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

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

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

Strategic Director Martin Samuels

Lead member Cllr Russell

Lead director: Caroline Tote

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## Useful information

- Ward(s) affected: All
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- Report version number: V4

### 1. Summary

- 1.1 It is the duty of each local authority after consultation with partners to formulate and implement an annual youth justice plan setting out:
  - a) how youth justice services in their area are to be provided and funded; and
  - b) how the Children and Young Peoples Justice Service will be composed and funded; how it will operate, and what functions it will carry out.
- 1.2 The statutory youth justice plan is approved by the Leicester Youth Justice Management Board and must be submitted to the Youth Justice Board (YJB) and published annually by 31 August 2021 with formal approval from full council. This years' Plan will be published after Full Council has considered it on 30th September. Due to the coronavirus pandemic, last year the Youth Justice Board (YJB) stated that statutory youth justice plans were not required for 2020-21 to secure the YJB grant. However, the decision was made to complete a plan which enabled priorities to be set for the year. This year the Youth Justice Board have stipulated a plan which can extend past one year in focus up to a maximum of three years. However, the plan had already been drafted as a one-year plan.
- 1.3 The document is the youth justice partnership's main statement of purpose and sets out its proposals to prevent offending by children and young people. The plan shows not only what the Children and Young Peoples Justice Service (CYPJS) will deliver as a service, but how strategic links with other supporting initiatives will be developed and maintained.
- 1.4 This plan supports a range of associated partnership strategies including the Leicester Early Help Strategy 2020-2023, Police and Crime Plan, Violence Reduction Strategy, the Safer Leicester Partnership Plan and delivery plans within the Social Care and Education department. The youth justice plan is supported by a more detailed operational CYPJS Delivery Plan (YDP) overseen by the Head of Service for Early Help and Prevention, who reports progress to the Leicester Youth Justice Management Board
- 1.5 As a statutory regulated service, youth offending services are normally inspected every three years by Her Majesty's Inspectorate of Probation (HMIP). The most recent single inspection took place in Aug 2019 with 10 inspectors over 5 days and comprised of focus group discussions with staff and partners, observations and casework. The inspection produced an overall grading of GOOD demonstrating strength and ongoing improvements. (The previous inspection, although a different set of criteria and grades judged the service as satisfactory in 2016). The service continues to strive for outstanding as a service and inspection ready.
- 1.6 Recommendations identified through the inspection have been embedded within the operational and strategic partnership delivery plans, with excellent progress made against them. Refer to the full report here: <https://www.leicester.gov.uk/health-and-social-care/support-for-children-and-young-people/children-and-young-peoples-justice-service/>
- 1.7 The Youth Justice Plan is required to address the areas of performance, structure and governance, resources, value for money, partnership arrangements and risks to future

delivery. The plan takes into account local performance issues, lessons from CYPJS thematic inspections, together with learning from any serious incidents.

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

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

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

- The service has embedded a robust offer to young people who have experienced Acute Trauma (ACE) in their lives and how to support young people with a history of trauma.
- Embedding the groupwork programme 'Which Way' focus on reduction of reoffending. Refer to [Appendix Seven: Which Way Programme Evaluation Quarter Three Oct – Dec 2020](#)
- Development of a localised approach and strategy embedding the 'Lundy Model' as an effective way of engaging children, young people and their families in influencing service delivery and design. This has also led to improvements with young people knowing why the service is involved with clear evidence of engagement within assessments and plans.
- Focussed deep dives through task and finishing groups, exploring disproportionality and unconscious bias within the CYPJS cohort in relation to ethnicity and children who are looked after.
- Innovative and creative response to the coronavirus pandemic, ensuring that children and young people were fully supported.
- Continued to perform highly for pre-16 education, training and employment attendance and engagement by young people, having consistently been in the top 5 nationally for our pre and post 15 EET performance.
- Establishing the Community Resolution and Prevention using evidenced based practice to secure outstanding results, particularly in the prevention of young people becoming first time entrants and a reduction in further offending for young people who receive a community resolution. Refer to [Appendix Four: \*\*Community Resolutions and Prevention Team Quarter 3 2020-2021\*\*](#)
- Specific focus on the Post 16 EET that has been directly impacted by COVID over the past 12 months
- Developing a strong offer to support children on EHCPs and identified learning needs through working collaboratively with SEND and SES colleagues. To continue to develop the health dashboard to respond to individual needs in a timely way and monitor trends and themes to inform service delivery.

2.10 Key risks and mitigations

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

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

- b. An ongoing challenge for the CYPJS is to maintain continuous improvement in the context of any proposed national changes. Additional risks to future service delivery arise from reduced government and partnership funding.
- C. The service is working with strategic partners through the YJMB to ensure that national changes to the criminal justice system through Police, HM Courts and Probation services are managed appropriately and address risk, public protection and safeguarding priorities for young people.

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

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

### Recommendation

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

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

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

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

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

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

## **5. Detailed report**

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

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

### 6.1 Financial implications

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

*Martin Judson, Head of Finance*

## 6.2 Legal implications

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

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

## 6.3 Equalities implications

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

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

The report sets out the proposed statutory Youth Justice Plan for 2021/22. From the perspective of meeting our Public Sector Equality Duty aims, the Youth Justice Plan sets out priority activities that seek to promote equality of opportunity for young offenders by reducing the adverse impacts they are likely to experience through involvement with the criminal justice system; and by achieving these outcomes and enabling young offenders to take part in city and community life, contribute to improved good relations between different groups of people. In terms of the protected characteristic of race, the Leicester Youth Justice Management Board will implement the recommendations from the task and finish group findings, exploring disproportionality of ethnicity and children looked after.

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

The proposed Youth Justice Plan 2021/22 offers a high-level overview of the planned work for the coming year, however there are a number of strands of work where equalities, and particularly the PSED, will need to be an on-going consideration, such as the creation of a Remand Strategy. It may be the case that an Equality Impact Assessment is required for some strands of work where changes will directly impact on young people in the service, and advice can be sought from the Equalities Team on this as required.

Sukhi Biring, Equalities Officer, 454 4175

## 6.4 Climate Emergency implications

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

practices, efficient use of buildings, use of the council's sustainable procurement guidelines and other measures as appropriate to the service.

**Aidan Davis, Sustainability Officer, Ext 37 2284**

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

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

**8. Summary of appendices:**

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

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