



Leicester
City Council

Leicester Youth Justice Management Board

Terms of Reference 2022-23

1. Background

1.1 Youth Offending Services (YOS's) were established nationally in 2000. Performance and standards of YOS's nationally are overseen by the Youth Justice Board (YJB). The YJB stipulates that each YOS must be overseen by a management board. The YJB provide guidance in relation to effective governance by Boards, and the key points can be summarised as follows:

- a) the management board should provide strategic direction with the aim of preventing offending by children and young people.
- b) all statutory funding partners, the local authority, police, national probation service, and health, must be represented on the board.
- c) members of the management board should be empowered with the capacity to make strategic decisions.
- d) the Board should determine how appropriate youth justice services are provided and funded.
- e) the Board should oversee the formulation of a draft youth justice plan.

1.2 The guidance also suggests that in discharging functions relating to youth offending, the board may benefit from considering broader membership. The guidance suggests additional optional partners which could be on an ad hoc basis when required as follows;

- a) youth courts
- b) court legal advisors
- c) community safety managers
- d) housing providers
- e) voluntary sector representatives
- f) local secure establishment
- g) elected members

2. Purpose of the board

2.1 To provide an inter-agency management forum to oversee and monitor the work of the Leicester and Young People's Justice Service to meet the statutory principal aim of preventing offending and reoffending by children and young people.

3. The objectives and responsibilities of the Board

3.1 The objectives of the board are as follows:

- a) to take overall management responsibility for the establishment and development of the Leicester Children & Young People's Justice Service (CYPJS)
- b) to provide the formal reporting line and receive regular reports on the progress and work of CYPJS
- c) to take all delegated management decisions not within the authority of the Head of Service Early Help and Prevention.

- d) to provide the necessary budget overview, including the review of agency contributions.
- e) to provide a forum for resolution of inter-agency issues.
- f) to receive and approve the draft Youth Justice Plan prior to final approval by elected members of the partnership authorities.
- g) to monitor and review the progress made in achieving the objectives and performance targets in the annual Youth Justice Plan
- h) through the Head of Service for Early Help and Prevention and the Service Manager for CYPJS ensure that the service is prepared for inspection by the HMIP (HM Inspectorate of Probation) that all requests for information by the Board are met promptly.
- i) to ensure that the work of the CYPJS makes the necessary links with the Leicester, Leicestershire and Rutland Criminal Justice Board, as well as the key strategic links required by the Crime and Disorder Act 1998, particularly those in relation to the wider crime and disorder reduction strategies and specific youth crime reduction strategies.

4. The Method of Operation

4.1 The board will meet on a quarterly basis, holding four meetings a year. The agenda will consist of the following regular items:

- a) Performance (quantitative and qualitative)
- b) Finance
- c) Partnership updates
- d) Exception reporting for Critical Learning Reviews.

4.2 One week prior to each Management Board, the relevant documents will be circulated to all members. The reporting schedules are attached as appendix A. As appropriate, reports will progress through other relevant governance arrangements.

4.3 Meetings are scheduled to last up to 3 hours with minutes taken. Minutes will be circulated to members within 10 working days of the meeting. Administration support will be provided by the Head of Service.

4.4 Management board members are responsible for attending the meeting or sending a nominated representative on their behalf.

4.5 Management Board members are responsible for ensuring key information is shared with their agencies.

The Membership of the Board

Group Members	Role	Contact
Martin Samuels (Chair)	Strategic Director: Social Care and Education Leicester City Council	Martin.Samuels@leicester.gov.uk
Caroline Tote	Divisional Director: Social Care and Early Help Leicester City Council	Caroline.Tote@leicester.gov.uk
Karen Manville	Head of Service: Early Help and Prevention Leicester City Council	Karen.Manville@leicester.gov.uk
Brian Bodsworth	Service Manager – CYP Justice Service Leicester City Council	Brian.Bodsworth@leicester.gov.uk

	Sue Welford	Principle Education Officer (representing Connexions & Education Welfare) Leicester City Council	Sue.Welford@leicester.gov.uk	
	Richard Sword	Director: Capital Projects (representing SEND) Leicester City Council	Richard.sword@leicester.gov.uk	
	Sarah Hancock	Senior Operations Manager Turning Point, Leicester	Sarah.Hancock@turning-point.co.uk	
	Gavin Drummond	Detective Chief Inspector Serious Harm Reduction Unit Leicestershire Police	Gavin.Drummond@leics.police.uk	
	Grace Strong	Director of the Violence Reduction Network	grace.strong@leics.pcc.police.uk	
	Carolyn Maclean Michael Hopkinson (deputy)	Head/ Deputy Head of Leicester, Leicestershire & Rutland Probation Service	carolyn.maclean@probation.gsi.gov.uk Michael.hopkinson@probation.gsi.gov.uk	
	Bob Bearne	Regional Manager, Nottinghamshire & Leicester City Community Rehabilitation Company	Bob.Bearne@rrp.gse.gov.uk	
	Mel Thwaites Elaine Egan Morris (deputy)	Associate Director of Children and Families, Clinical Commissioning Group. CAMHS Transitional Implementation Lead.	Elaine.Egan-Morris@leicestercityccg.nhs.uk Melanie.Thwaites@LeicesterCityCCG.nhs.uk	
	Mamps Gill	Head of I & E Midlands Youth Justice Board	Mamps.gill@yjb.gsi.gov.uk	
	Manjora Bisla	Accountant Leicester City Council	Manjora.Bisla@leicester.gov.uk	
	Rob Howard Clare Mills (deputy)	Consultant Public Health Leicester City Council	Rob.Howard@leicester.gov.uk Clare.Mills@leicester.gov.uk	
	Daxa Pancholi	Head of Service: Community Safety Leicester City Council	Daxa.Pancholi@leicester.gov.uk	
	Jasbir Sanghera	Performance Officer Leicester City Council	Jasbir.Sanghera@leicester.gov.uk	

These Terms of Reference will be reviewed annually, next review date April 2022.

Regular Reporting schedules

Board meeting	Report	Author
End of March 2022	YOS Performance & Quality Assurance Report	CYPJS: Service Manager
	Finance Report	Accountant

	Strategic Partnership Delivery Plan	Head of Service: EHP & LYJMB leads
End of June 2022	YOS Performance & Quality Assurance Report	CYPJS: Service Manager
	Finance Report	Accountant
	Strategic Partnership Delivery Plan	Head of Service: EHP & LYJMB leads
End of September 2022	YOS Performance & Quality Assurance Report	CYPJS: Service Manager
	Finance Report	Accountant
	Strategic Partnership Delivery Plan	Head of Service: EHP & LYJMB leads
Start of Jan 2023	YOS Performance & Quality Assurance Report	CYPJS: Service Manager
	Finance Report	Accountant
	Strategic Partnership Delivery Plan	Head of Service: EHP & LYJMB leads

Leicester Youth Justice Management Board

Membership

**Chair of the Board – Martin Samuels Strategic Director, Social Care & Education,
Leicester City Council**



- Martin has spent the past decade working in a number of Local Authorities at Director and Strategic Director level, always with responsibilities across adults and children's services. His route to that point was rather non-traditional, as He began his working career as a civil servant, initially working in job centres and then moving to Whitehall, before then transferring to the NHS, where He undertook roles at national, regional,

and local level. This experience has underlined to Martin the importance of different sectors being able to work together, with the individual member of the public at the centre of all we do – integrated working, rather than structural integration.

- As the statutory Director of Children’s Services for Leicester, Martin has lead responsibility for ensuring the overall wellbeing of children and young people in the City, under the political direction of Cllr Sarah Russell in her role as statutory Lead Member for Children’s Services.

Caroline Tote – Director of children’s services



Caroline is a qualified Social Worker and has worked in children’s services throughout the whole of her career. The majority of this spent in Leicester City. One of Caroline’s first posts was in the field of Youth Justice where she spent a year working at the Court Officer in the then Youth Justice Court.

Caroline is now the Director of Children’s Social Care and Early Help which includes our Children and Young Peoples Youth Justice Service.

Karen Manville Head of Service Early Help and Prevention



Karen has been the Head of Service for Early Help and Prevention since April 2021 and prior to that she was the Service Manager for the City Youth Offending Service from 2009. She has worked in youth justice since 2001 when she left teaching, after 7 years, to work with young people that are at risk or entrenched in offending. She led on developing one of the first alternative to custody programmes, the Intensive Supervision and Surveillance Programme, in the country and sat on the Youth Justice Board working group for this flagship programme and helped support the roll out nationally.

Karen oversees all services within the Early Help and Prevention Service with a key aim to prevent escalation of behaviours that can lead children and young people to become more entrenched in services and provide holistic support to the whole family utilising the range of offers available both within our range of services and externally across the partnership.

She has been a member of the board for many years since taking up the service manager position in 2009.

Gavin Drummond - Detective Chief Inspector 1983



Gav is Currently leading on the prevention work for serious violent crime within Leicestershire Police' Violent and Complex Crime Unit (VCCU), he has also held senior positions working within Child Safeguarding as the lead for child abuse, CSE, CCE and Modern Slavery & Human Trafficking. Other senior roles include intelligence and covert led operations and neighbourhood policing.

Key areas in his portfolio include:

- To develop an effective early engagement intervention system across Leicester Leicestershire and Rutland.
- To ensure effective problem solving of offenders, locations, and victims, to prevent serious violence
- To work with the Violence reduction Unit to embed the public health approach within police systems and processes, to tackle causes of violent crime
- To review develop and improve effective partnership working specifically relating to early engagement and intervention processes.
- To work with the violent reduction Unit to provide effective police led education and diversion to prevent serious.

Mel Thwaites - Head of transformation for Women and Children across Leicester Leicestershire and Rutland.



Mel is a nurse and midwife by background and has over 30 years' experience in the NHS. Currently her role is Head of transformation for Women and Children across Leicester Leicestershire and Rutland.

Her role is to design, lead and set the strategic direction for the development of Women's and Children services across all settings of health working in partnership with social care and other key stakeholders across LLR. The key aims are to:

- a) Improved outcomes for mothers, babies, children, and young people
 - b) Reduction in health inequalities and variation
 - c) Improved experience
 - d) Facilitate children and young people reach their potential
- Mel has sat on the board since 2005

Grace Strong -Director of the Violence Reduction Network



Grace has worked in Probation Services for over 20 years in a wide range of settings as a practitioner, team manager and senior leader. This includes leading a range of multi-agency projects including the Prolific and Priority Offender Management Scheme, Integrated Offender Management, a non-statutory Resettlement Team, the Young Adult Project (YAP!) and an Accommodation partnership. Grace is currently seconded into the Office for the Police and Crime Commissioner (OPCC) as the Director for the local Violence Reduction Network (VRN) which is one of 18 Home Office funded Units across England and Wales. Grace has a particular interest in developmental maturity and the transition into adulthood and trauma-informed practice. Grace is working closely with Youth Justice services in relation to prevention and early intervention and in preparing for the new Serious Violence legal duty.

Sarah Hancock-Smith, Senior Operations Manager for Turning Point Substance Misuse Services



Sarah is responsible for the substance misuse services across LLR which includes the substance misuse services for Young People including linked to CYPJS. She has managed substance misuse services in LLR for the last 13 years and prior to that was a Probation Officer. The deputy who will attend in her absence is Andrea Knowles, Operations Manager.

Sophie Maltby. Head of Service- SEND Support



Sophie has been a teacher for 25 years. In schools She worked as Senior Leader, Behaviour Lead and SENCo. Worked for SEND Support since 2006, initially in Social Emotional and Mental Health (SEMH) Team, supporting CYP at risk of exclusion from schools as well as whole school development work and training around SEMH needs. Additionally, worked as SENCO and Teacher in Charge of the Primary PRU. For the last 10 years Sophie has undertaken several leadership roles within SEND Support. Currently Head of SEND Support with responsibility for all of the specialist teaching teams and specialist nursery, alongside strategic SEND responsibilities.

Head of SEND Support Service, managing 6 specialist teaching teams and a specialist nursery, working from 0-25 in schools, colleges, early years settings and homes. She is also responsible for the development of Designated Specialist Provisions (DSPs) the SEND Capital programme and reviewing SEND funding in both mainstream and special schools. Sophie works very closely with the Principal Education Officer to support schools and various strategic projects such as inclusion, SEND, mental health work and trauma Informed practice.

Kayleigh Lord - the Clinical Team Leader for the Child and Adolescent Mental Health Service (CAMHS) Young Peoples Team



Kayleigh Lord is the Clinical Team Leader for the Child and Adolescent Mental Health Service (CAMHS) Young Peoples Team, we are a team who specialise in working with young people aged 0-18 years who are looked after, adopted, youth offending, homeless or unaccompanied asylum seeking young people in LLR.

By profession she is a mental health nurse and have worked within LPT for the past 10 years. She is passionate about young people's mental health and improving services and access to services.

Within YPT they have the Adverse Childhood Experiences Project and a specialist CAMHS nurse embedded within our team who work closely with Youth Justice.

Bob Bearne - Head of Leicester, Leicestershire & Rutland Probation Delivery Unit



Worked in the Probation Service since 1985, initially as a residential worker. Qualified as a Probation Officer in 1988 and have worked across most Probation settings as a practitioner and manager

The Probation Service is a statutory partner of the Board, a financial contributor and has staff seconded into the Youth Service. As well as general oversight and governance of the Youth Service, Bob has a particular role to play around Transition to adult criminal justice services. He also Chair the LLR Strategic Offender Management and MAPPA Board which has many priorities closely aligned to that of the Youth Justice Services and the HOS of EH and P sits on this board.

**Brian Bodsworth – Service Manager for Youth and Children and Young Peoples
Justice Service**



Brian qualified as a Youth and Community worker in the mid 1990's and for the remainder of the decade worked in a secure homes and custodial establishments for young people. In 1998 He joined the newly launched Youth Offending Service in Northamptonshire as a seconded Youth and Community worker and was responsible for establishing group and community programmes to prevent offending. For ten years from 2002 to 2012, Brian was the prevention manager for the Northamptonshire Youth Offending service, working with various teams to develop and deliver a range of preventative initiatives. In 2012 He took up a leadership role to steer the roll out of the Troubled Families and Early Help agenda. Whilst this was not a total departure from working with adolescents, He became involved in the leadership of Children Centres and early years development. He became the Early Help Service Manager in Leicester City in 2016, since then He has had various responsibilities including the delivery of the Troubled Families programme, Children Centres, Family Support and the Youth Service. In March of this year He was given the opportunity to become the service manager for the Children and Young People Justice Service and joined the Board.

Daxa Pancholi Head of Community Safety and Protection



Daxa Pancholi has worked for Leicester City Council for over 29 years, initially supporting local unemployed people to be trained and assisted into employment.

For more than a decade Daxa has been working as the head of community safety and protection, which involves working with partners such as the police to address crime and anti-social behaviour issues in Leicester. This includes managing the city's community safety partnership, Safer Leicester Partnership, establishing priorities, action plans and resourcing.

Daxa works with partners to address issues such as street lifestyles (street drinking, rough sleeping and begging), knife crime and neighbourhood issues. Daxa has also been instrumental in working on the modern slavery and labour exploitation, working in conjunction with agencies such as the Home Office, GLAA and HSE.

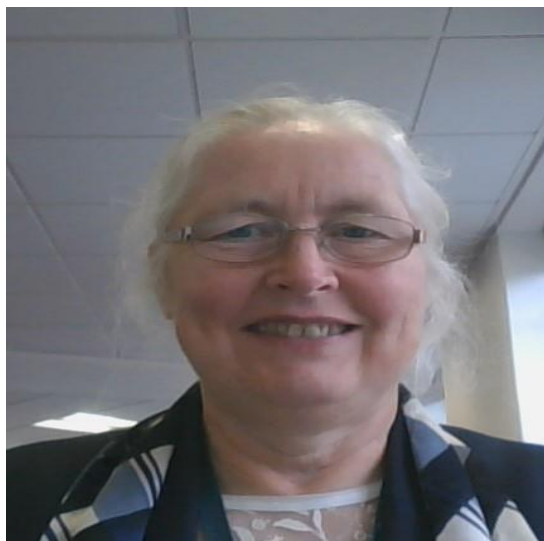
Daxa is currently leading on the corporate review around the delivery of antisocial behaviour to bring the currently separate/ disparate services within the local authority together under one service.

Daxa leads on the domestic and sexual abuse agenda; commissioning services and ensuring that people are aware of and access support should they become victims of domestic or sexual abuse. In addition to this, Daxa leads on Domestic Homicide Reviews, ensuring strategies, policies and processes are in place to complete reviews where deaths have occurred within a domestic setting.

Daxa's area of portfolio includes the prevent and counter-extremism agenda where community cohesion issues (including hate crime) play a vital role. Within this area of work, Daxa is responsible for ensuring that the prevent agenda is embedded within the primary & secondary education sector and within "out of school" setting.

Daxa sits on many key strategic groups including city Youth Justice Management Board. ;

Sue Welford - Principal Education Officer



Responsibility for Education provision, sufficiency and outcomes from 0 -19 (25 for SEND and Care leavers). Includes Connexions Service, Education Welfare, School Improvement, Early years, School places and admissions and the children's transformation, partnership, performance, data and comms teams.

Mamps Gill YJB Head of Innovation and Engagement (Midlands)



Mamps is the Head of Region in the Midlands region for the Youth Justice Board. Her role involves oversight of the youth justice system in the Midlands region, this includes performance improvement and sharing effective and innovative practice in youth justice delivery, and contributes to improved outcomes for children, families and communities. As a Board Member, She not only represents the YJB but also shares feedback from other local and regional meetings She attends, which include the East Midlands Local Criminal Justice Board.

