

CYPJS Delivery Plan 2022 -23

Aims and Objectives

The aims of Leicester Children and Young Peoples Justice Service (CYPJS) are to prevent youth offending and reduce re-offending and the use of custody for young people. This is achieved through working in partnership to deliver services that ensure young people are safeguarded, the public and victims of crime are protected, and those who enter the criminal justice system are supported with robust 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. This service plan underpins the annual partnership Youth Justice Plan which is owned by the Leicester Youth Justice Management Board (YJMB) to provide an overarching set of key priorities for the service and partnership, with the strategic action plan ensuring priorities are met.

What we will now achieve

A partnership approach to ensure children and young people who are at risk of or offending and their families are supported to achieve the best outcomes for them, particularly in relation to the 5 key indicators:

1. Reducing first time entrants
2. Reducing reoffending rates
3. Reducing the use of custody and remands
4. Increasing the numbers of young people in education, training and employment
5. Appropriate accommodation

How we will do this

- Actively listen to children, young people, their families and partners through a robust participation approach to the services work. Completing full self-assessments that are threaded through all assessments processes.
- Robust and comprehensive assessments utilising the evidence-based ASSET PLUS framework and adhering to National Standards.
- Quality of YOS work will be subject to a robust QA process, in line with HMIP criteria.
- Ensure Troubled Families transformation and a whole family response is embedded within YOS processes as part of Leicester's Early Help Strategy.

How we will know when it's working

- Improved service user satisfaction, engagement with services and evident involvement in, influencing decision making, shaping and design of service provision. Assessments clearly identifying the wishes and voice of the service users throughout.
- Audit activity reflects good quality practice across service delivery and casework with baseline grading's improved.
- Performance reports both compliance and improved outcomes through self-assessment, professional judgement and evidenced based methodology
- Increase in partner engagement with the Troubled Families programme resulting in increased PBR claims

Linked to identified action in

- CYPJS Performance & QA framework (QA)
- HMIP Inspections
- Ofsted 2017 recommendations (SIF)
- Learning from CLR (CYPJS serious case reviews)
- Learning from Serious Case Reviews (SCR)
- Leicester's Early Help Strategy 2016-19

Glossary: Key Leads

IS – Ivor Sutton
KS – Kelly Summerfield
BB – Brian Bodsworth
DK – Derrick Kabuubi
CH – Carol Hughes
LT – Leadership Team

Key:	Action
	Completed
	On track
	Not started

National Standard 1 OCDP							
Ref	Outcome Needed	How will this be delivered	Lead	Date	Outcome measure	Progress	RAG
1.1	Fewer young people dealt with by Courts when OOC options could have been used	Adopt panel pre assessments, utilising the prevention assessment framework for outcomes that are likely to be community resolutions and Asset + for Youth cautions.	CH/IS	JUNE 22	Young people assessment to support OCDP.	Pilot Prevention assessment from June. Consider taking out ethnicity on screening from to ensure no unconscious bias at panel.	
		QA of OCDP scrutiny i.e. whether different outcome could have been offered?			We better understand decision making that impacts on outcomes for young people Success via completion of audits and continual oversight of FTE performance via KPI reports	OCDP scrutiny terms of reference reviewed, to be signed off within custody policy.	
1.2	Cases are removed from Court lists where an OOC disposal is a viable alternative	Triage reviews with CPS on cases listed for court to investigate whether cases could be dealt with via OOCDP			More YP will be dealt with outside of a damaging formal system Success via KPI measures and feedback from Court Team Manager		
1.3	CYP have access to pre -court information.	Create a police/CYPJS young person's guidance.	CH	JUNE 22	All young people understand what happens/next steps when arrested.	Outline of process and information agreed.	
1.4	Victims' views and safety are given	Increase the amount of direct victim participation	CH	JUNE 22	CYP have greater awareness of impact of their behaviour, victims	Service task finish group agreed 15-point action plan: Embedded.	

	greater consideration and are better captured in assessments and plans				feel safer and understand outcomes for CYP who have offended		
1.5	Liaison and Diversion improved communication.	Revision of existing protocols.	CH	JUNE 22	All young people engaged by L and D are recorded on CAPITA.	Draft process outlined.	
1.6	Achieving the best practice outcomes for children as identified in the Crest Advisory Reduce FTE into YJ system in Leicester City	Increased pre court data sharing. YP Cohort Management Examining the effectiveness of out of-court disposals and diversion programmes (CR Team and REACH Team) Develop local protocol on reducing FTE via joined up work with the Police and CPS, to include use of low-level interventions where guilt not admitted but YP willing to work with CYPJS	BB	SEPT 22	Effective cohort management of young people at risk. Young people provided with the right service. Partnership agreed responses. Leadership focus on the delivery of and awareness of prevention across the whole service, specifically in relation to delivery/cohort and the possible realignment of future budgets.	Monthly joint police/CYPJS operations meeting established. Sharing of police SV data with CYPJS ISFC processes.	
1.7	Robust understanding of the impact of OCDP process.	Quarterly OCDP report to be provided.	CH	JUNE 22	Managers to feedback performance on their remit areas – enables closer relationship with		

National Standard 2 COURT								
Ref	Outcome Needed	How will this be delivered	Lead	Date	Outcome measure	Progress	RAG	
2.1	The service addresses all Requires Improvement areas in the National Standards Self-Assessment	By ensuring the YOS is utilising the full range of sentencing options.	KS	JUNE 22	Increased range of internal and external controls work. Potential to maintain low custodial sentences and reduce re-offending Success via re-offending rate improving, custody rate remaining low and success measured via KPI's	PSR congruence audit completed quarterly.		
2.2	Need to Improve the evidence that officers have informed YP and carers/family of the order and clarify their understanding	Review of information provided to CYP/families Adjournment notice to be reviewed.	KS	JUNE 22	To improve YP awareness of court processes and encourage their participation in the process as well as being clear about the outcomes. Meeting NS.	Adjournment notice amended, to provide a prompt to confirm understanding of YP/parent/cares.		
2.3	Strengthen the voice of young person in the PSR which can be as part of reflection from their self-	PSR QA processes to be reviewed, including gate keeping. Establish supported guidance so that CYP are able to have	KS	JUNE 22	As part of participation agenda to encourage a greater involvement by young people in all parts of the CYPJS processes. To improve awareness of diversity needs for all young people and	KS to review participation action plan in relation to court processes. The Youth Service and CYPJS are creating a combined website where information on Court processes etc could be located.		

	assessment and PSR interviews.	<p>their say in court when asked by magistrates.</p> <p>Court leaflets/web page to be redeveloped. Interactive approach for YP – co produce it. Ensure diversity needs are met.</p> <p>Court observation to take place monthly.</p> <p>Breach quality assurance processes to be reviewed and developed to inform best practice.</p>			family members and ensure the service offers all YP opportunities to equal access to service areas. Meeting the needs of all YP and making sure processes and services meaningfully engage with all YP.		
2.4	<p>Court User group to have robust oversight of processes and outcomes.</p> <p>relaunch/TOR/training/links to board/Stake holder</p> <p>Feed back</p> <p>Magistrates feed Back</p>	<p>Revision of the terms of reference. Joint magistrate training and QA activity.</p> <p>Establish routine feedback from magistrates.</p>	KS	JUNE 22	Improved communication between CYPJS and courts/recommended service improvements agreed.	County and City service manager have met to review the TOR.	
2.5	Revision of bail support options	Bail Support, review of bail support options available to the court.	KS	JUNE 22	Court will be clear of options available.		
2.6	Communication with custodial settings.	Communication with Youth Custody Service via YJAF for custody	KS	June 22	More effective communication with secure estate	Work in progress to review process.	

		sentences			Success indicator will be having access to YJAF and staff trained to use the system		
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National Standard 3 In the Community

Ref	Outcome Needed	How will this be delivered	Lead	Date	Outcome measure	Progress	RAG
3.1	Ensure service delivery on all levels is informed by children and young people.	Continue 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.	LT	June 22	Voice and lived experience of the child and young person informs all aspects of service delivery.	Participation Plan pledges reviewed bimonthly	
		Co-production informing improved assessments, plans and service delivery which is evident within quality assurance processes.			Co-produced plans replace 'Pathways and planning' (for all pre- and post-court outcomes/disposals, with the exception of young people in custody where there is no resettlement plan).	Thematic QA audit completed February 22. Recommendations from audit shared. Further thematic audit planned.	
3.2	Disproportionality is closely monitored	Support the task and finish group chaired by a member of LYJMB to look at disproportionality within the youth justice system.	LT	June 22	To ensure breach rates are comparable to young people who are not identified within above groups.	Disproportionality action plan updated bimonthly. Disproportionality benchmarking exercise took place during March 22	

		To check the summary disproportionality data on an annual basis in order to understand the latest position and any trends in over-representation of any ethnic groups in the local YJS in order that progress may be tracked.			Formal report presented to LYJMB in 2022 with a full report a year on. LYJMB are assured that this has been fully explored with appropriate recommendations implemented to address disproportionality in within CYPJS.	Task and Finish group will be re-convened, with reps at all levels with CYPJS to: <ul style="list-style-type: none"> Review actions using SOS approach Review data aligned to local reporting by wider ethnicity data. Update to be provided to LYJMB June 22	
3.3	Serious Incidents Policy is in place	Update policy for serious incidents	DK	June 22	Clear process, opportunity for learning from serious incidents and success via completion and sign off of policy via YJPB		
3.4	Victims' views and safety are given greater consideration and are better captured in assessments and plans	Increase the amount of direct victim participation	CH	June 22	CYP have greater awareness of impact of their behaviour, victims feel safer and understand outcomes for CYP who have offended	Service task finish group agreed 15-point action plan. Victim Officer in post from April, to deliver plan from June.	
3.5	Ensure the CYPJS can deliver a hybrid model of support to CYP and families. Service wide evidencing of SOS methodology.	Develop a suite of face to face and on-line interventions Ongoing review of adherence to SOS methodology and SOS training.	LT	Sept 22	CYP can access effective interventions that can be tailored to learning style. Success via clearly written framework shared with the service of interventions/what can be offered face to face and remotely. SOS methodology evident in practice.	SOS embedded into aspects of practice and reviewed through QA processes. SOS training ongoing.	

3.6	Clearer arrangements for matrix management of young people/families in Early Help Localities.	Review the management of young people and families with Locality Team Managers via matrix arrangements to clarify responsibilities	BB LH	June 22	Clearer management arrangements, improved understanding of joint aims of services		
3.7	Parents are better able to manage behaviour of CYP involved in CYPJS and do not become reliant on statutory services for support	Parental Conflict/ Positive behaviour strategy training to be delivered to parents of CYP known to CYPJS	CH	Sept 22	Parents are better able to manage CYP behaviours, less need to refer into statutory services Success via delivery of training. Measurement pre and post programme of parent's confidence in managing behaviour	Parental conflict training offered to service.	
3.8	Reduce volume of motoring offences in the service	Work with Police and Fire and Rescue Services to develop a bespoke RTA programme for targeting schools in key hotspots	IS/DK	Sept 22	Reduced risk associated with RT offences, reduced FTE and volume of offending. Success measured via implementation of programme and RT offending		
3.9	Revisit induction process and forms that YP and families complete.	Review of the induction paperwork through disproportionality task and finish group members and the participation champions	LT	Sept 22	Children and parents are clear of expectations and that this is clearly recorded in the system – diversity needs, and self-identity are clearly considered during this induction and appropriately responded to.		

3.10	To promote effective practice around building pro-self-identity.	To utilise NACRO checklist to evaluate CYPJS approach against the 5 C's to promote pro- social identity Improve evidencing in plans on how we promote a pro – social identity	DK	Sept 22	Self-identify work and pro-social modelling is improved within the service to increase positive outcomes for children and young people in youth justice.	Nacro Training has taken place in April 2021 and resources have been rolled out. Work has been completed in service meetings and team meeting to promote self-identity work with children. Warm Audits to be scheduled in July22 to measure the impact of this work .
3.11	Robust reviews for young people across all disposals.	Child Review Meetings (CRM) to be introduced for all YROs and Custodial sentences (DTOs and Section 250's which replace section 90/91).	LT	Sept 22	The rationale for the introduction of CRM's is to further enhance children's and families' participation	Training provided to all case managers in April. TM's following up in supervision.
3.12	To further reduce the number of young people, subject to remands and custody, including children looked after.	Monthly review of LAC data. Increased risk management for all LAC. Development of preventative offer to residential homes.	LT	June 22	Ensure % of CLA open to CPJS is in line with the national percentage of 5%.	9 LAC open to service/per 100,000 = 5.2% Preventative offer (MYOH) being delivered to residential homes.
3.13	CYP have access to have a trauma informed service.	Ensure children and young people have access to support that have Adverse Childhood Experiences (ACE'S) To ensure key performance measures are included in the CYPJS performance reports on quarterly basis.	KS	June 22	Consistency of approach by professionals in the city working with young people who have experienced ACE's	Working with eh ACE team to provide qualitative information. Training booked for new team members.

3.14	Improve ETE outcomes for young people known to CYPJS	ETE action plan established post inspection. Service wide task finish group to support delivery of plan.	DK	Sept 22	<p>Reduce the numbers of NEET young people with a specific focus on those aged 16+/ Establish a greater range of occupational training opportunities for those children beyond compulsory school age</p> <p>To ensure the service continues to respond to the needs to children and young people on EHCPs.</p> <p>Ensure that all children have a comprehensive ETE assessment</p> <p>Monitor, alongside the local authority, key aspects of ETE work for children working with the CYPJS.</p> <p>Develop ambitious aims for ETE work in the YOT, including the achievement of Level 2 English and Maths by every child</p>	<p>Educational Psychology weekly clinics are in place. Reporting and QA process to be attached to clinics to monitor outcomes.</p> <p>SALT pathway to be updated and training delivered to workforce.</p> <p>Action plan established, awaiting outcome of ETE thematic inspection.</p>	
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3.15	The service Health Pathway is integrated into wider health pathways for CYP in the city.	Ensure issues in relation to CYPJS young people are identified and addressed across the whole system but specially in relation to LAC services SEND and therapies.	LT	June 22	CYP will be better integrated into wider health systems to ensure they are not left vulnerable when Closing. Success via clear framework that demonstrates linkages for CYPJS Health Pathway to wider health systems	Young people are screened as part of AssetPlus assessment and appropriate referrals are made. Health DASH board piloted April – June 22 Substance misuse pathways working effectively. Reporting and QA process to be attached to clinics to monitor outcomes. Qualitative information requested from TP	
3.16	Robust group offer across primary, secondary and tertiary levels.	Which Way Group offer. AC group offer Group work in schools. Youth group offer.	IS/KS	Sept 22	Young people access high impact group work at all levels. Young people gain shared knowledge. Engagement and impact measures are positive.	Which Way delivered termly. 12 AC sessions delivered a quarter. Bespoke schools group work delivery. Termly youth group work programme in place.	
National Standard 3 In the Community: Assess and manage risks associated with harm to others and safety/well-being to reduce risk associated with serious youth violence and child risk of exploitation							
Ref	Outcome Needed	How will this be delivered	Lead	Date	Outcome measure	Progress	RAG
3.16	Improved join up between CYPJS and partners regarding CCE risks	Seconded YOS Police Officers/ISFC coordinator to attend CCE/missing meetings and feedback key information and gain access to CCE	DK	June 22	Improved intelligence more joined up safeguarding work and safer young people. Success via continued ROSH and other reporting processes.	Attendance in place, effective exchange of information being agreed.	

		tasking information to inform assessments and plans for CYP					
3.17	All staff have awareness of Child at Risk of Exploitation protocol	Staff are trained on new Child at Risk of Exploitation protocol	BB	June 22	Increased staff awareness, understanding of process, CYP are provided with support to be as safe as possible	Training booked for all. Training to update on LCS system booked.	
3.18	High Risk Policy reflective of CCE processes locally	Mini review of High-Risk Policy to ensure this reflects CCE Strategy and referral into strategy,	DK	June 22	CYPJS is working in line with all partners involved in CCE, clarity for practitioners and safe young people	DK reviewing risk policy	
3.19	Embed links with Community Safety team.	Ensure we have written and agreed framework for applications for CBO's and Civil Injunctions	BB	Sept 22	All parties are aware of process around applications and can have equal input into best way forward for a CYP INC use of OOC disposals to address need/risk Success via framework to be drawn up.		
3.20	The service is better placed to address hate crime	By disseminating the Hate Crime Course across all practitioners.	All TM's	June 22	Addresses any unconscious bias in CYP's offending towards other groups, thereby having potential to mitigate impact on groups with protected characteristics	Training disseminated, TMs ensuring all staff attend.	

Standard 4 Secure setting

Ref	Outcome Needed	How will this be delivered	Lead	Date	Outcome measure	Progress	RAG
4.1	Understanding if young peoples need are met.	Collating children's views on experiences of both whether their diverse needs are met in custody and regards using secure transport	KS	June 22	Improved understanding of young people's views, ensuring this is fed back to YJB for transport and SMT for diversity, ensuring this is shared with secure estate	Views fed back through ASSETT+ Established links (although needs enhancing) with custodial establishments.	

		<p>to custody</p> <p>Robustly holding partners to account for poor resettlement planning</p> <p>To ensure all custody assessments are shared and incorporated within the services assessments and reviews. To attach assessments into documents</p>			<p>partners</p> <p>Young people have access to community services ready for release from custody.</p>		
4.2	To have a comprehensive Remand strategy	To work alongside the police to have a remand strategy in place. Comprehensive strategy shared by all for consistent approach. A national standard	BB/D K	June 22	Reduced number of YP being remanded overnight in police custody and remanded into youth detention.	Draft Children in Custody protocol out for partner comment.	
4.3	Enhanced communication with secure settings.	Develop communication effective communication strategy with the three key secure settings (Werrington, Weatherby and Clayfield's).	KS	June 22	An effective communication and information exchange checklist to be agreed as a working document with custodial establishments.	Communication protocol established with Werrington.	
4.4	Improvement in the administration and completion of reviews in custody.	Monitor the reviews in custody. Review self-assessments to be routinely completed. Encourage and support the attendance of	KS	June 22	Enhance children's and families' participation	<p>Child Review Meetings (CRM) to be introduced for all YROs and Custodial sentences (DTOs and Section 250's which replace section 90/91).</p> <p>Training provided in April TM's following up.</p>	

		Parents/carers/professionals at review meetings.					
4.5	Improved communication with family network whilst in custody.	Strengthen links to family members and home visits as a standard and increase communication with YP in custody to ensure creative ways are used as well as standard visits. Increase communication with YP in custody to ensure creative ways are used as well as standard visits. Monitoring the post custody questionnaires for improved service delivery	KS	June 22	Service communications checklist established to ensure all forms of communication are established.	Custody deep dive Dec 2022: key actions embedded within QA action plan – good progress made.	

Standard 5 Transitions and Resettlement

Ref	Outcome Needed	How will this be delivered	Lead	Date	Outcome measure	Progress	RAG
5.1	Tailored plans for all young people who make a transition: Produced promptly and produced with active engagement.	Review of resettlement standards (7 pathways) and update resettlement policy. To revisit training on resettlement pathways with all case managers as part of review of resettlement policy.	KS	June 22	All transitions are supported. Ongoing assessment and intervention supported. To improve outcomes of young people whilst in custody and when resettling into the community.	Quality assurance is demonstrating progress in this area; however, accommodation isn't routinely included in the 7 pathways of resettlement plan and existing desistance factors are not routinely reinforced.	

		Accommodation frequently missing from the 7 pathways of resettlement in the plan.			Robust approach in place to holding services accountable when planning for young people.		
5.2	Quality assure and evaluate effectiveness of NPS Transition pathway to support the development of the NPS young persons team.	Joint QA of transition work between YOS and NPS evaluating quality of transition, reoffending rate post transition/breach rate/voice of YP/view of OM's on preparedness of YP for NPS supervision	KS	June 22	Greater understanding of efficacy of current transitions process, enabling adjustments where necessary Success via report and scrutiny via report to YJPB	Monthly meetings in place with NPS key leads. Transition policy updated in cooperation with NPS	
5.3	Ensure risk is understood across cases likely to have contact with NPS	Ensure key risk information is shared on cases likely to have contact with NPS to INC MAPPAs, high risk SWB and Rosh, younger children in the house	KS	June 22	NPS are fully cited on cases likely to come into their service and can make appropriate arrangements to manage said risks	Process in place, meeting date confirmed for early June to review.	
5.4	CYP with SEND need to make successful transitions to post 16 education from the PRU	Develop post 16 transition programme in partnership with PRU, Connexions, Post 16 providers for CYP attending PRU provision with additional (SEND) needs Update MAPPAs/IOM review and update specific guidance.	DK	Sept 22	Increased desistance factors, more positive transitions. Success via Connexions and CYPJS EET/NEET rates and 21-22 SIA data. Also, tracking of a cohort from		
5.5	Review of Release on temporary licence, pending	Awaiting directive/guidance from YJB	KS	Sept 22	ROTL considered throughout custody planning/resettlement.		

	the YJB review update CYPJS processes.						
6 GOVERNANCE							
Ref	Outcome Needed	How will this be delivered	Lead	Date	Outcome measure	Progress	RAG
6.1	Leadership team and service members have greater connectivity to the board	<p>Quarterly board update provided to service. Service has platforms to provide feedback upon partnership pathways. Staff showcase good practice along with young people at the board. Board members invited to support delivery at service meetings and CYP celebrations</p> <p>Understand expertise, strengthening interface. Enhance communication Collective Board training. Review membership Leadership/Staff/YP interface.</p>	BB	Sept 22	<p>All members of the service understand the purpose of the board.</p> <p>Direct service communication with the board.</p>	Service members have attended the board but do not attend consistently.	
6.2	Board support aspects of service quality assurance.	Quarterly QA report provided to the board.	BB	Sept 22	All board members are actively involved in QA and can make	Quarterly QA report provided to the board.	

		Board members invited to review thematic audits. Board members to support NS review.			recommendation to improve practice.		
7 STAFF							
Ref	Outcome Needed	How will this be delivered	Lead	Date	Outcome measure	Progress	RAG
7.1	Highly skilled workforce.	Quality conversations completed. Training needs analysis completed. Skills audit of work force completed. WFD development plan updated quarterly.	BB	June 22	Workforce has the knowledge and ability to provide services to children and families. Adapting practice to meet service users changing needs. Keeping abreast of policy changes.	Quality conversations in progress. WFD development plan updated April 22	
7.2	Highly contained staff.	Quality induction programme. Supervision/QC/Monthly team meeting/Quarterly service meeting/celebrations. Update paring policy Update allocations policy.	LT	June 22	Workforce evidence high satisfaction levels when completing H/S audit. Workforce feedback through supervision/team meetings/service meetings.	Induction programme currently subject to review. Service meetings/celebration scheduled throughout 2022.	
7.3	Develop volunteers and mentors.	Update volunteer policy. Develop mentor's framework.	CH/IS	Sept 22	Skilled volunteers to support RO panels and additional service delivery.	Draft framework for mentors created for review.	

					Mentors to support low risk prevention delivery.		
7.4	Student Placements	Establish structures across CYPJS and Youth to support SW/Youth placements.			2 student social workers and 10 student Youth workers are supported annually. Career progression and next steps is monitored.	4 students (1sw/4y) are currently in placements with the service.	