



Meeting: **Scrutiny Commission**

Date/Time: **Wednesday, 12 April 2023 at 10.00 am**

Location: **Sparkenhoe Committee Room, County Hall, Glenfield**

Contact: **Mrs J Twomey (Tel: 0116 305 2583)**

Email: **joanne.twomey@leics.gov.uk**

Membership

Mr. M. T. Mullaney CC (Chairman)

Mr. T. Barkley CC Mr. J. Morgan CC
Mrs. H. J. Fryer CC Mrs. R. Page CC
Mr. S. J. Galton CC Mr. T. J. Pendleton CC
Mr. T. Gillard CC Mr J. Poland CC
Mrs. A. J. Hack CC Mr. T. J. Richardson CC

**Please note: this meeting will be filmed for live or subsequent broadcast via the Council's web site at <http://www.leicestershire.gov.uk>
– Notices will be on display at the meeting explaining the arrangements.**

AGENDA

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 15 March 2023.	(Pages 5 - 12)
2. Question Time.	
3. Questions asked by members under Standing Order 7(3) and 7(5).	
4. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
5. Declarations of interest in respect of items on the agenda.	



6. Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.

7. Presentation of Petitions under Standing Order 35.

8. Youth Justice Plan 2023 - 2026

Director of
Children and
Family Services

(Pages 13 - 74)

Mrs D. Taylor CC, Lead Member for Children and Family Services, has been invited to attend for this item.

9. Corporate Ways of Working Programme Update

Director of
Corporate
Resources

(Pages 75 - 102)

Mr P. Bedford CC, Lead Member for Recovery and Transformation, has been invited to attend for this item.

10. Date of next meeting.

The next meeting of the Commission is scheduled to take place on 12th June 2023 at 10.00am.

11. Any other items which the Chairman has decided to take as urgent.

QUESTIONING BY MEMBERS OF OVERVIEW AND SCRUTINY

The ability to ask good, pertinent questions lies at the heart of successful and effective scrutiny. To support members with this, a range of resources, including guides to questioning, are available via the Centre for Governance and Scrutiny website <https://www.cfgs.org.uk/>

The following questions have been agreed by Scrutiny members as a good starting point for developing questions:-

- Who was consulted and what were they consulted on? What is the process for and quality of the consultation?
- How have the voices of local people and frontline staff been heard?
- What does success look like?
- What is the history of the service and what will be different this time?
- What happens once the money is spent?
- If the service model is changing, has the previous service model been evaluated?
- What evaluation arrangements are in place – will there be an annual review?



This page is intentionally left blank



Minutes of a meeting of the Scrutiny Commission held at County Hall, Glenfield on Wednesday, 15 March 2023.

PRESENT

Mr M. Mullaney CC (in the Chair)

Mr. T. Barkley CC
Mr. S. J. Galton CC
Mr. T. Gillard CC
Mrs. A. J. Hack CC
Mr J. Morgan CC

Mrs. R. Page CC
Mr J. Poland CC
Mr. T. J. Richardson CC
Mr. C. A. Smith CC

In attendance

Mrs D. Taylor CC, Deputy Leader and Lead Member for Children and Family Services
Mr O. O'Shea CC, Lead Member for Highways and Transport
Mr L. Breckon CC, Lead Member for Resources
Mr D. Bill CC, Spokesperson for the Highway and Transport Overview and Scrutiny Committee (for minute 66 only)

59. Minutes of the previous meeting.

The minutes of the meeting held on 30 January 2023 were taken as read, confirmed and signed.

60. Question Time.

The Chief Executive reported that no questions had been received under Standing Order 34.

61. Questions asked by members under Standing Order 7(3) and 7(5).

The Chief Executive reported that no questions had been received under Standing Order 7(3) and 7(5).

62. Urgent items.

There were no urgent items for consideration.

63. Declarations of interest.

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

No declarations were made.

64. Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.

There were no declarations of the party whip.

65. Presentation of Petitions under Standing Order 35.

The Chief Executive reported that no petitions had been received under Standing Order 35.

66. SEND - Service and Finance Update

The Commission considered a joint report of the Director of Children and Family Services, the Director of Environment and Transport and the Director of Corporate Resources which provided an overview of the provision of support provided by the Council to children and young people with Special Educational Needs and Disability (SEND). The report set out the position regarding current SEND services, providing an update on the Transforming SEND and Inclusion in Leicestershire programme, the financial pressures faced in this area, and wider impacts on SEND transport services. A copy of the report marked 'Agenda Item 8' is filed with these minutes.

Arising from discussion, the following points arose:

- (i) Members welcomed the report which provided a helpful cross departmental overview of pressures in the local SEND system. Members noted with concern the emphasis throughout the report that the current position was unsustainable and that this service area posed the most significant financial risk to the Council, despite significant efforts to address this over a number of years.
- (ii) In response to questions raised, Members noted that whilst the Department for Education (DfE) had suggested the formula for calculating the High Needs Block (HNB) of the Dedicated Schools Grant (DSG) would be reviewed, this had not yet been done despite considerable national pressure. The formula was complex, and essentially Leicestershire, when measured against its criteria, was calculated to be of low need. In contrast, however, SEND demand was unusually high in the area. The funding allocated to the County Council did not therefore meet demand by a significant amount.
- (iii) Members noted with concern the expected rise in the HNB DSG funding deficit to £91m in 2026/27 despite having factored in savings arising from the Council's Transforming SEND and Inclusion in Leicestershire (TSIL) Programme. The Director of Corporate Resources reported that Newton Europe (a national leader in this field of work) had been commissioned to support the review of the Council's SEND service and had been invaluable in helping it to develop its TSIL Programme. However, despite its knowledge and expertise, the Council could still not bring its budget for SEND services in line with the grant provided by Government.
- (iv) Members emphasised the need for national funding reform and questioned what Lead Members were doing to lobby Government to address this. The estimated national budget deficit for SEND Services was currently £3.6 billion and Leicestershire's deficit whilst significant was therefore only a proportion of what was a much bigger national financial problem.

- (v) The Director of Corporate Resources confirmed that County Treasurers had lobbied the DfE, alongside the County Council's Network, given the impact on the financial stability of many County Council's in this service area. It was thought, however, that the LGA (Local Government Association) could do more to support the position nationally. Members were assured that locally the Leader and the current and past Lead Members for Children and Family Services and for Resources had, and continued to, lobby Government. Unfortunately, the DfE was not currently showing any signs of addressing the issue.
- (vi) The Council was currently in the DfE 'Delivering better value for SEND' programme. It was likely that without significant improvement its HNB DSG funding deficit would reach a level that would push it into the DfE's 'Safety Valve' programme. However, whilst through this programme the DfE would put in funding to support local SEND services, the Council would also be required to use much of its own resources (i.e. its reserves). This would be a difficult negotiation and there were mixed reports as to the success of this approach for authorities already within this programme.
- (vii) Concerns were raised that the Council was spending significant sums transporting children to special schools which meant travelling a considerable distance in some cases. Members commented that this was not in the best interest of the Council, given cost implications, or children and their parents. A Member commented that such costs could not be allowed to continue to grow and questioned what was being done to strategically place children closer to home, as well as to identify and plan for where special school places would be needed in the future.
- (viii) Members were reassured that unnecessary travel was avoided by both the Children and Families and Highway and Transport Departments. However, it was acknowledged that children with SEND were transported to schools all around the County for a number of reasons. Sometimes this was due to parental choice. Sometimes it was due to sufficiency of local provision.
- (ix) Over the last five years strategic focus had been given to forecasting future need and where this might be located. This had been challenging and required careful planning. Through this work the Council had funded the building of a new special school (such funding coming from the Council's own capital resources, not the DSG) and it had built a number of units that were attached to mainstream schools. This provision had, however, been filled by increased demand and so pressures remained. There were plans to build a further 2 special schools in the north of the County where further need had been identified. The Director of Children and Family Services emphasised that ensuring the right children were being supported in the right provision was central to its TSIL programme.
- (x) In response to questions raised the Director of Children and Family Services emphasised that the location of a special school in every district would not address the problems faced, both in terms of demand and in reducing transport costs. Special schools often provided for generic SEND needs and so would not necessarily meet the actual needs of all children living in that area. Some children would still therefore have to travel, and such schools would likely have a number of vacant places which would affect its viability.

- (xi) The Lead Member for Children and Family Services commented that the Council could not build its way out of its current SEND demand/cost pressures. The key would be supporting as many children as possible with SEND in mainstream schools situated within their local community. The TSIL programme supported this approach, and the Council was working closely with schools to make this happen.
- (xii) Members questioned to what extent parental choice affected where a child was placed and how far they travelled. It was noted that whilst the Council might assess a local provision to be suitable, parents did sometimes appeal and such appeals were often successful. Guidance required parental choice to be given significant weight and so on appeal local authorities assessments whilst correctly carried out could often be overruled. The Director of Children and Family Services highlighted, however, that whilst parental choice held significant sway, sometimes it was simply a case of a specific school being the only choice available to meet their child's needs. In such cases the parents' choice would be supported by the Council despite its location.
- (xiii) A child's Education and Health Care Plan dictated where a child would go to school. There would be considerable discussion in undertaking that assessment of where to locate the child based on their needs and transport requirements would form part of that discussion. However, once the plan was put in place the position became fixed. The Transport Department therefore sought to optimise routes and minimise costs as best it could at that point.
- (xiv) In response to questions raised, Members noted that the Council's contracts with taxi firms contained standard clauses allowing for inflationary increases. However, inflation had risen beyond what was reasonably expected and so many were being handed back and having to be renegotiated at higher cost to the Council.
- (xv) In response to questions, the Director of Children and Family Services confirmed that through the section 106 planning agreements, efforts were being made to encourage developers to look at how to support SEND children in new mainstream schools to be built.
- (xvi) Not only was the County Council low funded, so were schools in the area and this had impacted their ability to support children with SEND. The Director of Children and Family Services emphasised that there was a clear will amongst schools to provide such support but given their own cost pressures, this had not always been possible. Through the TSIL Programme the Council would, in partnership with schools and engagement with parents, look at more creative ways to support children in local mainstream schools. Focus was now being given to funding need as opposed to funding 'things' and allowing schools to determine how best to use funding allocated for this purpose. Members noted that 10 schools were currently involved in a pilot to trial this change in approach.
- (xvii) Assurance was provided that conversations were held with neighbouring authorities regarding the location of children within schools in that area (which were sometimes also the closest) and in sharing costs, but it was noted that all authorities were sharing the same pressures. All were looking at sufficiency issues as there was not adequate capacity in the SEND system nationally.
- (xviii) Leicestershire was unique in that it had a higher number of independent special schools than other areas, but these could still not support all children with SEND

living in the area. Members noted that other local authorities also placed children in these schools.

- (xix) A Member commented that much hinged on the effectiveness of the special educational needs assessment (SENA) which it was suggested was not working based on the number of delays, errors and complaints received. It was noted that there were vacancies within the SENA service which combined with the high demand was one contributing factor. However, the ability to secure educational psychologists within the health system, to conduct the EHCP assessment was the primary issue.
- (xx) The Director provided assurance that investment in the SENA Service had secured additional capacity to work through the backlog. The recent Ofsted inspection had confirmed that this had improved the quality of assessments but that issues around timeliness remained. This continued to be addressed through the TSIL programme. Following the original inspection by Ofsted, members noted that an accelerated action plan had been put in place which the DfE was monitoring. Regular updates on progress were also presented to the Children and Families Overview and Scrutiny Committee.
- (xxi) Members commented on the huge difference in cost between placements in an academy or local authority maintained school and placements in a private special school. It was noted that whilst there was some negotiation on costs, this was difficult, and children were often placed in such schools due to parental choice. It was suggested that they were often better at marketing but not necessarily better at supporting children in getting better outcomes.
- (xxii) In response to questions raised, the Director of Environment and Transport confirmed that when entering into an agreement with a taxi firm, the Council was required to stipulate the pick up and drop off locations and costs were agreed on that basis. If a parent subsequently asked that a child be collected/dropped off with a child minder rather than at home, this could often not be accommodated as it generated additional travel and therefore cost. There were also security and safeguarding issues that needed to be addressed.
- (xxiii) The Council had contracts with taxi firms outside of Leicestershire and which were therefore licenced with other authorities (not just one of the seven district Councils).

RESVOLED:

- (a) That the report and further information now provided in respect of SEND Services, budget pressures and wider impacts on the SEND transport be noted and welcomed;
- (b) That it be noted that the Children and Families Overview and Scrutiny Committee and the Highways and Transport Overview and Scrutiny would continue to monitor performance across both these relevant service areas.

67. MTFS Monitoring

The Commission considered a report of the Director of Corporate Resources which provided an update on the 2022/23 revenue budget and capital programme monitoring

position as at the end of period 10 (the end of January). A copy of the report marked 'Agenda Item 9' is filed with these minutes.

Arising from discussion, the following points were made:

- (i) Members welcomed the reduction in the forecasted overspend from £8.5m to £2.5m during the period. Whilst significant challenges still lay ahead, the Council's financial position was now much better than predicted earlier in the year, at least for the short term.
- (ii) Staff vacancies continued to be an issue across all service areas. The reasons for this were wide ranging, with staff retiring early, public sector pay continuing to fall behind private sector pay, job pressures and a reduced wider workforce following the referendum and Covid pandemic. A Member commented that recruitment and retention of staff was a national problem within the public sector and a national solution was therefore needed. The Director of Corporate Resources assured Members that much was being done to manage this locally so far as possible, including improvements in publicising positions available, providing flexible working options, the simplification of the application process according to job roles, and in providing market supplements where appropriate.
- (iii) The Department of Transport had confirmed that funding to support bus services would continue into 2023/24. However, this provided only short term respite and the long term position remained difficult with a £1m plus deficit still needing to be addressed in future years.
- (iv) The statutory override for the Dedicated Schools Grant (DSG) had been extended for a further three years to 2025/28. This meant the Council did not need to account for the growing DSG deficit in its main revenue budget and so could continue to carry this forward during the period. However, it still had to set aside funds to balance against this for audit and risk purposes. A Member suggested that the Council should demonstrate the opportunities lost in not being able to use this funding to support other services to emphasise the need for national funding reform in this area. The Director undertook to consider how best to present this information in future reports.
- (v) In response to questions raised, the Director explained that bus subsidies and concessionary travel payments paid by the Council to commercial operators were managed separately for accounting purposes. Bus subsidies were discretionary whilst concessionary travel was a statutory responsibility which the Council had to quantify in isolation. Members noted that commercial operators were reclaiming less for concessionary travel as the number of passengers using the scheme had fallen during the pandemic. It remained to be seen whether numbers would return to pre-pandemic levels. It was acknowledged that this was having an impact on the viability of some services.

RESOLVED:

That the update on the 2022/23 revenue budget and capital programme monitoring position as at the end of period 10 (end of January) be noted.

68. Date of next meeting.

RESOLVED:

It was noted that the next meeting of the Commission would be held on 12th April 2023 at 10.00 am.

10.00 - 12.16pm
15 March 2023

CHAIRMAN

This page is intentionally left blank



SCRUTINY COMMISSION – 12TH OF APRIL 2023

DRAFT YOUTH JUSTICE STRATEGIC PLAN 2023 – 2026

**REPORT OF THE DIRECTOR OF CHILDREN AND FAMILIES
SERVICES**

Purpose of report

1. The purpose of this report is to seek the views of the Scrutiny Commission (as the County Council's designated Crime and Disorder Committee) on the Draft Youth Justice Strategic Plan 2023 - 2026, attached as Appendix 1. The draft Plan will be presented to the Cabinet on 25 April 2023 alongside any comments of the Commission and thereafter presented to full Council for approval in May.

Policy Framework and Previous Decision(s)

2. There is a statutory requirement in the Crime and Disorder Act 1998 that requires the County Council to produce a Youth Justice Plan which is linked to releasing the Youth Justice Grant from the Youth Justice Board (YJB).
3. In relation to Leicestershire County Council's Strategic Plan 2022-26 the Youth Justice Plan and the work of the Youth and Justice Service contribute to the following strategic objectives:
 - a. Clean and Green – through informal education with children and through direct reparation activities linked to the environment and green spaces.
 - b. 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.
 - c. Improved Opportunities – Youth Justice are committed to ensuring that children have access to good quality education, achieve their potential and that their families are supported to be resilient.
 - d. Safe and Well – The Service is dedicated to identifying, supporting and protecting children with safeguarding and harm outside the home.

Background

4. Since the inception of Youth Justice Services (formally Youth Offending Teams) nationally in 2002, the Youth Justice Board (YJB) has provided the framework for the Youth Justice Plan. The YJB enables Youth Justice Services to produce a plan that covers a maximum of three years, providing annual updates are made regarding performance, finance, staffing composition, a review of what

has been achieved and the plan for the forthcoming year are provided. This is overseen by the Youth and Justice Management Board (Y&JMB) and then submitted to the YJB.

5. All performance data is reported to the Y&JMB which is a statutory body as defined by the Crime and Disorder Act 1998. The statutory members of this Board are Officers from the County Council for Children's Social Care and Education, Probation Service, Leicestershire Police, Integrated Care Board, Police and Crime Commissioner and Rutland County Council. The Y&JMB have accountability for the performance of Youth Justice provision across Leicestershire and Rutland.
6. The Service is commissioned by Rutland County Council to deliver both statutory youth justice services and an agreed number of prevention interventions.

Consultations

7. There is a requirement for the Plan to be approved by the statutory partners that make up the Y&JMB. A workshop was held with Board members on 2 December 2022 which focused on the partnership identifying the main priorities for the next Youth Justice Plan. Contributions were made around disproportionality, serious youth violence and health interventions. The draft Plan was submitted to the Y&JMB's quarterly meeting on 10 March 2023.

The Draft New Plan

8. The draft Plan highlights the continuing positive performance achieved against the YJB's current KPI (Key Performance Indicators) framework for the Youth and Justice Service. The commitment to intervention with children at the earliest opportunity is reflected in the performance of the Service in relation to first time entrants (FTE's) into the criminal justice system compared to regional and national partners. The rate of children receiving custodial sentences in Leicestershire is also low compared to regional and national partners.
9. In summary, FTE data shows that Leicestershire had 108 FTE's per 1,000 of the 10-17 population, which is lower than the East Midlands (168), the average for YJ teams (152) and England (144). The use of custody rate remains low in Leicestershire per 1,000 of the 10-17 population with the most recent data showing as 0.04 for the County, compared with 0.13 for the East Midlands, 0.16 for the average YJ team and 0.11 in England. Managing the re-offending cohort is more challenging, as this depends on the complexity of the children captured within the group that is then tracked quarterly by the Ministry of Justice. Leicestershire stands at 29.7% for the tracked cohort over the year, slightly higher than the East Midlands at 29.1% and the average for YJ Teams at 26.3%, but lower than England at 31.9%.
10. Further commentary around performance data, including the measures taken to retain high performance and the challenges posed with this is provided on page 17-19 of the Plan appended. The KPI data provided by the Ministry of Justice,

whilst current, relates to previous years due to the nature of tracking offences. Youth Justice has designed and implemented a new case management system called Core+. This has the facility to live track children who are currently re-offending to enable enhanced support to those children across the partnership to reduce re-offending rates.

11. Ten new KPIs are being introduced by the YJB as of 1 April 2023, in addition to the four current KPIs which are detailed above. These concern accommodation, education, training and employment, children with learning needs, mental health and emotional wellbeing, substance misuse, out of court disposals, links to sider services, management board attendance, serious violence rates and victims. The new KPI's are welcomed by the Youth Justice Service and Management Boards as these will influence both the operational and strategic delivery of services. The new KPI's will assist local Y&JMB's to further understand the needs of this cohort of children and enable the partnership to respond better and improve performance in the delivery of outcomes.
12. In terms of outcomes the most significant area of challenge concerns the national picture around child exploitation and serious youth violence, including the introduction of the Serious Violence Duty. Due to escalation in these factors, concerns have been raised by the National Audit Office which is predicting an increase in the use of remand and custodial sentences. The challenge is to minimise the risk of this within Leicestershire working across partnerships with children's social care and the Police. Page 26 of the Plan details further some of the risks, challenges and issues, followed by work that the Service will undertake to address these.
13. Following requests made previously by the Scruitny Commission, examples of work undertaken by the YJ team can be found embedded in section 3 of the Pan (commencing on page 6). The focus this year has been on engagement with children and hearing their voice.

Resource implications

14. Section 5 of the Plan (page 12) sets out the resourcing and funding arrangements for the YJ team. The financial position of core Youth Justice funding has been stable with the Service managing within this budget. The strategic partnership also provides staffing in-kind as part of their contribution and this equate 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.
15. In terms of the 2023-24 budget the YJB are yet to confirm the annual grant allocation but have 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 on page 12 of the Youth Justice Plan

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

Timetable for Decisions

16. The draft Plan will be considered by the Cabinet at its meeting on 25 April 2023, prior to submission to the YJB.
17. The final Plan will be considered by the County Council on the 5 July 2023.

Relevant Impact Assessments

Equality and Human Right Implications

18. Inequality is inherent within the criminal justice system. An Equalities Impact Assessment (EIA) screening has been completed and attached at Appendix 2.

Environmental Implications

19. There are no environmental implications arising out of the Plan.

Recommendation

20. The Commission is asked to note and comment on the youth Justice Plan for 2023-26 attached as Appendix 1 to this report.

Background Papers

Youth Justice Strategic Plan 2020-2023

Circulation under Local Issues Alert Procedure

None.

Officers to Contact

Ms. Sharon Cooke

Assistant Director of Children and Family Services (Targeted Early Help and Children's Social care)

Tel: 0116 3055479 Email : sharon.cooke@leics.gov.uk

Ms Carly Turner

Service Manager, Youth and Justice Service

Tel: 0116 3050030 Email: carly.turner@leics.gov.uk

List of Appendices

Appendix 1: Draft Youth Justice Strategic Plan 2023-26

Appendix 2: EIA screening

This page is intentionally left blank

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.



Core Values and Behaviours that underpin everything we do

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
- We will visit you regularly and help you to understand why we are helping you and your family
- We will make sure you always have a timely and detailed plan and support your aspirations for your future
- If you are not able to be in the care of your family we will make decisions about your long-term plans without delay. (see our promise to children in care).

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.

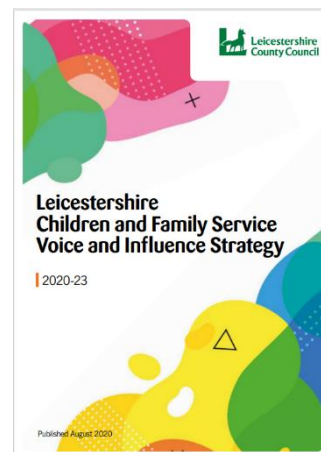
Continuing our work around the Child First approach, the Service has implemented the Departmental wide initiative of writing case notes to children on their case records.

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 secure 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.

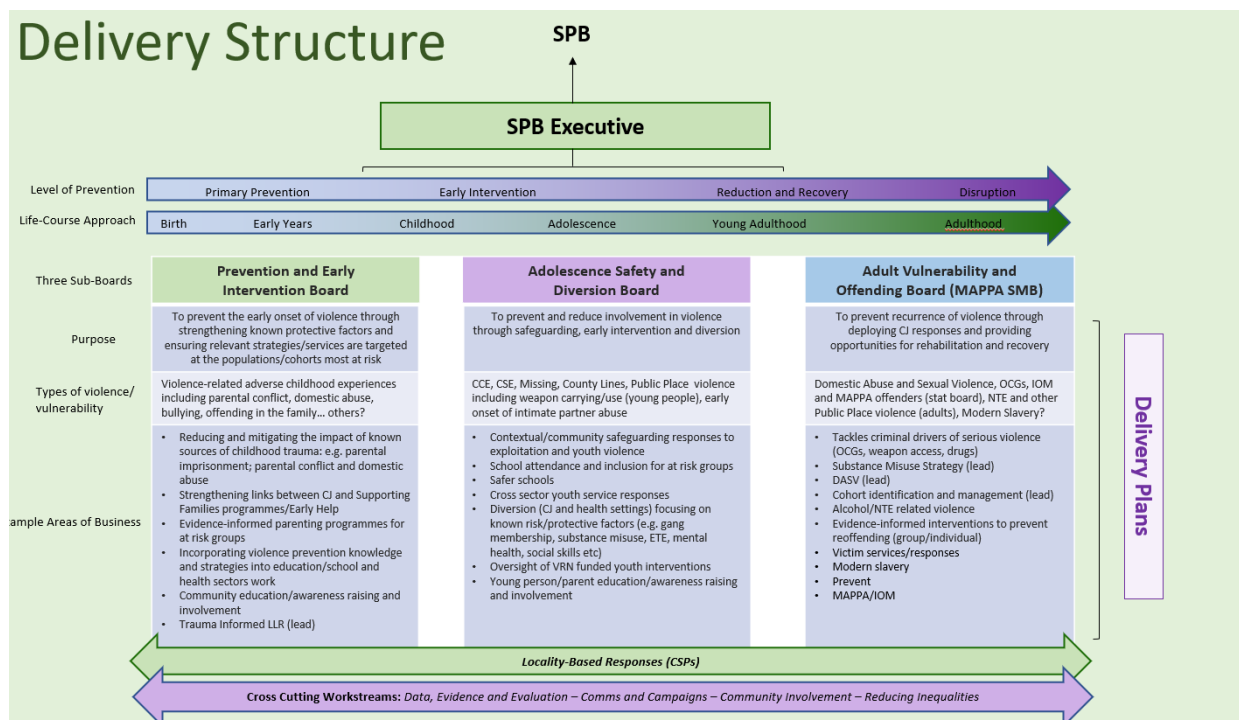
The Board receives standing reports the financial position of the partnership pooled budget and performance against the key indicators as standing reports throughout this three-year plan.

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>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

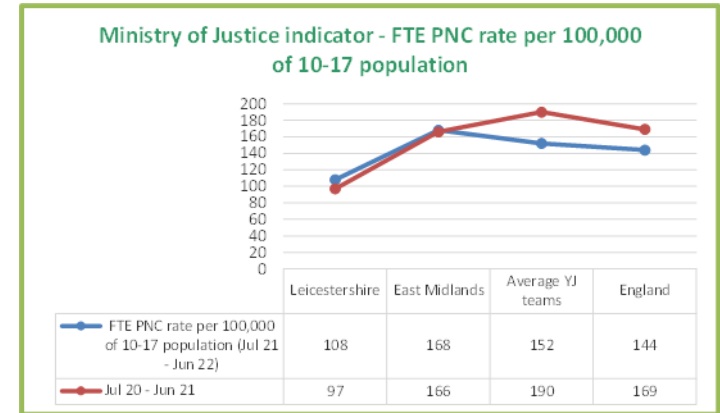
First Time Entrants (FTE)

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).



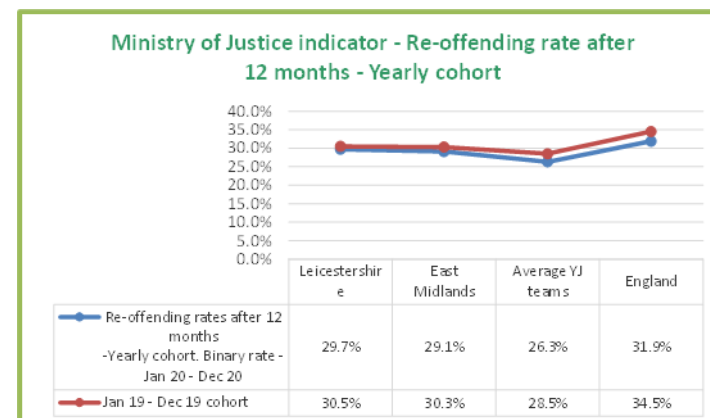
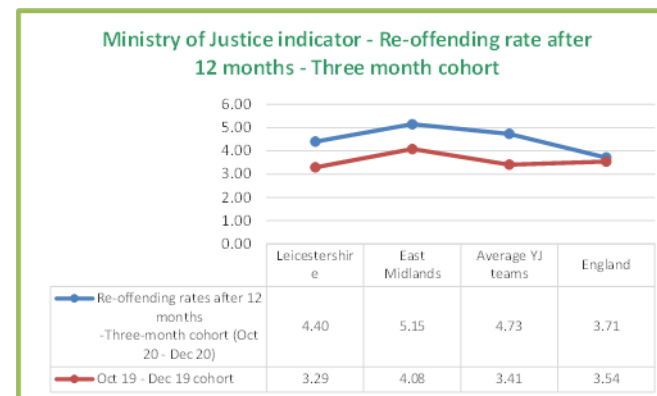
Re-offending – binary and frequency

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).

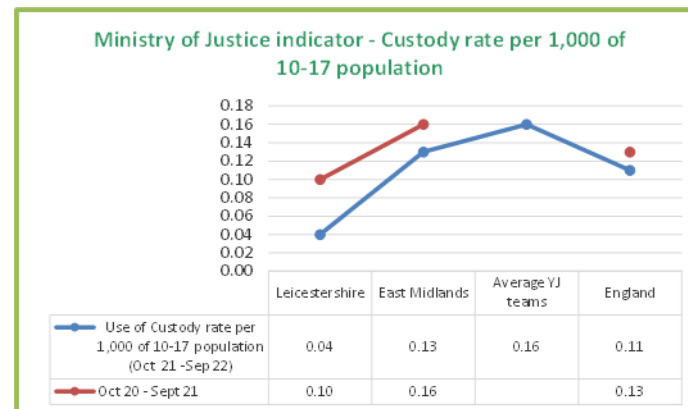
As part of the move to Core+, the Re-offending Toolkit as commissioned. This is a tool that is built into the system that will enable the Service to undertake live tracking and target interventions to those children that are most likely to re-offend. This group of children present live very complex lives 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
<p>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.</p> <p>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.</p> <p>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.</p> <p>Details of the offer from the County Council can be found here</p> <p>Referrals into prevention services can be made here</p> <p>An overarching Early Help strategy can be found here</p> <p><u>Evidenced-based Practice - Reach Project</u></p> <p>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</p>

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 manegement 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

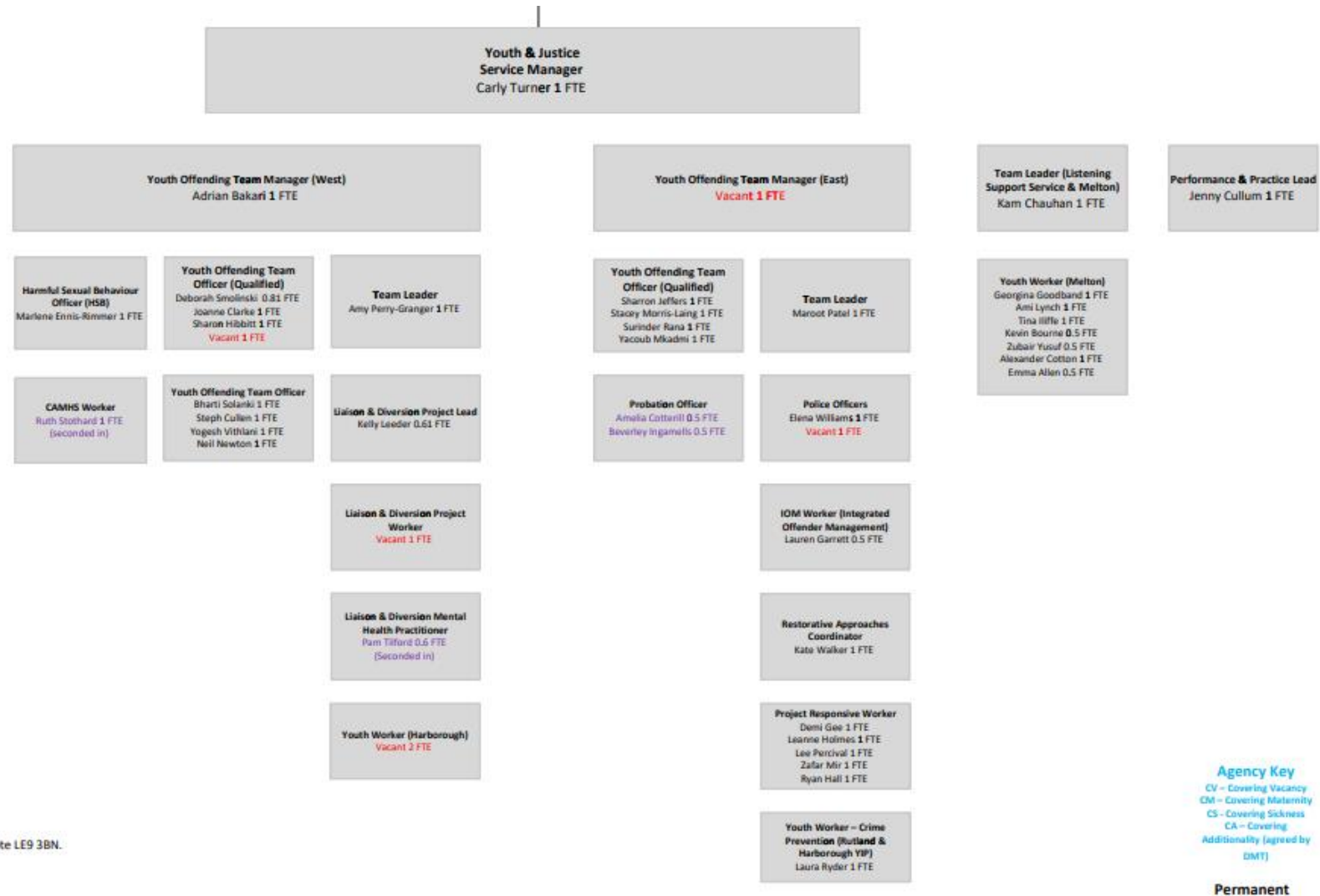
Position	Name
Director of Children and Family Services Leicestershire County Council	Jane Moore Chair of the Board
Assistant Director of Nursing NHS Leicester, Leicestershire, and Rutland Integrated Care Board	Sara Bailey Deputy Chair of Board
Assistant Director of Targeted Early Help and Children's 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)

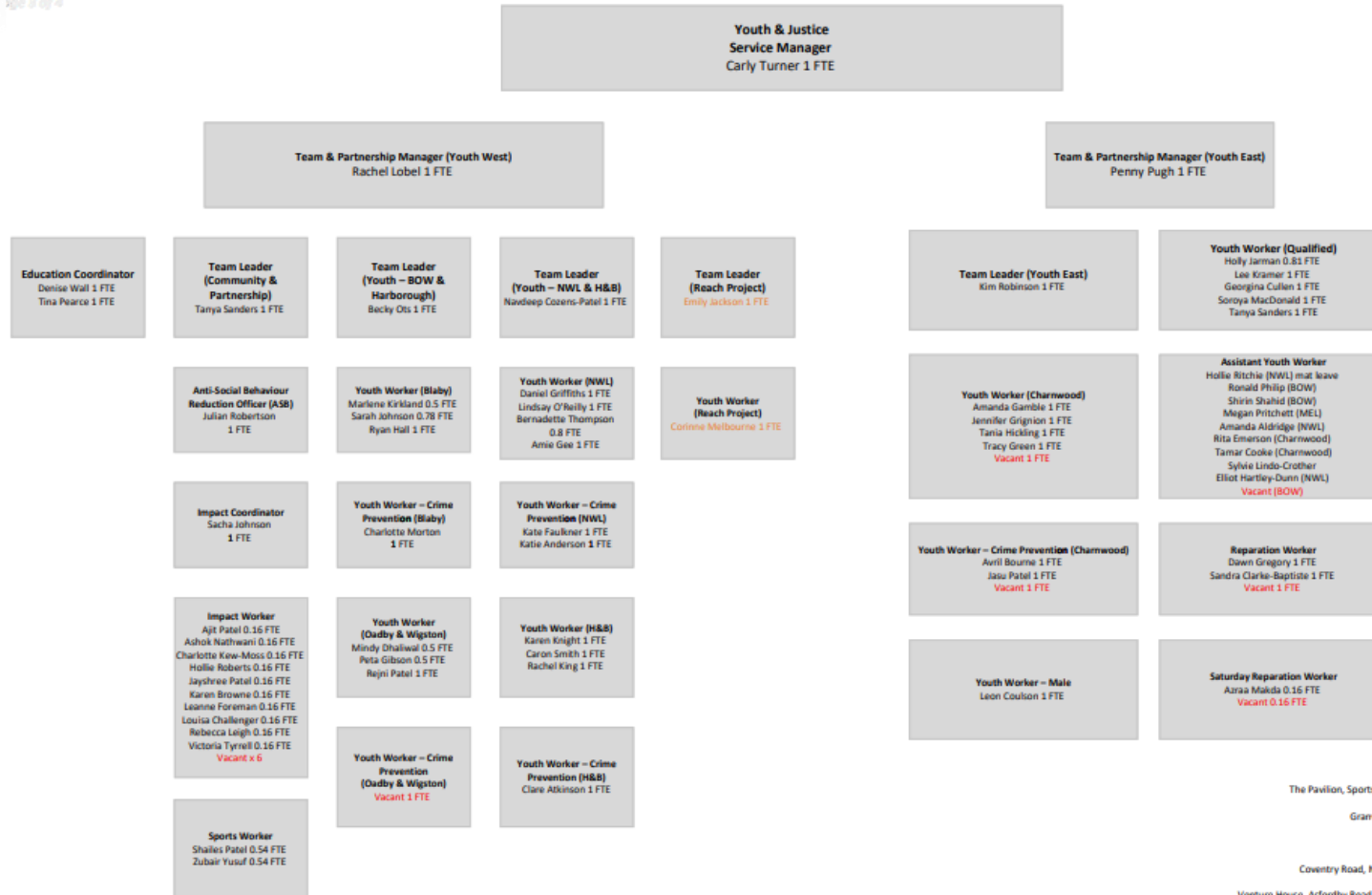
**10 March,
09 June,
01 September,
01 December**

Appendix 2 – Service Structure – Youth Justice Structure



Youth Structure

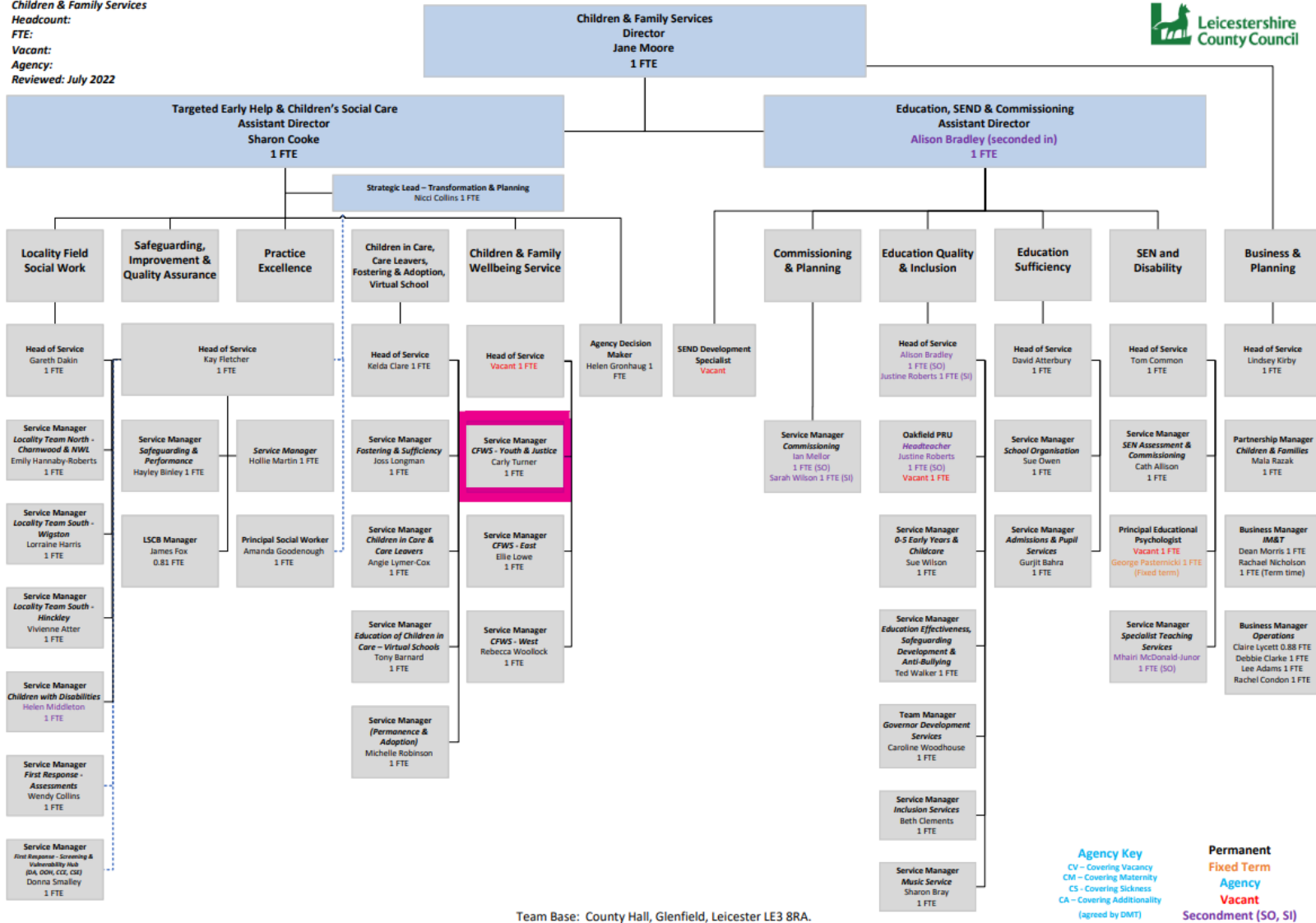
revised March 2022
 page 8 of 4



- 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 9BX.
 - 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



55

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

Equality & Human Rights Impact Assessment (EHRIA)

This Equality and Human Rights Impact Assessment (EHRIA) will enable you to assess the **new, proposed or significantly changed** policy/ practice/ procedure/ function/ service** for equality and human rights implications.

Undertaking this assessment will help you to identify whether or not this policy/ practice/ procedure/ function/ service** may have an adverse impact on a particular community or group of people. It will ultimately ensure that, as an Authority, we do not discriminate and we are able to promote equality, diversity and human rights.

Please refer to the EHRIA [guidance](#) before completing this form. If you need any further information about undertaking and completing the assessment, contact your [Departmental Equalities Group](#) or equality@leics.gov.uk

***Please note: The term 'policy' will be used throughout this assessment as shorthand for policy, practice, procedure, function or service.*

Key Details	
Name of policy being assessed:	Leicestershire Youth Justice Plan
Department and section:	Youth and Youth Justice Children and Families Service
Name of lead officer/ job title and others completing this assessment:	Carly Turner Service Manager/Head of Youth Justice – Youth and Justice Service
Contact telephone numbers:	0116 305 2066
Name of officer/s responsible for implementing this policy:	Carly Turner Service Manager/Head of Youth Justice Youth and Youth Justice
Date EHRIA assessment started:	6 th of March 2023
Date EHRIA assessment completed:	21 st of March 2020

Section 1: Defining the policy

Section 1: Defining the policy

You should begin this assessment by defining and outlining the scope of the policy. You should consider the impact or likely impact of the policy in relation to all areas of equality, diversity and human rights as outlined in Leicestershire County Council's [Equality Strategy](#).

1	<p>What is new or changed in the policy? <i>What has changed and why?</i></p> <p>The current draft Youth Justice Strategy 2023-26 is similar to the previous 2020-23 Strategy and focuses on priorities around young people who offend or are on the cusp of offending. The differences are around current priorities facing agencies notably around child criminal exploitation, serious youth violence and emotional wellbeing support.</p>														
2	<p>Does this relate to any other policy within your department, the Council or with other partner organisations? <i>If yes, please reference the relevant policy or EHRIA. If unknown, further investigation may be required.</i></p> <p>No.</p> <p>The Youth Justice Strategy is completed in collaboration by the statutory partner agencies relating to youth justice; the Local Authority, Police, Health, and Probation Service.</p>														
3	<p>Who are the people/ groups (target groups) affected and what is the intended change or outcome for them?</p> <p>Children who have offended and entered the youth justice system, children on the cusp of offending, and key people supporting these young people. The Strategy is designed to focus and prioritise work between partner agencies to support these children and reduce their risk of offending.</p>														
4	<p>Will the policy meet the Equality Act 2010 requirements to have due regard to the need to meet any of the following aspects? (Please tick and explain how)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;"></th> <th style="width: 10%; text-align: center;">Yes</th> <th style="width: 10%; text-align: center;">No</th> <th style="width: 20%; text-align: center;">How?</th> </tr> </thead> <tbody> <tr> <td>Eliminate unlawful discrimination, harassment and victimisation</td> <td style="text-align: center;">✓</td> <td></td> <td>The strategy should assist all children who may offend irrespective of their background. It has a particular focus on addressing disproportionality across the partnership and criminal justice.</td> </tr> <tr> <td>Advance equality of opportunity</td> <td style="text-align: center;">✓</td> <td></td> <td>The support provided to children who offend focuses on providing support,</td> </tr> </tbody> </table>				Yes	No	How?	Eliminate unlawful discrimination, harassment and victimisation	✓		The strategy should assist all children who may offend irrespective of their background. It has a particular focus on addressing disproportionality across the partnership and criminal justice.	Advance equality of opportunity	✓		The support provided to children who offend focuses on providing support,
	Yes	No	How?												
Eliminate unlawful discrimination, harassment and victimisation	✓		The strategy should assist all children who may offend irrespective of their background. It has a particular focus on addressing disproportionality across the partnership and criminal justice.												
Advance equality of opportunity	✓		The support provided to children who offend focuses on providing support,												

	between different groups			guidance, and opportunities to either vulnerable children at risk of, or who offend
	Foster good relations between different groups	✓		Many of the resources and strategies used with young people are designed to provide guidance to young people encountering difficulties to assist them in integrating within their wider community.

Section 2: Equality and Human Rights Impact Assessment (EHRIA) Screening

Section 2: Equality and Human Rights Impact Assessment Screening

The purpose of this section of the assessment is to help you decide if a full EHRIA is required.

If you have already identified that a full EHRIA is needed for a policy/ practice/ procedure/ function/ service, either via service planning processes or other means, then please go straight to Section 3 on Page 7 of this document.

Section 2

A: Research and Consultation

		Yes	No*
5.	Have the target groups been consulted about the following?		
	a) their current needs and aspirations and what is important to them;		✓
	b) any potential impact of this change on them (positive and negative, intended and unintended);		✓
	c) potential barriers they may face		✓
6.	If the target groups have not been consulted directly, have representatives been consulted or research explored (e.g. Equality Mapping)?		✓
7.	Have other stakeholder groups/ secondary groups (e.g. carers of service users) been explored in terms of potential unintended impacts?	✓	
8.	*If you answered 'no' to the questions above, please use the space below to outline either what consultation you are planning to undertake or why you do not consider it to be necessary.		
	Consultation has been undertaken with agencies involved in with children who offend or on the cusp of offending. This is a statutory requirement of the Plan.		

Section 2				
B: Monitoring Impact				
9.	Are there systems set up to:	Yes	No	
	a) monitor impact (positive and negative, intended and unintended) for different groups;	✓		
	b) enable open feedback and suggestions from different communities	✓		
Note: If no to Question 9, you will need to ensure that monitoring systems are established to check for impact on the protected characteristics.				
Section 2				
C: Potential Impact				
10.	Use the table below to specify if any individuals or community groups who identify with any of the ' protected characteristics ' may potentially be affected by the policy and describe any positive and negative impacts, including any barriers.			
		Yes	No	Comments
	Age	✓		
	Disability	✓		
	Gender Reassignment		✓	
	Marriage and Civil Partnership		✓	
	Pregnancy and Maternity		✓	
	Race	✓		
	Religion or Belief	✓		
	Sex	✓		
	Sexual Orientation	✓		
	Other groups e.g. rural isolation, deprivation, health	✓		This may include children with special education needs, young carers, looked after children,

	inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities			and those from deprived areas in Leicestershire.
	Community Cohesion	✓		
11.	<p>Are the human rights of individuals <i>potentially</i> affected by this proposal? Could there be an impact on human rights for any of the protected characteristics? (Please tick)</p> <p>Explain why you consider that any particular article in the Human Rights Act may apply to the policy/ practice/ function or procedure and how the human rights of individuals are likely to be affected below: [NB: include positive and negative impacts as well as barriers in benefiting from the above proposal]</p>			
		Yes	No	Comments
Part 1: The Convention- Rights and Freedoms				
	Article 2: Right to life		✓	
	Article 3: Right not to be tortured or treated in an inhuman or degrading way	✓		The Youth Justice Strategy introduces reparation along with statutory sanctions. These will be used in a fair and proportionate way to enable the development of life skills and reparation activity with victims and communities.
	Article 4: Right not to be subjected to slavery/ forced labour	✓		The Service is working with children who are identified as potentially being involved in modern day slavery and are working with partners and the competent authority to support positive identification and controls to reduce risks.
	Article 5: Right to liberty and security		✓	
	Article 6: Right to a fair trial	✓		This is intrinsic within the criminal justice system. Where other forms of non-statutory sanctions are used these will be used in a fair and appropriate way
	Article 7: No punishment without law	✓		As above
	Article 8: Right to respect for private and family life	✓		The support to children will be undertaken with consent. Where

				interventions are statutory, consent is not required as they form part of a Court Order. They will be delivered based on the needs of the child.
	Article 9: Right to freedom of thought, conscience and religion		✓	
	Article 10: Right to freedom of expression		✓	
	Article 11: Right to freedom of assembly and association		✓	
	Article 12: Right to marry		✓	
	Article 14: Right not to be discriminated against	✓		The plan involves measures to address children with characteristics who are adversely affected by coming into contact with the criminal justice system.
Part 2: The First Protocol				
	Article 1: Protection of property/ peaceful enjoyment		✓	
	Article 2: Right to education	✓		The education provision provided to children who offend is subject to monitoring under the Youth Justice Strategy
	Article 3: Right to free elections		✓	
Section 2				
D: Decision				
13.	Is there evidence or any other reason to suggest that:	Yes	No	Unknown
	a) the policy could have a different affect or adverse impact on any section of the community;			✓
	b) any section of the community may face barriers in benefiting from the proposal			✓
13.	Based on the answers to the questions above, what is the likely impact of the policy			
	No Impact <input type="checkbox"/>	Positive Impact <input type="checkbox"/>	Neutral Impact <input type="checkbox"/>	Negative Impact or Impact Unknown <input checked="" type="checkbox"/>

Note: If the decision is ‘Negative Impact’ or ‘Impact Not Known’, an EHRIA Report is required.

14.	Is an EHRIA report required?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
-----	------------------------------	---	-----------------------------

Section 2: Completion of EHRIA Screening

Upon completion of the screening section of this assessment, you should have identified whether an EHRIA Report is required for further investigation of the impacts of this policy.

Option 1: If you identified that an EHRIA Report *is required*, continue to Section 3 on Page 7 of this document.

Option 2: If there are no equality, diversity or human rights impacts identified and an EHRIA report *is not required*, continue to Section 4 on Page 14 of this document.

Section 3: Equality and Human Rights Impact Assessment (EHRIA) Report

Section 3: Equality and Human Rights Impact Assessment Report

This part of the assessment will help you to think *thoroughly* about the impact of the policy and to critically examine whether it is *likely* to have a positive or negative impact on different groups within our diverse communities. It should also identify any barriers that may adversely affect under-represented communities or groups that may be disadvantaged by the way in which we carry out our business.

Using the information gathered either within the EHRIA Screening or independently of this process, this EHRIA Report should be used to consider the impact or likely impact of the policy in relation to all areas of equality, diversity and human rights as outlined in Leicestershire County Council’s Equality Strategy.

Section 3

A: Research and Consultation

When considering the target groups, it is important to think about whether new data needs to be collected or whether there is any existing research that can be utilised.

15. Based on the gaps identified either in the EHRIA Screening or independently of this process, *how* have you now explored the following and *what* does this information/ data tell you about each of the diverse groups?
- a) current needs and aspirations and what is important to individuals and

	<p>community groups (including human rights);</p> <p>b) likely impacts (positive and negative, intended and unintended) to individuals and community groups (including human rights);</p> <p>c) likely barriers that individuals and community groups may face (including human rights)</p>
<p>There is regular monitoring of offending rates in relation to first time entrants into the criminal justice system, re-offending, and custody rates. The current monitoring does indicate issues of disproportionality locally within the criminal justice system concerning girls, black and mixed heritage boys. The Service is supplied with a Disproportionality Summary Tool by the Youth Justice Board which is updated annually and provides the Service with headlines around both local and national disproportionality. These issues match the national research and profile of children within Criminal Justice.</p> <p>The three-year plan identifies specific actions that the Management Board will oversee to start to unpick and address disproportionality across the partnership. For example, this will be understanding collaborative work around understanding the antecedents that propel children into Youth Justice, such as exclusion from education, poor legal advice, stop and search statistics, are all opportunities exhausted to prevent and divert children who are over-represented in Criminal Justice. The real focus is on unpicking the systemic factors that contribute to this over-representation.</p> <p>Children are not disadvantaged in terms of this Plan that they provide or access to interventions by default of this plan, it is rather the systemic factors that happen in their lives that accelerate them into the Youth Justice Service. We do however want to ensure that our response to over-represented children is inclusive and meets their needs.</p>	
16.	Is any further research, data collection or evidence required to fill any gaps in your understanding of the potential or known affects of the policy on target groups?
<p>The Youth and Justice Service Management Board will be looking at over-representation as part of Board Meetings. A sub-heading of a KPI has been identified relating to the Chair of the Board leading the way for the partnership to provide data from their respective organisations around over-representation, or indeed under-representation for these identified groups of children. The first piece of partnership data has been presented by the Police around the ethnicity of children across Leicestershire who have been in police custody.</p> <p>Over the last two years there has been sector led research around disproportionality and therefore there are no gaps at present but it is expected that this will develop over time. Further national research is required around working with girls.</p>	

When considering who is affected by this proposed policy, it is important to think about consulting with and involving a range of service users, staff or other stakeholders who may be affected as part of the proposal.

- 17.** Based on the gaps identified either in the EHRIA Screening or independently of this process, **how** have you further consulted with those affected on the likely impact and **what** does this consultation tell you about each of the diverse groups?

Direct consultation has not been undertaken with those children disproportionately represented within this Plan, however, the Practitioners have strong relationships with children and advocate on their behalf. We have examples of where reports have been presented to Court and discuss the impact of racism and this has resulted in a reduced sentence. Managers are pro-active in seeking opportunities to divert children away from Court and we have examples of the CPS identifying this too.

There are two themes of work underway at the current time and this is around race inclusion and the 'school to prison pipeline' and working with girls. Staff are leading these groups utilising research to create an offer that will respond to the needs of children. Focus groups with those specific children are planned to ensure their voice is heard and responded to. We are ambitious and passionate to co-produce with our children.

- 18.** Is any further consultation required to fill any gaps in your understanding of the potential or known effects of the policy on target groups?

There is comprehensive performance data available in relation to children involved with the youth offending service. The strategy involves reviewing this data in relation to disproportionality to identify any risk groups to inform more focused consultation, which will need to happen in a thoughtful manner as it could be traumatic for children.

Section 3

B: Recognised Impact

- 19.** Based on any evidence and findings, use the table below to specify if any individuals or community groups who identify with any 'protected characteristics' are **likely** to be affected by this policy. Describe any positive and negative impacts, including what barriers these individuals or groups may face.

	Comments
Age	
Disability	✓ Further research is need in relation to young people with special educational needs. Recent research highlighted that around 35%

		of young people have SEN and tis needs to be further explored as research emerges.
	Gender Reassignment	
	Marriage and Civil Partnership	
	Pregnancy and Maternity	
	Race	✓ This is a concern and actions to understand this locally and to move towards addressing this are detailed within the plan.
	Religion or Belief	✓
	Sex	✓ Females are over-represented in criminal justice, both adult and youth.
	Sexual Orientation	
	Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities	✓ Looked After Children can be over-represented in youth justice, but this has not shown in the Leicestershire data.
	Community Cohesion	

20.	Based on any evidence and findings, use the table below to specify if any particular Articles in the Human Rights Act are likely to apply to the policy. Are the human rights of any individuals or community groups affected by this proposal? Is there an impact on human rights for any of the protected characteristics?	
		Comments
	Part 1: The Convention- Rights and Freedoms	

Article 2: Right to life	
Article 3: Right not to be tortured or treated in an inhuman or degrading way	
Article 4: Right not to be subjected to slavery/ forced labour	
Article 5: Right to liberty and security	
Article 6: Right to a fair trial	
Article 7: No punishment without law	
Article 8: Right to respect for private and family life	
Article 9: Right to freedom of thought, conscience and religion	
Article 10: Right to freedom of expression	
Article 11: Right to freedom of assembly and association	
Article 12: Right to marry	
Article 14: Right not to be discriminated against	✓ This links to the plan to continually review any identified disproportionality as a part of the Youth Justice Plan. This now includes an annual plan of delivery. The service will also run an operational plan.
Part 2: The First Protocol	
Article 1: Protection of property/ peaceful enjoyment	
Article 2: Right to education	✓ This may link to the plan to focus and review data in relation to young people with special educational needs.
Article 3: Right to free elections	

Section 3**C: Mitigating and Assessing the Impact**

Taking into account the research, data, consultation and information you have reviewed and/ or carried out as part of this EHRIA, it is now essential to assess the impact of the policy.

- 21.** If you consider there to be actual or potential adverse impact or discrimination, please outline this below. State whether it is justifiable or legitimate and give reasons.

There are issues of disproportionality in relation to adverse outcomes concerning young people with protected characteristics which result in children being propelled into youth justice. These factors have, in the main, have happened prior to encountering the Youth and Justice Service, such as exclusion from school at an early age, experiences of racism, unmet learning needs etc. This is compounded by then coming into contact with Criminal Justice Services. The Service is committed to working with partners to learn and address this.

NB:

i) If you have identified adverse impact or discrimination that is **illegal**, you are required to take action to remedy this immediately.

ii) If you have identified adverse impact or discrimination that is **justifiable or legitimate**, you will need to consider what actions can be taken to mitigate its effect on those groups of people.

- 22.** Where there are potential barriers, negative impacts identified and/ or barriers or impacts are unknown, please outline how you propose to minimise all negative impact or discrimination.
- a) include any relevant research and consultation findings which highlight the best way in which to minimise negative impact or discrimination
 - b) consider what barriers you can remove, whether reasonable adjustments may be necessary and how any unmet needs that you have identified can be addressed
 - c) if you are not addressing any negative impacts (including human rights) or potential barriers identified for a particular group, please explain why

The barriers are that there are systemic and structural discrimination that take place in children's lives that propel them into the criminal justice system. This is a national issue. The focus of the plan is to start to understand this locally across the partnership and for action to be taken to address this and provide accountability.

Section 3**D: Making a decision**

- 23.** Summarise your findings and give an overview as to whether the policy will meet Leicestershire County Council's responsibilities in relation to equality, diversity, community cohesion and human rights.

At this stage the approach and outcomes linked to the Youth Justice Strategy appears to meet the Council's responsibilities in relation to equality, diversity, and community cohesion. However data on offending nationally and locally highlights some areas of concern and plans are in place operationally and strategically locally to start to understand the contributing factors and to move to addressing these.

Section 3**E: Monitoring, evaluation & review of the policy**

- 24.** Are there processes in place to review the findings of this EHRIA and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?

Currently EHRIA screening has been undertaken to support the Youth Justice Strategy and compliance with legal obligations. A part of the Youth Strategy involves providing data on any potential adverse impact around equality issues to the Y&JS Management board (which involves senior stakeholders from the statutorily responsible youth justice agencies) on a frequent basis.

In terms of consultation around the strategy, there has been consultation with all the relevant stakeholder agencies through the Management Board, and voluntary agencies who support the Board such as Young Leicestershire, Turning Point etc. in relation to drafting the strategy.

- 25.** How will the recommendations of this assessment be built into wider planning and review processes?
e.g. policy reviews, annual plans and use of performance management systems

The annual data research outlined in the EHRIA screening will be used to inform any planning and changes required, which will be overseen by the Y&JS management board. This is now a formal requirement of the Youth Justice Plan and a condition of the Youth Justice Grant.

**Section 3:
F: Equality and human rights improvement plan**

Please list all the equality objectives, actions and targets that result from the Equality and Human Rights Impact Assessment (EHRIA) (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer Responsible	By when

Section 4: Sign off and scrutiny

Upon completion, the Lead Officer completing this assessment is required to sign the document in the section below.

It is required that this Equality and Human Rights Impact Assessment (EHRIA) is scrutinised by your Departmental Equalities Group and signed off by the Chair of the Group.

Once scrutiny and sign off has taken place, a depersonalised version of this EHRIA should be published on Leicestershire County Council's website. Please send a copy of this form to the Digital Services Team via web@leics.gov.uk for publishing.

Section 4

A: Sign Off and Scrutiny

Confirm, as appropriate, which elements of the EHRIA have been completed and are required for sign off and scrutiny.

Equality and Human Rights Assessment Screening

Equality and Human Rights Assessment Report

1st Authorised Signature (EHRIA Lead Officer):

Date:

2nd Authorised Signature (DEG Chair):

Date:

This page is intentionally left blank



SCRUTINY COMMISSION – 12 APRIL 2023

CORPORATE WAYS OF WORKING PROGRAMME - UPDATE

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of report

1. The purpose of this report is to provide an update on the delivery of the Council's Ways of Working programme following a request made by the Commission at its meeting in November 2022. The report sets out progress made against the recommendations of the informal scrutiny task and finish group which reported to the Commission in March 2022, and the impact of the programme on the Council's property assets.

Background

2. In October 2019, Chief Officers gave their support to a proposal for investment to progress with the "Workplace Programme". Its aims and objectives were to drive efficiency and productivity by promoting a culture of flexible/smarter working enabled by the rollout of new technology. This would also lead to a rationalisation of the Council's property estate resulting in a reduction in costs.
3. The programme was paused in March 2020 shortly before delivery was due to commence, as the Covid-19 pandemic hit, and focus was therefore diverted to the Council's response and recovery work.
4. As a result of the pandemic, there was a huge and very quick shift in both working patterns and organisational culture, with many being required to work from home for the first time due to the national and local lockdowns. This led to a wholesale rethink of how departments and teams needed to operate moving forward, retaining a higher degree of flexibility, and more remote working than previously thought possible. The Workplace Programme was subsequently reshaped into the "Ways of Working Programme" taking account of the changes made and the experience gained during this period and running with three key and interlinked workstreams – people, property and technology.
5. A revised business case was agreed, and much work has been undertaken not just to implement the new model, but to embed it and make it sustainable. Alongside the financial investment and financial benefits, there are many non-financial and indirect benefits from the programme, such as: lower sickness absence, better recruitment and retention, greater staff wellbeing, positive impact on our carbon footprint.

Overview of Progress

6. The programme is at the 'implementation' stage, and in broad terms is progressing well, with the pilot of room 700 (Adults & Communities and Environment & Transport) now complete, and implementation of the space in room 600 for Children, Schools & Families colleagues well underway.
7. This is all underpinned by a great deal of organisational development activity, support and guidance for managers and staff, and a focus on communication and engagement.
8. The net cost of project implementation is projected to be £4m over 9 years. Over the same time frame the 'do nothing' option would have cost £10.9m. Implementation of the business case therefore represents a net saving of £6.9m over 9 years increasing to between £12.4m and £17.9m when savings associated with the reduction in business mileage are considered.
9. The programme is tracking financial returns against investment, and a summary is shown below:

	2022/23	2023/24	2024/25	2025/26	2026/27
		MTFS/	MTFS/	MTFS/	MTFS/
	Forecast	Business	Business	Business	Business
	Cashable*	Case	Case	Case	Case
	000s	000s	000s	000s	000s
Increased IT Infrastructure & Other Spend (Revenue)	£271	£271	£456	£346	£346
Reduced expenditure (Revenue)	-£319	-£486	-£561	-£561	-£561
Income (Revenue)	-£319	-£700	-£880	-£1,480	-£1,480
MTFS Savings (Revenue)	-£367	-£915	-£985	-£1,695	-£1,695
Staffing (Revenue)	£368	£171	£0	£0	£0
Net Cost/-Saving	£1	-£744	-£985	-£1,695	-£1,695

Scrutiny Task and Finish Group Recommendations

10. The recommendations of the Scrutiny task and finish group which were presented to the Scrutiny Commission in March 2022 are detailed in the Appendix attached to this report. A column has now been added to show progress made against each recommended action. This clearly shows that over the last 12 months, the actions have been implemented and are either complete, or have been absorbed as a core part of the programme's activity.
11. In terms of further assurance for Members, there was also an All Member Briefing and tour of room 700 in late November 2022, the latter acting as a practical demonstration of plans moving into action. Further details regarding the outcome of the pilot are set out below.

Property Impacts

12. The move to embedding smarter working within the Authority has unlocked the ability to make better use of our buildings both in terms of usage and financial spend. As part of the programme, a clear strategy and operating model for our future estate requirements has been developed and is in the process of being implemented. This includes:
- Progressing opportunities for rationalisation of our estate; seeing the Council exit from 2 sites that are surplus to requirements (Pennine and Parkside).
 - Identification of cost avoidance, income generation, and future commercial opportunities across all Council owned buildings, in particular the County Hall Campus (primarily through the rental of surplus space).
 - Implementation of a new office model for County Council staff that will drive improvements in collaboration and productivity, maximizing the ability for smarter working.

County Hall Campus – Usage

13. We have recently been able to access door entry data (which includes our tenants), giving us a more accurate picture of the numbers of staff using the campus on a daily and weekly basis.
14. The figures include people who may come to the campus for part of a day (for meetings, between client or site visits etc). The trend is visibly upwards and is showing that we are in a much healthier position regarding use of available space.
15. Examples of average daily headcount (monthly) is:

January 2022	739
May 2022	944
September 2022	1143
November 2022	1271
January 2023	1168
February 2023	1270

16. Looking at daily averages over the 14-month period, the mid-week peaks in office-based activity are no different to any other local authority running a similar programme that we are aware of.

Monday	857
Tuesday	1065
Wednesday	1120
Thursday	1053
Friday	787

17. As we progress with the physical changes to the workplace, it is anticipated that these daily figures will continue to increase across the week. This data will continue to be monitored.

County Hall Campus – Longer Term Plans

Pilot

18. The joint pilot in room 700 of County Hall has been successful, seeing 2 large service departments (Adults & Communities (A&C) and Environment & Transport (E&T)) co-locate on the floor, freeing up room 600 for future use.
19. The main changes from the pilot were:
 - Implementation of physical changes to a workspace to enable culture change and movement away from the perception and use of office space as fixed allocated desks.
 - Ability to showcase a new environment within the workspace to coincide with the return, post pandemic restrictions, of larger numbers of colleagues on site.
 - Taking feedback and translating high-level requirements from departmental action plans into concepts which can be trialled.
 - Testing and refining an initial concept to inform the future office model for wider implementation.
 - Offering benefits to colleagues using the space including enhanced opportunities for collaboration and activity-based working within a new environment.
 - Maximising use of available space, aligning to our Future Estate Strategy and use of the County Hall campus. The pilot demonstrated that teams could work effectively in a smaller area.
20. Feedback from the leadership teams involved in the pilot were:

“From A&C we have seen less absence as many people can work from home if not able to travel due to sickness. Also, business continuity regarding building issues are less of a problem. IT and kit have made mobile working much more possible, and this is contributing to a better work life balance.”

“For E&T while moving away from the traditional fixed desk model towards a hot desking culture was difficult for some, the reality is that nearly a year into this way of working, the benefits are considerable. The clear message of coming into the office for a specific reason only, such as to collaborate, has helped empower managers and team members to design their work patterns to be as efficient as possible. The collaboration spaces work well, to the extent that we are seeking to extend what we currently have, and the booths are proving popular for small meetings avoiding the need for meeting rooms.”

“For staff we are seeing far more flexibility so that people can carry out their job while helping balance out of work commitments such as the school run. In some instances this has enabled staff to maintain a full time role rather than reducing hours to part time, a major advantage for us when we are having difficulty in recruiting into many roles across the department. We have also attracted staff who live further away as they are not required to be in the office 5 days a week, so again supporting recruitment to the department in a very challenging market. There is less commuting to work delivering environmental benefits and reducing unproductive travel time with many people now working what would have

been their commute time. The flexibility that virtual meetings offer has helped us improve on some of our key stakeholder relationships and our responsiveness to them, such as with parish councils where we now have more frequent virtual meetings with greater attendance than the less frequent, in person meetings that took place before the pandemic.”

21. A survey was launched to all staff who were part of the pilot to understand the impact on them, and also to gather feedback to support refinement of the model for the future. The key headlines from the survey are:
- Work life balance and wellbeing - 58% positive increase.
 - Productivity increased for 44% of staff, for 49% there was no reported change, 7% reported a negative impact. These figures are based on the experience of individual staff members.
 - Flexibility and focus on outputs rather than work location improved productivity.
 - Office spaces including new areas had a positive impact on collaboration - most frequently utilised items were standardised desk set ups (88%), meeting rooms (62%) and media booths (48%).
 - Technology was a key enabler, including laptops and docking stations. Flexibility of hybrid meetings increased attendance.
 - Supportive managers /culture of trust recognised by staff as a key factor in job satisfaction, wellbeing and productivity.
 - Some staff wanted more face-to-face interaction to meet and collaborate on work issues.
22. Based on the above, some refinements to the floor have been made, as well as continued culture support in key areas to ensure that the optimum model is in place for the future.

Next Phase

23. The next phase of the programme is focused on the relocation and co-location of all County Hall based Children and Family Services (C&FS) teams into room 600, to be completed during April and May. This will be the first time all County Hall based C&FS teams will be in the same area, allowing for better collaboration and communication.
24. Some key changes being made to the room are:
- Tailored collaboration spaces that serve the needs of different specialist groups within the department.
 - Hybrid meeting room technology.
 - Wellbeing rooms (to support with the department’s vision of providing proper support for staff who have exposure to trauma as part of their roles).
25. The key aims of this change will provide the C&FS with a space for those based at County Hall to work flexibly and productively in how they deliver services for children and families across Leicestershire. The different spaces, equipment, hybrid meeting rooms and flexible working areas will create an environment that allows staff across the Department to work effectively, comfortably and in a way that meets both their needs and those of the service.

26. Once the move of C&FS is complete, focus can move to:

- Progressing rental of room 500 (currently fully occupied by C&FS).
- Implementation of new office model in the Penn Lloyd Building for Corporate Resources, Chief Executives and Public Health Departments.
- Further rental opportunities in the Penn Lloyd Building.

Leasing Space

27. Several tenants have moved into the County Hall campus where space is known to exceed the Council's requirements. This has more than doubled the income that the Council is receiving from rental space, bringing the total to over £1m per annum with significant potential for this to increase further to c £1.8m as part of the programme rollout built into the Medium-Term Financial Strategy.

Wider Estate

28. Outside of the County Hall campus, the programme has been focussing on

- Exit from buildings surplus to requirements due to new ways of working – Pennine House and Parkside - delivering savings of over £300k p.a. revenue.
- Implementation of future office model and desk setup at wider sites, locality offices and depots to support departments and staff based there in working smarter and increasing productivity.
- Ongoing review of space requirements for the future which will include review of buildings used by LCC, amount of space used at these sites, as well as potential opportunities for better use of existing assets e.g libraries and depots.
- Ongoing discussions with partners are regularly taking place to understand any possibilities for collaborative use of space – nothing is currently planned at the time of this report.

Productivity

29. The Scrutiny Task and Finish Group sought assurance that in the move to a new model of working, there would be no drop in productivity. There are many ways to measure productivity – 1:1 meetings, team meetings, annual performance reviews, key performance indicators, benchmarking reports etc. From an organisational perspective, there is a clear expectation that every manager manages and monitors productivity, using tools appropriate to their service.

30. It is worth noting that as stated above, feedback from the room 700 pilot showed that productivity increased for 44% of staff, and decreased for only 7%. This data is helpful when making adjustments to working arrangements at a team and individual level.

31. Feedback from E&T arising from the pilot was that *“The department has a strong ethos of managing by output following the corporate position, and our new way of working has helped embed this approach across our services. Looking at benchmarking against comparator authorities our highways and transport services remain in the top few authorities while for environment and waste services we have*

seen an improvement from 22nd position out of 32 authorities in 2020/21 to 19th position in 2021/22. While there will be many factors contributing to this, the hybrid working model has not proved detrimental to our performance.”

32. Below is a summary of some key evidence and feedback received regarding productivity across a number of different teams:

Ways of Working - Evidence of Improved Productivity
<p>Example of Performance Indicators (in this case relating to street lighting work) show good or consistent performance although a number of variables would contribute to that performance not just WOW.</p> <ul style="list-style-type: none"> • Street lighting BVPI which shows the time that we were made aware of the fault until the time it was fixed: <ul style="list-style-type: none"> • 2019 - 1123 jobs average time to fix = 12.82 days • 2020 - 1167 jobs average time to fix = 18.93 days • 2021 - 1125 jobs average time to fix = 7.75 days • 2022 - 922 jobs average time to fix = 10.30 days • Number of enquiries closed each month: - performance remains consistent - Jan 2019 75% took an average of 14 days to close and the position is looking the same in Jan 2023.
<p>There is a very strong link to improved relationships with Parishes due to the ability to communicate more frequently via virtual face:face meetings. The Operational clerks meetings have moved to monthly and remotely, where as they used to be at County Hall and held quarterly. We get better attendance, they are more concise and relationships have improved.</p>
<p>Feedback of experience of one team (however points mirror those received from across the department):</p> <ul style="list-style-type: none"> - One employee has increased hours from part time to full time as more homeworking has given greater flexibility for picking up children from school etc rather than having to leave early (for a 45 minute commute). - Another employee has been able to balance school / nursery pickups between work (rather than before and after), which has been beneficial. It is suspected this employee would have requested part time hours, if not for WoW and the flexibility this provides. - There has been less sick leave in the team, as staff are more inclined to carry on working from home, when not feeling 100% (as opposed to not coming in at all, just in case). However, I understand corporate and departmental sickness rates do not reflect this. - More productive time, as now working commute time (I'm a 45 min commute from County Hall) - Greater cohesion seen amongst the management team, as it is easy to meet regularly on MS Teams than it ever was in the office. - Travel expenses and travel time has been drastically reduced, with little to no need to travel and meet external stakeholders. - It's much easier and quicker to get meetings in calendars, when not trying to get everyone in the same place at the same time and find a room that can hold everyone. - Work life balance is great, still getting everything done that needs to be done. - Fixed desks makes it easy for us to discuss/share ideas without the hassle of booking desks.

- Better work life balance and hugely reduced impact on environment.
- I like to spend part of the day using a normal desk and then sometimes I use one of the booths. It's great for working with a colleague on a joint project.
- Productivity is higher when you are able to work flexibly and utilise time better.

Recommendations

33. The Commission is asked to note and comment on the progress made in relation to the delivery of the Council's Ways of Working Programme.

Equality and Human Rights Implications

34. There are no direct equality or human rights implications arising from the recommendations in this report, although it should be noted that an updated Equality Impact Assessment has been completed to ensure that no groups are adversely affected through the implementation of the programme.

Circulation Under the Local Issues Alert Procedure

35. None.

Background Papers

Report to the Scrutiny Commission 9th March 2022 – Report of Scrutiny Task and Finish Group Ways on the Council's Corporate Working Programme

<https://politics.leics.gov.uk/ieListDocuments.aspx?CId=137&MIId=6868&Ver=4>

Officer(s) to Contact

Gordon McFarlane,

Assistant Director – Corporate Services







Tel: 0116 3056123 Email: Gordon.mcfarlane@leics.gov.uk

Appendices

Appendix – Progress against recommendations of the Scrutiny Task and Finish Group on the Council's Ways of Working Programme.

Corporate Ways of Working Task and Finish Group

Challenges, risks and recommendations


Challenges / Risks	Assurance provided	Recommendations	Progress against recommendations
A whole Council approach			
<p>· Being mindful that flexibility might not be suitable for all jobs. The Council employs more than 6200 people in a variety of jobs, undertaking a wide range of duties, providing services to residents, communities and elected members. Clearly communicating to all staff about what hybrid means and how it may apply differently to different jobs, and how it may not apply to some at all will be essential.</p>	<p>· Planned roll out of new ways of working, including hybrid working, across all office bases, including locality offices.</p>	<p>(a) That all communications relating to the Programme be sense checked to ensure they are not unfairly and unnecessarily addressed to those that are predominantly office based, unnecessarily referencing County Hall.</p>	<p>a) All programme level communications have been addressed to ensure where it has a council wide impact, that it references the wide variety of worker styles outlined below - ensuring no-one is excluded from the process and that is isn't centred around solely County Hall.</p> <div style="display: flex; flex-direction: column; align-items: flex-start;"> <div style="display: flex; align-items: center; margin-bottom: 10px;">  <div style="margin-left: 5px;"> <p>Customer facing staff and/or those who work in a fixed location/place of work. Examples include Libraries, Reception staff, Catering Assistants, Office staff with specific need for access to workplace equipment to undertake their duties</p> </div>  </div> <div style="display: flex; align-items: center; margin-bottom: 10px;">  <div style="margin-left: 5px;"> <p>Ability to undertake the majority of their role independent of a fixed location. Majority of the working week spent remotely with attendance at an LCC workplace by need rather than default. The majority of office based staff will fall into this category</p> </div>  </div> <div style="display: flex; align-items: center;">  <div style="margin-left: 5px;"> <p>These roles spend a lot of their time working within our wider community, including for some attendance at a work place. Their role dictates when and where they work. Examples include Social Care teams, Trading Standards Officers, Highways workers</p> </div>  </div> </div>

<ul style="list-style-type: none"> The Authority has many staff who are not, and were not pre-Covid, office based and there is a risk through its delivery that the Programme becomes too County Hall focused. Whilst it is accepted those who are currently office based, largely at County Hall, might be most affected, it should not be forgotten that the Programme will affect all staff to some degree or another, even those working in the localities. 	<ul style="list-style-type: none"> Supporting communication and culture change work will be in place. 		
	<ul style="list-style-type: none"> Ways of Working action plans at service level undertaken to capture individual and team requirements in relation to new ways of working. 	<p>(b) That additional communications be provided to those staff that already work remotely, in the localities or on the front line, to ensure they too are adequately accounted for and understand how the Programme might affect them.</p>	<p>b) All department level communications have gone from directors to all staff and have made explicit how this will involve all staff to varying degrees. Work is underway across not just County Hall but also localities and wider sites to support new ways of working, with those staff and managers being engaged in the design and delivery of these changes.</p>
<p>Service outcome prioritisation</p>			
<ul style="list-style-type: none"> Allowing choice and flexibility will need to be accompanied by clear parameters or principles that will enable staff to understand how this will apply to them and their teams. 	<ul style="list-style-type: none"> The Programme clearly sets out that service needs remain the first priority and should form the foundation for any new flexible arrangements agreed by managers. 	<p>(c) That Service Heads be requested to review their action plans as their teams' working arrangements evolve, to ensure that core requirements (service to the customer) are captured and met.</p>	<p>c) All senior managers have been requested to review their ways of working actions plans a number of times over the past year to ensure they are reflective of how they need to work. Direct engagement with departments and managers through implementation of the new office model in room 700, and now 600 has taken place, with support from the programme team to better refine this in line with the new office environment - maximising the benefits of new ways of working.</p>

<ul style="list-style-type: none"> · Providing flexibility whilst ensuring access to services is not reduced could be a difficult balance for managers to strike. 	<ul style="list-style-type: none"> · By way of the action planning exercise all managers have begun to discuss and identify with their teams what their service needs are, when an officer presence (whether at home or in an office) will be required, and how they might shape their flexible working arrangements around that. 		
<ul style="list-style-type: none"> · A move away from 9 to 5 working should not be at the expense of service accessibility during those times. 	<ul style="list-style-type: none"> · Clear guidance and policies in place. 	(d) That communications be provided to managers to emphasise the need to access:	di) Several news bulletins have been issued, as well as invites from the internal learning hub alerting staff and managers to the offer available. Several courses and webinars have been made available around the below topics
<ul style="list-style-type: none"> · Flexible arrangements need to be mutually acceptable within teams (e.g. a manager may work late, but an officer may not feel comfortable or may not be able to contact them past 6pm). 	<ul style="list-style-type: none"> · New IT service delivery commitment and revised SLAs to be launching in early 2022 that will ensure all staff and managers are aware of the fastest route to achieve IT support in the future – including chatbot 	(i) ongoing support available around Organisation Development, Leadership and culture to support them and their teams to identify the best way of working;	How to thrive in a hybrid world How to lead a hybrid team Part 1 - Managing change (2.5 hours) Part 2 - Managing teams (2.5 hours) Mastering your inbox Facilitating effective meetings Presenting with impact For those teams going through changes to their office model, these courses have been heavily promoted through rollout and emphasised by senior management to ensure increased attendance. dii) Similar to the above, a full suite of technology training has

	function, and faster solutions for replacement devices/repairs.		<p>been made available - including Microsoft training for new ways of working OneDrive and Office 365 webinars Teams basic and intermediate webinars Teams advanced webinars SharePoint collaboration webinars In addition, bitesize videos and face to face training has been delivered around using laptop with new desk setup, and how to use the new hybrid meeting room technology effectively to facilitate successful hybrid meetings.</p>
<ul style="list-style-type: none"> · A move away from a 9 to 5, Monday to Friday approach, may impact back office services. For example, will IT support be made available to staff choosing to work outside those traditional office hours. 		(j) training on how to best utilise technology and workplaces to drive the best outcomes for staff and customers.	

Communication and collaboration

<ul style="list-style-type: none"> · Creating the right working cultures to support good collaboration, communication, and connections between staff both within individual teams and across the organisation, in all the different places and ways they might now work. 	<ul style="list-style-type: none"> · Technology has and will continue to be rolled out to staff which supports new and alternative approaches to collaboration and communication. The Programme continues to invest in IT skills training – in particular Microsoft teams, SharePoint, and new workplace technology to allow hybrid meetings. 	<p>(e) That information be regularly shared with all staff around new and creative ways to come together either in person, utilising the new office model to its full potential, or digitally using any new technology rolled out, including sharing lessons learnt across the organisation and from other organisations that have been hybrid working for some time.</p>	<p>e) A dedicated focus on smarter working and how to fully embrace this was run for all staff in November 2022 with high uptake. A smarter working toolkit has been developed, taking learnings from the room 700 pilot, and feedback from managers and external organisations has been developed and launched through department management teams to support all managers and staff to refine and fully embed smarter ways of working.</p> <p>Smarter working wheel</p>  <p>The wheel covers six key areas essential to successful smarter working. The following sections of the toolkit include:</p> <ul style="list-style-type: none"> ✓ Useful information about each area of the wheel, along with things to consider as a leader, manager and team member. ✓ Some top tips shared by our colleagues. ✓ Resources to help you implement smarter working practices. <p>▶ Move your mouse over each area to see a summary, or click the cog to go to the relevant section</p>
<ul style="list-style-type: none"> · Ensuring informal conversations held in corridors, outside of meetings are not lost, as the soft information shared in this way is critical to the smooth operation of the Council. 	<ul style="list-style-type: none"> · Pulse surveys to be considered which could capture views on what’s working in terms of collaboration etc. 		
<ul style="list-style-type: none"> · Building staff knowledge and confidence on how they might use new forms of technology to communicate and collaborate effectively. 	<ul style="list-style-type: none"> · The Council’s offices and workplaces will be altered in ways that will support the new ways of working and this will include technology to allow 	<p>(f) That communications be developed to go out to all staff to alert them to the planned pilot to be run in room 700, with regular updates across the pilot period.</p>	<p>f) A serious of senior managers briefings were held in advance of the pilot in room 700 going live and several updates have been provided to senior managers to cascade to their teams across the pilot period. Regular news bulletins have been posted on the ways of working programme intranet site (accessible to all staff) as well as through yammer and department ways of working leads to share with their teams. A refreshed communications plan is planned for April 2023</p>

	for hybrid meetings to take place.		<p>around a number of topics including;</p> <p>Reminder of programme aims and focus</p> <p>Tenancy – those in place, and upcoming changes</p> <p>Overview of 600 and 700 with feedback from staff</p> <p>Future plans and rollout – including Penn Lloyd and wider sites</p> <p>Smarter Working Toolkit and links to wow action plans</p> <p>Resources and support available</p> <p>Meeting Room Guidance/self-service/Restaurant etc</p> <p>Desk Booking/Desk Setup</p> <p>Reminder of the basics</p>
<p>· Ensuring officers feel comfortable with the new workplace arrangements so they are used to their full potential as a place where collaboration and communication can thrive. Confidence coming back into an office environment will likely be affected post Covid, particularly as this will look and feel very different.</p>	<p>· Specific collaboration workspaces will be created through the ‘property’ workstream such as booths, pods, collaboration areas. These will be trialled as part of a pilot to be run in Room 700 of County Hall in early 2022.</p>		
	<p>· The pilot will ensure staff have a better understanding of the new office model and are able to input and contribute into that process (as different offices are changed there will be engagement with staff that occupy and use that space). Once the findings from this pilot are understood, it is then proposed that this model will be</p>		

	<p>rolled out across the organisation for the benefit of all service areas, subject to any lessons learnt from the pilot.</p>		
<p>Team cohesion and support</p>			
<ul style="list-style-type: none"> · Informal, unplanned, social and work-related interactions within a team can be hard to replicate digitally and there is a risk that this can negatively affect team relationships. 	<ul style="list-style-type: none"> · A key part of the ‘people’ workstream will be to help officers and managers reshape why and how they come together to collaborate. Teams will seek out solutions that work for whole teams or services for a range of reasons, whether this be teambuilding, team meetings, collaboration, problem solving or general networking / wellbeing. This might involve meeting in a workplace, council building, external sites where 	<p>(g) That the use of the APR process and one to ones be extended to ask softer questions around the adequacy of peer support and connectivity and around health and wellbeing matters.</p>	<p>g) The APR template and supporting guidance was updated in October 2022 to strengthen smarter working and wellbeing conversations. This links through to the smarter working page on the learning hub that has a variety of tools to support the conversation from healthy remote working, to collaboration and connection.</p>

	appropriate, and of course virtually.		
<ul style="list-style-type: none"> · Support networks can be lost reducing morale and motivation and increasing stress. 	<ul style="list-style-type: none"> · As detailed above, specific workspaces will be created to support alternatives ways for people to communicate and come together through the 'property' workstream. 		
<ul style="list-style-type: none"> · Staff health and wellbeing issues could be more difficult to spot when connecting remotely by both managers and peers and so risk going unnoticed. 			
<ul style="list-style-type: none"> · Teams working in different locations, perhaps with different flexible hours, could become disjointed and therefore operate less effectively. 			

Learning and development of new officers

<ul style="list-style-type: none"> · It can be difficult for new staff to build relationships with their team and managers remotely. 	<ul style="list-style-type: none"> · Learning and development and induction processes had been developed and expanded to support smarter and remote working options. 	<p>(h) That managers be alerted to the need, as part of the refreshed induction process, to induct new staff into their base location and ways of working.</p>	<p>h) A new revised induction process is currently under development to be rolled out across the authority that makes stronger links with smarter working, including the above mentioned smarter working toolkit. The existing induction process links to the smarter working homepage on the intranet that has been updated with several useful pieces of information and guidance for managers (including training and support)</p>
<ul style="list-style-type: none"> · There is a risk of missing out on 'on the job learning' within an office environment - new officers often learnt from observing their peers and listening in to conversations and discussions. 	<ul style="list-style-type: none"> · Managers will consider the optimum ways of recruiting and inducting new staff – the latter often being best conducted face to face. 		
<ul style="list-style-type: none"> · Ensuring new staff develop a sense of the organisation they work for, its ethos and values and build relationships with peers, both within their team and more widely across the organisation. 	<ul style="list-style-type: none"> · Corporate and local induction programmes are being reviewed. Refresh of the managers charter to ensure staff wellbeing and new starters communication is robust. 		

Staff Wellbeing

<ul style="list-style-type: none"> · During 2020 staff proved they are highly adaptable and able to continue to perform well working remotely despite the difficult circumstances. However, this has given rise to wellbeing and physical, mental and emotional health issues. 	<ul style="list-style-type: none"> · Staff bulletins had been circulated regularly during the height of the pandemic with information and practical advice on what staff could do to support their health and wellbeing and limit stress. This signposted staff to the Council's wellbeing service where further support could also be obtained. 	<p>(i) That health and wellbeing bulletins for staff be refreshed and reenergised as part of the roll out of the Programme.</p>	<p>i) Regular health and wellbeing bulletins are shared with all staff and managers, and the corporate wellbeing board connects through to department health and wellbeing boards to share department specific updates.</p>
<ul style="list-style-type: none"> · Home/work boundaries can become blurred, new team members might feel inadequately supported, the loss of personal social interaction and support from colleagues can all add to feelings of stress and pressure. 	<ul style="list-style-type: none"> · Managers already undertake discussions with staff around illness and any sickness absence or adjustments required to their work as a result. Those discussions will continue and vary according to individual circumstances. The attendance management policy reflects the 		

	opportunity to consider home working if someone is well enough to do this		<p>j) Updated 121 guidance and APR guidance includes an emphasis on discussions around health and wellbeing issues. Departments also have a department level health and wellbeing group with key representatives across the department linking into the corporate wellbeing board. A variety of wellbeing Q&As are available through the intranet, smarter working resources on the learning hub, and regular bulletins.</p>
· Poor workforce health and wellbeing can threaten business continuity and impact organisational stability and performance.		(j) That advice be developed for managers on how to raise and question issues about health, wellbeing and stress through regular one to ones and the APR process.	
· How can managers ensure staff 'switch off' by taking regular breaks and finishing work at reasonable times when they are less visible in an office environment?			
· How can managers ensure staff take adequate time off when ill? There might be the temptation to continue working from home but perhaps in a less productive way and this might not be appropriate for the service or beneficial to the employee.			

Wider staff impacts			
<ul style="list-style-type: none"> Avoiding staff feeling pressured to work from home as the Programme is rolled out. 	<ul style="list-style-type: none"> The position imposed on officers to work from home as a result of Covid was <i>not</i> flexible. However, the Programme was not seeking to replicate how the Council operated during the pandemic and did not require people to work from home. 	<p>(k) That, whilst addressed through the action planning process, it be reiterated by managers and via communications at a corporate level that the Programme does not impose an expectation that the position under Covid will continue – remote working will not be imposed.</p>	<p>k) Remote working has not been made mandatory and all staff and managers have been encouraged to use the existing tools training, guidance, and support to find the best way to work. Smarter working has been the main theme around engagement with the key messages being:</p> <p><i>“Technology allows us to work in many more locations than traditional offices. Smarter and more flexible working is about moving towards a trust-based culture where we work seamlessly across locations and, in ways / at times that best suit our customers, our colleagues and ourselves”</i></p>
<ul style="list-style-type: none"> There is a risk that staff may feel like they are out of pocket working from home e.g. due to increased heating costs, increased broadband costs, installation of blinds or changes to lighting, increased wear and tear on flooring caused by office chairs. 	<ul style="list-style-type: none"> No contracts were being changed to designate anyone as a ‘home worker’ as it was accepted that this would not encourage the new ways of working and flexibility the Programme aimed to achieve. 		

<ul style="list-style-type: none"> · There is a risk that working from home could impact not only the health and wellbeing of officers themselves but also their family and domestic life. There might be a risk that the Council’s responsibility as a corporate employer begins to encompass some negative impacts on an individual’s domestic residence caused by them working from home. 	<ul style="list-style-type: none"> · Officers were being advised, through discussions with their managers as part of the action planning process that the intention would be to provide flexibility that best suited the needs of the team and the individual (having regard first and foremost to service needs). If an officer preferred to work in an office base, had to for health and wellbeing reasons, or because their home environment was not suitable, this would always be accommodated. 	<p>(I) That communications, guidance and support be provided to staff on how to claim any tax benefit related to working from home from HMRC.</p>	<p>I) HRMC tax benefit guidance was issued to staff and managers when this was applicable. This has now ended however communications and briefings have been given to senior managers to follow the DSE risk assessment process to ensure staff have the correct setup for work at work locations e.g., base location, home. The revised smarter working policy has further guidance around taxation.</p>
	<ul style="list-style-type: none"> · During 2020 officers had received an (up to) £200 allowance which enabled them to purchase equipment necessary to work safely from home. 		

	<ul style="list-style-type: none"> The tax benefit of homeworking could be reclaimed from HMRC. 		
	<ul style="list-style-type: none"> Like all employers, the Council's responsibility is to its employees and it therefore has to ensure its staff are risk assessed and provided with appropriate PPE to enable them to undertake their jobs safely. Such arrangements were not affected by Covid or the Programme and would continue as business as usual. 		
The critical role of managers			
<ul style="list-style-type: none"> Managers will be responsible for embedding the hybrid approach and ensuring their team flourish under the new flexible arrangements which will require new people management skills and a new attitude to performance and productivity management. 	<ul style="list-style-type: none"> Managers themselves will all undertake an APR and have regular one to one meetings with their own manager, through which performance in delivery of the 	(m) That communications be provide to managers to emphasise the need to access and take advantage of the support, guidance and training available to support culture change and skills in managing hybrid and remote teams.	See above di)

	programme within their teams will be discussed, as will any specific work pressures arising from this.		
<ul style="list-style-type: none"> · A manager's role will likely be more complex as they will need to manage different working patterns and practices, and geographically dispersed teams. 	<ul style="list-style-type: none"> · Managerial support is being actively addressed through the new Managers Charter and performance management framework. 		
<ul style="list-style-type: none"> · Supporting a hybrid working team (both practically and emotionally) will likely be more time-consuming and therefore increase a manager's own, already heavy, workload. 	<ul style="list-style-type: none"> · Significant guidance has been and will continue to be issued and made available which are aimed to help managers develop the new skills required to manage a remote/hybrid workforce. 		
<ul style="list-style-type: none"> · There is a need to monitor and measure the fundamental role of managers delivery of the Programme. 	<ul style="list-style-type: none"> · Balanced scorecards, customer service metrics, and staff survey results will continue to be used to measure effective implementation. 		

Confidentiality			
<ul style="list-style-type: none"> Ensuring confidentiality is maintained, both in terms of overhearing meetings and telephone conversations, the use of display screens and the storage of documents will be difficult for managers to monitor remotely, particularly if staff choose to work in public places access public Wi-Fi. 	<ul style="list-style-type: none"> Guidance around how to maintain confidentiality has already been provided to managers and all staff. 	(n) That storage solutions and guidance be reviewed for remote working.	<p>n) The revised Smarter Working Policy (approved in 2022) was updated to include guidance around confidentiality – linking to existing training that covers best practice.</p> <p>“The concept of hot desking further emphasises the need for employees to be mindful of confidentiality and data protection. This includes ensuring that all documents are securely locked away after use, kept confidential whilst in lengthy meetings and computer screens are also locked whilst away from the desk they are working at”</p>
	<ul style="list-style-type: none"> Assurance had been provided by the Council’s ICT services that use of public Wi-Fi did not raise security issues if people chose to work in a public location for a period, e.g. a library or coffee shop. 		
			(o) That managers and staff be reminded to continue to follow information governance and keeping data safe mandatory training.
Health and Safety			
<ul style="list-style-type: none"> Ensuring staff are working safely at home and undertake, for example, their display screen equipment (DSE) assessments for the different places and ways they will be working. 	<ul style="list-style-type: none"> Information had been made available to advise and guide managers and staff on Health and Safety matters. 	(p) That further reassurance be sought that the Council’s approach is considered sufficient in the face of potential legal action if an employee is injured whilst working from home and	<p>Compliance information in relation to DSE is visible to all managers on Tableau dashboards. Compliance percentages are shared with DMT’s as part of H&S Quarterly reporting.</p>

		whether the Council's insurance might be affected.	
<ul style="list-style-type: none"> How will managers and health and safety teams satisfy themselves that individual officers' remote working environments are safe and appropriate, particularly for those with disabilities. This will inevitably be more difficult to determine when they are working from home and therefore their arrangements are less visible. 	<ul style="list-style-type: none"> The Health and Safety Team provide an online DSE assessment. Alerts are sent to staff and managers when this becomes due. It is incumbent on staff to undertake this both for their home and office workstation. The results of the assessment are referred to managers when action is required. 		
	<ul style="list-style-type: none"> Health and safety policies around electrical and fire safety, and display screen equipment have been refreshed to address remote working options. 	<p>(q) That further and ongoing reassurance/visibility of health and safety at home be provided through communications and engagement with staff and managers – with particular focus on relevant worker groups e.g. Disabled Workers Group.</p>	<p>All worker groups have been engaged as part of the programme with the opportunity to raise questions and concerns.</p> <p>A Big Conversation event was held in relation to Reasonable Adjustments.</p> <p>Guidance on the intranet has been reviewed to ensure it is visible and up to date.</p>

	<ul style="list-style-type: none"> · Refreshed “keeping safe when working from home” guidance produced to support managers and staff with ongoing health and safety. 		<p>H&S team are working with IT and a Project group to review arrangements for WFH equipment to ensure the council is compliant with health and safety/DSE requirements.</p>
Equality			
<ul style="list-style-type: none"> · Ensuring inclusion and fairness was not negatively impacted and that groups with protected characteristics who might already be affected by being less visible within the organisation (i.e. parttime workers who are predominantly female, BAME employees) are not disadvantaged. 	<ul style="list-style-type: none"> · As the Programme is rolled out there will be a push to move away from a culture of presenteeism to performance management and so implementation of the Programme should provide benefits in this regard. 		<p>None</p>
<ul style="list-style-type: none"> · Ensuring access to learning and career progression opportunities, for example, are not be made worse for such officers through remote working. 	<ul style="list-style-type: none"> · Equality impact assessments will form an intrinsic part of the delivery of the Programme. 		

Productivity and Performance Management

· Moving to a different type of performance management culture with less emphasis on presenteeism and time spent working, and more focussed on effort contributed and outcomes achieved.

· Where staff are working from home, it can be challenging for managers to ensure that domestic expectations (e.g. dependents at home) do not impact an officer’s work and productivity.

· Work around performance management and measuring productivity and outcomes will begin in 2022.

· Working from home will not be a requirement imposed on any officers and therefore where such circumstances arose the officer could still choose (or the manager could request if it was impacting performance) to come into the office.

(r) That an update be provided to members of the Group on the outcome of work undertaken to introduce an assurance system for managing performance and efficiency.

r) A workstream is being driven under the People Strategy 20-24 looking at Efficiency and Productivity. The aims of the work are to

- **Define and describe performance measures managers should be using to measure, monitor and to report on the performance of individuals and their whole team(s).**
- **Describe, communicate, and reinforce a system of performance management which uses the already implemented performance management tools. This system will enable managers to robustly manage performance and maximise efficiency through new ways of working.**
- **Continue to monitor and report the impact of the Ways of Working programme on performance and productivity.**

An update on this work will be presented to Employment Committee.

This page is intentionally left blank