



DATE: 9 May 2023
MY REF: RW/CCouncil
PLEASE ASK FOR: Mrs. R. Whitelaw
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Dear Sir/Madam

I summon you to the MEETING of the LEICESTERSHIRE COUNTY COUNCIL to be held at COUNTY HALL, GLENFIELD on WEDNESDAY, 17 MAY 2023 at 2.00 p.m. for the transaction of the business set out in the agenda below.

Yours faithfully

Chief Executive

AGENDA

1. To elect a Chairman.
2. To elect a Vice Chairman.
3. Chairman's Announcements.
4. To confirm the minutes of the meeting of the Council held on 22 February 2023. (Pages 5 - 26)
5. To receive declarations by members of interests in respect of items on this agenda.
6. To answer questions asked under Standing Order 7(1)(2) and (5).
7. To receive position statements under Standing Order 8.

To consider reports of the Cabinet, Scrutiny Commission, Scrutiny Committees and other bodies:

8. Reports of the Cabinet.



- (a) Youth Justice Plan 2023 - 27. (Pages 27 - 74)
 - (b) Dates of Council Meetings. (Pages 75 - 76)
9. To make the following appointments in accordance with items 11 and 12 of Standing Order 4:
- (a) To appoint the Leader (and to note the members which the Leader proposes to appoint to the Cabinet);
 - (b) To appoint such Cabinet Support Members as the Council considers appropriate;
 - (c) To appoint members of the Scrutiny Commission, Boards and Committees.
10. To consider the following notice of motion:
- (a) Special Educational Needs and Disabilities (SEND) - Mr Max Hunt CC.
 - (a) Leicestershire County Council acknowledges that an increasing number of pupils are requiring a place within a special educational needs or disabilities (SEND) setting or with support in mainstream education.
 - (b) The Council acknowledges the financial challenge, which is adversely affecting the delivery of SEND education and transport at the present time and notes that:
 - (i) Demand for SEND in Leicestershire is higher than most other comparison authority areas;
 - (ii) Leicestershire's geography, the location of existing SEND places, and reliance on independent sector providers contribute to the constant budget pressures in SEND provision despite significant capital investment delivering c600 new places;
 - (iii) The limited funding historically for mainstream education placed additional pressure on the SEND budget, with many Leicestershire primary and secondary schools being on the funding floor;
 - (iv) The law stipulates that processing Education, Health & Care Plans (EHCP) for a SEND pupil should last no more than 20 weeks. This target is often not met, which creates additional pressure and stress for SEND pupils, their parents, and carers;
 - (v) Some Leicestershire households with SEND pupils are

not receiving the level of support that we aspire to deliver;

- (vi) The Council has been working with Newton Europe – an operational improvement consultant - to develop a plan to manage the financial challenge of the increased demand for SEND in Leicestershire.

(c) This Council remains concerned that:

- (i) Leicestershire places high numbers of SEND children in the independent sector and is unable to provide enough places within local authority provision;
- (ii) Managing costs within the current level of grant funding is not possible given the current levels of demand and deficits on the SEND budget will grow in the current MTFS;
- (iii) The wider picture is concerning. SEND budget deficits across English local authorities now exceed £3 billion.

(d) The Council, therefore, resolves to:

- (i) Write to the Prime Minister and Chancellor of the Exchequer to highlight the urgent need to review SEND funding, both in terms of the provision of additional school places and the funding allocation per student;
- (ii) Request emergency funding to support the processing of SEND applications to meet the 20-week target.

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**MINUTES OF THE MEETING OF THE LEICESTERSHIRE COUNTY COUNCIL
HELD AT COUNTY HALL, GLENFIELD ON WEDNESDAY, 22 FEBRUARY
2023**

PRESENT

Dr. R. K. A. Feltham CC (in the Chair)

Mr. R. G. Allen CC, Mr. R. Ashman CC, Mr. N. D. Bannister CC, Mr. T. Barkley CC, Mr. P. Bedford CC, Mr. D. C. Bill MBE CC, Mr. G. A. Boulter CC, Mr. S. L. Bray CC, Mr. L. Breckon JP CC, Mrs. L. Broadley CC, Mr. B. Champion CC, Mr. N. Chapman CC, Mr. M. H. Charlesworth CC, Mr. J. G. Coxon CC, Mr. M. Frisby CC, Mrs. H. J. Fryer CC, Mr. S. J. Galton CC, Mr. D. A. Gamble CC, Mr. K. Ghattoraya CC, Mr. T. Gillard CC, Mr. D. J. Grimley CC, Mrs. A. J. Hack CC, Mr. L. Hadji-Nikolaou CC, Mr. B. Harrison-Rushton CC, Mr. D. Harrison CC, Mr. R. Hills CC, Mr. Max Hunt CC, Mr. P. King CC, Mr. B. Lovegrove CC, Mr. K. Merrie MBE CC, Mr. J. Miah CC, Mr. J. Morgan CC, Mr. M. T. Mullaney CC, Ms. Betty Newton CC, Mr. O. O'Shea JP CC, Mr. J. T. Orson CC, Mrs. R. Page CC, Mr. B. L. Pain CC, Mr T. Parton CC, Mr. L. Phillimore CC, Mr J. Poland CC, Mrs. P. Posnett MBE CC, Mrs. C. M. Radford CC, Mr. T. J. Richardson CC, Mrs H. L. Richardson CC, Mr. N. J. Rushton CC, Mrs B. Seaton CC, Mr. R. J. Shepherd CC, Mr. C. A. Smith CC, Mrs D. Taylor CC, Mr. G. Welsh CC, Mrs. A. Wright CC and Mrs. M. Wright CC

33. CHAIRMAN'S ANNOUNCEMENTS.

Death of Her Majesty, Queen Elizabeth II

The Chairman reminded members that the Council at its Extraordinary Meeting on 13th September resolved to adopt an Address to His Majesty The King which in part expressed deep sympathy on the death of his mother. The Chairman informed members that the King responded to the Council by sending a card, with a picture of himself as a child with his late mother, thanking the Council for its generous message. The address and card had been framed and put up in the Members' Lounge.

King Charles III Coronation

To celebrate the King Charles III's Coronation the Chairman would be holding a reception at Beaumanor Hall on Saturday 13th May. Whilst the reception was the week after the Coronation he still felt it was important to mark this very special occasion.

Stonewall Top 100 Employers

The Chairman was proud to announce that, for the twelfth year in a row, the County Council was included in Stonewall's list of 100 top LGBTQ+ friendly employers in the UK.

This year the County Council placed 48th in the Stonewall Workplace Equality Index, a list which recognised the Council's commitment to LGBTQ+ inclusion safety and visibility in the workplace. Leicestershire was the highest

ranking council in England and had also been given the prestigious Gold award for “excellence in providing an inclusive and welcoming environment.”

Members joined the Chairman in congratulating Council officers, particularly those in HR and the Equalities Team, for this achievement.

34. MINUTES.

It was moved by the Chairman, seconded by the Vice-Chairman and carried:

“That the minutes of the meeting of the Council held on 7 December 2022, copies of which have been circulated to members, be taken as read, confirmed and signed.”

35. DECLARATIONS OF INTEREST.

The Chairman invited members who wished to do so to make declarations of interest in respect of items on the agenda for the meeting.

All members who were also members of District Councils declared a registrable interest in relation to the Medium Term Financial Strategy (MTFS) 2023/24 to 2026/27 (minute 38(a) refers).

Mr Pain CC declared a non-registrable interest in the MTFS in relation to passenger transport issues as his family operate a taxi business (minute 38(a) refers).

Mr Phillimore CC declared a non-registrable interest in the MTFS in relation to Special Educational Needs and Disabilities (SEND) issues due to his wife’s employment (minute 38(a) refers).

36. QUESTIONS ASKED UNDER STANDING ORDER 7(1)(2) AND (5).

(A) Mr Hunt asked the following question of the Leader or his nominee:

- “1. A recent highway application [2022/0946/07 (2022/RegMa/0069/LCC)] contains a response to the Climate Change Emergency [Paragraph 100 Climate Change/Sustainability] which states:

It is considered that the proposed development is aimed at easing congestion within the wider Coalville Area and providing for non-motorised users to access Coalville Town Centre via proposed walkway/cycleway. Thus, it is considered that the proposal would have broad sustainability benefits and there are no concerns in this [climate change emergency] regard.

Now that the authority is planning to meet Net Zero Carbon by 2030 (our own operations) or 2045 (for wider Leicestershire) to what extent do such developments contribute to our new Net Zero Carbon target?

2. Was the report suggesting that road schemes which reduce congestion also reduce the carbon emissions, even if traffic is increased.

3. How can the decarbonising effect of our highway schemes be consistently measured in future applications?

What increase in traffic is projected by the A511 scheme as a whole in the period of our Net Zero Carbon Strategy to 2045?"

Mr Pain replied as follows:

- "1. The Bardon Link Road application forms part of a wider package of measures set out within the Coalville Transport Strategy (CTS). This Strategy was developed to help alleviate the highway impacts associated with the planned growth across North West Leicestershire, without which congestion would likely increase along with vehicle emissions, thereby having a detrimental impact on the environment.

In line with Department for Transport (DfT) Guidance, the Council has prepared a Carbon Management Plan, which utilises the Carbon Reduction Hierarchy – as illustrated in Figure 1 below.

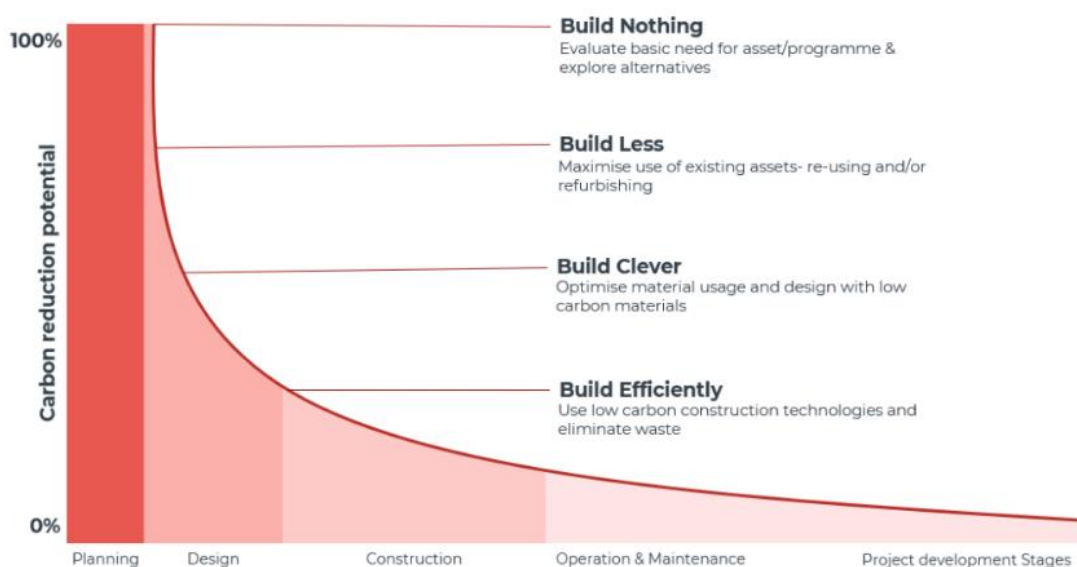


Figure 1: Carbon Reduction Hierarchy

The Carbon Management Plan (CMP) will quantify the baseline carbon impact of the project, which will be agreed with the DfT, and a suitable reduction target set.

Throughout the planning and design stages, the project team has examined ways to reduce the amount of new infrastructure needed and where this is not possible, the team has turned its attention to building less or designing more efficiently. The A511 Project Team has committed to appointing a Carbon Co-Ordinator who will take ownership of coordinating and ensuring the successful delivery of the CMP.

As the proposed scheme moves into the pre-construction stages, this work will continue with the selected Contractor to examine ways in which the scheme can be built efficiently using low carbon technologies wherever possible.

2. The proposed scheme is not designed to increase traffic, but simply accommodate for traffic generated by planned housing and employment growth across the Coalville area.

Without these improvements, traffic congestion along the A511 would likely increase having a detrimental impact on air quality.

Furthermore, the proposed scheme itself incorporates enhanced facilities for pedestrians and cyclists with a view to increasing modal choice and helping to maximise the use of sustainable modes.

3. The Department for Transport will soon be publishing Quantified Carbon Reduction (QCR) guidance; once it has been published and reviewed by the County Council, the QCR may be of assistance in establishing how the decarbonising effect of the proposed scheme can be measured as the construction stage of the proposed scheme is approached.
4. The proposed scheme does not generate traffic but has been designed more efficiently to facilitate trips associated with planned and committed developments across the Coalville area.

Due to a projected increase in population and employment, traffic flow along the A511 at certain points is predicted to increase in the morning peak from 1,788 vehicles (2017) to 3,061 vehicles by 2031, and in the evening peak from 1858 vehicles (2017) to 2,216 vehicles by 2031. This represents an increase of 71% and 21% respectively.

Scheme specific traffic flow data is not available for the year 2045.”

(B) Mr Parton asked the following question of the Leader or his nominee:

“In regard to the proposed saving PH8 ‘Review approach to homelessness support (- £300k from 2024/25), I am concerned this is being portrayed locally as a reduction by the County Council in the core funding of a charitable organisation, the Falcon Centre, when that is not the case. That has been explained to the Health Overview and Scrutiny Committee but I will be grateful if the Leader can clarify and put the position on the record at this budget meeting of the County Council?”

Mrs Richardson replied as follows:

“The homelessness support service costs Leicestershire County Council around £300,000 a year, with the work contracted out to Falcon Support Services and the Nottingham Community Housing Association (NCHA). The current contract ends on March 31st 2024.

The service provides a broad range of support to adults who are homeless or at risk of becoming homeless. This may include such things as supporting them to find secure stable housing, running benefits advice surgeries, supporting them to access appropriate health services or helping find

training, employment and volunteering opportunities.

The funding does not pay for the running of homeless hostel buildings, including the Falcon Centre.

The Homelessness Reduction Act 2017 placed a new duty on district councils (as the housing authorities) to prevent and relieve homelessness. The Department for Levelling Up, Housing and Communities has provided district councils with a homelessness prevention grant to deliver on these duties. In effect, the current service isn't a statutory duty for the County Council to provide specific services for individuals who are homeless, and the Council has not been a recipient of any grant funding that is focused on preventing or relieving homelessness."

Mr Parton asked the following supplementary question:

"The question referred to criticism being wrongly directed to Leicestershire County Council. Would the Lead Member therefore be against providing a clear explanation of the situation within Loughborough to the following three bodies: the Falcon Centre, the Member of Parliament and the Borough Council, and how can we deliver this explanation as soon as possible?"

Mrs Richardson replied as follows:

"I'm quite happy to do that. Unfortunately, a letter went out from the Falcon Centre that was a little misleading, in public. I have brought it to the attention of the District Councils etc., but I wasn't aware of where the letters had gone to. The Falcon Centre should already be aware, but I will re-emphasise it and I'm quite happy to send a letter out to clarify. There will be other people we won't be able to get hold of but, suffice to say, we don't fund buildings. We don't fund their Hub or their hostels. If we have been shoring them up then they've been using the money in the incorrect way. We do a lot on the benefit side, tenancy, to try and get all the people who are homeless back into society as much as we can and to give them as much help as we can. It's a very rounded provision."

(C) Mrs Hack asked the following question of the Leader or his nominee:

"With many Leicestershire Communities having lost a physical Sure Start facility due to funding pressures it was good to see an addition £1m had been awarded for 'Family Hubs' in Leicestershire. Please could we receive information on the work that is planned within the funding for Family Hubs:

1. Where will the Family Hubs be located, will these extend services within existing well established 'sure starts' or are we anticipating new facilities?
2. What is the timeframe of the support?
3. We note that this money is for transitional services, so what will happen after the funding period?

4. The case made in this council to close sure starts, was based on need, what need hasn't been met which has led to the bid for additional money?"

Mrs Taylor replied as follows:

- "1. Family Hubs are a blend of physical spaces and on-line/web-based services.

The principal idea behind Family Hubs is that they will support all families with children 0-19 (up to 25 with SEND) to access information, advice and where needed, services.

The project commits to working with families and communities to ensure the Family Hubs provision is planned around local needs. The County Council is working towards establishing a hub and spoke model with one hub in each locality outlined below.

The hubs (both physical and on-line) will act as a central access point to all services available to families. The Council's ambition is that the hubs will be the first point of call for families needing support and information around services such as social care, relationship support, mental health services and health services. The hubs will support other delivery/information sites in each locality.

The initial plan is to have the hubs in the Children and Family Wellbeing Centres in the following localities:

- North West Leicestershire
- Charnwood
- Melton
- Harborough
- Blaby, Oadby, Wigston
- Hinckley

In addition, officers are working with Library Services to explore how best to make use of library facilities in areas which do not have a Children and Family Wellbeing Centre. For example, they are talking to Midwifery Services about the spaces they need to deliver clinics to pregnant women in some of the more rural areas. Officers are also looking at how they can provide appropriate training (for example, Mental Health First Aid, Trauma Informed Practice, Making Every Contact Count) to library staff so that they are able to advise and signpost families to relevant services.

These libraries will become Family Hub 'spokes'. This will all be supported by the development of a Family Hub website which will become an on-line one-stop-shop of information and resources for both families and professionals.

The County Council will not be creating any new facilities, i.e. there is no funding for new buildings; this is about making best use of existing spaces and ensuring all families can access the right information and support needed.

2. The funding is in place until March 2024.
3. All the work being undertaken is building sustainability into the approach.

For example, a 'Maternity Champions' pilot is being launched in Loughborough to reach out to women who are not attending maternity appointments. It is known that Black and Asian women have an increased risk of dying during pregnancy and childbirth, so it is important that officers work with communities to understand barriers to accessing services.

The pilot will identify, train and support 'maternity champions' to help spread knowledge and information around pregnancy, childbirth and the early years within specific communities. These champions will then be supported by the Children and Family Wellbeing Service Volunteer Scheme.

4. Whilst buildings have a role to play in the delivery of Family Hubs it is not an entirely buildings-based programme.

There is significant emphasis on use of digital and on-line resources enabling families to access information and advice in ways that suit them and at times that suit them.

The Council will be developing a website that will serve as a one-stop-shop for information, advice, and resources. Work is being undertaken with partners to ensure the website contains appropriate links to partner services. Self-help resources will also be developed for families, as well as resources which professionals from all agencies will be able to use to support their work with families.

Since Covid, families have been accustomed to accessing services in different ways and this funding is helping us to align more closely with what families need. It will also enable digital poverty to be tackled by providing more public-access technology in the centres for those who do not have access at home.

Additionally, opportunities for integrated service delivery are being explored with partners, again looking at making best use of existing buildings. An example of this is the work being undertaken with maternity services to support their outreach to women who do not live near health facilities. Officers are also talking to Adult Social Care about closer working in cases where for example a parent has mental health difficulties and needs specialist support.

Family Hubs have a much wider remit than the Sure Start programme which was focused entirely on the 0-5 age group. Family Hubs certainly build on the foundations of Sure Start but encompass some newer developments such as the Reducing Parental Conflict programme. Research states that relationships between parents impact whole family relationships, even when parents are no longer together. The impact of

children being exposed to frequent unresolved conflict between their care givers can be significant and long lasting in terms of children achieving good outcomes across health, education, and social care.

Through the Family Hubs programme, a much wider cohort of public facing staff (i.e. in libraries and other public access buildings) will be trained to be able to recognise issues such as parental conflict and provide information, advice and signposting so that they can access the support they need.

Mrs Hack asked the following supplementary question:

“The question I asked was we know the money is for traditional services so what will happen after the funding period? So far there's one example of looking to volunteers. I was wondering if a fuller response could be given please?”

Mrs Taylor replied as follows:

“Yes, I'm happy to put a full response in email to you but I think the plan is for that money to be used. We've got just under £1 million to get all the hubs up and running and the website etc., then it will become business as usual. We're looking to sustain it going forward out of our own budgets if there's no further funding coming.”

[Subsequent to the meeting Mrs Hack was advised as follows:

The funding received from the Department for Education is to support Leicestershire County Council to transition to a Family Hubs model of working. In February 2022 it was agreed by Cabinet that Children and Family Services, and in particular the Children and Family Wellbeing Service, would move towards a model of delivery based on the national Family Hubs framework. The successful application for grant funding means that the work to transition and to enhance some of the developments, such as the website, can be accelerated. Until the funding was confirmed progress towards working in this way had been made based on existing budgets and resources.

There are 3 main elements to the funding:

- 1. Community engagement. This involves working alongside families to ensure they are involved in developments and have their say in how services are being delivered. There are both short term and longer elements to this. Some families they may not wish to be involved in developments in an ongoing way and they will be supported to participate through events, focus groups, surveys etc. It is also hoped to recruit other families who want to stay involved with the County Council through locality parent forums. These parents will be recruited through the community engagement work but will be supported long term through the CFWS Volunteer programme and locality management teams. As mentioned previously, the more targeted engagement work involves developing 'maternity champions' in Loughborough. These*

champions will be supported beyond the funded period through business as usual, i.e. the CFWS volunteer programme/NHS parent forums.

2. *Development of a Family Hubs website. The grant will fund the development costs of the new website and this will include development of resources such as videos for families and professionals to use. Beyond the funded period the website will be maintained via business as usual resources i.e. it will be factored into existing roles within CFWS.*

3. *Extending the reach to communities through the use of existing other buildings such as libraries. The main focus is on providing training to front facing staff in a range of buildings which include libraries. Wherever possible the training is being delivered through a 'train the trainer' model so that staff within the CFWS workforce, or within Learning and Development, are trained to deliver the training themselves. This brings a measure of sustainability to the approach and can be incorporated in business as usual. Since covid a lot of training has been delivered in the virtual space which means it is much easier and more cost effective to deliver. Other elements of the grant funding for buildings are around signage, displays and resources. These are mostly one-off costs.*

The Children and Family Wellbeing Service will carefully consider the longer-term implications of any proposed changes to service delivery (for example, public opening hours of CFWS buildings) to ensure that costs can be met within budget. The project is being monitored by the Departmental Management Team which includes Finance Business Partner.]

(D) Mrs Hack asked the following question of the Leader or his nominee:

“How much money has the County Council invested in the Investing in Leicestershire Programme (previously known as the Corporate Asset Investment Fund) on a year-by-year basis since it was created, could this be shown by each asset type?”

Mr Breckon replied as follows:

“The Investing in Leicestershire Fund (ILIP) has been successful in promoting economic growth and providing a steady and increasing investment return to support local services including those to vulnerable people. In the current financial year a net return of £6.5m is expected and total returns since its inception are £28.5m. In addition £8.6m of capital receipts have been generated. These assets will continue to generate income going forwards, including £47m over next four year MTFs period, including £17m of capital receipts. If the fund had not been established this revenue would not have been available.

The table below provides the detail by asset type.”

IILP Summary of Investments made										
Does not include capital value changes										
									(Forecast)	
Asset Class	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	Total	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Direct Non Core Commerical Holdings										
Development	Note 1	0	105	2,181	9,059	18,212	12,185	617	615	42,974
Rural	Note 2	0	3,460	0	0	0	0	0	0	3,460
Direct Non Core Commerical Holdings		0	3,565	2,181	9,059	18,212	12,185	617	615	46,434
Direct Core Commerical Holdings										
Offices		0	61	24,705	4,762	13,859	5,401	18	0	48,806
Industrial		0	4,747	163	3,392	7,695	116	77	0	16,190
Distribution		0	0	0	0	0	0	0	0	0
Other		0	0	0	3,141	8	0	0	0	3,149
Direct Core Commerical Holdings		0	4,808	24,868	11,295	21,562	5,517	95	0	68,145
Capital receipts		0	0	-5,334	-2,371	-60	0	-257	-564	-8,585
Core and Non Core Holdings		0	8,373	21,715	17,983	39,714	17,702	456	52	105,994
Diversifiers										
Pooled property funds		15,000	4,996	0	2,500	2,500	0	0	0	24,996
Private Debt	Note 3	0	0	7,000	13,000	-757	-3,972	7,966	3,995	27,232
Pooled infrastructure funds		0	0	0	0	0	0	0	8,780	8,780
CRC Bank Risk share		0	0	0	0	0	0	0	10,000	10,000
Diversifiers total		15,000	4,996	7,000	15,500	1,743	-3,972	7,966	22,775	71,008
Total IILP		15,000	13,369	28,715	33,483	41,457	13,730	8,422	22,827	177,002
Notes										
1. Non returning until transferred to direct core holdings										
2. Low returning. Held to provide new farm business opportunities, supports rural economies and delivers stream of capital receipts										
3. Shows the net position by year, investments less capital distributions										

(E) Mr Galton asked the following question of the Leader or his nominee:

- “1. How many children with Special Educational Needs (SEN) are still waiting for a school place for this academic year?”
2. How many SEN cases have gone to Tribunal in each of the last 5 years?

Of these, how many cases were conceded by the LA before the decision was made by the Tribunal? Please could you provide figures for each year.

Please could you provide a breakdown of the outcome of Tribunal cases i.e., cases found in favour of the Child and against?”

Mrs Taylor replied as follows:

- “1. There are currently 48 children with an Education, Health and Care Plan who are awaiting a specialist SEN placement who do not currently have a school place. This number changes week on week as new children arrive and children are placed in schools. The reasons behind the 48 children awaiting a place include: the child has just moved into Leicestershire and a search for a placement is underway, the child has

left their named placement and a search is underway for a new placement, the child is awaiting a start date for their identified placement. There are also a number of children who have been offered a placement but the parent/carers are not happy with the offer of placement made, therefore the Department is working with the family to seek to resolve matters in order to place the child in specialist provision.

Securing a suitable placement to meet the needs of children with special educational needs is a priority for the department and officers are working hard to ensure all children with SEN have a placement that can meet their assessed needs.

2. The table below sets out the numbers of SEN cases that have gone to Tribunal in each of the last five years. It includes the number of cases resolved prior to the hearing and the reasons for this, as well as a breakdown of the outcome of Tribunal cases.”

Calendar Year	Resolved prior to a hearing				Resolved by hearing		Ongoing	Tribunal
	Resolved prior (Parent)	Resolved prior (LA)	Transferred	Consent Order	Ordered	Dismissed		
2022	118	4	0	4	31	3	76	
2021	73	7	0	17	41	4	1	
2020	27	3	1	35	32	5	0	
2019	60	11	1	23	12	5	0	
2018	25	40	1	2	18	4	0	

37. POSITION STATEMENTS UNDER STANDING ORDER 8.

The Leader gave a position statement on the following matters:

- Support for Ukrainian Refugees;
- Earthquake in Turkey and Syria;
- Asylum Seekers;
- Coronation Bank Holiday Weekend;
- Children and Family Hubs Award;
- Suicide Prevention Conference;
- Buses – Innovating Schemes, Demand Responsive Transport and Fox Connect;
- Network Rail Performance;
- Leicestershire Climate and Nature Pact;
- Nursery Partnership with the National Forest.

A copy of the position statement is filed with these minutes.

38. REPORT OF THE CABINET.

(a) Medium Term Financial Strategy 2023/24 - 2026/27.

Mr Breckon, with the consent of the seconder of the motion, sought and obtained the approval of the Council to move an altered motion.

It was moved by Mr Breckon and seconded by Mr Shepherd:

- (a) “That subject to the items below, approval be given to the Medium Term Financial Strategy (MTFS) which incorporates the recommended revenue budget for 2023/24 totalling £512.1m as set out in Appendices A, B and E of this report and includes the growth and savings for that year as set out in Appendix C as amended by paragraph (a) (i) and (ii) below:
- (i) That the list of growth and savings proposals as set out in Appendix C of the report be amended as follows:

	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s
Delete the following savings item:				
ET9 Review expansion of community speed cameras	55	55	55	55
Add the following new growth item:				
Revenue funding of capital spend to finance the purchase of community speed cameras	45	45	45	45
Reduce the Service Reduction contingency	-100	-100	-100	-100

- (ii) That any residual funds not required from the Service Reduction Contingency be used for Highways Maintenance;
- (b) That approval be given to the projected provisional revenue budgets for 2024/25, 2025/26 and 2026/27, set out in Appendix B to the report, including the growth and savings for those years as set out in Appendix C, allowing the undertaking of preliminary work, including business case development, consultation and equality and human rights impact assessments, as may be necessary to achieve the savings specified for those years including savings under development, set out in Appendix D;
- (c) That approval be given to the early achievement of savings that are included in the MTFS, as may be necessary, along with associated investment costs, subject to the Director of Corporate Resources agreeing to funding being available;

- (d) That the level of the general fund and earmarked reserves as set out in Appendix K be noted and the use of those earmarked reserves as indicated in that appendix be approved;
- (e) That the amounts of the County Council's Council Tax for each band of dwelling and the precept payable by each billing authority for 2023/24 be as set out in Appendix M (including 2% for the adult social care precept);
- (f) That the Chief Executive be authorised to issue the necessary precepts to billing authorities in accordance with the budget requirement above and the tax base notified by the District Councils, and to take any other action which may be necessary to give effect to the precepts;
- (g) That approval be given to the 2023/24 to 2026/27 capital programme as set out in Appendix F;
- (h) That the Director of Corporate Resources following consultation with the Lead Member for Resources be authorised to approve new capital schemes, including revenue costs associated with their delivery, shown as future developments in the capital programme, to be funded from funding available;
- (i) That the financial indicators required under the Prudential Code included in Appendix N, Annex 2 be noted and that the following limits be approved:

	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
(j) That the Director of Corporate Resources be authorised to effect movement				
Operational boundary for external debt				
(i) Borrowing	262	262	275	309
(ii) Other long term liabilities	1	1	1	1
TOTAL	263	263	276	310
Authorised limit for external debt				
(i) Borrowing	272	272	285	319
(ii) Other long term liabilities	1	1	1	1
TOTAL	273	273	286	320

within the authorised limit for external debt between borrowing and other long-term liabilities;

- (k) That the following borrowing limits be approved for the period 2023/24 to 2026/27:
- (i) Upper limit on fixed interest exposures 100%;
- (ii) Upper limit on variable rate exposures 50%;
- (iii) Maturity of borrowing:-

	<u>Upper Limit</u>	<u>Lower Limit</u>
	%	%
Under 12 months	30	0
12 months and within 24 months	30	0
24 months and within 5 years	50	0
5 years and within 10 years	70	0
10 years and above	100	25

- (iv) An upper limit for principal sums invested for periods longer than 364 days is 20% of the portfolio.
- (l) That the Director of Corporate Resources be authorised to enter into such loans or undertake such arrangements as necessary to finance capital payments in 2023/24, subject to the prudential limits in Appendix N;
- (m) That the Treasury Management Strategy Statement and the Annual Investment Strategy for 2023/24, as set out in Appendix N, be approved including:
- (i) The Treasury Management Policy Statement, Appendix N; Annex 4;
 - (ii) The Annual Statement of the Annual Minimum Revenue Provision as set out in Appendix N, Annex 1;
- (n) That the Capital Strategy (Appendix G), Investing in Leicestershire Programme Strategy (Appendix H), Risk Management Policy and Strategy (Appendix I), Earmarked Reserves Policy (Appendix J) and Insurance Policy (Appendix L) be approved;
- (o) That it be noted that the Leicester and Leicestershire Business Rate Pool will continue for 2023/24;
- (p) That the Director of Corporate Resources following consultation with the Lead Member for Resources be authorised to make any changes to the provisional MTFs which may be required as a result of changes arising between the Cabinet and County Council meetings, noting that any changes will be reported to the County Council on 22 February 2023;
- (q) That the Leicestershire School Funding Formula is subject to capping and scaling continues to reflect the National Funding Formula for 2023/24;
- (r) That the funding rates for early years providers, as set out in paragraph 114 of the report, be approved.
- (s) That the additional investment of £0.5m for Highways Maintenance described in paragraph 36 be approved.”

An amendment was moved by Mr Galton and seconded by Mrs Hack:

- (i) That paragraph (a) of the motion be amended to read as follows:

“(a) that subject to the items below, approval be given to the MTFs which incorporates the recommended revenue budget for 2023/24 totalling £512.1m as set out in Appendices A, B, and E of the report and includes growth and savings for that year as set out in Appendix C thereto, as amended by paragraph (a) (i) and (ii) below;

- “(i) That the list of growth and savings proposals as set out in Appendix C of the report be amended as follows:

	2023/24 £000s	2024/25 £000s
Add new growth items as follows:		
G21 Additional funding for subsidised bus policy, post covid	500	500
Revise the following item to state:		
Service Reduction contingency	500	500

- “(ii) That it be noted that the budget shortfall of £500,000 will be met by the revision to the Service Reduction Contingency outlined in (i) above;

- “(iii) That approval be given to the projected provisional revenue budgets for 2023/24, 2024/25 and 2025/26, set out in Appendix B to the report including the growth and savings for those years as set out in Appendix C thereto and to the undertaking of such preliminary work, including business case development, consultation and equality impact assessments as may be necessary towards the achieving of savings specified for those years including savings under development, set out in Appendix D.”

The Chairman indicated that a named vote would be recorded, as required by Government Regulations.

The vote was recorded as follows:

For the Amendment:

Mr Bill, Mr Boulter, Mr Bray, Mr Charlesworth, Mr Galton, Mr Gamble, Mrs Hack, Mr Hunt, Mr Miah, Mr Mullaney, Ms Newton, Mr Welsh.

Against the Amendment:

Mr Allen, Mr Ashman, Mr Bannister, Mr Barkley, Mr Bedford, Mr Breckon, Mr Champion, Mr Chapman, Dr Feltham, Mr Frisby, Mrs Fryer, Mr Ghattoraya, Mr Gillard, Mr Grimley, Mr Hadji-Nikolaou, Mr Harrison, Mr Harrison-Rushton, Mr Hills, Mr King, Mr Lovegrove, Mr Merrie, Mr Morgan, Mr O'Shea, Mr Orson, Mrs Page, Mr Pain, Mr Parton, Mr Phillimore, Mr Poland, Mrs Posnett, Mrs Radford, Mr Richardson, Mrs Richardson, Mr Rushton, Mrs Seaton, Mr Shepherd, Mr Smith, Mrs Taylor, Mrs A Wright, Mrs M Wright.

The amendment was not carried, 12 members voting for the amendment and 40 against.

On the altered motion being put, the Chairman indicated that a named vote would be recorded, as required by Government Regulations.

The vote was recorded as follows:

For the Motion:

Mr Allen, Mr Ashman, Mr Bannister, Mr Barkley, Mr Bedford, Mr Breckon, Mr Champion, Mr Chapman, Mr Coxon, Dr Feltham, Mr Frisby, Mrs Fryer, Mr Ghattoraya, Mr Gillard, Mr Grimley, Mr Hadji-Nikolaou, Mr Harrison, Mr Harrison-Rushton, Mr Hills, Mr King, Mr Lovegrove, Mr Merrie, Mr Morgan, Mr O'Shea, Mr Orson, Mrs Page, Mr Pain, Mr Parton, Mr Phillimore, Mr Poland, Mrs Posnett, Mrs Radford, Mr Richardson, Mrs Richardson, Mr Rushton, Mrs Seaton, Mr Shepherd, Mr Smith, Mrs Taylor, Mrs A Wright, Mrs M Wright.

Against the Motion:

Mr Bill, Mr Boulter, Mr Bray, Mr Charlesworth, Mr Galton, Mr Gamble, Mrs Hack, Mr Hunt, Mr Miah, Mr Mullaney, Ms Newton, Mr Welsh.

The motion was put and carried, 41 members voting for the motion and 12 members against.

39. TO CONSIDER THE FOLLOWING NOTICE OF MOTION:

(a) Hinckley National Rail Freight Interchange (HNRFI).

It was moved by Mrs Wright, seconded by Mr Allen and carried unanimously:

“(a) That this Council notes:

- (i) The submission by the developer Tritax Symmetry to the Planning Inspectorate (PINS) of an application relating to the construction of the HNRFI on February 3, 2023;
- (ii) That the County Council has no powers of veto but is a statutory

consultee in relation to this application and will respond in both its capacity as a Local Highways Authority and more broadly in relation to its wider responsibilities including flooding, public health, net zero, economic impact and ecology;

- (iii) That the Council has already submitted an Adequacy of Consultation response to PINs expressing the paucity of engagement and consultation with stakeholders by the developer; and (iv) That if the application for the HNRFI is accepted by PINS the final decision will ultimately be decided by the Secretary of State for Transport.

(b) That this Council also notes:

- (i) That the HNRFI is a major proposal that will have significant impacts on local rural communities and local rural infrastructure, including the local highways network;
- (ii) That the scale of this proposal, and of its potential impacts, means that it is also of sub-regional significance for the wider Leicester and Leicestershire Housing Market Area;
- (iii) That it is critical that any development of this scale should only proceed if it is accompanied by the necessary funding and infrastructure to satisfactorily mitigate its impacts on local communities and existing wider infrastructure; and
- (iv) That 440 acres of agricultural land will be lost, the impact of which should be tested against the Government's Food Security Strategy.

(c) Therefore, should PINS accept the application, the County Council will:

- (i) Play its full part in comprehensively assessing the application through the submission of relevant and written representations to the Secretary of State on behalf of residents;
- (ii) Work closely with our strategic partners and other statutory consultees such as Blaby District Council, Hinckley and Bosworth Borough Council and National Highways in the preparation and submission of a Local Impact Report as invited to do so by PINS;
- (iii) Expect the developer to fully engage with local communities and stakeholders on the impact of its proposals;
- (iv) Seek to ensure local communities and stakeholders are regularly updated on the progress of the application;
- (v) Robustly carry out its statutory duties on behalf of affected residents and communities affected by the proposal for the HNRFI."

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COUNTY COUNCIL MEETING – 22ND FEBRUARY 2023

POSITION STATEMENT FROM THE LEADER OF THE COUNCIL

Support for Ukrainian Refugees

On February 24th of last year, almost exactly a year ago, Russia mounted its illegal invasion of Ukraine. That triggered a humanitarian crisis with millions of refugees fleeing the warzone. I am very proud of Leicestershire's contribution in response to this crisis. To date 957 Ukrainian refugees have arrived in the county due to the generosity of Leicestershire residents who have hosted Ukrainian families and individuals in their homes. In many cases this hosting has lasted nearly a year. Council staff working with partner agencies and the Ukrainian Centre in Leicester have facilitated the welcome and integration of people from Ukraine by administering payments to hosts and guests, helping families access school places, signposting people to much needed services and staffing a welcome desk at East Midlands Airport. To mark this sad anniversary, but also to reinforce our warm welcome to those seeking refuge and to thank sponsors and staff for their outstanding efforts over the last year, an Oak Tree was planted in a ceremony attended by myself, the Deputy Leader, Chairman, hosts, guests and two representatives from the Ukrainian Centre. We all hope for a speedy and just resolution of the conflict and I would like to take this opportunity to thank all those who have contributed to Leicestershire's response.

Earthquake in Turkey and Syria

My thoughts are very much with the victims and survivors of the earthquake in Turkey and Syria and their families. I am proud to announce that four Leicestershire firefighters formed part of the International Search and Rescue Team, which comprised over 70 highly trained volunteers and search dogs helping with the search operation to rescue survivors. The firefighters were deployed on 7 February and safely returned to the UK on the 15 February. During their time in Turkey they rescued many people in the most challenging of circumstances. Their bravery and achievements will be formally recognised by the Chief Fire and Rescue Officer in the coming days.

Asylum Seekers

Several members have had to deal with understandable local concerns when the Home Office and their contractors, SERCO, have taken unilateral decisions to take over hotels to accommodate asylum seekers. The shortness of notice if any, the absence of consultation, the unwillingness to recognise the impact on services, particularly in our case education provision, and the

failure to recognise the implications for local communities, continue to be completely unacceptable.

On local services, our Children's Services are at breaking point trying to deal with the children of asylum seekers and individual young people. Also, we receive no extra funding.

I am aware that our MPs affected have made their concerns known to the Home Office but I do not see any evidence that the Home Office have learnt any lessons from these bad experiences.

So we have found out in the last few days that the Yew Lodge Hotel in Kegworth is going to accommodate asylum seekers from next week. The County Council will work closely with North West Leicestershire District Council to ensure the strength of local opposition and community concerns, already loud, is conveyed to the Home Secretary and the Immigration Minister, whose own constituency is not far away.

We can have no confidence, however, that the Home Office are in listening mode and so we do need to ask wider questions. Why is it that Leicestershire has had more hotels identified than Nottinghamshire, than Derbyshire, and than Northamptonshire? Is it the case local hotel chains and owners are offering the use of more hotels in Leicestershire than elsewhere or because of some separate Government criteria?

It is also worth noting that the City of Leicester is being asked to accommodate more asylum seekers than Nottingham or Derby.

These are questions I am asking officers to pursue with the Home Office and I will also ask our MPs to use their own channels to try to get answers.

Coronation Bank Holiday Weekend

Over the Bank Holiday weekend for the King's Coronation, it is hoped that many of our communities will hold street parties and celebrate the Coronation Big Lunch which will be on Sunday 7th May. To assist communities the County Council will be waiving any costs associated with road closures as well as providing organisers with free traffic cones, signs and guidance about where to place them on the highway. If anyone wishes to apply to close a road they must do so by Friday 31st March. Further information is available on the Lord-Lieutenant's coronation web page (at www.leicestershire.gov.uk/coronation). I would encourage Members to promote this within their divisions.

Children and Family Hubs Award

We are one of 12 local authorities that were successful in our bid to secure funding of £944,000 from the Government's Family Hubs Transformation Fund to create a network of 'family hubs' in the county by March 2024. This funding

will transform how we deliver services to our families in their communities. Family Hubs are a mixture of physical and virtual spaces where all families can easily access a range of information, guidance and support, to help give all children the best start in life and ensure families with children 0-19 (or up to 25 with SEND) have the resources they need to improve long term outcomes and reduce inequalities.

Suicide Prevention Conference

200 attendees from across public sector organisations and the voluntary sector attended this years' 'Time to Talk' Suicide Prevention Conference, held at the King Power Stadium, on Thursday 2nd February. The event raised awareness, knowledge and understanding of suicide amongst professionals, shared information about new and upcoming work and challenges in the area; and raised awareness of the 'Start a Conversation' campaign.

Presentations were delivered to the audience by a range of local and regional partners and services. The programme also included personal stories delivered by individuals with experience of suicidal ideation or family experience of suicide.

Buses – innovating schemes, DRT, Fox Connect

We recognise the challenges affecting bus services across the county. Commercially provided services make up around 90% of the bus routes across Leicestershire and therefore working with commercial operators is a priority for us. We have delivered on our commitment to create an Enhanced Partnership with local operators to improve bus services and passenger experiences for our communities.

The harsh reality is however that current expenditure on our existing contracts for our subsidised bus routes will be £1m over budget for the coming financial year due to increasing cost of fuel, labour and reducing patronage. Putting £0.5m back into buses therefore will not stop the need for a review of our services and ultimately, some of those being withdrawn. Given that the subsidy levels on some of our services are up to £22 per passenger and therefore represents very poor value for our spend, we need to continue with the review of all of our subsidised services to ensure that the funding we do put into buses represents good value for the Leicestershire tax payer.

Where commercial operators cannot provide services, we are looking for innovative ways to connect people to important amenities through modern demand responsive services. We took the opportunity to be part of a pilot project to bring an app based flexible service to Leicestershire through our successful bid to the Rural Mobility Fund. We received over £1m and the FoxConnect Service is now operating in rural parts of south-west Leicestershire with key destinations such as Magna Park, Next Headquarters, Carlton Park, Fosse Park as well as Narborough and Hinckley train stations.

We will use this experience to drive future thinking of flexible ways to connect people in Leicestershire.

Network Rail Performance

Network Rail is currently undertaking significant works on the Midland Mainline through Leicestershire and will continue to do so for years to come with the electrification of the line. We have found in the past, however, and continue to find that, unfortunately, Network Rail is poor at engaging with us in time to meet its programme and repeatedly ignores the Highway legislation we must operate under. Officers are continuing to press senior Network Rail officers to collaborate with us and take on board within their programme the required processes to comply with highway legislation, to minimise highway disruption and ensure safe working, while giving Network Rail confidence in its work programme to implement essential rail improvements.

Leicestershire Climate and Nature Pact

Following approval of the Net Zero Leicestershire Strategy and Action Plan at County Council in December, our plans to work with residents and stakeholders to achieve a net zero county by 2045 are progressing at pace. On the 28 February we launch the Leicestershire Climate and Nature Pact alongside our key stakeholders, demonstrating our collective commitment to tackling and adapting to climate change and protecting and enhancing biodiversity. We have secured additional funding from Innovate UK to progress our plans and flagship projects such as improving the energy efficiency of homes in the county and continuing to attract grant, enabling us to do more to cut emissions and support households through the cost of living crisis.

Nursery Partnership with the National Forest

We are developing a new tree nursery in partnership with the National Forest Company (NFC). The project is to develop a new community-focused nursery involving local groups and organisations to help collect seeds and grow new trees to plant across Leicestershire and the National Forest.

The project – which aims to produce around 20,000 trees per year - will be trialled for four years with ambitions to inspire other communities to start up tree nurseries. Work on the site located in the heart of the National Forest in Moira is due to start soon, with phase one of the project involving the development of the site, access, infrastructure, polytunnels and growing beds.

Mr N. J. Rushton
Leader of the Council

REPORT OF THE CABINET

A. LEICESTERSHIRE YOUTH JUSTICE STRATEGIC PLAN 2023 –2023

Introduction

1. This report seeks approval for the draft Leicestershire Youth Justice Strategic Plan covering the period 2020 – 2023, attached as Appendix A.
2. The County Council has a statutory duty under Section 40 of the Crime and Disorder Act 1998 to produce a Youth Justice Plan. In 2015 the Youth Justice Board (YJB) enabled Youth Justice Services to submit three-year plans; these are updated annually prior to re-submission to the YJB and are primarily focused on reflecting changes in priorities and budget position.

Background

3. There is a statutory requirement in the Crime and Disorder Act 1998 for the County Council to produce a Youth Justice Plan which is linked to releasing the Youth Justice Grant from the Youth Justice Board (YJB).
4. The Youth Justice Plan 2020-2023 was approved by the County Council in July 2020.
5. In relation to the Leicestershire County Council Strategic Plan 2023-26, the Youth Justice Plan and the work of the Youth and Justice Service contributes to the following strategic objectives:
 - Clean and Green – through informal education with children and through direct reparation activities linked to the environment and green spaces.
 - Great Communities – through having adult volunteers in the Service who enable the re-engagement of children within their communities through restorative justice and the introduction of youth volunteers. All participate in the design of services and delivery.
 - Improved Opportunities – Youth Justice is committed to ensuring that children have access to good quality education, achieve their potential and that their families are supported to be resilient.

- Safe and Well – the Service is dedicated to identifying, supporting and protecting children with safeguarding and harm outside the home.

Draft Youth Justice Strategic Plan 2023-2026

6. The Youth Justice Plan highlights the continuing positive performance of the Youth and Justice Service and sets out the Service's priorities and objectives across the three years. The Plan is supplemented by one-year delivery plans which will be updated with progress made against the current year's plan and the objectives looking forward.
7. The focus of the 2023-2026 Plan is developing Child First practice (seeing children as children rather than offenders), responding to the Serious Violence Duty and embedding the ten new Key Performance Indicators (KPIs) that have been introduced by the Ministry of Justice. The KPIs focus on identifying the needs of children and understanding how these are responded to across the Youth Justice partnerships individually and collectively across England and Wales. The KPIs concern factors such as suitability of accommodation, education, accessing support for substance misuse, and emotional wellbeing, along with ensuring that statutory partners are held accountable for their attendance at the Youth and Justice Management Board and that consultation takes place with victims.
8. The challenges faced by Youth Justice Partnerships across the country concern the national picture around child exploitation and serious youth violence. There are strong operational and strategic partnerships across all agencies working with children across Leicester, Leicestershire and Rutland to deal with child exploitation. Work is supported by the Violence Reduction Network (an alliance of partner organisations and groups in the Leicester, Leicestershire and Rutland area), which takes a public health approach around prevention to addressing serious violence, through building trusted and meaningful relationships and taking a whole family approach to support. The County Council's continued commitment to preventative services for children and families supports this approach.

Consultation

9. There is a requirement that the Plan is agreed by the statutory partners of the Youth and Justice Partnership. The Chair of the Youth and Justice Management Board is the only signatory required on the Plan. Consultation with Youth and Justice Management Board members commenced on 2 December 2022 to identify the key priorities and concluded when the Plan was ratified by the Board on 10 March 2023.
10. There is no formal requirement for children to be consulted on the Youth Justice Plan due to its strategic nature. However, children are involved in co-production at an operational level and this will continue throughout the Plan. For example, there is a group of girls who are engaging with

practitioners to develop a more targeted response to girls who are an over-represented group in Youth Justice.

Comments of the Scrutiny Commission

11. The Commission considered the updated Youth Justice Plan for 2023 – 2026 at its meeting on 12 April 2023. It welcomed and supported the revised Plan and the good, proactive work undertaken by the Youth and Justice Service to support not only young offenders and those at risk of offending, but also their families and families across neighbourhoods. This was despite continued pressures around staff recruitment and retention.

12. In discussing the activities of the Service, the Commission welcomed the resources invested by partners which were not entirely financial, but involved the sharing of personnel which supported a more joined up approach, but commented on the need:
 - To continue to focus on preventative actions, in particular in the face of increased serious violent crime which, although still relatively low in Leicestershire, was increasing nationally;
 - For an improved focus on victims to ensure their voice was still heard as the impact of youth crime upon them could still be severe;
 - To continue to develop relationships with City Council youth justice colleagues to ensure cross boundary arrangements were robust, and with schools which it was noted continued to make the largest number of referrals to the Service;
 - For better communication within communities regarding the work the Service was undertaking, it being noted that in respect of incidents of anti-social behaviour, often the police response was all that was visible;
 - To manage public expectations in matters such as anti-social behaviour as an immediate resolution was not always possible given the complexity of some individuals circumstances;
 - To take account of the impact of supporting children who require a statutory service from Youth and Justice in private children's homes located in the area and the limits on the Council's ability to plan for and manage this at a strategic level, there being no requirement for the County Council to be notified when a new children's home was being established in the area.

Resource Implications

13. Section 5 of the Plan sets out the resourcing and funding arrangements for the Youth and Justice Service. The financial position of the core

Youth Justice funding has been stable with the Service managing this within budget. The Strategic Partnership also provides staffing in-kind as part of its contribution and this equates to a full-time seconded Probation Officer, two warranted Police Constables, a Community Psychiatric Nurse and an Adverse Childhood Experiences Team from the Children and Adolescent Mental Health Services. All of these specialist workers are fully embedded within the Service and support the direct delivery of interventions with children whilst retaining positive relationships with their parent organisation.

14. In terms of the 2023-24 budget the YJB is yet to confirm the annual grant allocation but has confirmed that this would not be less than the amount received in 2022-23. Confirmation of partner contributions have been received and remain the same. Therefore, the budget should remain the same as the current financial year, as detailed below (and in section 5 of the Youth Justice Plan). In addition to the below finances, the Police, Probation, and Health second staff into the Service as part of their contribution.

B5: YOT budget
Costs and Contributions

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Youth Justice Board			511,281	511,281
Local Authority			1,430,358	1,430,358
Police				0
Police and Crime Commissioner	91,847		77,934	169,781
Probation	73,764		10,000	83,764
Health	70,945		47,588	118,533
* Welsh Government				0
Other			73,572	73,572
Total	236,556	0	2,150,733	2,387,289

* Welsh YOTs only

Equality and Human Rights Implications

15. An equality impact and human rights impact assessment screening has been completed and there are no discernible equality and human rights implications arising from the recommendations in this report.

Consideration by the Cabinet

16. The Cabinet at its meeting on 24th April 2023 considered the draft Youth Justice Plan together with comments made by the Scrutiny Commission. The decision of the Cabinet is reflected in the motion below.

(Motion to be moved: -

That the Youth Justice Strategic Plan 2023 – 2026 be approved.)

24 April 2023

**Mr N J Rushton CC
Leader of the Council**

Background Papers

Report to the Cabinet on 22 May 2020 -“Leicestershire Youth Justice Strategic Plan 2020 – 2023”

<https://politics.leics.gov.uk/documents/s152650/Youth%20Justice%20Strategic%20Plan.pdf>

Appendix

Appendix A - Leicestershire Youth Justice Strategic Plan 2023 – 2026

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Youth Justice Plan 2023-2026

Service	Leicestershire Youth and Justice Service (including Rutland)
Service Manager/ Lead	Carly Turner, Head of Youth Justice
Chair of YJS Board	Jane Moore, Director of Children and Family Services

Contents

1. Introduction, Vision, and strategy
2. Child First
3. Voice of the child
4. Governance, leadership, and partnership arrangements
5. Resources and Services
6. Progress on previous plan
7. Performance
8. National key performance indicators
9. Priorities
10. Service development plan
11. Sign off, submission and approval

1. Introduction, Vision, and strategy

Introduction

This Youth Justice Plan is for a three-year period covering 2023-2026. The relevant sections regarding performance, finance and the operational plans will be updated annually to enable an opportunity to reflect and plan for the year ahead. This Plan has been formally produced and ratified by the Youth and Justice Management Board on 10th March 2023 and then the agreed through democratic processes at Leicestershire County Council via Overview and Scrutiny Panel on 12th April 2023 and Full Cabinet on 25th April 2023.

Leicestershire County Council is commissioned by Rutland County Council (RCC) to deliver both preventative and statutory Youth Justice Services within the local authority boundaries. This arrangement is reviewed annually. The Service Manager reports to the Rutland Children and Young People Partnership and through commissioning meetings where data is provided on Rutland children. A Senior Manager from RCC is a Board Member on the Youth and Justice Management Board.


Vision

Leicestershire County Council (LCC) is an ambitious local authority focused on making a positive difference in Leicestershire by keeping people safe and well, ensuring strength in communities and keeping the counties economy thriving. This is delivered through leading modern and highly effective services that are sustainable and successful. As a department, we are ambitious for the children of Leicestershire and are working to deliver the following vision:

Continuous Improvement Plan 2021 - 2023
The Road to Excellence

Our Vision

For Leicestershire to be the best place for all children, young people and their families



Our Ambitions for 2021 - 2023

- Help every child to get the best possible start in life

- Help children and their families build strength, resilience, confidence and capacity

- Help children in Leicestershire to live in safe, stable environments and have secure attachments

- Help every child to have access to good quality education to ensure they achieve their maximum potential.

Aspirational

We value high aspirations for our Children and Families.

Being Curious

We value being curious and paying attention to detail.

Collaboration

We value collaboration based on building strong working relationships.

Behaviours

Listening

Understand trauma and it's effects on children and families we work with as well as on our workforce.

Building Relationships

Signs of Safety (SoS) supports our approach with children and families.

Outcome Focused

Striving to improve the lives of the children and families we work with.

Being Accountable

Everyone is responsible for delivering high quality services.

Our pledge for children

Each member of staff pledges that:

- We will put you (children and young people) at the heart of everything we do and celebrate your uniqueness and diversity
- We will listen and value what you tell us and your voice will inform decision making and help us design services
- We will help you to feel safe and where possible this will be with your family

Our leaders and managers pledge to:

- Challenge and support plans at all levels to achieve the best outcomes for children and young people without delay
- Value and enable good relationships between front line practitioners and families by prioritising a stable workforce
- Create a culture where relationship-based practice can flourish using high quality regular supervision offering high-support and high-challenge
- Understand trauma and it's effects on children and families we work with as well as on our workforce
- Know what is happening in frontline practice through direct observation and conversation with our staff.

How we will do it

Embedding excellent practice

- Intervention informed by robust evidence based decision making
- A joined up approach built on consistent high quality targeted Early Help and Social Care advice within Education, Health and Care (EHC) Plans
- Reflective supervision to support effective practice with challenge and robust management oversight
- Clear records to capture the child's journey in language they understand.

Taking the right action at the right time

- A strong whole family approach based on effective relationships between staff, children and families
- Strong multi-agency partnerships across all tiers of intervention
- Preventing delay at all stages especially permanence
- Creating sustainable exit plans and building on family networks keeping families together where this is safe
- Commitment to our preventative work in early support related services (Early Help).

Developing policy and performance

- Practice led recording systems to allow staff to focus on time with children
- Up to date policies, procedures and standards that underpin consistent practice
- Well commissioned services for children in care including alternative education provision
- Strategic approach to support recruitment and retention of staff
- Defining children's services for the future based on staff expertise and innovation.

Being a learning organisation

- Using data and audit to know ourselves well and inform our learning
- Establish a shared value base, owned by our workforce
- Sustain a stable and well supported workforce, celebrating diversity and delivering excellent training and development.
- Being risk sensitive, based on valuing family strengths and using effective safety planning.


What success will look like

- Effective early help and support will reduce the number of children requiring social work intervention or support through an EHC Plan
- Children and families will tell us that we have made a positive difference to their lives

- Performance indicators evidence improving outcomes for children and young people
- Routine audit shows consistent application of thresholds, improved quality and timeliness of assessment and robust care planning driven by strong management oversight

- We will have examples of where children and families have helped us to develop our services
- Staff will tell us that streamlined systems and processes mean that they can spend effective time with children

- We will retain a highly skilled, committed workforce who have shared values
- Where children and young people cannot safely live at home decisions about legal and emotional permanency are robust and timely.





Our Communities

Leicestershire

Leicestershire is a two-tier authority with 7 Districts; all have market towns surrounded by rural villages. Leicestershire has a growing population. The overall population of Leicestershire has risen from 650,489 in the 2011 national census to 712,300 in the 2021 census (rounded to the nearest 100). This is broken down by sex, with 351,700 men (49.4% of the population) and 360,600 women (50.6% of the population) living in the county. The number of households in the county has risen by 11% from 267,434 in the 2011 census to 296,400 in the 2021 census (rounded to the nearest 100).

In relation to children, the census data from 2021 can be broken down to 10–19-year-olds of which there are 43,323 boys and 39,871 girls: totalling 83,194. This equates to 8.7% of the total population of Leicestershire.

New Census data shows that the BAME (Black, Asian, and Minority Ethnic) communities of Leicestershire have grown significantly since 2011. A total of 116,570 people identified as Non-White British in the 2021 Census. This represents 16.4% of the County population, an increase from 11.1% in the 2011 Census. Across 19 ethnic groups, the largest group of Non-White British people is 'Asian/Asian British: Indian' with 42,152 people (5.9% of the County population). The second largest group is 'White: Other White,' which typically includes people from non-UK European backgrounds, with 22,856 people (3.2% of the County population).

Rutland

Rutland is the smallest county in England and is a unitary authority. Census data from 2021 shows that the county has a population of 41,049 people with 5301 of those being children aged 10-19 (7.7%). In terms of ethnicity data from the census, the population of Rutland is predominantly white (94.8%) and the remaining 5.2% comprises of 1.81% mixed ethnicity, 1.54% Asian, 1.34% Black and 0.5% other.

The Youth and Justice Service

Leicestershire Youth and Justice Service is located within Leicestershire County Council's Children and Families Department. A designated Youth Justice provision co-ordinates the provision of Youth Justice Services to both Leicestershire and Rutland in line with requirements set out to statutory partners in the Crime and Disorder Act 1998.

Youth Justice is a co-located multi agency team which includes staff from statutory partner agencies; the Leicestershire County Council (LCC), Leicestershire Police, the National Probation Service (NPS), and Children and Adolescent Mental Health Services (CAMHS).

2. Child First

The Youth and Justice Management Board and the Youth and Justice Service are committed to the Child First Approach and creating a culture that embeds the four tenants of Child First practice:

As children - The Youth and Justice Management Board recognise that all those under 18 years of age are legally defined as children and as such have sought to prioritise their best interests through the development and implementation of services, policies, and practices. The trauma informed nature of the Youth Justice Service recognises the capacities, rights, and potential of the children we work with. The team have been trained to be developmentally aware, trauma informed and cognisant of the impact on children of childhood experience, environment, and context. The Service advocate for children by referencing them as children and will challenge beliefs that other professionals may hold around children making their own fully formed decisions when they are moving through stages of maturation and to reduce the likelihood of the adultification of children.

Building a pro-social identity – During the HMIP Inspection in 2021, Inspectors noted that the Service was strong in identifying factors of desistance through identifying strengths and interests that could contribute to the development of a pro-social identity. The Service has access to a small fund called “Kick Start Your Life” which is focused on the purchasing of fitness equipment, arts materials etc that make a difference in children’s lives. Practitioners within the Service have negotiated access to gyms across Leicestershire for reduced fees and children are supported to attend these to enhance their wellbeing and confidence. The work undertaken with children is focused on the achieving their potential and this is evidenced through trying to re-engage children in education, training or employment opportunities and developing skills for life.

Collaborating with children – The Department has a Voice and Influence Strategy in which the Lundy Model of Participation has been adopted. This is further discussed section 4 Voice of the Child.

Diverting from stigma – Both Leicestershire County Council and Rutland County Council remain committed to ensuring that intervention is offered at the earliest opportunity. This strength of this offer is important both in improving the outcomes for children and in the effective delivery of the national objectives. The Service has a strong prevention offer which is currently bolstered by a YEF Funded Project called Reach which is focused on reducing the likelihood of exclusion across a small cohort of Leicestershire schools and more recently, with Ministry of Justice Turnaround Programme Funding focused on those children most at risk of offending. In addition to this, children have access to Early Help Service as part of the Supporting Families Programme. Both local Authorities are working on the development of Family Hubs. Children of Leicestershire and Rutland benefit from several Violence Reduction Network initiatives such as the Violence Intervention Programme (VIP) who offer support to those children and young adults who are admitted to A&E due to violence related injuries.

In strengthening the tenants of Child First, the Service worked collaboratively with practitioners, Board Members, and children to adopt our own set of guiding principles. This development happened in 2020/21 and they form foundations of the service and the way that we deliver services.

These are our co-designed Core Principles and the graphic that has been developed to promote them:

- ✓ See children first, offenders second and champion the needs of children throughout our work.
- ✓ Listening to children and their families/carers.
- ✓ Ensure that the services and interventions that are provided are inclusive, through challenging discrimination and promoting equality.
- ✓ Ensuring that children are offered every opportunity to achieve their potential and make positive changes. Building positive and trusted relationships with children.



Writing to the Child

In 2019, speaker Jenny Molloy, author of “Hackney Child” attended a Pride in Practice event and shared her lived experience of her childhood being spent in care and this talk influenced the movement towards writing child-centred records that document the day-to-day life of the child, tells their story, and provides an account of the Service’s decision-making processes and rationale. Children, parent, and carers own words are documents within this.

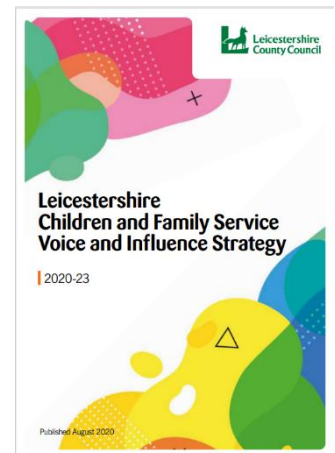
Continuing our work around the Child First approach, the Service has implemented the Departmental wide initiative of writing case notes to children on their case records.

This is embedded in practice across Core+, case management system. The Service is committed at looking at the evolution of this, especially with referral Order contracts and plans of intervention.

3. Voice of the child

Departmental Strategy

The work undertaken around voice and participation with Children is grounded within the Departmental Strategy. The model of voice and participation that has been adopted in the Lundy Model of participation which has been developed by Professor Laura Lundy an academic in Children's Rights. The model focused on four basic concepts which space, voice, audience, and influence. In essence, voice is not enough, and children should give the space to express their views, they should be supported express their views, the view must be listened to and acted upon, where appropriate.



LCC have a variety of different forums where the strategy is mobilised, good practice is shared, and impact is measured. Voice is a current focus on service Delivery Plans across the Department. The Department is engaged in work across the East Region

Child Voice at the Youth and Justice Management Board

The Board is committed to listening directly to children and young adults and over the last 2 years has developed a strong relationship with a young adult 'C', who the Service continues to support. C has attended Board on three occasions and regular updates are provided to Board members who are interested in the progress that he is making. The following has happened because of C attending Board:

- ✓ C now has secured housing following discussions between the Chair of the Board and the Chief Executive of a District Council.
- ✓ The Chair invited a District Council Senior Housing Manager representative on the Board, and they have attended all Boards to date.
- ✓ C discussed a difficult transition from youth justice to prison and then to adult probation whilst subject to MAPPA. The Probation Board Member has since identified resource and set up a specific Young Adults Team which has been welcomed by all.
- ✓ C supported Board Members to understand his story and his lived experience and Board Members welcomed C and



alleviated his worries about attending such a forum.

- ✓ Police Board Member investigated the return of some of C's property.

The role of the trusted adult is illustrated well with this piece of work. C was supported well by his Project Responsive Worker who was able to support C to prepare for the Board and to write the questions that he wanted to be asked. Both the Service and Board are incredibly proud of C's journey into adulthood, remaining offence free for several years and being focused on developing stability in his life.

C has since worked with the Service to interview for Youth Justice Management post, writing questions, engaging with candidates, and providing considered feedback. C also attended the annual Pride in Practice Event where he shared his lived experiences with practitioners and managers across the Department and received an award, along with the Service's other child volunteers.

Board Members are planning activities where they will meet with children in their spaces and to understand their stories. This is a commitment over the next three years.

What Does Voice Mean To You?

"Having a say in things that have a significant impact on my life, growing up there were lots of meetings about me where important decisions were being made that would have an impact on my life ,(where I had to live , who I could live with ,where I could and could not go etc),but I was not allowed to attend these meetings and sometimes did not hear about them until after they had happened."

Tell us about the sessions where you felt most comfortable sharing your voice with a worker?

Our sessions are very random and have taken place in numerous locations, I did not used to tell workers/family what was bothering me as I did not think anything would be done about it but in the past two years, I have learnt to open up about things that are troubling me. Because they know me so well, they work with me in a way that suits my needs best.

Young Volunteers - Children running recruitment panels

The Service is incredibly proud of the children that support co-produce with practitioners to influence and bring about change within the Service. The Team supporting the children have worked hard to have these children recognised as Young Volunteers.

Children are involved in the recruitment of all staff across the Service, whether through hosting a Childrens 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. The 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. 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 in some cases and develop confidence in preparing for any interviews for college, employment etc as part of their own lives.



Developments

✓ An additional practitioner has been made available on a Monday when Youth Court sits due to the pressures placed on the Court Officer in the Courtroom. The purpose of this is to support children and families who are in court for a Hearing. It is to provide support and advice on what to expect in the Court room, to explain the outcome of Court, what happens next for them, what to expect from the Youth and Justice Service and what actions they may need to take. Adding this layer of customer service into the Court waiting room has provided us with invaluable contact with children and families to hear their voice, develop a relationship and signpost to additional support.

✓ Work has been undertaken in line with the HMIP Improvement Plan which focuses on gaining the voice of children parents and carers, along with victims. This is gathered where permission has been granted and is then shared with the Out of Court Disposal panel and provides up to date information that is considered as part of the panel process.

✓ Service meetings continue to deliver on cross-cutting themes of Voice, Influence and Participation and Race Inclusion. During 2022/2023, the Young Volunteers designed and delivered a Service Meeting to share how important it is that their voice is heard, acted up on and that they understand what is happening to them. The success of this

session led to the Young Volunteers being invited to Pride in Practice, which has been discussed above.

✓ During the Covid Pandemic, the Service created an Instagram account, and this channel has been used to share the voice of children and pertinent information for them.



4. Governance, leadership, and partnership arrangements

The Youth and Justice Management Board (Y&JMB) and developments

The work of the Youth and Justice Service is overseen by the Management Board, which meets four times a year and is chaired by the Director of Children and Families Service at Leicestershire County Council.

There is high level partnership representation on the Board from Leicestershire County Council, Rutland County Council, Integrated Care Board, Leicestershire Partnership Trust, the National Probation Service and the Police and Police Crime Commissioner. There are good working relationships with all partners that ensure effective, integrated strategic planning and delivery of youth justice services. The Board regularly invites other partners to the Board to discuss their work.

The Board Vision - "It is committed to work in partnership, sharing responsibilities and providing the necessary resources, to provide effective strategic oversight and direction to the Youth and Justice Service (Y&JS). Its direction will ensure that the Youth and Justice Team is a high performing organisation that uses the principle of effective practice to provide high quality individualised services to children, young people, and their families; with the principal aim of preventing and reducing offending, thereby making a significant contribution to safer communities".

The Board is committed to achieving this vision by:

"Ensuring the co-operation of the mainstream services of the partner agencies through adequate resourcing, joint planning, shared objectives, and a commitment to work together to achieve better outcomes for children and young people. The Board is committed to hearing direct from children and their parents and carers."

To assist the Youth and Justice Management Board in its oversight function, the Service provides operational and strategic reports which are designed to enable the Board to scrutinise all aspects of Youth and Justice Service activity. This includes any developments from the Youth Justice Board and His Majesty's Inspectorate of Probation (HMIP).

Board Members are expected to contribute to the agenda of the Board and share partner agency updates that are relevant and support the delivery of Youth and Justice Services. All Board Members are expected to take learning from the Service and the Board back into in their own organisations. The Board will lead on ensuring that the developments and priorities within this Board are met. They will also provide strategic direction regarding any new developments.

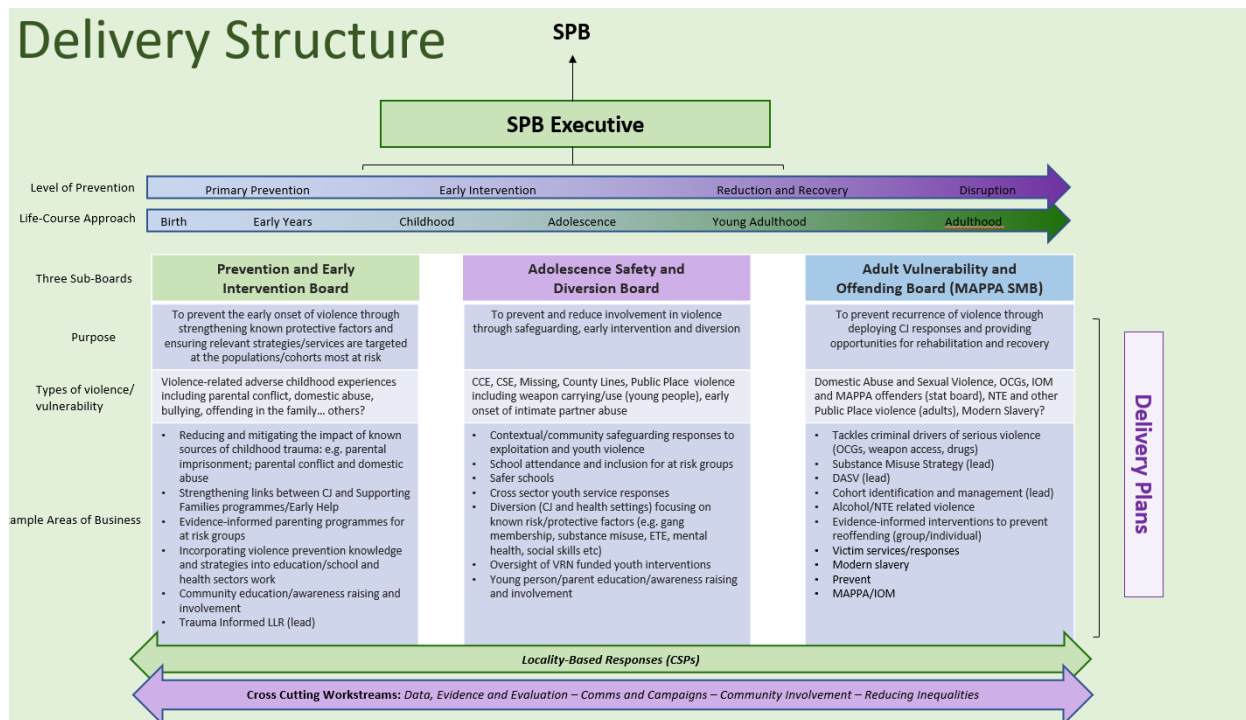
The Board receives standing reports the financial position of the partnership pooled budget and performance against the key indicators as standing reports throughout this three-year plan.

Reports on the progress against His Majesty's Inspectorate of Probation Improvement Plan will form a standing item until this plan is fully signed off by the Youth and Justice Management Board. In addition, a report on the Ministry of Justice Turnaround Programme will be provided for Board governance until the programme end date in

March 2025. During this Plan the Board will oversee a review of compliance with National Standards.

Full Board Membership can be found as Appendix 1 within this Plan. Board attendance data will be submitted to the Youth Justice board on a quarterly basis from April 2023 in line with the new Key Performance Indicators.

Local Governance Arrangements



The above diagram demonstrates the wider strategic partnership arrangements across Leicester, Leicestershire, and Rutland. Youth and Justice Management Board Members sit across several Delivery Groups and represent their own agency and children within Youth Justice. The Head of Youth Justice is a member of the Adolescent Safety and Diversion Board and the Adult Vulnerability and Offending Board (MAPPA) and will attend the Prevention and Early Intervention Board for thematic work when required.

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

Head of Youth Justice Role - The post holder has strategic and operational responsibility for Youth Justice and accountability across the Local Authority, directly to the Youth and Justice Management Board and across Partnership Boards. The Head of Youth Justice fully co-ordinates the Youth and Justice Management Board with Board Members and the Chair.

The Head role has the following lead responsibilities, in addition to the Youth Justice responsibilities:

- Youth work, including group work, direct and street-based youth work
- Young Carers
- County Youth Council
- Members of Youth Parliament
- Voice Work
- Low/Medium risk missing children
- Projects - YEF Funded Reach Project, Turnaround Programme, and other opportunities
- VCS Engagement - Youth Work
- ASB

Structure - The Service structure is offered in Appendix 2 of this document. There are two structure charts supplied to illustrate the staffing structure of the Youth and Justice Service. Whilst not reflected in the structure, the Service has access to a Business Support Team and Manager, a Research and Insight Analyst, Business Development Support Officer (responsible for YJB Returns), Senior Information Management Officer and a Business Manager for Information Management and Technology. Appendix 3 shows the position of the Youth and Justice Service (highlighted in pink) within the wider Departmental Structure.

Staffing Composition - The Service is extremely proud of the diversity in relation to ethnicity within the Service. Disability data is not collected and therefore cannot be submitted. Here is the staffing breakdown by ethnicity as submitted to the YJB:

B8: Staffing of the YOT by gender and ethnicity; No. of individual people

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Referral Order Panel Volunteer		Other Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Asian					9	8	1								1	3	11	11
Black			2			4							1			2	3	6
Mixed					1	3										2	1	5
White		1		2	2	25	2	7					8	8	10	30	22	73
Any other ethnic group																		0
Not known					1									1	2	8	2	10
Total	0	1	2	2	12	41	3	7	0	0	0	0	9	9	13	45	39	105
* Welsh Speakers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

* Welsh YOTs only

5. Resources and Services

The Partnership contribution to Youth Justice is: 1 full-time seconded Probation Officer, 2 full-time seconded Police Officers (warranted), 1 full-time link CAMHS Worker and access to the CAMHS ACE's Project. The Service has Social Workers and Education Workers as the Local Authority contribution. The Service has a new Youth Justice Health Lead which will be funded by Public Health and is working with the Health and Education Board representatives on the Speech and Language Therapy offer, opportunities to bid for funding and to develop a health pathway.

The below chart shows the outturn of the Youth Justice Service, including all partnership contributions made financially. The entirety of the YJB Grant and partnership contributions are used to fund staffing as documented in the Grant Audit Form.

B5: YOT budget Costs and Contributions

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Youth Justice Board			511,281	511,281
Local Authority			1,430,358	1,430,358
Police				0
Police and Crime Commissioner	91,847		77,934	169,781
Probation	73,764		10,000	83,764
Health	70,945		47,588	118,533
* Welsh Government				0
Other			73,572	73,572
Total	236,556	0	2,150,733	2,387,289

* Welsh YOTs only

6. Progress on previous plan 2020-2023

Strategic and Practice Priorities 2020-23	
Health	Vulnerable and Protected Groups
<p>Over the period of this plan, the Service has continued the trauma informed journey. This has included the integration of the CAMHS ACE's Team's contribution to risk management meetings and their leading of formulation meetings which has contributed to improved ways of working with children through developing a deeper understanding of what approaches work with children and mental health.</p> <p>Within the period of this plan, the service has led the Youth element of the Liaison and Diversion programme. This commission ended in 2022 and the oversight returned to Leicestershire Partnership Trust who run an all-age programme. The Lead of the L&D Project has recently taken up a Public Health funded post within the Service as the Youth Justice Health Lead. Work commenced during the 2022/23 on the development of a Health Needs Analysis of the youth justice cohort of children. This was launched in January 2023 for children to complete with their workers and during 2023/24 the Service and Board will learn the results and look at responding to the needs identified.</p> <p>Work continues around defining a Speech and Language Therapy offer for the children within the youth justice cohort.</p>	<p>During the three-year period of the plan, the Practice and Performance Manager worked hard with Business Intelligence and Data colleagues to build a data set around vulnerable and protected groups. This is evidenced in the Performance Report for the Board.</p> <p>During 2022/23, the focus has been on working with children and families to self-identify around ethnicity to ensure that the data set was accurate. This has since been repeated due to a change in Case Management Systems.</p> <p>To work towards practitioners being safe to explore issues around race and other protective factors, the Service has progressed with building the foundations around knowledge and understanding the 'unknown'. Practitioners delivered a session to the Service around the "school to prison pipeline" and the recent HMIP Report on the experiences of Black and mixed heritage boys. There are strong examples of where practitioners have championed the trauma of racism that children have experienced and how this has contributed to their offending behaviour and triggered trauma.</p>
Data	Child First, Offender Second - Practice and Quality Assurance
<p>During the three-year plan, the Team worked hard to develop a suite of tableau dashboards that provide a wealth of information that has helped manage performance and to understand the needs and demographics of the children engaged with Youth Justice. This information has been published in the performance report quarterly for</p>	<p>Please see the Child First section of this report for a full overview.</p>

the Youth and Justice Management Board. This was identified as a positive by HMIP during the Inspection in 2021.

During January 2023, the Service migrated data to a new Case Management System (Core+) and the schema that was used to produce the data set is now obsolete. The Service has been prioritised for specialist support from the Business Intelligence Team to rebuild these.

Participation of Children, Families and Carers

Please see the Voice of the Child section of this document for a full update.

Education, Training and Employment

Education, training, and employment continues to be a challenge for practitioners, in terms of engagement in the statutory requirements. The Service has worked extensively within partnerships to improve this. The Service has two dedicated and passionate education Co-ordinators. The reasons behind the challenges are that children are often excluded when they commence contact with the Service or are no longer at statutory school age and are not fully motivated to progress into employment, training, or education. The issue of risk is becoming more pertinent as more children are presenting with violent related offending and this presents as a barrier for inclusion. There are children within the cohort who have unmet needs but are unwilling to engage with specialist services or where Education, Health and Care Plans are in place, there are issues with finding the appropriate and safe placements.

The Education Board Member has commissioned a piece of work which was to look into the educational experiences of 20 children within youth justice. The findings are due to be presented at Board during 2023.

Victims	Constructive Resettlement and Transitions
<p>During this plan a victim data suite was created to enable enhanced understanding of the demography of victims. During the transition to Core+, this is no longer accessible. However, the Core+ does have a specific module for victims that will provide the opportunity to match restorative justice outcomes to the child and the victim.</p> <p>The Service has a dedicated Restorative Justice (RJ) Co-ordinator who undertakes the work with victims. Work has developed to improve the victim information presented to the OOC Panel. This means that all identifiable victims, where there is consent, are contacted prior to the Panel and their voice, thoughts and wishes are captured. The RJ Co-ordinator then represents the victim at the OOC Panel and feeds the outcome back to the victim. All the required statutory functions around victims are met. There are good relationships with Victim First who are commissioned to provide victim services across the County.</p> <p>Whilst the above focuses on the statutory response to victims, the Service does recognise victims within communities where anti-social behaviour is being committed by children and the impact on the residents and business owners within those areas. The Service works closely with Joint Action Groups (JAGs) to work towards resolving these issues, engaging with residents where detached youth work provision is deployed. The service is omitted to working in partnership to resolve ASB and to reduce the impact on the victimisation of communities.</p>	<p>The Service has implemented a Resettlement Policy which was identified as being of a good standard by HMIP. The Service has a Team called Project Responsive who provide intensive support for all children who are assessed as posing a high risk and where children are in custody.</p> <p>Work around transitions with Probation has made traction during 2022, when Probation announced a dedicated team for Young Adults. During 2022/23, youth justice practitioners and the Young Adults team have met to share knowledge and understanding of the youth and adult criminal justice systems. The seconded Probation Officer has been extremely pivotal in being that conduit between the two Services and operates as a gatekeeper for all children aged 17.5 years, where a decision needs to be made for YJ to retain or transition to probation based on eligibility.</p> <p>The work on transitions is a priority area for the Adult Vulnerability and Offending Board and is the Head of Youth Justice at LCC is the priority lead. Managers across Probation and Youth Justice Teams in Leicestershire and Leicester City are fully committed and have driven this work forward significantly.</p>

7. National Key Performance Indicators (KPI)

From 1st April 2023, the service and partnership will commence the collection of data which links to 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

This section will be updated annually to reflect this. Within the service we have locally collected data around ETE, and updates have been provided to the Board quarterly. The Service has also tracked a local cohort of children and their re-offending rates and have shared details with remands of children into Custody with the Board. The Board and Service are working towards identifying any additional local performance indicators that will complement the rollout of the expanded national KPI's.

During 2023/24, the Service is focused on re-developing a series of tableau dashboards that support the development of practice and identify areas of strategic priority. This was due to a change in case management systems and the need to re-create schemas that can report data. Resource has been committed to undertake this work.

The current four KPI's of binary reoffending rate, frequency of reoffending, first time entrants and use of custody will continue, with the 10 additional KPI's commencing as detailed above. During 2022/23, the Service provides the following commentary on the four KPI's:

National Indicators

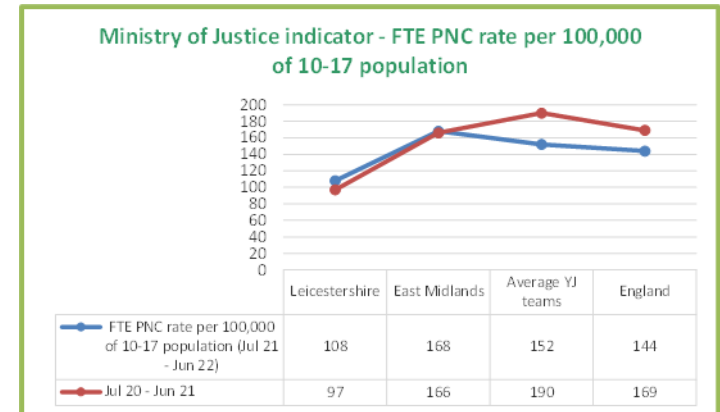
First Time Entrants (FTE)

Youth Justice continues to be at the forefront of reducing the number of FTEs and over the three-year period these have continued to fall, both locally and nationally. The performance around FTE's is affected by several factors, including national crime trends and partner agency procedures. Targeting child exploitation and gang type activity does pose a risk to future FTE performance as experience of this is that activity is often directed at a national level.

The strength of the prevention offer and diversionary activity such as dealing with children outside of Court through the OOCB Panel has shown success. Some children are not eligible for the consideration of OOCB whilst in the care of the Police because there is no admission of guilt, or a no comment interview has been undertaken and therefore children are progressed to Court. Whilst a first Court appearance has been unavoidable, the CPS and Defense solicitors do work pro-actively to reconsider children for the OOCB Panel and the numbers are increasing. The City and County Youth Justice Services and the Police, along with the CPS, are keen to seek ways of avoiding a first Court appearance and therefore the exploration of Outcome 22 and quality assurance work in this area is being undertaken to take further positive actions, particularly for BAME children.

The Board receives a full appraisal on all FTE's during a quarter and whether those children were known to the Youth and Justice Service to enable us to develop an insight. The offences most likely to be committed by FTE's are motoring offences where the children receive penalty points and a fine and violence against the person.

The data for FTE's is provided by the Ministry of Justice. The FTE rate for Leicestershire children per 100,000 of the 10 to 17-year-old population in Leicestershire, shows that between July 2021 and June 2022 there were 108 FTEs. This is an increase from the previous year (97). Leicestershire's performance remains significantly positive in comparison to performance regionally (168), nationally (144) and that of average Youth Justice Teams (152).



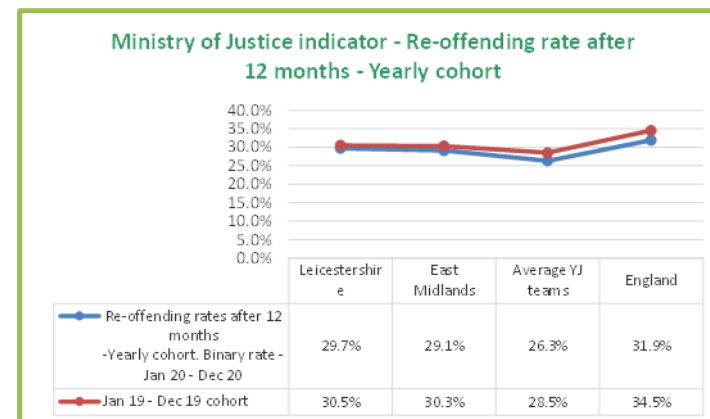
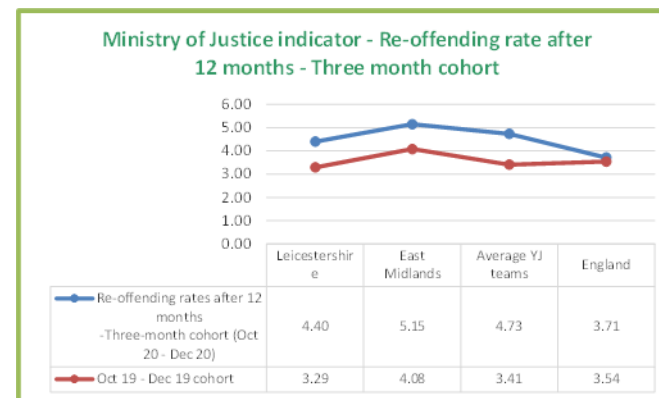
Re-offending – binary and frequency

The latest available MoJ re-offending data, after twelve months, is for both the three-month cohort October 20 – December 20 and the aggregated quarterly cohort for January 2020 to December 2020. With regards to the three-month cohort, the binary re-offending rate was 17.9% which is a reduction from the previous year and positive when compared Regionally (26.3%) and Nationally (29.0%). The re-offences per child after 12 months was 4.40. Comparatively, performance remains ahead Regionally (5.15) and below National performance (3.71).

The aggregated quarterly cohort binary re-offending rate was 29.7%, a minor reduction from last year (30.5%). This is a slight increase when compared against the Region (29.1%) and a reduction against National performance (31.9%). The reoffences per child after 12 months was 3.37. This performance remains ahead of that Regionally (3.97) and Nationally (3.53).

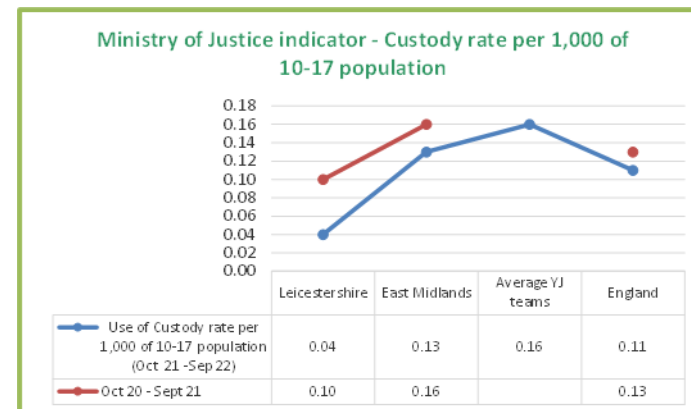
As part of the move to Core+, the Re-offending Toolkit as commissioned. This is a tool that is built into the system that will enable the Service to undertake live tracking and target interventions to those children that are most likely to re-offend. This group of children present live very complex lives compounded with trauma. The Service have access to targeted support for Social Care, ACE's, and substance misuse, along with an expedited pathway to CAMHS for mental health support. There is a general reluctance from this group of children to become involved with such workers and this does provide a challenge. Often practitioners are receiving advise on how best to deliver these interventions in a bid to provide the appropriate support.

Collaboration between Youth Justice and the Child Exploitation Hub is a strength. This is not only through the rigorous sharing of information but also the joint management of children, through both prevention and statutory work. Activities such as mapping children into groups, joint triage of children, sharing risk details and looking at desistence factors support working towards managing the risk of re-offending. The successful management of those children who are most likely to re-offend is through robust partnership working.



The use of custody

The use of Custody for children across Leicestershire remains low and has continued to do so for the last three years. The most recent data available shows the custody rate for Leicestershire children per 1,000 of the 10 to 17-year-old population, details performance for October 2021 – September 2022 to be 0.04 children sentenced to custody. This is a decrease from the previous year (0.10). This performance continues to remain ahead of performance Regionally (0.13), Nationally (0.11) and of average Youth Justice Teams (0.16). Those children who are in custody have committed serious offences and/or pose significant risk to the public. Work is being undertaken within the Service to review the credible alternative offer to Custody. This is presenting with challenges as the premise of such an intervention is that children are engaged in education, training, and employment for statutory hours; this is both a local and national issue. It is further compounded by the commission of violent offences and where harm is caused as the Court as often the Custody threshold is met. Having a strong prevention offer and trying to engage children at the earliest opportunity remains the best option to maintain low custody levels. Work is undertaken with probation to ensure that children who turn 18 in custody are managed and supported by the most appropriate service based on their needs, youth, or adult probation.



8. Youth Justice Priorities

The Youth Justice Board has requested detail on the following key priorities as part of this plan:

Prevention

Leicestershire County Council is committed to delivering preventative Services and therefore there has been a prevention offer for those children at risk of entering the Youth Justice System for over 15 years.

Referrals into prevention services are through the main front door at the County Council. The referrals are triaged through the lens of family support which is offered through the Supporting Families initiative. The offer from Youth and Justice has several youth work options for children including targeted one to one work and group work, including a specific group work offer for children with Special Educational Needs and Difficulties (SEND) and young carers.

Children who have consented to work with the Service will have an early help assessment recorded on the children's social care system or an approved Youth Justice Board assessment. Work is undertaken in line with the needs identified with the child and their family and the professional support across the partnerships that are involved with the family.

Details of the offer from the County Council can be found [here](#)

Referrals into prevention services can be made [here](#)

An overarching Early Help strategy can be found [here](#)

Evidenced-based Practice - Reach Project

The Service is currently delivering a project called Reach, which is funded by the YEF and is focused on an intensive mentoring scheme with children most at risk of exclusion. This is being evaluated by Sheffield Hallam University and we are excited to learn about the impact of the project. The Project is in a strong relationship with four schools across two Districts of Leicestershire delivering the project. The Service has four dedicated Youth Workers, each linked to a school. The Project is a collaboration with Leicester City and Leicestershire Youth Justice Services and the Violence Reduction Network. The evaluation will provide the Service with details of what interventions work with children at risk of exclusion. Further information about the Project can be found [here](#)

Evidence-based Practice – Triple P Parenting Programme.

We have staff members who are trained in delivering the Triple P Parenting programme across the Service which is an evidence-based programme of workshops, seminars and groupwork.

Diversion

The diversion offer for children follows the same referral route as prevention work or children are received through outcomes from the Out of Court Disposal panel (OOCd). The Panel is focused on ensuring that children are not propelled into Court and the Youth Justice System unnecessarily. Children are allocated to practitioners based on a screening of risk levels and need. The Service is committed to getting this right at the earliest opportunity to support building strong working relationships with children.

The Service, Leicester City Children and Young People’s Justice Services and Leicestershire Police meet monthly to work in partnership to ensure the best outcomes and pathways for children. The Partnership is currently working with the Drug and Alcohol Team in the Police and Turning Point (substance misuse provider) to develop a targeted package of support for those children who have come to the attention of the Police for first time possession of Cannabis. During 2023/24 the Partnership will evaluate data including engagement rates and outcomes from the offer to ensure that this is having an impact.

The Partnership is also exploring the use of Outcome 22 with other Youth Justice Services to consider the use of this outcome to address issues of disproportionality in line with the Lammy Review and recent Police guidance.

Evidence-based Practice - Turnaround Programme

The Service has been granted three year funding (2022/25) by the Ministry of Justice to run a specific diversion programme. The Programme commenced in December 2022 and year one runs until March 2023. During this period the focus has been on the recruitment of highly skilled staff, working in partnership with the Police to identify those children who require an intervention and developing the assessment and approach that will be undertaken. At the current time, the focus is on those children who have been released under investigation (RUI) by the Police, released on Police Bail or where no further action (NFA) has been taken by the Police. There is an opportunity to widen the criteria should this be required. The Police will identify those children who are eligible for the programme, the Service will traige each child further to ensure that they meet all of the inclusion criteria and then workers will pro-actively contact and engage with families to seek consent to offer an intervention.

The Programme will be evaluated by The Centre for Fiscal Studies and The Anna Freud Centre, who have been commissioned as research partners by the Ministry of Justice. This will provide Youth Justice Services with an evaluation of what works with children and diversionary services.

Education

The Service has collected data on education, training and employment (ETE) as a local performance indicator. Over the last two years, the Service has achieved approximately 60% positive outcomes for children, where they have been engaged in the statutory levels of ETE. The Youth and Justice Management Board has overseen this performance and has worked to understand this further in a bid to improve the outcomes. The Education Board Member has commissioned an evaluation to look into this further and the Board are awaiting early headlines. There are many barriers faced by the Service, who has two dedicated Education Co-ordinators who work closely with education providers, the Inclusion Service and the Special Educational Needs Assessment and Commissioning Service to achieve outcome for children. The compounding issues include the period of time that children have been NEET prior to entering the Service, children are maintained on low hours in alternative provisions, there is a growing cohort of 17 year olds entering the Service who lack motivation or are influenced by external factors of criminality and children who want to access industries such as construction but do not have their functional skills to enable them to do this swiftly. A number of these children will have unmet needs around their education and learning. The Board is committed to improving this and interrogating the data and analysis that is provided by Officers. Children aged 16-18 accounted for 79% of the statutory outcomes, with 17 years old being the largest group within this, which poses additional complexity.

Restorative Approaches

The Service has a Restorative Approaches (RA) Hub which is a group of practitioners who develop the RA response. During the last year, there have been significant improvements regarding identified victims who are now contacted prior to a child being discussed at the OOC Panel. The purpose is to gain their voice around what happened, the impact of the offences and any other relevant information. Victims are appraised of the OOC Panel process and the outcome from the panel, leaving them more empowered and having a better understanding of youth justice. This includes supporting Police Officers to ensure that the 10 point checklist is in place for children who live in care home settings and to support them not being criminalised unnecessarily.

In line with the HMIP Inspection of the Service in August 2021, the Service has made significant improvements in ensuring that victims of crime are better represented and protective measures are identified as part of the risk assessment process with children and across partnerships. From April 2023, 'Victims' will become a key performance indicator.

Serious Violence Duty

Leicestershire Violence Reduction Network (VRN) is one of 21 Violence Reduction Units (VRUs) across the UK who are committed to understanding and tackling the root cause of violence. The VRN adopts a public health approach to the partnership work, using data and research, focusing on prevention and engaging communities to develop, deliver and evaluate solutions. This is the response strategy for the Violence Reduction Network, of with Youth Justice Services are a core partner.



The response to the Serious Violence Duty is being co-ordinated through the VRN, who are currently in the process of updating the strategic needs analysis to provide direction with the strategy. Youth Justice are identified as a specified authority in its own right and during 2023/24 a self-assessment and plan will be prepared for when the Duty commences in April 2024.

Child Exploitation Hub

All agencies across Leicester, Leicestershire and Rutland are fully committed to safeguarding children and young people from being exploited whilst disrupting and prosecuting individuals who have exploited them. As a response to the the Multi-Agency Child Exploitation Hub was created where services from across the partnership (Health, Social Care, Youth Justice) are co-located with Police. The operating protocol of the Hub can be found [here](#)

The Youth Justice partnership is fully embedded in both the operational and strategic work concerning the exploitation of children. The work is overseen by the Adolescence Diversion and Safety Board (as detailed in section 4 of this report). In relation to the National Referral Mechanism, the practitioners within the Service identify and refer children to the mechanism as a first responder organisation. The practitioners will also provide information for the responsible authority to make a decision around ground. In Leicestershire we following the national guidance. All documents are recorded on children's files, along with Gang Association Tool (GAT) and Risk Assessment Tool (RAT) which support the identification and management of risk across the partnership. Leicestershire County Council have a dedicated Child Exploitation Team who work closely with the Youth and Justice Service.

Detention in Police Custody, Remands and Use of Custody

Appropriate Adults

Appropriate Adults Services are provided by Leicestershire County Council during work hours and this is through a response of volunteer activity and trained staff, depending on the response required by the situation. Out of hours, the Service commissioned The Appropriate Adult Service (TAAS) to undertake this activity.

Emergency Duty Team

For out of hours support regarding safeguarding, the Police contact the Out of Hours Service at Leicestershire County Council.

Children Detained in Custody and Remands

Data regarding children detained in Custody is shared twice daily with the Service to enable planning around any actions that may be required to reduce the use of detaining children. The Police, Leicester City Council and Leicestershire County Council meet monthly to undertake the Remand Strategy Meeting using the following terms of reference:

- Ensure a multi-agency response to remand issues.
- Monitor compliance with the National Concordat on Children in Custody
- Review remand decisions in Police custody and review relevant court decisions
- Develop a multi-agency understanding of remand issues affecting remand outcomes and seek possible solutions.
- Reflect and learn from operational practice
- To consider future developments to improve operational practice.
- Resolve any outstanding issues and disputes, escalating them as required.
- Provide reports to the local youth justice management/safeguarding boards as required

The partnership is currently reviewing the overarching strategy and terms of reference of this meeting.

Data

The Youth and Justice Management Board is provided with data concerning remands to Youth Detention Accommodation (YDA) and Custody. This includes an analysis as to the appropriateness of the remand and sentence, which is congruent to the seriousness of the offending behaviour. Remands and the use of custody have remained low across Leicestershire. A focus continues on evaluating credible alternatives to custody in light of the refreshed case management guidance.

Project Responsive

Within the Service there is a dedicated team of 5 Youth Workers who offer wrap around support to children who are assessed as high risk of harm or re-offending and where there are concerns that risks could escalate. The Workers have the flexibility to respond to the desistance needs of the children, build strong relationships (trusted adult) and impact upon positive outcomes for children.

Constructive resettlement

The Service has a Restettlement Policy which HMIP states has strengths in being detailed in relation to procatice expectations around resettlement, saftey and wellbeing and the management of harm. There was evidence of strong relationships with practitioners in the custodial estate and the policy is focused on engaging children in positibe interventions and oractical support. Each child in Custody is alloacted a Project Responsive Worker to support in the resettlement process. The Resettlement is due to be reviewed in 2024/2025 for effectiveness.

Whilst the Custody numbers remain very low, children within Custody are genarerally reaching 18 and transitioning across to adult Probation. Leicestershire Probation have a dedicated Young Adults Team who oversee the role of the Seconeded Probation Officer. The Adult Vulnerability and Offending Board have instigated a workflow which is focused on ensuring that there are processes, guidance and collective manageent of those children/young adults. This involved any referals for Multi-Agency Public Protection Arrangements (MAPPA) and Integrated Offender Management (IOM).

Challenges

The following are concerns, risks and issues that are identified locally and nationally:

- Challenges with recruiting highly skilled staff into the Youth Justice offer remains a concern with vacancies being held for a longer period and repeated recruitment drives. This concern extends across the partnership where staff are seconded into the Service, for example with Probation where the national picture of recruitment is difficult.
- The government is reviewing the formula used to allocate the Youth Justice core grant this may have a detrimental effect on Leicestershire County Council's funding. LCC is already the lowest funded Council.
- The National Audit Office predicts a doubling of the number of children in custody by 2024. An increase in the use of remand and custody is a concern.
- The cohort in the formal youth justice system have far greater number of traumatic experiences increasing their likelihood of reoffending. This means that managing the vulnerabilities that children have, and the risky behaviour associated with this is challenging. The Service has seen an increase in children who are subject to MAPPA arrangements through violent and harmful sexual behaviour.
- The cohort are most likely to be disaffected by the education system and therefore are far less likely to engage in education, training and employment opportunities. This is compounded by an increase in violent offending and for some children the carrying of a knife.
- Lack of youth activities/youth work provision for young people who are on the edge of offending.
- The cost-of-living crisis is likely to increase the number of people involved in acquisitive crime.
- Changes to provision of partner agency services and recruitment challenges of key services may be problematic.

- An increase in anti-social behaviour across some Districts of Leicestershire and the option for the Police and Council's to apply for Criminal Behaviour Orders (CBO) would mean that children risk further criminalisation.
- Opportunities to apply for funding for initiatives and innovation, whilst is a positive, does provide challenges around the recruitment of staff on fixed term contracts and a cliff-edge when that provision is no longer available.

For the year 2023/24 the Service and Board will be working in collaboration with children and partners around the following key areas:

Development area	Activity	Timescale
Health – Understanding the needs of the Youth Justice cohort of children.	Children completing the Health Needs Analysis Questionnaire. Registrar from Public Health analysing the response. Full report prepared for the Management Board to agree next steps. Collaboration with Public Health.	Dec 2023
Practice improvements as identified by HMIP around quality of	HMIP made 6 recommendations following the Inspection in 2021 and this plan is focused on achieving these. Progress against the plan is being monitored by the Youth and Justice Management Board. The timeline for this action is March 2024 as there are two	March 2024

assessments, risk management and victim safety.	strategic outcomes around monitoring disproportionality with the Police and developing a Speech and Language Therapy Offer which require work such as commissioning or data analysis. Collaboration with Police and Health.	
Enhance the case management model of how the Service works with children	Whilst FTEs remain low, those engaged with Youth Justice are presenting with complexity of their individual needs and with the risks that are posed around behaviour and offending. The Service is working with the Police on high-risk cohort Management and how the two Services collaborate effectively to provide support and oversight around those children whose behaviour poses the most risk to victims and the public. This activity will be underpinned by an extensive training programme and the re-writing of job descriptions to better reflect the Child First and risk management Model.	March 2024
New YJB Key Performance Indicators (See Appendix 4)	The first submission of the KPI's is due at the end of Quarter 1, and each quarter thereafter. Currently this is on a spreadsheet, but it is hoped that it will be embedded within Core+ overtime. The YJB will be applying oversight to submissions and working collaboratively with Youth Justice Teams on their submissions. Data around KPI's will be submitted to the Youth and Justice Management Board for discussion on how to respond to these. The first quarters data will be presented at Board in September 2023.	March 2024
Creating data dashboards	With the introduction of Core+, the tableau data dashboards that had been prepared over a three-year period no longer work as these are attached to data in the previous system. During this current year, the Service will work with Business Intelligence to create new data sets that provide oversight on delivery of the Service and practice to children and information about the composition of data that provides the Board and the Service with depth around the needs and demography of the Youth Justice cohort of children.	March 2024

Disproportionality Action Plan

Every person should be equal in the eyes of the law, regardless of age, ethnicity, or anything else. However, research shows that the youth justice system treats children and young people (10 to 18-years-old) from ethnic minority backgrounds differently. This is termed disproportionality. It means ethnicity is over-represented compared to the proportion of that group within the general population. Disproportionality also applies to girls in the youth justice system and looked after children for example. The drivers for disproportionality in youth justice are complex, and many lie outside of the criminal justice system. The youth justice system alone cannot solve the problem but the policy makers, partners, and practitioners within it do have a responsibility to do everything they can to tackle disproportionality and to ensure that all children and young people are treated equally, no matter their background. The Service is committed to identifying opportunities to support strategies across other sectors (education, health for example) to ensure that there is a lasting impact in addressing disparity.

Disproportionality data shows that children from Black, Asian, and Multi-Ethnic ('BAME') backgrounds are disadvantaged in many areas including education, housing, health, and poverty; to name just a few. Children and young people from BAME backgrounds are over-represented at most stages of the youth justice system. The Lammy Review (2017) highlighted that BAME defendants were more likely to enter a not guilty plea at court, resulting in harsher sentencing and a longer time spent in the justice system. During a child's journey, each time that disproportionality occurs the chances of them doing well in adult life reduces with potentially long-term consequences. Each Youth Justice Service is now required to publish a plan on how the partnership will work to address issues of disproportionality across Youth Justice.

LCC has signed the Race at Work Charter and has made a firm commitment to the principles of diversity, equality of opportunity and inclusion, and recognises the importance of adhering to these principles at all. The 'We Care – Race Equality Strategy' has been published to support this work. The strategy focuses on having a BAME workforce that feel supported and cared for, the whole workforce understanding the lived experience of BAME colleagues and service users and how to effectively respond to matters of race and inclusion.




The Youth and Justice Service has a very diverse population of practitioners which adds to the richness of the Service. There are a Race Inclusion Champions within the Service and the Head of Youth Justice who are committed to this work. The Plan below is a strategic plan for Year One (2023/24), over the next three years both the Service and Board are committed to delivering on the following:

- ✓ Black, Asian, and multi-ethnic staff feel supported, understood, and cared for.
- ✓ A skilled and diverse workforce.
- ✓ That Black, Asian and multi-ethnic workforce and their experiences are seen, heard, and acknowledged and responded to effectively.
- ✓ A workforce that understands the experience of all children and families.
- ✓ Children are not disadvantaged from achieving their outcomes based on ethnicity, gender, any other protected factors, or vulnerabilities.

Development area	Activity	Timescale
Disproportionality Data across the partnership	In line with the new Key Performance Indicators, Board Members will be requested to provide data around disproportionality in their respective agencies for discussion at the Board.	March 2024
Data Dashboard – child level information	In rebuilding data dashboards across the Service, those relating to children and disproportionality will be prioritised. All information will be reported to the Board on a quarterly basis and be discussed within the Service at an operational level so that actions can be developed, and progress made, both internally and across the partnership. This will include sharing information on the new release of the Disproportionality Action Plan and defining actions in relation to this.	December 2023
Staff Development	A series of whole service meetings and specialised meetings which will form the foundation of the training plan that will be developed for the three-year period, it will include commissioning training from youth justice experts with lived experience around race, culture and the adultification of black and mixed heritage children.	March 2024
Co-produced plan with the Service	The Head of Youth Justice, Race Inclusion Champions and the Service are developing a plan of action around achieving the outcomes identified above. This is the operational plan that will drive forward practice changes and training. This is linked to the above action.	Plan developed by 30 th June 2023. Plan to be delivered over a three-year period.
Quality assurance work	To develop a quality assurance framework with Board Members and within the Service to explore opportunities to understand about the journeys that children of colour have made through Service and to identify gaps and good practice. This would be reported to the Youth and Justice Management Board.	Plan to be developed with Board Members and to run for the length of this YJ Plan.
Understanding the needs of girls in Youth Justice	There is a working group that has mobilised to be focused on understanding the needs of girls and the best way to respond to these, including those children who are of colour.	March 2024

Sign off, submission and approval

Chair of YJS Board - name	Jane Moore Director of Children and Family Services
Signature	
Date	22/03/2023

Appendices**Appendix 1 – Full Board Membership****Appendix 2 – Service Structure****Appendix 3 – Departmental Structure**

Appendix 1 – Full Board Membership

MEMBERSHIP

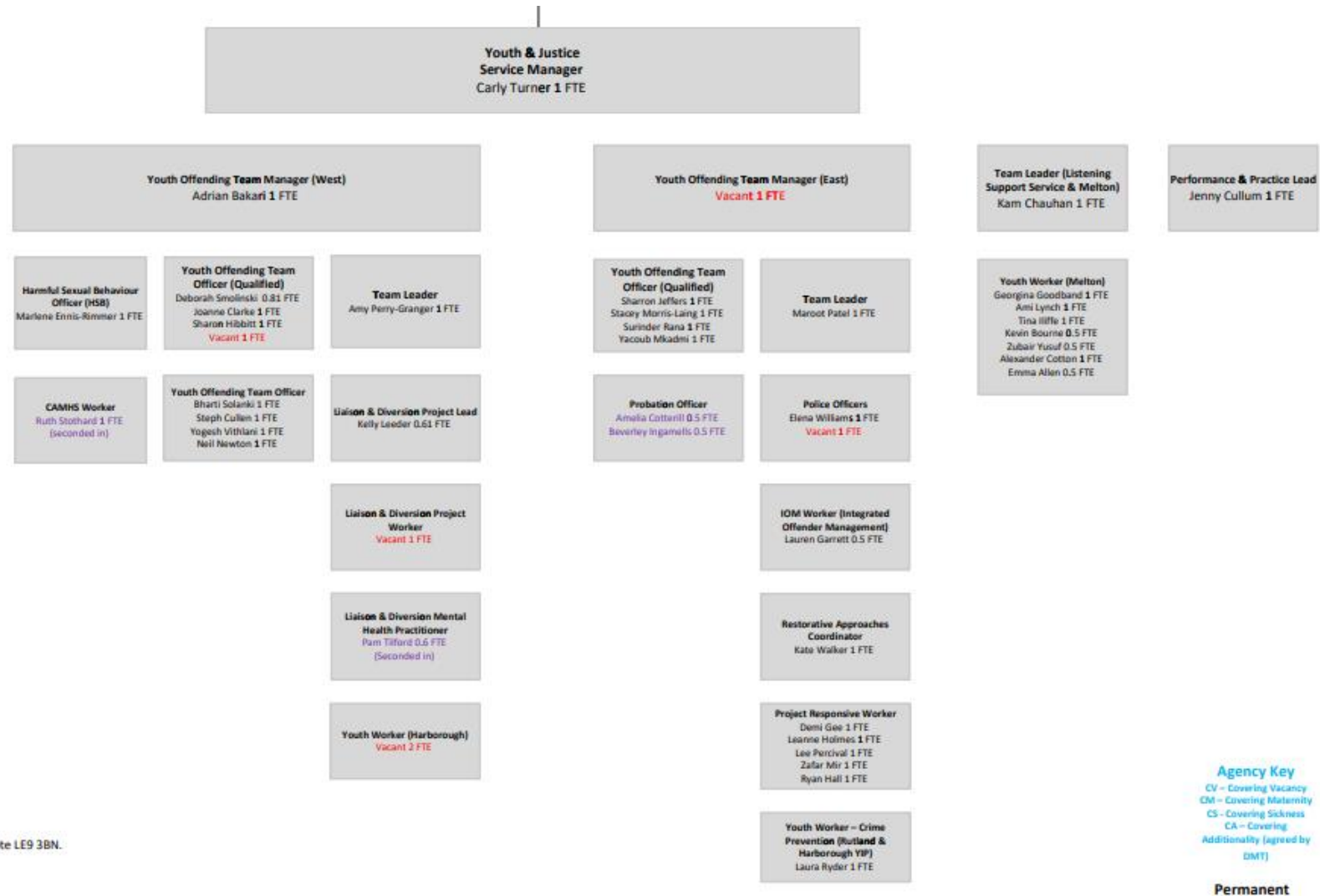
Position	Name
Director of Children and Family Services Leicestershire County Council	Jane Moore Chair of the Board
Assistant Director of Nursing NHS Leicester, Leicestershire, and Rutland Integrated Care Board	Sara Bailey Deputy Chair of Board
Assistant Director of Targeted Early Help and Children's Social Care Leicestershire County Council	Sharon Cooke
Head of Service – Education Quality and Inclusion Leicestershire County Council	Justine Roberts
Head of Early Help SEND and Inclusion Rutland County Council	Bernadette Caffrey
Head Of Service for First Response, Vulnerability Hub, and Targeted Early Help Leicestershire County Council	Wendy Collins
Detective Chief Inspector, Violent and Complex Crime Unit Leicestershire Police	Jim Hatton
Head of Probation Delivery Unit Leicester, Leicestershire, and Rutland Probation Service	Bob Bearne
Position (TBC) Office of the Police and Crime Commissioner	To be confirmed
Consultant in Public Health, Leicestershire County Council	Kelly-Marie Evans
Director Violence Reduction Network	Grace Strong
Head of Service Leicestershire Partnership Trust	Janet Harrison

Head of Housing, Hinkley and Bosworth Borough Council	Madeline Shellard
District Council and Housing Representative	
Chief Executive – Young Leicestershire	Alison Jolley
Voluntary and Community Sector	
Chair of Youth Bench - Magistrate	Rosemary Monk
Leicester Youth Court	
Operations Manager	Andrea Knowles
Turning Point, Substance Misuse Provider	
Head of Innovation and Engagement (Midlands)	Mamps Gill
Youth Justice Board	

Board Dates for 2023 (2024 to be agreed)

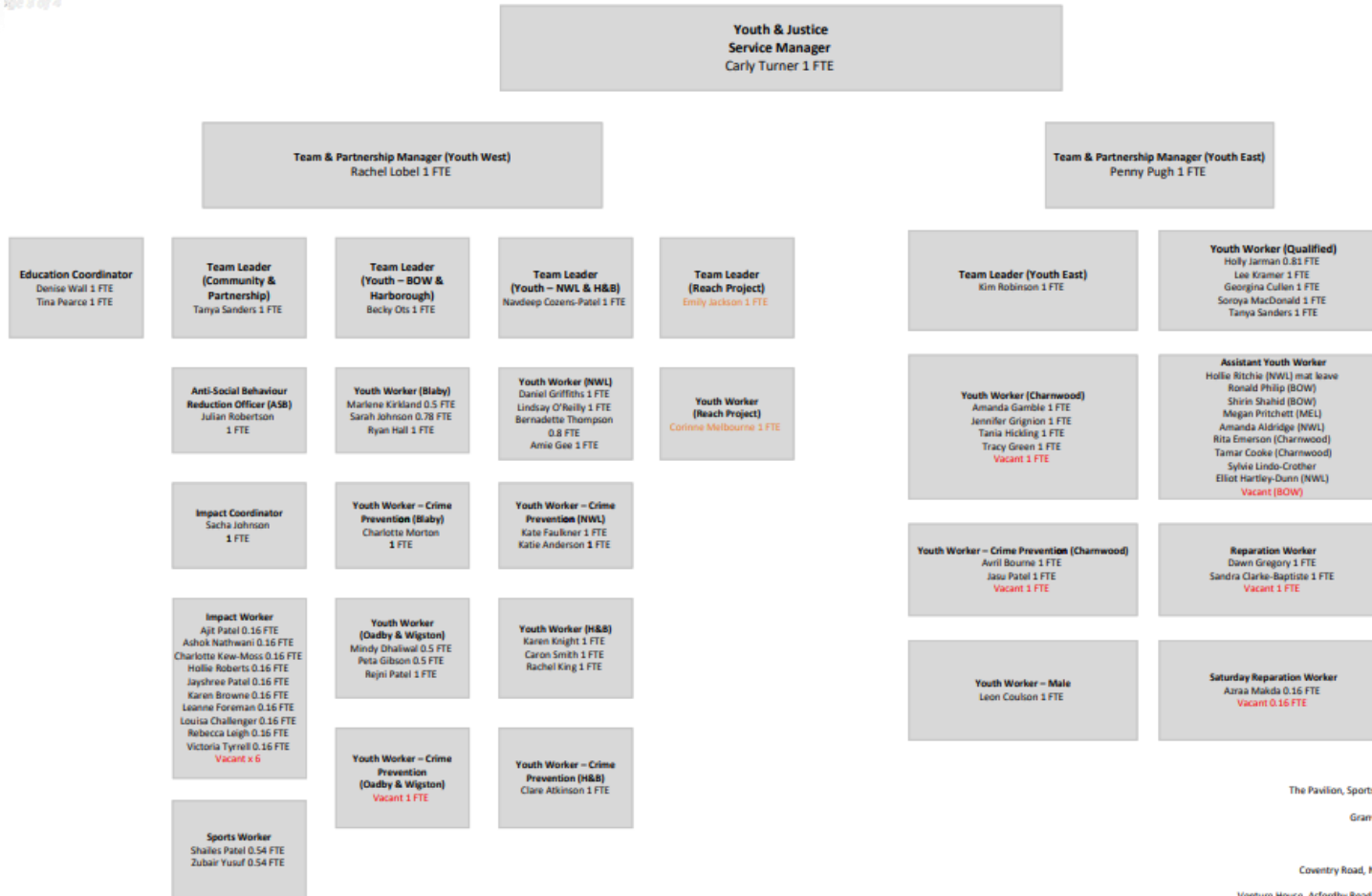
**10 March,
09 June,
01 September,
01 December**

Appendix 2 – Service Structure – Youth Justice Structure



Youth Structure

revised March 2022
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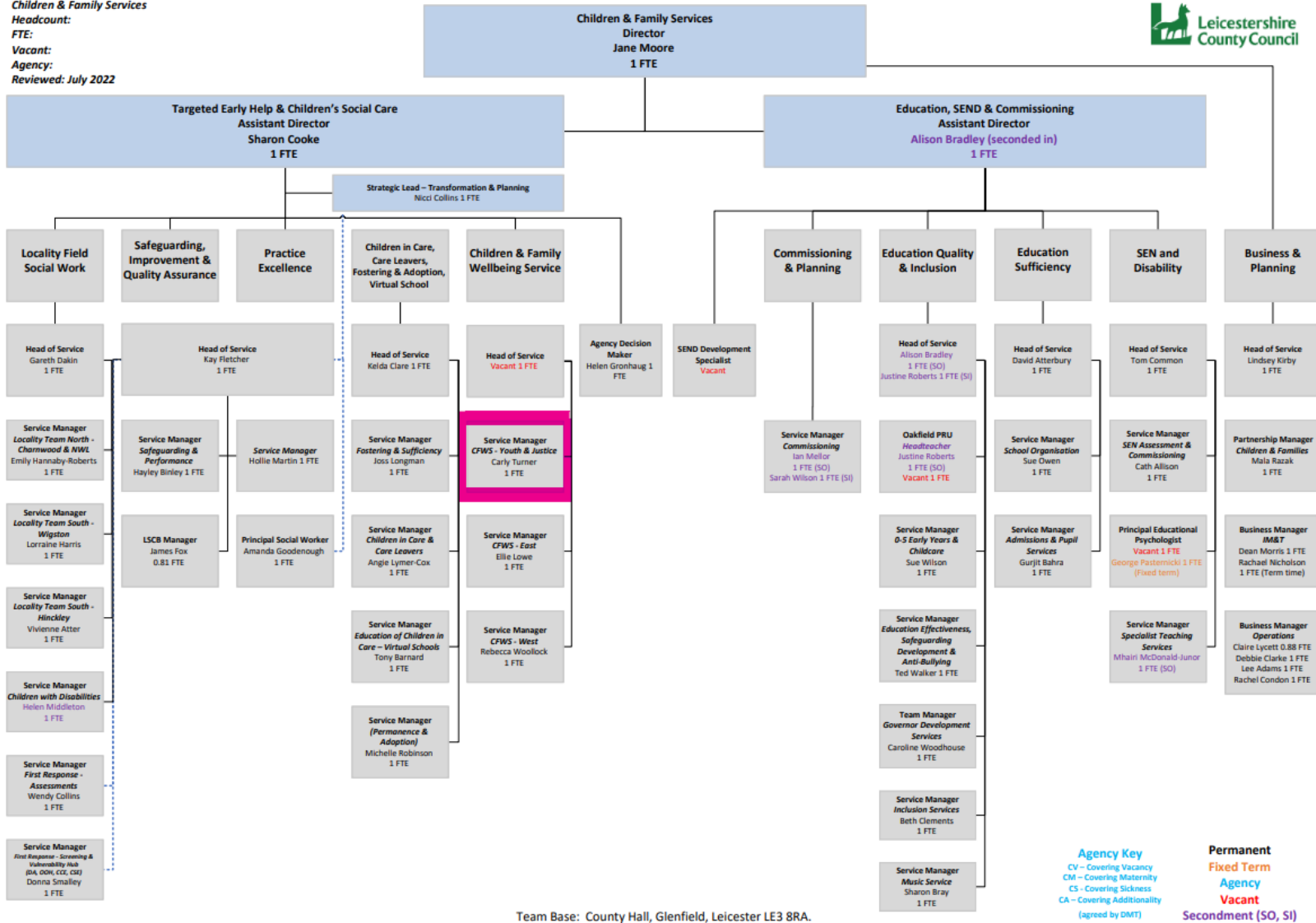


Team Bases:

- The Pavilion, Sportsfield Lane, Huncote LE9 3BN.
- Granville Road, Hinckley LE10 0PP.
- 3 High St, Coalville LE67 3EA.
- Coventry Road, Market Harborough LE16 9BK.
- Venture House, Asfordby Road, Melton Mowbray LE13 0HN.
- Regent Street, Loughborough LE11 5BA.

Appendix 3 Departmental Structure

Children & Family Services
Headcount:
FTE:
Vacant:
Agency:
Reviewed: July 2022



Common youth justice terms

ACE	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
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
CAMHS	Child and adolescent mental health services
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.
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 a child is looked after by the local authority
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	Community resolution, an informal disposal, administered by the police, for

	low level offending where there has been an admission of guilt
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
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
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	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery 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	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language, and communication needs
STC	Secure training centre

SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution
VRN	Violence Reduction Network
SPB	Strategic Partnership Board
VCS	Voluntary Community Sector

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REPORT OF THE CABINET**B. DATES OF COUNCIL MEETINGS 2023/24 and 2024/25****Introduction**

1. This report concerns the proposed dates for Council meetings in 2023/24 and 2024/25.

Background

2. Standing Order 1(2) requires that in addition to the Annual Meeting of the Council and any meetings convened by the Chairman or members of the Council, meetings of the Council for the transaction of general business shall be held on such days as may be determined by the Council at its Annual Meeting on the recommendation of the Cabinet. A date so determined may be varied by the Cabinet. Dates for the 2024/25 municipal year have been included in order to provide members with advance notice of future meetings.
3. The recommendation of the Cabinet on this matter is set out in the motion which appears below:

(Motion to be moved:

That Council meetings in 2023/24 and 2024/25 be held on the following dates:

- **Wednesday 5 July 2023**
- **Wednesday 27 September 2023**
- **Wednesday 6 December 2023**
- **Wednesday 21 February 2024 (to consider the budget)**
- **Wednesday 15 May 2024 (Annual Meeting)**
- **Wednesday 3 July 2024**
- **Wednesday 25 September 2024**
- **Wednesday 4 December 2024**
- **Wednesday 19 February 2025 (to consider the budget)**
- **Wednesday 14 May 2025 (Annual Meeting).)**

24 April 2023

Mr N. J. Rushton
Leader of the Council

Background Papers

Report to the Cabinet, 24 April 2023 – Dates of Council meetings.

<https://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=7075&Ver=4>

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