



Leicester City Youth Justice Plan 2020-21

Lead Director: Caroline Tote

Useful information

- Ward(s) affected: All
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1. Purpose of report and recommendations

1.1 The purpose of the report is to review the statutory Youth Justice Plan for 2020-21, directing any comments to the Head of Service for Early Help and Prevention.

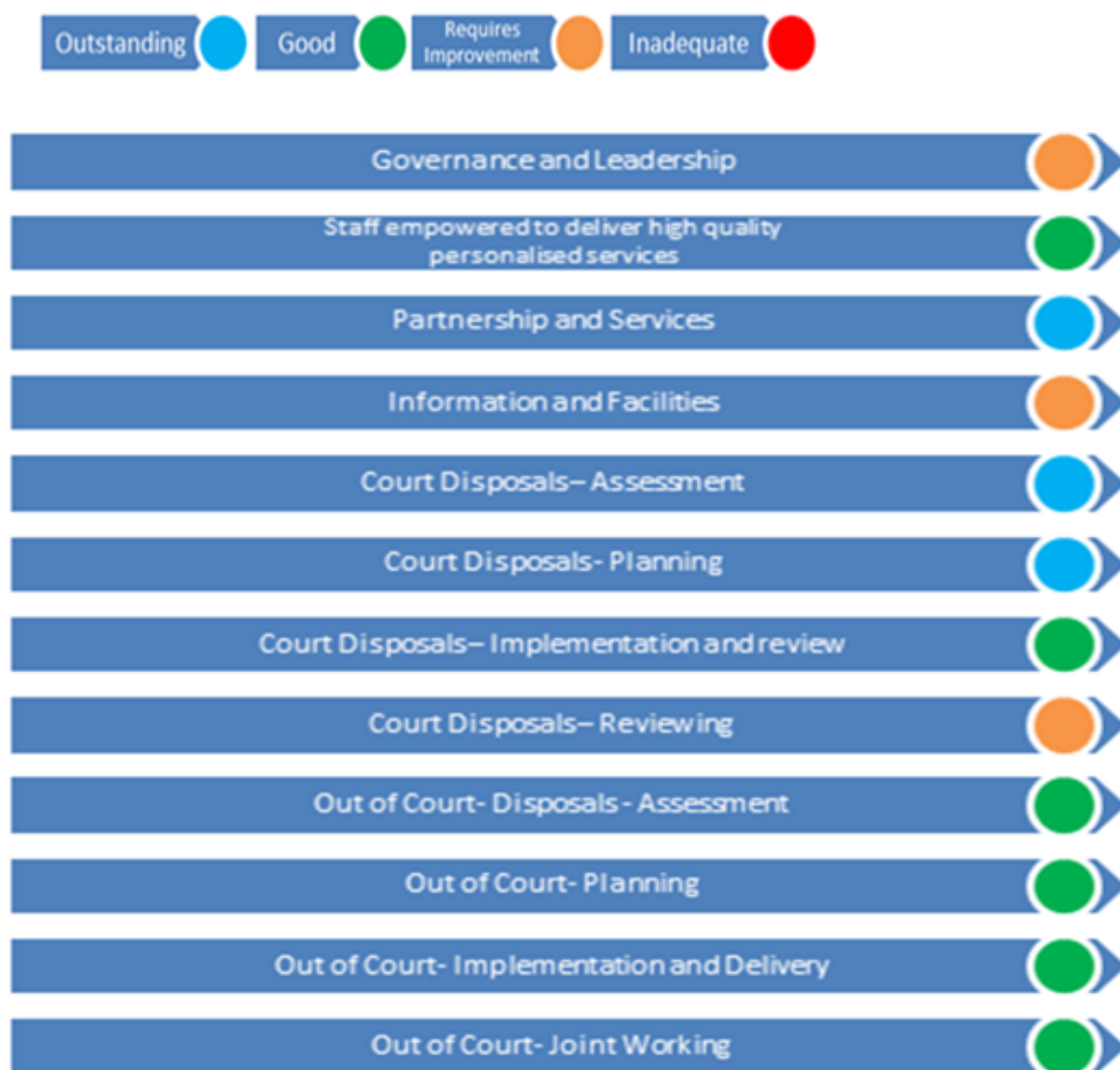
Recommendation

1.2 Members of Children, Young People and Schools Scrutiny to review the progress made against the priorities outlined within the Leicester City Youth Justice Plan for 2020-21

2. Summary

- 2.1 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.
- 2.2 The statutory youth justice plan is approved by the Leicester Youth Justice Management Board and must be submitted to the Youth Justice Board (YJB) and published annually by 31 August 2020 with formal approval from full council. Due to the coronavirus pandemic, the Youth Justice Board (YJB) have stated that statutory youth justice plans are not required for 2020-21 to secure the YJB grant. However, this had already been drafted for Leicester and outlines priorities for the year ahead. Although the annual plan does not need to go to full council this year, it will progress to the Children, Young People and Schools Scrutiny Commission and then shared with all members after the meeting.
- 2.3 The document is the youth justice partnership's main statement of purpose and sets out its proposals to prevent offending by children and young people. The plan shows not only what the Children and Young Peoples Justice Service (CYPJS) will deliver as a service, but how strategic links with other supporting initiatives will be developed and maintained.
- 2.4 This plan supports a range of associated partnership strategies including the Leicester Early Help Strategy 2020-2023, Police and Crime Plan, Violence Reduction Strategy 2020-21, the Safer Leicester Partnership Plan and delivery plans within the Social Care and Education department. The youth justice plan is supported by a more detailed operational YOS Delivery Plan (YDP) overseen by the Head of Service for Early Help and Prevention, who reports progress to the Leicester Youth Justice Management Board
- 2.5 As a statutory regulated service, youth offending services are normally inspected every three years by Her Majesty's Inspectorate of Probation (HMIP). The most recent single inspection took place in Aug 2019 with 10 inspectors over 5 days and comprised of focus group discussions with staff and partners, observations and casework. The inspection looked at each of the 12 standards below and produced an overall grading of GOOD demonstrating strength and ongoing improvements. (The previous inspection, although a different set of criteria and grades judged the service as satisfactory in 2016).

HMIP Inspection Outcome for Leicester City Youth Offending Service



2.6 Recommendations identified through the inspection have been embedded within the operational and strategic partnership delivery plans, with good progress made against them. Refer to the full report here: <https://www.leicester.gov.uk/health-and-social-care/support-for-children-and-young-people/children-and-young-peoples-justice-service/>

2.7 The Youth Justice Plan is required to address the areas of performance, structure and governance, resources, value for money, partnership arrangements and risks to future delivery. The plan takes into account local performance issues, lessons from CYPJS thematic inspections, together with learning from any serious incidents.

2.8 Key priorities for the Leicester Youth Justice Management Board for 2020-21 include areas for development highlighted by the HMIP inspection and self-assessment against the Youth Justice Board national standards.

- a) Continue to improve the interface between the Leicester Youth Justice Management Board (LYJMB) and the CYPJS with a particular focus on the board taking more ownership for strategic priorities.
- b) Through the wider early help and prevention participation strategy, ensure that the views of children and young people, their parents/carers and other stakeholders are fully embedded in key areas within the CYPJ service:
 - o inform service delivery and evident within quality assurance processes
 - o targets within plans
 - o children and young people understanding of processes eg) court and orders issued
 - o victim voice more evident within out of court disposals
- c) Improve quality of practice in the following areas:
 - o quality of reviews and effective management oversight
 - o effectiveness of interventions on reducing first time entrants and re-offending
 - o board members to become part of the quality assurance process
 - o review engagement processes and improve engagement rate of young people particularly those who receive a first youth caution
 - o review processes in place to ensure the service response is inclusive to support children and young people with learning needs and/or disabilities
- d) To robustly evidence the impact of prevention work within the service and secure permanent funding for the CR and Prevention Team to prevent offending and further reduce reoffending by children and young people.
- e) To review the disproportionality of ethnicity and looked after young people within the CYPJS cohort through task and finish group processes, present analysis and implement actions as identified.
- f) Develop a volunteer programme for young people receiving Community Resolutions.
- g) Create a bespoke programme to support young people through transitions smoothly.
- h) Review the 'Attendance Centre' model to respond to need and demand.
- i) 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.
- j) Increase the focus on substance misuse treatment to ensure that young people who are offending are getting treatment.

2.9 Due to the timing of this report, we are able to provide an update against the priorities for this year. Good progress has been made across all ten areas with key highlights as follows:

- a) The strategic partnership plan is fully owned by members of the LYJMB with key leads against priorities and closer working with operational officers from the service to audit progress, monitoring improvements.
- b) Quality assurance and audit activity has evidenced improved engagement from young people in influencing their plans, understanding the sanctions imposed and the consequence of not adhering to these. A recent survey completed with young people identified new ways of how young people would want to be involved in service development, As a result, the service have created a specific addendum to the Social Care and Education Participation Strategy outlining how young people will be more involved in service delivery using the Lundy Model of Space, Voice, Audience and Influence. Examples include the creation of Participation Champions within officer's roles to encourage wider engagement and participation from young people. In addition, the service will be hosting 'Table Talks' with young people, their families and local communities to share their experiences of the service which will then influence how services will be delivered.

- c) Quality of practice has improved significantly in relation to management oversight and consideration of diversity within assessments, plans and interventions. This is evidenced by a robust quality assurance process with both quarterly reports this year highlighting excellent practice with the vast majority of audits graded good and outstanding.
- d) The Prevention Team has been very successful in evidencing the impact of their interventions on reducing the numbers of young people becoming first entrants and reoffending. From April – September, the team have supported 91 young people who between them had committed 129 offences prior to intervention. Whilst support was being offered, a total of only 5 offences were committed with only 9 offences committed six months post closure. Young people are tracked quarterly for 12 months to assess impact. Proposals are underway to secure continuation funding for this team.
- e) A task and finish group is currently being led by the Head of Service exploring disproportionality in relation to young people's ethnicity. Initial conclusions so far is that due to our cohort size, we do not have enough data to suggest that we have disproportionality. A key line of enquiry was identified in relation to potential disproportionality within breach processes, however this was not validated when the deep dive was completed on all breach cases. Quality assurance activity has identified 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. A formal report will be presented to the LYJMB outlining findings and recommendations.
- f) Good progress is being made in relation to all other priorities which are reported to the LYJMB on a quarterly basis.

3. Supporting Information

3.1 The Leicester City Youth Justice Plan for 2020-21 follows this covering report.

4. Financial, legal and other implications

Financial implications

The draft 2020/21 budget for the Youth Offending Service is summarised in Appendix Three of the Youth Justice Plan contained within this report.

Martin Judson, Head of Finance, Education & Children's Services, Ext 37 4101

Legal implications

Following consultation with relevant partner agencies, section 40 of the Crime and Disorder Act 1998 requires Leicester City Council formulate and implement an annual Youth Justice Plan setting out:

- a) How youth justice services in the area will be provided and funded; and
- b) How the youth offending team is to be composed and funded, how it will operate and what functions it will carry out.

The plan must then be submitted to the Youth Justice Board and published.

Katherine Jamieson, Solicitor, For City Barrister and Head of Standards Legal Services,
Ext 371452

Climate Change and Carbon Reduction implications

There are no significant climate change implications resulting from the attached report.

Equalities Implications

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

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

The report sets out the proposed statutory Youth Justice Plan for 2020/21. 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, one of the priorities for the Leicester Youth Justice Management Board is to review the disproportionality of ethnicity within the CYPJS cohort through task and finish group processes, present analysis and implement actions as identified.

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. 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 2020/21 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. It may be the case that an Equality Impact Assessment is required for some strands of work where changes will directly impact on young people in the service, and advice can be sought from the Equalities Team on this as required.

Surinder Singh Equalities Officer ext. 37 4841

Aidan Davis, Sustainability Officer, Ext 37 2284

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

None

6. Summary of appendices:

Statutory Youth Justice Plan 2020-21 outlining progress against 19-20 and priorities for the year ahead.

7. Is this a private report

No

8. Is this a "key decision"?

No

Leicester City Youth Justice Plan 2020 - 2021

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Introduction

- 1.1 The aims of Leicester Children & Young People's Justice Service (CYPJS) are to prevent children and young people offending and to reduce re-offending and the use of custody. This is achieved through working in partnership to deliver services that ensure children and young people are safeguarded, the public and victims of crime are protected, and those who enter the criminal justice system are supported with robust risk management arrangements. Our aim is to intervene early to provide help and support to young people and reintegrate them into their local communities without further offending.
- 1.2 This Plan supports a range of associated partnership strategies including the Leicester Early Help Strategy 2020-2023, Police and Crime Plan, Violence Reduction Strategy 2020-21, the Safer Leicester Partnership Plan and delivery plans within the Social Care and Education department.
- 1.3 We are working closely with our partners in the criminal justice system to ensure resources are effectively targeted at the minority of children and young people who repeatedly offend and are responsible for the majority of youth crime.
- 1.4 The CYPJS are active partners in the delivery of the Troubled Families (TF) Programme holding a caseload of families identified as TF. This has ensured that targeted whole family support continues to be provided to families that are open to CYPJS. In addition to the TF programme, where there are young people working with CYPJS that require additional support they adopt the Early Help Assessment model and become the lead professional for the family co-ordinating the agencies involved and action plan. This is still in its infancy as an approach but developing well and a key priority for the year ahead.
- 1.5 Victim work is a key priority of the service with victims of youth crime receiving support from a dedicated officer post and follow up work with young people about the consequences and impact of crime and anti-social behaviour.
- 1.6 The CYPJS works holistically to support children and young people to have high aspirations in their lives and for their future. The service works in partnership to address all the complex issues young people display including physical and mental wellbeing, Acute Childhood Trauma and Education attainment for example. The service recognises the need to ensure earlier intervention has a greater impact which is starting to be seen through the newly established prevention/community resolution offer within CYPJS and working closely with the youth service.
- 1.7 The CYPJS has continued to prioritise young people's engagement in individually tailored assessment and support programmes. The Service has embedded a robust quality assurance framework to oversee assessments, pathways and planning and interventions through to outcomes. The service continues to ensure evidenced based interventions are utilised whilst working to establish more research-based practice within the service and through the creation of a group work post which commenced in April 2019.
- 1.8 Using Surge funding from the police, a pilot project over 5 months was developed: The Community Resolution and Prevention Team made up of Case Managers, Advocates and a Team Manager. All children and young people who received a community resolution (police issued or from the Out of Court Disposal Panel) received an assessment of individual needs and one to one intervention tailored both in frequency and intensity to reduce the risk of further offending. The objectives of the project were:
 - a) To divert children and young people away from crime and the criminal justice system.

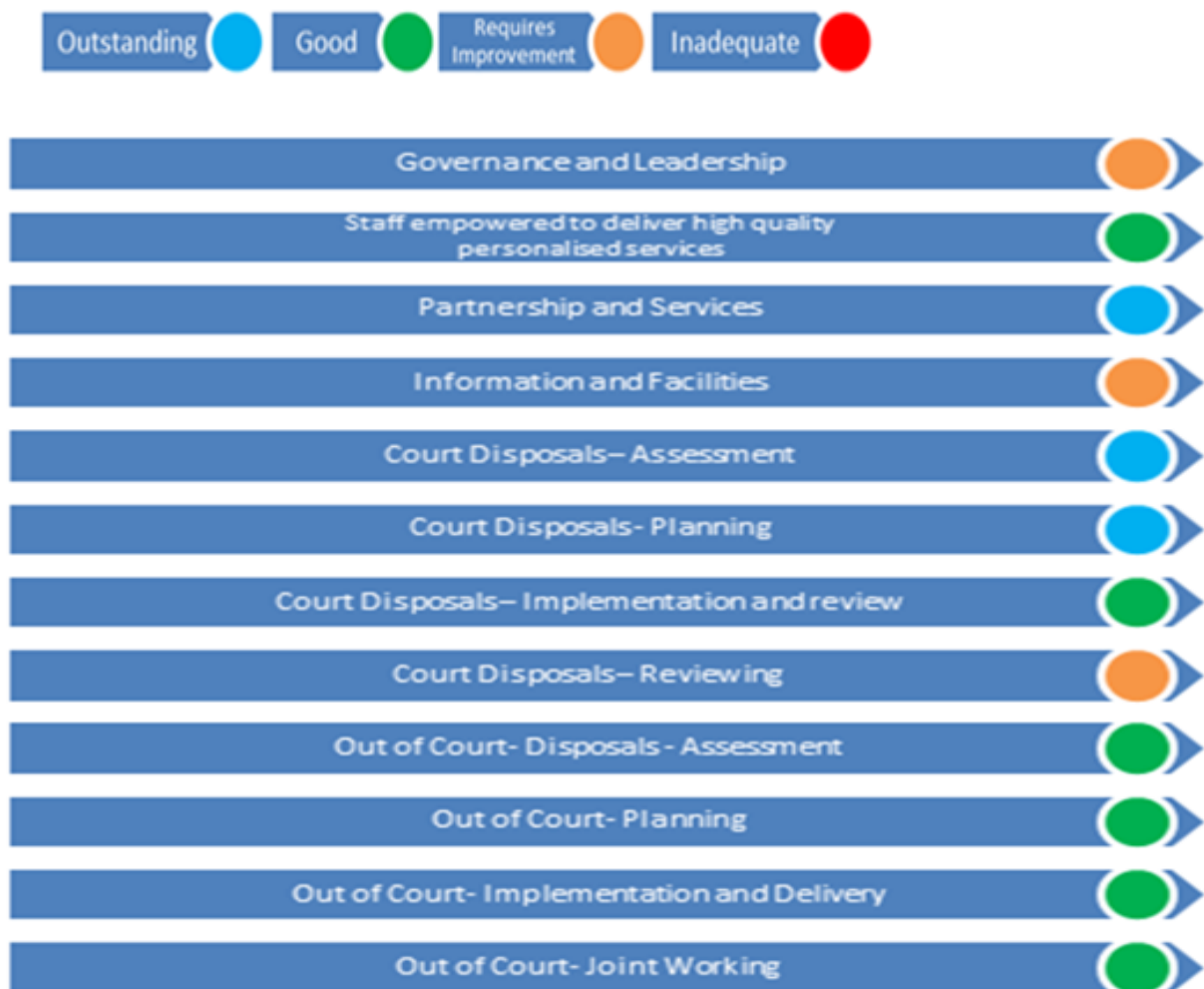
- b) To engage young people on the cusp of offending, or who have received a community resolution for committing a low-level offence, to divert them away from the formal justice system.
 - c) Prevent the escalation of offending and serious youth violence and reduce the need for statutory services and resources eg) police, probation etc.
- 1.9 These initiatives have enabled the service to enhance the aim of reducing the numbers of children and young people entering the criminal justice system and/or re-offending. The service has produced encouragingly positive outcomes, some of those still in their infancy with robust tracking in place over the coming year.
- 1.10 All children and young people known to the service, regardless of their offending, receive one to one intervention on knife related offending and consequences. These have been well received across the service and partnership and the service has maximised the funding received from the Office of the Police Crime Commissioner, to create bespoke group work packages in partnership with Targeted Youth Support services. The packages have concentrated on two distinct groups of young people targeting those at risk in a prevention project as well as those appearing on the habitual Knife Carrier list in a reducing further offending project.
- 1.11 The ACE project has provided training over the year to all staff including sessions at the CYPJS service meetings as well as training to support 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 more recently provided case formulation support through the Case management and Diversity Panel which has enabled case managers to map and respond to childhood trauma.
- 1.12 Over the last year, the service has been involved in a domestic homicide review and a MAPPA learning review involving two young people who were open to the service. At the time of writing this report, these reviews have not concluded, however there were few recommendations for CYPJS with learning identified fully implemented. When finalised, these reports will be shared at a future board meeting for discussion and action as appropriate.
- 1.13 CYPJS continues to support young people's access to education, training and employment with some excellent results over the past 12 months. Targeted individual advice and guidance continues to be offered to our vulnerable children and young people who are not in education, training or employment. The Connexions Service continues to work with economic regeneration partners to ensure that Education, Training and Employment for young offenders remain a priority as new provision is developed.
- 1.14 The service is a key partner within the partnership response to serious organised crime and gang related offending in Leicester. The service has contributed to the development of the Child Criminal Exploitation hub which has formed out of the CSE Hub. The Service has led on the development of a multi-agency response to criminal exploitation with a referral pathway and practice guidance for practitioners working with young people who are criminally exploited and gang related offending. This has ensured the right responses are made at the right time for children and young people vulnerable to exploitation.
- 1.15 The service worked in partnership with key agencies developing a localised protocol to continue to reduce the over-representation of looked after children (LAC) and care leavers within the criminal Justice system. Through concerted partnership work, there has been a reduction in looked after children open to our service, however this is still an area that requires improvement to reduce this further.
- 1.16 The service moved premises in Sept 2019 which has enabled the service to be co-located on one floor with other colleagues from within Early Help and Prevention. The new working environment has been positive for staff and enables closer working relationships with colleagues from across children's services.

1.17 Over the last year, the Court, Custody and Resettlement Team has become established providing a consistent offer to those entering the secure establishment and close working relationships with the courts and secure estate. This has ensured robust confidence in packages presented to the court and effective resettlement into the community.

Inspection

1.18 As a statutory regulated service, youth offending services are normally inspected every three years by Her Majesty’s Inspectorate of Probation (HMIP). The most recent single inspection took place in Aug 2019 with 10 inspectors over 5 days and comprised of focus group discussions with staff and partners, observations and casework. The inspection looked at each of the 12 standards below and produced an overall grading of GOOD demonstrating strength and ongoing improvements. (The previous inspection, although a different set of criteria and grades judged the service as satisfactory in 2016).

HMIP Inspection Outcome for Leicester City Youth Offending Service



1.19 Taken from the inspectorate press release:

The Inspectorate found some areas of outstanding practice at the service, which brings together representatives from the local authority, police, probation service and NHS. Steps had been put in place to provide better support to children who have had traumatic experiences and who potentially have undiagnosed mental health conditions. Two mental health specialists have been brought in to work with these children, and to train and assist other staff.

Inspectors also found good practice in the service's education, training and employment provision. "Young people also receive excellent support with training and employment. Workers in the service motivate young people and help them to identify opportunities to meet their needs." Inspectors found a disconnect between the Management Board's strategic priorities and the service's operational delivery. Membership and attendance at the Management Board also needs to improve, and not all members understand their role and responsibilities.

The Inspectorate found the standard of work with children sentenced by the courts was of good quality overall. The assessment and planning of cases both received 'Outstanding' ratings and the delivery of activity with children and young people was rated 'Good'. However, inspectors found the review of cases require improvement and staff should have updated plans to reflect new circumstances.

Following the restructure, the service now sits in the council's Early Help and Prevention Team. Despite the recent financial cuts, the council's vision is to expand its work to prevent young people getting involved in crime. We welcome the ambition to help children and young people move away from crime, but senior leaders need to ensure they have the resources in place to meet demand.

1.20 Quotes from young people who were spoken to as part of the inspection were positive commending the service:

- *Responses rating the service averaged 9.4 (1 = poor, 10 = fantastic) with an average rating of 9.7 for how much the service has helped them stay out of trouble.*
- *The YOT Officer was sympathetic, understanding and very good. They kept us as parents up to date and made sure we knew what help and support was available for our child and us.*
- *They went through all the different ways I can handle my anger and all the different places and people that can support me and the impact this situation would have on my future if I don't change.*
- *They helped me understand who I can speak to before situations get bad by supporting me massively.*

1.21 This is a fantastic outcome for the service and reflective of the hard work and commitment from the partnership to both prevent and reduce youth offending, whilst taking a proactive and supportive approach with the children and young people we work with. Recommendations identified through the inspection are outlined below and have been embedded within the operational and strategic partnership delivery plans, with progress made against them.

Inspection Recommendations

The Chair of the Leicester Youth Justice Management Board should:	
1	Work with the board members so that they understand their role and responsibility and function of the CYPJS
2	Improve the relationship between the board, the management team and practitioners so that all can recognise how strategic priorities should influence operational delivery
Leicester Youth Justice Management Board should	
3	Identify and minimise the impact of discrimination and disadvantage in the criminal justice system, especially for looked after children and young white males
4	Clarify how community resolutions are to be used in the out of court disposal process and make sure that decisions agreed by the panel consider the needs of children and young people
The CYPJS Service Manager should	
5	Capture the views of children and young people, their parents/carers and other stakeholders so that they can influence future service delivery
6	Improve the quality of reviews of cases and develop guidance for managers so that they provide effective management oversight

1.22 Refer to the full report here: <https://www.leicester.gov.uk/health-and-social-care/support-for-children-and-young-people/children-and-young-peoples-justice-service/>

Performance Overview

- 1.23 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 suite of local performance indicators and a monthly dashboard of indicators for the local authority children's performance board. The impact of the CYPJS performance and its contribution to wider safeguarding and public protection responsibilities are monitored and reported through the local Children's Trust Board, Safeguarding Children and Adults Board and SOMMB Strategic Board (Strategic Offender Management and MAPPA Board)
- 1.24 The CYPJS has refined its performance management reporting arrangements which inform the Leicester Youth Justice Management Board's decision making and influence service delivery across the partnership. This includes the introduction of a rag rating system for the service to track the key performance indicators compared with their respective YOT family and national datasets. The service has also refined its Quality Assurance framework to align it with performance outcomes such as custody and reoffending rates and completed a review of the tools being used to track reoffending rates to ensure robust measures are in place and maximising resources.
- 1.25 The CYPJS completes regular 'deep dive' analysis reports for the Leicester Youth Justice Management Board on priority areas which have included congruence rates with pre-sentence reports and disproportionality within the cohort.
- 1.26 Members of the Youth Justice Management Board paired up with a member of the CYPJS to complete a self-assessment against each of the five national standards below. This was then subject to scrutiny and challenge at an extra ordinary board meeting in March 20 with indicative gradings applied which are pending validation from the national Youth Justice Board. Areas of development identified have been incorporated into the operational and strategic partnership delivery plans.

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

1.27 The most recent quarterly performance report is attached as Appendix One: CYPJS Performance Report (April 20) to illustrate the narrative provided which is also supported by a summary presentation to aid discussion at the board. Appendices referred to within the performance report have been removed.

1.28 Reducing First Time Entrants (FTE) Performance 2019/20

1.28.1 There has been a sustained year on year reduction in FTEs for the last eight years. Leicester has continued to see a reduction in the number of First Time Entrants (FTE) with a 9.9% decrease within the previous reporting period. Whilst this is evidencing a downward trajectory, the rate continues to be higher than the YOT Family and national performance as all authorities are seeing a reduction with Leicester starting at a higher point than other areas.

1.29 Reducing First Time Entrants (FTE) Priorities for 2020-21

1.29.1 To further reduce the numbers of young people entering the criminal justice system, in partnership with other local agencies through more integrated and targeted earlier support.

1.29.2 Embed the Community Resolutions and Prevention Team to target young people who have been identified as at risk of becoming first time entrants through becoming involved in criminal behaviour. In addition to support from volunteer mentors, children and young people will receive a short-targeted piece of work to reduce the numbers entering the out of court process, including signposting to other prevention and early intervention services. Arrest data, education records and social care records will be utilised in tracking outcomes post intervention to monitor the effectiveness of the intervention and evidence the need for permanent resources (Refer to 3.9.3)

1.29.3 To further reduce the frequency and seriousness of re-offending by first time entrants and to improve earlier identification and assessment of first-time entrants, including young people subject to court orders.

1.29.4 To continue to monitor the effectiveness of the Out of Court Disposal Panel to ensure swift, timely and appropriate interventions are put in place to reduce further offending.

1.30 Reducing Reoffending Performance for 2019-20

1.30.1 As a result of a collaborative partnership response and new preventative initiatives, Leicester has seen a decrease in both binary and frequency rates when compared to most of its YOT family groups which is encouraging. Due to the volatility of the smaller cohorts the changes in rates between cohorts vary considerably depending on which base-line cohort is used. However, it is pleasing to note that we have seen reductions each quarter to date across the year.

- 1.30.2 The service has used a live tracking tool to take a strategic overview of the whole cohort and ensure the right actions are taken for the right young people at the right time. By ensuring a local tracking system is in place for young people entering the local cohort we can get a more up-to-date indication of local performance. This illustrates that the local data (not official data) on our systems for both the binary and frequency rates have reduced.
- 1.30.3 Between January and June 2019, 221 young people entered police custody. The analysis found that 60% of these were not known to the Children and Young People's Justice Service (CYPJS). The analysis also found that there was a high proportion of young people open to Social Care, 34%, of which 38% were accommodated by the local authority. In addition to the 221 young people entering police custody, an analysis of 31 Community Resolutions issued following the decision of the Out of Court Disposal found that 29% reoffend within 3 months of receiving their Community Resolution. Since November 2019, 62 young people have been referred to the Community Resolution and Prevention team, with 70% of these having received a community resolution and the remaining 30% referred for preventative intervention. Headline data outcomes are outlined below:
- 14 young people closed with only 1 family declining support.
 - 67% of prevention referrals have come from the Police.
 - Predicted reduction in the number of young people reoffending post Community Resolution – previous data shows 29% re-offend within 3 months of receiving a Community Resolution.
 - Of the 14 closed cases to date no young person re-offended during intervention

1.31 Reducing Reoffending Priorities for 2020-21

- 1.31.1 To continue to monitor the impact of the change to measuring reoffending rates over the coming year due to tracking a smaller cohort and the likelihood of bigger swings in the percentage rates of offending.
- 1.31.2 Embed the Community Resolutions and Prevention Team to target young people who have been identified as at risk of reoffending. Arrest data, education records and social care records will be utilised in tracking outcomes post intervention to monitor the effectiveness of the intervention and evidence the need for permanent resources. This will be available quarterly and will report upon:
- Number of Police issued Community Resolutions referred to the team.
 - Number of Community Resolutions issued at the Out of Court Disposal Panel.
 - Number of young people referred for prevention intervention.
 - The team will report on the number of young people and families it has engaged with and outcome at point of closure in relation to education, care status and further arrests, to assess the effectiveness of the intervention. This will also be tracked, 3, 6, 9- and 12-months post closure. As the programme is voluntary the project will also track children and young people who refused the offer of support to have a control group to measure against.
- 1.31.3 Review the current offer from the Attendance Centre (which includes a weekend learning provision) and assess the impact of the delivery model in reducing re-offending. From this, strengthen the offer and link this with other programmes within the service as part of one co-ordinated offer responding to demand and reducing duplication.
- 1.31.4 To continue to reduce the frequency and seriousness of re-offending by young people known to CYPJS at all levels including pre- court and first tier interventions, where statistically this remains a challenge both locally and nationally. To ensure the police referral process into the Out of Court Disposal Panel is robust.
- 1.31.5 As part of the ACE project with NHS England, continue to prioritise and address the area of trauma and emotional trauma in the lives of young people. CYPJS staff have received specialist training

to identify and respond effectively to emotional trauma which has strengthened support plans for children and young people as well as a greater understanding for victims of youth crime about the experiences for some young people.

1.31.6 This priority has not progressed at the pace required therefore will roll over to 2020-21. The service will focus on developing a clear policy and upskill staff in the area of 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 Safer Leicester Partnership has designed a cyber-crime subgroup which now has CYPJS attendance to develop robust partnership responses to online crime and exploitation. To also consider embedding safety awareness sessions for all young people on social media and gaming sites.

1.32 Reducing the Use of Custody Performance 2019-20

1.32.1 Leicester has taken measures to reduce custody rates successfully and over the last year has achieved the highest reduction of young people receiving a custodial sentence in comparison with their YOT family and national rates.

1.32.2 Social care are regularly attending remand strategy meetings and the Service Manager is overseeing numbers of remands in police custody and ensuring information is shared with the Head of Service and Director on a monthly basis. There has been an increase in the number of young people being held in custody overnight in the last year compared with the previous year. Recent discussions have commenced with local policing and social care to explore this fully and consider alternatives.

1.32.3 In terms of actual numbers there were 8 young people sentenced to custody in the period of Jan -Dec 19 as against 19 young people for Jan -Dec 18. A further examination of those custodial cases highlights appropriate disposals based on offending. Work has been undertaken to enhance our alternative to custody packages by realigning our advocate resource to alternative to custody work, custody and resettlement. By tracking court outcomes there has been an increase in bail Intensive Supervision and Surveillance (ISS) and ISS both alternative to custody and remand programmes. This is encouraging as indicates the courts see ISS as a credible alternative to custodial sentences. A number of custody cases were for the most serious of offending including murder, committed by young people not previously known to the service.

1.33 Reducing the Use of Custody Priorities for 2020-21

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

1.33.2 To complete an annual audit on all remand and custody cases to ensure any appropriate action is taken and ongoing scrutiny of these cases is in place.

1.33.3 To consider and explore options for targeted recruitment for accommodation (PACE bed) for young people who have been arrested as an alternative to detention prior to appearance in court. This was a key action within last year's plan and there has been limited progress in this area, however work is underway for this to be a key priority for this year.

1.34 Engaging in Education, Training & Employment (ETE) Performance 2019-20

1.34.1 The level of ETE engagement is continuing to improve and better than the family group and regional comparators with over 80% of children and young people in ETE at the end of their involvement with the service. This places the CYPJS performance in the top quartile nationally for the third consecutive year.

- 1.34.2 The high level of ETE engagement with young people known to CYPJS has been sustained through close partnership working with Educational Psychology, Education Welfare and Connexions Services, as well as working hard to ensure effective communication with key schools in Leicester.
- 1.35 Engaging in Education, Training & Employment (ETE) Priorities for 2020-21
- 1.35.1 To further reduce the numbers of young people 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. To consider strengthening the Attendance Centre offer with a greater variety of accredited programmes.
- 1.35.2 To improve the targeting of ETE support for high risk entrants and repeat offenders, including engagement with Educational Psychology services.

Structure & Governance

- 1.35.3 The CYPJS is positioned within the Social Care and Education Department of the Local Authority. The service is strategically overseen by the Head of Service for Early Help and Prevention which has a portfolio of services including the Early Childhood services, Family Support, Youth Services, Multi Systemic Therapy and the CYP Justice Service. This approach contributes to a co-ordinated whole family response supporting earlier identification of families with multiple and complex needs together with increased opportunities for more targeted work with children and families at risk of poor outcomes or involved in crime and anti-social behaviour.
- 1.35.4 The Service Manager oversees the operational delivery of the service and partnership work under the management of the Head of Service. The Head of Service is managed by the Director for Social Care and Early Help who reports directly to the Strategic Director for Social Care and Education. Governance arrangements for CYPJS reside with the multi-agency Leicester Youth Justice Management Board (LYJM Board) chaired by the Strategic Director for Social Care and Education.
- 1.35.5 The LYJM Board has senior officer level representation from statutory services including Police, Health and the National Probation Service. (Refer to LYJMB Membership and Terms of Reference Appendix Two) Representation is also in place from Education/SEND, Safer Leicester Partnership and Community Rehabilitation Company. A key focus of the board over the last year has been robustly embedding the 'young person first offender second approach' reviewing its use of language, including changing the name of the board to delete the work 'offender' processes and creating a stronger interface with frontline staff and managers from the service. A key example of this was the self-assessment against the national standards which was completed by board members and members of staff from the CYPJS working together to assess impact and plan future priorities. The service also changed its name from the Youth Offending Service to the Children & Young People's Justice Service with staff choosing the name. In addition, as part of the participation work, all language was reviewed within casework with the work 'offender' removed and replaced with child/young person.
- 1.35.6 The board meets on a quarterly basis where performance and finance reports are presented by the Service Manager, to inform strategic decisions and resource allocation. A strategic partnership action plan is overseen by the board HM Courts are kept abreast of the performance and governance through the Service Manager chairing quarterly liaison meetings with the courts.
- 1.35.7 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 quarterly YJB monitoring reports. The board reviews and revises its performance management framework on a regular basis, to take into account best practice and

changing local and national priorities. Ongoing strategic partnership analysis and priorities for 2019 included Child Sexual Exploitation (CSE), disproportionality, and serious youth offending.

- 1.35.8 The effective participation and engagement of children and young people continue to be a high priority for the service. The Service Manager has (through a task and finish group made up of colleagues from the service) drafted a participation strategy that feeds into the departmental one for social care and education.
- 1.35.9 The Head of Service is a member of key governance groups linking to LYJMB such as the Strategic Offender and Mappa Management Board, Local Safeguarding Board for reporting and monitoring lessons from Serious Incidents and Serious Case Reviews. The Director for Social Care and Early Help is the chair of the Early Help Strategic Partnership Board which is a sub group of the Leicester's Children's Trust. The Service manager deputises for the Head of Service and ensures attendance at all operation delivery groups that sit beneath the strategic boards.
- 1.35.10 The Service Manager also holds quarterly liaison meetings with key partners and stakeholders including the Police, Courts, CAMHS, Turning Point (substance misuse provider) etc.

Resources and value for money

- 1.36 The YJB Youth Justice Grant allocation focusses on innovation and service improvement and supports the annual partnership delivery plan reviewed by the Leicester Youth Justice Management Board. This ensures resources continue to be prioritised in areas where there are risks to future delivery and performance.
- 1.37 Service improvement activity in 2019-20 has been ongoing through the use of the YJB Re-offending Toolkit to ensure a more detailed understanding of local re-offending rates ensure the frequency rates are targeted more effectively by the management team.. Attendance by the police and the Integrated Offender Manager has enabled the sharing of real time intelligence for case managers to respond to reducing drift and delay in refreshing assessments and pathways and planning. The Service has fully embedded this toolkit within its weekly management reoffending toolkit meetings. The new InfoPath tool is in place and embedded within quality assurance processes with over 80% of assessments regularly graded as good
- 1.38 Funding contributions from statutory partners in Health and the National Probation Service are yet to be confirmed for 2020/21, at the time of writing this plan, however it is envisaged these will remain at the same levels. The OPCC has confirmed 2020-21 core funding for the service. Additional funding has been secured from the Troubled Families payments by results, the Violence Reduction Network in Leicester and OPCC to support the CR and Prevention Team to continue for the year ahead. Funding amounts are still in the process of being determined therefore the team may be reduced if full funding is not secured. A table containing the financial, staffing and in-kind contributions made by local partners is contained in Appendix Three for 2020-21.
- 1.39 The CYPJS has transitioned to a new Youth Justice Management Information System (Capita ONE) from the autumn of 2017 with meetings held for approximately one year to resolve system issues as the new system was being embedded. The service has been unable to use the connectivity function which is a technical problem between the Youth Justice Board and the provider. This means that documents can't be sent through connectivity and require securely sending. This has only recently been resolved.
- 1.40 The service is supported by seconded staff as follows:
 - 1 FTE Probation Officer
 - 2 FTE Police Officers
 - 1 FTE Pre-16 Education Specialist
 - 1 FTE Post 16 Education Co-ordinator and Mentor.

- 1.41 The service continues to work closely with the Child and Adolescent Mental Health Service (CAMHS) with direct support from a CAMHS Practitioner on a part time basis. Following successfully securing funding for two practitioners working across LLR to offer support for the trauma induced work, staff have been using their training to support their work with children and young people that display acute childhood trauma (ACE's). Additional resources for the service include dedicated Educational Psychologist time and a dedicated Education, Training and Employment Personal Advisor surgery from the Connexions Service.
- 1.42 The CYPJS has a diverse workforce that reflects the diversity of the local communities that it serves. The entire workforce is employed on a permanent basis, apart from the CR and Prevention Team and one agency employee covering reception duties covering a vacancy and casual staff supporting the delivery of the Attendance Centre. The most recent Equality Impact Assessment completed in April 2019 highlighted an underrepresentation of female employees in all parts of the service apart from management. Whilst, this is an under representation in comparison to the demographic of our workforce, there has not been any detrimental impact on front line service delivery specifically towards our female service users that may require female practitioners. However, this will continue to be an area that we monitor and do not feel this will be problematic as the local demographic of the cohort of young people we are working with are predominantly male which is reflective of our workforce.
- 1.43 The CYPJS works with a wide range of volunteers reflecting the diversity of Leicester's communities in relation to race, religion and belief. A structure chart including the full CYPJS staffing establishment is contained in [Appendix Four: CYPJS Staffing Structure](#)

Partnership Arrangements

- 1.44 The CYPJS is fully integrated into local partnership planning arrangements for both children and young people and criminal justice services. There are regular joint meetings with key partners including the Police, Courts, Health (Public Health and Clinical Commissioning Group) and Probation (NPS) to support the delivery of shared strategic priorities.
- 1.45 The Head of Service for Early Help and Prevention or YOS Service Manager is represented on/or responsible for the following key strategic partnerships:
- Leicester Children's Trust Board (LCTB)
 - Local Safeguarding Children's and Adults Board (LSCAB)
 - Corporate Parenting Board (Looked After Children)
 - Early Help Strategic Partnership Board
 - Safer Leicester Partnership (SLP)
 - Strategic Offender and MAPPA Management Board (SOMMB)
 - Children and Adolescent Mental Health Service (CAMHS) Multi Agency Partnership
 - Edge of Care Interventions Board
 - Prevent Steering Group and Channel Panel
 - Operational delivery MAPPA Meetings
 - Substance Misuse Partnership Board
 - Level 2 and 3 Mappa meetings
 - Early Help Assessment Partnership Allocations Hub
 - CSE, Missing and criminal exploitation meeting

- 1.46 The CYPJS is working in partnership with the Youth Service to deliver criminal exploitation and knife awareness programmes for two distinct groups of young people, those whom are known to carry knives and those that are at risk of becoming knife carriers. This work is being supported through funding by the Office of the Police and Crime Commissioner (OPPC) youth crime prevention programmes and it focuses on preventing re-offending by high risk entrants to the youth justice system and repeat high risk offenders.
- 1.47 This includes jointly commissioned work with local voluntary sector youth service providers that support national indicator performance and outcome measures jointly monitored by the OPCC. The work has focused, more recently, on knife crime and related offending. 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 Violent Reduction Unit Strategy for 2020-21, particular in relation to serious youth violence and the local authority's Knife Crime Strategy which will launch later in the year.
- 1.48 Accommodation is included as part of all intervention planning by case managers for any young person made subject to a custodial sentence or remanded to Youth Detention Accommodation. Every young person who is made subject to a custodial sentence or made subject to Youth Detention Accommodation is allocated a Youth Advocate. The focus of the advocate work is to deliver and enable access for support with health, family, education, training and employment and accommodation.
- 1.49 All young people subject to custodial sentences are reviewed by a multi-agency panel, called the Case Management and Diversity Panel which is chaired by the Service Manager. Agencies represented include Connexions, CAMHS, substance misuse and parenting workers to ensure that young people's safeguarding, risk of harm, welfare and mental health needs are appropriately assessed. Parenting support is provided to all young people in custody and their families throughout the custodial sentence to plan and support reintegration into the community. Other key professionals will be invited depending on the specifics of each case being presented to the panel.

Celebrating success

- 1.50 In addition to the fantastic HIMP inspection outcome received last year referred to in section 2, there are a number of areas to be proud of and celebrate over the previous year's achievements. The following are just some of the examples of success:
- The service has embedded a robust offer to young people who have experienced Acute Trauma (ACE) in their lives and how to support young people with a history of trauma.
 - The service delivered its second Summer Arts college which coincided with the HMIP inspection, 100% of participants achieved accredited outcomes.
 - Development of a new groupwork programme 'Which Way' (Refer to Appendix Six Which Way Programme Evaluation)
 - Development of new and refreshed protocols such as the 'Criminal Exploitation Pathway' and a new targeted team of youth workers to ensure our most vulnerable young people are supported and the 'Decriminalisation of Looked After Children' which has contributed to the reduction of the number of young people within the CYPJS cohort who are looked after.
 - Continual improvements in a number of our performance indicators including the outstanding performance regarding the number of young people attending full time Education, Training and Employment.
 - The service received special recognition at a recent Social Care and Education awards ceremony in March 2020 for their outstanding achievement from their HMIP Inspection.

- Continuing to ensure the voice of children and young people are influencing service design, that their views are explicit throughout assessments, with a key focus on reviews. A new service user form has been created with performance indicators reported against in the coming year.
- Development of the CR and Prevention Team to providing bespoke intervention for children and young people at risk of offending and reduction of reoffending. Refer to case studies below illustrating evidence of impact for young people supported by the team within CYPJS.

Community Resolutions and Prevention Team Case Studies

Case A

Since working with Emily, she has made a lot of changes regarding her behaviour. Emily has stopped smoking cannabis and has also stopped engaging with certain friends which used to get her into trouble. Although Emily dropped out of college, she is highly motivated to get back into something productive. Emily has created a CV and opened her own bank account which is needed when applying to the HUB 100 apprenticeship scheme by Leicester City Council. Whilst working on her apprenticeship, Emily will also re-take her GCSE maths which will take Emily up to 5 GCSES in total. Before getting into contact with Emily, boredom was a real issue which was a factor within the offence committed. However, Emily is now excited to start applying for jobs and apprenticeships as she has set herself goals and targets which she can obtain. She has completed specific sessions on offence focused work, victim empathy and behaviours linked to offending.

Case B

Mark was referred to the team following his arrest for a knife point robbery for which he was released under investigation.

Mum had previously taken him to the police station desperate for support in managing his behaviour. She was concerned he was becoming involved in anti-social behaviour and that his peers were known to the police.

Since working with mark and his mum, work has focused on Marks' choice of peers and how he uses his spare time. He can recognise his negative and positive influences and is starting to make the right choices regarding his behaviours. He has also signed up to NCS, the National Citizen Service over the summer, recognising this will have a huge impact on his future goals and plans.

Mark's behaviour at school has also improved. He has been on report for some time and is required to check in with his head of year each day at school. For the last three weeks Mark has been making a real effort to stay out of trouble at school, concentrate more in class, displaying a positive attitude in class and participating in a mature manor. This has meant that Mark has consistently received grade 1 for every one of his lessons during this time and he has been praised by his teachers for this.

Mark is a very bright young man with a promising career ahead of him with the Army which he starts in September.

Case C

During our time working with Josh he has made many positive decisions to deal with his anger, emotional issues and other mental health concerns that put him at risk of offending. Josh has engaged in weekly sessions where he has identified that he wants to deal with his anger issues. Immediate concerns were around Josh's vulnerability to extreme ideas, but after helping Josh to unpick the extreme videos he had been exposed to, Josh showed this was experimentation and that his attitudes are anti-racist. During sessions Josh has put himself out of his comfort zone by entering large crowded spaces and tried out mechanisms to cope with the fear of people staring at him. He has also agreed to address his abstinence from ADHD medication and has said he will be willing to sit down with someone to talk about this. Josh has been open about his future aspirations of opening a barber shop

As a result of the progress Josh has made, he has been closed to other services and been identified as being at a lower risk of offending.

Risks to future delivery and mitigation

- 1.51A key risk at the time of finalising this plan is the undetermined impact of the COVID-19 pandemic. Whilst the CYPJS is operational in line with government guidance, there are some restrictions in place such as the suspension of court hearings with the exception of remand cases. This alone will see an increase in workload for the service once services resume as they were. The service has a business continuity plan in place with a robust response to COVID-19 to ensure all risks are considered and mitigated against. This is regularly reviewed and will inform service delivery moving forward; however it should be noted that there are many unknowns at this stage.
- 1.52An ongoing challenge for the CYPJS is to maintain continuous improvement in the context of any proposed national changes. Additional risks to future service delivery arise from reduced government and partnership funding.
- 1.53The 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.
- 1.54The Youth Justice Board has informed local YOT's that they do not need to produce a annual youth justice plan and instead to send a business continuity plan. However, we have decided to continue to produce a plan to ensure key priorities are delivered against. The service will continue to produce a yearly strategic and operational action plan overseen by Leicester Youth Justice Management Board.

Priorities for 2019/20

Key priorities for the Leicester Youth Justice Management Board for 2020-21 include areas for development highlighted by the HMIP inspection and self-assessment against the Youth Justice Board national standards:

- 1.54.1 Continue to improve the interface between the Leicester Youth Justice Management Board and the CYPJS with a particular focus on the board taking more ownership for strategic priorities.
- 1.54.2 Through the wider early help and prevention participation strategy, ensure that the views of children and young people, their parents/carers and other stakeholders are fully embedded in key areas within the CYPJ service:
- a) inform service delivery and evident within quality assurance processes
 - b) targets within plans
 - c) children and young people understanding of processes eg) court and orders issued
 - d) victim voice more evident within out of court disposals
- 1.54.3 Improve quality of practice in the following areas:
- a) quality of reviews and effective management oversight
 - b) effectiveness of interventions on reducing first time entrants and re-offending
 - c) board members to become part of the quality assurance process
 - d) review engagement processes and improve engagement rate of young people particularly those who receive a first youth caution
 - e) review processes in place to ensure the service response is inclusive to support children and young people with learning needs and/or disabilities

- 1.54.4 To robustly evidence the impact of prevention work within the service and secure permanent funding for the CR and Prevention Team to prevent offending and further reduce reoffending by children and young people.
- 1.54.5 To review the disproportionality of ethnicity and looked after young people within the CYPJS cohort through task and finish group processes, present analysis and implement actions as identified.
- 1.54.6 Develop a volunteer programme for young people receiving Community Resolutions.
- 1.54.7 Create a bespoke programme to support young people through transitions smoothly.
- 1.54.8 Review the 'Attendance Centre' model to respond to need and demand.
- 1.54.9 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.
- 1.54.10 Increase the focus on substance misuse treatment to ensure that young people who are offending are getting treatment.

Appendix One: CYPJS Performance Report

Leicester Youth Offending Service:

Performance Report to Management Board Meeting April 2020 (reporting period Q3 Oct -Dec 2019) Leicester City latest Data Summary April -December 2019

- The following report is based on the Youth Justice Board (YJB) YOT Data Summary released in early March 2020 for the period of April -December 2019.
- Copy of latest YOT data summary is attached below.
- The reporting periods for each measure are shown in the table below:

Measure	Reporting period
First Time Entrants	Oct 18 -Sep 19
Reoffending	3 Month Cohort -Jan 18 – Mar 18 12 Month Cohort – Apr 17 -Mar 18
Use of Custody	Jan 19 – Dec 19
Education, Training & Employment	Apr -Dec 2019
Accommodation	Apr - Dec 2019

Copy of Latest YOT Data Summary April -September 2019



101 Final YDS for
England and Wales

SECTION 1: - SUMMARY OF KEY PERFORMANCE INDICATORS

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

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

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

AMBER/GREEN – some concern but generally won't be closely considered unless continues to deteriorate.

GREEN – positive and no concerns

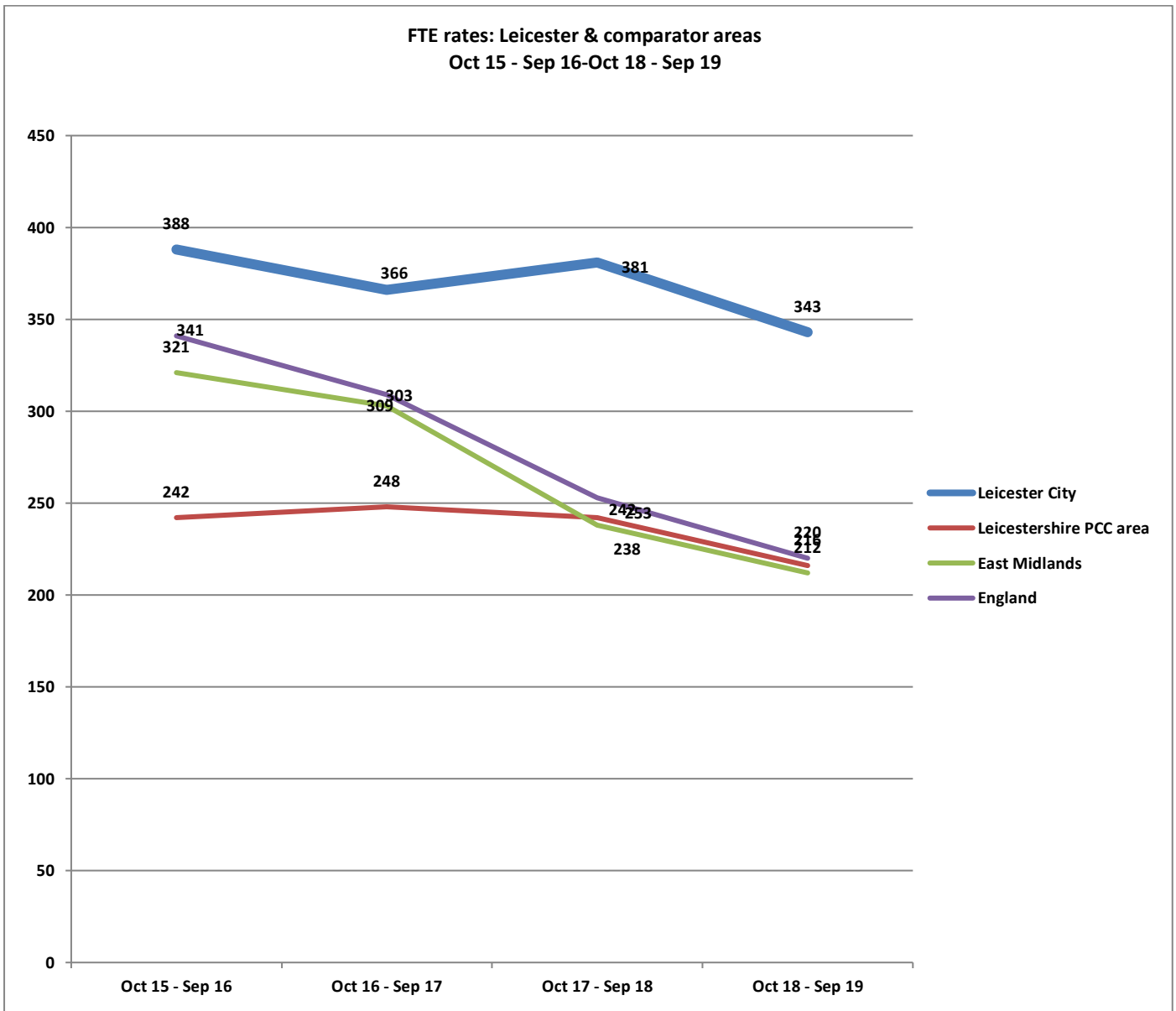
FTE PNC rate per 100,000 of 10-17 population
Oct 18 -Sep 19: Rate of 343 per 100,000. (Actual Number of FTE= 117 young people)
Oct 17 – Sep 18: Rate of 381 per 100,000. (Actual Number of FTE = 128 young people)
GREEN - Decrease -9.9%

Re-offending Rates after 12 months
<p>Three Month cohorts – Quarterly Cohort -new measure Reoffences per reoffender Jan 18 -Mar 18 cohort (latest period) = 3.89 Reoffences per reoffender Jan 17 -Mar 17 (previous year) = 5.19 Decrease of -25.0% (70 young people - 19 re-offenders - 74 reoffences = 3.89 re-offences/reoffender) compared to (64 young people-21 reoffenders-109 reoffences-5.19 reoffences/reoffenders)</p>
<p>12 Month cohorts – Annual Data – New methodology Reoffences per reoffender Apr 17 -Mar 18 cohort (latest period) = 4.33 Reoffences per reoffender Apr 16- Mar 17 (Previous year) = 4.09 Increase of 5.9% (250 young people - 82 re-offenders -355 reoffences=-4.33 re-offences/reoffender) compared to (247 young people - 100 re-offenders -409 reoffences=-4.09 re-offences/reoffender)</p>
Binary Rate
<p>Three Month cohorts - Quarterly Cohort -new measure Binary Rate Jan 18 – Mar 18 cohort (Latest period) = 27.1% Binary Rate Jan 17 – Mar 17 (previous year) = 32.8% GREEN - Decrease by -5.67% (70 young people in Jan 18 – Mar 18 cohort committing 74 offences) (64 young people in Jan 17 – Mar 17 cohort committing 109 offences)</p>
<p>12 Month cohorts - Annual Data – New methodology Binary Rate Apr 17 -Mar 18 cohort (Latest period) = 32.8% Binary Rate Apr 16 – Mar 17 (previous year) =40.5% GREEN - Decrease by 7.96% (250 young people in Oct 16 – Sep 17 cohort committing 355 offences) (247 young people in Oct 15 -Sep 16 cohort committing 409 offences)</p>
Use of Custody rate per 1,000 of 10-17 population
Jan 19 – Dec 19: Rate of 0.23 per 1,000. (8 custodial sentences)
Jan 18 – Dec 18: Rate of 0.57 per 1,000. (19 custodial sentences)
GREEN - Reduction of -33%

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

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

2.1 The measure is the rate per 100,000 local youth population who enter the youth justice system by receiving a caution or a first sentence. There were **117** first-time entrants (FTEs) to the youth justice system in Leicester in year ending April Oct 18- Sep 19, equivalent to rate per 100,000 youth population of **343**. This compares to **128** first-time entrants (FTEs) to the youth justice system in Leicester in year ending Oct 17 – Sep 18, equivalent to a rate per 100,000 youth population of **381**. This is a -9.9% decrease in numbers. The rate per 100,000 for Leicester remains high (showing downward trend) for the Leicestershire PCC area, Midlands region and England. This is illustrated in the chart below.

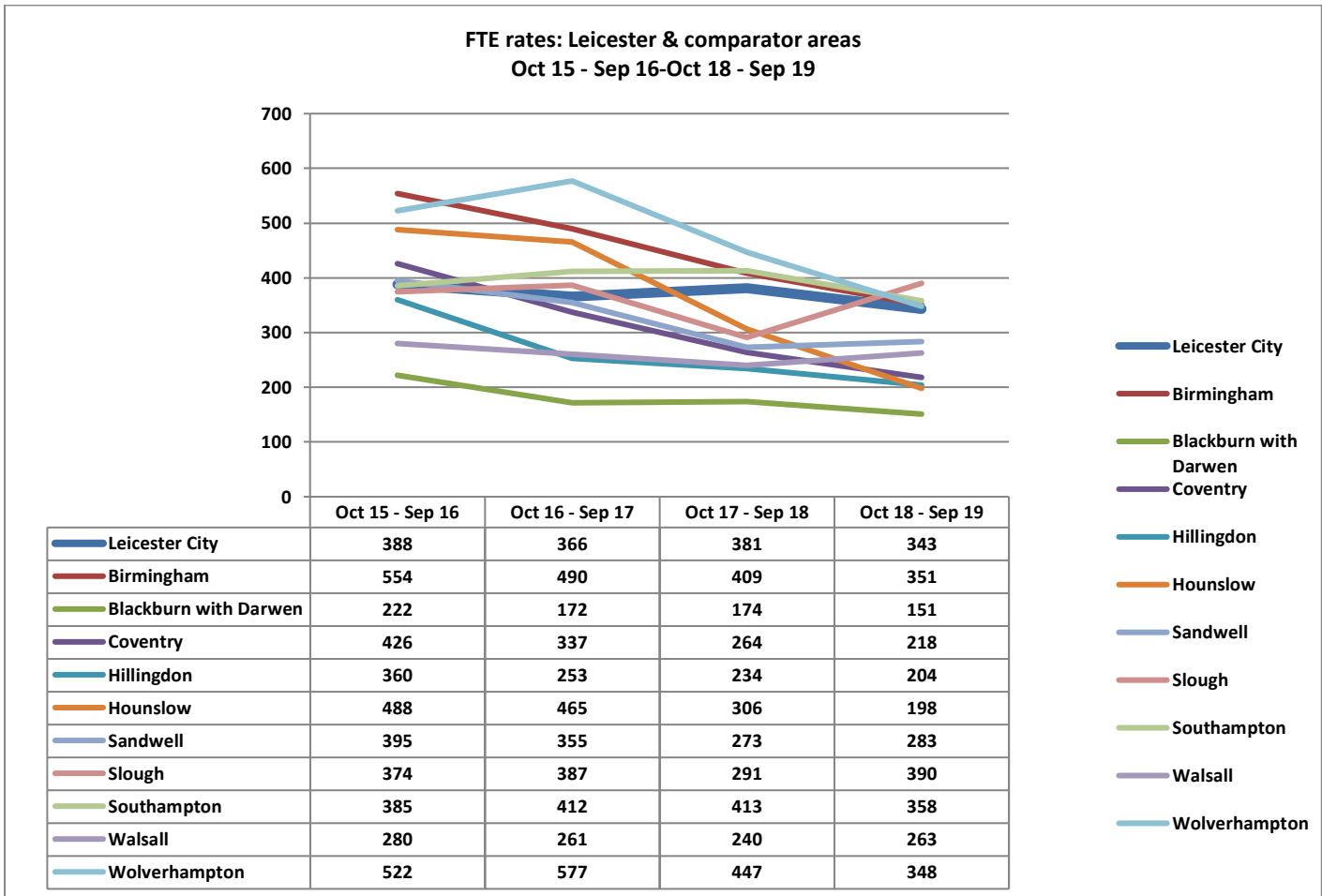


2.2 First Time Entrants

Over the reporting period of Oct 18 – Sep 19

- Leicester City has seen a **-9.9% Decrease** over the same period, the current trend has seen a decrease but not at the same rate as the family group/ Leicestershire/England and starting at a higher baseline.
- Police Interventions have a dramatic impact on the number of FTE's dealt with by the YOS.
- All other family areas have a prevention offer which can offer an explanation to the ongoing decrease in FTE in those areas at a higher rate. More recently, but out of this quarter, the prevention team has been established and the next quarterly report will highlight a significant impact on FTE's – it is estimated at an approximate 25% reduction.
- Leicester has now developed a Prevention/community resolutions team working with young people prior to entering the Criminal justice system to reduce the number of FTE.

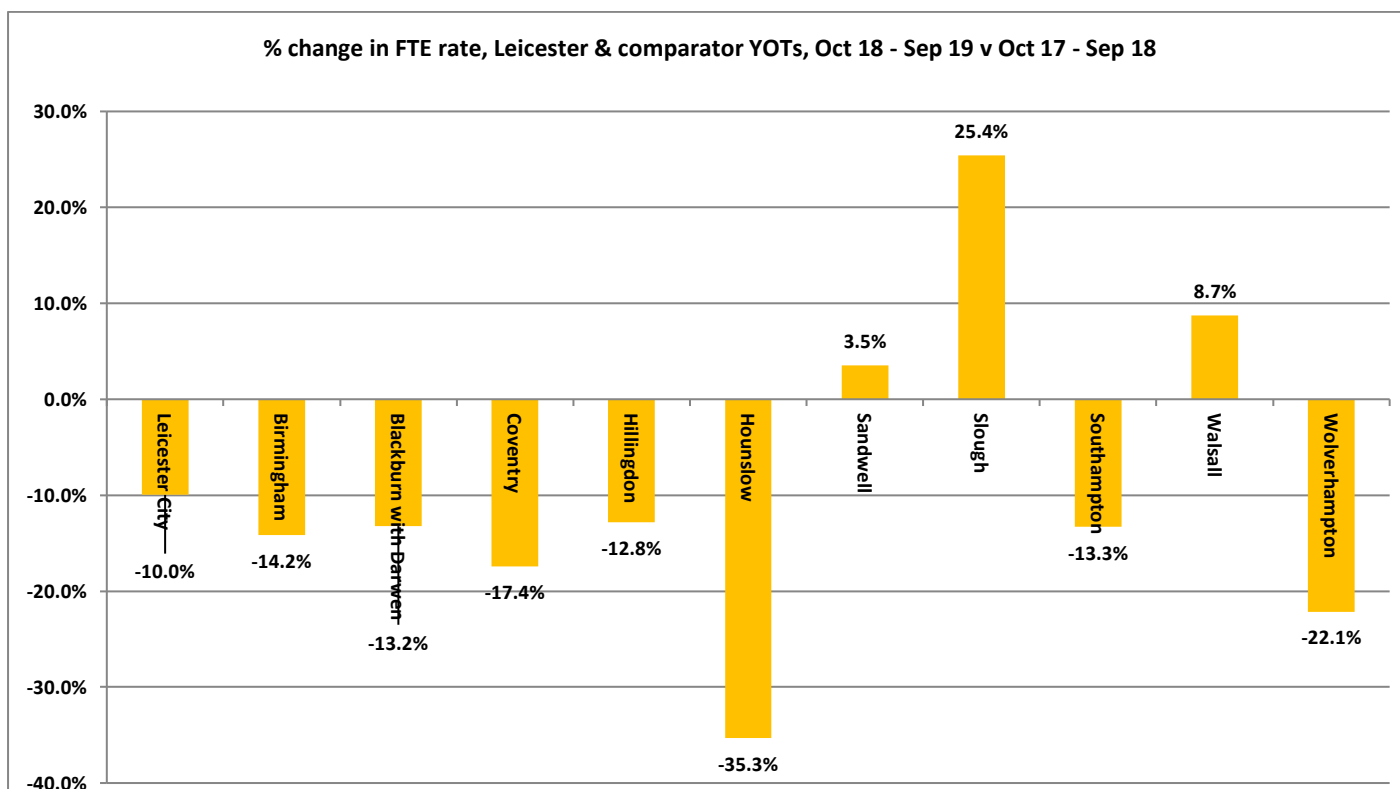
2.3 The chart below shows how Leicester's FTE rate over the last 4 years compares with the new YOT Family Group.



2.4 The FTE for the Leicester YOS has seen overall decline but at a slower rate than other areas. To sustain this reduction the service is growing its prevention offer that has an impact on young people prior to out of court disposals and first-time offenders receiving outcomes within court. Targeting community resolutions will assist in reducing the numbers entering as FTE. For example some areas dont use Youth Cautions but use Community resolutions in their place, where appropriate, which has a significant impact on FTE numbers and diverts young people away from the criminal justice system.

2.5 Year on Year the decline in FTE's has not been at the same rate as other policing areas therefore the new Prevention team has bene developed to have an impact on this now.

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



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

2.8 A scrutiny board checks the decision-making process of the OCDP panel and is chaired by the deputy PCC. Decisions continue to be positively endorsed.

2.9 The newly created Prevention team is now up and running and a presentation was delivered at the Januarys Board. The team will be working predominately with Community Resolution cases with the aim of reducing young people coming through to the caution and statutory stages. This will ultimately reduce reoffending rates by engaging with young people at the earliest point and diverting them from future offending. A quarterly report has been provided but it must be noted the team were in its infancy during this quarter (**Appendix J**)

Section 3: - Reducing reoffending

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

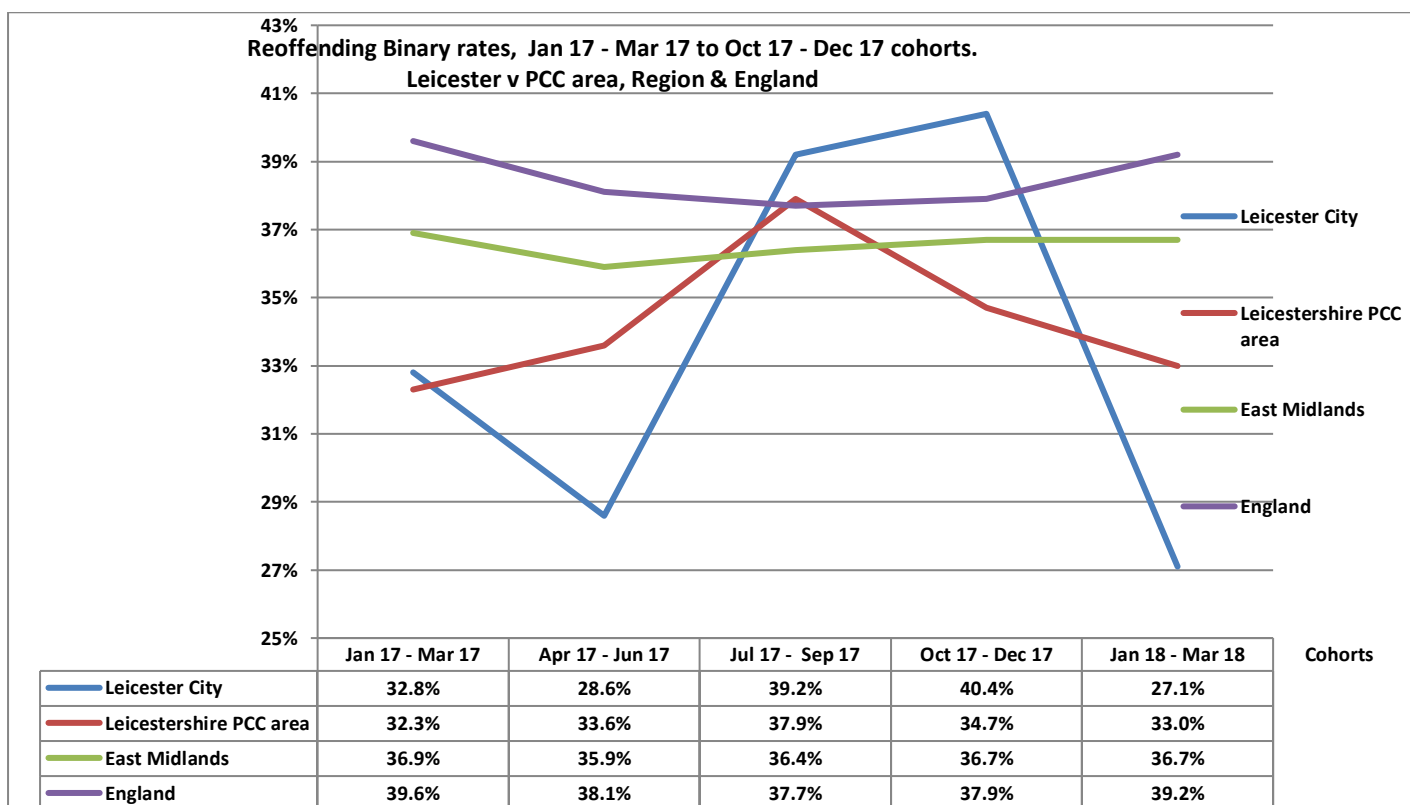
3.1 Young people receiving a youth justice disposal in a 3-month period are tracked via PNC for the subsequent 12 months to see if they reoffend. There is an additional 6-month time-lag to allow for criminal proceedings to go through. The performance data is therefore only available 2 years after the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

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

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

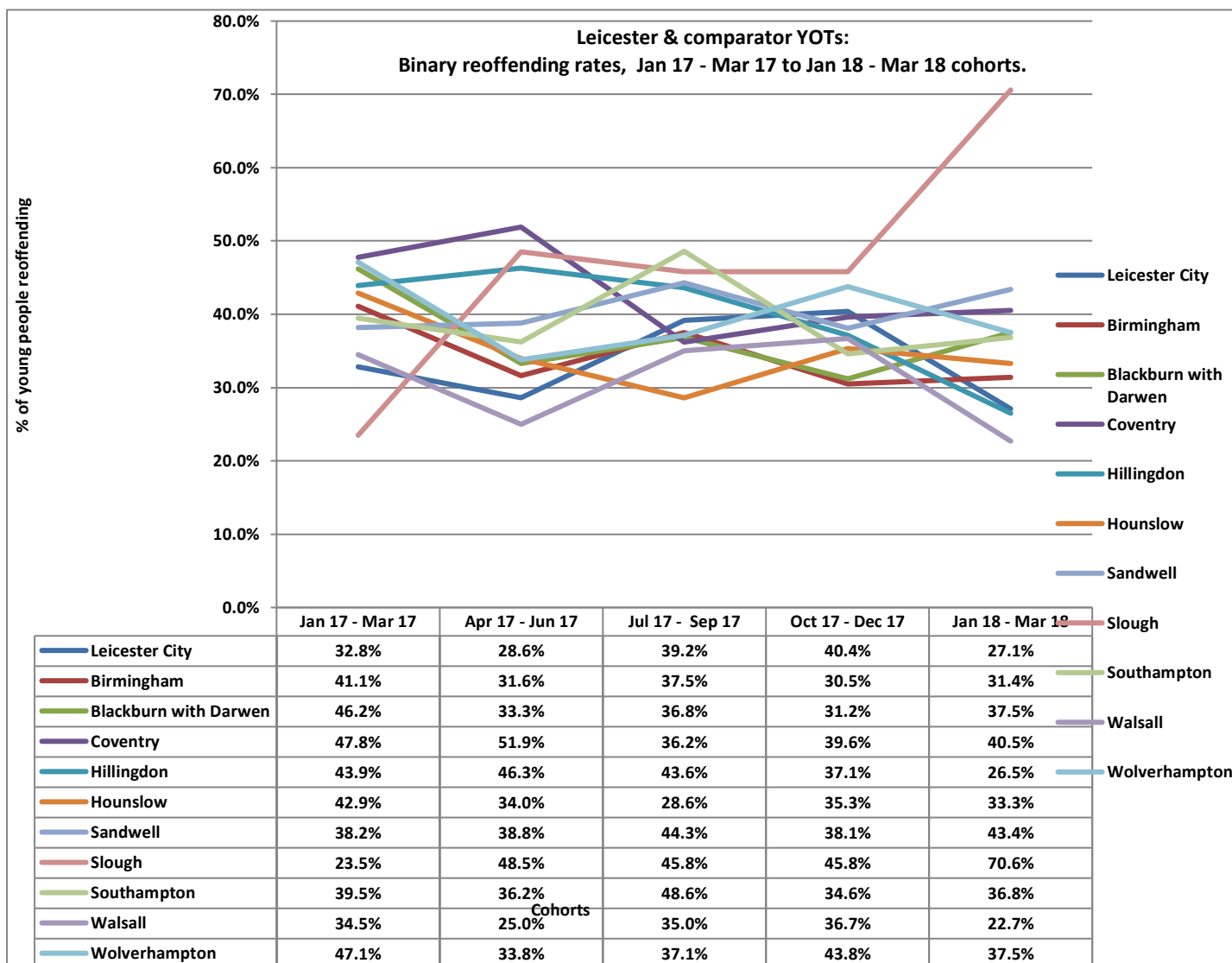
NOTE: The effect of the change is that there is likely to be more fluctuation from quarter to quarter because cohorts are much smaller, and a few persistent offenders dropping into or out of the cohort can make a bigger difference.

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



3.5 The latest binary rate for cohort (Jan 18 -Mar 18) for Leicester is 27.1% (70 young people-19 of whom reoffended committing 74 further offences between them) a decrease of -5.67% on the previous cohort (Jan 17 -Mar 17) which was 32.8% (64 young people of whom 21 reoffended committing 109 offences between them). However, as pointed out earlier, there are likely to be greater fluctuations from cohort to cohort when the cohorts are smaller. As seen above slight increase in number of young people entering the cohort but committing less offences compare to previous cohort. For example, one young person in the cohort could commit large volume of offences during the quarter and cause a huge spike in the data.

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



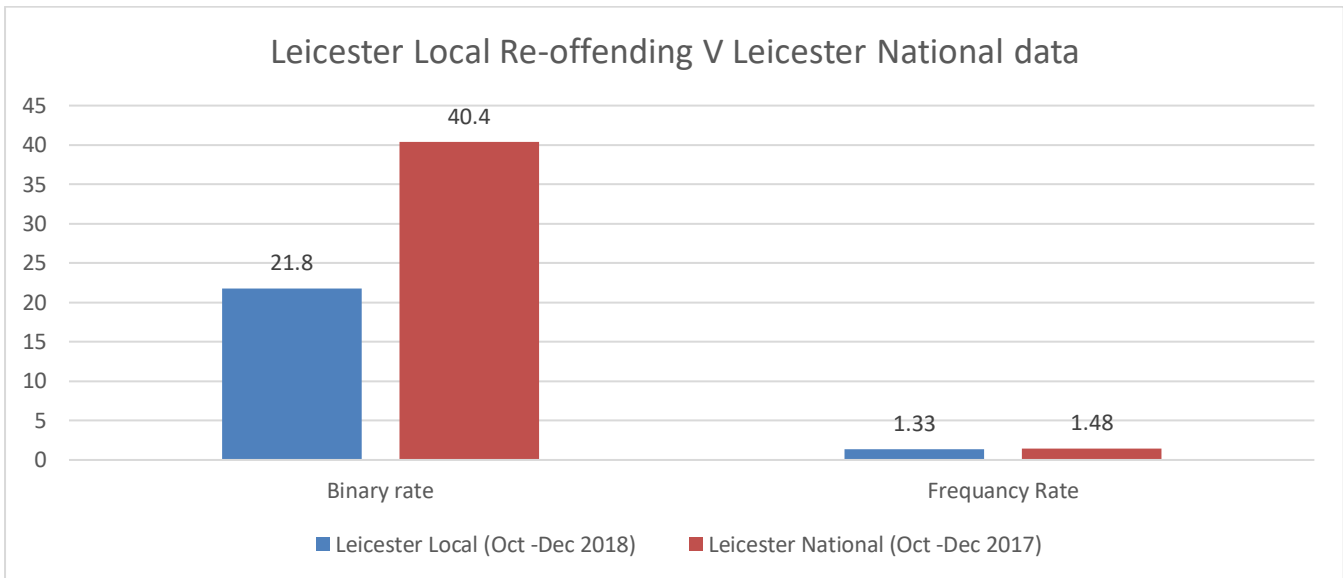
3.9 Leicester has seen a decrease in both binary and frequency rates when compared to most of its family groups areas as shown in the graphs above, which is encouraging. Although the overall trend in our family group has seen a fall in re-offending it is important to understand that the actual small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

Section4: - Local Re-offending Data

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

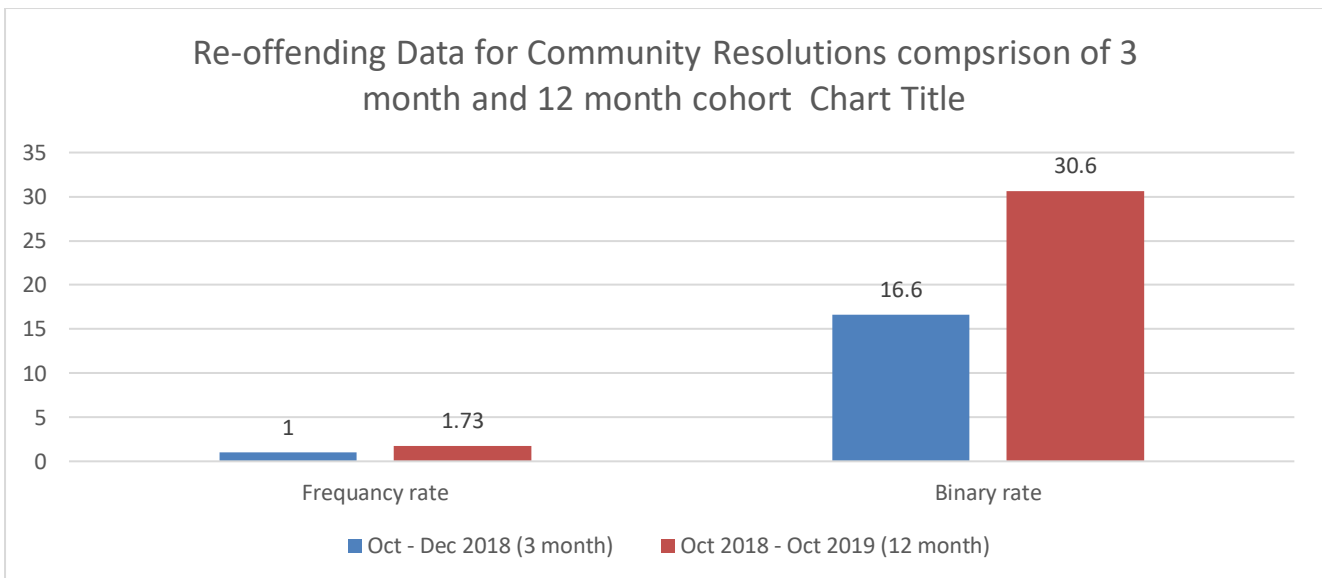
4.2 By ensuring a local tracking system is in place for young people entering the local cohort we can get a more up-to-date indication of local performance.

4.3 The chart below uses locally collected data for the Oct -Dec 2018 cohort (4 cohorts later) where young people have completed 12 months of their order. Compared with PNC data for the same period previous year



4.4 This illustrates that the local data (not official data) on our systems for both the binary and frequency rates have reduced. The actual numbers are: 55 young people, 9 of whom reoffended committing a total of 12 further offences between them (in the main 1-2 offences each). The local re-offending rate is significantly decreasing as only few high-risk young people are re-offending at a higher volume rate.

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



4.6 – The graph above shows the latest Binary and frequency rate for Community Resolutions. The cohorts compared is three month and 12 months. Smaller cohort of young people are committing a higher number of offences. At the time of this data there was no project in place to offer a programme of support.

4.7 - Three-month Cohort Oct 18 -Dec 18

There were 12 young people in the latest cohort, (Oct 2018 – Dec 2018) of which 2 young people reoffended, committing further 2 offences. Binary rate (2/12) =16.6% committing further. This gives frequency rate of 1.00. Therefore, it's a smaller cohort and smaller number of offences. 2 young people committing 2 offences.

4.8 - For 12-month Cohort- Oct 2018 – Oct 2019

There were 62 young people in the latest cohort, (Oct 18- Oct 2019) of which 19 young people reoffended, Binary rate (19/62) =30.6% committing further (19 **offences**) between them. This gives frequency rate of (19/11) = 1.73. Therefore, it's a smaller cohort and smaller number of young people committing a high volume of offences. (11 young people committing between 2-4 offences between them).

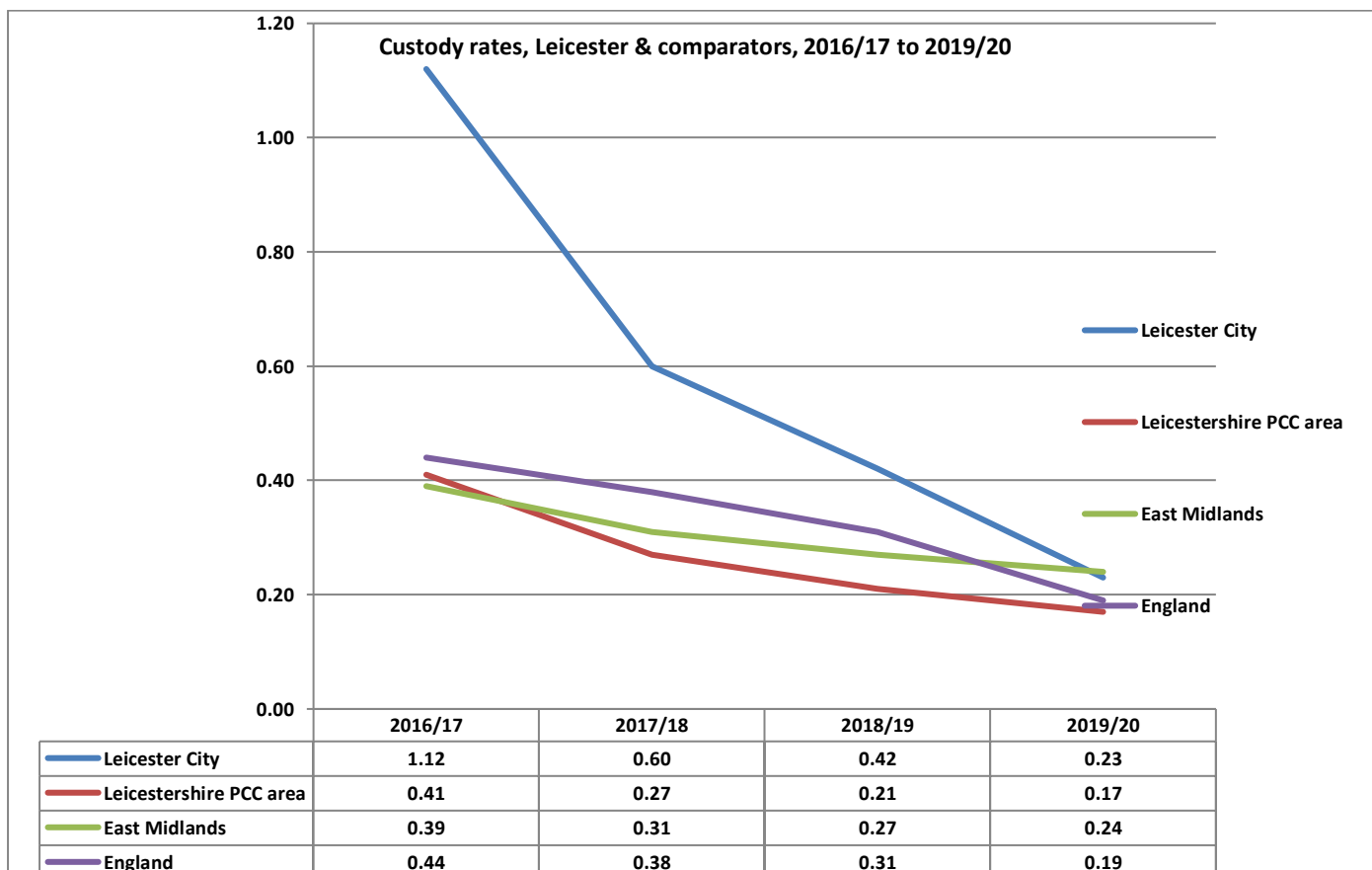
4.9 The new team will be able to respond to and provide packages of support for young people receiving community resolutions as well as those at risk of entering the criminal justice system. By getting in at the earliest point young people are more likely to be diverted rather than at the more entrenched stages of their offending

Section 5: - Reducing the use of custody

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

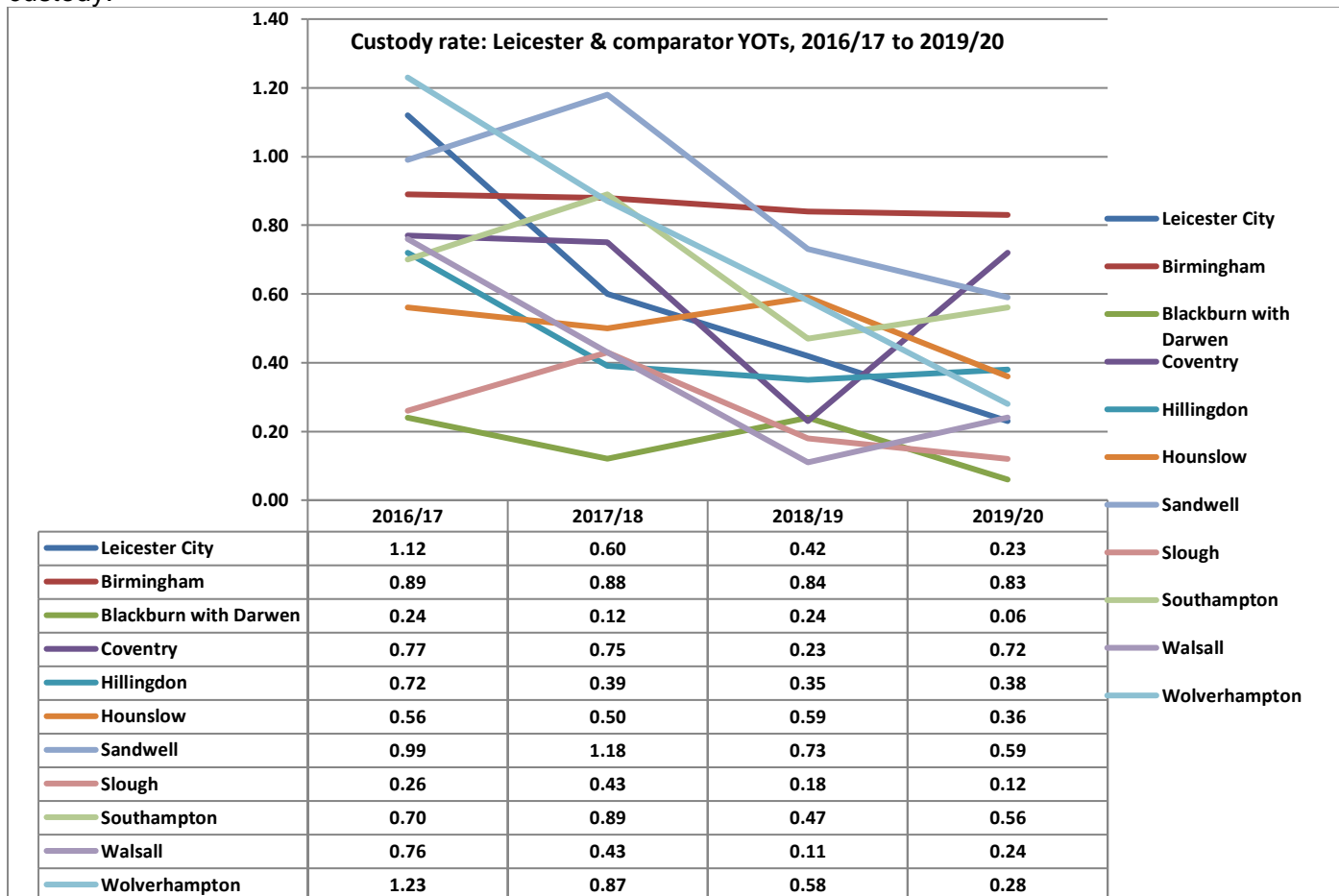
5.1 The custody rate is measured by the number of custodial sentences per 1,000 local 10-17 youth population.

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



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

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

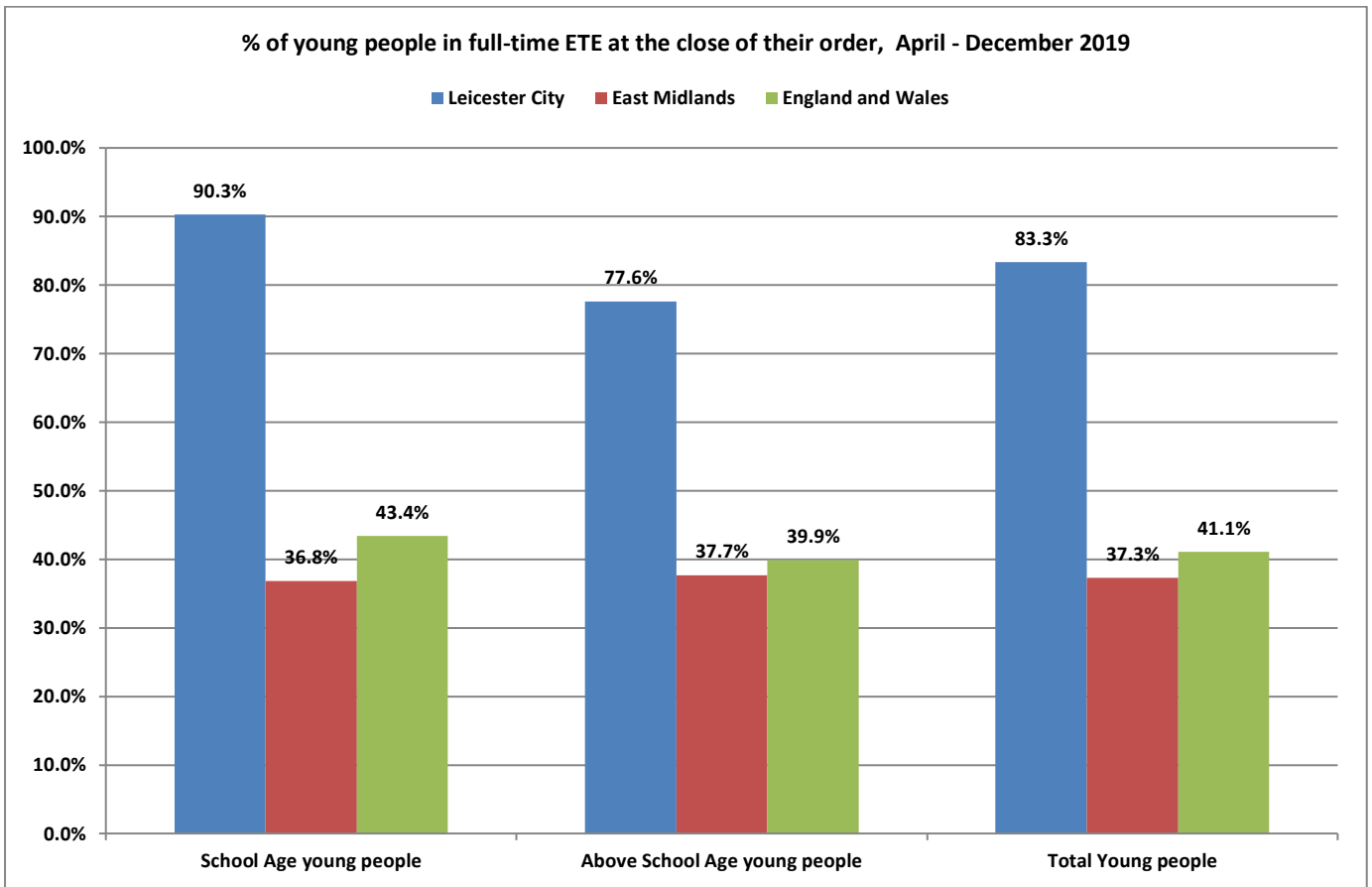


5.5 This shows that Leicester is in the top quartile in this group which is encouraging. The rate for Leicester has more than halved over the past few years and should be commended.

5.6 In terms of actual numbers there were 8 young people sentenced to custody in the period of Jan -Dec 19 as against 19 young people for Jan -Dec 18. A further examination of those custodial cases highlights appropriate disposals based on offending. Work has been undertaken to enhance our alternative to custody packages by realigning our advocate resource to alternative to custody work, custody and resettlement. By tracking court outcomes there has been an increase in bail Intensive Supervision and Surveillance (ISS) and ISS both alternative to custody and remand programmes. This is encouraging as indicates the courts see ISS as a credible alternative to custodial sentences. A number of custody cases were for the most serious of offending including murder, committed by young people not previously known to the service.

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

6.1 The measure is the proportion of young people who are in receipt of full-time education, training or employment (ETE) at the end of their YOT disposal. The chart below shows how Leicester performed compared to the region and England in the period April –December 2019



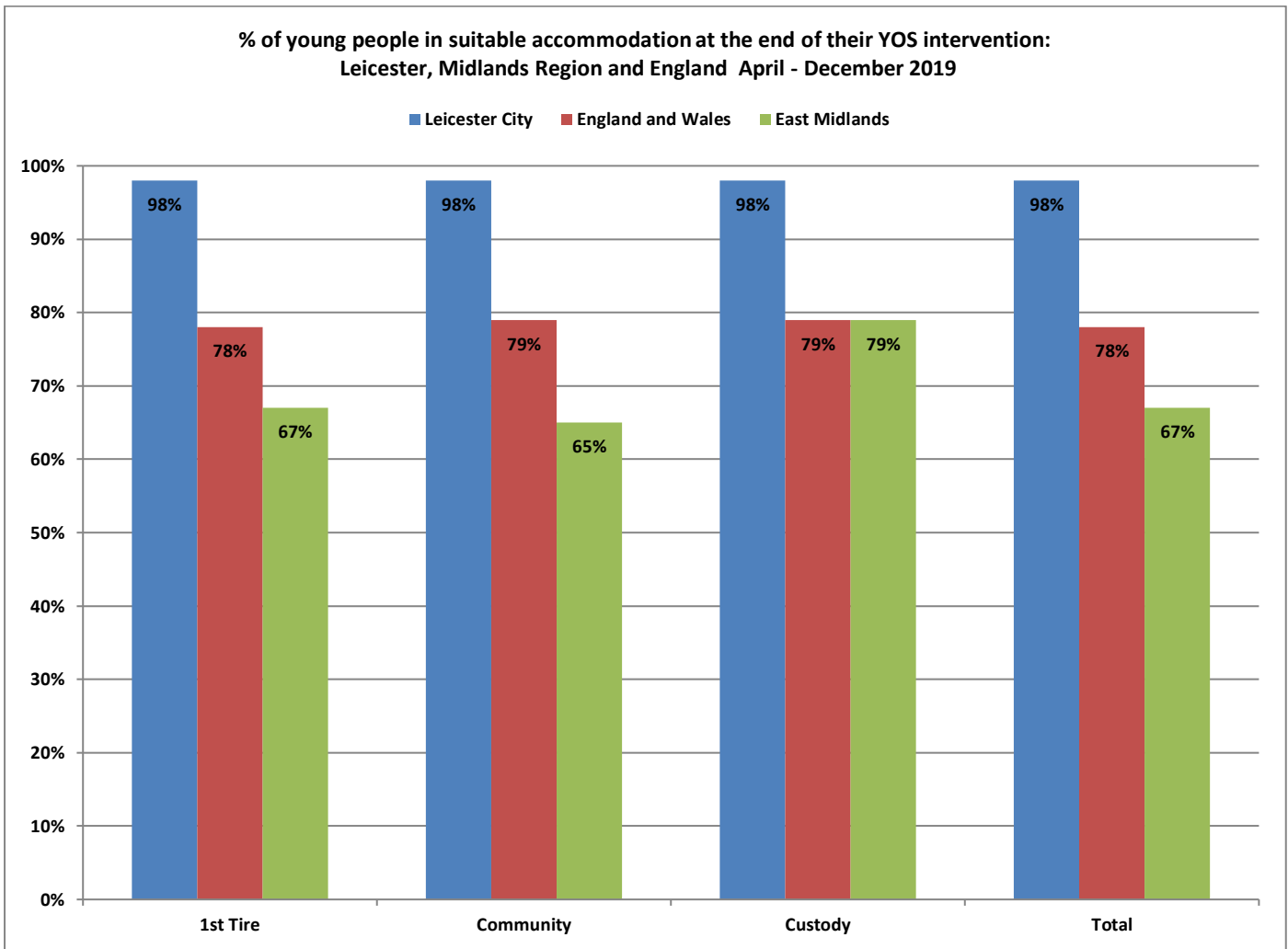
6.2 Over the reporting period of Q (April -December 2019) the following can be observed;

- Leicester is continuing to perform better than the regional and national averages for both school-age and above school-age young people.
- Leicester has sustained over 80 % of young people in ETE for the last 2 years.
- This shows that in terms of both school-age and above school-age young people Leicester performed far better than the average for the Midlands and England. It puts the service in the top 5 YOT's in the country.

(CYPJS ETE - Quarterly Report Q3 (Oct -Dec 2019)– see appendix A)

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

7.1 The chart below shows the proportion of young people who were in suitable accommodation at the end of their CYPJS intervention in Leicester in the period April -Dec 2019 compared with the average for the England and Wales



7.2 the following observations can be made;

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

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

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

Section 8: - Children Looked After

9.1 The service currently has 12 Children Looked After (CLA) open to the service at the beginning of March 2020 which is a further decrease from the last reporting period and has decreased significantly from previous months where the service has had on average over 23 CLA. **(See Appendix I).**

Summary

- The number has decreased to 12
- 11 out of 12 young people have re-offended which is significant.
- More young people were already Looked after before entering CYPJS which is a change as it was 50/50 until recently.
- More CLA young people have committed less serious (lower gravity score offences) and have received more First tier and Community orders. Therefore, this indicates a level of disproportionality.
- Violence against the person is committed more often in this group of CLA young people. It may be worth revisiting conflict resolution and restorative justice work with CLA and residential placements.

The Service manager is ensuring all CLA are scrutinised through the QA process and closer monitoring of these cases. The Head of Service for corporate parenting is establishing a task and finish group approach to working on the decriminalisation of children looked after and disproportionality.

Section 9 summary and recommendations.

First time entrants

1. 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 was completed early 2020 through the national standards self-Audit. The audit came out as Good overall with some key areas for improvements identified which will be verified and signed off by the YJB and included in future delivery plans.
2. Police Community Resolutions are now being targeted with a clear pathway of support through assessments of need and wraparound interventions and signposting. A prevention offer has been established, through external funding and some targeted additional funding. It is anticipated that there will be a reduction in frequency of reoffending rates. The early signs are extremely promising – Funding is now being sourced for this work to continue due to the impact it is having. If funding is secured a recommendation to remove Youth Cautions will be considered offering community resolutions instead or Youth conditional cautions as appropriate.

Re-offending

2. An analysis of offending types and trends has been mapped and now closely monitored– by outcome type, age, gender and reported through the Performance dashboard Board to enable an understanding of packages required to respond to offending patterns i.e. bespoke group work packages.
 3. Regular Re-fresher training/briefings for case managers on emerging themes from QA's and live-tracker intelligence. The alignment of the reoffending toolkit meeting and QA approach ensure cases that have reoffended will receive a QA. QA reports are presented at service meetings and full EH and P service meetings. The work that has taken place has driven a reduction over several quarters.
 4. Revisit the types of Interventions available and used against the type of offences. The group work coordinator is currently mapping this work
 5. To continue to promote evidence-based practice.
-

Custody

6. Targeting training with the courts and continue to track PSR proposals and outcomes in court to check courts confidence of the YOS. To date there are no concerns and the congruence rates are good. This is being assessed in terms of effectiveness as part of the National Standards audit in the new year.
 7. Oversee bail packages being proposed as well as the number of ISS recommendations as an ongoing piece of work. ISS as a package of intervention is being revisited by a team manager currently.
 8. Monitor the impact of the court and resettlement project. This is being closely monitored with positive updates regarding the court element and further work required to the custody element of the project. This will be resumed shortly as at the time of writing only remand courts were operating and custodial establishments on lockdown.
-

Other recommendations

9. Track progress of court/YOS panel meetings next year and its impact. This will specifically be in relation to disproportionality. Panel meeting was cancelled due to Covid-19 and will be re-established in the future.
 10. Highlight case studies that have had good outcomes and where improvements were required. Case studies have been provided as part of Community Resolutions quarterly report in Appendix.
 11. To track cases that have been returned to court for revocation due to positive changes and improvements. Data to be available at the next Board. This has been investigated and the report needs to be built and process to log within the system needs to be devised. This is hoped to be available for a future board meeting.
 12. A full report of CLA has been completed and attached as an appendix x for comment. It is intended to always have a specific focus on our CLA due to their overrepresentation within our service. It is pleasing to note that there has been a significant reduction by 50%.
-

Appendix Two: LYJMB Terms of Reference



Leicester Youth Justice Management Board

Terms of Reference 2020-21

1. Background
<p>1.1 Youth Offending Services (YOS's) were established nationally in 2000. Performance and standards of YOS's nationally are overseen by the Youth Justice Board (YJB). The YJB stipulates that each YOS must be overseen by a management board. The YJB provide guidance in relation to effective governance by Boards, and the key points can be summarised as follows:</p> <ul style="list-style-type: none">a) the management board should provide strategic direction with the aim of preventing offending by children and young people.b) all statutory funding partners, the local authority, police, national probation service, and health, must be represented on the board.c) members of the management board should be empowered with the capacity to make strategic decisions.d) the Board should determine how appropriate youth justice services are provided and funded.e) the Board should oversee the formulation of a draft youth justice plan. <p>1.2 The guidance also suggests that in discharging functions relating to youth offending, the board may benefit from considering broader membership. The guidance suggests additional optional partners which could be on an ad hoc basis when required as follows;</p> <ul style="list-style-type: none">a) youth courtsb) court legal advisorsc) community safety managersd) housing providerse) voluntary sector representativesf) local secure establishmentg) elected members
2. Purpose of the board
<p>2.1 To provide an inter-agency management forum to oversee and monitor the work of the Leicester Children and Young People's Justice Service to meet the statutory principal aim of preventing offending and reoffending by children and young people.</p>
3. The objectives and responsibilities of the Board
<p>3.1 The objectives of the board are as follows:</p> <ul style="list-style-type: none">a) to take overall management responsibility for the establishment and development of the Leicester Children & Young People's Justice Service (CYPJS)b) to provide the formal reporting line and receive regular reports on the progress and work of the CYPJSc) to take all delegated management decisions not within the authority of the Head of Service for Early Help and Prevention.d) to provide the necessary budget overview, including the review of agency contributions.e) to provide a forum for resolution of inter-agency issues.

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

4. The Method of Operation

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

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

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

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

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

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

The Membership of the Board

Group Members	Role	Contact
Martin Samuels (Chair)	Strategic Director: Social Care and Education Leicester City Council	Martin.Samuels@leicester.gov.uk
Caroline Tote	Divisional Director: Social Care and Early Help Leicester City Council	Caroline.Tote@leicester.gov.uk
Jackie Difolco	Head of Service: Early Help and Prevention Leicester City Council	Jackie.Difolco@leicester.gov.uk
Karen Manville	Service Manager – CYP Justice Service Leicester City Council	Karen.Manville@leicester.gov.uk
Sue Welford	Principle Education Officer (representing Connexions & Education Welfare) Leicester City Council	Sue.Welford@leicester.gov.uk
Richard Sword	Director: Capital Projects (representing SEND) Leicester City Council	Richard.sword@leicester.gov.uk
Sarah Hancock	Senior Operations Manager Turning Point, Leicester	Sarah.Hancock@turning-point.co.uk
Sian Walls	Superintendent Serious Harm Reduction Unit Leicestershire Police	Sian.Walls@leicestershire.pnn.police.uk

Carolyn Maclean Michael Hopkinson (deputy)	Head/ Deputy Head of Leicester, Leicestershire & Rutland Probation Service	carolyn.maclean@probation.gsi.gov.uk Michael.hopkinson@probation.gsi.gov.uk
Bob Bearne	Regional Manager, Nottinghamshire & Leicester City Community Rehabilitation Company	Bob.Bearne@rrp.gse.gov.uk
Mel Thwaites Elaine Egan Morris (deputy)	Associate Director of Children and Families, Clinical Commissioning Group. CAMHS Transitional Implementation Lead.	Elaine.Egan-Morris@leicestercityccg.nhs.uk Melanie.Thwaites@LeicesterCityCCG.nhs.uk
Peter Hesketh	Head of I & E Midlands Youth Justice Board	peter.hesketh@yjb.gsi.gov.uk
Manjora Bisla	Accountant Leicester City Council	Manjora.Bisla@leicester.gov.uk
Rob Howard Clare Mills (deputy)	Consultant Public Health Leicester City Council	Rob.Howard@leicester.gov.uk Clare.Mills@leicester.gov.uk
Daxa Pancholi	Head of Service: Community Safety Leicester City Council	Daxa.Pancholi@leicester.gov.uk
Jasbir Sanghera	Performance Officer Leicester City Council	Jasbir.Sanghera@leicester.gov.uk

These Terms of Reference will be reviewed annually, next review date April 2021.

Regular Reporting schedules

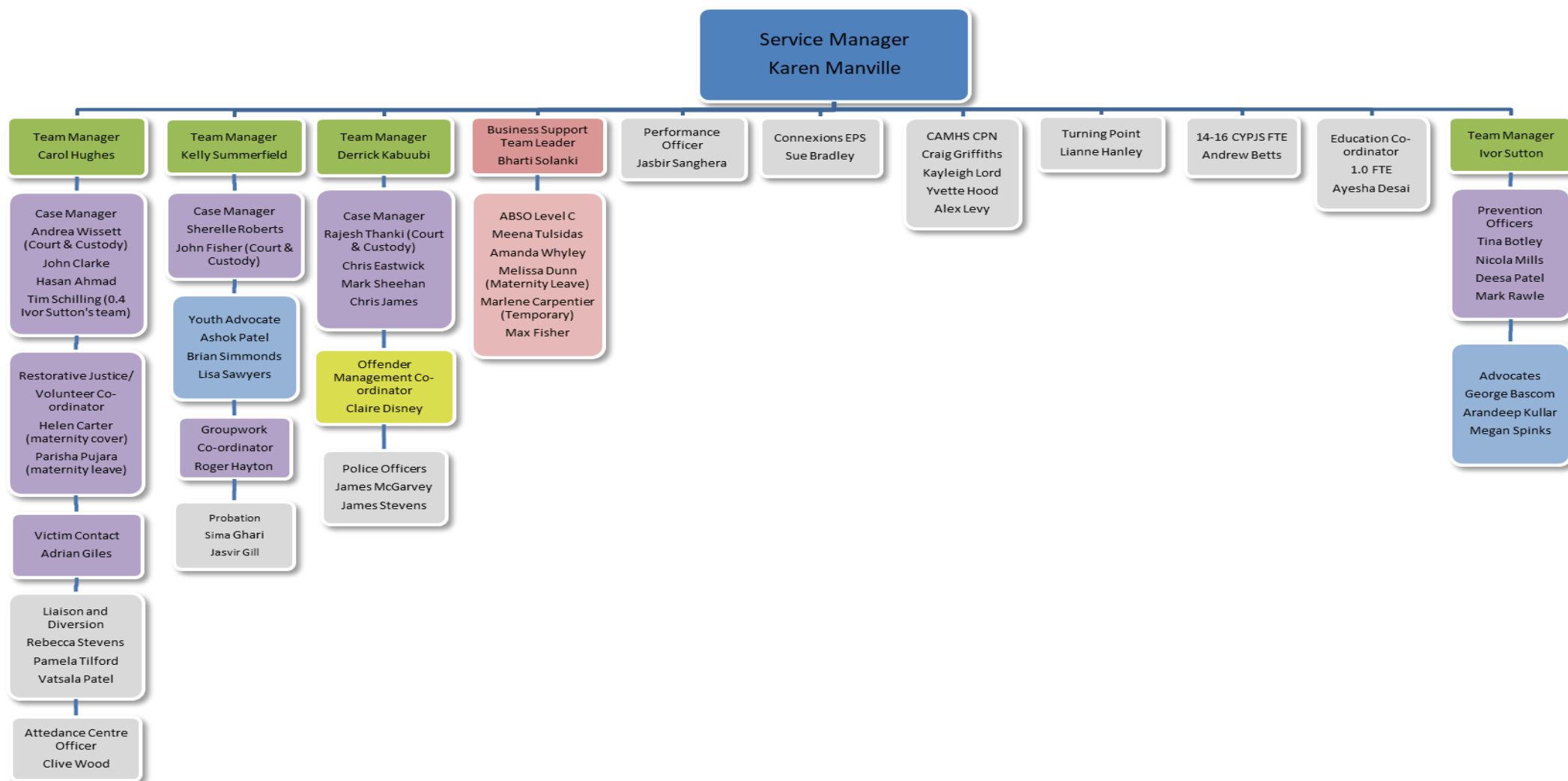
Board meeting	Report	Author
End of Jan 2020	YOS Performance & Quality Assurance Report	CYPJS: Service Manager
	Finance Report	Accountant
	Strategic Partnership Delivery Plan	Head of Service: EHP & LYJMB leads
End of April 2020	YOS Performance & Quality Assurance Report	CYPJS: Service Manager
	Finance Report	Accountant
	Strategic Partnership Delivery Plan	Head of Service: EHP & LYJMB leads
End of September 2020	YOS Performance & Quality Assurance Report	CYPJS: Service Manager
	Finance Report	Accountant
	Strategic Partnership Delivery Plan	Head of Service: EHP & LYJMB leads
Start of Jan 2021	YOS Performance & Quality Assurance Report	CYPJS: Service Manager
	Finance Report	Accountant
	Strategic Partnership Delivery Plan	Head of Service: EHP & LYJMB leads

Appendix Three - CYPJS BUDGET 2020/21 - DRAFT to be finalised

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

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

Appendix Four – CYPJS Structure Chart



Appendix Five: Summer Arts Evaluation Photographs



Appendix Six: Which Way Programme Evaluation

Leicester Children and Young People's Justice Service (CYPJS), 'Which Way' Evaluation

October – December 2019

1. Introduction:

1.1 The Service underwent an organisational review during September 2018– April 2019. A group work co-ordinator post was created as part of the new structure providing an opportunity to develop a structured programme to respond to the growing concerns in relation to serious youth violence; criminal exploitation, county lines and knife crime encompassing both a preventative model as well as provision for those already entrenched in criminal activity of this nature.

1.2 During October – December 2019, Leicester CYPJS, in conjunction with Leicester Youth Service, delivered its second cohort of a six-week programme titled the 'Which Way' project. The project was delivered by the CYPJS Group-work co-ordinator with support from a member of staff from the Youth Service. This consisted of the planned delivery of six sessions. In sequence of delivery, these were; Gangs and Knives, County Lines, Victims, Street Doctors, Adverse Childhood Experiences (ACE) and Custody and Futures.

1.3 Cohort three commenced on the programme in December 2019. At the time of writing, data is in the process of being collated in relation to this programme that finished in January 2020. A report will be completed on this cohort by the end of February 2020.

1.4 The initial 6-week programme delivered during July and September 2019 was aimed at young people who were not yet subject to statutory disposals and thus had a preventative aim. This group of young people were referred to as Cohort 1. This report refers to the second group delivered Cohort 2.

1.5 Cohort 2 was aimed at young people already open to CYPJS on statutory court orders and therefore more entrenched in offending behaviour. The programme was targeted at young people who had been convicted of possession of a weapon and/or a bladed article offence and where there were indicators of criminal exploitation. Referrals were received directly from CYPJS case managers and had a statutory requirement to attend the programme.

1.6 The CYPJS Group-work co-ordinator produced Assessment and Qualifications Alliance (AQA) criteria for all 6 sessions so that Young people would be able to earn an AQA from attendance at individual sessions. All sessions were delivered weekly during the evening.

1.7 A total of 9 young people were referred to programme.

2. Programme and Delivery:

2.1 The identified aims and objectives of each sessions were as follows;

- a) Session one – Gangs and Knives; To have an increased awareness of the risks of carrying knives and being part of a criminal 'gang'.
- b) Session two – County Lines; To have an increased understanding of how young people are exploited through County Lines and implications for young people.
- c) Session three – Victims; To have an increased understanding of the issues that victims of crime deal with and to explore the links between being a victim of crime and a perpetrator of crime.
- d) Session 4 – Street Doctors; To be at a reduced risk of being injured by knives, first aid
- e) Session 5 – Adverse Childhood Experiences (ACE's) To have an increased understanding and ability to manage difficult emotions and understand their origins.

- f) Session 6 – Custody and Futures; To have an increased and realistic understanding of a custodial environment and to explore how to transition successfully from custody to the community.

2.2 The anticipated aims and objectives of the programme more generically were to; increase knowledge and identify strategies to avoid problematic situations in relation to serious youth violence and exploitation. To reduce risk taking behaviours and offer young people alternatives to offending and pro-social choices. To further explore the consequences of violent crime both individually and for the community and create options and goals for the future.

2.2 Young people were required to complete pre and post-session questionnaires that recorded their knowledge in relation to the session content. Comparison of before and after knowledge scores demonstrated an increase in knowledge in all cases at the end of the programme.

3. Referrals and attendance:

3.1 A total of 9 young people were referred to the Project. Of these nine referrals, eight young people were initially accepted as suitable for the programme. One young person had to be deferred to a future programme due to existing tensions with another young person referred. The young person accepted was prioritised due to the levels of risk he posed. One further young person was deferred leaving 7 young people accepted onto the programme.

3.2 In terms of engagement with individual sessions the following was recorded;

- 5 young people attended session 1 on Gangs and Knives.
- 5 attended session 2 on County Lines.
- 6 attended session 3 on Victims.
- 6 young people attended session 4 delivered by Street doctors.
- 7 young people attended sessions 5 on ACE's
- 5 young people attended session 6 on Prison and futures.

3.3 Overall there was a reasonably good level of attendance maintained for the duration of the programme. Case managers followed up instances of non-compliance and responded where appropriate with enforcement action. Please see Appendix A for attendance graphs.

3.4 In contrast to cohort 1 the evening time slot for the group did not appear to act as a barrier to engagement, given the level of retention for the duration of the programme. However, it is acknowledged that the statutory expectation to attend would have also contributed to the level of engagement on this programme.

4. Conclusion and evaluations:

4.1 Analysis of the pre and post session questionnaires indicates an increase in knowledge for all participants on the programme, for all sessions, apart from young person F. Young person F did not report an increase in knowledge for session 6 on Prison and Futures. The increases in knowledge scores is consistent with cohort 1 who all reported improvements in knowledge for all sessions. This provides strong evidence that the aims and objectives of the programme were met with clear evidence of improvements in the awareness and understanding of participants. Please refer to Appendix B for a breakdown of participants responses.

4.2 The increase in knowledge noted for individual young people and sessions suggest that the content of sessions is pitched appropriately and is responsive to the diverse needs and learning styles of the cohort.

4.3 All attendees were eligible for AQA awards for the completion of the sessions they attended.

4.4 The level of attendance for cohort 2 suggests that the evening slot for the programme is not a barrier to attendance. This does not conflict with any educational commitments for the participants. The venue is centrally located and is responsive to the needs of young people.

4.5 The CYPJS management team have visited the venue and completed two observations of sessions in order to quality assure the programme content and its' delivery. Observations of the programme will continue as part of the CYPJS commitment to quality assuring the delivery of interventions to children and young people.

4.6 The Group work co-ordinator is increasingly incorporating the voice of the young person into sessions. We currently have two young people who will be providing a 'consultation' role to the group work co-ordinator as part of their reparation requirement. These two young people will meet with the group work co-ordinator to offer their view on the content of the sessions and suggest ways to improve the programme from a young person's perspective. It is hoped that young people will be co-producers in the group work programmes going forward.

4.7 There is no evidence, to date, of any of the participants having been convicted of further offences since the completion of the programme.

5. Recommendations and programme development:

5.1 The programme will continue to be delivered at the venue Twenty-Twenty on Wednesday evenings from 5 – 7pm. The programme will be delivered on a rolling 6-week model, with a two-week interval between programmes to allow for data collection, to practically apply any learning from the previous programme to future programmes and to complete a robust report.

5.2 Whilst the pre and post session scoring in relation to knowledge levels provide a good indication of participants learning from individual sessions, this would benefit from being supported by qualitative data and the opportunity for the participants to reflect on the programme, following its' completion. The aim is for young people to consistently complete post programme completion questionnaires with their case managers. This will be designed to gather the voice of the young person and provide a narrative to support the quantitative data provided by the knowledge scores. This will also support the over-arching aim of promoting young person participation with the on-going development of the programme.

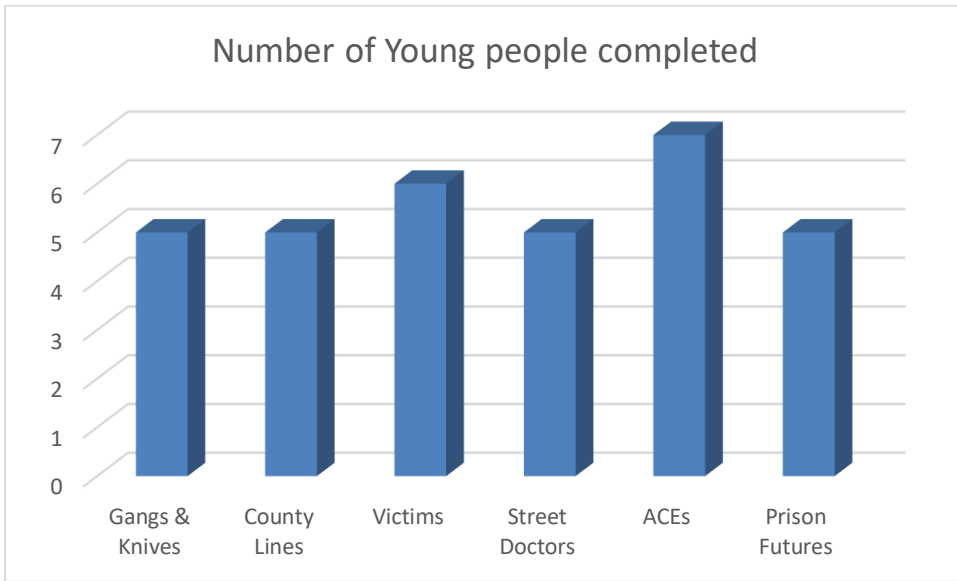
5.3 Voluntary and statutory cohorts will continue to be tracked for a minimum of 6 months by the CYPJS, post programme completion, to monitor recidivism rates for those who have completed the programme. . All cohorts will be tracked 3 months, 6 months and 12 months post-completion to see offending patterns. However, It is recognised there will be other variables impacting on offence rates. The next report will provide this information or cohort 1 as a three-month period will have been completed post group work programme.

5.4 Ensuring the participation of young people in developing the programme, as co-producers, is an on-going priority for the C&YPJS. This initiative will be explored in more detail in the next quarterly report. Peer mentoring will also be explored over the coming months.

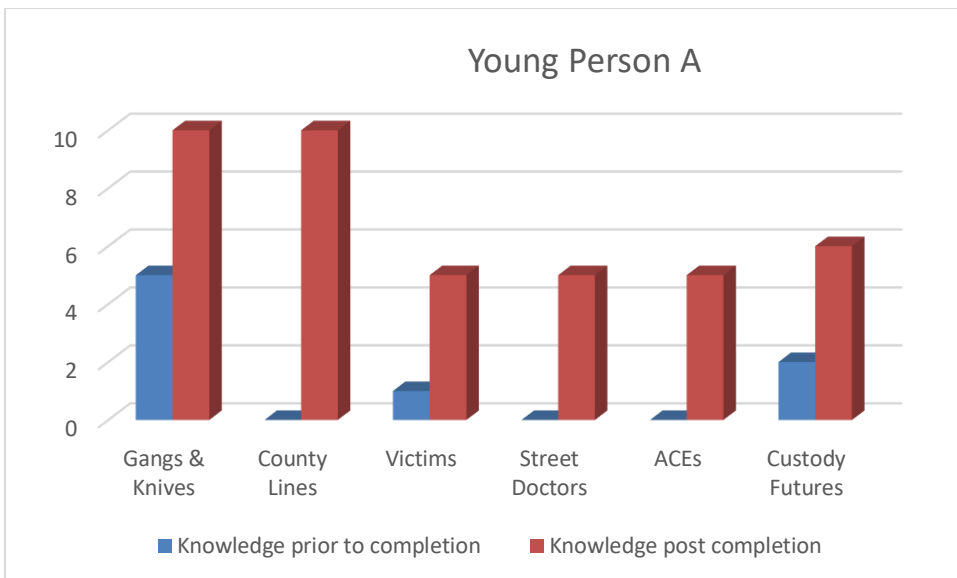
5.5 The service has developed a prevention and community resolution team which will ensure an increase in referrals for the prevention delivery programme. The funding is only secured until May 2020, but it is hoped additional funding will be secured. The Group work co-ordinator will be working closely with Prevention staff to prompt and encourage referrals.

5.6 Team manager observations of the programme will continue in order to ensure ongoing quality assurance of the delivery of the programme.

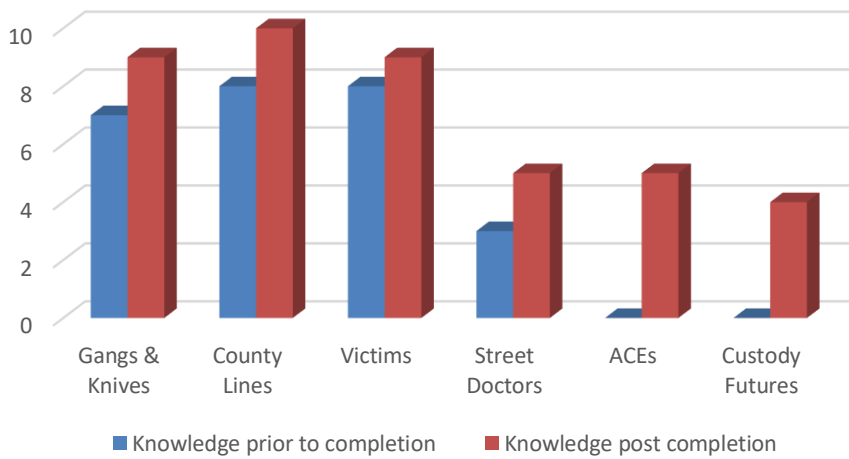
Appendix A: Level of attendance for individual sessions:



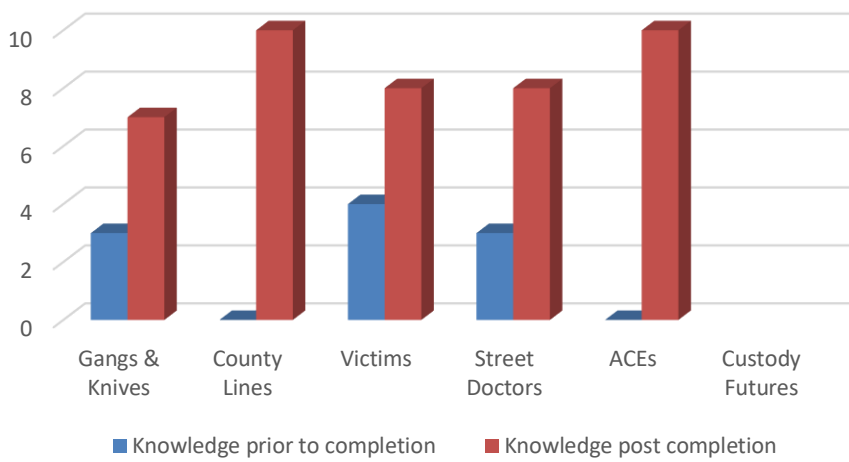
Appendix B graphs detailing pre and post session knowledge scores for individuals:



Young Person B



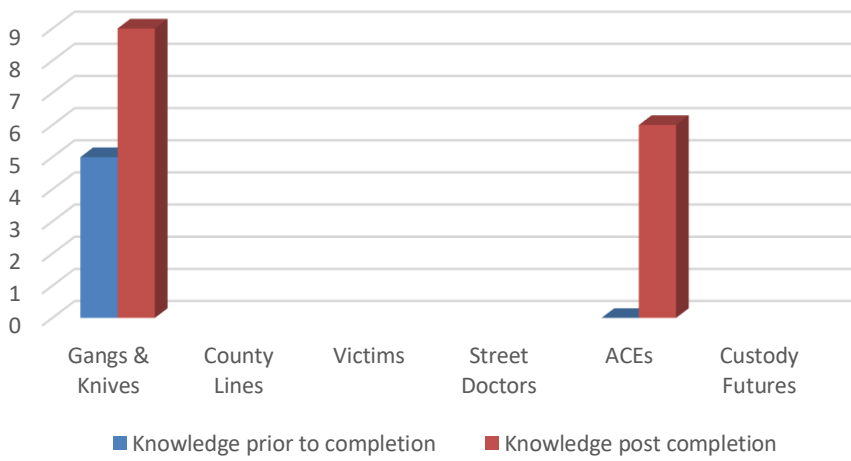
Young Person C



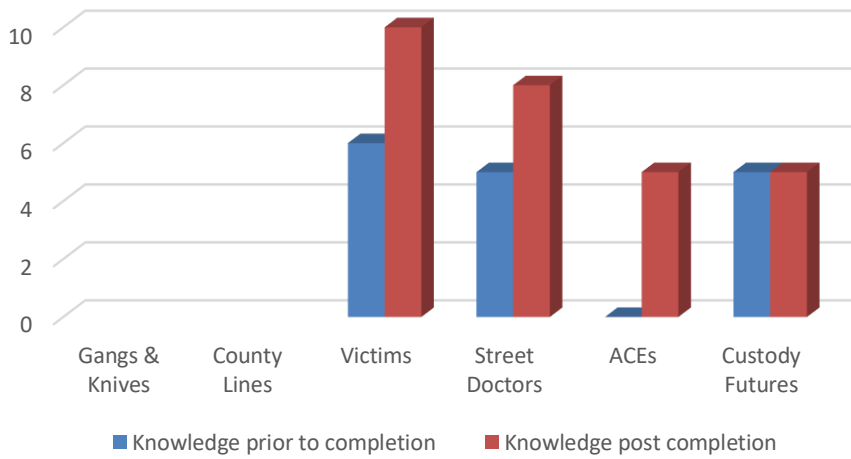
Young Person D



Young Person E



Young Person F



Young Person G

