

Time and Date

2.00 pm on Tuesday, 30th October 2018

Place

Committee Room 3 - Council House

Public business

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes** (Pages 5 - 20)
 - (a) To agree the minutes from the meeting of Cabinet on 2nd October 2018
 - (b) Matters arising
4. **Exclusion of Press And Public**

To consider whether to exclude the press and public for the item(s) of private business for the reasons shown in the report.
5. **Youth Justice Plan 2018/2019** (Pages 21 - 94)

Report of the Deputy Chief Executive (People)
6. **Council Plan 2017/18 - End of Year Performance Report** (Pages 95 - 104)

Report of the Deputy Chief Executive (People)

Note: All members have received a hard copy of the coloured appendices to this report, which can be viewed online.
7. **Microsoft Enterprise Agreement** (Pages 105 - 110)

Report of the Deputy Chief Executive (People)
8. **Land at Browns Lane, Coventry** (Pages 111 - 118)

Report of the Deputy Chief Executive (Place)
9. **One Strategic Plan - SEND Proposal for the use of the Woodlands Site** (Pages 119 - 128)

Report of the Deputy Chief Executive (People)

10. **Procurement of Contract for Maintenance and Inspection Service of Traffic Signal Equipment and Intelligent Transport Equipment and Supply and Installation of Traffic Signal Equipment and Other Works**
(Pages 129 - 134)

Report of the Deputy Chief Executive (Place)

11. **Outstanding Issues**

There are no outstanding issues

12. **Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

Private business

13. **Procurement of Contract for Maintenance and Inspection Service of Traffic Signal Equipment and Intelligent Transport Equipment and Supply and Installation of Traffic Signal Equipment and Other Works**
(Pages 135 - 140)

Report of the Deputy Chief Executive (Place)

(Listing Officer: B Gray, tel: 024 7683 1337)

14. **Any other items of private business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

Martin Yardley, Deputy Chief Executive (Place), Council House, Coventry
Monday, 22 October 2018

Note: The person to contact about the agenda and documents for this meeting is Lara Knight / Michelle Salmon, Governance Services, Tel: 024 7683 3237 / 3065, Email: lara.knight@coventry.gov.uk / michelle.salmon@coventry.gov.uk

Membership:

Cabinet Members:-

Councillors F Abbott, K Caan, G Duggins (Chair), J Innes, AS Khan (Deputy Chair), K Maton, J Mutton, J O'Boyle, E Ruane and Seaman

Non-voting Deputy Cabinet Members:- Councillors P Akhtar, R Ali, B Kaur, R Lakha, T Skipper and D Welsh

By invitation: Councillors A Andrews and G Ridley (non-voting Opposition representatives)

Please note: a hearing loop is available in the committee rooms

If you require a British Sign Language interpreter for this meeting
OR if you would like this information in another format or
language please contact us.

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Coventry City Council
Minutes of the Meeting of Cabinet held at 2.00 pm on Tuesday, 2 October 2018

Present:

Members: Councillor G Duggins (Chair)
Councillor A Khan (Deputy Chair)
Councillor F Abbott
Councillor K Caan
Councillor J Innes
Councillor K Maton
Councillor J Mutton
Councillor J O'Boyle
Councillor E Ruane
Councillor P Seaman

Deputy Cabinet
Members Councillor P Akhtar
Councillor R Ali
Councillor R Lakha
Councillor T Skipper

Non-Voting Opposition Councillor R Bailey (Substitute for Councillor Andrews)
Members: Councillor T Sawdon (Substitute for Councillor Ridley)

Other Members: Councillor Clifford
Councillor M Mutton

Employees (by Directorate):

Chief Executive's M Reeves (Chief Executive),
People G Quinton (Deputy Chief Executive (People)), A Errington,
L Gaulton, P Hargrave, N Hart, L Lawson, S Mills,
R McKenzie-Wilson, K Nelson
Place M Yardley (Deputy Chief Executive (Place)), O Aremu,
A Chowns, P Helm, P Jennings, L Knight, R Moon, A Walimia,
A Walster
Apologies: Councillor B Kaur, A Andrews and G Ridley

Public Business

39. Declarations of Interest

There were no disclosable pecuniary interests.

40. Minutes

The minutes of the meeting held on 28th August 2018 were agreed and signed as a true record.

There were no matters arising.

41. **Exclusion of Press And Public**

RESOLVED that the Cabinet agrees to exclude the press and public under Sections 100(A)(4) of the Local Government Act 1972 relating to the following private reports on the grounds that the reports involve the likely disclosure of information defined in Paragraph 3 of Schedule 12A of the Act, as they contain information relating to the financial affairs of a particular person (including the authority holding that information) and in all circumstances of the cases, the public interest in maintaining the exemption outweighs the public interest in disclosing the information:

Minute No.	Report title
53	Disposal of Small Surplus Sites
54	Modernising Domestic Abuse Services and Sexual Violence and Abuse Services
55	Coombe Abbey Park Ltd – Capital Financing and Country Park Investment

42. **Private Sector Housing Enforcement Policy 2018**

The Cabinet considered a report of the Deputy Chief Executive (Place), which sought approval of the Private Sector Housing Enforcement Policy 2018.

The provision of good quality housing for Coventry residents is a priority for the City Council and the adopted Coventry Local Plan 2016 details how the Council will meet the future house building needs up to 2031. There is also a need to consider the City's existing housing stock and, in particular, the quality of homes provided by the Private Rented Sector (PRS).

Over the last two years, the Government has been increasingly active in addressing concerns regarding a number of issues in the PRS over recent years and has introduced a suite of legislation designed to strengthen consumer protection for tenants and tackle rogue landlords. This included new laws requiring letting and managing agents in England to belong to a redress scheme, providing protections for tenants against retaliatory eviction; and the Housing and Planning Act 2016, which introduced civil penalties, extended rent repayment orders and provided Local Authorities with powers to ban the most serious criminal landlords through the introduction of banning orders.

In order for the Council to use these powers, it must have published a policy setting out how it will implement these powers in relation to properties and the PRS.

The Policy, appended to the report submitted, encompasses all powers available to the Council from a variety of different pieces of legislation and, when adopted, would act as a framework for all future housing enforcement activities.

RESOLVED that the Cabinet:

- 1. Approve the draft Policy for Enforcing Standards in Private Sector Housing.**
- 2. Authorise the Deputy Chief Executive (Place) to implement the policy as detailed in the report and delegate the power to the Head of Planning and Regulation to issue, use, amend, and enforce civil penalties and all other enforcement powers under the Housing Act 2004 (as amended) and the Housing and Planning Act 2016 (and subsequent Regulations and Orders).**

43. Medium Term Financial Strategy 2019-22

The Cabinet considered a report of the Deputy Chief Executive (Place) which presented the Medium Term Financial Strategy (MTFS) 2019-2022 for adoption by the City Council.

The Cabinet noted that the report had also been considered by the Finance and Corporate Services Scrutiny Board (1) at their meeting held on 12th September 2018. A briefing note setting out their recommendations was appended to the report and accepted by the Cabinet.

The previous MTFS was approved in December 2017. The Strategy sets out the financial planning foundations that support the Council's vision and priorities and the financial and policy context for the Council's forthcoming budget process. It was noted that proposals within the Pre-Budget report would be considered by the Cabinet in November 2018 and the final Budget Setting Report would be submitted to Cabinet and Council in February 2019.

The national funding background to the MTFS is that the Council is approaching the final year (2019/20) of the current four year funding settlement from Government. From 2020/21 there will be significant upheaval in the funding arrangements for all councils and local authorities continue to face severe financial pressures. Although the previous government policy of targeting a budget surplus by 2020 has been pushed back, uncertainty of the future of local government finance and wider financial matters, including future Brexit negotiations, mean that the pressure on public finances is unlikely to ease in the foreseeable future. This Strategy assumes that reductions in available revenue resources and spending levels are likely to continue.

On a local level, the Council continues to be faced with a challenging and fluid financial position affected by temporary shortfalls in delivery of its existing savings plans and financial pressures within services for children, housing and homelessness. Although the Council has some ambitious Capital Programme plans, the scale and pace of these represent a significant challenge in terms of the Council's ability to deliver them to the required timescales and within its existing project capacity.

Notwithstanding the approaches set out in this strategy, the Council will need to maintain dynamic financial models that take account of changes in its medium term budget position and ongoing re-evaluation of its Capital Programme. This

may include adopting some measures which have a shorter-term focus or which re-evaluate the Council's approach to financial risk. These will be set out fully at the point of decision making.

In summary, the key national and local contexts that frame this Strategy include:

- A paramount need to protect the most vulnerable people in the city;
- Expectations on the Council to maintain service levels and standards across a wide range of core services;
- Fast population growth causing greater demand and expenditure pressures in areas such as housing, social care and waste disposal;
- Likely future reductions in government resources within a revised local government funding framework;
- A 75% Business Rates retention system emphasising the increasing importance of promoting growth in the local economy;
- A massive Capital Programme which defines the Council's aspirational outlook but which establishes a major programme and logistical challenge in order to deliver it.

Taken together, these factors represent a combination of reducing resources, challenging underlying economic and demographic conditions, increased demand, a heightened need to improve the quality of services and new challenges represented by government reform and local structural and governance relationships. In these circumstances it is crucial that the Council's financial strategy is both robust and flexible. This will provide the financial foundations required to ensure that Council services are fit for purpose to protect the most vulnerable as well as providing decent core services for every citizen in the city.

In support of these aims, the City Council's strategic financial approach to the demands that it faces includes:

- A Council Plan focusing on economic growth, quality of life and a commitment to protecting the vulnerable, whilst delivering services with fewer resources;
- A Local Plan setting the blueprint for taking the City forward, identifying land to satisfy housing, infrastructure and developmental demand;
- A fundamental commitment to protecting the city's vulnerable children, adults and older people;
- Managing the demand for services selectively, through digital working and community engagement;
- Transformation projects to change the way the Council works and engages with its customers in part to achieve the delivery of savings;
- A programme of major capital schemes to drive regeneration and economic growth in the city including its public realm, the city's highways network and its cultural and leisure offer to make Coventry an attractive place to live and work.
- Growing the city's local income base, within the environment of increasing localisation of funding sources, including Business Rates;
- Partnership working, including as part of the West Midlands Combined Authority, together with voluntary organisations and other partners;

- A continued drive towards income maximisation, including investment in commercial ventures within the context of robust risk management arrangements and mindful of sector guidance;
- A continued Workforce Strategy requiring a workforce working in flexible ways consistent with a modern organisation, ensuring that the Council has the talent in place necessary to deliver the challenging agenda that it faces;
- Seeking to optimise the use of pooled funding available to support social care and health;
- Seeking to modernise, rationalise and prioritise services, consider alternative service delivery models and work in tandem with partners and neighbouring authorities;
- Strong corporate financial planning, monitoring and project management arrangements;

Based on the 2018/19 approved budget, the initial financial gap for the following 3 years as at the start of the new Budget Setting round was £0.0m for 2019/20; £20.8m for 2020/21 and £23.5m for 2021/22.

The Cabinet acknowledged that it is important to be clear, as indicated above, that the position set out is dependent on the achievement of outstanding savings programmes over the medium term. In total these are still expected to amount to c£11m in 2019/20 although there are plans in place to deliver the majority of these.

The position from 2020/21 onwards is based on early estimates and could be subject to major change depending on the outcome of the forthcoming changes in the local government finance regime which will not emerge until 2020. The scale of the financial gap is not unusually large in a historical context or compared with authorities similar to Coventry. It will nevertheless require the Council to consider further reductions in services and the need to prioritise the services that it wishes to maintain in the future and identify those that may be allocated fewer resources or ceased altogether.

RESOLVED that the Cabinet:

- 1. Considered and accept the recommendations from the Finance and Corporate Services Scrutiny Board (1).**
- 2. Recommend that Council approve the Strategy as the basis of its medium term financial planning process.**

44. Response to Local Government Association Green Paper for Adult Social Care and Wellbeing - The Lives We Want to Lead

The Cabinet considered a report of the Deputy Chief Executive (People) which set out the proposed response to the Local Government Association Green Paper for adult social care “The Lives We Want to Lead”.

On 31 July 2018 the Local Government Association (LGA) launched its own green paper for adult social care and well-being for consultation. The publication of this

paper was as a result of the Government's recent decision to delay its long-awaited green paper on Adult Social Care until the autumn.

Important issues were raised in the consultation in terms of the role of Adult Social Care in helping people live the life they want to lead and how this is funded. These issues affect all stakeholders in Adult Social Care and it is important that the City Council contributes to the national debate on these issues. It is particularly important in the context of resourcing challenges facing Adult Social Care. The short term funding arrangements from central government currently in place through the Better Care Fund and improved Better Care Fund come to an end in 2020/21.

As well as the issue of achieving sustainability in Adult Social Care much of the consultation sought views on the role of local government in improving the well-being of its population. The responses given emphasise that local government is fundamental to achieving this goal. This needs to be considered in the wider role of local government by including public health, housing and leisure.

Throughout the consultation response, which was set out at Appendix 1 to the report, and to demonstrate the points made, examples have been provided of work underway in Coventry that demonstrate the progress being made to improve well-being. These examples include the Health and Well Being Concordat, year of well-being, our work on improving Delayed Transfers of Care and the Community Promoting Independence programmes.

RESOLVED that the Cabinet approve the submission of the consultation response to the LGA Green Paper.

45. Adult Social Care Annual Report 2017/2018

The Cabinet considered a report of the Deputy Chief Executive (People), which set out the performance of Adult Social Care and the progress made against the priorities for the year 2017/18.

The Adult Social Care Annual Report 2017/18 (also referred to as Local Account) describes the performance of Adult Social Care and the progress made against the priorities for the year. It also provides specific examples of the operational activities to support service users and carers. As with the report for 2016/17 it is aligned around the Adult Social Care values and principles as a mechanism of demonstrating what the Council are doing in practice to put what it signs up to strategically into practice. The Local Account was attached to the report as Appendix 1.

Although there is not a statutory requirement to produce an annual report, it is considered good practice as it provides an opportunity to be open and transparent about the successes and challenges facing Adult Social Care and to show what is being done to improve outcomes for those that come into contact with Adult Social Care. The production of an annual report is part of the Local Government Associations (LGA) approach to Sector Led Improvement. This approach was launched following the removal of national targets and assessments for Adult Social Care.

The production of the 2017/18 report has drawn on the pool of feedback and information that was gathered over the year from a range of sources including social care staff, Partnership Boards, Adult Social Care Stakeholder Reference Group, providers, partner organisations and people that have been in contact with Adult Social Care along with their families and carers.

The Cabinet noted that the Health and Social Care Scrutiny Board (5), considered the report at their meeting on 19th September 2018 and a briefing note setting out their discussions was appended to the report submitted. Whilst the Board made no specific recommendations to Cabinet, they indicated that they had used the report to inform a number of areas for further investigation by the Scrutiny Board through their work programme.

RESOLVED that the Cabinet:-

- 1. Note the comments from the Health and Social Care Scrutiny Board (5).**
- 2. Approve the Adult Social Care Annual Report 2017/18 (Local Account).**

46. One Strategic Plan 2018-2023 and Education Capital Programme

The Cabinet considered a report of the Deputy Chief Executive (People), which presented the Coventry One Strategic Plan and Education Capital Programme.

Under Section 14 of the Education Act 1996, Coventry City Council has a statutory duty to ensure sufficient school places and fair, appropriate access to education. It is the Council's role to plan, commission and organise school places in a way that raises standards, manages supply and demand and creates a diverse infrastructure.

The Coventry One Strategic Plan, attached as Appendix 1 to the report, sets out pupil forecasts for primary and secondary education planning areas in response to rising or falling pupil cohorts across the city. It outlines the strategy proposed by the Local Authority and the Coventry Secondary Headteacher Partnership to meet the additional places required in secondary provision from 2019 – 2021.

It is proposed that the strategy will be a flexible document, able to adapt to shifting mechanisms of parental preference, unforeseen changes in supply and demand of school places, and future birth rates. To do this, the One Strategic Plan will be monitored and updated annually, alongside a wider process of constant review of School Place Planning. In addition, the procuring of places will take place annually so as to not create an unstable amount of school places.

A Memorandum of Understanding (MOU) has been established to ensure partnership commitment between the Council and secondary schools (and will be rolled out to primary and special, subject to approval). These partnerships signify a commitment and cooperation between the Council, governing bodies and school leadership teams to meet the educational needs of children and young people in Coventry, ensure the sustainability of Coventry schools, and to enable the City Council to meet its statutory obligations.

This partnership commitment signifies a statement of intent to collaborate and work in partnership to achieve the best possible outcomes for children and young people in Coventry, ensure the sustainability of Coventry schools, and to enable the City Council to meet its statutory obligations. As part of this process, numerous options have been discussed at both full partnership meetings, and the Secondary Headteacher Executive. The preferred option presented below has been approved by the partnership as being the best valid option keeping in line with our statutory requirement as outlined by the DfE to:

- i. Spend capital funding efficiently
- ii. Safeguard the quality of places in the system
- iii. Manage down spare capacity in the estate where it exists.

Capital allocations to meet projected shortfalls in provision are provided by the Education Skills Funding Agency (ESFA) to all Local Authorities based on the data provided in the annual School Capacity return (SCAP). Demand for places minus the supply of places is multiplied by a cost per pupil place to inform the final allocation. This return informs the ESFA of the expected change in pupil numbers over the next few years, the current capacity of schools to meet those numbers and the planned changes to that capacity.

RESOLVED that the Cabinet, in principal:

- 1. Approve the draft of the Coventry One Strategic Plan.**
- 2. Agree proposals for officers to carry out the necessary consultations as required:**
 - a. Consultation on Coventry One Strategic Plan**
 - b. Consultation on Special Provision Fund (Already Commenced)**
 - c. Individual School Consultation related to Permanent Expansion**
 - d. Enhanced Resource Provision Consultation on creation of Resource Units within Mainstream Schools**
 - e. Individual Consultations relating to the reduction of Primary Published Admissions Numbers**
- 3. Note the funding requirement of the plans proposed set out in the report. These have and will be approved through normal budget setting process.**

47. Disposal of Small Surplus Sites

The Cabinet considered a report of the Deputy Chief Executive (Place) which set out proposals for the disposal of a number of minor sites.

A corresponding private report was also submitted to the meeting setting out the commercially confidential matters of the proposal. (Minute 53 below refers.)

The Cabinet noted that officers are continually reviewing the Council's land holdings. A number of sites have been identified as either surplus to operational requirements, or where there is expenditure to maintain or the land is subject to fly tipping and anti-social behaviour. The sites identified in the appendix attached to

the report may have the potential to be developed as part of a wider development site, including commercial and garden land uses. The sites included land at Henley Road/Caradoc Close; Cheltenham Croft; Wall hill Road; Abbey Road; Harry Rose Road; land adjacent to Red Lane; Freehold Street (Former Afro Caribbean Youth Centre); and land adjacent to 277 Longford Road / Oban Road.

The sites identified are a mix of derelict, overgrown and non-operational sites and do not have any strategic benefits for the Council to retain. The Council acting as planning authority is in principle supportive of opportunities to promote urban regeneration throughout Coventry and notes that at least some of these sites may be acceptable in this regard subject to full consideration by the Council through the planning application process.

The preferred method of disposal will be via auction, to guarantee the capital receipts which will be received in this financial year. Sites may also be sold via the tender process to ensure the right purchaser is selected for certain sites, this also includes seeking 'expressions of interest' approval where necessary.

The report indicated that officers will continue to review the Council's commercial property portfolio for opportunities to identify land and buildings that do not adequately contribute to the Council's resources and will bring forward further reports recommending disposal.

RESOLVED that the Cabinet:

- 1. Declare the sites listed in Appendix 1 to this report surplus to requirements.**
- 2. Approve the freehold disposal of the sites identified in Appendix 1 to this report by auction, tender or direct negotiation.**
- 3. Approve the seeking of expressions of interest for land at Abbey Road.**
- 4. Delegate authority to the Director of Finance and Corporate Services, following consultation with the City Solicitor, to agree the final terms of the land transactions, complete the necessary legal documentation and collect the consideration obtained for the sale.**

48. Modernising Domestic Abuse Services and Sexual Violence and Abuse Services

The Cabinet considered a report of the Deputy Chief Executive (People) which set out proposals for the commissioning of domestic abuse and sexual violence and abuse services.

A corresponding private report was also submitted to the meeting setting out the commercially confidential matters of the proposal. (Minute 54 below refers.)

Domestic abuse is a manifestation of one person (or persons) exerting power and control over an intimate partner or other family member. While the Home Office definition encompasses those over 16 years of age, it can feature in relationships between people as young as 13 or over 60; be perpetrated by children against

their parents; and involve the wider family. Domestic abuse can take many forms including, but not limited to, psychological, physical, sexual, financial and emotional abuse. It also includes honour-based violence and forced marriage.

Sexual violence and abuse is sexual activity with perpetrators using force, making threats or taking advantage of victims without their consent. Often victims and perpetrators know each other and sexual abuse can also be a form of domestic violence, but sexual abuse can also involve people with no previous connection.

Coventry's Domestic Abuse Strategy 2018 – 2023 was considered / approved by the Police and Crime Board, Health and Wellbeing Board, adults and children's safeguarding boards and Scrutiny Co-Ordination Committee. It incorporates the city's approach to addressing domestic abuse, including honour-based violence and forced marriage.

Coventry City Council commissions a range of services that aim to address domestic abuse and sexual violence and abuse by protecting and supporting victims and influencing the behaviour of offenders. It was proposed that:

- The domestic abuse service model and specification is revised and updated and services are commissioned in 3 Lots (a victim and children's service for information, advice and community based support; a supported accommodation service; and a perpetrator service) over a period of 5 years with two 2-year options to extend. The local authority's financial investment in these services will remain at existing levels, but the contract value will reduce by 3% to reflect the cessation of funding contributed by the West Midlands Police and Crime Commissioner.
- The sexual violence and abuse counselling service specification is revised and updated. The service is recommissioned based on the existing budget over a period of 5 years with the option to extend to mirror the domestic abuse contracts. The model for this service will not change.

It is proposed that domestic abuse and sexual violence and abuse services are commissioned as separate entities but are procured concurrently.

In order to get best value from these services and enable successful bidders to establish strong and meaningful relationships among local partners, the contract will run for five years with two 24 month extensions available, giving a possible contract length of 9 years. It is proposed that the services are procured via competitive tender with contracts commencing 1 July 2019. The commissioning process for a longer term contract will seek to gain additional value from providers.

The proposal is based on the latest evidence about what works to improve quality and outcomes and what local Coventry people want from our services, following consultation with the general public, service users and wider stakeholders, engagement with the provider market and consultation with domestic abuse commissioners in the West Midlands and across the country.

The anticipated costs per annum of all contracts, which will be funded by the Council core funding and the Public Health grant, will be £1,347,955.

The Cabinet noted that the Scrutiny Co-ordination Committee considered the report at their meeting on 26th September 2018 and supported the proposals.

RESOLVED that the Cabinet:

- 1. Approve the proposal to commission domestic abuse services and a sexual violence and abuse service and grant permission to issue a tender to procure in line with the proposed model and timescale.**
- 2. Delegate authority to the Director of Public Health and Wellbeing and the Director of Finance and Corporate Services to award and implement the contracts for domestic abuse services and a sexual violence and abuse service.**

49. Coombe Abbey Park Ltd - Capital Financing and Country Park Investment

The Cabinet considered a report of the Deputy Chief Executive (Place), which set out proposals to proceed with an investment into Coombe Abbey Country Park and Coombe Abbey Park Ltd (CAPL) on a commercial arms length basis.

A corresponding private report was also submitted to the meeting setting out the commercially confidential matters of the proposal. (Minute 55 below refers.)

In December 2017 the City Council purchased 100% of the shares in Coombe Abbey Park Ltd (CAPL), the operator of Coombe Abbey Hotel. Following this purchase, officers have been reviewing a variety of different projects to increase partnering between CAPL and the wider City Council.

The report set out three proposals, which included the provision of a capital loan facility to CAPL; entering into a lease to enable a high wire assault course to be built; and entering into a lease with CAPL on the existing catering space in Top Pool Lodge to establish a second café for Coombe Country Park and undertake de minimis works to the property before doing so.

The Council refinanced CAPL on 29th November 2013 with a loan which is repayable over 15 years, ending in November 2028. CAPL continues to service this debt from its existing revenue streams under the City Council's ownership and the securities from this loan remain in place for a further 10 years. It is proposed that a maximum facility of £1.95m is made available to CAPL over the next 10 years this period being in line with the Council's existing loan facility to CAPL. The new facility will ensure that appropriate security is obtained in order to protect the Council.

Upon first use, a one off arrangement fee of £15k would be payable from CAPL to the City Council. Monies advanced to CAPL would be subject to interest rates based on commercial rates, and all drawdowns will be repayable by the term of the loan.

Coombe Country Park, whilst owned and operated by the City Council sits within the planning authority of Rugby Borough Council. Within the Coventry boundary, the updating and establishment of play areas and parks is primarily funded from

S106 contributions and grant monies obtained by the City Council and/or friends groups.

Whilst hugely popular with Coventry residents, no formal friends group exists for Coombe Country Park. Also S106 money raised in Coventry cannot be spent in Rugby Borough Council's area. Therefore, the funding of new facilities in Coombe Country Park has to come from a limited parks budget or through more innovative schemes.

An opportunity has arisen for CAPL to build a high wire assault course and tree top experience in Coombe Country Park. CAPL have been in dialogue with a supplier of tree top high wire assault courses. A provisional deal has now been reached where CAPL will enter into an agreement with the supplier to deliver a high wire facility in Coombe Abbey Country Park.

CAPL will pay a rent to the Council on the park land required for the development of the high wires assault course. The rent will comply with obligations of S123 of the Local Government Act 1972 to achieve best consideration.

The high wires course which is proposed will result in an increase in numbers of people attending the Park, so an opportunity has arisen for CAPL to establish a second café for Coombe Country Park in order to cater for the additional demand.

CAPL will pay a rent to the Council for the lease and licence to establish a second café, and the rent will comply with obligations of S123 Local Government Act 1972 to achieve best consideration.

Landlord works are required in order to bring the building up to a lettable standard and the cost of this is estimated at approximately £20k, payable by the Council from existing Parks budgets. The Tenant will then be responsible and incur the costs for fit out as part of the tenant obligations.

RESOLVED that the Cabinet:-

- 1. Delegate authority to the Deputy Chief Executive (Place) to enter into a lease with Coombe Abbey Park Ltd to facilitate the building of a high wires assault course for Coventry.**
- 2. Delegate authority to the Deputy Chief Executive (Place) to negotiate and agree the terms of a lease with Coombe Abbey Park Ltd to facilitate the building of a high wires assault course for Coventry.**
- 3. Delegate authority to the Deputy Chief Executive (Place) to enter into a lease and licence with Coombe Abbey Park Ltd on the existing catering space in Top Pool Lodge to establish a second café for Coombe Country Park and undertake refurbishment works up to the value of £20k to the property to bring up to lettable standard.**
- 4. Delegate authority to the Deputy Chief Executive (Place) to negotiate and agree terms of the lease and licence with Coombe Abbey Park Ltd on the existing catering space in Top Pool Lodge to establish a second café for Coombe Country Park.**

5. Recommend to Council that it:

- (a) Approves in principle the grant of a capital loan facility up to the sum of £1.95m for Coombe Abbey Park Ltd**
- (b) Delegates authority to Deputy Chief Executive (Place) and the Director of Finance and Corporate Services (Section 151 Officer) or nominated representative, following consultation with the Cabinet Member for Strategic Finance and Resources and the City Solicitor, to undertake all necessary due diligence and to finalise the terms and details of the loan arrangement and to thereafter manage the loan facility. The authority under this recommendation shall include the power to negotiate and agree variations to the terms of the loan facility.**
- (c) Approves the addition of £1.95m to the Councils approved capital programme for the purposes of a capital loan facility to Coombe Abbey Park Ltd, financed from capital receipts.**

50. Authority for Attendance at Conference

RESOLVED that the Cabinet approve the attendance of the Deputy Leader (Councillor A Khan), Cabinet Member for Strategic Finance and Resources (Councillor M Mutton), and the Deputy Cabinet Member for Policing and Equalities (Councillor P Akhtar), at the 29th General Assembly of International Association of Peace Messenger Cities (IAPMC) 'International Forum of People's Diplomacy' in Volgograd, Russia from the 27th October 2018 to 2nd November 2018.

51. Outstanding Issues

There were no outstanding issues.

52. Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.

There were no other items of public business

53. Disposal of Small Surplus Sites

Further to Minute 47 above, the Cabinet considered a private report of the Deputy Chief Executive (Place) setting out the commercially confidential matters relating to proposals to the disposal of small surplus sites.

RESOLVED that the Cabinet:

- 1. Declare the sites listed in Appendix 1 of this report surplus to requirements.**
- 2. Approve the freehold disposal of the sites identified in Appendix 1 of this report by auction, tender or direct negotiation.**

3. **Approve the seeking of expressions of interest for land at Abbey Road.**
4. **Delegate authority to the Director of Finance and Corporate Services in consultation with the City Solicitor to agree the final terms of the land transactions, complete the necessary legal documentation and collect the consideration obtained for the sale.**

54. **Modernising Domestic Abuse Services and Sexual Violence and Abuse Services**

Further to Minute 48 above, the Cabinet considered a private report of the Deputy Chief Executive (Place) setting out the commercially confidential matters relating to proposals to commission domestic abuse services and sexual violence and abuse services.

The Cabinet noted that the Scrutiny Co-ordination Committee considered the report at their meeting on 26th September 2018 and supported the proposals.

RESOLVED that the Cabinet:

1. **Approve the proposal to commission domestic abuse services and a sexual violence and abuse service and grant permission to issue a tender to procure in line with the proposed model and timescale.**
2. **Delegate authority to the Director of Public Health and Wellbeing and the Director of Finance and Corporate Services to award and implement the contracts for domestic abuse services and a sexual violence and abuse service.**

55. **Coombe Abbey Park Ltd - Capital Financing and Country Park Investment**

Further to Minute 49 above, the Cabinet considered a private report of the Deputy Chief Executive (Place) setting out the commercially confidential matters relating to proposals to proceed with an investment into Coombe Abbey Country Park and Coombe Abbey Park Ltd (CAPL) on a commercial arms length basis.

RESOLVED that the Cabinet:-

1. **Delegate authority to the Deputy Chief Executive (Place) to enter into a lease with Coombe Abbey Park Ltd to facilitate the building of a high wires assault course for Coventry.**
2. **Delegate authority to the Deputy Chief Executive (Place) to negotiate and agree the terms of a lease with Coombe Abbey Park Ltd to facilitate the building of a high wires assault course for Coventry.**
3. **Delegate authority to the Deputy Chief Executive (Place) to enter into a lease and licence with Coombe Abbey Park Ltd on the existing catering space in Top Pool Lodge to establish a second café for Coombe Country Park and undertake refurbishment works up to the value of £20k to the property to bring up to lettable standard.**

- 4. Delegate authority to the Deputy Chief Executive (Place) to negotiate and agree terms of the lease and licence with Coombe Abbey Park Ltd on the existing catering space in Top Pool Lodge to establish a second café for Coombe Country Park.**
- 5. Recommend to Council that it:**
 - (a) Approves in principle the grant of a capital loan facility up to the sum of £1.95m for Coombe Abbey Park Ltd**
 - (b) Delegates authority to Deputy Chief Executive (Place) and the Director of Finance and Corporate Services (Section 151 Officer) or nominated representative, following consultation with the Cabinet Member for Strategic Finance and Resources and the City Solicitor, to undertake all necessary due diligence and to finalise the terms and details of the loan arrangement and to thereafter manage the loan facility. The authority under this recommendation shall include the power to negotiate and agree variations to the terms of the loan facility.**
 - (c) Approves the addition of £1.95m to the Councils approved capital programme for the purposes of a capital loan facility to Coombe Abbey Park Ltd, financed from capital receipts.**
- 56. Any other items of private business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

There were no other items of private business.

(Meeting closed at 3.05 pm)

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Cabinet
Council

30 October 2018
4 December 2018

Name of Cabinet Member:

Cabinet Member for Children and Young People - Councillor P Seaman

Director Approving Submission of the report:

Deputy Chief Executive (People)

Ward(s) affected:

All wards

Title:

Youth Justice Plan 2018/19

Is this a key decision?

No – Although the Plan covers all wards of the City, it is not anticipated that the impact will be significant

Executive Summary:

This paper is being submitted as notification that The Coventry Youth Offending Service (CYOS) Youth Justice Plan has been agreed and signed off by its Statutory Partners, and to seek Council endorsement.

Youth Offending Teams (YOTS) were established under the Crime and Disorder Act 1998 (CDA). The functions assigned to the YOS include the duty upon the local authority under the Children Act 1989 to take all reasonable steps to encourage children not to commit offences. The Act imposed a duty on each Local Authority acting in cooperation with its Statutory Partners, (Police, Health and Probation) to ensure that all youth justice services are available in their area to such an extent as it appropriate for the area.

The key tasks of the service are:

- Assessing and delivering interventions to the out-of-court-disposal cohort
- Management and delivery of community sentences
- Management and delivery of secure estate sentences and resettlement
- Servicing the Youth Court and Crown Courts (in terms of provision of a court team , bail & health assessments, provision of pre-sentence reports and stand down reports)
- Victim services
- Parenting services and management of Parenting Orders

The CDA legislation also imposed a duty to complete and submit a Youth Justice Plan each year.

The Plan provides an overview of CYOS achievements against key indicators, plans and targets, and identifies the key strategic actions for the next 12 months.

Statutory Partners (Police Health, Probation, and Local Authority, represented by The Director of Children Services have agreed and signed off on the Plan.

Recommendations:

Cabinet is requested to:

- (1) Approve and Endorse the Youth Justice Plan.

Council is requested to:

- (1) Endorse the Youth Justice Plan.

List of Appendices included:

The Coventry Youth Offending Service Youth Justice Plan 2018-19

Background papers:

None

Other useful documents

None

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

Yes - 4th December 2018

Report title: **Youth Justice Plan**

1. Context (or background)

1.1 The Youth Justice Plan (the Plan) is completed annually, agreed by CYOS Management Board members and submitted to The Youth Justice Board. The current Plan has secured Board sign off and Council's approval is being sought. If the plan is not submitted it breaches legislative requirements and places CYOS in breach of its Youth Justice Board (YJB) conditions of Grant agreement.

1.2 CYOS is required to report against three national indicators

- Reducing the number of young people entering the youth justice system as First Time Entrants (FTEs)
- Reducing re-offending
- Reducing the use of custody for young people

1.3 During 2017/18

1.3.1. There was a reduction in the number of First Time Entrants (FTEs) to the criminal justice system (CJS) 93 versus 126. This is excellent news and is a better position than both the family group and west midlands comparators, only the national rate was better.

1.3.2. Additional clinician resource was secured to work across the Coventry and Warwickshire local transformation plan area, from NHS England. This will enable the existing youth justice mental health teams (Coventry and Warwickshire) to increase their capacity and service offered. Coventry will primarily target young people in custodial settings and through resettlement.

1.3.3 The number of substantive offences committed by young people fell compared to the previous counting period, down from 583 to 479.

1.3.4 CYOS binary re-offending rate was identical to the family group (0.41) and slightly lower than the national rate. The rate of re-offenses presents an even more positive picture with Coventry's rate sitting at 1.38 versus the family and national rates, which were both over 1.6.

1.3.5. The use of custody has increased slightly with two more young people entering custody against the historic low point of 2016/17. The national counting rule counts episodes not young people and this has increased considerably more than the number of young people. This reflects an unusual pattern of young people receiving multiple custodial sentences, one young person counted three times, two of those episodes were for offences they committed while in custody.

1.3.6. Remand use has increased slightly up from 413 to 443 (a historic low 2016/17). The small increase in the number of young people entering custody and remand bed nights reflects that some young people are committing offences that are more serious. Robbery increased from 18 in 2015/16 to 28 in 2016/17 and to 45 in 2017/18.

1.3.7 Victim feedback has been extremely positive, 46 feedback forms were returned in the last counting period and all of them expressed that they felt safe throughout the process, were given useful information, felt their views and feelings were listened to, concerns were acknowledged and discussed, were able to input into the process and felt they had been given options.

1.3.8. Research was commenced into the impact of adverse childhood experiences (ACES) alongside other West Midlands' YOTs.

1.3.9 CYOS has worked with partners to ensure that key messages about knife crime, the CJS risks and safeguarding risks and skills are communicated to as many young people as possible. One of the key partners was Streetdoctors, a national charity. Their Joint Medical Director commented, "CYOS are a committed and organised YOS team which has enabled their volunteers to really focus on imparting vital skills to young people. The partnership is a shining example of success for our other teams across the country". Last year this partnership with Police School Panels, Police and Streetdoctors reached over 500 young people via workshops delivered across schools.

1.4 Our priorities for 2018/19 include

1.4.1 **Strengthen the relationship with third sector providers.** Over the last year, CYOS has further developed its relationship with The Positive Youth Foundation (PYF) who has received the Queen's Award for Voluntary Service (QAVS) 2018. In addition to the PYF, CYOS also works with The Coventry Youth Partnership, comprising of approximately 35 third sector providers. This broad partnership provides an opportunity to access and support young people's participation in an extensive range of activities and the development of approaches to tackle specific issues.

1.4.2 **Work with Partners** to ensure that protective measures training, including awareness of rights, offence specific targeted prevention programmes (including Robbery and Violence) are delivered as appropriate across education provision

1.4.3 **Improve outcomes for Looked after Children (LAC).** A multi-agency re-offending review process has been implemented, seeking to ensure there is a timely and co-ordinated response when LAC re-offend. The impact of this activity will be monitored and any lessons learned disseminated to partners. A process is agreed and embedded in Children's Services Tri.X procedures.

1.4.4 **Identify best practice model with Partners** to ensure that criminal exploitation is challenged and the domains of risk reduced. Practice supporting certain types of criminal exploitation to be embedded. The emerging challenge of gang/complex groups and county line issues requires a specific focus to ensure that young people are safeguarded and to manage the risk some of them pose to others. There will be a review of current practice this year, which is happening at a West Midlands' YOT Head of Service level and at a local level supported by the new Criminal Exploitation post within Children's Services.

1.4.5 **Enhance/develop a new trauma based approach and pathway.** The ALTAR Programme (which focuses on abuse, loss trauma, attachment and resistance) is already beginning to show early evidence of the extent and impact of early adversity. Once the report is completed the Children's Partnership Board in Coventry, CYOS Board, West Midlands Combined Authority and Office Police Crime Commissioner, West Midlands will consider the findings. Whilst discussions are at an early stage, it seems likely that the ALTAR Programme and funding will have a significant impact on many key areas of YOT work. This is likely to include early help and diversion, the use of assessment tools and the nature of interventions with young people and their families.

- 1.4.6 **Maintain focus on Prevent.** CYOS remains active in terms of engagement at Channel, refreshing staff knowledge via workshops and web-based learning and managers' undertaking additional training. This will enhance their ability to work quickly with partners and to respond to situations, which require complex analysis and approaches to managing risk and vulnerability.

2. Options considered and recommended proposal

- 2.1 Completion and submission of this plan is compulsory under CDA legislation. Therefore, it is recommended that the Council approve the Youth Justice Plan.

3. Results of consultation undertaken

- 3.1 All statutory Partners are consulted under a statutory duty imposed by CDA. All Management Board members are consulted and contribute, although only statutory partner's cooperation is required. The Childrens Shadow Board also contributed to the identification of young people's priorities.

3.2 Statutory Members are represented by:

- Director Of Children's Services
- Strategic Lead Childrens Services
- Chief Inspector, Coventry, West Midlands Police
- Head of Probation, Staffordshire & West Midlands Probation Trust
- Joint Commissioning Manager Coventry and Rugby Clinical Commissioning Group & Coventry City Council
- Head of Specialist Health Services for Children and Young People

3.3 Other members include:

- Head of Environment Services Street Scene and Regulatory Services
- Manager - Prospects
- Chair of The Magistrates Youth Panel
- Advisory Teacher Coventry Virtual School

All the above agreed the Plan.

4. Timetable for implementing this decision

- 4.1 YJB grant conditions state that receipt of grant is conditional on submission of a strategic plan. The YJB recognise that local political processes do not necessarily tie in with submission dates and therefore they accept a draft plan, which had to be submitted by the 31 July 2018. The plan was submitted in line with the deadline.

5. Comments from the Director of Finance and Corporate Services

5.1 Financial implications

Grant funding from YJB may be withheld/withdrawn if the plan is not submitted in line with CDA legislation requirements.

The table below shows the Annuals Budget contributions from the Partner Agencies for 2017/18 and 2018/19. The increases in contributions from Police, Probation, Health and LA are linked to staffing cost increases driven by vacancy and maternity savings in the previous counting period.

Annual Budget		
Agency	2017/18	2018/19
Local Authority	759,318	743,084
Police	71,835	73,014
Police and Crime Commissioner	85,000	85,000
Probation	54,775	55,177
Health	77,315	93,267
YJB	526,139	526,139
	1,574,382	1,575,681

5.2 Legal implications

Section 40 Crime and Disorder Act 1998 places a duty on the local authority, after consultation with the relevant bodies, to formulate and implement for each year a Youth Justice Plan setting out how Youth Justice Services in the area are to be provided and funded and how the YOS teams established are to be composed and funded, how they will operate and what functions they are to carry out.

6. Other implications

6.1 How will this contribute to the Council Plan (www.coventry.gov.uk/councilplan/)?

Primarily activities support;

- Protecting our most vulnerable people
- Improve health and well being
- Make communities safer
- Improving educational outcomes
- Reducing the impact of poverty

Activity within The Youth Justice Plan is aligned locally to plans that include;

- Local Police and Crime Board
- Local Policing Plan
- Coventry Sustainable Communities Strategy

6.2 How is risk being managed?

Risk to YJB grant, has been managed by consulting with partners in a timely manner to facilitate sign off and submission of the draft plan (grant requirement). The report is also submitted now for endorsement in line with statutory duties and good practice requirements.

6.3 What is the impact on the organisation?

The plan presents a balanced budget and no immediate implications for other groups. The Plan details the risks going forward in to 2019/20.

6.4 Equalities/Equality Impact Assessments (EIA)

Legislative changes, such as pre court disposal options have been subject to substantial EIA activity under Ministry of Justice and Youth Justice Board. No adverse impact has been identified

This is not a new activity.

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

Partners have all participated in agreement and sign off the Plan and there are no implication arising post sign off.

Report author(s):

Name and job title:

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Directorate:

People

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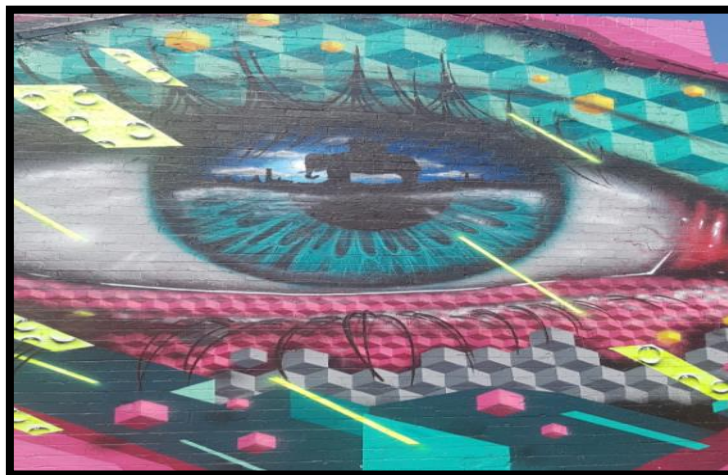
Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
John Gregg	Director of Children's Service	People	20/08/18	07/09/18
Lara Knight	Governance Services Co-ordinator	Place	20/08/18	21/08/18
Rebecca Wilshire	Strategic Lead Early Help and Protection	People	20/08/18	25/08/08
Names of approvers for submission: (Officers and Members)				
Rachael Sugars	Finance Manager	People	20/08/18	21/08/18
Julie Newman	People Team Manager	Place	20/08/18	29/08/18
Gail Quinton	Deputy Chief Executive	People	20/08/18	29/08/18
Councillor P Seaman	Cabinet Member for Children and Young People	-	20/08/18	28/08/18

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Coventry Youth Offending Service

Youth Justice Plan 2018 - 19



Photographs taken by CYOS Young Person

The motto "Camera Principis" (the Prince's Chamber) is held to refer to Edward, the Black Prince. The Manor of Cheylesmore at Coventry was at one time owned by his grandmother, Queen Isabella, and eventually passed to him.

The elephant is seen as a symbol of strength with which the city still associates surviving the Blitz, recessions and other challenges. The second image forms part of the regeneration of Far Gosford Street in Coventry and is a wall art feature at Fargo's. If you look closely, you will see the elephant in the iris demonstrating the symbolism of the strength of the elephant, hundreds of years later remains part of the cities identity.

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1. Executive Summary
2. Introduction to the Annual Youth Justice Plan
3. Priorities for the next year 2019 – 20
4. City & Youth Crime Profile
5. Use of resources, budgets and value for money
6. Structures and Governance
7. Partnership Arrangements
8. Challenges and Opportunities

Appendices

Appendix 1 – Action Plan

Appendix 2 - Budget

Appendix 3 – Spend against YJB Grant

Appendix 4 – Staffing Information

Appendix 5 – Performance Information

Appendix 6 – CYOS Organisation |Employee Structure 2018

Appendix 7 – Management Board Membership

Appendix 8 – Management Board sign off page

Appendix 9 – Glossary of Terms and Abbreviations

Youth Justice Plan 2018 – 2019

1. Executive Summary

Youth Justice is delivered in an increasingly dynamic landscape with multiple national, regional and local developments. These include:

- The YJB is currently restructuring and evolving its role, including how it financially and technically supports YOTs. It also includes its oversight, monitoring, development role, and its revision of National standards.
- Her Majesty's Inspectorate of Probation (HMIP) has implemented a new inspection framework.
- The West Midlands Combined Authority (WMCA) was constituted in order to devolve power and financial resources from Westminster. A key work-stream is to reform youth criminal justice. This work is progressing, informed by and based on regional research. It includes a 'research into action' approach to adverse childhood experiences, a call for data to inform a WMCA wide youth justice strategic needs' assessment and analysis of areas of practice which may benefit from joint commissioning, such as the provision of accommodation for young people refused bail by the Police.
- An emerging expectation from funding providers that multi-agency and multi-area bids are required. The anticipated benefits of this would include economies of scale, meeting cross border and cross agency agendas, which reflect increasingly commonly, shared issues, such as knife crime and criminal exploitation.
- The restructuring of Coventry's Children's Services delivery model is embedding, which will ensure that children and families receive the right help at the right time.
- Changes in local crime patterns and a focus on the impact of criminal exploitation, which is inclusive of young people being drawn into offending because of gang/complex group pressures.

In order to achieve good outcomes in Coventry for young people, victims and residents, in the context of these changes, an effective partnership approach is essential. A key characteristic of such a partnership is an ability to respond quickly to emerging issues.

A good example of this is the local multi-agency activity to tackle knife crime. CYOS, alongside partners including the Police and Schools, secured funding from The Coventry Police and Crime Board. This was used to roll out a prevention programme utilising a national charity, the StreetDoctors, across Coventry schools. This activity enabled young people to understand the consequences of violence and respond to injuries such as being unconscious or bleeding. To date, over 500 young people have received the intervention.

A centralised partnership with such a committed and organised YOS team has enabled our volunteers to really focus on imparting vital skills to young people that need it. We have thoroughly enjoyed working alongside Coventry YOS and are grateful for all of the support they offer our volunteers. The partnership is a shining example of success for our other teams across the country.

Emma Brooks, Joint Medical Director, StreetDoctors

Certain types of crime no longer operate within small geographical areas and, therefore, effective prevention, enforcement and safeguarding activities have to evolve to meet these changing behaviours and demands.

Organisations' understanding of the way in which gangs or complex groups exploit vulnerable individuals to commit crime has evolved significantly. It is important that the relationship between young people who are criminally exploited and criminalised is understood and responded to appropriately.

The strong correlation between the different types of criminal exploitation and the vulnerabilities of young people who may be drawn into one or all of those exploitative relationships needs to be considered. This may be in terms of intervention models to prevent young people being drawn into exploitative situations, responses made to those being exploited and how best to manage the risk some of them present to others. This will be a key local focus for 2018/19.

The group of young people currently in the youth justice system locally have very complex needs. The YJB Strategic Plan 2018-2021 recognises that this is a national issue, which means that the expectations placed on youth justice practitioners are greater than ever.

In spite of increased demands on a reduced budget (2017/18) and staffing levels (2016/17, good outcomes have been achieved. This is evidenced by a further reduction in First Time Entrants (FTEs), high levels of victim satisfaction and a reduction in the number of substantive offences. In the face of changing offending patterns, only two more young people have entered custody when compared to the historic low the year before.

Long-term benefits are expected and needed from cross border partnerships if Coventry's Children's Services re-design and the devolution of youth justice (under WMCA activity) is to enable improvements against a pattern of falling funding and increased demand.

Supporting and informing those developments and responding to learning from HMIP thematic reports, alongside changing crime patterns and longer Youth Rehabilitation Requirements, create an increased demand on CYOS resources. The service now supervises more young people, at any one time, than it did at its low point in 2016.

This volume of “activity” is likely to continue its upward trajectory. The Coventry Community Safety Partnership: Strategic Assessment 2018, forecasts that the upward crime trend is likely to increase at a steady rate, with the 5-year trajectory indicating that this will then level off.

Headlines from 2018/19 include:

National Indicator: First Time Entrants (FTE) into the Youth Justice System (YJS)

- Last year saw a reduction in the number of First Time Entrants compared to the previous counting period; 93 young people against the previous 126 young people.
- A reversal of the trend of small year on year increases against this indicator.
- Out-performed both the family group and West Midlands comparators, although it was above the national rate.

National Indicator: Re-offending

- CYOS has experienced a reduction in the number of substantive offences; down from 583 to 479.
- The binary re-offending rate was identical to the family group (0.41) and slightly lower than the national rate (0.42).
- The picture is even more positive when considering the rate of re-offences, with Coventry’s rate at 1.38 versus the family and national rate, both of which were above 1.6.

Good outcome: case summary

The young person was convicted for possession of a knife, allowing to be carried in a stolen vehicle and theft from a shop. He had low school attendance, at risk of exclusion, behavioural issues at home and police intelligence regarding inappropriate peer group and activities.

The case manager identified the young person’s interests and worked with them to enhance self-esteem. He supported the young person to meet with a workplace provider and, when offered a place, the case manager provided wrap around transport. This would help them to engage in a different and challenging environment.

The young person has fully engaged with the placement and now makes his own way there, which entails 2 buses and a 20-minute walk each way to ensure he is there for a 7.30 am start. There have been no behavioural concerns and the young person has been offered an apprenticeship as a result. There is no further negative intelligence and in between his national standard appointments he regularly texts his case manager to tell him how he is getting on. He has secured his CSCS card.

He reports his drinking and cannabis misuse has stopped entirely. He voiced that he is certain that he wants to work within the construction industry.

National Indicator: Custody

- Overall, there has been a small increase in the number of young people receiving a custodial sentence (up by two young people) against the 2016/17 benchmark. It is important to note that 2016/17 was an historic low for Coventry.
- The small increase is reflective of an upward trend across the West Midlands (JYB data indicates that the custody trend in the West Midlands is up).
- With regard to remand bed nights used, the 2016/17 benchmark was also an historic low for CYOS. This year there has been a small increase in the number of bed nights used; up by 40 compared to the historic low last year of 413. The actual increase in remand episodes was two.
- The number of custodial episodes has increased considerably more than the number of actual young people, but this reflects an unusual pattern of multiple custodial episodes. For example, one young person appearing three times, on two occasions for offences committed whilst in custody.

CYOS has also:

- Established new work based training opportunities for young people with Wilmott Dixon, who are one of the UK's leading independent construction and property services. They have offered work based training placements directly to our young people with some excellent results, including one young person securing an apprenticeship.
- Continued to enhance its service user feedback and consultation mechanisms. This year also includes utilising The Young People's Shadow Board to help CYOS identify its priorities.
- Commenced research into the impact of adverse childhood experiences (ACES) alongside other West Midlands' YOTs.
- Undertaken peer audit activity with Walsall Youth Offending Service to inform training delivery. The outcome of the training approach will be identified following further audit activity.
- Ensured staff have received a broad range of training, including areas such as Asset-Plus (focusing on areas identified for improvement), Desistance, MAPPA, Coaching and Signs of Safety.
- Been successful in securing additional clinician resource, to work across the Coventry and Warwickshire local transformation plan area, from NHS England. This will enable the existing youth justice mental health teams (Coventry and Warwickshire) to increase their capacity and service offered. Coventry will primarily target young people in custodial settings and through resettlement.

- Showcased innovative YOT practice, alongside other West midlands YOTS, to Charlie Taylor, the author of the Taylor Report and now Chair of the YJB.
- Recognised the value of worker stability in forming positive relationships with young people and ensured that very few young people experience a change of worker. CYOS tracks orders that end and the number of case managers that the young person had across the order.

Between Q2 2017/18 to the end of Q4 197 cases closed. Of these, 192 young people had the same case manager throughout their order.

- Strengthened our relationship with the third sector to support a broad range of prevention activity. This includes working with the Coventry Youth Partnership and the Positive Youth Foundation (PYF).
- Achieved very high victim satisfaction levels. The service is one of a relatively small group of YOTS who have secured The Restorative Justice Council's Quality Assurance Mark, which was awarded to CYOS in May 2017. The data below is from victims who have provided feedback on their experience with the service. Victims were also spoken to independently by the RJC as part of the award assessment.

Victim Feedback Key areas	Yes	No	Total number of respondents
Felt safe throughout the process	46	0	46
Given useful information	46	0	46
Views and feelings were listened to	46	0	46
Concerns were discussed and acknowledged	46	0	46
Felt I had input into the RJ process	46	0	46
Given options	46	0	46

- Maintained a Looked After Children Multi Agency Restorative meeting which seeks to ensure that restorative processes are applied across accommodation providers and monitors their application

2. Introduction to the Annual Youth Justice Plan

Youth Offending Teams were established under the Crime and Disorder Act 1998 with the principal aim being to prevent the offending by children and young persons. The Act imposed a duty on each local authority together with its statutory partners, Police, Health and Probation, to ensure that adequate Youth Justice Services are available in their area.

The key tasks of the service are:

- Assessing and delivering interventions to the Out-of-Court-Disposal cohort
- Management and delivery of community sentences
- Management and delivery of secure estate sentences and resettlement
- Servicing the Youth Court and Crown Courts (in terms of provision of a court team, Bail & Health Assessments, provision of Pre-Sentence Reports and Stand-down Reports)
- Parenting services and management of Parenting Orders
- Victim services

A victim of a serious assault described their experience of restorative processes delivered by CYOS as:

“Being able to express my feelings of what happened. I was able to understand what and why this happened. This was very helpful.”

The legislation also imposed a duty to complete and submit a Youth Justice Plan each year. This plan provides an overview of achievements against key indicators, plans and targets and will identify the key strategic actions for the next 12 months. The Plan is also subject to Coventry City Council Cabinet endorsement.

Detailed performance analysis against the three National Indicators of Reducing the number of First Time Entrants (FTE), Reducing Re-offending and reducing the use of Custody, sits in reports to the CYOS management board and reports to boards such as The Children's Partnership Board. The data will continue to inform strategic objectives.

Additionally, analysis and performance against locally retained indicators from the original national set, is contained in quarterly performance reports to the CYOS Management Board. The report has been extended to include restorative justice, performance against transition to National Probation Service protocol and the management of requests for accommodation from the Police (emanating out of Appropriate Adult Police and Criminal Evidence Act activity). In addition to reports generated through Community Safeguarding and Public Protection Incidents, whilst the YJB requirements specific to CSPPI have now been removed, the local arrangements will be retained whilst the CYOS Board reviews its approach. Contact with other West Midlands' YOTs has also been made to consider whether a standardised approach

would be appropriate. The Board now also receives multi-agency reviews for young people entering custody.

In light of the removal of the requirement to complete and submit reports under the YJB CSPPI guidance, the CYOS Board is reviewing its approach and will determine a new model for multi-agency reviews as part of its activity at the August 2018 meeting.

Detailed financial data is presented to the Board and within documents that underpin the YJB grant conditions. Appendix 2 provides the headline funding streams and indicates a projected budget for 2018/19. There is a requirement for all youth offending teams to include details of how the services propose to use the YJB Grant, in their annual plan. This can be found in appendix 3.

Budgets are monitored and reported on quarterly to the CYOS Management Board and the YJB.

3. Priorities for the next year 2018-19

National Indicator: First Time Entrants

Strengthen the relationship with third sector providers

Over the last year, CYOS has further developed its relationship with The Positive Youth Foundation who has received the Queen's Award for Voluntary Service (QAVS) 2018.

In addition to the PYF, CYOS also works with The Coventry Youth Partnership, comprising of approximately 35 third sector providers. This broad partnership provides an opportunity to access and support young people's participation in an extensive range of activities and the development of approaches to tackle specific issues.

CYOS is working with partners to ensure that opportunities for CYOS young people to engage with a positive peer group through the diverse range of alternative provision, is accessible to them and to support the co-ordination of timely targeted prevention activity.

CYOS also supports the new city tasking activity, working with third sector partners and the Police to respond to community issues where a criminal justice threshold has not been met.

Developing strong relationships with non-criminal justice, local diversionary and prevention partners is identified by HMIP in their 'Out of Court Disposal Work in Youth Offending Teams' Thematic Report (March 2018) as an indicator of "good" practice.

CYOS supported a PYF bid to support the development of a range of targeted diversionary approaches. If appropriate, this will include responses to Police only first Community Resolutions. This is going to be trialled on a small cohort this year.

As the Coventry Youth Partnership develops, the relationship will provide a broad range of activities which both professionals and young people will be able to access via an app. It is anticipated that resources such as training, knowledge and venues can be shared for the benefit of service users and to maximise the impact of scarce resources.

Review the outcomes framework for OOC

CYOS already collects re-offending data for its Enhanced Community Resolution activity, a recommendation from HMIP in their recent OOC national thematic. They identified that there was little systematic or consistent monitoring of the quality and effectiveness of this area of work at a national level, particularly outside of YOS activity. Coventry was not visited as part of their investigations. The local outcome measures will be enhanced further this year, which will support bids to the OPCC and feed into broader evaluations of this area of practice.

This year will see a focus on securing evidence on the impact of prevention activity delivered by partners, in line with HMIP's recommendation, this will include PYF activity. Some PYF activities have been included in this year's Action Plan for the purpose of monitoring impact and supporting new developments

Practice will be reviewed against HMIP's thematic report and any identified actions will be responded to across 2018/19. Actions already agreed are contained within the Action Plan, Appendix 1.

Maximise the benefits of the early help model

The recent restructure of Children's Services, which resulted in the development of eight integrated Early Help Family Hubs, has changed the way Early Help and Social Care in Coventry is delivered. They are now co-located together with partners, to provide a seamless service for children and their families aged 0–19 years. They offer help, support to families, and include those identified as part of the Troubled Families cohort. This has already strengthened the support delivered to children, young people and their families identified on the major risk factors for youth crime. The Family Hubs work with approximately 450 families at any one time using a completely family approach. This includes 573 children and young people aged 8-18 years old and they are working with many more through the delivery of early help single interventions.

CYOS sits on the Early Help Operational Group and is working with partners to ensure that families receive the right help at the right time.

Work with partners to ensure that protective measures training, including awareness of rights, offence specific targeted prevention programmes (including Robbery and Violence) are delivered as appropriate across education provision

CYOS will be working with Education Head Teachers, Executives and Police School Panels to agree an approach for rolling out activities. It is still to be determined how and if delivery will be targeted. The priority reflects both the Young People's Participation Priority (YPPP) as well as being a recommended approach in the HM Government Serious Violence Strategy of April 2018.

Increasing young people's knowledge of the law (YPPP)

In his Police and Crime Plan, the PCC has committed to rolling out stop and search workshops in schools, delivered by the Police across the West Midlands' footprint. The purpose of the workshops is to make young people aware of their rights, how the powers are used and the new oversight mechanisms, which are in place. This includes scrutiny panels, digital devices supporting the recording of data and body-worn video equipment to provide oversight of the use of stop and search. Contact has been made with the Assistant Police and Crime Commissioner, which identified an opportunity for young people from Coventry to be involved in scrutiny activity. Dates are currently being made available for stop and search workshops within Coventry Schools.

Robbery offences have increased again this year from 28 to 45 and a number of those offences are committed by young people not known to CYOS. Discussions with partners have highlighted the need to ensure that young people understand what types of behaviours constitute a Robbery, the impact on victims and the Criminal Justice consequences for themselves.

Review Restorative Justice Group (membership, additional training and practice actions)

CYOS currently co-ordinates a multi-agency group, including Children's Services commissioners responsible for young people's accommodation, the Police and residential accommodation providers. The group's activity seeks to ensure that the criminalisation of LAC young people, for offences committed within Coventry accommodation provision, only occurs when appropriate. Children's Services' re-design has resulted in new accommodation providers and provision and staff changes. It is important to ensure that a restorative approach, from conversations through to conference, are available and used for looked after children, prior to recourse to the formal criminal justice system.

CYOS is also supporting the development of a Coventry City Restorative Justice forum, which is being led by the Chair of Coventry Lord Mayor's Committee for Peace & Reconciliation. Coventry University is also supporting the development.

National Indicator: Reducing Re-offending

Understand and respond to the variances in groups' representation in the Criminal Justice System.

CYOS has identified a continuing pattern of the white classification being the most over represented group although the level of over representation has dropped by 9% compared to the previous counting period. The second highest over representation is the black category who were 1% over represented in 2016/17 and 7% in 2017/18. The Service has also identified variances across crime categories for example the substantial Asian category under representation virtually disappears when you look at knife crime/violence. Further data analysis will seek to identify further variances and findings will be utilised for action.

A Police led project which runs currently which is delivered as part of "Teaching English as a Foreign Language (TEFL)" activity enables students to focus on variances between their cultures, countries of origin and understand the variances that exist and the law and Police responses locally. It is a preventative activity and the students and parents attend an award evening hosted by the Police.

Improve outcomes for Looked after Children (LAC)

A multi-agency re-offending review process has been implemented, seeking to ensure there is a timely and co-ordinated response when LAC re-offend. The impact of this activity will be monitored and any lessons learned disseminated to partners. A process is agreed and embedded in Children's Services Tri Ex procedures.

CYOS will also support the new Lifelong Links project for children and young people in care through participation in the Lifelong Links Family Group Conference.

This approach links in with desistance domain 2 (HMIP Desistance and Young People Thematic 2016) and will support secondary desistance.

The purpose of the project is to provide the young person with lasting relationships upon which they can depend a better understanding of their own history, a stronger sense of identity and a network of people to turn to for practical and emotional support.

Enhance the quality of AssetPlus.

CYOS rolled out AssetPlus, under a national timetable, at a time of significant change for the service. It coincided with a restructure, site move and HMIP inspection. While there has been internal review, it was appropriate to extend the review team. In quarter 4 2017/18, CYOS undertook a review of AssetPlus, both utilising its own management team and external auditors including Walsall Youth Offending Team. My-path trainers (which includes individuals who were part of the AssetPlus development Team at the YJB) in conjunction with CYOS viewed audits to inform the training programme.

A sequential programme (three day equivalent for case managers), which builds on the learning from the audits, will run across quarter 1 of 2018/19. Following the training, the same audit team will commence a further analysis, to bench mark improvements and identify any areas of practice requiring additional focus.

Good Outcome

A young person with Special Education needs struggled to engage with workers or concentrate for periods in excess of 20 minutes.

Following risk assessment, the worker used their own dog in sessions, as the young person was able to demonstrate empathy towards animals. This approach enabled a good rapport to be established and proved a successful method to introduce him to other professionals. Since this activity the young person has sent a text stating, "Lucy is better than my PS3" (his CYOS case manager).

To date he has not reoffended.

Embed the learning from Desistance training

This year's audit activity will specifically seek evidence of a strength-based approach, responses that reflect diversity and assessments and planning that clearly demonstrate the voice of the child and parent/carer. It will seek evidence of key approaches under the eight domains of desistance.

Post training staff feedback events have taken place and this peer evaluation will continue as part of practitioner events.

HMIP identified that a balanced, trusting and consistent working relationship was key when seeking to help young people move away from offending. CYOS monitors worker consistency and reports on stability to its board. The most recent data set shows that during Quarter 2 2017/18 (to end of year), 197 cases closed. Of these, 192 had the same case manager throughout their order.

Young person subject to a Youth Rehabilitation Order

I thought it was going to be rubbish. I was surprised how much I got out of it
Richard (Case Manager) cares about what I do ... goes out of his way.... I don't want to let him down... doesn't push it in my face... he's kept me out of trouble.

I have been able to do unpaid work with Wilmott Dixon (building firm). Now I know I really want to do bricklaying as a career and I have a good reference. I have really turned around.

Identify best practice model with partners to ensure that criminal exploitation is challenged and the domains of risk reduced

Practice supporting certain types of criminal exploitation has embedde. The emerging challenge of gang/complex groups and county line issues require a specific focus to ensure that young people are safeguarded and to manage the risk some of them pose to others. There will be a review of current practice this year, which is happening at a West Midlands' YOT HOS level and at a local level.

To support CYOS case managers to effectively address this type of safeguarding need further training, specifically on the National Referral Mechanism (NRM), will be delivered locally in Quarter 2 by the National Tactical Advisor, Modern Slavery & Human Trafficking Unit of the Vulnerabilities Command within The National Crime Agency. This will consolidate staffs knowledge and enhance the quality of NRM referrals, which will ensure that trafficked status is secured where appropriate.

Awareness raising presentations will also be delivered to the Bench; this has been agreed by the Chair and will be supported by Warwickshire Youth Offending Service.

Maintain school engagement and placements

It is recognised that keeping young people in education is a key protective factor. Coventry Education Department is recruiting additional Inclusion Key Workers to support young people to stay in school. They will work with families and schools to support them manage their level of risk, without resorting to automatic exclusion, which can occur as a result of certain types of behaviours and offences. CYOS will meet regularly with the Inclusion Lead to discuss CYOS's young people, monitor impact on retention of school places and utilise that relationship to support engagement levels. The PRU pupil referral unit is also engaging in a national venture of Rugby Works for KS 4 pupils years 10-11 this gives young people a mentor and focus upon reengaging young people back into education or work. Along with Coventry Rugby Club who will work alongside Key stage 3 pupil's years 7- 9 acting as positive role models and reengaging back into schools. This work starts September 2018

Improve post 16 engagement in Education, Training and Employment

Mentoring through Ambition Coventry is ongoing and this resource is being used to support the most challenging and disengaged young people. Outcomes Star has been introduced, which is an evidence-based tool for measuring and supporting change with people. Young people are supported through the Work Star to identify specific skills for improvement, set goals and address barriers to work and learning. The impact of this tool, in terms of uplift in engagement, will be evaluated.

The CYOS Prospects worker will conduct more outreach work in the form of home visits with young people who miss appointments and are reluctant to engage. This will help to motivate and engage them more effectively.

Benchmark SEND practice against the Achievement for All

CYOS will work with local partners to assess current practice against the Quality Lead and Quality Mark Standards and identify a timeline for activities to secure the award.

Continue to improve the programme delivery at the Coventry Attendance Centre

Last year saw the existing offer extended again, with four new accredited programmes available to meet the diversity of need. These were Home Safety - Fire Service (AQA 105279), Sexual Health (AQA 105279), Online Safety (AQA 92508) and Parenting Skills: Basic Responsibilities (AQA 73735). This year will see a consultation event, to identify new programme content, with the young people.

Provide quality Unpaid Work placements to support young people into Training and Employment

The service continues to seek new providers to ensure that young people's individual needs can be met. Current long-term projects, such as Lunt Roman Fort and our catering project, both have a high community profile and benefit. This means that the community can see visible outcomes from the young people's activity while they develop employability skills, qualifications, experience and the opportunity to secure references.

Coventry has the UK's busiest food banks and work completed within this environment has a tangible and visible benefit to the public at large. The developing relationship with Coventry Foodbank has achieved great success, with several young people completing placements with

the organisation. We have had positive feedback from the Foodbank Manager who has commended the young people's work ethic and attitude towards Unpaid Work.

National Indicator: Reducing Custody

Enhance/develop a new trauma based approach and pathway

The ALTAR Programme (which focuses on abuse, loss trauma, attachment and resistance) is already beginning to show early evidence of the extent and impact of early adversity. Once the report is completed the Children's Partnership Board in Coventry, CYOS Board, WMCA and OPCC will consider the findings. Whilst discussions are at an early stage, it seems likely that the ALTAR Programme and funding will have a significant impact on many key areas of YOT work. This is likely to include early help and diversion, the use of assessment tools and the nature of interventions with young people and their families.

In their thematic report 'The Work of Youth Offending Teams to Protect the Public' (2017), HMIP identified that a high number of young people who featured in public protection activity had experienced emotional trauma or other deeply distressing or disturbing things in their lives (three in four of the examined cohort).

Analysis completed by CYOS, both historic and current, under the WMCA and OPCC funded research in practice case studies, confirms the presence of multiple ACES. Coventry CYOS with two other YOTS are currently reviewing and enhancing their response to young people with multiple ACES.

In parallel to this, but with a later implementation date, WMCA devolution activity specific to youth justice, will negotiate with the Government a new approach and delivery model.

Ensure that sentencers are conversant with the impact of ACES so that this is considered at point of sentencing

Coventry and Warwickshire YOTS will be working to ensure that the Coventry and Warwickshire Bench is kept up to date with the progress of this activity and fully briefed. They are keen to have access to the learning from the WMCA research in action findings report. This will be presented to them later this year.

Secure higher engagement rates with "health services" both within custody and as part of resettlement

Coventry and Warwickshire have secured funding to appoint additional clinicians with the primary focus for Coventry, in line with 'The Health & Justice Children & Young People's Mental Health Transformation Work Stream' aims, to improve outcomes for children and young people held within, transitioning into or out of, the Children and Young People's Secure Estate (CYPSE).

This activity is in line with the key themes in 'Future in Mind: The Treatment Gap' and the government's aspiration that by 2020 "in every part of the country, children and young people having timely access to clinically effective mental health support when they need it".

Support the development of WMCA specific approach to custody

CYOS and The Director of Children's Services have been engaged in consultation activities with partners across the West Midlands, which include informing the identification of innovative and effective alternatives to the current secure estate. Whilst custody is appropriate in certain circumstances, the constraints and taken for granted knowledge of what custody looks like,

can be challenged as part of delegated authority via devolution. This activity is a priority and will continue to be so.

Coventry previously participated in the pilot of an electronic tracking system, which would allow young people's movements to be monitored in real time. Unfortunately, for reasons outside of the local area's control, this was unable to commence. This type of technology could be reconsidered and would allow young people to remain safely within their communities, without a highly disruptive physical removal and incarceration. The re-offending rates for young people exiting custody are extremely high and the opportunity to trial different approaches is very much welcomed. Day custody at schools, curfews, electronic tracking to support those curfews, may all give the public confidence in the criminal justice system without the need for custody. Additionally they offer a mechanism to manage risk young people present, whilst they remain within their communities and provide a much less damaging and cost-effective custody arrangement, alongside the new national custody developments such as residential secure schools.

Strength based approaches

CYOS responded to previous HMIP recommendations from their thematic report on Desistance. At the time, this resulted in additional training for staff. Recent audit activity has identified that strength based assessment and planning requires additional focus to ensure that it is a consistent feature in planning for all young people. This will feature in Quarter 1 training.

A strength-based approach is a minimum requirement to ensure that the service is able to engage those who are likely to be resistant, jaded by engagement with various agencies and frequently unable to see a positive way forward. It provides an effective pathway to build on desistance factors reduces breach activity for non-compliance and reduces the risk of young people entering custody due to wilful and persistent non-compliance.

Strengthen the co-ordination and delivery of a broad range of violence prevention activity, particularly knife crime

This is featured in the custody section due to the year on year increase of this type of crime and the sentencing guidelines, which means a custodial sentence, must be imposed for the second knife offence, other than in exceptional circumstances. CYOS continues to work with a range of partners and delivers its own post sentence knife crime programme, which was referenced in 'The Tackling Knives and Serious Youth Violence Programme Good Practice Guide' (Home Office 2010/11). At that point, there were few concerns regarding knife possession and their use in the commission of offences. That has changed and, alongside interventions for young people in the CJS, a broad range of interventions are required and currently under development/discussion. CYOS is working with partners to develop a Knife Crime Strategy

Local indicators and drivers

Deliver against Children's Shadow Board priorities

In March 2018, CYOS facilitated a Children's Shadow Board with the support of the Participation Service, Police, CYOS workers and PYF. The discussion focused on youth crime and featured roundtable discussions on knife crime, prevention, gangs and stop and search. Their priorities included learning more about their rights, the law, greater involvement in decision-making, participation in workshops and making sure their voices are heard. These priorities have been shared with The Childrens Partnership Board and actions are captured in appendix 1 action plan.



The Shadow Board also raised concerns about the negative impact of social media. With regard to gangs, complex groups and knife crime, there are ongoing discussions regarding the use of social media.

HMIP identified this as an area for development in their thematic the work of Youth Offending Teams to Protect the Public. CYOS alongside other partners took the opportunity to discuss the report with the Lead Inspector Bob Smith earlier this year.

The LA solicitors and Information Governance are due to release new guidance to staff regarding the use of social media, including scrutiny of service users, its impact and monitoring rights and responsibilities.

Review service user feedback

The victim feedback process in 2017/18 primarily only allowed for 'yes' or 'no' responses, with an opportunity to offer a comment in some sections. This has been reviewed and a scaling mechanism introduced for this year. It is anticipated that this may support victims to provide more comments that will assist CYOS improve its service further.

It helped me in receiving answers to my questions and providing extra support.

It is a very helpful service, I felt listened to throughout the appointments with Carl (CYOS Support Worker). He has been so helpful to me.

Victim of an assault

CYOS remains active in terms of engagement at Channel, refreshing staff knowledge via workshops and web-based learning and having managers' undertaken additional training, this will enhance their ability to work quickly with partners and to respond to situations, which require complex analysis and approaches to managing risk and vulnerability.

Discussions have also taken place at West Midlands HOS events with the Police regarding the identification of Appropriate Adults, who will be specifically trained and available to undertake PACE interviews that relate to this area of practice.

There has been work to raise far right awareness and this featured in this year's Prevent Action Plan as an on-going activity, as does the provision of a quarterly Prevent update for partner agencies.

This area of activity remains a key priority.

4. City & Youth Crime Profile

Coventry is home to 352,911 people and has a rapidly growing population. It was the tenth (out of 391) fastest growing Local Authority area in the UK and the fourth fastest growing outside of Greater London, showing an increase of 2.2%, compared to the UK average of 0.8%. This growth was firstly driven by international migration, which added 6,264 people to the city's population and secondly by local births, which exceeded deaths by 1,800.

The city also has a relatively young population, with 22.9% aged 18 and under compared to the national average of 22.4%. It is also a highly diverse population, with 26.1% of the city's resident population estimated to have been born outside of the UK, compared to the England and Wales average of 14.9% (*ONS Local Area Migration Indicators, August 2017*)

CYOS continues to provide services in a challenging environment, which includes:

- High levels of child poverty – after housing costs, 31% of Coventry children live in poverty compared to the national position of 28% (*Child Poverty Map of the UK, Campaign to End Child Poverty, November 2016*).
- High numbers of looked-after children – 653 as of 31st March 2018.

Youth Offences Profile

- In 2017/18, CYOS was aware of 479 offences, which were punished with a substantive disposal (i.e. one that forms part of a person's criminal record), and a further 205 which were punished by Community Resolution. This means that the number of offences with a substantive outcome has decreased slightly, down by 104 from the 583 seen in 2016/17, while the number where a Community Resolution was issued has declined more sharply, down 84 from 289.
- The three most common categories of offence resulting in a substantive outcome were Violence against the Person (27%), Motoring Offences (14%) and Robbery (9%). Violence and Motoring Offences were the first and second categories last year too. However, Robbery has overtaken Criminal Damage (which declined from 13% to 8%) as the third most common offence.
- The most common categories punished by Community Resolution were Violence against the Person (45%), Theft and Handling (17%) and Criminal Damage (15%). This

is the same ranking as last year, although the proportion of violent offences has risen, whilst that of Theft offences has fallen significantly – both were 34% of Community Resolutions in 2016/17.

- The number of Robbery offences punished by substantive disposals has increased once again, from 28 to 45.

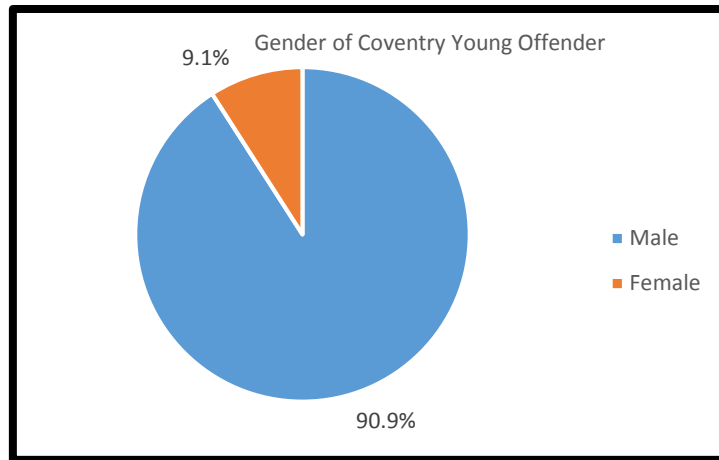
Disposals Profile

- Overall, there were 503 disposals this year, down from 609 in the previous year. By far the most used was the non-substantive Community Resolution, used on 199 occasions. Along with the Youth Caution (27 issued) and the Youth Conditional Caution (17 issued), they make up the Out-of-Court Disposals, which account for 381 of the total, or 48% - down from 63% in 2016/17.
- CYOS started 311 disposal-based interventions in 2017-18; 91 were for the Enhanced Community Resolution and 28 were for the Youth Caution or Youth Conditional Caution, meaning 119 (38.3%) were out-of-court interventions.

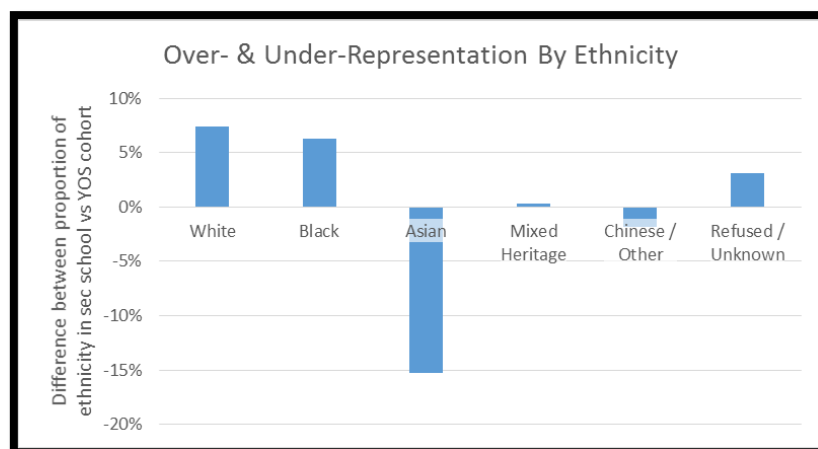
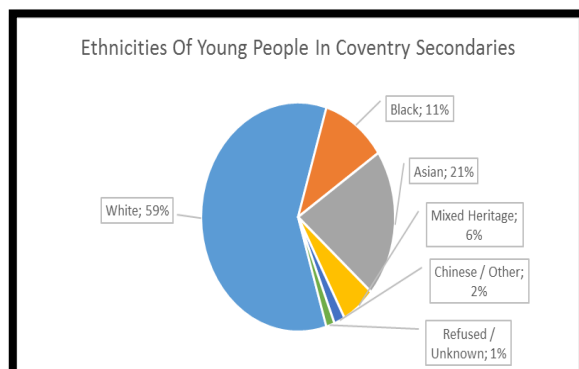
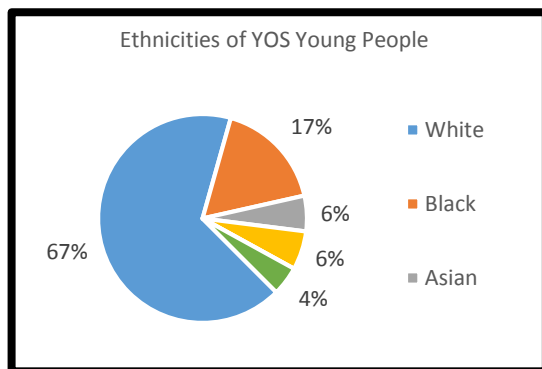
Re-offender Tracking

- We have tracked the re-offending of 104 young people, whose original penalty was imposed between October 2016 and March 2017. In all cases, the 12-month monitoring period for re-offending has now expired. It should be noted that the data from young people 18+ is not currently available.
- 32 of these young people have reoffended, giving a binary re-offending rate of 30.8%. This is below the 46.7% rate seen in the most recent YJB released data (for young people originally penalised between April 2014 and March 2015).
- The young people who re-offended committed 101 further offences within their 12-month period, giving a frequency-reoffending rate of 0.97. As with the binary rate, this is lower than the most recent YJB rate for the city, which was 1.22.
- 14 of the re-offenders have committed a more serious further offence by the YJB offence gravity scale, including 8 cases where the most serious new offence scored a 6 or higher; the equivalent of Robbery, Domestic Burglary, or Inflicting Grievous Bodily Harm.
- In terms of the most serious further offence, the most common type was Violence against the Person, with 13 of 32 (24%) falling into this category.
- The seven most frequent re-offenders account for 50 re-offences between them. The most prolific individual re-offender in the group has 12.
- Re-offending rates among young people who had had Social Care involvement were significantly higher than among those who had not. Of 18 young people in the group who were Looked After at the time of their original conviction, 8 reoffended, committing 30 further offences. As a group, this would give them a binary rate of 44.4% and a frequency rate of 1.67.

Demographics of our Young People



- Of the 144 young people open to CYOS at the end of the year, 128 (89%) were male. This is up slightly from the 86% seen in the snapshot at the end of the previous year.



- The ethnic make-up of the group was 68% White, 18% Black, 3% Asian, 3% Mixed Heritage, and 8% Refused or Unknown. As of January 2018, Coventry secondary schools had a population make-up of 59.4% White, 10.8% Black, 20.8% Asian, 5.7% Mixed Heritage, 1.8% Chinese/Other, and 1.4% Not Known. There is a large over-representation of White and Black young people in the group and a large Asian under-representation.
- 68% of the group open to CYOS were aged 16 or over.
- 32 (22%) of the group were currently Looked After and a further 9 (6%) had been Looked After in the past. Three young people (2%) had an active Child Protection Plan and another 15 (10%) had previously had CP Plans. This means that overall, 59 (41%) of the young people, open to CYOS had had Social Care involvement at least at the Child Protection level.

5. Use of resources, budgets and value for money

Budget 2018/19

CYOS funding consists of the City Council budget, YJB Good Practice Grant and statutory partner contributions. In addition, funding is now directly received from the West Midlands Police and Crime Board (WMPCB), all of which sits in CYOS pooled budget.

Partners have maintained their contributions for 2018/19.

Please see appendix 2 for the financial table.

Next year 2019/20, WMOPCC and West Midlands Police (WMP) funding will be amalgamated with a proposal that:

- 75% is ring-fenced for crime prevention (formula to be developed).
- 15% is for collaborative bids supporting victims of offending who are children, committing crime or at risk of offending
- 5% of the total budget for collaborative bids that address sexually harmful behaviour.
- 5% for collaborative bids that are innovative and target priority areas.
- Allocation, spend, outcomes and performance to be managed by a new group to be established in 2018/19.

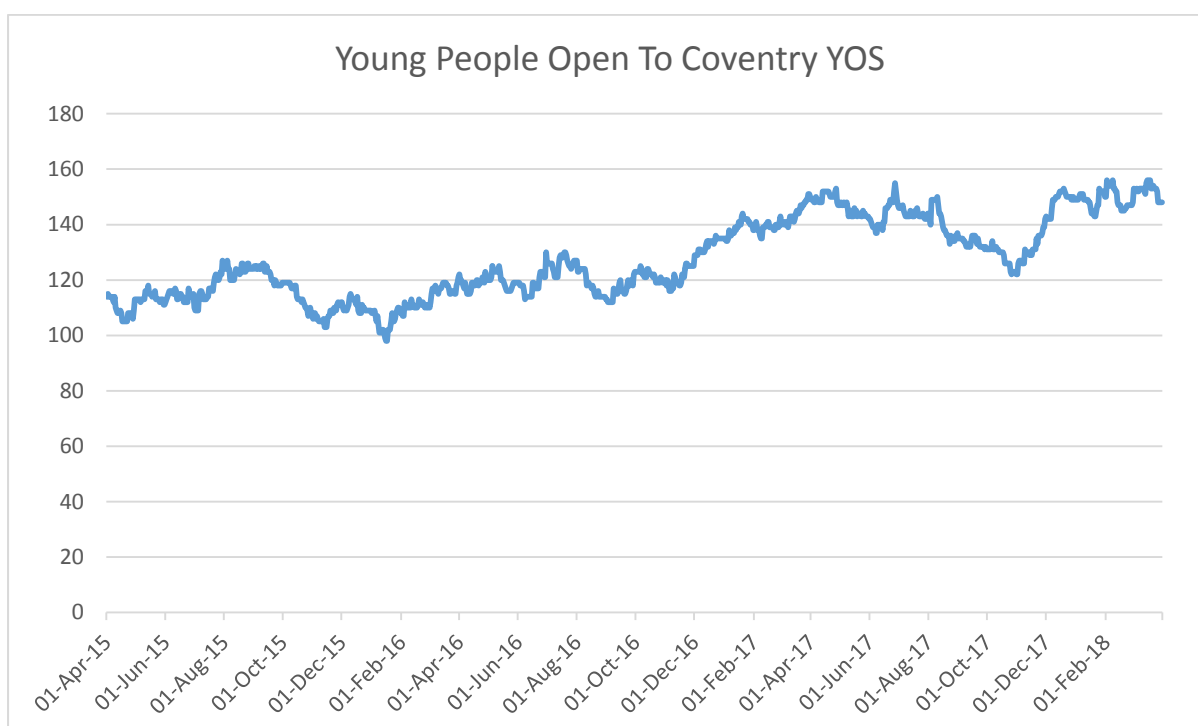
CYOS has maintained compliance with the minimum staffing levels as set out by the Crime and Disorder Act 1998. Please see appendix 4.

CYOS remains committed to securing the best outcome for service users (young people, parents/carers and victims of youth crime). In order to achieve this service delivery, service user voice, the external financial position and the political landscape must be considered.

Financial challenges include:

- CYOS has operated in a pattern of reduced budget and increasing work volume for a number of years. The operational span of the service has not reduced.
- Maintaining last year's budget position does not reflect the additional costs incurred by the service. For example, through pay increments and this reduces resources to fund direct practice developments.
- The lack of mid to long term financial stability with an increasing funding resource being removed from individual services and commissioned centrally presents a risk. For example, nationally the YJB and WMCA and OPCC regionally focusing on collaborative bids on a short-term basis. While there can be a benefit from this type of allocation, the reporting burden and uncertainty of short term funding can be disproportionately negative.
- CJS services are restructuring and this places an additional burden on some areas. Coventry has been impacted by a merged Magistrates Bench with cross boundary court sittings. For example, Saturday courts are held at Leamington. The decommissioning of remand custody suites is also impacting, with some Solihull young people being diverted through Coventry custody suites.
- The gravity of offences committed has seen a small increase in the numbers of young people going to custody and a reversal of the year on year trends of reduced use of sentenced and remand custody. Custody is never a desirable outcome but also has significant financial implications. The funding formula has never met the full cost of custody to the LA. The service has been achieving year on year reductions in the number of bed nights used for Coventry young people, which meant that there was no additional financial burden on the LA. The formula considers previous usage, so an increase will result in the LA having to identify additional funds.
- Changes in crime patterns require much greater cross boundary collaboration. For example, county lines and this is resource intensive.
- Currently, the conversion rate for crimes reported and crimes convicted has decreased in Coventry to 23.6% v 16.5%. This means that there is a level of potential demand sitting in "the system". If entry to the Criminal Justice System (CJS) is merely delayed, that demand has the potential to create an additional spike in demand and, if eventually detained and convicted, enter at a higher point.
- The Community Safety Partnerships Strategic Assessment 2018 is forecasting that the upward crime trend is likely to increase at a steady rate, with the 5-year trajectory indicating that this will then level off.
- Increased use of weapons and high gravity violence results in lengthier, higher intensity orders.
- Resourcing interventions for an increased number of young people will be an ongoing challenge (see graph on page 23). It demonstrates that the CYOS restructure workload

analysis activity considered a low point in demand in 2016. Since that analysis occurred, post have been deleted and there has been an upward trajectory in open cases.



Invest to save

Early indications from a draft Combined Authority West Midlands' strategic needs assessment specific to youth justice, indicates that the services within their boundaries are under resourced, when compared to national comparators (spend less per young person).

While there is not always a direct correlation between the level of resource and the outcomes of that investment, there is a relationship.

To maximise the impact of the funding available, CYOS continues to work in partnership with other youth offending services to reduce costs on individual teams, through collaboration and shared commissioning. Examples include joint training on AssetPlus, peer audits and sharing responsibilities for developing new initiatives. Currently, Coventry & Solihull are examining opportunities for the diversion of some Road Traffic Act offences as part of a potential regional pilot, supported by WMP across their footprint.

Training remains a core part of improving practice and outcomes and good use is made of the local Safeguarding Board and Children's Services training opportunities. In addition to this, regional training is accessed. For example, MAPPA are later this year CYOS hosting a NRM workshop.

Greater use of web-based learning, where appropriate, also underpins practice and this has included Data Protection and Prevent. A mixed model is undertaken, for example, the E-learning Prevent module being supported and localised via a workshop on Channel run by the local Prevent Co-ordinator.

Currently, the service is investing staff time (all case managers) in completing research in action activities, to inform a West Midlands' wide analysis regarding adverse childhood experiences (ACES). This is being used to inform some of the proposed devolution activities as part of youth justice reform. It is anticipated that an approach, which reflects the impact of ACES, is more likely to improve outcomes for those young people and reduce flow into the CJS system or reduce the period that young people are in the CJS.

Data has been shared regarding the level of demand for transfers to local authority under PACE. It is anticipated that this regional activity will identify the level of demand and consider centrally commissioning a resource.

Alongside partners, CYOS invests time working on bids to secure additional funding from a range of sources. Last year, this has resulted in some success and has included additional PCC funding for knife crime prevention activity and additional health resource to support young people in custody and throughout their resettlement period.

Locally, the Enhanced Community Resolution has been maintained with the support of PCC funding and additional CYOS resource. Offering an intervention at the prevention stage is viewed as good practice and provides the opportunity to divert young people from becoming a first time entrant to the CJS. This provides early assessment, intervention and access to the same services accessed via a court order (Indicator of good practice HMIP OOC thematic 2018).

6. Structures and Governance

The management board is chaired by the Director of Children's Services.

The board discharges its duties by:

- Requiring the Head of Service to report and account for performance against YJB and local indicators, health outcomes and the management of risk.
- Oversight of budget and staffing structures to ensure that the service is adequately resourced.
- Commissioning (internally) specific projects, research and evaluation of aspects of service delivery.
- Quality assurance, oversight and monitoring of plans, including those, which emerge from community safeguarding and public protection incidents.
- Scrutiny of compliance with YJB grant conditions, including timeliness of data submission and connectivity via Management Board meetings and access to YJB reports.
- Monitoring and sign off the annual Youth Justice Plan.

Management Board

In line with the requirements of the Crime and Disorder Act (1998) and revised guidance from the YJB for YOT partnerships, CYOS has the appropriate agencies represented on its Management Board.

Alongside the key Statutory Partners, CYOS also benefits from the attendance of the chair of the Youth Court Bench, Senior Advisors from Education and Looked after Children Services for the City Council, Prospects and a Community Safety Office from the Community Safety Team. The Board is well supported by the YJB and Partnership Advisor.

Partner agency representation on the Board at a senior level ensures that CYOS maintains links with the key local strategic groups. For example:

- The People Directorate Senior Management Team
- Local Safeguarding Children's Board (LSCB) and associated theme groups, Quality Assurance Sub-Group and Business Group
- Children's Services Improvement Board
- The Local Police and Crime Board (formerly Community Safety Partnership)
- Coventry Health and Wellbeing Board

Additionally, CYOS managers participate in the governance boards and operational groups of a number of partners and city activities, including:

- Criminal Justice Liaison and Diversion Strategic Group
- Coventry Harm Reduction Partnership and the Domestic Violence Operational Group
- The CSE Strategic Subgroup of the Local Safeguarding Children's Board and Senior Management Group for on-going Police CSE investigations
- Safeguarding Board Sub-Committee for quality assurance
- Coventry Offender Management Group (COMG)
- Strengthening Families Operational Group
- Channel Panel (PREVENT)
- Drug & Alcohol Steering Group
- The Coventry Youth Partnership
- Area Tasking

Planning

Service Planning is influenced locally at both strategic and operational levels and aligned to plans, which include:

- Coventry Sustainable Communities Strategy (The Next 20 Years)
- The Police and Crime Commissioner's Plan for the West Midlands 2016-2020
- The Coventry Local Policing Plan
- The Coventry Harm Reduction and Vulnerability Strategy and Partnership Plans
- The Local Safeguarding Children's Board Plan and the Missing and CSE Delivery and Action Plan
- The Children's Services Improvement Plan
- The Coventry Drug and Alcohol Strategy 2017-2020
- Strengthening Families Strategy
- DVA Response Plan
- The 2018/19 Coventry Prevent Action Plan
- The Overarching Connecting Communities Project Plan for the City Council (Transformation).

7. Partnership Arrangements

The Local Authority is represented by the Director of Children's Services who sits on the Board and the relationship has proven effective in:

- Ensuring CYOS is considered in local and regional bidding activity.
- Representation at Criminal Justice Devolution of Youth Justice Steering Group.
- Championed at key meetings and boards, increasing the opportunities to raise the service profile.
- The inclusion of CYOS's Service Manager in the Extended Senior Leadership Change Management Group, which facilitates the opportunity to influence and increase service area's connectivity and strengthen inter-area practice and relationships.
- Challenge and support.

West Midlands Police are represented by one of Coventry's Detective Chief Inspectors. CYOS also has a named Inspector and Sergeant to support the Integrated Offender Management activity and Out of Court Disposals. This relationship has proved to be effective in:

- Maintaining a strong performance relationship through a range of forums including COMG, Tasking and CYOS Offender Management meetings.
- Agreeing local pilots to support the reduction of FTEs. This includes activities that target young people under the age of criminal responsibility.
- A broad range of Police led activities to support prevention. Key activities' areas are captured in the Action Plan Appendix 1.
- Police engagement in service user consultation events.
- Support to resolve broader West Midlands Police issues, such as access to re-offending data to inform the CYOS live tracker activity.

Coventry and Rugby Clinical Commissioning Group (CCG) is represented on the CYOS Management Board by the Joint Commissioner for Children. CYOS continues to benefit from currently hosting three health staff (2 FT equivalents), which includes one Clinical Nurse Specialist. Clinical supervision is offered via CAMHS and their work directly benefits the wider health agenda. This relationship has proven effective:

- Securing collaborative commissioning funding from NHS England to develop trusting relationships with young people in secure settings. It is anticipated that this promote engagement with community teams upon discharge and joining up the clinical pathway.
- Increasing the range of services available in-house, that now includes counselling.
- Focused activity, which will support the enhanced case management pathway to support learning outcomes from West Midlands PCC and WMCA ACES trauma research.
- On-going training programme: with a primary focus this year on the impact of trauma and methodologies and approaches for managing and contextualising the behaviours.
- Continued outreach support for prevention (ECR), early intervention, court and custody.

Coventry, Solihull and Warwickshire National Probation Service are represented on the Management Board by the Head of Service for NPS, Coventry, Solihull & Warwickshire Cluster, and Midlands Division

This relationship has proven effective:

- Case transfer arrangements, which are primarily based on the best interests of the young person.
- Routine reporting to the Board on post transition performance.
- An NPS officer embedded in the team who provides cross agency support and expertise.

- Representation at key forums and development groups, such as a working group on knife crime.

Other Partners

The recent restructure of Children's Services has changed the way Early Help and Social Care are delivered in Coventry. It resulted in the development of eight integrated Early Help Family Hubs. The formation of the hubs included the relocation of identified staff from Early Years and Children's Centres, Parenting and Children and Families First. The Family Support Team and Youth Service are now co-located together with partners, to provide a seamless service for children and their families 0–19 years.

As part of the Strengthening Families (Troubled Families) programme, young offenders are screened to identify if they are part of the Troubled Families Cohort and if any support is already in place, including those that have had an Out of Court Disposal to ensure that practice is integrated. During 2017/18, there were 319 YOS allocations, of which 151 were open to Social Care and 38 were open to Early Help.

There is appropriate representation on all local offending, prevention and safeguarding forums. This includes representation at the Strengthening Families Board, a member of the Coventry Offender Management Group which co-ordinates and evaluates delivery across both the adult and juvenile populations, Safeguarding Board Quality Assurance Sub-committee and the local Police and Crime Board.

The service ensures it is engaged in key areas of practice. For example, representation at the DVA Operational Group, having identified champions for areas such as child sexual exploitation and DVA, attendance at MARAC, children missing activity and attendance at Channel Panel.

The service's substance and alcohol misuse service is commissioned and monitored by the LA from a voluntary sector provider Compass. Following a tender process in which CYOS participated Change Grow Live (CGL) were awarded the contract from 1st August 2018. The incumbent and new provider are still in the process of handing over the service. CGL have proposed a new model of delivery which places a greater emphasis on the use of new technology which will include an improved website and smartphone app which will allow young people to communicate with support staff without the need for face to face contact, where that is their preference. CGL also have a 24-hour phone line, which means that young people can access support at any time of the day or night.

CGL does not have direct experience of running an early intervention service. However, they have substantial experience of developing programmes that support various vulnerabilities. For instance, they have developed a gang prevention programme in Barking and Dagenham, an "Exploring Healthy Relationships" programme in Cardiff and an extended brief intervention programme called "Friend or Foe", which focuses on positive and negative peer relationships and the use of technology. It is likely that these programmes will be used in the new Coventry service.

CGL are proposing a partnership with the sexual health advice service Brook, who will support them in the delivery of the sexual health element of their work.

The Operations Manager with thematic Lead for the Substance Misuse and Early Intervention Service has met with the Manager from CGL and have agreed a framework for CYOS, which should prevent any disruption during the transition period. It is expected that improved outcome reporting for CYOS referrals to CGL will be available and improved use of exit reports from CGL in transition planning. CGL have agreed to continue delivery at the Attendance Centre on a fortnightly basis.

Some Reparation and Unpaid work projects have been very popular with both young people and the recipients of the young people's work products. The Bake It project is one of those. It teaches health and hygiene, cooking skills and the food product is shared with people in need through the Salvation Army.

Hello Mandy,

It was lovely to see you arrive at the Centre today with the group of young people bearing cakes. It was also lovely to see them distribute the cakes to clients who live in the Centre.

This kind donation has brightened up the day of many homeless clients who wouldn't normally have such a treat. I continued to distribute the rest after you left and they were enjoyed by all!

Thank you for thinking of us here at Harnall Lifehouse.

Many thanks,
Specialist Support Worker
Salvation Army



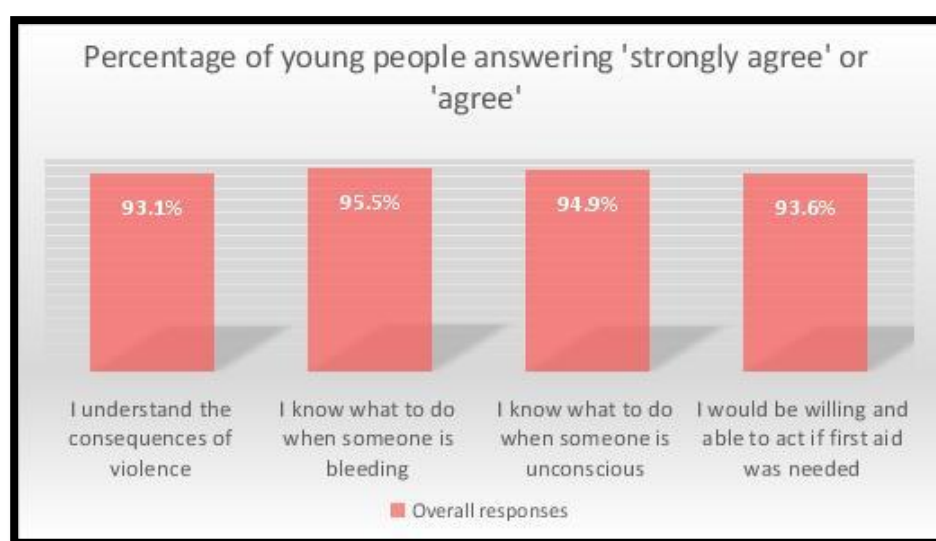
A thriving relationship is that with PYF and the Coventry Youth Partnership; a network of young people's service providers across the city focused on positive activity provision for 11-19 year olds (up to 24 years for those with SEND). There is also a Youth Crime Prevention strand being developed to address/respond to need as it arises. Increasing use is being made of the broad range of education, training and employability focused programmes that include:

- Raising Aspirations Programme: education referrals, supporting young people either excluded or at risk of school exclusion, aged 11-16 years
- Progress (NEET Employability Programme), aged 16-19 years
- Targeted projects commissioned by Police and Housing Associations
- Youth Clubs established in line with Coventry City Council's Transition Fund

- Newly Arrived Young People: Refugees and Asylum Seekers Programme, delivered across the city. It is focused on supporting those recently arrived into the city with a contact hub.

CYOS is working to support multi agency bids and ensure evaluation frameworks provide sufficient data to evidence impact and to support research into what is working to effect change and improve outcomes.

CYOS continues to work with StreetDoctors and this relationship, supported by the Police and Police School Panels and utilising local PCC Board underspend, has delivered a knife crime intervention to over 500 young people in school settings. Feedback was obtained from 295 young people. Of these respondents, 93.1% stated that they understood the consequences of violence.



In 2016, Prospects Career Services were awarded the contract to deliver targeted services to support young people aged 16 -19 years, not in education, employment or training. The contract has been extended until April 2020.

The service continues to benefit from the embedding of a Prospects Adviser within the team. This relationship ensures that young people receive the support that they need to access appropriate education or training provision, with a particular emphasis on those who are exiting custody. Mentoring through Ambition Coventry is ongoing and this resource is being used to support the most challenging and disengaged young people. Outcomes Star has been introduced, which is an evidence-based tool for measuring and supporting change with people. Young people are supported through the Work Star to identify specific skills for improvement, set goals, and address barriers to work and learning. The service has maintained its good relationship with the Special Education Needs Service and Coventry Virtual School Team, which is supported by their representation on the CYOS Board.

CYOS continues to maintain relationships with multiple partners in order to provide both reparative and unpaid work opportunities. These include:

- Lunt Roman Fort
- Sowe Valley (Friends of Sowe Valley)
- Coventry Foodbank

- **One-to-one direct repair projects**

Good practice example - The victims of an assault were volunteers at the community centre and requested that the young person undertake a direct repair. The young person cleared rubbish and overgrowth from the site and further funding was made available to the centre by Tesco's which enabled them to put in play equipment and seating.



The victims in their feedback, when asked how our service could be improved recorded, "no the service was excellent".

- **The Dogs Trust**



Young people are given the opportunity to learn empathy through engagement with animals.

They can also undertake indirect repair activities such as making dog play toys.

CYOS has the Chair of the Youth Magistrate's Bench as a non-statutory representative on the CYOS Board, which supports the strength of the relationship between CYOS and Court services. There is also a direct feedback process specific to the quality of Pre-Sentence Reports, which is completed at each sentencing exercise board by the magistrates. The current aggregated score is 17.6 out of 20.

The Coventry Bench was merged with Warwickshire and, as a consequence, the service has strengthened its relationship with Warwickshire YOS. The two services provide joint presentations to the magistrates and, where appropriate, standardised practice.

I have been a Magistrate for many years and on the youth panel for possibly 20 years. I have seen many changes over the years, the pattern of offending by the young people, their needs and their social environment. During this time our youth offending services, both in Coventry and Warwickshire, have always supported the young people. They have also helped, advised and supported Magistrates at our Youth Panel meetings; always attending and giving us talks and feedback on any issues or training we need.

Chair of the Coventry and Warwickshire Youth Bench

8. Challenges and Opportunities

In the face of reduced funding, Youth Offending Services are being expected to deliver against increased expectations and, while the drive to improve services is appropriate, it should be supported by an appropriate resource level.

Many services have experienced grant reductions from different partners. The impact of that will have been reduced slightly by greater collaborative activity, new technology and the enthusiasm and drive of those working in this field.

An example of an increased demand are the changes under the Legal Aid Sentencing and Punishment of Offender's Act 2012, which introduced the new range of Out of Court Disposals, which seek to delay or prevent unnecessary entrance to the criminal justice system through court. Depending on your data capture point, pre-court activity tends to sit between 40-50% of the supervision area. Pre-court activity reflects the fact that young people do not have entrenched behaviours. Therefore, OOCDD would routinely be a much briefer targeted intervention. The Youth Justice Board grant conditions now require YOTS to utilise AssetPlus for Youth Cautions and Youth Conditional Cautions. There is a debate as to whether such an assessment is required for pre-court activity, or whether it is a disproportionate and unnecessary burden.

In its thematic inspection on OOCDD, HMIP identified a number of recommendations for partners even though, overall, they found the work being undertaken was impressive. The challenge is to achieve those improvements against a backdrop of falling funding.

One of the ways this may be achieved is through the standardisation of Out of Court Disposals across the WMCA footprint and collaborative bids for the preventative elements of this practice to the PCC. Prevention remains one of the PCC's priorities and he is keen to commission collaborative bids.

There were earlier references to increased overall crime in Coventry and significant changes to key-recorded crime areas such as knife crime. The total (not just young peoples) recorded knife crime in 2017 was 267 compared to 193 the previous year and personal Robbery was 573 compared to 399.

In order to effectively tackle this, the Coventry Police and Crime and Community Safety Plan has 7 priorities and 22 focus areas which target multi agency activity and focus and is required to ensure that the maxim benefit is secured from increasingly scarce resources.

WMCA youth justice devolution activity is a significant opportunity to stand outside of taken for granted knowledge and practice. It provides the most significant opportunity to change practice and impact since the creation of YOTs under the Crime and Disorder Act. There is the opportunity to redefine custody both in terms of enhancing traditional provision and in terms of geographical accessibility but additionally to consider other external controls that provide the same risk management function of conventional custody without the need to break up families and remove children from the very environment that they need to learn appropriate behaviours.

The ALTAR research may also provide the opportunity to work in a very different way with young people and “early days” consideration includes the possibility that young people whose behaviours are clearly emerging as a consequence of multiple ACES may be eligible for the same type of exemptions from prosecution that are available to young people who have trafficked status. Other potential options include a proposal to raise the age of criminal responsibility, the loss of the Doli incapax test some years ago means that some 10-year-old children who do not understand the criminal culpability of their behaviours can and are prosecuted.

The scope of the flex for changes in practice is not wholly clear at this stage and legislation, standards, national assessment frameworks, grant conditions will all have to be considered. Options will need to be tested through debate and negotiation but what is clear is that the opportunity to work differently is here.

Appendices

Appendix 1 – Action plan

INDICATOR	ACTION	TIMESCALE	LEAD	OUTCOMES	RELATED PLANS/ PAPERS/SOURCE DOCUMENTS
FIRST TIME ENTRANTS					
1.	Review OOCd against HMIP thematic report	Q1	Georgina Kell CYOS	Reduced reoffending, young people are safer	Out of Court disposal work in youth offending teams – An inspection by HM Inspectorate of Probation and HM Inspectorate of Constabulary and Fire and Rescue Services March 2018
	Agency Action Plan	Q2	Gary Osbourne WMP		OPCC theme protecting from harm , reducing offending and reoffending
2.	Advocate for the separation of WMP youth and adult scrutiny discussion YOT HOS meeting (Eastern scrutiny Panel Coventry, Solihull, Birmingham East)	Q1	Georgina Kell CYOS	Young people's issues receive sufficient consideration and the differences in approach needed are fully understood	Out of Court disposal work in youth offending teams – An inspection by HM Inspectorate of Probation and HM Inspectorate of Constabulary and Fire and Rescue Services March 2018
	WMP to consider separation of adult and youth scrutiny activity	Q2	Nicola Lloyd (WMP Lloyd House)		

				<p>Integrity of OOCd maintained “even handed justice”</p> <p>Young people are safer</p>	
3.	Self-assessment against HMIP inspection standards for OOCd and action plan	Q2	Matthew Haynes CYOS	Quality indicators are present	HMIP OOCd (draft) Inspection standards
4.	Take to the Head Teachers Executives Group the “protective behaviours “options for agreement on approach to roll out to schools. This includes Stop and Search and Robbery workshops	Q2	Sarah Mills Education	Key protective measures are delivered to the “right audience”	HM Government Serious Violence Strategy April 2018 – Early intervention and prevention. Young Peoples shadow Board priority- Increase young people’s knowledge of the law. Childrens Partnership Board action
5.	Identify , other than reoffending , additional outcome measures for pre court cases to demonstrate distance travelled to OPCC	Q2	Matthew Haynes CYOS	Effective practice can be shared and provides evidence base for securing external funding	The West Midlands Police and Crime Plan 2016-2020, protecting from harm
6.	<p>Monitor , evaluate and deliver PYF targeted prevent activity and ETE mentor support which will include a cohort of CYOS NEETS or edge of NEETS</p> <p>OPCC funded project end date 31 March 2019</p>	<p>Q2 Update on progress/ outcomes to CYOS Board</p> <p>Q3 Update on progress/</p>	Krishan Singh PYF	Projects overall outputs and outcomes including CYOS cohort 80 young people will be signed up	<p>The West Midlands Police and Crime Plan 2016-2020, protecting from harm</p> <p>Out of Court disposal work in youth offending teams – An inspection by HM Inspectorate of Probation and HM Inspectorate of</p>

		<p>outcomes to CYOS Board</p> <p>Q4 Outcomes and output report to CYOS Board against bid outcomes</p>		<p>50 young people will enter a NEET programme</p> <p>40 will be supported into further training opportunities</p> <p>10 will find employment or work readiness opportunities</p>	<p>Constabulary and Fire and Rescue Services March 2018</p> <p>OPCC theme protecting from harm , reducing offending and reoffending</p>
7.	<p>Maintain engagement and attendance at Youth Partnership meetings</p> <p>Support bids and evaluation frameworks, share learning opportunities and resources. This is to support monitoring & collection of impact data pre court service delivery</p>	Report to Board Q3	Georgina Kell CYOS	<p>Young people will have access to arrange of interventions at the prevention, early intervention and post court levels to meet their diversity of need</p>	<p>PCC Plan 2016-2020 Key theme-Protecting from harm, developing understanding of violence and delivery of interventions that reduce harm</p> <p>Coventry Children and Young People plan Work stream 3 – stay safe</p> <p>Out of Court disposal work in youth offending teams – An inspection by HM Inspectorate of Probation and HM Inspectorate of Constabulary and Fire and Rescue Services March 2018</p>
8.	Young people to be given the opportunity to participate in stop and search scrutiny activity	Q2	<p>Georgina Kell CYOS</p> <p>Ben Twomey Policy Officer West Midlands OPCC</p>	<p>Young people's confidence in the "fair "application of stop and search is increased</p>	<p>Young People's shadow Board priority</p> <p>OPCC priority</p>

9.	<p>Introduction of the “It’s your Choice” leaflet in Custody suites</p> <p>Maintain provision of CYOS OOCd leaflet in custody suites</p>	Q2	Mathew Haynes – custody Inspector	<p>Young people understand the benefits of having proper legal support and understand what to expect</p>	<p>Young Peoples shadow Board priority- know your rights , knowledge of the law</p> <p>Out of Court disposal work in youth offending teams – An inspection by HM Inspectorate of Probation and HM Inspectorate of Constabulary and Fire and Rescue Services March 2018</p>
10.	Strengthening families. CYOS and programme lead to Refresh staff on claims process (good outcomes) utilising new data capture tool	Q1	Stuart Hunter (CCC)	<p>Good work with families and young people is undertaken and captured. This will resource support to families.</p>	<p>HMIP thematic “ The contribution of Youth Offending Teams to the work of the Troubled Families Programme “ January 2015</p> <p>Supporting Coventry Early Help Strategy delivery objective specific to SF</p>
11.	Membership of a Coventry Restorative Justice Forum to be agreed and TOR	Q2 Update to Board on progress	Philip Brown Chair of Coventry’s Lord Mayors Committee Peace and Reconciliation Secretary of the United Nations Association Coventry Branch. Chair of the Coventry	<p>RJ approach reduces FTEs</p> <p>Young people are able to repair relationships</p> <p>Coventry moves towards being a restorative city</p>	OPCC priority

	CYOS to participate in forum and support its development	Q2	Schools Peace & Justice Forum		
	CYOS to support a city Restorative Conference	Q3	Georgina Kell CYOS Matthew Haynes CYOS		
12.	Presentation Police School Panels Heads representatives on Robbery intervention	Q1	Vicky Hobbs WMP	Young people are able to identify differentiate between behaviours that constitute theft and Robbery. Young people understand the consequence of this type of crime for themselves and victims	Young People's shadow Board priority- knowledge of the law, police delivering workshops in schools
	Deliver a minimum of two Workshops	Q2			HM Government Serious Violence Strategy April 2018 – Early intervention and prevention- support for parents teachers and schools
	Deliver a minimum of two workshops	Q3			
13.	Improve the impact data for Enhanced Community Resolutions	Q2	Matthew Haynes CYOS	OPCC maintains funding for 2019/20 Increased public confidence in OOOD activity	Out of Court disposal work in youth offending teams – An inspection by HM Inspectorate of Probation and HM Inspectorate of Constabulary and Fire and Rescue Services March 2018
14.					YJB Priority (BAME)
REOFFENDING					
15.	Case worker/key worker stability	Tracking - order ending each Q report -	BSC Sue Mair	This supports positive case	

		available for Board		managers , young person relationships	Desistance and young people An inspection by HM Inspectorate of Probation (thematic)
16.	Attendance Centre Maintain engagement of external service providers including CGL, StreetDoctors and Fire service Programme accreditation	Q3 Report on programme for Board	Matthew Haynes CYOS	This means that there are learning opportunities available to meet a diversity of need and risk	YJB Attendance Centre Operational Guidance
17.	LAC reoffenders are discussed in line with the specific processes detailed in Tri Ex procedures. Multi-agency tiered response to LAC reoffending Monitoring against procedure Report to Board	As applicable Q3 Q4 Q3	Nicholas Jeffreys CYOS	This means that any changes in risk across the three domains is immediately responded to	
18.	Monitor information exchange between CYOS and Missing coordinator (Missing notifications and receipt of RHI)	Q1	Yvette Dhammi Missing Coordinator	CYOS notified in all relevant cases .RHI information incorporated into CYOS Safeguarding and wellbeing	Dfe Statutory guidance on children who run away or go missing from home or care 2014 Safeguarding Board priority

	Re audit CYOS case files to ensure that RHI are reflected in safety and well-being planning	Q2	CYOS Adrian Seymour	assessments and planning. This means that young people are interviewed at the earliest opportunity and are safer.	
19.	AssetPlus training , all case managers and assessment training for Youth Support Workers	Q1	CYOS and Mypath	Staff are competent across the framework which means effective planning and interventions to address the three domains of risk	YJB Assessment and Planning Foundation Training and Assetplus guidance HMIP The Work of Youth Offending Teams to Protect the Public 2017 HMIP Desistance and young people May 2016
20.	Post Asset Plus training audit activity Identification of any outstanding areas of aggregated performance and action Individual areas for improvement captured in appraisals targets and learning and development	Q3	CYOS and peer (Walsall YOS) audit team CYOS line managers	AssetPlus quality indicators are present across all areas. This will mean that young people are safer; there is effective planning and interventions that provide support and control. Strength based approach demonstrated which reflects	YJB Assessment and Planning Foundation Training and Assetplus guidance HMIP The Work of Youth Offending Teams to Protect the Public 2017 HMIP Desistance and young people May 2016

				diversity and voice of the child	
21.	Risky behaviour service , engage new provider End of intervention impact reports on individuals Performance reports to CYOS Management Board	Q1 Q2 Q2, on going	Adrian Seymour CYOS		Coventry Drug and Alcohol Strategy 2017 - 2020 Alcohol and Drug Implementation Plan
22.	ALTAR/ ACES Enhanced pathway development Developmental meeting ALTAR Lead Alex Chard and YOTS Pathway formulation ALTAR research published Local pathway agreed , implemented and disseminated to partners a	Q1 Q2 Q2 Q3	Georgina Kell and Adrian Seymour CYOS Dr Alex Chard Georgina Kell and Adrian Seymour CYOS	This means that young people who have been impacted on by ACES have a response based on their need and partners understand the context of their behaviours	Futures in mind Promoting, protecting and improving our children and young people's mental health and well-being Promoting resilience , prevention and early intervention DoH NHS England (6.7, 8.3, 8.8,8.9) Health and Wellbeing Strategy 2016/ 19
23.	Training linked to ALTAR Context 1 & 2 Bereavement Parental mental health	Q1 Q2 Q2	Kelly Mogano Clinical Nurse specialist	Case managers are better able to respond and understand ALTAR impact. This is reflected in intervention	Futures in mind Promoting, protecting and improving our children and young people's mental health and well-being Developing the workforce

	Domestic abuse Alcohol and drugs Attachment	Q2 Q3 Q3		planning and delivery	
24.	Increase workforce knowledge of trafficked status NRM workshop - local process -procedural updates Engagement in regional training through Preventing Violence against Vulnerable Peoples Board (PVVP)	Q2 TBC following discussion at YOTS West Mids HOS meeting Q2	Nick Jeffreys CYOS Georgina Kell CYOS	Staff are able to present the best evidential case so that trafficked status is secured as appropriate Consequence – young people are safer and not inappropriately prosecuted	Multi - agency Policy and Procedures for the protection of people who are suspected of being potential victims of modern slavery and human trafficking in the West Midlands First published 26 January 2018
25.	Bench mark current practice (Send) against Achievement for All standards Quarterly “Education” Meetings which include SEND, Exclusion key worker activity new lead Position/ impact report	Q2 Commence Q2 Q3 report position against standards and brief on impact of education meetings	Eve Linstead CYOS Eve Linstead CYOS Matthew Haynes CYOS	This means that young people on the cusp of exclusion can maintain their placements. More young people are in receipt of appropriate education provision CYOS and partner practice is externally validated	Achievement for All Standards

26.					
27.	Prospects Report on impact of assessment tool in terms of engagement in ETE and outreach approach	Q3	Jas Nagra Prospects	This means more young people have an appropriate ETE provision	
28.	Continue to focus on Knife crime Update from Knife crime Group Streetdoctors to remain engaged in CYOS knife crime programme and Attendance centre. Support delivery of knife crime , gang young people's conference	Q3 Q2	Georgina Kell CYOS Sarah Mills Education	Young people understand the physical and legal dangers of knife crime Young people are safer	OPCC priority Local PCC priority HM Government Serious Violence Strategy April 2018 – Early intervention and prevention- support for parents teachers and schools
CUSTODY					
29.	Agree multi agency case audit process for custody	Q2	Judith Jones Childrens Services Safeguarding and Quality Assurance Operational Manager Georgina Kell CYOS	All relevant agencies participate in learning from their previous engagement and identify and deliver against agreed actions Improved outcomes for young people	Based on YJB CSPPI
30.	Health Recruit Resettlement health specialist	Q2	Mark Phillips Health Strategic lead Youth Justice	Young people receive the right health input at the right time.	Futures in mind Promoting, protecting and improving our children and young people's mental health and well-being

	Case allocation	Q3			Promoting resilience , prevention and early intervention
	Referral Pathway identification	Q4			YJB priority resettlement and transition(2018-21)
	Project outcome report/ update to CYOS Management Board	Q4			
31.	<p>PACE - Monitor performance against statutory responsibilities (Open and Secure beds)</p> <p>Report to CYOS Strategic lead where duty not met</p> <p>Report to CYOS Board</p> <p>Training Events as required for professionals</p>	<p>Each Q</p> <p>As appropriate</p> <p>Each Q</p> <p>As required</p>	<p>CYOS Matthew Haynes</p> <p>CYOS Georgina Kell</p> <p>CYOS Matthew Haynes</p>	<p>Young people are safer</p> <p>LA responsibilities for PACE transfer discharged</p> <p>Key staff and carers understand and deliver against AA guidance</p>	<p>Concordat National Police Chiefs Council (NPCC) National Strategy for Police Custody</p> <p>WMCA Children in Police Custody: Joint Protocol for considering requests for the provision of accommodation under PACE (Police and Criminal Evidence Act 1984) IN DRAFT AT TIME OF SUBMISSION</p>
32.	Awareness raising event Coventry and Warwickshire Youth Bench ALTAR/ ACES and Trafficking National Referral Mechanism and CPS test	Q2	<p>Adrian Seymour CYOS</p> <p>Georgina Kell CYOS</p>	Sentencers are well positioned to consider impact of ALTARS/ACES at point of sentence	WMCA and OPCC ALTAR research
33.	This action stands from last year due to health staffing issues .To provide all young people who require a Pre-Sentence Report a timely health assessment to	Q1	CYOS Health specialist Kelly Mogano	Courts are provided with sufficient high quality information to enable them to	Future in mind (FIM) - Promoting, protecting and improving our children and young people's mental health and wellbeing DoH NHS England

	<p>provide context to the court to inform sentencing</p> <p>To develop the collaboration between case managers and health practitioners in the development of holistic PSRs Training</p> <p>Quality assure</p>	<p>Q2</p> <p>Q3</p>	<p>CYOS Health specialist Kelly Mogano</p> <p>CYOS Operation Manager Adrian Seymour</p>	<p>take full account of their statutory responsibilities under welfare</p>	<p>Sentencing Children and Young People Sentencing Councils Definitive Guideline effective from 1 June 2017</p> <p>Gov response to CTR</p>
34.	<p>On-going - Pre-sentence reports quality Assurance;</p> <p>Magistrates feedback – collate an aggregated report, identify any actions required</p> <p>Internal gatekeeping by Operation Managers - identify any actions required on individual reports and identify and respond to any patterns of deficiency</p>	<p>reported to monthly management meeting for discussion and action</p> <p>As required individually</p>	<p>CYOS Adrian Seymour</p> <p>CYOS Operation managers</p>	<p>Magistrates have confidence in CYOS PSR Recommendation</p> <p>CYOS is responsive to consultation feedback - “you said we did”</p> <p>All PSRS are satisfactory or higher</p>	HMIP SQS 2016

OTHER LOCAL DRIVERS INDICATORS					
PSR - devolution of Youth Justice	CYOS to support / inform youth justice devolution				
	Attendance at Consultation event	Q1	Georgina Kell CYOS John Gregg Director of Childrens Services Coventry	This means that the needs of local young people will be responded to in the devolution agreement	West Midlands Combined Authority Devolution agreement
	Submit local data to inform WMCA Youth Justice Strategic Assessment	Q1	David Woodhouse CCC Data Team	CYOS is in a strong position to influence CA delivery model Benefit from financial gain via collaboration and economies of scale	PSR Youth Justice Devolution milestones
	AA prevent training and procedure update	TBD	West Midlands YOTS HOS	AAs available for specialist interviews	NAAN guidance, Police
	CYOS Criminal exploitation process to be reviewed	Q3	Georgina Kell CYOS	Young people's behaviours are recognised in the context of their exploitation and where appropriate protected from prosecution, young people are safer, the risk that	Guidance and data includes NRM, NCA County Lines Gang Violence, HO Criminal Exploitation of Children and Vulnerable Adults , CCC and WMP Serious and Organised Crime Local Profile EIF Early intervention guidance , Childrens Services procedures Multi Agency Policy and Procedures for the protection of people who are suspected of
	Approach to be agreed				
	Staff training	Q4			

				they may pose to others is reduced	being potential victims of modern slavery and human trafficking in the West Midlands
	Review service user feedback methodology Implement new framework	Q3 Q4	Sheila Bates CCC Childrens Champion Childrens Participation Team Childrens Champion Nick Jeffreys CYOS	The voice of the child is prominent in shaping service delivery	
	Prevent Refresh training WRAP	Q3	CYOS Matthew Haynes	Staff are able to identify vulnerability capacity and intent and utilise referral procedure Staff are aware of new learning and developments	
	CYOS managers to attend Hydra training	Q1	Adrian Seymour , Matthew Haynes CYOS	Managers are able to identify, share and assess data to inform Prevent/ Channel activity. This means young people are provided with support to individuals who are at risk of	Channel Duty Guidance Protecting vulnerable people from being drawn into terrorism Statutory guidance for Channel panel members and partners of local panels

				being drawn into terrorism.	
Health & well being	Proactive response to data collection; Health specialist undertakes home visits Health specialist utilises post intervention national standard appointments Increased service user impact data available to Board	Q2 Q3	CYOS Health specialist Michaela Wickham - Hills	Increased engagement, service user impact assessments, evidenced based interventions	Future in mind (FIM) - Promoting, protecting and improving our children and young people's mental health and wellbeing DoH NHS England (2.10, 8.3)
CSE	Deliver "Healthy life styles" Intervention as required AQA registration as required	On demand	CYOS Dawn Gibson	Young people can demonstrate knowledge of methods of saying safe (Social Media) Can identify services they can access	Coventry Violence against Women and Girls– 2016-2020 which includes DVA , sexual violence and exploitation Health and Wellbeing Strategy 2016/ 19 Work stream 3 Stay safe
Safeguarding	Retained - DVA Dash, monitor levels of completion and outcomes	Each Q	CYOS Adrian Seymour	Staff are able to signpost young people to appropriate services. Staff are able to manage conversations appropriately Increased awareness of indicators	Coventry Violence against Women and Girls– 2016-2020" which includes DVA , sexual violence and exploitation Health and Wellbeing Strategy 2016/ 19 Work stream 3 Stay safe

	<p>CYOS Duty Manager MASH</p> <p>Review success of the approach in terms of impact / timeliness of response</p>		<p>CYOS Duty Manager</p> <p>Carol Bodenham MASH Operational Lead</p>	<p>MASH will have rapid support from CYOS to manage vulnerability and representation at Strategy meetings on the day</p>	
Education	<p>CYOS will regularly meet with Prospects (quarterly) and will review; Performance (CYOS) general NEET cohort</p>	Quarterly	<p>CYOS Matthew Haynes Prospects Karen Allen Jas Nagra</p>	<p>Consistent performance against local indicator</p> <p>Young people have an appropriate ETE provision based on diversity of need</p>	<p>Review of the Youth Justice System in England & Wales by Charlie Taylor provision</p> <p>HMIP Desistence and young people – desistence domain</p>
	<p>Report to CYOS Board on NEET provision, flag resource gap</p> <p>Impact on the use of new assessment tool and additional outreach activity for the “hard to engage” NEET cohort</p>	Q3	Prospects Jas Nagra	<p>This should mean that more young people are in receipt of training/employment. All young people have an appropriate timely ETE</p>	<p>Review of the Youth Justice System in England & Wales by Charlie Taylor provision</p> <p>HMIP Desistence and young people – desistence domain</p>

Appendix 2 – Budget

Table 1: Partner contributions to the youth offending partnership-pooled budget 2018-19

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
¹ Police	52,950	0	20,064	73,014
² Police and Crime Commissioner ²	60,444	0	24,556	85,000
Probation	49,775	0	5,000	54,775
⁴ Health	79,958	0	13,309	93,267
Local Authority	476,678	0	266,406	743,084
Wales Assembly Government	0	0	0	0
⁵ YJB	458,774	0	67,365	526,139
³ Other	0	0	0	0
Total	1,178,579	0	396,700	1,575,279

¹For multi-authority YOTs, the totality of local authority contributions should be described as one figure.

²Any money from the Police and crime commissioner that has been routed through a local crime reduction partnership should be included here.

³ It should be noted that the 'Other' category is for additional funding that the YOT can use for any general youth justice activities. Accordingly, funding such as the YJB Grant for Junior Attendance Centres should not be included as there is an expectation that these streams must be used for the delivery of services as intended, only when this has been achieved can any surplus be reinvested within wider YOT service delivery.

⁴ 79,958k staffing costs for the health resource is not paid to YOS direct, but funds posts in health via health contracts.

⁵ Includes estimated budget for Sessional Staff costs.

Appendix 3 – Spend against YJB Grant

2018-19 YJB Youth Justice Board Grant

	<u>Budget</u>	<u>Forecast outturn</u>	<u>Forecast Over(Under) spend</u>	<u>Comments</u>
<u>Youth Justice Grant budget</u>				
Salaries	458,774	458,774	0	Includes £12k Allocation for Sessional Salaries.
Activity Costs	39,283	39,283	0	
Overheads	28,082	28,082	0	
Equipment	0	0	0	
Total YJB	526,139	526,139	0	

Appendix 4 – Staffing Information**Staffing Information – 2018-19****YOS Staff Ethnic Origin including Sessional Workers and Volunteers**

Ethnic Origin	White British	White Other	Indian	African	Dual Heritage	Black Other	Asian	Unknown	Total
Strategic Manager	1								1
Operational Managers	3								3
Practitioners	18		3			3			24
Administration	3		2						5
Sessional Workers	7	1	1	2			1	1	13
Volunteers	5	6			1	7	3	1	20
Total	37	7	6	2	1	7	4	2	66

YOS Staffing contract type including Genders

Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students/ trainees	Volunteer	Total
Permanent		1		3	2.2	16	2.4	2	8		0	34.6
Fixed-term											0	0
Outsourced											0	0
Temporary											0	0
Vacant											0	0
Seconded Children's Services											0	0
Seconded Probation						1					0	1
Seconded Police											0	0
Seconded Health (Substance misuse)											0	0
Seconded Health (Mental health)					1	1					0	2
Seconded Health (Physical health)											0	0
Seconded Health (Speech/language)											0	0
Other/Unspecified Seconded Health											0	0
Seconded Education						1					0	1
Seconded Connexions											0	0
Seconded Other											0	0
Total	0	1	0	3	3.2	19	2.4	2	8	0	0	38.6
Disabled (self-classified)	0	0	0	0	0	0	0	0	0	0	0	0

Appendix 5 – Performance Information

First Time Entrants To The Criminal Justice System

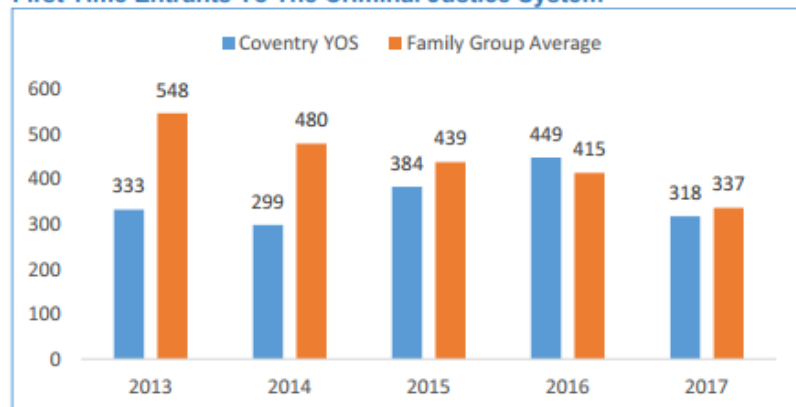


Table 1: FTEs per 100,000 of the 10-17 year old population, Coventry YOS 2013-17 (calendar years)

Proportion of Young Offenders Reoffending Within 12 Months

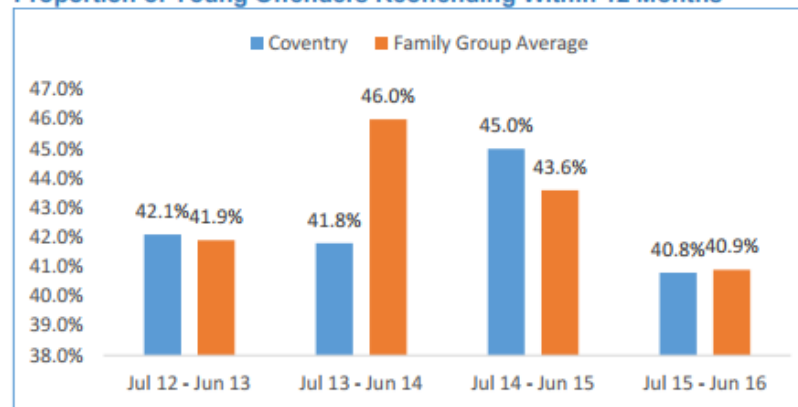


Table 2: Young offenders reoffending within a year, Coventry YOS 2012 - 2016

Use of Custody Proportional To Local 10-17 Population

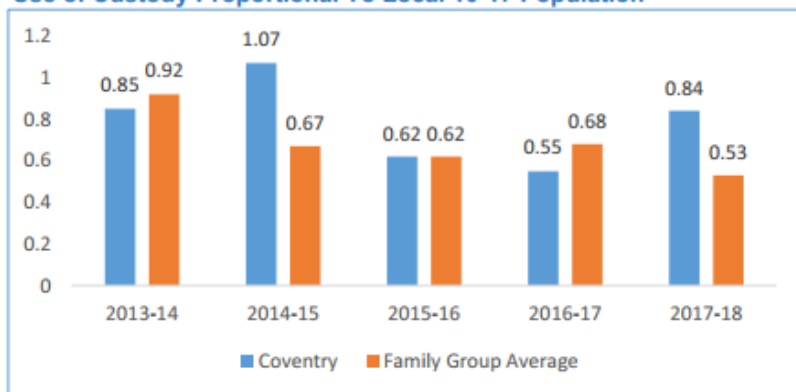


Table 3: Custodial sentences as a rate per 1,000 of the 10-17 year old population, Coventry YOS

Use of Secure Remand Proportional To Local 10-17 Population

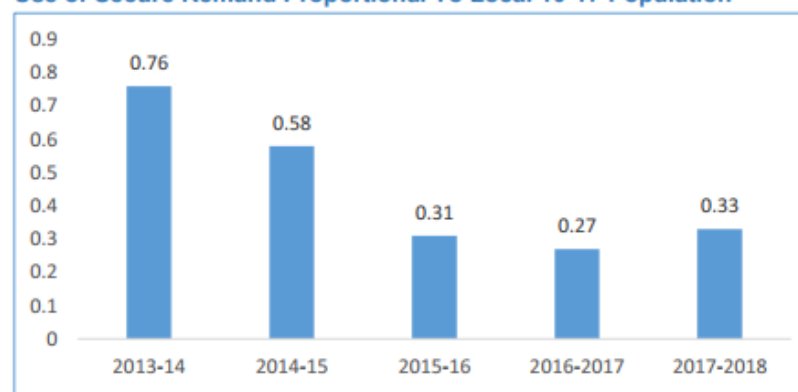


Table 4: New remand episodes per 1,000 of the 10-17 year old population, Coventry YOS

Custody And Secure Remand Episode Numbers

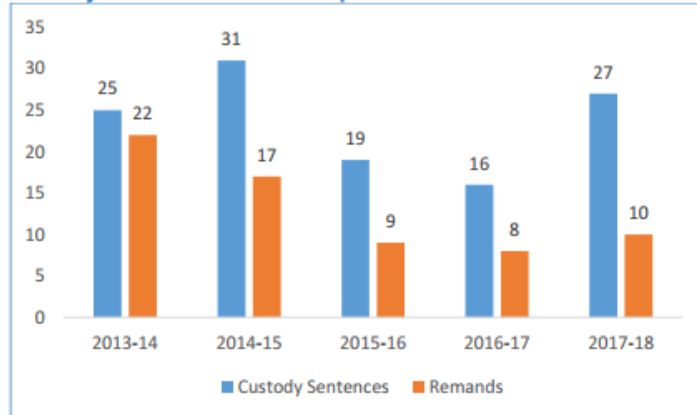


Table 5: New episodes of custody and remand, Coventry YOS 2013-18

YOS Young People Ending Orders In Suitable Accommodation

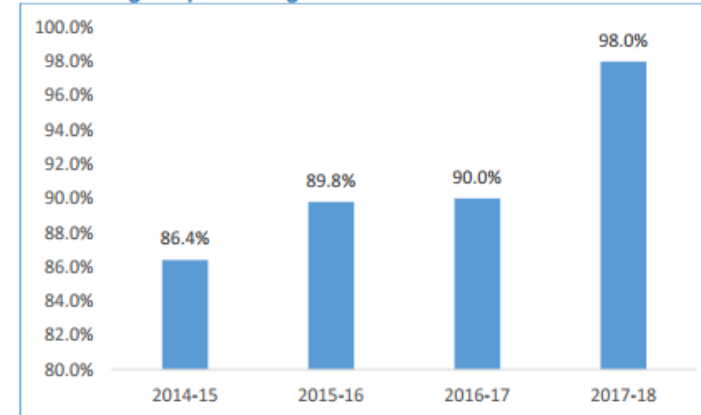


Table 6: Suitable accommodation, Coventry YOS 2014-18

YOS Young People Ending Orders In Appropriate ETE Provision

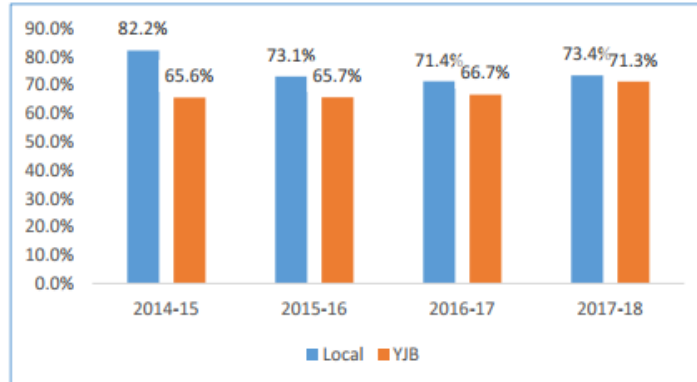


Table 7: Engagement in suitable ETE by local assessment and by former YJB national standard, 2014-18

Disposals – Number Of Times Used With Coventry Young People

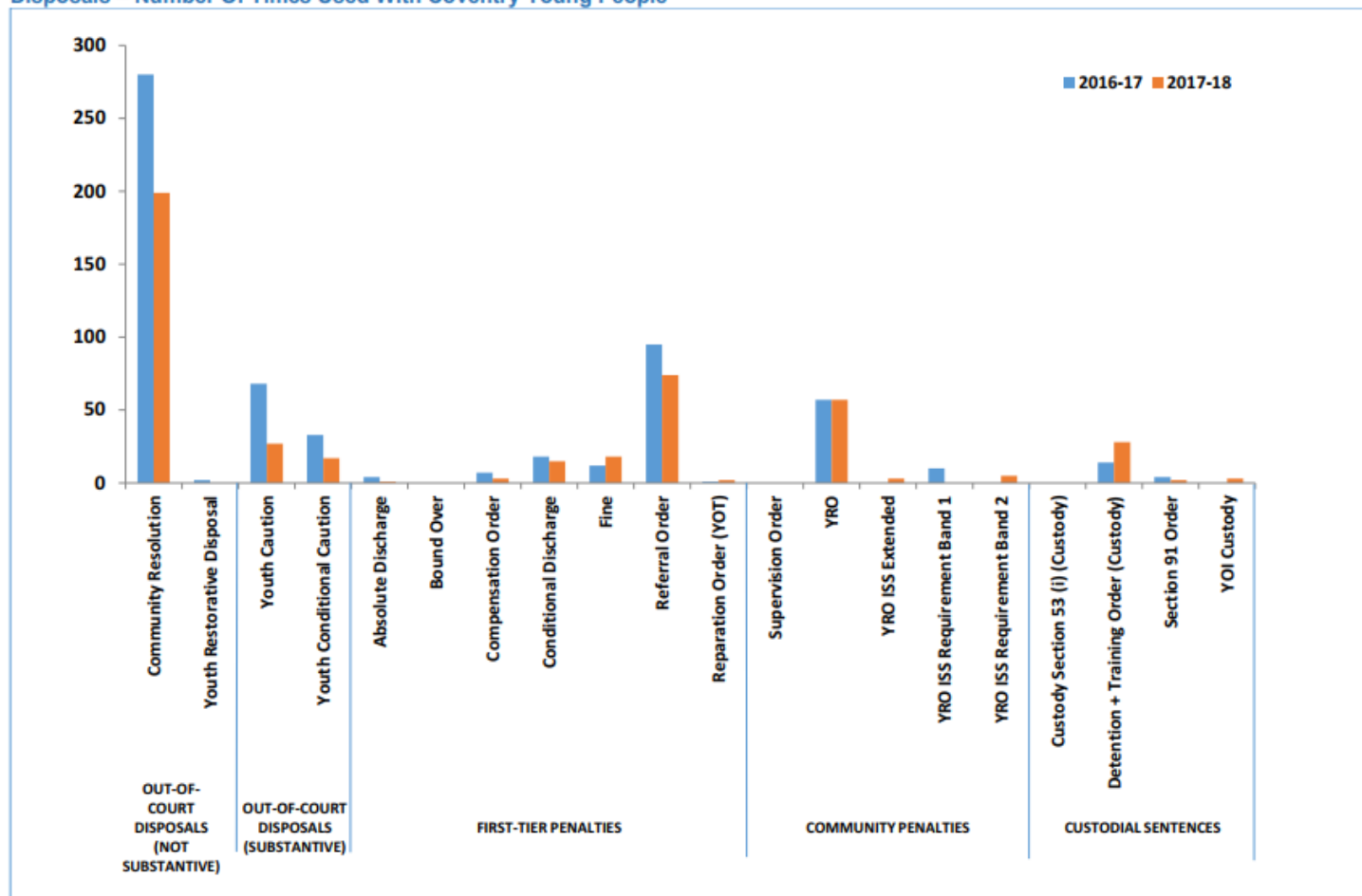


Table 8: Disposals, Coventry YOS 2017 & 2018 Financial Years

Offences Resulting In Conviction, By Category

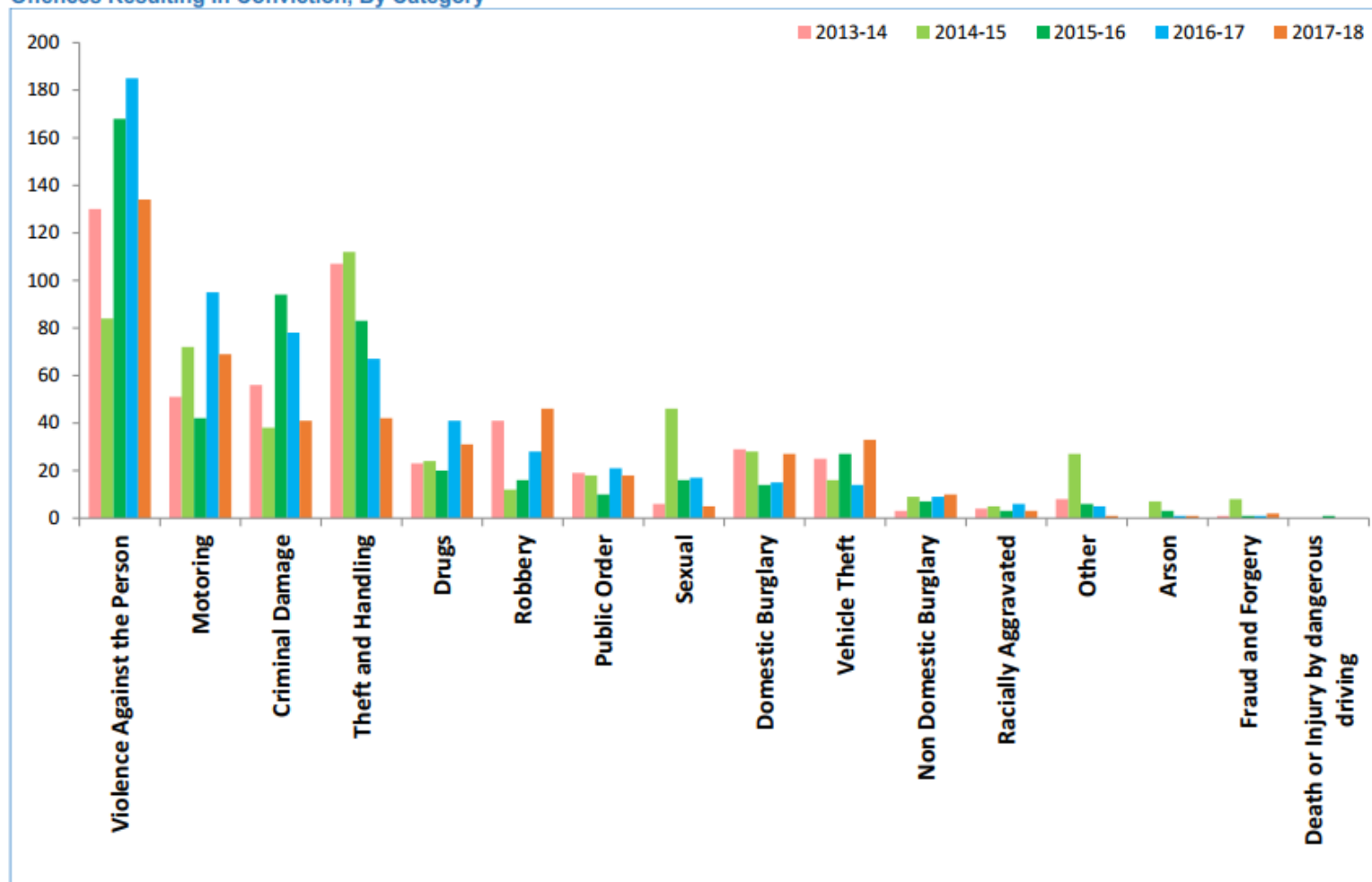


Table 9: Offences by offence type, Coventry YOS 2014-2018

Ethnicity Of Coventry Young Offenders

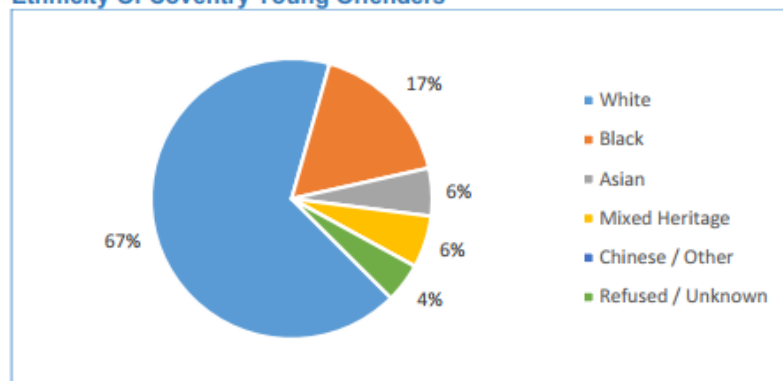


Table 10: Ethnic profile of young people convicted of one or more offences, Coventry YOS 2017-18

Gender Of Coventry Young Offenders

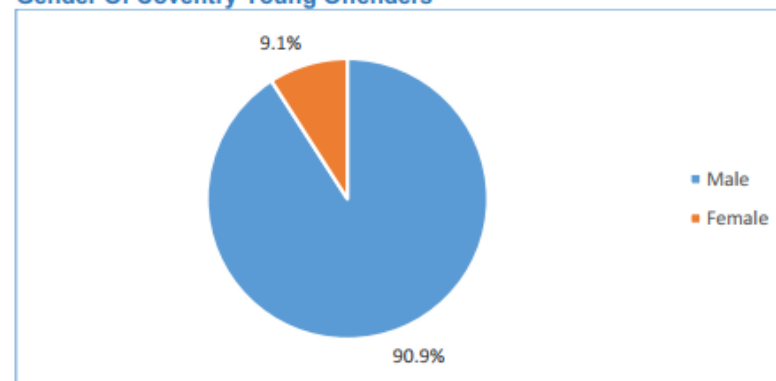


Table 11: Gender profile of young people convicted of one or more offences, Coventry YOS 2017-18

Age Of Coventry Young Offenders

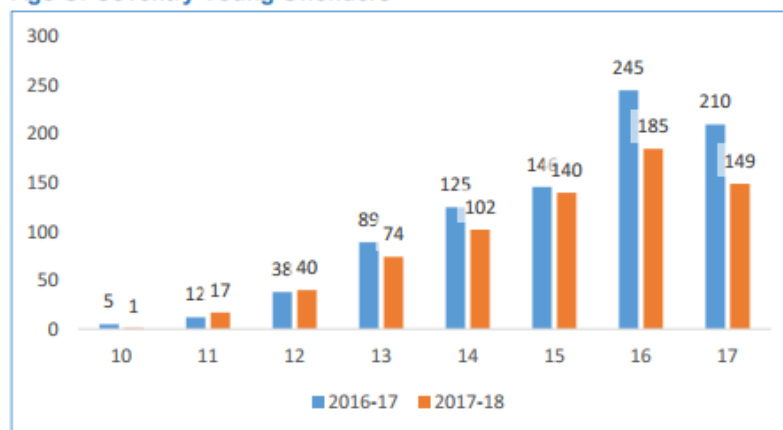
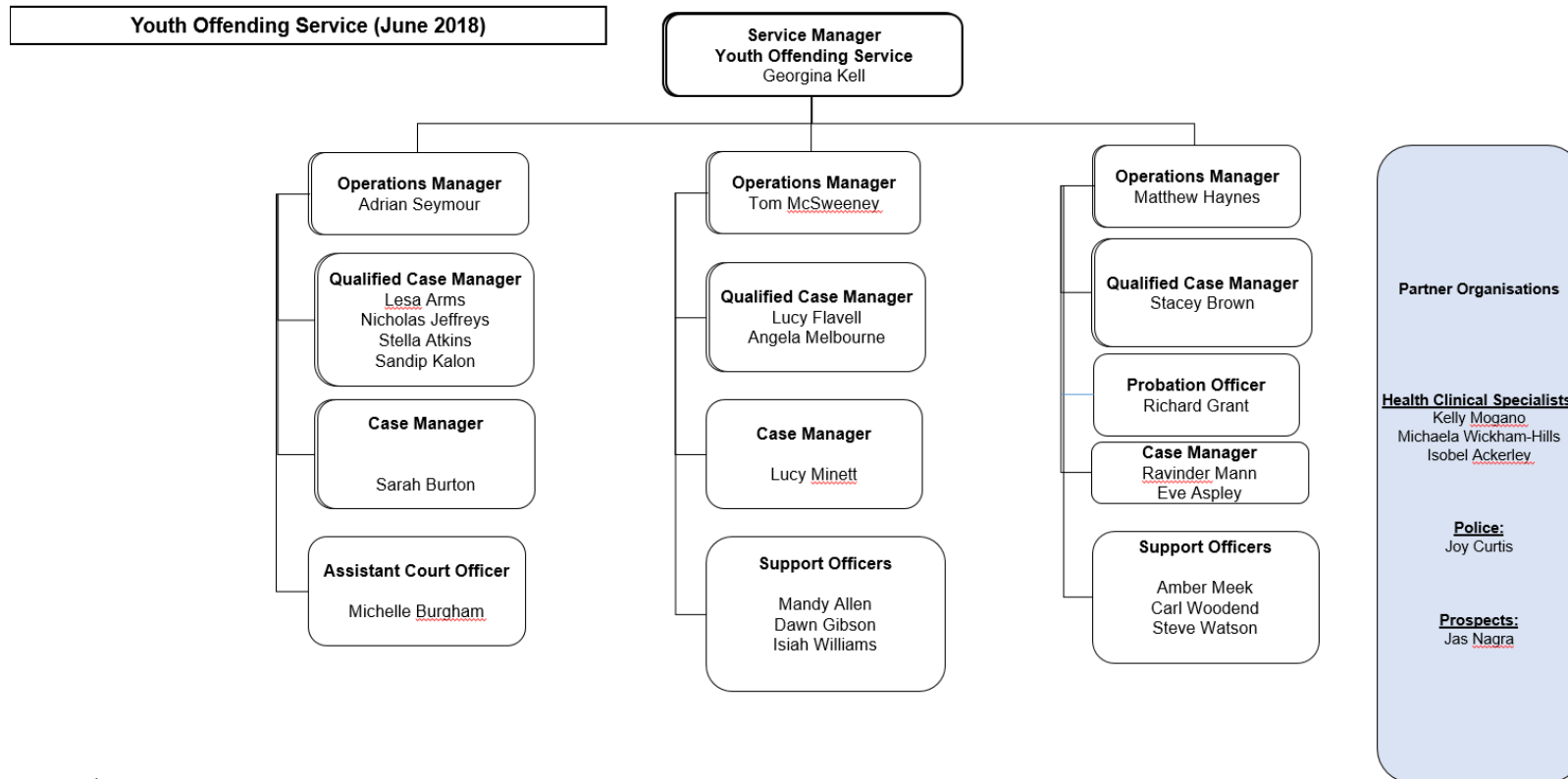


Table 12: Ages of young people at offence date, per proven offence, excluding breaches – Coventry YOS 2017-18

Appendix 6 – CYOS Organisation Employee Structure 2018



Appendix 7 – Management Board Membership

Name	Title
Detective Chief Superintendent James Littlehales	West Midlands Police. Chief Superintendent Police Commander for Coventry
Anne Brennan	Senior Advisor 11 – 25 years old - Adviser/Secondary Lead (Education Standards and Improvement Team, Coventry City Council
Matthew Gilks	Director of Commissioning, NHS Coventry and Rugby Clinical Commissioning Group
John Gregg	Director of Children's Services for Coventry
Valerie Elliott (observer)	Deputy Chair of the Combined
Jim Horgan	Head Teacher Coventry Virtual School (formerly LACES), Coventry City Council
David McNally	Partnership Adviser – Midlands, Youth Justice Board for England and Wales
Craig Hickin	Head of Environmental Services, Street Scene & Regulatory Services
Andy Wade	Head of Service for NPS, Coventry, Solihull & Warwickshire Cluster Midlands Division
Karen James	Head of Specialist Health Services for Children and Young People
Rebecca Wilshire	Strategic Lead for He & Protection – Children's Services

Appendix 8 – Management Board sign off page



..... (Signature)

John Gregg - Director of Children's Services for Coventry



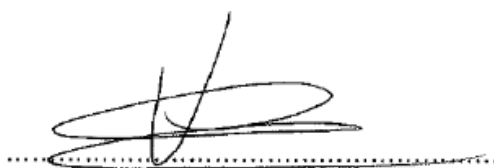
..... (Signature)

Detective Chief Superintendent James Littlehales, Detective Chief Inspector, Coventry
National Police Unit



..... (Signature)

Andrew Wade - Head of Service for NPS, Coventry, Solihull & Warwickshire Cluster,
Midlands Division



(Signature)

Karen James – Head of Specialist Health Services for Children and Young People



..... (Signature)

Matthew Gilks - Director of Commissioning, NHS Coventry and Rugby Clinical
Commissioning Group

Appendix 9 – Glossary of Terms and Abbreviations

CAF	Common Assessment Framework
CAMHS	Children and Adolescent Mental Health Service
CBO's	Criminal Behaviour Orders
CBT	Cognitive behaviour Therapy
CDQR	Community Division Quarterly Review
CHAT	Comprehensive Health Assessment Tool
CIN	Child in Need
CJS	Criminal Justice System
CP	Child Protection
CR	Community Resolution
CSE	Child Sexual Exploitation
COMG	Coventry Offender Management Group
CYOS	Coventry Youth Offending Service
DVA	Domestic Violence and Abuse

ECR	Enhanced Community Resolution
EHC	Education Health + Care Plans
EIP	Early Intervention Strategy + Plan
ETE	Education, Training and Employment
FTE	First Time Entrants (to the Criminal Justice System)
HMIP	Her Majesty's Inspectorate of Probation
HOS	Head of Service
IOM	Integrated Offender Management
IYSS	Integrated Youth Support Service
JAC	Junior Attendance Centre
LAC	Looked After Children
LGA	Local Government Association
LSCB	Local Safeguarding Children Board
MAPPA	Multi-Agency Public Protection Arrangements

MASH	Multi-Agency Safeguarding Hub
MoJ	Ministry of Justice
MST	Multi-Systemic Therapy
NEET	Not in Education, Training or Employment
OOCD	Out-of-Court Disposal
PACE	Police and Criminal Evidence
PBR	Payment by Results
PCC	Police and Crime Commissioner
PNC	Police National Computer
PPRC	People Posing Risk to Children
RJ	Restorative Justice
SEN	Special Educational Needs
STC	Secure Training Centre
T2 Adult	Transition to Adulthood Programme
YJB	Youth Justice Board

YJS	Youth Justice System
YODOC	Youth One Day One Conversation
YOI	Youth Offending Institute
YOT	Youth Offending Team

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Public report Cabinet

Scrutiny Co-ordination Committee
Cabinet

10 October 2018
30 October 2018

Name of Cabinet Member:

Cabinet Member for Policy and Leadership – Councillor G Duggins

Director approving submission of the report:

Chief Executive

Ward(s) affected:

All

Title:

Council Plan 2017/18 End of Year Performance Report

Is this a key decision?

No

Executive summary:

The Council Plan is Coventry City Council's corporate plan. It sets out the Council's strategic direction and priorities for the city: the Council seeks to promote the growth of a sustainable economy; is committed to reform so that everybody, including our most vulnerable residents, can share in the benefits of the city's growth; underpinned by a Council that enables local partners and communities to work together to solve local problems; at a time when the Council has to deliver its priorities with fewer resources.

This end of year performance report sets out the progress made towards the Council's vision and priorities in 2017/18. The report uses indicators, contextual information, and comparative information to describe and explain how performance of the city and the Council compares to previous years, and to other places.

This year, the Council Plan has been reviewed and rebranded in line with the emerging One Coventry approach; and this report also sets out a revised performance management approach for the Council, building upon the work programme set out in last year's performance report and responding to emerging developments in the performance management field.

Recommendations:

Scrutiny Co-ordination Committee is asked to:

1. Consider the Council's performance as set out in the performance report.
2. Identify any issues they may wish to raise to Cabinet.
3. Identify areas that Scrutiny Co-ordination Committee or other Scrutiny Boards may wish to address as part of this year's scrutiny work programme.

4. Take note of “One Coventry”, the rebranded Council Plan, and the Council’s revised performance management approach.

Cabinet is asked to:

1. Consider any recommendations from Scrutiny Co-ordination Committee.
2. Approve the performance report.
3. Consider the Council’s performance this year and identify areas that they wish to address in further detail.
4. Take note of “One Coventry”, the rebranded Council Plan, and the Council’s revised performance management approach.

List of appendices included:

Appendix I – One Coventry: Council Plan 2016-2024

Appendix II – Council Plan 2017/18 end of year performance report

Appendix III – Table of indicators

Appendix IV – Performance management framework

Background papers:

None

Other useful documents:

Council Plan www.coventry.gov.uk/councilplan/

Council’s performance and open data www.coventry.gov.uk/performance/

Performance management framework <https://smarturl.it/PMF>

Equality objectives www.coventry.gov.uk/equality/

Statement of accounts www.coventry.gov.uk/statementofaccounts/

Has it been or will it be considered by Scrutiny?

Yes – Scrutiny Co-ordination Committee 10 October 2018

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

Report title:
Council Plan 2017/18 end of year performance report

1. Context (or background)

- 1.1 The Council Plan (Appendix I) is Coventry City Council's corporate plan. It sets out the Council's vision and priorities for the city. The current plan is for the period 2014 to 2024; and it was last refreshed in 2016. This year, the Council Plan has been reviewed and rebranded in line with the Council's emerging One Coventry approach which is intended to lead to services and teams across the Council working smarter and in a more joined-up way.
- 1.2 The Council seeks to promote the growth of a sustainable economy; is committed to reform so that everybody, including our most vulnerable residents, can share in the benefits of the city's growth; underpinned by a Council that is enabling communities to solve local problems, at a time when the Council has to deliver its priorities with fewer resources.
- 1.3 The 2017/18 end of year performance report (Appendix II) sets out the progress made towards the Council Plan from April 2017 to March 2018. The report uses indicators, contextual information, and comparative information to describe and explain how the performance of the city and the Council compares to previous years, and to other places. Where possible, the report compares progress with previous years; and where previous data is unavailable, the data forms the baseline against which to measure future progress.
- 1.4 The Council's key performance indicators are summarised in Appendix III. More details, including a publication schedule, trends, comparator data, progress reports, maps, additional infographics, and references, is available on the Council's information and statistics hub at www.coventry.gov.uk/infoandstats/. Open data is also published on GitHub at <https://smarturl.it/CovPerformanceData>. In addition, data that set out the impact and progress made this year for groups with protected characteristics as set out in the Council's equality objectives, and towards the Council's Marmot (health inequalities) agenda.
- 1.5 The Council's priorities are delivered through strategies aligned to the Council Plan; as set out in the performance management framework. As part of the performance management process, leadership teams within each directorate and the corporate leadership team have been involved in ensuring that the organisation's key strategies are aligned to the Council Plan.
- 1.6 This report also introduces a revised performance management approach for the Council, building upon the work programme described in last year's performance report to improve transparency and good governance and streamlining performance reporting (see 2016/17 end of year performance report to Cabinet, section 2.4) and responding to emerging research, evidence and developments in the performance management field.

2. Options considered and recommended proposal

- 2.1 The Council Plan performance report is measured using **67** indicators. At the end of 2017/18, **42** indicators improved or stayed the same; **17** indicators got worse; we can't say for **7** indicators; and progress is not available for the remaining **1** indicator because it is updated every other year. This means, at the end of year, **71%** of directional indicators (excluding can't say or not applicable) have improved or stayed the same. This progress has been made in the context of continued and sustained reduction in the overall resources available to the Council – with the Council receiving £107m less core government grant in 2017/18 than the equivalent figure it received in 2010/11.

- 2.2 The performance report not only sets out how the Council is performing towards its priorities, but also, as many of the Council's key priorities have an equality dimension or address an inequality caused by social deprivation, the report also sets out how the Council is addressing these inequalities. Detailed progress updates illustrating the Council's progress towards its equalities objectives and Marmot priorities (health inequalities) are discussed at relevant Cabinet Member meetings as appropriate.
- 2.3 Members are asked to consider the Council's performance towards the Council's priorities as set out in the performance report, and to identify areas and issues to be addressed through relevant work programmes, boards, and committees.

3. Results of consultation undertaken

- 3.1 The Council has consulted with employee representatives, community and interest groups, and partner organisations to help the Council achieve its equality objectives.
- 3.2 Where appropriate, this report uses residents' perceptions to help understand residents' views of the Council and the city. This report includes findings from the Household Survey 2018 and the Youth Survey 2018.

4. Timetable for implementing this decision

- 4.1 This year, the Council Plan has been reviewed and rebranded in line with the emerging One Coventry approach and a revised performance management approach has been introduced building on the work programme described in last year's performance report to improve transparency and good governance and streamlining performance reporting. The new approach will help bring better and more regular information updates about the performance of the city and the Council on the information and statistics web pages at www.coventry.gov.uk/infoandstats/.

5. Comments from the Director of Finance and Corporate Services

5.1 Financial implications

There are no financial implications for this report.

5.2 Legal implications

The single data list sets out a list of all the datasets that local government must submit to central government. In addition, the Government's local government transparency code sets out the minimum data that local authorities should be publishing; the frequency it should be published; and how it should be published. There is no requirement placed on local authorities to publish a report on its performance or any requirement on the Council to publish performance on any particular measures.

Coventry City Council does so as it is committed to providing information that helps the Council work together with neighbours and partners, fulfilling its Council Plan priorities; and sees it as good practice to do so.

6. Other implications

6.1 How will this contribute to achievement of the Council's key priorities?

The performance report sets out the progress made towards the Council Plan, that is, the Council's key priorities. The performance management framework sets out how the Council plans and organises the resources at its disposal to achieve the vision and priorities, as set out in the Council Plan.

6.2 How is risk being managed?

The performance report helps the Council manage risk by measuring and reviewing progress in relation to the priorities of the Council Plan. It identifies areas where we are making good progress, areas where progress is not as expected, and areas where the Council needs to take corrective action.

6.3 What is the impact on the organisation?

The Council Plan impacts on the whole organisation. Effective performance management arrangements at all levels will help to ensure that the Council's priorities are delivered.

6.4 Equalities / EIA

The Council's performance management framework and reporting arrangements must have due regard to the public sector equality duty under section 149 of the Equality Act 2010. This includes the need to eliminate unlawful discrimination, harassment, and victimisation; to meet the needs of people regardless of their background; and to encourage all people to participate in public life, or in other activities where their participation is low.

A number of the key priorities set out in the Council Plan are also equality objectives. In addition, a specific set of equality objectives has been agreed and progress against these is reported annually to the Cabinet Member (Policing & Equalities). This contributes to meeting the Equality Act 2010 (Specific Duties) Regulations 2011.

6.5 Implications for (or impact on) the environment

Progress is measured through air quality measures, energy use, and carbon dioxide emissions from local authority operations.

6.6 Implications for partner organisations

Whilst this report reflects progress against the Council's priorities, it also includes actions and measures where the contribution of partners is essential to their delivery.

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Names and job titles:

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Barbara Barrett	Head of Human Resources and Organisational Development	People	23/08/2018	31/08/2018
Adrienne Bellingeri	Head of Customer Service	People	04/04/2018	01/05/2018
Mandeep Chouhan	Customer Service Manager	People	04/04/2018	10/05/2018
David Cockroft	Director of City Centre & Major Projects	Place	23/08/2018	31/08/2018
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Tracy Cowley	Highways Technical Team Manager	Place	04/04/2018	15/08/2018
Jane Craig	Health Protection	People	04/04/2018	10/04/2018
Liz Deakin	Insight Manager (Intelligence)	People	23/08/2018	29/08/2018
Amanda Durrant	Head of Employment Services	People	04/04/2018	25/04/2018
Tom Evans	Senior Analyst	People	04/04/2018	23/07/2018
Peter Fahy	Director of Adult Services	People	23/08/2018	31/08/2018
Paul Ferris	Performance Manager (Social Care & Communities)	People	04/04/2018	16/06/2018
Jane Fowles	Consultant in Public Health	People	04/04/2018	02/05/2018
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Sarah Gill	Energy and Low Carbon Placement Student	Place	04/04/2018	14/06/2018
John Gregg	Director of Children's Services	People	23/08/2018	24/08/2018
Louise Hewitt	Research and Statistical Officer	Place	04/04/2018	10/05/2018
Nadia Inglis	Consultant in Public Health	People	04/04/2018	17/04/2018
Paul Jennings	Finance Manager (Corporate Finance)	Place	04/04/2018	22/05/2018
Georgina Kell	Service Manager Youth Offending Services	People	04/04/2018	09/05/2018
Judi Kilgallon	Project Manager Economic Development Service	Place	04/04/2018	04/05/2018
Colin Knight	Director of Transportation and Highways	Place	23/08/2018	31/08/2018
Dave Lloyd	Service Development Manager, Coventry Libraries & Information Service	People	20/07/2018	23/07/2018

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Jaspal Mann	Equality and Diversity Officer	People	29/08/2018	30/08/2018
Bev McLean	Performance Information Officer	People	04/04/2018	23/08/2018
Richard Moon	Director of Project Management & Property Services	Place	23/08/2018	31/08/2018
Kirston Nelson	Director of Education, Libraries & Adult Learning	People	23/08/2018	31/08/2018
Wendy Ohandjanian	Equality and Diversity Officer	People	29/08/2018	30/08/2018
Danny Rawle	Highways Asset Management Engineer	Place	04/04/2018	15/08/2018
Yeng Yeng Shang	Analyst, Insight (Intelligence)	People	02/07/2018	23/07/2018
Joanne Smith	Senior Commissioning Manager- Children	People	04/04/2018	20/04/2018
Barrie Strain	Senior Operational Manager Revenue	Place	04/04/2018	25/04/2018
Gail Quinton	Deputy Chief Executive (People)	People	23/08/2018	31/08/2018
Andrew Walster	Director of Streetscene & Regulatory Services	Place	23/08/2018	31/08/2018
David Woodhouse	Lead Performance Analyst	People	04/04/2018	09/05/2018
Martin Yardley	Deputy Chief Executive (Place)	Place	23/08/2018	31/08/2018
Names of approvers for submission: (officers and members)				
Finance: Barry Hastie	Director of Finance & Corporate Services	Place	23/08/2018	31/08/2018
Legal: Julie Newman	Legal Services Manager and Monitoring Officer	Place	23/08/2018	28/08/2018
Director: Martin Reeves	Chief Executive		23/08/2018	31/08/2018
Members: Cllr Duggins	Cabinet Member for Policy and Leadership		31/08/2018	05/09/2018

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All Members have received a hard copy of the coloured appendices to this report, which can be viewed online.

To: Cabinet

Date: 30 October 2018

Subject: Council Plan 2017/18 end of year performance report

1 Purpose of the Note

- 1.1 To inform Cabinet of the outcome of the discussion by Scrutiny Co-ordination Committee on the Council Plan 2017/18 end of year performance report at their meeting on 10 October 2018.

2 Recommendations

- 2.1 Scrutiny Co-ordination Committee agreed the recommendations as set out in the report.

3 Information/Background

- 3.1 Scrutiny Co-ordination Committee discussed the Council Plan 2017/18 end of year performance report at their meeting on 10 October 2018.
- 3.2 Scrutiny Board Chairs agreed to use the performance data contained within the report to identify work programme items for their Boards.
- 3.3 The Board also requested additional information on smoking statistics, in particular the monitoring of mothers, 12 months post birth. Subsequent to the meeting, Public Health have informed SCRUCO Members that this measurement was written into a new contractual arrangement which went live on 1 September 2018.

Victoria Castree
Scrutiny Co-ordinator
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Cabinet

30th October 2018

Name of Cabinet Member:

Cabinet Member for Strategic Finances and Resources – Councillor J Mutton

Director Approving Submission of the report:

Deputy Chief Executive (People)

Ward(s) affected: All

Title:

Microsoft Enterprise Agreement

Is this a key decision? Yes as it has expenditure in excess of £1m per annum

Executive Summary:

The Microsoft Enterprise Agreement (EA) is a volume licensing agreement that allows the Council to legally access all of the licenced software products we obtain from Microsoft. These products include Windows, Office 365 (including SharePoint and OneDrive) and the licensing for all of our back-end infrastructure supporting the systems in use across the organisation.

The maximum licence period for the EA is three years and the Council cannot procure direct from Microsoft. For this reason, the Council must engage with a Microsoft reseller for transacting our EA. The Council's current reseller is Bytes Software Services Ltd and our existing 3 year EA transacted through them expires on the 31st March 2019.

ICT have been working with Microsoft and Bytes to audit our existing EA to ensure we only purchase the number of licences we require for the new agreement. Our requirements have not changed significantly but the cost price has increased since 2015. The current indication is that the like for like renewal will be £1,073,000 per annum which represents a 30% increase.

Since the previous EA was procured, the Council has also taken the decision to move our corporate telephony solution from Mitel to Microsoft Skype. Skype licences can be procured as part of the EA agreement and so this cost will also be added to the new EA. This equates to approximately £365k per annum for the new contract. Work is underway with regards to procuring a specific telephony solution for the Customer Service Centre and the new solution will be in addition to Skype for Business and therefore the potential costs for that sit outside the scope of this report.

So, the indicative total at the time of this report for the EA is £1.4m per annum (£4.3m for the 3-year contract).

Microsoft have confirmed there will be another 6% increase to its public sector pricing in October 2018. The Council has agreed an extension to this deadline to allow for further audit work to be concluded. By committing to our new EA before the 30th November 2018, the Council will avoid a further approx. £86k per annum increase in cost.

Although we are not in a position to compete for an alternative licence, we can still compete the spend to appoint the reseller. By completing a further competition through a national procurement framework, it will ensure we pay the lowest possible margin whilst giving compliance for our spend. The resellers also offer added value to the Council in terms of auditing our requirements and offering guidance and support as required.

Procurement intend to complete the further competition under Kent Commercial Services (KCS) Central Buying Consortium (CBC) Software Products and Associated Services framework (Y170358) Lot 1 - Microsoft. The framework has several approved Microsoft approved resellers including our existing reseller Bytes that will allow for a competitive procurement process.

Recommendations:

Cabinet is requested to:

1. Authorise the procurement of a new three year contract to appoint a reseller for the renewal of the Council's Microsoft Enterprise Agreement.
2. Delegate authority to the Deputy Chief Executive (People) and Director of Finance and Corporate Services to agree the award of contract(s) following the procurement process.

List of Appendices included:

None

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or body?

No

Will this report go to Council?

No

Report title: Microsoft Enterprise Agreement

1. Context (or background)

- 1.1. Coventry City Council (CCC) currently has a contract with Bytes Software Services Ltd for transacting our Microsoft Enterprise Agreement (EA).
- 1.2. The Enterprise Agreement (EA) is a volume licensing agreement that allows the Council to legally access all of the licenced software products we obtain from Microsoft. These products include Windows, Office 365 (including SharePoint and OneDrive) and the licensing for all of our back-end infrastructure supporting the systems in use across the organisation.
- 1.3. Microsoft have a UK Public Sector Memorandum of Understanding (MoU). This is negotiated by the Crown Commercial Service (CCS) to provide special pricing for UK public sector customers who purchase Microsoft products and services. The new MoU was introduced on the 1st May 2018 and is called the Digital Transformation Arrangement (DTA). The Council's EA pricing indicated in this report is based on the DTA pricing available to UK public sector.
- 1.4. The Council's current EA was procured in 2016 following a further competition using a CCS framework.
- 1.5. The current EA commenced on the 1st April 2016 and is due to expire on the 31st March 2019. A procurement for a new contract is now required.
- 1.6. The maximum contract length for the EA is 3 years. Taking a shorter term increases the costs significantly.
- 1.7. The previous EA cost was £823k per annum and the indication from the initial audit work of our EA requirements is that the cost will increase to £1.073m per annum.
- 1.8. Since the previous EA was procured, the Council has also taken the decision to move our corporate telephony solution from Mitel to Microsoft Skype. Skype licences can be procured as part of the EA agreement and so the cost of Skype will also be added to the new EA going forward. The cost of Skype adds approximately £365k per annum to the new contract.
- 1.9. Work is underway with regards to procuring a specific telephony solution for the Customer Service Centre. This new solution will be in addition to Skype for Business and therefore the potential costs sit outside the scope of this report. We are currently undertaking soft market testing for the Customer Service Centre telephony solution and will follow the relevant due process and governance as part of that procurement exercise.
- 1.10. At this time the anticipated cost of the new 3 year EA will be £4.3m although this is still subject to change as audit work on our requirements is ongoing.

2. Options considered and recommended proposal

- 2.1. Microsoft software products have been in place at the Council for over 20 years. Microsoft are a market leader in office-based software with public and private sector organisations heavily reliant on their products.

- 2.2. There are few alternative competitors in the market. Tendering to the market would require a significant procurement process which would require a huge amount of time and resource. Any potential move to a new supplier would require a huge organisational change, moving from Microsoft products to an alternative. It would cause a significant amount of disruption to the Council.
- 2.3. For the appointment of a reseller to continue with Microsoft, the Council has options for its procurement route. The Council could complete its own EU procurement process, but this would result in a timely procurement process requiring a large amount of resource. It would also mean that we would not meet our extended deadline of the 30th November 2018 for committing to our renewal, to avoid the upcoming 6% price increase. This would mean a significant additional direct cost (£86k per annum) would be applicable by following this procurement route.
- 2.4. There are 2 public sector procurement frameworks that could be used for a further competition to award the new contract that allow for a shorter and less resource intensive, compliant procurement process. The frameworks are KCS CBC Software Products and Associated Services framework (Y170358) Lot 1 - Microsoft and Crown Commercial Services (CCS) Technology Products 2 framework (RM3733) Lot 2 - Software. Both frameworks have pre-vetted, Microsoft approved suppliers who can meet the Council's requirement.
- 2.5. KCS CBC Software Products and Associated Services framework (Y170358) Lot 1 - Microsoft is the recommended procurement route for the further competition. This is due to the framework having a more manageable amount of Microsoft resellers for the evaluation and that the framework lot has been specifically procured for Microsoft products. The further competition will be evaluated 100% on cost.

3. Results of consultation undertaken

- 3.1. Not required.

4. Timetable for implementing this decision

- 4.1. The current licences under the EA expire on the 31st March 2019. The intention is to publish the further competition for returns to be received early November 2018. The Council intends to award the reseller contract in November 2018 to allow for the Council to confirm its renewal commitment to Microsoft before the 30th November 2018 to ensure we avoid the further 6% Microsoft price increase.

5. Comments from the Director of Finance and Corporate Services

5.1. Financial implications

The final outcome of the tender will not be known until November 2018, however as indicated above in para 1.7 and 1.8, there is an expectation that there will be an additional cost of £615k per annum over and above existing budgets which cannot be mitigated.

As described in paragraph 2.3 above, by confirming the renewal commitment by 30th November 2018 this mitigates a further 6% price increase. Funding for the procurement will be built into budget setting proposals for future years, as whilst the procurement is taking place in this financial year, the increased cost will not come into effect until 1st April 2019.

5.2. Legal implications

Due to the potential value of the contract, the procurement in financial terms exceeds the threshold for a full OJEU competition and as such is subject to the Public Contracts Regulations 2015 (PCR 2015).

The procurement which is the subject of this report will also be subject to the EU procurement principles and the Council's Rules for Contract. There is therefore a requirement that it be tendered competitively and that the process be transparent, non-discriminatory and ensures the equal treatment of bidders. In compliance with the principles, there is also the expectation that the procurement will be advertised widely enough for interested bidders to be aware of the contract (s).

In section 2.4 of this report it sets out the procurement strategy for this contract, that it will be procured by a further competition using KCS CBC Software Products and Associated Services national framework. This allows a compliant procurement route in accordance with the PCR 2015.

6. Other implications

6.1. How will this contribute to the Council's priorities?

The Microsoft technology is a fundamental building block of the entire ICT infrastructure providing functionality to directly enable work across all of the Council's priority activities.

6.2. How is risk being managed?

As this is a renewal of existing licences, there is no significant risk to the Council from the procurement or the renewal.

The further competition will be amongst Microsoft approved resellers only meaning that all of the resellers can access and transact the required licences on behalf of the Council.

6.3. What is the impact on the organisation?

As the further competition is limited to official Microsoft approved resellers appointed to a national procurement framework, there is no risk in the awarded reseller being unable to transact our requirements with Microsoft and so the renewal should be seamless.

6.4. Equalities / EIA

The resellers will have already had an equality evaluation as part of their appointment to the framework to ensure they meet and have not broken any qualitative legislation.

6.5. Implications for (or impact on) the environment

Due to the nature of the contract there are no implications on the environment.

6.6. Implications for partner organisations

None

Report author(s):**Name and job title:**

Michael Duffy – Category Manager

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Directorate:

People

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Ewan Dewar	Finance Manager (People)	People	25/09/2018	28/09/2018
Julie Newman	Head of Legal Services	People	01/10/2018	02/10/2018
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Gail Quinton	Deputy Chief Executive for People	People	02/10/2018	03/10/2018
Councillor J Mutton	Cabinet Member (Strategic Finances and Resources)	-	03/10/2018	

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Public report Cabinet

Cabinet

30th October 2018

Name of Cabinet Member:

Cabinet Member for Jobs and Regeneration – Councillor J O'Boyle

Director Approving Submission of the report:

Deputy Chief Executive (Place_

Ward(s) affected:

Bablake

Title:

Land at Browns Lane, Coventry

Is this a key decision?

No

Executive Summary:

The Council owns the freehold of land located at Browns Lane comprising approximately 42 acres. The site has been allocated as future housing site in the adopted Local Plan.

The Local Plan evaluated the land at Browns Lane with a capacity of up to 475 dwellings.

The Coventry Local Plan was adopted by the Council on the 5th December 2017 and came into effect the following day.

It is proposed that officers instruct consultants to undertake requisite studies and to prepare and submit Outline Planning Applications for the land situated at Browns Lane. Subsequent to planning permission being granted, the site will be released for marketing and disposal by tender over the financial years between 2020-2022.

Recommendations:

Cabinet is requested to:-

- (1) Approve the undertaking of requisite studies and the preparation and submission of an outline planning application for residential development of the land at Browns Lane
- (2) Enter into negotiations with adjoining land owners for Browns Lane for a more comprehensive development (if applicable)
- (3) Approve the marketing and disposal of Browns Lane by tender

- (4) Delegate authority to the Director of Property Management & Property Services in consultation with the Cabinet Member for Jobs and Regeneration for any subsequent variation in terms.
- (5) Delegate authority to Legal Services Manager to execute all the necessary documentation for the freehold transfer of the land at Browns Lane.

List of Appendices included:

Appendix - Site Plan – Browns Lane

Background papers:

None

Other useful papers:

The Coventry Local Plan was adopted at full Council on the 5th December 2017, with adoption statements. The Local Plan can be viewed via the following link:
www.coventry.gov.uk/downloads/downloads/4881/adoption_statements

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

Report title: Land at Browns Lane, Coventry

1. Context (or background)

Land at Browns Lane

- 1.1 The land at Browns Lane was originally reserved in part for the expansion of the Jaguar car works. The allocated site is approximately 45 acres with approximately 42 acres within the Council's ownership as shown outlined in red with adjoining land ownership hatched on the attached plan. The density in the Local Plan outlines up to 475 dwellings could potentially be developed.
- 1.2 Parts of the allocated site are within separate ownerships and discussions will be required to establish a basis for collaboration if it can be agreed, if not, a masterplan excluding these areas will need to be developed.
- 1.3 An outline planning application is required to establish the principle and density of development on the land at Browns Lane. If recommendation 1 is approved, the expectation is to commence the preparation of the outline planning applications following approval and to submit a planning application during 2019.
- 1.4 Subject to outline planning permission being granted in respect of the outline application, the site will be marketed by tender however the timing of the release of the interest is to be decided.

2. Options considered and recommended proposal

To submit an Outline Planning Application and disposal of Browns Lane

- 2.1 Subject to successful negotiations with the adjoining land owners, the Council will submit an outline planning application to establish the principle and density. Providing outline planning permission is granted, the site will be subsequently marketed and a net capital receipt will be received subject to any deductions regarding a share of the proceeds with adjoining land owners. However, it is anticipated that the Council can develop Browns Lane independently should this be necessary.
- 2.2 By promoting the land at Browns Lane, the Council will be releasing land for the development of new housing in accordance with the Local Plan supporting the on-going growth of the City. The capital receipts will support corporate objectives.
- 2.3 **Not to proceed** – If approval is not forthcoming the Council will lose the opportunity to secure the land for future development and support housing growth for the City. In addition there would be the loss of a possible capital receipt to support ongoing corporate objectives.
- 2.4 It is therefore recommended that the Council enters into discussions with adjoining land owners and prepares the submission of the outline planning application for Browns Lane. Subject to planning approval, the site will be marketed and disposed.

3. Results of consultation undertaken

- 3.1 Browns Lane is allocated within the new Local Plan for residential development. The new Local Plan (in its current format) was subject to numerous rounds of consultation since 2014 including detailed consideration of the site referenced within this report. The Local Plan was also subject to a period of public examination between July 2016 and January

2017. For each site, the new Local Plan feedback was provided to the Councils Scrutiny processes for information. Officers are advised that feedback from the consultation processes in relation to this site was limited. The primary point of discussion focused on the principle of removing land from the Green Belt which was a general point throughout as opposed to this site in particular.

- 3.2 As part of any future planning applications for the site, adjoining occupiers/neighbours/stakeholders will be consulted by the Council and they will have the opportunity to make representations via the planning process.

4. Timetable for implementing this decision

- 4.1 Providing Cabinet approval is given, the preparation for the outline planning application for Browns Lane will commence with an expectation that they will be submitted during 2019. Following receipt of planning approvals, the timing of the disposal will be confirmed at a later date but it is anticipated that the capital receipt for this site will be received by no later than 2022 (unless the receipt is phased)

5. Comments from the Director of Finance and Corporate Services

5.1 Financial implications

The sale of the site located at Browns Lane will yield a capital receipt to the Council which will contribute to the Councils Corporate resources.

Any disposal costs for this site will be met from receipts.

5.2 Legal implications

The Council is under an obligation to obtain best consideration for land and property disposal transactions in accordance with the requirements set out in Section 123 of the Local Government Act 1972.

Officers within the Place Directorate (Legal Services) will prepare and complete the necessary documentation in respect of the freehold disposal site at Browns Lane.

6. Other implications

6.1 How will this contribute to achievement of the Council's Plan?

The delivery of circa 475 new homes will help support the growth of the City and ensure that a choice of housing will be delivered to meet the needs of local people. 25% of the dwellings will be allocated as 'affordable housing'. As the land is identified as allocated housing sites, the new homes will be well integrated into existing communities & infrastructure.

The net capital receipt will contribute towards corporate resources in future financial years

6.2 How is risk being managed?

The risks have been identified earlier in the report

6.3 What is the impact on the organisation?

Officer time in the Place Directorate will be allocated to deal with the preparation of the Outline Planning application, marketing and disposal of the site and the preparation and completion of the legal sales document.

6.4 Equalities / EIA

An equality impact assessment was undertaken for the Local Plan however an EIA has not been undertaken by officers for the proposal set out in this report as it relates to the granting of or the creation of a legal interest in the land and does not constitute a change in service delivery policy or the exercise of a public function.

6.5 Implications for (or impact on) the environment

The subsequent impact on the environment through the redevelopment of the site for housing will be in accordance with the Councils planning policies for sustainable development.

6.6 Implications for partner organisations?

There are no partner implications

Report author(s):**Name and job title:**

James Grant
Principle Surveyor

Directorate:

Place

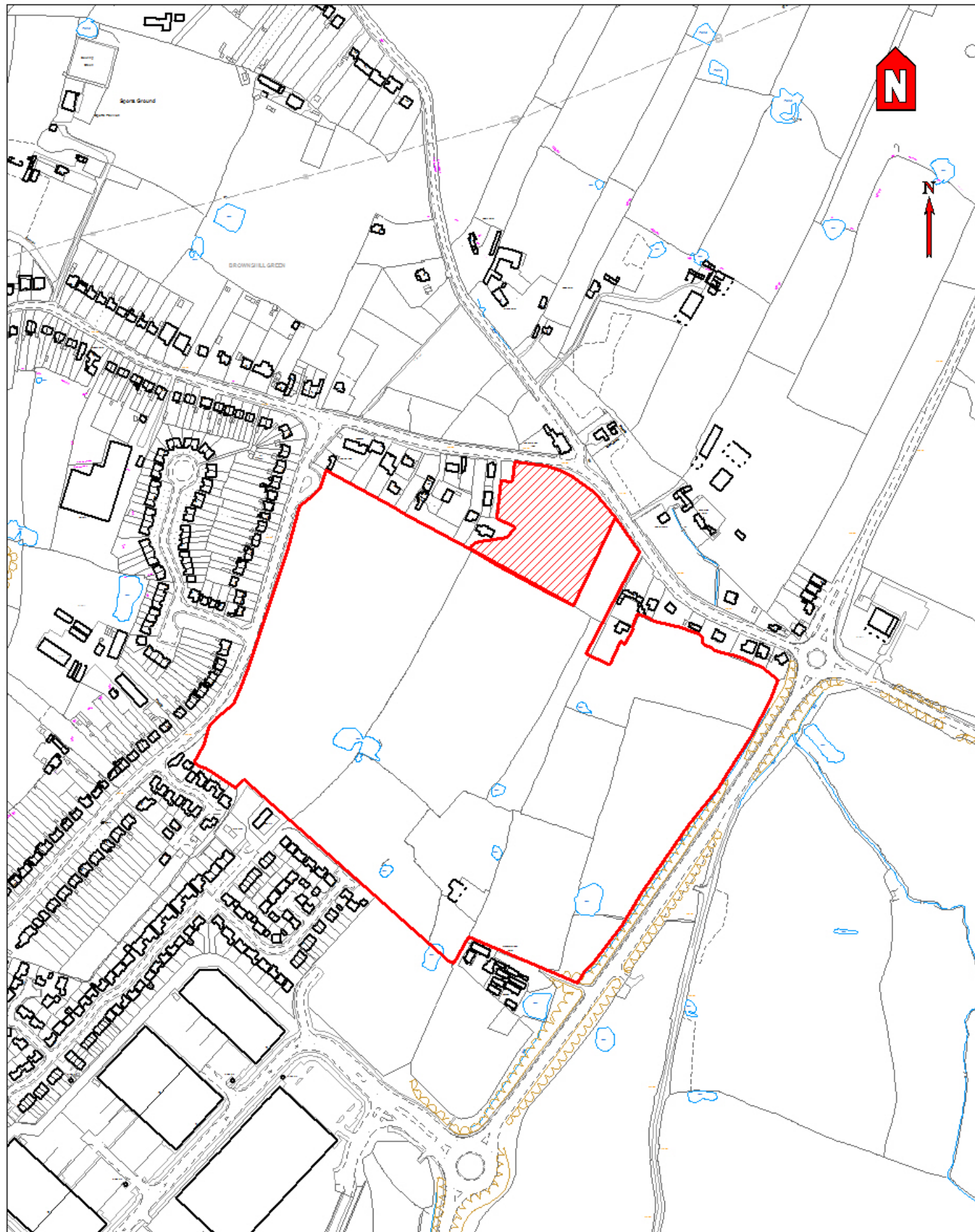
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Lara Knight	Governance Services Co-ordinator	Place Directorate	23.8.18	23.8.18
Names of approvers for submission: (Officers and Members)				
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Julie Sprayson	Property Lawyer	Place	24.7.18	24.7.18
Martin Yardley	Deputy Chief Executive (Place)	Place	24.7.18	24.7.18
Councillor J O'Boyle	Cabinet Member for Jobs and Regeneration	-	03.9.18	03.9.18

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Browns Lane, Coventry -

Scale NTS

Drawn by AW

Date 23.08.2018

Page 117

Martin Yardley - Director of Place
Richard Moon - Director Property Management & Property Services

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Public report Cabinet Report

Cabinet

30th October 2018

Name of Cabinet Member:

Cabinet Member for Education – Councillor K Maton

Director Approving Submission of the report:

Deputy Chief Executive (People)

Ward(s) affected:

All

Title: One Strategic Plan – SEND proposal for the use of the Woodlands site

Is this a key decision?

Yes – The proposals within the report will affect all wards and have financial implications in excess of £1m.

Executive Summary:

Under Section 14 of the Education Act 1996, Coventry City Council has a statutory duty to ensure sufficient school places and fair, appropriate access to education for all. It is the Council's role to plan, commission and organise school places in a way that raises standards, manages supply and demand and creates a diverse infrastructure.

Coventry City Council Cabinet approved in principle the draft One Strategic Plan on 2nd October 2018 and agreed that this should now be consulted on. The One Strategic Plan sets out pupil forecasts for primary and secondary across education planning areas in response to rising or falling pupil cohorts across the city. It outlines the strategy proposed by the Local Authority and the Coventry Secondary Headteacher Partnership to meet the additional places required in secondary provision from 2019 – 2021.

The One Strategic Plan also outlines the strategy to meet the growing demand for places for children with special educational needs and disabilities including provision for children age 5 to 16, with complex social, emotional and behavioural difficulties. This specialist provision is currently delivered by Woodfield Special School from two separate sites. It is acknowledged that the existing school buildings are deemed unsuitable for purpose in the long term and have insufficient capacity to meet the growing demand.

An opportunity has arisen to re-use the site which contains listed buildings, previously occupied by Woodlands School, to co-locate Woodfield School, in its entirety. This would provide a future proofed fit for purpose educational environment, offering a full range of facilities including sport to learners, with the capacity for the provision to grow. The potential utilisation of the 'Woodlands site' enables the physical separation of phases specifically primary and secondary to ensure that pupils from either phase are able to benefit from age appropriate curriculum and resources. The site security and design will ensure that pupils will only be able to access their own internal and external learning environment.

This report sets out how such a relocation could be facilitated and seeks an “in principle” approval to proceed with a detailed feasibility study, consultation and, if appropriate, present final proposals for Council consideration and decision.

Recommendations:

Cabinet is recommended to:

1. Approve the principle of refurbishing the existing Woodlands School site to provide a new home for the existing Woodfield Primary & Secondary schools and the potential subsequent relocation of the Woodfield schools to the Woodlands site and to apply for planning/listed building consent in order to be able to implement the proposals if a subsequent detailed feasibility study is approved by a future Cabinet and Council.
2. Approve the proposal to pursue planning consent for residential use and subsequent disposal, subject to consent being granted, of the current Woodfield Primary (Stoneleigh Road) & Secondary (Hawthorne Lane) sites and to “ring fence” the receipts towards the costs of implementing recommendation 1.
3. Undertake all necessary consultation with families, the wider education community and all statutory bodies on the proposals set out in recommendation 1 and to bring the outcome of the consultations, feasibility study along with the financial implications of any final proposal back to Cabinet and Council for consideration in making any final decision.

List of Appendices included:

None

Background papers:

None

Other useful documents:

Coventry One Strategic Plan and Education Capital Programme

Cabinet Report – 2nd October 2018

<http://democraticservices.coventry.gov.uk/ieListDocuments.aspx?CId=124&MId=11774&Ver=4>

The future provision of Woodlands Academy

Cabinet Report – 4th July 2017

<http://democraticservices.coventry.gov.uk/ieListDocuments.aspx?CId=124&MId=11470&Ver=4>

Has it been or will it be considered by Scrutiny?

No - Scrutiny Board will be included in the consultation on these proposals at their meeting 1st November 2018

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

1. Context (or background)

- 1.1. The local authority has a statutory duty to secure a sufficiency of appropriate education places for children and young people with Special Educational Needs (SEN). Coventry's inclusion strategy is built on the principle of equality of opportunity, with an expectation that children will be able to attend a school in their community and have equal access to the same range of curriculum and social experiences as their mainstream peers.
- 1.2. Under Section 14 of the Education Act 1996, Coventry City Council has a statutory duty to ensure sufficient school places and fair, appropriate access to education. It is the Council's role to plan, commission and organise school places in a way that raises standards, manages supply and demand and creates a mixed economy of infrastructure.
- 1.3. This means that Local Authorities have to provide a continuum of provision to meet a continuum of need. Whilst Coventry currently has relatively few specialist provisions delivered in the form of resourced centres/units in mainstream schools, it does have a good range of special school provision. Consequently, very few Coventry children have to attend schools outside of the City, which is a position that needs to be maintained.
- 1.4. However, the recent evidenced growth in need, specifically in the area of complex communication (autism spectrum conditions) and social emotional and mental health (SEMH), has placed a level of demand on the special school system that exceeds supply. School age Education, Health, and Care plans have increased from 1559 to 1861 in 3 years.
- 1.5. Whilst the recent expansion and relocation of Tiverton Special School has created much needed capacity in the primary sector, for children with generic learning difficulties there is no physical capacity in the system to support as outlined in section 6.3 of the One Strategic Plan:
 - SEMH growth across all age ranges
 - Increased demand for secondary/post 16 special school placement for generic learning difficulties, as primary age pupils move through the system
 - ASC growth across all age ranges
- 1.6. It is proposed that the number of specialist SEMH places in both primary and secondary phases is expanded to meet this known demand. The proposed increase in places is included in the finances below.
- 1.7. There are many benefits of having a shared site but separate buildings, access and play space, for both the pupils and for the school. These include, seamless transition for pupils moving from primary to secondary key stages. Shared facilities reduces revenue costs and supports sustainability and in this case provides access to a wealth of different sports facilities.
- 1.8. In the UK, ALL children are entitled to participate in PE lessons at school. The Council is committed to ensuring that all pupils, including SEND pupils, have access to a wide range of sports provision in recognition that it's good for health and wellbeing as well as learning how to work in a team.
- 1.9. This project gives the Council the opportunity to utilise a vacant education site that is Grade II listed, making it fit for purpose for specialist use and bringing it back in to use for both the wider public, and for added benefit of existing and future Coventry pupils.

2. Options considered and recommended proposal

Woodlands proposal

- 2.1. There is a requirement to expand SEN provision across the city; this is particularly acute in terms of Social, Emotional, and Mental Health (SEMH). Currently, the only provision in the city offering SEMH in a school-based setting is Woodfield Special School (Primary and Secondary Split Site).
- 2.2. The option of Woodfield Special School remaining on their current sites was considered. It is felt the ongoing capital works required, including any future expansions, would require a substantial investment. The sites are unable to expand to meet additional capacity needs and the investment would not address the ongoing revenue pressure experienced caused by a split site school.
- 2.3. The return of the Woodlands Academy site to the Council, presents an opportunity to re-purpose the site for special school provision. This proposal is underpinned by a survey and feasibility report undertaken by architects acting on behalf of the Council. It is confirmed that it is possible to integrate a primary and secondary Special School onto the Woodlands site.
- 2.4. The integration onto one site, allows both Woodfield primary and secondary phases to benefit from shared working practices, more efficient and improved facilities, and a purpose designed building. In addition, the refurbishment of the Woodlands site would potentially allow a continuation and expansion of the community sporting provision that has been successfully provided at the site for many years.
- 2.5. The existing Woodlands buildings are of a 1950's vintage and are Grade II listed. As such significant investment is required to allow them to be used as a modern SEND school.
- 2.6. The costs of undertaking this work have been assessed at a high level as part of a preliminary feasibility study and are estimated to be in excess of £15m.
- 2.7. The educational capital budget would not be able to support these costs, accordingly a more innovative approach to funding the refurbishment is required.
- 2.8. Officers are seeking support to progress with a detailed planning application for the conversion of the Woodlands site into a Primary and Secondary SEND school to allow for the relocation of and expansion of the existing Woodfield Primary and Secondary sites.
- 2.9. In order to facilitate this proposal, it is intended that residential planning consent be sought on both the existing Woodfield School sites, namely Hawthorne Lane and Stoneleigh Road, and if successful the site be sold and the proceeds ring –fenced and used to fund the refurbishment of the Woodlands site.
- 2.10. From the preliminary work undertaken it is considered unlikely that the proceeds from these two sites be sufficient to fully fund the capital costs. Accordingly, it is further proposed to investigate a limited amount of residential development on the Woodlands site to support the proposals. Such development would only be permitted if absolutely required to facilitate the proposal.

- 2.11. Part of the Woodlands site is currently utilised by the community for sport; including Powerleague, and clubs for specialist gymnastics, wheelchair basketball, and cheerleading. The vision provided by the Sports and Active Recreation team would be to encourage further use linked to the SEN School by creating a sports and activity hub in order to produce the best community use offer. It is proposed that this plan will increase site usage, and generate income from the community use facilities supporting revenue budgets whilst creating an education sport offer during curriculum time.

3. Results of consultation undertaken

- 3.1. No consultation has taken place to date. As set out in the report, it is intended to undertake consultation on these proposals and to report back to a future meeting.

4. Timetable for implementing this decision

- 4.1. The timescale is set out in the following table:

Activity	Approximate Timing
Consultation with Primary, Secondary SEND Headteachers	October 2018
Consultation with parents and local community	Send part of the Autumn Term 2018
Development of the detailed planning application, schedule of works and cost estimate	9 months from Cabinet approval
Report to Council to consider the financial requirement to implement Woodlands repurposing project	July 2019
Woodfield Special School relocated to Woodlands site	September 2021

5. Comments from the Director of Finance and Corporate Services

5.1. Financial implications

- 5.1.1. From the initial work undertaken to date it is anticipated that the budgetary requirement can be summarised below. Capital spend proposals outlined below:

Woodlands	Estimated Expenditure and Income
Estimated Total Build Costs	£15,158,173
Estimated Community Space	£2,730,583
Total	£17,888.756
Education Grant (Basic Need/SEND)	(£2,300,000)
Land Receipts	(£10,400,000)
Community Space Sports Grant	(£2,730,583)
Total Funding	(£15,430,583)
Estimated Gap	£2,458,173

- 5.1.2. All costs and funding are estimated and require further verification, they will be subject to Secretary of State approval to convert Woodfield's school fields into a development site. It is assumed that Community space expenditure will be matched by grant income. We are exploring whether the current funding gap could be met / partly met from a contribution from Dedicated Schools Grant (DSG) revenue reserves. When the former Woodland's school closed there was a one-off return of funding to the DSG to reflect the fact that the Education Funding Agency had recouped more budget from the Local Authority than was required to fund the school. This is within the central DSG revenue reserves. In addition creating additional places within the city will create capacity to

ensure that we can keep children and young people within provision in the city, and reduce the need for more costly out of city provision. This will reduce / prevent DSG revenue expenditure. To pursue this, we will need to get Schools Forum approval before applying to the secretary of state for approval. It is proposed that any further funding gap would be met from corporate capital resources.

- 5.1.3. The final figures are subject to the completion of consultation and planning, and a further report will be provided to Cabinet/Council once this has been achieved.

5.2. Legal implications

- 5.2.1. The City Council need to obtain the relevant planning permissions and enter into the appropriate contractual arrangements for the construction of new schools in line with the requirements of the Council's rules for contract and relevant procurement legislation. A further report seeking a final decision on proposals will be provided to Cabinet and Council for consideration detailing the outcome of the consultation, the detailed feasibility study, outcome of any planning applications and the financial implications. This future report will also require more detailed legal implications in relation to the property matters that will at that stage need to be considered including the legal requirement to obtain consent from the Secretary of State.
- 5.2.2. The City Council has a statutory duty under Section 14 of the 1996 Education Act to provide sufficient school places. The consultation and determination arrangements meet the requirements of The Education and Inspection Act 2006 and The School Organisation (Prescribed Alterations to maintained Schools) (England) Regulations 2007 (as amended). Failure to comply with these statutory requirements would leave us unable to expand school places as required, subject to action by DfE or to seek alternative provision outside of the City and independent sector.
- 5.2.3. Public authority decision makers are under a duty when making decisions to have due regard to 1) the need to eliminate discrimination, 2) advance equality of opportunity between people who share a protected characteristic and those who do not 3) foster good relations between persons who share a relevant protected characteristic and people who do not (public sector equality duty - section 149(1) Equality Act 2010). The applicable protected characteristics are disability, gender reassignment; race, religion or belief, sex; sexual orientation, pregnancy or maternity.
- 5.2.4. Decision makers must be consciously thinking about these three requirements as part of the decision making process with rigour and with an open mind. The duty to have "due regard", sits alongside the need to take into account budgetary, economic and practical factors. Consideration being given to the potential adverse impacts and the measures needed to minimise any discriminatory effects.

6. Other implications

6.1. How will this contribute to achievement of the Council's Plan?

These proposals will support and synergise with the Council's Policies as set out below:

- **Making the most of our Assets** – utilising existing estate to maximum potential and ensuring value for money.
- **Improving Educational Outcomes** – by providing additional school places in Good or Outstanding Schools.
- **Raising the Profile of Coventry** - by providing additional school places in Good or Outstanding schools.
- **Creating the Infrastructure** – Aiding in Schools to be self-sufficient.
- **Rationalising our property portfolio** – Enabling schools to reach their potential.

6.2. How is risk being managed?

Monitoring is carried out through a number of different processes. This project will be monitored through a project management team and full project board and will be subject to careful scrutiny and regular assessment on progress towards identified milestones. Further monitoring will be carried out through progress reports to the Cabinet Member (Education and Skills) and Cabinet.

6.3. What is the impact on the organisation?

There are no specific impacts on the organisations.

6.4. Equalities / EIA

Children with a learning disability including mental health are considered to fall within the proposals for the broad spectrum school, co-locating both schools, will provide greater equality and better access to resources for these children with a wide range of educational needs. The new school building would be Disability Discrimination Act (DDA) and Special Education Needs and Disability Act 2001 (SENDA) compliant. The proposal aims to ensure that all Coventry children have access to education in accordance with their needs. Any revised accommodation changes and admission arrangements take into account the provisions of the Equality Act 2010 in the context of their possible impact on equal opportunities.

Public authority decision makers are under a duty to have due regard to 1) the need to eliminate discrimination, 2) advance equality of opportunity between people who share a protected characteristic and those who do not 3) foster good relations between persons who share a relevant protected characteristic and people who do not (public sector equality duty - s 149(1) Equality Act 2010). The applicable protected characteristics are disability, gender reassignment; race, religion or belief, sex; sexual orientation, pregnancy or maternity.

Decision makers must be consciously thinking about these three aims as part of their decision making process with rigour and with an open mind. The duty is to have “due regard”, not to achieve a result but to have due regard to the need to achieve these goals. Consideration being given to the potential adverse impacts and the measures needed to minimise any discriminatory effects.

The majority of children categorised as SEMH experience a wide range of social and emotional difficulties that manifest themselves in many ways. These may reflect an underlying mental health difficulty such as anxiety or depression; self-harming, substance misuse or symptoms that are medically unexplained. Many children may have disorders such as attention deficit disorder or attachment disorder and/or an underlying learning difficulty such as autism or dyslexia. If the child exhibits persistent and severe difficulties in relation to social behaviour and relationships, emotional development and mental health they are likely to fall within one or more of the protected characteristics under The Equality Act 2010.

This proposal seeks to address the inequalities created by social exclusion, by securing an appropriate provision that maximises young people's life chances in adulthood, through improved: engagement, educational achievement, self-esteem and aspiration.

6.5. Implications for (or impact on) the environment

Coventry's schools currently account for 28% of the City's carbon footprint and this scheme will support the reduction of that level through replacing old school buildings with modern, energy efficient facilities. The Carbon Reduction Commitment (CRC) Energy Efficiency Scheme as amended is a mandatory carbon emissions tax covering non-

energy intensive users in both public and private sectors, and is a central part of the UK's strategy to deliver the emission reduction targets set in the Climate Change Act 2008. Emissions from schools (including PFI Schools) are to be included in the total reported carbon emissions for their participating local authority. The new school building would also be designed to mitigate the effects of climate change fluctuations and to help reduce surface water run off as a result of flash or extreme weather events, reducing any negative effects on the local community and environmental infrastructure.

All the proposed changes and the environmental impacts of the proposed scheme will be considered as part of the planning process and will comply with all relevant environmental legislation.

6.6. Implications for partner organisations?

Planning for re-designation to SEMH will require close partnership with the PCT, Clinical Commissioning Groups, Coventry and Warwickshire Partnership Trust, Social Care and Private/Voluntary Organisations and will enable multi-agency support and provision for children with SEN to be made.

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Martin Yardley	Deputy Chief Executive	Place	09/10/2018	11/10/2018

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A separate report is submitted in the private part of the agenda in respect of this item, as it contains details of financial information required to be kept private in accordance with schedule 12A of the Local Government Act 1972. The ground for privacy are that it refers to the identity, financial and business affairs of an organisation,

Cabinet

30 October 2018

Name of Cabinet Member:

Cabinet Member for City Services – Councillor J Innes

Director Approving Submission of the report:

Deputy Chief Executive (Place)

Ward(s) affected:

All

Title: Procurement of Contract for Maintenance and Inspection Services of Traffic Signal Equipment and Intelligent Transport Systems, and the Supply and Installation of Traffic Signal Equipment, and Other Works

Is this a key decision?

Yes, expenditure is in excess of £1m per annum

Executive Summary:

Traffic signal controller junctions and pedestrian crossings must be maintained and inspected at regular time intervals. The Council has a duty as the responsible authority to ensure that the equipment used for the safe management of traffic is reliable and continues to operate as intended.

The scope of this contract will include the supply of goods, works and services associated with the: -

- Maintenance and inspection of traffic signals controlled junctions, pedestrian crossings and cycle crossings.
- Maintenance and inspection of Intelligent Transport Systems equipment including car park variable message signs, free text variable message signs etc.
- Installation of new traffic signal controlled junctions, pedestrian crossings and cycle crossings.
- Upgrade of existing installations; and
- Minor civil engineering works associated with the upgrade of existing installation and the installation of new schemes.

The current contract for maintenance, inspection, supply and installation was procured collaboratively with Warwickshire County Council, Solihull Metropolitan Borough Council and Nottingham City Council and is due to end on the 30th June 2019. To ensure a new contract is place by 1st July 2019 it is necessary to start the procurement process.

The City Council's current expenditure is likely to increase over the life of the new contract due to external funding opportunities including City of Culture, Housing Development, National Productivity Investment Fund, Transport for West Midlands and Air Quality Management.

Recommendations:

Cabinet is recommended to:

1. Give approval to proceed with an appropriate procurement process for the Supply, Installation, Inspection and Maintenance of Traffic Signal Equipment and Intelligent Transport Systems in conjunction with Warwickshire County Council and Nottingham City Council.
2. Authorise the Deputy Chief Executive (Place) in consultation with Cabinet Member for City Services to enter into the relevant contract for the Supply, Installation, Inspection and Maintenance of Traffic Signal Equipment and Intelligent Transport Systems on terms and conditions acceptable to the Deputy Chief Executive.

List of Appendices included:

None

Background papers:

None

Other useful documents

None

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

Report title: Procurement of Contract for Services to Install and Maintain Traffic Signals and Associated Intelligent Transport Systems

1. Context (or background)

- 1.1 The City Council's current maintenance contract with Siemens Rail Automation Holdings Limited will expire at the end of June 2019. A new contract is required to commence operation on 1 July 2019.
- 1.2 The Council has a duty under the Traffic Management Act 2004 to ensure traffic is managed safely and efficiently which requires regular inspection and maintenance and the installation of equipment.
- 1.3 To assist with procurement options, a 'Suppliers Day' took place on October 1st. One of the key objectives of the day was to engage with the market to understand how the required goods, works and services can be provided and the benefits available to the Authorities involved.

2. Options considered

- 2.1 Delivery in house is not considered an option due to the specialist nature of the services required and the difficulties in recruiting suitably qualified staff.
- 2.2 The procurement options are to collaborate with other authorities as with the existing contract or to proceed alone. The Suppliers Day and experience with letting the previous contract have demonstrated that there are benefits to collaboration in terms of putting a more attractive proposition to market and achieving best value.

3. Recommended proposal

- 3.1 To participate in a joint procurement exercise with Warwickshire County Council (as the lead authority) and Nottingham City Council to procure a contract for an initial period of five years and, thereafter renewable by agreement for further period(s) up to a maximum of not more than 2 years.
- 3.2 Additional services will be included within the new contract.
- 3.3 The new contract could include the following service provisions: -
 - Supply and/or installation of traffic signal equipment for the upgrade of existing sites.
 - Supply and/or installation of new traffic signal equipment.
 - Consultancy service – feasibility, design, commissioning and validation
 - Connected and autonomous vehicle equipment; and switching off/on traffic signals installation for roadworks

4. Results of consultation undertaken

- 3.1 There has been no consultation undertaken for this proposal as the council must provide this service.

5. Timetable for implementing this decision

- 4.1 The new maintenance and inspection services of traffic signal equipment and Intelligent Transport Systems and the supply and installation of traffic signal equipment and other works is required to commence on 1st July 2019.

6. Comments from Director of Finance and Corporate Services

6.1 Financial implications

6.1.1 Revenue

There is an existing revenue budget for which there is an existing pressure. It is likely that the new contract will also result in a pressure. However, it is possible that the cost of the revenue contract will decrease as a result of recent improvements to the overall estate. If a saving is achieved, this will go towards addressing the budget pressure.

6.1.2 Capital

The capital investment programme is funded primarily from the Integrated Transport Programme and from other grants including National Productivity Investment fund (NPIF), or as a result of City of Culture congestion management improvements to the Key Route Network (KRN).

6.2 Legal implications

6.2.1 A Prior Information Notice has been issued to make suppliers aware of the future procurement of this contract.

6.2.2 The tender is subject to European legislation and will be published on OJEU (Official Journal of the European Union). The procurement will be conducted in accordance with EU legislation and the Council's internal Rules for Contract.

6.2.3 A back to back agreement will be in place between Coventry City council and Warwickshire County Council

7. Other implications

7.1 How will this contribute to the Council Plan (www.coventry.gov.uk/councilplan/)?

7.1.1 This contract will enable Coventry to make the most of the current traffic signals/ITS assets by keeping them maintained and working to a high standard to ensure the efficient flow of traffic. Keeping the systems maintained will also contribute to keeping the city cleaner and greener.

7.2 How is risk being managed?

7.2.1 None

7.3 What is the impact on the organisation?

7.3.1 There will be no major impact on the organisation as this contract will be replacing the existing contract that is already in place. Management of the contract will still be carried out by Coventry's resource.

7.4 Equalities / EIA

7.4.1 Any delivery of new/refurbishment schemes under this contract will consider any impact on access groups representative organisations on a scheme by scheme basis.

7.5 Implications for (or impact on) the environment

- 7.5.1 Under the new contract, new LED extra low voltage signal heads will be installed at new sites to reduce our carbon footprint. Any new/upgrade works delivered as part of this contract will enable Coventry City Council to manage the network more efficiently thereby reducing the impact of emissions on the environment caused by congestion and inefficient/ageing ITS equipment. Future innovation will be included in the contract to encourage contractors to come up with new process and technology to assist Coventry in reducing emissions and achieving their goals.

7.6 Implications for partner organisations?

It is intended that Warwickshire County Council will be the lead authority. There will be a back to back agreement with Warwickshire County Council relating to the process and the parties' respective obligations. Nottingham City Council will also have a back to back agreement with Warwickshire County Council.

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Martin Yardley	Deputy Chief Executive (Place)	Place	03/10/2018	09/10/2018
Councillor J Innes	Cabinet Member for City Services	-	09/10/2018	11/10/2018

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of the Local Government Act 1972.

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