



Coventry City Council

Agenda

Cabinet

Time and Date

2.00 pm on Tuesday, 29th October 2019

Place

Committee Room 3 - Council House

Public business

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes** (Pages 3 - 10)
 - (a) To agree the minutes from the meeting of Cabinet on 8th October 2019
 - (b) Matters arising
4. **Youth Justice Plan** (Pages 11 - 86)
Report of the Deputy Chief Executive (People)
5. **Coventry Health and Well-being Strategy** (Pages 87 - 140)
Report of the Deputy Chief Executive (People)
6. **Outstanding Issues**
There are no outstanding issues
7. **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

Nil

Martin Yardley, Deputy Chief Executive (Place), Council House, Coventry

Monday, 21 October 2019

Note: The person to contact about the agenda and documents for this meeting is Lara Knight / Michelle Salmon, Governance Services, Tel: 024 7697 2642 / 2643, Email: lara.knight@coventry.gov.uk / michelle.salmon@coventry.gov.uk

Membership:

Cabinet Members:

Councillors K Caan, G Duggins (Chair), P Hetheron, A S Khan (Deputy Chair),
T Khan, K Maton, J Mutton, M Mutton, J O'Boyle and P Seaman

Non-voting Deputy Cabinet Members:

Councillors P Akhtar, R Ali, B Gittins, G Lloyd 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, 8 October 2019

Present:

Members: Councillor G Duggins (Chair)
Councillor A Khan (Deputy Chair)
Councillor K Caan
Councillor P Hetherton
Councillor T Khan
Councillor K Maton
Councillor J Mutton
Councillor M Mutton
Councillor J O'Boyle
Councillor P Seaman

Deputy Cabinet Members Councillor P Akhtar
Councillor B Gittins
Councillor G Lloyd
Councillor D Welsh

Non-Voting Opposition Members: Councillor A Andrews
Councillor G Ridley

Other Members: Councillor N Akhtar
Councillor R Brown
Councillor J Clifford
Councillor R Lakha
Councillor J McNicholas
Councillor C Thomas

Employees (by Directorate):

Chief Executive's M Reeves (Chief Executive),

People G Quinton (Deputy Chief Executive (People)), D Ashmore,
A Errington, N Hart, P Ward

Place M Yardley (Deputy Chief Executive (Place)), B Hastie,
G Hood, P Jennings, L Knight, R Moon, J Newman, S Weir

Apologies: Councillor R Ali

Public Business

31. Declarations of Interest

As Directors of the UK Battery Industrialisation Centre Ltd, B Hastie and R Moon declared interests in the matter referred to in Minute 37 below, headed 'UK Battery

Industrialisation Centre – Loan from WMCA’. They withdrew from the meeting during the consideration of this matter.

32. **Minutes**

The minutes of the meeting held on Tuesday 27th August 2019, were agreed and signed as a true record. There were no matters arising.

33. **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 private report in Minute 41 below headed “B&M Stores, Ansty Road, Walsgrave, Coventry - Investment Acquisition” on the grounds that the report involves the likely disclosure of information as defined in Paragraph 3 of Schedule 12A of the Act, as it contains information relating to the financial affairs of a particular person (including the authority holding that information) and in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information

34. **Adult Social Care Annual Report and Key Areas of Improvement 2018/19 (Local Account)**

The Cabinet considered a report of the Deputy Chief Executive (People), which set out the Adult Social Care Annual Report and Key Areas of Improvement 2018/19 (Local Account).

The Adult Social Care Annual Report and Key Areas of Improvement 2018/19 (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 2017/18 it is aligned around the Adult Social Care values and principles as a mechanism of demonstrating the actions the Council is taking to put what it signs up to strategically into practice.

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 the Council’s services. 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 2018/19 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 Local Account also looks forward to 2019/20 and includes summary details regarding key areas for improvement. These are improvements the service intends to progress in order to further improve service delivery and cost efficiencies. Although the improvements will deliver a contribution towards overall corporate budget savings targets this is not the main driver for change. The priority is to improve care and support services for adults and in doing so to create a stable provider market for the city, within the context of ongoing uncertainty for the future funding of adult social care.

The Cabinet noted that the report had been considered by the Health and Social Care Scrutiny Board (5) at its meeting on 11th September 2019. The Board had welcomed the report and supported the recommendations.

RESOLVED that, the Cabinet:

- 1. Note comments from the Health and Social Care Scrutiny Board (5)**
- 2. Approve the Adult Social Care Annual Report and Key Areas of Improvement 2018/19 (Local Account)**

35. ICT Strategy

The Cabinet considered a report of the Deputy Chief Executive (People), which set out the Corporate ICT Strategy.

Over the past ten years there has been a significant shift in the digital technology the Council uses within the organisation. This technology is now a fundamental and essential part of the running of the Council. Recent technology initiatives culminated in the delivery of the Kickstart programme and the introduction of new digital tools and technologies to enable the Council to work in a more agile and modern way.

Building on the success of the previous ICT strategy the Council is now looking to further strengthen its approach by empowering services to really exploit the transformational opportunities that digital tools and technologies offer, directly supporting the One Coventry Council Plan by delivering the very best, easiest to use, efficient and innovative services to our citizens and customers.

In line with the Council's One Coventry approach it must look at how greater connectivity and collaboration with partners will help it to collectively address and tackle wider, whole system issues. The Corporate ICT Strategy attached to this report at Appendix 1 looks to underpin the organisations continued drive for efficiency and transformation through digitalisation. This will be supported by relaunching how the ICT and Digital service engages with the Council's services and how it will optimise the delivery of our technology services.

RESOLVED that, the Cabinet:

- 1. Approve the Corporate ICT Strategy attached to this report at Appendix 1.**

2. **Note that the Corporate ICT Strategy and associated documents will be regularly reviewed and updated, following the present iteration, to reflect the needs of our customers, advances in technology and the ambitions of the Council.**

36. **Greenspace Strategy April 2019 - March 2024**

The Cabinet considered a report of the Deputy Chief Executive (Place), which set out the Greenspace Strategy for 2019 to 2024.

The importance of Local Authorities developing a strategy for greenspaces is well recognised and key to ensuring that parks and greenspaces continue to meet transforming needs and demands placed on them, such as social and economic changes and that they keep providing value and benefit to diverse communities into the future.

The City Council's second Greenspace Strategy terminated on the 31st March 2018 after a period of ten years during which it delivered a number of significant achievements. A new greenspace strategy had now been developed, building on the foundations set by the previous strategy and its successes, setting the scene for the management and development of the City's parks and open spaces for the next 5 years.

The strategy had been developed through a number of defined stages which included a review of national and local policies influencing green provision, an assessment of greenspace quality, quantity and accessibility within the City, stakeholder consultation of the review of findings, analysis and evaluation.

A number of recommendations were presented which sought to improve the safety, use and access of greenspace, addressed deficiencies in both the quantity and the quality of greenspace, developed partner engagement and income regeneration and contribute positively to increased biodiversity.

From these recommendations, a five-year action plan had been produced which would enable the identification of priorities and progress on the implementation and delivery of the strategy to be monitored and tracked.

The report indicated that the draft strategy had been considered by the Business, Economy and Enterprise Scrutiny Board (3) and it had made a number of recommendations. The Cabinet Member for Policing and Equalities had reviewed and accepted these recommendations and they had had been incorporated into the strategy that was now submitted for adoption.

RESOLVED that, the Cabinet recommend to Council to:-

1. **Note that the draft Greenspace Strategy has been considered by the Business, Economy and Enterprise Scrutiny Board (3) and the Board's recommendations have been approved by the Cabinet Member for Policing and Equalities and incorporated into the draft strategy document.**

2. **Approve the adoption of Coventry Greenspace Strategy 2019-2024.**
3. **Approve the Coventry Greenspace Strategy 5-year Action Plan**
4. **Delegate authority to the Head of Streetpride and Greenspaces to deliver the actions identified in the strategy.**

37. **UK Battery Industrialisation Centre - Loan from WMCA**

The Cabinet considered a report of the Deputy Chief Executive (Place), which detailed a loan from the West Midlands Combined Authority (WMCA) in relation to the UK Battery Industrialisation Centre (UKBIC).

The report indicated that more and more car manufacturers are announcing their intention to move towards building electric cars, and the demand for batteries will increase sharply over the next ten to twenty years. Currently, expertise in battery development is concentrated in Asia, Germany and the United States, and the UK is lagging behind.

The UK Government announced the Faraday Challenge, part of the Industrial Strategy Fund, during the summer 2017. It aims to fund battery research and development work to ensure that the demand for batteries leads to the creation of jobs here in the UK rather than overseas in battery manufacturing. One of the strands of the Faraday Challenge aims to bridge the gap between battery research in universities and large-scale battery production by car manufacturers.

In November 2017, as part of a national competition £80m of Faraday Challenge funding was awarded to the consortium of Coventry City Council, Coventry & Warwickshire Local Enterprise Partnership (CWLEP) and Warwick Manufacturing Group (WMG), University of Warwick to develop a manufacturing scale-up facility in the West Midlands region. The funding was awarded through an open competition run by the Advanced Propulsion Centre (APC) and Innovate UK.

This funding award was approved by Cabinet and Council in November 2017 with the authorisation to accept £80m of Faraday Challenge funding and up to £40m of local match funding, which at the time formed part of the West Midlands Combined Authority (WMCA) Devolution Deal 2 bid to central Government. Since then the Devolution Deal 2 has not materialised the project has been looking to secure other sources of local match funding.

Earlier this year the project scope was enhanced in response to industry demand and the full cost rose to £126m. In response, Innovate UK awarded an additional £28m through the Faraday Challenge on the condition that a newly revised local contribution of £18m was found to match the Faraday Challenge grant investment.

The UKBIC Partnership (CWLEP, WMG and Coventry City Council) has managed to secure the £18m from the WMCA in the form of a repayable grant. This funding will be secured against UKBIC assets and repaid using UKBIC Ltd surpluses over time. The funding will be of no cost to the Council.

The Cabinet were advised that the UKBIC programme is part-way through development and progressing well. The programme is due for completion in March

2020 when the UKBIC facility will open for business. Construction work is well underway on the site on the outskirts of Coventry alongside the procurement of machinery and a team of 50 has been recruited to date.

RESOLVED that, subject to agreement with Innovate UK, Cabinet recommend that Council:

- 1) Authorise the Council to act as Accountable Body and accept the £18m contribution from the WMCA as a repayable grant and to make the necessary adjustment to the Capital Programme.**
- 2) Delegate authority to the Director of Business Investment and Culture, the Finance Manager (Corporate Resources) and the City Solicitor and Monitoring Officer to undertake the necessary due diligence, negotiate the terms and conditions of the funding agreement with the WMCA and also enter into the necessary agreement.**
- 3) Delegate authority to the Director of Business Investment and Culture and the Finance Manager (Corporate Resources) following consultation with the Cabinet Member for Strategic Finance and Resources (in the event that the legal documentation are not completed before the end of October) to commit the necessary agreed funding in recommendation 1 above up to a value of £5m for the delivery of the Project.**
- 4) Delegate authority to the Director of Business Investment and Culture, the Finance Manager (Corporate Resources) and the City Solicitor and Monitoring Officer to finalise the terms of the transfer of the funding to UKBIC and the repayment mechanism back to the Council.**

38. B&M Stores, Ansty Road, Walsgrave, Coventry - Investment Acquisition

The Cabinet considered a report of the Deputy Chief Executive (Place), which set out proposals for the investment acquisition of Band M Stores, Ansty Road, Walsgrave, Coventry.

A corresponding private report was also submitted to the meeting setting out the commercially confidential matters of the proposals. (Minute 41 below refers.)

The Council is committed to investing capital receipts in order to increase revenue income, supporting services it seeks to deliver. An opportunity has been presented to the Council to acquire property to create income.

The property comprises a purpose built A1 (non-food) stand alone, first generation former Focus DIY / Homebase Store retail warehouse unit. The building is constructed with a steel portal frame and clad with a combination of materials but predominantly cavity brick and blockwork / profile metal cladding to the elevations. There is a customer car park to the front access directly from Ansty Road, with a concrete service yard to the rear. Customer car parking extends to approximately 160 spaces, providing a parking ratio of 1:18 sqm (1:195 sqft) and a separately accessed service yard and staff parking area to the rear.

The property provides approximately 2907 sqm (31,300 sqft) of internal accommodation, much of the accommodation being on the ground floor providing the trading space, with a small area of accommodation at first floor. The total site extends to 2.28 acres

The property is currently let to B&M Retail Limited for a term of 15 years from 8th December 2014, expiring on 7th December 2029 leaving an unexpired term of just over 10 years.

The report indicated that the Council already owns just under 50% of the site which is let out on two ground leases generating a total of six pence per annum. The opportunity is to acquire the Freehold land adjacent and benefit from the income generated from the occupational lease to B&M Stores.

RESOLVED that, subject to the consideration of the corresponding private report, the Cabinet:

- 1. Approve in principle the acquisition of the freehold interest subject to a leasehold tenancy, in land at Ansty Road, Coventry as shown on the attached plan 1 for a sum identified in the private report.**
- 2. Delegate authority to the Deputy Chief Executive (Place) following consultation with the Director of Finance and Corporate Services and the City Solicitor to undertake the necessary due diligence, negotiate and finalise the terms of the acquisition of the properties and to complete all necessary legal documentation to facilitate the completion of the purchases.**
- 3. Delegate authority to the Deputy Chief Executive (Place) following consultation with the Cabinet Members for Jobs and Regeneration and Cabinet Member Strategic Finance and Resources for any subsequent variation in terms.**
- 4. Recommend to Council to approve the necessary adjustment to the Capital programme to reflect the capital expenditure incurred in the acquisition of the Ansty Road interest.**

39. Outstanding Issues

There were no outstanding issues.

40. Authority for Attendance at Conference

RESOLVED that, the Cabinet give authority for the attendance of the Lord Mayor (Councillor L Bigham) and the Deputy Leader of the Council (Councillor AS Khan) at the “International People’s Diplomacy Forum – Dialogue on the Volga: Peace and Mutual Understanding in the 21st Century”, to be held in Volgograd, Russia from 28th October to 2nd November 2019.

NOTE: This matter was considered as urgent public business, the reason for urgency being for approval to be sought at the earliest opportunity, as the next scheduled meeting would be after the date of the conference.

Private business

41. B&M Stores, Ansty Road, Walsgrave, Coventry - Investment Acquisitions

Further to Minute 38 above, the Cabinet considered a private report of the Deputy Chief Executive (Place), setting out the commercially confidential matters relating to the investment acquisition of B&M Stores, Ansty Road, Walsgrave, Coventry.

RESOLVED that the Cabinet:

- 1. Approve in principle the acquisition of the freehold interest subject to a leasehold tenancy, in land at Ansty Road, Coventry as shown on the attached plan 1 for a maximum gross expenditure of the sum indicated within the report.**
 - 2. Delegate authority to the Deputy Chief Executive (Place) following consultation with the Director of Finance and Corporate Services and the City Solicitor to undertake the necessary due diligence, negotiate and finalise the terms of the acquisition of the properties and to complete all necessary legal documentation to facilitate the completion of the purchases.**
 - 3. Delegate authority to the Deputy Chief Executive (Place) following consultation with the Cabinet Members for Jobs and Regeneration and Cabinet Member for Strategic Finance and Resources for any subsequent variation in terms.**
 - 4. Recommend to Council to approve the necessary adjustment to the Capital programme to reflect the capital expenditure incurred in the acquisition of the Ansty Road interest.**
- 42. 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 2.55 pm)



Cabinet
Council

29 October 2019
26 November 2019

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

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 Youth Justice Plan has been agreed and signed off by its Statutory Partners, and to seek Council endorsement.

Youth Offending Teams were established under the Crime and Disorder Act 1998. The functions assigned to the Youth Offending Service 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 Crime and Disorder Act legislation also imposed a duty to complete and submit a Youth Justice Plan each year.

The Plan provides an overview of Coventry Youth Offending Service 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) agreed and signed off on the Plan in July 2019.

Recommendations:

The Cabinet is requested to:

- 1) Recommend that the Council 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 2019-20

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 - 26 November 2019

Report title: **Youth Justice Plan**

1. Context (or background)

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

1.2 Coventry Youth Offending Service 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 Headlines 2018/19

1.3.1 A positive fall in the number of First Time Entrants, from 311 in 2017/18 down to 235 in 2018/19.

1.3.2 The binary re-offending rate of 39.6% compared well to its comparators outperforming both the old and new family group plus the England figure. Only the Combined West Midlands' performance was slightly better. The picture is also positive when considering the rate of re-offences, with Coventry's rate at 1.26 versus a family rate of 1.84, and an England rate of 1.58.

1.3.3 Recorded the lowest custody rate on record for Coventry. The 2018/19 rate for Coventry sits below its primary comparator groups (Coventry at 0.23 v England 0.31 and family at 0.43).

1.3.4 Service user and stakeholder feedback processes continued to improve to inform service developments. In 2018/19 Coventry Youth Offending Service received feedback from 38 victims who completed a ratings evaluation (1 lowest, 5 highest) across five areas of practice. The aggregated score was 4.82 out of 5. The aggregated Magistrates ratings for Presentence Reports and Enforcement Reports was 17 out of a maximum score of 20.

1.3.5 There has been a significant increase in the number of remand bed nights used, more than doubling at 1015 for 2018/19 compared to 453 in 2017/18. A factor is the level of serious youth violence and this results in more cases being heard by the Crown Court (longer timeframe, compared to youth court, for concluding cases). The number of remand episodes only increased by four based on the previous counting period (10 v 14). Most of the lengthy remands have translated in to lengthy custodial sentences. This is considered as an indicator that the remand threshold was appropriately applied.

1.3.6 Two primary research informed models of practice and delivery to support young people at risk of exploitation, with a strong focus on gang exploitation, were secured. Coventry Youth Offending Service worked with Coventry's Police and Crime Board to submit a successful bid through the Office of the Police Crime Commissioner (OPCC) to The Early Intervention fund which will develop a community mentoring asset and specialist mentoring for low to high risk young people. A teachable moment's service was also secured as part of that bid which is being delivered by St Giles. They are seeking to

engage young people who have been admitted to hospital because of violence offering support and mentoring.

- 1.3.7 Coventry Youth Offending Service led on a partnership bid securing funding from the Troubled Families Programme: Supporting Families against Youth Crime Fund (Ministry of Housing, Communities & Local Government). This provides training for front line staff to support their responses to criminal exploitation and youth violence and provides mentoring for young people. The mentoring offer also includes an intensive whole family service for those where risk is greatest which is delivered by Catch 22.
- 1.3.8 Coventry Youth Offending Service continued to invest in training staff to deliver Restorative Justice (RJ) and the service holds The Restorative Justice Councils Quality Assurance Mark. In 2018/19 three Coventry Youth Offending Service Support Officers completed the BTEC Level 3 Advanced Award in Principles of Restorative Justice. Last year the impact of this ongoing investment translated in to 21 victims and offenders participating in a face to face restorative process. This secured a binary re-offending rate considerably below that of main Coventry Youth Offending Service cohort (11% versus 39.6%). In addition to this a secondary victim contact rate of 95% was again achieved.
- 1.3.9 Last year there was an increase in reported youth violence. Coventry, like many large cities, has experienced very serious youth violence, a 25% increase locally (Coventry Joint Strategic Needs Assessment 2019) and this presents a significant challenge for local partnerships. The priorities for this year's Youth Justice Plan heavily reflect this agenda.

1.4 **Our priorities for 2019/20 include**

- 1.4.1 Review prevention (Early Help, point of arrest diversion) and Out of Court Disposal activity. Coventry Youth Offending Service and Early Help will undertake a self-assessment against the YJB National Standard 1, retaining a focus on Her Majesty Probation Inspectorate quality indicators for Domain 3 and the Her Majesty Probation Inspectorate Out of Court Disposal thematic report to inform planning to strengthen this area of practice.
- 1.4.2 Improve the response to criminal exploitation. This activity includes:
- Supporting the development of a public health approach in Coventry
 - Supporting the delivery of the Early Help Youth Fund and Supporting Families Youth Crime activities
 - Enhancing the communication channels, intelligence sharing across partners
 - Membership of strategic groups such as the new Coventry Youth Violence Partnership Board
 - Developing successful bids which has enabled partners to offer a range of interventions from developing resilience in the primary population through to teachable moments activities in hospitals. It is anticipated that this can be extended to police custody also through a separate funding stream
 - Training for professionals, parents and communities
 - Targeted offender management activity using both criminal and civil controls
 - Supporting the development of the "exploitation team" (previously specific to Child Sexual Exploitation) within Children's Services Early Help and Protection area. This includes developing process, assessment and matching young people to appropriate support. This team is co-located in Coventry Youth Offending Service Mentoring offer through Catch 22 for young people who are in the criminal justice system and engaged or believed to be engaged in urban street gang activity

- Mentors who have experienced some of the same challenges as the young people they are seeking to mentor (provided by St Giles)
- 1.4.3 Ensure that victims receive a high-quality service that supports their recovery. Coventry Youth Offending Service continues to offer a restorative justice service to all victims who provide consent. This year consideration will be given to how an increase in feedback levels can be secured to ensure a representative picture of experience is available to inform service developments.
- 1.4.4 Coventry Youth Offending Service is also offering an ongoing training programme to partners to support the use of restorative conversations through to conference in several settings. The primary focus remains on training accommodation providers both Local Authority and private sector. This also supports the priority of reducing the unnecessary criminalisation of the Looked After Children (LAC) population.
- 1.4.5 Work with West Midlands Youth Offending teams, partners and secure providers to seek to standardise the core quality indicators/evidence to inform self-assessment against the new Youth Justice Board Standards. Coventry Youth Offending Service is leading a regional exercise, completing in the autumn to work with key partners, including the local secure estate to agree a set of core quality indicators. This does not prevent areas from having an additional set of local indicators, which will reflect local delivery models. The initial standard the approach will be applied to is Standard 4 Secure Settings as it is anticipated the commonality would be greatest in this area. The outcome of the exercise will be reported back to the West Midlands Heads of Service group who have all committed to testing this approach and a decision will be made as to whether this approach is rolled out across all standards. The Quality Indicators framework can then be utilised by Coventry Youth Offending Service Management Board leads to complete the self-assessment with their working groups.

2. Options considered and recommended proposal

- 2.1 Completion and submission of this plan is compulsory under Crime and Disorder Act legislation. It is requested that Cabinet recommend that the Council endorse the Youth Justice Plan.

3. Results of consultation undertaken

- 3.1 All statutory Partners are consulted under a statutory duty imposed by Crime and Disorder Act. All Management Board members are consulted and contribute, although only statutory partner's cooperation is required. Young Service users were consulted with to inform the setting of priorities.

3.2 Statutory Members are represented by:

- Director of Children's Services
- Strategic Lead Children's Services
- Chief Inspector, Coventry, West Midlands Police
- Head of National Probation Service, Coventry, Solihull & Warwickshire
- 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 Environmental Services Street Scene and Regulatory Services
- Manager – Prospects
- Chair and Deputy Chair of The Magistrates Youth Panel
- Head 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 5 August 2019. 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 Crime and Disorder Act legislation requirements.

The table below shows the Annual Budget contributions from the Partner Agencies for 2018/19 and 2019/20. The increases in contributions from Police, Health and Local Authority are linked to staffing cost increases (including additional post to meet increased demand).

Agency	Annual Budget	
	2018-19	2019-20
Local Authority	743,084	766,382
Police	73,014	76,252
Police and Crime Commissioner	85,000	85,000
Probation	55,177	53,066
Health	93,267	103,959
YJB	526,139	520,878
Total	1,575,681	1,605,537

There has also been funding received in 18/19 and 19/20 of £477K as part of the grant bid referenced at para 1.3.7.

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 Youth Offending Service 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 2020/21.

6.4 Equalities/Equality Impact Assessments (EIA)

Legislative changes, such as pre court disposal options have been subject to substantial Equalities/Equality Impact Assessments 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:**

Georgina Kell, Service Manager, Youth Offending

Directorate:

People

Tel and email contact:

Tel: 024 7683 1414

Email: georgina.kell@coventry.gov.uk

Enquiries should be directed to the above person.

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	29.08.19	23.09.19
Lara Knight	Governance Services Co-ordinator	Place	29.08.19	23.09.19
Rebecca Wilshire	Strategic Lead Early Help and Protection	People	29.08.19	29.08.19
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Coventry Youth Offending Service

Youth Justice Plan 2019 – 20



Photographs taken by CYOS Young Person

There is a total of three Beech leaves on display at the Memorial Park in Coventry. The two leaves the young person selected to photograph commemorates the start of the first world war demonstrating the jobs undertaken by women during the war. The other illustrates the many different uses of the park today which includes music festivals, sports and an opportunity to enjoy nature in the heart of the bustling city.

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Youth Justice Plan 2019 – 2020

1. Executive Summary

This year marks 20 years since the creation of the first youth offending teams (YOTS) and nationally great achievements have been secured these include reducing the number of young people entering the criminal justice system, reducing reoffending levels and the number of young people entering the secure estate. Those national achievements have also been experienced locally and that is something to be proud of.

In the last year there have been some great local outcomes which include a record low number of young people entering custody. Coventry's National Indicator performance compares well against its comparators (family YOTs and England rates). Victims who have accepted a service from the YOT report very high levels of satisfaction regarding their experience and those young people who participated in a face to face restorative process had a very low re-offending rate, compared to the main cohort.

The work of the youth justice sector has evolved considerably, and this has created an experienced workforce and an increased evidence base to inform practice. This puts the sector and Coventry YOT in a good position, alongside partners, to respond to a more recent negative trend, the increase at a national and local level in the criminal exploitation of children. Locally this is being reflected in increased violence both in terms of supporting other crimes such as burglary but also peer on peer serious violence.

This is not just a local issue there is an increased national focus on youth violence and its underlying causes as there has been an increase in knife crime, gun crime and murders ¹.

Coventry, like many large cities, has experienced very serious youth violence, a 25% increase locally ², and this presents a significant challenge for local partnerships. The need to identify and apply an evidenced based model which translates in to increased resilience in young people (including the primary population) and a reduction in violent crime is essential.

It could be argued that it has been a "tale of two cities". There have been good outcomes for the majority of young people, victims and residents but serious youth violence and exploitation (hidden within that violence) has meant that a small but impactful group of young people are simultaneously very vulnerable and present a high risk of re-offending.

Going forward, in order to affect long-term change, it is essential that the child is not lost in this process, the YJB is clear that all of its work will be underpinned and guided by a child first offender second principle. That is also a local principle which will be reflected in a contextual safeguarding approach, recognising controls are required to protect others from harm.

Coventry has been successful in securing both Early Intervention and Supporting Families Youth Crime funding. CYOS were a significant contributor to the development of both bids and their local implementation.

This short-term funding will provide an opportunity to support the most vulnerable children and young people from exploitation, particularly in the areas of gang and youth violence. It is anticipated that the evaluation findings will be used to inform learning and practice going forward.

¹ HM Government Serious Violence Strategy April 2018

² Coventry Joint Strategic Needs Assessment 2019

It is very important not to let the youth violence agenda completely overshadow the very positive outcomes that young people have achieved over the last year and are being worked towards this year.

“Thank you Lesa (case manager) me and xxxx (girlfriend) both said without you I wouldn’t even be in this position, the support, you’ve gave me over the years has really paid off so thank you”.

Young person who had a significant offending past but is now offence free and has moved into training.

Headlines from 2018/19 include:

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

- A further fall in the number of First Time Entrants, from 311 in 2017/18 down to 235 in 2018/19
- At the time of writing this report comparator data was not available but the last available date for the family group was 315 FTEs
- CYOS continues to offer an Enhanced Community Resolution which has a significantly lower re-offending rate than FTE outcomes. This activity continues to benefit from the financial support of the West Midlands Office of the Police Crime Commissioner (OPCC)

National Indicator: Re-offending

- CYOS has experienced a reduction in the number of substantive offences; down by 160 offences from 479 to 319
- The binary re-offending rate of 39.6% compares well to its comparators outperforming both the old and new family group plus the England figure. Only the Combined West Midlands’ performance was slightly better. This may reflect different demographics of some areas
- The frequency re-offending rate was also improved at 1.26, again, only outperformed by The West Midlands comparator group (1.15). This figure is identified by dividing the number of re-offences against the number of people in the cohort
- The picture is even more positive when considering the rate of re-offences, with Coventry’s rate at 1.26 versus a family rate of 1.84, and an England rate of 1.58

It is of note that the National Indicator performance was a positive outlier during 2018/19 and this warranted a visit from the YJB Effective Practice lead Ruth Searle.

National Indicator: Custody

- Recorded the lowest custody rate on record for Coventry which has usually been higher than the England and family group. The 2018/19 rate for Coventry sits below both of these comparators (Coventry at 0.23 v England at 0.31 and family at 0.43)
- A reduction in the number of young people receiving a custodial sentence both in terms of the number of young people and the number of custodial episodes. 2018/19: 11 young people and 11 episodes, 2017/18: 16 young people and 25 episodes and 2016/17: 14 young people and 17 episodes
- There has been a significant increase in the number of remand bed nights used more than doubling at 1015 for 2018/19 compared to 453 in 2017/18. Linked to this is longer remand episodes based on gravity of offences and the length of time taken for Crown Court matters to be listed and concluded. The number of remand episodes only increased by four based on the previous counting period (10 v 14). Most of the lengthy remands have translated in to lengthy custodial sentences

CYOS has also:

- Started to embed an Enhanced Case Management Pathway, based on the Welsh model and informed by Coventry research in action storylines. These were completed locally as part of West Midlands Combined Authority (WMCA) and Office of The Police Crime Commissioner (OPCC) funded research. A training programme to underpin that approach commenced including support from specialist practitioners from CAMHS
- Engaged in the University of Birmingham's development activity to remove barriers for young people's engagement with their orders. CYOS supported the delivery of a workshop on the work product, Journey planning cards, at the YJB convention
- Secured research informed models of practice and delivery to support young people at risk of exploitation with a strong focus on gang exploitation. CYOS worked with Coventry's Police and Crime Board to submit a successful bid through the OPCC to The Early Intervention fund which will see the development of community mentoring assets and specialist mentoring for low to high risk young people. A teachable moment's service was also secured as part of that bid which is being delivered by St Giles. They are seeking to engage young people who have been admitted to hospital as a consequence of violence offering support and mentoring
- Continued to improve service user and stakeholder feedback processes to inform service developments. In 2018/19 CYOS received feedback from 38 victims who completed a ratings evaluation (1 lowest, 5 highest) across five areas of practice. The aggregated score was 4.82 out of 5

Victims comments from "what did you find helpful" question included:

- **"Second to none service. Superb service**
- **The service was very good**
- **YOS worker was very clear**
- **The support has been very helpful, and it was good that the young person has apologised for what she did and having an answer to my questions and letter of apology**
- **Discussing the boys frame of mind and recognising that they can move on positively from here**
- **The service I have received has been excellent and provided the family with a lot of help and support."**

- CYOS continued to invest in training staff to deliver Restorative Justice (RJ) and the service holds The Restorative Justice Councils Quality Assurance Mark. In 2018/19 three CYOS Support Officers completed the BTEC Level 3 Advanced Award in Principles of Restorative Justice. The impact of this ongoing investment translated in to, last year, 21 victims and offenders participating in a face to face restorative process. This secured a binary re-offending rate considerably below that of main CYOS cohort (11% versus 39.6%). In addition to this a secondary victim contact rate of 95% was again achieved
- CYOS led on a partnership bid securing funding from the Troubled Families Programme: Supporting Families against Youth Crime Fund (Ministry of Housing, Communities & Local Government). This will provide training for front line staff to support their responses to criminal exploitation, youth violence, mentoring and provide a service for those at high risk. The mentoring offer also includes an intensive whole family service for those where risk is greatest which is delivered by Catch 22

“I am delighted to confirm that Coventry City Council has been successful in bidding for the Supporting Families Against Youth Crime fund

Your proposal

- **showed clear understanding of the local issues with targeted interventions”**

Dilys Alam.

Troubled Families Deputy Director.

- Introduced new community payback opportunities which include the opportunity to produce food for Coventry foodbank clients on the Trussell Trust allotment and washing and preparing donated clothing so that it can be given to Hospital patients in need
- Led on professional training opportunities for front line practitioners across the city, this has included developing an understanding of gangs, country lines issues and safeguarding activities such as those accessed via The National Referral Mechanism. This has included delivering training to a Coventry University BASW event
- Completed a young person’s service user consultation to inform the service priorities for this year’s Youth Justice Plan

When asked what a young person had found most helpful they said,

“Lucy (case manager) she helped me with everything. When she brought her dog, I learned more.”

The young person’s mother commented:

“Lucy – Thank you very much for helping my son.”

Utilising ‘animal-based’ activities continue to feature in this year’s plan including AQA accreditina The Doas Trust activities.

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

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 identifies the key strategic actions for the next 12 months. The Plan is also subject to Coventry City Council Cabinet and Council endorsement.

Detailed performance analysis against the three National Indicators FTE's, Re-offending and Custody, sits in reports to the CYOS Management Board and in addition reports to boards such as The Children's Partnership Board and the Coventry Police and Crime Board as required. The data will continue to inform strategic objectives.

Analysis and performance against locally retained indicators from the original national set, is contained in quarterly performance reports to the CYOS Management Board which also contain health outcomes, restorative justice, transition to National Probation Service/CRCs and the management of requests for PACE accommodation from the Police. When required, there are Community Safeguarding and Public Protection Learning Reviews (CSPPI) and post custody reviews as required.

Financial data is presented to the Board and within documents that underpin the YJB grant conditions. Appendix 2 provides the headline funding streams and the budget for 2019/20. 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 a quarterly basis to the CYOS Management Board and the YJB.

3. Priorities for the next year 2019-20

National Indicator: First Time Entrants

Review prevention (Early Help, point of arrest diversion) and Out of Court Disposal activity

CYOS and Early Help will undertake a self-assessment against the YJB National Standard 1, retaining a focus on HMIP quality indicators for Domain 3 and the HMIP OOCB Thematic report to inform planning to strengthen this area of practice.

The assessment tool used for Enhanced Community Resolutions is a key area for review taking on board the recent advice note issued by HMIP specific to assessment risk measures, AssetPlus is utilised for all Youth Cautions and Youth Conditional Cautions.

Children's Services undertook a service wide transformation and is currently in the process of reviewing the impact of this. As part of that activity their current Early Help assessment tool and related processes are likely to change.

Utilise the Family Hub Model in Coventry to prevent unnecessary criminalisation of young people, offering early timely support

The Coventry Family Hub Model is an approach to the delivery of Early Help services centralised around a building, where several different services providing information and support to families, children and young people are based. They provide Early Help and support for families, children and young people aged 0 – 19 years and up to age 24 where a young person has a disability.

The new Coventry Early Help Strategy 2019-2022 has as one of its outcomes "Parents and young people involved in or victims of crime and/or anti-social behaviour is reduced". Under consideration is the use of Youth workers to offer a voluntary advice and support service as part of a point of arrest diversion scheme. This may result in signposting to other support services such as substance abuse or parenting support, linking to existing community-based activities or the offer of an Early Help assessment.

Ensure that a local protocol on reducing the unnecessary criminalisation of looked after children and care leavers is in place in Coventry, reflecting the key principles contained within the national protocol released in November 2018

CYOS alongside partners will formulate and agree a local protocol, ensuring that it proceeds through both Children Services Leadership Team and Safeguarding Board subcommittee for approval and sign off.

There is already considerable focus on this group of young people seeking to ensure that they are not disadvantaged because of their status. Arrangements are already in place to seek to safeguard the LAC population from unnecessary criminalisation. This includes a regular multiagency restorative meeting with key partners, including placement providers, commissioners and children services where restorative logs from placement providers are examined and learning actions agreed. Support is offered to a broad range of professionals. This has included an accredited restorative training offer from CYOS.

It is of note that Coventry has seen the percentage of children who were currently looked after when they were open to CYOS reduce over the last two years from 22% in 2017/18 to 17% in 2018/19.

Support delivery of the Early Intervention Youth Fund mentoring provision

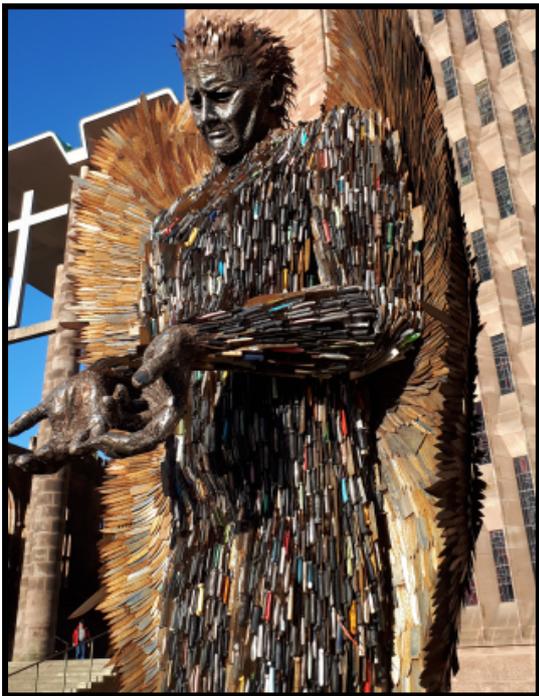
The service supported the bid submitted by the Office of the Police Crime Commissioner (OPCC) for the West Midlands. Coventry was successful in receiving two strands of additional support, which includes a mentoring service for young people identified as being at risk of exploitation, with a particular focus on gang exploitation and teachable moments service provided by St Giles.

CYOS has been instrumental in developing the local approach and will be part of both the screening of exploitation referrals, the allocation of mentors and the oversight board activity. Mentoring will be provided through a third sector partners which include the Positive Youth Foundation and Catch 22.

Support the delivery of Supporting Families Against Youth Crime fund activity

The prevention elements of the project include Local Ambassador and community training to raise awareness of Organised Crime Groups (OCGS) and Urban Street Gangs (USG) and to assist attendees to recognise and respond when they identify risk factors. This includes training to complete the new child exploitation screening tool which will be utilised by the multi partner assessment and allocation group which is the pathway to resources and support for young people and their families under this funding activity.

CYOS has been promoting an offer to schools which includes School awareness workshops and the Future Proof 10-week programme which will be delivered by Catch 22 to five primary schools in the autumn. Primary schools which are based in high risk areas (identified as violence hotspots by police data) will be targeted for this offer.



Coventry was fortunate in being able to host the “knife Angel” and this was used to start discussions with some young people regarding the risks of knife crime, the motivation and pressures on young people who find themselves exposed to or directly engaged in weapon related incidents.

Continue to work with partners to ensure that a contextual safeguarding approach is taken, particularly in the context of youth violence and the underlying causes

CYOS staff are familiar with this approach as its risk assessment focus has always extended beyond risk within families.

Contextual safeguarding requires a partnership response in the very broadest of terms and significant developments to embed this approach across partners are anticipated this year. This includes the commitment of Children's Services to deliver contextual safeguarding training which will assist in the development of a much broader view of harm. It will take it out of the immediate sphere of the family and recognise that a partnership offers and response is required including the use of community assets.

The current development of a public health approach to youth violence locally will be a key enabler in embedding contextual safeguarding and CYOS is heavily engaged in the identification of the local Youth Violence strategy's priorities and actions. This includes development activity working with Coventry university and the roll out of a training programme for front line practitioners to raise their awareness of the indicators of exploitation risk and to develop their responses.

Engagement of young people and their families in safety planning is essential and CYOS will retain its strength based, relational approach to working with young people.

“Thank you for going above and beyond. You're a fantastic worker “

Text Compliment sent to a case manager by a young person.

National Indicator: Reducing Re-offending

Improve the response to criminal exploitation

Earlier in this plan you will have seen references to specific funding for key activities to support this priority. Those activities also support young people who are already in the criminal justice system with the intent of preventing, reducing further offending. Within this section the overarching approach and rationale for making exploitation a priority is detailed.

Coventry's profile in terms of youth violence meant that it was eligible to bid for funding under a number of national initiatives to tackle youth violence.

Coventry is the eleventh largest city in England, based on population, but sits in a very small geographical area. This means that while there are high-risk areas for violence and gang related activity their proximity to each other facilitates rapid escalation of issues.

Coventry has multiple County Lines, Organised Crime Groups (OCGS) and two prominent Urban Street Gangs (USG).

Coventry Community Safety Partnership Strategic Assessment 2019 identified that, compared to last year, there had been a 30.3 % increase in knife crime and that Robbery (business and personal) has increased by 46% when compared to their last assessment.

Based on CYOS data Robbery convictions for young people has declined, in spite of the increase in reported Robbery's. It should be noted that there is a high number of young people who are released pending further investigation which do not proceed to charge.

In the Coventry Youth survey 2018 (young people aged 11-18) 37% out of 960 respondents stated that they knew people who carried weapons and 11% knew more than ten people who carried a weapon.

In the context of those trends it is essential CYOS is actively engaged with partners in developing and evaluating additional responses. This includes reducing young people's susceptibility to being drawn up in to exploitation, seeking to support young people exiting from gangs and ensuring appropriate controls are in place to manage the risk that some young people pose to others.

This activity includes:

- Supporting the development of a public health approach in Coventry
- Enhancing the communication channels, intelligence sharing across partners
- Membership of strategic groups such as the new Coventry Youth Violence Partnership Board
- Developing successful bids which has enabled partners to offer a range of interventions from developing resilience in the primary population through to teachable moments activities in hospitals. It is anticipated that this can be extended to police custody also through a separate funding stream
- Training for professionals, parents and communities
- Targeted offender management activity using both criminal and civil controls
- Supporting the development of the "exploitation team" (previously specific to child sexual exploitation) within Children's Services Early Help and Protection area. This includes developing process, assessment and matching of young people to appropriate support. This team is co-located with CYOS
- Mentoring offer through Catch 22 for young people who are in the criminal justice system and engaged or believed to be engaged in urban street gang activity
- Mentors who have experienced some of the same challenges as the young people they are seeking to mentor (provided via St Giles)

There is a range of training to support staff development specific to this agenda ranging from awareness raising through to process, assessment and response. Good use is being made of experts and this includes staff being given the opportunity to attend St Giles training. This consists of speakers utilising their lived experience as ex-offenders and survivors to unpack and explore the realities and consequences of County Lines, Gang Exploitation and Serious Youth Violence.

It is anticipated that perspectives from previous perpetrators and runners/transporters combined with relevant case studies will aid the audience in gaining an authentic and credible understanding of this complex and cross cutting issue as well as providing strategies/suggestions for long-term solution.

Improve Education, Training and Employment

It is recognised and accepted that a high-quality education provision is a key factor in securing desistance and improving the long-term outcomes for young people.

It is also recognised that young people in the criminal justice system are less likely to be engaged in such a provision for a whole raft of reasons. This translates in to poorer attainment and increases vulnerability.

Analysis of young people from the Coventry KS4 2018 cohort identified that YOS young people, on average, were more than a grade below their expected standard.

The cohort's attainment standards were well below the city average of 43.1, and only four exceeded the city score.

The Head of Education Entitlement will now be chairing the CYOS Education Partnership meeting and will be well positioned to support the monthly operational group whose membership includes Prospects, the Head of Coventry's virtual school, SEND lead and CYOS Operation Manager and lead practitioner.

This group will be focused on seeking to reduce exclusions, ensuring that an appropriate and timely education place is available, and that young people are supported to achieve their potential. Having a chair at Head of Service level to advocate/ escalate with the providers should assist with that ambition.

It should also support the service with regard to ensuring that SEND practice is moving towards meeting the Achievement For All standards and the securing of clinical psychologist input, targeted at those in alternative provision.

Enhance the learning opportunities at the Attendance Centre

Last year the delivery of this activity relocated to a new facility which has significantly improved the delivery environment.

The portfolio of AQA accredited learning options will continue to be developed reflecting the diverse needs and ability of young people.

Key partners such as those delivering substance misuse services (CGL) and The StreetDoctors will be maintained as delivery partners enhancing the young people experience and knowledge.

Embed the CYOS Enhanced Case Management Pathway

CYOS participated in OPCC and WMCA funded research in action approach specific to adverse childhood experiences. This confirmed the need to consider locally a different approach to enable those impacted on by ACES to improve their outcomes and reduce the risk of re-offending. CYOS has an ECM pathway and this is supported by CYOS clinical nurse specialists in consultation with CAMHS who facilitate formulation meetings to inform the sequencing and identification of interventions. The impact will be reviewed locally and WMCA will be considering the ACES research and potential regional response under youth Justice devolution activity.

National Indicator: Reducing Custody

The activities that sit before this indicator are all significant contributors to reducing the use of custody.

Review the approach to youth custody

Coventry had a comprehensive Reducing the Use of The Secure Estate strategy which was effective. It achieved a substantial reduction in the number of custodial sentences, reducing the number of young people entering custody for breach alone, reducing remand use and ensuring that there was a strong correlation between remands and custody. If a remand episode did not end in a custodial sentence routinely it begged the question was the threshold for remand too low in the first instance.

A new focus is required on this area to identify margins of potential impact and a methodology for maintaining low custody use, ensuring it remains the exception (where no suitable community options are appropriate). The challenge is amplified as it is in the context of a backdrop of increased serious violent crime and a much-improved performance picture overall which includes a record low in terms of custodial episodes and recall to custody is low locally. (Over a 12- month period 12.5%, 3 out of 24 young people were recalled.)

A new strategy will be available in year which will take in to account:

- The findings from the HMIP thematic in to resettlement (being released later this year)
- Focus on remands which has increased significantly over the last 12 months (nights not episodes)
- Improving the use of release on temporary licence (ROTL)
- Building more effective relationships with the secure estate and includes self-assessment findings and actions (YJB National Standards 4 and 5)

A Focus on YJB National Standard 2: At Court

Maintaining the courts confidence in non-custodial options open to it is essential if custody is to reduce further. CYOS seeks Court user feedback but will enhance the data gathering process working closely with Warwickshire YOS and our shared bench to agree a new performance evaluation tool. This will also be used to assist in the YJB YOS self-assessment process and inform an action plan going forward.

Last year the aggregated feedback outcomes from magistrates was 17 out of a maximum of 20 for both Pre-Sentence Reports and Enforcement Summary's. The return rate for completed forms is low and this will be picked up as part of an action under self-assessment activity.

“Well drafted and well thought out PSR”

“Well-argued recommendation by YOS Worker however custody is the only sentence that can be justified in this case”

Verbal compliment received from Judge Andrew Lockhart QC sitting at Warwick Crown Court.

Utilise Post Custody Reviews for lessons learnt

CYOS reviews sentenced custody episodes to identify areas for improvement. This information is shared with CYOS Management Board and the team and any agreed actions would be monitored by the Board.

Local Indicators and Drivers

Listen and respond to what young people are telling us – Young People’s Service User Priorities

Young people were asked to tell us what had worked for them, what was not so good, what should we do differently and what to focus on in this Youth Justice Plan. Feedback included:

- That they found their workers flexible, had good relationships with them and highly valued this

“My case worker is good judge of character, she knows when she can be strict and when to talk, more people like this

When I couldn’t come into town, they understood this, treating everyone as different is good

Listened well to my needs.”

Young person’s feedback

- That they would value a broader range of community payback options
- That on the occasions where different mediums were used to engage them, such as sessions held at the Dogs Trust they valued this and learnt more
- There were comments that they would value having contact with younger people who had had similar experiences as themselves for example through mentoring
- That they had valued the support given to their families, support with education, benefited from health services and that support at meetings with other professionals had helped them

“I feel mental health support was really good. I didn’t think so at first but do now. I liked to be able to talk to everyone in YOS who have helped me. I feel I have changed and so do the people who know me at YOS.”

Young Person’s feedback

- A few young people requested additional reminders for appointments, so they didn’t forget.

In response to the above CYOS will be:

- Reviewing its community payback provision, seeking to identify greater diversity in that offer
- Accessing an independent mentoring offer, across the next 12 months. This will be via the Positive Youth Foundation and Catch 22 primarily targeting young people at risk of exploitation with a focus on vulnerability to gang pressures
- Maintaining our relational and strengths-based approach to engagement with young people
- Ensuring that at the planning and intervention stage it is agreed with the young person and their parents and carers the best way of helping them to remember when they need to attend appointments and that this is recorded in the diversity element of their plans
- Considering how we can expand the availability of provision where access to animals' features

When asked what had worked well one respondent said,

“Staying out of trouble, all of my order has helped. I don't like it, but can see it's helped, talking has helped, supervision sessions could be shorter. No one wants to do it, but it has been good, helping kids.”

Young person's feedback

Respond to vulnerabilities and threats through the Prevent approach

CYOS remains engaged in local Channel activity and continues to ensure staff are confident in assessing risk and vulnerability in this context. All managers have completed Hydra training and the local authority (LA) Prevent Coordinator will be delivering a WRAP training workshop for new staff and web-based refresher training will be completed by staff.

The Coventry Prevent action plan is currently being completed, taking in to account the 2019 West Midlands Counter Terrorism local profile. Any additional actions that emerge from that plan will be responded to in year.

Enhance practice and good outcomes through quality assurance activity

CYOS will be maintaining a focus on improving the quality of its assessment activity and is currently auditing cases to test the impact of last year's training events and case consultation activity. In addition, quality assurance activity will include:

- Peer reviewing (both within the team and with other YOTS)
- Practice observations
- Safeguarding Board audit and development activity
- Case recording audits

- CYOS managers will continue to support the Association of YOT Managers (AYM) and YJB facilitated sector led improvement programme which supports the sharing of good practice and informs service development
- Supervision
- Learning outcomes and actions from HMIP will be tracked to ensure they have embedded
- National Standard quality indicators will be audited
- CSPPI learning reviews
- Service user feedback

Ensure that staff are enabled to provide effective services through access to high quality training

Quality services require skilled staff and effective training and support is essential. Therefore, the service will continue to invest in training to ensure that the best outcomes are secured for service users. This will be met through a combination of mandatory training for all staff such as WRAP training and selective training developing key areas of practice or key staff.

A staff training consultation identified some areas of focus including systems, motivational and cognitive development training and these will be refreshed on as part of the training offer.

Examples of training for 2019/20 include:

- Contextual safeguarding
- Youth Justice Effective Practice Certificate (UNITAS 30-week programme) for all new case managers.
- Exploitation – focus on local picture and process including the new exploitation assessment
- SEND Achievement for All modules
- Two case managers commencing a social work course at Coventry University

Respond to Disproportionality

CYOS continues to consider diversity and utilises school census data to provide an accurate comparator against the CYOS cohort to identify where disparity based on ethnicity may occur. In the CYOS cohort routinely the white British group remains the most overrepresented classification at 7%, which has been the pattern for a number of years, the black classifications are slightly over represented at 3%. When you look at different offences the picture changes for example the two overrepresented classifications virtually switch places when Robbery is analysed, and this amplifies further when Robbery with a weapon is considered.

Ethnic Disproportionality

	City Secondary	All YOS		VATP/Robbery		Weapon-Involved VATP/Robbery	
WHITE	58%	65%	7%	62%	4%	62%	4%
BLACK	12%	15%	3%	21%	9%	26%	14%
ASIAN	21%	5%	-16%	0%	-21%	0%	-21%
MIXED	6%	5%	-1%	3%	-3%	2%	-4%
OTHER	2%	0%	-2%	1%	-1%	0%	-2%
UNKNOWN	1%	10%	9%	13%	12%	8%	7%

CYOS will continue to monitor and respond for example using analysis outcomes to inform resource development and to consider strategies to reduce any disparity.

The service introduced information leaflets in to the police custody suite explaining Out of Court Disposals and the benefits of having a solicitor present for police interviews. This was done in response to national research which identified that certain communities are more likely to give a no comment interview which leaves only no further action or prosecution. The earlier a young person enters the system the more significant the risk of re-offending.

The current criminal exploitation initiatives described earlier in this document are targeting hotspot areas which are routinely in the most deprived areas of the city with the most diverse populations to ensure prevention resources reach those young people most at risk of being drawn up in gang activity.

Ensure that victims receive a high-quality service that supports their recovery

CYOS continues to offer a restorative justice service to all victims who provide consent. This year consideration will be given to how an increase in feedback levels can be secured to ensure a representative picture of experience is available to inform service developments.

CYOS is also offering an ongoing training programme to partners to support the use of restorative conversations through to conference in several settings. The primary focus remains on training accommodation providers both LA and private sector. This also supports the priority of reducing the unnecessary criminalisation of the LAC population.

Work with West Midlands YOTS, partners and secure providers to seek to standardise the core quality indicators/evidence to inform self-assessment against the new Youth Justice Board Standards

CYOS is leading a regional exercise, commencing in the summer, to work with key partners, including the local secure estate to agree a set of core quality indicators. This does not prevent areas from having an additional set of local indicators, which will reflect local delivery models. The initial standard the approach will be applied to is Standard 4 Secure Settings as it is anticipated the commonality would be greatest in this area. The outcome of the exercise will be reported back to the West Midlands Heads of Service group who have all committed to testing this approach and a decision will be made as to whether this approach is rolled out across all standards.

The QI framework can then be utilised by CYOS Management Board leads to complete the self-assessment with their working groups.

Maximise the broader health offer to meet levels of demand and diversity of need

Both national and local data identifies the need for a comprehensive health offer.

National data identified that one in 8 (12.8%) of 5 to 19-year-olds has at least one mental disorder when assessed in 2017. Rates of mental disorders increased with age 5.5% at 2 to 4-year-old children experienced a mental disorder, compared to 16.9% of 17 to 19-year-olds.¹

¹ Mental Health of Children and Young People in England, 2017. Official statistics publication dated 22 November 2018

Local AssetPlus health data identified from the 178 young people subject to AssetPlus assessments by Coventry Youth Offending Service since April 2018 that:

- 74 had already had contact with Mental Health services
- 19 had diagnosed Mental Health conditions
- 3 already had active prescriptions for Mental Health related medication

It also identified significant variances in the prevalence levels across the different areas of the city. For example, those diagnosed with a mental health condition varied from a low of 4.3 % to a high of 42.9%. one area had 4 out of 7 young people who had contact with mental health services.

This data was shared with the Coventry City Council (CCC) Insight Team for consideration in The Coventry Joint Strategic Needs Assessment 2019.

The CYOS Specialist Mental Health clinicians have an established relationship with the Specialist Nurse CSE/Strategic Health Lead for CSE in Coventry enabling connectivity with the wider health economy.

This external post has an increasing emphasis on strategic development of processes across the health economy and will promote coherence across the vast health economy inclusive of Coventry & Warwickshire Partnership Trust, University Hospital, Public Health, South Warwickshire Foundation Trust and GP's and the voluntary sector.

Key ongoing developments which the CYOS health team are involved in is the development of a 'Health Economy Training Pool' which as well as promoting ongoing development across the economy places a key emphasis on a relational approach bringing colleagues together to develop practice and share expertise.

A priority for this year is the embedding of the enhanced case management pathway which recognises and responds to the impact of adverse childhood experiences (ACES). Data gathered through CYOS completion of ten cases as part of a broader research in action approach to ACES clearly identified a high prevalence of ACE indicators for example:

- 7 out of 10 living in poverty
- 4 out of 10 physical and emotional neglect
- 5 out of 10 parent substance abuse (current or previous)
- 4 out of 10 loss of a parent

The health workers lead on formulation meetings and guiding practice. Key agencies participate in formulation activity and early feedback has been positive. Only a small number are currently on the ECM pathway, but this number is expected to increase. The impact will be evaluated and reported to the CYOS Board later this year and shared with the YJB who have expressed an interest in tracking this activity.

Health input into Pre-Sentence reports is also locally valued and the case study provided underlines the importance of this input.

Case Study – The benefits of health assessment informing the Pre-Sentence report

The PSR report writer was concerned about the young person's cognitive and learning function and asked for CNS advice and assessment.

In order to provide evidence of his cognitive/learning deficits the assessment included the use of the Mini Mental State Examination (MMSE) used with older adults to determine the level of cognitive decline associated with Dementia so is able to show any cognitive difficulties someone may experience and also areas where there is more strength. The CHAT Speech and Language assessment also helped to form part of the assessment in getting the young person to provide narrative around a day to day task that they complete such as their morning routine. These tools allowed the assessment to evidence that there appeared to be substantial deficits in this young person's cognitive functioning which required further specialist assessment to understand the impact on this young man. He was able to provide me with some history of his life including the adverse childhood experiences he had faced including the death of his father. He talked about symptoms that could be suggestive of Post-Traumatic Stress Disorder and was able to articulate that he did not feel that his brain worked like a nearly-18-year olds should.

The assessment was included in the PSR report which prompted the young person's legal team to request an adjournment in order to complete a psychological assessment before sentencing which was granted by the Judge at Crown Court.

4. City and Youth Crime Profile

As of mid-2017, when the latest statistics are available, Coventry is home to 360,149 people, and has a rapidly growing population; it was the seventh (out of 391) fastest-growing Local Authority area in the UK, showing an increase of 1.96% compared to the UK average of 0.60%. This is down from 2.2% growth in 2016, most of which decline is due to an increased rate of in-UK emigration, i.e. people moving out of the city, while international immigration and birth vs. death rates held roughly steady. Of the twenty fastest growing authorities, only Coventry, Tower Hamlets (3rd) and Camden (18th) currently have net internal emigration.

The city also has a relatively young population, with 22.8% aged 18 and under compared to the national average of 21.2%, and a highly diverse one; 24.1% of the city's resident population are estimated to have been born outside the UK, compared to the England and Wales average of 15.1% (*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, Child Poverty Action Group, November 2016)
- High numbers of looked-after children – 702 as of 31st March 2019
- 10% of the population has no qualification at all

- Overall health in the city is below average, with residents living in more deprived parts of the city not only living shorter lives but also spending a greater proportion of their shorter lives in poor health
- Fewer Coventry parents take up their free education entitlements (2, 3- and 4-year olds) 63% versus 72% England

Youth Offences Profile

- In 2018/19, CYOS was aware of 319 offences which were punished with a substantive disposal (i.e. one that forms part of a person's criminal record) and a further 141 which were punished by Community Resolution. This means that the number of offences with a substantive outcome has decreased, down by 160 from the 479 seen in 2017/18, as has the number where a CR was issued, down 64 from 205
- The three most common categories of offence subjected to a substantive outcome were Violence Against The Person (22%), Motoring Offences (17%) and, equal third, Drugs (10%) and Theft and Handling (10%). Violence remains the most common type of offence but has reduced from 27% of the previous year's offences, and Motoring Offences remain the second most common, having increased by 3%. Drugs and Theft replace Robbery, which has fallen to 3%
- The most common categories punished by CR were Violence Against The Person (35%), Drugs (19%) and Theft and Handling (17%). Violence remains the largest category but is significantly reduced from 45% last year. Theft and Handling is proportionally unchanged but has been overtaken by Drugs offences
- The number of Robbery offences punished by substantive disposal has decreased massively, from 45 to 9, which is not reflected in a reduction of reported Robbery which continues to increase

Disposals Profile

- Overall, there were 337 disposals this year, down from 503 in the previous year; by far the most used was the non-substantive Community Resolution, used on 160 occasions. Along with the Youth Caution (13 issued) and the Youth Conditional Caution (12 issued) they make up the Out-of-Court Disposals, which account for 185 of the totals, or 49% - up from 48% in 2017/18
- CYOS started 239 disposal-base interventions in 2018-19; 83 were for the Enhanced Community Resolution, and 13 were for the Youth Caution or Youth Conditional Caution, meaning 96 (40.2%) were Out-of-Court

Re-offending Tracking

- We have tracked the re-offending of 85 young people whose original penalty was imposed between October 2017 and March 2018; in all cases, the 12-month monitoring period for re-offending has now expired
- 25 of these young people have reoffended, giving a binary re-offending rate of 29.4%; this is below the 39.6% rate seen in the most recent YJB-released data (for young people originally penalised between April 2016 and March 2017)

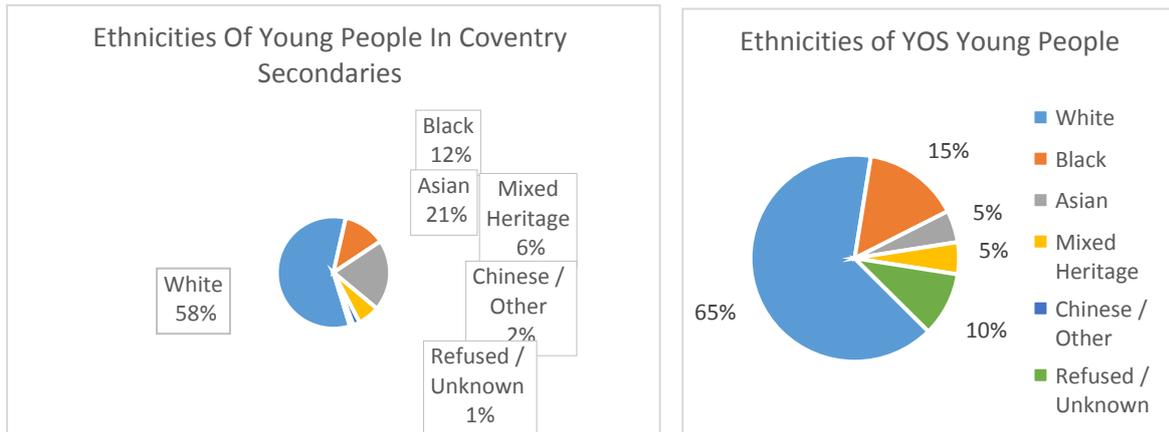
- The young people re-offending committed a total of 100 further offences within their 12-month period, giving a frequency re-offending rate of 1.18; as with the binary rate, this is lower than the most recent YJB rate for the city, which was 1.26
- 6 of the reoffenders have committed a more serious further offence, by the YJB offence gravity scale, including 4 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 7 of 25 (28%) falling into this category
- Re-offending rates among young people who had had Social Care involvement were significantly higher than among those who had not; only 3 of 17 offenders with no Social Care involvement (17.6% compared to 22 of 68 who had at least a referral (32.4%)

It should be noted that 23 young people turned 18 during the tracking period.

Demographics

- Of the 130 young people open to YOS at the end of the year, 113 (87%) were male; this is slightly down from the 89% seen in the snapshot at the end of the previous year
- 73% of the group open to YOS were aged 16 or over
- 22 (17%) of the group were currently Looked After, and a further 19 (15%) had been Looked After in the past; besides them, five (4%) had an active Child Protection Plan, and another 12 (9%) had previously had CP Plans, meaning that overall, 58 (45%) of the young people open to YOS had had Social Care involvement at least the Child Protection level
- According to the latest school census 52% of Coventry's school children are from a BME background
- Overall the white British category remains overrepresented in the offending cohort but differences in representation levels vary by offence types
- The ethnic makeup of the group was 65% White, 15% Black, 5% Asian, 5% Mixed Heritage, and 10% Refused or Unknown. As of January 2018, Coventry secondary schools had a population makeup of 58.3% White, 12.1% Black, 20.5% Asian, 6.3% Mixed Heritage, 1.9% Chinese / Other, and 1.0% Not Known; there is a large over-representation of White young people in the group, a smaller over-representation of Black young people, and a large Asian under-representation
- 11 young people received a custodial sentence last year – 4 black and 7 from the white classification. In line representation would be 1-2 black young people for a cohort of 11.

This will be considered as part of the review of the Reducing the Secure Estate Strategy.



5. Use of resources, budgets and value for money

Budget 2019/20

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

The YJB reduced their contribution by just under 1% (5,261K) otherwise contributions have remained static for 2019/20.

Please see appendix 2 for the financial table.

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

Financial challenges and Workflow Demands

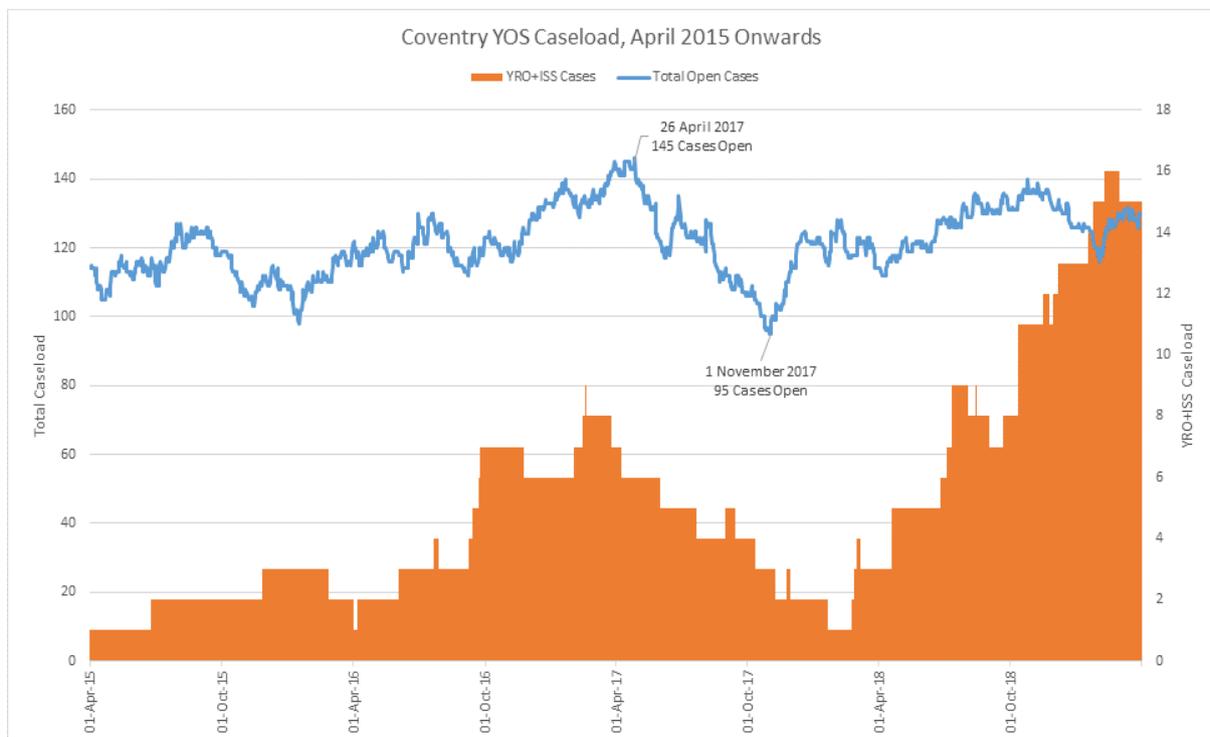
This year's budget has decreased against a pattern of increased workflow demands on the Service which has resulted in a number of challenges which include:

- The complexity of need as identified for example through the CYOS ACES case studies
- Reduction of police custody suites increasing the number of young people being dealt with by the Coventry custody suite and CYOS
- Increased costs for remand (reflecting the increase in serious violence and length of time to conclude a Crown Court Case)
- For areas offering Enhanced Community Resolutions an increased HMIP expectation regarding the depth of, what was historically seen as a light touch assessment. The expectation is that the same quality indicator expectations as post court assessments should be adhered to
- Currently the conversion rate for crimes reported against convictions is low. The majority of offences currently remain without a criminal justice outcome which means there is a high level of potential demand sitting in the system. It could be considered that this also

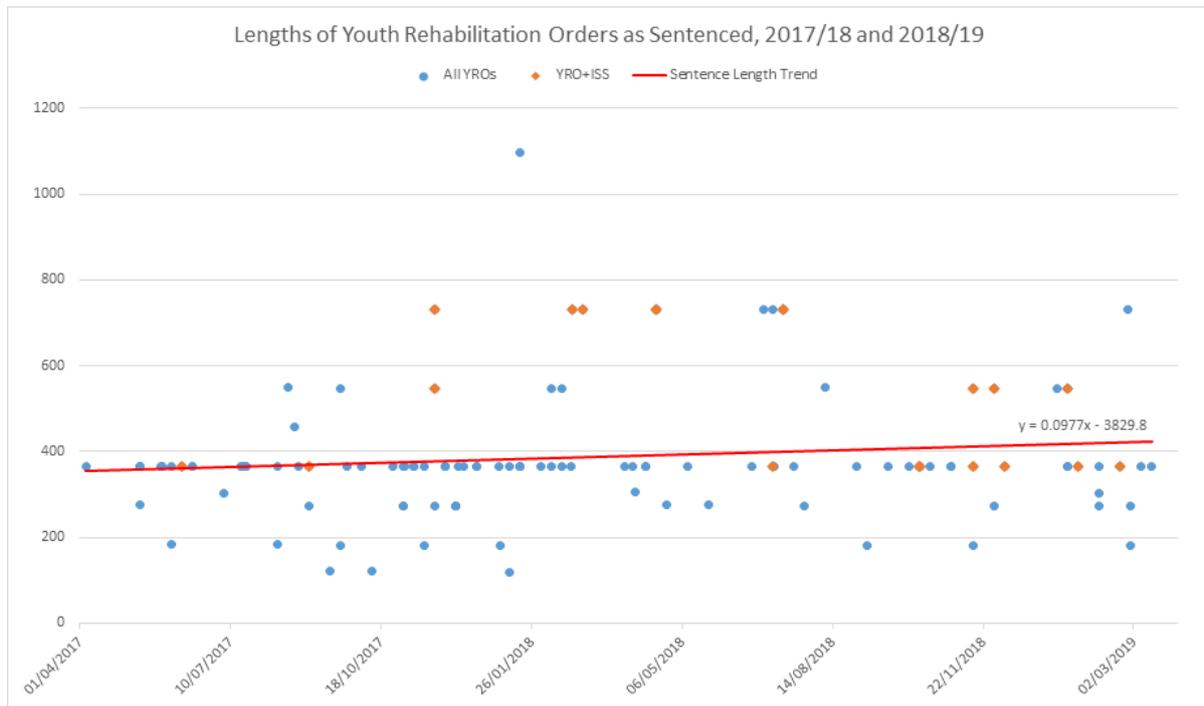
sends a negative message in terms of a lack of personal consequences for criminal behaviours

- No grant increase to reflect increments' costs for grant funded staff
- Higher contact requirements within orders (scaled approach) reflecting the increase in risk and serious crime
- Volume of demand on service for example higher intensity orders such as Intensive Supervision and Surveillance 25 hour a week programmes (graph A – see page 23). The graph demonstrates an upward trend in open orders from a low point in 2016 and a significant increase in ISSP orders last year.
- Longer community and custodial orders reflecting the gravity of offences (graphs B and C – see page 24)

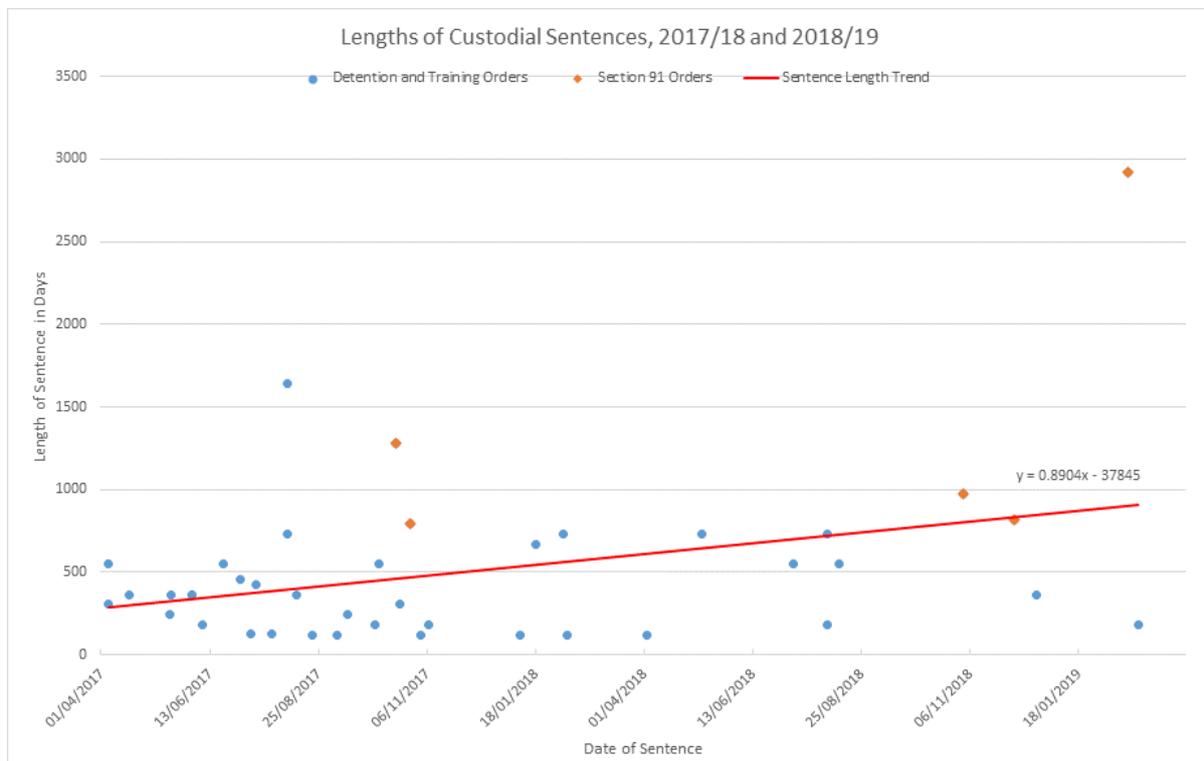
Graph A



Graph B



Graph C



These challenges are continually under consideration by The CYOS Management Board. Strategies are in place to seek to address these which include:

- Bidding for funding opportunities, with two successful bids in the last 12 months bringing in additional funding and delivery partners to impact on serious violence levels
- Local partnership developments such as the new criminal exploitation team, with additional social worker and police input co-located with CYOS
- Upstream expansion of the diversion opportunities with a proposed point of arrest diversion offer from Children's Services Early Help Youth workers
- An additional CYOS case manager post funded by Children's Services
- NPS are reviewing their funding formula for YOTS. The current formula does not reflect a significant element of delivery, which is the pre-court cohort, sitting routinely at just under 50%. This should be considered in the calculation

There are risks with short term funding opportunities both in terms of how good practice can be sustained when funding ends, and also in terms of the quality of any evaluation as projects are often in their formative stages as funding ends. It also requires significant skill and capacity to write bids and upscale activities quickly to respond to frequently very tight time lines to commence delivery. While every opportunity to secure funding is welcomed it does not support stability or the development of high quality evidenced based practice. Opportunities such as provided by the Youth Endowment Fund with longer term support will be conducive to developing best practice models as it has a span of 10 years.

It should be noted that YOTS have a good performance record overall against the three National Indicators and increased investment in effective, highly accountable multi agency teams could be considered a good investment. Current grant opportunities can focus heavily on the third sector whereas a mixture of sectors including the public may be more beneficial.

The overall significant reduction of funding in to YOTs over the last few years has featured in political debate which has been stimulated by the increase in serious youth violence. The resulting cuts have been experienced by multiple partners and means that many young people have grown up through a period of austerity in public services' funding. The current youth population could be considered as the austerity children!

Invest to save

West Midlands Combined Authority research identified that the youth offending teams in its area are underfunded compared to other areas. While there is not always a direct correlation between funding and outcomes there is a relationship and funding needs to match demand to ensure positive outcomes for young people, their family, carers and victims. In the context of austerity innovation, partnership work and commitment are required to sustain positive impact.

CYOS has invested resource to lead and support bids to secure additional funding. Two successful applications last year resulted in over 500k to support third sector partners to work with Children's Services and partners to support young people, parents and communities to stay safe from youth violence. Both these bids are described in more detail earlier in this plan.

While not directly funding CYOS the activities under those projects should reduce demand on the service, support better outcomes for young people and reduce victim levels in the longer term.

Training remains a priority and CYOS continues to make good use of the training programme available corporately and commissions specialist training as appropriate. CYOS often works with other YOTS in terms of specialist training which maximises value for money and facilitates access to experts at a reduced cost.

CYOS captures evidence of the impact of its activities in multiple ways as this is one of the key determinants in terms of value for money. Below is an excerpt from a young person's end of order evaluation where they describe the benefits of working with YOS in their own words.

Describe your life at the start of your Order (Three main things)	I was living in XXXXXX and still kicking off Life was pure shit. Nothing was going right I was depressed
Describe your life now (Top three changes)	I'm keeping out of trouble now...I'm not doing any robberies any more I'm not fighting anymore Still a life of contradictions, but they're getting better and I deal with them better
Has your worker, or another professional, helped you to stay out of trouble?	YOS staff. Lucy's (Case Manager) sound and always reasonable. Lucy could talk to my Dad too. Isiah (Youth Support Officer): he's a wise man. Very positive and such a good man. Much respect

CYOS has strived to invest time in analysing data and sharing it with partners to inform service delivery. For example, prior to the increase in USG activity CYOS completed a report which was shared with The Childrens Partnership Board and the Coventry Police and Crime Board which utilised proxy indicators of gang activity¹ to raise concerns and to call for partner data sharing and consideration of further action.

Technology continues to feature as an investment and all staff are fully agile and can work across areas as required.

Conference calls, Skype and other mediums facilitate rapid engagement across partners which is effective both in terms of oversight but also reducing travel time and associated costs. It is not a routine method for service user meetings.

¹ Children's Commissioner The Characteristics of Gang-Associated Children and Young People Technical Report February 2019

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 and partners 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.

The Board also considers HMIP Domain 1 quality indicator and is undertaking a self-assessment in year.

Alongside the key Statutory Partners, CYOS also benefits from the attendance of the Chair of the Youth Court Bench, the Headteacher of Coventry Virtual School, Operations Manager Coventry & Warwickshire Prospects Service, Prospects and the Head of Environmental Service Street Scene & Regulatory Services. 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 Children's Services Leadership 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
- Youth Violence 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 Exploitation Strategic Subgroup of the Local Safeguarding Children's Board and Senior Management Group for on-going Police Exploitations investigations
- Safeguarding Board Sub-Committee for quality assurance
- Coventry Offender Management Group (COMG)
- The Youth Violence Board (Strategic and project oversight groups)
- Channel Panel (PREVENT)
- Drug & Alcohol Steering Group
- The Coventry Youth Partnership
- Police Area Tasking
- Regional MAPPA Board
- West Midlands YOT Heads of Service
- Local MARAC group

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:

- In the role of CYOS Management Board chair providing challenge and support to partners
- Being instrumental in agreeing to a CYOS Management Board self-assessment (HMIP Domain 1 Governance quality indicators). This will be facilitated by the YJB
- Ensuring that the service is appropriately profiled in key forums and partnerships and remains a priority area
- Representation at Criminal Justice Devolution of Youth Justice Steering Group
- Securing partner engagement and development activity for example the additional cross partner resource supporting the new Criminal Exploitation Team and the relationship with CYOS

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:

- Securing close partnership working and high-level information sharing to support reducing youth violence activity
- Increased police representation within the new "Child exploitation Team" which is co located with CYOS
- Commissioning and delivery of prevention activities to support reductions in First Time Entrants
- Supported and contributed to successful partnership bids which seek to reduce youth crime

Coventry and Rugby Clinical Commissioning Group (CCG) is represented on the CYOS Management Board by the Director of Commissioning NHS Coventry and Rugby Clinical Commissioning Group. Coventry and Warwickshire NHS Trust is represented by the General Manager, Mental Health Services for Children & Young People. 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:

- Supporting the embedding of the Enhanced Case Management pathway, both in terms of facilitating formulation meetings, and consultation with CAMHS to inform the development of this area of practice
- Development of a broader health approach
- Development of the Health economy training pool

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:

- Providing information is available specific to transition for example performance reports into CYOS Management Board specific to re-offending and engagement rates for young people post transfer
- Trouble shooting transition protocol issues across NPS and CRCs
- Ensuring that in the local reducing the criminalisation of looked after children protocol is agreed and implemented (linked to those young people with leaving care entitlements who are managed through NPS) pool.

Other Partners

Effective work with a broad spectrum of partners is essential to ensure that the desistance needs of young people are met and to ensure that diversity of need is responded to.

Young people are increasingly mobile, sometimes for negative reasons such as county line activities. This means CYOS works closely with other YOTS on a frequent basis. There are differences between delivery models and local resources which means a transparent and strong relationship is integral to effective communication and to minimise any transition issues. A partnership approach is essential to maintain a positive home/host relationship as the points of contact increase. While planned moves are easier in terms of ensuring a smooth transition often staff are engaging with young people for the first time in the court environment and have to work quickly with other areas to make sure the relevant information is before the court and that the young person is also safeguarded.

“I have had the privilege of working alongside Sandip today. (CYOS case manager) He has gone above and beyond to keep in contact with us here in Bexley and also put the needs of the young person first.

I just wanted to express my thanks as I know the pressures when in Court and working with out of borough agencies Sandip took extra safeguarding precautions Multi-agency working can be challenging at times and there is not always enough recognition for good work. I wanted to take the opportunity today to thank Sandip and your team for their efforts in managing a challenging situation.’

Compliment received from Bexley YOT regarding a CYOS case manager

Children’s Services Early Help activity is essential in reducing FTEs. The Coventry Family Hub model is an approach to the delivery of Early Help services centralised around a building, where several different services providing information and support to families, children and young people are based. They provide Early Help and support for families, children and young people aged 0–9 years up to age 24 where a young person has a disability.

This service supports diversion and young people who may be known to CYOS but require additional support which can be at the point of exit. The strength of the relationship and connectivity is enhanced by the CYOS service manager being part of the Early Help and Protection management structure in addition to being a member of the extended children services leadership team.

“I admire the amount of effort you’re putting into this case, I can’t say any of my other care taking YOS workers are as proactive.”

Compliment received by CYOS case manager who was caretaking a case of a Looked after Child from another authority. Compliment sent by the home YOT Sandwell.

CYOS has AIMS trained workers to support the management of young people who have engaged in sexually harmful behaviours. In addition to this there is a partnership relationship with the NSPCC, who will consult on cases and where a higher risk is identified work directly with those young people. This relationship, in addition to consultation and direct interventions,

also provides access to specialist training as required and this is beneficial in keeping staffs skill sets current. Recent years have seen very low levels of young people appearing before the court in Coventry for this type of offence.

The service's substance and alcohol misuse service is commissioned and monitored by the LA from a voluntary sector provider Change Grow Live (CGL). They work closely with CYOS both on site and at their own city centre location with young people. In addition to direct contact they provide a 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 also provided awareness/education sessions at the Attendance Centre.

CYOS continues to draw on third sector providers, which includes The Positive Youth Foundation who are locally-based charity and one of the current partners in the mentoring offer aimed at tackling youth violence. PYF has a broad offer which includes:

- 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

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.

Post 16 education training and employment offer is supported by Prospects and CYOS benefits from having a Prospects Adviser within the team. This relationship ensures that young people receive support to access appropriate education or training provision, with a particular emphasis on those who are exiting custody.

Outcome star is now used to identify impact and more recently a new measure has been introduced which tracks sustainability of provision offered (how long was the young person engaged). As part of the broader employment training and education performance management Prospects are represented on CYOS Management Board, the quarterly meetings chaired by the Head of Inclusion and Entitlement for education and the operational group which supports transition from education into employment.

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

- Lunt Roman Fort (clearing overgrowth, constructing paths)
- Sowe Valley (Friends of Sowe Valley) litter picking, ivy removal)
- The Trussel Trust

- The Dogs Trust

A recent development with the Trussel Trust involves our young people, on a weekly basis, washing and ironing donated clothing. This means the Clothes bank can provide clothes to help restore dignity to anyone in crisis. The main items are children’s school uniform and adults interview shirts. In addition, clothes are donated to The University Hospital in Coventry to support the three elderly care wards, so patients have clothing to go home in.

CYOS also support the Trust to maintain The Patch which is a gardening project which is a pilot to “Grow your Own Foodbank”. The young people help dig over the ground and keep it weeded throughout the growing season, which has resulted in vegetables being produced. A Bug Hotel and planters were also constructed from old pallets which were filled with herbs usually thrown out by the supermarkets.

“Without the continued work of YOS with Clothes bank we would not be able to offer our clients nightwear or school uniforms. Having them freshly washed means we can include them in our clothes parcels and for the children clean school uniforms which can make the difference to their young lives at school

“The Patch Gardening Project the young people helped dig over the ground and kept it weeded throughout the growing season they also constructed some planters from old pallets which were filled with herbs.... They also keep the warehouse site free from weeds on a regular basis.”

“We are extremely grateful for all the support given to Coventry Foodbank by the Youth Offending Service and we look forward to continuing working with you in the future.”

Dee Ward

Project Co-Ordinator



In addition to the above the young people also supported the trust in securing a greenhouse and its construction on site.

Young people complete the Bake It project which is both educational and reparative as the food they make is distributed through the Salvation Army to people in need. The cakes made by a CYOS young person was sold at the children’s services raffle with the proceeds going to charity.



The Dogs Trust remains a popular base for education and reparative activities. In the young people's consultation regarding the priorities for this plan, it featured on more than one occasion as a good placement. This year to maximise the benefits AQA accreditation is being considered on some of the activities.

CYOS has the Chair of the Youth Magistrates' Bench as a non-statutory representative on its board, which supports a strength of the relationship between the service and court services. This has enabled both Warwickshire youth offending team in Coventry, who share the bench, to provide joint presentations to the magistrates on practice changes, to consult with them and through sharing data and delivery information maintain the confidence of the bench.

The Chair of the Magistrates' Bench will also be leading on the Youth Justice Board national standard self-assessment activity specific to the court arena.

8. Challenges and Opportunities

Challenges include:

- The pattern of reduced demand on YOTS has ceased. The number of open cases has increased by 14% when comparing March 2018 to March 2019. In addition to this, the complexity of the YOS cohort is considerably higher across the three domains of risk. This translates into higher contact rates under National Standards
- The gravity of offences being committed also translates into longer and higher intensity orders. For example, Coventry experienced, in the last two financial years, an increase from 4 to 16 Intensive Supervision and Surveillance programmes (a 25 hour a week programme). The responsibility for delivering this programme falls predominantly on the YOS. The increased length of orders means the CYOS holds more open cases year on year
- Serious youth violence – Coventry is experiencing a high level and while there is a new Serious Youth Violence Board the impact of that activity is unlikely to be imminent
- With more serious First Time Entrant offences the need for Intensive Referral Orders also places additional demands on services including the police who provide doorstep curfews for those on an IRO where serious violence featured

- Decommissioning of police custody suites has meant increased traffic through Little Park Street Coventry which increase demand on Coventry YOS
- PACE – Lack of appropriate local secure provision means that there are demands on police secure estate as PACE Act transfer requests (other than open beds) are predominantly unsuccessful. This may be resolved in the long term through WMCA commissioning
- The changing profile of young people in the criminal justice system creates a challenge in so much as it is easy to look at national indicator data, such as numbers of young people entering the criminal justice system and assume that the demands on services have reduced. It is important that the complexity of those young people who remain in the criminal justice system is recognised in the different ways of working that may be required to secure a positive outcome

Opportunities include:

- Anticipated benefits from the West Midlands Combined Authority activity are starting to emerge with the proposed development of a secure resource within its footprint, which would support access for young people subject to PACE Act transfers. There is also a West Midlands PACE Concordat in place of a West Midlands protocol subject to Director of Children’s Services and partner sign off
- There are a number of national and regional initiatives which are providing opportunities to bid for additional funding. Good use is being made of these opportunities, with two short term bids proving very successful recently and providing a 12-month input to support the reduction of youth violence. There is a note of caution regarding bids as the short timeframes can often mean long-term evaluations are not available and there is also a heavy time investment in bid writing and local implementation
- The new YJB National Standards allow the scope for services to identify quality indicators that sit below the expectation statements. By working, at least initially, with West Midlands youth offending teams to agree standardised indicators should mean an increasing consistency in delivery irrelevant of the area in which the young person resides and providing benefits of scale
- There is local ambition and activity to develop a public health response to youth violence and work has commenced to identify and agree a local strategy and action plan. This pooling of resource and coordinated response should allow tiers of need to be met with an increasing focus on upstream activities
- On 9 April 2018 the government published its serious violence strategy, which details programme of activity to respond increases in knife crime, gun crime and homicides. As part of the strategy violence reduction units (VRUs) are being set up and the West Midlands is one of the areas who will benefit from this approach. The core function of the unit will be to offer leadership and, working with all relevant agencies operating locally, strategic coordination of the local response to serious violence. The activity of the unit should secure a co-ordinated response which compliments and enhances existing arrangements. Within the guidance it is explicit that youth offending teams will be represented on the violence reduction units core membership group, which provides an excellent opportunity to influence practice

Youth justice continues to be delivered in a dynamic landscape which presents both opportunities and challenge, the local partnership approach is seeking to maximise the benefits of those opportunities to ensure that good outcomes for young people, victims of youth crime and communities are secured.

Feedback received from young people across 2018/19:

“Helped me see things differently by being there.”

“I feel the programme helped me to realise what is right and wrong.”

“Listened well to my needs.”

“No one wants to do it, but it has been good helping kids.”

“Being on an order has made me think more.”

“Understanding from my worker. It’s a difficult situation and they understand that and adapt my order and appointments to help.”

Appendices

Appendix 1 – Action plan

INDICATOR	ACTION	TIMESCALE	LEAD	OUTCOMES	RELATED PLANS/ PAPERS/SOURCE DOCUMENTS
FIRST TIME ENTRANTS					
1.	<p>Review all OOC/First-Time Entrants quarterly to ensure they are appropriate. Thresholds/guidance applied correctly</p> <p>Report to CYOS Management Board</p> <p>Local scrutiny board to sit at least three times a year</p>	Quarterly	Adrian Seymour CYOS	<p>Young people are not entering the criminal justice system unnecessarily</p> <p>Public confidence in OOC activity</p>	<p>ACPO Gravity Matrix</p> <p>HMIP OOC thematic report</p> <p>HMIP Domain 3 Quality Indicators</p> <p>MOJ/YJB Youth Out of Court Disposals Guide</p> <p>YJB National Standard 1</p> <p>YJB Case Management Guidance</p> <p>YJB Priority Business plan 2019-2020</p>
2.	<p>Partner with Board member to complete YJB self-assessment Standard 1</p> <p>Report to CYOS Management Board</p> <p>Submit self-assessment outcomes and action plan</p>	Self-assessment cases 1 September 2019 – 31 March 2020	Paul Minor WMP, CYOS Management Board member & Adrian Seymour (CYOS)	CYOS rating level identified, action plan in place to drive forward any identified improvement areas	<p>HMIP Domain 3 Quality Indicators</p> <p>YJB National Standard 1</p> <p>Standards for Children in the Youth Justice System 2019 – Implementation and Oversight 2019-2020</p>
3.	Review assessment for Enhanced Community Resolutions	Q2	Adrian Seymour	Young people and victims are safer – the three domains of risk	<p>HMIP Guidance note Risk assessments pre-court cases</p> <p>HMIP OOC thematic report</p> <p>HMIP Domain 3 Quality Indicators</p>

	Report to CYOS Board on options and resource implications Introduce the identified assessment tool / methodology Audit assessments – 1 per worker Report to Board any quality issues alongside resource impact evidence	Q3 Q3 Q4 Q4	Georgina Kell CYOS Adrian Seymour Operational Managers CYOS Georgina Kell	are appropriately assessed and responded to	MOJ/YJB Youth Out of Court Disposals Guide YJB National Standard 1 YJB Case Management Guidance YJB Priority Business & Corporate Plan 2019-2020
4.	Deliver Knife crime assemblies, secondary and primary	5 per quarter	Vicky Hobbs WMP	Raise awareness of the criminal justice sanctions, the risk of harm possession/ association. Raise awareness of information sharing processes	Youth Violence Strategy
5.	Staying Safe Project – secondary schools	3 per quarter	Vicky Hobbs WMP	Broader programme, gang risks, awareness of legislation regarding stop and search, how to respond in the case of an injury (StreetDoctors)	Youth violence Strategy
6.	“This is my life” – secondary schools 8-week programme	1 per quarter	Jemma Carlin WMP PCSO	Increase resilience, raising awareness of the	

				risks of gang associations and, healthy relationships	
7.	Artemis – girls identified as at risk of CSE (Horizon, schools) 8-week programme	I per quarter	Jemma Carlin WMP PCSO	Increase resilience, raising awareness of the risks of gang associations and, healthy relationships	Coventry Early Help Strategy 2019/20 HMIP Domain 1 YJB National Standard 1
8.	Prevention activities delivered through Early Help Strategy – Updates to CYOS Board	To commence Q3 (in line with new strategy being released)	Nigel Pattinson CCC Early Help Manager Children's Services	Young people are diverted from the formal CJS	Coventry Early Help Strategy 2019/20 HMIP Domain 1 YJB National Standard 1
9.	Mentoring Violence Programme active in 7 schools. Police school panels to be extended to primary schools	Quarterly progress update	Vicky Hobbs WMP	Young people develop mentoring skills, and deliver to young peoples' mentors – 1 cohort a year 16 young – 12-month mentees not 1-to-1 a lesson at a time – 100 young people	Coventry Youth Violence Strategy
10.	Coventry Public Health approach to Youth Violence		Caroline Ryder	Strategy in place and being delivered against	Coventry Public Health approach to Youth Violence

	Mapping assets and meetings exercise Draft Youth Violence strategy	Q1 Q2	Programme Manager – Inequalities Public Health, People Directorate Coventry City Council		YJB Business & Corporate Plan 2019-2020 priority reducing serious youth violence
11.	Submit research bid This research would ask young people about their experiences of violent crime, analyse the nature and extent of violent crime in Coventry, a literature review to determine whether the approaches taken to youth violence elsewhere could be successful in Coventry. Workshops Project outcome and recommendations disseminated to partners	Q2 bid funding agreed and workshops delivered Q3 subject to funding being secured	Dr Gavin Leigh Assistant Professor in Law Coventry University	Aim to create a Youth Violence Strategy to reduce violence (with injury) committed or experienced by young people up to 25 years in Coventry	Coventry Youth Violence Strategy YJB Business & Corporate Plan 2019-2020 priority reducing serious youth violence
12.	Early Intervention fund and Supporting Families Youth Violence Support development of Mentoring process and access panel in place	Q1	Georgina Kell CYOS Nick Jeffreys CYOS	Project outputs are met Evaluation of local initiatives completed and informing national developments	Early Intervention OPCC Project Supporting Families Youth Crime Ministry of Housing, Communities & Local Government

	<p>Support the development and roll out of frontline practitioner training</p> <p>CYOS engagement in project oversight Board</p> <p>CYOS tracking offending/re-offending rates for project</p>	<p>Q1</p> <p>Commence Q1</p> <p>Commence Q2</p>	<p>Georgina Kell CYOS</p> <p>David Woodhouse Data Team Coventry City Council</p>	<p>Young people are more resilient and are not involved in offences considered as proxy indicators</p>	<p>Serious Violence Strategy 2018 Violence Reduction</p>
13.	<p>Work with police and YOS to agree the parameters of a "Youth Worker "Early Help point of arrest diversion advice, information service and referral service</p>	<p>Q3 Parameters including resource and process agreed</p> <p>Q4 Implement</p>	<p>Nigel Patterson Early Help Manager Children's Services Coventry City Council</p>	<p>Young people get the right help at the right time without a criminal sanction</p>	<p>YJB Business & Corporate Plan 2019-2020 priority OOC HMIP OOC thematic report MOJ/YJB Youth Out of Court Disposals Guide YJB National Standard 1</p>
14.	<p>Protocol to reduce the unnecessary criminalisation of LAC young people agreed by partners</p> <p>Submit protocol to Safeguarding subcommittee Policy and procedures group</p>	<p>Q 3</p> <p>Q4</p>	<p>Matt Clayton Operational Lead Children's Services Coventry City Council & Georgina Kell CYOS</p>	<p>LAC young people are not criminalised unnecessarily</p>	<p>National Protocol to reduce the unnecessary criminalisation of LAC young people</p>

REOFFENDING					
15.	<p>LAC Reoffenders are discussed in line with specific triX procedure re multiagency response and planning</p> <p>Aggregated report to CYOS Management Board</p>	<p>As Applicable</p> <p>Q4</p>	Nick Jeffreys CYOS	Ensures family, appropriate management and risk planning for Looked After Children	National Protocol to reduce the unnecessary criminalisation of LAC young people
16.	<p>Support the development and delivery of The West Midland Violence Reduction Unit (VRU)</p> <p>VRU membership as determined under Home Office guidance includes YOTS</p> <p>West Midlands YOTS to agree representation</p>	Targets to be confirmed	<p>Development and participation Georgina Kell CYOS</p> <p>Outcomes West Midlands OPCC</p>	Success measures as determined in section 32 Home Office guidance. Includes reduction in hospital admissions for assaults with knives/sharp objects, related offences, including non-domestic homicides (all measures focusing on under 25s)	<p>Serious Violence Strategy 2018</p> <p>Violence Reduction Unit guidance grant expectations</p> <p>YJB Business & Corporate Plan 2019-2020 priority reducing serious youth violence</p>

17.	CYOS staff attend Gangs & County Lines training - consist of speakers utilising their lived experience as ex-offenders and survivors to unpack and explore the realities and consequences of County Lines, Gang Exploitation and Serious Youth Violence.	Q2	Bianca Dosanjh Team Manager Midlands Youth Violence Intervention Service & Meet at the Gate HMP Leicester St Giles	Participants gain an authentic and credible understanding of this complex and cross cutting issue. Leave with intervention strategies/ ideas for long-term solutions.	Coventry Youth Violence Strategy Serious Violence Strategy 2018
18.	Enhanced Summer program Media summer project 2 sessions a week for five weeks across the summer holidays Young people are enabled to develop their media project, culminating in accreditation (AQA) and award event. Fishing program 5 sessions over summer holidays (AQA accredited activity)	Q1 planning with delivery partner Q2 delivery Q3 evaluation of project outcomes	Matthew Haynes CYOS	Accreditation (AQA) Enhanced engagement, increased confidence, team work, interpersonal skills Emotional regulation and links to attainable/ sustainable positive activities at exit point	Quarter 1 action completed - Planning completed in quarter 1 with Media Mania and relevant officers regarding the Media Programme. The 10-session programme to be delivered over 5 consecutive weeks commencing week commencing 22.07.19. Sessions will be on a Tuesday and Wednesday at Coventry Boys & Girls Club. Fishing programme planning completed with the Angling Trust. 4 sessions to be completed during July/August and the 5th session in October. First session took place on 24.07.19. AQA accreditation identified for both programmes.
19.	KCPP (knife crime program) modules to be accredited	Q4	Matthew Haynes CYOS	Improve confidence, alongside	Coventry Youth Violence Strategy Serious Violence Strategy 2018

				education, behavioural objectives of program	
20.	All High ROOSH and Safety and wellbeing young people that are discussed at YODOC to have a multi-agency Risk Management Plan Training to staff QA monitoring	Q2 Q3	Nick Jeffreys CYOS	Integrated planning leads to better outcomes and risk reduction	HMIP Domain 2
21.	Benchmark and monitor referrals to NRM process. Yearly review of referrals	Q2 Q4	Nick Jeffreys CYOS	Ensure appropriate identification, informed submissions and monitoring of exploitation to inform delivery	
22.	Attendance at Home Office NRM event	Q2	Georgina Kell CYOS	It is understood whether better outcomes for children could be achieved if decisions were made at a local multi-agency level	

23.	Map and Monitor county lines and arrests. Disseminate via Exploitation Safeguarding Board sub group and Report to CYOS management Board for information and action as required	Q3	Nick Jeffreys CYOS	Monitor emerging issue of county lines and inform strategic and operational responses cross all agencies	YJB Business & Corporate Plan 2019-2020 priority reducing serious youth violence Serious Violence Strategy 2018 Violence Reduction
24.	Youth Violence (Early Intervention and Strengthening families Youth Violence) – update to Board	Q2 Q3 Q4	Lisa Gunstone Children's Services Troubled Family's coordinator		Strengthen Families Youth Crime Ministry of Housing, Communities & Local Government YJB Business & Corporate Plan 2019-2020 priority reducing serious youth violence Serious Violence Strategy 2018 Violence Reduction
25.	Lessons learnt – youth violence partnership review of practice	TBC	Angie Bishop Risk Lead Quality Assurance Children's Services	Lessons learnt translate in to actions – oversight Youth Violence Board/ Safeguarding Board	YJB Business & Corporate Plan 2019-2020 priority reducing serious youth violence In line with CSPPI principles
26.	Report to CYOS Board on findings from the Enhanced Case management activity	Q3	Adrian Seymour CYOS	Impact of activity is known and informs next steps	YJB Business & Corporate Plan 2019-2020 priority Trauma informed practice
CUSTODY					

27.	<p>Review process of monitoring and responding to custody restraints and issues</p> <p>Consultation with staff and briefed and rolled out via Team meeting</p> <p>Werrington to provide report to CYOS Board and attend as required, a minimum of every 12 months</p>	<p>Q1</p> <p>Q2</p> <p>Q3 Report</p> <p>Attendance date to be agreed</p>	<p>Nick Jeffreys CYOS</p> <p>Sarah Mellor Head of Resettlement Werrington HMYOI</p>	<p>Ensure appropriate actions and liaison with custodial placements.</p> <p>CYOS Management Board</p>	<p>YJB National Standard 4</p> <p>YJB Business & Corporate Plan 2019-2020 priority safety and education in custody (strategic plan reports that proven harm, self-harm and restrictive physical interventions all increased in 2017/18)</p>
28.	Reducing the use of the secure Estate – Update previous strategy and action plan	Q3	Georgina Kell CYOS	All use of secure estate is deemed appropriate – CYOS Management Board decision	YJB National Standard 4 & 5 YJB Business & Corporate Plan 2019-2020 priority resettlement/transition
29.	<p>Trial a regional approach to defining QI and self-assessment National Standards</p> <p>Local review of National Standard 4 to inform self-assessment</p>	<p>Q2 partners to complete pre-meet assessment tool</p> <p>Q3 Set of core indicators agreed and</p>	Georgina Kell (CYOS) leading on regional activity	A core set of QI and process is agreed, local QI are in place as appropriate	YJB National Standard 4 YJB Case Management Guidance YJB Business & Corporate Plan 2019-2020 priority

	Local secure providers to participate in regional YOTS activity to determine indicators and measures	reported to West Midlands' Heads of Service			
30.	Respond to findings in HMIP Resettlement thematic	TBC	Nick Jeffreys CYOS	Maintain or reduce recall rate Reduced reoffending	YJB National Standard 5 HMIP thematic Resettlement to be released 2019 YJB Business & Corporate Plan 2019-2020 priority - resettlement and transition
31.	Post custody reviews to be completed and shared with CYOS Management Board Actions agreed and monitored by Board	As required	As allocated	Learning from custodial episodes is utilised to inform delivery with the intent of reducing custody	In line with the principles contained in Working Together to Safeguard Children July 2018 – rapid reviews Reducing the use of the Secure Estate Strategy
OTHER LOCAL DRIVERS INDICATORS					
32.	Disseminate the participation/ feedback strategy Monitor service user feedback Outcomes to be included routinely within CYOS Board Performance report – orders ending in the counting period	Q1 Q2 Q3	Nick Jeffreys CYOS	The voice of young people is paramount in shaping service delivery	
33.	CYOS Statutory Board self-assessment HMIP Domain one Governance Part 1 (individual service area assessment)	Q1	John Gregg, Director of Children's Services Chair of CYOS Board	Board identifies its current judgement rating and secures improvements within 12 months	HMIP Domain one rules and guidance

	Part 2 YJB facilitated assessment meeting	Q2		(from date action plan agreed)	
	Action plan in place Monitored by CYOS Board	Q2 Q3 on going			
34.	YJB National Standards Self-Assessment		Georgina Kell CYOS	Self-assessments with judgments completed and submitted to YJB with action plans incorporated in to the Youth Justice Action Plan 2020/21	YJB National Standards 2019 Strategic and Operational Standards 1-5
	Presentation to CYOS Management Board	Q1			
	Board leads identified	Q2			
	Self-assessment work groups commence	Q3			
	Self-Assessment results submission	Q4			
35.	Improve the number of victim feedbacks received	Q3	Matthew Haynes CYOS	Feedback is received from the majority of victims to provide a comprehensive victims' voice to inform service developments	Victims code of practice RJ Council Quality Assurance Standards
36.	CYOS to engage with RJ Council re renewal of CYOS	Q3	Matthew Haynes CYOS	CYOS retains its mark and high-quality restorative	RJ Council Quality Assurance Standards

	Quality Assurance Mark status (3 year renewal timeframe)			process and outcomes evidenced locally	
37.	<p>CYOS Prevent Training</p> <ul style="list-style-type: none"> • New staff to attend a WRAP training event • E leaning Prevent refresh for existing staff • Identification and attendance of YOS staff required to attend advanced Workshop pilot alongside partners 	All training to be completed by Q3	<p>Manjeet Pangli CCC Prevent Coordinator</p> <p>E leaning strand Matthew Haynes CYOS</p>	CYOS meets the Prevent Duty requirement, staff are better prepared to safeguard vulnerable people from being radicalised, engaged in supporting terrorism or becoming terrorists themselves	Prevent Plan
HEALTH & WELL BEING					
38.	<p>Assess the impact of the Enhanced Case Management pathway on young people.</p> <p>Agree indicators of quality.</p> <p>Prepare a report for the management board demonstrating impact.</p>	<p>Q1</p> <p>Q3</p>	<p>Adrian Seymour CYOS</p>	<p>Ensure young people receive a service meets their needs, while ensuring public protection responsibilities are met</p>	<p>ACES RIP Analysis of Coventry Youth Offending Service cases</p> <p>WMCA and OPPCC aggregated report on ACES</p> <p>YJB Business and Strategic Plan priority trauma informed practice</p>
39.	<p>Work with Positive Choices (CGL) to improve the quality of quarterly feedback reports</p>	Q1	<p>Adrian Seymour CYOS</p>	<p>Ensure that impact of interventions delivered by positive choices is reflected</p>	

	Work with Positive Choices to provide end of intervention feedback reports which evidence distanced travelled, current risk levels and exit planning	Q3		strategically at management board and individually on young people's cases.	
40.	Deliver training presentation, information brief to Magistrates on the Enhanced Case Management pathway	Q1	Adrian Seymour CYOS	Magistrates are aware of different approaches to supervising young people subject to court orders.	YJB Business and Strategic Plan priority trauma informed practice
SAFEGUARDING					
41.	Suitable Contextual safeguarding training offer to be available for professionals CYOS case managers and youth support officers attend training	By end Q4 By end Q4	Lee Pardy - McLaughlin CCC Principal Social Worker Children's Services	Cross agency contextual safeguarding approach Young people are safer	In line with the principals contained in Working Together to Safeguard Children July 2018
42.	All missing episodes are notified to YOS by the Horizon team Missing episodes are reflected in the safety and wellbeing section of the AssetPlus- audit activity	Q1 Q2	Yvette Dhammi CCC Exploitation Team Missing Co-ordinator Nick Jeffreys CYOS	Missing episodes are reflected in AssetPlus – safety and wellbeing assessment and planning	

43.	Specialist training for SHB champion - The CSA centre's practice leads programme Develop a strategy to ensure the practitioner's skills and knowledge are used	Q1 Q3	Adrian Seymour CYOS Adrian Seymour CYOS	The knowledge and understanding of impact of CSA are fully understood and embedded within CYOS	
44.	Review the NSPCC protocol	Q3	Adrian Seymour CYOS	Consultation and delivery arrangements are clear and supported by cross agency protocol	
EDUCATION					
45.	Outcome star to be completed for all young people referred to Prospects at start and 6 weekly intervals Aggregated data report submitted to CYOS Board	At start and 6 weekly intervals Every 3 months	Jas Nagra Prospects	Young people are supported in to appropriate ETE provision and distance travelled can be measured Deficits can be identified and responded to	Coventry Joint Strategic Needs Assessment 2019 - attainment levels of CYOS cohort
46.	Track each young person who is provided with ETE provision – how many are still engaged in provision 6 months after order closes	Q3 Rolling cohort, reported on in CYOS performance management report each quarter	Jas Nagra Prospects	Placement sustainability is measured and can therefore be responded to if long term engagement levels low	Coventry Joint Strategic Needs Assessment 2019 - attainment levels of CYOS cohort

47.	Education Partnership team to report any trends, deficits, needs analysis to CYOS Management Board	To be included in CYOS Management Board performance report as required	Sarah Mills CCC Head of Education and Entitlement	CYOS management is in an informed position to respond, support education agenda	Coventry Joint Strategic Needs Assessment 2019 - attainment levels of CYOS cohort
48.	SEND refresh using Achievement For All standards Action Plan being delivered against	Q3 Delivery against action plan to commence update to Board to agree whether submission against standards	Leon Kokkinsons CCC Senior Lead SEND		Coventry Joint Strategic Needs Assessment 2019 - attainment levels of CYOS cohort
49.	Clinical Psychologist input (education) to be secured for CYOS	Q3	Sarah Mills CCC Head of Education and Entitlement	Assessment supports identification of needs and appropriate provision	Coventry Joint Strategic Needs Assessment 2019 - attainment levels of CYOS cohort

Appendix 2 – Budget

Table 1: Partner contributions to the youth offending partnership-pooled budget 2019-20

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
¹ Local Authority	514,409	0	251,973	766,382
Police Service	56,188	0	0	56,188
² Police and Crime Commissioner	62,444	0	42,620	105,064
National Probation Service	48,066	0	5,000	53,066
Health Service	90,650	0	13,309	103,959
Wales Assembly Government	0	0	0	0
YJB	458,602	0	62,276	520,878
³ Other	0	0	0	0
Total	1,230,359	0	375,178	1,605,537

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 which are funded through other routes with governance sitting with the YOS Partnership Board.

Appendix 3 – Spend against YJB Grant

2019-20 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	458,602	458,602	0	Includes £12k Allocation for Sessional Salaries.
Activity Costs	33,530	33,530	0	
Overheads	28,746	28,746	0	
Equipment	0	0	0	
Total YJB	520,878	520,878	0	

5,261 Budget reduction of 1% to reflect YJB funding announcement - applied to 'Activity Costs'.

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			2	1		24
Administration	3		2						5
Sessional Workers	5			2			2	3	12
Volunteers	15				1	6	2		24
Total	45	0	5	2	1	8	5	3	69

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	Referral Order Panel Volunteer	Other Volunteer	Total
Permanent		1		3	2.1	15	2.4	2	12		24	0	61.5
Fixed-term												0	0
Outsourced												0	0
Temporary												0	0
Vacant												0	0
Secondee Children's Services												0	0
Secondee Probation						1						0	1
Secondee Police						1						0	1
Secondee Health (Substance misuse)												0	0
Secondee Health (Mental health)												0	0
Secondee Health (Physical health)												0	0
Secondee Health (Speech/language)												0	0
Other/Unspecified Secondee Health					1.6							0	1.6
Secondee Education												0	0
Secondee Prospects						1						0	1
Secondee Other												0	0
Total	0	1	0	3	3.7	18	2.4	2	12	0	24	0	61.5
Disabled (self-classified)	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix 5 – Performance Information

First Time Entrants

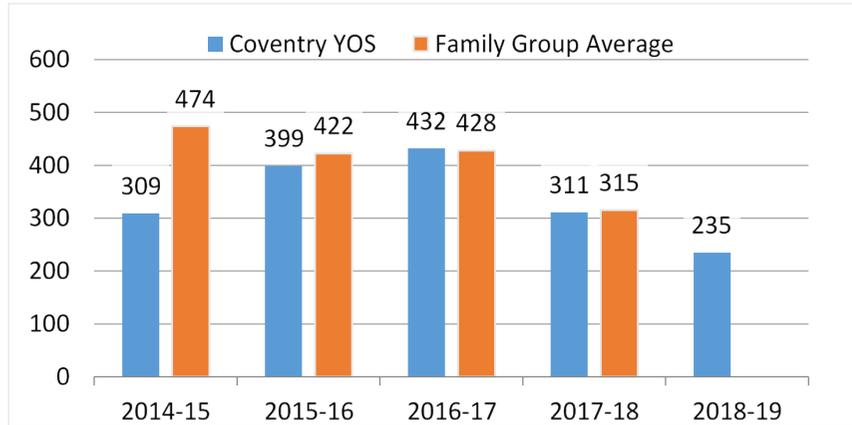


Table 1: FTEs per 100,000 of the 10-17 year old population, Coventry YOS 2014-19

Reoffending

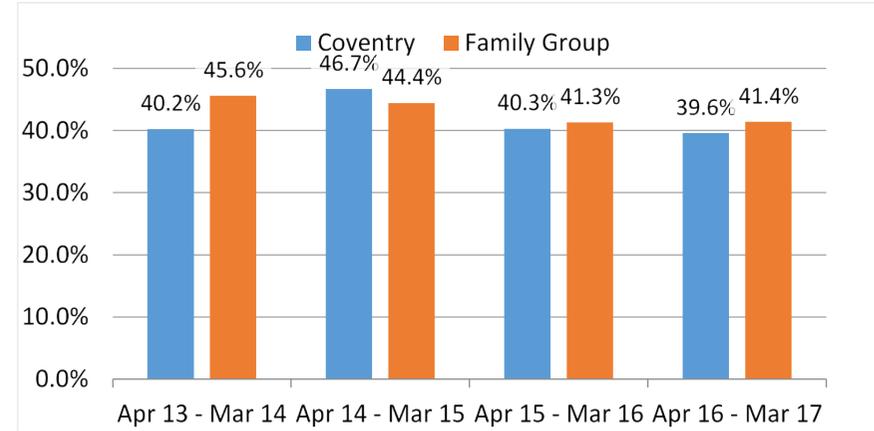


Table 2: Young offenders reoffending within a year, Coventry YOS 2013-2017

Use of Custody

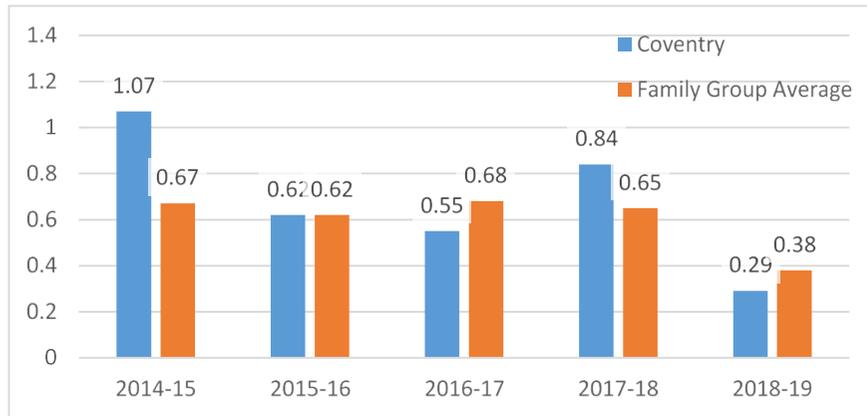


Table 3: Custodial sentences as a rate per 1,000 of the 10-17 year old population, Coventry YOS

Use of Remand

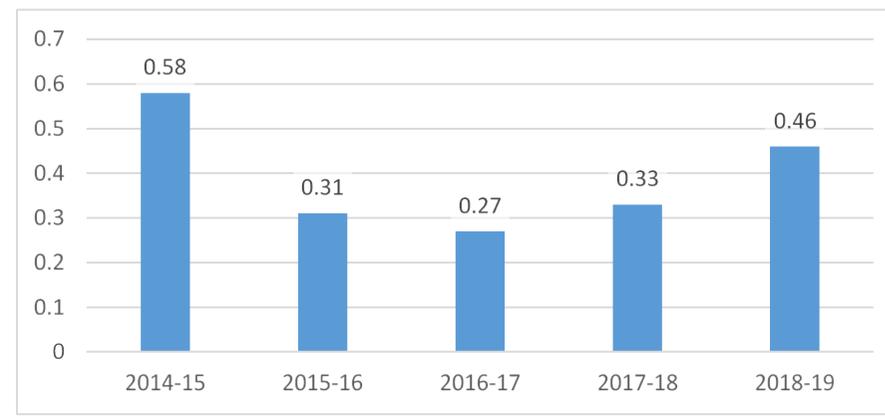


Table 4: New remand episodes per 1,000 of the 10-17 year old population, Coventry YOS

Custody and Remand

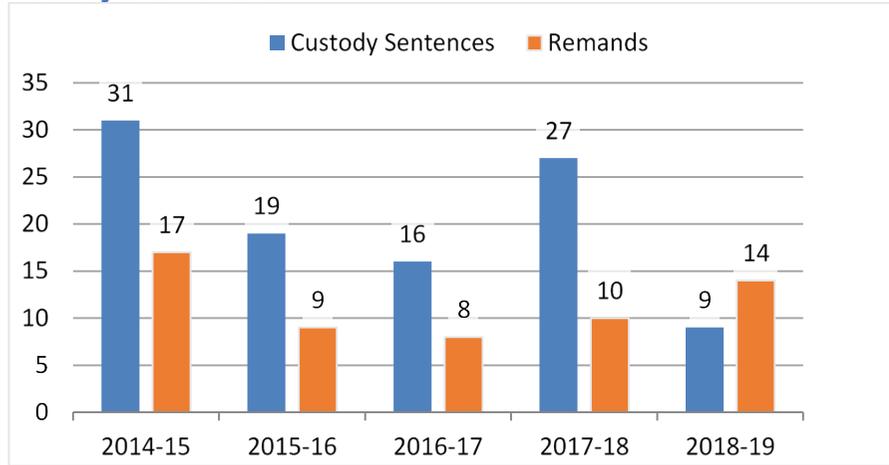


Table 5: New episodes of custody and remand, Coventry YOS 2014-19

Accommodation

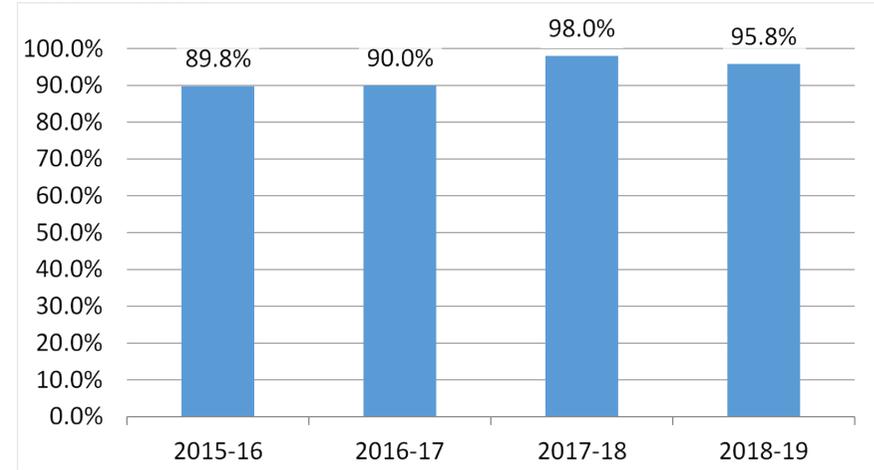


Table 6: Suitable accommodation, Coventry YOS 2015-19

Education, Training and Employment

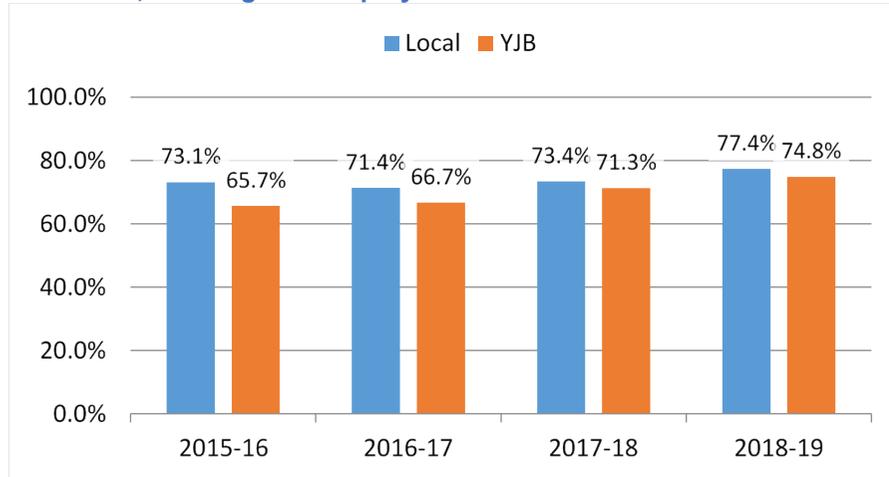


Table 7: Engagement in suitable ETE by local assessment and by former YJB national standard, 2015-19

Disposals

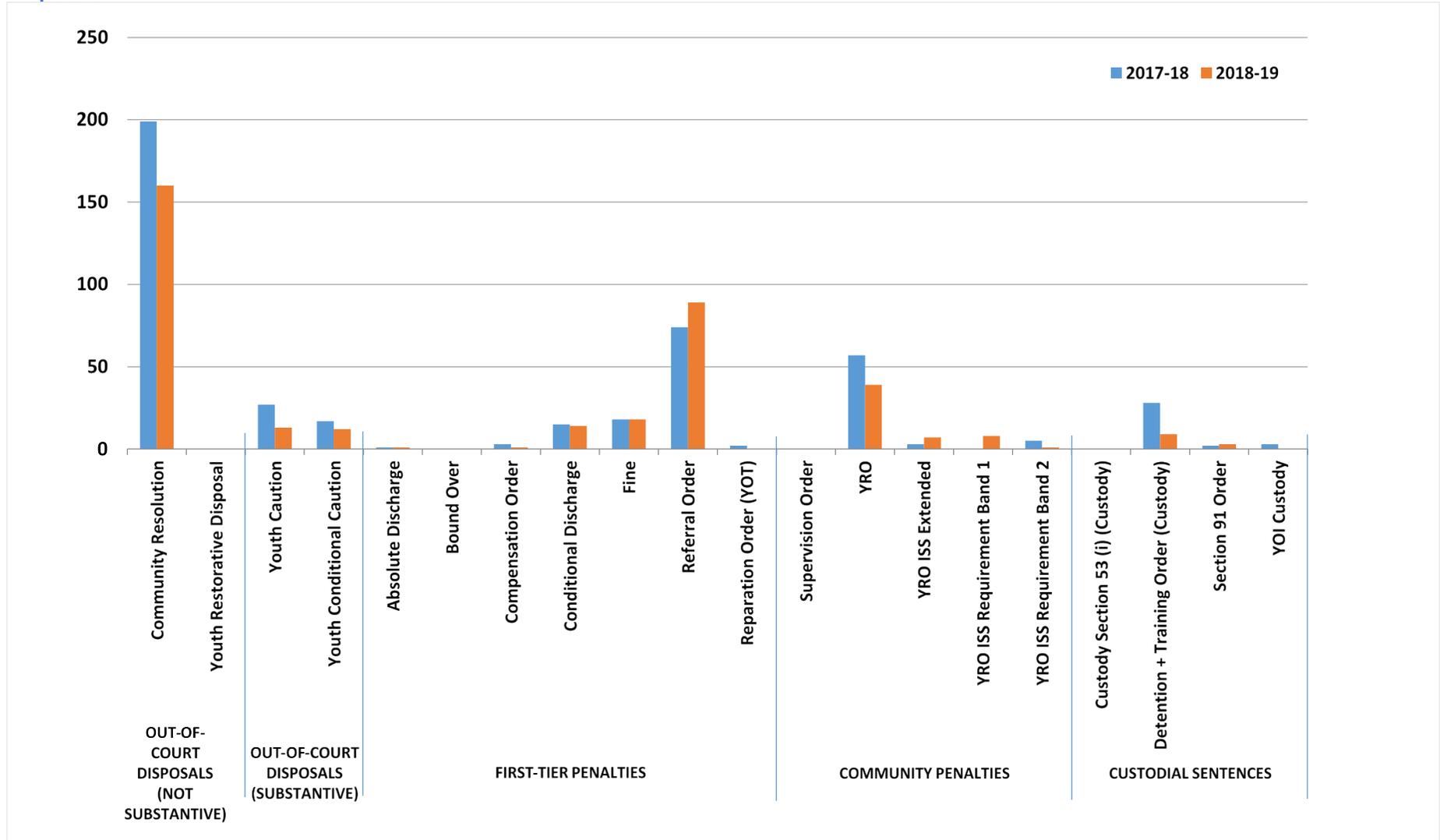


Table 8: Disposals, Coventry YOS 2018 & 2019 Financial Years

Offences

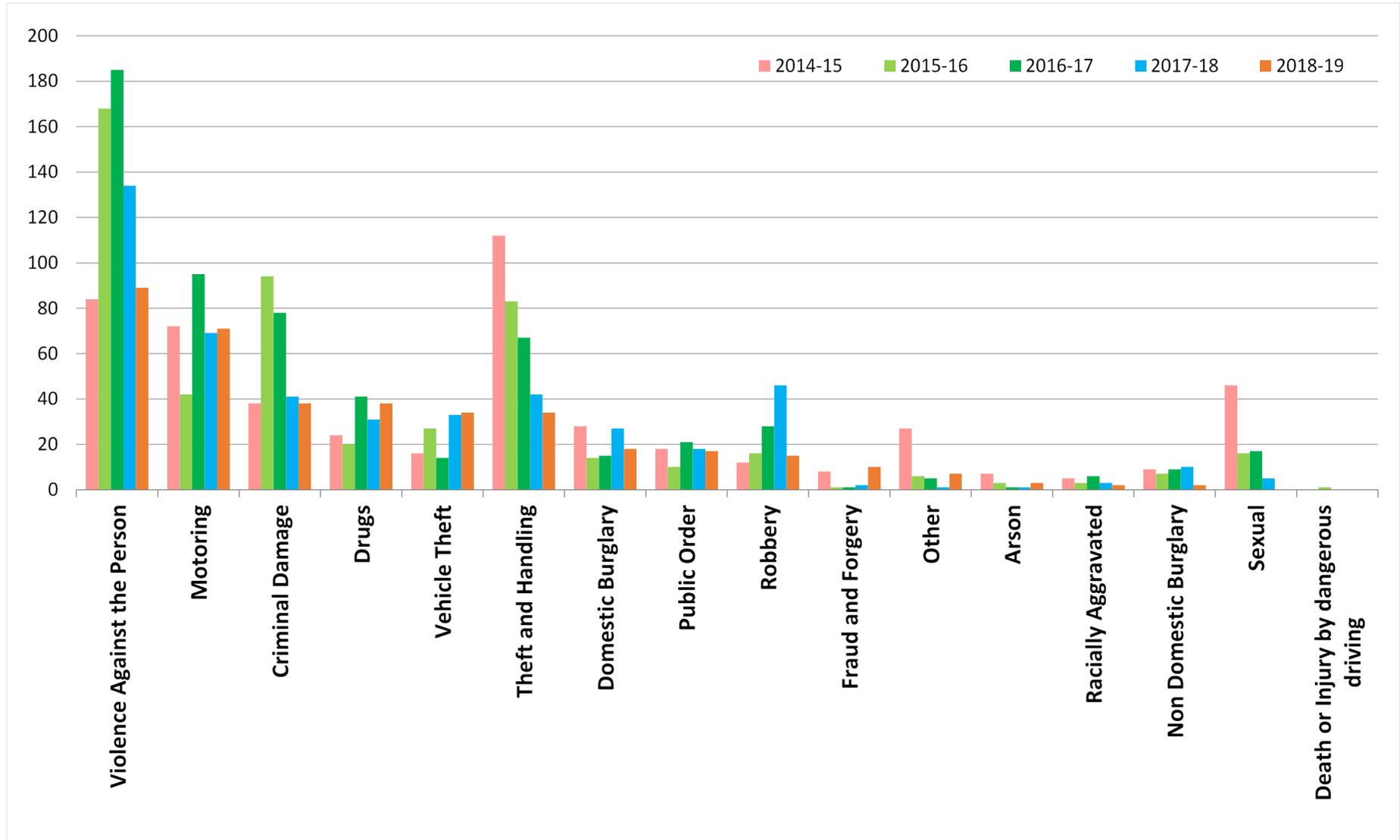


Table 9: Offences by offence type, Coventry YOS 2015-2018

Ethnicity

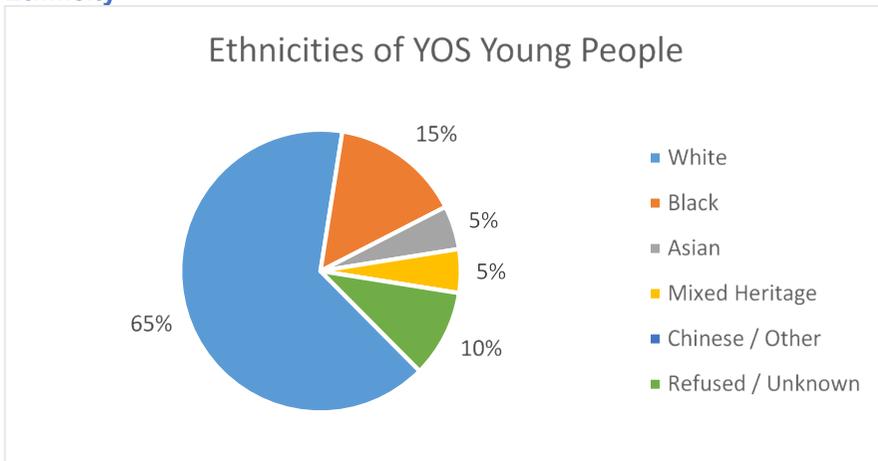


Table 10: Ethnic profile of young people with proven offences, open to Coventry YOS 31/03/2019

Gender

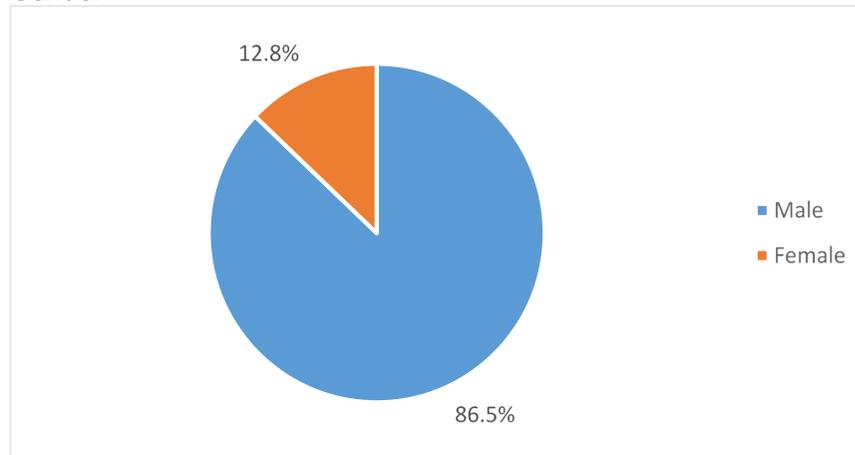


Table 11: Gender profile of young with proven offences, Coventry YOS 2018-19

Age

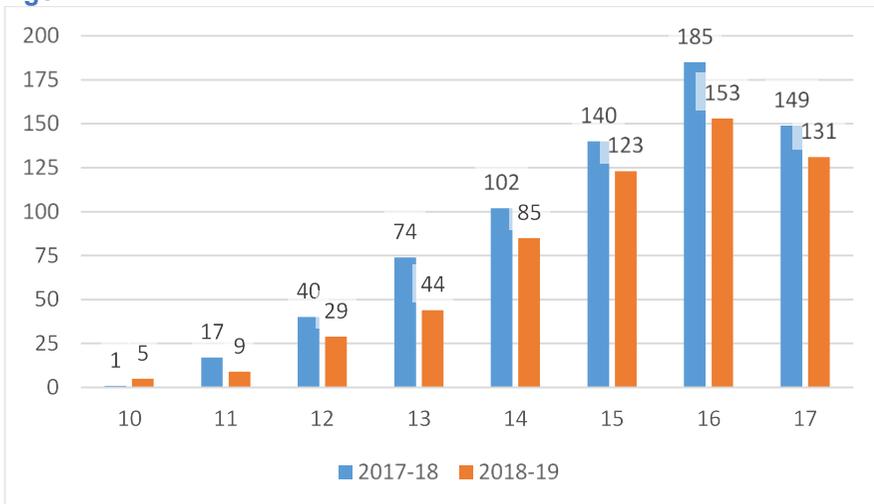
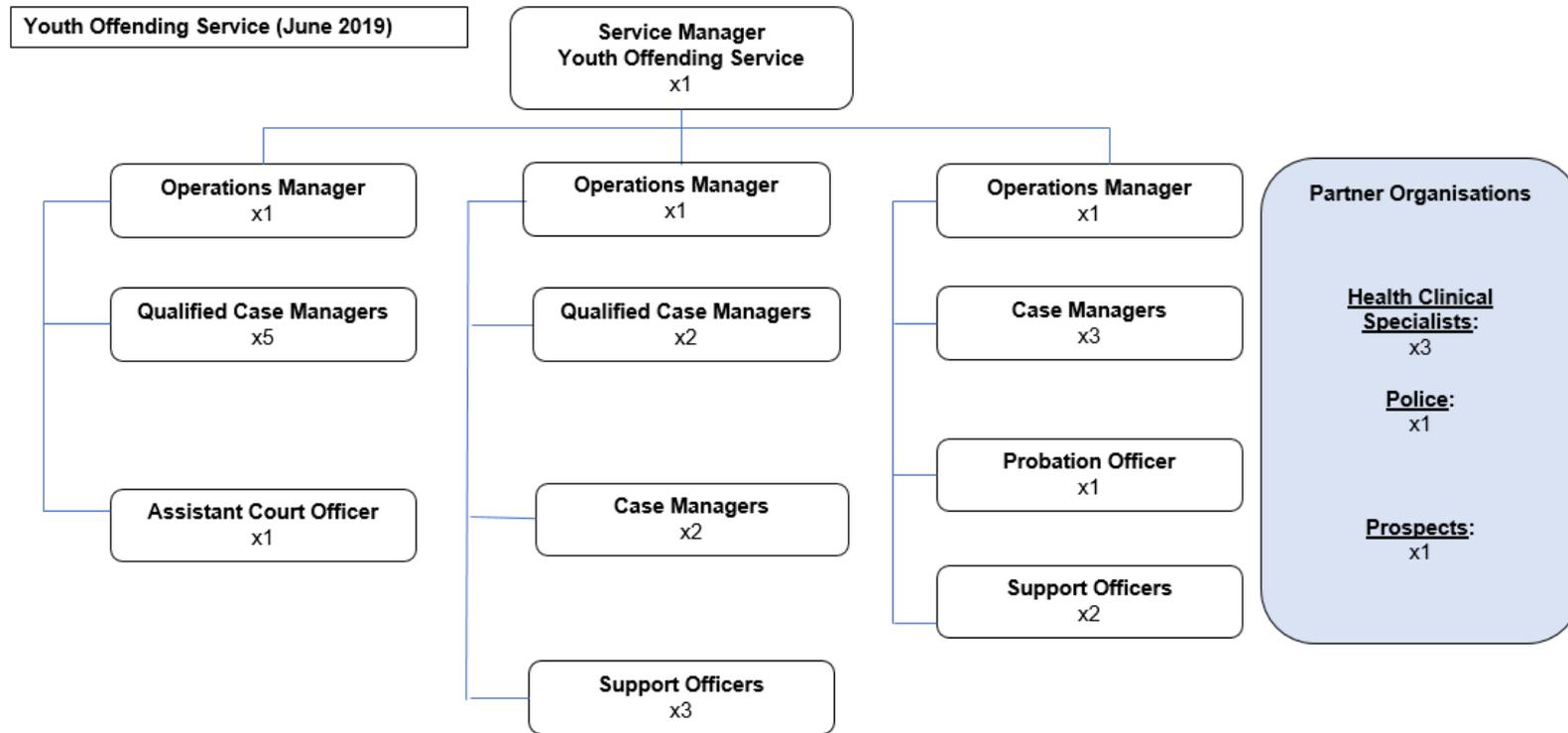


Table 12: Ages of young people at offence date, per proven offence, excluding breaches - Coventry YOS 2018-19

Appendix 6 – CYOS Organisation Employee Structure 2019



Appendix 7 – Management Board Membership

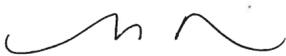
Name	Title
Paul Minor	Chief Inspector, Crime Manager, Coventry Neighbourhood Policing Unit - West Midlands Police.
Karen Allen	Operations Manager, Coventry & Warwickshire Prospects Service
Matthew Gilks	Director of Commissioning, NHS Coventry and Rugby Clinical Commissioning Group
Chris Evans	General Manager, Mental Health Services for Children & Young People, Coventry & Warwickshire Partnership NHS Trust
John Gregg	Director of Children's Services for Coventry, Coventry City Council
Valerie Elliott (Observer)	Deputy Chair of the Combined Magistrates' Bench
Patricia Smith (Observer)	Deputy Chair of the Youth Panel
Jim Horgan	Head Teacher, Coventry Virtual School (formerly LACES), Coventry City Council
Sarah Mills	Head of Service, Education Entitlement, Coventry City Council
Nigel Patterson	Early Help Manager, Early Help & Family Hubs (Central), Coventry City Council
Susan Walker	Head of Innovation & Engagement Midlands, Youth Justice Board for England and Wales
Craig Hickin	Head of Environmental Services, Street Scene & Regulatory Services, Coventry City Council
Andy Wade	Head of Service for NPS, Coventry, Solihull & Warwickshire Cluster Midlands Division
Richard Limb	CAMHS Programme Manager, Coventry City Council

Appendix 8 – Management Board sign off page



..... (Signature)

John Gregg - Director of Children's Services for Coventry



..... (Signature)

Paul Minor - Chief Inspector, Crime Manager, Coventry Neighbourhood Policing Unit



..... (Signature)

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

..... (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
OCGS	Organised Crime Groups
OOCD	Out-of-Court Disposal
OPCC	Office of the Police Crime Commissioner
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
USG	Urban Street Gangs
WMCA	West Midlands Combined Authority
YJB	Youth Justice Board
YJS	Youth Justice System
YODOC	Youth One Day One Conversation
YOI	Youth Offending Institute
YOT	Youth Offending Team



Cabinet

29th October 2019

Name of Cabinet Member:

Cabinet Member for Public Health and Sport - Councillor K Caan

Director Approving Submission of the report:

Deputy Chief Executive (People)

Ward(s) affected:

All

Title:

Coventry Health and Well-being Strategy

Is this a key decision?

Yes - the proposals are likely to have a significant impact on residents or businesses in two or more electoral wards in the City.

Executive Summary:

The Council and the Clinical Commissioning Group have a statutory duty, through the Health and Wellbeing Board, to develop a Health and Wellbeing Strategy that sets out how they will address the health and well-being needs of local residents, as identified in the Joint Strategic Needs Assessment (JSNA).

The Health and Well-being Strategy provides Coventry with a picture of what the Health and Wellbeing Board will deliver over the next three years and how partners will work together to achieve this. The Health and Wellbeing Strategy sets out three strategic ambitions, which are:

- People are healthier and independent for longer
- Children and young people fulfil their potential
- People live in connected, safe and sustainable communities

The full document is attached as Appendix 1 to the report.

Recommendations:

The Cabinet is requested to:

- 1) Approve the Coventry Health and Well-being Strategy

List of Appendices included:

Appendix 1: Coventry Health and Well-being Strategy 2019 – 2023
Appendix 2: Results of consultation
Appendix 3: ECA

Background papers:

None

Other useful documents

JSNA 2019 Citywide Profile

https://www.coventry.gov.uk/downloads/file/29999/coventry_joint_strategic_needs_assessment_2019

Has it been or will it be considered by Scrutiny?

No – However, the draft Health and Well-being Strategy was considered by the Health and Social Care Scrutiny Board (5) at its meeting on 19th June 2019 and feedback from the Board was used to develop the Strategy further.

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

No – Although this report has not been considered elsewhere, the matter was considered by the Coventry Health and Wellbeing Board at its meeting on 14th October 2019.

Will this report go to Council?

No

Report title: Coventry Health & Well-being Strategy

1. Context (or background)

- 1.1. The Council and the Clinical Commissioning Group have a statutory duty, through the Health and Wellbeing Board (the Board), to develop a Health and Wellbeing Strategy that sets out how they will address the health and well-being needs of local residents, as identified in the Joint Strategic Needs Assessment (JSNA).
- 1.2. The aim of the Health and Wellbeing Strategy is to develop a set of shared, evidence-based priorities for commissioning local services which will improve the public's health and reduce inequalities. The outcomes of this work will help to determine what actions the Council, the NHS and other partners need to take to meet health and social care needs, and to address the wider determinants that impact on health and wellbeing. The current Health and Wellbeing Strategy covers the period 2016-19, and a new Strategy for 2019-23 has been developed for approval and adoption.

2. Options considered and recommended proposal

2.1. Developing the Draft Coventry Health and Well-being Strategy 2019 – 2023

- 2.1.1. At its meeting on 8 April 2019, the Board endorsed the proposed approach to developing the new Health and Wellbeing Strategy and agreed to use the population health model as developed by the [Kings Fund](#). The revised Strategy has been developed based on the evidence from the JSNA and consultation and engagement with partners, stakeholders and the public. As part of the engagement on the revised Strategy, a prioritisation event was held for Health and Well-being Board members, Councillors from Health and Social Care Scrutiny Board and officers from partner organisations to review the evidence and emerging themes. This meeting agreed the proposed framework and priorities for the refreshed Strategy for public consultation.
- 2.1.2. The public consultation and engagement process for the refreshed Strategy was an extension of the JSNA engagement activity. Through the JSNA engagement process we have talked to over 200 residents and 70 community organisations to understand the key issues facing local communities and identify community assets.
- 2.1.3. The consultation on the Strategy proposals was in part an opportunity to go back to those we had engaged with previously and test with them our understanding of the needs and assets in the city and start to work together to mobilise solutions. It was also an opportunity to test our proposed approach and priorities more widely and begin to galvanise energy and resource around the Strategy. The public consultation period ran from 10 May to 3 June 2019. The communications and engagement process included opportunities for online and face-to-face consultation with stakeholders.

2.2. Strategic Ambitions, Population Health Framework and Short Term Priorities

- 2.2.1. The draft Health and Well-being Strategy sets out three strategic ambitions aimed at improving the health and wellbeing of our residents which together encompass our long-term vision for change in Coventry. The three strategic ambitions are:
 - People are healthier and independent for longer
 - Children and young people fulfil their potential
 - People live in connected, safe and sustainable communities

2.2.2. As part of the development of the Strategy, the Board has adopted a population health approach to addressing the issues affecting local residents. Our population health framework will underpin everything we do – for us in Coventry this means taking action on:

- **the wider determinants of health** – embedding the Marmot City approach by working in partnership across different services and organisations to tackle health inequalities through addressing the social determinants of health such as income and wealth, education, housing, transport, environment and leisure; to break the link between poverty and poor health
- **Our health behaviours and lifestyles** – aligning and coordinating prevention programmes across the system to maximise impact and tackle barriers to healthy lifestyle, including around mental wellbeing, diet, exercise, smoking and drugs and alcohol
- **The places and communities we live in and with** – working together in our places and with our communities to mobilise solutions for improved health and wellbeing, informed by our understanding of local needs and assets from our place-based JSNAs
- **An integrated health and care system** – health and social care commissioners and providers working together in a joined-up way to commission and deliver seamless local services in Coventry

2.2.3. As part of the JSNA and consultation process, we identified a number of **short term priorities**, where we want to make a tangible difference in the next 12-18 months by working together in partnership. Our short term priorities are:

- Loneliness and social isolation
- Young people’s mental health and well-being
- Working differently with our communities

2.3. Mobilising the Strategy

2.3.1. Since the last meeting of the Board in July, work has been undertaken to mobilise the Strategy and in particular to progress the short term priorities identified. A short progress update is provided for each priority area below:

2.3.1.1. **Loneliness and social isolation** – Board champions have been identified to lead this work. Councillor M Mutton and Pete Fahy (Director of Adult Services) will work with Sue Frossell (Consultant Public Health) and Clare Wightman (Grapevine) as an executive group to take this work forward.

It is envisaged that this will build on the work that has already been undertaken through the Improved Better Care Fund Prevention proof of concept projects, that were discussed at the Board in July 2019. We are proposing to use the learning from the proof of concept areas to grow the capability at individual and community level in different parts of the city. We will aim to strengthen support networks within communities so that individuals are stronger, self-sufficient and those who are vulnerable to ill health or health inequalities are better supported to develop resilience and reduce the reliance on public services.

2.3.1.2. **Young people’s mental health and well-being** – Councillor Seaman, John Gregg (Director of Children’s Services) and Liz Gaulton (Director of Public Health & Wellbeing) will act as Board champions for this priority. We will use an evidence based approach and work with partners, stakeholders and young people and their families to co-design a comprehensive approach incorporating early intervention across all partners, working together to target resources in a more coordinated way, whilst developing a collective and system wide understanding of children and young people at risk.

2.3.1.3. **Working differently with communities** – The One Coventry Partnership (formerly the People Partnership) met on the 12th September and agreed to develop a ‘network of networks’ approach as a means of supporting the public sector to connect effectively with voluntary and community sector organisations in the city and collaborate on issues of common interest. An event will be held on the 3rd October to co-design a mechanism for working the voluntary and community sector.

3. Results of consultation undertaken

- 3.1. The consultation and engagement process for the refreshed Strategy was an extension of the JSNA engagement activity over the previous 6 months. Through the JSNA engagement we had talked to over 200 residents and 70 community organisations to understand the key issues facing local communities and identify community assets.
- 3.2. The consultation on the Strategy proposals was in part an opportunity to go back to those we had engaged with previously and test with them our understanding of the needs and assets in the city and start to work together to mobilise solutions. It was also an opportunity to test our proposed approach and priorities more widely and begin to galvanise energy and resource around the Strategy.
- 3.3. The public consultation period ran from 10 May to 3 June 2019 and was widely promoted. In total we received over 130 survey responses from both individuals and groups / organisations – including 77 members of the public – and engaged with around 40 individuals at community and staff events, many of whom were also representing groups and organisations. The proposals were also considered by a number of formal partner boards.
- 3.4. The consultation feedback demonstrated broad support for each of the 3 proposed strategic ambitions. There were some common views about some of the terminology used – for example, the terms ‘successful’ and ‘sustainable’ were felt to be too ambiguous, and ‘independent’ could imply lack of support.
- 3.5. There was also support for the proposed population health framework, with 88% of those responding to the survey agreeing that we need to change the way we work together as set out in the proposed framework. 90% of survey respondents agreed that public sector organisations should work differently with communities.
- 3.6. The majority who responded thought the proposals would have a positive impact on people who share protected characteristics, by ‘providing an opportunity to engage populations that are normally hard to engage with’.
- 3.7. Participants in both the survey and community events were asked to identify 3 initial priorities that partners should focus on in the short-term. From the options presented, two priorities stood out as having greatest resonance across the consultation responses: Young People’s Mental Health & Loneliness and Social Isolation. There was a strong view that many of the proposed priorities impacted on each other, and that these two areas of focus would have the potential to impact positively on some of the other areas suggested.
- 3.8. Some of the key themes and messages emerging from the consultation included:
 - Communication: demand for better communication between public sector and communities and more accessible information about available support and activities

- Networks: there is a need for networks to facilitate connections between small community and voluntary sector groups and organisations and a forum for engagement between the third sector and public sector leads.
- Making it happen: a challenge to demonstrate how the Strategy will be delivered and impact measure.

3.9. A full report on the outcomes of the consultation is attached at appendix 2. The feedback received has informed the draft Strategy that is now being presented to the Board. There will be opportunity to reflect further on the detailed feedback and specific suggestions and ideas as the implementation and action plans are further developed

4. Timetable for implementing this decision

4.1. Following its approval, an action plan for each of the three short term priorities will be developed.

5. Comments from Director of Finance and Corporate Services

5.1. Financial implications

There are no direct financial implications to the Council regarding the Coventry Health and Well-Being Strategy. The strategy commits the City Council and the other partners to deliver against its priorities within existing resources.

5.2. Legal implications

The Health and Well-being Board was set up by the Health and Social Care Act 2012 and from April 2013, “the members of the health and wellbeing board have been required to develop a joint health and wellbeing strategy for their area. This joint strategy should support health and wellbeing board members to take the important step from assessing needs and available assets to planning the delivery of integrated local services based upon those needs and assets, and collectively addressing the underlying determinants of health and wellbeing” from the Joint Strategic Needs Assessment and joint health and wellbeing strategies explained – commissioning for populations guidance published by the Department of Health in 2011.

6. Other implications

Any other specific implications

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

The Health and Well-Being Strategy will support the delivery of key objectives through making a positive contribution to the health and wellbeing of residents in the city. It contributes to the Council plan objectives through:

- Improving the quality of life for Coventry people
- Improving health and wellbeing
- Reducing health inequalities
- Protecting our most vulnerable people
- Delivering our priorities with fewer resources through making the most of our assets and empowering our citizens

6.2. How is risk being managed?

The Health and Well-Being Strategy will be accompanied by action plans against each priority which seek to ensure that progress is made and the risks associated with each area of activity are managed.

6.3. What is the impact on the organisation?

The Health and Well-being Strategy will have wide reaching positive impacts on the residents of Coventry – improving health and wellbeing, supporting children and young people and creating safe and sustainable communities. This will reduce reliance on other Council services and have public health benefits.

6.4. Equality and Consultation Analysis (ECA)

Part 1 of the Equality and Consultation Analysis has been completed and is attached at appendix 3.

In summary, part 1 concluded that the approach outlined in the consultation proposals was expected to have a positive equalities impact and lead to a much better understanding of the needs of people with protected characteristics. A population health approach means we will be concerned to improve outcomes for everyone, and will lead to a particular focus on health inequalities and tackling the causes of these. A renewed focus on working with our communities to mobilise solutions will cause us to talk to, and work more closely with, representative groups and organisations.

6.5. Implications for (or impact on) climate change and the environment

None

6.6. Implications for partner organisations?

The Health and Wellbeing Board has membership across a range of partners, including Coventry City Council, Coventry University, the University of Warwick, Voluntary Action Coventry, West Midlands Fire Service, West Midlands Police, Coventry and Rugby Clinical Commissioning Group, University Hospital Coventry and Warwickshire NHS Trust, Coventry and Warwickshire Partnership NHS Trust and Healthwatch Coventry. The Strategy commits these organisations to deliver against the identified priorities.

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

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 Robina Nawaz, Policy and Partnerships Transformations Officer

Directorate:

People

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Contributor/ approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Valerie De Souza	Consultant, Public Health	People	30 th September 2019	30 th September 2019
Lara Knight	Governance Services Co-ordinator	Place	8 th October 2019	8 th October 2019
Names of approvers for submission: (officers and members)				
Ewan Dewar	Finance Officer	Place	30 th September 2019	30 th September 2019
Gillian Carter	Legal Officer	Place	30 th September 2019	30 th September 2019
Liz Gaulton	Director of Public Health	People	7 th October 2019	7 th October 2019
Councillor K Caan	Cabinet Member for Public Health & Sport	-	8 th October 2019	8 th October 2019

This report is published on the council's website: www.coventry.gov.uk/councilmeetings

Coventry Health and Wellbeing Strategy 2019-2023



1

Coventry Health and Wellbeing Strategy 2019-2023

Foreword



Councillor **Kamran Asif Caan**
Chair of Coventry Health & Wellbeing Board

Our new Health and Wellbeing Strategy presents a real opportunity to make a difference to the health and wellbeing of everyone in our city. We have developed our Strategy in a context of change and uncertainty which brings both challenges and opportunities. Within our communities we see the legacy of austerity, most evident in the stubborn inequalities in our city, as well as the impact of ongoing economic uncertainty. Nationally, public policy is shifting – the NHS long-term plan confirms a greater focus on prevention, whilst health and social care integration is moving at pace, with changes to organisational structures emerging as local areas move towards new ‘integrated care systems’.

Within Coventry, the four years of our Strategy are framed by significant opportunities to promote and improve health and wellbeing in the city; the Coventry and Warwickshire Year of Wellbeing and Coventry European City of Sport in 2019, and Coventry UK City of Culture in 2021. Already the Year of Wellbeing is building momentum and commitment around health and wellbeing, and the European City of Sport is contributing to the physical activity agenda. The UK City of Culture programme is recognised as an opportunity to improve health and wellbeing outcomes for the city and accelerate efforts to address the wider determinants of health, such as jobs and economic growth, community cohesion and a sense of place, and raised aspirations and school attainment.

To address the challenges we are facing, and build on these opportunities, we are setting out a radical new approach in this Health and Wellbeing Strategy. The Strategy covers a period of four years, but we see this as an approach that could shape our work for the longer term. We have set out high level ambitions that we think will stand the test of time, but gives us the ability to adapt our specific focus and evolve our approach to reflect the rapidly changing context in which we are working.



Introduction

The Coventry Health and Wellbeing Strategy is the city’s high level plan for reducing health inequalities and improving health and wellbeing for Coventry residents.

The Strategy is owned by the Coventry Health and Wellbeing Board, which brings together senior leaders from Coventry City Council, West Midlands Police, West Midlands Fire Service, voluntary sector organisations, Coventry and Rugby Clinical Commissioning Group, acute and community NHS trusts, and local universities. The Health and Wellbeing Board has a statutory responsibility to understand current and future health and social care needs and to translate these findings into clear outcomes the Board wants to achieve.

This Strategy has been developed in partnership with senior leaders from across the public and voluntary and community sectors. It is informed by data and engagement evidence from our Joint Strategic Needs Assessment and learning from our 2016-19 Joint Health and Wellbeing Strategy, as well as drawing on national research and good practice. We consulted with stakeholders, communities and the public on our proposals and have reflected the feedback in this final plan.

The Strategy sets out a four-year vision for health and wellbeing in Coventry and will be used by local health and care partners to inform plans for commissioning services and shape how we work together to meet health and social care needs and address the social determinants of health.

In order to deliver our ambitions, the Coventry Health and Wellbeing Board has agreed three short term priorities that will inform how we will work together, develop actions and report on our progress on improving the health and wellbeing of local people. Looking after the health and wellbeing of Coventry’s residents is not just the responsibility of a single body. Statutory and voluntary and community sector partners all need to play their part, working alongside communities and individuals, if we are to meet the ambitions we’ve set out in our strategy. A key partnership is the Coventry and Warwickshire Health & Care Partnership, which brings together key agencies across the sub-region to improve the health and wellbeing of local people.

2

Coventry and Warwickshire Health and Care Partnership

One Health and Care Partnership, two Health and Wellbeing Boards, three Outcomes, four Places

There are a million reasons to be ambitious about living a healthy and fulfilling life in Coventry and Warwickshire. Together, as organisations working to improve health and wellbeing, we share a common vision:

We will do everything in our power to enable people across Coventry and Warwickshire to pursue happy, healthy lives and put people at the heart of everything we do.



We believe every single one of our one million residents deserves to:

- **LEAD** a healthy, independent and fulfilled life
- **BE PART** of a strong community
- **EXPERIENCE** effective and sustainable health and care services

Over the last three years we have been working together on this vision. We now want to use it to change the way we understand population health, prevent illnesses and design services to meet people's often increasingly complex needs over the next 5-10 years.

The NHS Long Term Plan will be a catalyst for change in Coventry and Warwickshire, but we aren't stopping there.

We will look at our health and care services and wider factors that can have an impact on living a healthy, independent and fulfilling life. We will be linking up our Five-Year Plan to both of our refreshed local Health and Wellbeing Strategies.

We have been listening to what local people and our staff have been telling us about what is important to them, and that is now driving a new way of working. Our first important step is the creation of a new Health and Care Partnership Board, which will meet in public, to oversee the transformation of health and care within Coventry and Warwickshire by building a new relationship between individuals and communities and the services they use.

The Coventry and Warwickshire Health and Care Partnership brings together health and social care services, local authorities, voluntary and community sector organisations and other partners. Our aim is to deliver life-long health and wellbeing benefits for the people of Coventry and Warwickshire.

In order to make this happen we are making the following commitments:

- Prevention will be at the centre of everything we do. We are committed to promoting health and wellbeing rather than treating illness. As organisations responsible for public money we will change where we spend our money to promote health and wellbeing. Through earlier intervention, we're aiming to make it easier for everyone to lead healthy lives and stay well for longer.
- Health must not be viewed in isolation. We recognise the importance of education, good work, affordable and appropriate housing, leisure opportunities and a healthy environment to the quality of life of local people. We need to work together to improve the overall health of our population and address inequalities by reducing the health and wellbeing gap that exists between our most deprived and affluent areas.





- We all need to do more to look after our own health and wellbeing so that we depend less on our local health and social care services, while knowing they are there when we need them. Voluntary organisations and community groups play an enormous role in keeping people healthy and independent and we will change how we work with communities to enable community leadership and build capacity. We will do more to support carers too, not only to improve the health of family members they care for, but also their own health and wellbeing.
- When people need support from health and social care services, we know that they want accessible, responsive and high-quality services and we will provide them. We will have a focus on making sure that services deliver the right standard of care in a consistent way across Coventry and Warwickshire that builds on best practice and evidence.
- We will be honest about the challenges we face. Demands on health care services continue to increase, alongside a shortage of key staff groups and skills to deliver care and financial pressures to deal with. While the amount of money we spend in the NHS is going up each year, the cost of services is going up more quickly, so we need to identify ways to deliver the same level of services at a lower cost – for example, through reducing waste and avoiding the duplication of services. We will work together to ensure we are always doing what’s right for individuals and make it easier for people to access the right service, the first time.
- There will be times when we need to make difficult decisions, but when we do, we will listen to the views of local people and our staff, and we will have transparent processes for making those decisions.

3

Our Journey

Coventry has been tackling health inequalities as a Marmot City since 2013.

Our Health and Wellbeing Strategy 2016-19 galvanised commitment to work in partnership around key priorities and clear benefits were realised through new partnership structures and collaborations with organisations that may not historically have recognised their role in contributing to health and wellbeing outcomes. Partnership is now in our DNA as a city.

However, we have recognised that although we have strong partnership working around specific priorities, we don’t always join up what we do and make the connections between different areas of work and we don’t always work as closely with our communities as we could. This means we miss opportunities to identify synergies and complementary activity and do not always get the best outcomes as a result.

To do this better we need to move to a ‘population health’ approach which takes a holistic view of everything that impacts on people’s health and wellbeing across the whole population, with an emphasis on reducing inequalities in health as well as improving health overall.



4 Expanding our work – The case for change

We know from our analysis of evidence from data sources and from our engagement with residents and community organisations that:

- Coventry has a growing, changing and increasingly diverse population.** Whilst population growth has been highest amongst 18-29 year olds, the growth of over-65s is expected to accelerate and outpace other groups within 10-15 years. This means there is a need to focus on preventative health amongst the working age population now to help manage future demand on health and care services. With population growth concentrated in certain parts of the city, there is an increasing imperative to take a place-based approach to service planning.
- Overall health in the city is below average, with residents living in more deprived parts of the city not only living shorter lives but also spending a greater proportion of their lives in poor health.** Males living in some parts of the city can expect to live up to 10 years longer; and for females, the gap is eight years. This difference is linked to a number of inequalities related to poverty. Premature mortality is also higher than average in the city and there are avoidable differences in health outcomes, particularly around issues such as alcohol use, obesity / physical activity, Tuberculosis and sexual health.
- Despite the city's comparatively good performance in the areas of education and skills and economic growth, significant pockets of deprivation limit people's opportunities to succeed in life.** 19% of Coventry neighbourhoods are amongst the 10% most deprived nationally and by the age of five, fewer children achieve a good level of development (68%) than nationally (72%) or in similar places, with the more disadvantaged even further behind. We know that social inequalities and life chances are already established from these early years of life.
- Increasing fear of crime impacts on residents' health and wellbeing,** there is an increase in violent crime (reflecting national trends) and people in the city reporting feeling increasingly unsafe. **Most notably nearly a third of young people feel unsafe in the city,** with only 16% of the city's young people saying they felt very safe or safe in the city in 2018.



- The city has a high level of homelessness, particularly amongst young people and families.** This is putting sustained and significant pressures on the local housing system. At any one night in 2017/18, between 190 to 250 Coventry families with dependent children spent the night living in emergency or temporary accommodation. We know that good quality housing for all leads to better health and wellbeing, as it affects early years outcomes, educational achievement, economic prosperity and community safety.

A significant part of the challenge in Coventry, as elsewhere, is to break the link between poor health and poverty.

Community organisations we spoke to told us that communities are best placed to address health challenges. This is because they have networks, understanding and legitimacy. However, their resources are limited and capacity is stretched. The public sector must, therefore, change how it works with communities, by shifting to an 'enabling' leadership style, joining forces and building capacity.

More information about the findings from our Joint Strategic Needs Assessment can be found at www.coventry.gov.uk/jsna/.



5

Our long-term vision for change: what do we want to achieve over the next four years?

We are proposing three strategic ambitions for the health and wellbeing of our residents which together encompass our long-term vision for change for health and wellbeing in Coventry.

The outcomes we hope to achieve are:

1. People are healthier and independent for longer

By this we mean promoting healthy lifestyles and behaviours to help people stay healthy and well and prevent limiting long-term health conditions. This also means, where people have existing health problems, preventing these from escalating to the point where they require significant, complex and specialist health and care interventions. It means helping people to age well, with health and social care working together to prevent long term health conditions and slow the development of older people's frailty. The focus is on empowering people to take action to improve health and wellbeing for themselves and others (our Year of Wellbeing vision) and providing effective, timely and appropriate support where it is needed.

We will monitor our direction of travel against this ambition through key performance indicators, for example:

- Healthy life expectancy
- Physically active adults
- Screening and immunisations take-up
- Emergency readmissions
- Dementia diagnosis
- Premature mortality / morbidity (years lived with disease)

2. Children and young people fulfil their potential

By this we mean we want to work together as partners to make sure that every child in the city has the same opportunity to thrive. We want to make sure that every child has the best possible start in life because we know that getting this right is key to tackling health and social inequalities and preventing poor outcomes. This also means that all children are supported to reach their potential in school, further education and employment, and that families are supported to make healthy lifestyle choices. Improving opportunities



for children and young people will help address concerns in the city around violence and exploitation and young people's mental health and wellbeing. With a younger than average population in the city, we know that a specific focus on children and young people in Coventry is important.

We will monitor our direction of travel against this ambition through key performance indicators, for example:

- Good level of development (five year olds)
- Healthy weight Year 6 (childhood obesity)
- Young people feeling safe
- Proportion of young people progressing into sustainable education, employment or training
- Child and Adolescent Mental Health Services – demand / performance
- Children living in poverty

3. People live in connected, safe and sustainable communities

By this we mean working together to create communities that have a healthy environment, economic prosperity and where the social needs of people are met. This includes action to address climate change and improve air quality, for example through promoting active travel. It is also about working together in local places to build community resilience and promote community cohesion. It means building communities where everyone in our diverse population has a stake and has the opportunity to thrive – where people have access to jobs, secure housing, feel safe and are connected with people around them.

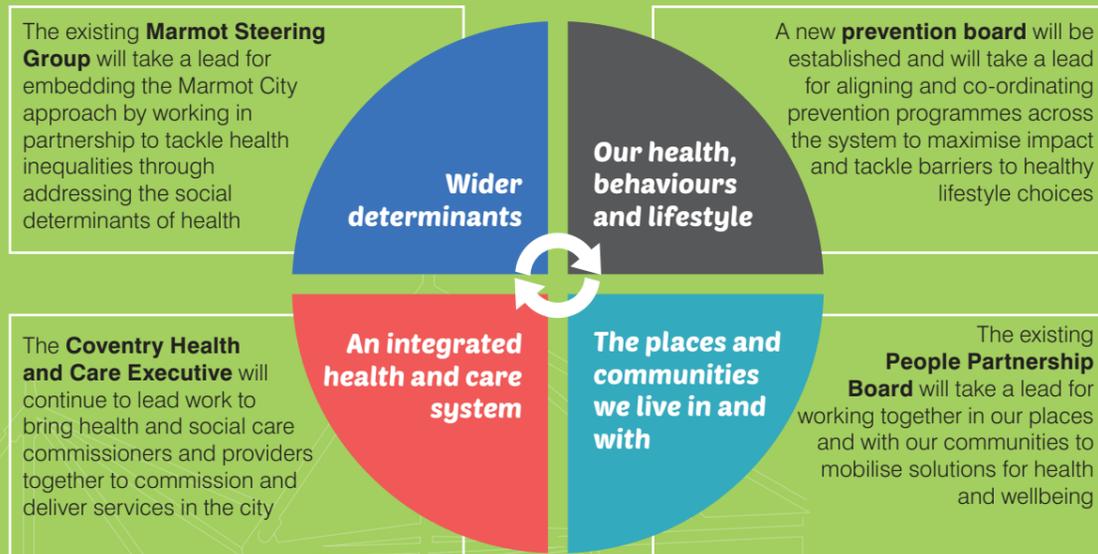
We will monitor our direction of travel against this ambition through key performance indicators, for example:

- Families in temporary accommodation
- Fuel poverty
- Self-reported wellbeing
- Gross Disposable Household Income
- Air quality (NO2)
- Residents' self-reported ability to influence / improve local area



6 How we will do this - Our population health framework

Our health is shaped by a range of factors. These include: the wider socio-economic determinants of health, such as our education and the housing we live in; our lifestyles and health behaviours, for example our diet, whether we smoke; the health and care we receive; and the communities we live and work in, and the social networks we belong to. There is consensus nationally that to reduce health inequalities and improve health outcomes, we need a population health approach, which means working with a range of partners, as well as communities to do this.



Our population health framework, which is taken from a model developed by the King's Fund (a national health and care think tank), will underpin everything we do as a health and wellbeing system in Coventry to achieve our long-term vision for change. For us in Coventry this means taking action on:

- **The wider determinants of health** – embedding the Marmot City approach by working in partnership across different services and organisations to tackle health inequalities through addressing the social determinants of health such as income and wealth, education, housing, transport, environment and leisure; to break the link between poverty and poor health
- **Our health behaviours and lifestyles** – aligning and co-ordinating prevention programmes across the system to maximise impact and tackle barriers to healthy lifestyle, including around mental wellbeing, diet, exercise, smoking and drugs and alcohol
- **The places and communities we live in and with** – working together in our places and with our communities to mobilise solutions for improved health and wellbeing, informed by our understanding of local needs and assets from our place-based JSNAs
- **An integrated health and care system** – health and social care commissioners and providers working together in a joined-up way to commission and deliver seamless local services in Coventry

We plan to invest our energies and resources in making sure these 'enablers' are in place; that we get these right and we will make sure that all of our plans and activities consider each of these components and – most importantly – the connections between them. By focusing on the enabling components, we will be able to deliver our short-term priorities more effectively. The Health and Wellbeing Board will be the place where these connections are made at a strategic level.



7

Our short-term focus

We have identified three areas of focus that emerged through our JSNA and the conversations we had with communities and key partners.

These are specific areas where we want to make a tangible difference in the next 12–18 months by working together in partnership. We know that there is a wealth of great work already being done in these areas and our challenge is to add value as partners by making connections and creating energy and momentum to upscale existing activity. We will look at each area through the lens of our population health framework, identifying how each component contributes to addressing the issue and links to the others.

We think that these are all areas that – if we make a difference here – will impact positively on other health and wellbeing issues and priorities for the city.

1. Loneliness and social isolation

The Campaign to End Loneliness cites growing research evidence about the detrimental impact of loneliness and social isolation on health and wellbeing:

“Loneliness and social isolation are harmful to our health: research shows that lacking social connections is as damaging to our health as smoking 15 cigarettes a day (Holt-Lunstad, 2015). Social networks and friendships not only have an impact on reducing the risk of mortality or developing certain diseases, but they also help individuals to recover when they do fall ill (Marmot, 2010). Loneliness increases the likelihood of mortality by 26%.”

Tackling loneliness and social isolation can also help to reduce the burden on health and care services, building resilience that enables people to remain independent for longer and addressing social needs outside of formal settings.



We know from our engagement that loneliness and social isolation affects people of all ages and there is a real opportunity for partners to work together differently to empower communities and individuals to become better connected and more resilient in combating loneliness and isolation.

We will:

- tackle the social, economic and environmental barriers to connectedness throughout the life course, including poverty
- facilitate, empower and work with existing networks and social activities that promote healthy lifestyles
- understand, mobilise and strengthen local community assets to prevent loneliness and social isolation
- build on community-based integrated care models such as Out of Hospital care models (including care navigators) and social prescribing

2. Young people’s mental health and wellbeing

Nationally the latest evidence suggests that one in 10 young people have some form of diagnosable mental health condition and that children with a mental health problem face unequal chances in their lives. According to Coventry and Warwickshire Children and Young People’s Child and Adolescent Mental Health Services (CAMHS) Transformation Plan 2015 – 2020, children’s mental health problems are four times more common in the poorest income households than the highest, especially among boys. The city-wide Joint Strategic Needs Assessment highlights mental health issues amongst the complex needs facing many young people known to youth offending services.

Long waiting lists and a lack of access to specialist and urgent care are key concerns locally, especially when crossing the barrier between adolescent mental health and adult mental health, and there are known pressures on acute child and adolescent mental health services at University Hospital. The CAMHS Transformation Plan also reports that, in Coventry, mental health problems are presenting at younger ages, offering opportunities for intervention, resilience building and practical support which will have lifelong impact.





There are real opportunities for partners to work together differently to develop preventative strategies to tackle the causes of mental ill health amongst children and young people, as well as provide more effective support to young people at risk of, or experiencing, mental ill health.

We will take a whole system approach to children's mental health and wellbeing, by:

- Developing a comprehensive approach to early intervention across all partners
- Developing a collective and system-wide understanding of children and young people at risk
- Developing an overarching system-wide plan, with partners working together to target early intervention resources in a more co-ordinated way; and to prevent crisis by providing timely and appropriate support for children's mental health.

3. Working differently with our communities

Our engagement with communities and community organisations during the JSNA and Health and Wellbeing Strategy development has revealed an appetite for a change in approach to how we work together in our places and with our communities. This means working together, with communities, to improve people's lives and the city for the better. Communities want to be part of the change and want to work with statutory partners, not to be "done to", which means changing traditional relationships. This is in line with the Council's One Coventry approach, whereby the Council will be working with partners and the public, sharing resources and looking for opportunities to work together and do things differently.

There is a real opportunity to mobilise health and wellbeing solutions through assets that already exist in our communities, and to work together collaboratively to make the biggest positive impact that we can on the lives of local people. We want to see a shift in culture and behaviours amongst statutory partners which will include:

- Empowering and enabling community solutions by valuing the community leaders who have trust, networks, understanding and legitimacy; and getting behind existing partnerships

- Facilitating forums and networks to enable better collaboration and communication between public and third sector partners and within the third sector, by helping partners and communities share what they do and learn from, and build partnerships with, each other
- Taking forward work to change the way we commission services to better recognise social value
- Providing practical support to strengthen the community sector, including by pooling resources to build capacity and connections and enable communities to maximise social action

Central to this area of focus will be ensuring more effective engagement with, and involvement of, groups and populations that may be under-represented and more difficult to engage with within our diverse communities. A renewed focus on working with our communities to mobilise solutions will cause us to talk to, and work more closely with, representative groups and organisations.

What difference can partners make?

Place-based Joint Strategic Needs Assessments

In 2018, Coventry Health and Wellbeing Board agreed to take a place-based approach to the JSNA, based around the eight family hub geographies, reflecting both national policy direction towards population-based health and care systems (based on populations of 30-50k) and a sub-regional move in Warwickshire towards a place-based approach. The JSNA is also being used as a vehicle for engaging and involving local partners and stakeholders, to give more in-depth understanding of the assets and needs of geographical areas within the city and support programmes and strategies which are founded on community resilience and service delivery at locality level.

Over the next two years locality profiles will be developed, based on the collection of 'hard' evidence from data sources, as well as consultation with local stakeholders - organisations and individuals - to understand the key issues facing local communities. The first two locality profiles - for the 'Moat' and 'Families for All' Family Hub areas - will be published summer 2019.

This local community focus and understanding provides a valuable basis through which to mobilise community solutions by building networks and increasing the visibility and connections between existing activities.

8

Making it happen - leadership and accountability

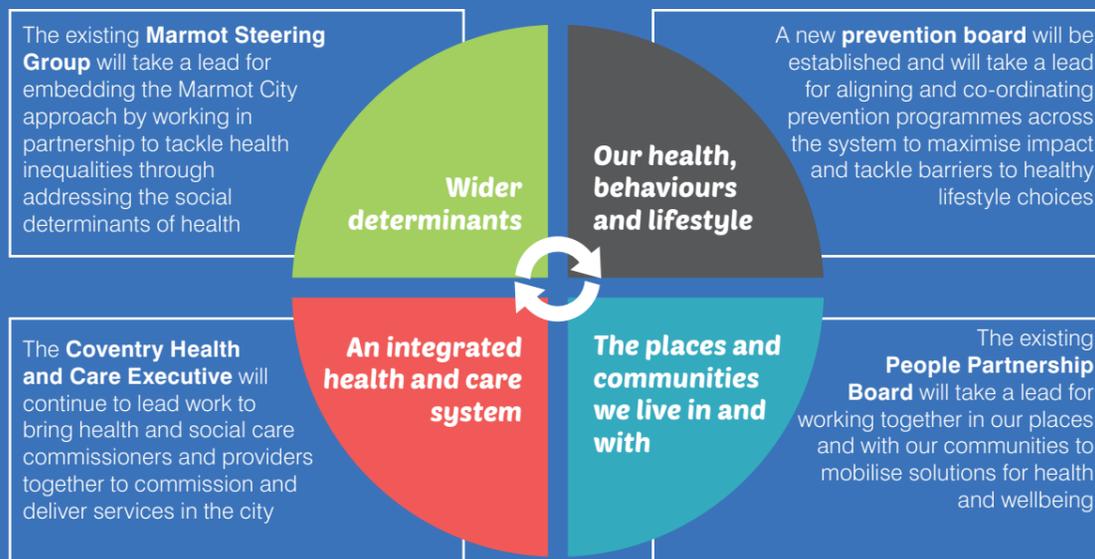
We are putting in place clear leadership and accountability for turning the Strategy into reality.

Our strategic ambitions

The Health and Wellbeing Board will have oversight of progress against our strategic ambitions. The direction of travel indicators will be developed into a performance dashboard for the Board and the Board will receive an annual performance report on progress.

Our population health framework

To ensure we get the foundations right, we have identified groups and boards to lead on each of the four enabling components of our population health framework:



These groups and Boards will report to the Health and Wellbeing Board on work in relation to each component of the population health framework, and on the extent to which each component is being considered and reflected in the plans and activities of health and wellbeing partners.

In addition, we will require that it is clear how every item brought to the Health and Wellbeing Board relates to our population health framework.



Our short-term priorities

For each area of focus, a senior sponsor/champion is identified from the Health and Wellbeing Board, and they will work with partners, using existing mechanisms where appropriate, to progress activity. For each priority area, clear action plans will be developed, setting out performance measures, based around the four components of our population health framework.

In developing the plans, we will engage with partners and communities on their specific area of focus and explore further any related ideas and suggestions put forward through the Health and Wellbeing Strategy consultation. The approach will be to build on, and make connections between, existing activity and mobilise resource across the health and wellbeing system.

We will routinely monitor and report progress against the plans to the Health and Wellbeing Board. The intention is to evaluate the overall impact made and review these areas of focus after 12-18 months.



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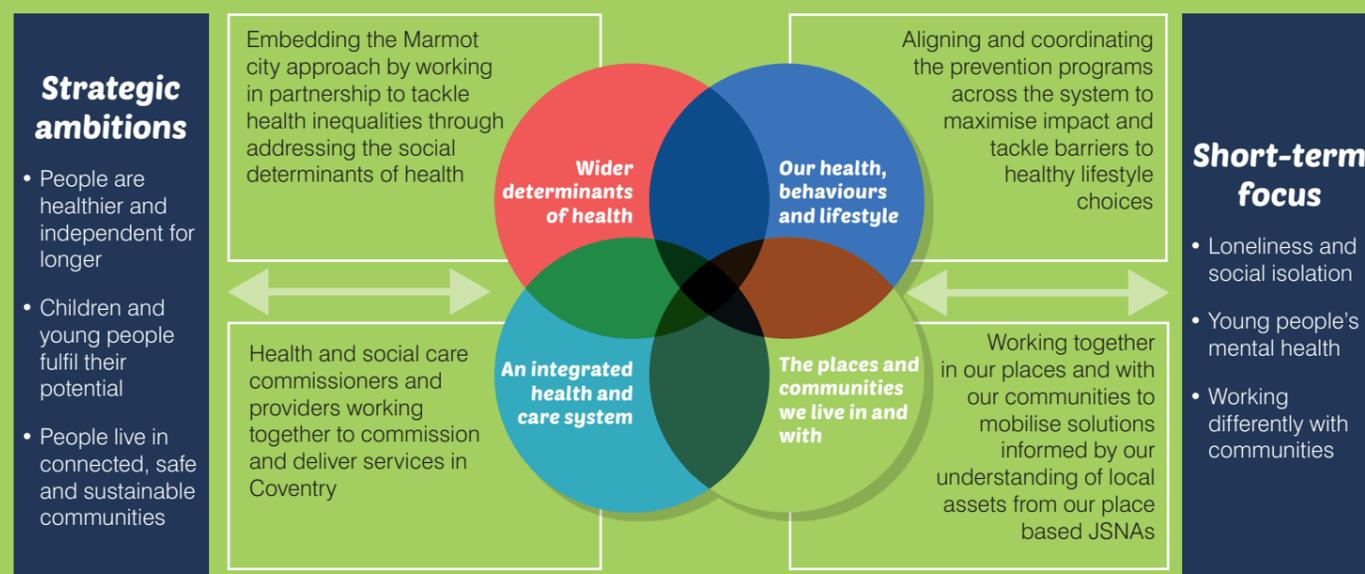
Our ways of working

The following principles, which form part of the Coventry and Warwickshire Health and Wellbeing Concordat, will underpin the way we work as Health and Wellbeing Board partners:

- **Prioritising prevention:** we will tackle the causes of health-related problems to reduce the impact of ill-health on people's lives, their families and communities. We will seek to address the root causes of problems, listening to local people's priorities and acting on their concerns.
- **Strengthening communities:** we will support strong and stable communities. We will listen to residents to understand what they want from the services we provide and encourage them, to lead change themselves where possible.
- **Co-ordinating services:** we will work together to design services which take account of the complexity of people's lives and their overlapping health and social needs. We will focus on the best way to achieve good outcomes for people, reducing the number of interactions people have with our services and avoiding multiple interventions from different providers.
- **Sharing responsibility:** we value the distinct contributions of all organisations that are represented on the Health and Wellbeing Board. We will maintain partnerships between the public sector, voluntary and community sector, local businesses and residents, recognising that we share a responsibility to transform the health and wellbeing of our communities. We will pool resources, budgets and accountabilities where it will improve services for the public.

Coventry Health and Wellbeing Strategy 2019-2023

Our population health framework



Strategic ambitions

- People are healthier and independent for longer
- Children and young people fulfil their potential
- People live in connected, safe and sustainable communities

Embedding the Marmot city approach by working in partnership to tackle health inequalities through addressing the social determinants of health

Aligning and coordinating the prevention programs across the system to maximise impact and tackle barriers to healthy lifestyle choices

Short-term focus

- Loneliness and social isolation
- Young people's mental health
- Working differently with communities

Health and social care commissioners and providers working together to commission and deliver services in Coventry

Working together in our places and with our communities to mobilise solutions informed by our understanding of local assets from our place based JSNAs

Our shared values and behaviours

prioritising prevention • listening and strengthening communities • coordinating services • sharing responsibility

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Coventry Health and Wellbeing Strategy 2019-23 – Consultation Report

1. Purpose

This document summarises findings from a range of consultation activities, which took part during the period from 10 May to 3 June 2019. These have been used to inform development of a final proposed model for consideration at the Health and Wellbeing Board on 8th of July. The final Joint Health and Wellbeing Strategy will be endorsed by the Health and Wellbeing Board and adopted by Coventry City Council Cabinet and Coventry and Rugby Clinical Commissioning Group Governing Body in autumn 2019.

2. About the consultation

Extensive pre-consultation engagement had already taken place during the development of the proposed new strategy, which directly contributed to its development. This included workshops with a wide range of community-based organisations through the Joint Strategic Needs Assessment, and strategy development and prioritisation workshops with senior executive and community leaders from public, private and third sector partners.

Formal consultation activities included:

- A city-wide survey of residents and organisations
- Two workshops involving a range of community-based organisations at St Peters Centre
- Three stakeholder briefing sessions to encourage participation in the survey

Responses to the formal consultation have been received from:

- 77 members of the public
- 19 organisations responding to the survey, including: Coventry Green Space Forum, The Amethyst Centre, Three Spires Family Support Trust (Coffee Tots), Residents Association, Watch Charity, Coventry Adult Education Service, University of Warwick, Coventry Citizens Advice, Amba Care Solutions CIC, Coventry Family Health & Lifestyle Service, NHS, Early Help, Coventry Libraries and Information Service, Stoke Heath Older Peoples Club at Stoke Heath Community Centre, Shine A Light Support Service, Coventry Older Voices, Coventry Safeguarding Board, Coventry Cyrenians, and a local business
- Organisations represented at the workshops, including Hope Coventry, Coventry Older Voices, Coventry Mens Shed, Arthritis Association, Hope in Unity, WM Housing, Inini Initiative Ltd, Piparia Consulting Ltd, Historic Coventry, Disabled Equality Action Partnership, University of Warwick, Coventry Walking for Health, Grapevine, Art-Folks, The Asian Christian Welfare Society, Family Hubs
- 3 partnerships:
 - Welfare Reform Working Together Group
 - Social Isolation Strategy Working Group
 - Accident & Emergency Delivery Group

Analysis of formal consultation findings has been conducted and the headline messages are set out below. Fuller analysis of the city-wide survey and the community workshops are appended to this report.

In addition, Voluntary Action Coventry proactively held a workshop with the VCSE Alliance Network in March 2019 to explore awareness of the Coventry Health and Wellbeing Strategy, and shared their findings.

3. Summary of Key Findings

3.1 The Health and Wellbeing Strategy Proposals

Strategic ambitions

Overall, participants of each consultation reacted positively to the proposed strategic ambitions. However, suggestions from the consultations showed that there was a need for a more “*radical*” approach and for these goals to be more long term to see the full impact.

There was also a view that the ambitions were very broad, with some of the questions raised being “*would this mean anything to the average person living in Coventry?*” and “*where is the focus on the person as a whole?*”

Short-term priorities

The top 3 initial priorities identified through the survey and St Peters Consultation were:

- Young People’s Mental Health, Loneliness and Social Isolation and Giving every child the best start in life

Additionally, key priorities identified for the new Strategy through the VCSE Alliance Network meeting (prior to publication of the consultation proposals) were:

- Housing and Early help and support

The table below explores some of the reasons for these choices.

Young people’s mental health	Important because “ <i>mental health is the foundation for everyone’s behaviour</i> ”. it is becoming a sector of increasing importance yet severely under resourced which puts pressure on health care providers.
Loneliness and isolation	Loneliness and Isolation is something that can affect everyone. “ <i>Isolation can have devastating effects on someone’s physical and mental health which in turn puts pressures on health providers</i> ”.
Giving every child the best start in life	Everyone should have a fair start – we need to focus support/interventions around children/young people. <ul style="list-style-type: none"> • Prevents future long term problems. • Need to address the impact of low-level skills/qualifications • The impact of parent’s lifestyle choices on children.

	<ul style="list-style-type: none"> • Children are the future.
Homelessness and Temporary housing	<ul style="list-style-type: none"> • Young people are stuck in violent/abusive situations as they cannot afford to leave the family home • The homelessness strategy needs to be “braver”. • Housing/living conditions and basic needs such as access to food are essential.

Despite identifying three main priorities, it should also be noted the increasing difficulty participants had in choosing just three. It was felt that each priority interlinked and had an impact on each other.

3.2 Key consultation themes

Access to information / Communication

Across all three consultations the distribution of information and communication was a prominent theme. One of the main problems was where to find out about information regarding services/organisations. The feedback was about:

- Lack of communication between different sectors.
- Sectors need to share knowledge and expertise instead of working in isolation; this would improve relationships.
- From the survey and the community events at St Peters it was clear that people did not know where they could gain access to their personal records and information or information about other organisations and support. Suggestions to combat this were:
 - A register of small voluntary/community sector organisation.
 - Access to information on a central hub.
 - A referral system so that the support available to individuals is easily accessible.
- This was also reflected in VCSE consultation, suggesting we should share responsibility and strive to become a “trauma informed” city.

Working together to make it happen

Throughout each consultation there was a consensus that there is a need to facilitate collaboration between and within the public and voluntary and community sectors. Suggestions to address this included:

- Become clearer in which objectives to strive for. One suggestion was to clarify each organisation’s role in how they can help deliver key priorities.

An example given in the survey was:

- *“What elements of demand are we most motivated to reduce? Demand at A&E, demand on GPs, demand for social care – then do we believe we can reduce demand, or should we focus on that demand is dealt with once it arises.”* - by defining goals and outcomes and working together there will be measurable effects of how successful the strategy is.
- Involve key experts and professionals from organisations who can give insight and policy steer on issues around poverty and inequality.
- More support for the work of advice agencies by creating a formal link between them, this was also reflected in VCSE consultation where it was suggested that the 3rd sector could become a way of supporting people with multiple issues in a way that is right for them.
- Finance emerged as a key priority in how successful services can become to reach their full potential. It was felt that we are losing variety and breadth of voluntary sector organisations due to core funding cuts that negatively affects ability to support plans for change. This was also reflected in survey comments that suggested more investment be put into 3rd sector.
- There needs to be better collaboration and communication amongst the voluntary and community sector itself and with the public sector.
- Support needed to address barriers the voluntary and community sector face in working with the public sector.

Terminology and clarity of language

Across the consultation responses, there was a common theme about terminology and clarity of language used: it was felt that the approach to the strategies was too broad *“with no clear measurable outcomes”*.

- The meaning of the words used in the questions could be open to different interpretations, particularly regarding *“sustainable”*, *“successful”* and *“equality”*.
- The use of *“successful”* in the strategic ambition for children and young people was the most disputed word throughout the responses. Suggestions were to replace it with *“fulfilled”* or *“reach their full potential”*.
- Need to ensure the strategy is accessible to all and uses clear simple language. Feedback from VCSE consultation supports this as there was a lack of awareness of the phrase ‘Marmot city’ - where it comes from and what it means.

Poverty and the impacts of austerity

- Poverty is the overarching factor that affects each of the priorities; one of the main criticisms is that there is no reference to affordability.
- It was felt that some ill-health and poor well-being is determined by 'social factors' and can be prevented with the right support.
- People in employment are in crisis but not meeting statutory thresholds -nowhere to get support
- There is a serious issue of food crisis/food poverty in Coventry. There was a demand and *“urgent need for the City Council to create and deliver an 'emergency food programme' to address this.”*

Environmental Impacts

- Despite the health impact of air quality not being identified as a key priority, there was significant discussions surrounding the wider implications this has.
- Growing infrastructure was seen to have a direct effect on health and the impact of air quality which caused fears for long term illness and the impact this would have on health providers.
- Working together to integrate individuals into their community which would lower crime rates and make the overall living environments more enjoyable.

Appendices:

Health and Wellbeing Strategy 2019-2023, Community Event

22nd May St Peters

Purpose of Event

The purpose was to test the proposals with community representatives and to galvanise energy around the city's Health and Wellbeing Strategy.

The proposals have been informed by extensive engagement that was undertaken with local people and community groups as part of the development of the place based Joint Strategic Needs Assessment.

Attendees

2 sessions were held

3.00pm – 5.00pm 17 attendees

6.00pm – 8.00pm 5 attendees

Both sessions followed the same format with an overview presentation and then table discussions.

Discussion 1

Priorities

Are the 3 ambitions the right ones?

1. People will be healthy and independent for longer
2. Children and young people will lead successful lives
3. People will live in connected, safe and sustainable communities

There was agreement that the ambitions made sense although there was a general feeling that they were broad and high level and the question was raised *would this mean anything to the average person living in Coventry?*

A large part of the discussion centred on the use of language concerning the meaning of the words as they could be open to different interpretations.

Some felt that “independent” could have negative connotations although there was a feeling that independent was a better term than “resilient”.

The use of “successful” had the most adverse reaction, suggestions were to replace it with “fulfilled” as that would remove the judgement associated with successful.

“Successful reflects targets in education, fulfilling is a better word or achieving potential/thriving”

Again, the word “sustainable” was felt open to many interpretations a suggestion was to change it to “stable”

Discussion 2

Population Health Framework

There was overall agreement with the proposed diagram, but the overarching question was how was it going to be achieved?

“Who owns this strategy, it should be a shared responsibility – strong partnerships are needed”

“How does this plan link into other plans, we need a coherent city plan joining up all aspects of health and wellbeing ... as well as large organisation’s social responsibility e.g. the Universities.

The language needs to be simplified.

Public Sector Organisations Work Differently

A lot of positives were stressed by the attendees highlighting the energy and willingness of the sector to work together but a recognition that often they are called upon too late, there needs to be better collaboration and communication between the sector itself and with the public sector.

“there is a need for the public sector to recognise the professional value of the Voluntary and Community Sector in the city and build it into the commissioning of services”

There is a widespread silo mentality that needs overcoming and a disconnect between larger and smaller voluntary and community sector organisations.

“Groups want to work together but find it difficult to link into each other – can there be a single forum to engage with the sector and public sector leads”

A lot of the discussions around this section focussed on barriers that the voluntary and community sector face in working with the public sector. A key theme was the need for the sector to get support in terms of training/sharing best practice/marketing/meeting spaces

“A community development 101 based on SME federation model”

Council actions such as tendering out services results in a much more fragmented system as opposed to the integrated system that is being proposed.

Protected Characteristics

Discussions centred around the need to ensure the strategy is accessible to all and in clear, simple language.

The strategy needs to be fair and inclusive; one size does not necessarily fit all.

In Conclusion

Organisations were happy to give their time sharing their insights and valuable feedback but want to play an ongoing role.

“We want to continue this dialogue and keep engaged and be part of this change, but we don’t know how?”

Specific Priorities to Focus on – sticker exercise

Young people's mental health	13
Social isolation and loneliness	12
Giving every child the best start in life	9
Temporary housing and homelessness	8
Young people and violence and exploitation	7
Health impact of air quality	5
Screening and immunisation uptake	3
Access to urgent care	3

Themes

Information	Issue of where to go to find out information about services/organisations A register of small voluntary/community sector organisations was suggested – successfully been achieved in homeless forum Difficult to navigate the health sector – need a mediator
Networks	Keen for opportunities for the sector to network and share good practice Bring smaller and larger organisations together Strong partnerships are needed
Corporate social responsibility	Lot of large organisations that can be doing more for the health and wellbeing of Coventry residents
Family hubs	Good practice that can be shared to Out of Hospital hubs – should be consistent practice
Volunteers	Lots of services relying on being volunteer led from an ever-shrinking pool as people are working for longer – need to think through implications before cutting services
Action Plan	How is this plan going to be delivered and measured? Will there be funding associated with delivering it? 4-year strategy needs breaking down – six monthly reviews to evaluate how we are doing things differently Will strategy target those that have less
Communication	Coventry relies on word of mouth – it's who you know
Support	Skills sharing sessions – how to market your organisation/social media training/business planning
Young People	Do we differentiate between students and young people?

	Young people need to be a priority they are the future
Community Engagement	Community identify needs and act upon it don't need the Council to lead Lots of engagement being undertaken need to join it up
Inequalities	People accessing services changing now people in employment in crisis but not meeting statutory thresholds -nowhere to get support Grassroots disengaged /division in the city - loss of sense of community Poverty is the overarching factor that affects all the priorities, there is no reference to affordability, levelling the playing field.

Health and Wellbeing Survey Analysis

Main themes

- The data gathered is more reflective of individual opinions (112) than that of organisations (19).
- Most respondents were either a Member of the General Public (77) or a Coventry City Council employee (25).
- Overall, participants reacted positively to the proposed strategic ambitions, with 95%, 81% and 91% agreeing with the three ambitions respectively.
- 112 (88%) respondents agreed we need to change the way we work together.
- 113 (90%) agreed that public sector organisations should work differently with communities.
- The majority of respondents thought the ambitions and health framework would have a positive impact by 'providing an opportunity to engage populations that are normally hard to engage with.'
- Young People's Mental Health & Loneliness and Social Isolation were identified as top initial priorities.
- The most prevalent characteristics of respondents are; White British, women and ages 45 to 64.

About the Survey

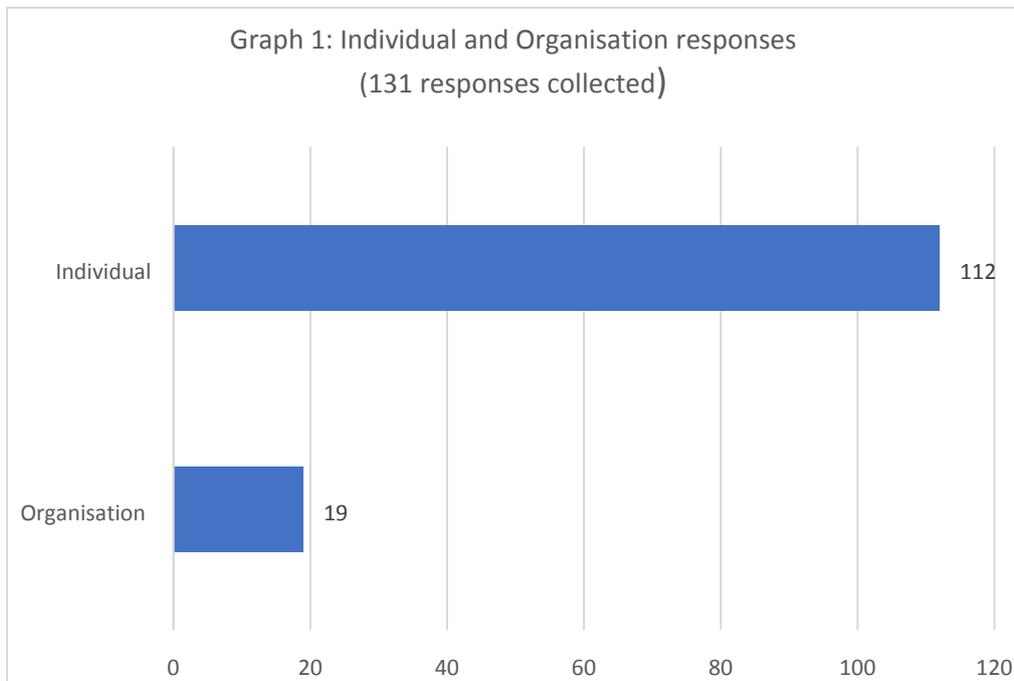
The purpose of this survey was to test the proposed population health framework, confirm our priorities, build consensus and galvanise energy and resource around the city's strategy for improving health and wellbeing.

The Health and Wellbeing Survey was available online between 10/05/19 – 03/06/19. Paper copies were available on request

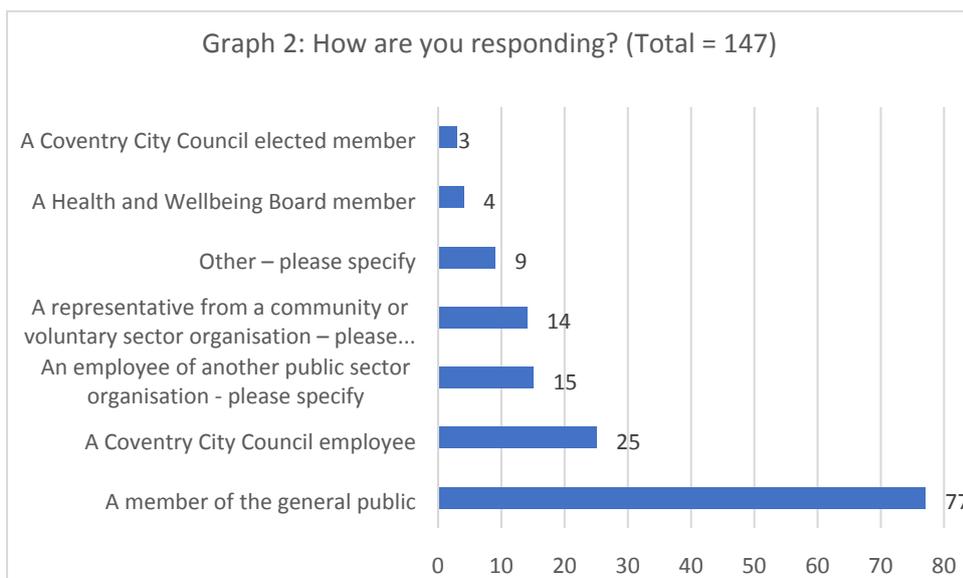
Respondents (Q1, Q2)

A total of 133 people completed the survey online and via postal votes.

The following graph shows whether participants were responding as an individual or as an organisation. The graph shows that the data gathered is more reflective of individual opinions than that of organisations.



As a follow up question, participants were asked to specify how they were responding to the survey, providing insight as to which organisations they belong to. Graph 2 presents the results.



As the total number of data entries to this question (147) is higher than the total of 133 participants, several respondents did select more than 1 answer. The companies listed in the 'other – please

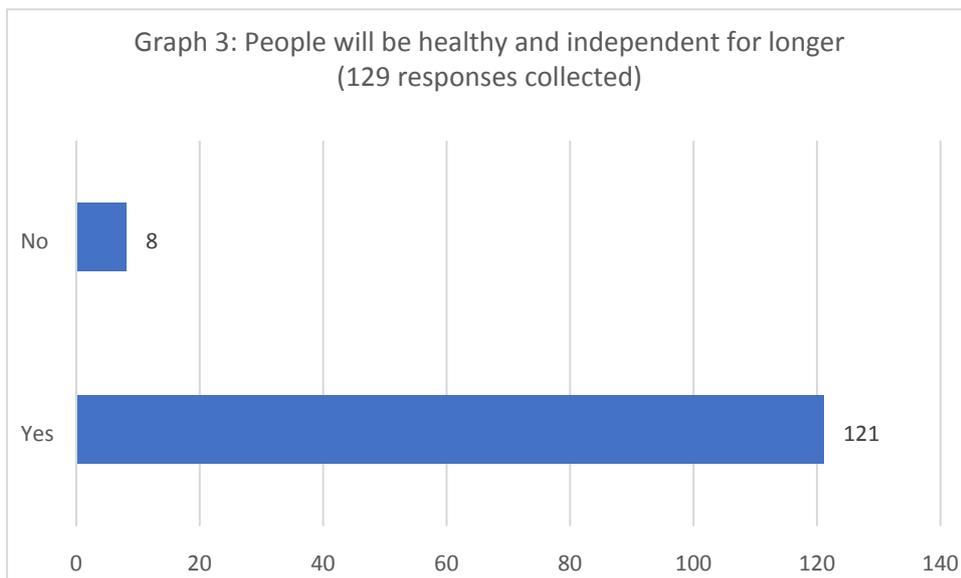
specify' were: Welfare Reform Working Together Group, Multiagency Social Isolation and Loneliness group, NHS employee, A Resident, Coventry Green Space forum, A Local business providing health and wellbeing support and The Amethyst Centre.

What do we want to achieve? (Q3)

The survey addressed key priorities within the Health and Wellbeing Strategy. Participants were asked about three main ambitions and whether they felt these were the right ones. The proposed strategies were:

- I. People will be healthy and independent for longer
- II. Children and young people will lead successful lives
- III. People will live in connected, safe and sustainable communities

People will be healthy and independent for longer



Among the 8 respondents who disagreed the two main reasons were:

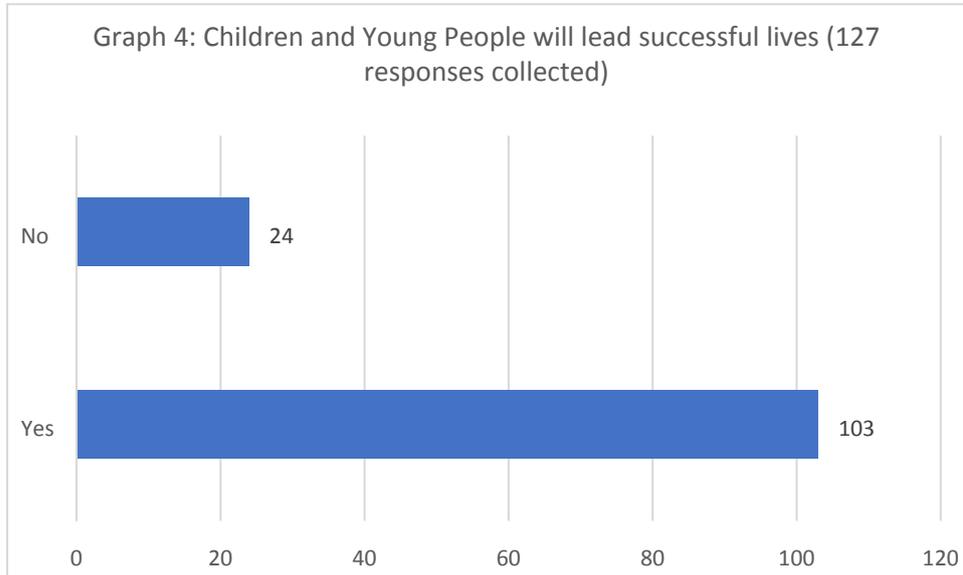
- Concerns for the environment.
- Concerns as to how realistic these goals may be.

The following insights are from 8 respondents leaving direct comments on this question.

- 2 respondents discussed air pollution and the quality of air within the city having a direct impact on individuals living healthy and independent lives – 1 respondent felt that car fumes and infrastructures being built would have a direct impact on individuals.
- 1 respondent felt that the rapid growth of convenience food and fast food outlets contributed to unrealistic aims of enabling people to be healthy and independent for longer.
- 4 participants suggested that it is not possible to “*eradicate health inequalities*”. Reducing health harming behaviours through education and service provision would be more beneficial.

- 1 response referred to accessibility to “empower” people to take control of their own health care.

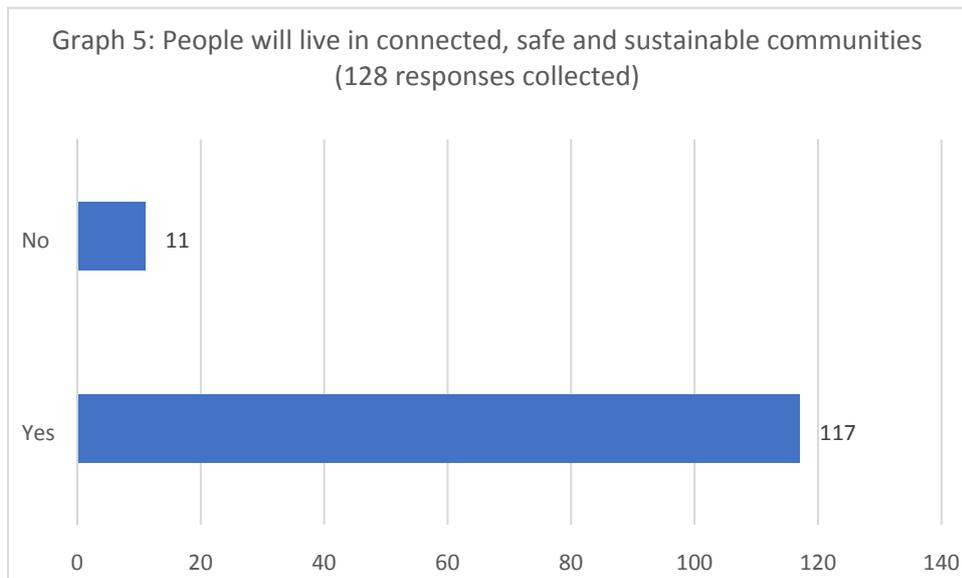
Children and young people will lead successful lives



Out of the 24 (18%) respondents who disagreed with the proposed strategic ambition, the following were the reasons why not:

- 20 (77%) felt that the term “successful” was too ambiguous and were uncertain as to how this could “translate into measurable, specific goals for the council to achieve”. Instead of leading successful lives, participants suggested that children should “reach their full potential” as every child is different, and success is a subjective term.
- 5 (19%) responses concerned access to available services. Early intervention was a key priority; however, it is felt that due to a lack of coordination of resources and finances this area was not performing as well as it could be, giving way to crime and harmful behaviours. This also extended to provision of support during school holidays and “addressing other issues like unemployment and parental conflict”.
- 1 (4%) respondent felt that the focus should not just be on children and young people and that provisions should be made to ensure that **everyone** will have the opportunity to lead successful lives.

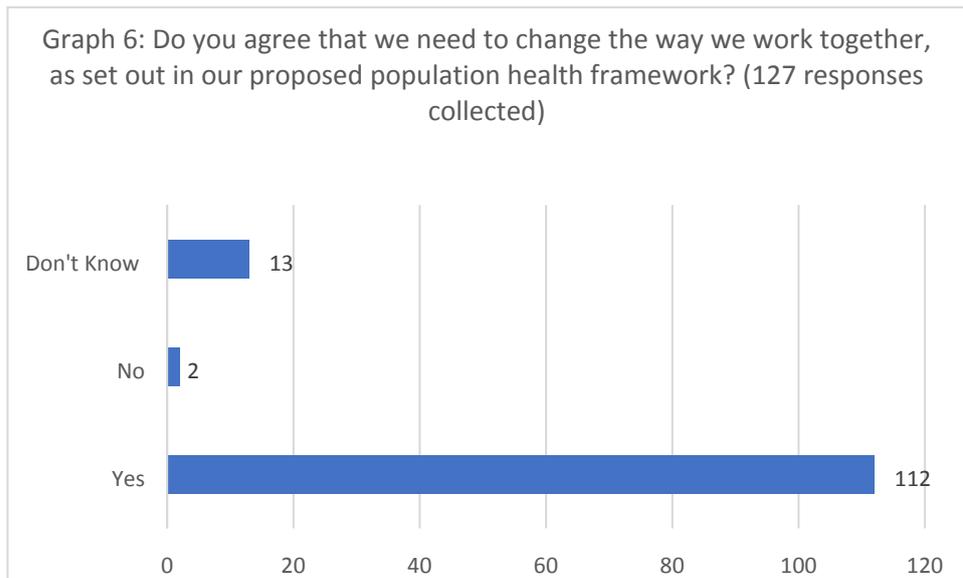
People will live in connected, safe and sustainable communities



11 people (9%) disagreed that people will live in connected safe and sustainable communities. This is due to the lack of deep and meaningful connections made by individuals within a community.

- There was a disparity into how much time and support individuals invest in communities and that although the goals are achievable it will *“take a long time to embed this”*.
- It was also highlighted that there were a lack of communication and people did not feel connected to their communities.
- 2 respondents said that the lack of police presence and communities working together directly influenced how safe they felt within their communities.
- 3 respondents felt that there was too much focus on *“periphery issues”* and that direct action needs to be taken to combat unemployment, housing and welfare which is damaging the city and its visitors.
- 2 participants stated that ‘connected, safe and sustainable’ were too subjective and suggested that clearer definition was needed to fully answer the question.

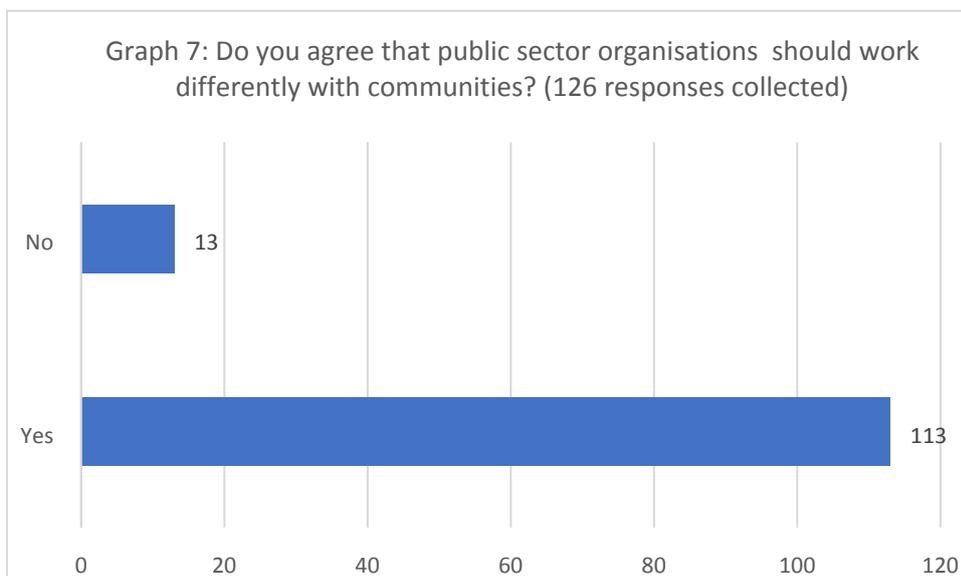
Our population health framework (Q4)



The following are insights from 47 people commenting why they agreed:

- Significant links were made to the ways in which different sectors of Coventry communicate with each other, both internally and externally.
- A key concern for 26 (55%) respondents was having knowledge and an **access point** in gaining information about their records and meeting their needs. A suggestion to combat this was through partnership working, it is felt that this *“is a key factor in creating cost efficient synergies”*.
- 12 (26%) participants suggested that the ways in which voluntary and public sectors engage with one another do not always make most use of *“resources and time”*.

Public sector organisations working differently with communities (Q5)



The large majority 113 (90%) agreed on this question. Of the various ideas people had how to work differently, the following were the most prevalent themes:

- Accessibility – respondents called for a need to support people in referring themselves to services. This would cut waiting time and avoid further deterioration of health.
- Communication - People felt it was “*done to them*” rather than with them. Therefore, within the responses there was a demand for “*Open communication spaces between public sector and communities need to exist to build trust, understanding of roles, and relationships*”.
- Communities - Participants felt “*individuals, families and communities have many of the answers to the vulnerabilities within our population and can, if supported in the right way, strengthen and support each other*”. This was also seen as a way to reduce the cost of other sectors and to promote what public sector organisations have to offer.

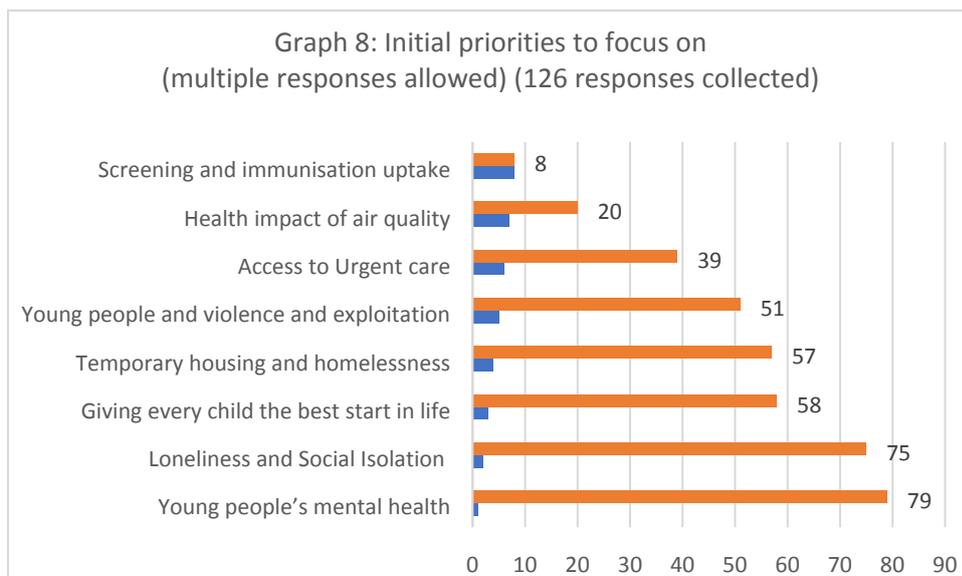
How do you think our strategic ambitions and proposed population health framework would affect people who share protected characteristics? (Q6)

A total of 70 people responded to this question.

- 43 (61%) respondents felt that it would have a positive impact as it “*provides an opportunity to engage populations that are normally hard to engage with*” which would empower the most marginalised people in Coventry.
- 12 (17%) respondents felt that irrespective of protected characteristics the strategy should work towards helping everyone ensuring that more people’s needs are met.
- 12 (17%) respondents felt that the question was too broad to give a definitive response suggesting that “*equality means different things to different people*”.
- 5 (7%) respondents felt the strategy will have no impact, the main reason being “*money needs to be used more wisely and put into strategic ambitions,*” and that breakdown of communication between all agencies has made it impossible to build connections with people with protected characteristics.
- Communication - The third sector played a pivotal role in improving communication as it was felt these partnerships would be able to identify where services are lacking at a much faster rate. With this, respondents suggested that this would bring a more “*cohesive community and reduced isolation*”.

Identifying initial priorities (Q7)

Participants were asked to identify 3 initial priorities from a predetermined list to have some input on what to focus on and were then asked to explain why. The results are shown in the chart below.



The most important priority with 79 (63%) of respondents choosing it as one of their top 3 priorities, was young people's mental health. The main reasoning for this was that *"mental health is the foundation for everyone's behaviour"*. It is also noteworthy that it was felt this sector is becoming increasingly important but is also one with minimal resources. Long waiting lists and a lack of access to urgent care were key concerns, especially when crossing the barrier between adolescent mental health and adult mental health. One respondent stressed a need for *"a more imaginative and joined up approach including preventative strategies"* which would provide a solution to some of the difficulties the current strategies face.

The next key priority was addressing loneliness and social isolation, 75 (60%) respondents chose this priority as one of their top three. This also had direct links with poor mental health. One respondent suggested *"Loneliness and social isolation can have devastating effects on someone's physical and mental health which in turn puts pressures on health providers"*.

Empowering communities and individuals to act in other areas of their lives, became a second theme within these responses as loneliness and isolation was an issue that effected people of all ages. One respondent suggested that communication and advertisement of support groups that are locally available to more isolated groups could reduce the impact of loneliness and isolation.

58 (46%) respondents felt that giving every child the best start in life was a key priority. The most common reasoning for this was because *"children are our future"*. Nurturing children from an early age creates stable and responsible adults and prevents future long term problems. One respondent suggested that *"giving children the education and tools to live fulfilling lives where they can contribute to society"* which enables children to become empowered adults.

A recurring theme throughout the survey was the problem of temporary housing and homelessness, 57 (45%) of respondents felt that this was a crucial priority. 7 respondents referred to the increasing visual impacts homelessness has on the streets suggesting that it *"tolerance of long-term visible homelessness negatively affects the whole community"*. 15 respondents suggested that temporary housing and homelessness has a detrimental effect on all aspects of an individual's life, particularly their mental health, and directly impacts the safety of other members of the community.

51 (40%) of respondents felt that young people and violence and exploitation needs to be a priority with the assumption that knife crime in the city has risen due to the failure of other strategies. Respondents stressed the importance of creating a positive community to engage young people and encourage them to take responsibility. One preventative suggestion made was that more funding to

support more youth groups and ensure that children and young people feel part of their community as it was felt that *“Gang culture develops where there is boredom and mischief.”* A second recommendation was that more local policing and the community work together to combat crime.

39 (31%) of respondents suggested that access to urgent care was a top priority with respondents suggesting that waiting lists are too long and can have a negative impact on individuals. It was felt that with *“more immediate and urgent care will reduce the number of fatalities and ease the strain on NHS staff”* which in turn can prevent future poor health.

The categories with the fewest responses were health impact of air quality, with 20 (16%) respondents choosing it as a priority and screening and immunisation uptake with 8 (6%) respondents making it a priority. It was felt that screening and immunisation uptakes were crucial in preventing local epidemics however to do this the health service needed to *“reach out to minorities and reduce health inequalities”*. Growing infrastructure was seen to have a direct effect on health and the impact of air quality which caused fears for long term illness and the impact this would have on health providers.

Respondents strongly felt that all 8 of these priorities impacted each other and found it difficult to disassociate them from one another.

Additional comments from participants (Q8)

The final question gave individuals the opportunity to share their opinion on the plans for health and wellbeing in Coventry. Of the 53 people who responded two clear themes could be distinguished.

- A need for support between organisations to build working relationships that allow individuals to access advice and support.
- Working more collaboratively and pooling resources and data.
- Investment into the 3rd sector and communities, particularly into supportive activities and services to help *“empower the community to be the best they can be”*.

Suggestions included:

- More youth groups and support for families
- Integrating the elderly into their communities, particularly those with dementia. One respondent suggested dances and young people visiting the elderly.
- Providing services to *“create a safe, engaging and vibrant place to live and work”*.
- Early intervention, addressing food poverty.
- Find creative solutions to break down isolation.
- Improved support for sports and wellness activities, especially free ones.
- Outside of working hours support for those in full time employment.

Suggestions for action

- One of the proposals for action was to invoke a new volunteer-based approach to care. It was suggested that the British Red Cross in Coventry launches a local scheme which:
 - Registers with the care quality commission
 - Is supported by the council and chairmen of the NHS hospital trust
 - Referral only by the hospital and is free of charge to all patients
 - Volunteer recruits who are organised, trained and have the appropriate equipment

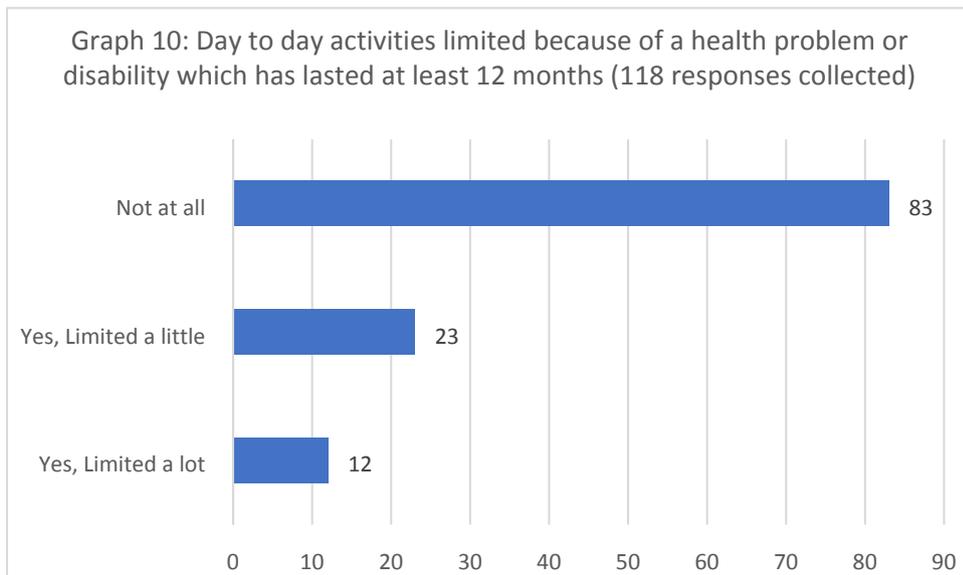
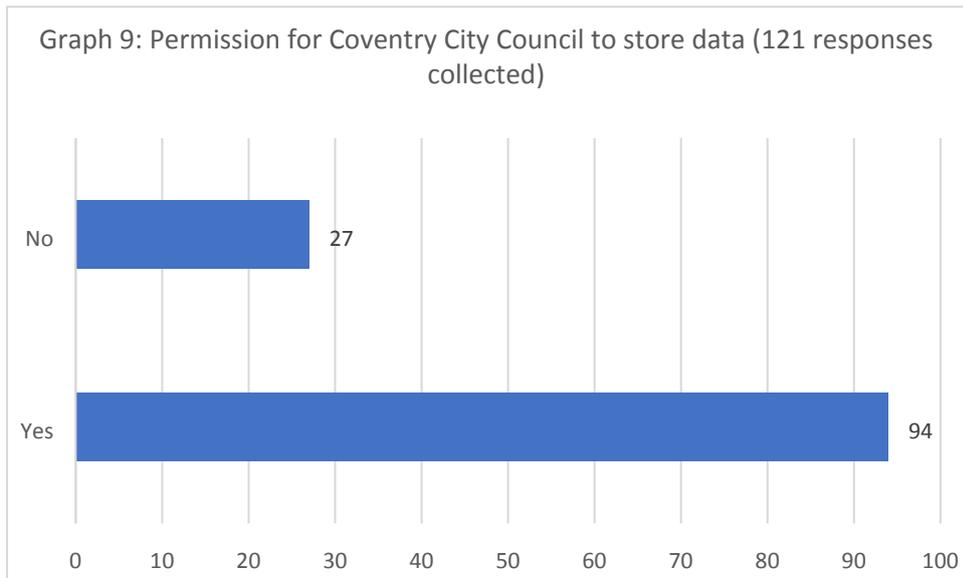
- Invoke a cost per mile basis for individuals who are hard to reach.
- Include key experts and professionals from organisations who can give insight and policy steer on issues around poverty and inequality and support the work of advice agencies by creating a formal link between them.
- One respondent suggested more social media and email-based communication, particularly for young people around suicide prevention.
- Remove bus lanes and encourage walking, cycling and the use of public transport.
- Pilot a multi -agency team approach within the community so that people are not *“exasperated with telling their story”*.
- One respondent proposed that less is spent on projects such as music festivals and the funds that would have been generated could be used for improving resident’s health and life style.
- One connected platform that helps navigate what is available in the area, map current activities and identify gaps.
- Practical work in primary schools regarding healthy eating, schools should grow herbs, fruit and vegetables.
- 4 respondents suggested a clear referral system to community-based organisations and a collaboration across sectors.
- Establish ways / forums where voices can be heard, but anonymity protected.
- Adopt initiatives used by Universities to tackle loneliness.
- Replicate national campaigns on screening and immunisation.
- Create and deliver an emergency food programme.

Equalities Data

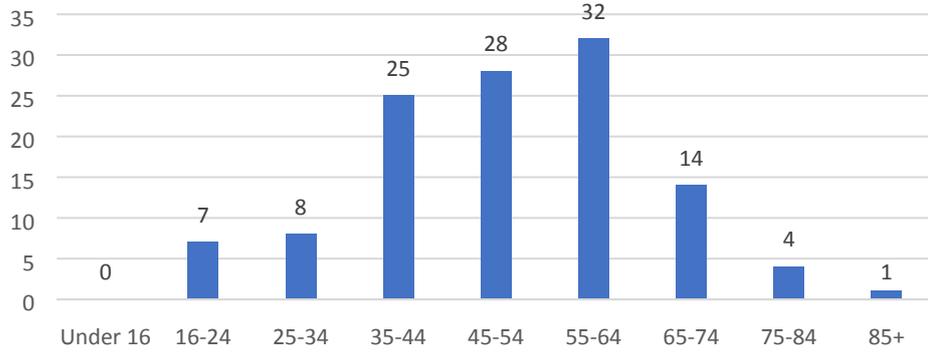
The following is an overview of the equalities data. The corresponding graphs are presented thereafter.

- 94 (78%) of the 121 respondents gave permission for the Coventry City Council to store their data.
- Most participants’ (70%) day to day activities were not limited because of a health problem or disability in the last 12 months.
- The most popular age range was those between 45 and 64 with those under 34 being the least represented.
- 64% of respondents were female.

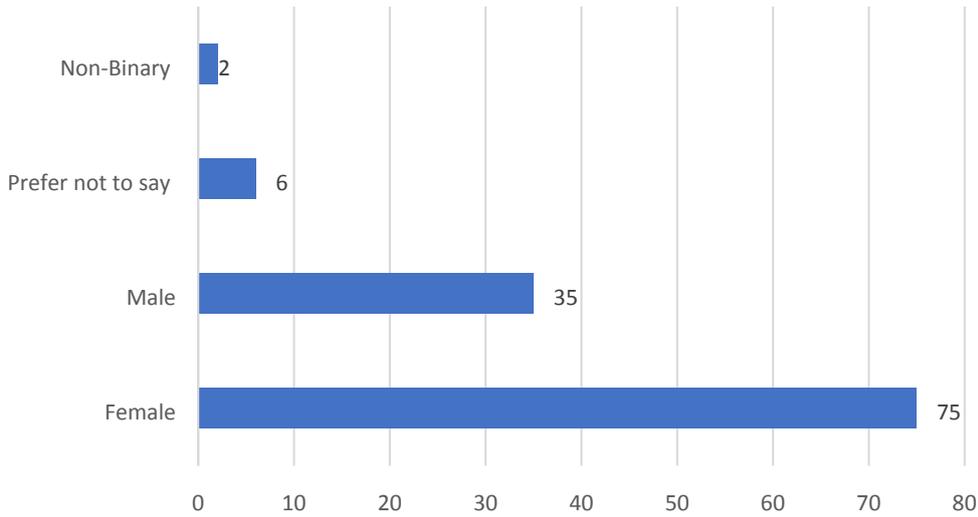
- 98 (87%) respondents identity matched their sex registered at birth.
- 82 participants (80%) described their ethnicity as white British.
- Christianity (46%) was the most common religious belief.
- Most respondent’s sexual orientation (77%) was straight heterosexual.



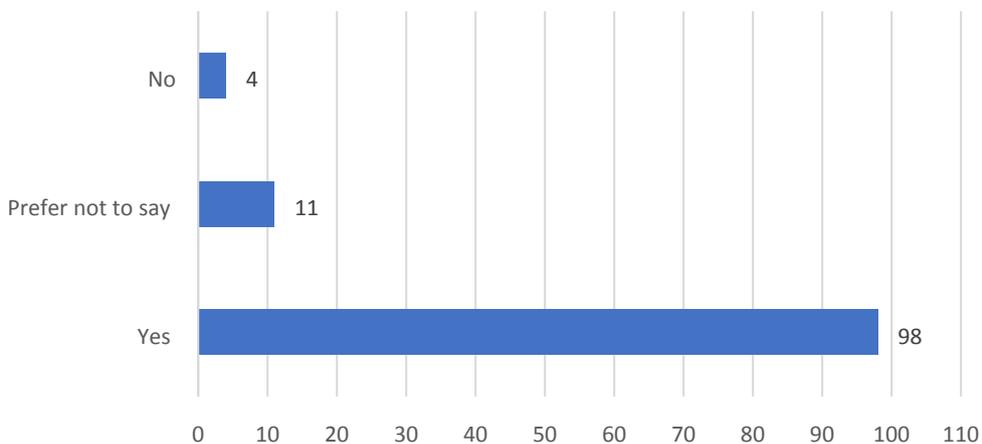
Graph 11: Age of respondents (119 responses collected)



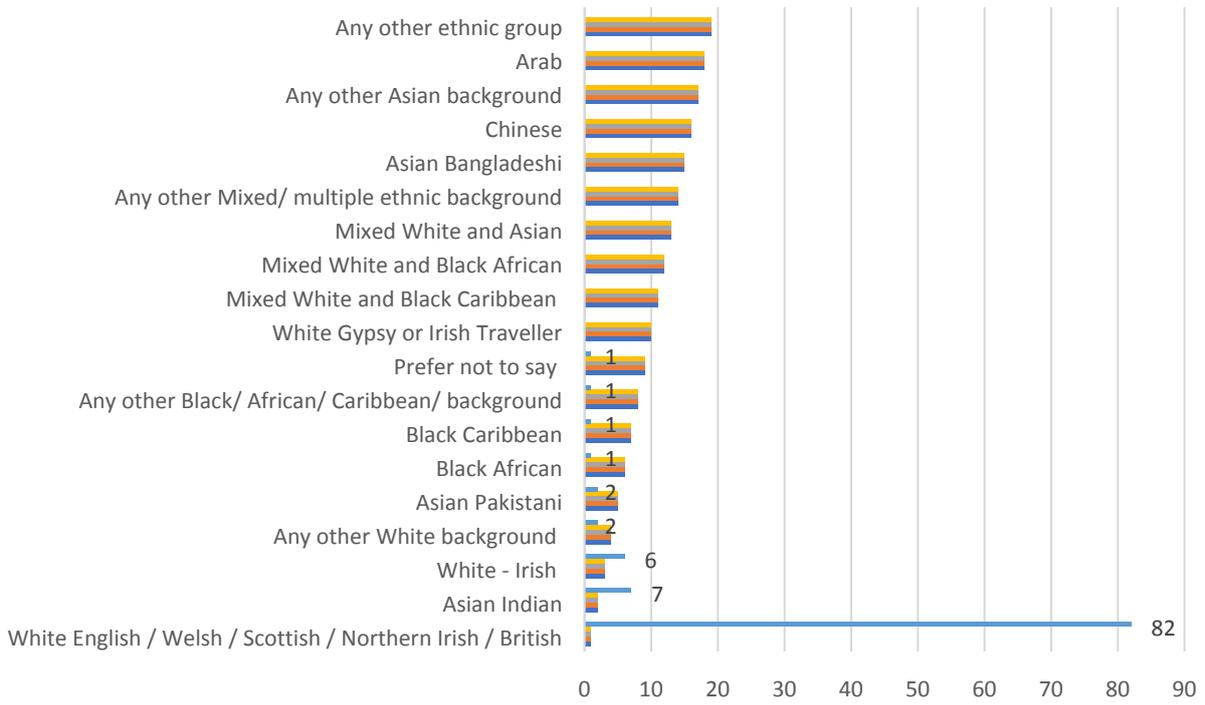
Graph 12: Sex of respondents (118 responses collected)



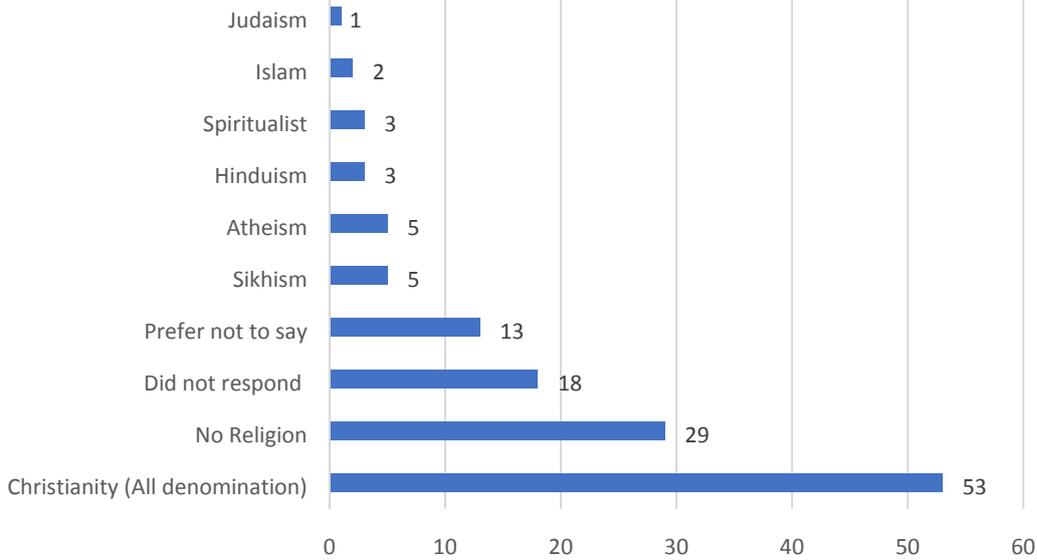
Graph 13: Does your identity match your sex as registered at birth? (113 responses collected)

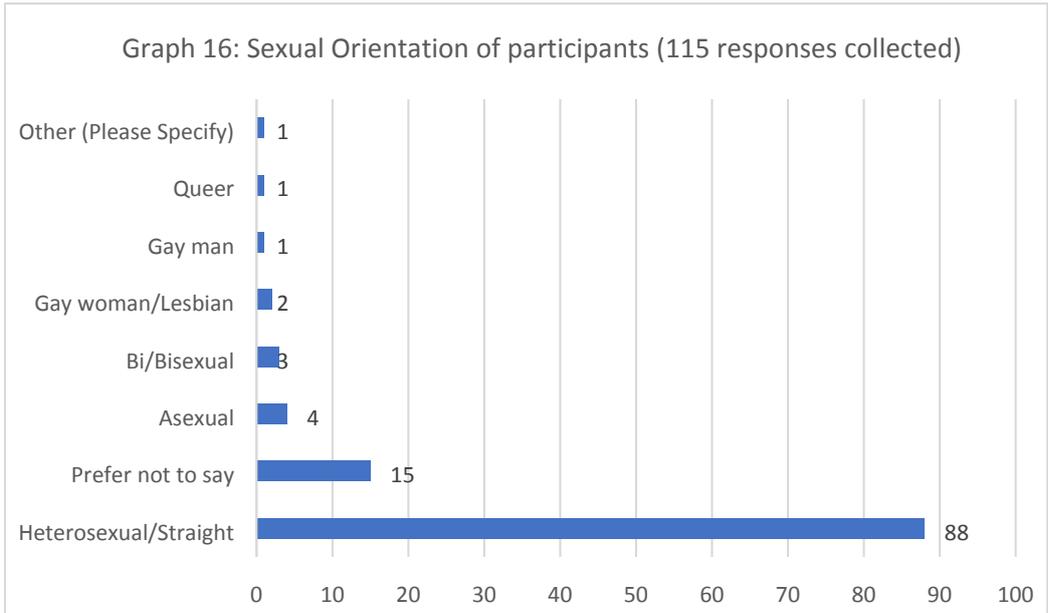


Graph 14: Ethnic background (103 responses collected)



Graph 15: Religion or belief (114 responses collected)





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Coventry City Council Equality and Consultation Analysis (ECA) Form

In line with the principles of decision making outlined in the City Council Constitution, the Council will ensure that its decision making is open and transparent, and that due regard is given to the Council's obligations and desire to promote equality of opportunity and equal treatment.

Form 1

This part must be completed and before formal consultation is undertaken and must be available during the consultation stage.

Author of this document: Debbie Dawson

Name of ECA and Service: Coventry Health and Wellbeing Strategy (Public Health and Insight)

Head of Service: Liz Gaulton / Valerie De Souza

Date of completion: May 2019

Background to the planned changes

- 1. What is the background to the planned changes? Why is this change being considered?** *If further information is available on the different scenarios that have been considered as part of this work, provide a link to the public document which contains this information.*

The production of a Joint Strategic Needs Assessment (JSNA), along with a Joint Health and Wellbeing Strategy (HWBS), is a statutory requirement placed upon the Health and Wellbeing Board (HWBB) under the Health and Social Care Act 2012.

The Health and Wellbeing Strategy is a high level plan for reducing health inequalities and improving health and wellbeing for Coventry residents. The refreshed Strategy for 2019-2022 will translate the emerging findings from the city's place-based Joint Strategic Needs Assessment into clear priorities for what the Health and Wellbeing Board – through its members and wider partners - wants to achieve over the next 3-4 years.

The Health and Wellbeing Strategy will be used by the Council and local health commissioners to inform and influence their plans for commissioning services and will help to determine what actions local authorities, the local NHS and other partners need to take to meet health and social care needs and to address the wider determinants that impact on health and wellbeing.

We are proposing:

- a population health framework (based on wider determinants, our health behaviors and lifestyle, integrated health and care, and the places and communities we live in and with – and the interconnections between these four elements)
- a long-term vision for change encompassed in three strategic ambitions:

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1. People will be healthy and independent for longer
2. Children and young people will lead successful lives
3. People will live in connected, safe and sustainable communities

- Specific initial priorities where a tangible difference can be made quickly by working together – these are subject to consultation.

2. Who do you need to consider as part of this ECA? **stakeholder analysis*

Coventry & Rugby Clinical Commissioning Group	Community organisations	Residents: <ul style="list-style-type: none"> • Protected characteristics • Carers • Children and young people • Older people • Students
Coventry and Warwickshire Partnership Trust	Business (representatives)	
University Hospitals Coventry & Warwickshire	CW Local Enterprise Partnership	
Better Health Better Care Better Value	Pharmacists	
Universities	GPs	
Healthwatch	Dentists	
Voluntary sector	West Midlands Ambulance Service	
City of Culture Trust	Out of Hospital Place-based teams	
WM Police	Health Visitors	
WM Fire and Rescue	School nurses	
Police and Crime Partnership	Other public health commissioned services	
People Partnership Board	Care Homes	
Harm Reduction Partnership		

Pre-Consultation Engagement

This section refers to any activities that took place (such as briefings, meetings, workshops, scoping exercises etc) with stakeholders before the formal consultation period.

3. What engagement activities took place prior to formal consultation and what feedback (if any) was received in relation to equality issues?

Over the past 6-9 months we have been building our understanding of assets and needs in the city, through analysis of evidence from data sources and by talking to over 200 residents and 70 community organisations about the key issues facing local communities.

A range of engagement activity has taken place including:

- Place-based engagement with residents in two family hub-based localities (Moat and Foleshill)
- Engagement with a large range of community and voluntary sectors organisations both working across the city and within specific localities
- Engagement with communities of interest, particularly those representing individuals with protected characteristics

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The JSNA has also considered evidence from the Household Survey and Youth Survey which were conducted in 2018.

Key equality issues identified through these engagement activities include:

- accessibility of services
- digital literacy and access to services
- poverty
- dignity and privacy
- young people feeling safe and youth violence
- interpreter services
- housing needs of people in poverty and newly arrived communities.

The engagement findings and data have been analysed to produce a city-wide Joint Strategic Needs Assessment profile, and this has informed the proposed Health and Wellbeing Strategy priorities and strategic approach (population health framework) for addressing these needs that we are consulting on.

Analysis of Impact

In this section please ensure that you consider the three aims of the general duty as they affect **protected groups**. These groups are:

Age
Disability
Gender reassignment
Marriage/Civil Partnership
Pregnancy/Maternity
Race
Religion/Belief
Sex
Sexual Orientation

The **three aims of the general duty** require that a public authority, in the exercise of its functions, must have due regard to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

Show for each how planning to improve lives etc.

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4. Outline below how this proposal/review could impact on protected groups positively or negatively, and what steps/mitigations (if any) could be taken to reduce any negative impact that has been identified.

Note – when identifying potential impacts below, please only include impacts that may exist over and above general impacts that may affect the wider community/population. (For example, a reduction in grant to Coventry Citizens Advice would affect all service users through a reduced level of first line advice being available to all – but it would affect the following groups more; age, disability, gender and race as they represent a larger proportion of the clients who use the advice service.)

We anticipate that using the population health framework proposed for the Health and Wellbeing Strategy would have a **positive equalities impact** and that by focusing on the four components of that framework (wider determinants, our health behaviours and lifestyle, integrated health and care, and the places and communities we live in and with) we will have a much better understanding of the needs of people with protected characteristics. A population health approach means we will be concerned to improve outcomes for everyone, and will lead to a particular focus on health inequalities and tackling the causes of these. A renewed focus on working with our communities to mobilise solutions will cause us to talk to, and work more closely with, representative groups and organisations.

Age

The strategy has a focus on all Coventry citizens, from young to old.

There is a particular focus on outcomes for children and young people, recognising specific issues raised through the Joint Strategic Needs Assessment around school readiness, childhood obesity, youth violence, young people's mental health and young people feeling unsafe.

The strategy also addresses the preventative health needs of the growing older population, with over-65s expected to accelerate and outpace other groups within 10-15 years, and seeks to respond to the potential impacts on health and wellbeing. It proposes a particular focus on people being healthy and independent for longer.

Disability

The strategy has a focus on helping and supporting the disadvantaged and improving access to services. The outcomes: 'People will be healthy and independent for longer'; and 'People will live in connected, safe and sustainable communities', both speak directly to addressing the needs of people with disabilities and long-term conditions.

The JSNA engagement has identified a range peer support groups in the city, where people use their own experiences to help each other. The new health and wellbeing strategy will seek to empower and mobilise existing assets within communities to improve the lives of people with disabilities.

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Gender reassignment

The strategy is clear that it will assist and support those who are disadvantaged, which may be those who are Transgender. Those who are LGBT experience health inequalities, which the strategy seeks to address.

Marriage/Civil Partnership

There is nothing proposed in the Strategy that will impact either positively or negatively on people as a result of their being married or in a Civil Partnership.

Pregnancy/Maternity

The strategy explicitly seeks to improve outcomes for children and young people, taking an approach that prioritises prevention and seeks to address the social determinants of health, such as housing and education.

We know that social inequalities are already established from the early years of life and the strategy therefore seeks to build on existing service models such as Family Hubs, which have brought together health visitors, social care, midwives, police and others to identify vulnerable families and put together a collaborative package of support. This will help to ensure that families have access to the support they need, including addressing maternal isolation, accessing activities to improve their children's life chances, and providing help with finances.

Race

In the 2011 census, 33% of the population identified as people of Black and Minority Ethnic (BME) background, compared to 22% in 2001 and it is likely that the population has become even more diverse in recent years since 2011. The city is expected to become more diverse, with nearly half of Coventry pupils from BME backgrounds. According to the latest school census, 52% of Coventry's school children are from a BME background, up from 38% in 2011.

The strategy seeks to address inequalities, which sometimes relate to race. For example the JSNA identified pupils with a Black Caribbean ethnic background are amongst the groups that are lower performing at KS2; and there are inequalities in employment, with residents of White British ethnicity having higher employment rates than amongst residents from BME backgrounds overall.

The JSNA calls for a culturally competent approach to health and care that recognises the city's diverse communities. The proposed population health framework will build on existing good practice – for example the city's health services working with partner organisations to reach out to communities with greater prevalence of certain conditions. Foleshill Women's Training (FWT) has partnered with local GP practices to increase cervical screening rates for BME women aged 25-64; and the Highlife Centre is working with local community and religious groups to encourage people to get tested for HIV, Hepatitis B and C and TB.

The strategy seeks to achieve the outcome that 'People will live in connected, safe and sustainable communities'.

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Religion/Belief

The strategy does not impact on religion/belief specifically, but we would not expect the impact to be negative. Those of particular religions/beliefs may find themselves fitting other categories, such as pregnancy/maternity, disability or race.

The strategy seeks to achieve the outcome that 'People will live in connected, safe and sustainable communities'. The JSNA has identified a range of local peer support groups in the city that address specific needs and protected groups, e.g. age, gender, culture, religion, sexuality, and health needs. To individuals, these peer support groups form the bedrock of their social networks and interaction and for some, they may be their only form of social contact. A key focus of the strategy is to work differently with communities and build capacity in grassroot organisations.

Sex

The Joint Strategic Needs Assessment highlighted the difference in life expectancy and in healthy life expectancy between males and females. Life expectancy in the city is currently 82.4 years for females and 78.3 for males; healthy life expectancy is at 63.5 years for females and 62.9 for males. In Coventry, females can expect to live almost a quarter of their lives in poor health (18.9 years) whilst males can expect to live just over a fifth of their lives in poor health (15.4 years). Males living in less deprived parts of the city can expect to live up to 10 years longer; and for females, the gap is 8 years.

Males and females in Coventry tend to be affected by different causes of premature death. The differences are most significant in causes of death that are considered preventable, where the deaths could potentially be prevented by public health interventions.

Our proposed population health approach will seek to tailor interventions to address inequalities based on our understanding of needs.

Sexual Orientation

The strategy is clear that it will assist and support those who are disadvantaged, which may be those of a particular sexual orientation. Those who are LGBT experience health inequalities, which the strategy seeks to address.

5. Are there any other vulnerable groups that could be affected? i.e. deprivation, looked after children, carers.

Also include any information about the health inequalities/Marmot implications of this proposal. Contact Caroline Ryder (caroline.ryder@coventry.gov.uk) or Hannah Watts (hannah.watts@coventry.gov.uk) in Public Health for more information.

The Marmot review; 'Fair Society, Healthy Lives', published in 2010, confirmed that health inequalities result from social inequalities and that action is required across all the wider determinants. The review identified the need for action to focus on reducing the gradient in health by focusing on those most in need.

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In Coventry we have a strong commitment to promoting equality, tackling disadvantage and improving the life chances of our residents. We are aware that many factors combine to affect the health and wellbeing of individuals and communities. While health care services have an impact, other factors such as where people live, income, education, life experiences, behaviours and choices, along with relationships with friends and family, all have a considerable impact. People facing poorer social circumstances are more at risk of having multiple risk factors, exacerbating avoidable differences in health.

The population health framework proposed for the Health and Wellbeing Strategy includes embedding the Marmot City approach by working in partnership to tackle health inequalities through addressing the social determinants of health. The strategy is specifically intended to have a **positive impact** on vulnerable groups.

6. What are the gaps in evidence? Can this be addressed during the consultation stage?

In this section, re-state those protected characteristics for which there is no data available. In addition, outline if there are any plans to collect further data during the consultation stage (through surveys, on-site sampling etc). If it is unlikely that additional data will be available to inform this ECA, then include a commitment statement in this section along the lines of 'following on from this ECA, once the new service is implemented/commissioning process undertaken', a specific requirement to collect and analyse relevant equalities data will be included in management information processes / service specifications'. *delete as appropriate*

There are no identified gaps in evidence. There is a need for a more detailed understanding of population health needs and assets at a local place level, and this is being addressed through the development of place-based JSNAs (for populations of 30-50K, based on the Family Hib geographies).

7. What are the likely impacts of this project/review on staff from protected groups?

Outline below how this proposal/review could impact on staff from protected groups positively or negatively, and what steps/mitigations (if any) could be taken to reduce any negative impact that has been identified.

Data you should include related to the staff impacted:

- *Employee headcount / Total Contract Count / Total FTE*
- *Status (Part time/Full time)*
- *Age band*
- *Sex*
- *Ethnicity*
- *Disability*
- *Grade*
- *Sexual Orientation*
- *Religion/Belief*

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*This information can be obtained from Andy Hyland – Andy.Hyland@coventry.gov.uk
02476 83 3426*

The Health and Wellbeing Strategy does not make any proposals that impact directly on staff.

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