

Leicester  
City Council

Democratic and Civic  
Support  
City Hall  
115 Charles Street  
Leicester  
LE1 1FZ

22 September 2021

Sir or Madam

I hereby summon you to a meeting of the LEICESTER CITY COUNCIL to be held in the Attenborough Hall in City Hall, 115 Charles Street, Leicester, on THURSDAY, 30 SEPTEMBER 2021 at FIVE O'CLOCK in the afternoon, for the business hereunder mentioned.

**Monitoring Officer**

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**AGENDA**  
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**PLEASE NOTE; DUE TO THE NEED TO HOLD A COVID SECURE MEETING AWAY FROM THE COUNCIL CHAMBER IT WILL NOT BE POSSIBLE TO WEBCAST THIS MEETING**

1. LORD MAYOR'S ANNOUNCEMENTS
2. DECLARATIONS OF INTEREST

### **3. MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 8 July 2021 are available to view at:

<https://cabinet.leicester.gov.uk/ieListDocuments.aspx?CId=81&MId=11003&Ver=4>

Copies are also available from Democratic Support on (0116) 454 6350 or [committees@leicester.gov.uk](mailto:committees@leicester.gov.uk)

### **4. STATEMENTS BY THE CITY MAYOR/EXECUTIVE**

### **5. PETITIONS**

- Presented by Members of the Public
- Presented by Councillors
- Petitions to be debated

### **6. QUESTIONS**

- From Members of the Public
- From Councillors

### **7. MATTERS RESERVED TO COUNCIL**

- a) **ANNUAL YOUTH JUSTICE PLAN** **Appendix 7 (A)**

### **8. EXECUTIVE AND COMMITTEES**

- To note any changes to the Executive
- To vary the composition and fill any vacancies of any Committee of the Council

### **9. REPORT OF REGULATORY COMMITTEE**

- a) **REPORT OF THE AUDIT AND RISK COMMITTEE TO COUNCIL COVERING THE MUNICIPAL YEARS 2019/20 AND 2020/21** **Appendix 9 (A)**

### **10. ANY OTHER URGENT BUSINESS**

## Information for members of the public

### Attending meetings and access to information

You have the right to attend formal meetings such as full Council, committee meetings, and Scrutiny Commissions and see copies of agendas and minutes. However, on occasion, meetings may, for reasons set out in law, need to consider some items in private.

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- maintain distancing while entering and leaving the room/building;
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- wear face coverings throughout the meeting unless speaking or exempt;
- make use of the hand sanitiser available;
- when moving about the building to follow signs about traffic flows, lift capacities etc;
- comply with Test and Trace requirements by scanning the QR code at the entrance to the building and/or giving their name and contact details at reception prior to the meeting;
- if you are displaying Coronavirus symptoms: a high temperature; a new, continuous cough; or a loss or change to your sense of smell or taste, you should NOT attend the meeting, please stay at home, and get a PCR test.

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- ✓ to ensure that the sound on any device is fully muted and intrusive lighting avoided;
- ✓ where filming, to only focus on those people actively participating in the meeting;
- ✓ where filming, to (via the Chair of the meeting) ensure that those present are aware that they may be filmed and respect any requests to not be filmed.

### **Further information**

If you have any queries about any of the above or the business to be discussed, please contact:

**Matthew Reeves, Democratic and Civic Support Manager on 0116 4546352.**

Alternatively, email [matthew.reeves@leicester.gov.uk](mailto:matthew.reeves@leicester.gov.uk) or call in at City Hall.

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## ***Leicester City Children and Young People's Justice Service Youth Justice Plan 2021-2***

Children and Young People's Justice Service, Early Help  
and Prevention

Date of Meeting: 30<sup>th</sup> September 2021

Strategic Director Martin Samuels

Lead member Cllr Russell

Lead director: Caroline Tote

## Useful information

- Ward(s) affected: All
- Report author: Karen Manville Head of Early Help and Prevention.
- Author contact details: 0116454600 [karen.manville@leicester.gov.uk](mailto:karen.manville@leicester.gov.uk)

- Report version number: V4

### 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 Youth Justice Board (YJB) and published annually by 31 August 2021 with formal approval from full council. This years' Plan will be published after Full Council has considered it on 30th September. Due to the coronavirus pandemic, last year the Youth Justice Board (YJB) stated that statutory youth justice plans were not required for 2020-21 to secure the YJB grant. However, the decision was made to complete a plan which enabled priorities to be set for the year. This year the Youth Justice Board have stipulated a plan which can extend past one year in focus up to a maximum of three years. However, the plan had already been drafted as a one-year plan.
- 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) 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 operational CYPJS Delivery Plan (YDP) 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 Aug 2019 with 10 inspectors over 5 days and comprised of focus group discussions with staff and partners, observations and casework. The inspection produced an overall grading of GOOD demonstrating strength and ongoing improvements. (The previous inspection, although a different set of criteria and grades judged the service as satisfactory in 2016). The service continues to strive for outstanding as a service and inspection ready.
- 1.6 Recommendations identified through the inspection have been embedded within the operational and strategic partnership delivery plans, with excellent progress made against them. Refer to the full report here: <https://www.leicester.gov.uk/health-and-social-care/support-for-children-and-young-people/children-and-young-peoples-justice-service/>
- 1.7 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.

- 1.8 The plan highlights key achievements over the past year including our outstanding performance in areas such as Pre-16 education, training, and employment. The service has consistently performed higher than the region and family group and has been in the top 5 nationally for several years for both pre and post 16 education, training, and employment. The service has worked hard to reduce custody numbers and is concentrating on continuing to drive this piece of work looking at strengthening resettlement support. The service has developed a bespoke health dashboard to support children with identified health needs and provide a robust package of support to meet their needs in partnership.
- 1.9 Key priorities for the Leicester Youth Justice Management Board for 2021-22 include areas for development highlighted by the HMIP inspection and self-assessment against the Youth Justice Board national standards. Some of the priorities from the 2020-2021 plan have also been rolled forward as a result of ongoing work required which was impacted by the coronavirus pandemic.
- a. Leicester Youth Justice Management Board to continue to improve ownership of strategic priorities with a full self-assessment completed in 2021-2022.
  - b. 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:
    - 1. strengthened co-production informing improved assessments, plans and service delivery which is evident within quality assurance processes
    - 2. use friendly induction processes evidencing that children and young people know why we are involved and what the trajectory is.
    - 3. victim voice more evident within out of court disposals with a stronger focus on restorative justice processes
  - c. Improve quality of practice in the following areas:
    - 1. improvement in the quality of reviews and effective management oversight
    - 2. board members to become part of the quality assurance process
  - d. To implement the recommendations from the task and finish group findings, exploring disproportionality of ethnicity and children looked after.
  - e. Establish a bespoke programme to support young people through transitions smoothly.
  - f. Create 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.
  - g. Increase the focus on substance misuse treatment both through increased and appropriate referrals and informing the new commissioning arrangements from 2022.
  - h. Expand 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 risk of offending and child criminal exploitation. This will include the development of the POP pathway (prevention of offending) which will reflect support from across the wider social care and help division.
  - i. Work in partnership to provide a response to Serious Youth Violence through the Police, Crime, Sentencing and Courts Bill which seeks to place a new statutory duty to local

authorities and wider partners to collaborate and plan to prevent and reduce serious violence. To ensure a public health approach is taken to tackle serious violent crime.

1.10 Although this last year 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 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.
- Embedding the groupwork programme 'Which Way' focus on reduction of reoffending. Refer to [Appendix Seven: Which Way Programme Evaluation Quarter Three Oct – Dec 2020](#)
- 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.
- Focussed deep dives through task and finishing groups, exploring disproportionality and unconscious bias within the CYPJS cohort in relation to ethnicity and children who are looked after.
- Innovative and creative response to the coronavirus pandemic, ensuring that children and young people were fully supported.
- Continued to perform highly for pre-16 education, training and employment attendance and engagement by young people, having consistently been in the top 5 nationally for our pre and post 15 EET performance.
- Establishing the Community Resolution and Prevention using evidenced based practice to secure outstanding results, particularly in the prevention of young people becoming first time entrants and a reduction in further offending for young people who receive a community resolution. Refer to [Appendix Four: Community Resolutions and Prevention Team Quarter 3 2020-2021](#)
- Specific focus on the Post 16 EET that has been directly impacted by COVID over the past 12 months
- Developing a strong offer to support children on EHCPs and identified learning needs through working collaboratively with SEND and SES colleagues. To continue to develop the health dashboard to respond to individual needs in a timely way and monitor trends and themes to inform service delivery.

2.10 Key risks and mitigations

- a. A key risk at the time of finalising this plan is the continued impact of the coronavirus pandemic. CYPJS is operational in line with government guidance but there have been some restrictions in place such as the suspension of face to face contact with young people in custodial establishments and an increase in court proceedings due to delays. This alone will see an increase in workload for the service as services start to resume

with potential spikes in offending. The service has a business continuity plan in place with a robust response to COVID-19 with all risks are considered and mitigated against. This is regularly reviewed and will inform service delivery moving forward. Refer to [Appendix One: Leicester CYPJS Response to CV-19](#)

- b. 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.
- C. 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.

## **2. Recommended actions/decision**

2.1 The purpose of the report is to review the statutory Youth Justice Plan for 2021-22, directing any comments to the Head of Service for Early Help and Prevention.

### Recommendation

2.2 To consider, and note, the achievements from 2020-21

2.3 To consider, and agree, the Plan for 2021-22

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

3.1 The report has been presented to the Leicester Youth Justice Management Board and SMT, SCE leadership, LMB and CMB.

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

4.1 The full report has been provided with a number of key links including performance reports on the whole service and the prevention team.

## **5. Detailed report**

[Leicester City Annual Youth Justice Plan 2021-22 Full report](#)

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

### 6.1 Financial implications

There are no direct financial implications arising from this report. The YJB grant is £720k for 2021/22, which together with the Council's contribution of £439k and smaller contributions from Police and Probation means a total budgeted gross expenditure on the YOS of £1.2m.

*Martin Judson, Head of Finance*

## 6.2 Legal implications

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

Pretty Patel, Head of Law, Social Care & Safeguarding Tel. 0116 454 1457

## 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 Youth Justice Plan for 2021/22. 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 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 2021/22 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 creation of a Remand Strategy. It may be the case that an Equality Impact Assessment is required for some strands of work 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, 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?)

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

**8. Summary of appendices:**

**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)?**

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

**Leicester City  
Youth Justice Plan  
2021 - 2022**

## Contents

Introduction.....	1-6
Inspection.....	7-8
Performance Overview.....	8-12
Structure & Governance.....	12-13
Resources and value for money.....	14
Partnership Arrangements.....	15
Celebrating success.....	16
Risks to future delivery and mitigation.....	16
Priorities for 2020/21.....	16-17
Appendix One: Leicester CYPJS Response to CV-19.....	17-21
Appendix Two : CYPJS Performance Report.....	21-34
Appendix Three: LYJMB Terms of Reference.....	344-37
Appendix Four - Community Resolutions and Prevention Team Quarter 3 2020-2021.....	377-47
Appendix Five – CYPJS BUDGET 2021-22 .....	47
Appendix Six: CYPJS Structure Chart.....	48
Appendix Six: Which Way Programme Evaluation.....	49-53

## Introduction

- 1.1 The aims of Leicester Children & 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.
- 1.2 This Plan supports a range of associated partnership strategies including the Leicester Early Help Strategy 2020-2023, Police and Crime Plan, Leicester, Leicestershire and Rutland Violence Reduction Strategy, the Safer Leicester Partnership Plan and delivery plans within the local authority Social Care and Education department.
- 1.3 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.
- 1.4 As with all partners, the Children and Young People's Justice service had faced challenges as a result of the coronavirus pandemic. However, the service has responded well with minimum disruption to service delivery with continued direct work with children and young people. The service has a business continuity plan which is subject to regular review by the Service Manager with a recovery plan submitted to the national youth justice board. Refer to Appendix One: Leicester CYPJS Response to CV-19.
- 1.5 The CYPJS are active partners in the delivery of the Supporting Families 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 TF 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.
- 1.6 Victim work is a key priority of the service with victims of youth crime receiving support from a dedicated officer post and follow up work with young people about the consequences and impact of crime and anti-social behaviour.
- 1.7 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 has a greater impact which is starting to be seen through the newly established prevention/community resolution offer within CYPJS and working closely with the youth service.
- 1.8 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 to oversee assessments, pathways and planning and interventions through to outcomes. The service continues to ensure evidenced based interventions are utilised whilst working to establish more research-based practice within the service.
- 1.9 Using external funding from the Office of the Police and Crime Commissioner, Violence Reduction Network and Troubled Families, the Community Resolution and Prevention 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 service has produced encouragingly positive outcomes which are highlighted later within the plan. 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 eg) police, probation etc.

- 1.10 All children and young people known to the service, regardless of their offending, receive one to one intervention on knife related offending and consequences. 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 Targeted Youth Support services. 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.
- 1.11 The ACE project has provided ongoing training over the last year to all staff including sessions at the CYPJS service meetings as well as a focus on supporting the emotional wellbeing of staff. The project provides training, consultation and advice as well as direct work with young people and their families. The project team receive on average 3 direct referrals a month to support children, young people and families displaying trauma from their childhood. The project has more recently provided case formulation support which has enabled case managers to map and respond to childhood trauma.
- 1.12 Over the last year, the service has incorporated learning from a domestic homicide review and a MAPPA learning review within 2019 involving two young people who were open to the service. Recommendations for CYPJS have been shared with the Leicester Youth Justice Management Board with learning identified incorporated within the service delivery plan. At the time of writing this report, the domestic homicide review has not been formally published.
- 1.13 Targeted individual advice and guidance continues to be offered to our vulnerable children and young people who are not in education, training or employment (EET) CYPJS continues to support young people's access to education, training and employment with some excellent results with the service being the in top five youth offending teams in the country for performance with over 80% of young people who are statutory school age, in education and training at the end of their involvement with the service, compared to 38% across the East Midlands and 40% nationally. However, the numbers of young people post 16 within EET have fallen from 79% to 50% in the most recent reporting period. This can directly be attributed to young people becoming unemployed or post 16 provision closing as a result of the coronavirus epidemic. That said, 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. There is a new development planned within 2021 for a bespoke employment hub to be located within the city which will help improve EET outcomes for young people aged 16+ . (Based on quarter one figures).
- 1.14 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.
- 1.15 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, there has been a significant reduction of CLA in the last 18 months (23 young people to 12 young people. However, the partnership is not complacent and is committed to maintaining this as a priority moving forward. At the time of writing this report, of the 12 young people open to the service who are CLA:
- o 8 out of 12 young people have reoffended, however this is a decrease compared with the previous reporting period

- more young people became CLA whilst on an order compared to last quarter.
- More CLA young people have committed lower gravity score offences and have received more first tier and community orders.
- Violence against the person is committed more often in this group of CLA young people

1.16 The Service Manager ensures all CLA are scrutinised through the QA process. The Head of Service for Corporate Parenting led a piece of work in the summer to explore if there was any disproportionality within the CLA cohort with findings and recommendations presented to the board. The task and finish group reviewed the cohort of open cases of children looked after who were identified by the CYPJS in the 12-month period between 01 April 2019 and 31 Mar 2020. This contained 28 young people who had a looked after status and were recorded as being known to the CYPJS, however 20 of these young people had received an out of court disposal with a caution or community resolution. Key findings are summarised as follows:

- a) analysis of the cohort did not identify any inappropriate sentencing or causation in the over representation of LAC in the local CYJS. Locally trends in the numbers of children looked after have stabilised and reduced in some categories over the past 12 months so it should be identified that there is a corresponding reduction in the numbers of LAC known to the CYPJS over the most recent period from 1 April 2020 to 31 Mar 2021.
- b) the lives of children and young people who enter the youth justice system are complex and often involve early childhood trauma and adverse experiences which can have an impact in their later adolescent and adult lives. Many of the children and young people in the sample had experienced difficulties with school attendance prior to coming into care and had direct or indirect experience of poor mental health and of being at risk of criminal exploitation.
- c) there is clear evidence even within this relatively small cohort of the importance of good partnership working at an operational and strategic level to prevent the unnecessary escalation of looked after children and young people through the justice system and to ensure that early help and prevention services are offered prior to children reaching the age of criminal responsibility and then for additional targeted support to prevent escalation through the justice system.

1.17 Recommendations identified and incorporated within the CYPJS service plan include:

- the previous joint protocol between the CYJS and Children's Social Care is revised and updated.
- children looked after and known to the CYJS are reported to the CYJS Board and relevant partners on a regular basis to monitor trends in practice and performance.
- offending by LAC continues to be reported to the Corporate Parenting Board by Head of Service.
- on-going 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 looked after children.

- a joint thematic audit of current open cases of looked after children known to the CYPJS is undertaken to identify current practice and areas for development.
- a review of best practice in areas that are deemed to be good or outstanding in reducing looked after children offending is undertaken to support local improvement.

1.18 Over the last year, 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. This has resulted in increased confidence from the courts with good congruence rates regarding packages presented to the court. Whilst there are secure operational links with custodial establishments, there is further work to do strategically to ensure effective resettlement into the community.

1.19 One of the actions within the operational delivery plan for the Children & Young People's Justice Service (CYPJS) 2020-21 was to ensure there is no unconscious bias towards children and young people from different ethnic backgrounds who are open to the service. To explore this fully, a task and finish group was set up to explore if there is any ethnic disproportionality within CYPJS processes and practice affecting young people's experience and outcomes. The task and finish group was chaired by the Head of Service for Early Help and Prevention with one of the Team Manager's taking the lead for coordinating work required. Membership of the group consisted of representative roles from within CYPJS.

1.20 The task and finish group met seven times in total across six months completing work as follows:

- a) Using the Ethnic Disproportionality Tool with performance data reviewed and amended to reflect a breakdown of ethnicities, overlaid with education, SEND, social care and early help data.
- b) Benchmarking against the recommendations from the 'Lammy Review of Black, Asian and Minority Ethnic (BAME) representation in the Criminal Justice System (2017)
- c) Completed mapping against good practice identified by the Ministry of Justice report exploring 'Tackling Racial Disparity in the Criminal Justice System' (Feb 2020)
- d) Young People's survey re: experience of practice in relation to diversity and ethnicity in particular
- e) Staff survey re: experience and professional practice within the Children & Young People's Justice Service
- f) Quality assurance of 37 cases where there have been breaches of court orders to test out key lines of enquiry that arose from the data we reviewed.
- g) 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.
- h) 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
- i) Sharing good practice and learning as part of the Association of YOT Managers network on racial equality

1.21 Whilst our cohort size is small, there are some key variances identified:

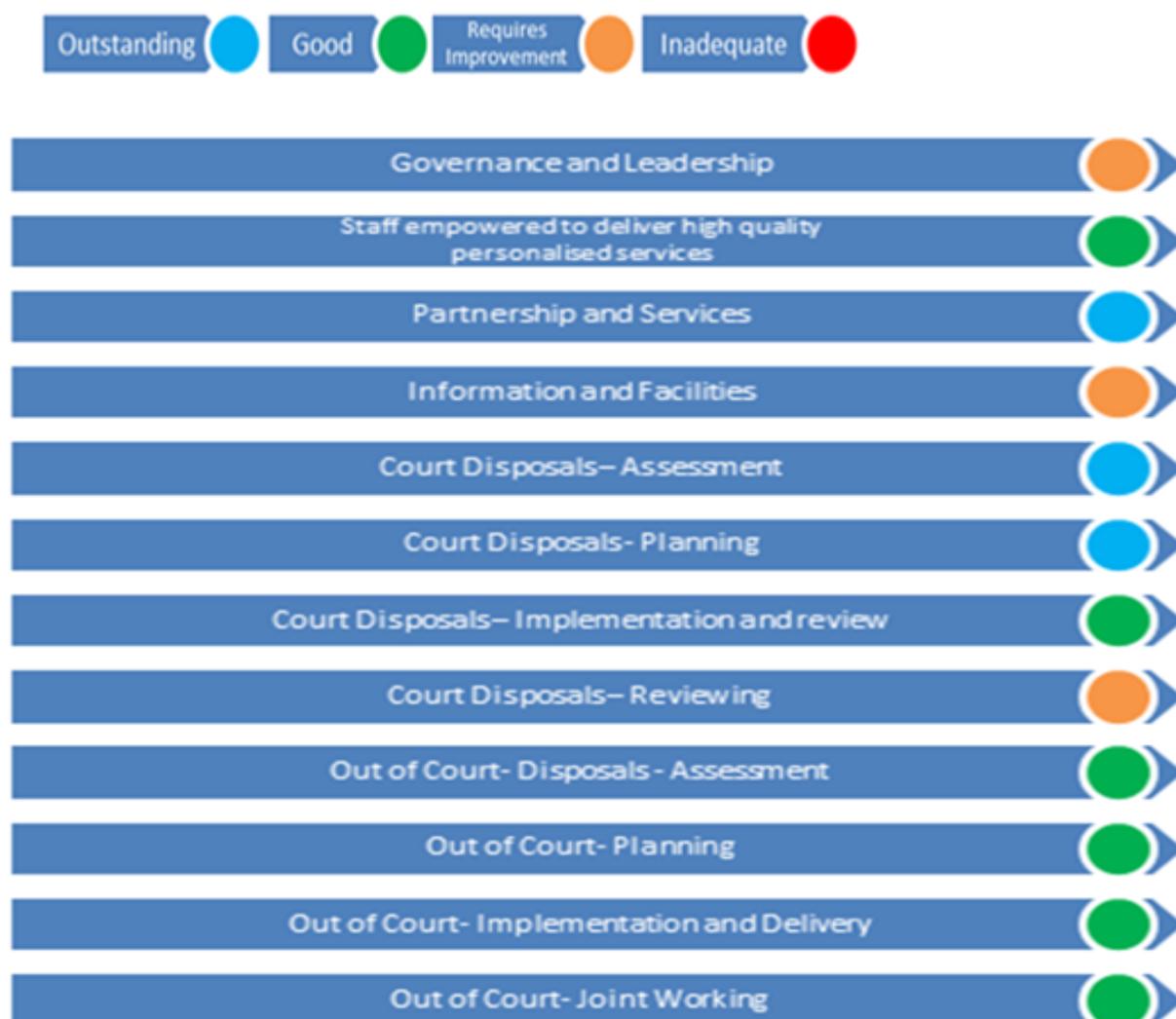
- a) Data analysis identifies that we do have disproportionality in relation to an over representation of breach rates for white british and mixed heritage young people within the CYPJS cohort. However, following extensive quality assurance activity, whilst we did have a flag in relation to potential disproportionality within breach processes, there was no evidence that young people had been treated differently as a result of their ethnicity or that their background and culture was considered less so than other ethnic groups.
- b) Further data analysis and quality assurance activity completed identified variances in comparator data with national datasets. As an example, Leicester has a higher number of white british and mixed heritage young people within the CYPJS cohort who have special educational needs (SEN) and/or an education, health and care plan compared with the national cohort where it is more prevalent with higher numbers of young people having SEN.

- c) Inconsistencies in processes being applied in practice with not enough focus on diversity and culture for in general . The staff survey and young people’s survey have also identified some key areas of development, some not in relation to ethnicity.
- d) Reviewing all of the findings, the task and finish group have developed 25 recommendations that have been incorporated into the CYPJS service delivery plan. These recommendations are divided into three key areas:
  - o Improving quality of practice
  - o Building capacity and confidence within the workforce
  - o Active participation influencing planning and delivery

## Inspection

1.22As 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 Aug 2019 with 10 inspectors over 5 days and comprised of focus group discussions with staff and partners, observations and casework. The inspection looked at each of the 12 standards below and produced an overall grading of GOOD demonstrating strength and ongoing improvements. (The previous inspection, although a different set of criteria and grades judged the service as satisfactory in 2016).

### HMIP Inspection Outcome for Leicester City Youth Offending Service



1.23 In total there were six recommendations identified which have been embedded within the operational and strategic partnership delivery plans, with good progress made against them. Read the full report here: <https://www.leicester.gov.uk/health-and-social-care/support-for-children-and-young-people/children-and-young-peoples-justice-service/>

## Performance Overview

- 1.24 As a result of the coronavirus epidemic, some of the datasets have not been provided by the Youth Justice Board. However local qualitative and quantitative data has been made available to the partnership to seek assurance and provide scrutiny and challenge.
- 1.25 The key 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 for the local authority children’s performance board. 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 SOMMB Strategic Board (Strategic Offender Management and MAPPA Board)
- 1.26 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 and national datasets. This is also underpinned by the quality assurance framework which are 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.
- 1.27 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 or had been returned to court as a result of a breach of their order, young people who have an education health care plan and management oversight of assessments and reviews.
- 1.28 Members of the Youth Justice Management Board paired up with a member of the CYPJS to complete a self-assessment against each of the five national standards below. This was then subject to scrutiny and challenge at an extra ordinary board meeting with indicative gradings applied which have now been validated. Areas of development identified have been incorporated into the operational and strategic partnership delivery plans.

<b>Standard One: Out of Court Disposals</b>	
Operational – Good	Strategic – Good with outstanding features
<b>Standard Two: Court</b>	
Operational – Good	Strategic - Good with outstanding features
<b>Standard Three: Community</b>	
Operational – Good	Strategic - Outstanding
<b>Standard Four: Secure Settings</b>	
<b>Operational - Good</b>	Strategic – Good
<b>Standard Five: Transitions</b>	
<b>Operational - Good</b>	Strategic – Good

1.29 The most recent quarterly performance report is attached as Appendix Two: CYPJS Performance Report (March 21) to illustrate the narrative provided which is also supported by a summary

presentation to aid discussion at the board. Appendices referred to within the performance report have been removed.

### 1.30 Reducing First Time Entrants (FTE) Performance 2020-21

- 1.30.1 There has been a sustained year on year reduction in FTEs for the last nine years. Leicester has continued to see a reduction in the number of First Time Entrants (FTE) with a 9.9% decrease compared with the previous reporting period. Whilst there is a continuing downward trajectory, this is not at the same rate as our YOT family group or nationally. However, with the introduction of the Prevention Team within CYPJS, local and up to date is evidencing a significant impact on the reduction of young people becoming first time entrants and re-offending as summarised below: update narrative below to reflect figures/ any changes incorporating Q4 from Ivor's report.
- 1.30.2 In the last year, the Prevention Team have worked with worked with 148 young people with 76% of those referred from our Out of Courts Disposal Panel or directly from Police colleagues issuing a community resolution. Of the latter, this was 61 young people who would not have previously been eligible for any support from the CYPJS.
- 1.30.3 The table below shows the number of young people being tracked who completed the programme since the 1<sup>st</sup> April 2020, 3, 6 and 9-months post closure, the total number of young people who have been convicted of a criminal offence and the number of offences committed.

Table 1: Tracking of offences pre and post intervention April – Dec 2020

	Pre intervention	During intervention	3 months post closure	6 months post closure	9 months post closure
Number of young people	129	129	79	33	10
Number of young people who re-offended	N/A	7	1	0	1
Number of offences	181	14	1	0	2

- 1.30.4 The tracking of offending post closure is crucial in the evaluation of the effectiveness of this approach. The data post intervention demonstrates the effectiveness of the sustainability planning and that the programme is working with young people and families to ensure they have the necessary skills and services in place at the end of intervention to sustain change.
- 1.30.5 For the period Oct – Dec 2020, there has been a further decrease in first time entrants of 22%, taking the reduction since 1<sup>st</sup> April 2020 to 53% year on year. The data shows that earlier intervention does reduce the numbers of young people entering the formal justice system and that earlier intervention is having a positive, sustainable outcome for young people.

### 1.31 Reducing First Time Entrants (FTE) Priorities for 2021-22

- 1.31.1 To further reduce the numbers of young people entering the criminal justice system, in partnership with other local agencies though more integrated and targeted earlier support.
- 1.31.2 Expand the Community Resolutions and Prevention Team within the CYPJS to include making best use of existing programmes such as the Attendance Centre, Which Way Groupwork Programme and the Targeted Youth Service Team. This will enable the team to focus specifically on the prevention and protection of young people who are at risk of child criminal exploitation and becoming first time entrants. Arrest data, education records and social care records alongside evidenced based approaches will be utilised in tracking outcomes post intervention to monitor the effectiveness interventions. This will evidence and inform the desired trajectory for permanent resources to be positioned at an earlier stage within the CYPJS which may lead to a reorganisation of resources at a later stage.

1.31.3 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.

### 1.32 Reducing Reoffending Performance for 2020-21

1.32.1 As a result of a collaborative partnership response and new preventative initiatives, Leicester has seen a decrease in both binary and frequency rates when compared to most of its YOT family groups which is encouraging. Due to the volatility of the smaller cohorts the changes in rates between cohorts vary considerably depending on which base-line cohort is used. The latest binary rate for cohort (Jan 18 -Mar 18) for Leicester is 27.1% (70 young people-19 of whom reoffended committing 74 further offences between them) a decrease of -5.67% on the previous cohort (Jan 17 -Mar 17) which was 32.8% (64 young people of whom 21 reoffended committing 109 offences between them). Therefore, whilst there is a slight increase in the number of young people entering the cohort, they are committing less offences compare to previous cohort.

1.32.2 The service has used a live tracking tool to take a strategic overview of the whole cohort and ensure the right actions are taken for the right young people at the right time. By ensuring a local tracking system is in place for young people entering the local cohort we can get a more up-to-date indication of local performance. This illustrates that the local data (not official data) on our systems for both the binary and frequency rates have reduced.

1.32.3 Comparing local data from when there was no prevention team within the CPYJS has evidenced:

#### Three-month Cohort Apr -June 2019 (Community Resolutions)

- There were 10 young people in the latest cohort, (Apr – June 2019) where there was no prevention programme on offer at that time). Of the 10 young people, 1 young person reoffended, committing a further 11 offences. Binary rate was 1 out of 10 young people which equated to 10% committing further offences. This gives frequency rate of 1.10 which highlights it's a smaller cohort with a small number of young people committing a high number of further offences.

#### Twelve-month Cohort- April 2019– March 2020

- The Prevention Programme started Nov 2019. There were 59 young people in the latest cohort, (April 2019 – March 2020) of which 6 young people reoffended, Binary rate (6 out of 59) which equates to 10.2% committing a further 17 offences (1 young person committing 11 further offences and 5 committing 1-3 offences) between them. This gives frequency rate of  $(17/6) = 2.8$ .

1.32.4 The number of young people receiving community resolutions has increased (and will continue to do so with a percentage of the cohort already open to the service on statutory orders and persistently re-offending. However, from our data evidences that the number of young people re-offending is declining since the prevention programme came into place with most young people committing between one and three offences between them. This is an encouraging picture and highlights the impact of getting in early to work with young people before they get entrenched in offending by targeting those who aren't persistent and already on statutory orders.

### 1.33 Reducing Reoffending Priorities for 2021-22

1.33.1 To confidently articulate the impact of reoffending rates over the coming year due to tracking a smaller cohort and the likelihood of bigger swings 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.

1.33.2 As per 1.31.2, expand the Community Resolutions and Prevention Team to focus specifically on the prevention and protection of young people who are criminally exploited and re-offending. Arrest data, education records and social care records alongside evidenced based approaches will be utilised in tracking outcomes post intervention to monitor the effectiveness interventions. This will evidence and inform the desired trajectory for permanent resources to be positioned at an earlier stage within the CYPJS which may lead to a reorganisation of resources at a later stage. However,

this will need to consider the severity of offences of young people which require more intensive support from case managers.

- 1.33.3 To 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.
- 1.33.4 As part of the ACE project with NHS England, 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 has strengthened support plans for children and young people as well as a greater understanding for victims of youth crime about the experiences for some young people. At the time of writing this report, the current model is funded until March 2021, it is hoped this will continue as it has been of significant benefit to both staff and young people, contributing to the reduction of young people requiring specialist CAMHS intervention.
- 1.33.5 The service has worked closely with SEND and SES colleagues to enhance staffs understanding and use of EHCP's. This has involved training and developing a bespoke panel for staff to receive support when working with young people who hold an EHCP or indeed where specialist support is sought. The service will continue to prioritise this area and develop the support needed for children with identified needs.
- 1.33.6 The early identification and intervention through the Police issued Community Resolutions 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. Additionally, the team is working with Case Managers across the service to identify siblings of those young people on statutory orders and known associates who may be at risk of becoming involved in criminality. The case management and diversity panel is actively looking at siblings of the most serious offenders to ensure wrap around services are provided and timely referrals made.

#### 1.34 Reducing the Use of Custody Performance 2020- 21

- 1.34.1 Leicester has taken measures to reduce custody rates successfully and over the last year has maintained the highest reduction of young people receiving a custodial sentence in comparison with their YOT family and national rates with Leicester in the top quartile in this group.
- 1.34.2 A deep dive on all seven young people in custody was completed in December which identified good practice in relation to planning, resettlement and regular contact. The local resettlement police will be reviewed within the first quarter of this year.
- 1.34.3 Social care are regularly attending remand strategy meetings and the Service Manager is overseeing numbers of remands in police custody and ensuring information is shared with the Head of Service and Director on a monthly basis. Through the police custody remands meetings, professionals come together to scrutinise monthly data and assess decision making with good congruence rates. However, there is more work to do as part of the development of a Remand Strategy to fully consider alternatives.
- 1.34.4 In terms of actual numbers there were 9 young people sentenced to custody in the period of July 2019 – June 2020 compared with 7 young people for the 12 months prior. A further examination of those custodial cases highlights appropriate disposals based on offending. Work has been undertaken to enhance our alternative to custody packages by realigning our advocate resource to alternative to custody work, custody and resettlement. By tracking court outcomes there has been an increase in bail Intensive Supervision and Surveillance (ISS) and ISS both alternative to custody and remand programmes. This is encouraging as indicates the courts see ISS as a

credible alternative to custodial sentences. Several custody cases were for the most serious of offending committed by young people not previously known to the service.

### 1.35 Reducing the Use of Custody Priorities for 2021-22

- 1.35.1 To further reduce the use of remands to youth detention accommodation and custodial sentencing for all young people including children looked after.
- 1.35.2 To complete an annual audit on all remand and custody cases to ensure any appropriate action is taken and ongoing scrutiny of these cases is in place.
- 1.35.3 To develop a local Remand Strategy which includes alternatives to police custody and improved strategic links with estates. This was a key action within last year's plan and there has been limited progress in this area due to prioritisation of other demands, however work is underway for this to be a key priority for this year.

### 1.36 Engaging in Education, Training & Employment (ETE) Performance 2020-21

- 1.36.1 Leicester is continuing to perform better than the regional and national averages for both school-age and above school-age young people. Leicester has sustained overall 80% of young people in education, training and employment for the last 2 years. This shows that in terms of both school-age and above school-age young people, Leicester has performed far better than the average for the Midlands and England and within the top 5 Youth Offending Teams in the country.
- 1.36.2 There has been a noticeable dip in post-16 performance as a direct result of the coronavirus epidemic with older young people not able to access post 16 education and young people being made redundant from their employment. This has reduced from 79% in the previous quarter to 50% for April – June 2020, however this is still higher than the east midlands (29%) and national (37%) average. Support has been given to access online training and alternative employment, with the latter being more challenging.
- 1.36.3 ETE engagement with young people known to CYPJS has been sustained through close partnership working with Educational Psychology, Education Welfare and Connexions Services, as well as working hard to ensure effective communication with key schools (particularly special schools) in Leicester.
- 1.36.4 The service has worked closely with our SEND, SES and Educational Psychology service to develop robust training for staff working with children on EHCP's to ensure that front line work is delivered in accordance with identified learning needs. A panel process was established to support staff to hold sessions with specialists as part of a consultation approach.

### 1.37 Engaging in Education, Training & Employment (ETE) Priorities for 2021-22

- 1.37.1 To reduce the numbers of 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 providing an exit route into further education, training and employment opportunities.
- 1.37.2 To improve the targeting of ETE support for high risk entrants and repeat offenders, including engagement with Educational Psychology services.
- 1.37.3 To ensure the service continues to respond to the needs of children and young people on EHCPs and any identified learning needs. Staff will be enabled to use the health data provided routinely to respond appropriately to young people with identified health and learning needs. This will include working with the courts to ensure the right response to children with learning needs and adapt approaches accordingly, including neurodiversity needs.

## Structure & Governance

- 1.37.4 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 Early Help and Prevention which has a portfolio of services including the Early Childhood services, Family Support, Youth Services, Multi Systemic Therapy and the CYP Justice Service. This approach contributes to a co-ordinated whole family response supporting 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.
- 1.37.5 The 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 and Early Help who reports directly to the Strategic Director for Social Care and Education. Governance arrangements for CYPJS reside with the multi-agency Leicester Youth Justice Management Board (LYJM Board) chaired by the Strategic Director for Social Care and Education.
- 1.37.5 The Head of Service recently left their post in February 2020, a new Head of Service has been appointed and is due to start in mid-march 2021. Their background is youth offending therefore bringing a wealth of experience to this role which will be key to the implementation of the annual plan.
- 1.37.6 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 Two) Representation is also in place from Education/SEND, Safer Leicester Partnership and Community Rehabilitation Company. A key focus of the board over the last year has been strengthening the strategic response and shared ownership of the partnership strategic plan alongside ensuring services are effective in light of the challenges the coronavirus epidemic has brought. The board also commissioned two discreet pieces of work exploring disproportionality of ethnicity and children looked after within the CYPJS cohort. Refer to Appendix Three: Leicester Youth Justice Management Board Terms of Reference
- 1.37.7 Most notably, the development of the Violent and Complex Crime Unit within Leicestershire Police has resulted in an increased focus investing in prevention, aligned with the priorities of both the LLR Violence Reduction Network and Leicester annual youth justice plan.
- 1.37.8 The board meets on a quarterly basis where performance and finance reports are presented by the Service Manager, to inform strategic decisions and resource allocation. A strategic partnership action plan is overseen by the board HM Courts are kept abreast of the performance and governance through the Service Manager chairing quarterly liaison meetings with the courts.
- 1.37.9 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 quarterly YJB monitoring reports. The board reviews and revises its performance management framework on a regular basis, to take into account best practice and changing local and national priorities. Ongoing strategic partnership analysis and priorities for 2020 included child sexual exploitation (CSE), mental health, disproportionality, and serious youth offending.
- 1.37.10 The effective participation and engagement of children and young people continue to be a high priority for the service. The Service Manager has (through a task and finish group made up of colleagues from the service) developed an addendum to the Social Care and Education Participation strategy that specifically focuses on the service response to ensuring effective co-production with young people and their families in their assessments, plans and interventions.
- 1.37.11 The Head of Service is a member of key governance groups linking to LYJMB such as the Strategic Offender and Mappa Management Board (SOMMB), Local Safeguarding Partnership Board for reporting and monitoring lessons from Serious Incidents and Child Practice Reviews. The Director for Social Care and Early Help is the chair of the Early Help Strategic Partnership Board which is a subgroup of the Leicester's Children's Trust. The Head of Service has lead responsibility for delivering against the 'Early Help' strand of the SOMMB delivery plan for Leicester Leicestershire and Rutland. This has evidenced great progress being made within the city in particular for the prevention and protection of young people who are criminally exploited and at risk

of offending and re-offending. The Service manager deputises for the Head of Service and ensures attendance at all operation delivery groups that sit beneath the strategic boards.

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

## Resources and value for money

**1.38** The YJB Youth Justice Grant allocation focusses 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.

**1.39** Service improvement activity in 2020-21 has been ongoing through the use of the YJB Re-offending Toolkit to ensure a more detailed understanding of local re-offending rates ensure the frequency rates are targeted more effectively by the management team. Attendance by the police and the Integrated Offender Manager has enabled the sharing of real time intelligence for case managers to respond to reducing drift and delay in refreshing assessments and pathways and planning. The Service has fully embedded this toolkit within its weekly management reoffending toolkit meetings. The InfoPath tool is embedded within quality assurance processes with over 80% of assessments regularly graded as good

**1.40** Funding contributions from statutory partners in Health and the National Probation Service are yet to be confirmed for 2021-22 at the time of writing this plan, however it is envisaged these will remain at the same levels. The OPCC has confirmed 2021-22 core funding for the service. Additional funding has been secured from the Troubled Families payments by results, the Violence Reduction Network in Leicester and OPCC to support the CR and Prevention Team to continue for the year ahead. Funding amounts are still in the process of being determined therefore the team may be reduced if full funding is not secured. A table containing the financial, staffing and in-kind contributions made by local partners is contained in Appendix Three for 2021-22.

**1.41** The service is supported by seconded staff as follows:

- 1 FTE Probation Officer
- 2 FTE Police Officers
- 1 FTE Pre-16 Education Specialist
- 1 FTE Post 16 Education Co-ordinator.

**1.42** The service continues to work closely with the Child and Adolescent Mental Health Service (CAMHS) with direct support from a CAMHS Practitioner on a part time basis. In Addition, two practitioners working across LLR offer support for the trauma induced work, staff have been using their training to support their work with children and young people that display acute childhood trauma (ACE's).

**1.43** Additional resources for the service include dedicated Educational Psychologist time and a dedicated Education, Training and Employment Personal Advisor surgery from the Connexions Service.

**1.44** The CYPJS has a diverse workforce that reflects the diversity of the local communities that it serves. The entire workforce is employed on a permanent basis, apart from the CR and Prevention Team. 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 female service users that may require female practitioners. However, this will continue to be an area that we monitor and do not feel this will be problematic as the local demographic of the cohort of young people we are working with are predominantly male which is reflective of our workforce for both gender and ethnicity.

**1.45** 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. The CYPJS works with a wide range of volunteers reflecting the diversity of Leicester's communities in relation to race, religion and belief. A structure chart including the full CYPJS staffing establishment is contained in Appendix Six: CYPJS Staffing Structure

## Partnership Arrangements

- 1.46 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 (NPS and CRC) to support the delivery of shared strategic priorities.
- 1.47 The Head of Service for Early Help and Prevention or YOS Service Manager is represented on/or responsible for the following key strategic partnerships:
- Leicester Children's Trust Board (LCTB)
  - Local Safeguarding Children's and Adults Board (LSCAB)
  - Corporate Parenting Board (Looked After Children)
  - Early Help Strategic Partnership Board
  - Safer Leicester Partnership (SLP)
  - Strategic Offender and MAPPA Management Board (SOMMB)
  - Children and Adolescent Mental Health Service (CAMHS) Multi Agency Partnership
  - Edge of Care Interventions Board
  - Prevent Steering Group and Channel Panel
  - Operational delivery MAPPA Meetings
  - Substance Misuse Partnership Board
  - Level 2 and 3 Mappa meetings
  - Early Help Assessment Partnership Allocations Hub
  - CSE, Missing and criminal exploitation meeting
- 1.48 The CYPJS is working in partnership with the Youth Service to deliver criminal exploitation and knife awareness programmes for two distinct groups of young people, those whom are known to carry knives and those that are at risk of becoming knife carriers. This work is being supported through funding by the Office of the Police and Crime Commissioner (OPPC) youth crime prevention programmes and it focuses on preventing re-offending by high risk entrants to the youth justice system and repeat high risk offenders. 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. Preparations were underway for the 'Knife Angel' and a week-long ' Festival of Peace' in May 2020, however due to the coronavirus pandemic, these initiatives could not go ahead with the launch of the strategy delayed. It is hoped that these can be progressed this summer.
- 1.49 Accommodation is included as part of all intervention planning by case managers for any young person made subject to a custodial sentence or remanded to Youth Detention Accommodation. Every young person who is made subject to a custodial sentence or made subject to Youth Detention Accommodation is allocated a Youth Advocate. The focus of the advocate work is to deliver and enable access for support with health, family, education, training and employment and accommodation.
- 1.50 All young people subject to custodial sentences are reviewed by a multi-agency panel, called the Case Management and Diversity Panel which is chaired by the Service Manager. Agencies

represented include Connexions, CAMHS, substance misuse and parenting workers to ensure that young people's safeguarding, risk of harm, welfare and mental health needs are appropriately assessed. 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 depending on the specifics of each case being presented to the panel.

## Celebrating success

- 1.51 Although this year 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 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.
  - Embedding the groupwork programme 'Which Way' focus on reduction of reoffending. Refer to Appendix Seven: Which Way Programme Evaluation Quarter Three Oct – Dec 2020
  - 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.
  - Focussed deep dives through task and finishing groups, exploring disproportionality and unconscious bias within the CYPJS cohort in relation to ethnicity and children who are looked after.
  - Innovative and creative response to the coronavirus pandemic, ensuring that children and young people were fully supported.
  - 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.
  - Establishing the Community Resolution and Prevention using evidenced based practice to secure outstanding results, particularly in the prevention of young people becoming first time entrants and a reduction in further offending for young people who receive a community resolution. Refer to Appendix Four: Community Resolutions and Prevention Team Quarter 3 2020-2021

## Risks to future delivery and mitigation

- 1.52 A key risk at the time of finalising this plan is the continued impact of the coronavirus pandemic. Whilst the CYPJS is operational in line with government guidance, there are some restrictions in place such as the suspension of face to face contact with young people in custodial establishments and a potential increase in court proceedings being delayed. This alone will see an increase in workload for the service once services resume as they were. The service has a business continuity plan in place with a robust response to COVID-19 to ensure all risks are considered and mitigated against. This is regularly reviewed and will inform service delivery moving forward. Refer to Appendix One: Leicester CYPJS Response to CV-19
- 1.53 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.

- 1.54 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.

## Priorities for 2021-22

- 1.55 Key priorities for the Leicester Youth Justice Management Board for 2021-22 include areas for development highlighted by the HMIP inspection and self-assessment against the Youth Justice Board national standards. Some of the priorities from the 2020-2021 plan have also been rolled forward as a result of ongoing work required which was impacted by the coronavirus pandemic.
1. Leicester Youth Justice Management Board to continue to improve ownership of strategic priorities with a full self-assessment completed in 2021-2022.
  2. 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
    - b) use friendly induction processes evidencing that children and young people know why we are involved and what the trajectory is.
    - c) victim voice more evident within out of court disposals with a stronger focus on restorative justice processes
  3. Improve quality of practice in the following areas:
    - a) improvement in the quality of reviews and effective management oversight
    - b) board members to become part of the quality assurance process
  4. To implement the recommendations from the task and finish group findings, exploring disproportionality of ethnicity and children looked after.
  5. Establish a bespoke programme to support young people through transitions smoothly.
  6. Establish 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. To continue to work closely with SEND and SES colleagues to support our children with a range of learning needs and identify areas for additional support packages in line with identified health needs.
  7. Create 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.
  8. Increase the focus on substance misuse treatment both through increased and appropriate referrals and informing the new commissioning arrangements from 2022.
  9. Expand 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 risk of offending and child criminal exploitation. This will include the development of the POP pathway (prevention of offending) which will reflect support from across the wider social care and help division.
  10. Work in partnership to provide a response to Serious Youth Violence through the Police, Crime, Sentencing and Courts Bill which seeks to place a new statutory duty to local authorities and wider partners to collaborate and plan to prevent and reduce serious violence. To ensure a public health approach is taken to tackle serious violent crime.
  11. Specific focus on post – 16 EET resources to ensure an improvement in outcomes that have been directly impacted by COVID over the past 12 months.

## Appendix One: Leicester CYPJS Response to CV-19 – Updated Jan 2021

Workstream	Lockdown period	Recovery Period (national lockdown)
Duty System	In place and operating as usual	In place and rota established and operating as usual.
Appropriate Adults	A pool of volunteers are still available, but if they withdraw their offers then this will be staffed from the pool of staff and a rota is in place for this to be able to happen. This might potentially happen sooner if we are not able to guarantee social distancing, ability to maintain good hygiene, wait times etc whilst in Police Stations. We are proactively monitoring the situation with the appropriate officers. A number of AA 'tasks' have been conducted by Skype which is welcomed and best use of resource.	During recovery phase more volunteers can respond to AA calls and Youth Justice panels. Risk assessment designed for volunteers and process in place to check health prior to visits and call outs. Ensuring social distancing is kept in place. Will need to ensure PPE is available throughout recovery No reported issues regarding availability of volunteers and all panels will take place face to face where able to. May be some issue with available venues but nothing reported to date.
Court	Remand cases only. We will all be concerned about the backlog of cases that this will create further down the line and potential for an increase in court days to cover this backlog. Virtual remand court has been trialled.	Virtual courts established which has increased ability to deal with court cases. However, staff attending court in person wherever possible. There was a backlog of cases due to not being able to move through the same number of cases in a day in the virtual world however this appears to have settled now. Officers are being encouraged to get PSR's prepared for when court does hear a case and date announced. Currently there is still an increased number of cases heard each

		Monday and other days throughout the week.
DTO's	All cases are overseen virtually and plans/monitoring in place for any releases. Three has bene an increase phone contacts. A list has bene drawn up on any potential early release cases and the resettlement plans have been reviewed with any risks being highlighted.	List of custody cases monitored to ensure all resettlement plans in place for any YP likely to be released early and potential for increase in custody cases post-lockdown. Notification that early release due to COVID-19 alone will not be happening from immediate effect. There were no early release cases due to COVID-19. Effective communication between CYPJS and all agencies ie police, CSC etc – Case Management and Diversity Panel used to do this and ensure all information shared in timely way. Monitor increase in use of custody post lockdown as YP struggle to reengage with services and potential increase in Youth crime (higher NEET).
High Risk/ISS/DTO/MAPPA case management	Visits continue following social distancing measures, utilising the additional support of the CYPJS Police Officers to assist in the work with those assessed as very high risk. However, staff and DYO coordinator is also undertaking these.	Moved now to visits for all cases and work being undertaken with social distancing being kept in place – risk of increase of disengagement and numbers of breaches may increase. See above Potential increase in referrals to agencies for support ie Turning point, CAMHS etc and risk of waiting lists due to “flood” of referrals. This has not been seen yet. In fact there continues to be a deadline in referrals to certain agencies. There is a waiting list for ACE case consultations but this is a staffing issue rather than COVID issue. A list of questions to be covered/checked as risk assessment on all cases prior to social distancing home visits and potential visits that can occur with walks in local area etc All staff have received individual risk assessments that are regularly reviewed. September move to more “in home” home visits rather than doorstep, garden and walks in neighbourhood. Tier three home visits are a priority with other community venues also being used. Staff using children centres for 1:1 meetings with young people. August badged as “ETE Month” to support preparation for young people to return to ETE placements
All other cases	Telephone contact and/or video conferencing. If they disengage or contact drops, visits will be made following social distancing measures. These are being carefully monitored and managers made aware in advance of these visits. Staff are delivering work booklets and working through these with young people via video conference and telephone calls.	As above Reengagement mechanisms and how we apply these... Revocation of orders Potential of pragmatic approach to sentence served due to not having been able to complete elements of interventions plan and requirements etc – risk assess approach in individual cases Use of CMDP increase to discuss cases and reengagement etc Increase in caseload due to backlog in court as well as potential increase in youth crime

		<p>after lockdown and with schools and employment and training providers still reduced operation.</p> <p>Access to services that may still be on reduced offer and impact this will have on YP and outcomes.</p>
PSR's	Being completed virtually where there are cases in Court.	Increase in PSR's as courts work through backlog and potential increase in youth crime... courts operating on more days than Monday youth court designated day. Staff encouraged to attend court in person now rather than accessing virtual process, where appropriate and able to.
Assessments	Normal process, all cases are currently being re-reviewed due to the current situation and the impact on education and home circumstances, risks etc.	<p>All cases having been reviewed due to lockdown may require further reviews as lockdown is slowly lifted and impact this has on intervention plans, changes in risk levels etc</p> <p>Increase in assessments due to increase in outcomes.</p> <p>Backlog of countersigning will occur as cases are reviewed and new cases assessed. Speedier reviewing processes needed.</p>
Out of Court Disposal Panel	All undertaken virtually	<p>Only potential increase in FTE as lockdown is eased and young people are out and about with little open etc and schools , colleges and apprenticeships closed . Not been realised as data is holding up strong in this area due to the work of the prevention team.</p> <p>Virtual meeting works well for out of court panel.</p>
Referral Orders	All undertaken virtually including the signing of contracts and involvement of referral order panel members.	<p>Monitoring several youth justice panels that have taken place in centres to meet diversity needs of young person. To continue to bring panels back to face to face where appropriate with initials to start with and young people whom struggle to engage in virtual meetings. All panels will be face to face from September.</p> <p>To ensure risk assessment is in place and venue is appropriate to ensure everyone's safety. There are enough panel members able to meet the demand currently.</p>
High Risk Panels/Meetings	All undertaken virtually either through conference calls or through electronic notes and actions discussed as a partnership and signed off by the chair, usually the service manager.	<p>To continue to be held virtually due to numbers involved at panel exceeding government guidance – However, after period of monitoring workplace and agencies working practices this may be moved to face to face or ensuring small key numbers can attend meetings in person with others dialling in to keep social distancing measures in place. The CMDP will be reviewed to look at how YP and family members can attend the meeting – this will remain on hold until we have moved towards direct face to face meetings. CMDP works well in virtual approach.</p>

## Appendix Two: CYPJS Performance Report .

### PAPER

Leicester Children and Young People’s Justice Service (CYPJS).  
Performance Report to Management Board Meeting  
(reporting period Q2 July -Sep 2020)  
Leicester City latest Data Summary April 2019-September 2020)

- The following report is based on the Youth Justice Board (YJB) YOT Data Summary released in Mid Dec 2020 for the period of April 2020 -September 2020.
- Copy of latest YOT data summary is attached below.
- The reporting periods for each measure are shown in the table below:

Measure	Reporting period
First Time Entrants	Jan – Dec 2019
Reoffending	3 Month Cohort -Oct 18 – Dec 18 12 Month Cohort – Jan 18 - Dec 18
Use of Custody	Oct 19 – Sep 2020
Education, Training & Employment	Apr – Sep 2020
Accommodation	Apr – Sep 2020

## Copy of Latest YOT Data Summary July-September 2020



104 Final YDS for  
England and Wales

### SECTION 1: - SUMMARY OF KEY PERFORMANCE INDICATORS -

FTE PNC rate per 100,000 of 10-17 population
Jan 19 -Dec 19: Rate of 301 per 100,000. (Actual Number of FTE= 105 young people)
Jan 18 – Dec 18: Rate of 399 per 100,000. (Actual Number of FTE = 134 young people)
<b>GREEN - Decrease -24.8%</b>

Reoffending rates after 12 months - Three-month cohorts
<b>Re-offending rates -Three Month cohorts – new measure</b> Reoffences per reoffender Oct 18 - Dec 18 (latest period) = 2.40 Reoffences per reoffender Oct 17 – Dec 17 (previous year) = 3.67 <b>Decrease of -34.5%</b> (44 young people - 15 re-offenders – 36 reoffences = 2.40 re-offences/reoffender) Compare to (52 young people-21 reoffenders-77 reoffences-3.67 reoffences/reoffenders)
<b>Binary Rate -Three Month cohorts</b> Binary Rate Oct 18 – Dec 18 cohort (Latest period) = 34.1% Binary Rate Oct 17 – Dec 17 (previous year) = 40.4% <b>Decrease by -6.29</b> (44 young people committing 36 offences) (52 young people committing 77 offences)
Reoffending rates after 12 months - Aggregated quarterly cohorts
12 Month cohorts – Annual Data – New methodology Reoffences per reoffender Jan 18 - Dec 18 (latest period) = 3.31 Reoffences per reoffender Jan 17 - Dec 17 (Previous year) = 4.64 <b>Decreased by -28.6%</b> (217 young people - 67 re-offenders -222 reoffences=-3.31 re-offences/reoffender) Compare to (244 young people - 84 re-offenders -390 reoffences=-4.64 re-offences/reoffender)
<b>12 Month cohorts - Annual Data – New methodology</b> Binary Rate Jan 18 -Dec 18 (Latest period) = 30.9% Binary Rate Jan 17 – Dec 17 (previous year) =34.4% <b>GREEN - Decrease by -3.55</b> (217 young people committing 222 offences) (244 young people committing 390 offences)

Use of Custody rate per 1,000 of 10-17 population
Oct 19 –Sep 20: Rate of 0.26 per 1,000. (9 custodial sentences)
Oct 18 – Sep19: Rate of 0.15 per 1,000. (5 custodial sentences)
<b>Increased by 0.11</b>

**YJB ragging system but have not received an update for this report so have applied it internally based on previous YJB rag ratings and latest data. Will seek advice as to whether the YJB are continuing to do this.**

**RED** – concerns regarding performance which will be discussed with the YOS to look at factors and trends. A letter could be sent to the Chair of the YOMB and YOS and If the issue continues without any exceptional issues this could be escalated to the Ministry of Justice.

**RED/AMBER** – concerns but will be monitored and overseen to consider any actions required.

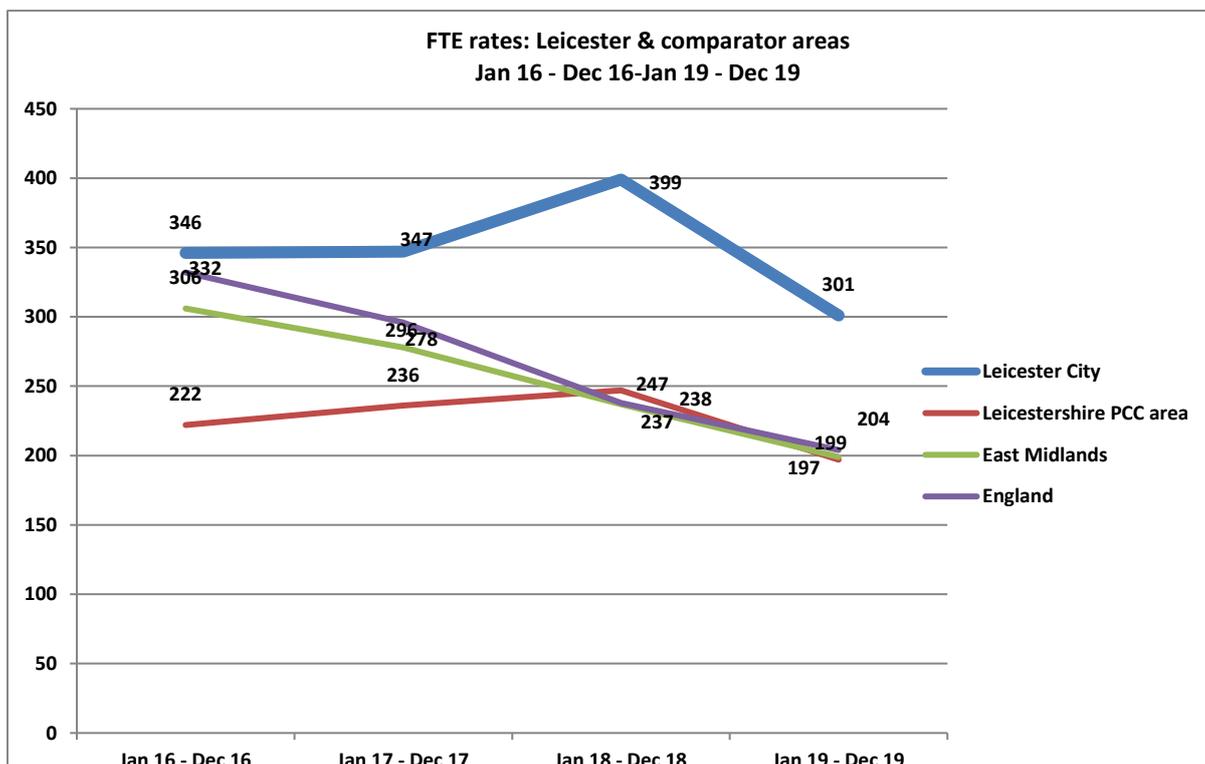
**AMBER/GREEN** – some concern but generally won't be closely considered unless continues to deteriorate.  
**GREEN** – positive and no concerns

## SECTION 2: - Preventing young people entering the youth justice system- NO CHANGE

Indicator	Direction of travel	Peer comparison	Overall performance
First-time entrants to the youth justice system	Decrease	Still above national and regional	<b>AMBER/GREEN</b>

2.1 The measure is the rate per 100,000 local youth population who enter the youth justice system by receiving a caution or a first sentence. There were **105** first-time entrants (FTEs) to the youth justice system in Leicester in year ending Jan 19 – Dec 19, equivalent to rate per 100,000 youth population of **301**.

This compares to **134** first-time entrants (FTEs) to the youth justice system in Leicester in year ending Jan 18 – Dec 18, equivalent to a rate per 100,000 youth population of **399**. This is a -24.8% decrease in numbers. The rate per 100,000 for Leicester remains high (showing downward trend) for the Leicestershire PCC area, Midlands region and England. This is illustrated in the chart below.

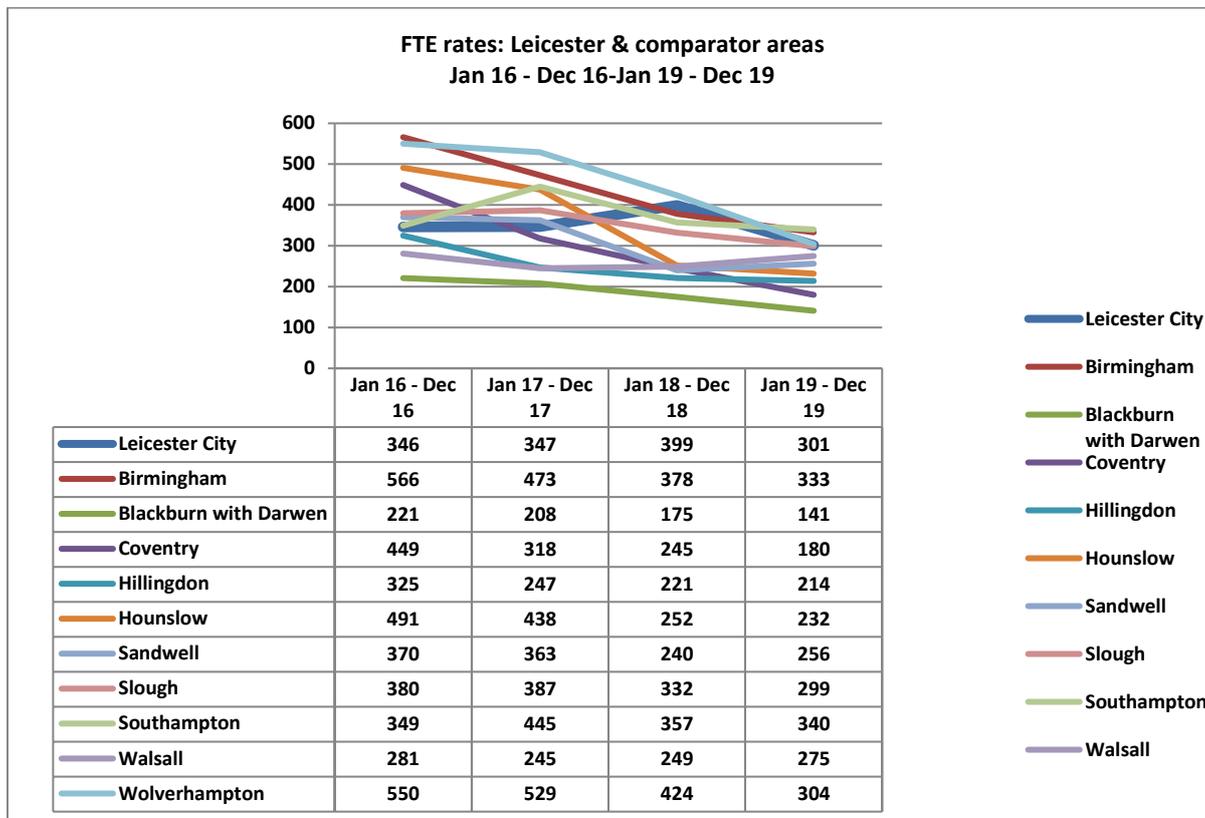


### 2.2 First Time Entrants

Over the reporting period of Jan 19 – Dec 19

- Leicester City has seen a **-24.8% Decrease** over the same period, the current trend has seen a bigger decrease when compared Leicestershire PCC area/East midlands and England and we were starting at a higher baseline.
- Prevention Interventions are having a dramatic impact on the number of FTE's dealt with by CYPJS.
- The prevention and community resolutions team has been established and this is having a significant impact on FTE numbers coming through which will start being seen in performance reports over the coming year as at the point of this data the team had only just been created.

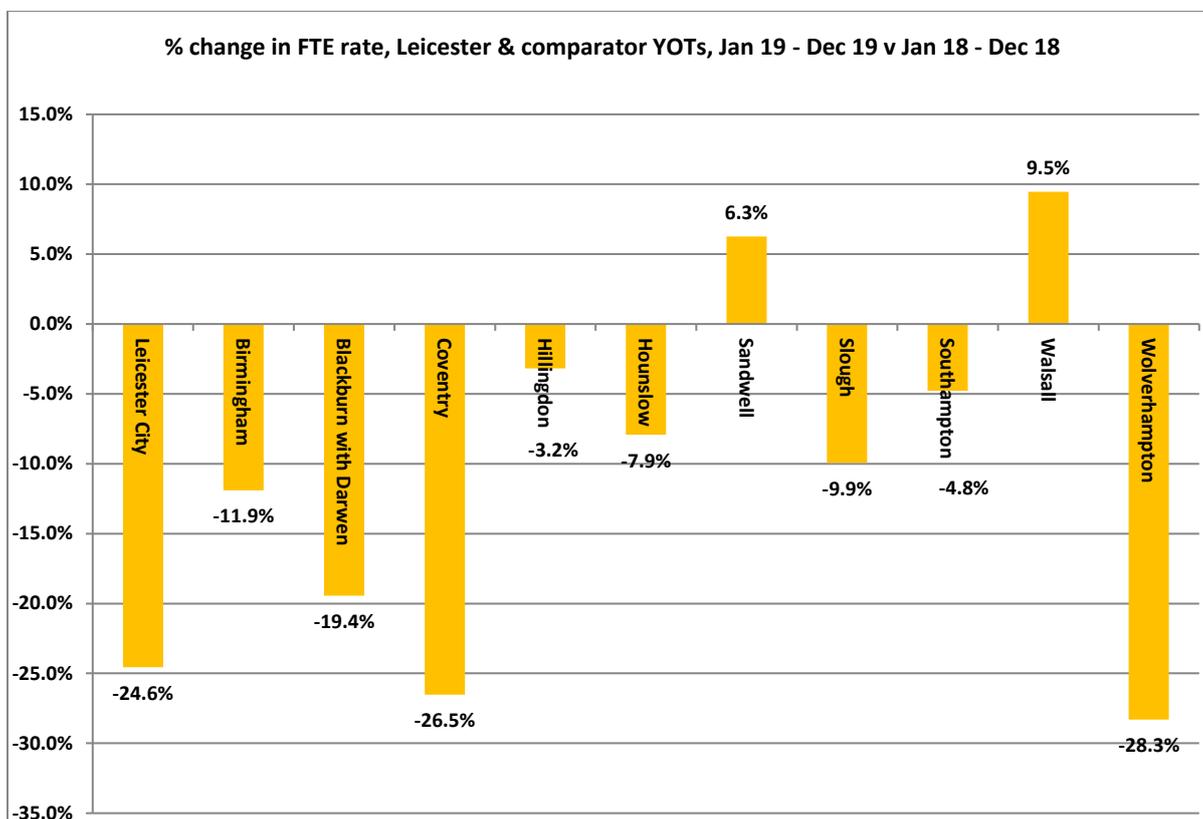
2.3 The chart below shows how Leicester’s FTE rate over the last 4 years compares with the new YOT Family Group.



2.4 The FTE for the Leicester CYPJS has seen overall decline but at a slower rate than other areas. To sustain this reduction the service is growing its Prevention/Community Resolutions offer that has an impact on young people prior to out of court disposals and first-time offenders receiving outcomes within court. Targeting community resolutions will assist in reducing the numbers entering as FTE. For example, some areas don’t use Youth Cautions but use community resolutions in their place, where appropriate, which has a significant impact on FTE numbers and diverts young people away from the criminal justice system.

2.5 Year on Year the decline in FTE’s has not been at the same rate as other policing areas therefore the new Prevention team has been developed to have an impact on this now. However, the sustainability of the project must be assured to realise the impact over the coming years. We have secured funding for the duration of 2021/22 financial year.

2.6 The chart below shows the percentage change in numbers of FTEs in the last year amongst the most similar YOTs:



2.7 A key part of the strategy for reducing first time entrants and those entering the court system is the Out of Court Disposal Panel (OCDP) which meets weekly between the Leicester City and Leicestershire YOTs and the Leicestershire Police to share information and agree which young people can safely be diverted from the formal youth justice system. The Leicester CYPJS can offer voluntary interventions with young people who might otherwise have to be brought into the formal youth justice system.

2.8 A scrutiny board checks the decision-making process of the OCDP panel and is chaired by the deputy PCC. Decisions continue to be positively endorsed although it hasn't met during the earlier part of COVID-19.

2.9 The newly created Prevention and Community Resolutions team is now up and running. The team will be working predominately with Community Resolution cases with the aim of reducing young people coming through to the caution and statutory stages. This will ultimately reduce reoffending rates by engaging with young people at the earliest point and diverting them from future offending. A quarterly report (Q2) has been provided. **(Appendix H)**

### Section 3: - Reducing reoffending

Indicators	Direction of travel	Peer comparison	Overall performance
Reoffending. The indicators are the proportion of cohort members reoffending within 12 months (binary rate) and the average number of further offences committed (frequency rate).	Overall decreased compared to last quarter	Decrease in Both Binary and Frequency rate for the quarterly cohort  Decrease in both binary rate and in frequency rate after 12months tracked cohort.	GREEN

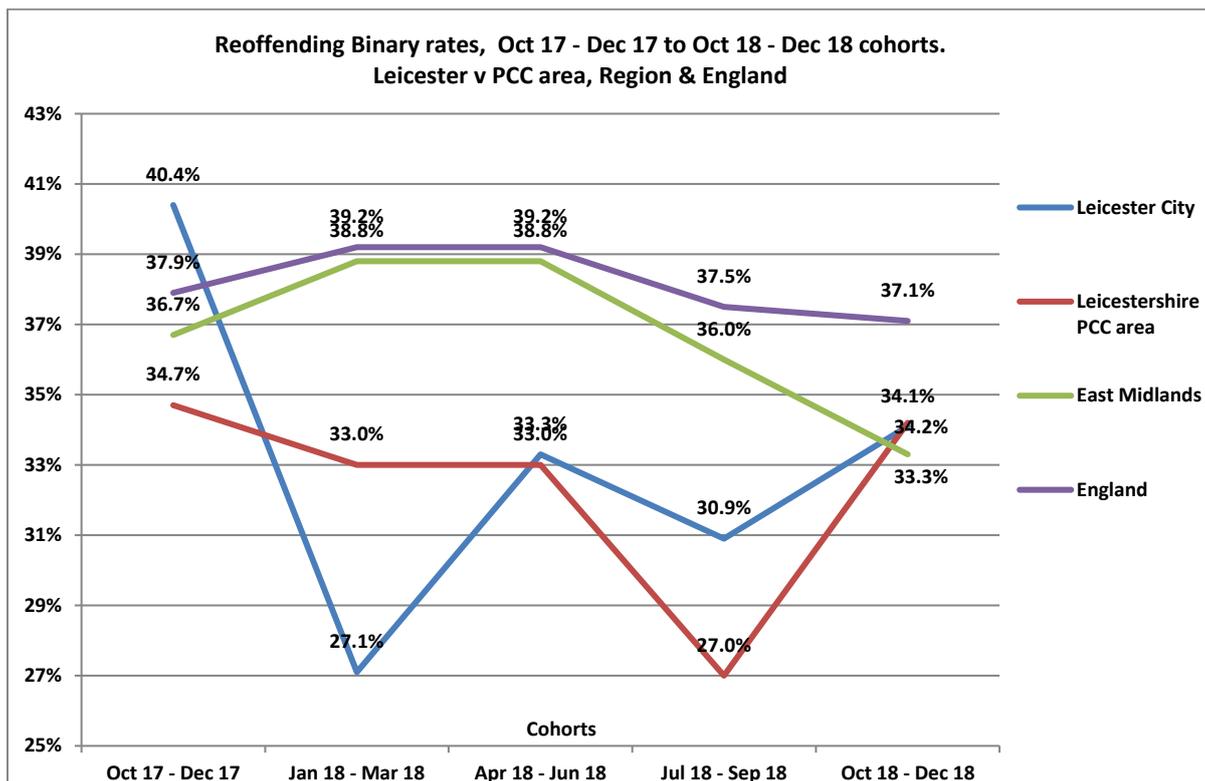
3.1 Young people receiving a youth justice disposal in a 3-month period are tracked via PNC for the subsequent 12 months to see if they reoffend. There is an additional 6-month time-lag to allow for criminal proceedings to go through. The performance data is therefore only available 2 years after the activity which is being measured occurred.

3.2 The binary rate is the percentage of young people in the 12-month cohort who have reoffended within 12 months of entering the cohort. The frequency rate is the number of further offences divided by the number of cohort members (or the average number of offences committed by each cohort member).

3.3 The measure has changed and is now based on a 3-month cohort (i.e. membership is all young people receiving a disposal during a 3-month window) rather than a 12-month cohort as previously. It is still based on reoffending over the following 12 months.

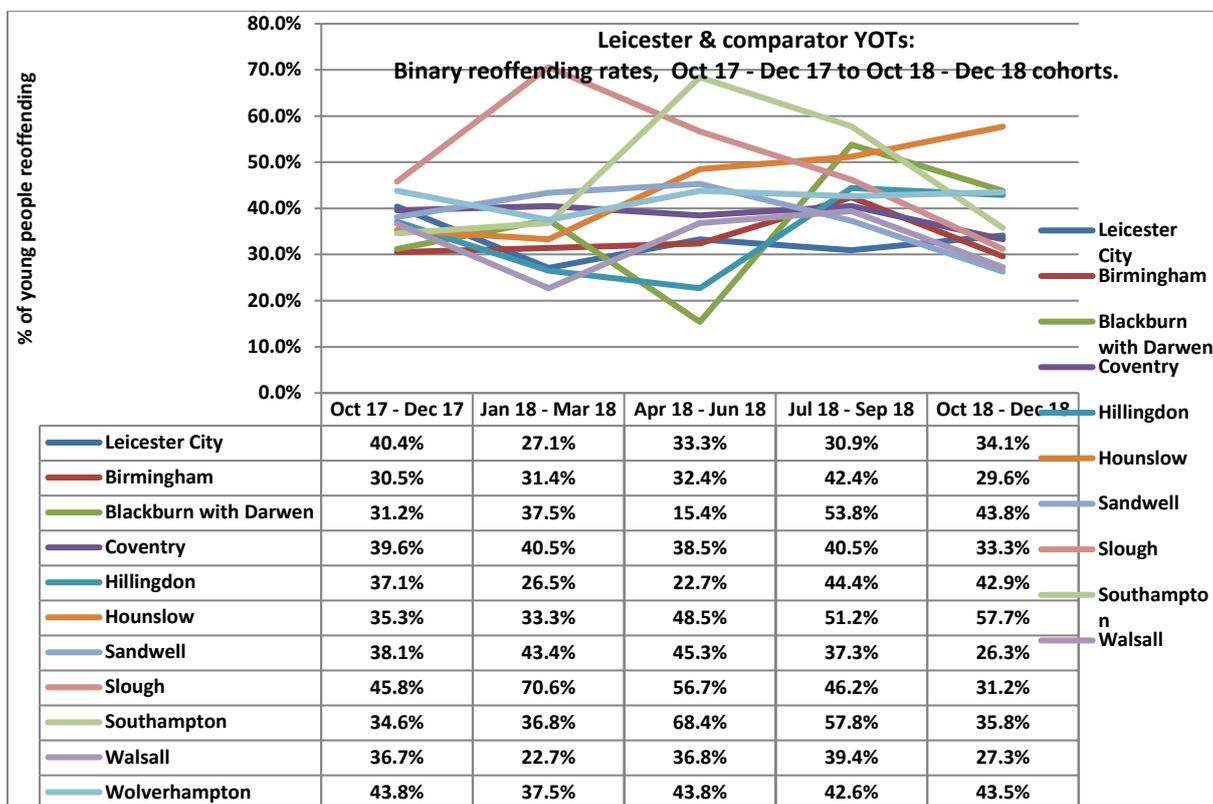
NOTE: The effect of the change is that there is likely to be more fluctuation from quarter to quarter because cohorts are much smaller, and a few persistent offenders dropping into or out of the cohort can make a bigger difference.

3.4 The chart below compares Leicester’s binary reoffending rate with the averages for the Leicestershire PCC area, the Midland region and England over the last 5 cohort periods for three-month cohort



3.5 The latest binary rate for cohort (Oct 18 -Dec 18) for Leicester is 34.1% (44 young people-15 of whom reoffended committing 36 further offences between them) a decrease of -6.29 on the previous cohort (Oct 17 - Dec 17) which was 40.4% (52 young people of whom 21 reoffended committing 77 offences between them). However, as pointed out earlier, there are likely to be greater fluctuations from cohort to cohort when the cohorts are smaller. As seen above slight increase in number of young people entering the cohort but committing less offences compare to previous cohort. For example, one young person in the cohort could commit large volume of offences during the quarter and cause a huge spike in the data.

3.6 The chart below shows how Leicester’s binary reoffending rate over the last 5 cohorts compares with the new YOT family Group.



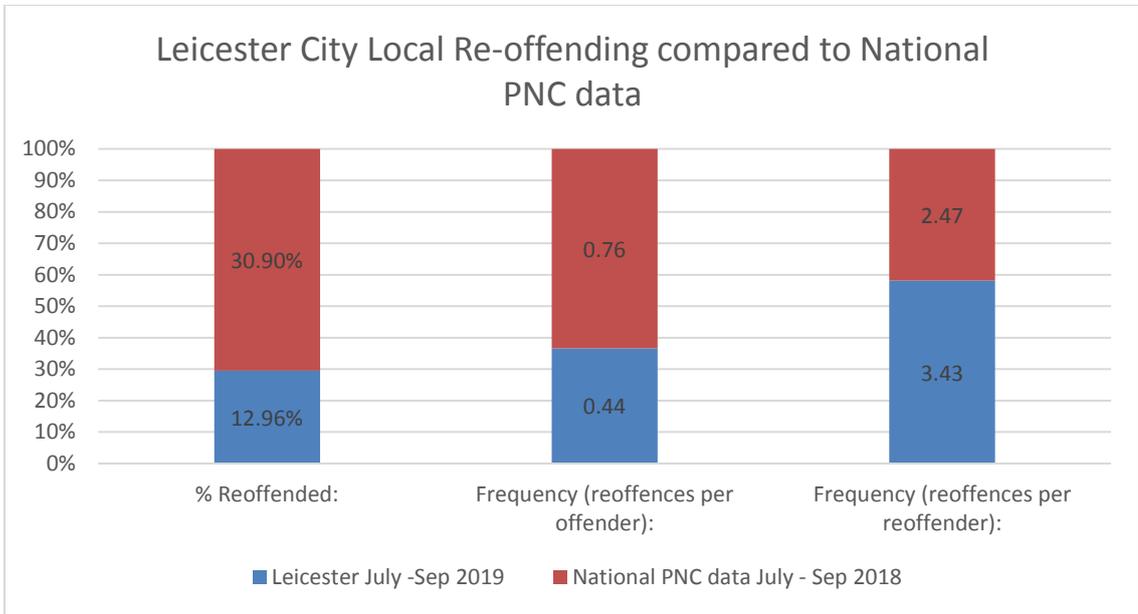
3.9 Leicester has seen a decrease in both binary and frequency rates when compared to most of its family groups areas as shown in the graphs above, which is very encouraging. Although the overall trend in our family group has seen a fall in re-offending it is important to understand that the actual small size of the cohorts leads to dramatic changes. Given the volatility of the smaller cohorts the changes in rates between cohorts vary considerably depending on which base-line cohort is used. However, its pleasing to note that we have seen reductions quarter on quarter to date.

#### Section4: - Local Re-offending Data

4.1 Leicester has been using the live tracking tool to take a strategic overview of the whole cohort and ensure the right actions are taken for the right young people at the right time.

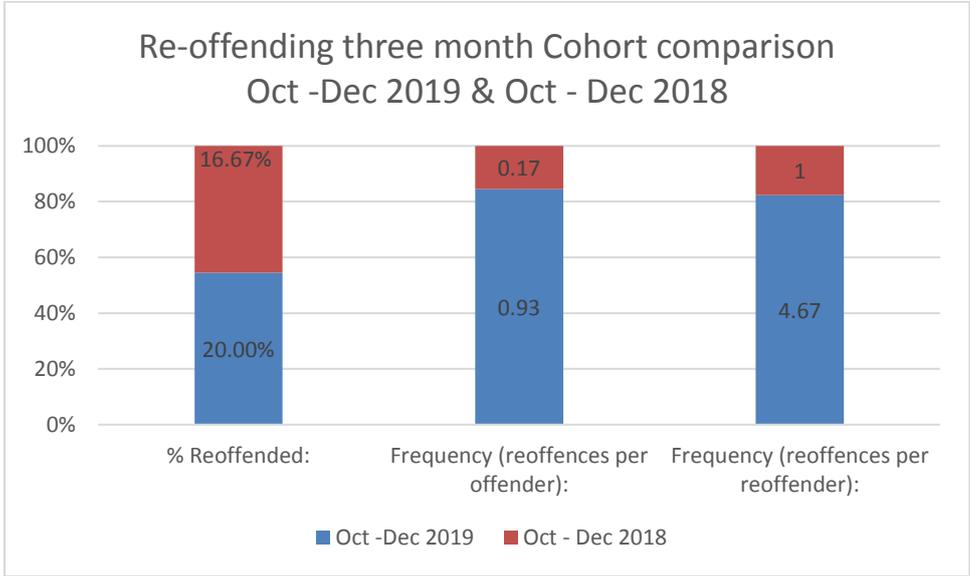
4.2 By ensuring a local tracking system is in place for young people entering the local cohort we can get a more up-to-date indication of local performance.

4.3 The chart below uses locally collected data for the (July -Sep 2019 cohort) where young people have completed 14 months of their order. Compared with Local data for the same period previous year. This is compared to the National PNC data released for the same period July – Sep 2018.



4.4 This illustrates that the local data (not official data) on our systems shows that binary rates (number of young people coming into the Justice system) has been decreasing and frequency rate of re-offending remains low for the period of July - Sep 2019. The actual numbers are: 54 (55 previous year) young people, 7 (17 previous year) of whom reoffended committing a total of 24 (42 previous year) further offences between them (in the main 1-3 offences and only one young person committing 11 offences) in 2019 but 1-8 offences in 2018 between them ) The local Binary rate has been decreasing, as only few high-risk young people are re-offending at a higher volume rate. This therefore continues to impact on the frequency rates.

4.5 – Tracking OOC- Young people re-offending after receiving Community Resolutions



4.6 – The graph above shows the latest Binary and frequency rate for Community Resolutions. The cohorts compared is three months. Smaller cohort of young people are committing a higher number of offences. At the time most of this data is from when there was no project in place to offer a programme of support for children and young people receiving CR's.

4.7 - Three-month Cohort Oct -Dec 2019 Compared to Oct- Dec 2018

There were 15 young people in the latest cohort, (Oct -Dec 2019) (**Beginning of prevention programme**) of which 3 young people reoffended, committing further 15 offences. Binary rate (3/15) =20% committing further. This gives

frequency rate of 0.93. Therefore, it's a smaller cohort and small number committing high number of further offences. 1 young person committed a further 11 further offences which therefore leads to such a swing in rates.

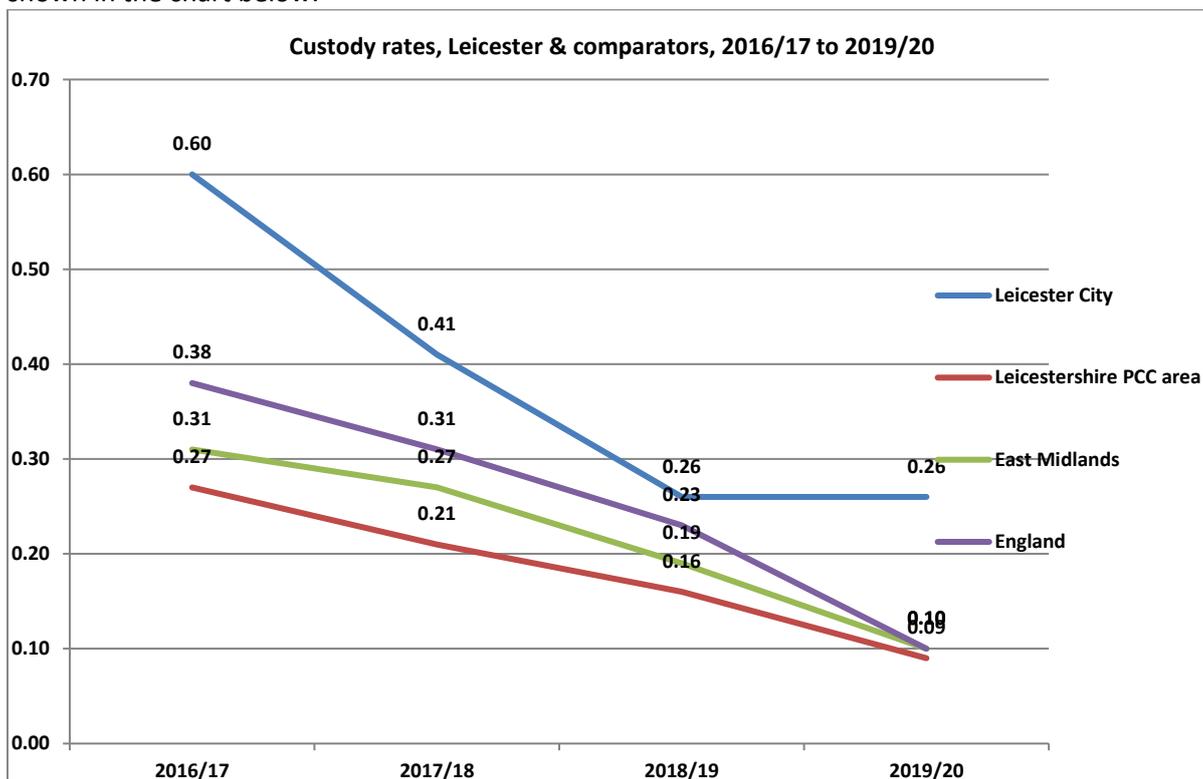
4.8 The new team will be able to respond to and provide packages of support for young people receiving community resolutions as well as those at risk of entering the criminal justice system. By getting in at the earliest point young people are more likely to be diverted rather than at the more entrenched stages of their offending. It is anticipated that serious youth violence will decrease with the utilisation of the prevention team. (appendix H)

## Section 5: - Reducing the use of custody

Indicator	Direction of travel	Peer comparison	Overall performance
Custodial sentences. The indicator is the rate per thousand local youth population sentenced to custody	Reducing	Highest reduction within Peer Group/ England and East midlands	<b>GREEN</b>

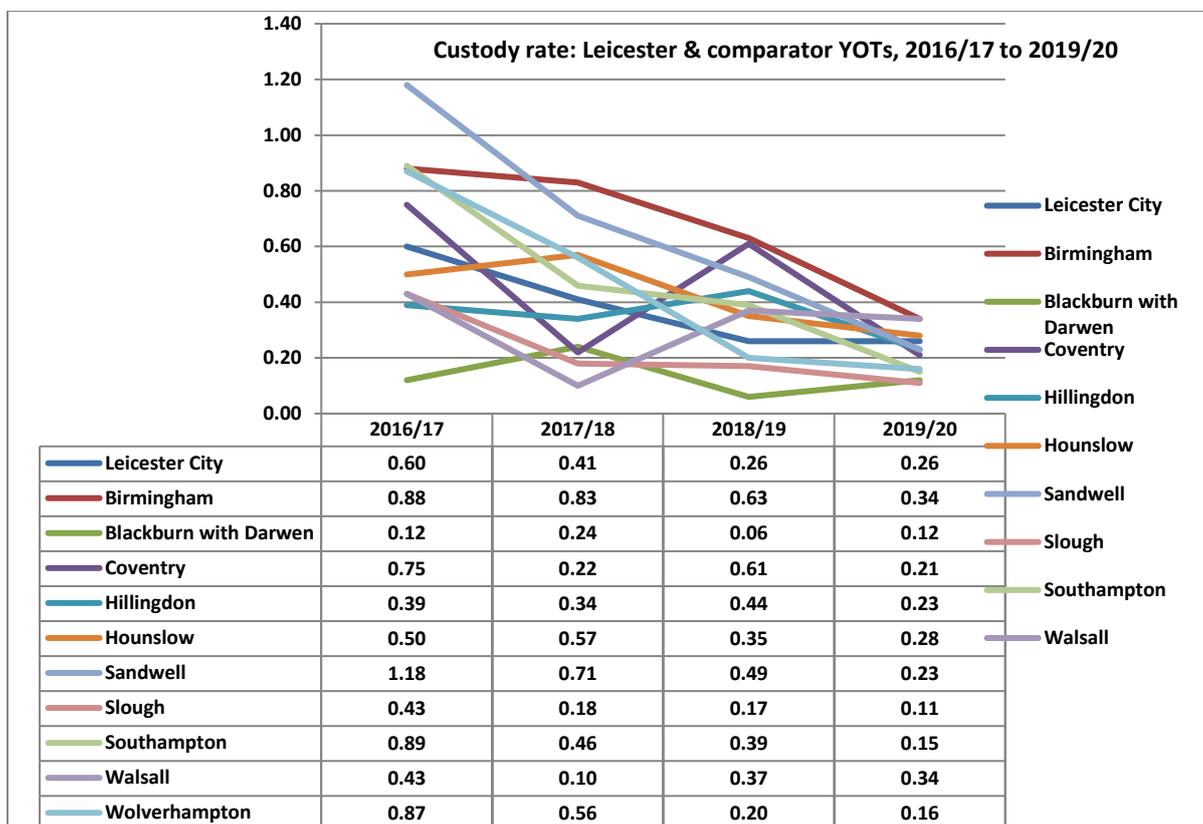
5.1 The custody rate is measured by the number of custodial sentences per 1,000 local 10-17 youth population.

5.2 Custody rates for the last 4 years for Leicester, Leicestershire PCC area, the Midland region and for England are shown in the chart below.



5.3 In 2016/17 Leicester had a rate well above those for the Leicestershire PCC area, the Midland region and England, but in 2019/20 the gap has narrowed considerably putting Leicester slightly above the national and regional areas. Leicester has taken measures to reduce custody rates successfully and complete regular annual deep dives on custody cases to sustain this reduction.

5.4 The chart below shows how Leicester compares with the new YOT family group areas in use of custody:

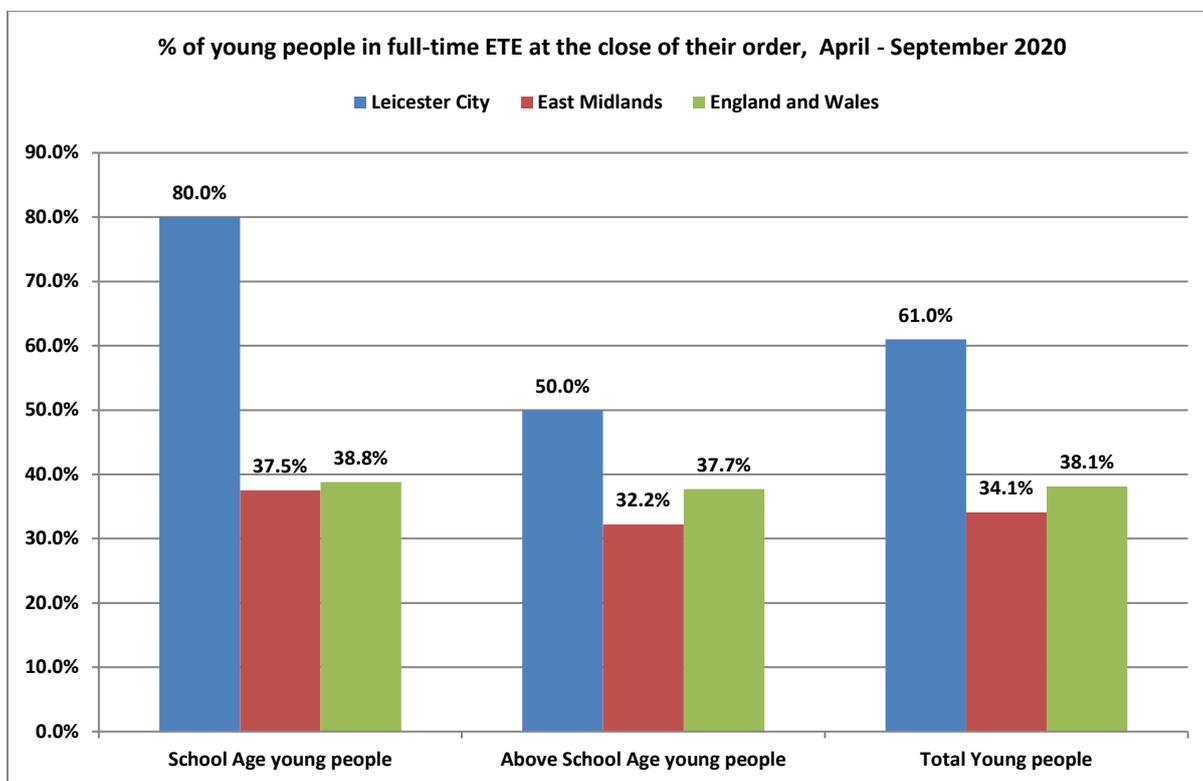


5.5 This shows that Leicester is in the top quartile in this group which is encouraging. The rate for Leicester has more than halved over the past few years and should be commended.

5.6 In terms of actual numbers there were 9 young people sentenced to custody in the period of Oct 19 – Sep 20 as against 5 young people for Oct 18 – Sep 19. This shows a slight increase in custody cases. A further examination of those custodial cases highlights appropriate disposals based on offending. Work has been undertaken to enhance our alternative to custody packages by realigning our advocate resource to alternative to custody work, custody and resettlement. By tracking court outcomes there has been an increase in bail Intensive Supervision and Surveillance (ISS) and ISS both alternative to custody and remand programmes. This is encouraging as indicates the courts see ISS as a credible alternative to custodial sentences. Several custody cases were for the most serious of offending, including murder, committed by young people not previously known to the service. Managers completed a deep dive into open custody cases as part of the December QA and this report will be available for the board in March 2021 will be presented to the Board in 2021.

## Section 6: - Young people in Education, Training and Employment at the close of their order

6.1 The measure is the proportion of young people who are in receipt of full-time education, training or employment (ETE) at the end of their YOT disposal. The chart below shows how Leicester performed compared to the region and England in the period April 19– Sep 2020



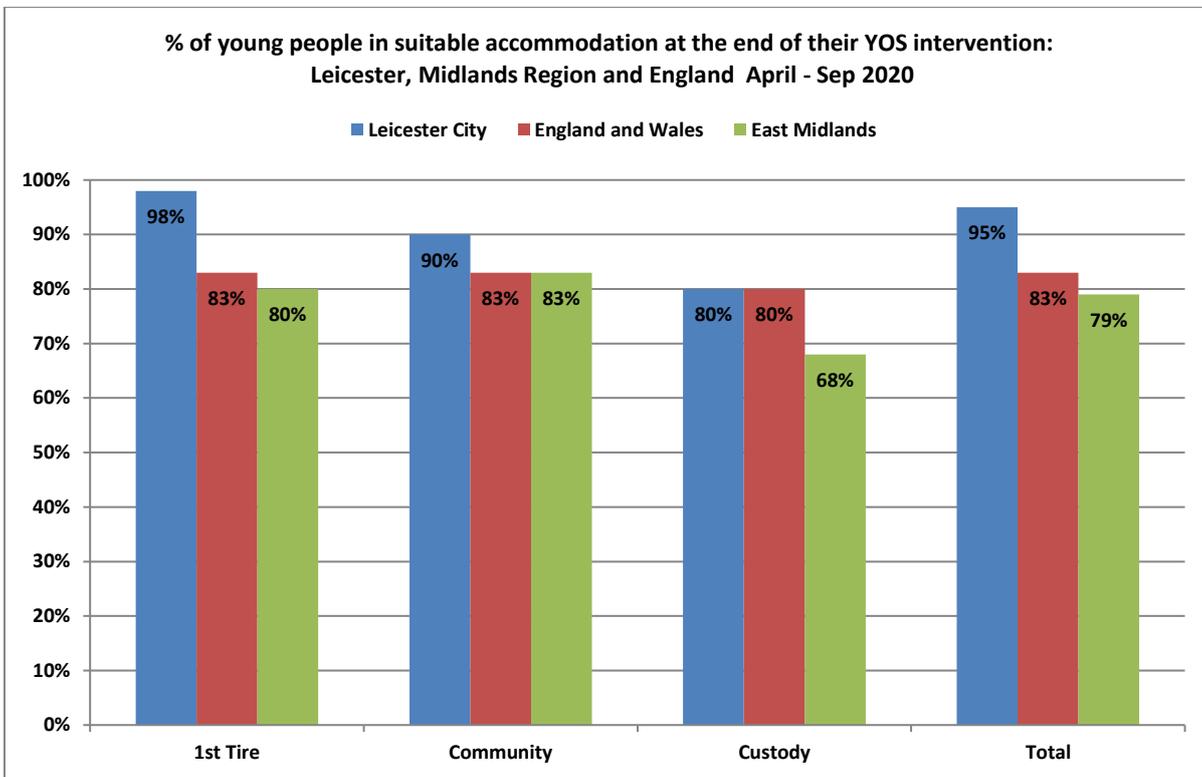
6.2 Over the reporting period of (April - Dec 2020) the following can be observed;

- a) Leicester is continuing to perform better than the regional and national averages for both school-age and above school-age young people.
- b) Leicester has sustained overall above 80 % of young people in ETE for the last 3 years.
- c) This shows that in terms of both school-age and above school-age young people Leicester performed far better than the average for the Midlands and England. It puts the service in the top 5 YOT's in the country.
- d) There has been a notable dip in post-16 performance as a direct result of COVID-19 since March 2020. Young people being able to access colleges has not been possible and identifying courses and employment has not been easy for many of the CYPJS cohort. It is hoped that young people will be able to access online training and courses in the meantime whilst trying to explore courses that are available. The demand for places has gone up significantly. It has also been more challenging finding employment for young people due to many industries struggling to survive in the current climate. We also faced some young people losing their jobs due to the pandemic. Appendix A provides a full breakdown

e) \*Please note the information that is displayed in the latest YJB (Leicester City Data summary April – September 2019 regarding the Education and accommodation figures is incorrect. This has been reported to YJB and awaiting a response.

## Section 7- Young people in suitable accommodation at the end of their CYPJS intervention

7.1 The chart below shows the proportion of young people who were in suitable accommodation at the end of their CYPJS intervention in Leicester in the period April -Sep 2020 compared with the average for the England and Wales



7.2 the following observations can be made;

- f) Leicester’s performance remains better than the regional and national averages on all three post-court tiers of the youth justice system.
- g) Leicester city has a consistent record of allocating suitable accommodation for 95% and above for our young people.
- h) A Deep dive report will be scheduled to see the obstacles the service is facing to keep young people in suitable accommodation, specifically when completing a young person’s resettlement plan prior to release from custody for example. However, its also important to note that suitable accommodation is a national issue especially for secure and therapeutic placements.

7.3 This shows that in Leicester all those completing 1<sup>st</sup> tier disposals and all those leaving custody were in suitable accommodation. This is far above the regional and national averages for young people being in suitable accommodation at the close of their order, whether that is a 1<sup>st</sup> tier, community or custodial disposal. This is particularly encouraging for young people being resettled from custody. Not having suitable accommodation is a key risk factor for young people.

\*Please note the information that is displayed in the latest YJB (Leicester City Data summary April – September 2018 regarding the Education and accommodation figures is incorrect. This has been reported to YJB and awaiting a response.

## Section 8: - Children Looked After

9.1 The service currently has 10 Children Looked After (CLA) open to the service at the end of Dec 2020 which has decreased by 2 but has significantly decreased from previous months where the service has had on average over 23 CLA. **(See Appendix F)**

CLA summary

- a) The data shows there are 10 Young people CLA at the end of Dec 2020. This number has decreased by 2 when compared to the data end of Oct 2020 which was 12.
- b) 2 out of 10 young people are on Community Resolution orders. These have been included since Nov 2019 in the statistics which means there will be a higher number being reported on. If these were removed from the data, there would be 8 (11 in Oct 2020) young people which is a further reduction on numbers. CR's are not counted for the annual returns on CLA known to the service.
- c) 5 out of 10 (50%) young people have re-offended which has also decreased on previous reporting periods.
- d) More young people were already CLA when compared to Oct 2020 where more young people became CLA whilst on an order.
- e) More CLA young people have committed lower gravity score offences and have received more first tier and community orders. This has remained the same when compared to last quarter. This is important to monitor to ensure there is no up tariffing of CLA through the criminal justice system and overcriminalisation of CLA.
- f) Violence against the person is committed more often in this group of CLA young people and is currently being analysed as part of the task and finish group.
- g) The Service manager is ensuring all CLA are scrutinised through the QA process and closer monitoring of these cases. The Head of Service for corporate parenting has established a task and finish group approach to working on the decriminalisation of children looked after and disproportionality. An update to the board will be provided on this work.

## Section 9 summary and recommendations.

- **First time entrants**

1. Police Community Resolutions are now being targeted with a clear pathway of support through assessments of need and wraparound interventions and signposting. A prevention offer has been established, through external funding and some targeted additional funding. It was anticipated that there would be a reduction in frequency of reoffending rates and entrance into OOCF which has started to be realised. The early signs are extremely promising – Funding has been sourced for this work to continue and be mainstreamed due to the impact it is having. If funding is secured permanently a recommendation to remove Youth Cautions will be considered offering community resolutions instead or youth conditional cautions as appropriate.

- **Re-offending**

3. An analysis of offending types and trends has been mapped and now closely monitored – by outcome type, age, gender and reported through the Performance dashboard Board to enable an understanding of packages required to respond to offending patterns i.e. bespoke group work packages.

4. Regular Re-fresher training/briefings for case managers on emerging themes from QA's and live-tracker intelligence. The alignment of the reoffending toolkit meeting and QA approach ensure cases that have reoffended will receive a QA. QA reports are presented at service meetings and full EH and P service meetings. The work that has taken place has driven a reduction over several quarters.

5. Revisit the types of Interventions available and used against the type of offences. The group work coordinator has mapped this work and delivering virtual sessions to young people.

6. To continue to promote evidence-based practice.

- **Custody**

7. Targeting training with the courts and continue to track PSR proposals and outcomes in court to check courts confidence of the YOS. To date there had been some evidence of PSR proposals not being given in court this was examined to ensure a pattern wasn't emerging. There was an identified need to upskill magistrates on what an Intensive Referral Order consists of to reassure them that it can be a suitable alternative to custody for

more serious offenders. This was discussed at an evening Q and A session with the Service Manager and magistrates in October 2020. A training session was delivered to magistrates in February 2021 on Intensive Referral Orders and we will now monitor the impact of this training.

8. Monitor the impact of the court and resettlement project. This is being closely monitored with positive updates regarding the court element and further work required to the custody element of the project. It will be important to monitor the impact of COVID specifically on resettlement work for young people leaving custody.

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### Other recommendations

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1. Track progress of court/YOS panel meetings next year and its impact. This will specifically be in relation to disproportionality. Panel meetings were cancelled due to Covid-19 and will be re-established in the future. This links clearly with the disproportionality action plan
  2. Highlight case studies that have had good outcomes and where improvements were required. Case studies have been provided as part of Community Resolutions quarterly report.
  3. To track cases that have been returned to court for revocation due to positive changes and improvements. This has been investigated and the report needs to be built and process to log within the system needs to be devised. This is hoped to be available for a future board meeting in 2021. The system upgrade is required to be able to pull reports off to monitor this area. This will take time to complete as it sits with the provider.
  4. A full report of CLA has been completed and attached as an appendix F for comment. It is intended to always have a specific focus on our CLA due to historically an overrepresentation within our service. It is pleasing to note that there has been a significant reduction by over 50%. The board focused on a key report on CLA in December and systems have been devised to ensure all CLA open to the service are closely monitored for any themes and trends.
  5. The next report will focus on Participation and the voice of service users as part of feedback forms completed. Themes and trends will be highlighted with key recommendations.
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## Appendix Three: LYJMB Terms of Reference

### Leicester Youth Justice Management Board

#### Terms of Reference 2020-21

#### 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 Children 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 the CYPJS
- c) to take all delegated management decisions not within the authority of the Head of Service for 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 and members of the partnership authorities.
- g) to monitor and review the progress made in achieving the objectives and performance targets set out 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) and that 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 <b>(Chair)</b>	Strategic Director: Social Care and Education Leicester City Council	<a href="mailto:Martin.Samuels@leicester.gov.uk">Martin.Samuels@leicester.gov.uk</a>
Caroline Tote	Divisional Director: Social Care and Early Help Leicester City Council	<a href="mailto:Caroline.Tote@leicester.gov.uk">Caroline.Tote@leicester.gov.uk</a>
Vacant	Head of Service: Early Help and Prevention Leicester City Council	
Karen Manville	Service Manager – CYP Justice Service Leicester City Council	<a href="mailto:Karen.Manville@leicester.gov.uk">Karen.Manville@leicester.gov.uk</a>
Sue Welford	Principle Education Officer (representing Connexions & Education Welfare) Leicester City Council	<a href="mailto:Sue.Welford@leicester.gov.uk">Sue.Welford@leicester.gov.uk</a>
Tracie Rees	Director: Adult Social Care and Commissioning (representing SEND) Leicester City Council	<a href="mailto:Tracie.Rees@leicester.gov.uk">Tracie.Rees@leicester.gov.uk</a>
Sarah Hancock	Senior Operations Manager Turning Point, Leicester	<a href="mailto:Sarah.Hancock@turning-point.co.uk">Sarah.Hancock@turning-point.co.uk</a>
Gavin Drummond	Detective Chief Inspector Leicestershire Police	<a href="mailto:Gavin.Drummond@leicestershire.pnn.police.uk">Gavin.Drummond@leicestershire.pnn.police.uk</a>
Bob Bearne	Head/ Deputy Head of Leicester, Leicestershire & Rutland Probation Service	<a href="mailto:Bob.bearne1@justice.gov.uk">Bob.bearne1@justice.gov.uk</a>
Kaye Knowles	Regional Manager, Nottinghamshire & Leicester City Community Rehabilitation Company	<a href="mailto:Kaye.Knowles@rrp.gse.gov.uk">Kaye.Knowles@rrp.gse.gov.uk</a>
Mel Thwaites	Associate Director of Children and Families, Clinical Commissioning Group.	<a href="mailto:Melanie.Thwaites@LeicesterCityCCG.nhs.uk">Melanie.Thwaites@LeicesterCityCCG.nhs.uk</a>
Peter Hesketh	Head of I & E Midlands Youth Justice Board	<a href="mailto:peter.hesketh@yjb.gsi.gov.uk">peter.hesketh@yjb.gsi.gov.uk</a>
Rob Howard	Consultant Public Health Leicester City Council	<a href="mailto:Rob.Howard@leicester.gov.uk">Rob.Howard@leicester.gov.uk</a>

Daxa Pancholi	Head of Service: Community Safety Leicester City Council	<a href="mailto:Daxa.Pancholi@leicester.gov.uk">Daxa.Pancholi@leicester.gov.uk</a>
Andy Cooke	(Representing Courts)	<a href="mailto:Andy.Cooke.jp@ejudiciary.net">Andy.Cooke.jp@ejudiciary.net</a>
Victoria Charlton	Office of Police and Crime Commissioner	<a href="mailto:Victoria.Charlton7209@leicestershire.pnn.police.uk">Victoria.Charlton7209@leicestershire.pnn.police.uk</a>
Grace Strong	Strategic Director, Violence Reduction Network (LLR)	<a href="mailto:Grace.Strong@leics.pcc.pnn.gov.uk">Grace.Strong@leics.pcc.pnn.gov.uk</a>
Max Fisher	Admin Business Support Officer, LCC	<a href="mailto:max.fisher2@leicester.gov.uk">max.fisher2@leicester.gov.uk</a>

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

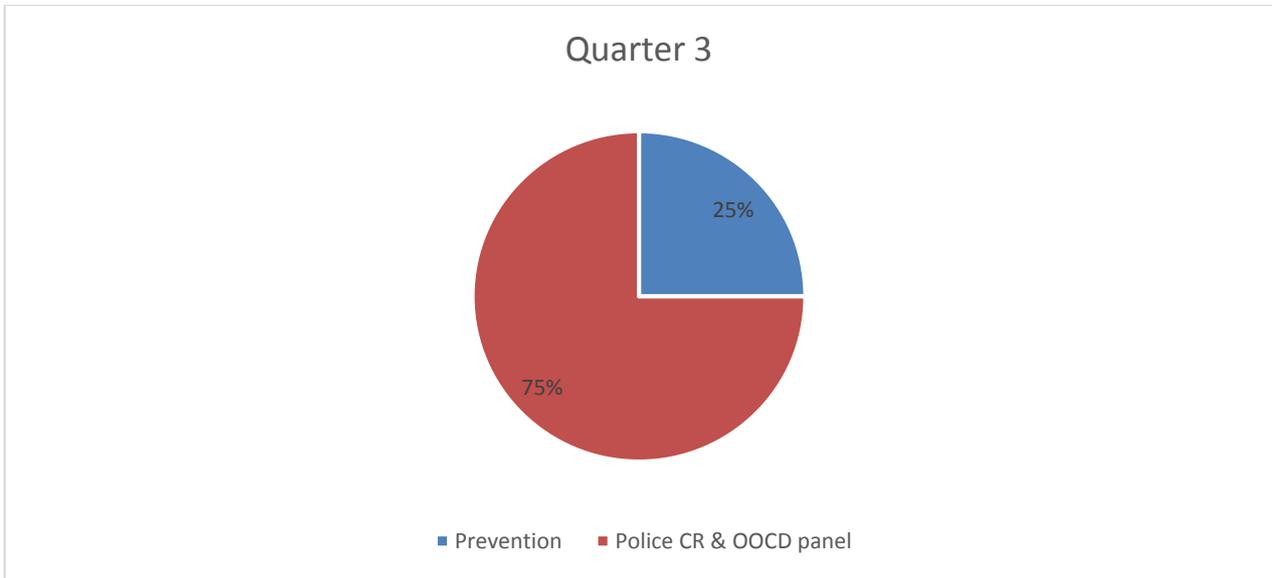
## **Appendix Four – Community Resolutions and Prevention Team Quarter 3 2020-2021 -**

### **1. Background information**

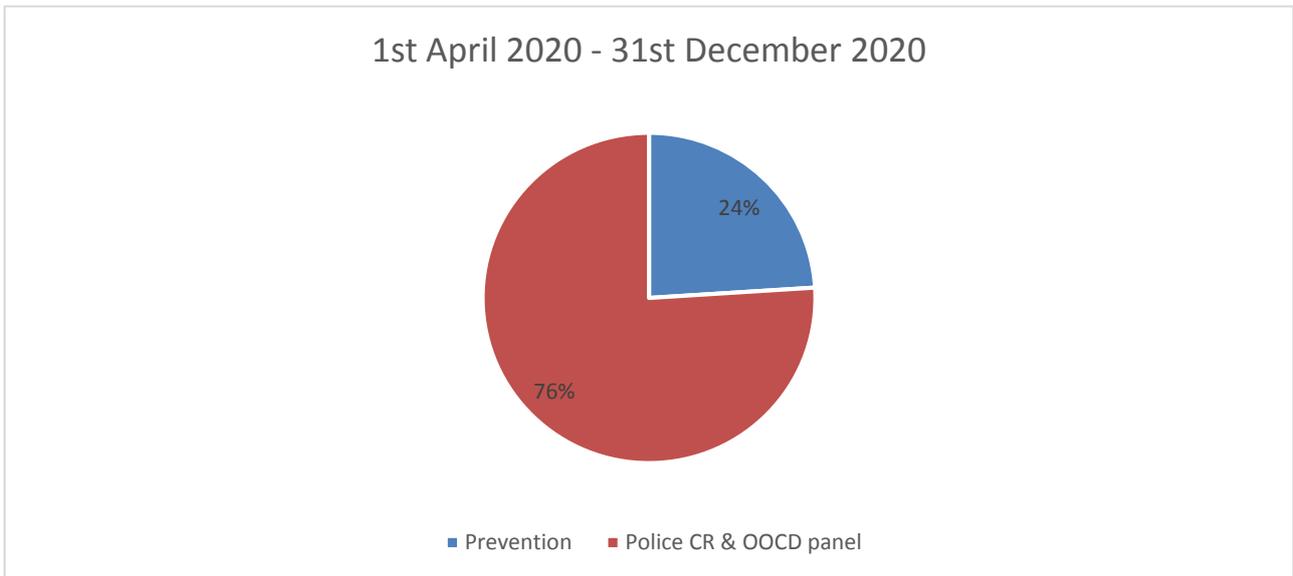
- 1.1 The Community Resolution and Prevention Team was established in November 2019 with fixed term funding until April 2020. The additional funding has ensured the programme continued beyond this and continue to meet its objectives; these being:
- To divert children and young people away from crime and the criminal justice system.
  - 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.
  - Prevent the escalation of offending and serious youth violence and reduce the need for statutory services.
- 1.2 The objectives followed an analysis of 221 young people who came in to contact with the police during a 6-month period. A further analysis of 31 young people receiving a Community Resolution from the Out of Court Disposal Panel found that 29% re-offend within 3 months of receiving their Community Resolution.

### **2. Referrals**

- 2.1 During this quarter 52 young people have been referred to the programme taking the total number referred since 1<sup>st</sup> April 2020 to 148. In total, 214 young people have been referred to the programme since it was established in November 2019.
- 2.2 This quarter consists of:
- 24 - Community Resolutions from the Out of Court Disposal Panel, (OoCDP).
  - 15 - Police issued Community Resolutions.
  - 13 - Referred for preventative intervention.



2.3 Graph shows the split between Community Resolutions and those referred for preventative intervention this quarter.

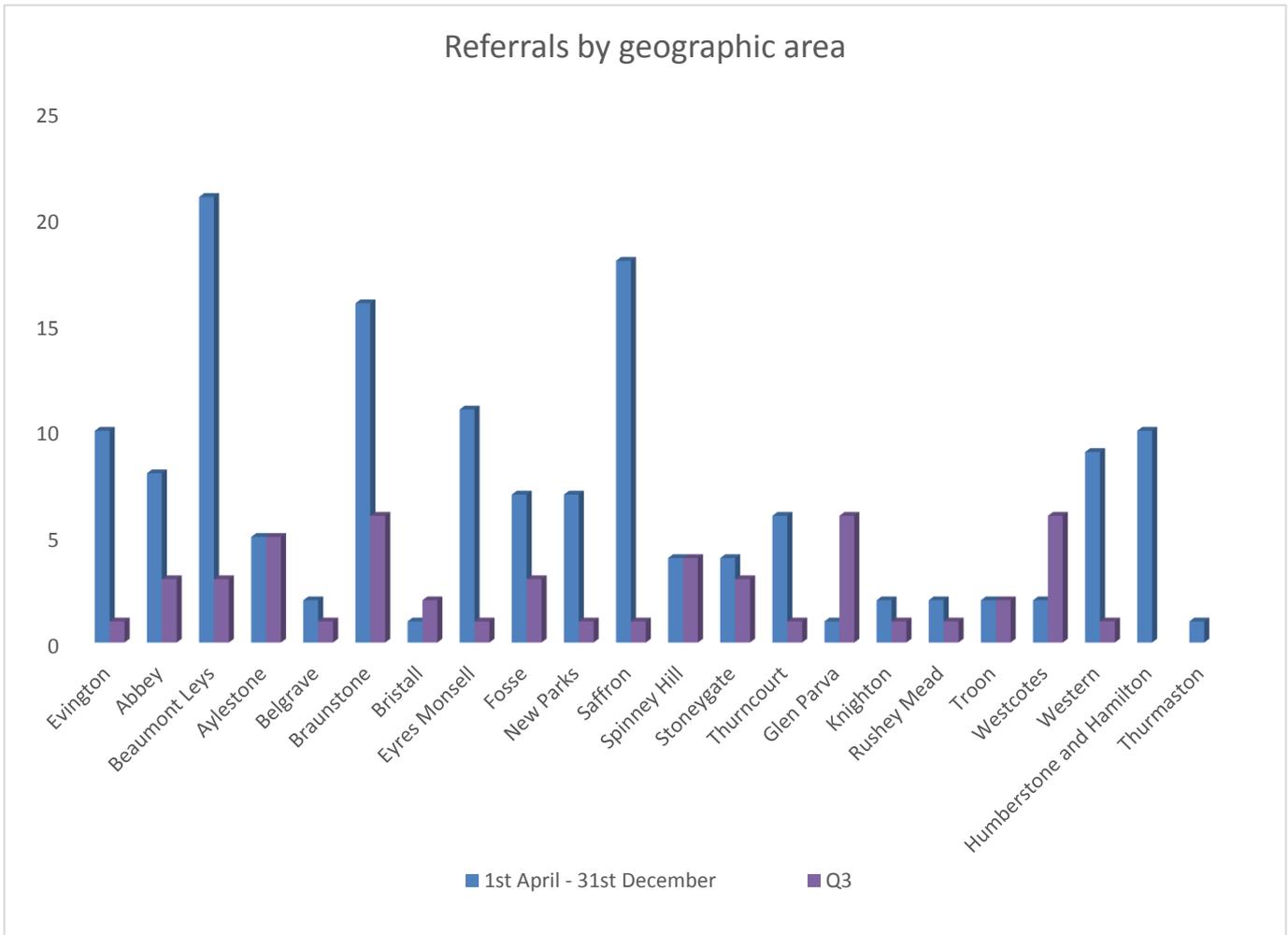


2.4 Graph shows the split between Community Resolutions and those referred for preventative intervention since 1<sup>st</sup> April 2020

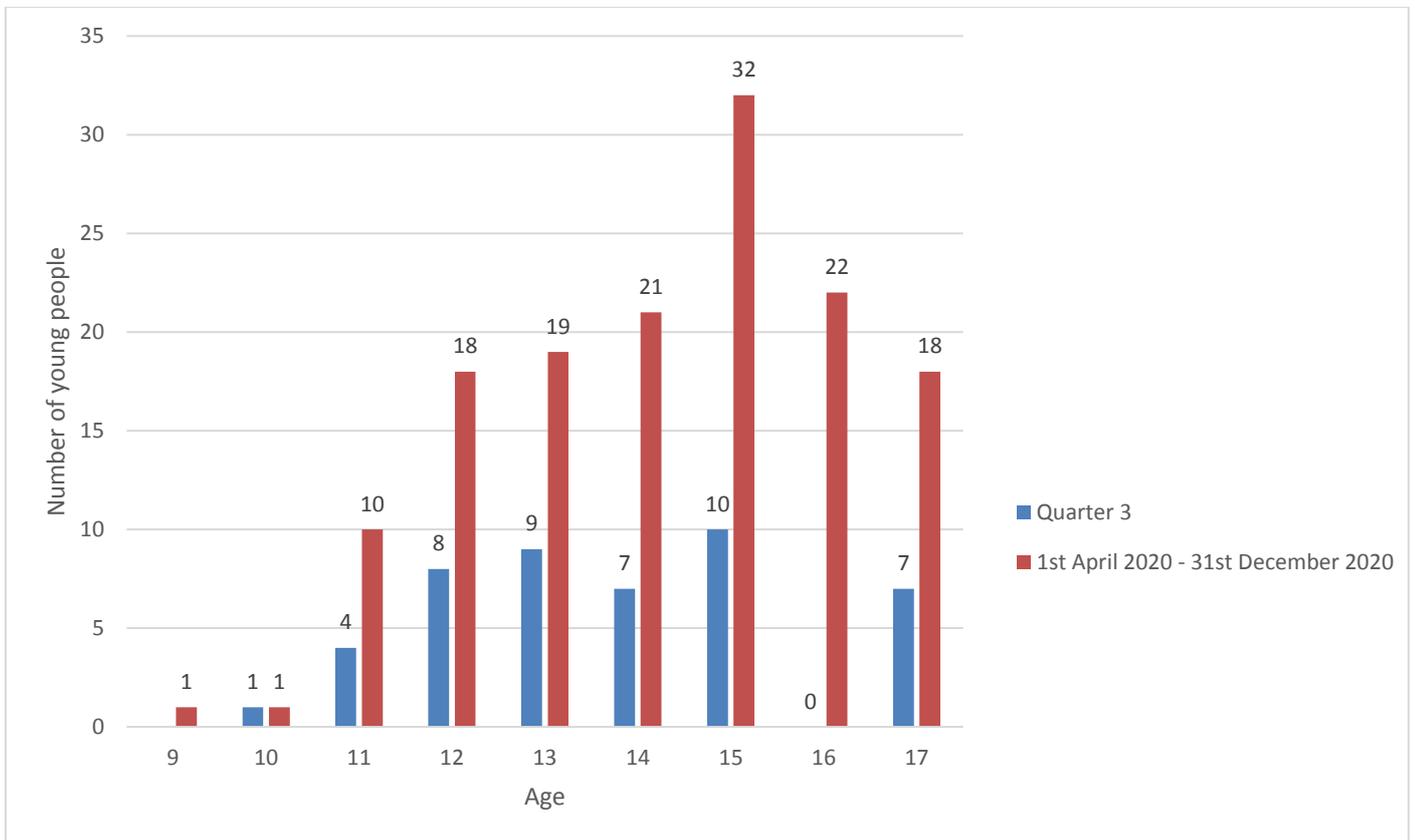
2.5 This quarter has continued to see a steady flow of referrals across the three referral pathways and whilst there is a small drop in the total referrals this quarter compared to quarter 2, quarter 2 showed an increase of 54% on quarter 1. The total number of police issued Community Resolutions receiving assessment since 1<sup>st</sup> April 2020 is 61, these are young people who would have previously not become known to the service unless they continued to offend.

2.6 Referrals for preventative intervention have been received from education providers, Case Managers of older siblings or associates of young people on statutory orders and CAMHS. However, most referrals, 60%, for preventative intervention are received from the Police and School Liaison Officers.

2.7 Young people referred to the programme come from a wide range of geographical areas of the city. However, it is of note that there are significantly more young people referred from the Beaumont Leys, Saffron, Braunstone and Eyres Monsell areas of the city.



2.8 There is also on-going monitoring of the ages of young people referred to the programme.



2.9 Graph shows the ages of young people referred this quarter and since 1<sup>st</sup> April 2020.

2.10 The graph shows that there's is a significant jump in the number of young people offending between the ages of 10 and 11, the transition years from primary to secondary school. This is an area that requires further analysis to understand if this is linked to the young person's experiences of the transition period. This quarter has also seen an increase in young people being refereed earlier, at ages 12 and 13 compared with previous quarters.

### 3. Interventions

3.1 All young people receive an assessment of individual needs taking account of personal and family circumstances, Substance use, education and offending. The assessment process also identifies strengths on which to develop including identifying strengths within the young person and family, and constructive use of leisure time. From this an intervention plan is created with the young person and family.

3.2 The average length of intervention is 12 weeks however; this is dependent on individual needs. Throughout intervention there is on-going review and assessment to ensure the level of intensity reflects the needs of the young person. It is important that it is proportionate to the assessed needs.

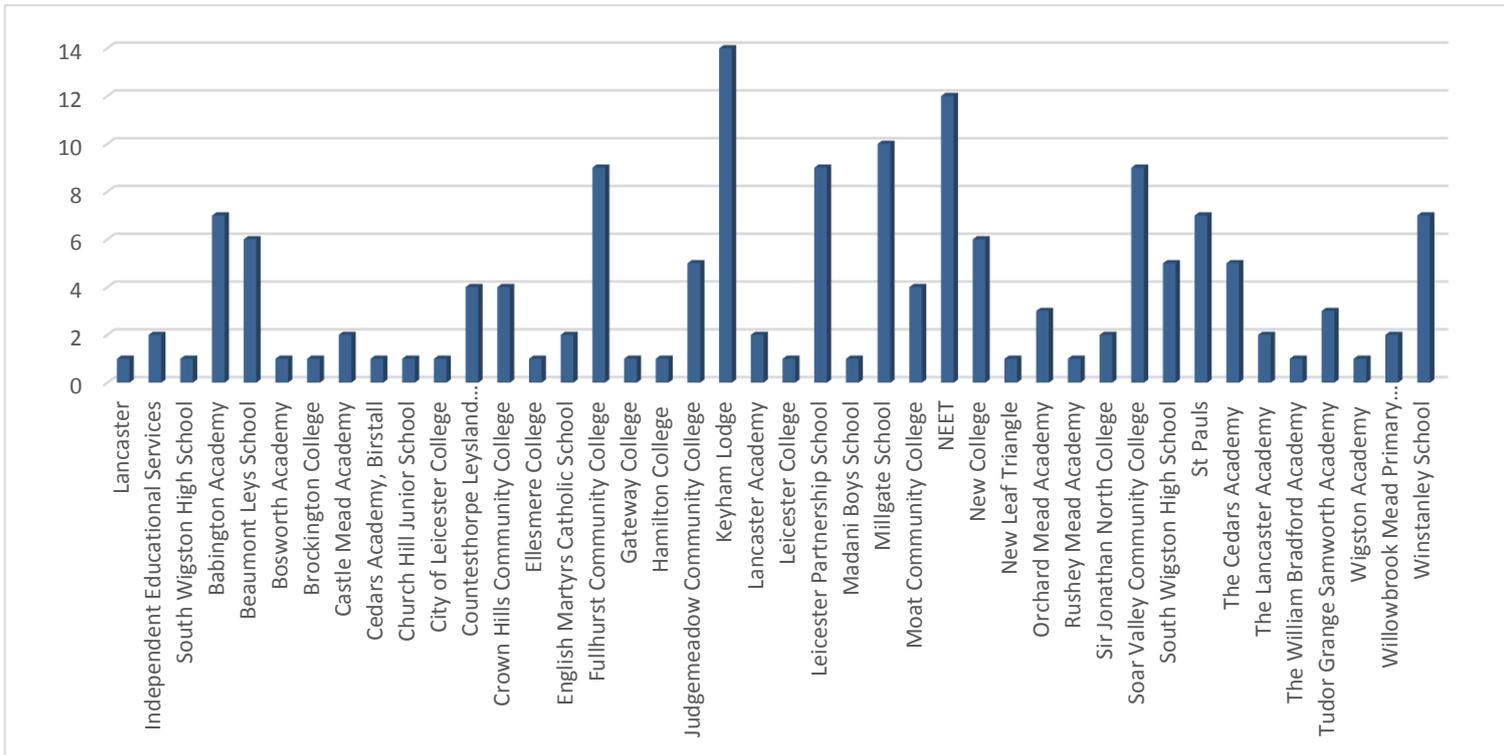
3.3 During the intervention the Prevention Officer and/or Youth Advocate will maintain a minimum of weekly contact with the parents/carers to ensure they are aware of progress and can support the intervention delivery. Additionally, parents and carers are asked for their views at the point of closure on how they experienced working with the team. Appendices 1 demonstrates the efforts that are made in engaging families during intervention.

3.4 Interventions have included peer pressure, consequential thinking, victim impact, consequences of carrying knives and substance use.

- 3.5 The team continues to engage with young people in creative ways including in their gardens whilst social distancing, making videos, phone sessions and meeting them in local parks. However, home visits are taking place, where appropriate, through careful risk assessments.
- 3.6 Three young people had the opportunity to discuss youth crime and the things that they believe would make a difference in their community with members of the Violence Reduction Network, VRN, and The Office for the Police and Crime Commissioner, OPCC. These included Willy Bach, The Police and Crime Commissioner, Grace Strong, Strategic Director of the VRN and Councillor Kirk Masters. One of the areas discussed was school, the young people felt that school did not tailor to individual learning needs but looked at students as a collective. They argued that in order to reduce youth crime, intervention needs to be implemented when young people enter secondary school as they believe that this is the time when a lot of young people 'choose their path' and mix with a wide range of young people from all over the city. The young people suggested having older role models who have been through similar experiences to them, possibly going into schools to talk to other young people about 'staying on the right track and staying in school'. The young people also discussed having positive role models in their community to talk to young people, someone who has been through the same experiences and had a similar upbringing to them. Rather than this be a one-off event but a regular meet up where the young people can share their struggles and maintain a relationship with these positive role models who would help remind them to make positive choices. Youth clubs and opening free accessible sports clubs were also discussed. The young people discussed the need to open more gyms and leisure centres within their community but centres in which they felt safe, therefore, appropriately staffed. The ideas by the young people were received well by all the members of the VRN and OPCC and they are keen to continue these sorts of discussions with young people. From the discussion, Councillor Kirk Masters was keen to plan a time where he could go to some of the communities and see the young people within their area and discuss options such as youth clubs and sports centres, to get a real sense of the community itself. Grace Strong suggested booking in another session with the young people once changes have been made to discuss and inform the young people of how their voices have made a real impact.

#### **4. Education**

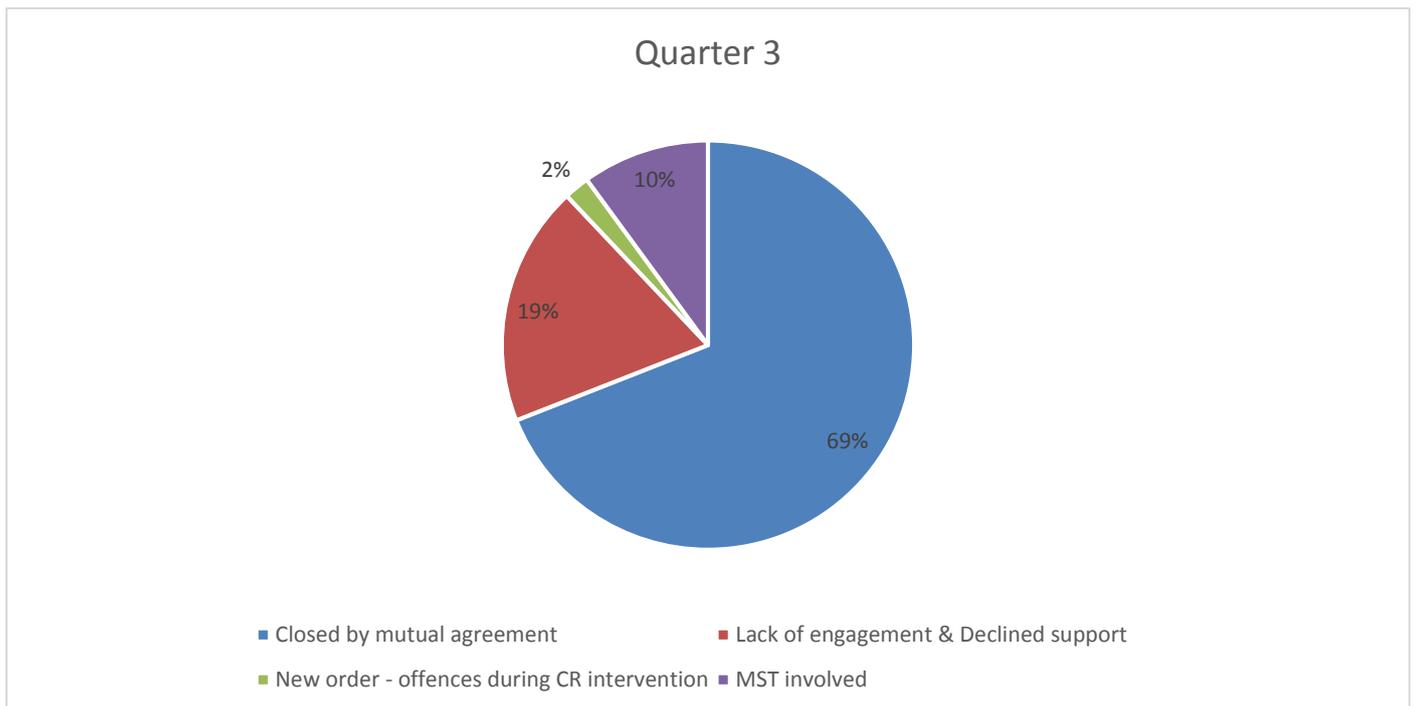
- 4.1 Education continues to be the focus of assessment and intervention and this quarter has seen greater links with the School Liaison Officer's, (SLO's). Forging positive links with the SLO's has led to them identifying young people at risk of becoming involved in criminality and referring them for preventative intervention.
- 4.2 The team continues to support parents and carers in keeping young people engaged in education during the pandemic, encouraging communication between education providers and parents and carers and ensuring young people have the equipment required to engage in virtual learning.



4.3 Graph shows the schools young people referred to the programme attend.

## 5. Closure data

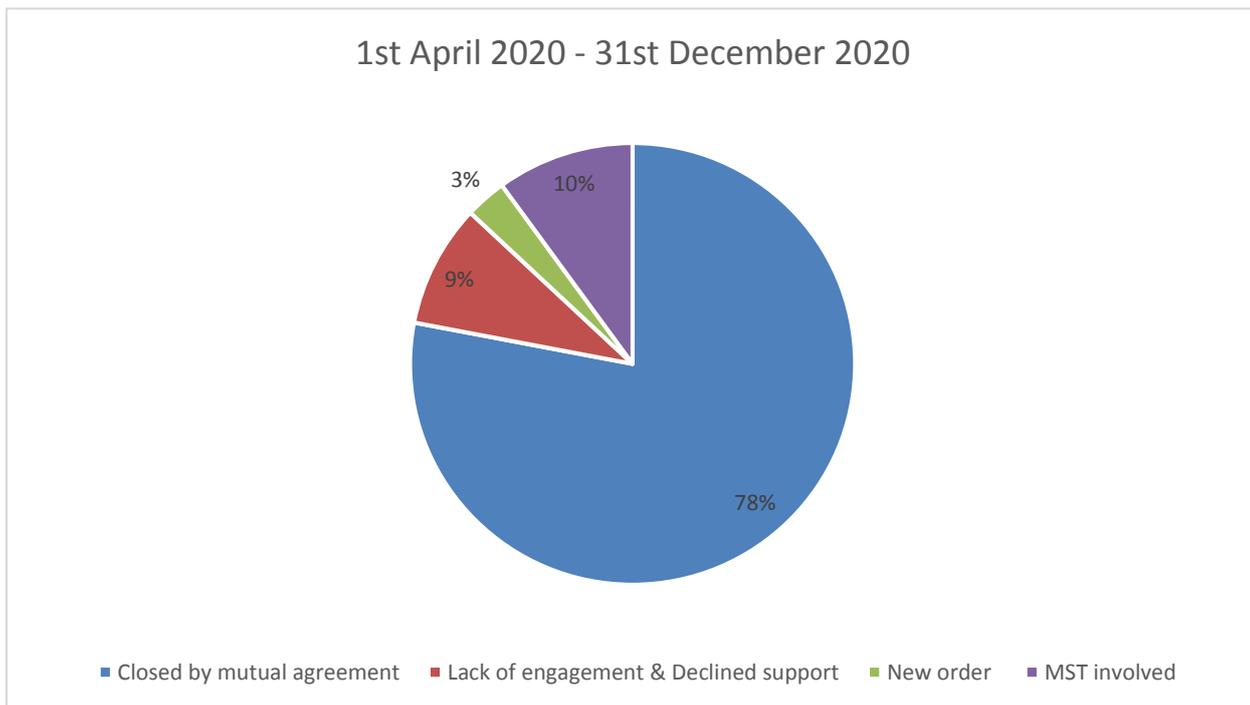
5.1 During this quarter 53 young people have been closed to the programme. This takes the total number of young people completing the programme since 1<sup>st</sup> April 2020 to 129 and 144 since the programme was established in November 2019.



5.2 Graph to show reasons for closure this quarter.

5.3 The 10% closed due to MST involvement represents 5 young people referred to the programme for intervention however were not able to be progressed due to MST involvement, these young people are closed and tracked to monitor further offending.

5.4 Considerable efforts are made to engage all young people, those young people closed unsuccessfully had an average of 9 weeks attempts by the Prevention Officer and Youth Advocate to engage them. It is of note that some of these young people had history of non-engagement with other services however, the Prevention Team will always attempt to engage all young people irrespective of previous engagement difficulties. As a voluntary programme there will be some young people that refuse to engage. The service will continue to strive for engagement by all young people and families.



5.5 Graph to shoe reasons for closure since 1<sup>st</sup> April 2020.

5.6 The programme continues to demonstrate strong performance. When taking in to account those that were closed due to MST involmnet and those receiving an alternative order, 88% were closed succesffuly by mutual agreement with the family.

## 6. Tracking data and evaluation

6.1 Each young person will have their progress monitored throughout intervention and at point of closure. This will also be monitored 3, 6, 9 and 12-months post closure to check on the sustainability and effectiveness of the intervention.

6.2 Offending continues to be monitored and tracked post intervention, this includes the number of offences prior to intervention, during intervention and at 3-monthly interviews post closure. The table below shows the number of young people who have been closed 3, 6 and 9 months and the number of offences committed pre-intervention, during intervention and post closure.

	Pre-intervention	During intervention
Number of young people	53	5
Number of offences	71	6

6.3 The table above shows the number of young people closed and being tracked this quarter.

	Pre-intervention	During intervention	3 months post closure	6 months post closure	9 months post closure
Number of young people	129	129	79	33	10
Number of young people who re-offended	N/A	7	1	0	1
Number of offences	181	14	1	0	2

6.4 The table above shows the number of young people being tracked who completed the programme since the 1<sup>st</sup> April 2020. It shows the number of young people hitting the 3, 6 and 9-month milestones post closure and the total number of young people who have been convicted and the number of offences committed.

6.5 The tracking of young people post intervention shows that the sustainability planning during intervention is having a huge effect on the number of young people that reoffend post closure. At the end of quarter 3, 79 young people had reached the 3-month post intervention point, with only 1 of these young people having offended post closure, (1.3%). It is of note that this young person did not engage in intervention despite the continuous efforts of the Prevention Officer and Youth Advocate to engage him. The data analysis completed prior to the programme being established showed that 29% of young people receiving a Community Resolution at the Out of Court Disposal panel reoffend within three months.

6.6 At 6 months post intervention, 33 young people, there were no offences committed by these young people post closure. Of the 10 young people reaching the 9 months post intervention, one young person had offended. This young person was closed due to non-engagement, he did not offend in the 6 months post closure but then received a Youth Conditional Caution for possession of cannabis. **In summary, no young person receiving an intervention, who has met the 3, 6 or 9-month post intervention milestone has reoffended during or post intervention.**

6.7 The tracking of offending post closure is crucial in the evaluation of the effectiveness of the programme. The data post intervention demonstrates the effectiveness of the sustainability planning and that the programme is working with young people and families to ensure they have the necessary skills and services in place at the end of intervention to sustain change.

## **7 Impact on First Time Entrants**

7.1 The team was established to have an impact upon the rate of FTE's which were higher than the regional and national averages and have been for some time. It is encouraging that such a huge reduction is being evidenced. This quarter has seen a further decrease in first time entrants, 22%, taking the reduction since 1<sup>st</sup> April 2020 to 53% year on year. The data shows that earlier intervention does reduce the numbers of young people entering the formal justice system and that earlier intervention is having a positive, sustainable outcome for young people.

7.2 The early identification and intervention through the Police issued Community Resolutions 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. Additionally, the team is working with Case Managers across the service to identify siblings of those young people on statutory orders and known associates who may be at risk of becoming involved in criminality. The case management and diversity panel is actively looking at siblings of the most serious offenders to ensure wrap around services are provided and timely referrals made.

## **11. Recommendations**

1. Continue monitoring and evaluating the effectiveness of the programme utilising CYPJS, police, education and social care records. This will also include evaluation jointly with the VRN.
2. Presentation to the Courts on what can be offered to young people pre formal justice processes to ensure only those young people are processed through the Courts where it is necessary. This also provides reassurance to the courts where cases are diverted through community resolutions processes.
3. Continue to promote awareness of the programme through presentations and networking across the Police, education, community sector and Youth Service.
4. Clear pathway in place that will continue to be promoted – Social Care, CCE hub for example and partnership meetings.
5. Community safety work and linking with community safety teams and School Liaison Officers.
6. Continue to work closely with the Police to identify young people most at risk becoming involved in criminality.
7. Working within primary school settings – the early data analysis identified young people who may have struggled during the transition year from primary to secondary school however were not identified as needing additional support. This work needs to be developed in partnership with education.
8. Serious youth violence – as mentioned previously in this report work is underway to identify siblings and associates of young people involved in offending. This work can be developed further by working closely with the Police, Social Care, Health, Probation, MAPPA and other partners to identify young people at risk of becoming involved in offending and serious youth violence and put appropriate interventions in place to divert young people away at the earliest opportunity.
9. Volunteer offer – the continued development of the use of volunteer mentors that will provide one to one support to young people in their communities. There are currently 4 volunteers attached to the team, this is planned to extend to 8 over the next 5 months.

10. To monitor the impact on the number of statutory cases open to the CYPJS. The expectation would be that over time there will be a reduction in court orders open to the service as a result of the Prevention team. This will lend itself to a further potential realignment of some resources as appropriate.

## Appendices 1

### Case study – Nikki

Nikki is a 14-year-old female living in the Saffron Lane area of Leicester City. She was referred to the Prevention Team in June following her being issued a Community Resolution by Police for a common assault on her Sister.

On meeting with Nikki and her nan, nan disclosed that to date they had already had involvement with edge of care service and social care etc prior to our involvement. At the time of the first contact with the family it was found that the 15 year old sister had been removed from the family home due to a domestic assault, and it became apparent that there were a number of complexities between nan and the siblings that were in her care. It was also found at the time of first meeting that Nikki had been arrested a few days previously for an assault on an emergency worker & a racially aggravated public order offence. This offence occurred during a period when Nikki was associating with another female, they were both often going missing from home together and presenting difficult behaviour when found by Police and returned home.

An assessment was completed to identify the areas of intervention. Interventions focused on the consequences of her behaviour, missing from home and peer pressure as it was identified that Nikki was mostly being influenced by negative peers.

During intervention there were several concerns identified relating to emotional and relationship issues within the family setting. The Prevention Officer and Advocate were able to work with Nan to try to address some of these issues and this has had a very positive effect on her relationship with Nikki. This work has been enhanced by the work completed directly with Nikki by the Advocate. This combined work has helped to inform Social Care who were seeking Interim Care Order for Nikki, this may now change to a Supervision Order.

The specific work completed includes interventions focused on exploring negative and positive peers as most of the behaviour was peer-influenced. Through these interventions there were opportunities to reflect upon events which had occurred and by weighing up the pros and cons Nikki was able to realise her actions were not doing her any good but rather getting herself in further trouble with the police, as well as having a negative impact on her relationship with her nan. There were also opportunities to come up with strategies to deal with her moods and anger, Nikki was able to find ways which allowed her to release her emotions without getting physical at home or outside of the home. One strategy that works for her was taking time out when she finds herself getting frustrated and hot. She would take time out in her bedroom and listen to music. This helped Nikki to process her feelings and take time away from nan to digest her thoughts. Since using this strategy both nan and Nikki have had fewer disagreements and their overall relationship has been a lot more understanding and transparent.

Nikki has learnt a lot through our interventions, from respecting other people's property to focusing on her future and wanting the best for herself and nan. The interventions have helped change her attitudes and outlook on life. She has focused on her future as well; she has taken part in external activities such as work experience at school which she received excellent feedback from. Nikki also got involved in speaking with the Police and Crime Commissioner during a virtual meet to obtain the views of young people.

Since June, there has been a huge change in nans and Nikki's relationship, from nan wanting her out of her house to a strong and loving relationship between them, they now spend time together playing board games, the Wii and will cook dinner together. Nikki now has a chart where she can write all the positive things she has done with nan or on her own. This gives her satisfaction, as she enjoyed writing her completed jobs on this chart and nan was able to praise her on her efforts around the house.

Our last intervention session focused on self-reflection with both nan and Nikki. A sustainability plan was created which looked back at different scenarios both nan and Nikki found themselves in prior to intervention, such as stealing money from nan, using nans phone to call the emergency services, disrespecting nans property/home, interacting with negative influences and so on. The sustainability plan had two columns, one

labelled 'what I did' and one labelled 'what I would do now'. All of Nikki's answers and self-reflection illustrated the matured attitude she had gained. She recognised the consequences of her behaviours and how this not only impacted her but also her nan. Nikki has shown massive progress since working with her and our work has helped stabilise her behaviour.

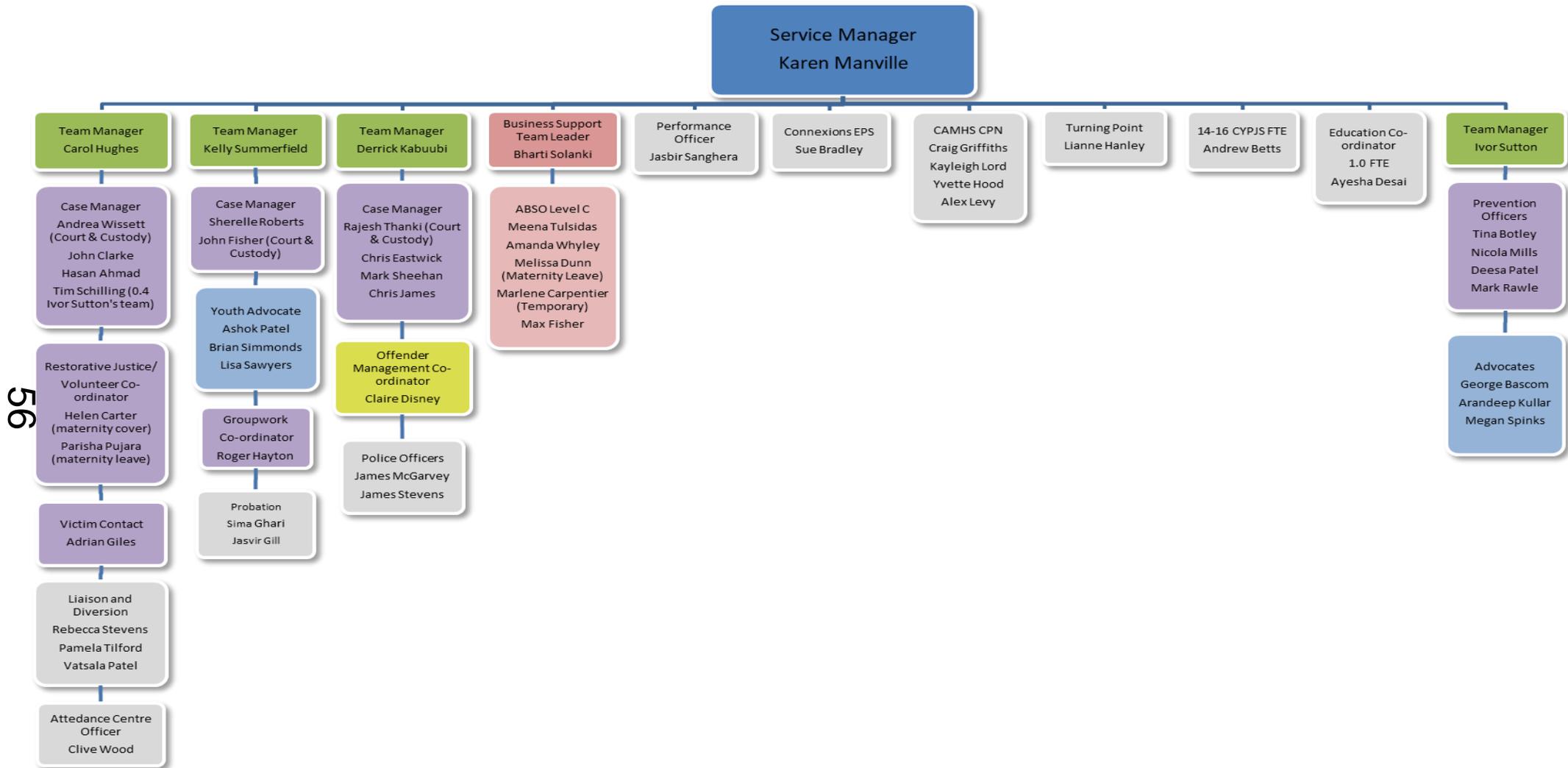
Following the amazing progress that had been made the Team Manager called Nikki's nan to thank her for her support and congratulate her on the progress that had been made. She was pleased with the progress Nikki had made and the service she had received from the Prevention Team.

**Appendix Five - CYPJS BUDGET 2021-22 - Replace 20-21 below with 21-22 from Jess**

<b>YJ Plan 2020-21 Appendix 2</b>			
<b>YOS Budget 2020/21</b>			
<b>Agency</b>	<b>Staffing Costs (£)</b>		
Local Authority (LCC)	1,246,800		
Police Service	111,000		
National Probation Service	98,500		
Health Service	51,000		
<b>Total Employee Costs</b>	<b>1,507,300</b>		
Running Costs	165,992		
<b>Total Costs</b>	<b>1,673,292</b>		
<b>External Funding /Contributions</b>			
Local Authority (LCC)	(576,775)		
Police Service - Direct Costs	(111,000)		
Police Service - Contribution	(107,600)		
National Probation Service - Direct Costs	(98,500)		
National Probation Service - Contribution	(10,000)		
Health Service - Direct Costs	(51,000)		
Health Service - Contribution	(57,100)		
YJB Good Practice Grant	(661,317)		
<b>Total Income</b>	<b>(1,673,292)</b>		
<b>Notes</b>			
Direct Costs - Employee Costs incurred by Agency			
Contribution - Income received by LCC from Agency			

N.b This is based on the assumption of same levels of funding being provided.

## Appendix Six- CYPJS Structure Chart – accurate as of January 2021



## Appendix Seven: Which Way Programme Evaluation –

### Leicester Children and Young People’s Justice Service (CYPJS), ‘Which Way’ Evaluation

October – December 2020

#### 1. Background Information

- 1.1 ‘Which Way’ is a structured programme, designed to respond specifically to the nationally recognised issue of young people being criminally exploited, engagement in county lines activity and involvement in serious youth violence which so often accompanies the. The programme caters for those young people that are assessed as entrenched in criminal activity of this nature and for those who are deemed ‘at risk’ of becoming involved.
- 1.2 At the time of writing, face to face groupwork has been suspended for a third time as a result of the National Lockdown imposed in January 2021, in response to COVID-19. Following the initial suspension of all face to face groupwork during the first lockdown and subsequent further lockdown for Leicester City, the programme was able to resume in October 2020. ‘Cohort five’ commenced on the 7<sup>th</sup> October 2020 with five young people attending the first session, out of a total of seven young people referred. Five of the seven sessions planned for the programme were delivered before the current suspension was put in place. The remaining two sessions were delivered in work-pack formats to individual participants.

#### 2. Programme Aims & Delivery

2.1 The aims, objectives and anticipated outcomes of individual sessions remain the same and are as follows:

- a) To have an increased awareness of the risks of carrying knives and being part of a criminal ‘gang’ – Session 1: ‘Gangs and Knives’.
- b) To have an increased understanding of how young people are exploited through ‘County Lines’ and implications for young people – Session 2: ‘County Lines’.
- c) To have an increased understanding of the issues that victims of crime deal with and to explore the links between being a victim of crime and a perpetrator of crime – Session 3: ‘Victims’.
- d) To be at a reduced risk of being injured by knives - Session 4: ‘Street Doctors’.
- e) To have an increased understanding and ability to manage difficult emotions and understand their origins – Session 5: ‘Adverse Childhood Experiences’ (ACE’s).
- f) To have an increased and realistic understanding of a custodial environment and to explore how to transition successfully from custody to the community – Session 6 – ‘Custody and Futures’.

2.2 Similarly, there has been no change to the overall aims, objectives and anticipated outcomes of the programme which remain as:

- a) increase knowledge and identify strategies to avoid problematic situations in relation to serious youth violence and exploitation
- b) reduce risk taking behaviours
- c) offer young people alternatives to offending and pro-social choices
- d) explore the consequences of violent crime both individually and for the community
- e) Create options and goals for the future
- f) encourage young people to avoid negative influences.

2.3 Evaluation of the programme continues to require young people to complete pre and post-session questionnaires that record their knowledge in relation to the session content. A post-programme questionnaire has now also been devised for case managers to complete with their young people

following the conclusion of the programme. The aim of this is to elicit qualitative information to compliment the quantitative information that is gained from the pre and post-programme questionnaires. The use of this questionnaire will be piloted with 'Cohort five'.

### 3. Referrals & Attendance

3.1 Six males and one female were referred to Cohort five which commenced on the 7<sup>th</sup> October 2020. Six referrals came directly from CYPJS and one from the Youth Service. All referrals were accepted, and five young people attended the first session. Given the climate in which the group was operating. i.e COVID – 19, under tier 4 rules, five young people attending the first session was deemed to be successful. Whilst there was some fluctuation in attendance over the subsequent four sessions, overall, a good level of attendance was maintained. Three young people attended the second session, four attended the third and five young people engaged with sessions four and five, prior to the programme's suspension.

3.2 The only female referred, attended four of the five sessions that were delivered as groupwork. This is significant, as arguably demonstrates that the programme material is both suitable for males and females and evidences the skill of the group-work co-ordinator in creating an environment in which the only female participant felt comfortable to attend. All five young people received work-packs to complete individually for the remaining two sessions and will be issued with the new post-programme evaluation questionnaire, after a follow up is completed by the coordinator.

### 4. Group-work development in response to COVID-19

4.1 With the current suspension of the programme being delivered face to face, the focus of the Group-work co-ordinator will once again shift to the delivery of the programme on a targeted one to one basis for cohort six. The Groupwork co-ordinator is in a stronger position to facilitate this, as following the suspension of the programme on the first occasion, staff were instructed to continue to refer to the group-work co-ordinator so that the programme could be delivered in a bespoke manner on a one to one basis and to those who were assessed as unsuitable for a group setting. Sessions were subsequently adapted to incorporate more social media resources, so that a young person could access this resource in their own time with follow up discussion in a subsequent session from the Groupwork co-ordinator.

4.2 There will likely be some variation in how the programme is delivered to young people during the period of a National Lockdown. Programme delivery will also need to reflect the current position of CYPJS which is that contact with young people will default to 'virtual', with face to face contact permitted only where virtual contact is not appropriate. The programme will continue to accept referrals. However, 1:1 targeted face to face delivery can be completed with young people who are unable to engage in other ways, in Covid secure buildings. This will be agreed in consultation with management.

4.3 Much of the development around groupwork over the last quarter has been in response to COVID-19 and ensuring that the programme is COVID-safe, so that young people feel confident in attending and parents/cares have reassurance that it is safe to do so. Subsequently a 'Group-work COVID-19 screening checklist', to check the health status of young people prior to attendance, was created and utilised by the Group-work co-ordinator for every young person prior to their engagement in each session. This facilitated a 'Track and Trace' process, as the emergence of any COVID-19 symptoms were monitored on a weekly basis. A letter was provided to the parents and carers of young people attending the group, outlining the measures that have been put in place to ensure the safety of staff and young people for the duration of the programme as a means of providing reassurance to all. It had to be acknowledged that for some young people and parents and carers, the prospect of attending groups in the current climate was one that created anxiety.

4.4 A decision was made to cap the capacity of the group at six, in response to COVID-19 and to ensure that social distancing can comfortably be applied in the venue. The Groupwork co-ordinator also carried out home visits to those referred, as an additional measure, to promote compliance with the programme and provide an opportunity to parents/carers and young people to ask any questions prior to the group starting.

- 4.5 The 71.43 % attendance rate for the first session is testament to the value of the additional preparatory work that took place and arguably a significant contributory factor to maintaining a good level of attendance throughout the programme. These measures will continue to be implemented once Group-work can re-commence.
- 4.6 As a result of COVID-19, CYPJS lost access to the original venue from which the programme was originally run. Pedestrian, a City Centre venue is the new location from which delivery of the programmes will commence in the future.
- 4.7 Historically, the Which Way programme was originally delivered over six sessions. Prior to the commencement of Cohort Five, a decision was made to add an additional session to the start of the programme which would act as an 'enhanced induction'. This was to reflect the increased time it was anticipated would be needed to cover general groupwork 'ground rules' but also the additional health and safety measures put in place in response to COVID-19. It was hoped that the session would also allow attendees the opportunity to 'ease' themselves into being in a groupwork environment given that a lot of young people were likely to have been out of an education setting for a significant period, given the Lockdown. The session will continue to be included in future programmes that are delivered as groupwork.
- 4.8 CYPJS continue to work in partnership with the Youth Service, with a Youth Service staff member available to help with the delivery of face to face group work when this is allowed once more. The Youth Service have an existing forum on Facebook that can potentially be utilised as a platform to run the programme virtually and this will now be explored quickly as an additional means of virtual delivery during the current Lockdown period.

## 5. Other programme Development:

- 5.1 Attracting and sustaining 'voluntary' engagement with a programme is not without challenge and this continues to be an ongoing area of development in terms of how to promote engagement from the voluntary cohorts. This has further been exacerbated by COVID-19 which has increased anxieties about coming together in groups. It is of note that only one referral was received from the Youth Service for the current cohort.
- 5.2 It remains even more important than ever to promote the 'Which Way' programme within school arena's and other youth voluntary sectors to encourage referrals for the prevention cohort. Referrals from schools during the National Lockdown ceased with the closure of schools and didn't gain momentum with the re-opening of schools. There is also a need to increase referrals from the CYPJS Prevention and Community Resolutions team, where a reasonable number of referrals have come from for past cohorts. When schools re-open a concerted advertising campaign will need to take place to promote the programme.
- 5.3 Work continues to engage young people in the co-production of future group work sessions. The introduction of a post-programme questionnaire for participants to elicit qualitative data should serve to strengthen the voice of the young person in the future development of the programme. The group-work co-ordinator has previously met with a young person and sought his views on the overall approach of the programme and sessions were amended to reflect feedback from this young person. During the last quarter, the Group-work co-ordinator has been in communication with the custodial estate and they have jointly identified a young person to 'consult' on some of the programme sessions and this will form part of their resettlement work when they are released into the community. The long-term goal remains to identify a young person that can potentially support the delivery of some sessions of the programme. The co-ordinator is also a champion for participation within the service and trained in the Lundy model of participation.
- 5.4 The service is now running an Induction group work session, which provides a far more detailed exploration and understanding of the work of the service, including its' various interventions. Groupwork and what it entails is included in the session, thus promoting a greater understanding of the Groupwork

offer to young people, including the Which Way programme. The induction groupwork session is aimed at both parents and carers and should foster a better understanding of CYPJS Groupwork programmes from the very start of contact with CYPJS. This will be delivered virtually during the latest lockdown.

5.5 The service has recently undertaken training on Child Criminal Exploitation (CCE) which explored the latest research, effective practice and social media resources in relation to this issue. The Groupwork Co-ordinator will be revising the 'County Lines' session to ensure that it reflects the latest and most effective means of engaging young people on this topic, as identified in the training.

## 6. Summary

6.1 A consistent outcome across all the cohorts to date is the improvements in knowledge recorded post-session. This continues to support the fact that the key aims and objectives of the programme are being met with clear evidence of improvements in the awareness and understanding of participants. The increase in knowledge noted for individual young people suggests that the content of sessions is pitched appropriately and is responsive to the diverse needs and learning styles of the cohort. This has been further endorsed by the views of the young people who have been consulted on the programme.

6.2 The programme has maintained an evening slot as this does not appear to be a barrier to attendance. This does not conflict with any educational commitments of the cohort. Despite a further change in venue, the location remains centrally located and is therefore easily accessible. Once group work can be delivered again this approach will be maintained.

6.3 Attracting referrals for the voluntary cohort is re-prioritised as an area for development given the lack of referrals for this cohort this time around. The Group-work co-ordinator will re-focus efforts to engage the prevention sector in the next quarter and will be attending team meetings and group supervisions with the CYPJS Prevention Team. The provision of a virtual programme in the programme may facilitate improved engagement from the voluntary cohort as this will potentially be able to be accessed at the convenience of the young person. In addition, targeted 1:1 sessions can be offered where it is deemed appropriate.

6.4 Management observations of the programme will take place as part of the CYPJS commitment to quality assuring the delivery of interventions to young people. Amendments have been made to the content of sessions as a direct result of feedback from previous observations. For virtual sessions, this will involve the quality assurance of any pre-recorded sessions prior to their availability on social media platforms when this is progressed as a way forward.

## 7. Recommendations

7.1 COVID-19 has and continues to present a challenge to the delivery of the 'Which Way' programme'. However, with appropriate measures in place, the programme can again be run in a COVID secure format once the National Lockdown is lifted and currently through a variety of means already mentioned. Attendance for Cohort five surpassed expectations given the current climate and it is hoped that when Groupwork can again resume, the additional safety measures in place will promote the confidence of young people to engage and parents and carers to support this.

7.2 The programme will continue to run, when it resumes, at the Pedestrian venue in the city centre on Wednesday evenings from 5 – 7pm. It will continue to be delivered on a rolling 7-week model, with a two-week interval between programmes to allow for data collection and to practically apply any learning from the previous programme to future programmes.

7.3 The quantitative data collated through the pre and post session knowledge scores will continue to be collated but will be supplemented by qualitative data collection via the post-programme questionnaires. For statutory cohorts, case managers will be asked to complete this with their young people following

the conclusion of the programme. This will provide young people with the opportunity to reflect openly and honestly about their experience of the programme. For voluntary cohorts, a trusted professional or parents and carers will be encouraged to support young people with the completion of the questionnaire. This will provide a 'narrative' to support the quantitative data provided by the knowledge scores and reflect service development as part of the wider CYPJS participation agenda.

7.4 Voluntary and statutory cohorts will continue to be 'tracked' for a minimum of 6 months by the CYPJS, post programme completion, to monitor recidivism rates. The Performance officer is currently in the process of collating information on recidivism rates for all young people that have engaged with the programme to date. This will be made available for the next report and all reports thereafter.

7.5 Accreditation of the programme in the form of Assessment and Qualifications Alliance (AQA) awards will continue to be available to all young people attending sessions and remain available for stand-alone sessions. This information will be reported on in future reports to show how many young people have achieved AQA's.

7.6 Securing referrals from our community prevention team continues to be a priority area. There has been clear progress in relation to this with most referrals for Cohort three having been generated by this team, albeit a reduction in referrals for Cohorts four and five. The Prevention and Community Resolution team continues to develop and the links between this team and the 'Which Way' programme will be an ongoing area of development.

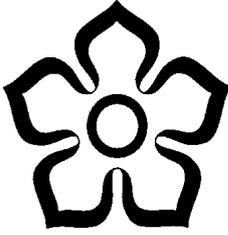
7.7 The low number of referrals from the Youth Service continues to be a challenge. We will be further exploring how the representative from the Youth Service who supports the delivery of the programme can best utilise his role to help promote greater engagement from the Youth Service and identification of appropriate referrals. The team manager overseeing the Groupwork co-ordinator role has met with a senior youth worker to progress the issue and will continue to do so to raise the profile of the programme at a senior level.

7.8 The need for contingency planning in response to COVID-19 remains a key priority and the virtual delivery of the Which Way programme is the key focus for the Groupwork co-ordinator at the start of 2021.

Kelly Summerfield  
Team Manager – Children and Young people's Justice Service.  
January 2021.



# Item 9 (A)



Leicester  
City Council

**WARDS AFFECTED:**  
ALL

## **FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:**

**Audit and Risk Committee**

**21<sup>st</sup> July 2021**

**Council**

**30 September 2021**

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**Report of the Audit and Risk Committee to Council**

**covering the municipal years 2019/20 and 2020/21**

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### **Report of the Deputy Director of Finance**

#### **1 PURPOSE OF REPORT**

- 1.1 To present to the Council the report of the Audit and Risk Committee setting out the Committee's achievements over the municipal years 2019/20 and 2020/21.
- 1.2 This report was presented to the Committee for approval at its meeting on 21<sup>st</sup> July 2021.

#### **2 RECOMMENDATIONS**

- 2.1 Audit and Risk Committee is recommended to approve this report for submission to the Council.
- 2.2 Council is recommended to receive this report.

#### **3 SUMMARY**

- 3.1 The Committee's terms of reference approved by Council require the submission of an annual report on its activities, conduct, business and effectiveness. Moreover, the CIPFA\* guidance on Audit Committees states that the audit committee should be held to account on a regular basis by Council, and that the preparation of an annual report can be helpful in this regard. (\* CIPFA – the Chartered Institute of Public Finance and Accountancy)
- 3.2 The 2019/20 report was approved by the Committee in September 2020, however, owing to the pandemic restrictions was not presented to Council. The 2020/21 report has now also become due, so the opportunity has been taken

to produce this new report covering both 2019/20 and 2020/21. Following the Committee's approval, this will proceed to Council.

- 3.3 The Audit and Risk Committee considered a wide range of business in fulfilment of its central role as part of the Council's system of corporate governance, risk management, fraud and internal control. It conducted its business in an appropriate manner through a programme of meetings and fulfilled the expectations placed upon it.

## **4 REPORT**

- 4.1 The Committee's terms of reference are regularly reviewed. They formally confer upon it the role of 'the board' for the purposes of the *Public Sector Internal Audit Standards*, (the mandatory elements of the Institute of Internal Auditors' International Professional Practices Framework, interpreted and adopted for local government by CIPFA) as the recognised professional standards for local authority internal audit. Updated terms of reference were considered by the Committee in March 2021, and subsequently approved by Council to take effect for the 2021/22 municipal year.
- 4.2 During the municipal year 2019/20, the Committee met on four occasions. The fifth meeting of the year was cancelled due to the Covid-19 pandemic. In 2020/21, the Committee met five times, all meetings being online due to the pandemic. All meetings were properly constituted and quorate. The Committee's terms of reference required it to meet at least three times a year (the new terms of reference stipulate not less than four times). The Deputy Director of Finance and Leicestershire County Council's Head of Internal Audit and Assurance Service attended meetings of the Committee. In addition, and in the interests of providing the full range of legal, constitutional and financial advice and expertise, the Committee was supported by the Director of Finance and the City Barrister & Head of Standards or their representatives.
- 4.3 CIPFA has a publication *Audit Committees – Practical Guidance for Local Authorities*, providing guidance on function and operation of audit committees. The position statement within the guidance, notes "*audit committees are a key component of an authority's governance framework. Their function is to provide an independent and high-level resource to support good governance and strong public financial management.*"
- 4.4 Further to this it notes the purpose of the governance committee is to provide those charged with governance independent assurance of the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting and governance processes.
- 4.5 It is considered that Audit and Risk Committee met the requirements for an effective Audit Committee. In summary the reasons for this are:
- The Committee meets regularly, and its chair and membership are sufficiently independent of other functions in the Council. Meetings are conducted constructively and are free and open and are not subject to political influences;

- The Committee's terms of reference provide a sufficient spread of responsibilities covering internal and external audit, risk management and governance;
- The Committee plays a sufficient role in the management of Internal Audit, including approval of the audit plan, review of Internal Audit's performance and the outcomes of audit work and management's response to that; and
- The Committee received reports from Grant Thornton as the Council's external auditor and maintains an overview of the external audit process including the fees charged.

4.6 However, it is acknowledged that Committee members need suitable training. Arrangements continue to be made to provide training on a relevant topic immediately before meetings of the Committee. The Committee is subject, of course, to some turnover of membership each municipal year, an inevitable consequence of the political environment in a local authority. Should this happen, training for new members is offered.

4.7 The Committee has continued to make an important contribution to the effectiveness of the City Council's internal control and corporate governance frameworks. It is a central component of the Council's system of internal control. The key outcomes from the Committee's work included:

#### 4.8.1. Internal Audit

- The Committee considered the Internal Audit annual plans and monitored delivery and outcomes during the year. The Committee also received the Internal Audit annual reports and opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and control.
- The Committee reserves the right to summon relevant officers to attend its meetings to discuss in more depth specific issues raised by Internal Audit reports. This has helped to maintain the profile of the Committee and its role in promoting adherence to procedures and improved internal control.

#### 4.8.2 Counter-Fraud

- The Committee maintained an effective overview of the Council's measures to combat fraud and financial irregularity. Specifically, the Committee:
  - Considered counter-fraud reports, which brought together the various strands of counter-fraud work with data on the various types of work carried out by the teams involved.
  - Reviewed and supported the Council's participation in the National Fraud Initiative.

#### 4.8.3 External Audit

- The Committee considered the external auditor's plans and progress and the outcomes of this work, with particular reference to the annual audit of the Council's statutory financial statements.

#### 4.8.4 Risk Management

- The Committee maintained a regular overview of the risk management arrangements. This included the Council's strategic and operational risk registers, 'horizon-scanning' for potential emerging risks to the Council and its services, together with the Risk Management Strategy and Policy and Corporate Business Continuity Management Strategy.

#### 4.8.5 Corporate Governance

- The Committee fulfilled the responsibilities of 'the board' for the purposes of the City Council's conformance to the *Public Sector Internal Audit Standards* in terms of overseeing the Council's arrangements for audit, the management of risk and the corporate governance assurance framework.
- The Committee maintained its oversight of the Council's corporate governance arrangements. The Council's updated assurance framework, which maps out the process for collating the various sources of assurance and preparing the Council's statutory Annual Governance Statement, was reviewed and approved by the Committee.
- The Committee approved the Annual Governance Statements for 2018/19 and 2019/20.
- This annual report to Council is part of the governance arrangements, through giving a summary of the Committee's work and contribution to the good governance of the City Council and demonstrating the associated accountability.

#### 4.8.6 Financial reporting

- The Committee received and approved the Council's statutory Statement of Accounts for 2018/19 and 2019/20 and associated external audit reports. It approved the Council's letters of representation, by means of which the City Council gives assurance to the external auditor; there were no significant items that were not reflected in the Council's accounting statements.
- The external auditor's Annual Governance Reports were issued to the Committee as 'those charged with governance' and considered accordingly. In these reports, the auditor confirmed that his audit opinion on the Council's financial statements would be 'unqualified'.

#### 4.8.7 Other Work

- During the years the Committee also received updates and reports on the following areas:
  - Insurance
  - Corporate complaints
  - Procurement
  - Developments in Audit & Governance

### 5. **Conclusions**

- 5.1 The Committee fulfilled all of the requirements of its terms of reference and the good practice guidance issued by CIPFA.
- 5.2 It is the view of the Chief Operating Officer (the s151 officer) that the Audit & Risk Committee made a significant contribution to the good governance of the City Council. Through its work, it has reinforced the Council's systems of internal control and internal audit and has given valuable support to the arrangements for corporate governance, legal compliance and the management of risk.
- 5.3 Each year, following any changes in membership, there is a need to support members with relevant training and briefings on technically complex subjects, particularly in the context of the governance of a large local authority and especially during a period of continued financial stringency and change. The effectiveness of the Committee is enhanced by having members who have sufficient expertise and experience, attributes which benefit from some continuity of membership.

### 6. **FINANCIAL, LEGAL AND OTHER IMPLICATIONS**

#### 6.1 **Financial Implications**

An adequate and effective Audit & Risk Committee is a central component in the governance and assurance processes intended to help ensure that the Council operates efficiently, cost effectively and with integrity. Its support for the processes of audit and internal control will help the Council as it continues to face the financially challenging times.

*Colin Sharpe, Deputy Director of Finance, ext. 37 4081*

#### 6.2 **Legal Implications**

The Audit & Risk Committee aids the fulfilment by the Council of its statutory responsibilities under the Accounts and Audit Regulations 2015 by considering the findings of a review of the effectiveness of the Council's system of internal control. It is an important part of the way in which the duties of the responsible financial officer under s151 of the Local Government Act 1972 are met.

*Kamal Adatia, City Barrister & Head of Standards, x37 1401*

## 7. Other Implications

<b>OTHER IMPLICATIONS</b>	<b>YES/NO</b>	<b>Paragraph references within supporting information</b>
Equal Opportunities	No	
Policy	No	
Sustainable and Environmental	No	
Climate Change	No	
Crime and Disorder	Yes	4.8.2 – references to fraud and corruption
Human Rights Act	No	
Elderly/People on Low Income	No	
Corporate Parenting	No	
Health Inequalities	No	
Risk Management	Yes	The whole report concerns the audit, risk management and governance process, a main purpose of which is to give assurance to Directors and this Committee that risks are being properly identified and managed appropriately by the business.

## 8. BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972

Agendas and Minutes of the Audit & Risk Committee meetings

### REPORT AUTHOR

Colin Sharpe, Deputy Director of Finance