

Leicester  
City Council

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

14 February 2023

Sir or Madam

I hereby summon you to a meeting of the LEICESTER CITY COUNCIL to be held at the Town Hall, on WEDNESDAY, 22 FEBRUARY 2023 at SIX PM OR ON RISING OF THE BUDGET COUNCIL MEETING WHICHEVER IS THE LATER, for the business hereunder mentioned.

**Monitoring Officer**

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**AGENDA**  
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**AUDIO STREAM OF MEETING**

A live audio stream of the meeting can be heard on the following link:

<https://www.youtube.com/@leicestercitycouncildemocr5339>

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

### 3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 24 November 2022 are available to view at:

[Agenda for Council on Thursday, 24 November 2022, 5:00 pm \(leicester.gov.uk\)](#)

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) **APPOINTMENT OF DEPUTY ELECTORAL REGISTRATION OFFICERS** **Item 7 A**
- b) **PAY POLICY STATEMENT AND 2023/24 AND GENDER PAY GAP REPORT 2022** **Item 7 B**
- c) **YOUTH JUSTICE PLAN** **Item 7 C**

**Note:** The 12 Appendices to the Youth Justice Plan are not published with the agenda but are available to view at the following link

[Agenda for Council on Wednesday, 22 February 2023, 6:00 pm \(leicester.gov.uk\)](#)

### 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. NOTICES OF MOTION

### a) SAMWORTH BROTHERS

Proposed by Councillor Kitterick, seconded by Councillor O'Donnell that:-

- 1) "This Council recognises Samworth Brother's partnership work with Leicester City Council on addressing food insecurity and hunger in the City.
- 2) This Council also recognises Samworth Brothers as a major employer of Leicester people.
- 3) The Council Members believe that workers' rights, backed by recognised trade unions, are a key part of improving people's lives in the city and ensuring that workers do not have to rely on food banks to avoid going hungry.
- 4) The Council Members, therefore, resolve to back the Bakers, Food and Allied Workers Union (BFAWU) campaign for unionisation, better pay, full sick pay, and additional workers' rights at Samworth's places of work.
- 5) For Council Members with Samworth Employees in their Ward offer support and signpost those workers to the Bakers Food and Allied workers Union Campaign and wherever possible, support the union with campaigning including leafleting and holding ward based meetings.
- 6) The Council Members ask the City Mayor to write to the management of Samworth Brothers in support of this campaign."

### b) UNITED NATIONS TREATY ON THE PROHIBITION OF NUCLEAR WEAPONS

Proposed by Councillor O'Donnell, seconded by Councillor Shelton that:-

- 1) Leicester City Council declares its support for the **United Nations Treaty on The Prohibition of Nuclear Weapons** (TPNW), an historic treaty, which once being ratified, will completely prohibit the developing, testing and using of nuclear weapons.
- 2) Leicester City Council recognises the necessity of creating a nuclear weapons-free world and as such deeply regrets the United Kingdom government's refusal to sign or ratify this landmark treaty.
- 3) In adopting this resolution, the council therefore unequivocally declares its support for the TPNW. Furthermore, Council calls on the United Kingdom government to work for global denuclearisation by:

- Signing and ratifying the Treaty on the Prohibition of Nuclear Weapons, thereby joining the global majority of countries opposed to nuclear weapons.
- Cancelling the replacement of Trident, Britain's nuclear weapons system.
- Utilising all diplomatic avenues possible to work towards a nuclear-free world.

c) ALL-PARTY PARLIAMENTARY GROUP (APPG) ON BRITISH MUSLIMS' DEFINITION OF ISLAMOPHOBIA

Proposed by Councillor Master, seconded by Councillor Kaur Saini that:-

- 1) "This Council notes the Motion to adopt the All-Party Parliamentary Group (APPG) on British Muslims' definition of Islamophobia – Islamophobia is rooted in racism and is a type of racism that targets expressions of Muslimness or perceived Muslimness"
- 2) Islamophobia is a growing issue, both locally and nationally, as Muslims were targeted in 47% of all religious hate crime offences recorded in England and Wales in 2021/22, meaning they experience far more religiously motivated hate crime than any other group.
- 3) That 75 academics, over 750 Muslim organisations and institutions, Plaid Cymru, the Labour Party (England & Scotland), the Liberal Democrats (England & Scotland), the SNP, the Scottish Conservatives, the Scottish Greens, 50 councils nationwide and many more have adopted the APPG definition of Islamophobia.
- 4) As per the Public Sector Equality Duty enshrined in the 2010 Equality Act, the council must give due regard to the need to eliminate unlawful discrimination and advance equality of opportunity for members of communities with a protected characteristic, including Muslims, such that they are able to participate in society on an equal footing with their non-Muslim counterparts.
- 5) Islamophobia is one of the principal barriers to the participation of Muslims in public, economic, political, and social spheres of life and must urgently be addressed.

This Council believes that:

- Adopting a definition of Islamophobia is essential to tackling Islamophobia in a targeted and effective manner.
- Without a definition of Islamophobia, one cannot identify how Islamophobia manifests itself and functions and therefore, cannot devise meaningful policies or strategies to address it.

This Council therefore resolves to: -

- 1) To adopt the All-Party Parliamentary Group (APPG) on British Muslims' definition of Islamophobia
- 2) Work with Elected members, Council officers and Communities and all relevant stakeholders to both raise awareness of the issues surrounding Islamophobia and to challenge and tackle instances of Islamophobia.
- 3) Write to Government urging the adoption of the APPG definition of Islamophobia.
- 4) Work with schools, transport companies, the police force, and other public and private bodies to tackle Islamophobia at a local level.
- 5) Collaborate with the local Muslim community to challenge Islamophobia and to meet their needs such that they are encouraged to participate in public life.
- 6) Take further steps to tackle and raise awareness of Islamophobia, such as organising Islamophobia training, holding local events on the issue of Islamophobia, etc.
- 7) Work with other local stakeholders such as the local MP to raise awareness of Islamophobia in parliament and urge the UK Government to adopt the APPG definition of Islamophobia.

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

## Information for members of the public

### Fire & Emergency Evacuation Procedure

- The Council Chamber Fire Exits are the two entrances either side of the top bench or under the balcony in the far-left corner of the room.
- In the event of an emergency alarm sounding make your way to Town Hall Square and assemble on the far side of the fountain.
- Anyone who is unable to evacuate using stairs should speak to any of the Town Hall staff at the beginning of the meeting who will offer advice on evacuation arrangements.
- From the public gallery, exit via the way you came in, or via the Chamber as directed by Town Hall staff.

### Meeting Arrangements

- Please ensure that all mobile phones are either switched off or put on silent mode for the duration of the Council Meeting.
- Please do not take food into the Council Chamber.
- Tweeting in formal Council meetings is fine as long as it does not disrupt the meeting. Will all Members please ensure they use their microphones to assist in the clarity of the audio recording.

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

Dates of meetings and copies of public agendas and minutes are available on the Council's website at <https://cabinet.leicester.gov.uk/>, or by contacting us using the details below.

### Making meetings accessible to all

Braille/audio tape/translation - If you require this please contact the Democratic Support Officer (production times will depend upon equipment/facility availability).

### 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.

For Press Enquiries - please phone the **Communications Unit on 0116 454 4151**

# **Appointment of Deputy Electoral Registration Officers**

Decision to be taken by: Full Council

Date of meeting: Wednesday 22 February 2023

Lead director/officer: Director of Delivery,  
Communications and Political Governance

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### **Useful information**

- Ward(s) affected: N/A
- Report author: Miranda Cannon
- Author contact details: Miranda.cannon@icloud.com
- Report version number: 0.1

## **1. Summary**

The introduction of Voter ID includes a requirement to issue a temporary voter authority certificate to any voter who has applied by the required deadline and been approved to receive a voter authority certificate (VAC) but who may not receive the formal certificate in time to vote at a forthcoming poll. Temporary certificates require a wet ink signature by the Electoral Registration Officer or a formally appointed deputy. This report seeks Council approval to appoint two officers from Electoral Services to act as deputies to support this requirement.

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

Council are recommended to:

- approve the appointment of the Council's Electoral Services Manager and Senior Electoral Services Officer as Deputy Electoral Registration Officers which will support the process required to authorise the signing of temporary voter authority certificates.

## **3. Detailed report**

Under the Representation of the People Act 1983 the Council must appoint an officer of the Council to be the Electoral Registration Officer to enact the requirements to ensure as far as reasonably practicable, that all those who are entitled to be on the electoral register are registered. Council has appointed the Director of Delivery, Communications and Political Governance to undertake this role. Any duties or powers of the Electoral Registration Officer can also be exercised by deputies provided they are also appointed formally by Council. This report is seeking to appoint two deputies particularly to assist in implementing the requirements of Voter ID.

The Elections Act 2022 which was passed in April 2022 by Parliament represents a significant reform to the electoral system in the UK. The changes apply to UK Parliamentary elections, Police and Crime Commissioner elections in England and Wales, and local and mayoral elections in England. The fundamental aims of the Act are about improving the security, accessibility and transparency of elections and campaigning. These reforms include the implementation of Voter ID. The voter ID provisions are due to be in place for local elections in England in May 2023, and at any UK Parliamentary election held after 5 October 2023. For those and future elections, any elector or their appointed proxy must show a permitted form of ID at the Polling Station. The accepted forms of photographic ID are prescribed in the legislation and further information can be found at [Voter ID | Electoral Commission](#)



Where an individual does not have or does not wish to use one of the accepted forms of photographic ID, they can apply for a Voter Authority Certificate (VAC). This is a document containing an elector's name and photograph which can be obtained free of charge from the local Electoral Registration Officer (ERO), following verification of an applicant's identity. An individual must be registered to vote before they can be accepted for a VAC.

Where an application for a permanent VAC is determined after the application deadline (i.e. after 5pm, 6 working days before polling day) but before polling day for an election and the VAC may not arrive in time, a temporary certificate can be issued which will only be valid for the date of the election. The temporary certificates require a wet signature by the Electoral Registration Officer or Deputy before issue and therefore it is proposed to formally appoint two deputies, specifically the Electoral Services Manager (Alison Saxby) and Senior Electoral Services Officer (Boby Stefanov) who can assist in this task particularly in light of the risk that there may be a high demand for such certificates whilst Voter ID is first being implemented. The Deputies will have the same powers to act as the Electoral Registration Officer.

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

##### 4.1 Financial implications

There are no financial implications arising from this report.

Martin Judson, Head of Finance

##### 4.2 Legal implications

These Proper Officer appointments are a Council function therefore it is appropriate to seek Council approval to appoint the Deputies as set out in section 2

Kamal Adatia, City Barrister, Ext 1401

##### 4.3 Equalities implications

There are no direct equalities implications arising from this report.

Kalvaran Sandhu, Equalities Manager, Ext. 6344

##### 4.4 Climate Emergency implications

There are no significant climate emergency implications associated with this report.

Aidan Davis, Sustainability Officer, Ext 37 2284

#### **5. Background information and other papers: None**

#### **6. Summary of appendices: None**



# Executive Report

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**Pay Policy Statement 2023/2024**  
**Gender Pay Gap Report 2021/2022**

Decision to be taken by: Full Council on 22 February 2023  
Lead director: Miranda Cannon

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## Useful information

- Ward(s) affected: None
- Report author: Miranda Cannon, Director of Delivery, Communications and Political Governance
- Author contact details: 37 0102
- Report version number: 1

### 1. Summary:

Section 38 of the Localism Act 2011 places a requirement on all local authorities to prepare and publish a Pay Policy Statement for each financial year in order to achieve public accountability, transparency, and fairness in the setting of local pay. The Statement must be approved by Full Council and published by 1 April each year.

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require public sector employers, as part of their public sector equality duty, to publish specific details of their gender pay as at 31 March each year.

This report seeks approval of the Council's Pay Policy Statement for 2023/2024 and asks Council to note the Gender Pay Gap Report for 2021/2022.

### 2. Recommendations:

- a) That Council approves the Pay Policy Statement for 2023/2024 (Appendix A)
- b) That Council notes the Gender Pay Gap Report for 2021/2022 (Appendix B)

### 3. Supporting information including options considered:

#### Pay Policy Statement

The Pay Policy Statement is required to focus on the pay of senior staff and to set this in the context of the pay of the wider workforce. The Statement must cover the Council's approach to a number of elements of pay for senior staff including salary scales, any performance related pay, bonuses or additional elements of pay, termination payments and approach to pensions. Similar information must be included in relation to the wider workforce and the remuneration of the lowest paid employees must be specified.

After approval by Full Council, the Pay Policy Statement must be published on the Council's website by 1 April for public scrutiny. The intention is to ensure that Members consider how they pay their senior staff and can justify their policy on senior pay in the light of potential public scrutiny.

The Statement includes the ratio between the top earner's salary and the median salary which is 5.2:1. The ratio is slightly lower than last year when it was 5.3:1. This remains significantly lower than the latest figures we have from our neighbouring councils – Nottingham City Council and Derby City Council both had ratios of more

than 6:1 in 2021/22 and Coventry City Council had a ratio of 7:1 in 2020/21. We have not been able to obtain more up to date figures.

The Council has made a positive commitment to support lower paid staff and their families and has adopted the 'UK Living Wage', to provide a better standard of living. The Council therefore pays a supplement to employees whose hourly rate falls below the 'UK Living Wage'. At the time of writing, no employees are in receipt of this supplement as the minimum point of the LGS pay scale is above the Living Wage rate of £9.90 effective from 1 April 2022.

In September 2022, the 'UK Living Wage' rate was increased to £10.90. The Council intends to implement this increase from 1 April 2023. At the time of writing, it is unclear which employees (if any) will be eligible for the supplement as the 2023 pay award, which will be applicable from the same date, is yet to be agreed.

### Gender Pay Gap Report 2021/2022

This is the Council's sixth Gender Pay Gap Report. It is important to note that gender pay gap reporting is not about men and women being paid differently for the same job but about the differences between the overall average pay of men and women within an organisation. The key figures to be published are the median and mean gender pay gaps, i.e. the percentage difference between the median and mean hourly rates for men and women. The table below compares these figures over the last two years as at 31 March.

Year	Mean pay gap %	Women mean hourly rate	Men mean hourly rate	Median pay gap %	Women median hourly rate	Men median hourly rate
2021	0.1%	15.16	15.18	-1.1%	14.42	14.27
<b>2022</b>	<b>-1.4%</b>	<b>£15.72</b>	<b>£15.51</b>	<b>0%</b>	<b>£14.67</b>	<b>£14.67</b>

The council's median gender pay gap at 31 March 2022 was 0% meaning that the median hourly rate of pay was the same for both women and men. This represents the ideal position and is a change from 2021 when women's median hourly rate was slightly higher than men's.

At 31 March 2022 the council's mean gender pay gap was -1.4% with the mean hourly rate of pay being higher for women (£15.72) than men (£15.51). When considered against the previous year's figure (0.1%) this represents a move away from the ideal position of 0%. Reasons for this are currently being explored.

The council's figures continue to compare very positively against median and mean gender pay gaps for the public sector as a whole (15.9% and 13.6% respectively) – i.e. average pay for men being significantly higher than for women.

Furthermore, at 31 March 2021 the Council was the only one with a negative pay gap out of 53 local authorities in the same employee headcount band (5000–19,999).

It is not yet possible to compare our 2022 figures with other local authorities as this

data does not need to be published until 30 March 2023. The council will, however, continue to monitor the mean and median gender pay gaps and consider any further actions which may be required to achieve 0%.

For the first time the council is reporting a median bonus pay gap with women's 'bonus pay' being 76% higher than men. This is due to a change in the types of payment in scope which now cover a one-off 'winter loyalty bonus' paid to eligible staff in Care Quality Commission registered settings in Leicester, Leicestershire and Rutland. Approximately 140 social care staff received this payment, the majority of whom were women.

#### **4. Details of Scrutiny**

The Pay Policy Statement is essentially a statement of existing policy. Pay Policy Statements from previous years remain available for public scrutiny on the Council's website.

The Gender Pay Gap Report is a statement of fact. Reports must remain on the Council's website for a minimum of three years for public scrutiny. Data must also be uploaded to a Government portal, where the public can access the data.

#### **5. Financial, Legal and Other Implications**

##### 5.1 Financial Implications

The Pay Policy Statement sets out the framework for the Council's employees' pay with a particular focus on senior staff (Head of Paid Service and Directors) in the context of the wider workforce. The Council's budget for 2023/2024 includes an estimate of pay costs which will be incurred.

There are no financial implications associated with the gender gap report.

Amy Oliver  
Director of Finance

Ext: 375667

##### 5.2 Legal Implications

The Localism Act 2011 requires local authorities to prepare a Pay Policy Statement each year. This document must set out the Council's approach to the remuneration of chief officers, the remuneration of its lowest paid employees and the relationship between the remuneration of chief officers and employees who are not chief officers. In preparing a Pay Policy Statement, local authorities must have regard to any guidance issued or approved by the Secretary of State. Guidance was issued by the Department for Communities and Local Government initially in November 2011 and supplementary guidance was issued in February 2013. Each year's Pay Policy Statement must be approved by Full Council before it comes into force.

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 place a duty on public authorities with more than 250 employees to publish their

gender pay gap statistics by no later than 31 March every year.

The statistics that must be published are the mean and median differences in the hourly full pay between male and female employees; the mean and median differences in bonus pay between male and female employees; the proportion of male and female employees who have received bonus pay and finally the proportion of male and female employees in the lower quartile, lower middle quartile, upper middle quartile and upper quartile of the pay scales.

Paul Holmes  
Head of Law, City Barrister & Head of Standards

Ext 371428

### 5.3 Climate Change and Carbon Reduction Implications

No climate change implications.

### 5.4 Equality Implications

Under the Equality Act 2010, public authorities (including the local authority and schools), 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 and other conduct prohibited by the Act, 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 Equality Act 2010 (Specific Duties and Public Authorities) Regulations place a duty on public authorities with more than 250 employees to publish their gender pay gap statistics by no later than 31 March every year.

Although there are no equalities implications arising for people with protected characteristics directly related to the pay policy statement itself, the purpose of the pay policy statement is to increase accountability, transparency, and fairness in the setting of local pay. It will be important to assess against other authorities when they also publish their data to consider if our offer is comparative and fair.

Kalvaran Sandhu  
Equalities Manager

Ext 37 6344

### 5.5 Other Implications

No other implications.

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

‘Openness and Accountability in Local Pay: Guidance under Section 40 of the Localism Act’  
‘Localism Act: Pay Policy Statements – Guidance for Local Authority Chief Executives’  
‘Openness and Accountability in Local Pay: Guidance under Section 40 of the Localism Act – Supplementary Guidance’  
The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017  
The Public Sector Equality Duty – Section 149 of the Equality Act 2010

**7. Summary of appendices:**

Appendix A: Proposed Pay Policy Statement 2023/2024 and supporting documents (1–4)  
Appendix B: Gender Pay Gap Report 2022

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

No.

**9. Is this a “key decision”?**

No.



## APPENDIX A

### Leicester City Council

### Pay Policy Statement 2023/24

#### 1 Introduction and Purpose

- 1.1 Section 38(1) of the Localism Act 2011 requires all local authorities in England and Wales to produce and publish a Pay Policy Statement for each financial year. The principle behind this requirement is to ensure transparency and accountability in local approaches to public sector pay, particularly in respect of senior staff, by enabling public scrutiny.
- 1.2 As specified in the Act, this requirement does not extend to schools and, therefore, the Statement does not include school-based employees. Leicester City Council's Pay Policy Statement is set out in accordance with the mandatory requirements of the Localism Act and also takes account of The Local Government Transparency Code 2015. It sets out information on the council's pay and conditions of service for its chief officers and the wider workforce.
- 1.3 The Pay Policy Statement is designed to enable communities to access the information they need to determine whether remuneration, particularly senior remuneration, is appropriate and commensurate with responsibility. It also helps ensure that policies on pay and reward for the most senior staff are clearly set within the context of the pay of the wider workforce.
- 1.4 The Act recognises that each local authority has the right to determine its own policy towards pay in order to address local priorities, the local marketplace, and its own economic circumstances. There is a requirement for the Pay Policy Statement to be approved by Full Council. Councils are encouraged to set up Remuneration Committees to oversee pay policy; councillors are also encouraged to have a significant role in determining pay. At Leicester City Council, decisions on terms and conditions are made by the Employees Committee or the Executive.
- 1.5 National negotiations regarding the 2023/24 pay awards for Chief Officers and Local Government Services employees are expected to commence in early 2023 and any pay awards resulting will come into effect from 1 April 2023. As such, the pay figures referenced within this statement are subject to change.

#### 2 Context

- 2.1 Leicester City Council is a unitary authority serving the largest city in the East Midlands region with a population of 368,571<sup>1</sup> in 2021. It is one of the largest employers in the city with a current workforce headcount of 6,386 and a full-time equivalent workforce of 5,063 excluding schools.
- 2.2 The Council operates under a mayoral model of governance and provides a comprehensive set of local authority services to the population of the city. These

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<sup>1</sup> Source: Office of National Statistics - [Census 2021](#)

include education, social services, environmental services, highways, economic regeneration, planning, libraries, museums, revenues and benefits, housing, parks, and open spaces amongst others.

- 2.3 The medium-term financial outlook facing the Council is very severe. We are facing restricted Government funding at a time of increasing costs, which will inevitably lead to painful spending cuts.

The background to this severe outlook is:

(a) a “decade of austerity” between 2010 and 2020 in which services other than social care had to be reduced by 50% in real terms.

(b) the covid-19 pandemic where we set “stop gap” budgets whilst we dealt with the immediate emergency. Budgets in 2021/22 and 2022/23 were supported by reserves of £17m and £24m respectively.

(c) the recent spike in inflation, which has led to significant pressures particularly in respect of pay, energy, and packages of social care.

(e) a new round of austerity (announced in the Autumn Statement of November 2022) which will lead to further cuts to local authority funding from 2025/26.

- 2.4 The budget for 23/24 is once again balanced with reserves, but the process of achieving savings will continue and changes to the budget will be made during the year. Without further savings, the Council’s reserves available for this purpose will run out in 2024/25.

- 2.5 A key requirement of the Localism Act is to set senior pay in the context of pay for the wider workforce, and specifically its lowest paid staff.

- 2.6 Most staff within the wider workforce, covered by this Pay Policy Statement, are paid in accordance with a pay structure (and its associated terms and conditions of service) that was implemented in March 2011. This pay structure applies to all staff covered by the National Joint Council for Local Government Services (LGS). A revised version of this pay structure took effect from 1 April 2019, as the LGS national pay spine was restructured.

### **3 Scope and Definitions**

- 3.1 This Pay Policy Statement covers all Leicester City Council employees except those employed in schools, apprentices and casual workers.

- 3.2 There are a number of employees who are on terms and conditions from their previous employer which they have retained under the Transfer of Undertakings (Protection of Employment) Regulations. For this reason, some or all of this Pay Policy Statement may not apply to those employees.

- 3.3 Although the Leicester and Leicestershire Enterprise Partnership (LLEP) is a separate legal entity, Leicester City Council is the employing body on behalf of that entity. The Director of the LLEP (currently vacant but being recruited to) is employed by the Council on the same conditions of service as its Strategic and Divisional Directors, and the LLEP Director and its staff are covered by this Pay Policy Statement. The Statement includes policies on:
- a) The level and elements of remuneration for Chief Officers
  - b) The remuneration of lowest paid employees
  - c) The relationship between the remuneration of Chief Officers and other officers.
- 3.4 Remuneration in the context of the Localism Act is defined widely to include salary, bonuses, performance related pay, allowances, fees, benefits in kind and contractual arrangements relating to any possible future severance payments.
- 3.5 The definition of Chief Officer includes Head of Paid Service<sup>2</sup>, Strategic Directors and Divisional Directors.
- 3.6 In line with the Local Government Transparency Code 2015, the Council publishes information showing the top three tiers of its structure, on its website: <https://www.leicester.gov.uk/your-council/how-we-work/performance-and-spending/senior-salaries-and-job-descriptions>

#### **4. Senior Pay**

- 4.1 Under the mayoral model, the Council retains a statutory role of Head of Paid Service who is also the Chief Operating Officer. The overall purpose of this post is to support the City Mayor and to work with the Corporate Management Team, Council and Executive to deliver the Council's vision, strategic aims and objectives. The salary range for this post is £147,741 - £152,449. There are no additional performance, bonus or ex gratia payments applicable to this role.
- 4.2 Appendix one details each Chief Officer's substantive salary range and current salary. In line with the pay award for Local Government Employees for 2022/23, each point on the pay scale for chief officers increased by £1,925 on 1<sup>st</sup> April 2022
- 4.3 The conditions of service for Chief Officers are in accordance with the Joint Negotiating Committee for Chief Officers agreement and the local terms and conditions which apply to other staff. Directors do not receive additional performance, bonus or ex gratia payments.
- 4.4 Officers at this level are expected to work those hours necessary to fulfil their duties without additional pay. They receive no additional payments for overtime, standby etc.

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<sup>2</sup> The Council does not have a post of Chief Executive but is still legally required to have a Head of Paid Service.

- 4.5 Chief Officers are eligible for a council owned mobile device but, in common with other staff, those who choose instead to use their personal device for business purposes, e.g., for voice calls, SMS and data, receive a 'Bring Your Own Device Scheme' allowance. The allowance at the time of writing was £15 per month and has been paid to 3 Officers since 1 April 2022. The allowance is treated as normal income for tax purposes. The scheme is open to all council employees who are eligible for a council owned mobile device.

#### Placing on Grades and Incremental Progression

- 4.6 Appointments to both Strategic and Divisional Director grades are normally made on the minimum point of the salary range unless an appointee is already on a higher salary in which case placing on the grade will reflect this. The only other factor normally considered, where necessary, is market forces. Market supplements above the grade of the post are not, however, normally awarded at this level. Decisions on placement within the grade are normally taken by the most senior manager involved in the selection process who may, if required, consult the relevant member of the Executive.
- 4.7 Progression through the grade is by one increment on 1 April each year, subject to satisfactory performance, until the maximum of the grade is reached.

#### Fees

- 4.8 The only Chief Officer to receive fees is the Returning Officer who receives payment in accordance with the relevant legislation set by Government for each election. The Returning Officer is the Director of Delivery, Communications, and Political Governance.

#### Termination Payments

- 4.9 The Restriction of Public Sector Exit Payments Regulations, which came into force on 4 November 2020 and capped the total exit payments payable to individual public sector employees at £95,000, was formally revoked on 19 March 2021.
- 4.10 Following a consultation in autumn 2020 on reforming local government exit pay the Department for Levelling Up, Housing and Communities has indicated that a further consultation will take place and it is expected that this will result in further changes to exit payments. However, at the time of writing, what these changes will be, and when they will come into force, is unknown.
- 4.11 Redundancy payments are based on the number of weeks' pay staff are entitled to in accordance with statute, with reference to their age and length of continuous service, using an actual week's pay.
- 4.12 In terms of early retirement, the Council's normal position is not to top up pension benefits, but it will consider requests to do so on a case-by-case basis. This approach applies to all employees and there are no special arrangements for senior staff. The Council reserves, however, the right to enter into settlement agreements for staff in exceptional circumstances.

- 4.13 Where the total of the capitalised costs and redundancy pay for a voluntary redundancy are £60K or more, authorisation by the Chief Operating Officer, in consultation with the City Mayor, is required.
- 4.14 The Council has provisions for flexible retirement and for early retirement on compassionate grounds in exceptional circumstances. The Council does not award additional membership under regulation 31.
- 4.15 The Council has in place a policy on re-engagement after redundancy or early retirement. This sets out the circumstances in which an employee who has left the council on the grounds of redundancy and/or early retirement may, or may not, be re-engaged by the Council.

Comparison of Senior Pay with Similar Authorities

- 4.16 Geographically the nearest unitary councils are Derby, Nottingham and Coventry City Councils. A comparison of Leicester’s Chief Officer salary ranges against the salary ranges for similar posts in these authorities, as of 1<sup>st</sup> April 2022, is shown in the table below.
- 4.17 It should be noted that actual posts and structures vary between authorities and none of these other City Councils is a mayoral authority. One key difference is that Leicester does not have a Chief Executive and the Head of Paid Service is undertaken by the Chief Operating Officer (who, in effect, also acts as the Strategic Director for Corporate Resources and Support). The most senior role in the other three Councils (as their Head of Paid Service) is the Chief Executive.

<b>Authority</b>	<b>Most senior role - Head of Paid Service</b>	<b>Top tier - Strategic Directors</b>	<b>Second tier - Divisional Directors</b>
<b>Leicester</b>	£147,741 - £152,449	£133,622 - £143,033	£88,549 - £101,869
<b>Coventry</b>	£195,626 - £201,158	£114,568 - £139,502	£87,183 - £112,610
<b>Derby</b>	£179,023	£121,558 - £133,520	£78,346 - £92,226
<b>Nottingham</b>	£174,005 - £194,863	£134,747 - £156,884	£106,922 - £118,090

- 4.18 The comparison table above shows that:
  - Leicester City Council’s Head of Paid Service is currently paid considerably less than the three nearest unitary authorities. This reflects that we do not have a Chief Executive and, instead, have combined the Head of Paid Service with our Chief Operating Officer role.
  - The maximum salary for Leicester’s Strategic Directors is broadly comparable to the maximum salary for post holders at Coventry City Council. Derby pays slightly less, with the maximum salary for these postholders being comparable to the minimum salary paid to Strategic

Directors at Leicester, Nottingham have a pay scale which, at the top, pays significantly higher.

- Coventry Divisional Director salaries are significantly higher than Leicester City Council's Divisional Director salaries, Derby pays less, and Nottingham pay significantly more.

### Value for Money

- 4.19 One of the key issues underlying the requirement to produce a Pay Policy Statement is consideration of whether senior pay levels represent value for money.
- 4.20 Both Strategic and Divisional Directors have significant responsibilities for the delivery of services under their control and the effective use of workforces and budgets assigned to these. They advise the City Mayor and elected members on Council decisions and the future direction of the authority. They guide major projects, plan and deliver a wide range of council services, are responsible for the effective performance of their service areas, lead on complex changes, make tough day to day decisions on 'doing more with less' and commission services from others. All these activities are delivered against a challenging economic environment of cutbacks, which has been exacerbated by the Covid pandemic.
- 4.21 Most Directors are responsible for large numbers of staff or manage highly complex technical areas with smaller staff complements. The numbers of staff managed are included in Appendix 1. Some senior roles hold statutory responsibilities, such as the Head of Paid Service, Section 151 Officer role (in charge of the Council's finances), Electoral Registration Officer, Local Returning Officer and Monitoring Officer, or responsibilities for safeguarding vulnerable adults or children.
- 4.22 The Chief Operating Officer and the two Strategic Directors, with the City Mayor and the Executive, are responsible for setting out a strategic vision for the way forward for the service areas under their control and providing clear leadership to the organisation. They also provide effective management for their departments. Some senior roles focus around partnership working and relationship management with external partners to integrate strategy, maximise effective use of resources or to facilitate/deliver a shared agenda.
- 4.23 Strategic Directors are responsible for overseeing large departments and Divisional Directors manage the divisions within departments. The size of budgets varies according to the nature of the service. Details of divisional budgets are attached at Appendix 2.
- 4.24 The job descriptions for all these roles are available on the Council's website: <http://www.leicester.gov.uk/your-council/how-we-work/performance-and-spending/senior-salaries-and-job-descriptions/>
- 4.25 The council's leadership qualities, which set out the behaviours expected of all leaders, are at Appendix 3.

## 5 The Wider Workforce

- 5.1 Senior pay needs to be set in the context of the pay policy in relation to the rest of the workforce. The Council's current pay structure for all staff covered by the National Joint Council for Local Government Services, which includes the majority of non-school staff including most Heads of Service<sup>3</sup>, has 15 grades. The overall salary range (as at 1.4.22) is £20,258- £71,957 per annum. The bottom three grades have two increments and the remainder have four increments (Appendix 4).
- 5.2 The grading of jobs is determined through job evaluation, using a scheme which is compliant in terms of equal pay for work of equal value principles.
- 5.3 Employees are normally appointed to the minimum point of the grade and progress through the grade by one increment on 1 April each year, subject to satisfactory performance, until the maximum of the grade is reached. Sometimes, for market reasons, employees are appointed above the minimum point. Accelerated increments may also be awarded for exceptional performance.
- 5.4 The Council has made a positive commitment to support lower paid staff and their families. As such, the Council adopted the 'UK Living Wage', to provide a better standard of living for lower paid employees. The Council therefore pays a supplement to employees whose hourly rate falls below the 'UK Living Wage'. However, at the time of writing, no employees are in receipt of this supplement as the minimum point of the LGS pay scale is above the Living Wage rate of £9.90 effective from 1 April 2022.
- 5.5 In September 2022, the 'UK Living Wage' rate was increased to £10.90. The Council intends to implement this increase from 1 April 2023. However, at the time of writing, it is unclear which employees (if any) will be eligible for the supplement as the 2023 pay award, which will be applicable from the same date, is yet to be agreed.
- 5.6 The following local provisions for staff are in place for certain posts:
- Overtime payment at plain time or time and a third
  - Payment at time and a third for work at night, on Saturday, Sunday or Bank Holiday
  - Standby allowance of £117.99per week.
  - Payment for sleeping in duty at the rate of £39.24per 12-hour period.
  - First Aid allowance of £180 per annum (pro-rata for part time and job-share employees).

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<sup>3</sup> There are nine senior officers paid on 'city officer' grade, which sits outside of this structure. Pay for the city officer grade is, as of 1 April 2022, £72,195 - £80,504 p.a. Pay awards for these staff are determined in line with the Joint Negotiating Committee for Chief Officers Agreement.

- 5.7 Employee career development is encouraged, and the Council offers apprenticeships and training to assist staff to progress in their careers. Managers are encouraged to develop career ladders linked to achieving relevant competencies; work of the relevant level and financial provision being available. A framework is also in place for appraising employees.
- 5.8 In addition to those staff covered by the pay and conditions described above, a small proportion of the non-school workforce is covered by national pay scales for teachers, educational improvement professionals, educational psychologists, young people’s/community service managers and youth and community workers.

Market Pay

- 5.9 Sometimes job evaluation results in a salary range which is below the market rate for a particular role. Where there is significant difficulty with recruitment and retention because of this, the manager may put forward a business case to the Market Pay Panel. This panel will consider both the recruitment and retention issues and market pay data to determine whether it is appropriate to award a market supplement. Market supplements are reviewed every two years.
- 5.10 The use of market pay is subject to robust governance and control procedures. Over the past three years the number of posts in receipt of market pay has consistently remained between 10 and 20, with roles typically falling within professions such as social work, IT, accounting/finance where skill shortages and recruitment difficulties are well documented nationally.

**6 Relationship of Senior Pay to the Pay of the Wider Workforce**

- 6.1 The Hutton Report on fair pay recommended that local authorities should publish the ratio of top earner to the median earner in the authority (excluding school staff and apprentices). At Leicester City Council the ratio, based on the top earner’s salary of £152,449 and a median full-time equivalent salary of £29,439 (April 2022 salary rates), is 5.2:1. The ratio is slightly lower than last year when it was 5.3:1.
- 6.2 This remains significantly lower than the latest figures we have from our neighbouring councils – Nottingham City Council and Derby City Council both had ratios of more than 6:1 in 2021/22 and Coventry City Council had a ratio of 7:1 in 2020/21. We have not been able to obtain more up to date figures.

**7 Pension**

7.1 As of 1 April 2022, all staff belonging to the Local Government Pension Scheme (LGPS) make contributions to the scheme based on their salary level as follows:

Contribution Band	Salary Range	Contribution Rate
1	Up to £15,000	5.5%
2	£15,001 to £23,600	5.8%



3	£23,601 to £38,300	6.5%
4	£38,301 to £48,500	6.8%
5	£48,501 to £67,900	8.5%
6	£67,901 to £96,200	9.9%
7	£96,201 to £113,400	10.5%
8	£113,401 to £170,100	11.4%
9	More than £170,101	12.5%

7.2 As of 1 April 2022, the Council makes employer's contributions to the scheme at a rate of 27.7%.

7.3 The Council's approach to termination payments is set out in paragraphs 4.9 to 4.15 and is the same for staff at all levels.

7.4 If a former employee in receipt of a pension re-joins the council, their pension is not normally abated. The only exception is when added years were awarded when the member previously retired. In this case, if new earnings plus existing pension exceed previous salary, then abatement applies.

## **8 Review**

8.1 The Pay Policy Statement will be updated annually as required by the Localism Act.



## Appendix A1

Name	Post Title	Employees (Headcount)		Employees (FTE)		Salary Range		Salary at 01.04.22
		Central	Schools	Central	Schools	Minimum	Maximum	
<b>Head of Paid Service</b>								
Alison Greenhill	Chief Operating Officer	6386	5584	<b>5063</b>	3823	£147,741	£152,449	£152,449
<b>Strategic Directors</b>								
Richard Sword	Strategic Director City Development & Neighbourhood Services	3045		<b>2397</b>		£133,622	£143,033	£143,033
Martin Samuels	Strategic Director Social Care and Education	1878	5584	<b>1573</b>	3823	£133,622	£143,033	£143,033
<b>Divisional Directors</b>								
Amy Oliver	Director of Finance	439		<b>386</b>		£88,549	£101,869	
Andrew Smith	Director Planning- Development & Transportation	441		<b>379</b>		£88,549	£101,869	£101,869
Caroline Tote	Director Social Care & Early Help	655		<b>551</b>		£88,549	£101,869	£101,869
Chris Burgin	Director of Housing	1028		<b>912</b>		£88,549	£101,869	£101,869
Ivan Browne	Director of Public Health	77		<b>69</b>		£88,549	£101,869	£101,869
Kamal Adatia*	City Barrister & Head of Standards	119		<b>105</b>		£88,549	£101,869	£82,596
Kate Galoppi	Director for Adult Social Care & Commissioning	255		<b>218</b>		£88,549	£101,869	£88,549
Matt Wallace	Director Estates & Building Services	282		<b>224</b>		£88,549	£101,869	£101,869
Mike Dalzell	Director Tourism- Culture & Inward Investment	633		<b>261</b>		£88,549	£101,869	£101,869
Miranda Cannon**	Director Delivery Communications & Political Governance	880		<b>513</b>		£88,549	£101,869	£101,869
Ruth Lake	Director of Adult Social Care & Safeguarding	511		<b>434</b>		£88,549	£101,869	£101,869
Sean Atterbury	Director Neighbourhood & Environmental Services	695		<b>611</b>		£88,549	£101,869	£88,549
Tracie Rees	Director SEND and Early Help	333		<b>271</b>		£88,549	£101,869	£101,869

\*0.8 FTE

\*\*Plus honorarium of £6658 p.a.

ITEM 7 B-A1



# ITEM 7 B-A2

## Budget ceilings

Budget 23/24

### 1. City Development & Neighbourhoods

#### 1.1 Neighbourhood & Environmental Services

Divisional Management	243.0
Regulatory Services	2,226.0
Waste Management	21,125.3
Parks & Open Spaces	5,009.5
Neighbourhood Services	5,824.0
Standards & Development	1,787.1
<b>Divisional sub-total</b>	<b>36,214.9</b>

#### 1.2 Tourism, Culture & Inward Investment

Arts & Museums	4,235.8
De Montfort Hall	535.5
City Centre	176.0
Place Marketing Organisation	389.4
Economic Development	113.8
Markets	(208.5)
Adult Skills	(870.4)
Divisional Management	186.6
<b>Divisional sub-total</b>	<b>4,558.2</b>

#### 1.3 Planning, Transportation & Economic Development

Transport Strategy	9,984.6
Highways	3,030.6
Planning	1,138.0
Divisional Management	141.5
<b>Divisional sub-total</b>	<b>14,294.7</b>

#### 1.4 Estates & Building Services

4,927.2

#### 1.5 Housing Services

4,634.9

#### 1.6 Departmental Overheads

575.8

### **DEPARTMENTAL TOTAL**

**65,205.7**

## 2. Adults

### 2.1 Adult Social Care & Safeguarding

Other Management & support	764.6
Safeguarding	242.1
Preventative Services	7,372.4
Independent Sector Care Package Costs	153,472.2
Care Management (Localities)	8,330.5
<b>Divisional sub-total</b>	<b>170,181.8</b>

### 2.2 Adult Social Care & Commissioning

Enablement & Day Care	3,313.2
Care Management (LD & AMH)	5,369.3
Preventative Services	1,019.5
Contracts, Commissioning & Other Support	6,541.7
Departmental	(34,305.1)
<b>Divisional sub-total</b>	<b>(18,061.4)</b>

### **DEPARTMENT TOTAL**

**152,120.4**

<b><u>3. Education &amp; Children's Services</u></b>	
<b><u>3.1 Strategic Commissioning &amp; Business Support</u></b>	<b>2,385.5</b>
<b><u>3.2 Learning Quality &amp; Performance</u></b>	
Raising Achievement	394.6
Learning & Inclusion	1,365.3
Special Education Needs and Disabilities	17,836.6
<i>Divisional sub-total</i>	<b>19,596.5</b>
<b><u>3.3 Children, Young People and Families</u></b>	
Children In Need	14,441.7
Looked After Children	43,792.8
Safeguarding & QA	2,614.5
Community Safety	905.6
Early Help Targeted Services	5,916.1
Early Help Specialist Services	3,560.3
<i>Divisional sub-total</i>	<b>71,231.0</b>
<b><u>3.4 Departmental Resources</u></b>	<b>1,976.3</b>
<b>DEPARTMENTAL TOTAL</b>	<b>95,189.3</b>
<b><u>4. Health and Wellbeing</u></b>	
Adults' Services	8,900.7
Children's 0-19 Services	8,783.2
Lifestyle Services	1,255.4
Staffing & Infrastructure & Other	2,596.2
Sports Services	2,405.1
<b>DEPARTMENT TOTAL</b>	<b>23,940.6</b>
<b><u>5. Corporate Resources Department</u></b>	
<b><u>5.1 Delivery, Communications &amp; Political Governance</u></b>	<b>5,757.5</b>
<b><u>5.2 Financial Services</u></b>	
Financial Support	5,056.0
Revenues & Benefits	7,646.5
<i>Divisional sub-total</i>	<b>12,702.5</b>
<b><u>5.3 Human Resources</u></b>	<b>3,979.9</b>
<b><u>5.4 Information Services</u></b>	<b>10,791.9</b>
<b><u>5.5 Legal Services</u></b>	<b>3,752.8</b>
<b>DEPARTMENTAL TOTAL</b>	<b>36,984.6</b>
<b>TOTAL -Service Budget Ceilings</b>	<b>373,440.6</b>
Public Health grant	(28,448.1)
Assumed use of social care grants	6,146.6
Provision for additional waste	2,000.0
Pay award provision	9,000.0
<b>Net service budgets</b>	<b>362,139.1</b>

Appendix A3

## Leadership Qualities

Leicester City Council’s Leadership Qualities underpin the Vision and Values and outline the behaviours we expect our leaders to demonstrate in the workplace. These behaviours are what our people say enables and inspires them to do their best work.

<p><b>People Centred</b></p> <p>Be fair, put people at the centre of what we do</p> <ul style="list-style-type: none"> <li>✓ Takes time to understand individual’s views and feelings and adapts their own behaviour and style as appropriate</li> <li>✓ Shows respect for the views of others and gives recognition for their contributions; valuing diversity</li> </ul>
<p><b>Achieve</b></p> <p>Be accountable and outcome focussed</p> <ul style="list-style-type: none"> <li>✓ Agrees clear outcomes / objectives and holds the individual and team to account</li> <li>✓ Involves team in creating a shared purpose to help them develop and achieve results</li> </ul>
<p><b>Reflect</b></p> <p>Be clear, making time to reflect, analyse and develop</p> <ul style="list-style-type: none"> <li>✓ Encourages and enables team to reflect and act on evaluation and feedback</li> <li>✓ Creates a culture of continuous improvement sees successes and setbacks as opportunities to learn and develop</li> </ul>
<p><b>Inspire</b></p> <p>Be confident, igniting creativity, supporting development and role modelling</p> <ul style="list-style-type: none"> <li>✓ Creates space and time for the team to be innovative and creative</li> <li>✓ Supports team development and encourages autonomy and freedom to enable team to do their best work</li> </ul>
<p><b>Connected</b></p> <p>Be respectful, build impactful relationships</p> <ul style="list-style-type: none"> <li>✓ Has regular quality conversations, speaks honestly and challenges constructively</li> <li>✓ Proactively develops positive trusting relationships within the team</li> </ul>

Leicester City Council will operate with creativity and drive for the benefit of Leicester and its people  
 Be confident | Be clear | Be respectful | Be fair | Be accountable





## Appendix A4

LG Bands wef 1st April 2022

LG Band	SCP	Annual £	Monthly £ p	Hourly Rate £ p	2021 £
1	1	£20,258	1,527.75	10.50	£18,333
	2	£20,441	1,543.00	10.60	£18,516
2	3	£20,812	1,573.92	10.79	£18,887
	4	£21,189	1,605.33	10.98	£19,264
3	5	£21,575	1,637.50	11.18	£19,650
	6	£21,968	1,670.25	11.39	£20,043
4	7	£22,369	1,703.67	11.59	£20,444
	8	£22,777	1,737.67	11.81	£20,852
	9	£23,194	1,772.42	12.02	£21,269
	10	£24,054	1,844.08	12.47	£22,129
5	11	£24,496	1,880.92	12.70	£22,571
	12	£25,409	1,957.00	13.17	£23,484
	13	£25,878	1,996.08	13.41	£23,953
	14	£26,845	2,076.67	13.91	£24,920
6 (1 month notice)	15	£27,852	2,160.58	14.44	£25,927
	16	£28,371	2,203.83	14.71	£26,446
	17	£29,439	2,292.83	15.26	£27,514
	18	£30,151	2,352.17	15.63	£28,226
7 (2 month notice)	19	£31,099	2,431.17	16.12	£29,174
	20	£32,020	2,507.92	16.60	£30,095
	21	£32,909	2,582.00	17.06	£30,984
	22	£33,820	2,657.92	17.53	£31,895
8 (2 month notice)	23	£34,723	2,733.17	18.00	£32,798
	24	£35,411	2,790.50	18.35	£33,486
	25	£36,298	2,864.42	18.81	£34,373
	26	£37,261	2,944.67	19.31	£35,336
9 (2 month notice)	27	£38,296	3,030.92	19.85	£36,371
	28	£39,493	3,130.67	20.47	£37,568
	29	£40,478	3,212.75	20.98	£38,553
	30	£41,496	3,297.58	21.51	£39,571
10 (3 month notice)	31	£42,503	3,381.50	22.03	£40,578
	32	£43,516	3,465.92	22.56	£41,591
	33	£44,539	3,551.17	23.09	£42,614
	34	£45,495	3,630.83	23.58	£43,570
11 (3 month notice)	35	£46,549	3,718.67	24.13	£44,624
	36	£47,573	3,804.00	24.66	£45,648
	37	£48,587	3,888.50	25.18	£46,662
	38	£49,590	3,972.08	25.70	£47,665
12 (3 month notice)	39	£50,803	4,073.19	26.33	£48,878
	40	£52,016	4,174.26	26.96	£50,091
	41	£53,225	4,274.97	27.59	£51,300
	42	£54,443	4,376.47	28.22	£52,518
13 (3 month notice)	43	£55,765	4,486.68	28.90	£53,840
	44	£57,094	4,597.42	29.59	£55,169
	45	£58,413	4,707.37	30.28	£56,488
	46	£59,741	4,818.01	30.97	£57,816
14 (3 month notice)	47	£61,191	4,938.85	31.72	£59,266
	48	£62,651	5,060.48	32.47	£60,726
	49	£64,111	5,182.19	33.23	£62,186
	50	£65,564	5,303.29	33.98	£63,639
15 (3 month notice)	51	£67,092	5,430.58	34.78	£65,167
	52	£68,676	5,562.57	35.60	£66,751
	53	£70,296	5,697.61	36.44	£68,371
	54	£71,957	5,835.96	37.30	£70,032



# Leicester City Council

## Gender Pay Gap Report 2021/22



# About this report

This report is based on the 'The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017' which came into force on 31 March 2017 and which require public sector employers to publish specific details of their gender pay.

Data has been gathered in line with ['The gender pay gap data you must gather'](#) guidance (updated November 2021).

## Scope

This report covers all employees of Leicester City Council except those based in schools. (Under the regulations the governing body of a maintained school is treated as the employer.) Included are all staff permanently and temporarily employed on the reporting 'snapshot date' (31 March 2022). This includes those on casual contracts that worked during the pay period ending 31 March 2022.

## Definition of Pay

Under the regulations, and therefore in this report, 'pay' includes: basic pay, paid leave (including annual leave, sick leave, maternity, paternity, adoption and parental leave (except where an employee is paid less than usual because of being on leave)), allowances, shift premium pay and bonus pay. 'Pay' does not include: overtime pay, expenses, the value of salary sacrifice schemes (however the reduction to salary is included), benefits in kind, redundancy pay and tax credits.

## Gender pay gap and equal pay

The gender pay gap is defined as the difference between the pay of men and women. While there are many ways of presenting this data, under the regulations and in this report there are only two measures: median hourly pay and mean hourly pay. Each is represented as the percentage of the difference with men's pay being the divisor. Therefore, where men are paid more than women, the pay gap will be 'positive' (i.e. with a 3% pay gap women earn 97p for every £1 a man earns). Negative pay gaps are represented as minus percentages (i.e. with a negative pay gap of minus 3% women earn £1.03 for every £1 a man earns). Gender pay gap is not about men and women being paid differently for the same job which has been prohibited by equal pay legislation since 1975. Even with this legislation, historically certain occupations have attracted greater pay due to the value placed on typical masculine and feminine skills.

To comply with equal pay legislation, as well as to mitigate unconscious gender-biased skill appraisal, we operate a recognised job evaluation scheme which covers the majority of posts within the council. This is supported by periodic equal pay audits to ensure that our pay structure remains transparent and free from gender bias. The most recent equal pay audit was completed in 2022. The overall feedback from the independent author of the report was: 'I'd say this is probably the best equal pay audit I've done – I've found very few issues and nothing that I'd be concerned about.' They also found that 'the JE scheme used by the council, and the method of operation, should provide reliable and consistent job evaluation results' and concluded 'overall, a well designed and operated pay structure'.

# Summary

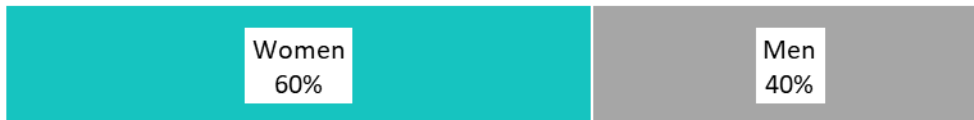
The following summary has been prepared in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This page covers all aspects of the mandatory reporting requirements under these regulations.

At Leicester City Council, **women earn £1.00** for every £1 that men earn when comparing median hourly wages. Women's median hourly wage is **0% higher** than men's.

1. The mean pay for women is **£15.72** per hour and mean pay for men is **£15.51** per hour. Therefore the mean gender pay gap is **negative 1.4%**.
2. The median pay for women is **£14.67** per hour, and the median pay for men is **£14.67** per hour. Therefore the median gender pay gap is **0%**.

At Leicester City Council, women occupy **60%** of the highest paid jobs and **56%** of the lowest paid jobs.

## Top quartile (highest paid)



## Upper-middle quarter



## Lower-middle quarter



## Lower quartile (Lowest paid)



## Bonus pay gap

In Leicester City Council, women earn £1.79 for every £1 that men earn when comparing median bonus pay. Their median bonus pay is 78.6% higher than men's. This significant difference reflects a change in the types of payment in scope which now cover a one-off 'winter loyalty bonus' paid to eligible staff in Care Quality Commission registered settings in Leicester, Leicestershire and Rutland. Approximately 140 social care staff received this payment, the majority of whom were women.



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

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

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## Useful information

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

### 1. Summary

- 1.1 It is the duty of each local authority after consultation with partners to formulate and implement an annual youth justice plan setting out:
  - a) how youth justice services in their area are to be provided and funded; and
  - b) how the Children and Young Peoples Justice Service will be composed and funded; how it will operate, and what functions it will carry out.
- 1.2 The statutory youth justice plan is approved by the Leicester Youth Justice Management Board and must be submitted to the national Youth Justice Board (YJB) by 30<sup>th</sup> June and published annually once formal approval has been granted from Full Council. Planning and guidance is issued by the YJB annually in early spring, and every year the YJB agrees that local authorities can submit draft plans, subject to full council approval. This year the YJB have stipulated that a new template must be used, and guidance has been provided for Youth Offending Teams (YOT's) nationally. The new template has meant a longer more detailed plan to be created that will then be refreshed yearly.
- 1.3 The document is the youth justice partnership's main statement of purpose and sets out its proposals to prevent offending by children and young people. The plan shows not only what the Children and Young Peoples Justice Service (CYPJS) (the local name given to Leicester's YOT) will deliver as a service, but how strategic links with other supporting initiatives will be developed and maintained.
- 1.4 This plan supports a range of associated partnership strategies including the Leicester Early Help Strategy 2020-2023, Police and Crime Plan, Violence Reduction Strategy, the Safer Leicester Partnership Plan and delivery plans within the Social Care and Education department. The youth justice plan is supported by a more detailed partnership plan and operational delivery plan overseen by the Head of Service for Early Help and Prevention, who reports progress to the Leicester Youth Justice Management Board
- 1.5 As a statutory regulated service, youth offending services are normally inspected every three years by Her Majesty's Inspectorate of Probation (HMIP). The most recent single inspection took place in August 2019 and a thematic inspection on Education, Training and Employment was undertaken in January 2022. The thematic inspection report was published in June 2022. Thematic inspections are not graded and that on ETE combines findings from 6 YOT's. The service continues to strive for standards that would be considered outstanding and are inspection ready.
- 1.6 The Youth Justice Plan is required to address the areas of performance, structure and governance, resources, value for money, partnership arrangements and risks to future delivery. The plan takes into account local performance issues, lessons from CYPJS thematic inspections, together with learning from any serious incidents.
- 1.7 Key priorities for the Leicester Youth Justice Management Board for 2022-23 include areas for development highlighted by the HMIP thematic inspection and self-assessment against the Youth Justice Board national standards. Some of the priorities from the 2021-2022 plan have



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

## **2. Key Successes**

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

- The REACH Team: Following a successful bid in partnership with the Violence Reduction Network and Leicestershire County Council. We have developed a programme that reaches out to young people who are at risk of exclusion or who have been excluded from education. The intervention adopts an innovative contextual prevention approach, spanning schools and the immediate community vicinity to proactively identify and engage young people at 'teachable' moments in 'reachable' spaces thus recognising that school-based behavioural events are precursors to exclusion and criminal activity. Working alongside schools identified for high exclusion rates, young people are identified for intervention using clear eligibility criteria. The overall aim of the intervention is to help children and young people gain the skills and knowledge to improve their life chances and avoid further exclusion from school and becoming engaged in serious youth violence. The funding is in place until January 2024 and potentially will be extended for a further year dependent upon the outcomes achieved. The delivery will be independently evaluated by Sheffield Hallam University. (Appendix 7 – REACH presentation).
- The service has embedded a robust offer to young people who have experienced Acute Trauma (ACE) in their lives and how to support young people with a history of trauma. Staff have been fully trained and regular case formulations take place to enhance the direct work with our children.
- Embedding the groupwork programme 'Which Way' focusing on reduction of reoffending and the interface with the youth service for co-facilitating and reaching more cohorts of young people (Appendix 8 Which Way Q4 2021-22 report).
- Ongoing development of a localised approach and strategy embedding the 'Lundy Model' as an effective way of engaging children, young people and their families in influencing service delivery and design. This has also led to improvements with young people knowing why the service is involved with clear evidence of engagement within assessments and plans. This was evidenced in the direct feedback form HIMP as part of the ETE thematic inspection. The service has enhanced the co-production of plans with many examples of plans being written by children (Appendix 9 - coproduced plans).
- Focussed deep dives through task and finish groups, exploring disproportionality and unconscious bias within the CYPJS cohort in relation to ethnicity and children who are looked after. All staff have received training and the recommendations are routinely revisited and presented to the management board for ongoing development and sharing of best practice.
- Developed a robust approach to working with children and young people on EHCP's to ensure staff are skilled and able to adapt plans to meet identified needs. Staff were trained and a panel set up for staff to gain consultation on specific cases via SES and educational psychologists. This is now fully embedded, and staff are contributing to EHCP reviews as well as ensuring information held within the plans are used for working with children open to the service. The service is working with key partners to strengthen the support for children

with neurodiversity needs and staff are being trained to recognise and work with said children. This will remain an ongoing priority.

- The Local Authority invested in the evidenced based Signs of Safety approach to support direct work with families and case management. All staff within CYPJS have revisited training over the past year to further enhance the use of SOS in day-to-day practice. The service has identified practice leads to help embed the Signs of Safety approach in the work undertaken to continue to improve outcomes for children, young people and their families.
- Leicester City Violent Crime joint action group (JAG). Working in partnership the JAG is working to redesign the public service response to violence in Leicester City through greater collaboration and integrated working. The meeting utilises a cohort Management approach, the concept ensures that agencies are working through partnership intelligence to identify those children and adults most at risk of committing serious violence and recognising those children who may be on the periphery who require support. Support for individuals is agreed and delivered across the partnership, intelligence and intervention updates are reviewed monthly and revised action is agreed. The service is working closely with the VRN to ensure the serious youth violence duties are met.
- The Community Resolution and Prevention Team has now been operational since November 2019 and as provided intervention to more than 600 children and young people. The relaunch of this team will see it be re-branded as the Early Intervention team. We are now able to report a full year's cohort reaching the 12- month post closure point and the data demonstrates a significant drop in the number of young people who have re-offended as well as the number of offences committed which is supporting our reduction in FTE's. The intervention was independently evaluated by Sheffield Hallam University and the findings were published in June 22. (Appendix 10 Community Resolution and Prevention Team – Quarter 4 2021 – 2022 Progress Report).
- The Attendance Centre has maintained focus on development of sessions to increase confidence, self-efficacy, and motivation to desist from offending behaviour. A review and refresh of delivery have enhanced opportunities for young people to build knowledge and skills that aid desistance from offending and gain qualifications in preparation for working life. A well-established programme of intervention has been proving effectiveness, emphasising its focus on education and training. Intervention under the AC is also aligned with the Child first, Offender Second principle.
- CYPJS have been working in partnership with community safety representatives to support weeks of action. For example, the service has been working closely with Police Officers in the Beaumont Leys and Braunstone areas of the city, engaging with young people in the evenings around the 'knife arch' and pop-up surgeries as part of County Line Intensification initiatives.
- The Leicester Summer Arts College provides young people with an opportunity to get involved in a range of art projects to support self-expression whilst learning a variety of new skills. Young people are offered the opportunity to attend several trips which develops young people's confidence and enables them to feel part of a team. All young people have the opportunity in gaining an Art Awards. They showcase their work at an awards ceremony and receive their accreditation (Appendix 11 summer arts presentation).
- Continual improvements in several performance indicators including the reduction of numbers being remanded and entering custodial establishments.

### 3. Key Risks and Mitigations

- 3.1 A key risk at the time of finalising this plan is the continued impact of the coronavirus pandemic and irregular provision of performance data provided nationally. The impact of COVID for years to come is evident and will impact on all children's services including CYPJS.
- 3.2 An ongoing challenge for the CYPJS is to maintain continuous improvement in the context of any proposed national changes. Additional risks to future service delivery arise from reduced government and partnership funding. This also includes the current consultation on new KPI's being implemented April 2023.
- 3.3 The service is working with strategic partners through the YJMB to ensure that national changes to the criminal justice system through Police, HM Courts and Probation services are managed appropriately and address risk, public protection, and safeguarding priorities for young people.
- 3.4 The Service underwent a full-service redesign, primarily due to funding reductions in 2019, and subsequently received a GOOD outcome from the HMIP single inspection later that year. The service has received excellent verbal feedback from the thematic ETE inspection in January of this year. The service is now striving for outstanding in all areas but is also acutely aware of the financial situation and budget reductions that will occur over the next two years. It is therefore imperative to consider the impact budget reduction will have on front line services and potential outcomes for our families. This will mean an increase in case load numbers for individual staff, and this will have to be closely monitored.
- 3.5 HMIP were recently clear that the service was working with complex children and young people. The service is also conscious of the emerging risks regarding the increase cost of living and how this will impact on the families we work with. More collaboration and support across the partnership will be key to ensure our families receive the best offer and support possible. Leicester's partnerships are in a good place to be able to respond to an increase in need.
- 3.6 Child First approach - Increased scope to develop out of court interventions will require that we build a wider partnership approach to our commitment to Child First, Offender Second. Supported learning will be delivered across the partnership to establish 'child-first' principles, moving away from offence-type interventions to more holistic, relational approaches which seek to build trust and address multiple risk and protective factors.
- 3.7 Transitions- The growing cohort of young people aged 16 -18 open on orders makes it imperative that we improve all transitional arrangements (health, services, accommodation, education etc), ensuring that there are strengths in the transition to adult probation services particularly around maturation and understanding gaps in support. Our workforce development programme considers all training needs associated to transitions; the offer is to be expanded to include partners from probation. Service planning for the coming year specifically focuses on work to develop processes with the new Probation Service young people's team and sets out action to address key transitions related to education, health, and accommodation. The service will also be working closely with adult social care to ensure robust transitional safeguarding processes are in place.
- 3.8 Prevention and Early Intervention - Considering the balance of the prevention open case load compared to the statutory caseload we will continue to strengthen the focus on the prevention and early intervention opportunities. Invest to Save Other Funding, multiple funding streams across the partnership may result in a duplication of services and inability to demonstrate the impact of specific interventions.

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

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

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

##### Recommendations

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

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

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

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

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

6.1 The full report has been provided

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

7.1 Attached with this summary

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

##### 6.1 Financial implications

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

Paresh Radia - Finance

##### 6.2 Legal implications

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

Pretty Patel  
Head of Law

### 6.3 Equalities implications

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

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

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

However, the report and the appendix do not explore in any detail the protected characteristics of young people in the service, any potential issues in terms of over representation and how this compares to local demographics and the national picture or any work being done locally to address any specific issues related to this (other than race as cited above). To make further progress in meeting our public-sector equality duties, in particular that we are advancing equality of opportunity and eliminating discrimination, the service should ensure that the monitoring of disproportionality, trends and issues include the protected characteristics of young offenders not least sex, race, disability, religion and belief.

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

Sukhi Biring, Equalities Officer, 454 4175

### 6.4 Climate Emergency implications

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

Aidan Davis, Sustainability Officer, Ext 37 2284

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

Not Applicable

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

None

**8. Summary of appendices:**

Included in the Youth Justice Plan attached in section 7.

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

No

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

No

# PAPER I Annex A - Youth Justice Plan

<b>Service</b>	Leicester Children and Young Peoples Justice Service (CYPJS)
<b>Service Manager/ Lead</b>	Karen Manville Head of Early Help and Prevention Brian Bodsworth Service Manager for Children and Young Peoples Justice Service and Youth Service.
<b>Chair of Leicester Youth Justice Management Board</b>	Martin Samuels Strategic Director, Social Care & Education, Leicester City Council

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**Foreword by Martin Samuels** Strategic Director, Social Care & Education, Leicester City Council and chair of Leicester City Youth Justice Management Board

In the same way as every other part of society, the past two years have been an unprecedented period for the Youth Justice system. Pulling out highlights from that experience, and summarising the key priorities for the coming year that this leads to, is therefore something of a challenge. That said, the feature from the pandemic that stands out most strongly is the way in which the Youth Justice Management Board, and the Children and Young People's Justice Service, responded to the inevitable challenges in such a positive and constructive manner. This underlined beyond question the intense commitment to children that is central to the ethos of Leicester.

I have had the privilege of chairing the Board since I joined Leicester City Council at the beginning of March 2020, just a matter of days before the pandemic struck and the first lockdown was announced. Despite the limitations imposed by the requirements for social distancing, I have had contact with all the members of the Board in a variety of contexts, as well as a number of the team managers, both when they have presented reports to the Board and in other situations. As we progressively move into more 'normal' times, I am looking forward to meeting more of the staff over the coming months.

The arrival of Covid-19, and its particular impact in Leicester, meant that teams across all of the partners to the Board had to display an extraordinary level of creativity in seeking ways in which they could continue their vital work with children and families. Central to our shared approach, and consistent with our deeply held values, Leicester signalled early that we would maintain 'business as usual' in terms of maintaining our oversight of children, finding innovative means to deliver this promise even during the lockdowns and restrictions on contact required to fight the pandemic. Direct work with children continued throughout, with group work being delivered on a virtual platform and new ideas and solutions developed to enable working with children in community settings, all with the aim of ensuring that we continued to reach out to the many varied communities across the city – connecting with them on the basis of their needs and context, rather than our convenience.

This Youth Justice Plan provides an excellent opportunity to take stock of the past year, and to plan for the year ahead, doing so alongside the children and families of Leicester. A central element of our work has been embedding the Lundy Model of rights-based participation. The practical impact and benefit of this work on service design and on individual practice has been very evident. In January 2022, the service was one of six across the country to host a thematic inspection, focused on education, training and employment. I was delighted at the extent of

the positive feedback received from HMI Probation. Their recommendations provide the core of the key priorities within this plan. This reflects the strong aspirations that lie at the heart of the approach of both the service itself and of the wider partnership. These continue to drive all of us forward, making me proud to be part of this strong team.

I hope that you take the time to read the full plan. Like me, you will be impressed by the work that has been done by the Youth Justice Management Board and by the Children and Young People's Justice Service during the past year, and our plans for the future. This also gives me the opportunity to thank each of the partners, and all of the staff, for their support for the work that we have collectively delivered during these challenging times, and to underline how much this gives me confidence for our shared ability to address the priorities and challenges of the year ahead, always doing so in ways that put the interests of children and families at the heart of everything we do.

## 1. Introduction, vision, and strategy

1.1 The CYPJS is positioned within the Social Care and Education Department of the Local Authority. The service is strategically overseen by the Head of Service for Early Help and Prevention which has a portfolio of services including the Early Childhood Services, Family Support, Youth Services, Family Therapy programmes, as part of our Edge of care offer, and the Children and Young Peoples Justice Service (CYPJS). 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.

1.2 The CYPJS Service Manager oversees the operational delivery of the service and partnership work under the management of the Head of Service. The Head of Service is managed by the Director for Social Care 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 City Youth Justice Management Board (LYJM Board) chaired by the Strategic Director for Social Care and Education.

1.3 The Head of Service took up post in April 2021 with a background in youth justice, therefore bringing a wealth of experience to this role which will be key to the implementation of the annual plan. The Service Manager took up post at the same time having a background in Youth Justice as well as overseeing the Youth Service in Leicester. This supported a strong handover of responsibilities with minimal to no impact on the service during this transition.

1.4 The LYJM Board has senior officer level representation from statutory services including Police, Health, and the National Probation Service. (*Refer to LYJMB Membership and Terms of Reference Appendix One*) Representation is also in place from Education/SEND, Safer Leicester Partnership, Violent Reduction Network (VRN), and The Office of The Police Crime Commissioner. 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 pandemic has brought. The board also commissioned two discreet pieces of work in 2021 exploring disproportionality of ethnicity and children looked after within the CYPJS cohort. This work has been ongoing with regular updates presented at the board.

1.5 There is a close alignment between Leicester's Youth Justice Plan and the Violence Reduction Network's (VRN) Response Strategy. This includes several shared priorities and co-investment in projects and applications for further funding. The development of Leicestershire Police's Violence and Complex Crime Unit (VCCU), with a dedicated team focusing on prevention, has provided further partnership opportunities to strengthen the local system. This will place the Board in a strong position for discharging the new Serious Violence legal duty when it comes into force later in 2022/23.

1.6 The board meets on a quarterly basis where performance and finance reports are presented by the Head of Service and Service Manager, to inform strategic decisions and resource allocation. A strategic partnership action plan is maintained by the Head of Service and overseen by the board. HM Courts are kept abreast of the performance and governance through the Service Manager chairing quarterly court liaison meetings.

1.7 The board reports include quarterly analysis of performance against key national and local youth justice indicators, audit and self-assessment activity, Serious Incident reporting, National Standards audits, and spotlight thematic topics. The board receives deep dive thematic reports with recommendations that are reviewed at the board on a regular basis. The board reviews and revises its performance management framework regularly, to consider best practice and changing local and national priorities. Ongoing strategic partnership analysis and priorities for 2022 included child sexual exploitation (CSE), mental health, education and neurodiversity, disproportionality, and serious youth violence.

1.8 The effective participation and engagement of children and young people remain a high priority for the service. The Head of Service has (through a task and finish group made up of colleagues from the wider Early Help 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. There has been a drive to train all staff in the adopted Lundy model which has had positive outcomes for improving the voice and participation of our children, young people, and families.

1.9 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 Head of Service for Early Help and Prevention is the chair of the Early Help and Supporting families Working Group 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. A number of these boards are being re-shaped in 2022.

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

1.11 The aims of Leicester Children and Young People's Justice Service (CYPJS) are to prevent children and young people offending, to reduce re-offending and the use of custody. This is achieved through working in partnership to deliver services that ensure children and young people are safeguarded, the public and victims of crime are protected, and those who enter the criminal justice system are supported with robust risk

management arrangements. Our aim is to intervene early to provide help and support to young people and reintegrate them into their local communities without further offending.

1.12 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, Knife Crime strategy, and delivery plans within the local authority Social Care and Education department.

1.13 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.

1.14 As with all agencies, the Children and Young People's Justice Service has faced challenges because 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 put in place a dedicated COVID-19 business continuity plan, in addition to the overarching plan, which was subject to regular reviews by the Head of Service and quarterly at board level. The Head of Service attended weekly COVID-19 meetings to ensure service delivery was monitored. CYPJS continued to meet its statutory obligations and all children were seen throughout the pandemic. The service also developed a range of online resources and delivered group work sessions virtually where necessary.

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

1.16 Victim work is a key priority for 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. There have been ongoing developments of the use of this role within out of court disposals and prevention cases to support a reduction of young people entering statutory services.

1.17 The CYPJS works holistically to support children and young people to have high aspirations in their lives and for their future. The service works in partnership to address all the complex issues young people display including physical and mental wellbeing, Acute Childhood Trauma and Education attainment for example. The service recognises the need to ensure earlier intervention which has a greater impact. This is being evidenced through the prevention/community resolution offer which was established in 2020 within CYPJS.

1.18 The CYPJS has continued to prioritise young people's engagement in individually tailored assessment and support programmes. The service has an established comprehensive quality assurance framework, reviewed annually, to oversee assessments, pathways, planning and interventions through to outcomes. The service continues to ensure

evidenced based interventions are utilised whilst working to establish more research-based practice within the service.

1.19 Using internal resources and external funding from the Office of the Police and Crime Commissioner, Violence Reduction Network and Supporting 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 key objectives of the team have been to:

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

1.20 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. The Head of Service is a member of the Knife Crime Strategic Group that oversees the Leicester City Knife Crime Strategy. The Service Manager attends a fortnightly Serious Youth Violence Joint Action Group (JAG) to identify and divert young people identified through a coordinated partnership response.

1.21 The ACE project has provided training and support 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 5 direct referrals a month to support children, young people and families displaying trauma from their childhood. The project has developed and provided case formulation support which has enabled case managers to map and respond to childhood trauma. Children trauma work and training has been rolled out across Children services to enable a coordinated response to children experiencing trauma. Police in custody suites have also received trauma informed training to support this approach across the partnership.

1.22 Over the last year, the service has incorporated learning from a domestic homicide review and a Critical Learning Review within 2020/21 involving one young person who was open to the service and one that had been closed for a period of time where it was felt best practice to undertake a review. 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 had not been formally published.

1.23 Targeted individual advice and guidance continues to be offered to our vulnerable children and young people who are not in education, training, or employment (ETE) CYPJS continues to support young people’s access to education, training, and employment with some excellent results. The service was part of the HMIP thematic inspection on education, training, and employment in January 2022 with some excellent feedback at the end of the focused week. Several projects were regarded as outstanding and trailblazers and are featured in the thematic inspection report. Post 16 young people were impacted directly by COVID-19 with young people becoming unemployed or post 16 provisions closing because of the coronavirus. 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. CYPJS are now working closely with the employment hub located within the city which will help improve EET outcomes for young people aged 16+.

1.24 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. This was commended in the recent thematic inspection.

1.25 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 reduction of CLA in the CYPJS cohort. The partnership is not complacent and is committed to maintaining this as a priority moving forward

2021 – 2022

Total number of LAC = 316
Number known to CYPJS between 1st April 2021-31st Mar 2022 = 6 =1.89%

2020 -2021

Total number of LAC for Leicester City = 312

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

2019 -2020

Total number of LAC for Leicester City= 298

Number known to CYPJS between 1st April 2019-31st Mar 2020 = 16 = 5.4%

The service ensures a robust deep dive of all CLA cases and works closely with CLA colleagues to provide a wraparound programme of support. There will be a yearly follow up on the task and finish group established in 2021 and reported on in the previous Youth Justice Annual Plan. The following recommendations were made and there has been progress achieved and updated through the board:

- the previous joint protocol between the CYPJS and Children's Social Care is revised and updated. This has been completed and will be reviewed on a yearly basis.
- children looked after and known to the CYPJS are reported to the LYJM Board and relevant partners quarterly to monitor trends in practice and performance.
- offending by CLA is reported to the Corporate Parenting Board by the corporate parenting Head of Service and recommendations reported to the Service Manager for follow up.
- 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 children looked after.
- 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. This is repeated on at least an annual basis.
- 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. This requires further investment and will be a priority for 2022/3.

1.26 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 it is felt this area can continue to be monitored to ensure effective resettlement packages are always provided. The service has recently reviewed transitions and resettlement policies and provided



briefings to staff. The Covid pandemic did impact on direct delivery of session to young people in custody but an increase in video calls, telephone calls and letters were used by staff to ensure regular contact was maintained.

1.27 One action within the operational delivery plan for the Children & Young People's Justice Service (CYPJS) 2021-22 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 Team Manager taking the lead for coordinating work. Membership of the group consisted of representative roles from within CYPJS:

- a) The task and finish group completed work as follows (which has been regularly reviewed with the task and finish group continuing to meet to monitor impact through 2022/3).
- b) 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.
- c) Benchmarking against the recommendations from the 'Lammy Review of Black, Asian and Minority Ethnic (BAME) representation in the Criminal Justice System (2017).
- d) Completed mapping against good practice identified by the Ministry of Justice report exploring 'Tackling Racial Disparity in the Criminal Justice System' (Feb 2020).
- e) Young People's survey re: experience of practice in relation to diversity and ethnicity in particular.
- f) Staff survey re: experience and professional practice within the Children & Young People's Justice Service.
- g) Quality assurance of 37 cases where there have been breaches of court orders to test out key lines of enquiry that arose from the data we reviewed.
- h) Mapping local data against the YJB infographic re: Exploring racial disparity and how it affects children in their early years and within the youth justice system.
- i) Making tweaks to processes as the group became aware of anomalies eg) being able to request a change to a young person's ethnicity on ONE etc.
- j) Sharing good practice and learning as part of the Association of YOT Managers network on racial equality.

1.27 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. This is monitored through supervisions and data to ensure that this continues to be analysed.
- 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. 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 developed 25 recommendations that have been incorporated into the CYPJS service delivery plan. These recommendations were divided into three key areas:
  - Improving quality of practice
  - Building capacity and confidence within the workforce
  - Active participation influencing planning and delivery
- e) The recommendations have been monitored through the management board and two presentations have been provided with a further update provided to the board in June 2022. This ensures that the work is being monitored regularly. The work has also been presented at a range of Leicester board meetings and highlighted as excellent practice at a senior level within the authority.

## 2. Local context

2.1 There are just over 84,000 children aged 0-17 in Leicester, representing about a quarter of the local population. Not only is Leicester one of the youngest cities in the country, it is also one of the most ethnically and culturally diverse: 185 different languages are spoken by Leicester residents and 67% of the school population is made up of ethnic minority groups. Children in Leicester are more likely to live in low-income families and experience poverty than they are in other cities in England. The city is among the top 20% most deprived areas of the country, and children in Leicester are over four times more likely to be living in poverty than those in wealthier areas of the country. More than one in four (27%) of children in Leicester live in poverty before housing costs are taken into account. When considering housing costs, 41% of children are in poverty. Linked to the high levels of deprivation, children and families in Leicester have poorer health and a life expectancy that is below the average in England.

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

## 3. Child First

3.1 Leicester Youth Offending Service changed its name in 2019 to Children and Young People's Justice Service. The name was developed and chosen by children in the service and the name reflects the voice of the children we work with and our child first approach. Offending was a word that our children wanted to have removed as often the label offender led to a different response for our children being seen as offenders first and children second. In Children's Services our three-year plan has participation and coproduction as one of the five key priorities highlighting the commitment, at a strategic level, for participation and co-production to be at the heart of strategic thinking and operational delivery.

3.2 The Early Help and Prevention Head of Service led on a task and finish group to look at embedding the adopted Lundy model into practice across all Early Help services, including that of youth justice. A guidance paper for each service was created (*Appendix two Participation Pledges*) and champions volunteered to attend the meetings from each service area. A video was created to promote the work and the champions across Early Help all staff were trained in the Lundy model and rights-based practice was put at the heart of our work and vision for future service delivery.

## 4. Voice of the Child

4.1 The Service Manager has been working on improving the feedback forms, and use of, across youth justice with the view of ensuring this feedback is presented in the performance reporting to the board on a quarterly basis. The voice of the child will then help to consistently inform service delivery.

4.2 It is recognised that there is difficulty when collecting feedback from children and young people, with different needs, capacities and at different levels of engagement. Whilst also acknowledging that some children and young people are also in very challenging places

emotionally. The service recognises and values the voice of the child and their rights to participate.

4.3 Acknowledging the different contexts, the service has developed multiple channels for feedback. Children and families can choose how and when they provide feedback. "Always on" methods, such as comment boxes, social media platforms, compliment pro-active forms, surveys and focus groups are some of the channels available. The current user feedback rate at closure of intervention is 75%, with the service target set at 80%. The leadership team acknowledge that processes to hit this target need to be more robust and have recently introduced tighter processes that take account for feedback. This is a priority in 2022/3. Appendix Three details quotes from children and parents at the end of intervention.

4.4 Participation continues to be a priority in the Youth Justice Management Boards partnership plan. The Participation strategy specifically focuses on the service response to ensuring effective co-production with young people and their families in their assessments, plans and interventions. Co-production will continue to be a priority to support the planning, designing, delivering, and reviewing services. During the pandemic whilst the attendance centre was closed and activities moved to a virtual platform, the service took the opportunity to relaunch the offer but in co-production with our children. Art sessions and workshops were developed for children to re design the service from its name, image, delivery model and activities. Since opening the centre has been better attended with some outstanding outcomes for our children and young people.

4.5 Policy and procedures are subject to ongoing review to ensure that a child first approach is a corner stone of practice. For example, the remand strategy work led by the police representation at the board has ensured a child first approach to its work. This is a creative and innovative piece of work that fits in the national standards framework as well as the child first approach that has been adopted across the partnership.

## 5. Governance, Leadership and Partnership Arrangements

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

5.2 Leicester's annual Youth Justice Plan is underpinned by a strategic partnership delivery plan (which the YJMB is accountable for) and an operational service plan for the CYPJS (which the Service Manager is responsible for). Both plans support a range of associated partnership strategies including the Leicester Early Help Strategy 2020-23, Leicester Children and Young People's Plan, Police and Crime Plan, VRN Response Strategy and the Safer Leicester Partnership Plan.

5.3 The Head of Service for Early Help and Prevention or CYPJS Service Manager is represented on/or responsible for the following key strategic partnerships (at the time of writing consideration across the partnership is being undertaken to look at several boards and reconfiguring them under the Strategic Partnership Board arrangements:

- Leicester Children's Trust Board (LCTB)
- Local Safeguarding Children's and Adults Board (LSCAB)

- Safeguarding assurance meeting
- Corporate Parenting Board (Looked After Children)
- Early Help and supporting Families Working Group
- Safer Leicester Partnership (SLP)
- Strategic Offender and MAPPA Management Board (SOMMB)
- Prevention and Early Intervention Board
- Adolescence Safety and Diversion Board
- Adult Offending and Vulnerability Board
- Children and Adolescent Mental Health Service (CAMHS) Multi Agency Partnership
- Family Therapies 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
- Serious Youth Violence Jag
- The Serious Violence Delivery Group'
- SEND partnership meeting
- Joint Solutions Panel
- Family Hubs Project Board
- Association of YOT Managers regional representative
- Knife Crime Strategy Group.
- Domestic Abuse delivery meeting
- Assurance and Development Board for Healthy Together
- Young carers group
- Participation Network

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

5.5 The CYPJS is one of four services within Early Help and Prevention service, which forms part of Leicester's Children's Social Care and Early Help division. Reporting to the Head of Service for Early Help and Prevention, the CYPJS has a dedicated Service Manager who oversees the operational delivery of the CYPJS and Youth Service.

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

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

5.8 Services for children and young people known to the CYPJS are provided by directly employed staff and external specialist staff who are located within the CYPJS. The service's office base is in the city centre in the same building as social care, but staff also undertake direct work in local communities and home environments. Venues used include the children and family centres and youth centres across the city. Despite the COVID pandemic, felt particularly in Leicester due to periods of lockdown longer than anywhere else in the country, the service continued to offer direct work with all children across the service and developing robust virtual offers for group work.

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

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

5.10 The Early Intervention Team, deliver intervention to young people receiving a community resolution and those at risk of child criminal exploitation or offending. The team are having an outstanding impact on our first-time entrants. Working with the Violence Reduction Network we have developed the REACH project, funded by the Youth Endowment Fund. The project directly supports young people on the cusp of exclusion, short term exclusion and struggling within educational settings. The Early Intervention Service is also supporting a DfE initiative to co-

locate multi-agency teams within Alternative Provision settings and has a prevention officer based within Carisbrooke (pupil referral unit).

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

- 1 FTE Seconded Probation Officer
- 2 FTE Seconded Police Officers
- 1 FTE Seconded Pre-16 Education Specialist
- 1 FTE Seconded Post 16 Education Co-ordinator
- 1 FTE Substance Misuse worker.
- Direct support from a CAMHS Practitioner on a full-time basis to work closely with the Child and Adolescent Mental Health Service (CAMHS).
- Two ACE's practitioners working across LLR offer support for the trauma induced work with staff to support their work with children and young people that display acute childhood trauma (ACE's).
- 1 FTE Dedicated Educational Psychologist.

5.12 Vulnerable children and young people who are not in education, training or employment are offered targeted individual advice and guidance. Education Psychology support and deliver intervention to all young people. There is a specific focus upon young people who have an Education, Health Care Plan, those who require Speech and Language Therapy and those in custody. Education Psychology also support the service workforce development programme. Connexions support all children in year 11 and those above school age. The Education Welfare Service contributes towards a fulltime ETE coordinator to support children of statutory age. The coordinator is responsible for:

- Coordinating resources to address school age ETE needs, collaborating with schools and education providers
- Overseeing the allocation of work relating to custodial education, pre- and post-16 transitions, and educational psychology
- Managing all referrals to education welfare service
- Exchanging information relating to ETE records with schools and the host local authority when a young person enters custody
- Engaging the local authority in terms of attendance and representation of CYPJS issues at key focussed meetings

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

5.14 Our volunteers are vital in helping to make a difference to the lives of children, young people, their families, and victims of crime. We work with a wide range of volunteers reflecting the diversity of Leicester's communities.

5.15 The youth justice mentoring project, for out of court disposals, has been set up to help tackle the underlying challenges that exist in a child's/young person's life, which may lead them

to commit crime and antisocial behaviour. The scheme aims to engage children and young people on a one-to-one basis and deliver tailored intervention to address their offending behaviour, increase their knowledge and consequently divert them from offending. The mentoring support provided is set up on a swift and short-term basis to maximise the impact and effectiveness of the intervention. The service continues to recruit, train, and support many community panel members for the delivery of Referral Orders.

5.16 The CYPJS works in partnership with the Youth Service to deliver criminal exploitation and knife awareness programmes for two distinct groups of young people, those who are known to carry knives and those 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). Specific programmes have been delivered, in partnership, to reduce the number of knife related offences across the city, with the service being a key contributor to the Knife Crime Strategy incorporating serious youth violence. The group work programmes have been co-produced with our children and young people. 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 now in discussions once more for a potential delivery in 2022/3.

## 6. Resources and Services

6.1 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.

6.2 There has been a continued downward trajectory regarding the number of children in the youth justice system. Leicester City has seen a further reduction in number of children open to the service over the last two year with average 122 caseload (2019/20) v. average 73 caseload (2021/22). Nationally, this is reflective of the Covid 19 pandemic, and a trend seen by neighbouring YOTs, and it is expected to increase alongside Covid 19 easing to pre-pandemic levels. However, it is also clear that the Prevention and Community Resolutions Team have had a significant impact on the statutory side of youth justice by diverting children at the earliest reachable point.

6.3 Locally, we can demonstrate how team impacting upon the FTE rate which was previously higher than the regional and national averages. This has resulted in the reduction of young people receiving court convictions and escalating through the Criminal Justice System. The figures represent a 53% decline in the number of young people receiving a Court order 2019/2020, compared with 2021/2022. Despite the slight increase in the number of Youth Cautions and Youth Conditional Cautions in this last 12 months compared to the previous 12 months there is still a 38% reduction between 2019/2020 and 2021/2022. From April 2019 – 2020 the use of community resolutions has increased by approximately 700%. From the 1st of April 2020 to the 31st of March 2022, 660 children have been referred for intervention. Offending data post intervention is strong, for the last year just under 5% of young people have offended 6 months post closure. This reduction has however been timely to enable necessary developmental activity following our most recent inspection in 2019.

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



6.4.1 Utilising existing community risk management processes, for example the Serious Youth Violence Joint Action Group to engaging siblings/children of the most serious offenders to ensure wrap around services are provided and timely referrals are made.

6.4.2 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.

6.4.3 Analysing first time entrants' data to support prevention initiatives, for example we know young people committing knife offences are not eligible for a Community Resolution. Increasing the need for addition prevention to be delivered in a range of universal settings.

6.4.4 Utilising Community Resolutions as a viable option preferred to Youth Cautions and potentially Youth Conditional Cautions.

6.5 The CYPJS leadership team and the Police meet monthly to focus on are range of developmental areas, the key priorities for the forthcoming year:

6.5.1 Out of Court Disposals (linking with the Early Intervention Team) – Focused on achieving the best practice outcomes for children as identified in the Crest Advisory Report that examines the effectiveness of out of-court disposals and diversion programmes and considers whether there is scope to increase their use. It is acknowledged that the outcomes identified are likely to become expectations in practice and the meeting is keen to progress with early adoption of these. This move would impact positively on the improvements required by HMI Probation.

6.5.2 Data Sharing – This is a key feature of both HMIP and Crest Report and the meeting is focused on what data the Services readily have available that could provide a more robust overview of out of court work. A barrier to achieving this to its full potential is the need to have data analyst support. This strand will also support any grant or bid submissions that will bolster the work of the Police, Youth Justice, and other partners.

6.5.3 Cohort Management – this is a new concept that agencies are working through to identify those children and adults most at risk of committing serious violence and recognising those children who may be on the periphery who require support. This work is being led by the Violence Reduction Network and the Violence and Complex Crime Unit.

6.6 The complexity of cases escalating through the criminal justice system is notable, the staffing time and partnership time across all disposals has increased. Alongside this, there has been an increase in intensity of support needed, when reviewing the assessed risk levels. The consequence of this is a need for higher contact rate, more intensive support, and increased multi-agency planning, increase staffing time per child. We have two key processes to support the reduction of risk these are the Re-Offending toolkit meetings and the Case Management and Diversity Panels.

6.7 Service improvement activity in 2021-22 has been ongoing using the YJB Re-offending Toolkit to ensure a detailed understanding of local re-offending rates and ensure that 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. Intelligence sharing also supports the delivery of initiatives in the community, for example weeks of action and group delivery to prevent first time entrants and re-offending. The Service has fully embedded this toolkit within its weekly management reoffending toolkit meetings.

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

6.9 The cohort of young people aged 16 -18 open to the service has been steadily increasing. Ongoing data and quality assurance scrutiny is supporting how we develop and delivery impactful intervention, this will continue to be reviewed on a quarterly basis to inform practice. During the last year transitions and resettlement policies were reviewed and updated, and service briefings were delivered. It will be a key priority to strengthen working arrangements with custodial establishments post pandemic. To support transitions and flexible approaches to ensure there is capacity for continues assessment, planning and delivery to support resettlement back into the community. There will be a key focus of working closely with the Probation Service as they develop their young people's team.

6.10 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, employment and accommodation. Parenting support is provided to all young people in custody and their families throughout the custodial sentence to plan and support reintegration into the community. Other key professionals will be invited to custodial reviews depending on the specifics of each case being presented to the panel.

6.11 Development to support transitions will be key, working with, and holding a range of services accountable in supporting the planning and delivery of key transitions. Including accommodation/residence, change of services, health, education and exit strategies for children when they reach the end of their order. The key focus will be upon those with Education Health Care Plans, Special Educational Needs and those that are Looked After.

6.12 The service routinely updates its quality assurance activity schedule outlining CYPJS 2022-23 quality assurance activity with broader actions tracked and progressed through the improvement/business plan. We prioritise improvements around practice and recording,

following implementation of whole child's journey case management guidance. These have been developed following learning from the National Standards self-assessment and associated actions absorbed into the improvement plan. CYPJS has held, and will continue to do so, bi-monthly developmental practice workshops, and build on the quarterly service meetings which covers a variety of quality improvement activities. Board member governance and scrutiny of quality assurance processes will be a key priority.

6.13 Workforce Development Training and learning is delivered through internally commissioned training/workshops for CYPJS specific activity, accessing the divisional and corporate training programmes and through self-directed research keeping up with practice developments. This year CYPJS will develop a new Skills Matrix Training Plan that will be supported by a service wide self-assessment using the YJB's Youth Justice Skills Audit for Youth Justice Practitioners (Appendix 5 The workforce development plan for 2022). The priorities identified and actions will feed into the service delivery plan.

6.14 Statutory partners funding contributions in Health, Police and the Probation Service are yet to be confirmed for 2022-23 at the time of writing this plan, however it is envisaged these will remain at the same levels. The OPCC has yet to confirm 2022-23 additional funding for the service. Additional funding has been secured from the Supporting Families payments by results and the Violence Reduction Network in Leicester to support the Early Intervention Team to continue for one final year. There will be a review of this team to look at mainstreaming the work within CYPJS due to the significant impact it is having on FTE and other KPI's (Financial, staffing and in-kind contributions made by local partners is contained in Appendix six for 2022-23).

6.15 Invest to save, as part of supporting the preventative agenda, has been a priority for CYPJS over the past year and will continue to do so throughout 2022-3. Initiatives have included:

6.15.1 The Early Interventions Team has been Independently evaluated in March 22 and we are awaiting the outcome. Work will be undertaken to mainstream this service and will be a priority area for 2022/3.

6.15.2 The REACH Programme which was derived from a VRN supported bid to the Youth Endowment Fund. Independent evaluation will support whole system development and delivery.

6.15.3 Focused deterrence approach to reducing serious violent crime within a high-risk community. This is a VRN led initiative to develop a strong multi-agency partnership working involving CYPJS, the police, support service/s and the community.

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

## 7. Progress on Previous Plan

7.1 The service set an aspirational Youth Justice Plan for 2021/22 and it was set as a three-year plan. It is clear to see that significant progress has been made in many of the priorities set on the backdrop of some of the most challenging times.

7.2 Key priorities for the Leicester Youth Justice Management Board for 2021-22 included areas for development highlighted by the HMIP inspection and self-assessment against the Youth Justice Board National Standards. Some priorities from the 2021-2022 plan will be rolled forward because of ongoing work required which was impacted by the coronavirus pandemic.

7.3 The HMIP ETE thematic inspection report was recently published after being inspected in January 2022. Key recommendations will be included in the partnership and operational plan as well as verbal recommendations that were provided at the end of the inspection week.

7.4 Leicester Youth Justice Management Board to continue to improve ownership of strategic priorities with a full self-assessment completed in 2021-2022. This was undertaken on two occasions with a further self-assessment in December 2021 (against the HMIP criteria) with recommendations included in the partnership plan and service delivery plan.

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

- a. Strengthened co-production informing improved assessments, plans and service delivery which is evident within quality assurance processes. Progress has been made and this is being realised through the QA approach.
- b. Use friendly induction processes evidencing that children and young people know why we are involved and what the trajectory is. The induction paperwork has been revisited and children have been involved in looking at the induction approach and written paperwork. In addition, there have been group work sessions developed in partnership with children to introduce them and their families in what to expect from CYPJS.
- c. Victim voice more evident within out of court disposals with a stronger focus on restorative justice processes. Work has been undertaken to ensure the victim voice is always heard within the out of court processes and paperwork has been amended to reflect this. There is work being undertaken with the County YOS to develop the processes further within the out of court arena having received feedback from HMIP and a joint process established.

7.6 The service continues to strive for best practice and improve quality of practice in the following areas:

- a) improvement in the quality of reviews and effective management oversight. The service has seen significant improvements in this area with reviews continually benign monitored. This will remain an ongoing priority with the aim of 80% of reviews being deemed "good" or "outstanding" through the QA approach. HMIP provided encouraging verbal feedback on management oversight during the thematic inspection in January.
- b) board members to become part of the quality assurance process. This is still an area to consider. However, Board members receive quarterly QA reports in the board

meetings and opportunities are there to provide feedback and advice on areas for development. This continues to be an area to consider for the best use of board members time and skill base.

7.7 To implement the recommendations from the task and finish group findings, exploring disproportionality of ethnicity and children looked after. This is ongoing and was reviewed at the management board in June 2022. It will continue to be a priority for the 2022/3 plan.

7.8 To establish a bespoke programme to support young people through transitions smoothly. The transitions policy for the service was updated and was supported by briefings to the service. Updates have specifically focused upon custodial and Probation transitions. Work is ongoing to focus upon all transitions, including health, education, accommodation, children who move services and children who reach the end of their order.

7.9 To 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. The dashboard has been created and trialled but there has been a delay due to the service level Agreement which has now been resolved. This will therefore continue to be a priority as it embeds in 2022/3.

7.10 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. This piece of work, although ongoing, has been an excellent partnership approach to creating a child first remand strategy across LLR. It is hoped that it will be signed off over the summer period so will remain a priority for 2022/3 to embed the strategy across the services.

7.11 Increase the focus on substance misuse treatment both through increased and appropriate referrals and informing the new commissioning arrangements from 2022. This has been completed both in terms of being an active participant in the commissioning arrangements for 2022 and revisiting the referral process and working agreements with the provider. Referrals are being closely monitored to ensure an increase is seen and engagement is improved. A priority area for 2022/3 will be to concentrate on the engagement and retention of young people in treatment and sustaining successes.

7.12 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 at 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.

7.13 Continue to be a core member of the VRN and simultaneously prepare, alongside partners, for the new Serious Violence Legal Duty within the Police, Crime, Sentencing and Courts Act 2022. As a specified authority, this will require the Board to ensure CYPJS is adopting a public health approach in both preventing and reducing serious violence locally.

7.14 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. This has been actively worked on and the service has seen an increase in Post -16 EET. This remains a performance priority and recommendations from our thematic inspection will form part of our partnership planning over the coming months.

## 8. Performance and priorities.

8.1 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. 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).

8.2 The CYPJS performance management reporting arrangements inform the Leicester Youth Justice Management Board's decision making and influence service delivery across the partnership. This includes a rag rating system for the service to track the key performance indicators compared with their respective YOT family, regional and national datasets. This is also underpinned by the quality assurance framework which 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.

8.3 The CYPJS completes regular 'deep dive' analysis reports for the Leicester Youth Justice Management Board on priority areas. Over the year this has included, young people who were in custody/remand, Looked After Children, and young people who have an education health care plan.

### 8.4 Reducing First Time Entrants (FTE) Performance

FTE PNC rate per 100,000 of 10-17 population –
Oct 20 – Sep 21: Rate of 207 per 100,000. (Actual Number of FTE= 73 young people)
Oct 19 – Sep 20: Rate of 223 per 100,000. (Actual Number of FTE = 78 young people)
GREEN - Decrease -7.3%

### 8.5 Key priorities from 2021/22 and progress

8.5.1 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. This remains a key priority but there has been a significant downward trend in children entering as FTE. This progress can be contributed to the Early Intervention Team.

8.5.2 Expand the Early Intervention 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. The team has contributed significantly to the reduction in FTE and reoffending rates. This will continue to be a priority and work during 2022 will concentrate on further evidencing impact and realigning resources to mainstream the team.

8.5.3 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. There has been a sustained reduction in both frequency and seriousness of offending. This will continue to be a priority for the service.

**8.6 Reducing First Time Entrants (FTE) Priorities for 2022-23**

8.6.1 The Early Intervention Team – Development will continue to be a key priority and work during 2022 will concentrate on further evidencing impact and realigning resources to mainstream the team.

8.6.2 The Service Manager will drive the adolescent offer to ensure children and young people receive the right services at the right time with a clear partnership pathway.

8.6.3 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. The service has developed the REACH project, through YEF funding, which will identify children in the school environment at risk of entering the criminal justice system and provide a wraparound evidence-based package of support. This will be a priority over the coming year to monitor impact by reaching children at the earliest point.

**8.7 Reducing Reoffending Performance for 2021-22**

<p><b>Reoffending rates after 12 months – Quarterly cohort</b></p>
<p><b>Re-offending rates -quarterly cohort</b>          Reoffences per reoffender Jan 20 – March 20 (latest period) = 4.71          Reoffences per reoffender Jan 19 – March 19 (previous year) = 2.17  <b>Increase of - 117.6%</b>          (47 young people -14 re-offenders – 66 reoffences = 4.71 re-offences/reoffender)          Compare to          (48 young people-12 reoffenders-26 reoffences-2.17 reoffences/reoffenders)</p>
<p><b>Binary Rate -quarterly cohort</b>          Binary Rate Jan 20 – March 20 cohort (Latest period) = 29.8%          Binary Rate Jan 19 – March 19 cohort (previous year) = 25%  <b>Increased by - 4.79</b>          (47 young people committing 66 offences)          (48 young people committing 26 offences)</p>
<p><b>Yearly Reoffending rates annual reoffending data</b></p>
<p>12 Month cohorts – Annual Data          Reoffences per reoffender Apr 19 March 20 (latest period) = 3.07          Reoffences per reoffender Apr 18 – March 19 (Previous year) = 2.90  <b>Increased by -5.9 %</b>          (186 young people - 42 re-offenders -129 reoffences= 3.07 (re-offences/reoffender)          Compare to          (195 young people – 60 re-offenders -174 reoffences= 2.90 (re-offences/reoffender)</p>
<p><b>12 Month cohorts - Annual Data –</b>          Binary Rate Apr 19 – March 20 (Latest period) = 22.6%          Binary Rate Apr 18 – March 19 (previous year) =30.8%  <b>GREEN - Decrease by -8.19</b></p>

(186 young people committing 129 offences) (195 young people committing 174 offences)
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## 8.8 Priorities in 2021/2 and progress

8.8.1 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. The service has been able to do this although to a limited degree due to a lack of data being provided over the past two years due to the impact of the Pandemic. This has been raised at board level and the service had relied on local data to inform delivery. Therefore, this will remain a priority for this year specifically frequency rates of offending for a very small cohort of young people.

8.8.2 Expand the Early Intervention Team to focus specifically on the prevention and protection of young people who are criminally exploited and 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. This has been achieved and the service is now looking at maximising the project and realigning resources to mainstream it.

8.8.3 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.

8.8.4 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.

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

8.8.6 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.



## 8.9 Reducing Reoffending Priorities for 2022-23

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

8.9.2 To realign, relaunch and mainstream the Early Interventions Team to focus specifically on the prevention and protection of young people who are criminally exploited and re-offending. The trajectory is on target due to the substantial evidence of impact this service has had. A realignment/ review will be required to mainstream this part of the service.

## 8.10 Reducing the Use of Custody Performance 2021- 22

Use of Custody rate per 1,000 of 10-17 population
Jan 21 – Dec 21: Rate of 0.11 per 1,000. (9 custodial sentences)
Jan 20 – Dec 20: Rate of 0.29 per 1,000. (14 custodial sentences)
Decreased by – 0.17

## 8.11 Progress to date on priorities set 2021/2

8.11.1 To reduce the use of remands to youth detention accommodation and custodial sentencing for all young people including children looked after. This has been a priority and the service has seen a significant reduction for both areas – this will continue to remain a key priority. The service continues to see a reduction in the number of remands. However, there may have been an impact also due to the pandemic so this will continue to remain a priority and link with the remand strategy work that is in progress.

8.11.2 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. A yearly deep dive is now in place and has been completed each year for three years. A report was presented to the Board in March 2022 and recommendations are in the service delivery plan. This will remain a yearly approach and embedded in our quality assurance framework.

8.11.3 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. Ongoing work is taking place, and this will remain a priority for 2022/3.

## 8.12 Reducing the Use of Custody Priorities for 2022/23

8.1 To reduce the use of remands to youth detention accommodation and custodial sentencing for all young people including children looked after.

8.12.2 To complete and embed a local Remand Strategy which includes alternatives to police custody and improved strategic links with estates. The strategy having a clear child first approach.

8.12.3 To review the court and resettlement team in CYPJS. To review the impact this team has had on the quality and reduction of edge of custody and remand cases. This will also include the role of the advocate for ISS cases and custody cases.

### **8.13 Education, Training & Employment (ETE) Performance 2021-22**

#### **8.14 Progress to date on priorities set 2021/2**

8.14.1 To reduce the numbers of NEET young people with a specific focus on those aged 16+ who are not in full time Education, Training & Employment known to CYPJS. This will include expanding the use of accredited programmes through the group work offer and providing an exit route into further education, training and employment opportunities. Although some work has been achieved it was heavily impacted by the pandemic and numbers in post 16 EET dropped significantly. This was carefully monitored at a service and board level, and we are now seeing a return to more typical outcome data. This will therefore remain a priority for 2022.

8.14.2 To improve the targeting of ETE support for high-risk entrants and repeat offenders, including engagement with Educational Psychology services. Work has been undertaken to improve this area and a revisit of surgeries are now in place for children and staff to meet and consult with educational psychologists. Educational psychologists also attend the case management and diversity panel to consult and support staff with cases that meet the threshold for this meeting. This panel and representation were highly regarded in the ETE thematic inspection in January.

8.14.3 To ensure the service continues to respond to the needs of children and young people on EHCPs and any identified learning and neuro diversity needs. Staff will be able to use the health data provided routinely to respond appropriately to children and 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. This will need to be a priority for 2022. Some progress has been made in regard to work on EHCP's and the support from SES. However, further work is required specifically regarding wrap around support for children with neurodiversity needs.

### **8.15 Education, Training & Employment (ETE) Priorities for 2022-23**

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

8.15.2 To ensure the service continues to respond to the needs to children and young people on EHCPs and any identified learning and neuro diversity needs. Staff will be able 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. It is also hoped that the service will benchmark its work and progress against the SEND YOT's criteria for SEND awards and be able to apply for the award in 2023/4.

8.15.3 The thematic inspection of Education, Employment and Training services in Youth Offending Team in England and Wales identified the following recommendations that will be incorporated and prioritised within the partnership plan. (Not published at time of writing)

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

## 8.16 Serious Youth Violence Priorities for 2022-23

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

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

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

- Work in cooperation with the Police and VRN team, to develop cohort data to highlight key demographics and the prevalence of known risk factors amongst young people involved in violence-related offending.
- Support all cohort management processes for example the Serious Violence action group.
- Development analytical support to reduce the extent to which data can be used in planning, operational delivery and evaluation.

## **8.17 Restorative Justice and Victims.**

8.17.1 CYPJS Victim Contact Officer (VCO) provides all direct victims of crime the opportunity to capture their voice in terms of the impact of the offence(s), supports them to be part of a restorative justice approach and works collaboratively with the Case Manager to support the child to make amends for the harm they have caused. The VCO follows the Victim's Codes of Practice and provides an enhanced service to vulnerable victims, including those under 18 years of age, those who are elderly, disabled or victims of hate crime.

8.17.2 The VCO contacts all victims of young people being sentenced to an Out of Court Disposal or Court Order to capture the victim's voice by way of a Victim Impact Statement (VIS). The victim will be offered support to attend meetings with the young person who has caused harm as part of a restorative approach which is carefully risk assessed and managed by the VCO and case manager. Victim Impact Statements are utilised by the case manager within their intervention sessions with the young person to increase their understanding of the impact and explore reparative opportunities.

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

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

8.17.4 CYPJS has a directory of community reparation placements set up by the Restorative Justice and Volunteer Co-ordinator, which includes painting and gardening projects to support older people's communities. Reparative activities take into account the victim's wishes and the young person's ability and interests to ensure restorative justice is meaningful for both parties. The young person is supported to attend and is supervised by either an advocate or volunteer within CYPJS to also ensure that they feel safe. Young people, where assessed as suitable for group work can be referred to the Victim and Restorative Justice programme as part of the Attendance Centre offer.

8.17.5 It is evident through research, that there is a risk of offending by young people who have been a victim of crime. Young people open to CYPJS are also supported where they have been a victim of crime, exploitation and / or adverse experiences. Support can be offered by the VCO who will also work directly with the young person to support their needs and signpost to other

services as required. The case manager will also work closely with Children’s Social Care to look at Safety Planning with the young person, parent / carer and the network involved.

8.17.6 Key Priorities for victim and RJ work:

- To review existing data sets relating to the victim offer uptake
- Explore existing processes in capturing victim’s satisfaction and ensure this is analysed to inform the future VCO work and practice of the victims and satisfaction rates.

9. National standards

9.1 Members of the Youth Justice Management Board paired up with a Team Manager in CYPJS in 2020 to complete a self-assessment against each of the five national standards (below). This was then reviewed in 2021. Indicative gradings were applied and validated. This is being revisited as an activity in 2022/3 to benchmark progress to date and identify areas for further development which will then be 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>	
Operational - Good	Strategic – Good
<b>Standard Five: Transitions</b>	
Operational - Good	Strategic – Good

9.2 **Standard One: Existing Priorities and progress:**

9.2.1 The development of a communication strategy for The Early Intervention Team. The manager established a robust communication strategy at a strategic, operational and practitioner level. The strategy will be enhanced in 2022.

### **9.3 Standard One: New Priorities 2022/3:**

9.3.1 In collaboration with the police, produce information that is provided to all young people when brought into custody for the first time.

9.3.2 Adopt panel pre assessments, utilising the prevention assessment framework for outcomes that are likely to be community resolutions and Asset plus for Youth cautions.

9.3.3 Develop information exchange with Liaison and Diversion to ensure all young people are provided with intervention at the earliest opportunity.

9.3.4 Out of Court Disposals (linking with the Early Interventions Team) focused on achieving the best practice outcomes for children as identified in the Crest Advisory Report. Examining the effectiveness of out of court disposals and diversion programmes and consider whether there is scope to increase their use.

9.3.5 Data Sharing - to consider what the partnership has readily available that could provide a more robust data analyst to deliver out of court work.

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

### **9.4 Standard Two: Existing priorities and progress:**

9.4.1 Greater evidence was required to illustrate that CYPJ officers have informed YP and carers/family of their order and clarify their understanding. Communication has been enhanced, and adjournment notices have been amended to ensure young people, parents and carers are communicated with effectively.

9.4.2 Strengthen the voice of young person in the Pre-Sentence Report (PSR) workforce development has focused upon participation and co-production over the last year. Quality assurance assures us that the voice of the young person is reflected. This will remain a priority as part of our commitment to improving our rights-based service.

### **9.5 Standard Two: New Priorities 2022/3:**

9.5.1 Pre-sentence report gate keeping and quality assurance review - to ensure quality, strong voice of young people and high congruence rate.

9.5.2 Review of bail support options available to the court will be undertaken.

9.5.3 Breach quality assurance processes to be reviewed and developed to inform best practice.

## **9.6 Standard Three: Existing priorities and progress:**

9.6.1 To revisit the induction process and forms that YP and families complete. Paperwork was redesigned through the disproportionality task and finish group and was launched as part of Children Rights and Participation Training in April 2021

9.6.2 To promote effective practice around building pro-self-identity. NACRO Training has taken place and resources have been rolled out. Work has been completed in service and team meetings to promote self-identity work with children. Quality assurance activity is scheduled in July 2022 to measure the impact of this work.

9.6.3 Continue to embed the social care and education participation strategy, ensuring that the views of children and young people, their parents/carers and other stakeholders are fully embedded in key areas within the CYPJ service. Co-production informing improved assessments, plans and service delivery which is evident within quality assurance processes. Co-produced plans replace 'Pathways and planning' (for all pre- and post-court outcomes/disposals, except for young people in custody where there is no resettlement plan). Assessed priorities in Pathways and Planning should be utilised to identify what needs to go into the plan and inform the co-produced plan.

## **9.7 Standard Three: New Priorities for 2022/3:**

9.7.1 Child Review Meetings (CRM) to be introduced for all YROs and Custodial sentences (DTOs and Section 250's which replace section 90/91) from the 01.04.22 for new Orders and where there is more than 6 months left on the child's sentence. The rationale for the introduction of CRM's is to further enhance children's and families' participation in our service.

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

9.7.3 Case Supervision guidance and service evaluation to be completed to provide assurance that current processes and supporting materials are fit for purpose based upon current offending behaviours.

## **9.8 Standard Four: Existing priorities and progress:**

9.8.1 To have a comprehensive Remand Strategy, the Children in Custody working group is overseeing the development of Joint LLR Children in Custody Protocol. The protocol is now drafted ready for executive sign off.

9.8.2 Systematic recording of post court reports in contacts. The completion of the post-court report and evidence it has been sent within two hours to Youth Custody service. Processes have been updated and brief provided to the service with improved evidence of process being adhered to.

9.8.3 Strengthen links to family members and home visits as standard and increase communication with YP in custody to ensure creative ways are used as well as standard visits. Progress was limited due to the impact of Covid, therefore work to address this is ongoing.

9.8.4 Develop effective communication strategy with the three key secure settings (Werrington, Weatherby and Clayfield's). Progress has been made with Werrington. An effective communication and information exchange checklist is to be agreed as a working document with custodial establishments.

#### **9.9 Standard Four: New priorities for 2022/3:**

9.9.1 Release on temporary licence guidance to be implemented (pending the YJB review).

9.9.2 Review of processes to ensure there is a robust approach to holding services and agencies to account in the event of insufficient planning and delivery of the transition and or resettlement plan for a child.

9.9.3 Ensure that initial sentence planning considers all transitions at the earliest opportunity.

#### **9.10 Standard Five: Existing Priorities and progress:**

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

#### **9.11 Standard Five New priorities for 2022/3:**

9.11.1 Child Review Meetings (CRM) to be introduced for all YROs and Custodial sentences (DTOs and Section 250's which replace section 90/91) from the 01.04.22 for new Orders and where there is more than 6 months left on the child's sentence.

9.11.2 Review of the joint CYPJS and probation transitions policy.

9.11.3 Develop working practices and protocols with the new Probation young adults' team

9.11.4 Development to support all transitions will be key over the coming year.

## **10. Challenges, Risks and Issues**

10.1 A key risk at the time of finalising this plan is the continued impact of the coronavirus pandemic and irregular provision of performance data provided nationally. The impact of COVID for years to come is evident and will impact on all children's services including CYPJS.

10.2 An ongoing challenge for the CYPJS is to maintain continuous improvement in the context of any proposed national changes. Additional risks to future service delivery arise from reduced government and partnership funding.



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

10.4 The Service underwent a full-service redesign, primarily due to funding reductions in 2019, and subsequently received a GOOD outcome from the HMIP single inspection later that year. The service has received excellent verbal feedback from the thematic ETE inspection in January of this year. The service is now striving for outstanding in all areas but is also acutely aware of the financial situation and budget reductions that will occur over the next two years. It is therefore imperative to consider the impact budget reduction will have on front line services and potential outcomes for our families. This will potentially mean an increase in case load numbers for individual staff, and this will have to be closely monitored.

10.5 HMIP were recently clear that the service was working with complex children and young people. The service is also conscious of the emerging risks regarding the increase cost of living and how this will impact on the families we work with. More collaboration and support across the partnership will be key to ensure our families receive the best offer and support possible. Leicester's partnerships are in a good place to be able to respond to an increase in need.

10.6 Child First approach - Increased scope to develop out of court interventions will require that we build a wider partnership approach to our commitment to Child First, Offender Second. Supported learning will be delivered across the partnership to establish 'child-first' principles, moving away from offence-type interventions to more holistic, relational approaches which seek to build trust and address multiple risk and protective factors.

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

10.8 Prevention and Early Intervention - Considering the balance of the prevention open case load compared to the statutory caseload we will continue to strengthen the focus on the prevention and early intervention opportunities. Invest to Save Other Funding, multiple funding streams across the partnership may result in a duplication of services and inability to demonstrate the impact of specific interventions.

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

10.10 Disproportionality within CYPJS processes and practice affecting young people's experience and outcomes will remain a priority. Ensuring there is no unconscious bias towards children and young people from different ethnic backgrounds who are open to the service was one action within the operational delivery plan for the Children and Young People's Justice Service (CYPJS) 2021-22 and will remain as such. An established task and finish group recently benchmarked the

progress of identified action, key updates have been included in the service wide disproportionality action plan that will be achieved over the coming year.

10.11 An analysis of local knife crime trends during 2021-22 was undertaken and we reviewed our delivery of services to habitual knife carriers. We found that knife related offences have increased over the last two years and that the majority were at the lower end of seriousness. Our response across the partnership needs further consideration, specifically in relation to the identification of habitual knife carrier criteria to offer a lower tariff knife crime intervention through our prevention team. We offer knife safety sessions through our Youth Service within education settings and will develop this further with the Early Intervention Team.

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

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

## 11. Service Improvement Plan

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

11.2 The Partnership Plan overseen by the Youth Justice Management Board underpins the service improvement plan and they are clearly aligned (Appendix 12 Service delivery plan).

## 12. Evidence-based practice and innovation

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

- The REACH Team: Following a successful bid in partnership with the Violence Reduction Network and Leicestershire County Council. We have developed a programme that reaches out to young people who are at risk of exclusion or who have been excluded from education. The intervention adopts an innovative contextual prevention approach, spanning schools and the immediate community vicinity to proactively identify and

engage young people at 'teachable' moments in 'reachable' spaces thus recognising that school-based behavioural events are precursors to exclusion and criminal activity. Working alongside schools identified for high exclusion rates, young people are identified for intervention using clear eligibility criteria. The overall aim of the intervention is to help children and young people gain the skills and knowledge to improve their life chances and avoid further exclusion from school and becoming engaged in serious youth violence. The funding is initially for one year with a potential to be extended for a further two years dependent upon the outcomes achieved in the first year. The delivery will be independently evaluated by Sheffield Hallam University (Appendix 7 – REACH presentation).

- The service has embedded a robust offer to young people who have experienced Acute Trauma (ACE) in their lives and how to support young people with a history of trauma. Staff have been fully trained and regular case formulations take place to enhance the direct work with our children.
- Embedding the groupwork programme 'Which Way' focusing on reduction of reoffending and the interface with the youth service for co-facilitating and reaching more cohorts of young people. (Appendix 8 Which Way Q4 2021-22 report).
- Ongoing development of a localised approach and strategy embedding the 'Lundy Model' as an effective way of engaging children, young people and their families in influencing service delivery and design. This has also led to improvements with young people knowing why the service is involved with clear evidence of engagement within assessments and plans. This was evidenced in the direct feedback form HIMP as part of the ETE thematic inspection. The service has enhanced the co-production of plans with many examples of plans being written by children (Appendix 9 - coproduced plans).
- Focussed deep dives through task and finish groups, exploring disproportionality and unconscious bias within the CYPJS cohort in relation to ethnicity and children who are looked after. All staff have received training and the recommendations are routinely revisited and presented to the management board for ongoing development and sharing of best practice.
- Developed a robust approach to working with children and young people on EHCP's to ensure staff are skilled and able to adapt plans to meet identified needs. Staff were trained and a panel set up for staff to gain consultation on specific cases via SES and educational psychologists. This is now fully embedded, and staff are contributing to EHCP reviews as well as ensuring information held within the plans are used for working with children open to the service. The service is working with key partners to strengthen the support for children with neurodiversity needs and staff are being trained to recognise and work with said children. This will remain an ongoing priority.
- The Local Authority invested in the evidenced based Signs of Safety approach to support direct work with families and case management. All staff within CYPJS have revisited training over the past year to further enhance the use of SOS in day-to-day practice. The service has identified practice leads to help embed the Signs of Safety approach in the work undertaken to continue to improve outcomes for children, young people, and their families.
- Leicester City Violent Crime joint action group (JAG). Working in partnership the JAG is working to redesign the public service response to violence in Leicester City through greater collaboration and integrated working. The meeting utilises a cohort Management approach, the concept ensures that agencies are working through partnership intelligence

to identify those children and adults most at risk of committing serious violence and recognising those children who may be on the periphery who require support. Support for individuals is agreed and delivered across the partnership, intelligence and intervention updates are reviewed monthly and revised action is agreed.

- The Early Intervention Team has now been operational since November 2019 and has provided intervention to more than 600 children and young people. The relaunch of this team from the Community Resolution and Prevention team has been a success. We are now able to report a full year's cohort reaching the 12- month post closure point and the data demonstrates a significant drop in the number of young people who have re-offended as well as the number of offences committed which is supporting our reduction in FTE's. The intervention was independently evaluated, and the findings were published in July 22. (Appendix 10 Community Resolution and Prevention Team – Quarter 4 2021 – 2022 Progress Report).
- The Attendance Centre has maintained focus on development of sessions to increase confidence, self-efficacy, and motivation to desist from offending behaviour. A review and refresh have enhanced opportunities for children and young people to build knowledge and skills that aid desistance from offending and gain qualifications in preparation for working life. A well-established programme of intervention has been proving effectiveness, emphasising its focus on education and training. Intervention under the AC is also aligned with the Child first, Offender Second principle.
- CYPJS have been working in partnership with community safety representatives to support weeks of action. For example, the service has been working closely with Police Officers in the Beaumont Leys and Braunstone areas of the city, engaging with young people in the evenings around the 'knife arch' and pop-up surgeries as part of County Line Intensification initiatives.
- The Leicester Summer Arts College provides young people with an opportunity to get involved in a range of Art projects to support self-expression whilst learning a variety of new skills. Young people are offered the opportunity to attend several trips which develops young people's confidence and enables them to feel part of a team. All young people have the opportunity in gaining an Art Awards in Discover, Explore and Bronze. They showcase their work at an awards ceremony and receive their accreditation (Appendix 11 summer arts presentation).
- Continual improvements in several performance indicators including the reduction of numbers being remanded and entering custodial establishments.

## 13.0 Looking forward

13.1 The following outlines development plans over the next twelve months and thereafter focusing upon the services key priority areas.

### 13.2 First time entrants

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

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

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

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

13.2.5 Developing early identification and intervention through the Police issued Community Resolutions will continue to be a key priority for the forthcoming year (Refer to page 22 6.5 for full information).

### 13.3 Re-offending

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

13.3.2 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.

13.3.3 Regular refresher training/briefings for case managers on emerging themes from Quality Assurances' (QA) and live-tracker intelligence. The alignment of the reoffending toolkit meeting and QA approach ensure cases that have reoffended will receive a QA. QA reports are presented at service meetings and full EH and P service meetings.

13.3.4 Deliver a group work offer through 'Which Way' and the Attendance Centre that meets the needs of young people within their communities and is flexible to address different types of offending, delivering where required to a pre court and post court audience. Revisit the types of interventions available and used against the type of offences.

13.3.5 Participation and developing a service that is rights respecting is a key priority, and our key focus will be:

- strengthened co-production informing improved assessments, plans and service delivery which is evident within quality assurance processes.
- Induction processes, evidencing that children and young people know why we are involved and what the trajectory is.

- Victim voice more evident within out of court disposals with a stronger focus on restorative justice.

13.3.6 To continue to promote evidence-based practice to further impact on our reoffending rates.

13.3.7 Maintain scrutiny in relation to children looked after due to their overrepresentation within our service ensuring that packages of intervention meet specific need, and that there is a preventative offer in place for residential homes.

13.3.8 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.

13.3.9 To strengthen our analysis of offending by children and young people with a gravity score of 5 or more and by young people aged 16-18 to ensure we are providing the 'right' intervention.

13.3.10 To increase the focus on substance misuse treatment both through increased and appropriate referrals, and to concentrate on the engagement and retention of young people in treatment and sustaining successes.

13.3.11 Work closely to establish process and protocol with the new probation young person's team.

#### 13.4 **Custody**

13.4.1 Targeting training with the courts and continue to track PSR proposals and outcomes in court to check courts confidence of CYPJS. To date there are no concerns, and the congruence rates are good. This is being assessed in terms of effectiveness as part of the National Standards audit.

13.4.2 Oversee bail packages being proposed as well as the number of ISS recommendations as an ongoing piece of work to negate sentences where community sentences/bail options were a viable alternative. There will be a need to monitor custodial sentences carefully due to an indication that sentencing to custody will increase as a direct impact of covid over the coming years.

13.4.3 Complete a review of the court and resettlement team in CYPJS. This will also include the role of the advocate for ISS cases and custody cases.

13.5.4 To complete and embed the child first remand strategy across LLR.

### 13.5 Other identified priorities

13.5.1 Ensure the joint inspection recommendations of Education, Employment and Training services in Youth Offending Team in England and Wales are incorporated and prioritised within the partnership and service delivery plan.

13.5.2 Child feedback rate at closure of intervention to achieve service target set at 80%.

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

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

13.5.5 Track progress of court/CYPJS panel meetings in 2022 and their impact. This will specifically be in relation to disproportionality.

13.5.6 To continue to implement the recommendations from the task and finish group findings, exploring disproportionality of ethnicity and children looked after.

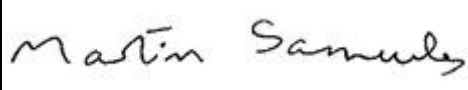
13.5.7 Establish a bespoke programme to support young people through all transitions including health, education, accommodation, children who move services and children who reach the end of their order.

13.5.8 To complete national standards self-audit and continue to ensure areas for improvements are delivered upon.

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

13.5.10 To develop and embed an adolescent pathway.

### 14. Sign off, submission and approval

Chair of YJS Board - name	Martin Samuels
Signature	
Date	29.06.2022

Appendix 1 - LYJMB Membership and Terms of Reference Jan 2022

Appendix 2 - Participation Pledges

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

Appendix 4 - Service Structure Chart

Appendix 5 - Work Force Development 2022

Appendix 6 - Financial Table 22-23

Appendix 7 - REACH Presentation

Appendix 8 - Which Way Q4 2021-22 Report

Appendix 9 - Co produced plans

Appendix 10 - Community Resolution & Prevention Team Q4 21 – 22 Progress Report.

Appendix 11 - Summer Arts Presentation

Appendix 12 - Service Delivery Plan



**Common youth justice terms**  
**Please add any locally used terminology**

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

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