

Meeting in a safe space



Warm
Quiet
Colourful
Fun
Private
Neutral



New Parks Youth Centre



We'd like more fun activities to build relationships with our workers.

Having a Voice

I don't want to feel Judged

Hear my voice



Being Heard

Supporting our needs

See us face to face.

Most important to us, is our workers being with us through the good times and the bad times!

'I can be open with worker, I trust her'

'My worker supported me feel safe enough to go back to school.'

'I'd like help with education'

'It would be good to have support with life skills like applying for a passport and provisional'



YOUTH JUSTICE PLAN 2024

'Thank you to my worker for just letting me talk.'

I need to feel heard and listened to
Advocate on my behalf

My worker spoke to college and got me extra breaks when I was struggling.

'I would like more access to the youth centres during my sessions with my worker. To play pool or Xbox, or do arts and crafts.'



How do I express myself?

Facial expressions
Music

Social media

Go quiet or SCREAM

Listen to me

What we enjoy and want more of...

- Groupwork
- Positive activities
- Engaging reparation projects



Lundy Model

Youth Justice Plan 2022-2025 (2024/5 refresh)

Service	Leicester Children and Young Peoples Justice Service (CYPJS)
Head of Service Service Manager	Karen Manville Head of Prevention and Safer Communities Brian Bodsworth Service Manager for Children and Young Peoples Justice Service and Youth Service.
Chair of Leicester Youth Justice Management Board	Laurence Jones Strategic Director, Social Care and Education, Leicester City Council

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Executive Summary 2024/5

Leicester Youth Justice Plan (annual refresh)

Foreword

As new Chair of the Leicester Youth Justice Management Board, I am proud to present the Executive Summary of the Leicester Youth Justice Plan for 2024/25. This document represents the culmination of our strategic partnership aimed at improving outcomes for children and young people within our community. It provides a comprehensive review of our progress, outlines emerging priorities, and sets the direction for the coming year.

The statutory duty to formulate and implement an annual Youth Justice Plan is a responsibility we take seriously. Our commitment is to provide effective youth justice services that are responsive, inclusive, and impactful. This Executive Summary captures the essence of our strategic approach, detailing how we intend to deliver and fund these vital services, and how we will collaborate with our partners to ensure a cohesive and integrated service delivery.

This year's plan is particularly significant as it marks the final refresh of the current three-year cycle, with a new five-year plan set to commence in early 2025. This transition provides a unique opportunity to reflect on our achievements, evaluate our strategies, and set ambitious yet achievable goals for the future.

Throughout the past year, the Leicester Youth Justice Management Board has diligently reviewed and refined our priorities, ensuring they align with the latest guidance and address the specific needs of our community. Key areas of focus include reducing first-time entrants into the justice system, minimizing re-offending rates, and enhancing our support for young people transitioning out of custody. We also continue to prioritise education, training, and employment opportunities, as well as addressing the complex issues of criminal exploitation and serious youth violence.

Our plan is not just a document but a statement of purpose, reflecting our collective commitment to preventing offending by children and young people. It outlines the strategic links with other key initiatives such as the Children's Trust's Early Help Strategy, the Police and Crime Plan, and the Violence Reduction Strategy. These partnerships are crucial in creating a supportive environment where young people can thrive.

The successes highlighted in this summary, including the impactful work of our REACH Team and the Early Intervention Team, demonstrate our ability to make a real difference in the lives of young people. However, we are also mindful of the challenges ahead, particularly those arising from the ongoing cost-of-living crisis, the lasting effects of the pandemic, and the pressures of reduced funding.

As we move forward, our focus will remain on evidence-based practice, quality of delivery, and the voice of the child. We are committed to maintaining high standards, being inspection-ready, and continuously improving our services. The partnership's dedication to addressing disproportionality and ensuring equitable opportunities for all young people remains steadfast.

I extend my thanks to all partners, stakeholders, and team members for their unwavering support and contribution to the Leicester Youth Justice Plan. Together, we will continue to strive for excellence and create a safer, more supportive environment for our young people.

Laurence Jones, Chair, Leicester Youth Justice Management Board

Purpose

- 1.1 To provide a summary of the annual Youth Justice Plan refresh highlighting progress to date and new emerging priorities. This will be received at Board level and across the partnership and proceed through due diligence processes onto Full Council.
- 1.2 This executive summary addresses the review of the statutory Youth Justice Plan for 2022-2025 refresh in 2024 and provides an opportunity to direct any comments to the Lead Member for Children's, Director for Children's and Early Help and Prevention and Head of Service for Prevention Services.
- 1.3 This is the final refresh of the plan with a new suggested 5-year plan being devised early in 2025.

Summary

- 2.1 It is the statutory duty of each local authority, after consultation with partners, to formulate and implement an annual youth justice plan setting out:
 - how youth justice services in their area are to be provided and funded; and
 - how the Children and Young People's Justice Service will be composed and funded; how it will operate, and what functions it will carry out.
- 2.2 The purpose of this executive summary report is to present the plan for consideration and to seek agreement that it should proceed to Full Council for formal adoption.
- 2.3 The statutory youth justice plan is approved by the Leicester Youth Justice Management Board and must then be submitted to the national Youth Justice Board (YJB) by 30 June. It must then be annually reviewed once formal approval has been granted from Full Council. As the Youth Justice Board require a draft plan by the 30th of June there is agreement that a draft is submitted prior to being formally ratified through political processes. This has always been the case and is due to the YJ grant procedures. The Youth Justice Board will ordinarily provide feedback by the end of July as part of the process. This year, the YJB have provided some additional guidance and are running webinars looking at the format since new guidance was issued in 2023. These changes have meant a longer more detailed plan was created that is subsequently refreshed over a three-year period.
 - The document is the youth justice partnership's main statement of purpose and sets out its proposals to prevent offending by children and young people. The plan shows not only what the Children and Young People's Justice Service (CYPJS) will deliver as a service, but also how strategic links with other supporting initiatives will be developed and maintained.
 - This plan supports a range of associated partnership strategies including the Leicester Early Help Strategy, Police and Crime Plan, Violence Reduction Strategy and strategic needs assessment, the Community Safety Partnership Plan and delivery plans within the Social Care, Early Help and Education department. The Youth Justice Plan is supported by a detailed Partnership Plan and Operational Delivery Plan overseen by the Head of Service for Prevention Services, who reports progress to the Leicester Youth Justice Management Board
 - As a statutory regulated service, youth offending services are normally inspected every three years by Her Majesty's Inspectorate of Probation (HMIP). The most recent single inspection took place in August 2019 and a thematic inspection on Education, Training and Employment was undertaken in January 2022. The service continues to strive for outstanding and to be inspection

ready, with the view that an inspection may be called in 2025 within a new inspection framework. The current judgment held is GOOD.

- The service is also monitored by The Youth Justice Board which introduced a new monitoring framework in 2023. It provides judgments against a range of criteria with 4 quadrants applied for each YOT across the country. Leicester is currently placed in quadrant 2 which is regarded as a good quadrant to be in. However, discussions will be held as to whether the service will start striving to move into quadrant 1 and what this means for the service, partnership and children and families it serves. The Youth Justice Board are currently reviewing this framework one year on from its implementation.
- The Youth Justice Plan is required to address the areas of performance, structure and governance, resources, value for money, partnership arrangements and risks to future delivery. The plan considers local performance issues, lessons from CYPJS thematic inspections, together with learning from any serious incidents.
- The Youth Justice Management Board met in May 2024 to review the plan and consider priorities for the coming year to help shape the report and ensure the voice of the partnership is embedded within the plan refresh. The executive summary is shared with the partnership to ensure it is widely circulated across the organisations for feedback.
- Key priorities for the Leicester Youth Justice Management Board for 2024-25 include areas for further development highlighted by the HMIP thematic inspection and self-assessment against the YJB national standards. Some of the priorities from the 2023-2024 refresh plan have also been rolled forward as it was set out as an ambitious three-year plan in 2022. The following briefly outlines, performance and development plans over the next twelve months focusing upon key priority areas.

3. Key priorities

a. First Time Entrants (FTE)

- The plan identifies key priorities for this cohort of children and young people including the ongoing development of the Early Intervention Team as well as the Youth Support Offer. (Detailed information and performance can be found in section 8 of the Youth Justice Plan).
- We have a jointly held (with the county) Out of Court Disposal Panel that meets weekly to discuss all FTE cases. This is a robust and well embedded panel approach. The Head of Service has recently observed the panel identifying excellent practice.
- The service has a well-established Early Intervention Team with outstanding successes impacting on FTE rates. We have an “opt out” approach to our diversionary work and take up rates for our children is excellent.
- The service recognises that the new inspection framework places a greater emphasis on the Early Intervention and Diversionary work of YOT's. The service is proud of the work undertaken in this space.

b. Re-offending

- The plan identifies the key performance indicators for this priority. It evidences impact to date and work that needs to be undertaken to continue to strive to reduce the frequency and seriousness of reoffending at all tiers within the youth justice system. (Detailed information and data can be found in section 8 of the Youth Justice Plan).

- The service has developed a range of programmes to meet the trends within reoffending data such as an increase in Motor offences. A new group work programme has been developed to work specifically with young people in this offence category.
 - We use a trauma informed approach with all our children to explore behaviours and experiences that impact a child's life. The risks to themselves, others and increase potential to offend.
- c. Custody and constructive resettlement**
- The plan identifies the key successes and challenges with this key performance indicator. Over the years the service has successfully reduced the number of remands and custodial sentences. The plan identifies key actions that are required to continue to ensure custody is only used where appropriate and all other options have been fully explored. To ensure the right packages are provided to children to reduce remand and custodial sentences as appropriate. (Section 8 of the plan provides a detailed reflection of work to date on this priority and what is required looking forward over the next year).
 - Close partnership working has enabled the service to fully support children who receive custodial sentences or held on remand. Our resettlement offer has been strengthened to ensure we work on key priorities with our children from the moment they enter a custodial establishment to have a robust plan in place for their release. All necessary referrals such as accommodation referrals are made at least three months prior to a child's release.
- d. Other identified priorities – (Section 8 - 8.13 onwards in full plan)**
- **Education, Training and Employment**
 - To reduce the numbers of NEET young people with a specific focus on those aged 16+ who are not in full time Education, Training & Employment (NEET) and known to CYPJS. To explore placement opportunities with Connexions as this is an area of need identified through our data sets.
 - To ensure the service continues to respond to the needs to children and young people on EHCPs and any identified learning and neuro diversity needs.
 - To strengthen our approach to children presenting with Speech Language and Communication Needs. The service is currently working on a bid to secure funding for a dedicated post.
 - To hold a yearly spotlight themed session at the board on ETE to enable partners to identify any gaps or areas for development whilst highlighting the successes.
 - **Criminal Exploitation and Serious Youth Violence**
 - Serious Youth Violence and Exploitation - CYPJS is a duty holder of the new Serious Violence Duty and as such there is an expectation to fulfil several functions referenced in the Plan including the need to have in place a self-assessment against key criteria within the Duty which is routinely monitored through the Board. A strong focus on exploitation, missing from home and school as well as knife offences and preventative work is in place within the service.
 - The CCE work has been moved to sit firmly within the Early Intervention Service with key representation at Hub meetings and partnership meeting. This work is overseen by the Head of Service who attends the CE and SV Delivery Group that is chaired by the Director for Children's Social Care, Early Help and Prevention Services. This work ensures a multi-agency holistic approach to supporting children at risk of exploitation and serious youth violence. A new data report is being designed to monitor trends and impact of the work being undertaken with children in need. This will be presented at Board level and the Delivery Group for scrutiny.
 - The service has a strong risk of reoffending toolkit meeting to monitor individual cases and intelligence and programmes of delivery as well as a Case Management and Diversity Panel to oversee cases at a multi-agency level.

- **Victim and Restorative Justice**

- Victim and Restorative Justice work is strong in the city including reviewing existing data sets to the victim offer uptake and exploring processes to capture satisfaction rates of victims to inform interventions. The service is keen to support the concept of a restorative city and what the service can offer as this is explored and developed.

- **Child First and participation**

- Participation, co-production and the voice of the child is a key priority to ensure the service is a rights' respecting service. We have developed a robust feedback form for our children to complete to help shape service delivery and feedback into our quality assurance processes.
- All children create their own plans that are supported by their key worker. This ensures they truly own their plans and don't feel disconnected from them. They identify their own targets with support and guidance from their key worker.
- The service continues to encourage a partnership wide "child first approach" to strategy, planning and delivery. In 2024/5 The service will implement an approach whereby the voice of the child is reflected in all reports received by the board, as well as other partnership meetings, to reflect its rights respecting approach.
- The service will continue to ensure a child's plan is always in place and that children are fully involved in the creation of it and the monitoring, reviewing and feedback thereafter.

- **Evidence based practice, evaluation, and quality of delivery.**

- To continue to promote evidence-based practice to further impact on our reoffending rates and associated KPI's. To provide opportunities to evaluate key programmes and interventions to ensure resources are being used in the right places for the right children thus having the greatest impact.
- To continue to ensure a robust quality assurance process is in place with clear themes for the year and learning that is extrapolated and delivered upon. This also ensures an "Inspection ready approach" is embedded within practice.
- Maintain scrutiny in relation to disproportionality and children looked after due to their overrepresentation within the service. Ensuring that packages of intervention meet specific need, and that there is a preventative offer in place for residential homes. To ensure the Board receives reports on partnerships work on disproportionality as part of the new suite of KPI's. For the partnership to consider what actions are required to consider disproportionality across all organisations and front-line service delivery
- To complete national standard self-audits yearly with the next being in October 2024. To continue to ensure areas for improvements are delivered upon from previous self-audits. Recommendations are held within the partnership and operational delivery plans.

- **Transitions**

- To develop and establish a bespoke programme to support young people through all transitions including health, education, accommodation, children who move services and children who reach the end of their order.
- To continue to promote the health dashboard to support daily work and transitions. To monitor themes and trends to help build a CYPJS health profile and identify any service specific needs.

- **Youth Support Offer**

- To develop and embed a Youth Support offer in 2024/5. A strong offer has been developed but required clear communication across the partnership and through comms.

- **Staff and workforce development.**

- To celebrate success across the partnership
- To invest in staff and ensure quality conversations are routinely held and training needs identified and addressed.
- To monitor the operational delivery plan and for staff to be aware and own the vision and priorities within the plan for 2024/5.
- Maintaining a resilient workforce in challenging times. By remaining committed to staff events, team meetings and reflective supervision with strong management oversight on cases.

- **Sustainability**

- Work is being undertaken looking at several of our short-term funded projects specifically in our early Intervention space to provide a more sustainable offer and approach moving forward.
- To monitor the impact of any decrease in funding across the partnership to ensure minimal impact on service delivery. A risk log is in place and monitored at Board level.

4. Key successes – (Section 12 of the full plan.)

- The REACH Team has been successfully evaluated and continues to have a significant impact on children and young people on the cusp of exclusions from school or missing education regularly. The delivery was independently evaluated by Sheffield Hallam University with fabulous findings as well as identifying areas for ongoing development. The service is only funded until March 2025, so work is currently underway to firm up funding and sustainability planning through the Board.
- The service has embedded a robust offer to young people who have experienced Adverse Childhood Trauma (ACE) in their lives and how to support young people with a history of trauma.
- Developed a robust approach to working with children and young people on EHCP's to ensure staff are skilled and able to adapt plans to meet identified needs. The service is working with key partners to strengthen the support for children with neurodiversity needs and staff are being trained to recognise and work with said children. This will remain an ongoing priority in 2024/5.
- Leicester City Violent Crime Joint Action Group (JAG). Working in partnership the JAG is working to redesign the public service response to violence in Leicester City through greater collaboration and integrated working.
- The Early Intervention Team has now been operational since November 2019 and has provided intervention to more than 600 children and young people. Data demonstrates a significant drop in the number of young people who have re-offended as well as the number of offences committed which is supporting our reduction in FTE's and Statutory Orders.
- The Summer Arts College (SAC), established by the YJB in 2005, has been adopted by Leicester CYPJS for many years. The programme is run over several weeks during the school holidays and provides children with the opportunity to participate in art-based activities, whilst working towards an Arts Award. Evidence of impact can be clearly seen with children gaining apprenticeships at key art organisations post college. The Service continues to seek professionals with a talent in the Arts to help run session in 2024 Summer Arts College.
- Continual improvements in several performance indicators including the reduction of numbers being remanded and entering custodial establishments and an increase in pre and post 16 ETE engagement. A recognition that further work is required specifically with post 16 young people and addressing spikes in custodial sentencing through serious youth violence.
- Leicester CYPJS has worked closely with the Crown Prosecution Service to avoid unnecessarily criminalising children. This has resulted in an increased number of children being diverted from

Court for an Out of Court Disposal, acknowledging the child's needs and circumstances, thereby diverting away from the formal justice system at an early stage. There will be a far greater focus on diversionary activities and resources under the new HMIP inspection framework.

- A key priority in 2023/4 was to embed the Social Care and Education Participation Strategy, ensuring that the views of children and young people, their parents/carers and other stakeholders are fully embedded in key areas within the CYPJ service. This has been achieved with good evidence of impact and outcomes.
- Victim voice to be more evident within out of court disposals with a stronger focus on restorative justice processes. Dip sampling of cases and observations have seen this to be the case.
- The establishment of a bespoke programme to support young people through transitions smoothly. Probation have embedded a young person's team which has assisted in the transitions work. Probation received a thematic inspection on transitions by HMIP in April 2024 and any recommendations pertinent to youth justice will be embedded within the partnership plan as well as the operational delivery plan.
- The establishment of a bespoke Health dashboard for CYPJS to track themes and trends but also provide staff with a wealth of health data to inform their planning and delivery.
- The creation of a 'Remand Strategy' to support the effective management and support for young people who are remanded into custody including those who are held overnight in police custody.
- Substance misuse services. There has been a marked increase in referrals, engagement and outcomes for young people receiving support. This will continue to remain a priority area for the service to ensure this continues to be the case throughout 2024/5
- The adolescent offer now re-named the Youth Support Offer - The Expansion of the offer within the service, merging a range of programmes to develop a co-ordinated pathway of interventions to both prevent and protect young people who are at risk of offending, child criminal exploitation and serious youth violence.
- The service has continued to be a core member of the Violent Reduction Network and helped prepare, alongside partners, for the Serious Violence Legal Duty within the Police, Crime, Sentencing and Courts Act 2022. As a specified authority, the Head of Service is the nominated lead for this area, within serious youth violence, with the strategic director overseeing the work for the local authority.

5. Key risks and mitigations (see section 10 of the Youth Justice plan for further detail)

- A key risk at the time of finalising this plan is the continued impact of the cost-of-living crisis, remaining challenges from the pandemic and impact on our children and families. The impact of COVID for years to come is evident and will impact on all children's services including CYPJS. There are significant risks to short term funded projects that are likely to come to an end this financial year (24/5).
- An ongoing challenge for the CYPJS is to maintain continuous improvement in the context of any proposed national changes. Additional risks to future service delivery arise from reduced government and partnership funding. Partners as well as local authorities are in increasingly challenging times financially, whilst demand is increasing, which may impact indirectly, or directly on service delivery in the coming years.
- The service is working with strategic partners through the Youth Justice Management Board to ensure that national changes to the criminal justice system through Police, HM Courts and Probation services are managed appropriately and address risk, public protection and safeguarding priorities for children and young people.
- HMIP were clear, during the ETE thematic inspection, that the service was working with complex children and young people and the challenges that this puts on the service and partnership. The complexities of cases escalating through the criminal justice system is notable and has been the case for a significant number of years. Reflecting children's experiences of trauma, serious youth violence and exploitation will be paramount.

- Transitions- The growing cohort of young people aged 16 -18 open on orders makes it imperative that we improve all transitional arrangements (health, services, accommodation, education, probation etc), ensuring that there are strengths in the transitions such as to adult probation services particularly around maturation and understanding gaps in support.
- Prevention and Early Intervention - Considering the balance of the prevention open case load compared to the statutory caseload we will continue to strengthen the focus on the prevention and early intervention opportunities and realign resources as needed for sustainability.
- Disproportionality within CYPJS processes and practice affecting young people's experience and outcomes will remain a priority and key to partnership working too. To make further progress in meeting our public-sector equality duties, in particular that we are advancing equality of opportunity and eliminating discrimination, the service will ensure that the monitoring of disproportionality, trends and issues include the protected characteristics of young offenders not least sex, race, disability, religion and belief.
- Key Performance Indicators. We have developed a robust approach to the new KPIs that have been put in place from April 2023. These were presented to the board in 2022 prior to launching and a workshop in June 2023 highlighted an opportunity for board members to "adopt" a KPI to ensure strategic partners had an eye to themes and trends in the KPIs being monitored.

1. Introduction, vision, and strategy

1.1 The CYPJS is positioned within the Social Care and Education Department of the Local Authority. The service is strategically overseen by the Head of Service for Prevention whom holds a portfolio of services including Channel as part of the Prevent agenda, Domestic Abuse and Sexual Violence, Serious Youth, Youth Services, Family Therapy programmes, as part of our Edge of Care offer, Wellbeing Practitioners, Child Exploitation and the Children and Young Peoples Justice Service (CYPJS), Family group conferring and the Rights and Participation Service. This approach contributes to a coordinated whole system approach and supports earlier identification of families with multiple and complex needs together with increased opportunities for more targeted work with children and families at risk of poor outcomes or involved in crime and anti-social behaviour.

1.2 The CYPJS Service Manager oversees the operational delivery of the service and partnership work under the management of the Head of Service. The Head of Service is managed by the Director for Social Care, Early Help and Prevention whom reports directly to the Strategic Director for Social Care and Education. Governance arrangements for CYPJS reside with the multi-agency Leicester City Youth Justice Management Board (LYJM Board) chaired by the Strategic Director for Social Care and Education.

1.3 The LYJM Board has senior officer level representation from statutory services including Police, Health, and the National Probation Service. (*Refer to LYJMB Membership and Terms of Reference Appendix One*). Representation is also in place from Education/SEND, Community Safety Partnership, Violent Reduction Network (VRN), and The Office of The Police Crime Commissioner. A key focus of the board over the last two years has been strengthening the strategic response and shared ownership of the partnership strategic plan alongside ensuring services are effective and adhering to National Minimum Standards. A planned away day in May 2023 was used to provide further updates on the new KPI's and ensure the board individually adopted a KPI to support strategic oversight of these. The away day also ensured a full review of the Youth Justice Plan and priority setting. This approach worked successfully therefore in May 2025 the Board met again to

check progress and consider emerging and new priorities for 2024/5. The board commissions pieces of work each year and as required. In 2021/2 disproportionality of ethnicity and children looked after within the CYPJS cohort was a focus and continues to be monitored through the board with spotlight reports. The development of the health dashboard has also been a successful board commissioned development with ongoing updates provided to the board. The board will receive an update on progress in June 2024.

1.4 There is a close alignment between Leicester's Youth Justice Plan and the Violence Reduction Network's (VRN) Response Strategy. This includes several shared priorities and co-investment in projects and applications for further funding. The development of Leicestershire Police's Violence and Complex Crime Unit (VCCU), with a dedicated team focusing on prevention, has provided further partnership opportunities to strengthen the local system. This has placed the Board in a strong position for discharging the new Serious Violence legal duty that has come into force.

1.5 The board meets on a quarterly basis where performance and finance reports are presented by the Head of Service and Service Manager, to inform strategic decisions and resource allocation. A strategic partnership action plan is maintained by the Head of Service and overseen by the board. HM Courts are kept abreast of the performance and governance through the Service Manager chairing quarterly court liaison meetings but have recently been invited and now sit on the Board since 2024. Spotlight updates are provided to the board where required.

1.6 The board reports include quarterly analysis of performance against key national and local youth justice indicators, audit and self-assessment activity, Serious Incident reporting, National Standards audits, and spotlight thematic topics. The board receives deep-dive thematic reports with recommendations that are reviewed by the board on a regular basis. The board reviews and revises its performance management framework regularly, to consider best practice and changing local and national priorities. Ongoing strategic partnership analysis and priorities for 2024 include child exploitation (CE), mental health, education and neurodiversity and disproportionality. The board has recently received an updated report on the Serious Violence duty early in 2024.

1.7 The effective participation and engagement of children and young people remain a high priority for the service. The Head of Service has (through a task and finish group made up of colleagues from the wider set of services) developed an addendum to the Social Care and Education Participation strategy that specifically focuses on the service response to ensure effective co-production with young people and their families in their assessments, plans and interventions. This task and finish group has evolved into a divisional Participation network with representation from youth justice. There has been a drive to train all staff in the adopted Lundy model which has had positive outcomes for improving the voice and participation of our children, young people, and families. It is hoped that a shadow board is developed for children and young people to feed recommendations and workstreams to the board on a quarterly basis. This is currently being scoped out and the first child plan was published in 2023/4 with a follow-up one currently being drafted in 2024/5. The Rights and Participation Service have recently been realigned and now sit in the same portfolio as Youth Justice which will continue to support the coproduction, participation and voice of children within this arena.

1.8 The Head of Service is a member of key governance groups linking to LYJMB such as the Strategic Partnership Board, and Adult Vulnerability Board that has ownership of MAPPA and

Domestic Abuse and Sexual Violence. The Local Safeguarding Partnership Board for reporting and monitoring lessons from Serious Incidents and Child Practice Reviews. The Head of Service of Prevention has chairing responsibilities for relevant boards with cross-cutting themes such as CHANNEL and Domestic Abuse and Sexual Violence Delivery Group. The Service Manager deputises for the Head of Service and ensures attendance at all operation delivery groups that sit beneath the strategic boards.

1.9 The Service Manager also holds quarterly liaison meetings with key partners and stakeholders including the Police, Courts, CAMHS, Turning Point (substance misuse provider) etc.

1.10 The aims of Leicester Children and Young People's Justice Service (CYPJS) are to prevent children and young people offending, to reduce re-offending and the use of custody. This is achieved through working in partnership to deliver services that ensure children and young people are safeguarded, the public and victims of crime are protected, and those who enter the criminal justice system are supported with robust risk management arrangements. Our aim is to intervene early to provide help and support to young people and reintegrate them into their local communities without further offending.

1.11 This Plan supports a range of associated partnership strategies including the Police and Crime Plan, Leicester, Leicestershire and Rutland Violence Reduction Strategy, the Community Safety Partnership Plan, Knife Crime Strategy, Prevent Delivery Plan and delivery plans within the local authority Social Care and Education department as well as those within adult social care and housing due to cross-cutting themes.

1.12 We are working closely with our partners in the criminal justice system to ensure resources are effectively targeted at the minority of children and young people who repeatedly offend and are responsible for the majority of youth crime.

1.13 The CYPJS are active partners in the delivery of the Supporting Families (SF) Programme holding a caseload of families identified as SF. This has ensured that targeted whole-family support continues to be provided to families that are open to CYPJS. In addition to the SF programme, where there are young people working with CYPJS that require additional support they adopt the Early Help Assessment model and become the lead professional for the family co-ordinating the agencies involved and action plan.

1.14 Victim work is a key priority for the service, in line with proposed changes to the inspectorate framework and the victim's framework. Victims of youth crime receive support from a dedicated officer post and follow-up work with young people about the consequences and impact of crime and anti-social behaviour. There have been ongoing developments in the use of this role within out-of-court disposals and prevention cases to support a reduction of young people entering statutory services. There has been some incredibly innovative work happening with young people in reparation including RSPCA charity sessions, workshops on reparation development and young girls' pamper box making. The Restorative Justice and Victim Policy as well as and Reparation Policy have recently been reviewed.

1.15 The CYPJS works holistically to support children and young people to have high aspirations in their lives and for their future. The service works in partnership to address all the complex issues

young people display including physical and mental wellbeing, Acute Childhood Trauma and Education attainment for example. The service recognises the need to ensure earlier intervention which has a greater impact. The service places a significant focus on a whole system preventative approach. By investing in our children and providing mentors, activities and support at the right time and right place. We aspire to support our children and recognise their talents and invest in them. Provide hope for the future and address gaps in delivery.

1.16 The CYPJS has continued to prioritise young people's engagement in individually tailored assessment and support programmes. The service has an established comprehensive quality assurance framework, reviewed annually, to oversee assessments, pathways, planning and interventions through to outcomes. The service ensures evidence-based interventions are utilised whilst working to establish more research-based practice within the service.

1.17 Using internal resources and external funding from the Office of the Police and Crime Commissioner and until recently the Violence Reduction Network and Supporting Families, the Early Intervention Team has become an established part of the CYPJS making a positive impact in reducing the numbers of children and young people entering the criminal justice system and/or re-offending. The key objectives of the team have been to:

- a) to divert children and young people away from crime and the criminal justice system.
- b) to engage young people on the cusp of offending, or who have received a community resolution for committing a low-level offence, to divert them away from the formal justice system.
- c) prevent the escalation of offending and serious youth violence and reduce the need for statutory services and resources.

1.18 All children and young people known to the service receive one-to-one intervention on knife-related offending and consequences with a more targeted approach to those whose offending or received intelligence helps to tailor the work. These have been well received across the service and partnership and the service has maximised the funding received from the Office of the Police Crime Commissioner, to create bespoke group work packages in partnership with the Youth Service. The packages have concentrated on two distinct groups of young people targeting those at risk in a prevention project as well as those appearing on the habitual Knife Carrier list in reducing further offending. The Service Manager attends the monthly Serious Youth Violence Joint Action Group (JAG) to identify and divert young people identified through a coordinated partnership response. There is representation at all JAGS by youth justice staff. We have supported the development of the children's JAGS (in 2023/4) to ensure our children are represented listened to, heard and influence the right audience.

1.19 The ACE project has continued to support the service. The project provides training, clinical support, consultation, and advice as well as direct work with young people and their families. The project team receive on average 8 direct referrals a month to support children, young people and families displaying trauma from their childhood. The project has developed and provided case formulation support which has enabled case managers to map and respond to childhood trauma. Children's trauma work and training have been rolled out across Children's services to enable a coordinated response to children experiencing trauma. Police in custody suites have also received trauma-informed training to support this approach across the partnership. Representatives from the ACE's team make up the core panel membership for the Case Management and Diversity

Panel (CMDP) and their attendance and input at the CMDP ensure our high-risk cases have a trauma-informed approach to multi-agency management.

1.20 During 2023 the service incorporated learning from four Critical Learning Reviews (CLR's) that related specifically to knife crime and joint enterprise. Recommendations for CYPJS have been shared with the Leicester Youth Justice Management Board with learning identified incorporated within the service delivery and training plan. The Head of service is a member of the DHR review group and subgroups. Currently, at the time of writing, in 2024, there is one active CLR being written. The board will oversee the recommendations and the embedding of these within practice.

1.21 Targeted individual advice and guidance continue to be offered to our vulnerable children and young people who are not in education, training, or employment (ETE) CYPJS continues to support young people's access to education, training, and employment with some excellent results. The service was part of the HMIP thematic inspection on education, training, and employment in January 2022 with some excellent feedback at the end of the focused week. Several projects were regarded as outstanding trailblazers and are featured in the thematic inspection report and continue to provide outstanding support for children and young people. The Connexions Service continues to work with economic regeneration partners to ensure that Education, Training and Employment for young people open to the CYPJS remain a priority. CYPJS are working closely with the employment hub located within the city which will help improve EET outcomes for young people aged 16+.

1.22 The service is a key partner within the partnership response to serious organised crime and gang-related offending in Leicester. The service is a key partner within the sub-regional Child Criminal Exploitation hub for Leicester, Leicestershire and Rutland. The multi-agency response to criminal exploitation with a referral pathway and practice guidance for practitioners has been critical in ensuring the right responses are made at the right time for children and young people vulnerable to exploitation.

1.23 The service has worked in partnership with key agencies such as children's social care, targeted youth, and the police to embed a localised protocol and approach to continue to reduce the over-representation of children looked after (CLA) and care leavers within the criminal justice system. Through concerted partnership work, whilst Leicester is still slightly above the national average/YOT comparator group, numbers have remained stable, which is positive now children open to early intervention are counted. The partnership is not complacent and is committed to maintaining this as a priority moving forward.

2022 - 23

Total number of LAC for Leicester City = 379

Number known to CYPJS between 1st April 2022-31st Mar 2023= 6 = 2.90 %

2021 -2022

Total number of LAC for Leicester City = 316

Number known to CYPJS between 1st April 2021-31st Mar 2022 = 6 = 1.89%

Total number of LAC for Leicester City = 312

Number known to CYPJS between 1st April 2020-31st Mar 2021 = 21 = 6.7%

1.24 The service has embedded a robust Quality assurance process including regular deep dives of all CLA cases and works closely with CLA colleagues to provide a wraparound programme of support. There are yearly follow-ups on the task and finish group established in 2021 and reported on in the previous Youth Justice Annual Plan. The following recommendations were made and there has been progress achieved and updated through the board:

- the previous joint protocol between the CYPJS and Children’s Social Care was revised and updated in early2024.
- children looked after and known to the CYPJS are reported to the LYJM Board and relevant partners quarterly to monitor trends in practice and performance. This is embedded.
- offending by CLA is reported to the Corporate Parenting Board by the corporate parenting Head of Service and recommendations are reported to the Service Manager for follow-up.
- ongoing training in restorative justice is included in support for social care, health, and Police professionals to ensure appropriate use of community resolutions and out-of-court disposals for children looked after.
- a joint thematic audit of current open cases of looked-after children known to the CYPJS is routinely undertaken to identify current practices and areas for development. (This is repeated annually).
- a review of best practices in areas that are deemed to be good or outstanding in reducing looked-after children offending is undertaken to support local improvement. This requires further investment and will be a priority for 2024/5.

1.25 The Court, Custody and Resettlement Team within the CYPJS has provided a consistent offer to those entering the secure establishment and close working relationships with the courts and secure estate. There continue to be low numbers entering custody. This has resulted in increased confidence from the courts with good congruence rates regarding packages presented to the court, particularly sentencing proposals. Whilst there are secure operational links with custodial establishments it is felt this area can continue to be monitored to ensure effective resettlement packages are always provided. There has nonetheless been a strengthening of the relationship between CYPJS and Werrington YOI culminating in the delivery of a joint briefing from the CYPJS leadership team and the Werrington ROTL team on ROTL and resettlement best practice. There is room for improvement in strengthening the working relationship between CYPJS and other secure facilities. In light of refreshed YJB case manager guidance, the service reviewed transitions and resettlement policies in early 2024 and provided refresher briefings to staff.

1.26 A key deliverable of the operational delivery plan for the Children & Young People’s Justice Service (CYPJS) focuses upon overrepresentation. Work initiated in 2020 to focus on CYPJS processes and practices

affecting young people's experience and outcomes sits within a service-wide disproportionality plan, the plan ensures:

- a) Overrepresentation is reported to the board on a quarterly basis within the performance report. This is embedded in the reports.
- b) Performance data is reviewed and amended to reflect a breakdown of ethnicities, overlaid with education, SEND, social care and early help data. This is embedded.
- c) Benchmarking against the recommendations from the 'Lammy Review of Black, Asian and Minority Ethnic (BAME) representation in the Criminal Justice System (2017).
- d) Completed mapping against good practice identified by the Ministry of Justice report exploring 'Tackling Racial Disparity in the Criminal Justice System' (Feb 2020).
- e) Young People's survey re: experience of practice in relation to diversity and ethnicity in particular.
- f) Staff survey re: experience and professional practice within the Children & Young People's Justice Service.
- g) Quality assurance of cases where there have been breaches of court orders to test out key lines of enquiry that arose from the data we reviewed. This exercise is reported annually to support a re-fresh of priorities.
- h) Mapping local data against the YJB infographic re: Exploring racial disparity and how it affects children in their early years and within the youth justice system.
- i) Making tweaks to processes as the group became aware of anomalies eg) being able to request a change to a young person's ethnicity on ONE etc.
- j) Sharing good practice and learning as part of the Association of YOT Managers network on racial equality.

2. Local context

2.1 There are just over 88,000 children aged 0-17 in Leicester, representing about a quarter of the local population. Not only is Leicester one of the youngest cities in the country, it is also one of the most ethnically and culturally diverse: 185 different languages are spoken by Leicester residents and 67% of the school population is made up of ethnic minority groups. Children in Leicester are more likely to live in low-income families and experience poverty than they are in other cities in England. The city is among the top 20% most deprived areas of the country, and children in Leicester are over four times more likely to be living in poverty than those in wealthier areas of the country. More than one in four (27%) of children in Leicester live in poverty before housing costs are taken into account. When considering housing costs, 41% of children are in poverty. Linked to the high levels of deprivation, children and families in Leicester have poorer health and a life expectancy that is below the average in England. This has been exacerbated

by the cost-of-living crisis which has put a considerable strain on our families across Leicester City. The head of Service has ensured that service managers attend the feeding Leicester and Antipoverty board to support these critical agendas and the detrimental impact it has for our families.

2.2 Across the Social Care and Community Safety division the high need and family complexity is recognised. The ETE thematic inspection in January 2022 acknowledged the complexity of cases seen as has OFSTED Focus visits to Social Care over the past year. Many of the children and young people coming through to the service present with complex needs, have experienced adverse childhood experiences, and consequently they require additional welfare support.

Key Facts:
<ul style="list-style-type: none"> • 43% of Leicester’s population is Asian, of whom the majority are of Indian heritage. Leicester also has large Eastern European (Polish, Romanian), Black African (Somali, Nigerian), and Caribbean populations. • 41% of Leicester residents were born outside of the United Kingdom. • Leicester’s population at the 2021 census was 368,581. • The city’s population is one of the fastest growing in England and increased by 11.8% since 2011. • Leicester is a young city with a median age of 33 compared to 40 for England. • Leicester has a large 20–24-year-old population due to students attending the city’s two universities.
Employment
Leicester has a lower labour force participation rate and higher unemployment rate than England.
Households
There are 127,389 households in Leicester. 29,495 households rent from the social sector, of which 18,748 rent from the council.
Deprivation
Leicester was the 32 nd most deprived of 317 local authority district areas based on the Indices of Multiple Deprivation 2019 and is significantly more deprived than surrounding areas. Eyres Monsell, Saffron, Braunstone, New Parks, and Beaumont Leys are the most deprived areas within the city and are among of the most deprived nationally.
Crime
From January 2022 to December 2022 Leicestershire Police created 91,491 incidents which were from within the city of Leicester, of which: <ul style="list-style-type: none"> - 35% related to crime. - 31.4% related to public safety. - 4.9% related to Antisocial behaviour (ASB) - 21% required an emergency response. - 32.6% required a priority response Of the ASB incidents: <ul style="list-style-type: none"> - 78.5% related to neighbour disputes. - 13.5% were environment related. During 2022 49,802 offences were recorded, these were made up of: <ul style="list-style-type: none"> - 38.2% Violence against the person - 25.9% Theft-related - 14% Public disorder offences - 2.35 Sexual offences - 1% Robbery In relation to hate crime 2027 offences, were recorded of which: <ul style="list-style-type: none"> - 73.5% were racially motivated. - 17.2% were religiously motivated. - 10% were related to sexual orientation. - 5.9% were motivated by disability. - 37.8% of offences took place in public

3. Child First

3.1 Leicester Youth Offending Service changed its name in 2019 to Children and Young People’s Justice Service. The name was developed and chosen by children in the service and reflects the voice of the children we work with and our child-first approach. Offending was a word that our children wanted to have removed as often the label offender led to a different response for our children being seen as offenders first and children second. In Children’s Services, our three-year plan has participation and coproduction as one of the five key priorities highlighting the commitment, at a strategic level, for participation and co-production to be at the heart of strategic thinking and operational delivery. The Head of Service has also ensured participation and co-production are key themes in the overarching Prevention Service Plan leading into individual service areas operational plans. The Rights and Participation Service have recently moved under the Head of Service responsible for Youth and Youth Justice.

3.2 The Lundy model is embedded across the service and is supported by Participation Pledges (Appendix 2: Participation Pledges). In addition, there is a video to promote the work and there are service champions trained in the Lundy model. We can confidently say that rights-based practice is at the heart of our work and vision for future service delivery. This is now being supported by the participation Team manager for all services across social care and community safety. This approach has also been adopted by partners, including the Police, as a key principle.

3.3 CYPJS continue to promote and embed a 'Child First' approach. A member of the CYPJS leadership team and case manager have completed the 'Child First, Offender Second' learning programme and are providing a series of briefings across the service to disseminate the learning. This is an invaluable opportunity and will help to further strengthen the child first approach.

3.4 Leicester CYPJS has worked closely with the Crown Prosecution Service to avoid unnecessarily criminalising children. This has resulted in an increased number of children being diverted from Court for an Out of Court Disposal, acknowledging the child's needs and circumstances, thereby diverting away from the formal justice system at an early stage.

4. Voice of the Child

4.1 It is recognised that there is difficulty when collecting feedback from children and young people, with different needs, and capacities and at different levels of engagement. While also acknowledging that some children and young people are also in very challenging places emotionally. The service recognises and values the voice of the child and their rights to participate.

4.2 The Service Manager has been working on improving the feedback forms and use across youth justice to ensure this feedback is presented quarterly in the performance reporting to the board. This is now embedded within practice and performance reports. The voice of the child therefore consistently informs service delivery (Appendix 3: Quotes from children and parents at the end of intervention)

4.3 Acknowledging the different contexts, the service has developed multiple channels for feedback. Children and families can choose how and when they provide feedback. "Always on" methods, such as comment boxes, social media platforms, compliment pro-active forms, surveys and focus groups are some of the channels available. Our approach was recently shared at a YJB practice learning event and the following was discussed and showcased: (Appendix 4: YJB Practice Learning Event)

- Qualitative approach to capturing verbatim thoughts, feelings, and experiences of children.
- Engaging, interactive and modern way of capturing children's voices for example Podcast.

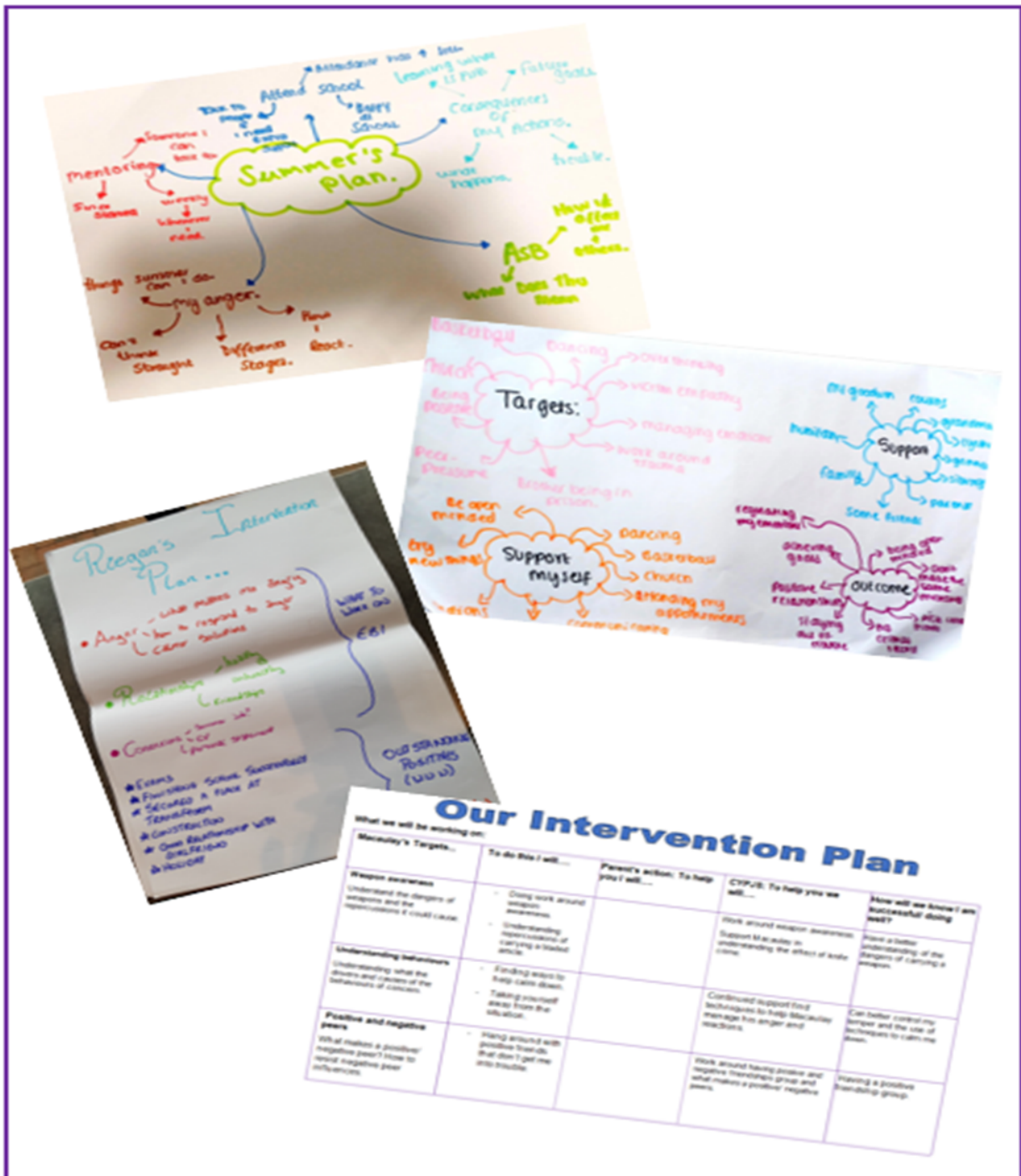


- Children educating new recruits on what makes a good volunteer CYPJS worker for them.
- Children can request reparation that is suitable for them. We work flexibly and individualistically with children to ensure there is value for the community and themselves in their reparative activities.
- Developing and establishing pathways to provide children with opportunities they have; to express themselves through arts, sports, animals etc.

4.4 Participation continues to be a priority in the Youth Justice Management Boards Partnership Plan. The Participation Strategy specifically focuses on the service response to ensure effective co-production with young people and their families in their assessments, plans and interventions. Co-production will continue to be a priority to support the planning, designing, delivering, and reviewing services. The board is considering how to ensure a better link to children but is confident that children have sight of plans, policies, and procedures to ensure that line of sight is there between children and the board. Further consideration will be taken to look at a children's group to inform the board on key decisions and developments. The board is keen to ensure the lived experience of our children is recognised and informs priority planning. The service is also ensuring ongoing work is developed on the child first and pro-social identity work is prioritised. The service and board have an aspiration of always ensuring a strength-based approach is applied to its work and concentrating on the strengths of each child and building upon those strengths. The Head of Service will seek the support of the Rights and Participation Manager to progress this work in 2024/5.

4.5 Policy and procedures are subject to ongoing review to ensure that a child-first approach is a cornerstone of practice. For example, we have reviewed the referral order processes and paperwork to ensure it is child first. The new approach went live in February, and we will be reviewing the impact in August. This is a creative and innovative piece of work that fits in the national standards framework as well as the child-first approach that has been adopted across the partnership, see Appendix 5: Co produced/Child First RO process.

4.6 Intervention Planning Guidance is continually reviewed to ensure that Plans are 'co-produced' and reflect collaboration between the young person, their parent/carer, and the case manager.



4.7 CYPJS has collaborated with children open to the service to develop a Children's Plan on a page. Last year's plan was recently reviewed, and children felt that their previous suggestions had been implemented in the service, apart from 'help with education, training and employment placements'. Children said that they feel the impact of the absence of a post-16 education worker. Whilst they feel supported via our Education Liaison in a school setting, they feel less supported with exploring employment, alternative courses etc.

4.8 Children offered further improvements that could be made to CYPJS and added to their plan. This includes more activities to help young people build better relationships with their workers, support them with a better understanding of emotions, and support them with life skills.

Children & Young People's Justice Service

Childrens Plan 2024

We want safe spaces:

- Places where we live.
- Places where we can escape to when we need.
- Places where we will have someone to talk to and be listened to.
- A place where I can shout and scream if I need to.
- Spaces with activities that are different, not just sports.
 - We want creative arts and music.
 - We want to express ourselves.
 - Access to the Xbox.
 - Spaces that are just for girls.
 - Friendly faces in the community.

We want positive relationships:

- Regular contact with our workers.
 - A mutual understanding.
- To understand why we are involved with CYPJS, what will happen and what they will be doing.
- Workers should have an excellent understanding of our lives.
- We want to communicate in the way we want to.
- Workers to listen and see things from our point of view.
- Would like to do more activities with the worker.

We want help with life skills:

- How do we get a bank account?
 - How do we buy a house?
- How do we get a driving licence?
 - How do I get a passport?
 - To prepare and cook food.
- Where to go when we need help.
- Registering with doctors and dentists.

We want a better understanding of our emotions:

- More support with ACES when we need them.
- Access to counselling when we need it.
- We want someone who can help us to talk to our parents.
- Adult support when we need it.

Help with education, training, and employment:

- We need someone to speak on our behalf at school.
- We need someone to support us to get into training or college, someone who sticks around.
 - Activities provided by CYPJS to support education.
- Things to do that I want to do (we don't all want to do construction).
 - Feel welcomed at school.
 - Support to follow the right path.
- We need schools to have a better understanding of my needs.

4.10 What Children Say:



5. Governance, Leadership and Partnership Arrangements

5.1 The CYPJS is fully integrated into local partnership planning arrangements for both children and young people and criminal justice services. There are regular joint meetings with key partners including the Police, Courts, Health (Public Health and Clinical Commissioning Group) and Probation to support the delivery of shared strategic priorities. The service is proud of the strong partnership in place.

5.2 Leicester's annual refresh of the current three year Youth Justice Plan is underpinned by a strategic partnership delivery plan (which the YJMB is accountable for) and an operational service plan for the CYPJS (which the Service Manager is responsible for). Both plans support a range of associated partnership strategies including the Police and Crime Plan, VRN Response Strategy and the Community Safety Partnership Plan.

5.3 The Director for Social Care and Early Help, Head of Service for Prevention and or CYPJS Service Manager is represented on/or responsible for the following key strategic partnerships:

Strategic Partnership Board	Leicester Domestic Abuse Locality Board	Level 2 and 3 Mappa meetings
Leicester Children's Trust Board (LCTB)	LLR VARM Board	CSE, Missing and criminal exploitation meeting
Local Safeguarding Children's and Adults Board (LSCAB)	Children and Adolescent Mental Health Service (CAMHS) Multi Agency Partnership	Serious Youth Violence Jag
Safeguarding assurance meeting	Family Therapies Board – Edge of Care	The Serious Violence Delivery Group and VRN Strategic meetings.
DHR review and subgroup meetings	Prevent Steering Group and Channel Panel	SEND partnership meeting
Corporate Parenting Board (Looked After Children)	Contest Board	Joint Solutions Panel
Leicester Community Safety Partnership (LCSP)	Community Operations meetings stepped up by the CSP	Association of YOT Managers
LLR Adolescence Safety and Diversion Board	Operational delivery MAPPA Meetings	Domestic Abuse and Sexual Violence Delivery Group LLR DASV delivery group and VAWG Delivery group
LLR Adult Offending and Vulnerability Board	Adolescent and Diversion Board	CCE and SV Subgroup
LLR Prevention and Early Intervention Board	Substance Misuse Partnership Board	Assurance and Development Board for Healthy Together
Strategic Partnership Board	Leicester Domestic Abuse Locality Board	Level 2 and 3 Mappa meetings

5.4 The Children and Young Peoples Justice service sits in Prevention in the Social Care, Early Help and Prevention Division and Social Care and Education Department.

5.5 The CYPJS is one of four services within the Prevention Service, which forms part of Leicester's Children's Social Care and Early Help division. Reporting to the Head of Service for Prevention and the

CYPJS has a dedicated Service Manager who oversees the operational delivery of the CYPJS and Youth Service (which will be renamed the Youth Support Service).

5.6 The CYPJS has a diverse workforce that reflects the diversity of the local communities that it serves. The entire workforce is employed permanently, apart from the Early Intervention Team and a range of short, funded projects that sit within that area. Whilst there is an underrepresentation of female employees in all parts of the service, apart from management, there has not been any detrimental impact on front-line service delivery specifically towards our females that may require female practitioners. However, this will continue to be an area that we monitor. Currently, this is not problematic as the local demographic of the cohort of young people we are working with are predominantly male reflective of our workforce for both gender and ethnicity. (Appendix 6: Structure chart of the service and staff demographics).

5.7 Through our disproportionality of ethnicity work, we identified an underrepresentation of managers who are Black, Asian or of another ethnicity. As YOT staffing structures tend to be more stable with less movement, we have incorporated actions within our disproportionality plan to include opportunities for shadowing and matrix management and active involvement in our Local Authorities' commitment to reverse mentoring, this continues to be prioritised.

5.8 Services for children and young people known to the CYPJS are provided by directly employed staff and external specialist staff who are located within the CYPJS. The service's main touchdown office base is in the city centre in the same building as social care, but staff also undertake direct work in local communities and home environments. Venues used include the children and family centres and youth centres across the city as well as voluntary and community centres.

5.9 The main activities delivered by the CYPJS are pre- and post-court interventions. Case Managers (supported by a Youth Advocate where required), oversee:

- Youth and Youth Conditional Cautions.
- Pre-sentence reports for young people appearing before Youth Magistrates and Crown Courts.
- Post-sentence supervision of all young people aged 10-17, including community reparation and restorative justice work. The service provides supervision to young people who receive custodial sentences and resettlement into the community. Intervention is supported by a robust group work delivery plan through our Attendance Centre and 'Which Way' programmes that offer our children a range of learning experiences and are co-designed with our children.
- Out of court disposals (OoCD) are managed through our robust joint decision-making process (Out of Court Disposal Panel) which covers both the county and the city. This enables earlier identification of children and young people at risk of crime and anti-social behaviour, with an opportunity to prevent escalation of offending and address wider family issues through targeted interventions. A bespoke OoCD assessment tool is completed, which reflects the AssetPlus framework, and all are Quality Assured by the OoCD Panel Team Manager and utilised to better inform the Panel's decision. The panel meets weekly and is subject to regular scrutiny by a multi-agency panel chaired by the Office of Police and Crime Commissioner.

5.10 The Early Intervention Team has been established since 2019 and continues to have a significant impact on the number of young people entering the criminal justice system. The team focuses on the prevention and diversion of young people through tailored intervention planning following a thorough assessment of individual strengths and needs of the young person and their family.

5.11 Since it was established the Early Intervention Team has received more than 1000 referrals from the Out of Court Disposal Panel, when a young person received a Community Resolution, Police issued Community Resolutions and young people referred for preventative intervention.

5.12 The early intervention offer has significantly increased over the past 12 months with the continued commitment from the Youth Endowment Fund in its funding of the Reach programme. A programme designed to support young people who are at risk of exclusion from mainstream education and anti-social behaviour. A report commissioned by the Violence Reduction Network, (VRN), and produced by Sheffield Hallam University highlighted the positive initial impact the team is having. The Reach Programme is currently taking part in a pilot of a randomised control trial to allow for an independent evaluation into the effectiveness of the team. OFSTED, as part of the Annual Conversation, received a presentation by the Reach team in May 2024 and it was noted as outstanding practice.

5.13 The team also contributes to the multi-agency Alternative Provision Specialist Taskforce, (APST), a Department for Education programme that provides support to young people and families of young people who attend Carisbrook Specialist Education Provision, the funding for this programme has now been extended until 2025 and the Early Intervention will continue to provide on-going support to young people at risk of becoming involved in offending, ant-social behaviour and serious youth violence.

5.14 The Early Intervention Team continues to provide one-to-one intervention and support to young people at risk of criminal exploitation, these young people are referred to the team via education providers, the police and through Public Protection Notices. The team works closely with colleagues within Children's Social Care to identify children at risk at the earliest opportunity. The team also has a presence in schools as a point of contact for students who may be concerned for themselves or peers who may be at risk of exploitation. (Appendix 7: Evaluation reports Early Intervention)

5.15 There is an extensive range of partnership staff supporting CYPJS:

- 1 FTE Seconded Probation Officer (Secondments currently on hold due to staffing pressures and monies being provided instead)
- 2 FTE Seconded Police Officers
- 1 FTE Seconded Pre-16 Education Specialist
- 1 FTE Substance Misuse worker.
- Access to Connexions for post 16 support and Educational Psychology service.
- Direct support from a CAMHS Practitioner on a full-time basis to work closely with the Child and Adolescent Mental Health Service (CAMHS).
- Two ACE's practitioners working across LLR offer support for the trauma-induced work with staff to support their work with children and young people who display childhood trauma (ACE's).

5.16 Vulnerable children and young people who are not in education, training or employment are offered targeted individual advice and guidance. Our SEND pathway supported by partners ensures there is a specific focus on young people who have an Education or Health Care Plan, those who require Speech and Language Therapy and those in custody. SEND colleagues also support the service workforce development programme. Connexions support all children in year 11 and those above school age. The Education Welfare Service contributes towards a full-time ETE coordinator to support children of statutory age. The coordinator is responsible for:

- Coordinating resources to address school-age ETE needs, collaborating with schools and education providers.
- Overseeing the allocation of work relating to custodial education, pre- and post-16 transitions, and educational psychology
- Managing all referrals to education welfare service
- Exchanging information relating to ETE records with schools and the host local authority when a young person enters custody.

- Engaging the local authority in terms of attendance and representation of CYPJS issues at key-focused meetings

5.17 As part of the ACE project within NHS England, we continue to prioritise and address the area of trauma and emotional trauma in the lives of young people. CYPJS staff have received specialist training to identify and respond effectively to emotional trauma which continues to strengthen support plans for children and young people. It also ensures that there is a greater understanding for victims of youth crime about the experiences of some children and young people. The project is developing at pace and have recently launched a joint ACE and CAMHS referral to ensure young people and children receive the most appropriate service at the right time.

5.18 Our volunteers are vital in helping to make a difference in the lives of children, young people, their families, and victims of crime. We work with a wide range of volunteers reflecting the diversity of Leicester's communities. Recruitment and a comprehensive training package take place annually. Volunteers have access to ongoing support by way of one-to-one and a group setting, facilitated by the Volunteer and Restorative Justice Co-ordinator. There is also ongoing training delivered by partner agencies, including ACE practitioners within NHS England, Turning Point Drug and Alcohol Service, as well as refresher training in safeguarding and data protection.

5.19 The youth justice mentoring project, for out-of-court disposals, has been set up to help tackle the underlying challenges that exist in a child's/young person's life, which may lead them to commit crime and antisocial behaviour. The scheme aims to engage children and young people on a one-to-one basis and deliver tailored interventions to address their offending behaviour, increase their knowledge and consequently divert them from offending. The mentoring support provided is set up on a swift and short-term basis to maximise the impact and effectiveness of the intervention. The service continues to recruit, train, and support many community panel members for the delivery of Referral Orders. This work is going from strength to strength with outstanding outcomes being seen.

5.20 The CYPJS works in partnership with the Youth Service to deliver criminal exploitation and knife awareness programmes for two distinct groups of young people, those who are known to carry knives and those who are at risk of becoming knife carriers. This work is being supported through funding by the Office of the Police and Crime Commissioner (OPPC). Specific programmes have been delivered, in partnership, to reduce the number of knife-related offences across the city, with the service being a key contributor to the Knife Crime Strategy incorporating serious youth violence. The group work programmes have been co-produced with our children and young people.

6. Resources and Services

6.1 The YJB Youth Justice Grant allocation focuses on innovation and service improvement and supports the annual partnership delivery plan reviewed by the Leicester Youth Justice Management Board. This ensures resources continue to be prioritised in areas where there are risks to future delivery and performance. We are yet to receive the grant for 2024/5

6.2 There has been a continued downward trajectory regarding the number of children in the youth justice system. Leicester City has seen a steady reduction in the number of children open to the service over the last four years with an average 122 caseload (2019/20) v. average 70 caseload (2021/22) and similar since trajectories since then in 2023/4. Nationally, this appears to be reflective statistics for family neighbours. It is also clear that the Early Intervention Team have had a significant impact on the statutory side of youth justice by diverting children at the earliest reachable point. Subsequently, young people that

do enter the youth justice system and the statutory side of core business, present with more complex needs.

6.3 Locally, we can demonstrate how the team is impacting upon the FTE rate which was previously higher than the regional and national averages. This has resulted in the reduction of young people receiving court convictions and escalating through the Criminal Justice System. Offending data post-intervention is also strong as can be seen in the data provided in the plan and performance report (Appendix 8: Paper C Performance and QA Report May 24).

6.4 The early identification and intervention through the Police issued Community Resolutions and referrals for preventative intervention will continue to be a key priority for the forthcoming year, in addition, we will focus on:

- Utilising existing community risk management processes, for example, the Serious Youth Violence Joint Action Group to engage siblings/children of the most serious offenders to ensure wrap-around services are provided, and timely referrals are made.
- Analysing first-time entrants' data to support prevention initiatives, for example, we know that many children and young people committing knife offences are not eligible for a Community Resolution. Increasing the need for additional prevention to be delivered in a range of universal settings. This is supported through additional partnership delivery work with the youth service.
- Utilising Outcome 20, Outcome 22 and Community Resolutions as a viable option preferred to Youth Cautions and potentially Youth Conditional Cautions. The OoCD Panel is in the early stages of implementing O20s (NFA / service delivered by other agencies involved) and O22s (police NFA following education activity completed).
- Developing our community engagement and mentoring offer. This is being seen as having a significant impact on the lives of our children.
- Data Sharing – This is a key feature of both HMIP and Crest Report and the meeting is focused on what data the Services readily have available that could provide a more robust overview of out-of-court work. A barrier to achieving this to its full potential is the need to have data analyst support. This strand will also support any grant or bid submissions that will bolster the work of the Police, Youth Justice, and other partners.
- Cohort Management – this is a relatively new concept that agencies are working through to identify those children and adults most at risk of committing serious violence and recognise those children who may be on the periphery and require support. This work is being led by the Violence Reduction Network and the Violence and Complex Crime Unit.

6.5 The complexity of cases escalating through the criminal justice system continues to be notable, and the staffing time and partnership time across all disposals have increased. Alongside this, there has been an increase in the intensity of support needed, when reviewing the assessed risk levels. The consequence of this is a need for a higher contact rate, more intensive support, and increased multi-agency planning, increased staffing time per child needed across the partnership and not just consumed within youth justice provision. We have two key processes to support the reduction of risk these are the Re-Offending toolkit meetings the Case Management and Diversity Panels and a wider focused joint solutions panel if known to C6.6 The reoffending rate, particularly the frequency has risen over previous months, we continue to utilise the YJB Re-offending Toolkit to ensure a detailed understanding of local re-offending rates. We know that locally, most children who re-offend do so within 30 days of the sentence. To ensure that the frequency rates are targeted more effectively, by the leadership team, we have real-time intelligence for case managers to respond to reducing drift and delay in refreshing assessments, pathways and planning. Leadership oversight is provided at weekly risk of reoffending toolkit meetings, together with the police and the Intensive Support for Children Coordinator, weekly intelligence, offending patterns, CCE and Habitual Knife Carrier intelligence is reviewed to inform intervention planning. Intelligence sharing also supports the delivery of initiatives in the community, for example, weeks of action and group delivery to prevent first-time entrants and re-offending.

6.7 The Case Management and Diversity Panel review all cases that are assessed as high risk in any risk domain or where diversity needs to be considered, in custody or on remand cases, and those that have been transferred or are being caretaken. In addition, any cases where there has been a significant change can be referred. It supports the management and reduction of risk through multi-agency information sharing and decision-making, the delivery of targeted intervention planning and supports transitions and resettlement. The panel also promotes and provides an additional level of management oversight. It has been highly regarded by HMIP.

6.8 The cohort of young people aged 16 -18 open to the service has been steadily increasing. Ongoing data and quality assurance scrutiny is supporting how we develop and deliver impactful intervention, this will continue to be reviewed every quarter to inform practice. During the last year transitions and resettlement policies have been reviewed and updated, and service briefings were delivered. It will be a key priority to strengthen working arrangements with custodial establishments post-pandemic. To support transitions and flexible approaches to ensure there is capacity for continuous assessment, planning and delivery to support resettlement back into the community. There has been a key focus on working closely with the Probation Service as they developed their young people's team with a notable improvement in transitions of cases of probation in a seamless manner. Discussions remain ongoing concerning access to systems so that probation can review CYPJS intervention.

6.9 Accommodation is included as part of all resettlement planning for all young people made subject to a custodial sentence or remanded to Youth Detention Accommodation. Every young in custody or remanded is allocated a Youth Advocate. The focus of the advocate work is to deliver and enable access to support with health, family, education, training, employment and accommodation. Parenting support is provided to all young people in custody and their families throughout the custodial sentence to plan and support reintegration into the community. Other key professionals will be invited to custodial reviews depending on the specifics of each case being presented to the panel.

6.10 In line with updated case management guidance transition processes will be updated to ensure key services are accountable for supporting the planning and delivery of transitions. Including accommodation/residence, change of services, health, education and exit strategies for children when they reach the end of their order. The key focus will be on those with Education Health Care Plans, Special Educational Needs and those that are Looked After.

6.11 The service routinely updates its quality assurance activity schedule outlining CYPJS 2024-25 quality assurance activity with broader actions tracked and progressed through the improvement/business plan. We prioritise improvements around practice and recording, following the implementation of whole child's journey case management guidance. These have been developed following learning from the National Standards self-assessment and associated actions absorbed into the improvement plan. CYPJS has held, and will continue to do so, bi-monthly developmental practice workshops, and build on the quarterly service meetings which cover a variety of quality improvement activities. Board member governance and scrutiny of quality assurance processes will be a key priority.

6.12 Workforce Development Training and learning are delivered through internally commissioned training/workshops for CYPJS-specific activity, accessing the divisional and corporate training programmes and through self-directed research. CYPJS have a Skills Matrix Training Plan that has been supported by a service-wide self-assessment using the YJB's Youth Justice Skills Audit for Youth Justice Practitioners (Appendix 9 The workforce development plan for 2024 is currently under review and awaiting completion of Quality Conversations with individual staff to feed into the matrix). The priorities identified and actions will feed into the service delivery plan.

6.13 Statutory partners funding contributions in Health, Police and the Probation Service are yet to be fully confirmed for 2024-25 at the time of writing this plan, however, it is envisaged these will remain at the same/similar levels. The OPCC has yet to confirm 2024 -25 additional funding for the service, although has confirmed that money will be provided to support the Early Intervention team through a successful bid into the Community Safety Partnership funds provided by the OPCC. Up until March 2025 MOJ Turnaround funding will support the Early Intervention team. Currently, we are considering how to mainstream the work within CYPJS due to the significant impact it is having on FTE and other KPI's (Financial, staffing and in-kind contributions made by local partners are contained in Appendix 10 for 2024 -25).

6.14 Investing to save, as part of supporting the preventative agenda, has been a priority for CYPJS over the past year and will continue to do so throughout 2024-25. Examples to date:

- The Early Interventions Team was Independently evaluated in March 22 The independent evaluation report of the Early Intervention Team were published in July 2022. The findings demonstrate the significant impact the team are having on young people and families across Leicester City. The full report and recommendations can be found here: [6e2bca 7855900873ac4e488a54177e733cfaca.pdf \(violencereductionnetwork.co.uk\)](https://www.violencereductionnetwork.co.uk/6e2bca7855900873ac4e488a54177e733cfaca.pdf) Quarterly performance reports are also provided to the board and funders (appendix 11)
- The REACH Programme which was derived from a VRN-supported bid to the Youth Endowment Fund was Independently evaluated and supports whole system development and delivery.
- The Phoenix Programme, formally Focused Deterrence, launched in July 2023, CYPJS has been a significant partner in the design of the programme and will provide intensive support to young people identified through the programme from Early Intervention and statutory areas of the service.
- Home Office GRIP fund which Leicestershire Police receive funding for to provide a regular and visible policing presence to prevent serious violence in crime hotspots. Working in cooperation to develop focused Youth Work to support policing initiatives.

7. Progress on the 2022-25 plan – refresh 2024/5

7.1 The service set an aspirational Youth Justice Plan for 2022- 2025, and it was set as a three-year plan. It is clear to see that significant progress has been made in many of the priorities set.

7.2 Key priorities for the Leicester Youth Justice Management Board for 2023 -24 continued to include areas for development highlighted by the HMIP ETE thematic inspection in 2022 and yearly self-assessment against the Youth Justice Board National Standards. We have been encouraged by the work completed to ensure schools are transparent in their use of part-time timetables and the hours of education children receive. Also, our work to establish a dedicated SEND pathway as the which has enabled us to be awarded the SEND Charter Mark. Although ETE will remain a priority for 2024/5 the work to address areas for improvement as a result of the thematic inspection has largely been delivered and embedded.

7.3 The service made a commitment for a specific focus on post – 16 EET resources to ensure an improvement in outcomes that were directly impacted by COVID. This has been actively worked on and the service has seen a marginal increase in Post -16 NEET, however, a reduction in training providers post-COVID is impacting on performance. This remains a performance priority and ETE recommendations from data analysis have formed part of our partnership planning throughout 2024/5. The board was invited in May 2023 to have members lead on specific KPI's to ensure they had a closer look at data and performance from a specialist perspective and provide strategic oversight. This is continuing to be embedded in the board approach for 2024/5.

7.4 Leicester Youth Justice Management Board has continued to improve ownership of strategic priorities with a full self-assessment completed in 2021-2022 and has been reviewed annually since. Our review in May 2023 and May 2024 has seen a refresh of key priorities and consideration of the revised Key Performance Indicators that are used to measure need and support partnership responses.

7.5 A key priority was to embed the social care and education participation strategy, ensuring that the views of children and young people, their parents/carers and other stakeholders are fully embedded in key areas within the CYPJ service as follows:

- a. Strengthened co-production informing improved assessments, plans and service delivery which is evident within quality assurance processes. Progress has been made and this is being realised through the QA approach.
- b. Use friendly induction processes evidencing that children and young people know why we are involved and what the trajectory is. The induction paperwork is revisited annually, and children have been involved in looking at the induction approach and written paperwork. In addition, there have been group work sessions developed in partnership with children to introduce them and their families in what to expect from CYPJS.
- c. Children have supported the review of Referral Order processes and accompanying paperwork. We are proud of what has been achieved collaboratively and are confident that our Referral Order processes are as child focused as they can be. (Appendix 5 Coproduced plans)
- d. Victim voice has been reviewed in line with the proposed HMIP inspectorate framework and the Victims code that was launched recently. This has supported our work within out of court disposals with a stronger focus on restorative justice processes. Work has been undertaken to ensure the victim voice is always heard within the out of court processes and paperwork has been amended to reflect this. The dedicated Victim Contact Officer contacts all direct victims (consent-based) prior to offences being heard at the Out of Court Disposal Panel. Victims are offered the opportunity to have their views obtained by means of Victim Impact Statements. During this process, the offer of restorative justice options is discussed. Victims are offered additional services such as support via Victim First, should this be required. A copy of the Victims Code of Practice is always provided, either by link or printed version. The Victim Contact Officer shares the victim's voice and impact with the assessment author, which is also highlighted during the OoCD Panel to inform appropriate disposal decisions and risk management planning, whilst also balanced with a 'Child First' approach.

7.6 The service continues to strive for best practice and improve the quality of practice, during the last year our quality assurance processes have been revised, to enable a greater focus on key areas of practice. Additionally, greater scrutiny must be given to our pre-court and diversion processes. That so, we have established quality assurance processes that ensure all pre court assessments are audited before going to panel. Maintaining improvements relating to the quality of reviews and effective management oversight has been a key priority. Revised processes have been established to ensure that reviews are impactful, and child-led, this was supported by training. As a result, the service has seen significant improvements in this area with reviews continually being monitored. This will remain an ongoing priority with the aim of 80% of reviews being deemed "good" or "outstanding" through the QA approach. We remain committed to board members becoming part of the quality assurance process. This is still an area to consider. Board members continue to receive quarterly QA reports in the board meetings and opportunities are there to provide feedback and advice on areas for development. This continues to be an area to consider for the best use of board members' time and skill base.

7.7 The implementation of the recommendations from the task and finish group findings, exploring disproportionality of ethnicity and children looked after informed the service-wide disproportionality plan.

The plan was refreshed during July and August 23, this was supported by a service wide disproportionality audit. One of the key actions within the plan focuses upon preventative activity to engage more children from BME communities. Six months on within prevention we can demonstrate an equal balance of White British children compared to children from BME communities. This is positive given the overrepresentation of white British children. This will remain an ongoing priority for the 2024/5 plan.

7.8 Our bespoke programme to support young people through transitions smoothly continues to be developed, our transitions policy is subject to continual updates as the local probation service young adults team develops. That so, updates have specifically focused on custodial and Probation transitions. Work is ongoing to focus on all transitions, including health, education, accommodation, children who move services and children who reach the end of their order. We are also working closely with our leaving care team to be part of the Staying Close programme, a model which provides enhanced support packages for children leaving care from children's homes.

7.9 We have established a Health dashboard to track themes and trends but also provide staff with a wealth of health data to inform their planning and delivery. The dashboard was created and trialled, and we found that the initial process provided enhanced information, but it still had limitations. During the last year, working with health we have set up a process with healthcare navigators, that ensures all children's health information is provided at the earliest stage to assist in assessment and support intervention. This will continue to be a priority as it embeds in 2024/5 to realise its potential. A full updated report was delivered and well received by the Board in June 2024.

7.10 The creation of a 'Remand Strategy' to support the effective management and support for young people who are remanded into custody including those who are held overnight in police custody. This piece of work has been an excellent partnership approach to creating a child first remand strategy across LLR. The strategy was signed off in 2023 and coincided with the publication of the HMIP joint thematic inspection of remands, and associated action plan. The board have agreed to the establishment of a joint LLR task and finish group to oversee the implementation of the action plan. It will remain a priority for 2024/5 to embed and continue to review the strategy across services.

7.11 The focus on substance misuse treatment continues to be a key priority, specifically in relation to current offending trends and for child victims of CCE. The revised KPI's are also a key measure of how substance misuse services are being utilised. Learning from this as resulted in revised referral processes and working agreements with the provider to ensure out-of-court processes are robust. This has been accompanied by training. Referrals are being closely monitored to ensure an increase is seen and engagement is improved. A priority area for 2023/4 was to concentrate on the engagement and retention of young people in treatment and sustaining successes. There has been a marked increase in referrals, engagement and outcomes for young people receiving support. This will continue to remain a priority area for the service to ensure this continues to be the case throughout 2024/5

7.12 The Expansion of the offer within the service, merging a range of programmes to develop a coordinated pathway of interventions to both prevent and protect children and young people who are at risk of offending and child criminal exploitation. We have developed robust cohort management processes that ensure all children identified as habitual knife carriers or are assessed as high-risk of criminal exploitation have robust packages of intervention. Lessons learnt from these developments are being fed into the growth of the Youth Support Service which will reflect support from across the wider Social Care, Early Help and Prevention division. This is being reviewed at Head of Service meetings whilst being implemented.

7.13 The service has continued to be a core member of the VRN and helped prepare, alongside partners, for the Serious Violence Legal Duty within the Police, Crime, Sentencing and Courts Act 2022. As a specified authority, the Head of Service is the nominated lead for this area with the strategic director overseeing

the work for the local authority. The Board has received presentations and kept abreast of developments to ensure CYPJS is adopting a public health approach in both preventing and reducing serious violence locally. Examples of this approach relate to CYPJS commitment to the local-focused deterrents scheme and ongoing community cohesion work. The strategy and youth justice self-assessment has been completed.

8. Performance and priorities.

8.1 The key 4 performance indicators, which remain a priority for the service, are preventing youth offending, reducing re-offending and the use of custody for children and young people as well as a suite of local performance indicators and a monthly dashboard of indicators. The impact of the CYPJS performance and its contribution to wider safeguarding and public protection responsibilities are monitored and reported through the local Children’s Trust Board, Safeguarding Children and Adults Board and Strategic Partnership Board. The additional ten KPI’s that went live in 2023, are now being reported quarterly, but are yet to be used as measures as the data is being refined. However, the additional KPI’s are now being discussed with board members agreeing to adopt a KPI and providing exceptional reporting. A newly designed Performance report was well received in February 2024.

8.2 The CYPJS performance management reporting arrangements inform the Leicester Youth Justice Management Board’s decision-making and influence service delivery across the partnership. This includes a rag rating system for the service to track the key performance indicators compared with their respective YOT family, regional and national datasets. This is also underpinned by the quality assurance framework which is aligned with performance outcomes such as custody and reoffending rates, using tools to track reoffending rates to ensure robust measures are in place and maximising resources.

8.3 The CYPJS completes regular ‘deep dive’ analysis reports for the Leicester Youth Justice Management Board on priority areas. Over the year this has included, young people who were in custody/remand, Looked After Children, and young people who have an Education Health Care Plan. An LLR joint partnership audit on CCE was completed in the first half of 2024 and CYPJS contributed to this approach in preparation for potential Serious Violence JTAI. Recommendations from the audits are being implemented.

8.4 The Youth Justice Board (YJB) have introduced an Oversight framework for Youth Justice Services which will enhance the level of scrutiny by the YJB. This monitoring will be included within the performance reporting processes to the board quarterly and help shape further ongoing improvements for the service. Leicester is in performance quadrant two, with satisfactory performance and has identified specific targets to demonstrate strong performance.

8.5 Reducing First Time Entrants (FTE) Performance

FTE
Apr 23 – Mar 24: Rate of 220 per 100,000. (Actual Number of FTE= 90 young people)
Apr 22 – Mar 23: Rate of 198 per 100,000. (Actual Number of FTE = 81 young people)
RED Increase - of 11.1 %

8.6 Key priorities from 2023/24 and progress.

8.6.1 To further reduce the numbers of young people entering the criminal justice system, in partnership with other local agencies through more integrated and targeted earlier support. This remains a key priority but there continues to be a downward trend in children entering as FTE. We continue to work with the court to divert children away from more formal youth justice outcomes, supported by the Out of Court Panel we continue to embed trauma-informed and child-first approaches within the joint decision-making process. We have continued to strengthen our prevention and diversion offer led by the Early Intervention Team.

Some examples:

- Strengthening the delivery of the REACH project within schools to identify children in the school environment at risk of entering the criminal justice system and provide a wraparound evidence-based package of support.
- Community engagement, supporting police to support community cohesion initiatives, co delivering weeks of action.
- Analysis of quarterly FTE data to direct preventative intervention in the communities where children are most at risk.
- Focusing on communities that historically are hard to engage, for example, St Matthews which is a strong Somalian community.
- Positive activities through group work and community projects.
- Youth mentors to support children in overcoming incidental barriers.

Diversion:

- Fatal Four driving programme supports the diversion of low-level driving offences for an OoCD with an education activity as opposed to a fine.
- All OoCD assessments are quality-assured to ensure the management of risk is proportionate and that assessments are child-focused and intervention plans are co-produced.
- Utilising the Outcome 22.
- All PPN received by the CASP team are being received by the Early Intervention team.

8.6.2 The Early Intervention Team continues to expand to deliver a robust prevention and diversion offer that meets the needs of young people at risk of entering the criminal justice system and exploitation. The team is working closely with partners from within, and external to the local authority to ensure young people receive the right support at the right time. The continued partnership with local providers of interventions for young people will ensure young people can access support from within their community that is sustainable post-closure.

Some notable partnership working examples:

- The VIP Project
- Voluntary Action Leicester
- Soft Arts
- VRN Sports Network

8.6.3 During the last year we have located ourselves strategically and operationally to reduce the frequency and seriousness of re-offending by first-time entrants by earlier identification. We are present at all processes that oversee the management of CCE, ASB and knife Crime. For example, our presence at police-led daily risk management meetings and joint area action groups ensures that we can support children at risk earlier. Focusing specifically on CCE and Habitual Knife Carriers, all children are reviewed

monthly, including those not open to CYPJS to ensure the right support is being delivered, by ourselves, and our partners and in doing so we consider sustainability planning, to support the child moving forward.

8.7 Reducing First-Time Entrants (FTE) Priorities for 2024-25

8.7.1 The Early Intervention Team – Development will continue to be a key priority and work during 2024/5 will concentrate on further evidencing impact and realigning resources to mainstream the team. A review will be required to align the offer within youth and youth justice. In addition, we will continue to horizon scan and consider funding bids to complement our service offer.

8.7.2 Continued analysis of first-time entrant data, children police bailed, and children released under investigation will enable the identification of characteristics to direct our prevention offer. For example, work is underway to analyse the educational status of the last two years' first-time entrants to establish if part time hours and exclusions are more prevalent for this cohort.

8.7.3 For overrepresented children we will be building on the QA process, to understand what is happening 'upstream' data sharing with partners will enable us to establish if these children are more likely to be excluded, stop and searched by police, or less likely to access services such as health.

8.7.4 We will develop the use of the YJB assessment and quality assurance tool to ensure we are engaging children positively and co-producing plans that will reduce the risk and frequency of offending by first-time entrants. We will continue to work with partners and explore funding opportunities to support children in the community. In line with the inspectorate framework (intervention based on need, not in relation to being on a statutory order) existing service-level agreements will need to be reviewed to ensure that services are delivered to children based on need.

8.7.5 The REACH project will cease in March 2025, and exit planning and establishing learning through the evaluation framework will be taken forward with colleagues from education. The Phoenix programme will also compliment this priority and over the coming year analysis of the focussed deterrent model will illustrate what the impact is upon FTE's.

8.7.6 The focus on Habitual Knife Carrier's and high-risk CCE will continue to be strengthened, to include all partners working with children. To support the growth the Service Manager will drive the adolescent offer to ensure children and young people receive the right services at the right time with a clear partnership pathway.

8.7.7 Continue to drive forward the Community engagement/action element of prevention to support police to support community cohesion initiatives, and to ensure that hard to engage or overrepresented communities are prioritised.

8.8 Reducing Reoffending Performance for 2021-22

Reoffending rates after 12 months – Quarterly cohort -

Re-offending rates -quarterly cohort

Reoffences per reoffender Apr 22 – June 22 (latest period) = 6.61

Reoffences per reoffender Apr 21 – June 21 (previous year) = 8.00

Green – Decrease – 17.45 %

(37 young people – 18 re-offenders – 119 reoffences = 6.61, re-offences/reoffender – 3.22 re-offences per offender) 48.6% re-offending

Compare to previous year.

26 young people - 11 reoffenders -88 reoffences = 8.00 re-offences/reoffenders – 3.38 re-offences per offender) 42.3% re-offending

<p>Binary Rate -quarterly cohort Binary Rate Apr 22 – Jun 22 cohort (Latest period) = 48.6 % Binary Rate Apr 21 – Jun21 cohort (previous year) = 42.3 % Amber—Increase – 6.34 (37 young people committing 119 offences) (26 young people committing 88 offences)</p>
<p>Yearly Reoffending rates annual reoffending data</p>
<p>12 Month cohorts – Yearly cohort Reoffences per reoffender Jul 21 – Jun 22 (latest period) = 5.78 Reoffences per reoffender Jul 20 – Jun 21 (Previous year) = 6.65 Amber – Decrease by -13.1 % (128 young people – 50 re-offenders -289 reoffences= 5.78 (re-offences/reoffender) Compare to (138 young people –49 re-offenders -326 reoffences= 6.65 (re-offences/reoffender)</p>
<p>12 Month cohorts - Annual Data – Binary Rate Jul 21 – Jun 22 (Latest period) = 39.1% Binary Rate Jul 20 – Jun 21 (previous year) =35.5% RED - Increased by 3.56 (128 young people committing 289 offences) (138 young people committing 326 offences)</p>

8.9 Priorities in 2023/4 and progress

8.9.1 To confidently articulate the impact of reoffending rates over the coming year due to tracking a smaller cohort and the likelihood of bigger swings (as is being seen in the data) in the percentage rates of offending. This will then enable the CYPJS and partnership to respond effectively, using local up to date knowledge to inform planning and delivery. This continues to be a priority for the service. Reoffending rates have worsened, and the service is working hard to address this using a variety of platforms mentioned earlier.

To achieve this, we have:

- Reviewed all children that offended (June 22 – June 23) findings told us that children are most likely to re-offend within 30 days of receiving their order. In response, all statutory order engagement timelines have been reviewed, this included an analysis of all referral orders made in 2023. The associated action plan details measures to ensure engagement is swift post sentence. This includes advocacy in the courts to ensure children and their families have a full understanding of expectation and a volunteer recruitment drive to ensure RO panels are never cancelled due to panel member availability.
- Expanded our weekly Risk of Re-Offending tool kit meeting. In addition to reviewing weekly police intelligence, we have a weekly thematic review, that focuses on all red rated children on the Intensive Support for Children list, all Children with a high and medium CCE risk assessment, habitual knife carriers, CLA and contextual safeguarding. In addition to this, the meeting considers bail packages and sentencing planning. The meeting is chaired by the service manager and involves the whole leadership team, case managers and prevention officers are also invited to attend. This approach ensures the leadership team collectively consider reducing offending for all.
- CDMP, our weekly risk management panel has re-focused attention on the child first tenants, and more partnership consideration is given to co-produced plans. This ensures that partners are adopting a child-first approach to supporting interventions. In addition, we are ensuring that there is a greater focus upon

family networks, and we are ensuring that siblings of children who have offended received support from Early intervention.

- In collaboration with children and case managers, the referral order paperwork and processes have been redesigned to be child first in its approach.

8.9.2 The Early Intervention Team have delineated the difference between prevention and diversion, and we can now outline our offer to protect young people who are criminally exploited and have re-offended. A realignment/ review will be required to mainstream this part of the service. This has been achieved and the programme evaluated.

8.9.3 We continue to reduce the frequency and seriousness of re-offending by young people known to CYPJS at first-tier interventions, where statistically this remains a challenge both locally and nationally. We have progressed this through working in partnership with the Phoenix Programme, this remains a key priority.

8.9.4 We continue to prioritise and address the area of trauma and emotional trauma in the lives of young people. This work is fully embedded in practice alongside the ACE project and can be evidenced in audits routinely. In the last year case managers and prevention officers have been receiving group supervision from the ACE practitioners which has had a demonstrable impact on coproduction.

8.9.5 The early identification and intervention through the Police issued Community Resolutions Outcome 22's and referrals for prevention intervention will continue to impact upon FTE's. These young people would have had to continue offending or have committed more serious offences before coming to the attention of the service and receiving support. It is well documented that earlier intervention has a greater impact rather than delaying interventions until young people are more entrenched in offending behaviours.

8.10 Reducing Reoffending Priorities for 2024-25

8.10.1 Nationally the reoffending rate for children increased for the first time in seven years, however, the increase is small, and figures are still smaller than a decade ago, while the number of children in the cohort and the number of offenders continued to decrease. This is mirrored in Leicester. The YJB has reported social factors that could be affecting changes in reoffending such as effects of the pandemic, school closures and the cost-of-living crisis. For example, children's mental health is known to have worsened since the pandemic and have suggested exploration would help gain a better understanding of links between these factors and reoffending and what sort of support might help to mitigate this. Over the next year we will work locally in line with YJB recommendations to:

- **Monitor reoffending over time and further explore the data** - to see if the increase seen this year is a true change in direction, or whether it is a minor fluctuation or plateau. This could include consideration of whether court closures and backlogs may have impacted the observed reoffending rate.
- **Explore social factors that may be affecting changes in reoffending** such as school exclusions, poverty, effects of the pandemic, school closures and cost of living crisis. Consideration of these age groups who see the largest increase in offending (10–14-year-olds and 15–17-year-olds) and their experiences during the pandemic would be of benefit.

8.10.2 We will confidently articulate the impact of reoffending rates over the coming year due to tracking a smaller cohort and the likelihood of bigger swings in the percentage rates of offending and will continue to develop the processes we have established this will include:

- Quarterly Referral Order and Youth Rehabilitation Order reporting to ensure children are being engaged at the earliest opportunity post-sentence and that all referral order panels are held within time scales.
- Continue to refine the Risk of Reoffending Tool Kit (RORTK) meeting to ensure we are collectively reviewing coproduced plans and intelligence.
- CDMP paperwork to be reviewed before the panel by the leadership team, this will provide challenge and scrutiny to ensure we are collectively focused on what the child needs from partners to support their intervention plans. To continue to consider family and social networks so that resilience is built for children in the community.
- Review the revised child first referral order processes to establish what impact it is having upon children's offending.

To support this, we are committed to learning from metropolitan areas and want to draw on experienced leaders in the field of serious violence, for example, the St Giles Trust, to develop initiatives in hard-to-reach communities.

8.10.3 We will continue to reduce the frequency and seriousness of re-offending by young people known to CYPJS at first-tier interventions, where statistically this remains a challenge both locally and nationally. We have progressed this through working with the Phoenix Programme, and working together will continue to develop this work learning from the evaluation framework that accompanies the programme alongside the evaluation of the REACH programme. In addition, we are committed to learning from metropolitan areas and want to draw on experienced leaders in the field of serious violence, for example, the St Giles Trust to develop initiatives in hard-to-reach communities.

8.10.4 Our Early Intervention offer is ensuring that we are reaching more girls, moving forward we will seek insights on reoffending for both genders. Less is known about what works to support girls although the number of girls overall in the system is smaller. The YJB-led practice group on girls should continue.

8.10.5 The service will develop a clear policy and upskill staff in social media. Strategic managers need to consider local policy frameworks for monitoring online activity in line with surveillance legislation and guidance. This information can assist assessments being completed by staff within the service.

8.11 Reducing the Use of Custody Performance 2023- 24

Use of Custody rate per 1,000 of 10-17 population
Apr 23– Mar 24: Rate of 0.15 per 1,000. (6 custodial sentences)
Apr 22 – Mar 23: Rate of 0.10 per 1,000. (4 custodial sentences)
AMBER/GREEN - Increase by 0.05

Progress to date on priorities set 2023/4

8.11.1 To reduce the use of remands to youth detention accommodation and custodial sentencing for all young people including children looked after. This remains a key priority as although there has been significant success in this area the data fluctuates with a slight increase in remands but reduction in custodial sentences. There has been an increase in remands over the last year, all have related to serious offending and bail packages are not appropriate. However, in line with a national trend, 30% of children remanded to not receive custody. We are currently reviewing all sentencing proposals for 2023 to establish the rationale for this locally.

8.11.2 The local Remand Strategy was signed off. We are now working to embed and monitor/review the strategy into practice. This has been supported by multi-agency child-in-custody training that was delivered across LLR.

8.11.3 The national standards court audit supported our review of the court and resettlement team in CYPJS. It enabled an evaluation of the impact this team has had on the quality and reduction of the edge of custody and remand cases. Along with the quality assurance of all pre-sentence reports written during 2023 we are confident in our sentence planning.

8.11.4 The ISS task and finish group established measures to ensure a clear focus is maintained to provide robust individualised packages of support for those on the cusp of custody and being resettled for best outcomes for our children.

8.12 Reducing the Use of Custody Priorities for 2024/25

8.12.1 To reduce the use of remands to youth detention accommodation and custodial sentencing for all young people including children looked after. To ensure the right packages are provided to children to reduce remand and custodial sentences as appropriate. To maintain the low custodial sentencing outcomes with robust alternatives to custody packages that are evidence based and effective e.g. ISS and MST standard. The HMPI thematic inspection of remands and accompanying action plan will support this work. In February the board agreed to establish a LLR task finish group to progress this work.

8.12.2 To embed the local Remand Strategy which includes alternatives to police custody and improved strategic links with estates. To achieve this, we will continue to build upon the multi-agency LLR training delivered and will focus on how the CASP team adhere to the strategy. Work is underway to review the scrutiny of children in custody policy and a mechanism established to review and challenge any child held overnight unlawfully. We will also want to explore:

- A shorter Police and Criminal Evidence Act 1984 (PACE) clock for children.
- Ensuring that additional information is gathered to assess a child's fitness to be interviewed, and fitness should be re-visited prior to the police interview.
- A review of the appropriate adults (AAs) safeguard, AAs should attend the police station as soon as possible, and information should be provided to appropriate adults about their role

8.12.3 Enhance our quality assurance processes for Court reports and ensure PSR congruence is reviewed quarterly.

8.12.4 Maintain bimonthly court user groups to provide legal representatives and magistrates with guidance and training, our next session will focus on our SEND pathway. To develop the role of the court representative at the Board over the coming year.

8.13 Education, Training & Employment (ETE) Performance 2023-24

YEAR END 21/22	YEAR END 22/23	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
78%	73%	68%	24%	52%	42%

Leicester's percentage of Young People (on Referral Orders, YROs or DTO License) in full-time ETE stands at **42%**. It is important to note here that these figures come from the YJB and only include those orders ending in the period on a statutory order (School-age children 18/above school-age children 17). For school-age children, 50% are in full time education, and 27% are in ETE but not full time. Our current ETE rate is slightly above the Regional (34.2%), National average (38.3%) and YOT Family average (40.2%).

Progress on priorities set 2023/24

8.13.1 To reduce the numbers of NEET young people with a specific focus on those aged 16+ who are not in full time Education, Training & Employment (NEET) and known to CYPJS. This will include expanding the use of accredited programmes through the group work offer and providing an exit route into further education, training, and employment opportunities, during 2023/4 we have:

- Worked collaboratively to focus on the use of part-time, timetables, understanding the impact on children and the prevalence of use.
- Maintained a prevention officer within one of the city's pupil referral units, providing enhanced support to those most at risk of offending. In addition, within both pupil referral units, we have strengthened communication with our ACE practitioners.
- We maintain a robust group work programme and have developed supported provision alongside the VRN's sports and positive activities working group.
- Delivered the REACH project to 8 key schools.

8.13.2 To ensure the service continues to respond to the needs of children and young people on EHCPs and any identified learning and neurodiversity needs. During 2023 we have established a process with community care navigators so that staff are able to use the health data provided routinely to respond appropriately to children with identified health and learning needs. We have established a SEND pathway that has resulted in us being successful in achieving the YOS SEND Charter Mark, this has provided us with a number of recommendations moving forward that need to be achieved. Alongside this, the whole service has been provided with an 8-month SEND training programme. There still needs to be a clear focus on children presenting with neurodiversity needs and how the service partners work closely to support children. Sessions have been completed with the courts, but this will remain a clear focus for 2024/5.

8.13.3 The thematic inspection of Education, Employment and Training services in Youth Offending Team in England and Wales identified a range of recommendations that were incorporated and prioritised within the partnership plan and have largely been embedded.

8.14 Education, Training & Employment (ETE) Priorities for 2024-25 (Appendix 11 ETE Action Plan).

8.14.1 To reduce the numbers of NEET young people with a specific focus on those aged 16+ who are not in full-time Education, Training & Employment (NEET) and known to CYPJS. A Board member has adopted the ETE pre and post-16 KPI to support ongoing improvements in this area, specifically concerning the reduction of training providers post-COVID.

8.14.2 Working with education, we will continue to develop our understanding of how schools are using part-time timetables and will support and deliver associated initiatives.

8.14.3 To ensure the service continues to respond to the needs of children and young people on EHCPs and any identified learning and neurodiversity needs. This will continue to include working with the courts to ensure the right response to children with learning needs and adapting approaches, accordingly, including neurodiversity needs. We will continue to develop the newly launched SEND pathway and will build on the SEND charter mark award and will develop the provision to apply for the leader's award. To support this area of development further, we will:

- Provide further training to court representatives so children are better supported in the court setting, the recent National Standards audit identified areas of excellent practice that we will adopt.
- A joint bid with Leicestershire has been made to health to fund a fulltime speech and language therapist, once the outcome is known plans can be made for implementation.
- Continue to build on the profiling that the care navigators are providing, using this to work with partners to develop child focused resources.
- Complete and evaluate the SEND training programme

8.14.4 The thematic inspection of Education, Employment and Training services in Youth Offending Team in England and Wales identified recommendations which have largely been achieved. However, a small number still need further focus and it is recommended that a task and finish group is established to ensure these recommendations are fully considered and delivered upon in 2024/5:

- Monitor, alongside the local authority, key aspects of ETE work for children working with the YOT, including:
 - the extent of school exclusion in the YOT cohort;
 - the actual level of attendance at school, college, work or training placement;
 - the extent of additional support provided to children with SEN/ ALN;
 - that every child with an EHCP or ILP has this reviewed on an annual basis to meet the statutory requirement.
- Develop ambitious aims for ETE work in the YOT, including the achievement of Level 2 English and Maths by every child.
- Establish a greater range of occupational training opportunities for those children beyond compulsory school age.
- Monitor and evaluate the levels of educational engagement and attainment in disproportionately represented groups within the YOT caseload in order to develop improvement, also including:
 - children with an EHCP/ ILP;

- children with SEN/ ALN;
- children permanently excluded from school;
- out of court disposal cases
- children released under investigation

8.15 Serious Youth Violence Priorities for 2024-25

8.15.1 CYPJS is a duty holder of the Serious Violence duty and as such there is an expectation to fulfil a number of functions, for example: engaging fully with the relevant local partnership to prevent and tackle serious violence, sharing relevant aggregated and anonymised data, where practicable, to support the development of the evidence-based intervention and problem profile/strategic assessment, advising on appropriate responses to increase levels of safety within the local partnership area. This is ongoing and the service is embedded within the workstream at an operational and strategic level.

8.15.2 The Service Manager attends the serious violence delivery group and is co-leading relevant response strategy priorities. For example, supporting innovation through relevant bids and delivery of services such as the REACH project and a review of evidence-based interventions aimed at reducing violence-related reoffending.

8.15.3 Youth Justice spans both the secondary and tertiary levels of violence prevention through its early intervention work with children at risk of involvement in violence as well as those who have already committed a violence-related offence. The key priorities are to:

- Work in cooperation with the Police and VRN team, to develop cohort data to highlight key demographics and the prevalence of known risk factors amongst young people involved in violence-related offending. Specifically Further analysis could explore YJB's case level data around knife offences to better understand which children are carrying knives and what other offences these children are committing and what their outcomes are.
- Support all cohort management processes for example the Serious Violence action group. This is taking place and will remain a key priority
- Develop analytical support to reduce the extent to which data can be used in planning, operational delivery and evaluation. Ongoing work is taking place on this priority.

8.15.4 Serious Incidents had previous cautions or convictions, 69% of children involved in serious incidents had had some form of contact with children's services before the incident occurred, and 35% involved a child with experience of care. Working with social care we will develop procedures and processes to provide intervention to support the reduction of serious violence.

8.15.5 Many children involved in serious violence (48%) are both victims and perpetrators. This will be supported by the development and delivery of childfirst training to community safety partners.

8.15.6 A review of evidence by YEF in 2023 highlights the importance of formal structure and agreements to strengthen partnership working. They also highlight the need for community engagement, with both structured and unstructured extensive outreach work in the communities. Working with community safety strategies will be developed to reach communities.

8.15.7 The Youth Endowment Fund (YEF) toolkit¹ indicates that high and medium-impact solutions to reduce serious violence include social skills training, sports programmes. We will continue to support and deliver alongside VRN-supported initiatives.

¹ [Youth Endowment Fund Toolkit: An overview of existing research on approaches to preventing serious youth violence \(Youth Endowment Fund\)](#)

8.15.8 As part of the government's **Anti-Social Behaviour Action Plan**, there has been investment into hotspot policing (which has helped reduce crime by up to 20% in one area), immediate justice, and funding allocating into the **Safer Street Fund**. CYPJS will work to align community cohesion development where appropriate.

8.16 Restorative Justice and Victims.

8.16.1 CYPJS Victim Contact Officer (VCO) provides all direct victims of crime the opportunity to capture their voice in terms of the impact of the offence(s), supports them to be part of a restorative justice approach and works collaboratively with the Case Manager and Early Intervention Officer to support the child to make amends for the harm they have caused. The VCO follows the Victim's Codes of Practice and provides an enhanced service to vulnerable victims, including those under 18 years of age, those who are elderly, disabled or victims of hate crime. A copy of the Victims Code of Practice is always provided, either by link or printed version. All young victims under 18 years of age are given the under 18's Victim Code of Practice and any young vulnerable victim identified as requiring extra specialist support will be signposted to other services, including CAMHS.

8.16.2 The VCO contacts all victims of young people prior to Out of Court Disposal joint decision-making and as part of case management planning for being sentenced to an Out of Court Disposal or Court Order to capture the victim's voice by way of a Victim Impact Statement (VIS). The victim will be offered support to attend meetings with the young person who has caused harm as part of a restorative approach which is carefully risk-assessed and managed by the VCO and case manager/early intervention officer. Victim Impact Statements are utilised by the case manager/early intervention officer within their intervention sessions with the young person to increase their understanding of the impact and explore reparative opportunities. All victims are treated with care and respect and details are only available to the Victim Contact Officer and Police under the GDPR.

8.16.3 Restorative Justice at the CYPJS offers young people who have offended:

- An opportunity to explain what happened.
- An opportunity to put right any harm caused by completing direct reparation, where appropriate and / or community reparation work
- Re-integration back into the community
- Support in writing letters of apology or face to face apology, where appropriate

8.16.4 CYPJS has a directory of community reparation placements set up by the Restorative Justice and Volunteer Co-ordinator, which includes painting and gardening projects to support older people's communities and bespoke packages throughout the year. Reparative activities take into account the victim's wishes and the young person's ability and interests to ensure restorative justice is meaningful for both parties. The young person is supported to attend and is supervised by either an advocate or volunteer within CYPJS to also ensure that they feel safe. Young people, where assessed as suitable for group work can be referred to the Victim and Restorative Justice programme as part of the Attendance Centre offer. Our reparation offer as an individualised approach to engaging children and supporting them to give back meaningful and valuably to the community. Reparation is delivered as projects in a group work setting, but also one-to-one with children who require further support and in response to their individual needs. Reparation projects aim to balance the needs of the community and victims whilst offering young people

opportunities to develop, learn new skills and build relationships, thereby reducing the risk of further offending and in turn future victims of crime.

8.16.5 It is evident, through research, that there is a risk of offending by young people who have been a victim of crime. Young people open to CYPJS are also supported where they have been a victim of crime, exploitation and / or adverse experiences. Support can be offered by the VCO who will also work directly with the young person to support their needs and signpost to other services as required. The case manager will also work closely with Children's Social Care to look at Safety Planning with the young person, parent/carer and the network involved.

8.16.6 Key Priorities for victim and RJ work:

- In line with the HMIP revised framework we have benchmarked our current delivery and have an action plan of improvements to be delivered during 2024/5.
- Victims code, utilise resources and incorporate in delivery.
- Establish a victim's protocol to sit alongside the 1-10 policy in all LLC residential homes.
- To review existing data sets relating to the victim offer uptake.
- Explore existing processes in capturing victim's satisfaction and ensure this is analysed to inform the future VCO work and practice of the victims and satisfaction rates.
- Develop working links with all providers of victim support.

9. National standards

9.1 Members of the Youth Justice Management Board will be asked in 2024 to oversee the self-assessment set by the Youth Justice Board and monitor the recommendations from the self-assessment. Last year the Youth Justice Board requested a self-assessment of the court arena work this was completed in September 23 and graded GOOD, see Appendix 12 National Standards Court Assessment. Referring to previous self-assessments will continue to be undertaken, as excellent practice and learning, including the still relevant 2022 benchmark exercise which concurred with previous self-assessments.

9.2 **Standard One: Existing Priorities and Progress 2023/24:**

9.2.1 The development of a communication strategy for The Early Intervention Team. The manager established a robust communication strategy. The strategy is due for review in 2024.

9.2.2 In collaboration with the police, information has been produced that is provided to all young people when brought into custody for the first time.

9.2.3 Develop information exchange with Liaison and Diversion to ensure all young people are provided with intervention at the earliest opportunity. This is embedded in practice.

9.2.4 Data Sharing - to consider what the partnership has readily available that could provide a more robust data analyst to deliver out of court work. Ongoing work specifically looking at the VRN partnership dashboard and the utilisation of this to inform service delivery and development is ongoing.

9.2.5 Cohort Management - continue to develop partnership processes to identify those children and adults most at risk of committing serious violence and recognising those children who may be on the periphery who require support.

9.3 Standard One: New Priorities 2024/5:

- 9.3.1 The Prevention and Diversion Assessment Tool is now being used and associated quality assurance materials have been designed. We will continue to quality assure all pre-court assessments, but using the YJB framework, we will also evaluate in October findings that will support service improvements.
- 9.3.2 The YJB has published updated case management guidance on out of court disposals and how interventions should be delivered, we have updated our processes in line with this and will continue to review.
- 9.3.3 The YJB made the recording of diversionary outcomes with YJS intervention mandatory as part of the 2023/24 Data Recording Requirements. We will continue to ensure our recordings are robust and use the data as internal management information. Consideration will be given to drawing on data around successful diversions such as expected changes to the status of Outcome 22 may influence future statistics.
- 9.3.4 As part of the new Key Performance Indicators for youth justice services, data on diversionary outcomes for the Accommodation, ETE, SEND, Mental Health, Substance Misuse, Out of Court Disposals and Wider Services KPIs is recorded, this will be shared at a board level to support partnership planning.
- 9.3.5 Data Sharing - to consider what the partnership has readily available that could provide a more robust data analyst to deliver out of court work. Ongoing work specifically looking at the VRN partnership dashboard and the utilisation of this to inform service delivery and development is ongoing. Specifically considering ethnic disparity.
- 9.3.6 Cohort Management - continue to develop partnership processes to identify those children and adults most at risk of committing serious violence and recognise those children who may be on the periphery and require support.
- 9.3.7 Cases are removed from Court lists where an OoCD disposal is a viable alternative.

9.4 Standard Two: Existing priorities and progress: 2023/4

- 9.4.1 Pre-sentence report gatekeeping and quality assurance review - to ensure quality, strong voice of young people and high congruence rate. All 23 pre-sentence reports were quality assured in 2023, all were of good quality with a high congruence rate.
- 9.4.2 A review of bail support options available to the court will be undertaken. This was completed and we have confidence in all packages, specifically all packages are now signed off at the risk of reoffending tool kit meeting.
- 9.4.3 Breach quality assurance processes to be reviewed and developed to inform best practice. These processes have been developed and are now established within the QA programme.
- 9.4.4 Greater evidence was required to illustrate that CYPJ officers have informed YP and carers/family of their order and clarify their understanding. Communication has been enhanced, and adjournment notices have been amended to ensure young people, parents and carers are communicated with effectively. In addition, advocates now are in court to provide further support and guidance to children and their families.

9.5 Standard Two: New Priorities 2024/5:

9.5.1 In October, CYPJS was required to report against Standard 2 (Courts) . The assessment was agreed by the management board prior to submission and was signed off by the board chair as accurate. The self-assessment concentrated on 3 areas of delivery:

- Section A: Strategy, required a qualitative assessment of strategic performance.
- Section B: Reports, require an assessment of practice, considering a sample of cases going through court during a fixed period.
- Section C: Process, require an assessment of practice, considering a sample of cases going through court during a fixed period.

For each field, CYPJS gave a rating as follows:

Judgement	Section A: Strategic Rating	Sections B and C: Practice Rating
Outstanding	Effective policies and systems are in place; staff are familiar with them and there is board level knowledge and drive to support the standard	There is evidence in 80% or more of cases sampled
Good	There is evidence of effective processes which are frequently applied	There is evidence in 65%- 79% of cases sampled
Requires Improvement	There is evidence of some elements of an effective system but this is not complete	There is evidence in 50%-64% of cases sampled
Inadequate	There is no evidence of an effective system	There is evidence in 49% or fewer of cases sampled

9.5.2 The YJB undertook validation of all self-assessments, there were no recommendations for Leicester CYPJS. The self-assessment told us that:

- CYPJS takes all possible steps to divert children from court, by facilitating robust out of court processes and offering prevention and diversion through the Early Intervention Team.
- CYPJS have an effective strategy to minimise unnecessary use of remands.
- CYPJS court processes take all possible steps to promote fair treatment of particular groups of children, including children from ethnic minority groups, children in care or otherwise known to Children's Services, and children with neurodiversity or learning needs.
- CYPJS have a robust action plan to tackle disproportionality, that is regularly reviewed.
- CYPJS have sufficient resources to manage demand for court services, and complete written reports to court within specified timescales.
- CYPJS minimise any delays from specialist assessments/intervention.
- CYPJS get regular feedback from magistrates and judges about reports and court services.
- CYPJS need to improve processes to ensure children can participate effectively in court proceedings, in order to secure consistent feedback from children about their experience in court.
- CYPJS court report quality assurance processes do not focus upon early revocation this is a gap.
- CYPJS court reports are of good quality, child focussed, engaging of parents and support desistance.
- CYPJS reports are victim-focused, but improvements are needed in this area.

- CYPJS need to do more to ensure parents and carers understand court processes and receive support as needed.

9.5.3 Actions identified through the self-assessment are detailed in points 9.5.4 – 9.5.7

9.5.4 Continue to strengthen the voice of young person in the Pre-Sentence Report (PSR) This will remain a priority as part of our commitment to improving our rights-based service. This will further support the changes to the Referral Order processes.

9.5.5 Greater evidence was required to illustrate that CYPJ officers have informed YP and carers/family of their order and clarify their understanding. This will include:

- Advance contact letter for children going to court, this includes information about the court, where it is and what to expect.
- Children from overnight custody have SALT screening and this is shared with court officers, also children known to YJS have SALT screening.
- Staff use the Just for Law court video.
- Child's voice feedback sheet for court
- Digital leaflets provided on the nature of the court disposal post court hearing.
- All children receiving an outcome from court home visited within 24 hours.
- Clearly recording that child had been seen after sentencing and the outcome had been explained to them.

9.5.6 Considering neurodiversity we will explore the use in court settings of:

- Briefing magistrates on children with communication needs again as a refresh from previous training events.
- Communication passports for children to be shared with magistrates.
- Fidget toys in court for children that require this.
- Clear-cut resources for court.

9.5.7 All children are allocated a Case manager/Prevention Officer/Mentor at the point of arrest to support future navigation through the youth justice system.

9.6 **Standard Three: Existing priorities and progress 23/24:**

9.6.1 Child Review Meetings (CRM) to be introduced for all YROs and Custodial sentences (DTOs and Section 250's which replace Section 90/91). The rationale for the introduction of CRM's is to further enhance children's and families' participation in our service. The review process is embedded; however, work is required to ensure that professional meetings are occurring outside of the CMDP structure and that reviews are being tied in other statutory reviews for CLA for example.

9.6.2 Establish data analytics and impact measures to ensure relevant services are utilised and delivered with other relevant specialist agencies and to evaluate intended outcomes and expedience of delivery. Ongoing and remains a key priority given the current partner's landscape in relation to funding cuts.

9.6.3 To promote effective practice around building pro-self-identity. NACRO Training has taken place and resources have been rolled out. Work has been completed in service and team meetings to promote self-identity work with children. Quality assurance activity will evaluate the effectiveness of this.

9.6.4 We have embedded the social care and education participation strategy, and ensure that the views of children and young people, their parents/carers and other stakeholders are fully embedded in key areas within the CYPJ service. Co-production is evident throughout practice, the revised RO process being a key example. This has replaced 'Pathways and Planning' (for all pre-and post-court outcomes/disposals, except for young people in custody where there is no resettlement plan).

9.7 Standard Three: New Priorities for 2024/5:

9.7.1 The review process is embedded; however, work is required to ensure that professional meetings are occurring outside of the CMDP structure and that reviews are being tied in other statutory reviews for CLA for example. The CYPJS and Child Social Care working protocol is to be reviewed to ensure greater congruence between both processes.

9.7.2 Continue to establish data analytics and impact measures to ensure relevant services are utilised and delivered with other relevant specialist agencies and to evaluate intended outcomes and expedience of delivery.

9.7.3 Child first training is being delivered monthly to the whole service, establishing a common understanding of the 4 child first principles and Lundy model. The work moving forward will focus on adapting all processes and policies based on the services' collective understanding of child first approaches.

9.7.4 Victims' views and safety are given greater consideration and are better captured in assessments and plans.

9.7.5 Ensure that family networks (including male caregivers) and social networks are considered when co-producing. To ensure caregivers are better able to manage children open to the service. and do not become reliant on statutory services for support.

9.7.6 Improved partnership delivery regarding CCE risks, this relates to information exchange, the right service providing the most appropriate intervention and CYPJS employing high quality safety planning to support children and their families.

9.8 Standard Four: Existing priorities and progress 23/24

9.8.1 To have a comprehensive Remand Strategy, the Children in Custody working group is overseeing the development of the Joint LLR Children in Custody Scrutiny Protocol. The protocol is now live and additional processes to support the strategy are in place or are being developed.

9.8.2 Strengthen links to family members and home visits as standard and increase communication with YP in custody to ensure creative ways are used as well as standard visits. Achieved, as a result of resettlement developments

9.8.3 Review of processes to ensure a robust approach to holding services and agencies to account in the event of insufficient planning and delivery of the transition and/or resettlement plan for a child. Audits have seen an improvement however we need to develop the joint work with child social care, this being addressed through the review of the joint CYPJS/Social Care policy.

9.8.4 Release on temporary licence guidance implemented and briefings have been provided. Quality assurance activity illustrates this is a key aspect of resettlement planning.

9.8.5 To ensure that initial sentence planning considers all transitions at the earliest opportunity. There has been a marked improvement in this area, but it remains a priority.

9.9 Standard Four: New priorities for 2024/5:

9.9.1 Maintain the integrity of the Remand Strategy, this will be further supported by the LLR task finishing group that will be reviewing the findings of the HMPI thematic remand inspection.

9.9.2 LLR to continue the current review of the Children in Custody scrutiny process.

9.9.3 Review of processes to ensure a robust approach to holding services and agencies to account in the event of insufficient planning and delivery of the transition and/or resettlement plan for a child. Audits have seen an improvement however we need to develop joint work with child social care, this being addressed through the review of the joint CYPJS/Social Care policy.

9.9.4 To ensure that initial sentence planning considers all transitions at the earliest opportunity. There has been a marked improvement in this area, but it remains a priority.

9.9.5 Review how youth offending services support children in custody, with a view to a trusted adult scheme being positioned to support children in custody.

9.9.6 To ensure that revised YJB case management guidance that focuses upon renewed custody and resettlement guidance. Specifically Constructive Resettlement, with personalised approaches to children in custody is embedded within practice.

9.10 Standard Five: Existing Priorities and progress 23/24

9.10.1 Review of resettlement standards (7 pathways) and update resettlement policy. Quality assurance is demonstrating progress in this area with ongoing work on accommodation and desistance. The resettlement policy has been updated in early 2023.

9.10.2 Child Review Meetings (CRM) have been introduced for all YROs and Custodial sentences (DTOs and Section 250's which replace Section 90/91), this process has been quality assured and is having a positive impact.

9.10.3 We are continuing to work to embed working practices and protocols with the new Probation young adults' team.

9.11 Standard Five New priorities for 2024/5:

9.11.1 To continue to review the resettlement standards (7 pathways) through RORTK and CDMP meetings, Quality Assure in October, and update policy.

9.11.2 Work to develop our working practices and protocols with Probation's young adults' team will continue. Findings from the HMIP thematic young adults' inspection will inform practice and policy. In addition, we will enhance our reporting of breach rates when children are transferred probation. Our

workforce development programme considers all training needs associated to transitions; the offer is to be expanded to include partners from probation.

9.11.3 Working with Child Social Care to develop post 18 support for children leaving residential care through the Staying Close initiative.

9.11.4 Review the effectiveness of the CYPJS SEND pathway in relation to children transitioning to post 16 education from alternate provision.

9.11.5 Ensure Children are supported appropriately with accommodation choices from child social care and Housing. A bench marking exercise will be completed with the looked after children's team to inform next steps.

10. Challenges, Risks and Issues

10.1 A key risk is the continued impact of the cost-of-living crisis, the remaining challenges from the pandemic and the impact on our children and families. The impact of COVID for years to come is evident and will impact all children's services including within our CYPJS cohort.

10.2 An ongoing challenge for the CYPJS is to maintain continuous improvement in the context of any proposed national changes. Additional risks to future service delivery arise from reduced government and partnership funding. Partners as well as local authorities are in increasingly challenging times financially, whilst demand is increasing, which may impact indirectly, or directly on service delivery in the coming years.

10.3 The service is working with strategic partners through the YJMB to ensure that national changes to the criminal justice system through Police, HM Courts and Probation services are managed appropriately and address risk, public protection and safeguarding priorities for children and young people.

10.4 The Service underwent a full-service redesign, primarily due to funding reductions in 2019, and subsequently received a GOOD outcome from the HMIP single inspection later that year. The service has received excellent verbal feedback from the thematic ETE inspection in January of 2022. The service is now striving for outstanding in all areas but is also acutely aware of the financial situation and budget reductions that will occur over the next few years. It is therefore imperative to consider the impact budget reduction will have on front line services and potential outcomes for our families. This will potentially mean an increase in caseload numbers for individual staff, and this will have to be closely monitored, with the backdrop of increasingly complex cases being presented. It's also important to highlight the changes in the HMIP framework. The service will be inspected in the next round of inspection that start as a three-year cycle from 2025.

10.5 Prevention and Early Intervention - Considering the balance of the prevention open caseload compared to the statutory caseload we will continue to strengthen the focus on the prevention and early intervention opportunities. Whilst we will consider different sources of funding and Invest to Save Initiatives, we will have to realign grant funding to develop this offer, this may impact on other areas of business.

10.6 The strengthening of Prevention and Early Intervention coupled with the renewed governance ensures that we are reaching a greater number of children with complex needs. Current partnership agreements and processes do not guarantee support to children with no statutory status, so there is a risk that identified complex need will go unmet.

10.7 We have developed a robust approach to the new KPIs that have been put in place from April 2023. The increased KPI's will ensure that we are able to measure need, to address this board members have adopted key KPI's. The board will be able to focus on 8 KPI's annually, therefore there will be an increased emphasis on partners working codependently to provide services to meet need.

10.8 The increased complexities of children escalating through the criminal justice system is notable. Reflecting children's experiences of trauma, serious youth violence and exploitation will be paramount. More collaboration and support across the partnership will be key to ensuring our children and families receive the best offer and support possible.

10.9 Child First approach - Increased scope to develop out of court interventions will require that we build a wider partnership approach to our commitment to Child First, Offender Second. Supported learning will be delivered across the partnership to establish 'child-first' principles, moving away from offence-type interventions to more holistic, relational approaches which seek to build trust and address multiple risk and protective factors. The service and partnership are committed to ensuring the service sees the strengths of the child first and builds upon these strengths as well as that of our communities.

10.10 Transitions- The growing cohort of young people aged 16 -18 open on orders makes it imperative that we improve all transitional arrangements (health, services, accommodation, education etc), ensuring that there are strengths in the transition to adult probation services particularly around maturation and understanding gaps in support. Our workforce development programme considers all training needs associated to transitions; the offer is to be expanded to include partners from probation. Service planning for the coming year specifically focuses on work to develop processes with the new Probation Service young people's team and sets out action to address key transitions related to education, health, and accommodation.

10.11 Disproportionality within CYPJS processes and practice affecting young people's experience and outcomes will remain a priority and key to partnership working too. Ensuring there is no unconscious bias towards children and young people from different ethnic backgrounds who are open to the service was one action within the operational delivery plan for the Children and Young People's Justice Service (CYPJS) 2024-25 and will remain as such. An established task and finish group recently benchmarked the progress of identified action, key updates have been included in the service-wide disproportionality action plan that will be achieved over the coming year. Regular updates have been provided to the board and further work will be undertaken to match against partnership data through the newly established KPI. In addition, work will progress on self-identity and pro-social modelling as key aspirations for the service over the coming 12 months.

10.12 The service continues to work closely with health partners. Our health dashboard and support from Care Navigators will outline the presenting health needs of young people so that we can develop our health pathways. Decisions in relation to medium- and longer-term health funding will determine the ongoing viability of our Health Pathways, the cessation of which would leave a gap in relation to identify, assessing and providing health services for children and young people and in the effective delivery of trauma-informed practice.

10.13 Harmful Sexual Behaviour (HSB) work undertaken at the service. Whilst HSB is a less frequent but high-risk area for youth justice services, we need to ensure all staff are suitably trained. AIM 3 assessment training has been delivered to CYPJS practitioners, work needs to be completed with Learning and Development Team to track assessment completion and ensure practitioners remain up skilled in this area. We need to consider how to further develop the offer for HSB intervention for higher-risk young people.

10.14 Child Criminal Exploitation and Serious Violence, addressing both is dependent upon a number of partners working collaboratively. Whilst the VRN is well placed to oversee this, there is a risk that

governance processes are not aligned so that current resources are focused appropriately which can lead to the duplication of resources and children will not be getting the most appropriate support.

10.15 Focus is required to develop processes for children released under investigation, children who are police bailed, stop and search, the use of Outcome 22's and Appropriate Adult services. Senior strategic leadership is needed to support decision-making through the board so that these areas of practice can be developed.

10.16 The cohort of young people aged 16 -18 open to the service has been steadily increasing. Ongoing data and quality assurance scrutiny is supporting how we develop and deliver impactful intervention, this will continue to be reviewed every quarter to inform practice. During the last year transitions and resettlement policies have been reviewed and updated, and service briefings were delivered.

11. Partnership Plan and Service Improvement Plan

11.1 The service business and improvement plan and Partnership Plan (Appendix 13) reflect the Youth Justice Boards vision of child first offender second by developing services that are trauma informed and aim to understand children and young people, using services and interventions that work in conjunction with the theories of desistance. Within the plan, we have also identified actions that pertain to all areas of our National Standards Self-Assessment as well as including recommendations from our most recent inspection and other thematic inspections. Learning and action from case learning reviews, Quality Assurance, deep dives and performance is also included.

11.2 The Partnership Plan overseen by the Youth Justice Management Board underpins the service improvement plan and they are clearly aligned (Appendix 13).

12. Evidence-based practice and innovation

12.1 Although this past year has certainly brought more challenges the service has continued to be innovative with several achievements to be proud of. The following outlines some of the examples of success:

- Ongoing work to capture the voice of children:
Children wrote the first child plan in 2023/4 and are currently reviewing this plan and shaping their priorities for 24/5.
Qualitative approach to capturing verbatim thoughts, feelings, and experiences of children.
Engaging, interactive and modern ways of capturing children's voices for example Podcast.
Referral Order Panels are facilitated so children and their families can have a say on what is included in the order i.e. areas of help and support (participation and co-production).
Children educating new recruits on what makes a good volunteer CYPJS worker for them.
Children can request reparation that is suitable for them. We work flexibly and individualistically with children to ensure there is value for the community and themselves in their reparative activities.
- The development of a dedicated SEND CYPJS Pathway, this work has supported the CYPJS being awarded the SEND YOS Charter Mark, we are now working towards the SEND leaders award.

- Investing to save, as part of supporting the preventative agenda, has been a priority for CYPJS over the past year and will continue to do so throughout 2024-25. Examples to date: The Early Interventions Team was Independently evaluated, and the independent evaluation report of the Early Intervention Team was published. The findings demonstrate the significant impact the team are having on young people and families across Leicester City.

The Phoenix Programme, formally Focused Deterrence, launched in July 2023, CYPJS has been a significant partner in the design and delivery of the programme and will provide intensive support to young people identified through the programme from Early Intervention and statutory areas of the service.

Home Office GRIP fund which Leicestershire Police receive funding for to provide a regular and visible policing presence to prevent serious violence in crime hotspots. Working in cooperation to develop focused Youth Work to support policing initiatives.

- Dynamic management of all Habitual Knife Crime Carriers including all children not just those open to CYPJS. Each child is reviewed monthly, packages of prevention, partnership involvement and sustainability planning is reviewed, all recommendations made are shared with partners and professional support is provided by CYPJS if requested.
- The REACH Team: Following a successful bid in partnership with the Violence Reduction Network and Leicestershire County Council. We have developed a programme that reaches out to young people who are at risk of exclusion or who have been excluded from education. The intervention adopts an innovative contextual prevention approach, spanning schools and the immediate community vicinity to proactively identify and engage young people at 'teachable' moments in 'reachable' spaces thus recognising that school-based behavioural events are precursors to exclusion and criminal activity. Working alongside schools identified for high exclusion rates, young people are identified for intervention using clear eligibility criteria. The overall aim of the intervention is to help children and young people gain the skills and knowledge to improve their life chances and avoid further exclusion from school and becoming engaged in serious youth violence. The delivery will be independently evaluated by Sheffield Hallam University (Appendix 14 – REACH presentation).
- The service has embedded a robust offer to young people who have experienced Acute Trauma (ACE) in their lives and how to support young people with a history of trauma. Staff have been fully trained and regular case formulations take place to enhance the direct work with our children.
- Ongoing development of a localised approach and strategy embedding the 'Lundy Model' as an effective way of engaging children, young people and their families in influencing service delivery and design. This has also led to improvements in young people knowing why the service is involved with clear evidence of engagement within assessments and plans. This was evidenced in the direct feedback from HIMP as part of the ETE thematic inspection. The service has enhanced the co-production of plans with many examples of plans being written by children.
- Focussed deep dives through task and finish groups, exploring disproportionality and unconscious bias within the CYPJS cohort in relation to ethnicity and children who are looked after. All staff have received training and the recommendations are routinely revisited and presented to the management board for ongoing development and sharing of best practice.
- Developed a robust approach to working with children and young people on EHCP's to ensure staff are skilled and able to adapt plans to meet identified needs. Staff were trained and a panel was

set up for staff to gain consultation on specific cases via SES and educational psychologists. This is now fully embedded, and staff are contributing to EHCP reviews as well as ensuring information held within the plans is used for working with children open to the service. The service is working with key partners to strengthen the support for children with neurodiversity needs and staff are being trained to recognise and work with said children. This will remain an ongoing priority.

- The Local Authority invested in the evidenced-based Signs of Safety approach to support direct work with families and case management. All staff within CYPJS have revisited training over the past year to further enhance the use of SOS in day-to-day practice. The service has identified practice leads to help embed the Signs of Safety approach in the work undertaken to continue to improve outcomes for children, young people, and their families.
- Leicester City Violent Crime Joint Action Group (JAG). Working in partnership the JAG is working to redesign the public service response to violence in Leicester City through greater collaboration and integrated working. The meeting utilises a cohort Management approach, the concept ensures that agencies are working through partnership intelligence to identify those children and adults most at risk of committing serious violence and recognising those children who may be on the periphery and require support. Support for individuals is agreed upon and delivered across the partnership, intelligence and intervention updates are reviewed monthly and revised action is agreed.
- The Early Intervention Team has now been operational since November 2019 and has provided intervention to more than 600 children and young people. The relaunch of this team from the Community Resolution and Prevention team has been a success. We are now able to report a full year's cohort reaching the 12- month post closure point and the data demonstrates a significant drop in the number of young people who have re-offended as well as the number of offences committed which is supporting our reduction in FTE's. The intervention was independently evaluated, and the findings were published in July 22.
- The Summer Arts College (SAC), established by the YJB in 2005, has been adopted by Leicester CYPJS for many years. The programme is run over several weeks during the school holidays and provides children with the opportunity to participate in art-based activities, whilst working towards an Arts Award. As well as supporting children to desist from further offending and develop interests, The National Criminal Justice Arts Alliance advocates for arts being utilised within a Criminal Justice Setting as it improves wellbeing, encourages an interest in learning and helps young people build positive identities. Previous years have seen young people open to Leicester CYPJS attending workshops by local arts organisations such as "Graffwerks", who supported them in designing and spray-painting graffiti murals in two of the City's Youth Centres. Leicester CYPJS aim to continue to run the SAC yearly programme despite significant external funding no longer being available. Due to our talented staff, who also have skills in arts, we will be fulfilling the Arts Award for children completing the 4-week SAC programme again this summer. This will include workshops from local professional artists who we have already established good links with. Last year's programme was internally funded using staff who had art skills too! (Appendix 15)

13.0 Looking forward

13.1 The following outlines development plans over the next twelve months and thereafter focusing upon the services key priority areas. (The 3-year plan is now entering its final year).

13.2 First time entrants

13.2.1 Early Interventions Team to focus specifically on the prevention and protection of young people who are criminally exploited and re-offending, learning from the independent evaluation. A realignment/review will be required to mainstream this part of the service.

13.2.2 To further reduce the frequency and seriousness of re-offending by first time entrants by earlier identification and assessment of first-time entrants, including young people subject to court orders. Utilising REACH project data to monitor impact by reaching children at the earliest point.

13.2.3 To quality assure the out of court disposal panel process and complete an audit of cases that have been disposed of through Outcome 22's, youth cautions and conditional cautions. This will be completed through the national standards self-Audit.

13.2.4 Early Intervention Funding is now being sourced to mainstream this work due to the impact it is having. If funding is secured a recommendation to remove Youth Cautions will be considered offering community resolution interventions in place of Youth Cautions.

13.2.5 For overrepresented children we will be building on the QA process, to understand what is happening 'upstream' data sharing with partners will enable us to establish if these children are more likely to be excluded, stop and searched by police, or less likely to access services such as health.

13.2.6 We will develop the use of the YJB assessment and quality assurance tool to ensure we are engaging children positively and co-producing plans that will reduce the risk and frequency of offending by first-time entrants. We will continue to work with partners and explore funding opportunities to support children in the community. In line with the inspectorate framework (intervention based on need, not in relation to being on a statutory order) existing service-level agreements will need to be reviewed to ensure that services are delivered to children based on need.

13.2.7 The focus on Habitual Knife Carrier's and high-risk CCE will continue to be strengthened, to include all partners working with children. To support the growth the Service Manager will drive the adolescent offer to ensure children and young people receive the right services at the right time with a clear partnership pathway.

13.2.8 Continue to drive forward the Community engagement/action element of prevention and to support police to support community cohesion initiatives, and to ensure that hard-to-engage or overrepresented communities are prioritised.

13.3 Re-offending

13.3.1 The YJB has reported social factors that could be affecting changes in reoffending such as effects of the pandemic, school closures and the cost-of-living crisis. For example, children's mental health is known to have worsened since the pandemic and have suggested exploration would help gain a better understanding of links between these factors and reoffending and what sort of support might help to mitigate this. Over the next year we will work locally in line with YJB recommendations to:

- **Monitor reoffending over time and further explore the data** - to see if the increase seen this year is a true change in direction, or whether it is a minor fluctuation or plateau. This could include consideration of whether court closures and backlogs may have impacted the observed reoffending rate.
- **Explore social factors that may be affecting changes in reoffending** such as school exclusions, poverty, effects of the pandemic, school closures and cost of living crisis. Consideration of these age groups who see the largest increase in offending (10–14-year-olds and 15–17-year-olds) and their experiences during the pandemic would be of benefit.

13.3.2 We will confidently articulate the impact of reoffending rates over the coming year due to tracking a smaller cohort and the likelihood of bigger swings in the percentage rates of offending and will continue to develop the processes we have established this will include:

- Quarterly Referral Order and Youth Rehabilitation Order reporting to ensure children are being engaged at the earliest opportunity post-sentence and that all referral order panels are held within time scales.
- Continue to refine the RORTK meeting to ensure we are collectively reviewing coproduced plans and intelligence.
- CDMP paperwork to be reviewed before the panel by the leadership team, this will provide challenge and scrutiny to ensure we are collectively focused on what the child needs from partners to support their intervention plans. To continue to consider family and social networks so that resilience is built for children in the community.
- Review the revised child first referral order processes to establish what impact it is having upon children's offending.

13.3.3 We will continue to reduce the frequency and seriousness of re-offending by young people known to CYPJS at first-tier interventions, where statistically this remains a challenge both locally and nationally. We have progressed this through working with the Phoenix Programme, and working together will continue to develop this work learning from the evaluation framework that accompanies the programme alongside the evaluation of the REACH programme. In addition, we are committed to learning from metropolitan areas and want to draw on experienced leaders in the field of serious violence, for example, the St Giles Trust to develop initiatives in hard-to-reach communities.

13.3.4 Our Early Intervention offer is ensuring that we are reaching more girls, moving forward we will seek insights on reoffending for both genders. Less is known about what works to support girls although the number of girls overall in the system is smaller. The YJB-led practice group on girls should continue.

13.3.5 Regular refresher training/briefings for case managers on emerging themes from Quality Assurances' (QA) and live-tracker intelligence. The alignment of the reoffending toolkit meeting and QA approach ensures cases that have reoffended will receive a QA. QA reports are presented at service meetings and full Prevention and Safer Communities service meetings. To update the QA framework incorporating board members into the themes as appropriate.

13.3.6 Deliver a group work offer through 'Which Way' that meets the needs of young people within their communities and is flexible to address different types of offending, delivering where required to a pre-

court and post-court audience. Revisit the types of interventions available and used against the type of offences. Development of the Which Way programme within primary and secondary schools.

13.3.7 Participation and developing a service that is rights-respecting is a key priority, and our key focus will remain on the following:

- strengthened co-production informing improved assessments, plans and service delivery which is evident within quality assurance processes. Examples have been provided.
- Induction processes, evidencing that children and young people know why we are involved and what the trajectory is. Improved consistency.
- Victim voice is more evident within out of court disposals with a stronger focus on restorative justice.

13.3.8 To continue to promote evidence-based practice to further impact on our reoffending rates. Putting the finite resources where it is evident it can have the greatest impact.

13.3.9 Maintain scrutiny in relation to disproportionality and children looked after due to their overrepresentation within our service ensuring that packages of intervention meet specific need, and that there is a preventative offer in place for residential homes. To ensure the Board receives reports on partnerships work on disproportionality as part of the new suite of KPI's.

13.4 Custody

13.4.1 To monitor and review the embedded local Remand Strategy which includes alternatives to police custody and improved strategic links with estates. To achieve this, we will continue to build upon the multi-agency LLR training delivered and will focus on how the CASP team adhere to the strategy. Work is underway to review the scrutiny of children in custody policy and a mechanism established to review and challenge any child held overnight unlawfully. We will also want to explore:

- A shorter Police and Criminal Evidence Act 1984 (PACE) clock for children.
- Ensuring that additional information is gathered to assess a child's fitness to be interviewed, and fitness should be re-visited prior to the police interview.
- A review of the appropriate adults (AAs) safeguard, AAs should attend the police station as soon as possible, and information should be provided to appropriate adults about their role

13.4.2 Enhance our quality assurance processes for Court reports and ensure PSR congruence is reviewed quarterly.

13.4.3 Maintain bimonthly court user groups to provide legal representatives and magistrates with guidance and training, our next session will focus on our SEND pathway. To embed the role of the court representative that now sits on the Board.

13.5 Other identified priorities

13.5.1 Ongoing work to capture the voice of children:

- The CYPJS is currently working with an artist and a group of children to refresh our plan on the page which will be included in the annual plan to again show the child first approach.
- Qualitative approach to capturing verbatim thoughts, feelings and experiences of children.
- Engaging, interactive and modern ways of capturing children's voices for example Podcast.
- Referral Order Panels are facilitated so children and their families can have a say on what is included in the order i.e areas of help and support (participation and co-production).
- Children educating new recruits on what makes a good volunteer CYPJS worker for them.

13.5.2 Continue to develop a dedicated SEND CYPJS Pathway, this work has supported the CYPJS being awarded the SEND YOS Charter Mark, and we are now working towards the SEND leaders award.

13.5.3 To review existing data sets relating to the victim offer uptake and explore existing processes in capturing victim's satisfaction and ensure this is analysed to inform the future VCO work and practice of the victims and satisfaction rates as part of the suite of new KPI's.

13.5.4 To track cases that have been returned to court for revocation due to positive changes and improvements.

13.5.5 To develop and establish a bespoke programme to support young people through all transitions including health, education, accommodation, children who move services and children who reach the end of their order.

13.5.6 To complete national standards self-audit in 2024 and continue to ensure areas for improvements are delivered upon from previous audits as highlighted.

13.5.7 To ensure ETE remains a key priority and ongoing work on supporting learning needs and neurodiversity is embedded within practice.

13.5.8 To develop and embed a clear youth support service pathway in 2024-5.

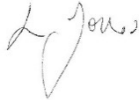
13.5.9 Youth Justice spans both the secondary and tertiary levels of violence prevention through its early intervention work with children at risk of involvement in violence as well as those who have already committed a violence-related offence. The key priorities are to:

- Work in cooperation with the Police and VRN team, to develop cohort data to highlight key demographics and the prevalence of known risk factors amongst young people involved in violence-related offending. Specifically Further analysis could explore YJB's case-level data around knife offences to better understand which children are carrying knives and what other offences these children are committing and what their outcomes are.
- Support all cohort management processes for example the Serious Violence action group. This is taking place and will remain a key priority.

- Develop analytical support to reduce the extent to which data can be used in planning, operational delivery, and evaluation. Ongoing work is taking place on this priority.

13.5.10 Serious Incidents had previous cautions or convictions, 69% of children involved in serious incidents had had some form of contact with children’s services before the incident occurred, and 35% involved a child with experience of care. Working with social care we will develop procedures and processes to provide intervention to support the reduction of serious violence.

14. Sign off, submission and approval

Chair of YJS Board - name	Laurence Jones
Signature	
Date	2 nd July 2024

Appendix 1 - LYJMB and staff Membership, LYJMB induction and Terms of Reference Jan 2023



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LYJMB Induction.pptx



Leicester Youth Justice Management

Appendix 2 - Participation Pledges



Appendix 2 - Participation Pledge

Appendix 3 - Quotes from children and parents at the end of intervention



Appendix YP Feedback and voice.

Appendix 4 – YJB Practice Learning Event



LCC participation presentation.pptx

Appendix 5 - Co produced/Child First RO process.



Initial RO Report and Final RO panel report Contract.docx and contract.docx Review RO panel report and contract.dcreport and contract.dc

Appendix 6 - Service Structure Chart and staff composition



Staff 2024.xlsx

CYPJS Structure Chart 2024.pdf

Appendix 7 – Evaluation reports _Early Intervention Team and theory of change



Evaluation of CRPS - Findings Recomm

Theory of Change - Reach.pdf

Reach. YEF Feasibility Study Ref

Appendix 8 – Paper C Performance and QA Report May 24



PAPER C Performance and QA

Appendix 9 - Work Force Development 2024-5



Children and Young Peoples Justice Servic

Appendix 10 - Financial Table 23-24 forecast based on predictions due to some funding not being confirmed.



Paper E Copy of YJMB - Budget 24-25\

Appendix 11 - ETE Action Plan



CYPJS ETE
Developments and Re

Appendix 12 – National Standards Court Self-Assessment.



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Appendix 13 - Partnership and Service Improvement Plans



PAPER F leicester
Youth Justice Manage



Service Delivery Plan
.docx

Appendix 14 – REACH presentation



The Reach Project -
Presentation.pptx

Appendix 15 – Summer Arts



Summer Arts
2023.docx

Common youth justice terms

ACE	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti-social behaviour
Asset Plus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child Looked After, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training, or employment

EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPP	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language, and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution