploitation in the city	To offer a more targeted, joined up prevention service for young people at risk	Participate in reviews of MACE, Early Help review to ensure all partners are aligned and working to single strategy. Improve identification of CCE risks when young people first enter the Service	Ongoing	<p>Reviews ongoing.</p> <p>CLRs have identified learning for the Service around exploitation. This has been shared at team meetings by the CLR authors. CLR on ZJ has been discussed with a range of external partners, including dedicated session at CSDM meeting.</p> <p>Team manager for exploitation attended managers meeting on 2.3.21.</p> <p>Review of young people referred to CSWS with an exploitation risk matrix identified a significant disproportionality. Exploitation team developing a plan around this.</p> <p>Custody reviews now include remanded young people and findings are shared more widely.</p>	JL / SR
Improve our service to young people resettling into the community from custody	To reduce reoffending by young people on release from custody	Implement resettlement action plan and resettlement promise. Review six monthly.	Ongoing	<p>Review of resettlement plan took place at managers meeting 21st April. Resettlement identified as one of six priorities in Youth Justice Plan 21 – 24.</p> <p>Ongoing case audits of the extent to which we deliver the resettlement promise.</p>	DL

What we will do	Why	How	When	Update May '21	Who
Offer a culturally sensitive service to all our young people	To properly engage and understand our young people and value their perspective	Continue to offer bespoke service to Romanian young people in partnership with Catch Improve links to third sector organisations reaching into specific communities Increase our use of community mentoring	Ongoing	Links made with third sector community organisations providing mentoring but this needs to be developed further. Romanian young people's service developed in partnership with Catch. Youth offer review should enable the city to commission appropriate third sector providers of youth crime prevention services.	All
Court					
To further understand our data.	To identify areas of disproportionality.	Embed custody and remand review process. Discuss themes at WY HoS meeting and identify potential next steps. View and utilise the next disproportionality toolkit.	Ongoing When published	Analysis of custody figures are integrated into the YJS Performance Information Meeting. A custody review is written to explore background to each custodial episode. Analysis of themes from recent custody reviews discussed at managers meeting on 5 th May '21 YJS data now included in corporate equalities plan. Disproportionality toolkit shows us that mixed heritage boys continue to be over represented in all parts of the system.	SR/RG SR
To proactively address and positively frame diversity issues for the court.	To improve analysis around diversity/welfare/trauma/exploitation/offending behaviour and the content and language used.	Continue to gather examples of good and poor practice and	Ongoing Spring 2021	Ongoing piece of work within the court team meeting – to remain as standing item.	SR

What we will do	Why	How	When	Update May '21	Who
		<p>discuss at court team meetings.</p> <p>To take findings to managers' meetings and future practice forums re verbal and written reports.</p>		<p>Raised in the Enhanced Problem Solving Approach working party on 1.12.20 and 18.3.21 Action points set on learning re court reports.</p> <p>Clarification gained from CPS around processes for young people to be returned from Court for an OOC.</p> <p>Issues raised by HMIP thematic have been discussed at LCJB dedicated meeting May '21.</p>	
To ensure that the court process is perceived as fair and accessible.	To act upon young people's views and include their voice.	<p>Young person's survey</p> <p>Training input to magistrates</p>	March 2021	<p>Questionnaire has been written and launched across West Yorkshire.</p> <p>Discussed in Enhancing Problem Solving working group</p>	<p>DL</p> <p>SR</p>
To address disproportionality at bail/remand stage.	Local and national data shows that there is a disproportionality for groups of BAME young people.	Bail & remand protocol has been updated with recent agreements around CCE, strategic discussions, NRM processes.	Ongoing	<p>Checklist disseminated to managers to aid strategic meeting discussions 05/03/21.</p> <p>Discussions with Ben Finley re. placements for young people at risk of remand in custody, to align processes between services.</p> <p>One minute guide re. remand and bail processes prepared.</p> <p>All young people remanded in custody have a custody review to capture any learning.</p> <p>Dedicated meeting around bail and remand with key partners is scheduled for June '21.</p>	SR

What we will do	Why	How	When	Update May '21	Who
To actively address instances where young people missed opportunities for OOCs.	Awareness of national disproportionality.	Discussion and challenge where necessary	Ongoing	Discussions already happened with police officers and CPS lead about how best we can work within DPP guidance. Feedback from HMIP suggests there may be additional opportunities to divert young people. Leeds HoS is representing West Yorkshire in YJB funded OOC pathfinder and addressing disproportionality is part of the terms of reference for this project.	SR
To scrutinise enforcement processes to ensure proportionality.	To ensure fair process is applied and there is no unconscious bias.	Annual review of breach action, reporting back findings to teams	March 2021	Review completed as part of the BAME needs analysis prepared for HMIP.	RC
Partnerships					
Work with and learn from others	To draw on the expertise, support and resources of partner organisations, locally, regionally and nationally	By looking at what other YOTs and authorities do; and learning from third sector organisations with specific knowledge or expertise in this area	Already started and ongoing	We are benefitting from training and seminars provided corporately as well as regionally and nationally. HMIP thematic inspection has shone a spotlight on disproportionality for mixed heritage young people across the partnership. Specific learning identified through multi-agency audits. HMIP thematic will be published in September '21 Our volunteers may be embedded in their communities and can be a source of expertise	SR HH

What we will do	Why	How	When	Update May '21	Who
				as to what might be needed. We will find ways of working with our volunteers on this agenda.	
Build strong local partnerships with local third sector	To integrate young people and their families into appropriate and sustainable local services	Identify which organisations have services targeting our young people and make proactive links.	Already started and ongoing.	Links made with third sector community organisations providing mentoring but this will be developed further post lockdown.	Area operational managers
Develop greater understanding about the links between ethnicity, exclusion and criminalisation	To ensure all children benefit from the advantages that education attendance and attainment can provide	Work in partnership with partners to ensure review of AIPs and improvements to services for vulnerable learners address disproportionality issues, particularly for black and mixed heritage boys	Already started and ongoing	Regular meetings between YJS HoS, lead YJS manager for education and senior managers in specialist education services to develop ways forward. Education identified as one of six priority areas in Youth Justice Plan '21 – '24. Vulnerable learners strategy for the city is being developed. Themed YJS Partnership Board meeting planned for July '21. Review of YJS reporting processes will allow for data from both justice and education sectors to be better aligned and cross referenced.	RG with YJS Partnership Board members
Improve understanding of the 'journey of the child' for over-represented children in the YJS	To improve prevention and diversion services for over-represented children in the YJS	Undertake multi-agency audit of black and mixed heritage boys in the HMIP thematic inspection sample		Audit days took place for 20 th and 27 th April and learning shared with YJS Partnership Board on 6 th May.	Chair of Board

What we will do	Why	How	When	Update May '21	Who
<p>Improve identification of young people at risk of involvement in gangs / organised crime / serious youth violence in order to target improved support offer</p>	<p>To divert young people away from involvement in violent and organised crime</p>	<p>Improved mapping arrangements</p> <p>Build on the Leeds VVU report to develop multi-agency partnership and city-wide systems around SYV</p>		<p>Mapping meetings now happening, but need to be more systematic and better resourced.</p> <p>VVU report will be discussed at the Safer Leeds Exec which will identify next steps.</p> <p>YJS delivering on the A and E navigator, offering targeted support to young people presenting in health settings with injuries caused by violence.</p>	<p>JL</p>