



# **Leicester City Youth Justice Plan 2022-23**

For consideration by: Full Council  
Date of meeting: 22<sup>nd</sup> February 2023  
Lead director: Martin Samuels

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## Useful information

- Ward(s) affected: All
- Report author: Brian Bodsworth: CYPJS Service Manager
- Author contact details: 0116 454 7168 [brian.bodsworth@leicester.gov.uk](mailto:brian.bodsworth@leicester.gov.uk)
- Report version number: 1

## 1. Summary

- 1.1 It is the duty of each local authority after consultation with partners to formulate and implement an annual youth justice plan setting out:
  - a) how youth justice services in their area are to be provided and funded; and
  - b) how the Children and Young Peoples Justice Service will be composed and funded; how it will operate, and what functions it will carry out.
- 1.2 The statutory youth justice plan is approved by the Leicester Youth Justice Management Board and must be submitted to the national Youth Justice Board (YJB) by 30<sup>th</sup> June and published annually once formal approval has been granted from Full Council. Planning and guidance is issued by the YJB annually in early spring, and every year the YJB agrees that local authorities can submit draft plans, subject to full council approval. This year the YJB have stipulated that a new template must be used, and guidance has been provided for Youth Offending Teams (YOT's) nationally. The new template has meant a longer more detailed plan to be created that will then be refreshed yearly.
- 1.3 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 Peoples Justice Service (CYPJS) (the local name given to Leicester's YOT) will deliver as a service, but how strategic links with other supporting initiatives will be developed and maintained.
- 1.4 This plan supports a range of associated partnership strategies including the Leicester Early Help Strategy 2020-2023, Police and Crime Plan, Violence Reduction Strategy, the Safer Leicester Partnership Plan and delivery plans within the Social Care and Education department. The youth justice plan is supported by a more detailed partnership plan and operational delivery plan overseen by the Head of Service for Early Help and Prevention, who reports progress to the Leicester Youth Justice Management Board
- 1.5 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 thematic inspection report was published in June 2022. Thematic inspections are not graded and that on ETE combines findings from 6 YOT's. The service continues to strive for standards that would be considered outstanding and are inspection ready.
- 1.6 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 takes into account local performance issues, lessons from CYPJS thematic inspections, together with learning from any serious incidents.
- 1.7 Key priorities for the Leicester Youth Justice Management Board for 2022-23 include areas for development highlighted by the HMIP thematic inspection and self-assessment against the Youth Justice Board national standards. Some of the priorities from the 2021-2022 plan have

also been rolled forward as a result of ongoing work required which was impacted by the coronavirus pandemic. Section 13.0, pages 37 – 40 of the youth justice plan outlines development plans over the next twelve months focusing upon the services key priority areas.

## **2. Key Successes**

2.1 Although the last two years has certainly brought more challenges, the service has continued to be innovative with a number of achievements to be proud of. The following outlines some of the examples of success:

- 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 funding is in place until January 2024 and potentially will be extended for a further year dependent upon the outcomes achieved. The delivery will be independently evaluated by Sheffield Hallam University. (Appendix 7 – 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.
- Embedding the groupwork programme 'Which Way' focusing on reduction of reoffending and the interface with the youth service for co-facilitating and reaching more cohorts of young people (Appendix 8 Which Way Q4 2021-22 report).
- 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 with young people knowing why the service is involved with clear evidence of engagement within assessments and plans. This was evidenced in the direct feedback form 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 (Appendix 9 - coproduced plans).
- 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 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 are 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 who require support. Support for individuals is agreed and delivered across the partnership, intelligence and intervention updates are reviewed monthly and revised action is agreed. The service is working closely with the VRN to ensure the serious youth violence duties are met.
- The Community Resolution and Prevention Team has now been operational since November 2019 and as provided intervention to more than 600 children and young people. The relaunch of this team will see it be re-branded as the Early Intervention team. 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 by Sheffield Hallam University and the findings were published in June 22. (Appendix 10 Community Resolution and Prevention Team – Quarter 4 2021 – 2022 Progress Report).
- The Attendance Centre has maintained focus on development of sessions to increase confidence, self-efficacy, and motivation to desist from offending behaviour. A review and refresh of delivery have enhanced opportunities for young people to build knowledge and skills that aid desistance from offending and gain qualifications in preparation for working life. A well-established programme of intervention has been proving effectiveness, emphasising its focus on education and training. Intervention under the AC is also aligned with the Child first, Offender Second principle.
- CYPJS have been working in partnership with community safety representatives to support weeks of action. For example, the service has been working closely with Police Officers in the Beaumont Leys and Braunstone areas of the city, engaging with young people in the evenings around the 'knife arch' and pop-up surgeries as part of County Line Intensification initiatives.
- The Leicester Summer Arts College provides young people with an opportunity to get involved in a range of art projects to support self-expression whilst learning a variety of new skills. Young people are offered the opportunity to attend several trips which develops young people's confidence and enables them to feel part of a team. All young people have the opportunity in gaining an Art Awards. They showcase their work at an awards ceremony and receive their accreditation (Appendix 11 summer arts presentation).
- Continual improvements in several performance indicators including the reduction of numbers being remanded and entering custodial establishments.

### 3. Key Risks and Mitigations

- 3.1 A key risk at the time of finalising this plan is the continued impact of the coronavirus pandemic and irregular provision of performance data provided nationally. The impact of COVID for years to come is evident and will impact on all children's services including CYPJS.
- 3.2 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. This also includes the current consultation on new KPI's being implemented April 2023.
- 3.3 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 young people.
- 3.4 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 this year. 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 two 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 mean an increase in case load numbers for individual staff, and this will have to be closely monitored.
- 3.5 HMIP were recently clear that the service was working with complex children and young people. The service is also conscious of the emerging risks regarding the increase cost of living and how this will impact on the families we work with. More collaboration and support across the partnership will be key to ensure our families receive the best offer and support possible. Leicester's partnerships are in a good place to be able to respond to an increase in need.
- 3.6 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.
- 3.7 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. The service will also be working closely with adult social care to ensure robust transitional safeguarding processes are in place.
- 3.8 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. Invest to Save Other Funding, multiple funding streams across the partnership may result in a duplication of services and inability to demonstrate the impact of specific interventions.

3.9 The increased risk of cases escalating through the criminal justice system is notable due to the complexity of cases. Reflecting children's experiences of trauma, serious youth violence and exploitation will be paramount.

#### **4. Recommended actions/decision**

4.1 The purpose of the report is to review the statutory Youth Justice Plan for 2022-23, directing any comments to the Head of Service for Prevention and Safer Communities.

##### Recommendations

4.2 To consider, and note, the achievements from 2021-22

4.3 To consider, and agree, the priorities for 2022-23

#### **3. Scrutiny / stakeholder engagement**

5.1 The report has been presented to the Leicester Youth Justice Management Board 22 June 2022 and all partners have contributed to the plan.

#### **4. Background and options with supporting evidence**

6.1 The full report has been provided

#### **5. Detailed report**

7.1 Attached with this summary

#### **6. Financial, legal, equalities, climate emergency and other implications**

##### 6.1 Financial implications

The gross budget for 22/23 is £1.5m with income budget of £1m, this includes Youth Justice grant of £0.8m. The grant has been uplifted by 9.8% reflecting the commitment to frontline youth justice service.

Paresh Radia - Finance

##### 6.2 Legal implications

There are no direct legal implications arising from the contents of this report.

Pretty Patel  
Head of Law

### 6.3 Equalities implications

Under the Equality Act 2010, public authorities have a Public Sector Equality Duty (PSED) which means that, in carrying out their functions, they have a statutory duty to pay due regard to the need to eliminate unlawful discrimination, harassment and victimisation, to advance equality of opportunity between people who share a protected characteristic and those who don't and to foster good relations between people who share a protected characteristic and those who don't.

Protected Characteristics under the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

The report sets out the proposed statutory Leicester City Youth Justice Plan for 2022/23. From the perspective of meeting our Public Sector Equality Duty aims, the Youth Justice Plan sets out priority activities that seek to promote equality of opportunity for young offenders by reducing the adverse impacts they are likely to experience through involvement with the criminal justice system; and by achieving these outcomes and enabling young offenders to take part in city and community life, contribute to improved good relations between different groups of people. In terms of the protected characteristic of race, the Leicester Youth Justice Management Board will continue to implement the recommendations from the task and finish group findings, exploring disproportionality of ethnicity and children looked after.

However, the report and the appendix do not explore in any detail the protected characteristics of young people in the service, any potential issues in terms of over representation and how this compares to local demographics and the national picture or any work being done locally to address any specific issues related to this (other than race as cited above). 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 should ensure that the monitoring of disproportionality, trends and issues include the protected characteristics of young offenders not least sex, race, disability, religion and belief.

The proposed Youth Justice Plan 2022/23 offers a high-level overview of the planned work for the coming year, however there are a number of strands of work where equalities, and particularly the PSED, will need to be an on-going consideration, such as the ongoing work to create a Remand Strategy which has taken a partnership approach. It may be the case that an Equality Impact Assessment is required for some strands of work such reviewing policies and services, where changes will directly impact on young people in the service, and advice can be sought from the Equalities Team on this as required.

Sukhi Biring, Equalities Officer, 454 4175

### 6.4 Climate Emergency implications

There are limited climate change implications directly associated with this report. However, in line with the council's declaration of a climate emergency and aim to reach carbon neutrality, it should be noted that the council has an important role to play in addressing carbon emissions relating to the delivery of its services, and those of its partners. This should be addressed through consideration of opportunities to reduce emissions, for example through the use of sustainable travel practices, efficient use of buildings, use of the council's sustainable procurement guidelines and other measures as appropriate to the service.

Aidan Davis, Sustainability Officer, Ext 37 2284

6.5 Other implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

Not Applicable

**7. Background information and other papers:**

None

**8. Summary of appendices:**

Included in the Youth Justice Plan attached in section 7.

**9. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)?**

No

**10. Is this a “key decision”? If so, why?**

No