

LEICESTER CITY CHILDREN & YOUNG PEOPLE'S JUSTICE SERVICE

YOUTH JUSTICE PLAN

2025-2030



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Section 1

Introduction, vision and our five-year strategy

Foreword from the Chair of the Leicester Youth Justice Management Board and our Strategic Director – Laurence Jones

As Chair of Leicester's Youth Justice Partnership Board, I am proud to introduce this ambitious five-year Strategic Youth Justice Plan. It reflects our shared vision to make Leicester a city where all children can grow up safe, healthy, respected and full of potential. This plan sets out how we, as a partnership, will support our children not just to avoid offending but to truly thrive—through early help, meaningful opportunities to grow and a consistent focus on allowing them to be young whilst also preparing them for adulthood. It also reinforces our responsibility to victims of youth crime and the wider community, and ensures our work aligns with Leicester's evolving Family Help model.

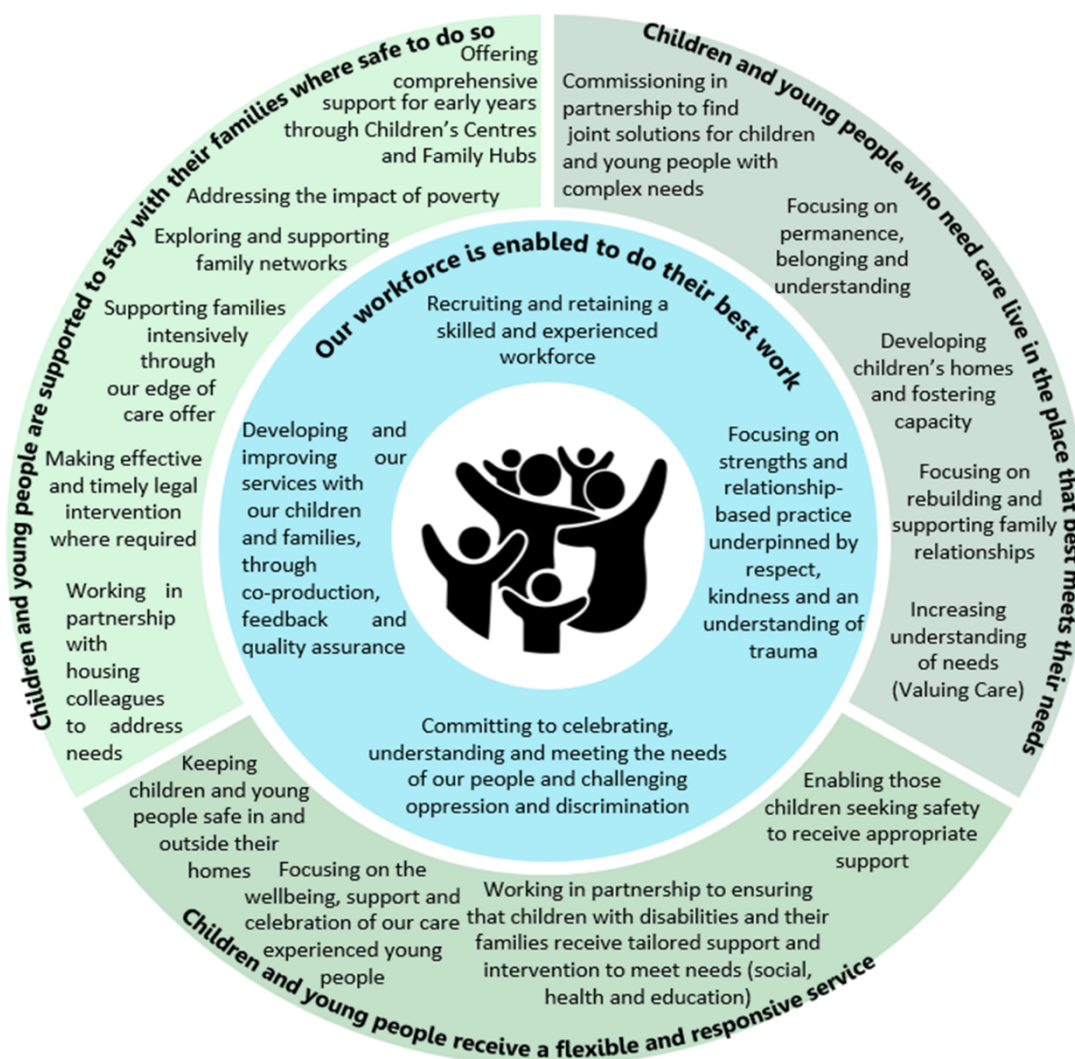
We know that many children who come into contact with the youth justice system often carry with them stories of hardship—abuse, neglect, poverty, exclusion, and disadvantage. This plan is rooted in what we know about these children, our city, and the opportunities we can unlock together. It is shaped by the voices of young people, families, victims, staff, and communities. Their insights have helped us understand not only what we do well, but also where we need to be better.

I'm continually inspired by the creativity and commitment of those working across our youth justice services. We remain determined to improve, to innovate, and to act with both courage and compassion. We will stay ambitious for the children and young people we support, and we will work in true partnership to keep them—and our communities—safe, included, and hopeful about the future.

While we have much to be proud of, including our outstanding Early Intervention Service, there is more to do. We must grow our understanding and strengthen our work with over-represented groups, improve how we involve victims, be accountable for how we manage risk of harm and bridge some gaps in service, such as how we improve the ability of young people to communicate with others.

We also recognise the need to support the small number of children leaving custody more effectively, reduce first-time entrants, and ensure all children remain engaged in education or training. This plan, guided by the recent HMIP inspection and its eight key recommendations, gives us a clear direction—and a shared commitment—to build a youth justice system in Leicester that is fair, responsive, and filled with possibility.

Our five-year Strategy



This strategic Youth Justice Plan embraces the city's ambition to make Leicester a great place for our children to grow up: to be healthy, safe, confident, included, happy, respected and connected to opportunities. This 5-year ambitious plan sets out how Leicester Children and Young People's Justice Service and the partnership can deliver services in a way that enables our children to thrive, and in a way that prepares them for adulthood. It has a clear focus on victims of youth crime and the impact on our local communities. It ensures that Youth Justice is also on the journey to the development of the children's services Family Help vision and approach within Leicester.

We know that children entering the Youth Justice System experience abuse, neglect, poverty, school exclusion, poorer health and overall disadvantage at levels that are disproportionate to the general 10-17 population. This plan is based upon what we know of our children, what we know of our city and its opportunities and challenges, our strengths as a service, and our areas for development. It is informed by what we hear from our staff, from our children, victims, families, networks and our communities. As well as what we know is happening across the wider partnership, locally and regionally.

As a youth justice service, we aspire to be creative, innovative, and modern in our approaches both strategically and operationally. We will always strive to do our best and continue to

improve in areas where we know we need to do better. We will be tenacious in our efforts, we will believe in, and be aspirational for, those we work alongside in partnership to keep our children and communities safe and thriving.

Although we have achieved a great deal over the years and through new and innovative practices and the development of an outstanding Early Intervention Service, we know, that this plan reflects the fact, that there remains much more for us to do.

- We are clear and dedicated to the fact we must continue to strengthen our work around those children who are over-represented within the youth justice system.
- We must improve access for victims of youth crime so that they can benefit from the support available.
- We have further work to do to improve opportunities for collaboration and co-production with our children.
- We must improve how we are supporting our children resettling from custody and we must work with our staff to engage them and collaborate differently.
- We also know we must continue to reduce the number of children becoming First Time Entrants quarter on quarter and divert children from the criminal justice system.
- We know as a city we must aspire to children remaining in school environments and enabling them to access the support they need and go onto strong further education or employment opportunities.
- We know we must do more to ensure we keep our children and our communities safe from harm and respond to emerging intelligence with professional curiosity and stringent analysis.

Our strategic plan is and should be ambitious. There is a clear set of priorities, underpinned by a vision, a strategy, and a detailed development plan, all of which has been informed by learning from the March 2025 HMIP (His Majesty's Inspectorate of Probation) Inspection. The report was published on the 24th June 2025, with 8 recommendations for improvement.

Leicester City Children and Young People's Justice Service should:

1. Improve assessing, planning, and delivery practice to ensure consistent and high-quality operational activity to keep children and communities safe.
2. Ensure that CYPJS managers provide consistent and effective management oversight of the assessing, planning and delivery of work to keep children and communities safe.
3. Make sure that children supervised by the service are assessed for, and have access to, specific services that meet their speech, language and communication needs.
4. Prioritise the strategic oversight of work with victims and ensure there is accurate recording, analysis, evaluation, and consistent management oversight with quality assurance processes in place.
5. Review the structure of victim work within the service and ensure it is sufficiently resourced to drive improvements and deliver high-quality work to victims.
6. Strengthen and develop the victim offer, include the voice of victims to inform service delivery, and ensure that processes are fully embedded and understood.
7. Work with Leicestershire Police to improve work in relation to victim consent, to understand the profile and diversity needs of victims, ensure victim consent is informed, and understand why some victims do not consent.
8. Work with the Probation Service to make sure it meets its statutory duties, improve information sharing about key individuals in children's lives and develop clear joint processes for statutory victim provision.

As a board we have met through our annual workshop to design the strategic plan and agree on our strategic and tactical priorities.

Our children were invited to and have met to create their plan, and this is included within this overarching plan. As we have done in previous years, we will share our children's plan with the partnership and all primary and secondary schools across the city. We are also hopeful that our children will be able to help present the plan at various forums including Children's scrutiny later in the year.

Strategic Priorities

- To develop a comprehensive improvement plan in response to HMIP findings in March/April 2025 and ensure we deliver on all 8 recommendations cited above.
- Having a sophisticated data picture enabling us to predict those children most likely to be frequent / serious offenders so we can engage at the earliest opportunity. To identify children at risk of entering the system at the earliest opportunity.
- Partnership – making sure we utilise the right people in the right way to enhance our data sets across the partnership to build a picture of the city to target resources. To challenge ourselves as to whether we have always linked the right people into these discussions
- Having a clear way of approaching families who are reluctant to engage in early intervention even when we can identify significant risk
- Having a much better understanding of perpetrator, victim and group/ “organisation” of exploitation in the local context so we can better plan services
- Increasing routes to employment for young people approaching adulthood
- To design a smaller executive board with a wider partnership delivery group and key working groups with the right membership at the right level. To ensure partners actively bring and take away from the board
- Redesigning the board to ensure voice is the golden thread within the boards priorities to shape delivery models.
- To design a methodology for approaching learning and decision making such as Human Learning Systems.
- To ensure the board has core principles or “provocations” to challenge our performance and decisions.
- To develop a sophisticated approach to taking learning from comparable areas to continue to strive for excellence.
- To enhance resources where needed with a commitment to exploring SALT, Victim and Probation resources as a minimum.
- Horizon-scanning and readiness for national changes and transformational programmes and Local Government reform (such as Families First and Young Futures Prevention Partnerships)

We are committed to delivering the very best services to our children, families, networks, victims of Youth Crime and to our partners and communities.

Our 5-year strategic plan will be refreshed annually to ensure any new emerging themes and priorities are captured moving forward.

Section 2

Our children's plan



LISTEN UP. OUR VOICES. OUR FUTURE.

My worker
are top
dawgs

My worker
is funny she's
a G 100

Knife crime
sessions are
important

I feel
comfortable
where my
sessions are

I want
to go to
the gym

We like
food in the
sessions
Cheeky 
Nandos

I like the
group sessions,
like BRAKE
and Which Way

I feel
comfortable
where my
sessions are

Want chance
to speak to my
worker more



Section 3

Knowing our children, families and communities of Leicester

The local context is critically important when we consider the behaviour and offending committed by our children as well as those susceptible to offending or exploitation. We are proud of our diverse city and the richness that it affords us. We do recognise and understand that challenges and strengths can vary across our local communities, and we seek to respond in a bespoke, locality-based way. However, for children at risk of offending or committing offences, we know that they often face interconnected and complex challenges. Our responses and support to our children require multi-dimensional and systemic solutions. By doing so we aim to create lasting change rather than just addressing the symptoms. Within Leicester Children and Young People's Justice Service and the wider partnership there has been a long-standing commitment and recognition of the impact of early childhood adversity and the risks these create in child development and lifelong outcomes. It is widely accepted that children within the Youth Justice System have experienced disproportionate levels of trauma and adversity. We are proud that we have had a strong focus on this for the past 5 years and continue to see the impact of having a well-trained workforce and resources dedicated to trauma informed practice. This was commended in our 2019 HMIP Inspection and more recently in our 2025 HMIP Inspection where they saw highly trained staff ensuring a trauma informed approach to practice, with clear pathways for specialist support.

There are over 90,000 children aged 0-17 in Leicester, representing about a quarter of the local population. Not only is Leicester one of the youngest cities in the country, it is also one of the most ethnically and culturally diverse: 185 different languages are spoken by Leicester residents and 67% of the school population is made up of ethnic minority groups. Children in Leicester are more likely to live in low-income families and experience poverty than they are in other cities in England. The city is among the top 20% most deprived areas of the country, and children in Leicester are over four times more likely to be living in poverty than those in wealthier areas of the country. More than one in four (27%) of children in Leicester live in poverty before housing costs are considered. When considering housing costs, 41% of children are in poverty. Linked to the high levels of deprivation, children and families in Leicester have poorer health and a life expectancy that is below the average in England. This has been exacerbated by the cost-of-living crisis which has put a considerable strain on our families across Leicester City. Leicester has a lower labour force participation rate and higher unemployment rate than England. The Head of Service has ensured that service managers attend the feeding Leicester and Antipoverty board to support these critical agendas and the detrimental impact it has for our families.

Across the Social Care, Early Help and Prevention Division the high need and family complexity is recognised. This has been recognised by both OFSTED and HMIP in all inspections taking place. Many of the children coming through to the service present with complex needs, have experienced adverse childhood experiences, and consequently they require additional welfare

Section 4

What do we know about our children who have offended or are at risk of offending



64% pre court
36% court orders



80% male
20% female



55% white British
43% global majority



14% CIN plans
1.25% child protection plans
11.4% looked after



57% statutory cases
have EHCP/SEN



Caseload ~220



Age range average
15-17



Trends around Driving offences,
violence against the person, high
needs, parttime timetables/AP



Reoffending rate
35.5%



30.5% increase
of first-time
entrants



Custody rate 0.27
(11 custodial sentences
in last year)



Investment in diversionary
activity, e.g. Early
Intervention Team, REACH



Reduction in habitual
knife carriers (24 → 20)



58% young people full time ETE
(75% SSA, 37% ASSA)

Leicester CYPJS has a high level of children entering the formal justice system and this is disproportionate to other youth justice services both regionally and nationally. Children are

entering the formal justice system because of disposals issued at the Out of Court Disposal Panel or from Court, often resulting in Youth Cautions, Youth Conditional Cautions or short Referral Orders (often 3-month disposals).

Leicester has a wide ranging, embedded, and robust Early Intervention offer that provides children with a comprehensive assessment process and interventions tailored to the child, with the child creating their own intervention plan. Children receiving Out of Court Disposals receive the same tailored intervention as children receiving a statutory order, without the need for them being criminalised. The team has a positive track record in engaging children on a voluntary basis and this is well documented. The Early Intervention Team has extensive data that demonstrates the effectiveness of intervening at the earliest opportunity, tracking offending post engagement.

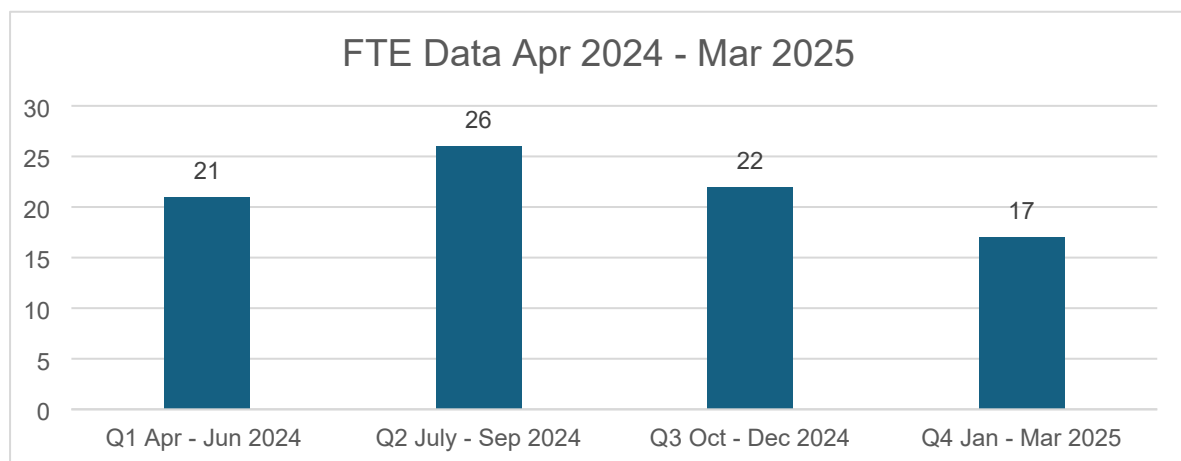


Figure 1 The number of children entering the criminal justice system in the past 12 months

A deep dive exercise was completed in February 2025, and its findings presented to the management board with a comprehensive action plan to drive down the number of children entering the criminal justice system. A partnership working group was established to drive the action plan forward and we are already seeing it having a positive impact, with the most recent quarter showing the lowest number of FTEs in the past year and no short 3-month referral orders being issued.

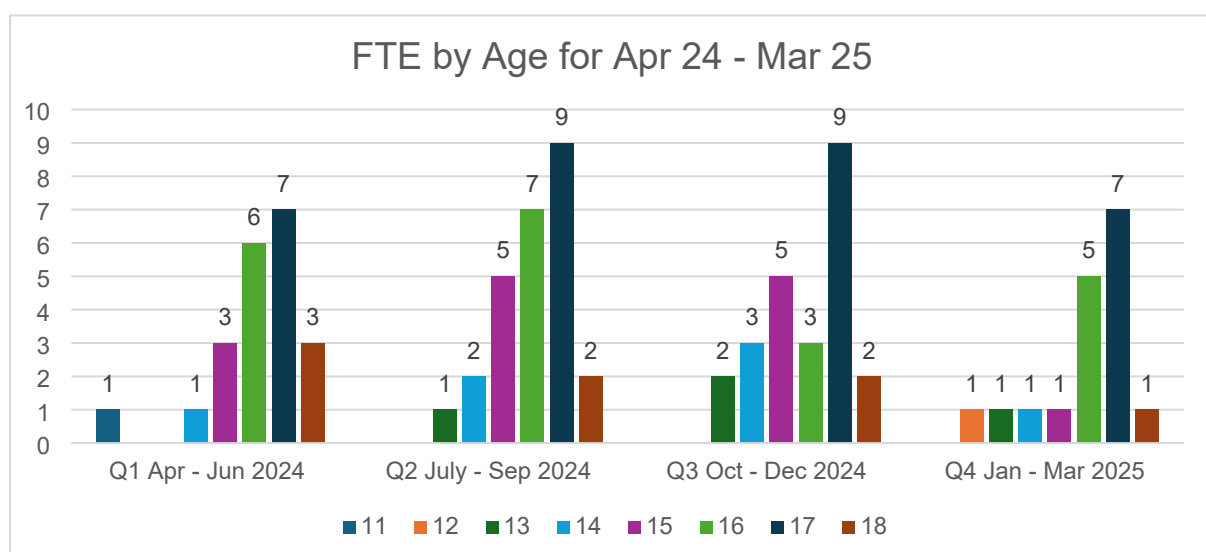


Figure 2 The ages of children entering the criminal justice system

As a service we have comprehensive data that inform our practice. We scrutinise this at board and operational level to assure ourselves that we are working on areas that require our attention. We know ourselves well. We have seen a reduction in our habitual knife carriers which can be attributed to the work that is being undertaken in the diversionary and Early Intervention space and through our targeted interventions. However, we know there is more to be done. The service did see an increase in our custody numbers due to some significant high-profile offences with children being remanded and subsequently receiving custodial sentences. This area will continue to remain a key priority area and addressed later in the plan. We have challenges regarding our post-16 cohort accessing suitable education, training and employment opportunities but we have an excellent relationship and support from our Connexion colleagues.

Section 5

Putting our children and victims first

As a partnership we are committed to delivering a child first youth justice system in Leicester, in line with the YJB's Child First Principles set out below.

Children must be at the heart of all that we do: their voice, their felt and lived experiences, their individual story, their needs, hopes and aspirations. We know however that they do not live in isolation. They live, grow, develop, and function in the context of relationships and communities. To become truly child first, trauma informed, trauma responsive, and relationship based in our approaches, we must work at all levels. This commitment must extend to organisational and culture change, leadership, front line practice and staff well-being. In our recent HMIP feedback 2025 we were informed that participation and the voice of our children is embedded strategically and operationally, and we have a strong trauma informed service. Children told the inspectorate that they felt listened to and respected and helped shape their individualised plans. Parents and carers told the inspectorate that they were also involved in the delivery of interventions for their child. We will continue to be committed to ensuring this remains a central focus of our practice.

"They asked me what I wanted. I am creative and like art - someone took me to the riverside where we completed graffiti art, and I loved this.

I feel they respected me - my worker always says hello when they run into me at school, even though I am no longer working with them".

"I have had lots of help - Connexions helped me with employment - I have done a construction course and got a qualification in painting and decorating."

Leicester Youth Offending Service changed its name in 2019 to Children and Young People's Justice Service. The name reflects our child first principles as our children designed the name. Offending was a word that our children wanted to have removed as often the label offender led to a different response for our children being seen as offenders first and children second. Our children were also conflicted in their view to being called children and many wanted young people to also be reflected in the name.

The Lundy Model is embedded across the service and is supported by ongoing training and support to ensure this continues to be embedded in practice. We can confidently say that rights-based practice is at the heart of our work and vision for future service delivery. This is now being supported by the Rights and Participation Service Manager for all services across Social Care, Early Help and Prevention Services. This approach has also been adopted by partners, including the Police, as a key principle.

CYPJS continue to promote and embed a 'Child First' approach. A member of the CYPJS leadership team and case manager have completed the 'Child First, Offender Second' learning

programme and have provided a series of briefings across the service to disseminate the learning. This is an invaluable opportunity and will help to further strengthen the child first approach. The service is rolling this training out across the partnership. We continue to strengthen our approach of “writing to the child” in all our documentation removing jargon and language that is not accessible for all. This was positively noted by HMIP in March 2025 and published report in June.

Leicester CYPJS has worked closely with the Crown Prosecution Service to avoid unnecessarily criminalising children. This has resulted in a focus to increase the number of children being diverted from Court for an Out of Court Disposal, acknowledging the child’s needs and circumstances, thereby diverting away from the formal justice system at an early stage. The service has recently launched its “Brake project” to divert children away from the court system by deferring them to a project specifically addressing their vehicle offending. this was signed off in partnership with the Police, magistrates and CYPJS in March 2025. Magistrates continue to observe the City Joint Decision-Making Panel and have received briefings on our prevention and diversion offer to ensure FTE numbers are confidently and appropriately challenged with increased confidence from magistrates in what the alternative offer is.

As we work with our children, who are at risk of or involved in offending, we must remain professionally curious in our approach and delivery methods. This is an area in need of growth. We need to continue to ask ourselves:

How do we see children’s behaviour and offending as indicative of their first hand, direct experiences, trauma, and adversity? Were these experiences unique and significant for them?

How does the information gleaned, and professional curiosity help us to strategically and thematically plan for change around wider systems and practice within and across our partnerships? How do we know we are having an impact?

How do we ensure we put the victims of children’s offending also at the heart of our work?

We recognise the need to improve the voice of our victims and our engagement with them. Strategically we have identified two key leads for victim work, at Board level, that will champion the voice of our victims. We will ensure that at every board we hear their voices and act upon them. We will be working in partnership to shape the offer with our victims to ensure it meets their needs. We will work hard to ensure we recognise and respond to barriers to engagement and increase the use of our restorative justice approaches across the service. A spotlight session was held at the Board in May 2025 which subsequently commissioned the victim working group.

We have worked hard to develop The Prevention Service and CYPJS values that underpin our vision and culture across the service.

Prevention Service values

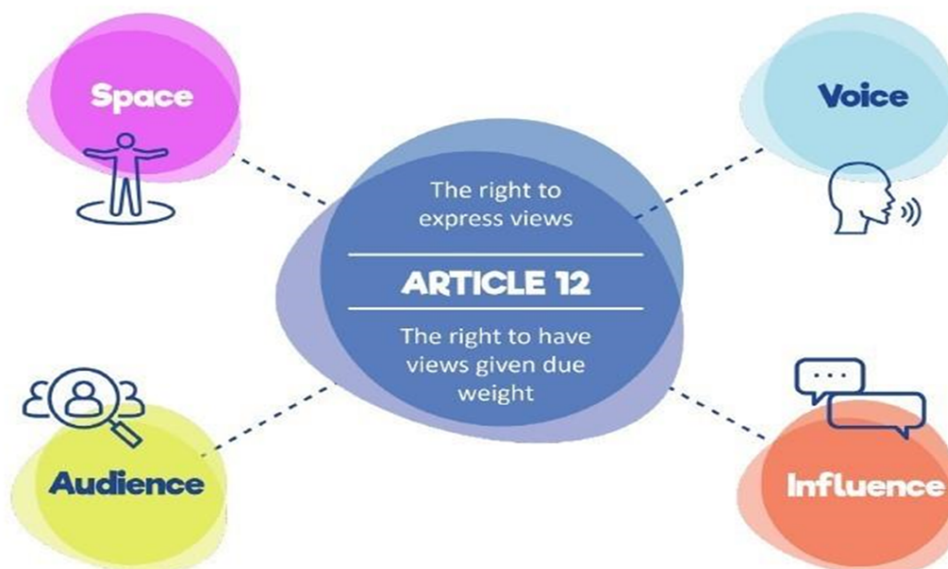
- Promoting a fair and just approach
- Balancing support with process
- Consistency and professional boundaries
- Peer support, strong communication and representation
- Knowing ourselves and each other well
- Looking after each-other
- Achieving the best outcomes we can
- Actively listening and engaging

Children and Young Peoples Justice Service values

- We will promote children's strengths and be aspirational with and for them.
- We will focus on the root causes of offending to affect systematic change.
- As a partnership we will secure opportunities for our children both internally and external through effective commissioning and partnership arrangements.
- We will actively encourage our children to have a voice and actively participate in change programmes. We will inspire our children to join youth councils, school councils, youth JAGS and other forums so their voices are heard outside of youth justice.
- We will actively listen and encourage our victims to engage with our service and track reasons why there are barriers to engagement and remove them. This will be a golden thread through our development work.
- We will continue to aspire to and promote a childhood removed from the justice system, through prevention and diversion by having a strong accessible offer for all.
- To be clear that it is our responsibility to be curious, as professionals, to get underneath a child's behaviour and to understand the root causes.
- To drive practice using data and evidence to ensure we are maximising our opportunities to support long term change for our children, families, networks, communities and victims. evidence, and data to ensure a more standardised approach for children, victims, and communities within Leicester.
- To actively challenge and reduce disproportionality within and across the criminal justice system.
- To embed a culture of learning and development to ensure staff have the up-to-date knowledge and skills to engage children, families, and communities.
- To work with communities as partners, in encouraging children to engage and shape activities within their community.

Section 6

The collective voice of our children, families/networks, victims and communities



We know that by listening to our children we are more likely to harbour a successful outcome for them. We have therefore maintained this as a key strategic priority and will continue to strive to improve this area. The Prevention Head of Service has recently acquired the Rights and Participation Service which will help shape this priority moving forward. The Service Manager will now attend the Board to help shape the strategic vision.

The recent HMIP (2025) inspection saw the largest number (for Leicester) of children consenting and speaking to the Inspectorate. This information will help shape this priority area.

By ensuring it's a priority, at the board, it will strengthen this golden thread informing service development and delivery.

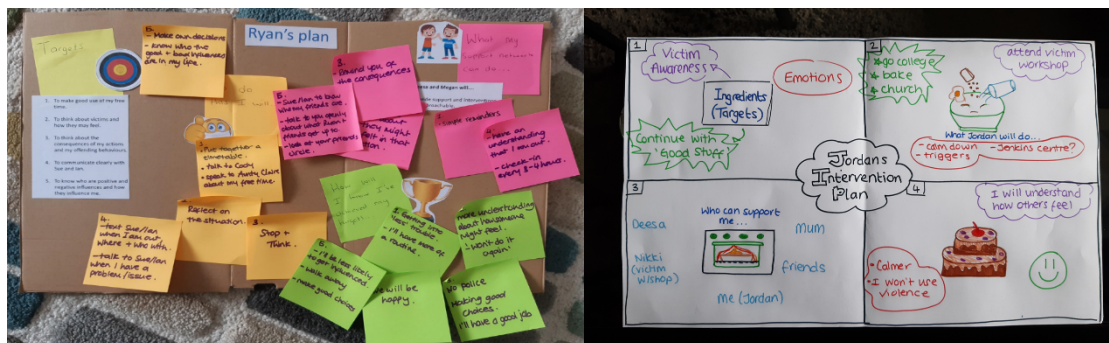
The Service provides a range of opportunities for children, victims, parents and carers to feedback with the view of ensuring this feedback is presented in the performance reporting to the board quarterly. Acknowledging the different contexts, the service has developed multiple channels for feedback. Children and families can choose how and when they provide feedback. "Always on" methods, such as comment boxes, social media platforms, compliment pro-active forms, surveys and focus groups are some of the channels available. This is now

embedded within practice and performance reports and the Board agenda now has a section to hear the feedback and next steps. The voice of the child therefore consistently informs service delivery with the need to improve the feedback and subsequent actions from our victims. (Appendix 3: Participation Summary report)

Qualitative approach to capturing verbatim thoughts, feelings and experiences of children. Engaging, interactive and modern way of capturing children's voices for example Podcast.



Participation will always remain a core priority in our partnership and operational delivery plans as we see it as a core value. The service has a Participation Strategy specifically focuses on the service response to ensure effective co-production with children and their families in their assessments, plans and interventions. However, the strategy needs to ensure it reflects the same vision for our victims. Co-production will continue to be a priority to support the planning, designing, delivering, and reviewing services. The HMIP Inspection feedback identified strong practice strategically and operationally regarding participation, coproduction and shared ownership of the delivery of interventions. The board continues to be committed to ensuring the lived experience of our children is recognised and informs priority planning with an additional emphasis on victims. The service is also ensuring ongoing work is developed on the child first and pro-social identity work is prioritised. The service and board have an aspiration of always ensuring a strength-based approach is applied to its work and concentrating on the strengths of each child and building upon those strengths. Intervention Planning Guidance is continually reviewed to ensure that plans are 'co-produced' and reflect collaboration between the young person, their parent/carer and the case manager.



We ensure that our children are involved in the recruitment of our staff across the Service highlighting the importance of their voice in shaping the staff teams that we have in place. The

recruitment process can take several different approaches such as hosting a Children's panel and writing the task for the interviewees or being part of the formal interview panel. All children make an equal contribution to the process and their scoring is equally weighted. All children are trained in recruitment process through our Rights and Participation Service which offers them additional training and skills for the future. Our children provide feedback for the candidates which is shared post-interview. It is important to the Service that children are involved in recruiting staff that they feel that they can connect with. Our children share the importance of being involved in such activity to develop their own understanding of what it feels like to be interviewed, how to prepare for an interview panel and develop confidence in preparing for any interviews for college, employment etc as part of their own lives and future.

We have also been successful in having children elected to the Youth Council ensuring their voices are heard at a strategic and political level. 44 Children were sworn in at Leicester's City Chambers late 2024, having been voted in by their peers across education, youth service, youth justice, care experienced, SEND and young carers groups and other avenues.



Voices of our children

You really helped me to change and improve my life and the way I look at things

The workers are helpful, I enjoy being able to talk and express myself

I didn't know how to stop and say no to those pulling me into crime – my case worker made everything make sense

My worker was very relatable and helped me through my behaviour struggles. It also helped that we did other things, like activities, instead of just work in school time. Plus, he was into Drill music."

The prevention team helped me with:
Emotional support
Mental support
Got me out of my dark places
Made me think positively about

I liked having someone to talk to and build a good relationship with

Since working with the Prevention team I have had fewer arguments

I enjoyed being able to speak about my feelings freely and not hold anything back

Things are a lot better, I've built a relationship with my Dad which was damaged before

The team helped me know more about knives and weapons and I have learnt about considering other people's feelings

The Prevention team understood me and I wasn't judged

I have learnt what I did was wrong and what I shouldn't do next time

Parent/Carer voice

I dread to think how things would have been. Forever grateful for all the support Reach.

Visible improvements in attitude and behaviour, both at home and in school

I just want to say a big thanks to Nikki for all her help with my problem and for the updates, regular contact and support she gave me. Me and my Nan cannot praise you enough Nikki.

My son was impacted quite severely from an assault; it left him with physical and mental scars that still affect him. We received support from victim services and Nikki kept us updated throughout and continues to support my son through referrals to other agencies. She made sure his voice was heard.

Very helpful and supportive, always there and flexible to try and meet our needs. Taking in to account our views and needs. Listened and understood our needs and helped us'

A positive impact on 'R', done her good to get out. Made her realise who is good/bad to hang around with

I dread to think of where he would be if they didn't have the support with the services

He has learnt to trust new people and helped 'M' gain confidence with him talking to someone new

During HMIP an inspector met with and spoke to 11 children and family members to get their feedback and although it was overwhelmingly positive, we need to hear what ideas and suggestions for improvement are being offered as well as what we could do better. We also followed up with children that HMIP were unable to speak to ensure their voice was captured. We are building in a process whereby we speak to children and family/carers when we audit a case to get their perspective and view on what is going well and what could be improved. We will be building this into our Quality Assurance Framework over the coming months and ensuring we capture recommendations in our service delivery/partnership plan where appropriate.

Section 7

Governance, leadership and partnership arrangements

Youth Offending Teams were established under the statutory provisions of the Crime and Disorder Act 1998. The Act sets out the requirement for local Youth Offending Teams and primary duties on key agencies and individuals involved in the delivery and governance of those services. Over time, the governance and leadership of youth justice services, through Youth Justice Management or Partnership Boards have evolved and continues to do so locally.

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 ICB/Integrated Care Board) and Probation to support the delivery of shared strategic priorities. The service is proud of the strong partnership in place, which was recognised by HMIP in March 2025.

Leicester's three-year Youth Justice Plan came to its conclusion in 2025, and the board agreed to support the development of an aspirational 5-year plan to be operationally refreshed yearly. It's underpinned by a strategic partnership plan (which the Youth Justice Management Board is accountable for) and an operational service delivery plan for the CYPJS (which the Service Manager is responsible for). Both plans support a range of associated partnership strategies including the Police and Crime Plan, VRN Response Strategy and the Community Safety Partnership Plan.

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 Prevention whom holds a portfolio of services including Channel as part of the Prevent agenda, Domestic Abuse and Sexual Violence, Serious Youth Violence, Youth Services, Family Therapy programmes, as part of our Edge of Care offer, Child Exploitation and the Children and Young Peoples Justice Service (CYPJS), Family Group Conferencing now named Family Decision Making, the Rights and Participation Service and Young Carers. This approach contributes to a coordinated whole system approach and supports 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, exploitation and anti-social behaviour.

The CYPJS Service Manager oversees the operational delivery of the service and partnership work, to inform strategic development, under the management of the Head of Service. The Head of Service is managed by the Director for Social Care, Early Help and Prevention who reports directly to the Strategic Director for Social Care and Education. Governance arrangements for CYPJS reside with the multi-agency Leicester City Youth Justice Management Board (LYJM Board) chaired by the Strategic Director for Social Care and Education and co-chaired by the Head of LLR Probation.

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 2*). Representation is also in place from Education/SEND, Violent Reduction Network (VRN), Victim First and The Office of The Police Crime Commissioner. A key focus of the board over previous years has been strengthening the strategic response and shared ownership of the partnership strategic plan alongside ensuring services are responsive to need and effective and adhering to National Minimum Standards. The board meets quarterly with a yearly workshop to set priorities for the following year. The yearly workshop ensures a full review of the Youth Justice Plan and KPIs. This approach works successfully and the board commissions pieces of work each year and as required. The Board has spotlight session which often leads to focused working groups such as the First Time Entrants and victim working group. The board also receives comprehensive performance reports and quality assurance reports to provide scrutiny and challenge. There is work to be undertaken regarding the makeup of the board and potential for an operational group that sits below the strategic board. This will be scoped out in late 2025 with a proposal received by the board for consideration.

The primary duty of our management board is to ensure appropriate youth justice services are in place in Leicester. There are different local arrangements that ensure appropriate governance and oversight of youth justice services.

Leadership and oversight of justice services for children:

- Contributing to local multi-agency strategies and work with local and national criminal justice organisations
- Safeguarding children who are receiving youth justice services
- Champion at board level developments linked to the area.
- Co-deliver updates at board meetings where possible.
- Take an active interest and shared ownership of practice and developments in the area.
- Pre-meets with board members and HOS in preparation for each board and identifying any opportunities, risks and threats.

There is a close alignment between Leicester's Youth Justice Plan and the Violence Reduction Network's (VRN) Response Strategy. This includes several shared priorities and co-investment in projects and applications for further funding. The establishment of Leicestershire Police's Prevention Directorate and in particular the Diversion and Youth Justice Department has provided further partnership opportunities to strengthen the local system. This has placed the Board in a strong position for ensuring we take a preventative approach and jointly discharge responsibilities such as Serious Violence Duty. It has also benefitted the strengthening of our approach to out of court disposals and diverting children, where appropriate from the court system.

The Director for Social Care, Early Help and Prevention, Head of Service for Prevention and or CYPJS Service Manager is represented on/or responsible for the following key strategic partnerships:

Strategic Partnership Board	Leicester Domestic Abuse Locality Board	IMPACT board and delivery group
Leicester Children's Trust Board (LCTB)	LLR VARM Board	CSE, Missing and criminal exploitation meeting

Local Safeguarding Children's and Adults Board (LSCAB) Safe accommodation delivery group	Children and Adolescent Mental Health Service (CAMHS) Multi Agency Partnership	Serious Youth Violence Jag
Safeguarding assurance meeting	Family Therapies Board – Edge of Care	The Serious Violence Delivery Group and VRN Strategic meetings.
DHR review and subgroup meetings	Prevent Steering Group and Channel Panel	SEND partnership meeting and Delivery Group
Corporate Parenting Board (Looked After Children)	Contest Board	Joint Solutions Panel
Leicester Community Safety Partnership (LCSP)	Community Operations meetings stepped up by the CSP	Association of YOT Managers
LLR Adolescence Safety and Diversion Board	Operational delivery MAPPA Meetings	Domestic Abuse and Sexual Violence Delivery Group LLR DASV delivery group and VAWG Delivery group
LLR Adult Offending and Vulnerability Board	Adolescent and Diversion Board	CCE and SV Subgroup
LLR Prevention and Early Intervention Board	Substance Misuse Partnership Board	Assurance and Development Board for Healthy Together
MAPPA Strategic Board meeting	Leicester Domestic Abuse Locality Board	Level 2 and 3 Mappa meetings

Board attendance data is submitted to the Youth Justice board on a quarterly basis in line with the Key Performance Indicators. Attendance is strong with long serving strategic members.

The diagram (on page 26) demonstrates the wider strategic partnership arrangements across Leicester, Leicestershire, and Rutland. Youth Justice Management Board Members sit across several Delivery Groups and represent their own agency and children within Youth Justice. The Head of Service is a member of the Adolescent Safety and Diversion Board and the Adult Vulnerability Board and Strategic MAPPA board which have recently been separated but not reflected in the above diagram.

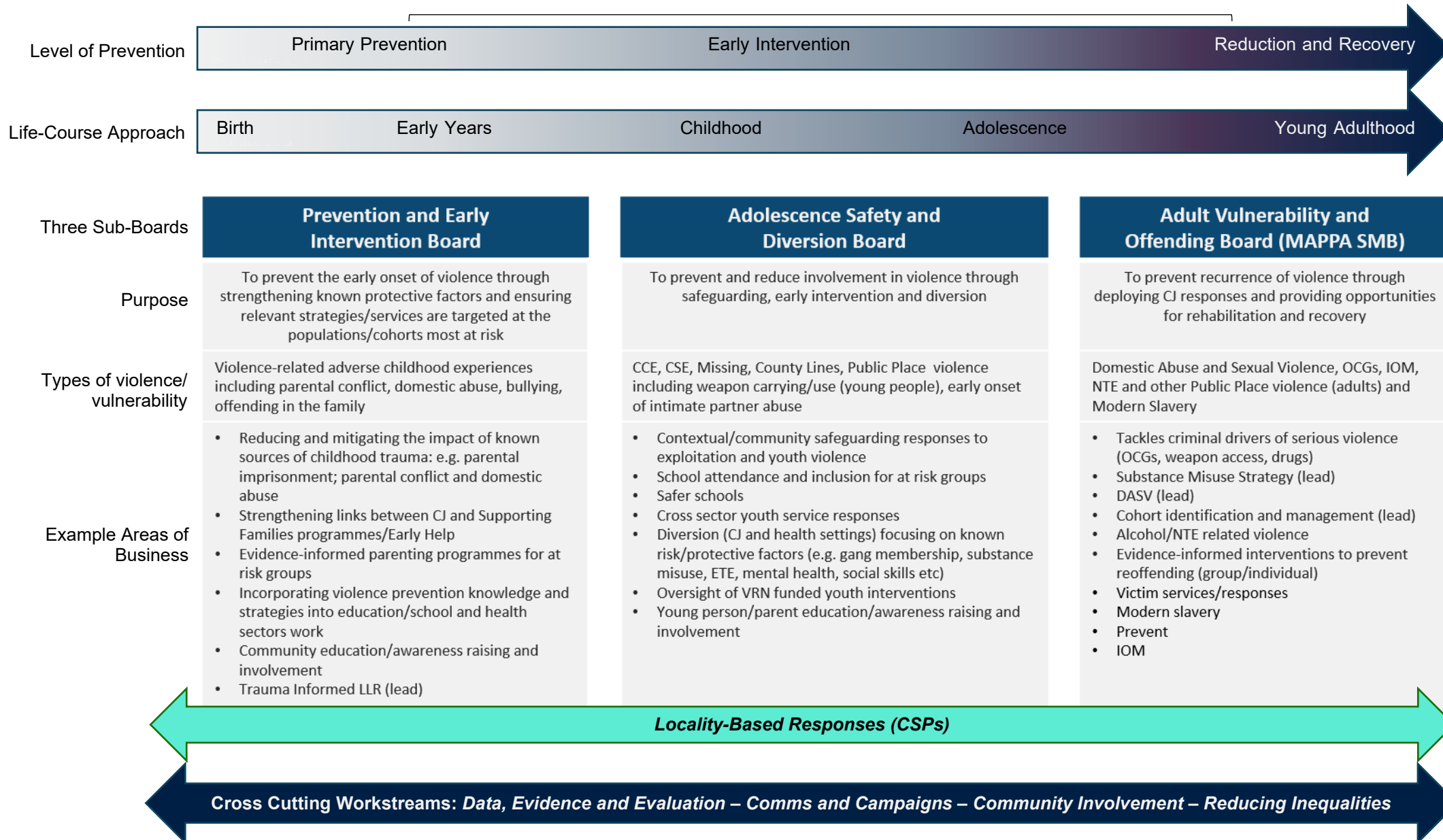
The Strategic Partnership Board will maintain overall responsibility for these minimum requirements:

- Serious Violence Duty
- Violence Reduction Network
- New Drugs Strategy
- Serious and Organised Crime
- Domestic Abuse Act
- MAPPA
- Tackling VAWG Strategy Group
- Prevent
- Modern Slavery
- Hate Crime and Incidents
- ASB

SPB

SPB Executive

SPB Exec members link to other relevant partnership boards e.g. Safeguarding Children, Community Safety



Section 8

Our resources and services

The CYPJS is one of 7 services within the Prevention Service, which forms part of Leicester's Children's Social Care, Early Help and Prevention Service Division. Reporting to the Head of Service for Prevention the CYPJS has a dedicated Service Manager who oversees the operational delivery and strategic direction of the CYPJS and Youth Service (which has been renamed the Youth Support Service).

The CYPJS has a diverse workforce that reflects the diversity of the local communities that it serves. The entire workforce is employed permanently, apart from some staff within the Early Intervention Team and a range of short- funded projects that sit within that area. Work continues to be undertaken to mainstream these posts where possible in challenging financial circumstances within Local Authorities. (appendix 1: Structure chart of the service).

Through our disproportionality of ethnicity work, we identified an underrepresentation of managers who are Black, Asian or of another ethnicity. As youth justice staffing structures tend to be more stable with less movement, we have incorporated actions within our disproportionality plan to include opportunities for shadowing and matrix management and active involvement in our Local Authorities' commitment to reverse mentoring, this continues to be prioritised. In addition, a recent leadership programme has been launched across Children's Services for the Global majority which will endeavour to enhance the skill base opening opportunities for senior leadership roles.

Services for children known to the CYPJS are provided by directly employed staff and external specialist staff who are located within the CYPJS. The service's main touchdown office base is in the city centre in the same building as social care, but staff also undertake direct work in local communities and home environments. Venues used include the children and family hub centres and youth centres across the city as well as voluntary and community centres. As the department develops its family help approach CYPJS will be part of the transformation programme that strengthens the locality multiagency working across children's and the partnership.

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

- Diversionary and Early Intervention
- Community Resolutions, Outcome 22s, Youth and Youth Conditional Cautions.
- Pre-sentence reports for young people appearing before Youth Magistrates and Crown Courts.
- Post-sentence supervision of all young people aged 10-17, including community reparation and restorative justice work. The service provides supervision to young people who receive custodial sentences and resettlement into the community. Intervention is supported by a robust group work delivery plan through our Attendance Centre and 'Which

Way' programmes that offer our children a range of learning experiences and are co-designed with our children.

- Out of court disposals (OoCD) are managed through our robust multi agency joint decision-making panel which is a city only panel since February 2025 to ensure a clear focus on city cases. The LLR scrutiny panel oversees the decisions. This enables earlier identification of children and young people at risk of crime and anti-social behaviour, with an opportunity to prevent escalation of offending and address wider family issues through targeted interventions. A bespoke assessment tool is completed, which reflects the AssetPlus framework, and all are Quality Assured by the Panel Team Manager and utilised to better inform the Panel's decision. The panel meets weekly and is subject to regular scrutiny by a multi-agency panel chaired by the Office of Police and Crime Commissioner.

As a partnership, we aim to prevent offending and reduce re-offending among children and young people through a multitude of approaches through our out of court arrangements. We do this through:



The Early Intervention Team has been established since 2019 and continues to have a significant impact on the number of young people entering the criminal justice system. The team focuses on the prevention and diversion of children through tailored intervention planning following a thorough assessment of individual strengths and needs of the child and their family.

Since it was established the Early Intervention Team has received more than 2000 referrals from the joint decision-making Panel, when a child receives a Police issued Community Resolution and subsequently referred for preventative intervention.

The early intervention offer has once again significantly increased over the past 12 months with the continued commitment from the Board to fund the successful Reach programme until April 2026. A programme designed to support children who are at risk of exclusion from mainstream education and anti-social behaviour. A report commissioned by the Violence Reduction Network, (VRN), and produced by Sheffield Hallam University highlighted the positive initial impact the team is having. The Reach Programme took part in a pilot of a randomised control trial to allow for an independent evaluation into the effectiveness of the team which outstanding outcomes. The findings from the report can be found here: [Reach Feasibility Report](#)

In service is also a significant partner within The Phoenix Programme which was designed in 2022 as part of the local partnership response to preventing and reducing serious violence in our area. National research has highlighted that a high proportion of serious violence has a group dynamic with county line gangs and organised crime groups driving increases in recent years. Through analysis of the local serious violence problem and mapping the existing system, a gap was identified in relation to evidence-based provision for groups involved in serious violence and wider associated criminality. The programme has been extended until December 2025 to continue to consider impact and outcomes with the view to amending the age criteria to support 16/17-year-olds.

The Early Intervention Team continues to provide one-to-one guidance and support to children at risk of criminal exploitation, these children are referred to the team via education providers, the police and through Public Protection Notices. The team works closely with colleagues within Children's Social Care to identify children at risk at the earliest opportunity. The team also has a presence in schools as a point of contact for students who may be concerned for themselves or peers who may be at risk of exploitation.

In 2024 The Early Intervention team implemented a 'following arrest' scheme. This was introduced following an internal audit of children coming to the attention of the team and exploring missed opportunities to engage with them at an earlier point. It found that children had been arrested and Released Under Investigation, Police Bailed or released with no further action. In many cases these children were left without support whilst awaiting further police investigation or a court appearance. The Early Intervention team attempts contact with all children and families following release from police custody to offer support or signposting to appropriate services.

There is a good range of partnership staff supporting CYPJS:

- 1 FTE Seconded Probation Officer (Secondments currently on hold since 2023 due to staffing pressures and monies being provided instead for a mentoring programme)
- 2 FTE Seconded Police Officers
- 1 FTE Seconded Pre-16 Education Specialist
- 1 FTE Substance Misuse worker.
- Access to Connexions for post 16 support and Educational Psychology service.
- One pathway of support to CAMHS Practitioner support on a full-time basis to work closely with the Child and Adolescent Mental Health Service (CAMHS) and two ACE's

practitioners working across LLR offer support for the trauma-induced work with staff to support their work with children and young people who display childhood trauma (ACE's).

Vulnerable children and young people who are not in education, training or employment are offered targeted individual advice and guidance. Our SEND pathway supported by partners ensures there is a specific focus on young people who have an Education or Health Care Plan, those who require Speech and Language support and those in custody. SEND colleagues also support the service workforce development programme. Connexions support all children in year 11 and those above school age. The service has a full-time ETE coordinator to support children of statutory age. The coordinator is responsible for:

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

The service has developed, in partnership, a SEND panel where children can be referred to where there are identified SEN needs or concerns for a partnership discussion regarding the child and opportunity to ensure the right support is wrapped around them. HMIP commended this panel and its approach. It is evident that the panel is effective, and this can be seen in case examples. Further work needs to be considered regarding SLCN and ADHD specifically training for staff to identify and respond to need. The Service recently (June 2025) achieved the SEND leadership quality mark with a commendation for its child first approaches. It was also confirmed in June 2025 that there will be a LLR commissioned SALT worker through LPT.

As part of the ACE project within NHS England, we continue to prioritise and address the area of trauma and emotional trauma in the lives of our children, which was commended by HMIP in their recent visit. CYPJS staff have received specialist training to identify and respond effectively to emotional trauma which continues to strengthen support plans for children. It also ensures that there is a greater understanding for victims of youth crime about the experiences of some children. The joint ACE and CAMHS referral route is embedded into practice to ensure children receive the most appropriate service at the right time. This was commended by HMIP In March 2024 and is referred to in the published report

Our volunteers are vital in helping to make a difference in the lives of children, their families, and victims of crime. We work with a wide range of volunteers reflecting the diversity of Leicester's communities. Recruitment and a comprehensive training package take place annually. Volunteers have access to ongoing support by way of one-to-one and a group setting, facilitated by the Volunteer and Restorative Justice Co-ordinator. There is also ongoing training delivered by partner agencies, including ACE practitioners within NHS England, Turning Point Drug and Alcohol Service, as well as refresher training in safeguarding and data protection.

The youth justice mentoring project, for out-of-court disposals, was set up early 2024 to help tackle the underlying challenges that exist in a child's life, which may lead them to commit crime and antisocial behaviour. The scheme engages children on a targeted one-to-one basis and delivers tailored interventions to address their offending behaviour, increase their knowledge and consequently divert them from offending. The mentoring support provided is set up on a swift and short-term basis to maximise the impact and effectiveness of the intervention.

The service continues to recruit, train, and support many community panel members for the delivery of Referral Orders. In 2025 the aim is to combine the volunteer offer across the system so that there is one route and one core training programme that volunteers can then choose to specialise in certain aspects of the service thereafter.

CYPJS works in partnership with the Youth Service to deliver criminal exploitation and knife awareness programmes for two distinct groups of children, those who are known to carry knives and those where there is intelligence that they are at risk of becoming habitual knife carriers. This work is being supported through funding by the Office of the Police and Crime Commissioner (OPPC). Specific programmes have been delivered, in partnership, to reduce the number of knife-related offences across the city, with the service being a key contributor to the serious youth violence strategic plan. The group work programmes have been co-produced with our children and are carefully targeted.

The YJB Youth Justice Grant allocation focuses 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.

During and since Covid there was a downward trajectory regarding the number of children in the youth justice system, however we have seen a recent small increase in our statutory work. Leicester City had seen a steady reduction in the number of children open to the statutory element of the service over the last four years with an average 122 caseload (2019/20) v. average 70 caseload (2021/22) and similar since trajectories since then in 2023/4 with a slight increase in 2024/5. Nationally, this appears to be reflective statistics for family neighbours. It is also clear that the Early Intervention Team have had a significant impact on the statutory side of youth justice by diverting children at the earliest reachable point. Subsequently, young people that do enter the youth justice system and the statutory side of core business, present with more complex needs.

We will continue to focus our resources and services on the following:

- Strengthening our one pathway to Youth Support services that ensure children are targeted and offered support at the earliest opportunity to divert them from offending. This will include our comprehensive packages within Primary and secondary schools. We will work collaboratively with other partners, specifically the Police to ensure we maximise our effort in school environments. It is hoped the Pol-Ed packages will provide a consistent approach to the delivery of interventions within schools, whilst reducing any potential duplication.
- Continuing to drive a reduction in FTE through our partnership working group and analysing first-time entrants' data to support prevention initiatives, such as the Brake project for vehicle offending and packages of interventions for violence against the person offending. This is supported through additional partnership delivery work with the youth service.
- Utilising Outcome 20, Outcome 22 and Community Resolutions as a viable option preferred to Youth Cautions and potentially Youth Conditional Cautions. The City Joint Decision-making Panel has been operational since February 2025 with ongoing training and development in place to continue to strengthen the panel. It is an exciting time for this partnership panel with some successes already being realised.
- Working in partnership to harness new opportunities, such as Young Futures Prevention Panels, with the aim of strengthening our overall offer.
- Extending our community engagement and mentoring offer in a targeted way. This is being seen as having a significant impact on the lives of our children. It was commended by HMIP.

- Attendance at Daily Risk Management Meeting (DRMM) co-ordinated by the police and social care, every day. The DRMM discusses those children at risk of CCE, CSE and recorded missing episodes.
- Management attendance at the Fortnightly Operational Review Meeting (FORM) to feedback on any allocations or completed actions from the DRMM.
- Children are treated as victims and receive a support package appropriate to their needs, a co-produced plan, risk and safety planning.
- To continue to maintain the strong connections with the Mental Health School Nurse Team [Mental Health Support Teams in Schools \(MHST\) - Leicestershire Partnership NHS Trust](#)

The complexity of cases entering the criminal justice system continues to be notable, often where children have not been previously known to services, and the staffing time and partnership time across all disposals have increased. Alongside this, there has been an increase in the intensity of support needed, when analysing and reviewing the safety of children, communities and victims. The consequence of this is a need for a higher contact rate, more intensive support, and increased multi-agency planning, increased staffing time per child needed across the partnership and not just consumed within youth justice provision. We have three key internal CYPJS processes to support the reduction of risk and plan and deliver services through the child review meetings, the Case Management and Diversity Panels as well as the SEND panel. There are additional wider focused joint solutions panels if known to Children Social Care. With a higher than national reoffending rate the service will revisit these key panels to ensure maximum impact and the leadership oversight at weekly child review meetings, together with the police and the Intensive Support for Children Coordinator, weekly intelligence, offending patterns, CCE and Habitual Knife Carrier intelligence will be more closely analysed to ensure the right decisions are being made at the right time.

The Case Management and Diversity Panel review all cases that are assessed as high risk in any risk domain or where diversity needs to be considered, in custody or on remand cases, and those that have been transferred or are being caretaken. In addition, any cases where there has been a significant change can be referred. It supports the management and reduction of risk through multi-agency information sharing and decision-making, the delivery of targeted intervention planning and supports transitions and resettlement. The panel also promotes and provides an additional level of management oversight. Although it is acknowledged to be good practice, we need to assure ourselves that it is having the desired impact by quality assuring the panel on a regular basis to track outcomes and impact of the cases that have been heard at panel.

The cohort of children aged 16 -18 open to the service has been steadily increasing. Ongoing data and quality assurance scrutiny is supporting how we develop and deliver impactful intervention, this will continue to be reviewed every quarter to inform practice. During the last year transitions and resettlement policies have been reviewed and updated, and service briefings have been delivered. It is a key priority to strengthen working arrangements with custodial establishments with the hope that staff can access establishments more easily. There are models of excellence around the region that can be examined to improve this area. The service needs to strengthen the frequency of visits to children in custodial establishments specifically those on remand. To support transitions and flexible approaches to ensure there is capacity for continuous assessment, planning and delivery to support resettlement back into the community to make sure the child, victim and community safety is paramount. This has been a key focus on working closely with the Probation Service as they developed and embedded their young people's team. HMIP have recently inspected LLR Probation and the Young people's team was highly regarded. However, CYPJS can improve its communication with the team and ensure checks are made with them regarding assessing and analysing the children's network of adults in their lives. The police also have a role to play here when checks are made on children and their immediate network.

Accommodation is included as part of all resettlement planning for all children made subject to a custodial sentence or remanded to Youth Detention Accommodation. Every child in custody or remanded is allocated a Youth Advocate. The focus of the advocate work is to deliver and enable access to support with health, family, education, training, employment and accommodation. Parenting support is provided to all children in custody and their families throughout the custodial sentence to plan and support reintegration into the community. Other key professionals will be invited to custodial reviews depending on the specifics of each case being presented to the panel.

Section 9

Performance and our priorities and intentions for 2025-2030

Our performance

From 1st April 2023, the service and partnership commenced the collection of data for ten additional new KPI's introduced by the Ministry of Justice:

- suitable accommodation
- education, training, and employment (ETE)
- special educational needs and disabilities/additional learning needs
- mental health care and emotional wellbeing
- substance misuse
- out-of-court disposals
- links to wider services
- management board attendance
- serious violence
- victims

The service was already in a good place having presented much of the data already through the partnership plan and performance reports. The board has agreed to individually adopt a KPI to help oversee and support any improvements required and the board receives a spotlight on each KPI throughout the year. There is also the agreement that exceptional reporting will be provided within the reporting functions if there are any areas of concern.

The service provides quarterly performance reports to the board. The following data covers 2024/5 (appendix 4 for latest performance report)

Reducing the number of first-time entrants

The information below highlights our challenges regarding FTE and the work that has been undertaken and will continue to take place. Encouragingly quarter 4 20204/5 has seen a significant drop due to the extensive work being undertaken.

FTE – the measure changed in Q1 2023. It is now taken from case level data instead of MoJ data. The previous 12 months of case level data figures have been added, but comparisons with different periods should be made with caution. Rate per 100,000 of 10-17 population

Jan 24-dec 24: rate of 246 per 100,000 (actual number of FTE =102 children).

Jan 23-dec 2; Rate of 206 per 100,000 (actual number of FTE = 84 Children)

Increase of 19.7 %

What do we need to do?	How will we do it?	What are our hopes?
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Reduce FTE into YJ system	Comprehensive action plan and monthly working group meetings in place and will continue until sustained downwards trajectory.	To continue to reduce numbers entering as FTE by monitoring offence types and key themes through the detailed action plan.
Children at highest risk of entry to the youth justice system are targeted for support	Strong diversionary offer and clear pathway to access. Work in collaboration with key partners including police and education.	The right support at the right time at the earliest opportunity.
Increase staff resource involved in prevention and diversion	Increased number of staff and sustaining the model including further investment in REACH	Increasing the number of children that can be offered support at the earliest opportunity.
More children can access early offers of support	Strong and clearly defined offer and pathway Growing the offer by identifying how it is diverting children successfully at the earliest opportunity and children are not falling between gaps.	Less children entering criminal justice service and being successfully targeted and supported at the earliest points.
Matching support that addresses systemic need	Mapping the offer in line with what the data is telling us	Reduction in FTE and improving whole systems.
Community engagement, supporting police to support community cohesion initiatives, co delivering weeks of action.	Continuing to strengthen our diversionary activity and ensuring a focused targeted approach	Reduction in FTE and improved safety for our children and communities.

Reducing the use of custody

The information below highlights an increase in custodial sentencing following remands for serious offending. The below equates to 12 children with one child receiving 3 custodial sentences.

Use of custody rate per 1,000 of 10-17 population

Jan 24-dec 24: rate of 0.39 per 1,000 (16 custodial sentences)

Jan 23-dec 23: rate of 0.17 per 1,000 (7 custodial sentence)

Increase by 0.21

What do we need to do?	How will we do it?	What are our hopes?
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We will work with the Youth Custody Service and across the wider partnership to ensure every child has a clear plan of their release and can access the right education, healthcare, and accommodation support on release.	Improved links with our custodial establishments Considering other areas of best practice in engaging with custodial establishments. Management oversight of custodial cases to be consistent addressing visiting frequency and planning for release. Strengthen the impact of the CMDP ensuring partners are fully engaged in the planning for release process at the earliest point. To escalate any drift and delay quickly. Annual reports to the Board on custody to ensure a through consideration of any partnership gaps with the planning 7 pathways to resettlement.	More frequent visiting to children in custody to ensure strong partnership plans are in place and better outcomes for our children being resettled. Planning for release from the outset of their sentence. Our children, leaving the secure estate, have access to the right support at the right time. Annual reports will help shape future service delivery.
Work with our custodial establishments specifically HMYOI Werrington to explore opportunities for commissioned activity to support children's development of pro-social identities to help them in their future aspirations and when they are released from custody. To explore best practice in this area.	Named TM for overseeing custody to develop stronger relationship with our closest establishment, explore best practice with other YOTs and any commissioning that can be considered in this area.	To enable our children to prioritise the wellbeing of themselves and others, foster positive social behaviours and contribute to their local communities upon release. To support our children to develop a sense of belonging and self-worth. Our core value in holding the child at the heart of what we do when it comes to resettlement is paramount. Helping our children to set their aspirations for their future, remaining strengths based and helping them to build a positive identity, alongside evidence-based practice
Review enforcement practices for children released from the secure estate to ensure that it is child first, trauma informed and protects communities.	TMs to be consistent in their oversight of enforcement practices including children on licence by benchmarking exercises and regular auditing. To revisit CYPJS enforcement policy to ensure it aligns with our child and victim first approach as well as being trauma informed in its guidance.	A consistent application of the revised enforcement procedures.
To ensure remands are regularly reviewed to ensure any opportunities	Management oversight needs to be improved to ensure all remands are considered more	Courts receiving assurances of credible individualised bail

to consider bail packages are not missed and are communicated to solicitors in a timely manner.	diligently by management and any escalation and sign off at HOS level as needed. Ensure courts are clear on the offer and assured of credible alternatives to remands. All remand cases to be reviewed for any missed opportunities by the team manager. Themes and trends to be captured in quarterly performance reports.	packages. Fewer remanded children unless there are no credible alternative offers due to the nature of the alleged offending.
Review and strengthen practice around bail support proposals, including, where appropriate, the use of bail ISS Strengthen the quality assurance and management oversight activity for every child entering the secure estate.	Bail support offer to be refreshed inc ISS. Case reviews to be completed on all cases that receive remand or custodial sentences to ensure learning is captured.	To assure ourselves that cases that are remanded or receive custodial sentences is due to no alternative viable option. Embedded learning culture leading to a reduction in remands/custodial sentences.
For children in the secure estate we need to ensure when incidents happen that child's assessment are reviewed with a clear analysis and information sharing with the secure estate. This is to ensure that both the child and the staff and children in the establishment are kept safe.	Revisit training and briefings with staff in regard to analysing risk and changes in a dynamic way and ensure that information is shared in a timely fashion. To strengthen the use of safety planning for children in custody	Risks are managed and dynamically assessed and shared. Safety plans for all children in custody are in place and reviewed regularly and dynamically.
The service must continue to be committed towards ensuring that children should only be remanded or sentenced to custody as a last resort. We must advocate and support applications for bail or provide the courts with credible and robust alternatives to custody.	The use of bail packages, youth advocates and other support for children to remain in the community where safe to do so. Work closely with courts to reassure them of alternatives to remand and custody with evidence-based approaches ie ISS. To continue to apply a trauma lens and effectively address the root causes to our children's	To assure ourselves that only those where there are no other options are remanded/receive custodial sentences.
Proactively monitor and challenge any remand/sentencing patterns identified via our Remand reviews and PSR feedback forms	Create a new PSR feedback form system for courts that gets agreed through the court liaison meeting to inform improvement in practice.	To improve courts understanding of available options and provide the best service for our children.

via the Court User forums and Strategic Board. We will consider and offer opportunities for joint training with those responsible for sentencing our children.	To ensure we are capturing our PSR congruence rates consistently to evidence any learning needs or training of court staff/magistrate's.	
Children leaving the secure estate have access to the right support at the right time.	Ensure all professionals start planning for release from the point the child enters the custodial establishment and wrap the team around the child. Strengthening management oversight of custody cases and the 7 pathways to resettlement plan. Ensure staff are always adhering to the policy through close monitoring by management. Ensuring child and community safety plans are in place and the victims wishes have been sought in relation to licence conditions.	Better outcomes for children upon release from custody with the right support in place Reduced reoffending rates for this cohort.
Detention in police custody is closely monitored by the newly reformed and refreshed oversight group needs to assure itself that it challenges unlawful overnight detention in police custody.	Monitor numbers at HOS level on monthly basis Review remand protocol held by police Challenge unlawful overnights and escalate to director level as appropriate.	To ensure there are no unlawful overnights in police custody.
All Children are provided with a Youth advocate whilst in custody and upon release to support them in their resettlement plans.	To ensure this is standard procedure unless there are exceptional reasons as to why this is considered as not required for a child.	Improved engagement and support for children in custody and upon release.

Reducing Re-offending Rates

Reoffending rates after 12 months – Quarterly cohort -
Re-offending rates -quarterly cohort Reoffences per reoffender Jan 23 – Mar 23 (latest period) = 6.25 Reoffences per reoffender Jan 22 – Mar 22 (previous year) = 5.06 Increase 23.5 % 21 Children – 8 re-offenders – 50 reoffences = 6.25, re-offences/reoffender – 2.38 re-offences per offender) 38.1% re-offending Compare to previous year. 43 Children - 16 reoffenders -81 reoffences = 5.06re-offences/reoffenders – 1.88 re-offences per offender) 37.2% re-offending
Binary Rate -quarterly cohort Binary Rate Jan 23 – Mar 23 cohort (Latest period) = 38.1% Binary Rate Jan 22 – Mar 22 cohort (previous year) = 37.2 % Amber-Increase – 0.89 (21 Children committing 50 offences) (43 Children committing 81 offences)
Yearly Reoffending rates annual reoffending data
12 Month cohorts – Yearly cohort Reoffences per reoffender Apr 22 – Mar 23 (latest period) =6.32 Reoffences per reoffender Apr 21 – Mar 22 (Previous year) = 6.00 Increase by -5.3 % (127 Children – 50 re-offenders -316 reoffences= 6.32 (re-offences/reoffender) Compare to (134 Children –44 re-offenders -253 reoffences= 6.00 (re-offences/reoffender)
12 Month cohorts - Annual Data – Binary Rate Apr 22 – Mar 23 (Latest period) = 39.4% Binary Rate Apr 21 – Mar 22 (previous year) =36.8% RED - Increased by 2.62 (127 Children committing 316 offences) (134 Children committing 253 offences)

What do we need to do?	How will we do it?	What are our hopes?
Children and their Families/carers have access to broader support	Ensuring assessed needs through careful analysis provides a clear plan and delivery that is unique to the child's and network's needs.	That each child has a co-produced plan that is unique to their assessed needs and not generic in its approach. It is regularly reviewed and updated. That families/carers and network are afforded the right support at the right time.
The Child Review Panel is appropriately used to oversee all children where there is evidence of potential or actual reoffending – to track themes and trends and	To use the weekly panel to review the right cases at the right time and ensure all packages are in place to support the child. To amend plans and analyse information (police, previous	The panel quickly picks up any significant changes or intelligence and wraps the right support around the child at the right time.

ensure these are considered in service delivery and partnership planning	offending and behaviours) and make changes as appropriate. To review the panel approach to ensure it is having the desired impact. To consider a team manager visit with staff member where concerns are escalating regarding potential or actual offending. To use the enforcement procedures as appropriate. To ensure that there has been full consideration of actual and potential victim and community safety in the reviews. Use performance data to track themes and trends and ensure any gaps in service delivery are addressed and partnership responses appropriate.	To provide updates in QA quarterly reports on the impact of this panel approach to ensure its having the right impact at the right time for children.
To strengthen the impact of the Case Management and Diversity Panel (CMDP)	To review the guidance and process for CMDP. To ensure that managers are consistent in their chairing of this panel, through observations and QA of the minutes and actions, and ensuring all the cases required are being heard at panel and appropriately reviewed. To ensure actions are appropriate to risks and issues and all partners are engaged. To monitor impact of the CMDP through consistent management oversight and auditing. To provide a quarterly review of all cases at CMDP and observations to monitor impact and any areas for improvement as part of the quarterly QA reporting processes.	To improve the use of and impact of the CMDP. Enabling a reduction in risks and offending rates. This information can be tracked through the QA quarterly reports to ensure recommendations are responded to in a timely fashion.
Reoffending report that provides a two-year deep dive analysis of our data and to inform our action plan and working group moving forward.	A full two-year performance report will be developed and presented at the Management Board in September producing an action plan and working group to address recommendations identified to reduce Leicester's reoffending rates. We will seek to develop our understanding of re-offending by outcome type and interventions delivered with the aim of developing our understanding of what works. The two year analysis of those who re-offended may highlight the	Improved analysis of reoffending data to inform appropriate actions through a tried and tested working group approach that will be commissioned by the board. Reduction in our reoffending rates and providing evidence of and a robust response to our hypothesis.

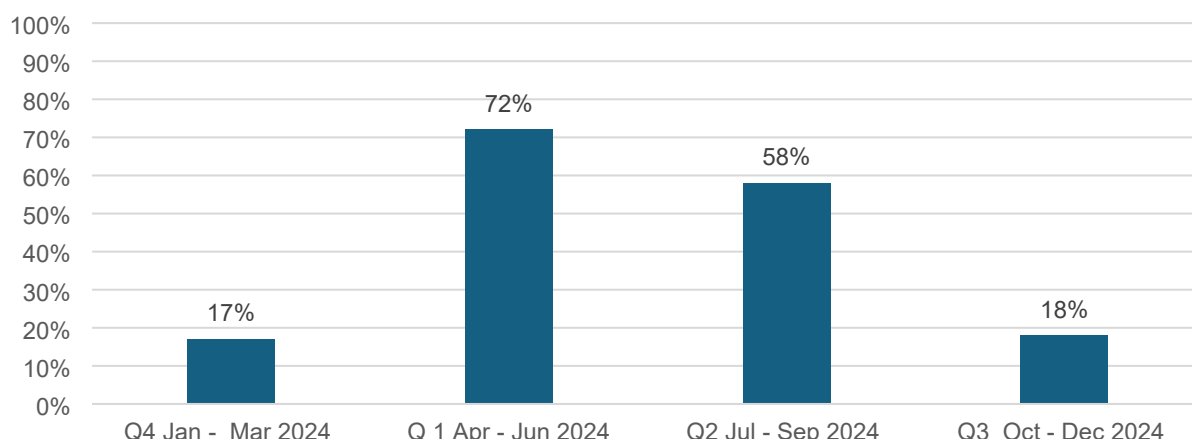
	following hypothesis, that has evident in our analysis so far, that children who reoffend are more likely to: • Have Special Educational Needs/neurodiverse. Significant trauma in their childhood • Be experiencing issues around school such as attendance/exclusion, parttime timetables. • Be living in families where there is evidence of others that are offending, parental substance misuse and/or mental health. Or parents that are in prison • Be children in care. • Have a high number of previous offences and outcomes and already entrenched in their behaviour. • Be at risk of exploitation	
The service will now complete quarterly Referral Order and Youth Rehabilitation Order reporting to ensure children are being engaged at the earliest opportunity post-sentence and that all referral order panels are held within time scales. To ensure a reduction in short referral orders by diverting into the out of court space.	The reports will enable the service to identify trends and these that can then be operationally addressed quarter on quarter. These reports will be made available to the board, staff teams and court liaison meetings to help shape ongoing developments as appropriate.	Better outcomes and reduced reoffending by our children whilst improving our approach to keeping children and communities safe.

Additional ten Key Performance Indicators to monitor the activity

- Mental Health and emotional wellbeing
- Substance misuse
- Accommodation
- Out of court disposals
- Wider services
- Management Board
- Serious Violence
- Victims
- Education, Training and Employment
- Special Educational Needs and Additional Learning Needs

Mental health and emotional wellbeing

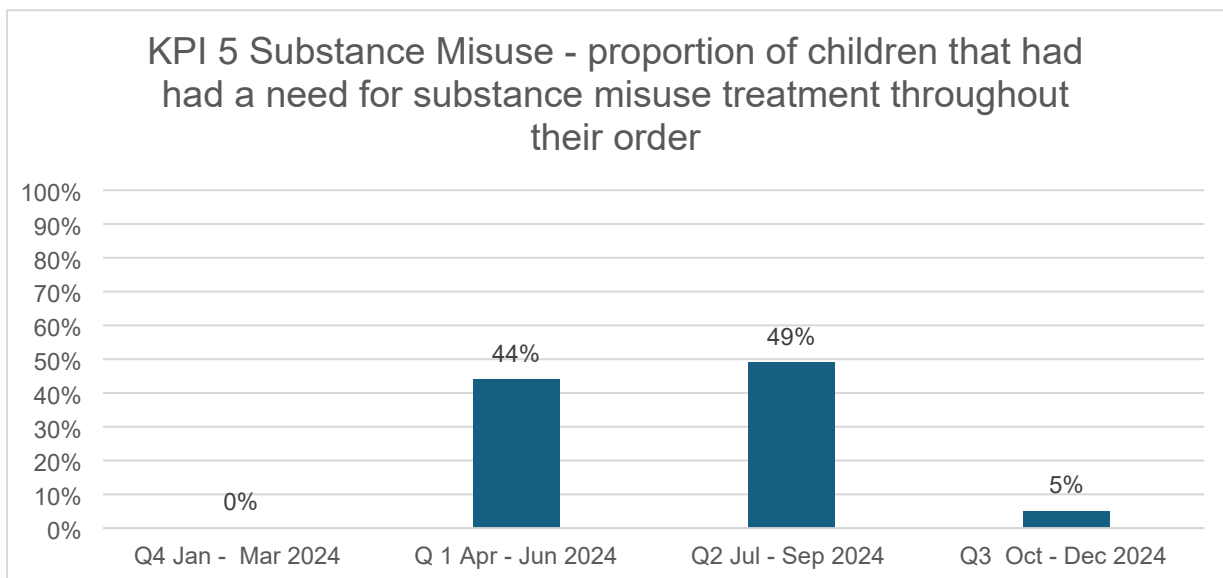
KPI 4 - Proportion of children that had a need for MH or EW treatment throughout their order



What do we need to do?	How will we do it?	What are our hopes?
Prioritise the one pathway to CAMHS support that has been embedded into service delivery	Training and briefings and ensuring everyone understands and can access the pathway QA and management oversight to ensure referrals are timely and appropriately made Monitor referral numbers and those exiting from support to monitor impact. To strengthen performance reporting at board level.	Children receive the right support at the right time consistently and this is tracked through robust data sets.
Staff to have a clear knowledge base and understanding of what is available in local communities through neighbourhood teams to help children with their emotional wellbeing and resilience.	The family help approach will strengthen staffs knowledge and understanding of what is available in their local neighbourhoods.	By offering emotional wellbeing support there may be less children being referred into specialist tier 3 treatment.
Data sets that track referral rates, treatment times, engagement levels and exits out of treatment.	Ensure CAMHS are providing robust data sets and quarterly reports in line with the SLA	That the data sets and analysed reports enable the partnership to identify any areas for development.
To look at the significant variances quarter on quarter to assure ourselves we are identifying and supporting need consistently	Improve management oversight to ensure all needs are considered and health dashboard used consistently by staff To ensure referrals are made in a timely fashion and tracked appropriately through management oversight of cases Escalate concerns if needed	Smoother identification of need and referrals to provide the right support at the right time for our children.

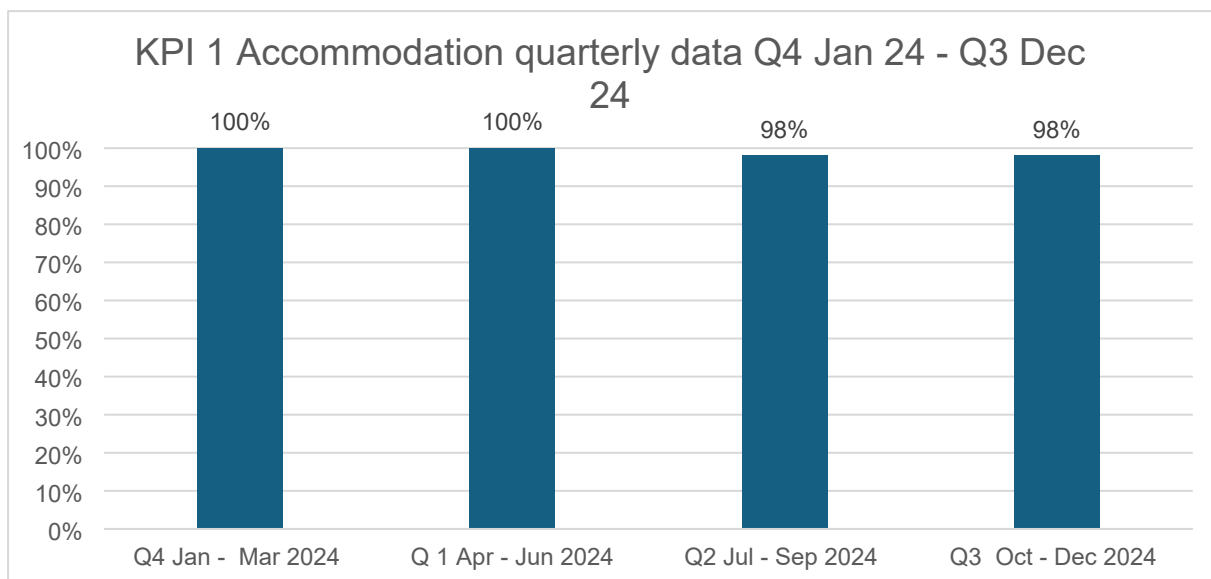
	Address any under reporting of need and timely referrals to ensure there is no drift and delay to the required support.	
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Substance misuse



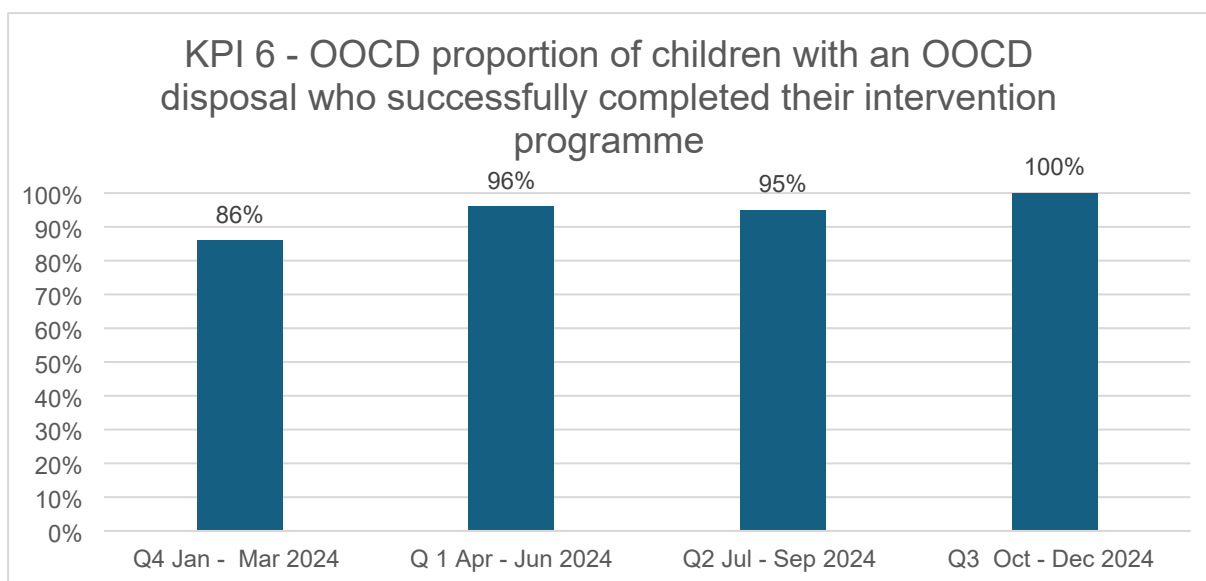
What do we need to do?	How will we do it?	What are our hopes?
To strengthen the monitoring of data sets that track referral rates, engagement, exits and successful completions.	The data sets and reporting functions are in place but the scrutiny of these needs enhancing with clear recommendations for improvements.	To ensure that staff are referring into specialist treatment appropriately and in a timely fashion. That staff are supporting children to engage That management oversight is strengthened to ensure staff are doing these things and progress and impact is being monitored.
Improve consistent referral rates into treatment	There is a clear pattern of referrals when staff are reminded to do so through briefings and training. There is a need to embed referrals into practice through careful monitoring and stronger management oversight of cases. Monthly oversight meetings will be held with the provider to check referral and engagement rates to improve practice in a targeted way.	Children receiving the support at the right time and supported to engage in the treatment sessions.

Accommodation



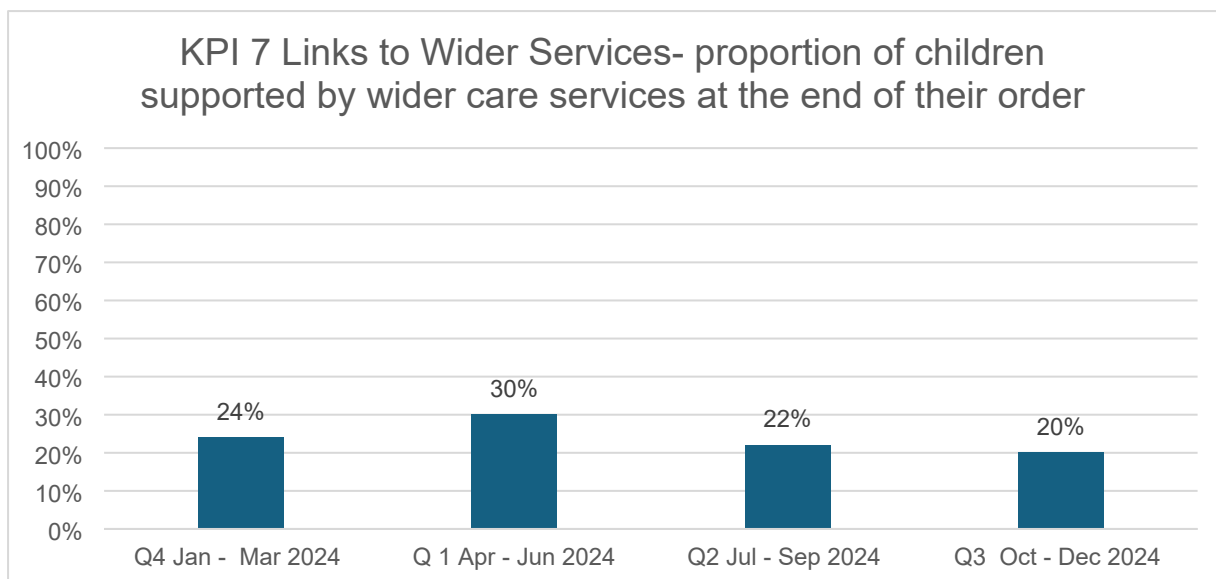
What do we need to do?	How will we do it?	What are our hopes?
To monitor the KPI regularly to ensure children are in suitable accommodation	Keeping a spotlight on this and monitoring any changes to our KPI whilst acknowledging we have remained successfully high in this KPI Working closely with our housing colleagues and continuing to meet on a regular basis when there are any issues arising. To ensure we consider accommodation at the start of a child's sentence to a custodial or remand to ensure appropriate accommodation is in place.	That all children are in safe accommodation that meets their needs ideally in the home environment where safe to do so.
To refresh the accommodation, offer for children being resettled into the community from custodial establishments	To refresh this in line with our resettlement policy on an annual basis. This will be due in December 2025 at the board.	The service maintains a strong and impactful accommodation offer.
To continue to work in partnership with housing colleagues for children to be in appropriate accommodation.	Bimonthly meetings in place including social care colleagues to monitor any housing issues for our children and address accordingly	Children live in safe and suitable accommodation.

Out of court disposals



What do we need to do?	How will we do it?	What are our hopes?
To monitor successful outcomes for our children and maintain a minimum of 98% successful completion rates	Monitor the interventions and outcomes closely to ensure they are meeting the needs of children and ensure full engagement in the tailored support offered.	That we achieve a minimum of 98% successful completion every quarter whilst working hard at diverting children away from FTE.
To continue to review the newly created city only decision-making panel to ensure it is running effectively and making the right decisions.	Oversee the impact of the decision-making panel Regularly monitor and observe the panel and its outcomes	Ensure maximum impact.
To monitor the impact of our FTE working group on monthly basis and report to the Board.	Monthly FTE working group established to ensure effective oversight of our FTE and outcomes.	That we continue to reduce our FTE cohort and divert children successfully whilst providing robust interventions with successful outcomes.

Wider services



What do we need to do?	How will we do it?	What are our hopes?
To monitor this KPI to ensure staff are recording information correctly at end of involvement	Routinely include the information in quarterly reports and ensure closer oversight by management	That staff record information correctly and we see an increase in end of order involvement where appropriate.
To ensure staff are working with colleagues in CSC and EH to coordinate the right support at the right time and especially when exiting the child.	Exit packages are in place for children leaving youth justice services as required.	A reduction in reoffending rates and the revolving door with having the right exit packages in place.

The Board

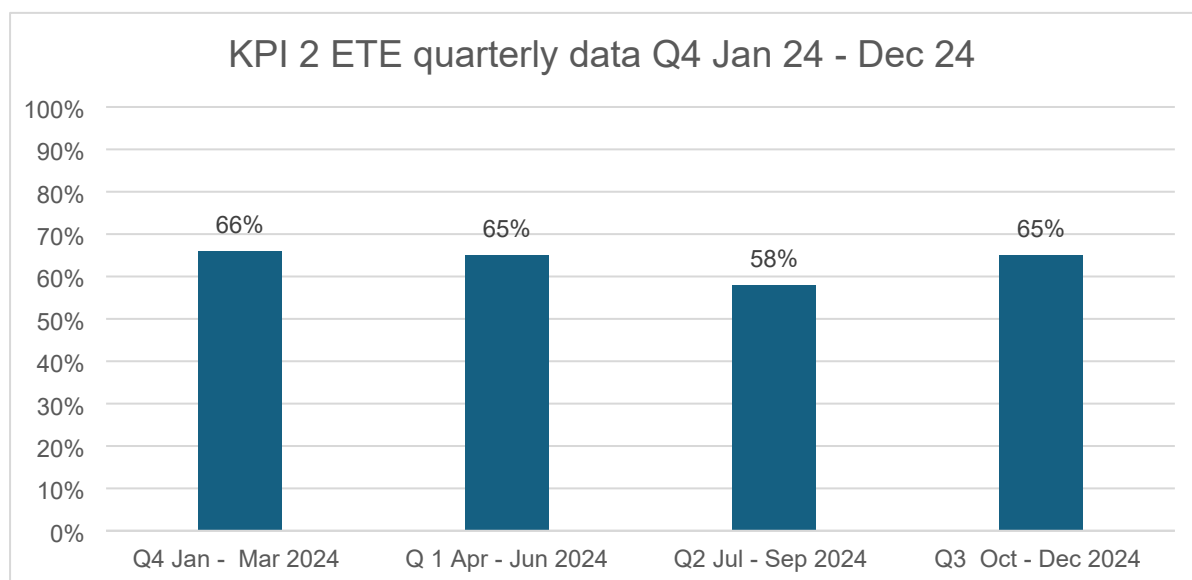
100% attendance for the past 4 quarters

What do we need to do?	How will we do it?	What are our hopes?
To ensure the KPI for board attendance is monitored quarterly.	Monitor quarterly and provide challenge if needed through the chair of the board	That the attendance remains as strong as it has over previous years.
Partners to offer a deputy when unable to attend a meeting.	To update the membership with a deputy for each statutory agency through the membership document and TOR	To have a deputy as needed.
To monitor the strategic 5-year plan and operational plan yearly.	Each year in a workshop and quarterly through the partnership plan presented at board.	To continue to use the approach that has worked well through the partnership.

Education, Employment and training

(Ensure that all our children have access to education, training or employment that it is appropriate and responsive to their needs).

The graph below includes pre and post 16 however the main challenge for the service is post 16 quarter on quarter.

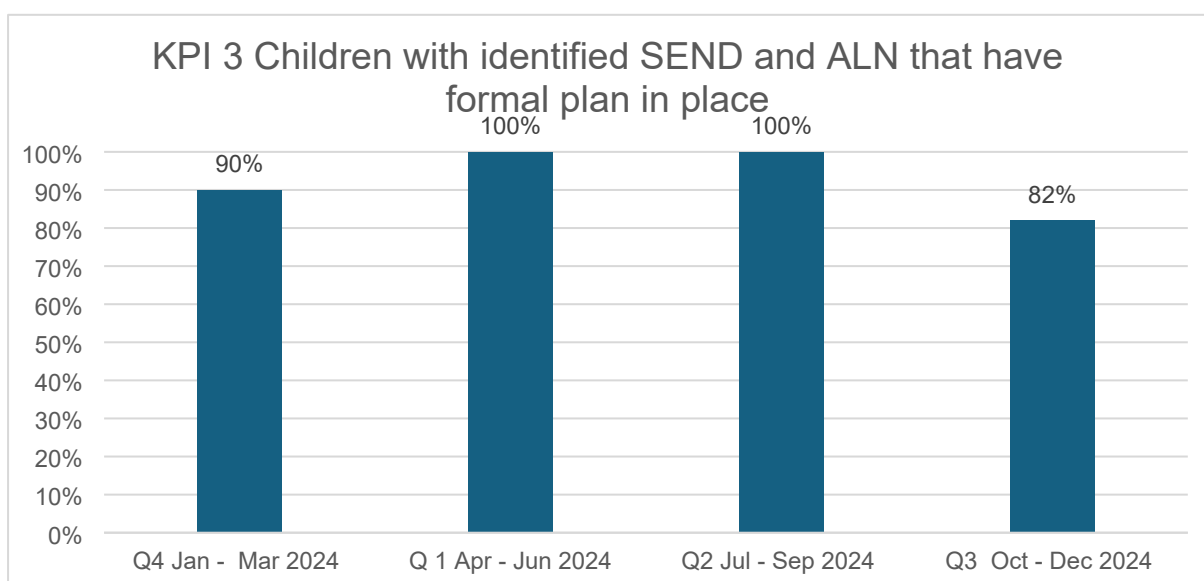


What we need to do?	How will we do it?	What are our hopes?
Consider the development of full time, dedicated mentors embedded within REACH to further strengthen supporting children to remain in school environments and not end up excluded or on parttime tables.	Consider the REACH offer and how we sustain it from 2026. Opportunities for growth and development of mentors to be considered.	That we increase the numbers of children in FT ETE at the end of our involvement and sustain their growth in schools. Eliminate the use of parttime timetables for our children.
Better identification of SALT (Speech and Language Therapists) needs by revisiting the use of a checklist to help identify and then gain the support needed for our children through the SEND Panel or ideally a dedicated SALT practitioner.	Develop a salt checklist as part of the assessment process Use the SEND panel to refer children with potential or identified SALT needs. Continue to promote the need for a specialist LLR SALT worker (bid is still being progressed with an agreement to fund 1 day) LPT have been commissioned to move this forward	Children's needs are identified and responded to in a timely fashion. The service has access to a specialist SALT worker.
Continue to strengthen and embed the SEND Panel into practice to ensure the right educational support is in	Monitor impact and outcomes Respond to ADHD needs and SALT needs. Gain the leadership Youth Justice SEND award	Children that need support get the right support at the right time. Outcome data informs future developments of the panel.

place to meet children's needs.		
To map out our post 16 offer for our children and champion an increase in apprenticeship and skill-based activities to help children access ETE. To understand the barriers to engagement and effective use of post 16 opportunities.	Work closely with connexions colleagues to improve the offer to our post-16 children Consider volunteering opportunities within our own services Increase the use of effective reparative placements that develop skills for our children for future employability. Encourage the LA to extend apprenticeships for our children to engage with.	To be aspirational for our children and their future. To ensure we reduce the number of post-16 children who are NEET at the end of our involvement.
To explore functional Skills provision. provides one to one education in Numeracy and Literacy where this is a barrier to re-engagement with ETE.	To explore whether we can source and provide one to one education in Numeracy and Literacy where this is a barrier to re-engagement with ETE. There is evidence that this is the case, and it would be good to provide support in this.	For all our children to have functional numeracy and literacy skills.
To strengthen our internal awards, we can offer our children through the summer arts awards and Asdan awards. To explore the use of DoE with our children.	To provide opportunities for our children to get certificates and qualifications for the work that they complete. To seek guidance on how we could offer DoE awards and other potential qualifications	Being aspirational for our children by offering innovative and creative awards and qualifications.

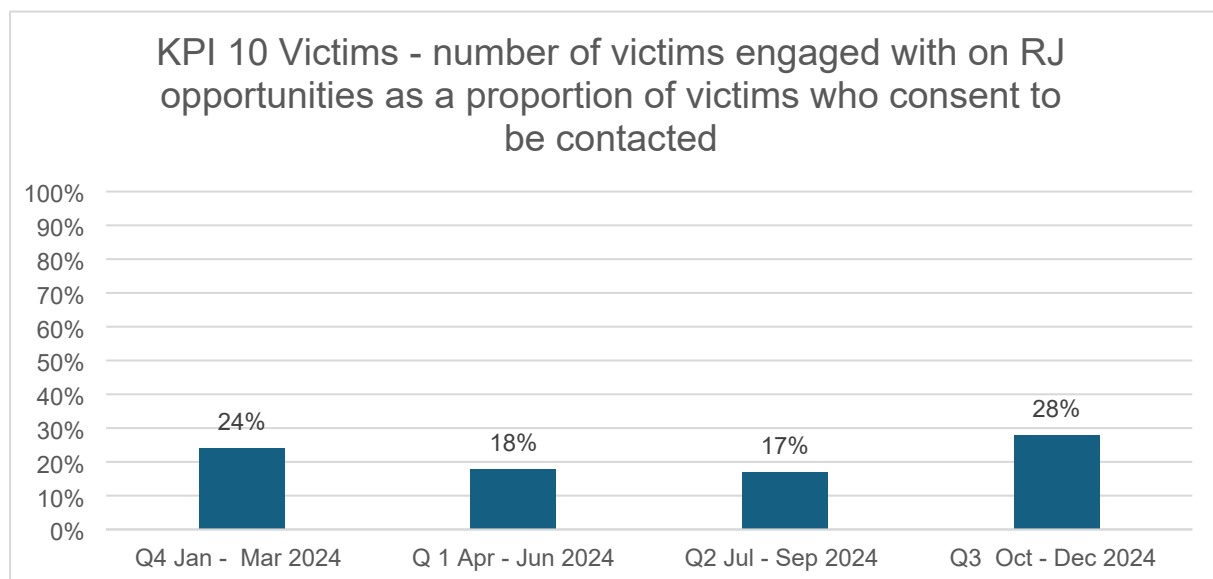
Special Educational Needs and Additional Learning Needs

The graph below highlights the number of children with a formal plan in place to support them in their education for every child with SEND/ALN needs.



What do we need to do?	How will we do it?	What are our hopes?
To continue to strengthen the SEND Panel to ensure it covers ADHD cases and SLCN. To regularly review the impact of the panel to ensure its ongoing effectiveness.	Monitor case and their throughput Increase staffs' awareness of ADHD and support through panel Track cases post panel and provide quarterly updates as part of performance report	Improved identification and support for children with SEND/ALN The panel is further strengthened to oversee SLCN and ADHD and we can clearly articulate the impact of the panel.
The service aims to achieve the leadership SEND AWARD by June 2025	Move forward with a meeting to show evidence to gain award	We achieve the SEND leadership award Achieved 18 th June 2025 with a child first commendation
The service recognises it has higher than regional and national average of children with EHCPs. TO continue to ensure staff are aware of EHCPs and how to use them in their work.	Regular briefings on EHCP and use of in practice Improved Management oversight ensuring EHCPs are in the system and actively being used and analysed as part of the YJ assessment process	Better joined up working and using information to shape assessment, planning and delivery
Ensuring every child with identified SEND/ALN has a plan in place and staff are ensuring they capture any requirements through assessments, planning and delivery	As above	Better identified need and wrap around support for our children.

Victims

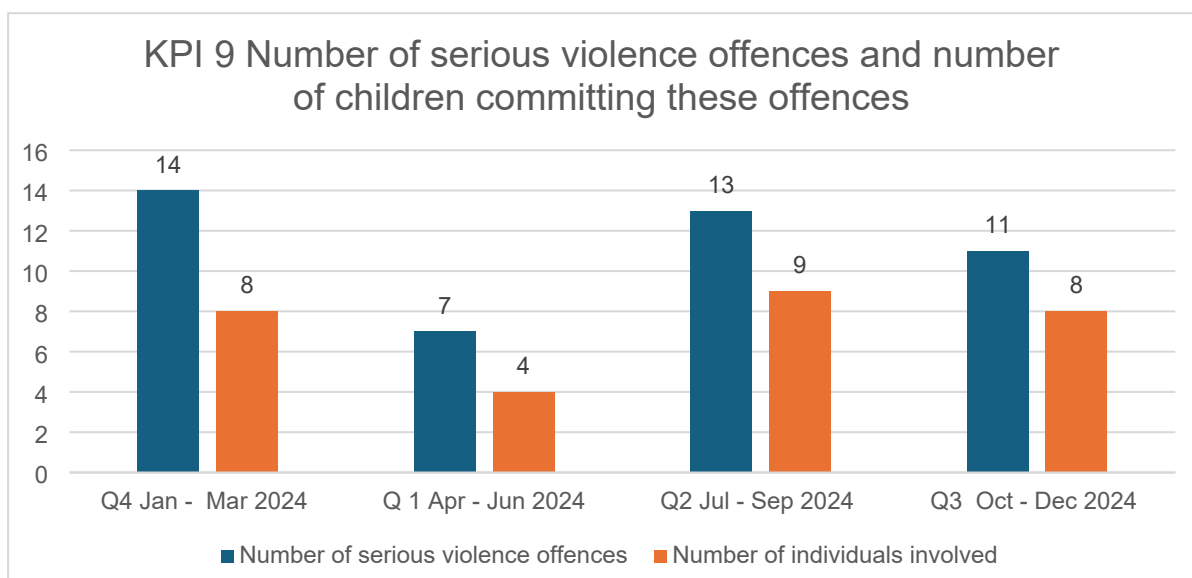


What do we need to do?	How will we do it?	what are our hopes?
Invest in and retain a Restorative Practice and Victim Manager and victim officer and reconfigure these roles and management of the two roles under one team manager to strengthen the victim response in a coordinated way. Victim consent from police needs to be monitored for themes and trends and identity areas for improvement.	Review team structure and resources. Build a business case based on a full assessment of workload and data through a newly established working group commissioned by the board in May 2025. Enable a discussion with police to produce quarterly data on consent and demographics to track themes and trends	Strong resources under one manager to drive progress Improved data collection to inform any areas where there are barriers and how to support improved consent base. ie any barriers regarding protective characteristics etc
Victims supported in more restorative way to help them feel heard and empowered; to have their views represented in panels and in the planning of activities to repair harm. Victims becoming better informed of the services provided by us and more able to consider uptake of these services.	Revisit our RJ approaches and how we engage our victims to have a voice and feedback decisions. Increase the use of RJ Revisit our victim offer and strengthen it working in partnership with our victims. Monitor uptake of the offer and any gaps.	There are no missed opportunities for RJ work across the service. Our victims' voices are always heard and considered throughout assessments, planning and delivery Co-produced victim offer that meets the needs of our victims' and regularly reviewed. Identified gaps will be identified and strengthened.
Ensure that services to victims, including child victims, are considered in all cases and delivered well.	Consent for all victims will be tracked to ensure we are reducing the barriers to engagement and providing a strong offer to our victims. Where we have not received consent, we will ensure all cases cover a victim focused approach and reparation that matches individual circumstances.	All cases cover victim empathy and RJ. Closer scrutiny at board level to ensure victims voices and wishes are at the heart of our work.
To increase investment and reshape service	To set up a working group, as agreed by the board in May 2025 to map out the offer, investment	A strong victim offer that matches needs across the service and is shaped by

delivery to better meet the needs of our victims.	and reshape service delivery to meet needs of our victims. The working group will assess victim work needs across the whole service to ensure that victims have a high profile, and their views and wishes are considered by all staff across the organisation.	the voices and wishes of our victims.
Links with victim team in probation needs to be strengthened with a clear pathway	There has not been a formal pathway established with the Probation Service statutory victim contact service and processes have not been clear for either organisation.	Strong relationship will be in place with a clear pathway understood and accessed easily by all.
Victims offer to be refreshed and strengthened	Will be a clear focus at the victims working group and a new refreshed offer in place.	Strong offer that has been informed by our victims.
Voice of victims need to be always captured to help shape service delivery	more needs to be done to engage victims in the feedback process so their views can influence service delivery. This will be strengthened through the victim working group to establish strong feedback mechanisms for our victims.	Strong voice at board level and through to operational delivery to inform our victim offer.
All staff to ensure they have assessed any specific needs of victims as well as potential victims to ensure they are not being put at risk.	Staff to revisit training on assessing the needs of victims as well as potential victims to ensure a safety plan is in place.	All cases it will be clear that staff have assessed the safety needs of direct and potential victims and put the right support and safety measures in place.
All staff need to recognise, analyse and plan for wider risks to other people and planning for children's potential future harmful behaviour.	Ensuring all safety measures are in place and safety plans are robust for each child in a dynamic way.	To ensure staff put the safety of victim's children and others at the fore front of assessment, planning and delivery.
The service needs to ensure Practitioners always prioritise the safety of victims. For example, If the victim is in regular contact with the offender i.e. in school or home environment.	To revisit staffs understanding on how to ensure the safety of victims is at the forefront of their planning and delivery. For example, strong safety plans in place in all cases considering the needs and wishes of victims.	Clear evidence that staff are always prioritising the safety of victims in their work.
The service must strengthen the monitoring of victim safety and ensure there is a comparison between the levels of safety victims feel at the beginning and	As part of the working group a mechanism will be devised to take into consideration how safe victims feel at the start and end of the services involvement and use the information to help shape delivery.	A strong consistent data set on how victims feel at start and end of engagement which will be provide in quarterly reports to inform direction of travel for improvements.

at the end of interventions.		
Recording victim work on the new case management system needs to be developed so that victim performance data can be produced.	This has been rectified in the new system in regard to recording, but work is underway to improve the reporting functionality of the new system including that of victim performance data.	Better reporting functions will be in place and reported with confidence to the YJB and board.
The responsibility for victim work needs to be considered across the whole service to ensure that victims have a high profile, and their views and wishes are considered by all staff across the organisation.	This will form a key priority area within the working group with improved processes and training to put victims at the heart of the work that is undertaken.	Victims will be at the heart of the work undertaken alongside that of our children for improved outcomes for all.

Understanding and responding to serious youth violence and the exploitation of our children



What do we need to do?	How will we do it?	What are our hopes?
Work in partnership through the CE and SYV board, VRN and SPB to	Strong partnership action plan sharing data to inform	A reduction in serious youth violence and exploitation.

provide detailed analysis of data sets and trends to fully understand and be able to respond to youth violence and exploitation	recommendations and learning sets	
Strengthening the analysis of our assessment process and using every available piece of information to inform our delivery methods	Training for staff on analysis as part of assessment processes and ensuring analysis, planning and delivery is dynamic and responsive to need. Use of police intelligence to inform decision Mapping cases to strengthen our responses and that of our partnership approach.	Improved outcomes for our children, victims and communities.
Update the MAPPA (Multi Agency Public Protection Arrangements) information available to all staff and ensure all staff are full trained in MAPPA . .	Update MAPPA information to staff Check training and understanding of staff routinely as part of QC Ensure our audits of MAPPA cases are moderated and signed off by a team manager and routinely reported on in our performance report to board if improvements are identified with clear recommendations.	Strong approach to MAPPA across the system
Strengthen risk mapping of children	Using SOS approach and revisiting this within case work Utilising CMDP effectively with improved oversight by managers	Improved risk mapping in cases with strong management oversight
There is appropriate senior leadership oversight and attendance in Local Risk and MAPPA panels.	Identified leads for MAPPA 2 and 3	Continued 100% attendance at right level.
Understanding and responding to serious youth violence, gangs and the exploitation of our children remains a priority and features within our strategic priorities. • We are a core partner of the Leicester Violence Reduction Network • We have contributed to the development and review of the Serious Violence Strategy and strategic needs assessment of serious violence.	Using the data to inform delivery and resources improve assessing, planning, and delivery practice to ensure consistent and high-quality operational activity to keep children and communities safe. To improve the use of information about children's past behaviours and convictions when considering children's risk to the community. Potential patterns in behaviours need to be identified and analyse the circumstances, nature or context of where harmful behaviour may occur again. To strengthen practitioners' skills in assessment and analysis to	Keeping our children, victims and communities safe and responding to risks swiftly. Reduction in reoffending and serious violence

• Focus on improving the quality of risk assessments completed by our staff, safety plans and analysis of offending behaviours. Engage with the MAPPA support unit to secure training for our staff. Implement new ISS Local Standard to ensure that children subject to ISS are receiving an effective range of interventions., support and contact levels appropriate to need and risk.	ensure they cover why they have excluded some children's relevant risky previous behaviours in their current risk analysis. To improve staffs' ability in assessing activity to sufficiently identify the concerns or analyse the support and interventions needed to keep everyone safe. To strengthen staffs' approach to assessing changes in a child's life and analysing the impact of that change on the safety of the child and others.	
To track data on Habitual knife carriers and support and interventions to identify and swiftly reduce the numbers of children carrying knives.	Improved data and tracking Targeted interventions for those identified at risk of or HKC	Reduction in knife crime and HKC with a continuation of the downward trajectory.

Tactical Priorities (not KPI's)

1. To improve how we hear and maximise the voices of those we work alongside.

What we need to do?	How will we do it?	What are our hopes?
Refresh our participation strategy to include the voice of our victims	Ensure victims are included in all policies and strategies.	To apply the Lundy model to our victims so that they can help shape our service delivery over the coming months.
Continue to use our QA framework to hear our children, victims and families to inform our service delivery and future intentions	Refresh our QA framework and ensure all voices are heard and responded to.	Service delivery is shaped by our children, families and victims.
Consider a children's delivery group that feeds into the operational and strategic boards or other mechanisms to gain children's voices – The Rights and Participation service manager has been tasked at the board, in May, to explore options. .	Consider how this could be established by asking children first and developing it from there through the support of the participation service manager. Service manager is presenting a paper at the next board in September to consider options.	A strong influential group that helps shape and design future service delivery for CYPJS.
Have the Rights and Participation Service	Identified the service manager to attend future boards as well as	Strong evidence of service design by our children,

manager attend Boards to promote, influence and challenge this work and its progress as well as board member championing work and voice of victims.	two board members championing victims' voices.	families, carers and victims. Board member championing the voice of our children.
As part of our QA process check with our children, wider networks and where appropriate our victims to gain feedback on the progress and any areas for development/concern.	Team managers to include routine calls to children, families, carers and where appropriate victims as part of the audit of the case to enrich the learning	That the information provided improves our service delivery by ensuring those in receipt of it have a direct say in feedback process.
Children, victims, and families feel heard and valued which in turn strengthens restorative and relationship-based practice	Although as a service we have string relationship-based practice the aim is to strengthen restorative practice based on the voice of all involved in the child's life To increase RJ processes. To put the RJ and victim coordinator under one team manager to ensure a consistent approach to delivery of practice.	To increase RJ processes through the voice of our children, families, carers and victim's input.

2. To better understand and respond to the health needs of our children

What do we need to do?	How will we do it?	What are our hopes?
Revisit our health dashboard and ensure its use is embedded in practice. To use the dashboard to track themes and trends to provide a better understanding of the needs of our children and provide formal feedback in our performance reports to board.	Check the use of the dashboard Check how staff are using the information for their assessments, planning and delivery Revisit any gaps in understanding. Track themes and trends to inform a better understanding of health needs. To revisit at Board in September 2025 as a spotlight session to inform next steps	That the service has a full picture of the health needs of our children and any identified recommendations for improvement in services or adapting service delivery styles to meet needs.
Remain committed to, prioritise and address the area of trauma and emotional trauma in the lives of children. This work is fully embedded in practice alongside the ACE project and can be evidenced in audits routinely. However, it must be evidenced at the earliest opportunity for our	Officers to receive further training on how to identify trauma and the timelessness of engaging the trauma team into practice and consultation.	To improve the timeliness of support being offered as well as responsive to a change in needs.

children with clear trajectories of support.		
To oversee referrals and engagement with all health providers including turning point, CAMHS and ACE as a minimum.	Routine spotlight on data sets to inform any improvement areas. To reduce and remove any barriers to engagement.	Ensuring all children are assessed appropriately and supported to engage in any health service interventions.

3. To continue to strengthen culturally responsive services which promote equality, reduce discrimination, and enable our children, caregivers, victims, and staff to thrive

What do we need to do?	How will we do it?	What are our hopes?
Ensure that adultification and ethnic disparities are considered throughout all processes.	Update quality assurance tools, assessment tools, PSR (Pre-Sentence Report) templates to ensure that adultification and ethnic disparities are considered and ensure a child first approach.	That our service continues to strengthen its already strong culturally responsive services (as recognised by HMIP June 2025 report)
To monitor disparities within sentencing and outcomes for our children.	Monitor ethnic and cultural backgrounds throughout all performance reporting and utilise the disproportionality action plan to continue to drive improvements. To monitor disparities through our PSR congruence tracking.	That there is no evidence of disparity within sentencing or outcomes for our children.
Ensure team briefing and meeting agendas include sections on Equality and Diversity and performance data	To ensure this is kept “alive” with all staff throughout their daily work To identify training needs as they arise.	To ensure equality and diversity are a golden thread throughout all strategic and tactical developments.
To develop and re-launch a consistently used PSR feedback form for magistrates and Judges that captures the child’s ethnicity and concordance with recommendations. This will need to be analysed quarterly and reported through the board and court liaison meetings within the performance report.	To help shape appropriate actions from the feedback forms and provide recommendations to the board	That PSRs are consistent for all children and that we address any unconscious bias in our reports or sentencing outcomes.

4. Workforce development

What do we need to do?	How will we do it?	What are our hopes?
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Investment in staff recognising we have a strong passionate workforce that puts the needs of children at the centre.	Strong training offer in place Quality Supervision and group supervisions Sense of share ownership and identity Yearly quality conversations reviewed quarterly.	Continue to maintain a committed and passionate staff group as identified by HMIP 2025
Training and development to meet development needs inc: -Management oversight and consistency in approach -Management training for high challenge space and other identified areas. -Analysing information as part of assessments -SLNC training to be able to identify needs -Individualised support and intervention for children -Restorative justice and victim work -Training as identified in QC	Check all QC are taking place, and managers are pulling together a yearly training plan for the service that is monitored and delivered on. Corporate management training is being commissioned to support team managers and service managers across children's to improve the high challenge space. Regular benchmarking exercises to ensure consistent auditing	Better training that meets the needs of service delivery and quality of assessments, planning, delivery and management oversight
Strong management oversight /QA framework There is a need to strengthen quality assurance and management oversight of cases- this has been judged as weak, not evident and inconsistent.	Support from external colleagues within YJB to provide benchmarking exercises. Refresh the QA framework and ensure its fit for purpose with clear monitoring and benchmarking processes embedded Revisit the quality assurance checks of the audits that are completed by managers.	Consistent and strong management oversight that is shifting practice for better outcomes for children, victims, families and communities
Succession planning as part of the quality conversations	To ensure all staff have received a robust QC and that the service has ensured succession plans are in place.	Investment in staff and ensuring succession planning is robust and monitored so staff are trained and able to flex when there are staff leavers and opportunities to develop in different roles.
Volunteer offer to be refined and ensuring there is one offer and one training programme	One offer and one core training programme delivered with additional training for chosen specialist areas. To reduce duplication in the system and enhance the offer.	Clear volunteer offer that is robustly in place and grows the number of volunteers and their impact.

To celebrate success in teams more effectively and consistently by managers	There are numerous opportunities to celebrate the success of staff including the service wall of fame. Youth justice management need to consistently use these opportunities to ensure staff are celebrated for the work they do.	Improved use of commendations for youth justice staff
A new operational service delivery plan to be designed to ensure the vision and of direction of the service is captured in a clear plan	To develop and use a service delivery plan to drive the operational developments of the service and strengthen practice.	Continuing to strengthen practice in areas identified through robust QA approaches.
To ensure the service remains committed to staff events, team meetings and reflective supervision with strong management oversight on cases.	Using the systems in place and reviewing areas that need strengthening to improve practice and strengthen the resilience of the workforce.	A highly skilled workforce delivering best practice through strong management oversight. Feeling part of the system through full-service meetings, divisional meets etc and capitalising on strong and effective communication platforms.

Section 10

Standards for children in the justice system

YJB Oversight Framework launched in 23/24 outlined the approach to overseeing performance of YJSs (Youth Justice Services). This framework formalised:

- the mechanisms used for oversight of and assurance against performance outcomes.
- how compliance against the terms and conditions of the youth justice core grant is confirmed
- how effective practice across the system will be identified.
- when and how support is provided to drive up standards in delivery.

At the time of writing this plan the YJB, In February 2025, placed Leicester in Domain 3 from domain 2 due to the concerns regarding FTE rates. An action plan, received by the Board in February 2025, has been used with the YJB to monitor activity to improve the reduction in FTE. Indications to date are encouraging with a reduction in FTE being realised in Q4 2025 as well as early indications of a significant reduction in Q1 2025. Ongoing scrutiny is taking place, through a working group, and quarterly updates to the Board will with the drive to move back to domain 2 but more importantly reduce the unnecessary over criminalisation of children.

We continue to work closely with the YJB, who remain a member of our strategic partnership Board. As part of this collaboration, there are regular conversations to identify opportunities for us to draw upon any help and support that we or the YJB identify as adding value to our continued development. This has recently included support with QA activities and sharing best practice.

National standard self-assessments were introduced in 2023, and the service is awaiting the next self-assessment theme. These are undertaken in partnership and outcomes and improvements shared at the board.

We will continue to strengthen our QA and learning opportunities to shape our improvements. We have a number of activities planned over the coming 12 months:

- Themed audits for the year are in place, including resettlement, court, custody, Domestic abuse, Speech language and communication and Children Looked After.
- Built in opportunities for joint/collaborative audits with the partnership including Probation and Children's Social Care.
- 6 monthly multi agency audits using the HMIP framework.
- A benchmarking exercise with Managers, jointly facilitated by the YJB, examining quality
- assurance of assessments.
- Reoffending deep dive report and action plan
- Internal learning reviews following any serious incidents.
- Management oversight Audit
- Children on community orders
- Victim Work

Section 11

Our workforce

We have continued to invest in and develop our staff. We want our staff to have the appropriate skills, knowledge, resources, and support to enable them to be effective and competent practitioners and managers. We want our teams to have access to high quality, helpful and reflective supervision, group supervisions and quality conversations. We are committed to ensuring that staff have access to a range of relevant development opportunities, including opportunities to support their personal growth and professional development. Feedback from HMIP and the practice focus week in November 2024 highlighted a committed and passionate staff group that ensure that they work hard to engage children and develop strong working relationships. They put children at the heart of what they do and are positive about the support they receive.

CYPJS has a diverse workforce that reflects the diversity of the local communities that it serves. The entire workforce is employed permanently, apart from some members of the Early Intervention Team and a range of short, funded projects that sit within that area. Whilst there is an underrepresentation of female employees in all parts of the service, apart from management, there has not been any detrimental impact on front-line service delivery specifically towards our females that may require female practitioners. However, this will continue to be an area that we monitor. Currently, this is not problematic as the local demographic of the cohort of young people we are working with are predominantly male reflective of our workforce for both gender and ethnicity. (Appendix 1: Structure chart of the service).

Through our disproportionality of ethnicity work, we identified an underrepresentation of managers who are from our global communities. As youth justice staffing structures tend to be more stable with less movement, we have incorporated actions within our disproportionality plan to include opportunities for shadowing and matrix management and active involvement in our Local Authorities' commitment to reverse mentoring, this continues to be prioritised. The Local Authority has also recently invested in a leadership course for our global majority staff groups to enable them to further develop their skills set and help support them in building portfolios to be recruited into leadership positions.

The service routinely updates its quality assurance activity schedule outlining CYPJS 2025-26 quality assurance activity with broader actions tracked and progressed through the improvement/business plan. However, having received feedback from HMIP on management oversight of cases this will be refreshed and strengthened. CYPJS has held, and will continue to do so, bi-monthly developmental practice workshops, and build on the quarterly service meetings which cover a variety of quality improvement activities. Board member governance and scrutiny of quality assurance processes will be a key priority. This will be strengthened by ensuring external scrutiny and challenge is in place.

Workforce Development Training and learning are delivered through internally commissioned training/workshops for CYPJS-specific activity, accessing the divisional and corporate training programmes and through self-directed research. Children services are undertaking a skills audit as part of its transformation programme for Family Help. This will include all staff and will help shape Youth justice skills base and development over the coming 12-18 months.

Section 12

Innovation and evidence-based practice

Although this past year has certainly brought some challenges, but the service has continued to be innovative with several achievements to be proud of. The following outlines some of the examples of success:

Ongoing work to capture the voice of children: Children wrote the first child plan in 2023/4, and we are committed to our children writing their yearly plan to help us ensure they are central to the development of the service. We have ensured a qualitative approach to capturing verbatim thoughts, feelings and experiences of children. We have ensured we are engaging, interactive and finding modern ways of capturing children's voices for example through Podcast. Referral Order Panels are facilitated so children and their families can have a say on what is included in the order i.e. areas of help and support (participation and co-production). We are seeking to develop opportunities for children to be offered apprenticeships at the service as well as providing volunteering opportunities.

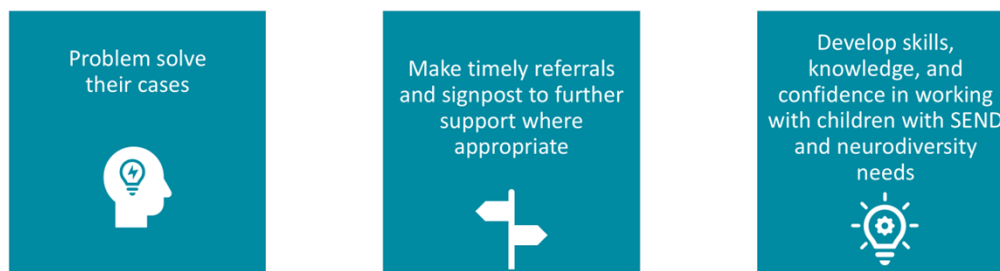
We ensure children can request reparation placements that are suitable for them. We strive to ensure we work flexibly and individualistically with children to ensure there is value for the community and themselves in their reparative activities. We have strengthened our child first approach across the partnership and HMIP were highly complementary of our child first approach and embedded participation principles. They saw that children co-produce their plans consistently and children were clear that they felt heard and listened to.

The development of a dedicated SEND Panel which has been highly regarded by HMIP. This work has supported the CYPJS being awarded the SEND Youth justice Charter Mark and commendation for its child first approaches and SEND leadership award in June 2025.

CYPJS SEND Panel Purpose



An opportunity for CYPJS staff to discuss any children on their caseload who may have a SEND need/ neurodiversity in a multi-agency forum, enabling staff to:



- Investing to save, as part of supporting the preventative agenda, has been a priority for CYPJS over the past year and will continue to do so throughout 2025/6. Examples to date:

The Early Interventions Team was independently evaluated, and the independent evaluation report of the Early Intervention Team was published. The findings demonstrate the significant impact the team are having on children and families across Leicester City.

The Phoenix Programme, formally Focused Deterrence, launched in July 2023, CYPJS has been a significant partner in the design and delivery of the programme and will provide intensive support to children identified through the programme from Early Intervention and statutory areas of the service. This has now been extended until December 2025 with slight variations on the criteria being considered.

- Dynamic management of all Habitual Knife Crime Carriers including all children not just those open to CYPJS. Each child is reviewed monthly, packages of prevention, partnership involvement and sustainability planning is reviewed, all recommendations made are shared with partners and professional support is provided by CYPJS if requested. The data is tracked on a quarterly basis and updated through the performance report to the board.
- The REACH Team: Following a successful bid in partnership with the Violence Reduction Network and Leicestershire County Council. We developed a programme that reaches out to children who are at risk of exclusion or who have been excluded from education. The intervention adopts an innovative contextual prevention approach, spanning schools and the immediate community vicinity to proactively identify and engage children at 'teachable' moments in 'reachable' spaces thus recognising that school-based behavioural events are precursors to exclusion and criminal activity. Working alongside schools identified for high exclusion rates, children are identified for intervention using clear eligibility criteria. The overall aim of the intervention is to help children gain the skills and knowledge to improve their life chances and avoid further exclusion from school and becoming engaged in serious

youth violence. The delivery was independently evaluated by Sheffield Hallam University whereby it was highly regarded with strong evidence of impact. Although the funding from YEF has now ceased, the partnership agreed that due to its success it would be funded for a further year through a prevention grant. Work is now required to consider how to sustain the model and ensure it is still targeting the right schools as well as any growth in mentors to support children within the schools. This will also be aligned to the Prevention partnership panels that will be piloted in Leicester in the autumn of 2025.

- The service has embedded a robust offer to children who have experienced Adverse Childhood Experiences, (ACEs) in their lives and how to support children with a history of trauma. Staff have been fully trained, and regular case formulations take place to enhance the direct work with our children. This was highly commended by HMIP.
- Focussed deep dives, through task and finish groups, exploring disproportionality and unconscious bias within the CYPJS cohort in relation to ethnicity and children who are looked after. All staff have received training, and the recommendations are routinely revisited and presented to the management board for ongoing development and sharing of best practice. The service has embedded the identification and support relating to diversity needs into all areas of practice and this was highly commended by HMIP.
- Victim empathy workshops are delivered throughout the year with children encouraged to be creative in their design and delivery. Below are some examples of the workshops delivered, including children creating their own food bank for a local charity and children making sensory baskets for children suffering with anxiety.

Victim empathy workshop



Six young people from the Children and Young People's Justice Service completed a victim empathy workshop including a mini restorative action project, where they planned and created their own food bank donation to Open Hands Compassion Centre in Leicester city centre.

I would like to say a huge Thank You on behalf of Open Hands to the young people for collecting food donations. I always believe that everyone can do something to help others, so I thank you for being proactive and being willing to help others alongside us.

Debbie Watson
Operations Manager Open Hands



Victim empathy workshop



Victim empathy workshop including sensory basket project.

January 2024



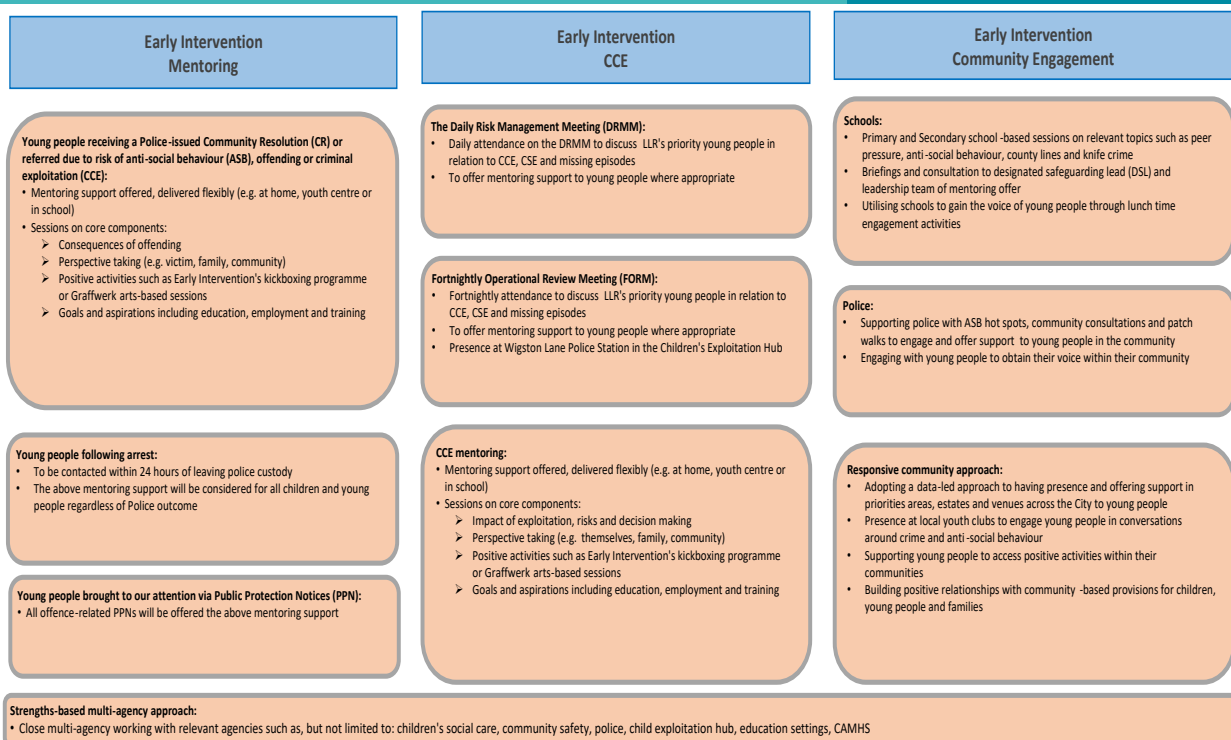
Three young people from the children and young people's justice service completed a victim empathy workshop including a mini restorative project, making sensory baskets for young people suffering with anxiety.

- Leicester City Violent Crime Joint Action Group (JAG) and youth JAGs. Working in partnership the JAGs have been redesigned across the city to provide greater collaboration and integrated working and ensure youth jags are seen as a key to this. There are two youth jags that have now been established, and the service is encouraging children to participate and have a say in what is needed to keep them and their communities safe.



- The Early Intervention Team has now been operational and significantly grown since November 2019 and has provided intervention to more than 2,000 children. The team now consists of a Diversion Team, a team of Prevention Officers assessing and delivering interventions with children receiving Out of Court Disposals via the newly remodelled Joint Decision and Resolution Panel, (JDRP).
- The Early Intervention Team also has a Mentoring and Community Engagement Team that works with children identified as at risk of offending, committing ASB or becoming victims of Criminal Exploitation. These children receive a full assessment of needs and intervention to develop current strength therefore reducing the risk of escalation into criminality or exploitation.

Youth Support Service Early Intervention



Community Cohesion

Community cohesion is at the heart of the Early Intervention agenda, offering a proactive and reactive service to communities in partnership with the police and local organisations. Police led data is utilised to assist the team in providing a proactive targeted schools intervention where there have been escalations in ASB or concerns relating to children becoming at risk of CCE. Workshops have been delivered in secondary schools and in primary schools where children will be transitioning to secondary schools. These have been positively received by school staff and children and will be an area of further development in the coming year.

Unfortunately, Leicester has seen some high-profile incidents and murders in the past year. The team was able to respond quickly to support children and communities following these events, including working alongside colleagues from the Youth Service, Community Safety and the Police to ensure a coordinated response to the needs of the community.

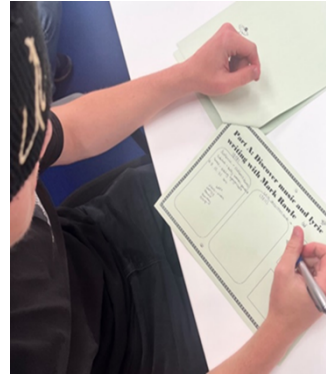
The team also worked alongside the Community Cohesion Policing Team in the East at the beginning of 2024 due to ASB near Spinney Hill Park. Activity included:

- Attending community events at the Mosque, local BEAT surgeries, patch walks and undertaken consultation with young people in Evington, new parks and Beaumont leys in partnership with police, to gain children and young people's voice on development of a new youth centre in the area
- Working closely with grassroots organisations throughout Leicester, i.e Team Hub community centre in New Parks, to build relationships with estates on the West
- Placing ourselves in community venues, support alongside Youth Service colleagues to engage children at risk of offending, ASB and CCE



The service is still committed to delivering a The Summer Arts College (SAC), even though there is no available funding being provided. The programme is run over several weeks during the school holidays and provides children with the opportunity to participate in art-based activities, whilst working towards an Arts Award. As well as supporting children to desist from further offending and develop interests, The National Criminal Justice Arts Alliance advocates for arts being utilised within a Criminal Justice Setting as it improves wellbeing, encourages an interest in learning and helps young people build positive identities. Previous years have seen young people open to Leicester CYPJS attending workshops by local arts organisations such as “Graffwerks”, who supported them in designing and spray-painting graffiti murals in two of the City’s Youth Centres





Following significant ASB at a shopping centre within the city, that was placing children at risk of entering the Criminal Justice System, Early Intervention alongside the Youth Service was able to work in partnership with the Police and other community groups to establish a Youth Club in the vicinity, this is now well established and will continue this year. As a result of this, there has been a significant reduction of ASB, with the police attributing this to the work of Youth and Youth Justice, publicising this on their Facebook page. The team will continue to use police data and intelligence to respond to the needs of children and local communities.

The Early Intervention Team is constantly looking for new ways to identify children at risk of offending, ASB or criminal exploitation and to offer intervention at the earliest opportunity. In August last year mechanisms were put in place to facilitate contact with every family of children being arrested and held in Police custody. These children are offered mentoring support irrespective of the Police outcome, including No Further Action (NFA), Released Under Investigation (RUI) and bailed. The pilot of this is showing a positive impact for children and will continue next year.

Section 13

Partnership and service delivery plan

The service has a partnership plan that is owned by the Management Board and a service delivery plan ensuring the operation needs are captured and developed in a timely fashion through a robust plan. We will continue our journey of improvement incorporating the 8 recommendations from HMIP into the relevant plans. We will also continue to embrace our YJB monitoring visits to help us continue to strive for excellence. The service is committed to making the improvements required to ensure the best possible outcomes for our children, families, victims and communities of Leicester.

Section 14

Challenges, risks, issues and horizon scanning

This is undoubtedly a challenging but exciting time for us in Leicester and this plan has set out our ambitions and priorities for 2025-30. We know that the scale of change within Children's Services over the coming year will be unprecedented with the development of the Family Help approach, and whilst this brings with it significant opportunities, it also presents us with challenges.

At the time of writing this plan we had received our verbal HMIP feedback, draft plan and published report on the 24th June 2025 with 8 recommendations. The HOS had already started to scope out the improvement plan upon receipt of the verbal feedback and draft plan and it will be submitted to HMIP by 11th July 2025. This improvement plan will be embedded into the partnership and service delivery plan to ensure the improvements are driven forward and scrutinised regularly at partnership board level.

We also continue to operate and deliver within a challenging financial climate in Leicester, a climate which may in time have an impact on our ability to realise some of our ambitious plans.

The commissioning of a new Case Management system and its implementation during the HMIP inspection has caused significant challenges to the workforce. However, it is hoped that

the new system will be a better system once embedded and operating effectively. It is not yet clear how effective the reporting functions are. The transformation project team that supported the implementation of the new system required substantial resources, both in terms of financial investment and staff time at a time that the service was preparing for HMIP to arrive. The system was not fully operational upon their arrival which caused a risk to the successful outcome of the inspection and raising anxieties across the workforce.

Estates is also a key area of focus for us as we plan of the implementation of the Family Help model. We have heard that our staff do not feel that our spaces provide an appropriate or accessible place for our children and it's a challenging estate across the authority. A project board has been established which will map out neighbourhood resources, based on robust data sets, in anticipation of the development of the Family Help vision.

Leicester has had a challenging 12/18 months with an increase in Serious Youth Violence and subsequent increase in both remands and custodial sentencing, with a significant number of children not known to statutory services. Not only does it leave many of our children, victims, and communities at risk of being seriously harmed it also has an impact on our staff. These challenges around serious youth violence crosscuts with concerns regarding exploitation which often has its root causes in exclusion, poverty, abuse, and neglect amongst other things. This plan has clearly set out that we cannot tackle offending in isolation and has articulated our intention to work differently, creatively and with relationships at the heart of what we do. However, managing and containing risk through external controls is also a critical element to our ability to safeguard victims and protect the public and one that as a partnership we remain committed to.

Section 15

Appendices

Appendix 1 structure charts

Appendix 2

Appendix 3 participation report

Appendix 4 – most recent performance report

Section 16

Glossary of common youth justice terms

AIM 2 and 3 Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour

ASB Anti-social behaviour

AssetPlus Assessment tool to be used for children who have been involved in offending behaviour

CCE Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity

Children We define a child as anyone who has not yet reached their 18th birthday. This is in line

with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection. It sits within our child first approach

Child First A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion

Child looked-after Child Looked After, where the local authority after looks a child

CME Child Missing Education

Constructive resettlement The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social

Contextual safeguarding An approach to safeguarding children which considers the wider community and peer influences on a child's safety

Community resolution An informal disposal, administered by the police, for low level offending where there has been an admission of guilt

CMDP Case Management and Diversity Panel

EHCP Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs

ETE Education, training, or employment

EHE Electively home educated, children who are formally recorded as being educated at home and do not attend school

FTE First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (Youth caution, youth conditional caution, or court disposal)

HMIP His Majesty's Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services

HMYOI His Majesty's Young Offenders Institution

MAPPA Multi agency public protection arrangements

MFH Missing from Home

MOJ Ministry of Justice

NRM National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them

OOCD Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court.

Outcome 22/21 An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending

Over-represented children

Demographics - Appearing in higher numbers than the local or national average