

# Youth Justice Plan 2023-2026

<b>Service</b>	Leicestershire Youth and Justice Service (including Rutland)
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<b>Chair of YJS Board</b>	Jane Moore, Director of Children and Family Services

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# 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 10<sup>th</sup> March 2023 and then the agreed through democratic processes at Leicestershire County Council via Overview and Scrutiny Panel on 12<sup>th</sup> April 2023 and Full Cabinet on 25<sup>th</sup> 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.

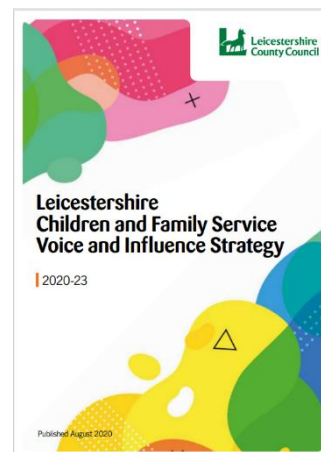
Continuing our work around the Child First approach, the Service has implemented the Departmental wide initiative of writing case notes to children on their case records.

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.

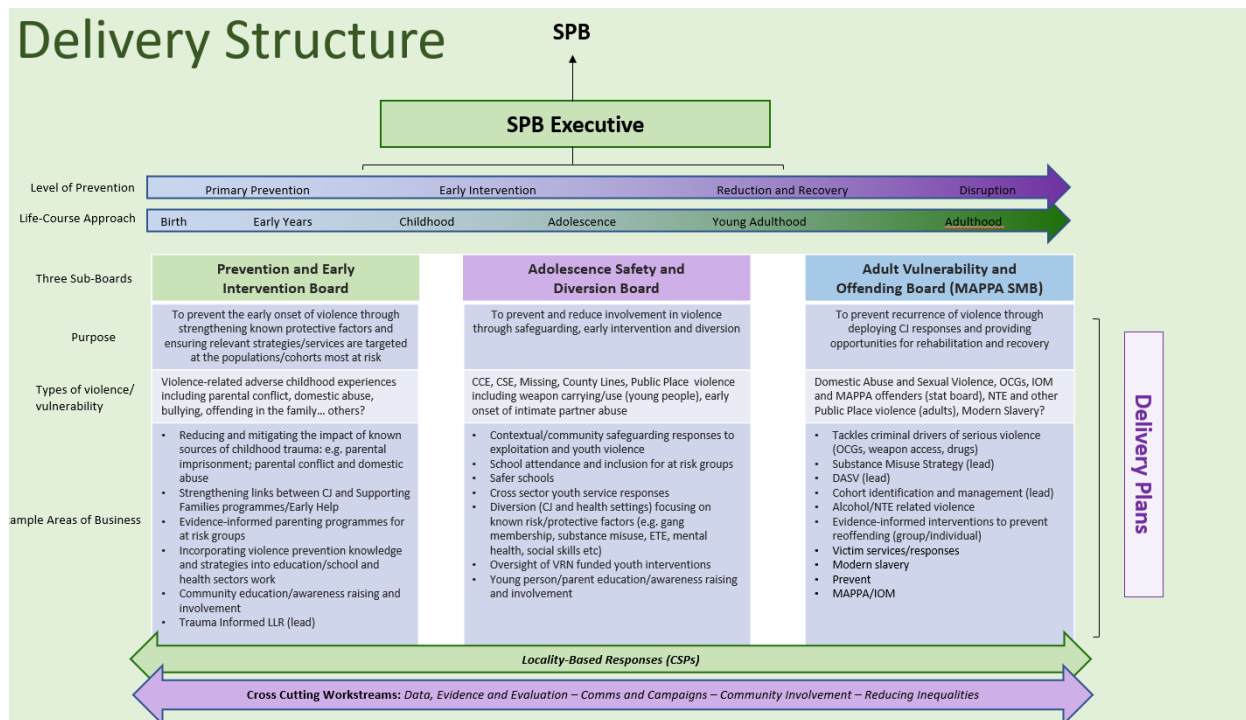
The Board receives standing reports the financial position of the partnership pooled budget and performance against the key indicators as standing reports throughout this three-year plan.

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
<b>Total</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>12</b>	<b>41</b>	<b>3</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>13</b>	<b>45</b>	<b>39</b>	<b>105</b>
* 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
<b>Total</b>	<b>236,556</b>	<b>0</b>	<b>2,150,733</b>	<b>2,387,289</b>

\* 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&amp;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 1<sup>st</sup> 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

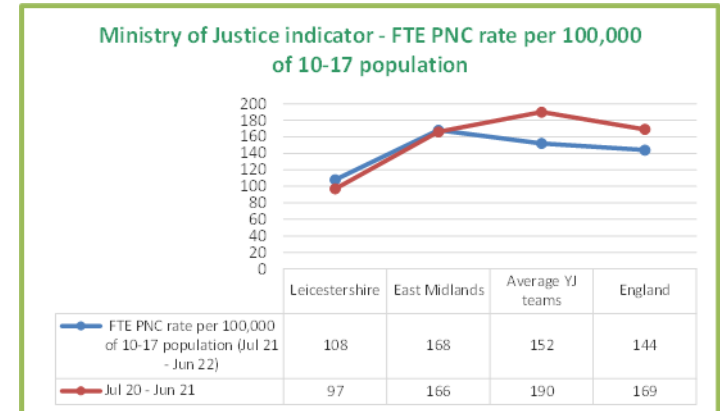
### First Time Entrants (FTE)

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).



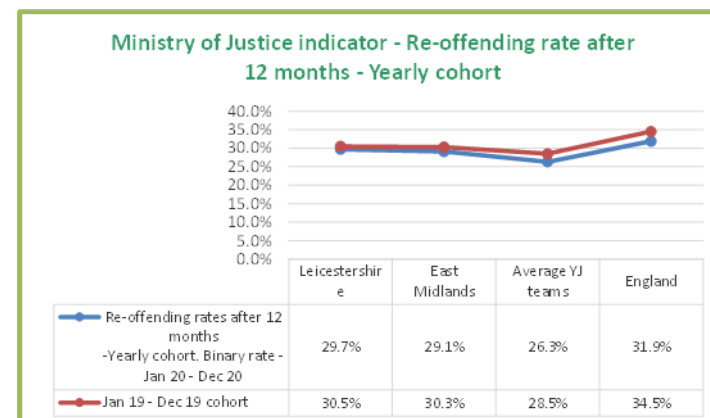
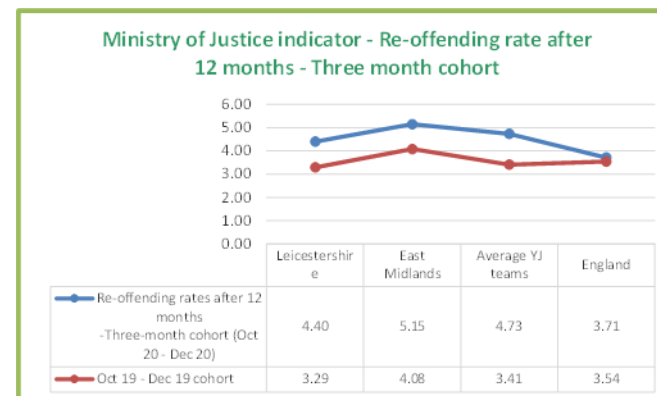
## Re-offending – binary and frequency

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).

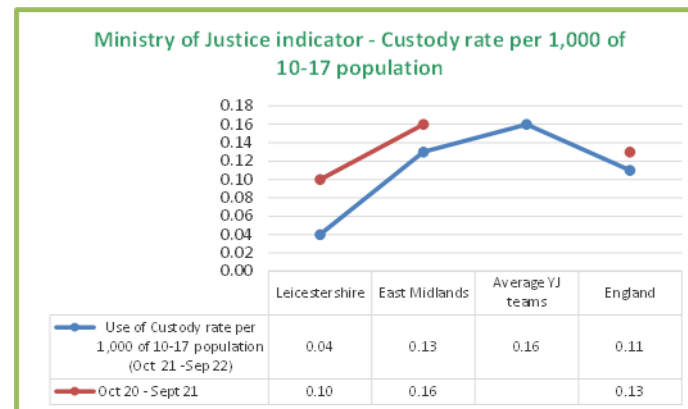
As part of the move to Core+, the Re-offending Toolkit as commissioned. This is a tool that is built into the system that will enable the Service to undertake live tracking and target interventions to those children that are most likely to re-offend. This group of children present live very complex lives 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 <a href="#">here</a></p> <p>Referrals into prevention services can be made <a href="#">here</a></p> <p>An overarching Early Help strategy can be found <a href="#">here</a></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 <a href="#">here</a></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 manageent of those children/young adults. This involved any referals for Multi-Agency Public Protection Arrangements (MAPPA) and Integrated Offender Management (IOM).

### Challenges

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

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

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

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

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

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

## Disproportionality Action Plan

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

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

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




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

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



Development area	Activity	Timescale
Disproportionality Data across the partnership	In line with the new Key Performance Indicators, Board Members will be requested to provide data around disproportionality in their respective agencies for discussion at the Board.	March 2024
Data Dashboard – child level information	In rebuilding data dashboards across the Service, those relating to children and disproportionality will be prioritised. All information will be reported to the Board on a quarterly basis and be discussed within the Service at an operational level so that actions can be developed, and progress made, both internally and across the partnership. This will include sharing information on the new release of the Disproportionality Action Plan and defining actions in relation to this.	December 2023
Staff Development	A series of whole service meetings and specialised meetings which will form the foundation of the training plan that will be developed for the three-year period, it will include commissioning training from youth justice experts with lived experience around race, culture and the adultification of black and mixed heritage children.	March 2024
Co-produced plan with the Service	The Head of Youth Justice, Race Inclusion Champions and the Service are developing a plan of action around achieving the outcomes identified above. This is the operational plan that will drive forward practice changes and training. This is linked to the above action.	Plan developed by 30 <sup>th</sup> 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

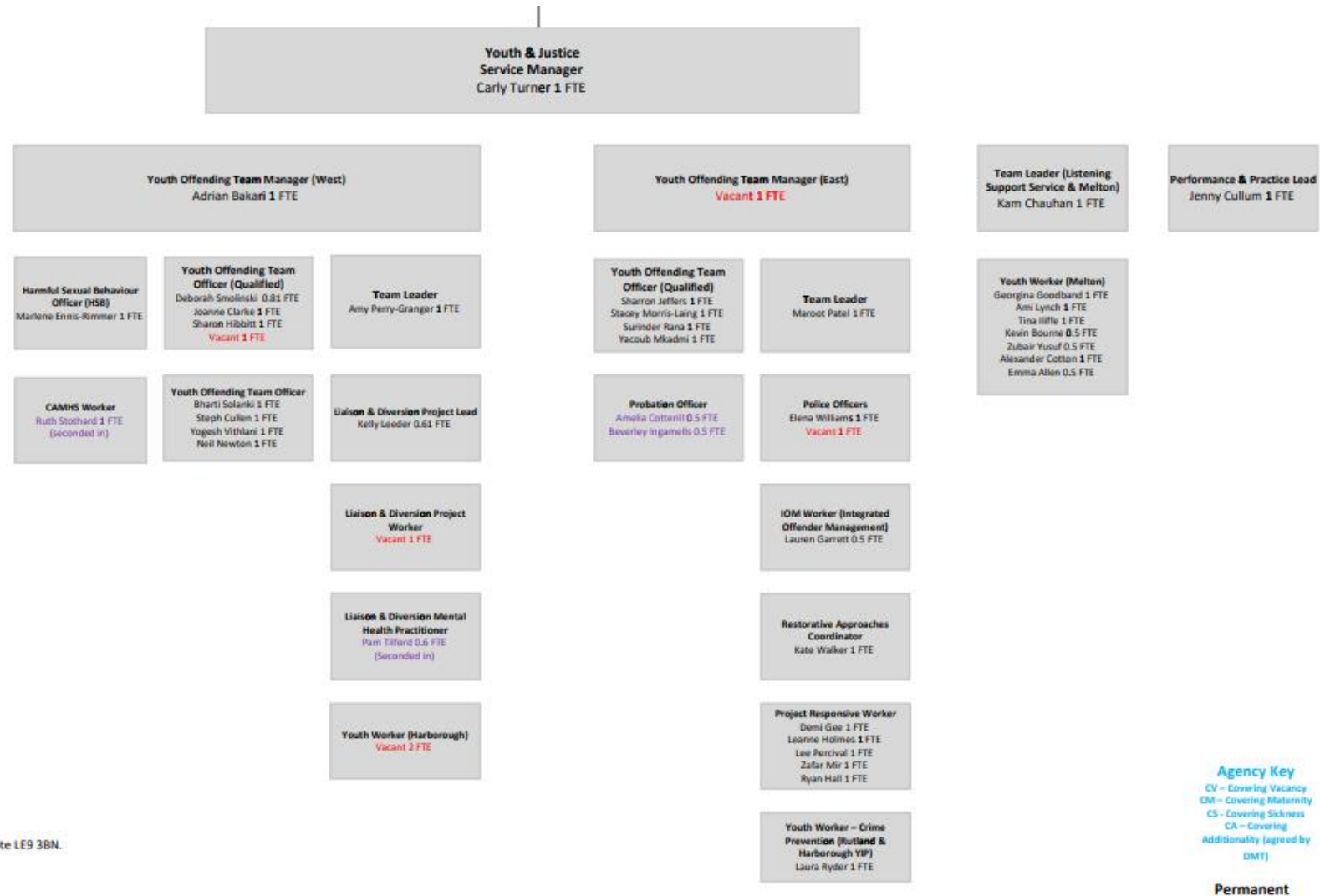
<b>Position</b>	<b>Name</b>
Director of Children and Family Services Leicestershire County Council	Jane Moore Chair of the Board
Assistant Director of Nursing NHS Leicester, Leicestershire, and Rutland Integrated Care Board	Sara Bailey Deputy Chair of Board
Assistant Director of Targeted Early Help and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

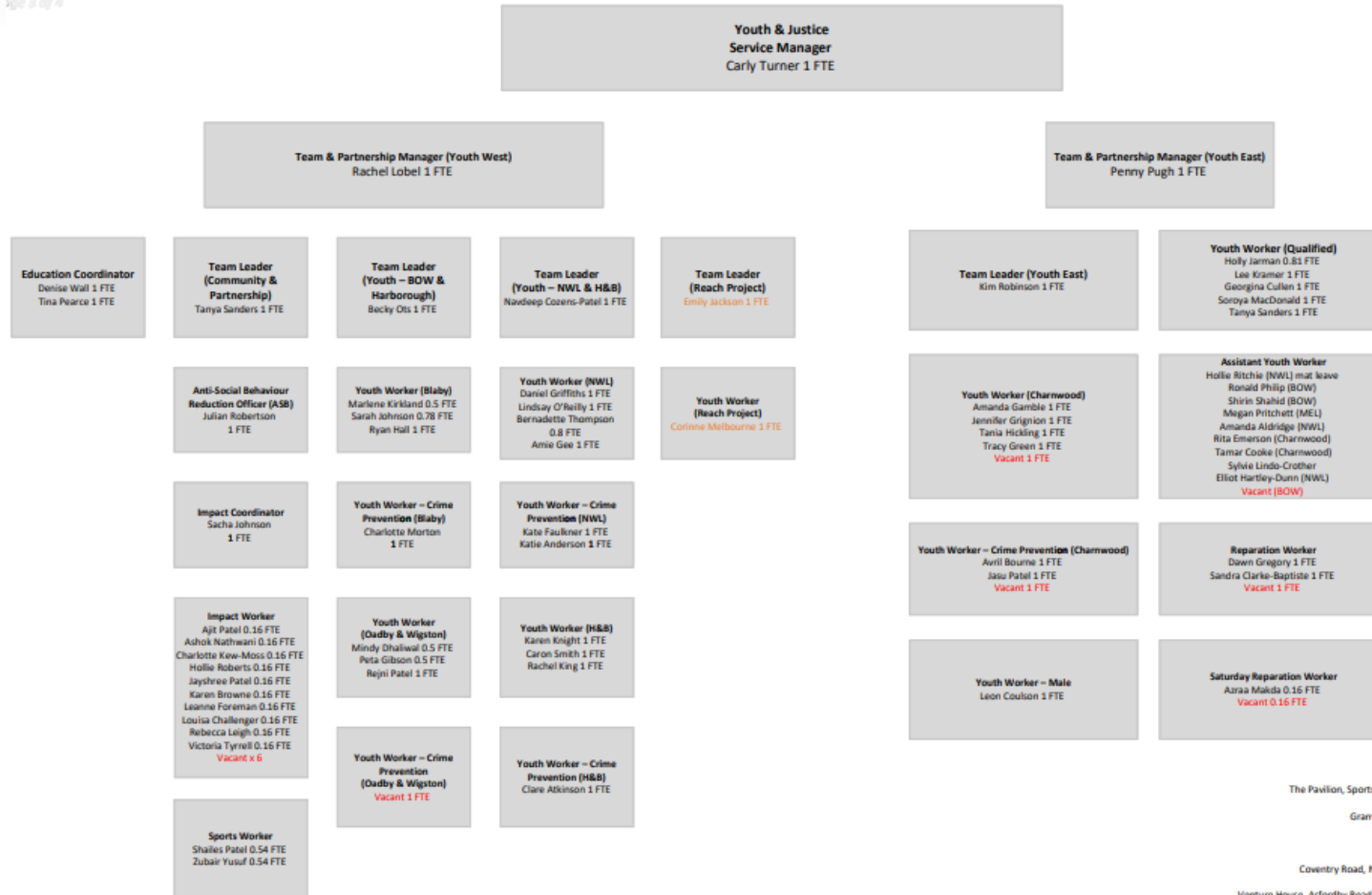
**10 March,  
09 June,  
01 September,  
01 December**

## Appendix 2 – Service Structure – Youth Justice Structure



# Youth Structure

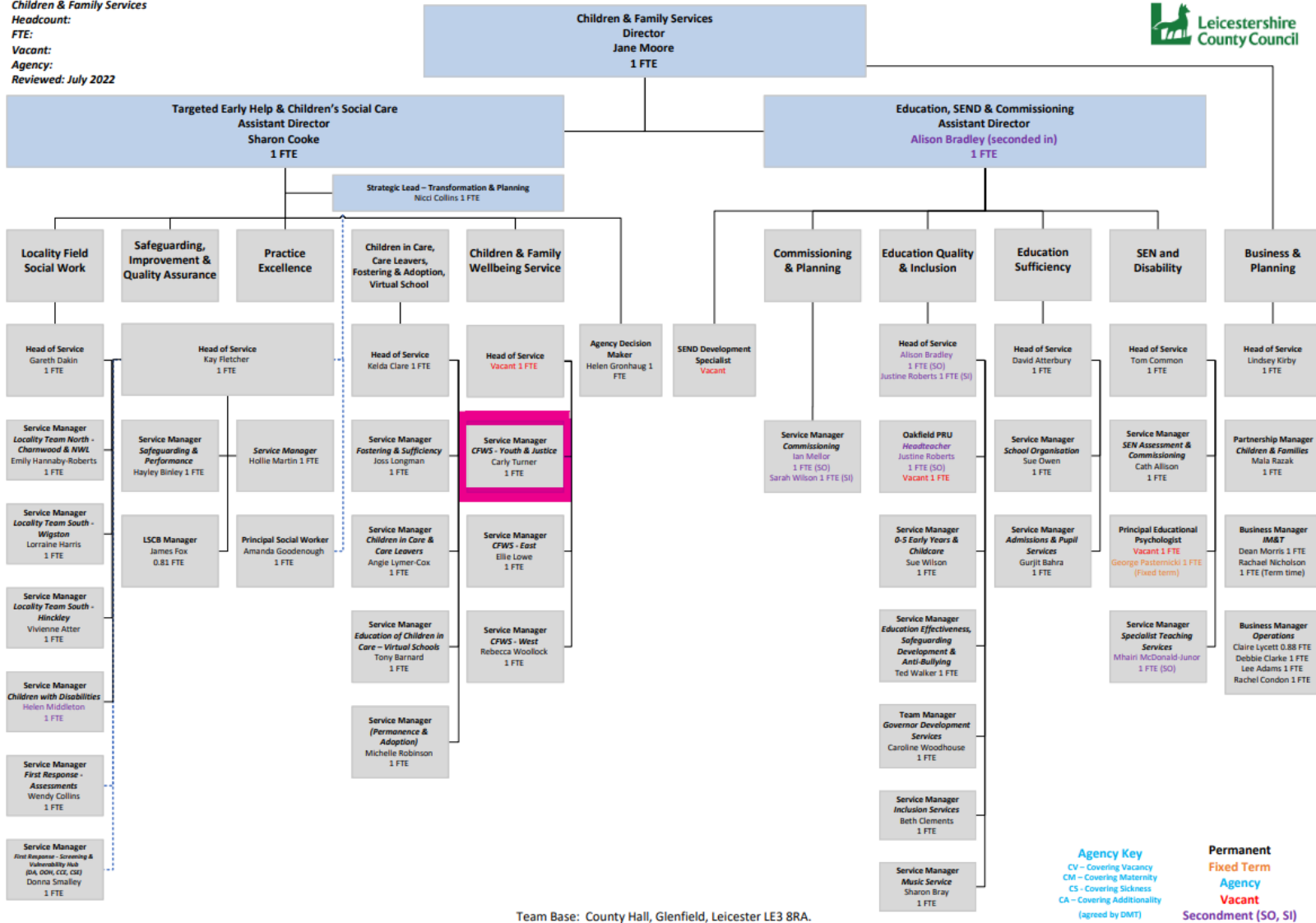
revised March 2022  
 page 8 of 4



- 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

<b>ACE</b>	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
<b>AIM 2 and 3</b>	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
<b>ASB</b>	Anti-social behaviour
<b>AssetPlus</b>	Assessment tool to be used for children who have been involved in offending behaviour
<b>CAMHS</b>	Child and adolescent mental health services
<b>CCE</b>	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
<b>Children</b>	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.
<b>Child First</b>	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
<b>Child looked-after</b>	Child Looked After, where a child is looked after by the local authority
<b>CME</b>	Child Missing Education
<b>Constructive resettlement</b>	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
<b>Contextual safeguarding</b>	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
<b>Community resolution</b>	Community resolution, an informal disposal, administered by the police, for

	low level offending where there has been an admission of guilt
<b>EHCP</b>	Education and health care plan, a plan outlining the education, health, and social care needs of a child with additional needs
<b>ETE</b>	Education, training, or employment
<b>EHE</b>	Electively home educated, children who are formally recorded as being educated at home and do not attend school
<b>EOTAS</b>	Education other than at school, children who receive their education away from a mainstream school setting
<b>FTE</b>	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
<b>HMIP</b>	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
<b>HSB</b>	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
<b>JAC</b>	Junior Attendance Centre
<b>MAPPA</b>	Multi agency public protection arrangements
<b>MFH</b>	Missing from Home
<b>NRM</b>	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery to gain help to support and protect them
<b>OOCD</b>	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
<b>Outcome 22/21</b>	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
<b>Over-represented children</b>	Appearing in higher numbers than the local or national average
<b>RHI</b>	Return home Interviews. These are interviews completed after a child has been reported missing
<b>SLCN</b>	Speech, Language, and communication needs
<b>STC</b>	Secure training centre

<b>SCH</b>	Secure children's home
<b>Young adult</b>	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.
<b>YJS</b>	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
<b>YOI</b>	Young offender institution
<b>VRN</b>	Violence Reduction Network
<b>SPB</b>	Strategic Partnership Board
<b>VCS</b>	Voluntary Community Sector