

**Time and Date**

2.00 pm on Tuesday, 17th October, 2023

**Place**

Council House, Coventry

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1. **Apologies**
2. **Minutes of the Meeting held on 5 September 2023** (Pages 5 - 14)
3. **Correspondence and Announcements of the Lord Mayor**
4. **Petitions**
5. **Declarations of Interest**

**Matters Left for Determination by the City Council/Recommendations for the City Council**

6. **Scrutiny Annual Report to Council 2022-23** (Pages 15 - 28)  
From the Scrutiny Co-ordination Committee, 20 September 2023
7. **Adult Social Care Annual Report 2022/23 (Local Account)** (Pages 29 - 94)  
From Cabinet, 3 October 2023
8. **Coventry Youth Justice Plan - 2023-25 Strategy** (Pages 95 - 202)  
From Cabinet, 3 October 2023

**It is anticipated that the following matter will be referred as a Recommendation from Cabinet, 17 October 2023. The report is attached. The relevant Recommendation will be circulated separately**

9. **West Midlands Combined Authority Devolution Deal** (Pages 203 - 304)  
Report of the Chief Executive
10. **Question Time**
  - (a) **Written Questions - Booklet 1** (Pages 305 - 306)

- (b) Oral Questions to Chairs of Scrutiny Boards/Chair of Scrutiny Co-ordination Committee
- (c) Oral Questions to Chairs of other meetings
- (d) Oral Questions to Representatives on Outside Bodies
- (e) Oral Questions to Cabinet Members and Deputy Cabinet Members on any matter

11. **Statements (if any)**

12. **Debates**

- (a) To be moved by Councillor J Blundell and seconded by Councillor R Simpson

“In view of the catastrophic mismanagement of public finances at Labour controlled Birmingham this Council notes the resolution of single status under a Conservative Administration in Coventry.”

- (b) To be moved by Councillor E Reeves and seconded by Councillor S Gray

“The Prime Minister’s decision not to increase the required EPC rating for all private rented accommodation will leave many tenants in fuel poverty. Also housing stock causes a significant part of the city’s carbon emissions.

Therefore, this council commits to looking at all possible ways to encourage and support landlords to improve the energy efficiency of their properties so that the 25% of Coventry citizens who rent privately can live in homes they can afford to heat”.

- (c) To be moved by Councillor S Nazir and seconded by Councillor N Akhtar

“Coventry City Council rejects the Conservatives’ plans to abolish 20mph zones and take road safety out of the hands of local government. This will make speeding worse and put the lives of children and old people at risk across Britain.”

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Julie Newman, Chief Legal Officer, Council House, Coventry

Monday, 9 October 2023

Note: The person to contact about the agenda and documents for this meeting is Carolyn Sinclair/Suzanne Bennett 024 7697 2302 / 2299

Membership: Councillors F Abbott, S Agboola, N Akhtar, P Akhtar, M Ali, R Bailey, L Biggam, J Birdi (Chair), J Blundell, R Brown, K Caan, G Duggins, J Gardiner,

S Gray, L Harvard, G Hayre, M Heaven, P Hetherington, A Hopkins, J Innes, T Jandu, A Jobbar, A Kaur, S Keough, T Khan, AS Khan, R Lakha, R Lancaster, M Lapsa, J Lepoidevin, G Lloyd, P Male, A Masih, K Maton, J McNicholas, C Miks, B Mosterman, M Mutton (Deputy Chair), S Nazir, J O'Boyle, E M Reeves, G Ridley, E Ruane, K Sandhu, T Sawdon, P Seaman, R Simpson, B Singh, R Singh, R Thay, CE Thomas, A Tucker and D Welsh

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However, by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you have any queries regarding this, please contact the Governance Services Officer at the meeting.

**Carolyn Sinclair/Suzanne Bennett**  
**024 7697 2302 / 2299**

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## Coventry City Council

### Minutes of the Meeting of Council held at 2.00 pm on Tuesday, 5 September 2023

Present:

Members: Councillor J Birdi (Chair)

Councillor F Abbott	Councillor M Lapsa
Councillor S Agboola	Councillor J Lepoidevin
Councillor N Akhtar	Councillor G Lloyd
Councillor M Ali	Councillor P Male
Councillor R Bailey	Councillor A Masih
Councillor L Bigham	Councillor K Maton
Councillor J Blundell	Councillor J McNicholas
Councillor R Brown	Councillor C Miks
Councillor K Caan	Councillor B Mosterman
Councillor G Duggins	Councillor M Mutton
Councillor J Gardiner	Councillor S Nazir
Councillor S Gray	Councillor J O'Boyle
Councillor G Hayre	Councillor E M Reeves
Councillor M Heaven	Councillor G Ridley
Councillor T Jandu	Councillor K Sandhu
Councillor A Jobbar	Councillor P Seaman
Councillor S Keough	Councillor R Simpson
Councillor T Khan	Councillor B Singh
Councillor AS Khan	Councillor R Singh
Councillor R Lakha	Councillor A Tucker
Councillor R Lancaster	Councillor D Welsh

Honorary Alderman J Clifford, H Fitzpatrick, Hammon, Skinner and Skipper

Apologies: Councillor P Akhtar, B Gittins, L Harvard, P Hetherington, A Hopkins, J Innes, A Kaur, E Ruane, T Sawdon, R Thay and CE Thomas

### **Public Business**

#### **44. Minutes of the Meeting held on 18 July 2023**

The Minutes of the meeting held on 18 July 2023 were agreed as a true record.

#### **45. Exclusion of Press and Public**

**RESOLVED** that the City Council agrees to exclude the press and public under Section 100(A)(4) of the Local Government Act 1972 relating to the private report in Minute 59 (Coventry Strategic Energy Partnership) on the grounds that it contains information relating to the financial and business affairs of any particular person (including the authority holding that information) and the amount of expenditure proposed to be incurred by the

**Council under a particular contract for the supply of goods or services. The public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.**

**46. Correspondence and Announcements of the Lord Mayor**

**1. Recent Tragic Events in the City**

The Lord Mayor referred to the shocking and sad events that occurred in the City on Sunday morning and indicated that the Council's thoughts were with everyone who had been affected.

A minutes silence was held as a mark of respect for those who lost their lives.

**2. Death of Former Councillor John Mason**

The Lord Mayor referred to former Councillor John Mason who recently passed away. John was a Labour Councillor for Woodlands Ward in the late 1990s.

During his time as a Councillor, John served on the Quality Policy Team, Licensing Panel, Events Policy Team, Health and Care Policy Team and the Older People Policy Team. He also served as a Co-opted Member for Health Watch on 5 Health and Social Care Scrutiny Board 5 from 2014 to 2015.

Members paid tribute to John and noted that a letter of condolence had been sent to John's family.

**47. Petitions**

**RESOLVED that the following petitions be referred to the appropriate City Council bodies:**

- (a) Objecting to proposals for the Clifford Bridge cycle lane which have been found unsafe discriminatory towards disabled people – 519 signatures, presented by Councillor Abbott.**
- (b) Request to the Council to urgently address the long standing issue of the overgrown hedge at 5 Cassandra Close – 17 signatures, presented by Councillor Blundell.**
- (c) Request to the Council to cut down the trees on Burns Road due to issues with overgrown and unmaintained trees – 9 signatures, presented by Councillor McNicholas.**
- (d) Request to the Council to improve the condition of the pavement and kerbs on Albany Road – 93 signatures, presented by Councillor Simpson.**
- (e) Request to the Council to stop the sale of land at Browns Lane to developers – 1270 signatures, presented by Councillor Keough.**
- (f) Request to the Council to keep the ash tree near Howes Lane in Finham – 151 signatures, presented by Councillor Blundell.**

48. **Declarations of Interest**

Councillors AS Khan and B Singh declared a disclosable pecuniary interest in the matter referred to in Minute 59 below (Confirmation of Article 4 Direction in respect of Homes in Multiple Occupation (HMO)). They withdrew from the meeting during the consideration of the item.

49. **Audit and Procurement Committee Annual Report to Council 2022/23**

Further to Minute 14 of the Audit and Procurement Committee, the City Council noted the Committee's Annual Report that provided an overview of its activity during 2022-2023.

The report included an introduction by the Chair, Councillor Lakha, and indicated that the Audit and Procurement Committee is a key component of the Council's governance framework, supporting good governance and strong public financial management. Over the last year, the Committee has continued to discharge its key responsibility effectively, namely providing independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of the Council's financial reporting and governance processes.

The report indicated that during the last year, the Committee had provided oversight of key matters such as the Annual Governance Statement, Internal Audit activity and challenges in meeting the regulatory deadlines for the publication of the Council's accounts. Alongside this, the Committee has considered additional information which provided assurances over the governance arrangements for procurement activity.

50. **Home Upgrade Grant 2 and Homes Retrofit Programmes Update**

Further to Minute 24 of the Cabinet, the City Council considered a report of the Director of Transportation, Highways and Sustainability which sought approval to accept £2.8 million of Homes Upgrade Grant 2 (HUG2), awarded by the Midlands Net Zero Hub (MNZH), which would help to improve the energy efficiency of up to 150 homes. The report also provided an update on progress to domestic retrofit in Coventry to date, highlighting schemes that this funding would align with and compliment.

The Homes Upgrade Grant Phase 2 Scheme would support the retrofit of energy efficiency measures for low-income households and those with low Energy Performance Certificate (EPC) ratings and no gas central heating within Coventry.

The funding was available for up to 100% of both capital and revenue costs associated with its delivery, subject to eligibility criteria being fulfilled. The Council would ensure it aligned and complimented both the existing "Keeping Coventry Warm" scheme, as well as the other domestic retrofit schemes being delivered across the city.

The funding was essential to support some of the most vulnerable residents in the community to improve the energy efficiency of their homes and reduce the levels of fuel poverty across the city. This in turn would lead to:

- Reduction in Coventry's domestic carbon emissions

- Reduction in health related morbidity and mortality associated with living in cold homes
- Reduced demand placed on health and care services
- Improved energy efficiency, reduced bills and increased thermal comfort.

**RESOLVED that the City Council:**

- 1. Approves the acceptance of the Midlands Net Zero Hub's Homes Upgrade Grant 2 allocation to Coventry totalling £2,810,500 to enable the Council to deliver a scheme of domestic retrofit measures to off-gas fuel poor and low-income households in Coventry as set out in the report.**
- 2. Delegates authority to the Director of Transportation, Highways and Sustainability, following consultation with the Chief Operating Officer (Section 151 Officer) and the Chief Legal Officer, to undertake the necessary due diligence, finalise the terms and conditions of the HUG2 grant, and enter into any legal agreements required to facilitate delivery of the project.**
- 3. Agrees that delegation be given to the Director of Transportation, Highways and Sustainability to pursue and accept further funding opportunities up to £5 million that may be offered to support further decarbonisation of the city's domestic buildings, in consultation with the Cabinet Member for Jobs, Regeneration and Climate Change and the Cabinet Member for Strategic Finance and Resources.**

**51. Confirmation of Article 4 Direction in respect of Homes in Multiple Occupation (HMO)**

Further to Minute 23 of the Cabinet, the City Council considered a report of the Director of Streetscene and Regulatory Services which sought confirmation of the Article 4 Direction in respect of Homes in Multiple Occupation (HMO) and the undertaking of the necessary legislative steps to implement the Order.

HMOs could provide entry level accommodation but could also bring significant disruption to settled neighbourhoods. In order to ensure that HMOs came forward in ways that integrated with existing neighbourhoods, an article 4 Direction was proposed in the wards most impacted by HMOs currently, and those most likely to be in the future.

In drawing the boundaries of the Article 4 Direction area, officers have been cognisant of the requirements of the National Planning Policy Framework (NPPF) paragraph 53 for making sure the area is based on robust evidence and applies to the smallest geographical area possible, whilst also considering the likely impacts on similar dwelling typologies.

The Article 4 Direction had been subject to public consultation alongside the HMO Development Plan Document, with responses to the consultation considered prior to recommendation to confirm the Order, these responses were included in Appendix 2 of the report. Further to the consultation process undertaken from September 2022, authority was now sought to confirm the Article 4 Direction which



would remove the permitted development rights of changes of use from C3 (dwellinghouses) to C4 (houses in multiple occupation) therefore requiring planning permission to be sought.

**RESOLVED that the City Council:**

- 1. Approves the confirmation of the Article 4 Direction and including but not limited the undertaking of the necessary legislative steps for implementation of the Order.**
- 2. Delegates authority to the Director of Streetscene and Regulatory Services, following consultation with the Cabinet Member for Housing and Communities, to authorise any non-substantive changes to the documents.**
- 3. Notes that if confirmed, the Article 4 Direction will come into force on 30 September 2023.**

**Note:** Further to Minute 48 above, Councillors AS Khan and B Singh withdrew from the meeting during the consideration of this item.

**52. 2023/24 First Quarter Financial Monitoring Report (to June 2023)**

Further to Minute 22 of the Cabinet, the City Council considered a report of the Chief Operating Officer (Section 151 Officer) which advised of the forecast outturn position for revenue and capital expenditure and the Council's treasury management activity as at the end of June 2023. The net revenue forecast position after management action was for spend in 2023/24 of £12.1m over budget. At the same point in 2022/23 there was a projected overspend of £9.5m. The Audit and Procurement Committee would consider this report on 2 October 2023.

The Council continued to face budget pressures within both Adults and Children's Social Care which together accounted for £11m of the underlying overspend. Other smaller but still significant overspends were also being reported in Business Investment and Culture, Transportation, Highways and Sustainability, and Streetscene and Regulatory Services.

The Council's position reflected a number of largely one-off actions that had already been taken to reduce the overspend. As the underlying position was significantly higher than had been experienced in recent years, further urgent action was proposed to address the pressure in order to prevent the 2024/25 position increasing to unmanageable levels.

The Council's capital spending was projected to be £163.6m and included major schemes progressing across the city. The size of the programme and the nature of the projects within it continued to be fundamental to the Council's role within the city. Inflationary pressures were also affecting capital projects. The assumption was that stand alone projects that were already in-progress would be delivered as planned but that future projects that had not yet started may need to be re-

evaluated to determine their deliverability within previously defined financial budgets.

The materiality of the emerging financial pressures, both revenue and capital had renewed the imperative to maintain strict financial discipline and re-evaluate the Council's medium-term financial position. This would be a priority across all services as the Council developed its future budget plans in the coming months.

Cabinet had agreed to:

1. Approve the Council's first quarter revenue monitoring position and endorse the proposal for officers to seek to identify further ongoing service options to mitigate the position in conjunction with Cabinet Members as appropriate.
2. Approve the revised forecast capital outturn position for the year of £163.6m incorporating £14.0m rescheduling from 2022/23 outturn, £29.7m net increase in spending relating to approved/technical changes, £0.4m underspend and £38.9m of net rescheduling of expenditure into future years.
3. Recommend that Council receive and note the decisions of Cabinet as outlined in recommendations 1 and 2 above.

**RESOLVED that the City Council received and notes the decisions of Cabinet as outlined in Recommendations 1 and 2 above.**

### 53. **Coventry Strategic Energy Partnership**

Further to Minute 25 of the Cabinet, the City Council considered a joint report of the Director of Business, Investment and Culture and the Director of Transportation, Highways and Sustainability, that detailed proposals for a Coventry Strategic Energy Partnership.

A corresponding private report detailing confidential financial matters was also submitted for consideration (Minute 59 below refers).

One of the Council's top three priorities for the city in the One Coventry Plan was 'Tackling the causes and consequences of Climate Change'. The Council's Draft Climate Change Strategy and accompanying Net Zero Routemap, published earlier this year, set out ambitious vision for the city's journey to net zero to create a more sustainable and prosperous future for local people. To achieve this, major long-term planning and investment was required to decarbonise our city through a wide range of environmental and social projects.

The Council had a critical role to play as a leader, asset owner and source of local knowledge, but didn't have sufficient capital, resource, or expertise to deliver net zero in isolation. Therefore, an industry Strategic Energy Partner (SEP) was to be procured to work with the Council to initiate, develop and deliver an extensive programme of projects that would generate significant environmental, social and economic benefits to the city and help deliver its net zero goal.

The report indicated that this partnering would bring up to £2 billion investment to Coventry which would deliver huge benefits for the city's communities and businesses.

The fifteen year strategic partnership would see the Council working with the industry partner to initiate, develop and deliver innovative strategies, business models and plans that would drive the city towards net zero. The use of five year strategic plans complemented by annual specific action and budget business plans would ensure alignment and pace of decarbonisation progress.

The strategic partner was expected to have both internal resources and access to capital investment but also the experience and capabilities to leverage third party funding to support projects. The successful strategic energy partner would be obligated to develop five anchor projects and progress the development of at least three further decarbonisation projects each year for the fifteen years.

Procurement was due to conclude in August 2023 with contracts entered in September 2023. Coventry would be only the second city in the UK to secure a SEP and the opportunities it would offer were significant, with up to £2 billion investment and delivery of key anchor projects such as a 30MW solar farm, solar energy into schools, decarbonisation of our fleet, depots and estate and provision of energy security across the city to make the city more resilient. This ambitious partnership would further cement Coventry's aspirations to lead the UK's green industrial revolution.

Creation of social value was a key aspect of the partnership, demonstrating best practice within projects, and also broadening the scope of social value beyond the partnership was a critical success factor. The partnership was designed and contracted to incentivise such positive outcomes in our community with allocation of both resource and funding from the partners and the Council.

To facilitate the SEP, the Council were required to provide 2.5 full time equivalent posts (FTEs) to manage the SEP for the duration of the partnership. The 2.5 FTEs would be funded from existing budgets and resources. The SEP team would be co-located with the industry partner, with a requirement for the Council to provide 4 desks within Council offices for the team.

**RESOLVED that the City Council acknowledges and notes the decisions of Cabinet to:**

- 1. Award the Strategic Energy Partner contract to the Preferred Bidder (as detailed in the corresponding Private Report) for the delivery of the Strategic Energy Partner Project.**
- 2. Delegate authority to the Director of Business, Investment and Culture and the Director of Transport, Highways and Sustainability, following consultation with the Chief Operating Officer (Section 151 Officer), the Chief Legal Officer, the Cabinet Member for Jobs, Regeneration and Climate Change and the Cabinet Member for Strategic Finance and Resources, to undertake the necessary due diligence, finalise and complete the process of entering into the contract with the Preferred Bidder.**

3. **Note the role of the Coventry Shareholder Committee in the governance arrangement associated with the delivery of the Strategic Energy Partner project as set out in paragraph 1.8 of the report.**

54. **Amendments to Appointments 2023/24**

The City Council considered a report of the Chief Legal Officer which sought approval to changes to appointments to the Audit and Procurement Committee and the Finance and Corporate Services Scrutiny Board (1).

At the Annual General Meeting of the Council on 18 May 2023, appointments were made to Council bodies for the Municipal year 2023/24 based on political group proportionality requirements.

At the request of the Conservative Group, changes are proposed to Conservative Group appointments on the Audit and Procurement Committee and the Finance and Corporate Services Scrutiny Board (1).

**RESOLVED that the City Council, with immediate effect:**

1. **Appoints Councillor G Ridley to the Audit and Procurement Committee in place of Councillor T Sawdon.**
2. **Appoints Councillor P Male to the Finance and Corporate Services Scrutiny Board (1) in place of Councillor T Sawdon.**

55. **Question Time**

Councillors Brown, Hetheron, O'Boyle, Sandhu, Seaman and Welsh provided written answers to the questions set out in the Questions Booklet, together with oral responses to supplementary questions asked at the meeting.

The following Members answered oral questions put to them by other Members as set out below, together with supplementary questions on the same matters:

<b>No</b>	<b>Questions asked by</b>	<b>Question put to</b>	<b>Subject matter</b>
1	Councillor Tucker	Councillor Sandhu	Dangerous state of some schools with existing RAAC
2	Councillor Tucker	Councillor Caan	Raising funds for childhood cancer
3	Councillor Agboola	Councillor Welsh	Support for food hub in Willenhall
4	Councillor Agboola	Councillor K Caan	World suicide prevention day
5	Councillor Simpson	Councillor Lloyd	Accidents on Moseley Avenue and traffic calming measures
6	Councillor Masih	Councillor Lloyd	Traffic calming measures on

			Westwood Heath Road
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56. **Statements**

There were no Statements.

57. **Debate - Closure of Ticket Offices at Coventry's Train Stations**

The following Motion was moved by Councillor Tucker and seconded by Councillor Miks:

“Following the end of the extended consultation concerning the closure of ticket offices at Coventry’s train stations by the Rail Delivery Group, Coventry City Council:

- reiterates its opposition to these closures
- condemns the exclusion of many older and disabled passengers from our rail network and the job losses that will inevitably follow these closures
- believes that only a publicly accountable railway system can provide the level of service we deserve

This Council calls upon the Department for Transport and train operators to abandon the proposal to close ticket offices at railway stations across the country”.

**RESOLVED that, the Motion as set out above, be unanimously adopted.**

58. **Debate - Setting Targets for Household Waste Recycling, Composting and Reuse to Demonstrate Commitment to the Circular Economy**

The following Motion was moved by Councillor Male and seconded by Councillor Simpson:

“This Council agrees to set itself an ambitious target for household waste recycling, composting and reuse in order to demonstrate its commitment to the circular economy.”

The following amendment was moved by Councillor Lloyd, seconded by Councillor O’Boyle and, in accordance with the Constitution, accepted by Councillor Male:

After the words “This Council”, delete the words “agrees to set itself an ambitious” and insert “continues to do all that it can to”

At the end of the Motion insert  
“by continuing to

- Promote recycling through regular contact with residents.
- Employ a waste education team to promote recycling.

We have achieved the most sustainable Godiva Festival from a recycling point of view this year and we will be announcing an increase in materials that can be recycled in household bins before Christmas as a direct result of our investment in the regional MRF.”

The amended Motion now to read:-

“This Council continues to do all that it can to target household waste recycling, composting and reuse in order to demonstrate its commitment to the above and the circular economy by continuing to,

- Promote recycling through regular contact with residents.
- Employ a waste education team to promote recycling.

We have achieved the most sustainable Godiva Festival from a recycling point of view this year and we will be announcing an increase in materials that can be recycled in household bins before Christmas as a direct result of our investment in the regional MRF.”

**RESOLVED that the amended Motion, as set out above, be adopted.**

**59. Coventry Strategic Energy Partnership**

Further to Minute 53 above and Minute 28 of the Cabinet, the City Council considered a private report of the Director of Business, Investment and Culture and the Director of Transportation, Highways and Sustainability which outlined the commercially confidential matters relating to proposals for a Coventry Strategic Energy Partnership.

**RESOLVED that the City Council received and notes the decisions of Cabinet to:**

- 1. Authorise the award of the Strategic Energy Partner contract to Bidder A as the Preferred Bidder for the delivery of the Strategic Energy Partner Project.**
- 2. Delegate authority to the Director of Business, Investment and Culture and the Director of Transport, Highways and Sustainability, following consultation with the Chief Operating Officer (Section 151 officer), the Chief Legal Officer, the Cabinet Member for Job, Regeneration and Climate Change and the Cabinet Member for Strategic Finance and Resources, to undertake the necessary due diligence finalise and complete the process of entering into the contract with the Preferred Bidder.**
- 3. Note the role of the Coventry Shareholder Committee in the governance arrangement associated with the delivery of the Strategic Energy Partner project as set out in paragraph 1.8 of the report.**

(Meeting closed at 4.50 pm)

Council – 17<sup>th</sup> October 2023

Recommendation from Scrutiny Co-ordination Committee 20<sup>th</sup> September 2023

**Coventry City Council**  
**Minutes of the Meeting of Scrutiny Co-ordination Committee held at 10.00 am on**  
**Wednesday, 20 September 2023**

Present:

Members:

Councillor N Akhtar (Chair)  
Councillor R Thay (Deputy Chair)  
Councillor M Ali  
Councillor P Male  
Councillor C Miks  
Councillor E Ruane  
Councillor R Singh  
Councillor CE Thomas

Other Members (Invited):

Councillor J O'Boyle (Cabinet Member for Jobs, Regeneration and Climate Change)  
  
Councillor G Duggins (Cabinet Member for Policy and Leadership)

Employees (by Service Area):

Law and Governance      C Taylor, A West  
  
Transportation, Highways and Sustainability      C Knight, R Palmer, B Willers

Apologies:

Councillor G Ridley

## Public Business

### RECOMMENDATION

#### 10. Scrutiny Annual Report 2022-23

The Scrutiny Co-ordination Committee received a Briefing Note of the Scrutiny Co-ordinator regarding the Scrutiny Annual Report 2022/23. The Constitution required that Scrutiny report annually to inform Council of its work.

**RESOLVED that the Scrutiny Co-ordination Committee:**

- 1) Accept the content of the draft report at Appendix 1.**
- 2) Recommends that Council considers the Scrutiny Annual Report at its next available meeting.**





# **Scrutiny Annual Report to Council 2022-23**

To be considered at the City Council meeting  
on the 17<sup>th</sup> October 2023

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## SCRUTINY ANNUAL REPORT 2022/2023

### Introduction by Cllr Naeem Akhtar, Chair of Scrutiny Co-ordination Committee

2022/23 was a successful year for scrutiny with a focus on partnership working and the One Coventry Plan. This report highlights some of the important partnership work the Council is doing and scrutiny's role in scrutinising the effectiveness of those partnerships to deliver the best outcomes for Coventry residents.

I would like to thank Councillor Innes and former Councillor Auluck for their work chairing respectively the Education and Children's Services Scrutiny Board and the Finance and Corporate Services Scrutiny Board during 2022/23

I would like to thank Councillor Miks for her work as Deputy Chair of Scrutiny Co-ordination Committee during 2022/23 and wish her well in her new role chairing the Health and Social Care Scrutiny Board. Councillor Ali moves from chairing that board to the Communities and Neighbourhoods Scrutiny Board, replacing Councillor Bigham who has joined the Cabinet. Councillor R Singh will continue the work he started as chair of the Business, Economy and Enterprise Scrutiny Board

We also welcome Councillor Ruane as chair of the Finance and Corporate Services Scrutiny Board, Councillor Thomas as chair of the Education and Children's Services Scrutiny Board this year and Councillor Thay as Deputy Chair of Scrutiny Co-ordination Committee.

Scrutiny is a part of the Council's democratic structure led by non-executive Councillors. It works to the common aim of improving services for the local community and is involved in the following:

- Policy review and development: Helping to shape the way public services are delivered.
- Scrutinising decisions: Is the right action being taken? Are services working effectively?
- External scrutiny: Examining services that impact upon the local community.

Scrutiny does not make decisions; it uses evidence to make recommendations to the Cabinet to request change.

Get involved:

Suggests topics for scrutiny here:

Email the Scrutiny Chairs and Team via [scrutiny@coventry.gov.uk](mailto:scrutiny@coventry.gov.uk)

Follow us on twitter @covscrutiny

Find meeting dates and agendas here:

[Coventry City Council Meeting Papers](#)

Scrutiny during 2022/23



Scrutiny  
Co-ordination  
Committee



Chair: Cllr N Akhtar

Deputy: Cllr Miks

Scrutiny Coordination and cross cutting items  
Policy and Leadership  
Policing and Equalities  
Designated Crime and Disorder Board  
Sustainability & Climate Change

Finance and Corporate Services	Education and Children's Services	Business, Economy and Enterprise	Communities and Neighbourhoods	Health and Social Care
Chair: Cllr Auluck	Chair: Cllr Innes	Chair: Cllr R Singh	Chair: Cllr Bigham	Chair: Cllr Ali
Strategic Finance Council Resources Procurement & Social Value Workforce	Children & Young People's Social Care Schools Adult, Higher & Further Ed. Libraries Skills & Employability	Business, Enterprise & Employment Inward Investment Transportation and Air Quality Tourism and Marketing	City Services Social Enterprise Strategy Community and Third Sector Housing and Homelessness	Health Integrated Care Systems Adult Social Care Health Inequalities Sport & Physical Activity
				



## **Climate Change**

Climate Change has been a theme running throughout a number of items at scrutiny this year.

The Boards have considered the developing Climate Change Strategy, which will be considered for approval in 2023/24 following extensive public consultation. Scrutiny Co-ordination Committee (Scruco) made a number of recommendations to strengthen the strategy and improve outcomes from it. This included giving consideration to a green energy supply, use of living walls in new developments and the use of local groups to gather information about biodiversity such as the Tree Wardens. Members also suggested ways to improve engagement with residents on the issues.

Scrutiny have also considered the air quality strategy and cycling and walking plans – looking for ways to increase use of sustainable travel. These items have been considered regularly by the Business, Economy and Enterprise Scrutiny Board (3) and have resulted in requests for more information on the cycle hire scheme including usage data, other ways for the Council to support cycling, including availability of affordable bikes, progress on the implementation of cycle routes in the city, as well as supporting steps to improve safety from e-bikes and e-scooters specifically in pedestrianised areas such as the city centre.

The Communities and Neighbourhoods Scrutiny Board (4) have also considered active travel in relation to road lay out and schools. The Board welcomed the implementation of the School Street pilots and requested that they receive a further report on progress, as well as questioning officers on the practicalities of implementation and identification of schemes.

Scrutiny also considered several Supplementary Planning Documents (SPD) which supported climate change actions as part of a consultation process before they were adopted by Cabinet. These included the Biodiversity SPD, the Residential Building Design Guide as well as the Tall Buildings and View Management SPD. All the comments made by the Board were fed into the consultation process and considered before agreeing the final documents.

## **Partnership Working**

Scrutiny has engaged with a number of partners this year on a wide range of topics. Scrutiny heard from statutory services including West Midlands Police, University Hospitals Coventry and Warwickshire NHS Trust, Coventry and Warwickshire Integrated Care Board (ICB) and Coventry and Warwickshire Partnership Trust. Scrutiny have also had representatives from

commissioned services present including Change Grow Live as well as the organisations running community libraries in Cheylesmore, Earlsdon and Finham.

The strengths of the city's partnerships show the commitment there is to supporting our citizens and growing our city and showcases our One Coventry approach. The Boards supported the partnership approach within the One Coventry Plan, with Scruco specifically endorsing the increased engagement and improved response rates to the consultation on the One Coventry Plan, as well as welcoming the ability for the Council to challenge and hold partners to account through the One Coventry Partnership.

It is always powerful when those with lived experience of a situation contribute to scrutiny. One example of this during 2022/23 was the item on Homes to Ukraine. At their meeting in November the Communities and Neighborhoods Scrutiny Board (4) invited representatives from the Ukrainian Association, the Coventry Refugee and Migrant Centre, as well as a Ukrainian guest and host, to talk about their experiences of the Homes for Ukraine Scheme. The Board asked questions on the details of the scheme including how much funding the Council receives, what the criteria were for people to join the scheme, where people were placed in the city people, as well as support into training and employment for Ukrainians on the scheme. The Board welcomed the work of the Migration team to support Ukrainians in the city, recognising the challenges posed by the scheme and potential challenges when the scheme ends. To that end, the Board requested a further update during 2023/24.

Scruco also heard from partners as part of the Rough Sleeping Drug and Alcohol Treatment Grant the service is commissioned to Change Grow Live who came to present, including case studies, on the impact the grant has had. The Committee welcomed the work but raised concerns about issues of recruitment of specialised staff and reliance on agency staff.



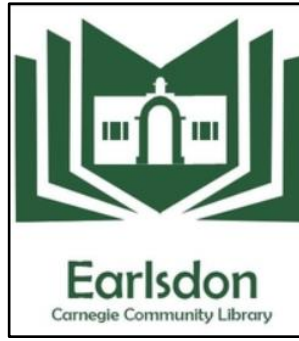
Police and Council campaign following Scruco19.04.23



**Change  
Grow  
Live**

# Drug and Alcohol Service

Coventry





## **Scrutiny Co-ordination Committee**

### **Domestic Abuse Local Partnership Board**

Scruco invited representatives from the Domestic Abuse Local Partnership Board to their meeting. These included representatives from The Haven and Panahghar. Scruco asked questions on the training and support offered to the judicial system and magistrates in relation to Domestic Abuse, the development of communication materials and concerns about low levels of prosecutions. The Committee also requested that the item remained on the work programme and will continue to receive regular updates on progress and wrote to the Chair of the Police and Crime Board requesting an increase in resources to increase capacity with regard to Domestic Abuse

### **Community Safety**

Representatives from West Midlands Police attended Scruco to outline the changes to the delivery of policing in the city. Members held the police to account and challenged on a number of issues effecting their communities including the SMILE graffiti, illegal motorbikes, and general crime figures. Members welcomed the new policing model, especially the synergy with the One Coventry Plan and requested a further evaluation of the model in the next municipal year.

### **Coventry Municipal Holdings**

Scruco have responsibility for scrutinising the performance of the Council's arms-length companies (Coventry Municipal Holdings) and did so at their meeting in October. The discussion covered the review of the performance, as well as business activity and return on investments. It was also agreed that members of Scruco would be trained with regard to arms-length companies and the Council's role. At the meeting it was agreed that the committee would visit Coombe Abbey Hotel to find out about the current offer, as well as plans for expansion of the business. Members were given a tour of the facilities, as well as the retail and leisure offer.





Members of Scrucro visiting Coombe Abbey Hotel facilities.

### One Coventry Performance Report

Scrucro considered the annual One Coventry Performance Report which details the Council's performance against key objectives and targets. As well as discussing the Council's performance, areas of concern were referred to the Boards below for further investigation.

### **Finance and Corporate Services Scrutiny Board (1)**

#### Finance

The Finance and Corporate Services Scrutiny Board considered a number of items on finance throughout the year. The items have addressed strategic financial issues, including Council Reserves and the Capital Programme.

The Board recognised that Councils were still working in a time of unprecedented financial pressure, and uncertainty, leading to further significant reductions in spending levels. Throughout the year the Board robustly questioned officers to seek assurance that the Council was effectively using its revenue and capital funding, managing contracts and generating income to provide the financial foundations needed to deliver services that protect the most vulnerable as well as providing the appropriate level and quality of core services for every citizen in the city.

The Board considered Social Value and Procurement, particularly in relation to Equality, Diversity and Inclusion and Contract Management. The Board questioned officers about progress towards becoming a living wage employer and ways of ensuring sub-contracted employers meet the living wage criteria. The Board supported the proposal to establish a baseline of diversity data within the supply chain, targeted engagement and reporting process to deliver against the aims of the Workforce Diversity and Inclusion Strategy.

## City of Culture 2021

The City of Culture presented many exciting opportunities for Coventry. Unfortunately, the City of Culture Trust entered in administration in February 2023 before it was able to complete delivery of its legacy plan and Finance and Corporate Services Scrutiny Board (1) met to ask questions about its legacy. The Board requested an additional meeting to look at the issue specifically. Although only one former trustee was able to attend a meeting, the Board considered the background and context of a loan from the Council to the City of Culture Trust. Members of the Board questioned Cabinet Members as well as officers. An independent review of collapse of the Trust has been requested and the outcome will be reported to scrutiny in due course. The Board however welcomed the work being done to continue working in partnership to continue the legacy of the City of Culture year.



The House Project at the Education and Children's Services Scrutiny Board

### **Education and Children's Services Scrutiny Board (2)**

The Education and Children's Services Scrutiny Board (2) welcomed the 'Good' rating for Children's Services and have continued to monitor progress on the recommendations from the Ofsted inspection in June 2022. The Board received a progress report on the implementation of the actions from those recommendations at their meeting in March 2023. The Board noted progress on implementing the recommendations in the four key areas Ofsted had highlighted for improvement and asked for future items on Fostering and the Family Valued Project, including the re-unification project.

#### **Autism in Schools Task and Finish Group**

Following on from the Health and Social Care Scrutiny Board and the Education and Children's Services Scrutiny Board's task and finish group on a Autism a task and finish group, led by the

Education and Children’s Scrutiny Board, was established to follow up an earlier task and finish group on autism, this time with an education focus to look at how children, young people, their families and education providers can best manage the period between referral and diagnosis. The group heard from Council service providers as well as visiting several school settings. The Board agreed that the work of the task and finish group will continue into 2023/24, focusing on the emerging themes of 1) The need for clearer referral pathways for parents. 2) Support for all schools to deliver best practice across the city 3) Provision in Secondary schools and strong transition from Primary and 4) The views of parents and carers, and children and young people

### **Business, Economy, and Enterprise Scrutiny Board (3)**

The Board considered in detail the Coventry Tourism Strategy 2019-23 and the new pilot Destination Management Organisation – Destination Coventry. The Board questioned the Cabinet Member, Council officers, as well as representatives from Destination Coventry and Coventry and Warwickshire Chamber of Commerce.

The Board requested further performance data once it was available, as well as an opportunity to be involved in the process for renewing the Coventry Tourism Strategy beyond 2023.

As part of an item on Bus Provision in the City, Members of the Board raised concerns about proposed cuts to school bus services and requested an urgent item to consider what the Council could do to maintain services beyond the current school year. The Board was briefed on the situation at their January 2023 meeting and welcomed the fact that the eight services at risk were expected to continue throughout 2023/24 academic year. However, the Board recommended that the Cabinet Member identify a longer-term sustainable solution to continuing the school bus service in partnership with schools, faith organisations, transport providers and other key partners, to deliver school bus provision.

### **Communities and Neighbourhoods Scrutiny Board (4)**

In the previous year, the Communities and Neighborhoods Scrutiny Board (4) had undertaken a task and finish group on Fly-tipping Task and Finish Group and the recommendations were accepted by the Cabinet Members. During the year, the Board received updates on the implementation of the recommendations made and the impact of the work they did on communities. One area of progress was the collection of side waste (where safe to do so) so fly-tipping did not accumulate where bins could not accommodate waste.

### **Supplementary Planning Documents**

The Board considered several draft Supplementary Planning Documents (SPD’s) as part of the consultation process. These included Biodiversity, Residential Building Design, Tall Buildings and View Management as well as the Householder Design Guide. Members comments and questions were recorded and fed into the final consultation process before the final versions were accepted.

## **Housing and Homelessness Services**

Communities and Neighborhoods Scrutiny Board (4) scrutinised Housing and Homelessness services and the refreshed action plan. Members asked a number of questions in relation to benchmarking the service, the operation of new housing contracts, the Homefinder Allocations Scheme and enforcement undertaken in relation to properties.

Members identified a gap in the information provided on the website for support for those at risk of losing their homes due to defaulting on their mortgage. As a result of this, the Council website was swiftly updated.

## **Health and Social Care Scrutiny Board (5)**

### **Adult Social Care**

The Health and Social Care Scrutiny Board (5) considered a number of items on Adult Social Care to help support the preparation for the Care Quality Commission (CQC) inspections due to start in 2023. Items they considered included Adult Social Care Quality Assurance and Market Failure Plan, Adult Social Care Annual Report and Key Areas of Improvement 2022/23 (Local Account) and how Adult Social Care keep people safe as one of their key commitments in the Adult Social Care Offer.

The Board had a robust discussion on how Adult Social Care Referrals and Assessments are managed to support the needs of the community.

The Board made recommendations to strengthen the End-of-Life Strategy which would improve the experience of the patient and their family. The final report will be considered by the Board next municipal year.

### **Holding Health Partners to Account**

The Health and Social Care Scrutiny Board (5) invited health partners into scrutiny on a number of occasions.

The Board held discussions with key health partners, including GP's and representatives of the Integrated Care Board in response to issues Coventry residents are experiencing in accessing GP services. Members raised concerns about accessibility to same or next day appointments. The Board also discussed further work to look at primary care estate issues.

The Board also scrutinised representatives of University Hospitals Coventry and Warwickshire NHS Trust about the wait times at A&E and challenged the level of service being received by their constituents. The Board asked questions including workforce pressures, bed occupancy levels putting pressure on waiting times and how the hospital can work in partnership with the Council to improve residents access to medical services.

The Board also received a further update on progress on implementation of recommendations from the previous year's task and finish group on Autism. The Board welcomed progress made but still raised concerns about the waiting times for assessment.

**Council – 17<sup>th</sup> October 2023**  
**Recommendation from Cabinet**  
**3<sup>rd</sup> October 2023**

**Coventry City Council**

**Minutes of the Meeting of Cabinet held at 2.00 pm on Tuesday, 3<sup>rd</sup> October 2023**

Present:

Members:

Councillor G Duggins (Chair)  
Councillor A S Khan (Deputy Chair)  
Councillor L Bigham  
Councillor K Caan  
Councillor P Hetherton  
Councillor J O'Boyle  
Councillor P Seaman  
Councillor D Welsh

Non- Voting Deputy  
Cabinet Members

Councillor S Agboola  
Councillor G Hayre  
Councillor A Jobbar  
Councillor G Lloyd  
Councillor S Nazir

Non-Voting Opposition  
Members:

Councillor G Ridley  
Councillor S Gray

Other Non Voting  
Members:

Councillor N Akhtar  
Councillor R Lakha

Employees (by Service area):

Chief Executive

J Nugent (Chief Executive)

Adult Services and Housing

P Fahy (Director)

Children's Services

N Macdonald (Interim Director), N Jeffreys

Finance

B Hastie (Chief Operating Officer (Section 151 Officer))

## Public Business

### RECOMMENDATION

#### 33. **Adult Social Care Annual Report 2022/2023 (Local Account)**

The Cabinet considered a report of the Director of Adult Services and Housing, that would also be considered at the meeting of Council on 17<sup>th</sup> October 2023, which described the performance of Adult Social Care and the progress made against the priorities for the year in the Adult Social Care Annual Report (also referred to as the Local Account, and which was attached as an Appendix to the report). The report also provided specific examples of operational activities to support service users and carers.

The Cabinet noted that the report had been considered by the Health and Social Care Scrutiny Board (5) at its meeting held on 13<sup>th</sup> September 2022 (their Minute 11/23 refers). A Briefing Note was appended to the report that set out the Boards comments and the following recommendations, which the Cabinet accepted:

The Health and Social Care Scrutiny Board (5) supports the content of the Adult Social Care Annual Report 2022/2023 and recommends that Cabinet:

- 1) Accepts the recommendations in the Cabinet Report.
- 2) Notes the following comment: that where “spend on central charges” was mentioned, this should be clarified for ease of understanding.

Although there was not a statutory requirement to produce an annual report, it was considered good practice as it provided an opportunity to be open and transparent about the successes and challenges facing Adult Social Care and to show what was being done to improve outcomes for those that came into contact with the services.

The production of the 2022/2023 report had 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 Group, providers, Partner Organisations, and people that had been in contact with Adult Social Care along with their families and carers.

The Local Account also looked forward to 2023/2024 and included summary details regarding key areas for development. These were improvements the service intended to make in order to improve service delivery, improve outcomes for people and support the ability to operate within the resources available. The priority was to improve care and support services for adults and to ensure a stable provider market for the City.

**RESOLVED that the Cabinet:**

- 1) Notes and agrees the recommendations from the Health and Social Care Scrutiny Board (5) as outlined above.**
- 2) Approves the Adult Social Care Annual Report 2022/23 (Local Account).**
- 3) Recommends that Council receives and notes the Adult Social Care Annual Report 2022/23 (Local Account).**

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Health and Social Care Scrutiny Board (5)  
Cabinet  
Council

13 September 2023  
03 October 2023  
17 October 2023

**Name of Cabinet Member:**

Cabinet Member for Adult Services – Councillor L Bigham

**Director Approving Submission of the Report:**

Director of Adult Services and Housing

**Ward(s) affected:**

All

**Title:**

Adult Social Care Annual Report 2022/23 (Local Account)

---

**Is this a key decision?**

No -

This is a report of performance for 2022/23 and no recommendations are made that have significant financial or service implications.

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**Executive Summary:**

The Adult Social Care Annual Report (also referred to as the 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 operational activities to support service users and carers.

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 our services.

The production of the 2022/23 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 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 2023/24 and includes summary details regarding key areas for development. These are improvements the service intends to make in order to improve service delivery, improve outcomes for people and support our ability to operate within the resources available. The priority is to improve care and support services for adults and to ensure a stable provider market for the City.

**Recommendations:**

Health and Social Care Scrutiny Board (5) is requested to:

- 1) Consider the report and submit any comments to Cabinet for their consideration on the content of the report.

Cabinet is requested to:

- 1) Consider comments from the Health and Social Care Scrutiny Board (5).
- 2) Submit any comments to Council for consideration on the content of the report.
- 3) Approve the Adult Social Care Annual Report 2022/23 (Local Account).

Council is asked to:

- 1) Receive and note the report.

**List of Appendices included:**

Appendix One - Adult Social Care Annual Report 2022/23 (Local Account)

**Background papers:**

None

**Other useful documents:**

None

**Has it been or will it be considered by Scrutiny?**

Yes – Health and Social Care Scrutiny Board (5) on 13 September 2023.

**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 – 17 October 2023

## **Report title: Adult Social Care Annual Report 2022/23 (Local Account)**

### **1. Context (or background)**

- 1.1. The Annual Report describes the performance and achievements along with considering the challenges for Adult Social Care in Coventry. It is intended to provide assurance to stakeholders that Adult Social Care is delivering its objectives and is achieving positive outcomes for people in Coventry within the resources available.
- 1.2. The production of an Annual Report is not a statutory requirement, but its production has long been considered a matter of good practice due the transparency it provides regarding the delivery of Adult Social Care.
- 1.3. The content of the Annual Report is informed by feedback on the experiences of people who come into contact with Adult Social Care, this feedback may be given in person, through groups or in response to surveys. A number of more specific case studies and direct quotes have been used to demonstrate the impact that Adult Social Care has on individuals and their families. Those who have commented on previous reports have consistently stated that case studies are an important aspect of the report, as they help to demonstrate outcomes for individuals and the difference it has made to their lives.
- 1.4. In 2022/23 we produced a 'Coventry Adult Social Care Offer' which is a clear statement explaining our vision and objectives, aligned to the Council's One Coventry Plan ambitions. It has been developed as a way of setting out how we do things in Coventry including a description of what people can expect when they contact us, how they can participate in our work and useful links to information and advice. This year's Annual Report has again been framed around the commitments we have made in the Offer setting out what people can expect from Adult Social Care.
- 1.5. Although an Annual Report is produced for a 12-month period it needs to be recognised that the work of Adult Social Care does not fit neatly within a twelve-month timeframe and delivery of the Adult Social Care objective of promoting independence and providing personalised care and support is very much an ongoing endeavour.
- 1.6. The Annual Report reflects on the work during the financial year (April 2022 to March 2023) which included a declared end to the COVID-19 pandemic but with continued demand for Adult Social Care support within an ever-tightening financial outlook.
- 1.7. This continued increase in demand for Adult Social Care alongside the support with activities of daily living that make up most of our referrals, saw most people presenting with a combination of issues associated with mental health, wellbeing and social skills. People also now appear to be approaching social care at a later stage in their care journey than would normally have been the case, with higher levels of need. Unpaid carers have also seen their caring roles intensify and have been placed under continued increased pressures during 2022/23. This has had an impact on the emotional and physical health of carers across the city which again is placing demand on Adult Social Care.
- 1.8. 2021/22 saw the publication of Government proposals for Adult Social Care reform. Subsequent Government announcements in 2022/23 have signalled changes to some of these proposals for reform, with a postponement of a cap on social care costs until 2025 and the delay of the Liberty Protection Safeguards, the replacement for Deprivation of Liberty Safeguards (DoLS) beyond the life of the current Parliament.

- 1.9. Although the challenges presented by Adult Social Care reforms, now and into the future, are significant they are not the only challenges that we face and some of the other key challenges we are continuing to address include:
- Increasing demand for services resulting from an ageing population. In the decade to 2029, the City should expect to have an additional 8,900 people aged over 65 and an additional 2,000 people aged over 85. This group of people are more likely to live with multiple health conditions that require support.
  - Increasing numbers of adults with mental illness accessing long term support (with an additional impact due to the COVID-19 legacy).
  - Increasing costs of care due to external factors including National Living Wage, increases to employer pension contributions, other inflation costs, the increased complexity of the care needs that people are experiencing.
  - Challenges to maintaining sufficiency and quality of the adult social care market.
- 1.12. The production of the 2022/23 Annual Report has drawn on the pool of feedback and information gathered over the year from a range of sources including social care staff, Partnership Boards, Adult Social Care Stakeholder Group, providers, partner organisations and people that have been in contact with Adult Social Care, along with their families and carers. Particular feedback to note includes:
- Our work with Annette (page 24 of the Annual Report) and how we support people in their own homes and reduce the risk of hospital readmission.
  - Our work with Kishor (page 26 of the Annual Report) demonstrating how we work with people at a time of change and crisis, supporting them to overcome social factors and regain independence and employment.
- 1.13. It is also important to recognise that although our focus is on Adult Social Care our success is increasingly intertwined with health services. Although Adult Social Care has a distinct identity, so much of what we do is achieved through working with others. Integrated Care Systems (ICS) are continuing to bring together; Acute, Community Health Trusts, GPs and Primary Care services with Local Authorities and other care providers. These aim to bring organisations together to redesign, improve support and outcomes for residents.
- 1.14. The environment in which Social Care operates is changing, what has not changed is the core purpose of Adult Social Care in supporting people to achieve their outcomes and to live as independently as possible. Therefore, when looking forward and considering our future priorities, we are conscious of the impact of the changing environment while remaining committed to our core purpose.
- 1.15. Recognising the changing environment, we are focussing our improvement work on both our internal and partnership programmes. The key elements of each of these areas are summarised below;
- **Adult Social Care Improvement.** This will include a focus on developing and supporting our internal workforce. Supporting our residents by revisiting our approaches to undertaking reviews (for planned care and support) and continually improving how we promote choice, control and independence in the way we deliver our services. Continuing to undertake community engagement events to raise awareness

of Adult Social Care including specifically within hard-to-reach communities. Although the implementation of the 'care cap' has been delayed to October 2025 we will continue the work required to ensure we are prepared for this change.

- **Adult Social Care Partnerships.** This will include continuing to build relationships with partner agencies. Working jointly with Coventry and Warwickshire Partnership Trust NHS Trust (CWPT) within the Section 75 Agreement. Working in partnership with health and voluntary sector organisations to implement the 'Improving Lives' programme to support people in living independent lives in good health in Coventry. Using new joined up records to deliver, better, safer, and more timely care and support to people through the Integrated Care Record. Continuing to develop the social care market including both the range of regulated services and alternative support options within the voluntary sector and community groups.

## **2. Options considered and recommended proposal**

- 2.1 An Annual Report provides the opportunity to evidence and communicate Adult Social Care's performance in an accessible and transparent way as part of an overall approach to Sector Led Improvement. It is therefore recommended that the Annual Report for 2022/23 is approved by the Cabinet.

## **3. Results of Consultation undertaken**

- 3.1 Although the Annual Report for 2022/23 was not subject to specific consultation, the content has been drawn from feedback gathered from people who come into contact with Adult Social Care together with comments from other partner organisations and stakeholders in the City. The case studies contained therein are real stories provided with the consent of those involved.

## **4. Timetable for implementing this decision**

- 4.1. Once approved, the Annual Report will be published on the Council's internet pages and shared with partners and stakeholders.

## **5. Comments from the Chief Operating Officer (Section 151 Officer) and Chief Legal Officer**

### **5.1. Financial implications**

Whilst there are no direct financial implications arising from the production of the report, the performance of Adult Social Care continues to be impacted by changes to Council resources and national legislation changes.

The report highlights £118.8m of Adult Social Care Spend in 2022/23 compared to spend of £110.4m in 2021/22, with the increase largely driven by an increase in demand and complexity alongside increases to costs driven by high levels of inflation. This increase was resourced from additional Council investment in Adult Social Care along with grant resources received from Government.

### **5.2. Legal implications**

There are no direct legal implications arising from the publication of the Annual Report.

The publication of the report is in accordance with the 2011 Department of Health recommendation that all local authorities' Adult Social Care directorates publish an Annual Report.

## **6. Other Implications**

### **6.1. How will this contribute to the One Coventry Plan?**

**(<https://www.coventry.gov.uk/strategies-plans-policies/one-coventry-plan>)**

This Annual Report demonstrates the progress of Adult Social Care in maintaining and improving outcomes for the population of Coventry. This progress contributes to the Council's objectives of citizens living longer, healthier, independent lives and contributes to the priorities in the Council Plan to protect the City's most vulnerable people.

### **6.2. How is risk being managed?**

A range of risks exist in the delivery of Adult Social Care services, most notably related to resources and our ability to meet demand. These are managed through the directorate and corporate risk registers.

### **6.3. What is the impact on the organisation?**

There is no direct impact on the organisation.

### **6.4. Equality Impact Assessment (EIA)**

An Equalities Impact Assessment is not appropriate for this report. There has been a continued drive to embed equality and diversity within operational practice, commissioning plans and performance monitoring.

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

None

### **6.6. Implications for partner organisations?**

There are no specific impacts for partner organisations arising from this report at this point but as the work of Adult Social Care is connected to health organisations and the voluntary and community sector as we seek to improve impacts may be experienced. The Annual Report provides an overview of Adult Social Care's performance and provides assurance to partners that progress is being made.

**Report author:****Name and job title:**

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**Service Area:**

Adult Services and Housing

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<b>Contributor/approver name</b>	<b>Title</b>	<b>Service Area</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
Lisa Lawson	Adult Services Programme Delivery Manager	Adult Services and Housing	03.08.2023	03.08.2023
Michele Salmon	Governance Services Officer	Law and Governance	07.08.2023	07.08.2023
Sally Caren	Head of Adult Social Care and Support	Adult Services and Housing	07.08.2023	30.08.2023
Tracey Denny	Head of Service Localities and Social Care Operations	Adult Services and Housing	07.08.2023	23.08.2023
Aideen Staunton	Acting Head of Service Partnerships and Social Care Operations	Adult Services and Housing	07.08.2023	17.08.2023
Louise Ferro	Head of Business Systems	Adult Services and Housing	07.08.2023	09.08.2023
Jon Reading	Head of Commissioning and Quality	Adult Services and Housing	07.08.2023	22.08.2023
Ewan Dewar	Head of Finance	Finance	07.08.2023	21.08.2023
<b>Names of approvers for submission: (Officers and Members)</b>				
Pete Fahy	Director of Adult Services and Housing	-	03.08.2023	03.08.2023
Barry Hastie	Chief Operating Officer (Section 151 Officer)	-	23.08.2023	01.09.2023
Claire Coulson-Haggins	Deputy Team Leader, Legal Services	Law and Governance	07.08.2023	21.08.2023
Councillor L Bigham	Cabinet Member for Adult Services	-	31.08.2023	31.08.2023

This report is published on the Council's website: [www.coventry.gov.uk/councilmeetings](http://www.coventry.gov.uk/councilmeetings)

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# Adult Social Care Annual Report 2022/23

(Local Account)



**People's Stories**

**Our Adult Social  
Care Offer**

**Our Key Achievements**



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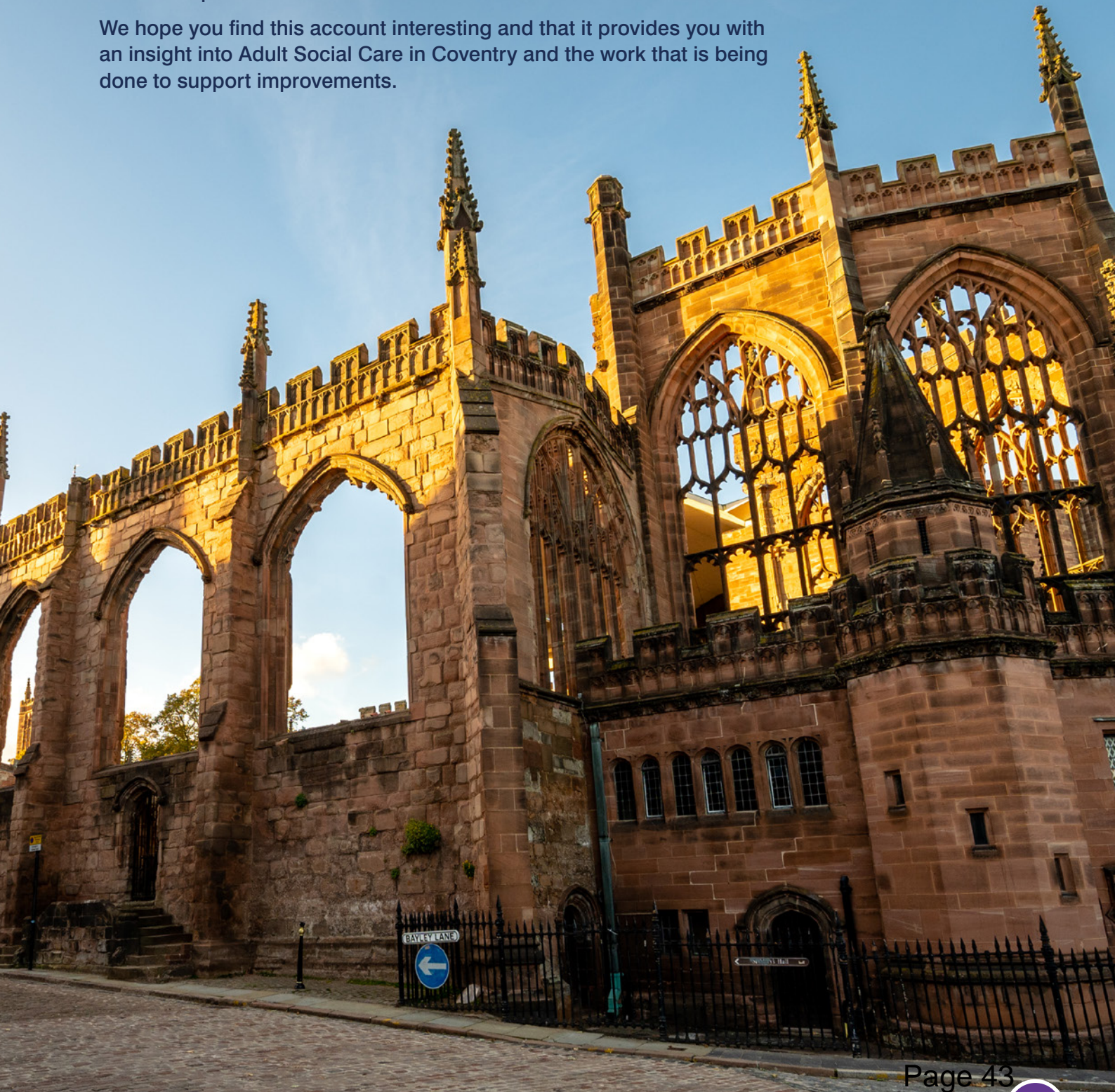
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# What is the Local Account?

Every year Coventry City Council produces a report which describes what our Adult Social Care service is doing to help improve the lives of vulnerable people and how well as a service it is performing, along with areas where we are seeking to improve further. This report is usually referred to as the 'Local Account' but is also referred to as the 'Annual Report' for Adult Social Care.

We hope you find this account interesting and that it provides you with an insight into Adult Social Care in Coventry and the work that is being done to support improvements.



# Adult Social Care 2022/23 key changes

In last year's Annual Report, we reflected on the publication of Government proposals for Adult Social Care reform.

Together, these introduced major reforms to Adult Social Care, with measures including further integration with Health, a cap on social care costs, an intervention in the social care market intended to ensure local authorities pay a 'fair price' for care, changing charging thresholds and the Care Quality Commission (CQC) being responsible for assessing Local Authorities' delivery of their adult social care functions. Further details on these CQC arrangements were published in February 2023.

[www.cqc.org.uk/news/our-approach-assessing-local-authorities](http://www.cqc.org.uk/news/our-approach-assessing-local-authorities)

Subsequent government announcements have signalled changes to some of these proposals for reform, with a postponement of a cap on social care costs until 2025 and the delay of Liberty Protection Safeguards, the replacement for Deprivation of Liberty Safeguards (DoLs), beyond the life of this Parliament.

As we moved into 2022/23, we saw a continued increase in demand for Adult Social Care.

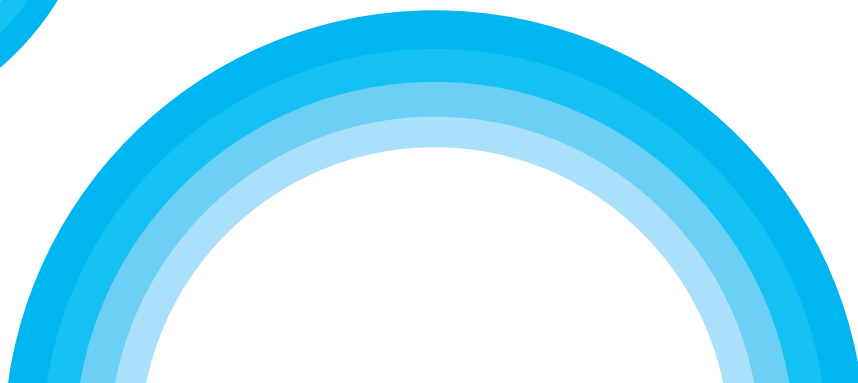
Alongside the support with activities of daily living that make up most of our referrals, more people are presenting with a combination of issues associated with the detrimental impact of social isolation on mental health, wellbeing and social skills. People are also now approaching social care at a later stage in their care journey than would normally have been the case, with higher levels of need. Unpaid carers have also seen their caring roles intensify and have been placed under continued increased pressures during 2022/23. This has had an impact on the emotional and physical health of carers across the city which again is placing demand on Adult Social Care.

Across Coventry, more and more people are feeling the pressure from the increasing cost of living. If you are experiencing difficulties due to the rising cost of living the City Council has a web page dedicated to information and advice concerning how to reduce outgoings and get help and support.

[www.coventry.gov.uk/costofliving](http://www.coventry.gov.uk/costofliving)

This Council also produced a toolkit providing specific employee information and resources that might be needed to help with any cost-of-living pressures people may be facing.

Despite the challenges faced over the last year, the essence of what we do in Adult Social Care remains the same, which continues to be supporting people to live as independently as possible within their communities.



# Foreword

The production of this Annual Report remains an important part of the annual cycle of Adult Social Care. It provides an opportunity for reflection on the progress we have made and challenges we face in delivering Adult Social Care within the city.

The year this report covers, 2022/2023, a year that commenced with the expectation of a number of Adult Social Care reforms coming to fruition but ended with an uncertain reform agenda where elements had been indefinitely postponed (Liberty Protection Safeguards) and others subject to long delays (Care Cap delayed to October 2025). What did however come to fruition was the introduction of Care Quality Commission (CQC) assessment of Adult Social Care from April 2023. Understanding this assessment framework and preparing for it will dominate much of what we do in 2023/24 and subsequent years.

In respect of our performance, we continue to see increases in the numbers of people approaching us for care and support. Although we continue to deliver services in a way that promotes people's independence to not be reliant on social care, the increasing

demands, on a workforce that has remained static is not to be underestimated. It is very easy to use phrases such as 'growing demand and growing complexity' and 'challenges in social work recruitment' but the impact is that many good professionals are finding it increasingly difficult to provide the standard of service they desire. This is one of the reasons why workforce is such a key priority for us, but with an ever-tightening financial outlook that is very, very difficult.

Although our promoting independence approach remains the bedrock of our service model there also may be opportunities to work more with communities to develop alternatives to regulated support. The potential and ambition for this is captured within the Council's **One Coventry Plan 2022-2030** and particularly the 'Improving outcomes and tackling inequalities within our communities' priority and over 2023/24 we want to understand

more about what might be deliverable in this area.

Regardless of what lies ahead, due to the people I work with and the commitment they show I remain certain that we will rise to the challenges and remain immensely proud and privileged to be the Director of Adult Social Care for Coventry City Council.

I hope you find this Annual Report informative and as always myself and my team are happy for any feedback.



**Pete Fahy**

Director of Adult Services and Housing





I took up my responsibilities as Cabinet Member for Adult Services in May 2023 and in a relatively short period of time I have had the chance to get a much closer look at the people involved in what is a committed and compassionate service.

Adult Social Care is an incredibly rewarding and fulfilling job, supporting other members of the community who are often experiencing a time of crisis.

Each year an Adult Social Care Report is produced, and this offers a vital insight into the services provided with the support of our partner organisations. We want to explain this as clearly as we can and that's why we try to make it available to as many people as possible.

In particular, it reflects on the experiences of those using the services – and the difference, the care provided, makes for people.

The Adult Social Care team continue to provide high quality services, care and respite to the most vulnerable

adults living in the city and to their family, and carers.

As we are all aware these services also face increasing demands at a time when funding is limited, and the impact of the cost-of-living crisis is affecting us all.

The pressures placed upon staff mean that it is even more important to recognise the hard work, dedication and willingness to go the extra mile we see reflected in the wide range of examples included in the report. The impact on people and the outcomes achieved by those who need our services is excellent! I also realise that many people who work in social care also have caring responsibilities outside of their job, a day doesn't go by when I don't think of the massive contribution and sacrifice of all informal carers

and how this simply isn't recognised sufficiently by the Government.

As the service prepares for the newly introduced Assurance Framework, governed by the Care Quality Commission, I am confident that the professionalism and commitment demonstrated within this report will lead to a positive outcome for Coventry Adult Social Care.

I hope you find the report is helpful and interesting, but please do get in touch if you would like any further information or to offer us any feedback on the Annual Report by emailing [getinvolvedasc@coventry.gov.uk](mailto:getinvolvedasc@coventry.gov.uk)



**Councillor Linda Bigham**  
Cabinet Member for  
Adult Services

# Introduction to Adult Social Care

The delivery of Adult Social Care is the responsibility of the Local Authority which interacts with a range of other local authority functions to support people in our communities, including Housing, Public Health, Children's Services or Culture and Leisure to name but a few. Our work is also closely connected to health organisations and the voluntary and third sector who work with many of the same people who come into contact with Adult Social Care.

Although Adult Social Care has a distinct identity, so much of what we do is achieved through working with others. Our success is increasingly intertwined with our health partners. New partnerships 'Integrated Care Systems' (ICS) are bringing together; Acute, Community Health Trusts, GPs, Primary Care services with Local Authorities and other care providers. These aim to bring organisations together to redesign, improve support and outcomes for residents.

Adult Social Care in Coventry is one of several health and care organisations across Coventry and Warwickshire, making up the Coventry and Warwickshire Health and Care Partnership. This Partnership is working to improve the health and wellbeing of our residents. In all our efforts to achieve this 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.'

In working to this vision, we believe that all our residents deserve to:

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

As part of this Partnership, NHS Coventry and Warwickshire Integrated Care Board is now responsible for commissioning health and care services on behalf of people in Coventry and Warwickshire (this replaces Clinical Commissioning Groups).

[www.happyhealthylives.uk/integrated-care-board](http://www.happyhealthylives.uk/integrated-care-board)

From an Adult Social Care perspective, we do not have a complex strategy but at every level, we intend to provide support to the residents of Coventry, in the least intrusive manner possible, based on the assets, resources and abilities available to them. Our focus is on the promotion of independence, and this continues to be the at the heart of the way we work and provide support. Progressing this overarching objective is delivered day in, day out through the many interactions between our staff and people with care and support needs and through a series of developments and future planning overseen by the Director of Adult Services aimed at constantly improving what we do.



## During the last year we have made significant progress in our plans for the future including;

### Adult Social Care reform

As part of reforms local authorities were required to complete a Cost of Care exercise to arrive at a shared understanding with providers of the local cost of providing care. The outcome of this exercise can be found in our Cost of Care Reports. In addition, authorities were required to produce and publish a Market Sustainability Plan for the next 3 years. This plan was developed following a programme of consultation and engagement with local providers to better understand emerging challenges and the most meaningful way we can offer support. One of our methods to support the market is our Provider Support Pack, a free guide for providers with tools on a range of areas including recruitment, business and quality improvement.

### Supporting our residents

A new Communicator-Guide service is now available to support deafblind people or those with dual sensory needs. This service will enable deafblind people to have a fully qualified Communicator-Guide. This person will provide effective communication, safe guiding and essential support to allow deafblind people to actively take part in everyday activities, such as accessing information, going shopping, attending social/educational activities in the community promoting choice and control. The service is provided by Deafblind Enablement (DBE).

### Adult Social Care partnerships

Funded through the Commonwealth Active Communities Fund which is part of Sport England's wider investment into the Birmingham 2022 Commonwealth Games. Adult Social Care have been working with CVLife on a 'Coventry Moves Programme'. This has involved working with 9 care homes, to tackle and reduce isolation and increase physical activity for residents. This work has included co-designing activity schedules and forming new friendships with homes, connecting and planning activities and trips together. Plans are in place for the coming year to help sustain these activities and to develop a Coventry Moves toolkit that can be shared amongst care homes.





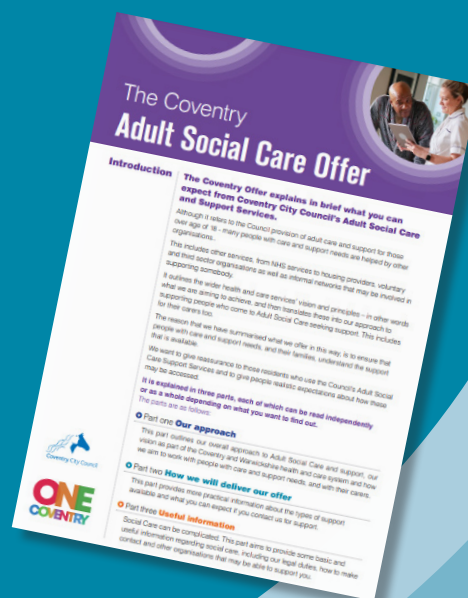
# Our Coventry Adult Social Offer

Adult Social Care supports people aged 18 and over who have care and support needs as a result of a disability or an illness. Support is also provided to carers who spend time providing necessary care to someone else. We continue to work in accordance with our primary legislation, the Care Act (2014) and the required changes to practice and policy set out by the Act.

In 2021/22 we produced a 'Coventry Adult Social Care Offer' which is a clear statement explaining our vision and objectives, aligned to the Council's One Coventry Plan 2022-2030 ambitions [www.coventry.gov.uk/councilplan](http://www.coventry.gov.uk/councilplan). It has been developed as a way of setting out how we do things in Coventry including a description of what people can expect when they contact us, how they can participate in our work and useful links to information and advice.

The delivery of Adult Social Care in Coventry focuses on approaches that promote well-being and independence to prevent, reduce or delay the need for long term support and to enable people to achieve their outcomes. In performance terms this means that we would expect to see a relatively smaller number of people in receipt of ongoing social care, and where ongoing social care is required that this is mainly provided in people's own homes. We would also expect that the short-term services we have in place to enable people to be independent are successful in reducing demand for ongoing Adult Social Care.

[www.coventry.gov.uk/ascoffer](http://www.coventry.gov.uk/ascoffer)



# Adult Social Care Offer – Coventry City Council

## Our Health and Care Partnership Vision

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

## How will we do this?

Our work in Adult Social Care, at every level, intends to provide support to the residents of Coventry, in the least intrusive manner possible, based on the assets, resources and abilities that are available to them.

## Our commitments to people who need to access our services



### Taking a strength-based approach

We are committed to enabling people to live as independently as possible, drawing on people's own strengths and doing the things that are important to them, making use of what's available in local communities.



### Helping people to stay at home

We will look at how we can adapt people's homes and provide equipment or if unable to do so explore alternative accommodation to enable people to live an independent life more easily.



### Living and ageing well

We will help people think about the support they need and plan for how they can live the best life possible both now and into older age. We will enable people to find solutions that work best for them.



### Making the best use of resources

We will aim to provide the right amount of support to meet people's needs and outcomes. In providing appropriate support, we consider costs and will look at innovative ways to deliver care and support.



### Joined up care and support

We will work closely within the Council and with different organisations, including the NHS, to support people to achieve what is important to them. We will work with organisations providing support to ensure safe and quality services.



### Keeping people safe

We will help people stay well and safe from harm and abuse, working alongside other organisations when we need to, and supporting people to make their own choices.



### Carers are at the heart of all we do

We recognise, value and support the vital role of unpaid carers and will support them in their caring role, as well as supporting them if their caring responsibilities change or end.



### Committed workforce

We have a valued and respected Adult Social Care workforce and will support and develop our own and those of our partners, equipping them with the skills, knowledge and values to provide effective care and support.

For full details of Coventry's Adult Social Care Offer or to request information in another language or format please email [getinvolvedasc@coventry.gov.uk](mailto:getinvolvedasc@coventry.gov.uk)

# How does Adult Social Care work in Coventry\*

By Phone

024 7683 3003

By Professional / Carer  
Referral

Online Referral

By Online Self-Assessment

Online Self-Assessment

## Adult Social Care Direct

Customer Services will take any initial information regarding a referral, such as contact details, key information, and the reason for the referral. They may be able to provide signposting advice and information advice at this stage.

## Initial Contact Team

The initial contact team complete a follow up call for any new referrals. They will gather more detailed information about the referral and will advise the next steps.

## Duty Team

Support any incoming queries through Adult Social Care, for people that are in receipt of support.

### Opal Equipment Services

Provides information and advice about equipment to enable people to manage everyday tasks and live at home safely.

### Occupational Therapy

Provides advice and support about a range of possible solutions that may make everyday tasks easier for you. This could range from daily living equipment such as bathing aids to stair lifts and monitoring systems.

### Telecare Services

The Telecare Team will look at whether telecare equipment, such as personal trigger alarm, movement detector or medication dispenser are required.

## Short Term Support

### Promoting Independence

The Promoting Independence (PI) Service works with older people and people with physical disabilities to develop their independence and daily living skills and develops a greater understanding of long term/ongoing care and support needs.

### Promoting Independence – Learning Disabilities

A multi-disciplinary team that works with adults with learning disabilities and autism to promote independence. The team provide support such as travel training, occupational therapy and support to use assistive technology.

## Long Term Support

### Older Peoples Assessment and Case Management Team

Works with adults over 65, they will explore the provision of support such as home support, day opportunities, supported housing, respite, residential care.

### All Age Disabilities Team (Transitions 18-25)

Support adults turning 18 (or about to turn 18) until age 26, they will explore the provision of support such as home support, day opportunities, supported housing, respite, residential care.

### All Age Disabilities Team 25+

Support adults aged 26 and above, they will explore the provision of support such as home support, day opportunities, supported housing, respite, residential care.

\*This is the process for referrals received by City Council Customer Services not Mental Health and Hospital referral routes

# Setting the Scene

## Adult Social Care in a Changing Landscape

The demand for Adult Social Care rises every year as people live longer and there are more people living longer with more complex needs.

The illustrations on this page give you an indication of the challenges we face:

- Budget – Money matters
- Activity – Facts and figures
- Our demographics – The people who come to us for support
- Our workforce – The people that provide support where required

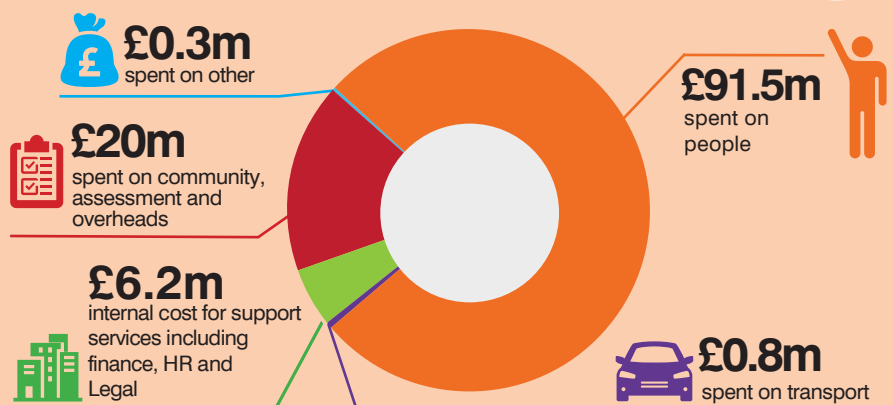
The Council is a large organisation spending a net £243.9m on revenue activity during 2022/23.

### BUDGET-MONEY MATTERS

The gross Adult Social Care spend (minus citizens and other contributions) was

**£118.8m**  
in 2022/23

compared to 2021/22 spend of £110.4m. The largest element of the increase relates to Spend on People.

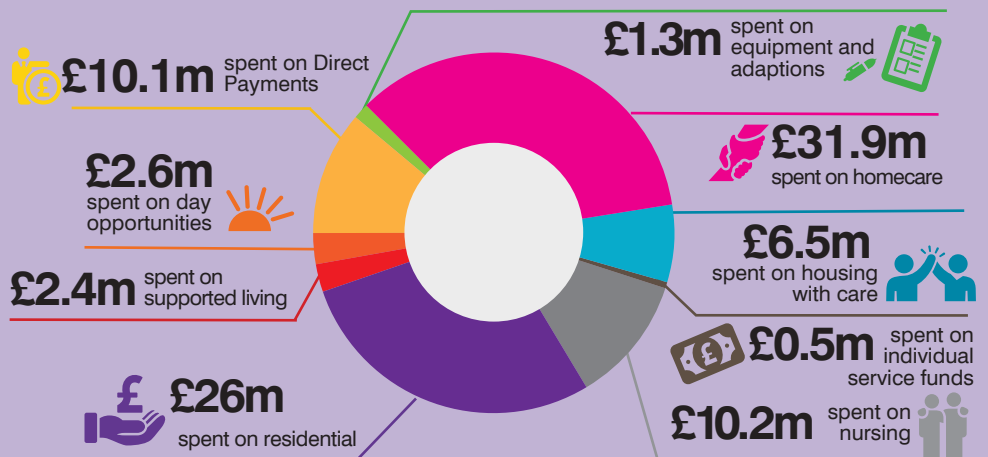


The 'Spend on People' referred to in the chart is

**£91.5m**  
in 2022/23

This increased from £85.8 m in 2021/22.

'Spend on People' is money spent directly on the provision of care.



### HOW DO WE COMPARE?

Coventry still continues to be a comparatively low spending local authority per

**100,000** population

In recent years we know that Coventry demonstrates comparatively low spending as a local authority per 100,000 population. The Local Government Association publish information about spend later on in the year but you can view information for 2021/22

<https://lginform.local.gov.uk/reports/lgastandard?mod-metric=1029&mod-area=E08000026&mod-group=ADASSRegions&mod-type=comparisonGroupType>

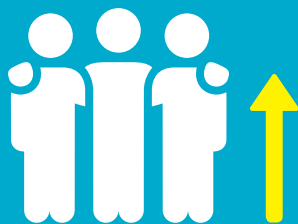


## PEOPLE RECEIVING SUPPORT

Adult Social Care receive a large volume of requests for support on a day-to-day basis. Our aim is to maximise people's independence and support people in the least intrusive way.

**10,772**

new requests for support (an increase of 3% on last year's figure of 10,430)



Mental Health data was not available for 2022/23 due to an ICT system issue. Historically this has added approximately 2,000 new requests which, when added to the 10,772 new requests recorded would equate to a 22% increase.

**5%**

of requests resulted in a long-term service (decrease on last year's 7%)



**25%**

received low level support (reduction on last year's 35%)



**25%**

received a short-term service to promote independence (increase on last year's 24%)



**4,730**

people received long term support during the year out of which 3,595 people received long term support as of 31 March 2023

**2,597**

people had been in long term support for over 12 months as at 31 March 2023

**1,297**

people received a planned or unplanned review throughout the year (compared to 1140 last year)

**29**

people transitioned from Children's Services to Adult Social Care compared to 31 last year

## CARERS RECEIVING AN ASSESSMENT

Adult Social Care have an equal responsibility for anyone providing unpaid care within the city. Anyone providing necessary care to another adult is entitled to a carer's assessment

**1,124**

carers had their needs assessed in 2022/23

**2,757**

carers received support



## HOW DO WE COMPARE?

CQC Local Area Analysis data suggests in Coventry, compared to other local authorities that have similar populations, that we think of other solutions first, signposting to universal services and other community support rather than looking at traditional models of support. To explore the Local Area Analysis in more detail you can view the most recent reports from CQC

<https://www.cqc.org.uk/publications/themes-care/area-data-profiles#profiles-c>

**In comparison to other local authorities Coventry continues to have;**

Low rates of new requests for Adult Social Care, with an average of **30 a day** compared to the national average of **36 in 2021/22**

Continued lower rate of people receiving long term support per **100,000 population** compared with our comparators

A lower rate of new requests for Adult Social Care support going straight into an ongoing long-term service than comparators

A higher proportion of new requests for **people aged 65+** going on to receive short term support to maximise independence than comparators

## SAFEGUARDING

Protecting adults to live in safety, free from abuse and neglect is a core duty of Adult Social Care. The rising rate of safeguarding concerns reported suggests people know how to report abuse and we are addressing concerns without the need for an enquiry or investigation.

**6,278** safeguarding concerns received, a **7% increase** from previous year (5,858)

**1,055** safeguarding enquiries, a **17% increase** from the previous year (899)

**17%** the rate of concerns that led to an enquiry, up from 15% last year

**985** completed safeguarding enquiries were undertaken in the year compared to 869 in the previous year

**890** people (90%) were asked about their outcomes, an **increase from 88%** of people asked last year (768)

**94%** of people reported fully achieved/partially achieved outcomes compared to 97% last year

We continue to closely monitor our all activity and use 'sampling' audits and develop improvement plans when we need to look into our approaches in more depth.

## HOW DO WE COMPARE?

Coventry has a higher rate of concerns per 100,000 population in 2022/23 (2352) compared to 2021/22 England (1218) and West Midlands (1331). Coventry has a higher rate of enquiries started in 2022/23 (395) compared to 2021/22 England (364) and significantly higher than West Midlands (192). The high number of concerns started compared to England and West Midlands has meant that Coventry's conversion rate (17%) is lower than England (30%) but slightly higher than the West Midlands conversion rate (15%). 2022/23 comparator data is due to be published in November 2023 on <https://digital.nhs.uk/data-and-information/publications/statistical/safeguarding-adults>

## DEPRIVATION OF LIBERTY SAFEGUARDS (DoLS)

The Deprivation of Liberty Safeguards (DoLS) are part of the Mental Capacity Act 2005. The safeguards aim to make sure that people in care homes and hospitals are looked after in a way that does not inappropriately restrict their freedom.

There has been an **8% (213)** increase in the number of applications.

**2,544** 2021/22 → **2,757** 2022/23

**458 (17%)** are in due process compared with **469 (18%)** in 2021/22

In **2022/23** there were **2,299** applications completed which is an **11% increase** from

**2,075** in 2021/22

There was a decrease of applications granted after **6 months** of being received from **127 (14%)** in 2021/22 to **106 (10%)** in 2022/23

## HOW DO WE COMPARE?

Comparator information will be published at the end of 2023 however we know last year, we saw a higher proportion of applications compared to other regions that Coventry share similarities with. And similarly, we completed a higher proportion of assessments than our comparators. Nationally local authorities completed on average 564 DoLS applications per 100,000 of the population in 2021/2022 and in Coventry this figure was 861 applications per 100,000 in 2022/2023.

It has been announced by Central Government that Liberty Protection Safeguards, the replacement for DoLS will be delayed beyond the life of this Parliament.



*Coventry's population is growing, changing and increasingly diverse*

Coventry is home to



**345,300**  
residents (census 2021)

Recent census information suggests that population growth has been lower than projected but Coventry has a slightly faster rate of population growth than both the West Midlands and England.



**6.2%**

West Midlands average

**6.6%**

England average



National data suggests that between 2015-2017 and 2017-2019, life expectancy between the richer and poorer increased further. In particular, there was a decrease in life expectancy for females in poorer areas - resulting in a widening of inequality in the life expectancy gap among females (7.4 years). Although, the gap for males (9.4 years) remains larger

**Early mortality (<75 years) *Worse than national***



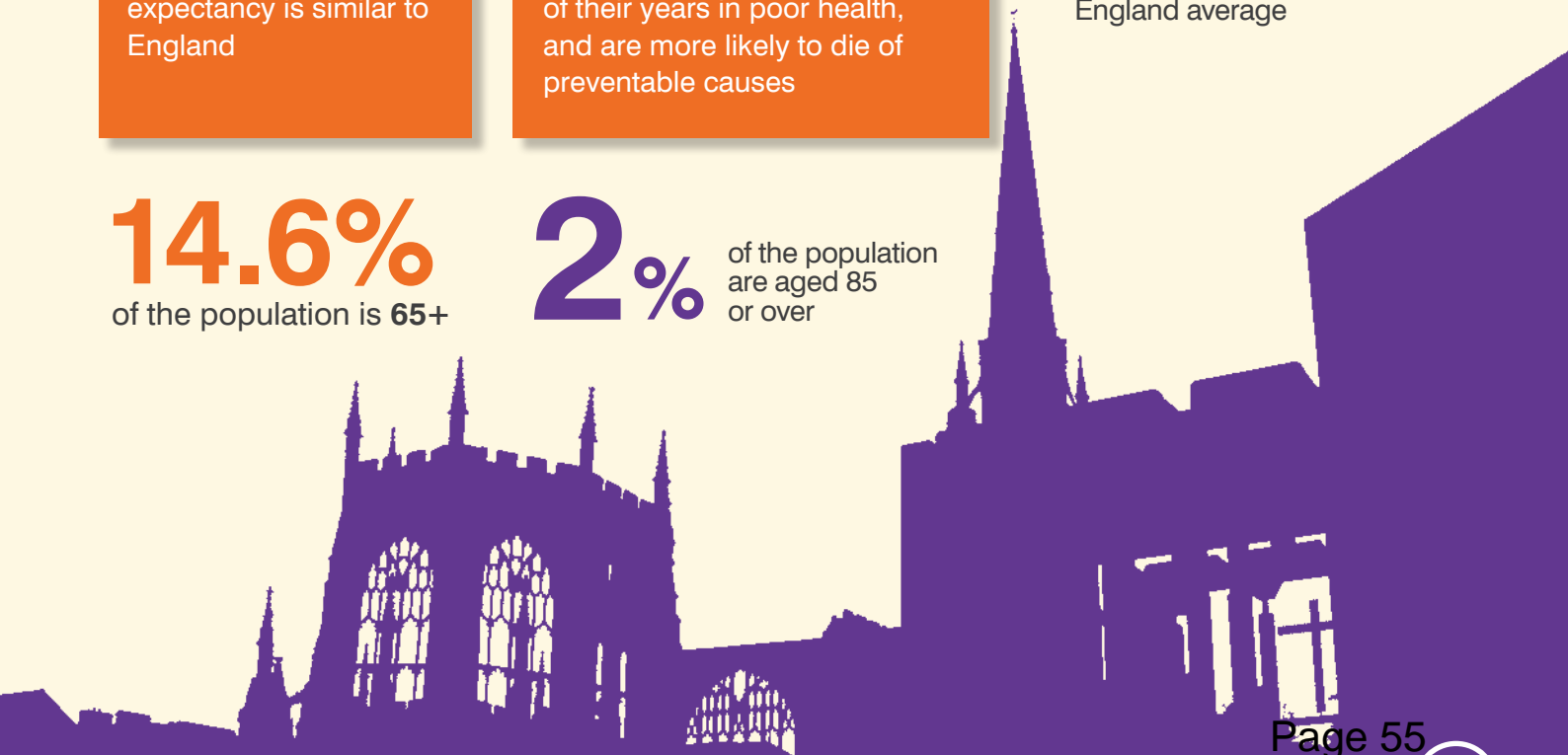
<b>Cardiovascular</b>	X	X
<b>Cancer</b>	X	X
<b>Liver disease</b>	X	
<b>Respiratory diseases</b>	X	X
<b>Communicable diseases</b>	X	X

Life expectancy in Coventry remains consistently below England, but healthy life expectancy is similar to England

Health outcomes are worse in the most deprived areas, where people not only live shorter lives, but spend a bigger portion of their years in poor health, and are more likely to die of preventable causes

**14.6%**  
of the population is **65+**

**2%** of the population are aged 85 or over



# OUR WORKFORCE



**920**  
internal staff



**80.4%**  
Female staff



**19.6%**  
Male staff

Average age of workforce  
**48.4 YEARS**

**48.5%**  
workforce  
aged over 50

**72.5%**  
workforce is  
white

Vacancy  
rate is  
**11.5%**



**22.2%**  
of workforce is  
Minority Ethnic

Leaver rate is  
**15.3%**  
141 people

New starter rate is  
**14.7%**  
135 people



The wider Adult  
Social Care  
workforce in  
Coventry amounts to

**9,700**  
jobs

which includes  
staff working in **152**  
CQC registered  
establishments

## Key achievements - based on our Adult Social Care Offer

The previous section contained a volume of data and comparisons across a number of areas of performance. To summarise this as succinctly as possible would be to say that Coventry continues to support a relatively low number of people with ongoing care and support needs and as a result is a comparatively low spender on Adult Social Care.

This position has largely been arrived at by our approach to Adult Social Care and Support which is based on supporting people to be as independent as possible. Where independence has been lost or reduced, we work with people to regain skills and where levels of independence have been limited, we work with people to improve this. Our goal is for people to be living independently within their own homes. This is not always achievable and in many cases living independently is only possible with support.

The examples in this report give a flavour of how we have delivered this approach, our commitments in our Adult Social Care Offer and priorities within the **One Coventry Plan 2022-2030**. We have used real examples with the consent of those involved.

### One Coventry priorities:



Increasing  
the economic  
prosperity of the  
city and region



Improving outcomes  
and tackling  
inequalities within  
our communities



Tackling the  
causes and  
consequences of  
climate change

### Achieved through:



Continued  
financial  
sustainability  
of the Council



Council's role  
as a partner,  
enabler and  
leader



# 1 Taking a strength-based approach



Improving outcomes and tackling inequalities within our communities

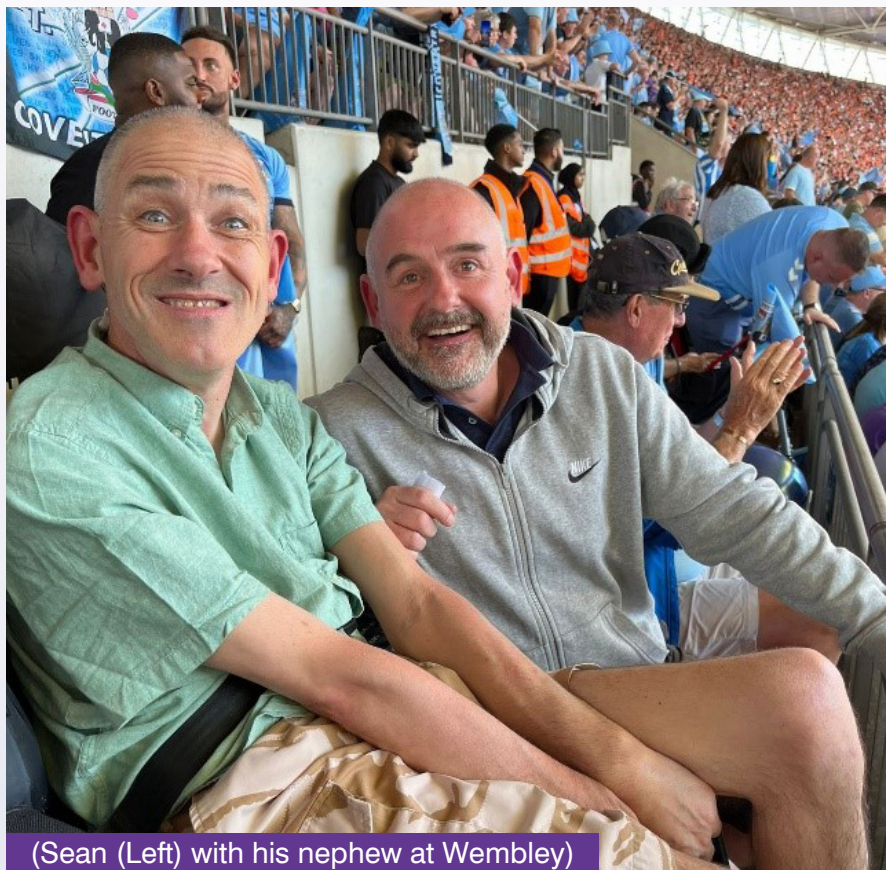
## Sean's story – taking control with a Direct Payment

Sean is a 52-year-old man who lives in his own home in Coventry. One of the most important things that he'd want people to know about, are his two lovely golden retriever dogs named China, who is 14 and Millie, aged 12. He has raised them both from pups. He also had another beloved dog named Molly. She had two litters of 12 puppies each time. Sadly, Molly is no longer here anymore, she was 15 when she passed away. Sean enjoys taking his dogs for a walk, he has a harness that is strapped onto his wheelchair, and he takes charge of walking them.

Sean is a Coventry City football fan, and he likes to watch matches when they play at home and some away matches. He has a group of friends that have known him for years, who he likes to meet at the pub for a pint. He is also very connected to his neighbours in the street.

He has three brothers, one of which has sadly passed away. He remains very close to his two brothers and speaks to them regularly.

Sean has Cerebral Palsy. He had an Independent Living Fund (ILF) before the Direct Payment. He now uses his Direct Payment to employ Personal Assistants



(Sean (Left) with his nephew at Wembley)

(PAs) on a full-time basis, to work with him and support him in his home.

### What are Direct Payments and Personal Assistants?

A Direct Payment is the sum of money that the Council will pay directly to the person so that they can buy and arrange their own care and support, instead of the Council arranging it for them.

Direct Payments put the person central to the support that they receive, helping them live as independently as possible and giving them more choice and control.

A Personal Assistant is someone a person can choose to employ to give them support they need, in the way that suits them best. A Personal Assistant (PA) can be paid through Direct Payments.

### What difference does the Direct Payment make?

For Sean, his PAs are so much more than that to him, they are long-term friends. He has known his two main Personal Assistants for over 30 years. They are fluent in Sean's level of communication, and they support him to express his views and wishes. Through their support, Sean can advocate for himself. He cannot



communicate verbally, but he is very articulate at writing his views and wishes. When planning for care reviews, Sean prefers to prepare what he wants to discuss, or what might have changed in his life. He then gives this to the social worker or other professionals when they visit. Sean oversees his care arrangements, and his PAs will say he is clear in telling them what he needs support with.

*“If I didn’t have the Direct Payment, to pay for my PAs to help me, I wouldn’t be able do what I like to do, such as go to the USA and buy my house.” Sean*

Sean is very witty with a great sense of humour, it seems that he and his PAs are like-minded people which is key in them having longstanding friendships over the years. He trusts them deeply and they have great respect for Sean.

Sean’s Direct Payment enables him to live a life on his terms, in his own home. It gives him choice and control over his care and support but also things that he wants to take part in. Like going for a pint, or two, and watching the football. Sean is a man with many strengths, from the relationships with his family, PAs, to his lifetime friendships

and his ability to self-advocate and organise his support

Andrew Errington, Head of Practice Development & Safeguarding (Adults Principal Social Worker) said;



"Direct Payments can make such a difference to people’s lives, it’s certainly something I would want if I ever needed care and support, as would wish to have control and direct my own care wherever possible".

### Want to know more about Direct Payments and Personal Assistants?

Take a look at our webpages or get in touch with Penderels Trust who provide a Direct Payment Support Service in Coventry and can tell you more about either being or recruiting a PA.

[www.coventry.gov.uk/money-legal-matters/direct-payments/2](http://www.coventry.gov.uk/money-legal-matters/direct-payments/2)  
[www.penderelstrust.org.uk/coventry](http://www.penderelstrust.org.uk/coventry)

## 2 Helping people to stay at home



Improving outcomes and tackling inequalities within our communities

### Mary’s story – care at right time and place to prevent hospital readmission

Mary is a 74-year-old woman who is married to her husband Keith. Mary has lived in Coventry all her life and has a very supportive family network of children and grandchildren. Mary had previously experienced strokes which had caused some weakness on the right side of her body. Mary herself used to work in caring services and likes to practice mediation and mindfulness, which she believes supports her wellbeing and recovery.



## What was the situation?

Mary was initially admitted to hospital for a planned knee replacement. After successful surgery Mary was discharged home feeling that she could manage with support from her husband and didn't need any care and support. Upon getting home Mary soon realised she wasn't managing and there was a risk she might need to be readmitted to hospital.

Mary was initially supported by a new Urgent Care and Reablement (UCR) pathway. This urgent care response is provided by therapists and nurses from Coventry and Warwickshire Partnership NHS Trust (CWPT). This service provides any urgent treatment, equipment and support for a period of up to 7 days. Through these teams, older people and adults with complex health needs who urgently need care, can get fast access to a range of health and social care professionals within two hours. If a person needs support after this period they refer to Adult Social Care.

The service stabilised the situation, providing an urgent hospital bed downstairs and equipment such as a walking frame and commode.

Mary said; 'I felt I was discharged from hospital, after the knee surgery, earlier than I would have hoped. Luckily, the home support was immediate with walking frames, wheelable commode and a bed brought to our home to help with my rehabilitation'

The service felt that Mary may need ongoing care and therapy so referred to the Adult Social Care Short Term Service to Maximise Independence

(STSMI) service. This aims to work with people to improve their confidence, getting people back into daily routines and independence all within a time frame of up to 6 weeks where this is needed.

## What did we do?

Emma the allocated Occupational Therapist from STSMI undertook an initial assessment and talked to Mary about what she wanted to achieve. Mary was adamant that she didn't want long term care or to overly rely on her husband and wanted to use the stairs again so could get to bed upstairs.

It was also really important for Mary to shower independently. Mary had always enjoyed a daily shower and was really motivated to do this by herself again. Emma identified Mary's strengths and the areas she needed to work on such as using the shower independently. The daily care smoothly transferred from CWPT, with Adult Social Care taking over, in order that the urgent care service can focus on supporting others in similar situations of potential crisis.

## What difference did it make and how are things now?

Rails and equipment were ordered. Mary herself was very complimentary of the support received, including that of the Repairs and Maintenance team at Coventry City Services and work they undertook fitting rails in the bathroom area. Mary continued to practice using the stairs, with support from a physio from CWPT and eventually Mary was able to

start using the stairs to get to her bedroom.

After a period of 10 days Mary no longer needed direct care and support. Mary was very complimentary about the care received, it had improved her feelings of safety and confidence and said the service was 10 out of 10!

Mary said; *'The support I received was fantastic. All the people I have had contact with have been lovely. The support of my family, especially my husband Keith, and the team gave me my confidence back'*.

Emma said; *'Mary was lovely to work with, being motivated and focused to get back to previous levels of independence, this support demonstrated how both services can work together, using our respective skills and experience for the benefit of the person we are supporting'*.

Aideen Staunton, Head of Service, Partnerships and Social Care Operations said; *'What a wonderful story! Mary's story truly illustrates how working collectively and in partnership, along with Mary's own motivation and self-determination, amazing outcomes can be achieved. Mary's confidence and independence has clearly increased and I feel very proud that Mary has given our service 10 out of 10.'*





## Tyler's story – from foster child to Shared Lives

This is the story of a young boy who has become a man, who has faced difficulties but is now independent in many areas of his daily life.

Tyler is a young man who is going places and has come a long way from the young boy he was when he first went to live with the couple, Maura and James, who were then his foster carers. Over time, with support and guidance from his carers, Tyler has been encouraged to develop and grow his independent living skills and become the person he is today.

His carers completely embraced the ethos and values of Shared Lives and it was because of the positivity of his foster placement that when he was old enough, he legally changed his surname to that of his foster carers as he saw this as the final piece of the jigsaw that enabled him to feel secure and part of the family. Not that there has ever been any doubt about his inclusion in the family and he very much sees his carers as 'mum and dad'. His carer's parents have been his grandparents and their sisters and brothers have been his aunts and uncles.



Tyler centre, with his Shared Lives carers, Maura and James

As he was reaching the age of 18 there was no way that this relationship was going to change and his foster carers began the process of becoming Shared Lives Carers, but always 'mum and dad' to Tyler. The first time the Shared Lives scheme met Tyler was at his Looked After Child review and he rarely experienced the warmth and respect that the other professionals had for him and his carers.

Tyler had the dreams that many young people have, of finishing college and going to university and although this did not

happen, never say never as far as he is concerned!

When he left college Tyler had qualifications in hospitality and had been working 'front of house' at a local restaurant and he is also a qualified football referee and had been attending Sea Cadets for many years before becoming a staff member there.

Along his journey Tyler has become a very caring and thoughtful person who enjoys being part of a team, organising events at Cadets and for work.

Tyler had this to say;

*“I have been very lucky to be involved in Shared Lives as it has given me the opportunity to stay with my family and have some consistency.*

*I have been able to develop in an environment I know is caring and have the support when I need it. I have a good relationship with my mentors and they have supported me in my development including additional qualifications. Having the stability has allowed me to continue with my hobbies and I have the confidence to put myself forward and develop my skills.*

*I have secured full time employment with a Bank working in their Securities department and also I am a member of staff at Sea Cadets where I support younger people. I have a path in my life now which I do not think I would have followed had I not had the opportunity to be in Shared Lives and I see a bright future in my existing set up and the security of knowing I am safe”.*

Tyler is becoming even more independent, he travels to work on public transport, gets himself to football matches when refereeing and with support, is able to remain at home when his carer's go away for short breaks. He supports Liverpool and has been to Wembley with a friend and games with his carer.

When you talk to Tyler there is real pride in his voice when he tells you how he is now off Universal Credit and is working and earning and when you talk to his carer's the same pride is in them.

Tyler is a young man who has dreams and ambitions so watch this space!



A room to spare  
and a life to share

**Interested in becoming a Shared Lives Carer for our CQC 'Outstanding' rated service?**

[www.coventry.gov.uk/care-support](http://www.coventry.gov.uk/care-support)

[www.coventry.gov.uk/sharedlives](http://www.coventry.gov.uk/sharedlives)

Follow us on Twitter: [@SharedLives18](https://twitter.com/SharedLives18)

Facebook: [Shared Lives Coventry](https://www.facebook.com/SharedLivesCoventry)

**COVENTRY Shared Lives**  
A room to spare  
and a life to share

## Coventry Shared Lives Scheme

A Shared Lives Carer is a person who makes a real difference in the life of an adult with social care needs.

If you have a caring nature, offering your home and support to someone with social care needs might be your calling!

**Contact us:**  
Tel: 024 7678 5339  
Email: [SharedLivesScheme@coventry.gov.uk](mailto:SharedLivesScheme@coventry.gov.uk)  
[www.coventry.gov.uk/sharedlives](http://www.coventry.gov.uk/sharedlives)

Coventry City Council | ONE COVENTRY

# 4 Making the best use of resources



Continued  
financial  
sustainability  
of the Council

## Helping people in Coventry to stay well and at home

Providing preventative support is a key element of the approach taken by Adult Social Care as well as being enshrined in the Care Act 2014. Working in a preventative way can often result in better outcomes, increased independence and prevent the need for more intensive health and social care support. Since 2018 a 'Preventative Support' programme has been operating in Coventry, delivered by voluntary and community sector organisations that support people with mental health needs, learning disability, dementia, physical health needs, older people, and those with caring responsibilities.

In 2022/23, 13 services were recommissioned for two years under the Preventative Support Grant. This ensured continuity in support for individuals, meeting increasing demand for advice and support as a result of the cost-of-living crisis. The full list of the services funded under this grant and for further information on their support can be found on the Voluntary, Community and Social Enterprise page of our website. <https://www.coventry.gov.uk/VCSE>

**Some examples of preventative services in Coventry are:**

### Carers Trust Heart of England



Carers Trust provide invaluable support to unpaid carers in Coventry and Warwickshire. Preventative services such as respite and resilience sessions are delivered by the organisation to help prevent carers from reaching crisis point and a carer breakdown occurring; if this does happen, Carers Trust have an emergency CRESS service.

[www.carerstrusthofe.org.uk/help\\_and\\_advice/cress](http://www.carerstrusthofe.org.uk/help_and_advice/cress)

Hear more about the work of the Carers Trust later in the report.

### Mind – 'Wellbeing for Coventry'



Mental health is an increasing concern and services such as Mind help to tackle this by providing preventative support to help decrease the likelihood of somebody reaching crisis point and needing to enter hospital. The service offers personalised support tailored to the individual, via experienced support workers, practitioners and tutors work with individuals and groups.

Tania Miller, Head of Operations and Clinical Lead, Mind said;

'Wellbeing for Coventry offers a wide range of services, including preventative, educational and resilience building, through to the community services for those with longer term mental health problems and more complex needs and to our Wellbeing Hubs which offer safe, supported social environments.

Delivered alongside our partners at the Sahil and Tamarind projects, who provide culturally sensitive support to their communities, Wellbeing for Coventry provides excellent support, reflected in positive outcomes and feedback.'

## Good Neighbours



Good Neighbours is a befriending service running in Coventry that connects over 50's to their network of volunteer befrienders, to improve wellbeing, build relationships and strengthen communities.

Jess Day-Pollard, Good Neighbours Coventry Project Manager, said;

'Good Neighbours Coventry provides 1:1 befriending, supported social groups, and signposting to isolated and lonely over 50s in the city. We have so far helped over 2500 older people (since 2016) find meaningful friendship and community connection'.

## What difference do these services make?

One such example is support provided by 'Good Neighbours Coventry' to Paul.

Paul is 79 and lives alone in small flat. He was referred to Good Neighbours Coventry for social visits as he was living with depression, and it was felt that a befriender would greatly benefit his wellbeing. Paul was matched with volunteer befriender Martin and they quickly bonded during weekly social visits over a joint love of football, fishing and other sports. These visits lifted Paul's mood significantly.

Paul wanted to become more independent but was not sure how to use his mobile phone. Martin supported Paul with how to use the phone for calls, texts, and internet access. Paul was also very unhappy in his property and wanted to move. With support from Good Neighbours, Martin has helped Paul bid on suitable retirement properties.



# 5 Joined up care and support



Improving outcomes  
and tackling  
inequalities within  
our communities

## Annette's story – from hospital to home

### What was the situation?

Annette is an 89-year woman who was admitted to hospital after a referral from her GP. She was experiencing a number of different physical health problems. Both Annette and her family were initially very apprehensive about her discharge and felt that she may be better going into a residential placement for a period of reablement.

Annette though was independent with mobility and daily living skills before admission but had seen changes in her abilities over the last few months following her husband's death 18 months ago. Following an assessment from the Hospital Discharge Team, Annette and her family decided to try a return home with support and she was supported with Adult Social Care Short Term Service to Maximise Independence (STSMI) service (for up to 6 weeks) with four care calls per day. This was complimented by support of her family, with members taking it in turns to stay overnight.

Annette returned home with a hospital bed downstairs and a pressure relieving mattress. She also had several pieces of equipment such as a wheeled walking frame, commode and a perching stool (an adjustable stool that offers you a sloping, comfortable seat to rest on when carrying out tasks).

### What happened?

Upon returning home the Community Discharge Team got involved. The team is made up of Occupational Therapists and Assistants who work with people who have returned home from hospital with care services. The aim is to work with people to improve their confidence and abilities getting people back into daily routines and independence all within a time frame up to 6 weeks where this is needed.

On an initial home assessment visit Becky, the allocated Occupational Therapist from the team talked with Annette about what she wanted to achieve over the following weeks. Annette wanted to be independent and was very motivated. It was agreed that Becky would visit 2 to 3 times a week to work on her goals of being able to walk independently and regain her daily living skills.





Over the coming weeks they practiced tasks such as making hot drinks, hot meals and put in additional equipment such as a shower stool and a caddy to help her move food and drinks from room to room. They also practiced using the stair lift to increase Annette's confidence with this. Feedback was regularly given back to the carers about Annette's progress and they were able to practice tasks that she felt less confident with.

Over the next few weeks Annette's confidence improved hugely, she began making meals and drinks for herself and care was reduced. Her family also took a step back and were no longer staying overnight as Annette felt more confident. After 4 weeks Annette was completely independent in her own home and her care was ended. She was also discharged from District Nurses and her hospital bed was no longer needed, with all equipment being returned.

## How are things now?

Annette is now sleeping in her own bed, using the stair lift independently, preparing all her own meals and completing all other care needs independently.

Annette is brighter and more confident at home and following her discharge, her neighbours regularly pop in to see her and provide her with company which has really lifted her spirits.



Annette said; *'I think it's a service that really works, giving people confidence. My carer Jacky always came with a smile, she always seemed to go above and beyond her duty and listened to whatever was worrying me and helped solve situations. Becky was brilliant and I felt reassured always knowing she was a phone call away and would help if I had any problems'*.

Becky the Occupational Therapist said; *'This is a fantastic example of the enablement process and how this can help maximise people's independence. Through working with people in their own homes we can provide support to help them stay at home and reduce the risk of hospital readmission'*.

Annette's story is a great example of Coventry's enablement 'therapy led' approach that has been imbedded in Coventry for a number of years, which places an emphasis on independent living and improving outcomes for people. This approach is being further developed through the work of the 'Improving Lives programme'.

**Improving Lives**



Coventry partners working together to improve the urgent health and care pathway for Coventry people

# 6 Keeping people safe



Improving outcomes  
and tackling  
inequalities within  
our communities

Keeping people safe is a fundamental element of the work of Adult Social Care and we recognise this as one of our key commitments in our Adult Social Care Offer. We want to ensure the safety and wellbeing of people and this is a challenging area as we are often involved in people's lives at a time of change, crisis, profound trauma, abuse.

## Kishor's story – Kishor and his road to recovery and wellbeing

Kishor is a 38-year-old man who was a postgraduate student living in University accommodation with his wife and son.

He was diagnosed with severe agitated depression and received medical treatment from the Home Treatment Team at Coventry and Warwickshire Partnership NHS Trust (CWPT). However, his mental health worsened, and he began experiencing strong suicidal urges, anxiety and distress. He had to be assessed under the Mental Health Act (MHA) 1983 (amended in 2007) a number of times.

It became very clear that his psychosocial needs (his own thoughts, needs and external social factors) had to be looked at in order to see any improvement in his mental health.

### What was happening?

Kishor began to seriously lag behind with his studies jeopardising his place on his course, his stay in the UK (he had a student visa) and his long-term desire to become a Business Logistics Expert. He was too unwell to hold down a full-time job, felt increasingly hopeless and expressed that his life and dreams had completely fallen apart.

There were a number of barriers that needed to be overcome. These included;

- having no-one at home to monitor and ensure his safety
- suffering from exhaustion, not feeling able to advocate for himself
- risk of failing the course and losing his right to a student visa
- being expected to vacate accommodation with

- relationship with key teams within the University breaking down (i.e. Mental Health Team, Accommodation)
- his wife being unaware of the risks and how poor his mental health had become

### What did we do?

The Social Interventions Collective (SICol) team recognised the emotional distress of managing these social needs increased his risk of psychiatric hospital admission. The Social Worker and Approved Mental Health Professional (AMHP) and Kishor discussed the viability of a plan that would avoid admission and involved his wife, Meena, about the seriousness of his deteriorating mental state and increased risks.

SICol is a way of working that recognises the importance of weighting social and medical factors in crisis case 'formulation' (understanding key factors of a problem situation), rather than relying on the traditional dominance of the medical model.

SICol was able to support Meena, his wife, to deliver care at home being involved in all key aspects of his care and this acted as a key trigger for change.

For Kishor's this 'formulation' including the prioritising of actions including;

- **Mental Health:** Kishor needed time to discuss his perception of his distress, in a safe setting, providing intensive support by enabling him to be open
- **Education:** liaison with the University's Academic Department to negotiate reasonable adjustments on the grounds of his diagnosis, prognosis and treatment plan

- **Housing:** liaison with the University Accommodation Officers to extend Kishor's tenancy on campus and put a hold on paying further rent
- **Care and support:** taking a strengths-based approach with Meena supporting her to identify she had the skills, insight knowledge and qualities to deliver care to Kishor at home
- **Finances:** Making an application for Kishor's debts to be put on hold under the Crisis Debt Respite Scheme (Breathing Space) <https://www.gov.uk/options-for-dealing-with-your-debts/breathing-space>
- **Immigration status:** Gaining legal advice from solicitors, Coventry Refugee and Migrant Centre (CRMC), the Councils Migration Team, University's Immigration Service to gain step-by-step support for Kishor's and his family's visa application.
- **Child Safeguarding concerns:** working closely with the Children's social worker by discussing risks and sharing information about Kishor's mental health
- **Medical:** Advocating for Kishor with his Psychiatrist to review medications and their dosages
- **Employment:** Liaising with employers to support sick leave and carers leave for both Kishor and Meena

Kishor said;

*'The SICol Team spent a lot of time understanding my thoughts and feelings; they analysed my suicidal thoughts and listed all the problems causing me distress, staff planned everything meticulously for me to find solutions. I felt supported to talk with the University about my course, child safety concerns, accommodation, finances, debts and visa and helped resolve them.'*

*I would have died by now or could have ended up being severely mentally unwell had the team not been involved. Although I was on medication, I needed someone who would listen to me and understand my issues. Initially, it was not easy for me to discuss and express myself. The team built up trust and confidence and I was able to express everything openly and honestly. I shared things which I couldn't share with anybody in my life'.*

The plan enabled Kishor to stay within University accommodation to submit his thesis at a later date and to ultimately pass his master's degree. He successfully gained employment in a Business Logistics Post outside of the Coventry area.

In July 2019 NHS England launched the Transformation Programme for Mental Health nationally. Coventry's plan was led by CWPT and embraced social care as a critical partner and a new model of working that would address factors that we know impact on health and outcomes for people. The model is now referred to as 'Social Interventions'.

Sally Caren, Head of Adult Social Care and Support said:

*'A significant amount of work has been undertaken to develop the model with a successful pilot showing how in working differently we achieve better outcomes as reflected here in Kishor's story. New services are now being introduced locally, with greater collaborative working and this has resulted in new posts within the mental health social care offer which has been great to see.'*



Our qualified Social Workers work directly with individuals who are experiencing mental health issues. Find out more about working in Mental Health teams:

[www.youtube.com/watch?v=6y21dwMTJ48](http://www.youtube.com/watch?v=6y21dwMTJ48)



Mental Health does not define a person and so the language we use should put the person first.

The Council's mental health service promotes positive language and hope around Mental Health.

# 7 Carers at the heart of everything we do



Improving outcomes and tackling inequalities within our communities

## Carers Trust Heart of England overcoming barriers

After the COVID-19 pandemic, the cost-of-living crisis has introduced new barriers for carers accessing support, specifically men and those from non-white ethnic backgrounds. To help tackle this, the team at Carers Trust Heart of England have been undertaking some targeted work last year to support carers facing increased challenges.

This last year we have focused on delivering carer awareness training to different communities. This has enabled us to learn and develop the training further. We have had more opportunities to provide outreach as carers and other organisations fully embrace the hybrid model of working.

We have had the opportunities to develop new marketing materials, so we are more visible in the community.

We began a new drop-in clinic for carers from ethnic communities. We hold the sessions in the Broad Street Hall in the Foleshill area of the city.



This area is demographically one of the most diverse locations of the city and this enables us to engage with carers from a range of diverse communities.

We have focused on community events around key celebrations. The Diwali event was one example held in November 2022 at the Penny Collard Centre. This was successful in engaging with the community and allowing carers to share their festival with us and each other.





We also have facilitators running emotional resilience workshops, gardening and yoga to name but a few. Many give their time, reducing our costs as they find the time working with carers so rewarding.

These respite opportunities provide valuable breaks for carers from their caring role. We have found during activities where carers come together and have a craft opportunity, that not only do they learn a new skill, but also have something they can take home. Flower arranging is the most popular activity we run.

Our emotional resilience sessions have been running throughout the year. Being a carer can often be exhausting, both mentally, physically and emotionally, leaving the carer feeling vulnerable, or experiencing their own health problems.

Being prepared for periods of stress can make it easier to get through them and knowing how to manage our wellbeing can help us recover after a stressful event. We refer to our ability to manage stress as our resilience.

Feedback from the sessions has been really positive;

*‘The carers on the course are presently going through difficult times, with different challenges, it provided an informal, peaceful and safe environment for us to express our feelings and allowed us to let go of some of our emotions and anxiety.’*

*‘I personally feel the course has changed my approach to life in many ways. It has helped me to be more at peace and has increased my emotional wellbeing. I feel more resilient and confident in my ability to deal with challenges ahead.’*

We also like to celebrate!

In June it was time for Royal Ascot which again held its traditional ‘Ladies Day’ and of course, men were also welcome. We decided that it would be a good idea to not only have our carers there but to invite some of the older residents of Bonds Hospital as they had offered their facilities for us to use on the day. For couple Ellen and John (pictured) it was their first day out since 2020 and they brought some champagne to celebrate.



Chloe Elliot, Carers and Engagement Lead (Interim) said;

*‘Unpaid carers make a huge contribution to the health and social care system in Coventry and we could not cope without*

*the support they provide to their loved ones. We are dedicated to supporting carers well and we work closely with the Carers' Trust to achieve this. It is wonderful to see some of the work they do to raise awareness of and support carers’.*



# 8 Committed workforce



Council's role as a partner, enabler and leader

## Diversifying the care workforce



In the last year the Adult Social Care Commissioning Team has been working on a dedicated project aiming to enhance recruitment and retention within the care sector. The team took a new approach to supporting providers to enhance recruitment and retention and to provide employment opportunities to people living in Coventry.

Working in partnership the Commissioning and Migration Teams held a job fayre for refugee and migrant workers in February, opening up careers in care to a new pool of recruits. The event aimed to create job opportunities for newly arrived citizens by informing them about the roles available in Adult Social Care and introducing them to some of our adult social care providers in Coventry.

The event saw 80 hopeful attendees and our providers happily received around 30 interested applicants each for a variety of roles.

Our providers had a great day too; they told us;

"It was a wonderfully productive day and we have taken away details of potential applicants which I am hopeful will produce some successful candidates"

Jon Reading,  
Head of  
Commissioning  
and Quality said;

'The Commissioning Team have been delighted to work with colleagues in the Migration Team to help support refugees and migrants to be given the opportunity to apply for jobs in social care. It is great to see a number of people putting their significant talents, experience and knowledge to use in supporting Adult Social Care particularly at a time when there are considerable numbers of job vacancies in the sector'.



In addition to this event, lots of other work has been undertaken by the Commissioning Team such as a series of engagements with providers and recruiters to obtain a better understanding of vacancies, entry requirements and career pathways. The team has created links between organisations to work together to achieve the sharing of vacancies and to support each other with various projects. For example, in March the team also produced a monthly email blast 'All in One Place' to share care role vacancies with recruitment organisations.

In addition to increasing recruitment and retention, the Commissioning Team has been looking at how to diversify those in caring roles, for example young people who would be a brilliant fit to start their career journey in Adult Social Care but don't know where to start?

The work continues in the format of 'bootcamps' to inform young people of the range of jobs in care, prepare them and introduce them to providers in Coventry. These bootcamps include preparing people for work and talks

and networking with professionals. This includes people with lived experience such as young adult carers, care leavers and people with disabilities.

Adult Social Care has a wide range of services and support and as a result a variety of job roles. Have a look at our recruitment webpages which highlight the benefits of a career in care and the wide variety of jobs available.



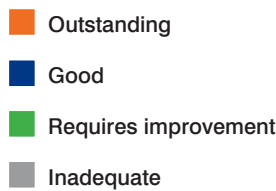
[www.coventry.gov.uk/asccarejobs](http://www.coventry.gov.uk/asccarejobs)



# Working with providers

During the last 12 months Coventry's (Care homes and Community based Adult Social Care services) Care Quality Commission (CQC) ratings have not changed significantly. There has been a small reduction in both 'Inadequate' and 'Good' rated providers and slight increase in both 'Requires Improvement' and 'Outstanding' rated provision. The number of new providers registered in Coventry continues to grow, evidence of the growing appetite to develop the care market in the city. The Joint Health and Social Care Quality Assurance Team worked with operational colleagues

## March 2023 CQC Rating for the Coventry Care Market



to ensure the safety of individuals in receipt of support, including where provision was rated as 'Inadequate' or 'Requires Improvement'. Whilst figures for Coventry are slightly below national averages, these fare well in comparison to neighbouring authorities within the West Midlands Combined Authority, with higher than average number

of 'Outstanding' rated providers and lower than average number of 'Requires Improvement' rated provision.

To ensure continuous improvement in this area, a new Quality Assurance Framework (detailing our approach to quality assurance, support and escalation measures) has been implemented in 2023 to drive quality forward across all provision.

## Care Home Improvement

The Joint Quality Assurance Team works to ensure care providers are delivering safe, high-quality care to individuals, with a continued focus on supporting commissioned providers with poor CQC ratings or quality concerns. In the last twelve months, all 70 contracted residential care and nursing homes received an annual quality assurance visit, with further assurance sought where any risks were identified. We also continued to support and quality monitor over 80 contracted community providers (for example, home support and supported living providers) to ensure the safety and quality of care delivery. The quality team have also strengthened links with GP practices to

improve the support offer to homes and communication across the health and social care system for providers.

Through 2022/23 we saw homes re-opening in full and welcoming families back with an increase in activities and events. A number of quality improvement campaigns were also developed and trialled, including the 'Mouth Care Matters' (aiming to improve oral health in care homes) piloted successfully in 4 care homes and the refreshed 'Say No to Infection' campaign (a training and accreditation package dedicated to the prevention and control of infection), both of which will be rolled out wider through 2023/24.



# Providers making a difference

Over the course of the year more than 4,730 people received some sort of long-term care from Adult Social Care and we want just wanted to share some of the stories where through direct care and support providers both from Council and external agencies are making a difference.

## Pomp and Pageantry

We have had many big Royal events over the last year which have not gone unnoticed or uncelebrated by our providers.



They also shared memories;

*'I watched the Queen's Coronation when I was about 2 or 3 and I thought how glamorous she was. I knew it was something special even then.'*

Residents also made black memorial ribbons and badges which they could keep as a souvenir.

Providers also looked forward to celebrating the coronation of King Charles III in May 2023.

In June, Belvedere Park Care Home residents celebrated the Queen's Platinum Jubilee in style. The residents proudly waved the Union Jack flag to commemorate Her Majesty Queen Elizabeth II on 70 years of service.

Unfortunately, later in the year on 8 September 2022, Her Majesty Queen Elizabeth II passed away at the age of 96. To celebrate the life, reign and service of the Queen, staff and residents at Cophorne Lodge Housing with Care scheme found heartfelt ways to celebrate, such as a memory tree; a tree in the foyer that people could write messages on a heart which were then hung on the tree.



## Blue Light *Bonanza*

### Coventry care home goes the extra mile for a blue light breakfast!

The Knowles Care Home was recognised in October by Dementia UK for their selfless gesture to a resident called Geoff living with Vascular Dementia in the home.

The manager decided to hold a 'Blue light breakfast' to help him reminisce on his days in the Police. Ex-colleagues were invited to take part in the day which saw a number of activities take place.

The relative of another resident said "She knows I am a serving Police Officer and told me about another care home resident Geoff who used to be a Traffic Police Officer in the 1970s and 80s, at the same station I was based'.

She wanted to do something special for him, by hosting a 'Blue light breakfast'. I didn't know Geoff but wanted to do something for a member of our Police family.

I agreed to help, and the idea quickly snowballed. The care home turned their car park into a mock crime scene, I loaned an old-style traffic car, and invited some of Geoff's old work colleagues along.

I took Geoff for a drive in the traffic car, and we all had breakfast together – it was a fabulous morning!

Small ideas can have a huge impact and create memories. To see Geoff enjoying the experience was completely humbling."

Reminiscence can be a meaningful activity for people with Dementia, it makes a positive impact and can be an effective tool for improving wellbeing. Gestures such as this one from the Knowles offer joy to both the resident and their loved ones. Well done to the Knowles Care Home!

\*Quote credits: <https://www.facebook.com/DementiaUK/posts/>



## Staying together and overcoming adversity

A mother and her son who has learning disabilities were subject to financial abuse being targeted by people who took their money and savings saying that the money would be used to help get them a new home. They measured the rooms making them believe that they were helping with a potential move. Safeguarding concerns were raised and investigations undertaken by the Police. They initially moved out of their property due to concerns that it wasn't habitable, and that the son needed help with his care needs and to ensure he received support with health conditions including diabetes.

They were supported to consider a move to a Housing with Care scheme where they would each have their own flat, next door to each other. Lots of reassurance was needed alongside support with finances, appointments and purchasing furniture for both flats. Since moving they have settled very well and have made lots of new friends. Staff support with the son's care needs and ensure that his mum is involved with decision making to help support her son.

They said; **'I like living here because I feel safe and have met new friends'** (Son)

**'I have good memories of where I lived because I was born and grew up there with my family. This changed because there were people who were nasty and horrible. I could not sleep at night and was worried about my son all the time. I am now very happy in my new home and never want to move again, I am safe and happy'** (Mother)

## Brendon gets out and about

Brendon is a 44-year-old man with learning disabilities and was referred to our Adult Social Care Outreach Support Service and we talked to him about what he wanted to achieve. We heard that he spent most of his time with his family, didn't use public transport and didn't have much experience with road safety and awareness.

Brendon has changed dramatically since he has received support, has achieved a lot of his outcomes and become much more confident.

Brendon now uses public transport. He also now attends various groups which he wasn't doing before. He attends woodwork at FarGo Village, where he makes his own way by public transport or by taxi. He attends a music group and he has met new people and joined a walking group, which he makes his own way there and back home. He has become confident, sociable and will try other social activities like going to the gym or any other events happening in the city.



Brendon's parents said; 'Since Brendon has received support from 'Richard' (Outreach Support Worker) we have noticed a change in Brendon's character and confidence. He seems much happier within himself, more relaxed, more outspoken, conveying his sense of humour. The support has opened so many new doors and opportunities'.

## Laura takes control

When Laura returned to work following an accident, she felt bullied and intimidated and experienced severe depression. Laura left work due to illness and poor mental health and was unable to keep up with her bills. She did not leave her house for several months. As part of the Mental Health Crisis Intervention Team's response, she was referred to the Social Intervention Collective (SICoI). With the support of our Adult Social Care Outreach Support Team it was clear social circumstances were affecting her health and wellbeing.

The team supported Laura with her mental health recovery and to regain control of her finances and apply for benefits.

Laura's said; *'You saved my life. I was going down a hole with no way back. You didn't ever judge me and showed compassion to my situation. You were always on hand to deal with letters and contact companies that were demanding money. I still have my 'off days', but I am free of any debt which is a big relief. With my short-term memory condition, you gave me tools to remember things and I am really grateful to you for changing my life'.*





DOC@HOME® — Using the system

We are always looking to improve care and understand ways we can effectively utilise digital technology to support people in less invasive, more efficient ways across health and social care in the city. To do so, Coventry have supported the Integrated Care Board and the NHS England transformation directorate to roll out the Docobo remote patient monitoring in care homes across the city.

Docobo works by equipping homes with a tablet to monitor and record a residents' basic observations, such as temperature and blood pressure. This data is sent to a secure clinical database where it is viewed by clinical professionals with any issues being responded to in two hours. The professional will then make an informed decision around the choice of care needed, for example closer monitoring or changes in medication.

### Through DOCOBO remote monitoring, residents benefit from:

- Remaining in the care home, reducing the associated risks or stress of travelling to appointments.
- Quicker identification of issues and treatment. This also removes challenges in arranging medical appointments and a reduction in unnecessary GP callouts, 999 calls and A&E admissions.
- Ensuring that residents receive the appropriate support and intervention quickly.

The implementation of Docobo across Coventry has been completed with 68 care homes actively using the system. Data on remote monitoring is now being produced and analysed to understand the impact on other health services. The Docobo team continue to offer support to providers on the use of the system and training of staff to ensure they use it effectively.

## Looking forward and what's next? >>>

### Future innovations and digital transformation

The Council, in partnership with Warwickshire County Council and the NHS are currently engaged in transforming and developing the care sector. To do this, we are promoting the use and uptake of Digital Social Care Records. A Digital Social Care Record (DSCR) allows the digital recording

of information about care received by an individual replacing traditional paper records.

These records will play an important role in joining up care across social care and the NHS, freeing up time spent by care workers and managers on administrative tasks whilst equipping them with the information they

need to deliver care. In order to encourage the uptake of these systems, the Councils are in the process of making grant funding through the Digital Transformation Fund [www.digitalsocialcare.co.uk/funding-opportunities/adult-social-care-digital-transformation-fund](http://www.digitalsocialcare.co.uk/funding-opportunities/adult-social-care-digital-transformation-fund) available over the next year offering financial support in the purchase and installation of these platforms.

In addition to this we want to promote wider digital innovation in the care sector. Once providers begin to transition to these new digital platforms, we will begin to look at using the same model of financial incentives to promote the uptake of digital falls prevention technologies.

Louise Ferro, Head of Business Systems and Continuous Improvement said:

“It is really exciting to see these developments in Adult Social Care. We are continuously looking for ways to improve outcomes for people by exploring new technology and by ensuring systems and processes are efficient.

Our support to the care provider market is vital in ensuring that care in Coventry remains up to date with technological advances and the changing needs of people requiring support. The use of fund is an excellent example of partnership working in this area.”



## A spotlight on advocacy

## VoiceAbility

### Supporting people to have a voice and raise issues

Our advocacy services in Coventry are provided by voice and rights charity VoiceAbility. Hear, the independent charity, one of the largest providers of advocacy and involvement services in the UK, tell us a bit about their work in Coventry throughout 2022/23.

We've been supporting people to have their say in decisions about their health, care and wellbeing for over 40 years, and in 2022/23 provided a wide range of advocacy services for adults in Coventry.

This included providing independent support for people with mental health problems including those who have been detained under the Mental Health Act 1983. We also provided independent support for people deprived of their liberty in a care home or hospital, and for decisions about care and support.

## 2022/23 in numbers



**1,272**

advocacy enquiries,  
a 22.4% increase on  
the previous year



**692**

the number  
of people we  
supported this year

**759**

enquiries related to  
health advocacy

**513**

enquiries related to  
care and support  
advocacy

### *Pamela's story*

Pamela lives in a care home and is subject to Deprivation of Liberty Safeguards (DoLS). When those restrictions came up for review, she was referred to VoiceAbility for an advocate to make sure her voice was heard.

When Pamela was visited by her advocate, whom she had previously met in 2020, the advocate noticed changes in her care and health needs. Pamela could only say the occasional word, but her advocate observed how she indicated through her body language and sounds when there is something she does not like. Pamela's engagement with care staff was positive, but her advocate noticed in the records that Pamela's care plans were out of date, and concerns about her health may not have been addressed.

Pamela's advocate raised this with the care home manager who agreed to refer Pamela to a dietician. Pamela's care plans and risk assessments were updated to reflect the support she now needs.



### **Need support from an advocate?**

To make a referral:

**[www.voiceability.org/make-a-referral](http://www.voiceability.org/make-a-referral)**

or contact by phone

**0300 303 1660**

or contact by email

**[helpline@voiceability.org](mailto:helpline@voiceability.org)**

# Coproduction and Engagement

In Adult Social Care we place adults and their carers at the heart of everything we do. We are committed to ensuring that people with care and support needs and their carers can be equal partners in planning and shaping future developments in Adult Social Care. But we know we've still got some way to go with this.

Behind the scenes we've been working hard to try and develop our own approach to co-production and ensuring that we are involving people in the development of services, something as simple as ensuring we get feedback along people's journeys, to being part of recruitment decisions to helping shape and create new services. That is why we've developed the 'Engagement, Involvement and Co-Production Our Approach', a document which outlines our key commitments to making this happen. We want to ensure that the involvement of people with care and support needs and carers becomes standard practice.

<https://www.coventry.gov.uk/health-social-care-say-getting-involved/getting-involved-adult-social-care/5>

We have also been looking at any barriers that might exist to involvement and have produced a policy for reimbursement of expenses and fees for participation.

We are looking at the different ways people can get involved such as recruitment. In last year's report we talked about how our Promoting Independent Service (PILS) had been involving tenants in the recruitment of their own staff. Our Shared Lives scheme now has recruited two experts by experience, both individuals live in Shared Lives placements and now attend 'Approval Panels' for prospective Shared Lives Carers from across the West Midlands. They are both fully involved in the approval process and they bring a valued insight to the essential attributes a carer should have to support individuals.

We are also continuing to seek feedback from people accessing our support via our Experience Survey which also asks if people want to receive more information about Adult Social Care and 'get involved', growing the group of people we can engage with.

[www.coventry.gov.uk/health-social-care-say-getting-involved/getting-involved-adult-social-care](https://www.coventry.gov.uk/health-social-care-say-getting-involved/getting-involved-adult-social-care)



## Looking forward and what's next? >>>

In 2022/23 we started to hold open days, inviting people to come and hear more about Adult Social Care and get involved. In November we held our first event at the Central Methodist Hall. Looking forward we envisage holding a number of such events each year in different locations and communities.

We want to continue to grow the number people who want to be involved and hear their views. Where we have acted on feedback, will share this on our webpages via a new 'We asked, you said, we did' page.

[www.coventry.gov.uk/health-social-care-say-getting-involved/said](http://www.coventry.gov.uk/health-social-care-say-getting-involved/said)

## Adult Social Care Stakeholder Group

The work of Adult Social Care continues to be supported by our Stakeholder Group, who meet regularly to discuss any updates and influence the improvements of the service. The group is made up of Coventry residents who are experienced in how services work.

Joanna, one of the new members said 'My mum and I have been caring for my dad since 2019 after a stroke had left him disabled. I found out about the Stakeholder Group through the Carers Trust last year and decided to get involved due to the problems we were having with home care agencies. At the time we felt isolated but since joining the group, I have found it easier to access information and better understand what Adult Social Care can provide and how it can help. I particularly like the opportunity to come together with professionals, service users and other carers to discuss issues such as upcoming developments. The bi-monthly group meetings provide an opportunity to contribute feedback, express opinions and make suggestions. The group is very friendly and the online platform makes it easier to participate due to my caring commitments. Furthermore, the opportunity to provide feedback through the Adult Social Care Experience Survey and a recent home support survey have enabled me to express my dad's views and concerns.'

The regular Coventry Carers' Bulletins are also great for keeping up to date with the latest news and events. My lived experience has given me greater empathy and a way to relate to others in similar situations and I would like to use this experience to help shape the future of Adult Social Care through engagement and coproduction'.

**To find out more about Getting Involved visit**

<https://www.coventry.gov.uk/health-social-care-say-getting-involved/getting-involved-adult-social-care>





# Performance Matters

On a yearly basis Adult Social Care undertake a survey of the experience of adults in receipt of support and every other year we undertake a survey of the experience of carers. These infographics shows our performance. This information helps us set our future priorities and identify any areas for improvement.

## Understanding the views and experiences of Adult Social Care CARERS 2021/22

### About the survey

A random selection of people with caring responsibilities who received an assessment or review within the 12 months prior to 31 August 2021



**314**

people gave feedback during October to November 2021



Survey respondents age between 20 and 100, average was

**72**



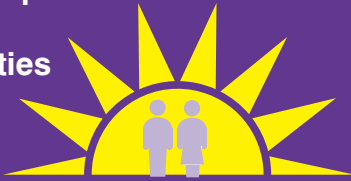
**34%**  
male

**66%**  
female



Of the people who were being cared for **27%** had physical support, **15%** memory and cognition, **42%** unknown and the rest included learning difficulties, mental health and other needs

Enhancing the quality of life for people with caring responsibilities



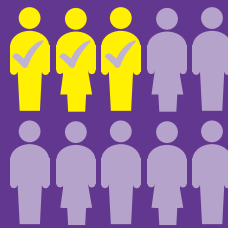
Carers reported quality of life

**7** out of **24**

**25%**

said they had as much social contact as they would like

Ensuring that people with caring responsibilities have a positive experience of care services and support



**3** out of **10** carers said they were satisfied with the social care support they received

**60%**

said it was fairly easy to find information about services

Ensuring people with caring responsibilities are included and consulted in discussions about the person they care for



**67%**

of people with caring responsibilities felt included or consulted in discussions about the person they care for



# Understanding the views and experiences of Adult Social Care PEOPLE WITH CARE AND SUPPORT NEEDS 2022/23

## About the survey

A random selection of service users were contacted who received long term support as at 1 December 2021



**385**

Service users gave us their feedback



Ages of respondents varied between 18 and 102  
Average age was

**60**



**43%**  
male

**57%**  
female



Of the people who were being cared for **58%** had physical support  
**20%** learning difficulties, the rest had other needs

Enhancing the quality of life for people with caring responsibilities



People scored their quality of life

**19** out of **24**



**42%**

said they had as much social contact as they would like



**7** in **10** people said they have enough control over their daily life

Ensuring that people have a positive experience of care services and support



**6** in **10** people said they were satisfied with the social care and support they received

**66%**



said it was fairly easy to find information and advice about support, services or benefits

Ensuring that people who are vulnerable feel safe and protected from harm



**72%**



said they feel safe (this includes feeling safe from abuse, falling or other physical harm both inside and outside the home)



**85%** said services received helped them feel safe

# S75 Partnership Agreement

We have a Section 75 Partnership Agreement with Coventry and Warwickshire Partnership Trust (CWPT) for the delivery of integrated mental health services. This agreement dating back to 2014 has now been extended for a further 3 years from April 2022. Each year the Partnership Trust produces its own Annual Report of the performance of the partnership arrangements to provide integrated mental health services in Coventry and Warwickshire. This report when published will be available via the Trust's website <https://www.covwarkpt.nhs.uk/trust-publications>



## Complaints/ Compliments

Everyone has the right to receive a good level of service and we want people to get the best possible support from us. Listening to your views helps us to put things right and improve our services for the future, so comments, compliments, complaints and suggestions are important and always welcome.

<https://www.coventry.gov.uk/contact-council/comments-compliments-complaints/2>

[https://www.coventry.gov.uk/downloads/download/781/adult\\_social\\_care\\_complaints\\_and\\_representations\\_annual\\_reports](https://www.coventry.gov.uk/downloads/download/781/adult_social_care_complaints_and_representations_annual_reports)

In 2022/23 we received



**89**  
complaints



but nearly 3  
times more  
compliments

**253**



# Celebrating our strengths

## Awards and good news

### Giving back, Jack's charitable endeavours



Jack is a 26-year-old young man who has autism and a mild learning disability. With the support of the dedicated staff at Real Life Options, Jack's life has taken a positive turn. He finds immense joy in various activities, including his passion for collecting car, train, and airplane models, as well as boating. Recently, Jack exhibited his compassion and generosity by raising over £50 for Myton Hospice, an organisation that provided care for his late father. While Jack acknowledges the need to go out with staff at times, he also relishes the newfound freedom he experiences. Engaging in activities like boating, karate, swimming and welly walks independently, Jack feels a sense of accomplishment. His pride is evident as he successfully navigates the waters of Stratford, steering the boat skilfully. Furthermore, Jack has taken on a volunteering job at a local Salvation Army charity shop, demonstrating his growing independence by traveling there via bus or train after receiving travel training support. Jack's remarkable progress is a testament to his resilience and the unwavering support he receives from those around him.

### SW Degree Level Apprenticeship *first cohort graduates!*

Over the recent years, to meet the increased demand in social care, the routes to becoming a qualified Social Worker has increased and varied. One of these is the Social Work Degree Level Apprenticeship, this is a three-year course, and the focus is on both academic and practice development. In 2019 Coventry Adults and Children enrolled their first cohort of apprentices at Coventry University and have since continued to offer and support this opportunity. In 2022 our first apprentices graduated and this included Tobias Tennant and Adam Gibson.

We also continue to be committed to supporting student placements. Aimee Madden was a 2nd year Social Work Student, who completed a final placement in one of our teams and subsequently came to work in Adult Social Care. Aimee said 'I felt very supported by my Practice Educator and the team and my main reason for securing my first social work job was because I wanted to have the same support in completing my Assessed and Supported Year in Employment.'



# Support Worker in Adult Social Care wins BBC Radio Coventry and Warwickshire “Make a difference - Carer of the Year 2022 Award”!



Sharron Flanagan, a team member working in our Internally Provided Services for people with learning disabilities, was externally nominated for her outstanding work and commitment. Not only does Sharron work for our Promoting Independence Living Service (PILS), she also devotes her spare time to improve the lives of people in her local community. Just some examples of this are offering free haircuts to older people, supporting people with dementia, learning difficulties and visual impairments to access social activities as well as raising funds in her local Coventry community to protect wildlife.

Sharron said: “I love my job at PILS. I work in a fantastic team, who are well managed, supportive of each other and I would highly recommend PILS to anyone looking for a job. I feel very honoured to receive this award”.

Gerda Dunn, Service Manager added; “Sharron’s commitment to helping people and generally caring for the community is outstanding. I am so pleased that her contribution was externally recognised, she is a deserving winner of the award”.



## Coventry’s first Partnership Dementia Hub opening

Following a wide range of engagement and planning during the last two years, we are thrilled to say the first ever Coventry Partnership Dementia Hub, and one of only a very small number in the UK, has opened.

The creation of the hub has been driven by co-production and partnership working with extensive engagement involving people with dementia, their carers, health professionals and voluntary sector agencies. A formal consultation with the public was also undertaken and the resounding view was that there was a real and urgent need for a place for those people living with dementia to come together for joined-up support and information.



To read more about this exciting new service use the link below: <https://email.alzheimers.org.uk/t/57EL-Q2NO-B460C9B13C3B45624SJ0GUE2E2E3F0B3D3EA49/cr.aspx>

# Celebrating the achievements of Adult Social Care staff

In November 2022 an event was held which celebrated the efforts and hard work of staff across the service. We were overwhelmed with the number of nominations received, the panel which was made up of a variety of staff had a very difficult job selecting the winners!

As well as presenting awards to the winners nominated by peers, we also took the opportunity to celebrate those who had achieved academic awards.

We were also extremely lucky on the day to be entertained by Rob Sweet; Senior Support at Cobden Street who left more than a few of us amazed by his magical talents!

Well done everyone!

"It was really lovely to hear about all the great achievements of staff across Adult Social Care. It is great that staff have been given this recognition as they work very hard and often don't get much recognition for what they do."



Tracey Denny, Head of Service Localities and Social Care Operations said;

*'It was clear that after the pandemic staff were tired and morale was low, so the event was a perfect way to celebrate all the hard work that everyone had done and to try and increase confidence, motivation and morale. It was great that peers could nominate each other, and we ensured that even those that did not win were sent their nomination details. A lot of time and effort goes into arranging an event like this, but the benefits were clear on the day to see and I look forward to this being an annual event in the Adult Social Care calendar!'*

"Was great fun! Nice to be recognised for what we are doing and really enjoyable!"



# Adult Services Wellbeing Week

Adult Services held a second wellbeing week in November 2022 following on from an earlier event held in March 2022, being a daily mixture of online and in person activities and events focusing on health and wellbeing for our Adult Services. The week was organised as an opportunity to reflect on our own wellbeing and perhaps learn some new ways of looking after ourselves and our health. There were a variety of sessions on offer which included virtual sessions focusing on learning new skills, boosting well-being and virtual yoga sessions and appointment-based sessions for nutrition and blood pressure/cholesterol levels.

The week was well received by our staff with over 100 people attending various sessions over the week.



## Principal Social Worker Annual Report

Most areas have a Principal Social Worker for Adults and Children's, supported by national and regional networks. The Care Act 2014 says local authorities should make arrangements to have a 'qualified and registered social work professional practice lead' in place.

In support of ensuring visibility for the role and celebrating achievements, our Adults Principal Social Worker, Andrew Errington, has produced a fifth annual report.

[www.coventry.gov.uk/pswannualreport](http://www.coventry.gov.uk/pswannualreport)

### Annual Report of the Adults Principal Social Worker 2021/22 Key Achievements and Developments

This graphic describes the work of the Adults Principal Social Worker (PSW) Andrew Errington for Coventry City Council during 2020/21. A hybrid year of home and office working during the COVID-19 pandemic.

- What is PSW?**
  - Care Act 2014 states a PSW should:
    - be visible across the organization
    - support and develop effective conditions for practice
    - oversee quality and improvement of practice
    - have direct contact with the Adults Director and front-line practice
  - The PSW for Adults, Andrew Errington commenced in post in July 2016 and is the Head of Safeguarding and Practice Development. Andrew reports to the Director of Adult Services Pete Fahy.
- Strength Based Approaches**
  - Continuing to support Strength-based Practice Framework with Motivational Interviewing training.
  - Coproduced with practitioners a new direct work resource with a range of tools to support communication and engagement.
  - <https://www.coventry.gov.uk/directworktools>
  - Continued to host Risk Enablement Panel discussions virtually during COVID-19, chairing 6 panels.
  - Leading on reviewing the diversity of people accessing Adult Social Care and exploring experiences of different communities.
- Safeguarding Adults**
  - Supporting the work of the Safeguarding Board through chairing the Workforce Development and Policy subgroups. Board multi-agency learning events on not too late, re-framed as virtual events including those on MHP, Learning Disability Awareness, Domestic Abuse and LPS.
  - <https://www.coventry.gov.uk/workforcedevelopment>
  - Over 500 people attended virtual learning events.
- Practice Leadership**
  - Elected Co-chair of the West Midlands Adults Principal Social Worker Network until 2023 (chairing network since January 2017).
  - 4th annual 'virtual' conference in May 2021 with a focus on strength-based practice in the West Midlands, held jointly with OT network and a 5th LPS 'virtual' conference in Dec 21 with adults, children's, OT and DoLS lead networks.
  - PSW network linked with WM ADASS Branch and supporting a regional 3-year evaluation of strength-based practice with the University of Birmingham.
  - Supported successful bid to National Institute for Health Research (NIHR) to develop a research culture in the region.
  - Maintained contact with practitioners virtually via 'SW Cold Calling'.
  - Support and encouraging use of technology and new ways of working including Digital Dictation.
  - Undertaking regional 'virtual' practice reviews' prior to Peer Challenges.
- Practice Development Roles**
  - SW Practice Development roles are supporting newly qualified Social Workers, promoting practice Education and providing practice support to front line staff and managers.
  - Supporting 15 new NQSWs (end of March 22), 17 primary placements for Social Workers, 3 new SW Practice Educators trained.
- Practice Quality**
  - Practice Quality Assurance Framework with new simplified audit system. Includes observation of practice, practice and supervision audits. Allows organisational view on practice issues.
  - 248 audits undertaken in 21/22.
  - Supported practitioners in response to the 2nd National Social Work Health Check.
- Professional Curiosity**
  - Ensuring practice informed by evidence and curiosity raising the profile of our subscription to Research in Practice for Adults, 'Care Knowledge', and 'SW Connect' helping staff to stay up to date on the latest expert information and legislation to help day to day practice.
  - 198 staff are now using Care Knowledge.
  - 84 staff now accessing SW Connect.
- Engaging and Coproducing**
  - Co-chair of the Adult Social Care 'Stakeholder Group' working to support coproduction, meeting on a virtual basis.
  - Leading on the production of Coventry's 'Local Account', an annual report reflecting on the work of Adult Social Care.
  - <https://www.coventry.gov.uk/adult-social-care-strategies-policies-plans/annual-report-adult-social-care>
  - Established a new 'real time' experience survey to seek feedback from people, identify areas for improvement and to ask people if they want to get involved.
  - <https://www.coventry.gov.uk/health-social-care-say-getting-involved-getting-involved-adult-social-care>
- Policy and Best Practice Guidance**
  - Chairing the Adult Services Policy Group, making sure policy and public information are accessible to all relevant staff and up to date. Group also ensures Adult Social Care takes account of NIACE National Guidelines.
  - Reviewed, updated and produced a whole new suite of public information for Adult Social Care.
- Priorities for 2022/23**
  - To continue embedding...
- Workforce Development**
  - Updated the Learning and Development portfolio for Adult Services in response to COVID-19, ensuring access to a range of relevant and current virtual training opportunities.
  - 63 training events relevant to Social Work attended by 1200 staff.
  - Hosted a 6th 'virtual' annual practice week with the Children's PSW providing access to a week of practice focused events.
  - 2 more SWs trained as debriefed assessors.
  - New training opportunity for unqualified staff via an apprenticeship to support professional development commenced.
  - Training lead for Liberty Protection Safeguards, preparing learning and development activities in advance of implementation.
  - Organised Adult Services Wellbeing week with over 200 staff attending various online and in person activities and events focusing on health and wellbeing.
- Social Work Education**
  - Embedding and growing links with our local Higher Education institutions Coventry and Warwick Universities and supporting the West Midlands Social Work Teaching Partnership.
  - Practitioners supporting teaching on the Adults Module at Coventry University.
  - Continuing to support new routes into Social Work, including the new Degree Level Social Work apprenticeships.
  - 6 members of staff now undertaking the Degree Level SW apprenticeship, 2 further places planned for 2022.
- Meeting Standards**
  - Supporting the relaunch and embedding of the Post Qualifying Standards for SW Practice Supervisors across the WM region. Purchased reflective, theory and self-care practice for every supervisor to use.
  - Provided practitioners for the 2nd renewal with their Social Work Registrar 'Social Work England' via team briefings and workshops.
  - Produced a Performance Management and Quality Improvement Framework for Adult Social Care.

As was the case last year we are continuing to focus our improvement work on both our internal and partnerships programmes.

The key elements of each of these areas are summarised as follows:

### Adult Social Care Improvement

This will include;

#### ○ Workforce

Developing and supporting our internal and external workforce with a focus on recruitment, retention, culture and learning and development.

#### ○ Supporting our residents

We will ensure an appropriate level of oversight and support for people who require our help. We will revisit our approaches to undertaking reviews (for planned care and support) and continually improve how we promote choice, control and independence in the way we deliver our services.

#### ○ Diversity and Inclusion

We will continue our community engagement events to raise awareness of Adult Social Care, including specifically within neighbourhoods and communities whose voices are seldom heard. We will listen and respond to feedback regarding our service and share this through a newly created "We asked, you said, we did" page on our website.

#### ○ Information and Engagement

We will increase the opportunities for engagement and co-production. We will contact those people who subscribe to our news bulletin and ask if they would like to be more involved and if so how and in what areas of the service they are interest in.

#### ○ Charging

Although the implementation of the 'care cap' has been delayed to October 2025 we will continue the work required to ensure we are prepared for this change.



## Adult Social Care Partnerships

This will include;

### ○ Change and Transformation

We will work jointly with Coventry and Warwickshire Partnership Trust (CWPT) and Warwickshire County Council to transform the services available to support people experiencing mental health problems.

### ○ Improving Lives

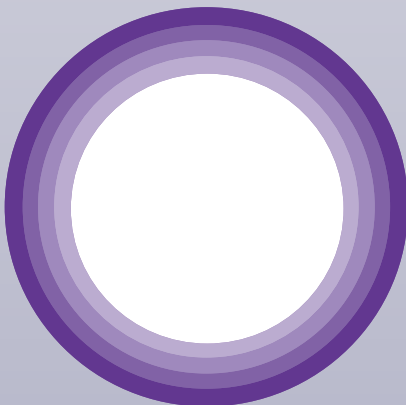
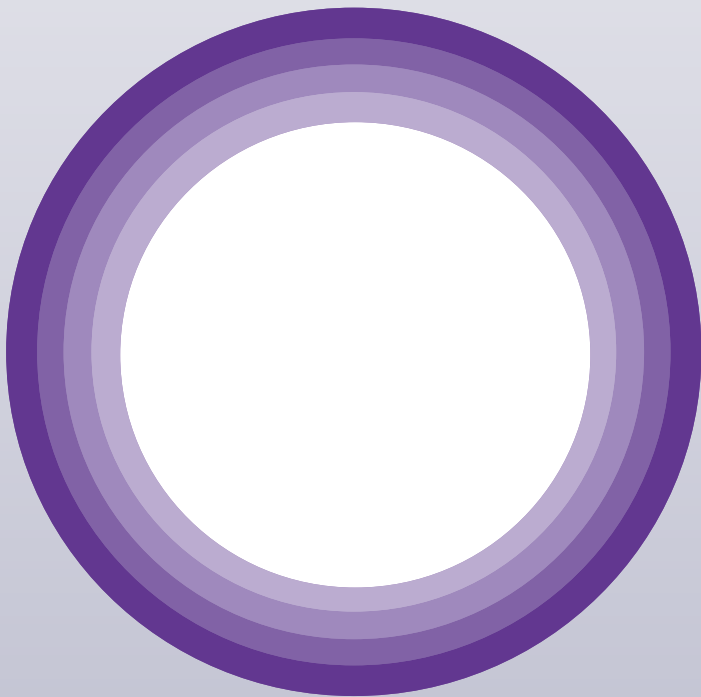
We will continue to work in partnership with health organisations to implement the improvements identified by this programme to ensure people can live independent lives in good health in Coventry.

### ○ Digital Transformation Fund

We will utilise this funding to support the adoption of Integrated Care Records and innovative ways to support falls prevention within care home settings.

### ○ Market Development

We will find ways to develop the social care market, this includes both the range of regulated services and alternative support options. The purpose of which is to increase the range of choice available. This will involve working in partnership with the voluntary sector and community groups to improve the support available locally to adults.



# Glossary

This section provides an explanation of some definitions and terms that appear throughout this document.

## Advocacy

Advocacy means getting support from another person to help you express your views and wishes, and help you stand up for your rights. Someone who helps you in this way is called your advocate.

## Approved Mental Health Professional (AMHP)

AMHPs are mental health professionals who have been approved by a local authority to carry out certain duties under the Mental Health Act. They are responsible for coordinating assessments and admission to hospital if a person is sectioned under the Act.

## Carer Assessment

If you care for someone, you can have an assessment to see what might help make your life easier. This is called a carer's assessment.

## Co-production

When an individual influences the support and services received, or when groups of people get together to influence the way that services are designed, commissioned and delivered.

## Crisis Debt Respite Scheme (Breathing Space)

The Debt Respite Scheme (Breathing Space) will give someone in problem debt the right to legal protections from creditor action.

## Housing with Care

Housing with Care, sometimes known as Extra Care, is housing designed for older people, with various levels of care and support available on site.

## Integrated Care Systems (ICs)

Integrated Care Systems (ICs) are partnerships of organisations that come together to plan and deliver joined up health and care services, and to improve the lives of people who live and work in their area. 42 ICs were established across England on a statutory basis on 1 July 2022.

## 'One Coventry'

One Coventry is how we describe the Council's objectives, key strategies and approaches. It includes the Council's vision and priorities; new ways of working; and core areas of activity.

## Promoting Independence

Short-term services which aim to maximise the independence of the individual. At the end of the support, ongoing care and support services will be arranged as required.

## Safeguarding

Safeguarding is how we work with people to prevent them experiencing harm from others or sometimes themselves. It includes helping people recover when they have been abused.

## Section 75 Partnership Agreement

These partnership agreements, legally provided by the NHS Act 2006, allow budgets to be pooled between local health and social care organisations and authorities. Resources and management structures can be integrated, and functions can be reallocated between partners.

## Severe Agitated Depression

A type of depression that involves symptoms like restlessness and anger. People who experience this type of depression usually don't feel lethargic or slowed-down. Agitated depression can cause symptoms like insomnia and a feeling of emptiness.

## Short-term Support

Short-term support that is intended to be time limited, with the aim of maximising the independence of the individual and reducing or eliminating their need for ongoing support by the Council.

## Transformation Programme for Mental Health

Integrated Care Systems (ICs) received funding to develop and begin delivering new models of integrated primary and community care for adults and older adults with severe mental illnesses.



# Useful Contacts

## Adult Social Care and Communities Directory

This online directory has all the information and advice you need in one central place, so you can find the information you need easily.

Website: <https://cid.coventry.gov.uk>

### Council Contacts & Mental Health Services

Adult Social Care Direct	The first point of contact for any referrals into Adult Social Care	024 7683 3003
Emergency Out of Hours (After 5pm Monday to Thursday, 4.30pm on Friday and throughout the weekend)	For urgent enquiries / emergencies only outside of normal office hours	024 7683 2222
Main Council Customer Services	The main switchboard for Coventry City Council	080 8583 4333
Mental Health Access Hub	Run by Coventry and Warwickshire Partnership NHS Trust (CWPT), this is the first point of contact for people accessing CWPT mental health services	080 8196 6798

### Other Organisations

Age UK Coventry	Supporting adults 18+ providing information and advice, support and groups	024 7623 1999
Alzheimer's Society Coventry	Supporting adults with a diagnosis of dementia and their families with the provision of information and advice and group-based support	024 7665 2602
Carers Trust Heart of England	One-stop shop for unpaid carers of all ages	024 7663 2972
Coventry & Warwickshire MIND	Support for people living with a mental health condition	024 7655 2847
Macmillan Cancer Support	Cancer Support Service	024 7696 6052
Healthwatch	Independent organisation supporting people to have their say in health and social care services	0300 0120 315
SEND Information, Advice and Support Service	Providing information and advice to young people with disabilities and special educational needs	024 7669 4307

## Special thanks to...

Sean, Mary, Tyler, Paul, Annette, Kishor, Ellen & John, Geoff, Brendon, Laura, Pamela and Jack

Joanna and our Stakeholder Group

All care providers across the city

The staff at Adult Social Care

All our partners

## Contact Us

You can contact us about this report at:

[getinvolved@coventry.gov.uk](mailto:getinvolved@coventry.gov.uk)

You can contact Adult Social Care Direct at:

Email: [ascdirect@coventry.gov.uk](mailto:ascdirect@coventry.gov.uk)

Telephone: **024 7683 3003**

Next Generation Text

(also known as Text Relay and TypeTalk)

Call **18001 024 7683 300**

More information about Adult Social Care can be found at:

[www.coventry.gov.uk/adultsocialcare](http://www.coventry.gov.uk/adultsocialcare)

If you require this information in another language  
or format, please email

[ascdirect@coventry.gov.uk](mailto:ascdirect@coventry.gov.uk)

Jeśli potrzebujesz zawartych informacji w innym języku lub formacie, prosimy o wiadomość e-mail na adres [ascdirect@coventry.gov.uk](mailto:ascdirect@coventry.gov.uk)

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਹ ਜਾਣਕਾਰੀ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਜਾਂ ਫਾਰਮੈਟ ਵਿੱਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ

[ascdirect@coventry.gov.uk](mailto:ascdirect@coventry.gov.uk) 'ਤੇ ਈਮੇਲ ਕਰੋ

اگر آپ کو یہ معلومات کسی دوسری زبان یا فارمیٹ میں درکار ہوں تو براہ مہربانی [ascdirect@coventry.gov.uk](mailto:ascdirect@coventry.gov.uk) پر ای میل کریں۔

إذا اردت الحصول على هذه المعلومات بلغة أو تنسيق آخر، يرجى إرسال بريد إلكتروني إلى: [ascdirect@coventry.gov.uk](mailto:ascdirect@coventry.gov.uk)

Dacă aveți nevoie de aceste informații într-o altă limbă sau format, vă rugăm trimiteteți email la:

[ascdirect@coventry.gov.uk](mailto:ascdirect@coventry.gov.uk)

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[ascdirect@coventry.gov.uk](mailto:ascdirect@coventry.gov.uk)



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**To: Cabinet**

**Date: 3rd October 2023**

**Subject: Adult Social Care Annual report 2022/23 (Local Account)**

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**1 Purpose of the Note**

- 1.1 To inform Cabinet of the comments and recommendations from the Health and Social Care Scrutiny Board (5).

**2 Recommendations**

- 2.1 The Health and Social Care Scrutiny Board (5) support the content of the Adult Social Care Annual Report 2022/23 and recommend that Cabinet:
- 1) Accept the recommendations in the Cabinet Report.
  - 2) Note the following comments:
    - i. Where “spend on central charges” is mentioned, that this should be clarified for ease of understanding.

**3 Background and Information**

- 3.1 At their meeting on the 13<sup>th</sup> September 2023, the Health and Social Care Scrutiny Board (5) considered the Adult Social Care Annual report 2022/23 (Local Account).
- 3.2 Members received a presentation and were able to ask questions of the Cabinet Member and officers.
- 3.3 The Board supported the content of the report and asked questions and made comments on the following areas:
- Important role unpaid carers play
  - How we compare to other areas
  - Clarification on ethnic and gender breakdown of staff statistics
  - Deprivation of Liberty applications and conversion rates
  - What steps are being taken to recruit staff including international visas and career pathways
  - Details on the Good Neighbours and Coventry Moves projects
  - How equipment can be returned more easily once no longer required
  - The importance of promoting and supporting independence

3.4 The Board also requested further information about the Coventry Moves project and details of the comparator statistics once available.

Gennie Holmes  
Scrutiny Co-ordinator  
024 7697 1857  
gennie.holmes@coventry.gov.uk

**Council – 17<sup>th</sup> October 2023**  
**Recommendation from Cabinet**  
**3<sup>rd</sup> October 2023**

**Coventry City Council**

**Minutes of the Meeting of Cabinet held at 2.00 pm on Tuesday, 3<sup>rd</sup> October 2023**

Present:

Members:

Councillor G Duggins (Chair)  
Councillor A S Khan (Deputy Chair)  
Councillor L Bigham  
Councillor K Caan  
Councillor P Hetherton  
Councillor J O'Boyle  
Councillor P Seaman  
Councillor D Welsh

Non- Voting Deputy  
Cabinet Members

Councillor S Agboola  
Councillor G Hayre  
Councillor A Jobbar  
Councillor G Lloyd  
Councillor S Nazir

Non-Voting Opposition  
Members:

Councillor G Ridley  
Councillor S Gray

Other Non Voting  
Members:

Councillor N Akhtar  
Councillor R Lakha

Employees (by Service area):

Chief Executive

J Nugent (Chief Executive)

Adult Services and Housing

P Fahy (Director)

Children's Services

N Macdonald (Interim Director), N Jeffreys

Finance

B Hastie (Chief Operating Officer (Section 151 Officer))

**Public Business****RECOMMENDATION****32. Council Youth Justice Plan 2023-2025 Strategy**

The Cabinet considered a report of the Interim Director of Children's Services, that would also be considered at the meeting of Council on 17<sup>th</sup> October 2023, and which sought endorsement of the Coventry Youth Justice Services (CYJS) – Youth Justice Plan (a copy of which was attached as an Appendix to the report), following its sign-off by its Chair, the Interim Director of Children's Services.

Youth Justice Services (known as Youth Offending Teams) were established under the Crime and Disorder Act 1998 with the principal aim being to prevent offending behaviour by children. 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 were available in their area.

The key tasks of the service were:

- Management and delivery of community sentences
- Assessing and delivery of Out of Court Disposal interventions
- Assessing and delivery of diversion 2 support to children at risk of entering the Youth Justice System.
- Management and delivery of secure estate sentences and resettlement
- Servicing the Youth Court and Crown Courts (in terms of provision of the 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. The Youth Justice Board (YJB) provided a grant to the Service, outlined delivery expectations, and oversaw performance for youth justice services. As part of their grant the YJB had mandated a template for all youth justice plans and thus the Plan has been presented in this format.

The Plan demonstrated, in line with the Youth Justice Board (YJB) grant requirement, the continued delivery of services as set out in s38 Crime and Disorder Act 1998. CYJS had submitted the Plan in line with the mandated YJB structure. The Plan demonstrated the delivery of the Service's functions and the methods for achieving this in line with the grant requirement. The Plan presented an analysis of youth justice provision in Coventry, performance, arrangements for delivery and resourcing, and emerging risks and challenges; this analysis had enabled the formation of a new vision, aligned priorities, and a new improvement and business plan for 2023-25.



**RESOLVED that the Cabinet endorses acceptance of the Coventry Youth Justice Plan - 2023-25 Strategy and recommends that the Council endorses the Plan.**

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Cabinet  
Council

3 October 2023  
17 October 2023

**Name of Cabinet Member:**

Cabinet Member for Children and Young People - Councillor P Seaman

**Director approving submission of the report:**

Interim Director of Children's Services

**Ward(s) affected:**

All wards

**Title:**

**Coventry Youth Justice Plan – 2023-25 Strategy**

---

**Is this a key decision?**

No - although the proposals affect more than two electoral wards, the impact is not expected to be significant.

---

**Executive summary:**

This paper is being submitted as notification that the Coventry Youth Justice Service (CYJS) - Youth Justice Plan has been agreed and signed off by its Chair, the Interim Director of Children's Services, and to seek Council endorsement.

Youth Justice Services (known as Youth Offending Teams) were established under the Crime and Disorder Act 1998 with the principal aim being to prevent offending behaviour by children. 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:

- Management and delivery of community sentences
- Assessing and delivery of Out of Court Disposal interventions
- Assessing and delivery of diversion<sup>2</sup> support to children at risk of entering the Youth Justice System.
- Management and delivery of secure estate sentences and resettlement
- Servicing the Youth Court and Crown Courts (in terms of provision of the 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. The Youth Justice Board (YJB) provide a grant to the Service, outline delivery expectations and oversee performance for youth justice services; as part of their grant, the YJB have mandated a template for all youth justice plans and thus the plan has been presented in this format.

**Recommendations:**

Cabinet is requested to:

- 1) Endorse acceptance of the Coventry Youth Justice Plan - 2023-25 Strategy and recommend that Council endorse it.

Council is requested to:

- 1) Endorse the Coventry Youth Justice Plan - 2023-25 Strategy.

**List of Appendices included:**

Appendix 1 – Coventry Youth Justice Plan - 2023-25 Strategy  
Appendix 2 – Equality Impact Assessment

**Background papers:**

None

**Other useful documents**

None

**Has it or will it be considered by Scrutiny?**

No

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

No

**Will this report go to Council?**

Yes – 17 October 2023

**Report title: Coventry Youth Justice Plan - 2023-25 Strategy**

**1. Context (or background)**

1.1. The plan demonstrates, in line with the Youth Justice Board (YJB) grant requirement, the continued delivery of services as set out in s38 Crime and Disorder Act 1998. CYJS has submitted the plan in line with the mandated YJB structure. The plan demonstrates the delivery of the Service’s functions and the methods for achieving this in line with the grant requirement. The plan presents an analysis of youth justice provision in Coventry, our performance, arrangements for delivery and resourcing, and emerging risks and challenges; this analysis has enabled the formation of a new vision, aligned priorities, and a new improvement and business plan for 2023-25.

**1.2. Headlines 2022/23**

**1.2.1 Performance and outcomes for children, families, and communities<sup>1</sup>**

The last year has seen:

**First Time Entrants**

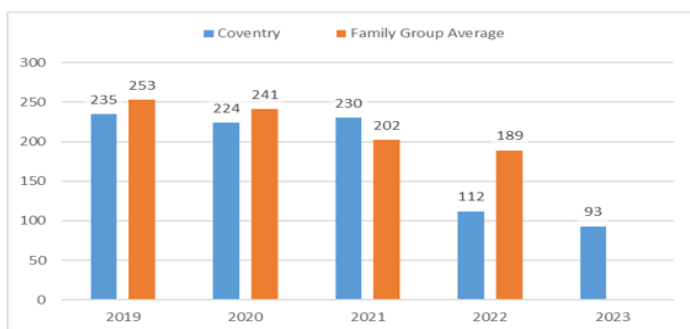


Table 1: FTEs per 100,000 of the 10–17-year-old population, Coventry YJS 2019-23

**More children being supported by the Service through diversion offers, reducing the number of children with formal criminal records.**

The family group are Coventry’s statistical neighbours as defined by the Youth Justice Board.

**Reoffending**

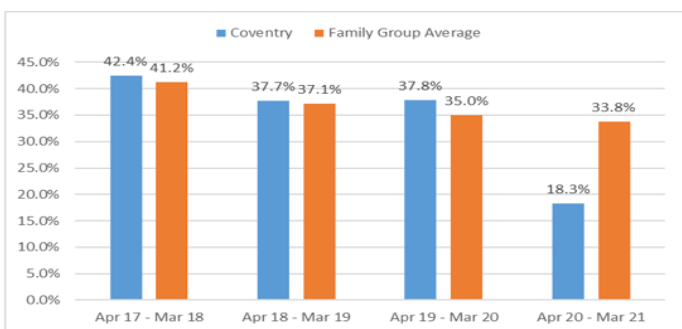


Table 2: Children/Young People reoffending within a year, Coventry YJS 2017-2021

**The number of children who have reoffended reducing, though some caution is noted here due to the latent impact of Covid 19 pandemic on the adult justice system.**

**Use of Custody**

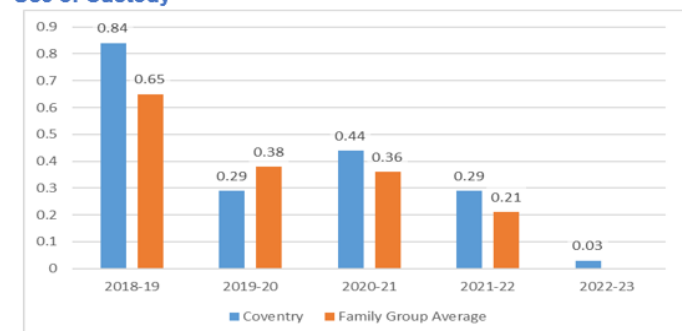


Table 3: Custodial sentences as a rate per 1,000 of the 10–17-year-old population, Coventry YJS 2018-2023

**A significant reduction in the use of custodial sentences; only 1 concurrent custodial sentence for a child serving an existing custodial sentence.**

### 1.3 Our priorities and areas for improvement for 2021/23

The Plan builds on the success of the HMIP Inspection published in February 2023, that saw the Service rated as ‘outstanding’ and outline how the partnership is responding to the outlined recommendations. Children in the YJS are overrepresented in having learning needs, more likely to have been permanently excluded and/or have had a disrupted education, likely to have been a victim of exploitation, and we continue to see an overrepresentation of mixed heritage boys particularly. To appropriately tackle these issues, we need: children leading steps for change, we need a focus on the ‘family’ given we know children are highly likely to have experienced significant childhood trauma, a diverse and skilled workforce, and a city approach to delivering a trauma informed system and priority to preventative activity. Additionally, the last year has seen an increase in violent offences and weapon possession for children. The improvement and development plan outlines, against the new ten priorities, how we seek to address these trends and findings.



## **2. Options considered and recommended proposal.**

- 2.1. Completion and submission of this plan is a statutory duty under s40 Crime and Disorder Act 1998. It is requested Cabinet recommends that the Council endorse the Plan.

## **3. Results of consultation undertaken**

- 3.1. All statutory partners are consulted under a statutory duty imposed by the Act. All Management Board members are consulted and contribute, although only statutory partner's cooperation is required. Additionally, the following methodology has been undertaken to formulate the plan: child/parent consultation on their experience and improvement areas; team consultation on how we achieve desistance for children; data analysis review of the Service and children in the youth justice system; a review of the best practice evidence base; a wider strategic partnership review; and, sharing with partners for feedback and amendments.

### **3.2. Statutory Members are represented by:**

- Director of Children's Services
- Strategic Lead for Help Protection, Children's Services
- Chief Inspector, Coventry, West Midlands Police
- Head of Coventry Delivery Unit, Probation
- Head of Transformation, Coventry, and Warwickshire Integrated Care Board
- Associate Director of Operations, Mental Health Services for Children and Young People

### **3.3. Other members include:**

- Head of Safer Housing and Communities, Regulatory Services
- Operations Manager, Coventry and Warwickshire, Prospects Services
- Chair of The Magistrates Youth Panel
- Head of Service, Education Improvement and Standards
- Head of Service, SEND and Specialist Services
- Violence Prevention - Programme Manager, Public Health Team
- Early Help Manager, Children's Services
- Service Manager, Positive Choices
- Head of Oversight, Midlands, Youth Justice Board

## **4. Timetable for implementing this decision.**

- 4.1. YJB grant conditions state that receipt of grant is conditional on the submission of a strategic plan and that Council endorsement is to be sought. 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 end of June 2023.

## **5. Comments from Chief Operating Officer (Section 151 Officer) and Chief Legal Officer**

### **5.1. Financial Implications**

Grant funding from YJB may be withheld/withdrawn if the plan is not submitted in line with the Crime and Disorder Act and grant requirements.

### **Youth Justice Service Pooled Budget Changes**

	<b>Annual Budget</b>	
<b>Agency</b>	<b>2022-23</b>	<b>2023-24</b>
Local Authority	£745,051	£800,495
Youth Justice Board	£641,103	£669,953
Police and Crime Commissioner	£105,064	£105,064
Health Service	£129,835	£123,175
Police Service	£59,507	£61,664
National Probation Service	£55,496	£55,408
<b>Budget</b>	<b>£1,736,056</b>	<b>£1,815,759</b>

The change to the Local Authority contribution since financial year 2022/23 and completion of the plan in June 2023 is because of increased costs due to staffing inflation. The Health, Police and Probation figures predominantly reflect 'payments in kind' through seconded roles and other delegated funds; the health contribution has now been confirmed at 2 full-time secondees rather than 1.75 reflected within the plan. The overall change to the YJB budget is reflective of an uplift to maintain delivery from last year and in recognition of inflationary pressures.

#### **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 a yearly Youth Justice Plan. The plan was written prior to the YJB grant announcement and written based on funding being matched to the core grant allocation in 2022-23, as per the advice of the YJB. The grant has now been announced, with an additional one-year uplift for 2023-34 and the table above reflects this. The additional grant awarded will be used to support the upcoming pay award and sustainment of Speech and Language Therapy in the Service.

#### **6. Other implications**

##### **6.1. How will this contribute to the One Coventry Plan? (<https://www.coventry.gov.uk/strategies-plans-policies/one-coventry-plan>)**

The plan's vision is underpinned by the One Coventry Plan. The improvement and business plan (Appendix 1: Section 14-Service Development Plan) details the steps over the next 12 months to realise the plan's vision, and in turn the Council's. The activity within the plan is aligned locally to plans that include Early Help Strategy, Local Police and Crime Board Plan, Safeguarding Partnership Strategy, Coventry Health and Wellbeing Strategy, Children and Young People's Plan, Local Policing Plan, and Coventry Sustainable Communities Strategy.

##### **6.2. How is risk being managed?**

Risk to the 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 2023/25.

### 6.4. Equalities / EIA?

While this is not a new activity, an EIA has been completed and this identified a positive impact for one or more protected groups – Appendix 2 to the report refers.

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

None

### 6.6. Implications for partner organisations?

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

#### Report author:

Nick Jeffreys

Operational Lead for Coventry Youth Justice Service

#### Service Area:

Children's Services

#### Tel and email contact:

Tel: 024 7697 6107

Email: [nicholas.jeffreys@coventry.gov.uk](mailto:nicholas.jeffreys@coventry.gov.uk)

Enquiries should be directed to the above person.

<b>Contributor/ approver name</b>	<b>Title</b>	<b>Service Area</b>	<b>Date doc sent out</b>	<b>Date response received or approved</b>
<b>Contributors:</b>				
Chris Heeley	Strategic Lead, Help and Protection	Children's Services	05.09.23	07.09.23
Georgia Shelton	Accountant	Finance	05.09.23	05.09.23
Michelle Salmon	Governance Services Officer	Law and Governance	05.09.23	05.09.23
<b>Names of approvers for submission: (Officers and members)</b>				
Sarah Kinsell	Finance Manager	Finance	05.09.23	09.09.23
Claire Coulson-Haggins	Solicitor, Legal Services	Law and Governance	05.09.23	10.09.23
Neil Macdonald	Interim Director of Children's Services	-	05.09.23	07.09.23
Councillor P Seaman	Cabinet Member for Children and Young People	-	05.09.23	07.09.23

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# COVENTRY YOUTH JUSTICE PLAN

2023-2025 Strategy



## Foreword from the Chair of the Management Board

I am passionate about improving services for children and families. I am proud that we have been rated as a 'Good' authority in our Ofsted Inspection published in August 2022 and rated 'Outstanding' in our Youth Justice Inspection published in February 2023. This reflects the hard work and ongoing commitment from politicians, partners, and teams to make a real difference to ensure that children, young people and victims, are first and foremost at the center of what we do in Coventry.

We continue to be committed to our One Coventry approach, particularly around our responses to tackle issues like exploitation and serious youth violence. As I move into the role as the Interim Director of Children's Services and Chair of the Management Board there are strong foundations in place, and I recognize we have much to applaud:

- improved mechanisms for child feedback
- sustained reductions in first time entrants
- and, only one custodial sentence in the last year.

However, the improvement and development journey must continue. This Plan builds on the development of the last two years and has seen a comprehensive partnership and service analysis be undertaken. This analysis has informed the ratification of a new vision and priorities for the youth justice partnership in Coventry. The improvement and business plan outlines how the partnership aims to continue to progress against each of the ten priorities and respond to the recommendations within the recent HMI Probation Inspection.

The coming year will see challenges in sustaining these successes in the context of an increase in weapon offences for children, the high level of need for children in the Youth Justice System, and the increasing governance requirements by the Youth Justice Board.

Across the last two years we have highlighted that there is evidence of very effective diversion work, though regional policing inspections and reports have highlighted that there is also a need to improve 'investigating crime' by West Midlands Police. A regional Policing Change Programme is now in effect and, though increasing local accountability is welcomed, it is paramount that responses to children remain Child First.

The last year has seen the launch of 'Child Friendly Cov' and the partnership commitment to: *'We want Coventry to be the best place in the UK for children and young people to live and grow up in.'* As a partnership in Coventry, we continue to be proud of our achievements and continue to believe that together we can continue to develop Coventry to be a safe, great and enjoyable place to live, grow and work



**Neil MacDonald**

**Interim Director of Children's  
Services and Management  
Board Chair**

**Service Lead – Nick Jeffreys**

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## Executive Summary

This plan builds on the work from 2021-23 Youth Justice Strategy and Plan. The 2023-25 Plan outlines a new set of priorities and an updated vision for Youth Justice Services in Coventry for a two-year period. This plan provides an updated picture on the work of the last year and reflects that, while the recent HM Inspectorate of Probation Single Inspection saw an overall 'Outstanding' judgment, there remains much to do and a need to ever evolve in line with the needs of children, families, and victims of crime. The plan is presented using the template mandated by the Youth Justice Board<sup>1</sup>. It further outlines: how we continue to engage/work collaboratively with children, families, and victims of crime; governance arrangements; partnership resourcing into the Service; our performance against key priorities; a youth justice analysis, current challenges, and risks; our emerging evidence base of best practice; and, how we continue to build on the developmental activities across the city in 2022/23 and learning areas identified through our recent inspection.

### 2022/23 Key achievements and headlines

Overall 'Outstanding' Judgement in a Single HM Inspectorate of Probation



No new children received a custodial sentence



Ongoing concerns around exploitation and weapon possession by children



Continued disproportionality work and increased access to community based mentoring



A workforce who are bringing exciting ideas, but a need to increase team and Management Board diversity

Increased health capacity within the team and appointment of a Speech and Language Therapist



Improved mechanisms for child led Service change - *Through Our Eyes*



City investment through the Community Initiative to Reduce Violence



The Plan outlines that Coventry Youth Justice Service is working with a vulnerable and traumatised group of children whose needs are extremely high and who thus present a significant challenge. The last year has seen much work to reduce the use of custody, but we have seen an increase in violent offences and weapon possession. Children in the YJS are over-represented in having learning needs, more likely to have been permanently excluded and/or have had a disrupted education, likely to have been a victim of exploitation, and we continue to see an over-representation of mixed heritage boys particularly. To appropriately tackle these issues, we need: children leading steps for change, we need a focus on the 'family' given we know children are highly likely to have experienced significant childhood trauma, a diverse and skilled workforce, and a city approach to delivering a trauma informed system and priority to preventative activity. The improvement and development plan outlines, against the new ten priorities, how we seek to address these trends and findings.

<sup>1</sup> Youth Justice Board - <https://www.gov.uk/government/publications/youth-justice-plans-guidance-for-youth-justice-services/youth-justice-plans-guidance-for-youth-justice-services>

# Introduction

Youth Justice Services were established under the Crime and Disorder Act 1998 with the principal aim being to prevent offending behavior by children. 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:

- Management and delivery of community sentences
- Assessing and delivery of Out of Court Disposal interventions
- Assessing and delivery of diversion<sup>2</sup> support to children at risk of entering the Youth Justice System.
- Management and delivery of secure estate sentences and resettlement
- Servicing the Youth Court and Crown Courts (in terms of provision of the 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. The Act states that the Youth Justice Plan should set out how youth justice services in their area are to be provided, funded, the leadership and governance arrangements, and as well as key information about the Service to ensure quality and effective youth justice services.

This Plan will outline an updated vision, priorities, and strategy for 2023-2025. The Plan follows a mandated template by the Youth Justice Board. The plan includes an updated analysis, building on the city's serious violence strategic analysis, what has been achieved against the priorities, and the next steps through an updated business and improvement plan. The improvement plan will detail how the CYJS vision and the following national

outcome indicators will be achieved:

- Reduce the number of children in the youth justice system
- Reduce reoffending by children in the youth justice system
- Reduce the use of custody

Alongside, 10 new national key performance indicators:

1. The percentage of children in the community and being released from custody with suitable accommodation arrangements.
2. The percentage of children in the community and being released from custody attending a suitable ETE (education, training, and employment) arrangement.
3. The percentage of children who have an identified SEND need, are in suitable ETE and have a formal learning plan in place for the current academic year
4. The percentage of children in the community and being released from custody with a screened, or, identified need for an intervention to improve mental health or emotional wellbeing; and of that the percentage of planned/offered interventions; of that percentage of children attending interventions
5. The percentage of children with a screened or identified need for specialist treatment intervention to address substance misuse; and of that the percentage of children with planned or offered intervention/treatment; and of that the percentage number of children attending intervention/treatment
6. The percentage of out-of-court disposal interventions that are completed/not completed
7. The percentage of victims who consent to be contacted by the YJS, and of those, the percentage of victims who are engaged with about restorative justice opportunities, asked their view prior to out-of-court

<sup>2</sup> Definition of diversion as per YJB doc

disposal decision-making and planning for statutory court orders, provided information about the progress of the child's case (when requested) and provided with information on appropriate services that support victims (when requested).

Of these 7 indicators, we have set local aspirations that these are all met at a 100%.

8. Monitoring senior partner representation at management boards, and monitoring if partners contribute data from their individual services that identify areas of racial and ethnic disproportionality.
9. The percentage children who are currently on either an Early Help (EH) plan; on a child protection (CP) plan or classified as Child in need (CiN) or have looked-after status.
10. The rates of children convicted for a serious violent offence on the YJS caseload.

Additional to this, there are several local agreed performance indicators that are aligned to the priorities within the plan and evidence positive outcomes for children, young people, and victims of crime and/or the mechanisms to achieve this, namely to:

- Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.
- Reduce racial disparity for children in the youth justice system.
- Reduce permanent exclusion rates for children in the youth justice system.
- Improve ETE engagement and attainment for children in the youth justice system; we have made a commitment as a partnership that children in the YJS will be supported to achieve at least a level 1 qualification with direct access to the workplace or a level 2 qualification.

The HM Inspectorate of Probation Single Inspection completed in November 2022 and published in February 2023<sup>3</sup>, saw the Service receive an overall 'Outstanding' judgement describing the Service as 'exemplary'.

This plan will outline that there is much work to do, and the inspection report made five recommendations, including that steps should be taken to

continue to try and make the workforce and Management Board more representative of Coventry and improve the overall management for the highest risk children; though, it was recognized, as this document will outline, that the Service operates in a challenging inner-city environment.

To ensure a robust and evidence-based plan is presented, a comprehensive service analysis has been undertaken involving the partnership, service user and team collaboration; these activities have formed the development of the analysis, priorities, and improvement plan.

This plan has been written with explicit consideration to alignment to the Youth Justice Board's Strategic Plan 2021-24<sup>4</sup>, existing service plans and strategies across the city, and the 2022-30 One Coventry Plan in recognition that a whole city approach is required to achieve the outcomes outlined. The Plan is also subject to Coventry City Council Cabinet and Council endorsement.



<sup>3</sup> <https://www.justiceinspectors.gov.uk/hmiprobation/wp-content/uploads/sites/5/2023/02/An-inspection-of-youth-offending-services-in-Coventry.pdf>

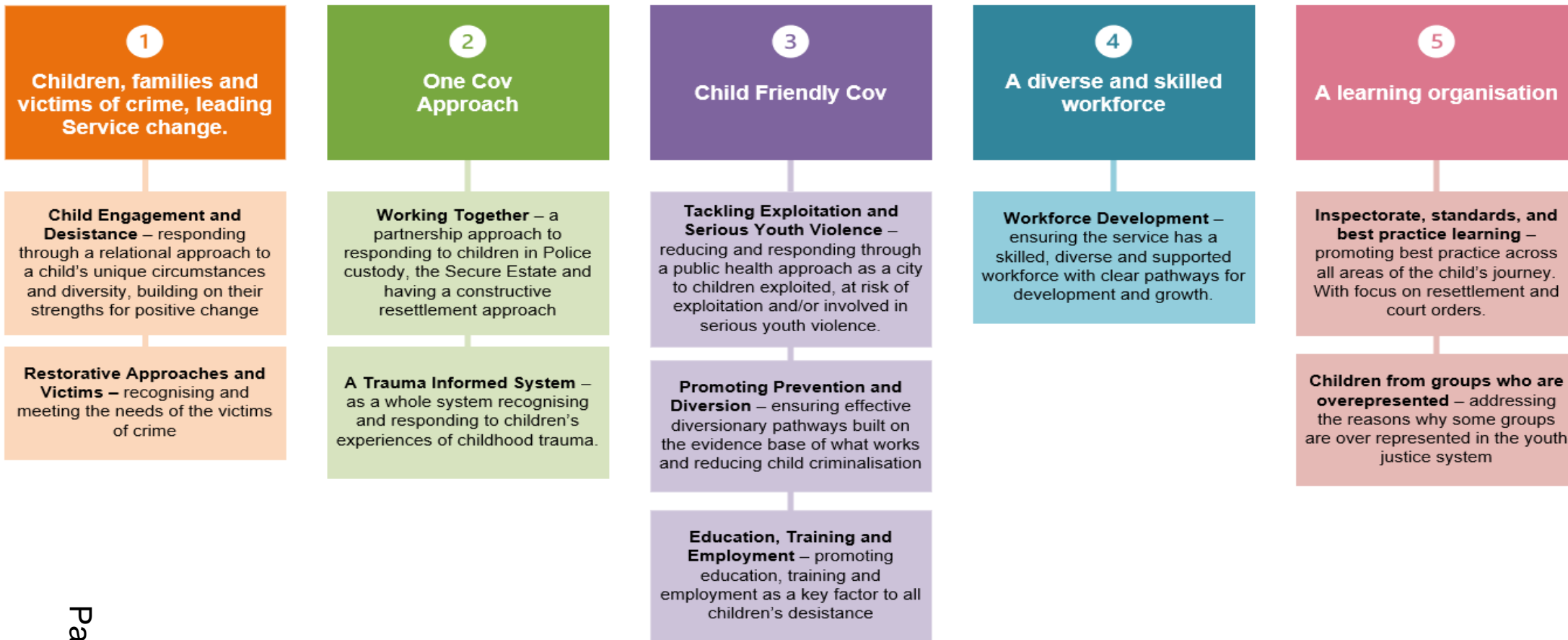
<sup>4</sup> [www.gov.uk/government/publications/youth-justice-board-for-england-and-wales-strategic-plan-2021-24](http://www.gov.uk/government/publications/youth-justice-board-for-england-and-wales-strategic-plan-2021-24)



# CYJS Vision and Priorities 2023-2025

**‘One Coventry: Together children and families are at the heart of everything we do’.**

CYJS’s vision embodies the wider Children’s Service’s Vision (above) and YJB ‘Child First, Offender Second’ approach in aspiring to create: *‘A youth justice system that sees children as children, treats them fairly and helps them to build on their strengths so they can make a constructive contribution to society. This will prevent offending and create safer communities with fewer victims.’ (YJB Strategic Plan 2021-24).*



# Local Context

Just over **one-fifth** of Coventry's population, or **76,366** (22.2%) are children and young people under the age of 18 years.

This is slightly higher than national (England) rate (20.8%) and regional (West Midlands) rate of 21.7%, but lower than the metro area (West Midlands Combined Authority) rate of 23.8%.

Of Coventry's children and young people population:

- 20,278 are under 5
- 26,420 (aged 5-10)
- 21,614 (aged 11-15)
- 8,054 (aged 16-17)



In the 2021 census, 119,075 (34.5%) of Coventry's full population identified as people of minority ethnic backgrounds. According to the latest school census, **57.3% of Coventry's school children are from a Minority Ethnic background**, up from 53.1 in last year's plan.



- 6 children were living in a privately fostered arrangement
- **1490 early help assessments were completed in 2022**
- **489** children are supported by a child protection plan
- **1996 children in need**
- **756** are children in care
- **617** care leavers



The proportion of children and young people with English as an additional language:

- In primary schools is **35.9** (previously **34.4.3%**)
- In secondary schools is **33.8%** (Previously **32.5%**)
- In special schools is **27.3%** (the national average is **28.6%**)



As of January 2023, comparator January 2020

The proportion of children entitled to free school meals:

- In primary schools is **27.1%** (previously, **17.1%**)
- In secondary schools is **27.3%** (previously **19.2%**)
- In special schools is **46.3%** (previously **41.3%**)



As of January 2023, comparator January 2020

- 85** primary schools/academies,
- 21** secondary schools/academies,
- 1** all through school/academy,
- 8** special schools/academy,
- 1** nursery school, **1** PRU's.

These figures include **51** academies and **4 free schools**.

Children's Services rated as 'good' by Ofsted in August 2022, following an inspection in June 2022



% Of care leaver ETE figures aged 17-20 is 60.1% compared to 49.8% in 2021/22.

Compared to Statistical Neighbours **55.2%**, and England average **58.4%** (2021-22)



For the 12 months up to 31/12/2022, the top referrer to Children's Services was the: Police (29%). The top three presenting needs were domestic abuse (17%) parental support 14% and emotional abuse 10%



Coventry is on a relatively small footprint (98.65 km2) and with an estimated population in mid-2021 of 343,320 residents; this makes Coventry the 9th largest city in England in terms of population.



**MASH** contact timeliness is **98.9%** compared with **98.6%** in 2021/22



Coventry is identified as a 'Marmot City'. 14.4% of Coventry areas are identified as being in the most 10% deprived in England. Over one-third (40%) of Coventry children live in low-income families (after housing costs, End Child Poverty 2021/22).



**65** Unaccompanied asylum-seeking children (as at end December 2022)



Sources: The data within this page has been provided by the Data Team for Children's Services and Education; additionally, uncles identified to be from another source route, the data contained within this document has been provided by said team.

# Child First

The CYJS Vision is the local ratification of the YJB's Child First approach. The approach is underpinned by an evidence base developed by Professor Stephen Case, an expert in criminology at Loughborough University. The approach is based on the latest research on best practice and underpinned by four tenants for service delivery outlined with the Youth Justice Board's Strategic Plan 2021-24, namely:

1. *Prioritise the best interests of children and recognising their needs, abilities, rights, and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.*

We reflect our commitment to ensuring children's voices are at the centre of our decision making through our first vision statement, and our commitment to addressing disproportionality where children are overrepresented in the criminal justice system because of structural inequality.

2. *Promote children's individual strengths and abilities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.*

Our vision and priorities have collaboration, celebrating diversity, taking a whole systems approach, and addressing inequalities (including structural) at the centre. Our focus on trauma informed practice evidences our commitment to working relationally. We aim to empower children through building on their strengths in prioritizing relevant access to education, training, and employment, key to facilitating pro-social identity change.

3. *Encourage children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers.*

Our commitment to this is demonstrated through our collocative approaches for child led service change (outlined in the next section); additionally, we recognise this commitment must be city wide as outline in the 'Child Friendly Cov' (see page 16) campaign in realising Coventry as a place where children and young people feel valued, supported, and enjoy themselves.

4. *Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.*

We pledge to committing to diversion and minimal intervention approaches to ensure that children are not unduly criminalised and recognise that the community and social capital are imperative in tackling issues like serious youth violence and exploitation.

# Voice of the Child

## YOUTH JUSTICE PLAN 2023

**1.0**  
To put you and the victims at the centre of what we do...

**Restorative Justice**

**3.0**  
To help you to avoid getting into trouble again, and to build a safer community

**Education Training & Employment**

**4.0**  
To make sure we have a great staff team to support you

**5.0**  
CYJS wants you to feel comfortable to be open and honest about your experience

**Engagement and desistance**

**2.0**  
Everyone in Coventry working together to make a difference

**Understanding trauma**

**Tackling Exploitation & Serious Youth Violence**

**Prevention and Diversion**

**Staff team**

**TRUST**



RESTORATIVE??

JUSTICE

I DON'T LIKE SCHOOL!

BORING!

I'd like it if my mate could come with me

all I know is what I can't do and what criminal friends I'll get

I like sleeping and I can sing!

some people may need more education on what exploitation is... it needs to be individualised

Homeless stop reoffending

I know what I was doing was wrong

I'd like to know who I was working with before I met them

I'd like to know more about her

No-one asks me what I want

I'd like to rap to make a difference

I like the Studio best

I like sleeping and I can sing!

I don't like being in prison

I don't like going to my school

I don't like learning at school

I don't like going to my school

I don't like going to my school

I don't like going to my school

I love animals

I'll get more skills at the Studio

I like the Studio best

I like sleeping and I can sing!

I don't like being in prison

I don't like going to my school

I don't like learning at school

I don't like going to my school

I don't like going to my school

I don't like going to my school

I don't like going to my school

I like what I'm doing it's much more active

Community Service keeps me occupied

I like the Studio best

I like sleeping and I can sing!

I don't like being in prison

I don't like going to my school

I don't like learning at school

I don't like going to my school

I don't like going to my school

I don't like going to my school

I don't like going to my school

I like what I'm doing it's much more active

Community Service keeps me occupied

I like the Studio best

I like sleeping and I can sing!

I don't like being in prison

I don't like going to my school

I don't like learning at school

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I don't like going to my school

I don't like going to my school

# Voice of the Child



## Current Approaches to Child Feedback

There are varied routes for co-creation/participation with children and families covered below. Routes have been explored to facilitate feedback at specific junctures, collaboration into decision making and ensure that methods support participation with all children in the YJS. These activities have led to the creation of a Child Friendly YJ Plan – see appendices 4.

## Through Our Eyes

Started in 2021/22, a quarterly feedback group led by a local charity, Guiding Young Minds, the Exploitation Team (Horizon) and the local Youth Commissioner. These sessions take place at a local youth club (Coventry Boys and Club) and sees children open to CYJS give feedback on their experiences, self-assess the Service, and discuss pertinent issues individually/collectively to improve the Service. The sessions are facilitated externally to encourage and facilitate more honest feedback.

The group was named through the first session in January 2022, which was also supported by the Children's Participation Team and involved an initial self-assessment on the Service. Over the last year, the group have functioned as a 'shadow board' to the YJS Management Board with a standing agenda item; feedback to the Board have been delivered by video, written evaluation and a young person attending the Board to give direct feedback.



This is a space to gain feedback and get children's input into the service, along with having discussions on wider topics such as 'Stop and Search', Police, and Criminal Exploitation. A total of 18 young people attended the Through Our Eyes sessions from April 2022 to March 2023 with a varied mix of ages, ethnicities, and genders.

This year's activity built on the initial self-assessment to service change and development, namely:

- developed a child-friendly meeting space for appointments with CYJS and decided on a new name for the space, 'Vibez Suite'. This room contains activities, drinks, snacks, cushions, lights, canvas on the walls, sofas etc. One young person also did a 'Vibez Suite' piece of art which is displayed in the room and on the door of the room.
- created their top 10 'Professional Standards' they would like to see in their CYJS workers. Some of the key values they chose were 'Non-judgmental – don't judge me for my mistakes', 'A good listener – I want to be heard, and 'Understanding – they listen and take things on board'.
- Reviewed the End of Order Q&A process to ensure that this is a meaningful task for the children, and that allows for the most honest feedback to improve the service. They gave their feedback on the

## Voice of the Child

Questions that should be asked to young people when they complete their order, and what the document should look like.

- Completed a session of child exploitation and serious violence that has helped form the city's Serious Violence Duty Strategic Needs Assessment.
- Engaged in a session on the Youth Justice Plan and priorities, creating an info graph of their experiences; this is an ongoing piece of work.



### For the Plan

In May 2023, CYJS undertook a consultation with children and families open to the Service at the time to see what has worked well and what could be improved; several key themes emerged, namely: the importance of having someone who cares and listens, doing what we say we are going to do, not wanting too many people involved, the value of therapeutic support, and making sure YJS work with colleges/schools to ensure appointments are sequenced. The feedback highlighted that children were positive around their relationship with workers, albeit some children fed back they would prefer shorter sessions/less off them, though it is recognized that this sits in a context of ensuring adherence to court directed community conditions and contact frequency is congruent with worries for and around the child.

These specific learning points have fed into the improvement and development plan, but the feedback offers assurances that the priorities continue to be appropriate.

### End of Intervention Feedback

For all children closing to the Service, an offer will be given to attend an end of intervention feedback session where proper (as assessed by the YJS Officer)<sup>5</sup> eased by an experienced Sessional Worker.

This gives opportunity for the child to reflect on the impact of their work with CYJS, looking at the workers they have engaged with, the overall service delivery, and supporting with closure planning. The feedback document was devised in conjunction with the Children's Champion in the Partnership Team and has been redesigned following suggestions from the Through Our Eyes review. The document looks to draw upon qualitative, quantitative and distance travelled methods/processes from the start of the journey to the end. For families/children who have attended, a 4-6 month check in will be offered as an opportunity to review outcomes and to celebrate successes.

Over the last year, 23 children have been put forward and approximately a 50/50 split of children open to Out of Court Disposals verses Court. Children who did not wish to engage in the feedback sessions will have also had opportunity to engage in a written self-assessment (Viewpoint) in replacement of the sessions. Feedback through these sessions reflected: strong relationships with team members that counted initial worries of being judged; that staff were committed, caring, and not feeling judged; and children offered reflections to other children in: *"Be open minded about the Intervention. For me it turned a negative experience into a positive outcome," "Be honest and let the workers help you," and "Think before you act."* Although most children said there were no changes that they would make to improve the interventions, they offered feedback about some of the difficulties they had during their time in police custody, and delays and understanding of being referred into CYJS; this has led to relevant actions in the improvement plan and supported the inclusion in the 'Working Together' priority.

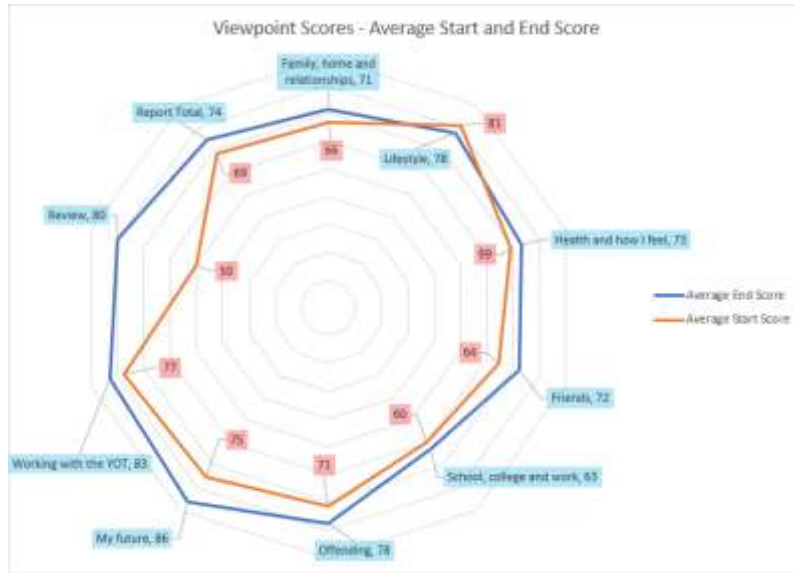
### Viewpoint Analysis

Viewpoint self-assessments were completed with 115 children across the last year; the self-assessments replace that within the AssetPlus Assessment Framework and enable aggregated feedback at a service level.

<sup>5</sup> For example, a child who finds it difficult to meet new people.

### Voice of the Child

The cohort was demographically reflective of the Service and highlighted positive distance travelled from start to end self-assessments with the exception to lifestyle:



The lifestyle question check reflects on issues like substance use and the reduction may reflect that the child is able to be more honest due to the relationship built with their worker, which is supported by the distance travelled in the 'my future' section.

### Parent/Carer Voices

This year has seen the development and progression of a parenting peer support group, named: The Friendship Group (see Section 12); in May 2023, this group gave feedback on their experiences and what change they would like to see to the YJS Operational Lead and Partnerships Police Inspector. While feedback around the Youth Justice Service individual practitioners was positive, there was much to consider around how services needed to respond differently:

- To children at risk of entering the youth justice system with neurodiverse needs, particularly in the context of arrests.
- How the experiences of appropriate adults can be daunting, scary, and sometimes confusing.

- There are too many people in my life, and it is more important to have one reliable and consistent person.
- That support needs to come earlier and through the approach of listening, not telling.

In response to this feedback:

- we have codeveloped with a parent a new Appropriate Adult support leaflet and awareness video of their experiences.
- we will explore how to expand the peer support group across other teams to ensure this support is offered earlier
- and the wider family valued programme within Children's Services will support the journey of working more collaboratively.

### Recruitment

CYJS has over the last year continued to work with the Participation Team to ensure that children's voices are at the forefront of the recruitment process. This has seen a representative from the team involved in all recruitment processes over the last year.

### What's Next – 2023-24:

The last year has seen the benefits of an explicit Child Engagement and Development Officer. Over the coming year, they will lead on furthering engagement routes, ensuring that pathways for unprompted feedback are strengthened, and lead on responding to the learning identified above; these actions are as outlined in the Plan; this is detailed within the improvement and business.



Photos of the Vibe Suite

# Governance, Leadership and Partnership Arrangements

In line with the requirements of the Crime and Disorder Act (1998) and revised guidance from the Youth Justice Board for Youth Justice partnerships 2021, CYJS Management Board oversees the justice services, monitoring and actioning around the quality and effectiveness of child justice services across Coventry.

The Youth Justice Service is part of Children's Services; this is in recognition of the needs of the children in the YJS and the need for coordinated responses for such children; this has recently been outlined in the 'Independent review of children's social care' and partnership arrangements applauded within the recent HMI Probation Inspection into CYJS.

The Head of Service has the Youth Justice Service as a single portfolio and is line managed by the Strategic Lead (Assistant Director) for 'Help and Protection' services. This results in the CYJS Team sharing an office with the local Exploitation Team (Horizon) supporting strong multi-agency working to tackle issues around serious youth violence and exploitation. The office site is in the heart of the city centre, which includes co-location with the Children's Services Senior Management Team, Children in Care Service, and the Multi-Agency Safeguarding Hub. CYJS benefits from other delivery sites through the city's 8 Family Hubs and access to other safe spaces in the community. The full staffing structure showing (appendices 2) details of the staff roles in the YJS and the reporting arrangements for the Head of Service.

The Management Board is currently chaired by the Director of Children's Services designated by the Chief Executive. The Board has cross cutting members, at a senior level, across the statutory and non-statutory strategic boards and groups championing the CYJS vision and priorities, for example:

- Early Help Strategy 2023 - Crime Prevention and Tackling Crime - I am safe and protected from the impact of crime
- Police and Crime Board – 2023 Priorities – 'Reducing re-offending and harm' and 'exploitation and youth violence' – 2023
- Schools Violence Reduction Strategy and Plan– 2020-2029
- Safeguarding Children Partnership – Priorities 2023-2024 - 'Exploitation'
- Health and Wellbeing Board – Health and Wellbeing Strategy 2019-2023 – 'Children and young people fulfil their potential'
- Safeguarding Adults Board - Priorities 2022-2023 - To be assured that safeguarding is underpinned by the principles of 'Making Safeguarding Personal' and that adults are supported to achieve the outcomes that they want.
- 2023-33 Drug and Alcohol Strategy – 'break drug supply chains'

These cross-cutting agendas ensure that the priorities and vision are seen as a city responsibility and challenge, as outlined in the 'One Coventry' approach and the council's values:





## Governance, Leadership, Partnership Arrangements

### CYJS Management Board

CYJS has the appropriate agencies and statutory representation on the Management Board, as detailed within the Board Members list in the appendices (appendix 1). Alongside the key Statutory Partners, CYJS also benefits from the attendance of the Chair of the Youth Court Bench, the Head of Education Improvement and Standards, Head of SEND<sup>6</sup> and Specialist Services, Service Manager for Positive Choices (Substance Misuse Agency), Operations Manager for Coventry & Warwickshire Prospects<sup>7</sup> Service, the Head of Environmental Service Street Scene & Regulatory Services, Programme Manager for the Violence Prevention (Public Health Team), Chair of the Coventry Youth Partnership and Early Help Manager for Children's Services, and as required attendance from relevant Secure Estates, and agencies as required for updates. The Board is well supported by the Youth Justice Board and has regular attendance from the Regional Head of Oversight. The board discharges its duties by:

- Requiring the CYJS Operational Lead and partners to report and account for performance against national and local indicators that evidence positive outcomes for children. Advanced reports are provided on performance, Probation transfers, Education (School Age), Education (16+), Health, Positive Choices (Substance Misuse agency), and the Police. Each report acts as an update from each agency of their activity across the last quarter.
- 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.
- Strategic ownership and sign off the Annual Youth Justice Plan
- Assigned Board Sponsors for all the priority lead areas and relevant section of the improvement and business plan, which is reviewed each quarter.

### Local Influence - Serious Violence Duty:

The Serious Violence Duty<sup>8</sup> within the Police, Crime, Sentencing and Courts Act 2022, requires local authorities, the police, fire, and rescue authorities, specified criminal justice agencies and health authorities to work together to formulate an evidence-based analysis of the problems associated with serious violence in a local area, and then produce and implement a strategy detailing how they will respond to those issues. For Coventry, this has seen the formulation of a Serious Violence Board absorbing the activity from the 10 Year (2020-30) Youth Violence Prevention Strategy; a partnership owned strategy to function as a One Coventry response through a Public Health approach to the issue of youth violence. The local commitment to the strategy remains strong with the partnership continuing to co-fund a Violence Prevention Programme Manager and an additional Local Authority funded post in a Schools Violence Reduction Lead, who leads on the Schools Violence Reduction strategy. These posts are additional to the locally funded posts through the West Midlands Violence Reduction Unit, namely: Education Intervention Advisor and Faith Communities Navigator &



<sup>6</sup> special educational needs or disability

<sup>7</sup> Prospects is the local service to support 16-24 year olds at risk of, or not in, education/training/employment - <https://www.prospects.co.uk/Contact-Us/Corporate-Head-Office/Prospects-in-Coventry-and-Warwickshire>

<sup>8</sup> Serious Violence Duty - <https://www.gov.uk/government/publications/police-crime-sentencing-and-courts-bill-2021-factsheets>



## Governance, Leadership and Partnership Arrangements

Page 16

Community Navigator. A strategic needs assessment has been completed for Coventry and the recommendations from this will be governed through the Board, with this plan offering a specific focus on youth violence and the analysis of this.

### Child Friendly Cov:

Child Friendly Cov<sup>9</sup> is a Children's Services led campaign to ensure that Coventry is a child and young person friendly city - a place where children and young people feel valued, supported, and enjoy themselves. This launched in February 2023 and is leading to many progressive changes starting with a: a child and local supporter designed – 'Our Child Friendly Cov' pledges:



Child Friendly Cov embodies the principles of Child First in recognizing children as experts in their experience, the need to recognize children as children and the aspirational approach in that: *'We want Coventry to be the best place in the UK for children and young people to live and grow up in.'*

### Regional Influence:

To further strengthen the responses to children locally, many priorities require regional/national input/influence. To achieve this, there is attendance from the team and/or Management Board to the following meetings:

- Serious Violence Duty Board
- Criminal Justice Liaison and Diversion Strategic Board
- Child Exploitation Board

And, through a rota across regional Youth Justice leads:

- West Midlands Strategic Criminal Justice Board
- Regional MAPPA Senior Management Board
- West Midlands Strategic Violence Reduction Board

Additional to this, and in recognition of the need for coordinated responses to issues across the West Midlands Force/PCC area, a regional Youth Justice Subgroup has been set-up in 2022, named the Youth Improvement Board as an arm of the Criminal Justice Board; this has enabled the streamlining of regional matters, a clear regional strategic escalation pathway for governance of youth justice matters, and a regional decision-making forum for priorities.

### Partnership and Secondment Arrangements:

**The Local Authority** is represented by the Director of Children's Services (Chair) and Strategic Lead for Help and Protection. These arrangements have proven effective in:

- the role of CYJS Management Board Chair providing challenge and support to partners
- ensuring that the YJS is appropriately profiled in key forums
- representation at West Midlands Strategic Violence Reduction Board
- securing partner engagement and development activity; for example, resourcing into an exploitation hub.
- overseeing the partnership arrangements protocol
- and, the Service has 5 qualified Social Workers within the Service

**The Probation Service** are represented on the Management Board by the Head of Coventry Probation Delivery Unit. This relationship has proven effective in:

- Providing information specific to transitions; for example, re-offending and engagement rates for young people post transfer
- Ensuring appropriate support is available to care leavers
- Facilitating joint audits across CYJS and Probation to ensure a continued learning feedback loop
- Overseeing the joint protocol and ensuring appropriate Probation resourcing into the Service
- Due to significant workforce pressures within Coventry Probation, CYJS has not had a seconded Probation officer since August 2022.

<sup>9</sup> <https://www.childfriendlycov.co.uk/>

### Governance, Leadership and Partnership Arrangements

As of May 2023, YJS have an advert for an interim officer through the City Council and Probation have a Youth Justice advert for an interim Seconded Probation Officer to YJS. These measures remain under constant review, and it is a Board priority for the role to be filled.

**West Midlands Police** are represented by one of Coventry's Detective Chief Inspectors. CYJS 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 and exploitation
- Increased police resourcing into the Offender Management and successful funding bid to the Youth Endowment Fund for the Coventry Community Initiative to Reduce Violence (CIRV) to support the preventative agenda
- Supporting the delivery of a point of arrest diversion offers for children
- Overseeing and ensuring appropriate Police resourcing into the Service, including the service level agreement, secondment arrangements and operational processes.
- The current seconded Youth Crime Officer has been in post since 2017. While secondment is not time limited, the arrangements are jointly managed and will be reviewed with the publication of revised guidance expected to be published this year.

**Coventry and Warwickshire Integrated Care Board (ICB)** is represented on the CYJS Management Board by the Head of Transformation (Children and Young People). The Coventry and Warwickshire Partnership NHS Trust (CWPT) is represented by the Associate Director of Operations, Mental Health Services for Children & Young People. CYJS continues to benefit from currently hosting two full-time highly specialist mental health practitioners. Clinical supervision is offered via CWNHST. These relationships have proven effective in:

- Supporting the embedding of Trauma Informed Practice through facilitating formulation meetings, consultation meetings, direct work, and team wide training.

- Screening all children for health needs open to YJS
- A successful funding bid and the appointment of a Speech and Language Therapist into YJS since August 2023 (0.6 full-time equivalent)
- Overseeing and ensuring appropriate Health resourcing into the Service, the secondment and working arrangements.

The ICB and YJS have worked closely in developing the Trauma Informed Recovery Support (TIRS) Framework, now named Positive Directions- see Section 7.

**Education** is represented on the Management Board by the local Head of Service – Education Improvement and Standards, by the Operations Manager (Young People & Families Coventry and Warwickshire) for Prospects, and the Head of Service – SEND and Specialist Services. CYJS have an employed Education Lead role, who is a qualified teacher, a lead Senior Careers Adviser within Prospects (not seconded) and seconded Speech and Language Therapist (as above).

These relationships have proven effective in:

- Ensuring that pathways for ETE are explore and monitored for all children in the youth justice system
- Securing appropriate resources and services to meet the needs of children and young people
- Having strategic oversight of the key barriers to ETE engagement and appropriate senior buy-in to address/tackle these
- Overseeing the education arrangements protocol and relevant service level agreements.



Photos from the parent 'friendship group'.

## Governance, Leadership and Partnership Arrangements

### Other partnership arrangements:

**Community Safety** are within the Local Authority, with a particular operational focus on exploring preventative and civil powers, for example, Public Space Protection Orders.

**Courts** provide regular feedback, which continues to be positive. CYJS and the Deputy and Chair of the Youth Panel, have a close working relationship outlined in the Service Level Agreement.

**Early Help** provide a targeted Youth Worker offer across the city, which is considered for all children given a first Police Only Community Resolution; this is following learning for children entering custody as first-time entrants. The 8 Family Hubs continue to be used as additional deliver sites for CYJS.

**Citizen Housing** has a well-established working relationship with CYJS, with cross over around the use of acceptable behaviour contracts and other joint planning/management.

**Positive Choices** provides substance misuse support for children (along with other offers); CYJS benefits from co-location of a lead worker and clear working arrangements through the updated service level agreement and revised commissioning arrangements.

### Other Providers/local organisations:

**St Giles (National Charity)** offer children mentors with lived/relevant experience and have a particular focus on resettlement support. They have a City Center hub and have worked closely with CYJS (over the last few years), particularly with increasing concerns around youth violence and exploitation.

**Positive Youth Foundation (Local Charity)** based in the Hillfields area, deliver several sports based mentoring offers: with a particular focus,



through the Levelling the Playing Field Project<sup>10</sup>, on supporting children from Black, Asian and Minority Ethnic Backgrounds.

**First Class Legacy (Regional Charity)** are currently exploring disproportionality and racial inequality across the team and running a regional peer parenting project<sup>11</sup> explored in detail in Section 12.

**Guiding Young Minds (Local Charity)** with a mobile youth club bus in the city they offer mentoring, with a particular focus on supporting children where CYJS has not successfully engaged the child/family.

**Coventry Boys and Girls Club (Local Charity)** offer sports and/or music-based mentoring through a newly equipped youth club based by Coventry University.

**Aptitude CIC** offer sports and/or music-based mentoring delivered through a youth club in the Radford area of the city.

This is not an exhaustive list but evidences the progressive partnership working with field 'experts' to improve the offer to Coventry's children, ensure there are localized offers considering the articulated worries by children on postcode/areas issues (see Section 4), and increase the diversity offer to children.



<sup>10</sup> <https://levellingtheplayingfield.org/>

<sup>11</sup> <https://youthjusticeboard.newsweaver.co.uk/yots2/1arsemircju1df4hdy7b24?lang=en&a=1&p=57921336&t=21098815>

# Board Development

## Board Priorities

Following an external Management Board review in 2021 (see 2022/23 Plan), in 2022, a review of the Youth Justice Board guidance for 'youth justice service governance and leadership'<sup>12</sup> was undertaken. This was led by the Members from Probation, Community Safety, and the Violence Reduction Partnership. The review involved reviewing the vision, objectives, chairing arrangements, and overall functioning in line with the new guidance. This led to the introduction of a new memorandum of understanding, terms of reference and vision/objectives for Board, which are as follows:

## Vision:

The Board will champion the delivery of youth justice services in Coventry through multi-agency approaches which aim to reduce offending and safeguard victims. The Board will be a place to challenge and seek accountability from the membership applying a child centered focus to improve outcomes for children across the city.

## Culture of the Board:

1. To champion the needs of children in Coventry within, or at risk of entering, the criminal justice system.
2. To create a safe space to challenge others in a constructive way to ensure the needs of the child are being met in line with the YJB guidance
3. To create a problem-solving mindset where members work collaboratively to make progress
4. To respect all board members as having equal status and support one another to feel empowered to raise issues that can support the delivery of the vision and objectives.
5. To ensure discussion is purposeful and achieve an outcome with actions

clearly described and expectations understood

6. To focus on delivering the strategic objectives to determine if outcomes are being delivered across the system and maintains a strategic focus.
7. To promote a 'One Coventry' approach by bringing expertise from other Boards in the City and marrying together common goals and objectives.
8. To be an ambassador for the Board at relevant meetings/projects throughout the city
9. To maximize public and stakeholder trust and confidence in the delivery of Youth Justice Services

## Objectives:

- Amplify the voice of the child (service users/victims) and facilitate their contribution to the proper functioning of the board, whether that's through a third party, through written word, spoken word or other suitable means.
- Improve the Board understanding of Trauma Informed Practice and why this is important to achieving the right outcomes for children. Promoting decision making with a child focused lens.
- Actively respond to and address disproportionality within the youth justice system with particular consideration to the needs of Black and mixed heritage boys, given the current local overrepresentation regarding custodial sentences.
- Identify emerging themes and assess the City's readiness to address these, focusing on a multi-agency response (e.g., County Lines).
- Routinely compare Coventry YJS Board with equivalent services elsewhere in the West Midlands/England, with a view to openness, honesty, and continuous improvement
- Identify best practice identified through HMIP Inspections and incorporate it. Review and challenge the functioning of the Coventry Board against these criteria.

### Board Development

It also saw the introduction of Board Sponsors for the ten priority areas (example below) following the 2022/23 Plan and an agreement on what the role involved:

- actively having oversight of that the progress of the priority and any challenges
- representing that priority at the Management Board
- offering high support and high challenge as needed
- and, as part of above, committing to meeting with the priorities practice lead at least every 6 months.

The review led to an agreement to commit, for an interim period, additional Data Analyst capacity to develop a new Board Data Dashboard and Education Dashboard that are now reviewed each quarter, enabling: an improved headline dataset that is more accessible to new Board Members; a recognized previous area of development.

### Review of Chairing Arrangements

The mentioned review resulted in exploration of an independent chair, which has been undertaken over the last year. While there was a commitment from all statutory partners to co-fund a chair, following the HMI Probation inspection in November 2022 and the identified progress that had been made through the outlined changes, it was agreed in 2023 that the Director of Children’s Services (DCS) remained the most suitable chair. At the point of writing this, the DCS will be leaving the authority in July 2023 and a handover to an interim DCS chair has been completed.

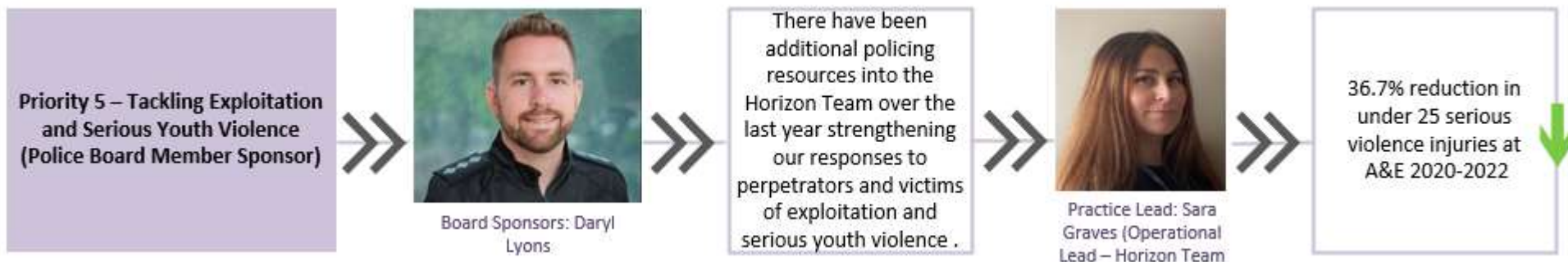
This arrangement is in place due to the appointment of a new chief executive and the appointment of a long-term post will be progressed after the summer. Consideration was given to the Police representative, but West Midlands Police are undergoing a new change project following appointment of a new chief of police.

### Further Development

More generally, Management Members continue to meet the team through quarterly Team Half Days, with a whole Service/Board event undertaken in November 2022. This saw a collaborative review, facilitated by an external youth justice expert, on our vision and priorities to reflect on how these are realized at an operational and strategic level. This saw volunteers, Board Members and the team engage in a tabletop exercise in groups to reflect on what this meant for them.

There is a Service bi-monthly YJS Bulletin that has contributions from Board Members and the team, with the bulletin enabling YJS updates and news to be shared across the partnership through Members; this

The last year has continued to see Board proactively supporting YJS agenda; for example, the appointment of a Speech and Language Therapist and readiness for the Community Initiative in Violence Reduction (see Section 12) led by the Police Board Member (below). The arrangements for Board Sponsors and Practice Leads have strengthened the interconnection between the strategic vision and the operationalizing of this.



# Progress on the previous Plan

The 2021-23 Plan outlined the 10 priorities. The improvement and business plan outlined actions per each priority and updates will be provided identifying key achievements, what is outstanding (why and what will be done), and progression against the aligned outcome measure for the priority.

## 1. Child Engagement and Desistance

There have been significant developments in this area, as detailed within Section 4. Additional to these aspects, we have seen:

- Creation of a developmental collaboratively developed video on children's speech, language, and communication needs.
- Formation of a parent peer support group, named: The Friendship Group and development of a promotional video to help with 'myth busting'
- Continued work around the information available to children and families in police custody.
- Further progress of peer and community mentoring through the Community Initiative to Reduce Violence (CIRV) (see Section 12)

Section 4 demonstrates the steps to increase child engagement across the last year. There continues to be ongoing work to identify sympathetic employees as an ongoing piece of work and the national Youth Justice Degree Apprenticeship becomes available this year

## 2. Restorative Justice

CYJ has continued to meet the Restorative Justice Council's<sup>13</sup> marker as a restorative organization, which acts as an external accreditation of our approach. YJS continues to have lead restorative justice practitioners and will contact all victims where consent has been given. Feedback from victims continues to remain positive (outlined in Section 9).

The last year has seen much reparative work, with specific reparation activities across Coventry parks (see images below from Allesley Park). New panel volunteers have also been recruited, which has increased the diversity of panel volunteers; outlined in the workforce appendices (see appendix 2). There are no outstanding actions for this priority

## 3. Joint Strategic City Planning

The launch of 'Child Friendly Cov' in February 2023 evidence the commitment to the Child First ethos. This builds on the wider Family Valued Programme led by Children's Services to support all partners to work in more relational ways. The mentoring pathway has been extended in the last year to include children at risk of exploitation; the racial disproportionality analysis completed last year showed that children from a Black and mixed heritage background were being exploited and a small number going on to become involved in serious offending behavior. 15 children have also been supported with gym memberships as a means of engagement and supporting positive identity change. As outlined in the performance and priorities sections, the last year has seen the completion of a serious violence strategic needs assessment. We have seen increased Board engagement, detailed in Section 6 that demonstrates we facilitate a strategic approach of high support, high challenge.

Sample photos:  
08.03.23 Base Before



08.03.23 Base After



<sup>13</sup> <https://restorativejustice.org.uk/>

## Progress on the Plan

### 4. Trauma Informed Practice

Positive Directions (previously named the Trauma Informed Recovery Support System Framework) TIRS)) has been operationalized and at the end of the year were ready to take new referrals. The funding is the NHS's response to the Long-Term Plan<sup>14</sup> commitment of investing in additional services for children and young people with complex needs. The aim of the project is to provide child led, strengths based, trauma informed intervention to children at risk of entering the youth justice system. The project cannot be a panacea for all childhood trauma, and therefore will focus on supporting the following cohorts of children and young people:

- Edge of Care (local team)
- Open to, or at risk of entering, the Youth Justice System
- Out of education or at risk of exclusion (based on local learning)
- Transitioning from the secure estate back into the community

These junctures have been agreed based on the local Child Exploitation and Assessment of Extra Familial Risk Commissioning Strategy that was completed to inform the project operationalizing.

As detailed in Section 5, this funding has seen the appointment of a Speech and Language Therapist since August 2022.; this is in response to the SEND Inspection 2019<sup>15</sup>. Since appointment, 27 referrals for children and young people have been received; 26 assessments of the children's communication skills were conducted (1 declined assessment) and 3 children received direct intervention on their speech and language skills. The referrals consisted of 24 males and 3 females. As well as Targeted and Specialist support being conducted, support and advice has been carried out at a Universal level. Training has been delivered to YJS staff, to Council staff at a professional forum, to the Liaison and Diversion team and to Management Board. Documents have also been amended to be more 'communication friendly' and an easier read for the children in the service. The Service's RISE capacity has



increased to two full time equivalent secondees (Highly Specialist Mental Health Practitioner) and an addition Service Manager who has supported in greater oversight and YJS/CAMHS interconnectivity. The increased operational capacity has meant an increase of 71 referrals to 179; see the Performance Section for exploration of this.

The previous year saw revision to the specialist CYJS CAMHS pathway with the introduction of a local intensive multi-agency case consultation (IMACC); this model utilized the principles of Enhanced Case Management (ECM), trauma informed practices, systemic principles, and trauma recovery model<sup>16</sup>, but provides greater flexibility to meet the needs of children than. This local approach has been undertaken due to the challenges of achieving consistent psychologist input, as outlined in a recent national evaluation of ECM<sup>17</sup>. The IMACC approach was undertaken to enable the practice to become usual business and in recognition of the local resources consistently available, but with Board recognizing that the approach needed to be evaluated to evaluate impact and value; this year has seen the embedment of this approach and year will see an impact evaluation undertaken.

Whole team development on trauma informed practice has continued with a further 7 undertaking the trauma informed practice - effective practice award by Unitas<sup>18</sup>. We have also seen a development in the Service's access to Family Therapy with a consultation lead being available to support the YJS parenting lead to embed systemic ways if working.

In quarter 3's Board, the Board made the decision to the remove actions around EMDR (Eye Movement Desensitization and Reprocessing) and for this to be tracked/developed by RISE to bring back an update when relevant.

### 5. Tackling Exploitation and Serious Youth Violence

The partnerships (led by West Midlands Police) have been successful in a funding bid to the Youth Endowment Fund to replicate the Community Initiative to Reduce Violence (CIRV), a successful model from Northamptonshire (see Section 12).

The last year has seen the embedment of a local Serious Organized Crime

<sup>14</sup> <https://www.longtermplan.nhs.uk/>

<sup>15</sup> <https://reports.ofsted.gov.uk/provider/44/80456>

<sup>16</sup> The primary model for IMACC is the Trauma Recovery Model (TRM) (Skuse and Matthew, 2015).

<sup>17</sup> <https://www.gov.uk/government/publications/enhanced-case-management-evaluation-phase-one-report>

<sup>18</sup> <https://yjresourcehub.uk/training-and-workforce-development-resources/item/912-trauma-informed-practice-effective-practice-award-july-2021.html>



## Progress on the Plan

and Exploitation (SOCEX) team that has seen additional policing resources and improving information sharing processes to support in tackling exploitation; the Youth Crime Officer attends a daily triage meeting where any instances or issues involving children can be discussed/action planned. These activities have supported in a monthly intel sharing pack led by the Horizon Team and monthly updates on National Referral Mechanisms.

The point of arrest intervention offer has continued from last year (funded by the Violence Reduction Partnership) and expanded: St Giles, Positive Choices, and offers through the Coventry Youth Partnership. Positive Choices are now delivering a mentoring offer for children identified as minimal risk of exploitation. Referrals are reviewed and tracked by the Partnerships Police Team, and this has seen 237 referrals (76 Positive Choices, 70 St Giles) made to voluntary, social enterprise and the community sector in the last year.

A review of the Youth Offender Management offer has been undertaken and the team has expanded to offer support to children at risk of becoming involved in serious violence and gang activity.

The last year has seen the embedment of the Child Exploitation Missing Operation Group (CEMOG), which focuses on the disruption of locations and perpetrators continues. In the last 12 months, initiative-taking action has been taken against 34 locations through partnership working with licensing and housing to achieve closures, warnings, and other action.

The Safeguarding Partnership has led on responses following an exploitation learning review undertaken last year. This has led to the following changes:

- an updated suite of exploitation awareness raising resources pack
- an improved method of recording decision making for decision to move children between Child Protection, Child in Need and Early Help services
- specific training on the role of fathers in social work assessments
- learning considered in the new Early help Strategy with a specific education outcome group
- finalizing of the latest Coventry Safeguarding Children's Partnership Exploitation Strategy 2022-2024

The Serious and Organised Crime Joint Action Group (SOCJAG)<sup>19</sup> continues to have a CYJS representative to support action planning in tackling county lines from Coventry into Warwickshire; see Section 9 that details concerns around this. Additionally, the last year has seen cross border mapping meetings across the West Midlands given some of the issues around serious youth violence seen across the region and to understand any local interconnectivity; the coming year will see this leading to thematic based intel products for YJSs across the region. Section 9 details an up-to-date picture on trends for exploitation and serious youth violence. This evidence a positive reduction in the most serious incidents/violence, evidencing the impact of measures to tackle established groups like C2/RB7 through Gang Injunctions and Public Space Protection Orders, but a concerning picture around increasing weapon possession, an increase in violence as the main offence type, overrepresentation of children permanently excluded, and that there remains much work to address racial discrimination within the youth justice system.

## 6. Promoting Prevention and Diversion

In February 2022, a diversion pathway was established for the Service for children who have been suspects in offences, but where the Police are taking no further action (NFA); this enables an earlier offer to these children, albeit on a voluntary basis where consent has been given and aims to support a reduction in racial disproportionality. This is in direct response to the learning from custody reviews around children having multiple NFAs before entering the youth justice system for a serious offence and going straight to custody. The diversion pathway has been developed through redistributing resources, due to the declining number of children in the YJS and particularly those seen through Court. The intake through the pathway saw 10 referrals in Quarter 1, but due to staffing pressures within the Service (see Section 5) the project was paused for Quarter 2. Across Quarter 3 and 4, a weekly partnership triage meeting has been introduced to ensure appropriate referrals and ensure sufficient information is available to target the right children. While this has been successful as a process, referrals have remained low and, as detailed in the performance section, there has been an increase in statutory referrals since the start of 2023. Having said this, the Service has seen a declining number of first-time entrants and this evidence the strong Out of Court Disposal work as reflected in the HMI Probation inspection.

<sup>19</sup> <https://www.warwickshire-pcc.gov.uk/working-together/tackling-organised-crime/>

## Progress on the Plan

The last year has seen further embedment of 'deferred prosecution' out of court disposals; a conditional pathway to no further action being recorded for children who engage but possible court prosecution where engagement is not successful – see Section 9. The National Standards Section also details developmental work for OOCs.

This year the Ministry of Justice (MOJ) have funded all Youth Justice Services to deliver intervention to children at risk of entering the youth justice system, named: Turnaround<sup>20</sup>. Locally, this has enabled a strengthen and stabilizing of the piloted youth worker offer of support, delivered through the Family Hubs, to children given first Police only community resolution for a lower-level offence. This started in 2021 and has seen as of February 2023 has seen 78 referrals onto the programme with only 8 not engaging and 6 of those reoffending. While delivery of this was piloted, Turnaround Funding gives opportunity of sustainability and a more robust whole family early help offer with 18 children on the programme by April 2023.

There has been continued collaborative work to tackle violence within schools, as part of Education Violence Prevention Plan; for example, school based and family hub-based sessions like Round Midnight that uses virtual reality story scenarios as an engagement tool; CYJS has supported in the delivery of this over the last year and supported delivery provision by the Partnerships Police Team.



There remains ongoing activity as part of working towards an Arts Mark award.

## 7. Education, Training and Employment (ETE)

The Schools Violence Reduction Lead, initially an interim role, has now been made permanent and leads on the Schools Violence Reduction Strategy. Section 14 details our response to the HMI Probation Thematic: A joint inspection of education, training, and employment services in youth offending teams in England and Wales. The Management Board has been strengthened in Education representatives with the introduction of Head of SEND and Specialist Services (see Section 6).

# substance.

CYJS has seen AQA accreditation for relevant interventions completed by children; this supports children to be work ready, improve their CV, and celebrate their academic progression.

As detailed in last year's plan, the Timpson Review (2019)<sup>21</sup>, and local custody reviews, have highlighted the high proportion of children permanently excluded from school within the secure estate.

A sports based mentoring offer has been in the 2<sup>nd</sup> year for children at risk of permanent exclusion/have been excluded /low school attendance named Chances<sup>22</sup>; social outcomes contract commissioning arrangement based on an evidence-based model, and locally delivered by Positive Youth Foundation who work with a national research and technology company (Substance on the programme<sup>23</sup>). The last year has seen 155 children on the programme with predominant intervention: football at 28% and 1 to 1 mentoring at 26%. This saw 36 children achieved a qualification, 12 children saw an above 10% increase in their school attendance sustained over three terms and 8 children (where there were concerns regarding offending) have not reoffended, and 8 children have completed a minimum of 30 hours on work placements. The offer has now moved into the third year. The project is supporting reducing disproportionality with 53% from a non-white background and 17% from a black or black British background.

Monthly education meetings continue to take place across the partnership, now led by CYJS, reviewing children in and at risk of entering the YJS to ensure appropriate education, training and employment opportunities are available/supported to engage with.

Ongoing work continues to identify sympathetic employers and this activity will continue as business as usual. Section 9 details the outcomes for education and the desistance analysis continues to identify that ETE as one of the most significant factors in supporting desistance.

## 8. Workforce Development

Activity for Workforce Development is outlined in Section 11.

<sup>20</sup> <https://www.gov.uk/government/news/300-million-to-cut-youth-crime-and-make-streets-safer>

<sup>21</sup> <https://www.gov.uk/government/news/edward-timpson-publishes-landmark-exclusions-review>

<sup>22</sup> <https://positiveyouthfoundation.org/2021/03/18/hundreds-of-young-people-in-coventry-to-benefit->

<from-1-25million-sport-and-activity-life-improvement-scheme/>

<sup>23</sup> <https://www.substance.net/feature-pages/about-chances/>

## Progress on the Plan

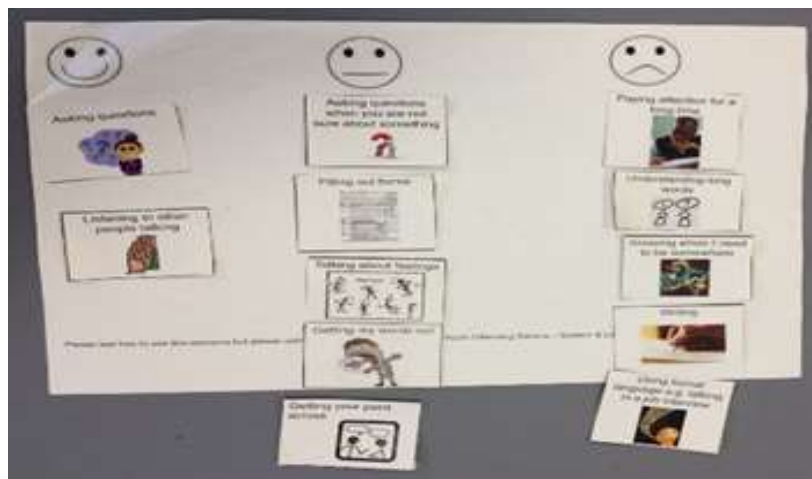
### 9. Continued National Standard Learning

Section 10 details the steps and actions taken over the last year against the 5 National Standard Areas.

### 10. Addressing Disproportionality

Each year an Equality Impact Assessment is undertaken alongside the Youth Justice Plan and demonstrates how diversity and equality objectives have been considered through the formation of the plan; this is published alongside the publication of the plan once Council endorsement is achieved.

The Speech and Language Therapist has developed projects to support children with speech and communication needs: one example is Talking Mats, which is a tool used to find out about a young person's feelings, views, opinions, and preferences. It provides a structure to help understanding, reflection and expression and supports the child to be involved in their own goal/target setting, by finding out what is important to them and what they would like to focus on. Talking Mats are usually used at the young person's first appointment with Speech and Language Therapy as an introduction task. This allows them to have a better understanding of the role of SALT and what areas SALT can help with. Bespoke Talking Mats have been created on careers, attributes, memory strategies. Talking Mats have been used as part of the assessment process for 16 children in the service (see picture below).



The last year has seen the continuation of an action plan and a partnership task & finish group in response to the 2021 HMIP Thematic Inspection of the experiences of Black and mixed heritage boys in the YJS<sup>24</sup>; Section 14 outlines the explicit response to this report and the response to the 2022 HM Chief Inspector of Prisons Thematic – review of outcomes for girls in custody.

We continue to recognise the learning in the Punishing Abuse Report (see Section 12) and wider research through the Young Women's Justice Project<sup>25</sup> that the experience of girls in the Youth justice System is different to boys.

There has been a 3.5% reduction in the number of females compared to last year (17.5% 21/22, 14% 22/23), we have committed to ensuring that there is a female specific offer:

- there has been a continuation of our responses to collaborating with girls (last year saw a regional mission statement) in the youth justice system, which has seen Coventry YJS co-lead on the development of a top tips for working with girls
- ongoing work as part of a girl's specific intervention offer.
- there are specialized mentoring pathways for girls at risk of or involved in exploitation through St Giles and SWAG (Supporting Women & Girls Affected by Gang Culture) (see page 47).

As detailed under the prevention priority, CYJS has continued to support early targeted offers for children at risk, with a particularly focus on interventions through sports. A further example of this is the ongoing Levelling the Playing Field locally delivered by several providers, including: Positive Youth Foundation, Aptitude and Sky Blues in the Community<sup>26</sup>. These early support offers aim to reduce the racial disparity in the YJS by engagement in such activities. Additionally, the Chair of the Coventry Youth Partnership has joined the Management Board to support this interconnectivity at a strategic level and increase Board diversity.

Section 9 outlines an analysis of overrepresented groups (for example, children with speech, language and communication needs, and children in care); the action plan outlines responses to these over the coming year – see Section 14.

<sup>24</sup> <https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/>

<sup>25</sup> <https://www.ayj.org.uk/young-womens-justice-project>

<sup>26</sup> <https://www.levellingtheplayingfield.org/component/content/article/95-levelling-case-studies/140-sky-blues-community-coventry-levelling-playing-field?Itemid=437>

# Resources and Services

## Budgets 2022/23

CYJS funding consists of the City Council budget, YJB Grant and statutory partner contributions. In addition, funding is received from the Office of the Police and Crime Commissioner (PCC) that is additionally used to support diversion/mentoring offers, and all of which sits in CYJS pooled budget (see appendix 3).

This budget enables the continued running of Youth Justice services and as will be outlined, continued improvement as per the CYJS vision, priorities, and Plan (Section 14).

The Community Safety Fund was confirmed on 22<sup>nd</sup> May 2023 by the West Midlands Police Crime Commission (PCC). The payments for services in-kind relate to staffing costs for employees working with the Youth Justice Service and have all been confirmed: Probation, Police, and Coventry and Warwickshire Partnership Trust. Each agency additionally makes a cash contribution to cover expenses of the role for CYJS; the Police contribution is covered by the PCC grant.

The YJB grant has not yet been confirmed, while the YJB and Ministry of Justice review allocations and the funding formulas for Youth Justice Services; however, the YJB have given written assurances that the core grant allocation will at least be matched from last year and the plan is written based on the same contribution.

There has been a slight uplift from last year for the Local Authority contribution reflecting the pay award for 2022. Last year CYJS received an additional top up grant, this enabled school-based exploitation work to be developed and delivered, continue an offer of intervention to children given a Police only first-time community resolution via the Family Hubs,

continue staff developmental activities as outlined in the 2021-23 Workforce Development Strategy, one off projects (for example, Round Midnight – see Section 7) and the continuation of an external quality assurance review (see Section 7).

The business and improvement plan outlines how the pooled budget will be used to continue to realise the agreed priorities and local vision, as well as the Services outlined in the introduction; this will in turn meet the objectives outlined within the YJBs Strategic Plan, West Midlands PCC Plan, and the local One Coventry Plan. This year the YJB introduced a new oversight framework: youth justice system performance – oversight assurance and compliance<sup>27</sup> effective from 2023; and the updated YJB Business Plan<sup>28</sup>. Locally our plan is well aligned with wider system priorities, offers a clear plan for improvement, and will build on the recent inspection outcome/findings.

## Workflow Demands

Across 2022/23 there has been a stabilizing of workflow demands, regarding the number of children in the youth justice system. However, at the time of writing, CYJS has seen a return to 2020/21 figures (average of 73). There is no indication to suggest that this is reflective of the impact of the Covid 19 pandemic, but trends will be monitored through the quarterly management board to assess and review for longer-term impact. While some of the increase is accounted for through an increase in a new diversion project, there has been a more substantive increase in out of court referrals. Positively, the city has seen a decrease in first-time entrants, which is consistent with national trends<sup>29</sup>. To manage this increase, the Service has an interim advert out to support in a temporary increase in workload and are in the process of appointing an additional fixed term post (12 months) due concurrent maternity leave period.

<sup>27</sup> <https://www.gov.uk/government/publications/youth-justice-oversight-framework>

<sup>28</sup> <https://www.gov.uk/government/publications/yjb-business-plan-2023-to-2024>

<sup>29</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1054236/Youth\\_Justice\\_Statistics\\_2020-21.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1054236/Youth_Justice_Statistics_2020-21.pdf)

## Resources and Services

**Invest to save** – The HMI Probation inspection in November 2022, complimented the intensity of support to effectively respond to and address children’s experiences of childhood trauma, serious youth violence and exploitation; the Service has put significant focus on the offer to children subject to OOCDS to prevent escalation further into the Youth Justice System that was recognized in the inspection, alongside the integration with the community mentoring sector:

*‘In delivery, the out-of-court disposal work was consistently of high quality, achieving a rating of ‘Outstanding’ for each of the four standards. Based on a comprehensive assessment in each case, we saw carefully developed plans which translated into high quality services being delivered to the children and their families. There was a strong, and well-resourced, multi-agency approach to the delivery of the work with children. We were particularly impressed by the work with the voluntary sector addressing issues associated with discrimination and disproportionality through matching of mentors to the children by shared, lived experience or through heritage.’<sup>30</sup>*

### Ensuring excellent value for money

The following mechanisms demonstrate the approaches to ensure that funding is used appropriately, and successful outcomes achieved.

### Quality Assurance

The updated Quality Assurance Activity Schedule (appendix 5) outlines CYJS’s 2023-24 plan for quality assurance activity with broader actions tracked/progressed through the improvement/business plan. Section 10 covers the responses to the National Standards self-assessment, the localizing of these standards, and the following mechanisms used to ensure the embedment of these, namely: the Workforce Development Section details how team learning, and development is undertaken. Monthly practice reviews provide opportunity to review children where CYJS has not been successfully in achieving engagement, where enforcement action needed to be taken, explore this through a trauma informed lens, and agree a plan for resolution; this is chaired by the CYJS Operational Lead or Team Manager and includes, Health, Speech and Language Therapist, Team Manager and YJS Officers.

### Key performance and outcome indicators:

The Management Board monitor specific key performance indicators and outcome measures to review the effectiveness of intervention; these have been outlined within the Introduction and later in the Performance Sections. The Youth Justice Board introduced an additional ten key performance indicators for 2023/24. Additional to this the Management Board have several local indicators that are aligned to the priorities within the plan and evidence positive outcomes for children, young people, and victims of crime and/or the mechanisms to achieve this, namely to:

- Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.
- Reduce racial disparity for children in the youth justice system.
- Reduce permanent exclusion rates for children in the youth justice system.
- Improve ETE engagement and attainment for children in the youth justice system; we have made a commitment as a partnership that children in the YJS will be supported to achieve at least a level 1 qualification with direct access to the workplace or a level 2 qualification.

As discussed under Section 6, the Management Board now have access to an Education Dashboard (education engagement, attendance, exclusion rates and SEND needs) and a Management Board Dashboard (national and key performance indicator data). Monitoring these ensures excellent value by evidencing positive outcomes for children, and victims of crime and/or the mechanisms to achieve this. As outlined in the Performance section, while the 10 new indicators are new, there has been a locally agreed benchmark that the key performance indicators 1 to 7 are achieved at a 100% rate.

### Methodology for the plan

The Plan has been formed through the following steps: 1. Management Board review and planning section. 2. Child/Parent consultation on their experience and improvement areas. 3. Team Consultation on how we achieve desistance for children. 4. Data analysis review of the Service and children in the youth justice system. 5. Assessment analysis of for and against desistance needs for children/adults. 6. Assessment analysis of risk assessment factors for all children/adults. 7. Evidence base best practice review of other YJSs. 8. Wider strategic partnership review and parity to existing strategic plans. 9. Sharing with partners for feedback and amendments.

<sup>30</sup> <https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/coventryyos/>

# Performance and Priorities

This section will outline key performance over the last year under the following subheadings:

## 1. National key performance indicators

- First time entrants
- Use of custody
- Binary reoffending rate
- Frequency of reoffending

## 2. Additional key performance indicators

- suitable accommodation
- education, training, and employment
- special educational needs and disabilities/additional learning needs
- mental health care and emotional wellbeing
- substance misuse
- out-of-court disposals
- links to wider services
- management board attendance
- serious violence
- victims

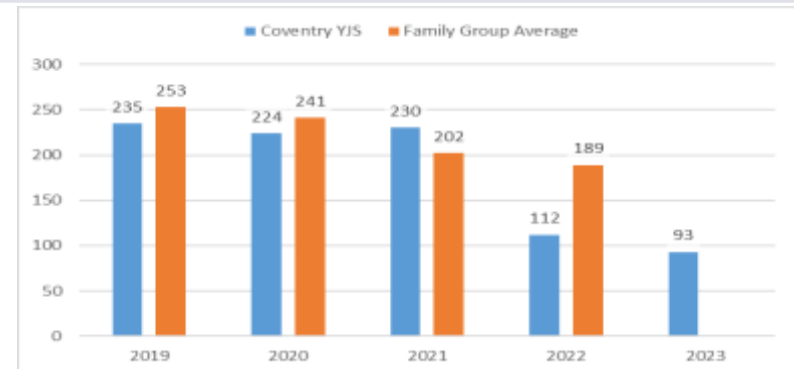
## 3. Local performance indicators/data

- Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.
- Reduce racial disparity for children in the youth justice system.
- Reduce permanent exclusion rates for children in the youth justice system.
- Improve ETE engagement and attainment for children in the youth justice system; we have made a commitment as a partnership that children in the YJS will be supported to achieve at least a level 1 qualification with direct access to the workplace or a level 2 qualification.

The section will also provide an overview of youth justice data on demographics, disposal profile, and an offence and desistance analysis. The new key performance indicators sit in the context of increase oversight from the Youth Justice Board and increased operational capacity within the YJB to offer operational oversight; this is locally welcomed as it will provide national comparator data sets (not possible with local indicators) and support the sector's development, in turn supporting Coventry in the ongoing development journey.

## First time Entrants (FTE)

The FTE rate remained almost flat between 2019-2021, with a significant reduction last year to a rate of 112 per 100,000 from a rate of at around 230 across the three years previous. This year has seen a further decline to a rate of 93. The latest available YOT family FTE indicator for period Jan 22-Dec 22 indicates a rate of 202, an increase from 197 in the previous year. The improving FTE rate is in a context of an increased number of offences and disposals, evidencing the impact of efforts to use diversion pathways<sup>31</sup> in line with the evidence base of what works. The last year saw the same number of Referral Orders (27) and an increase of one for Youth condition Cautions; there were an additional 8 Youth Rehabilitation Orders.



First-time entrants - Coventry 2019-2023 - rate per 100,000 for children aged 10-17

<sup>31</sup> the 'child first, offender second' evidence base highlights that criminogenic impact of the Youth Justice System and advocates for '...a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimizes criminogenic stigma from contact with the system (Case and Browning, 2021).<sup>31</sup> Child First Justice: the research evidence base – full report - [https://yjresourcehub.uk/evaluation-library/item/download/1116\\_220257bdb0ede10d9032a660364ac828.html](https://yjresourcehub.uk/evaluation-library/item/download/1116_220257bdb0ede10d9032a660364ac828.html)

**Performance and Priorities – 2022/23**

Management Board have raised some concerns regarding this low rate and whether this reflects effective work, or improvements required by West Midlands Police in 'investigating crime' identified in their latest inspection (HMICFRS, 2021)<sup>32</sup>; this has led to a review in incidents where a child has been a suspect in offence, but no further action has been taken following an investigation being presented in Quarter 3's Management Board. The review found that twenty three out of the twenty-five crime reports were found to be sound investigative decision making by the managing supervisors, the biggest barrier to the prosecution was lack of ancillary evidence from a victim. The exercise highlighted some specific learning points around two cases and on this basis the exercise was agreed to be repeated in 9 months; it is anticipated that the West Midlands Police Change Programme<sup>33</sup> will support improvements and enable greater local accountability of investigation teams that were previously a regional team and resource.

**Use of Custody**

Continuing the trend of the previous year, there has been a continued reduction in the number of custodial episodes for children; there has only been 1 custodial sentence in the last year, which was concurrent for a child already serving a longer-term custodial sentence and for an offence while in custody. This means the city has not seen any new children sentenced to custody since May 2021 and the use of custody is below the Family Group<sup>34</sup> average rate of 0.19 per 1000 children compared to Coventry's 0.03.

The use of custodial remand was slightly higher than the previous year, but 4 of the 5 remands have led to a community sentence; the fifth remains remanded and is now an adult; an analysis of this is presented in the priority section.

**Reoffending rate and frequency of reoffending.**

We have tracked the reoffending of 19 children whose original substantive outcome (i.e., one that forms part of a person's criminal record) was imposed between October 2021 and March 2022; in all cases, the 12-month monitoring period for reoffending has now expired. 8 of this group reoffended an increase on last year's data (3 for the same period). Having reviewed this cohort there

were limited consistencies in the offence type (from driving to criminal damage to robbery) with 5 being minority white. When comparing this cohort to, non-substantive outcomes none of those children in the same period reoffended. Additionally, the latest national data indicates a reoffending percentage of 14.9% (Jul 20-Jul 21) a significant reduction on the 36.8 (Jul 19 – Jun 20) for the year before that; while we would recommend some caution with this (given the potential impact of Covid 19 Pandemic on these figures) the Family Group Average was 34.5% an increase on the year previous. The number of reoffences was also less for Coventry at 2.13 on average, versus 4.39 for the Family Group; showing for children or young people who do reoffend they commit fewer offences.

The use of breach action for children increased from 21/22 (3) to a total of 10, but this is still lower than the 18 seen in 2020-21. 5 of the 10 were White British, showing that it was not disproportionality used. Breach action is now reviewed through monthly practice reviewed sessions - see the National Standards Section – where engagement methods are reviewed to ensure all alternative routes to further criminalization are explored first.

**Additional Key Performance Indicators:**

The new indicators were introduced by the Youth Justice Board in April 2023. The Youth Justice Plan must be submitted to the YJB as a grant requirement by 30<sup>th</sup> June 2023. While the YJB have asked for quarter 1 data, where available, due to the comprehensive partnership consultation to develop the plan (see Section 8) undertaken during Q1 this data was not available to inform this consultation. This section, however, will reflect on the trends from 2022/23 for the new indicators (where available) to support in development of this year's business and improvement plan.

**Suitable Accommodation**

This has been presented to the Management Board and maintained from when this was previously a key indicator. Across 2022/23, there was a rate of 98%, with the 2% reflective of challenges around the national provision of secure welfare accommodation as mentioned under the 'use of custody' with the mentioned activity will support. It is anticipated that there may be a reduction in accommodation suitability as a new inspection regime begins in supported accommodation for children from 2024<sup>35</sup>.

<sup>32</sup> <https://www.justiceinspectors.gov.uk/hmicfrs/peel-assessments/peel-assessments-2021-22/west-midlands/>

<sup>33</sup> <https://www.westmidlands-pcc.gov.uk/wp-content/uploads/2023/05/SPCB-23.05.2023-Agenda-Item-5-WMP-Change-Programme.pdf?x59042>

<sup>34</sup> The Family Group is the most statistically similar areas across England and Wales as defined by the Youth Justice Board.

<sup>35</sup> <https://socialcareinspection.blog.gov.uk/2023/01/06/getting-ready-to-regulate-supported-accommodation/>

## Education, Training and Employment

In 2022/23, among CYJS children/adults aged over sixteen, 22% were NEET at the time they completed their intervention a 3% decline compared to 2022/23. However, positively, across all children 85.7% were in suitable ETE at the end of their intervention, an increase from the 84.8% in 2021/22. Children are reviewed through each quarter's Management Board to ensure appropriate support has been implemented to achieve ETE engagement.

### Special educational needs and disabilities

Reviewing children open to the Service across 2022/23, 19.1% had an Education, Health, and Care Plan (EHCP) and 65% some form of identified special education needs as identified through their assessment. This represents an increase of 3% and 14% on the previous year, which is likely to reflect that the Service now has a Speech and Language Therapist improving the ability to detect, assess and respond to a child's need. Looking at the ethnicity of children accessing direct SALT support, it was: 61.5% white, 15.5% mixed white and Black, 11.5% Asian, 7.5% white other, 3.5% mixed other. This shows that now 'Black' children were referred, and this will be considered across the team and has formed part of the improvement and business plan.

Overall, the need within the YJS cohort is much higher than the schooling population, which, as of January 2023, had 19.4% of pupils with Special Educational Needs and/or EHCP compared to CYJS's 67%.

### Mental health care and emotional wellbeing

There were 179 referrals this year for the Emotional and Mental Health Team (RISE) a significant rise on the 71 in the previous year; this likely reflects the move to screening all children, the increased in last years capacity and the strides the Service has made to be more trauma informed. There were 155 males and 24 females, reflecting a shift to a greater proportion of females. Reviewing referrals by ethnicity, these were in line with the overall YJS cohort. Over the coming year a greater focus on making sense of how ethnicity is further broken down by referral action type, will be undertaken.



## Substance Misuse

Rates of referrals across the full year to Positive Choices, rose from last year to 20; however, look at the number of children assessed to be using substances (including alcohol) as a snapshot for Quarter 4, this is 47% and 36% for Cannabis. This demonstrates that the referral rate is not line with use, though engagement with Positive Choices is voluntary. As an action from last year's plan, the Service undertook a review of 20 referrals to the health team to understand if and why referrals for substance misuse have been sufficiently considered, which identified: 5 declined support, 3 were assessed to have too high agency involvement, 4 children had mental health support prioritised and 1 was working with Positive Choices. It was recognised that while both services are voluntary, co-location supports engagement and CYJS now has co-location arrangements (see Section 8) with Positive Choices and an increase is expected in the coming year. Quarterly updates from Positive Choices and Health are provided and tracked through Management Board.

### Out of Court Disposals

Overall, there were 222 disposals this year; by far the most used was the non-substantive Community Resolution, used on 140 occasions. In total, 170 of the disposals (77%) were out-of-court. CYJS started 100 disposal-based interventions in 2022/23; 56 of these (56%) were for out-of-court disposals, including 26 (26%) Enhanced Community Resolutions and 17 (17%) deferred prosecutions.

In total, all of two children successfully engaged with their OOCs: a rate of 96.4%. 1 child was on a deferred prosecution and the other a Youth Conditional Caution, both were subsequently charged to Court and given Referral Orders.

### Management Board Attendance

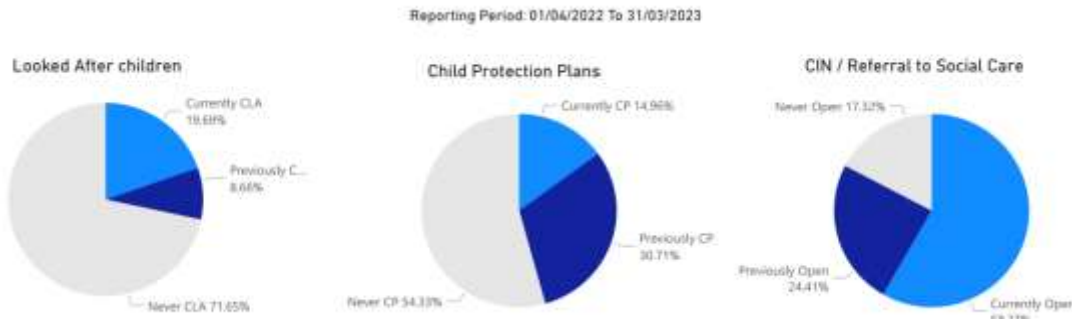
This is tracked at each Board with a RAG status given; green = attendance by the board member, orange = suitable deputy attended, and red = no representative attended. Appendices 1 shows the breakdown over the last year and Section 6 details the developmental work undertaken with Board.

Of the first 7 indicators, there has been a locally set expectation that these are always met at 100%.



**Wider Services**

The graphs below present the involvement of Children’s Services for children open to CYJS<sup>36</sup>:



These statistics are like 2021/22 snapshot presented in last year’s plan, but with continued reduction of the number of total former/current children in care from 41 % (20/21), 36% (21/22) to 28.35% (22/23), though a higher proportion of children currently looked after at 19.69% versus 16.7% (21/22). Section 9 presents an analysis of children looked after in the YJS.

**Serious Violence**

The YJB definition of this indicator is any drug, robbery or violence against the person offence that has a gravity score of five or more resulting in a caution or court sentence. Last year, this equated to 24 offences across 17 children. Predominantly these children were White British, followed by Black at 5 and then mixed heritage at 3. Over the coming year, this will be reported on each quarter to review any trends for action; the local indicators information details a more in-depth analysis of serious youth violence and disproportionality.

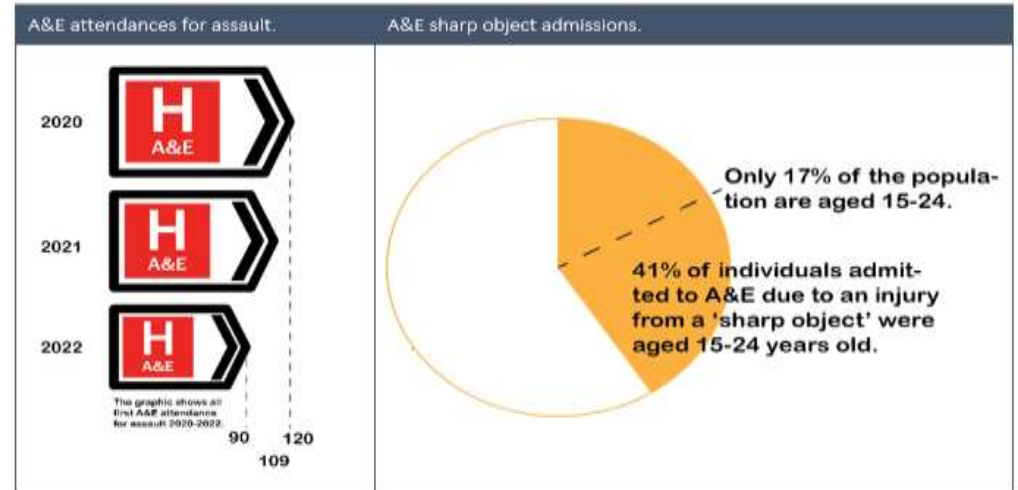
**Victims**

CYJS achieved a secondary contact rate of 98% in 2021/22 compared to a 100% in 21/22 and 93% in 2020/21; there was, however, an increase of the overall restorative interventions for victims in line with proven offence numbers increasing from 24 (21/22) to 45 (22/23). There was a significant increase in the number of statements/letters provided to victims from

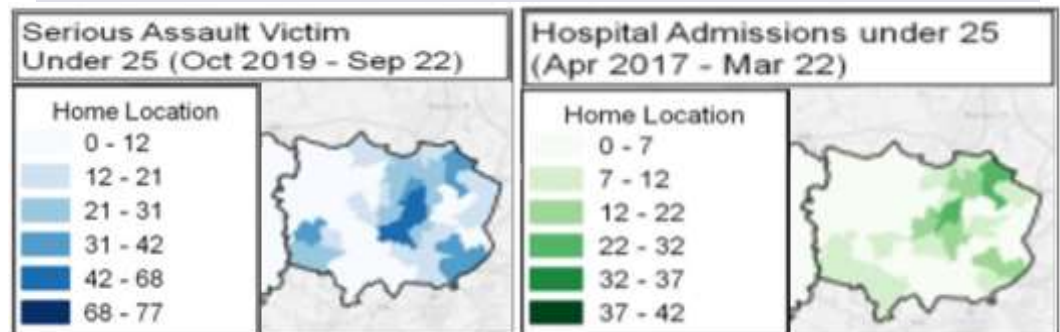
children and a slight reduction in direct/shuttle mediation from last year. Feedback from victims of crime remained strong with an average rating score of 4.9 out of 5 mirroring the last three years.

**Local Indicators - Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries**

The last year has seen a reduction in the number of young people presenting with following assault injuries <sup>37</sup>:



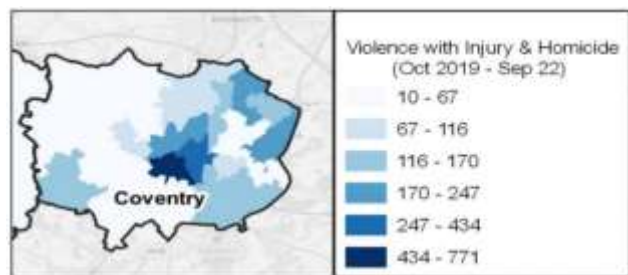
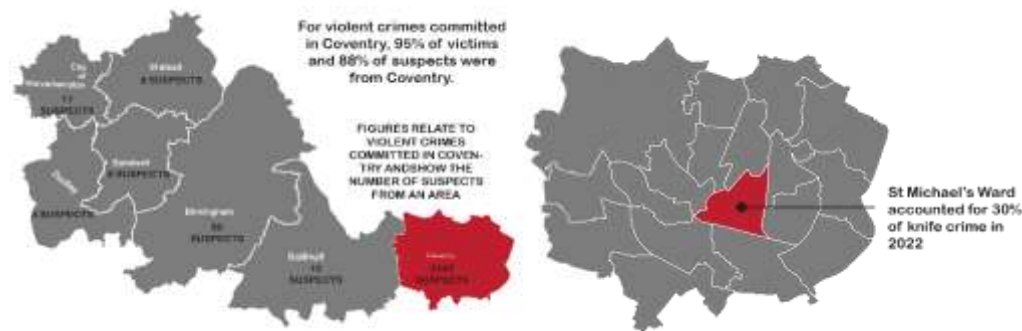
However, an increase in admissions overall for sharp object injuries with a rise of 22% and 41% being those aged between 14 to 24 years. Geographical mapping of the home location of victims identifies that victims tend to be from the Northeast of the City, though there is a slightly different presentation were looking at serious assaults (see maps below).



<sup>36</sup> Currently – is where the child has a Looked After/CP Plan/Referral episode overlapping with a YJS intervention within this reporting period. Previously - is where the child has Looked After/CP Plan/Referral episode, but none overlapping with a YJS intervention within the period. Never – where the child has no Looked After/CP Plan/Referral matched episodes.

<sup>37</sup> This data set, and much through this section, are directly pulled from the local serious violence strategic needs assessment (2023) and the regional Violence Reduction Partnership Strategic Needs Assessment (2023)

Looking at reported offences, 33-34% of victims, and suspects of knife crimes in 2022-23 were between 15-24; this is compared to 17% of the population. For possession of weapon offences, 19% of suspects were between the ages of 15-19. Looking at Police data on knife crimes, gun crimes, possession of weapons, and violence with injury, there has been an increase in the number of recorded incidents in 2022-23 compared to previous years; however, increases in incidents can be partially attributable to changes in how the West Midlands Police record data. In contrast to the maps above, both knife crime and gun crime are most prominently seen in the St Michaels ward of the city:



These statistics show the scale of serious youth violence for children in Coventry and as detailed in last year's plan, the impact of a period across 2019-2021 that saw extremely elevated levels of youth violence across the city. Positively, when looking at the number of children charged with the most serious violent offences (Murder/Manslaughter, Attempted Murder, Wounding and Attempted Wounding) this has gone from 21 for 2019-21 to 2 for 2021-23. Additionally, comparing Coventry's rates of under 25 violence to the rest of the West Midlands, Coventry does not feature in the top 15 neighborhoods<sup>38</sup> areas for victim and suspect rates of youth violence. We also know that Coventry's serious youth violence issues are predominately Coventry based and not interconnected to the rest of the West Midlands (for example as seen in Black Country area) (see West Midlands Map).

The last few years has seen much positive work to tackle the most serious youth violence, but how we still have lots to do; this is reflected in the increasing proportion of proven offences by children being violence against the person offences: when looking at proven offence patterns for children, the most common categories punished non-substantively were Violence Against The Person (57%), Public Order (9%) and Drugs (9%). The most common categories punished by substantive outcome were Violence Against

The Person (36%), Motoring Offences (14%) and Drugs (9%). The last year saw an increase in proven offences weapon possession to 41 (including 3 threatening with a weapon offence); this is an increase on the 32 last year, and the 25 in 2020/21; a further analysis will be undertaken of to identify learning/themes that will be considered through Management Board.

The Northeast and Central parts of the city remain priority areas for violence reduction partnership, and they will form a focus on the serious violence duty strategic needs assessment action plan.

### Reduce racial disparity for children in the youth justice system

Looking at last year's cohort compared to the population with Coventry's Secondary Schools, the YJS cohort were: 48% White British, 12% White Ethnic Minority, 11% Black, 6% Asian, and 19% Mixed Heritage; whereas, as of January 2023, Coventry schools had a population makeup of 43% White British, 10% White Ethnic Minority, 15% Black, 22% Asian, 7% Mixed Heritage and 3% Chinese / Other; this means that there is an over-representation of White British and Mixed Heritage children in the YJS cohort, and a large under-representation of Asian children.

Last year's plan discussed that minority ethnic children were twice as likely to receive a Court outcome compared to white British children, though this reflected a higher offence frequency rate of 2.37 (compared to 1.8) and the seriousness of offences; this year has seen positive shift to a much smaller overrepresentation with court disposals being made up by 61.5% of ethnic minority children compared to 57.3% of the secondary school population; there is a slight overall underrepresentation for out of court disposals at 52.4%. However, when we look further into ethnic breakdowns, we see the Mixed – White/Black Caribbean group being the most significant overrepresented; the group makes up 2.2% of the schooling cohort but 14.2% of the YJS cohort. Additionally, this group is overrepresented for court outcomes compared to OOCs. The Black Caribbean group is also

<sup>38</sup> These areas are known as middle layer super output areas – see: <https://houseofcommonslibrary.github.io/msoanames/>

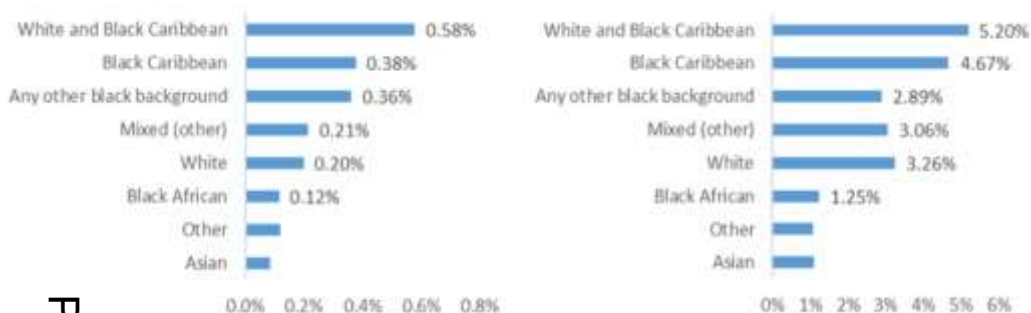
Performance and Priorities – 2022/23

overrepresented making 0.7% for schooling, but 2.2% for YJS; the Black African group is underrepresented making 12.5% of the schooling cohort but 7.5% of the YJS.

**Reduce permanent exclusion rates for children in the youth justice system.**

Reviewing children open to YJS, 21.9% had been permanently excluded compared to 24.1% in 2021/22 who had been in alternative education at some point while open to CYJS representing a significant overrepresentation; this represents a continued overrepresentation of children permanently excluded in the youth justice system. Of this group: 53.85% were White British and a total of 61.54 were White, a reduction on the 70% total seen last year; however, this still represents an overrepresentation. This data will continue to be tracked each quarter through the Management Board Education Dashboard – see Section 6.

Across the city, a significant decline has been seen in permanent exclusions for Coventry between 2016-2022. Exclusions rates are higher among pupils eligible for free school meals and those with special education needs<sup>39</sup>. Across the West Midlands, there is an over-representation of Black Caribbean and White and Black Caribbean children permanently excluded; the below graphs show West Midlands by ethnicity on the left and the rates of Special, Educational Needs on the right:



Exploration around why we are seeing a specific overrepresentation of the White and Black Caribbean is underway; we will be working with the Youth Justice Board to understand how this sits within a national context.

**Improve ETE engagement and attainment for children in the youth justice system.**

An analysis of children open to CYJS in Key Stage 4, across 2016-2019, was completed in 2021; the review identified that children were 2 grades below where they were expected to achieve, which is like the specialist and alternative schooling provision across the city. This exercise has been repeated to look at exams taken in 2022, which showed that children in the YJS achieved 1.9 grades below where they expected to achieve; this is compared to a city average of -0.04 grades below. There is not yet a national comparison of this and CYJS will be seeking to collaborate with member of the Family Group to explore sharing such datasets. The local trends are in line with findings through national research; see 'Understanding the education background of young offenders (DFE, 2019)<sup>40</sup>.

**Desistance Analysis**

Last year, CYJS undertook a review of the assessed risk factors for and against a child's offending behavior for all children from the last year (2021/22); this exercise was undertaken again for 2022/23 and reviewed against the 21/22 findings.

Reviewing the assessed factors for preventing/reducing a child's offending behaviour, the most significant factors across the last three years have consistently been: (1) Engagement and Participation (2) Family and wider networks (3) Learning, Education, Training and Employment; this year saw a move between factors 1 and 3. Reviewing the assessed factors for a child's offending, the three most significant factors this year were: (1) Features of lifestyle (2) Families and wider networks (3) Learning, Education, Training and Employment. This reflects a shift from the last year that saw the inclusion of 'Emotional Development and Mental Health' and 'Substance Misuse'; this may reflect an increase in access and thus, due to this support, less strong as a factor against distance. Education is now represented within factors against distance, alongside family and wider networks demonstrating their importance.

This year has seen a repeat of the in-depth review of all risk assessments in the last risk. Similar trends were identified, regarding the key high-risk concerns being related to the perpetration of community violence with the 'Peers/Rival Gang Members' accounting 29% for potential victims last year, and this year 31%

<sup>39</sup> Reviewing local permanent exclusion data, Violence Reduction Partnership (VRP) regional data, and the local strategic needs assessment. The graphs are from the West Midlands VRP strategic needs assessment.

<sup>40</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/814368/understanding-educational-background-young-offenders-amended-summary.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/814368/understanding-educational-background-young-offenders-amended-summary.pdf)

## Priorities

This year the Youth Justice Board (YJB) have suggested certain priorities given their national significance, namely: prevention and diversion, education, restorative approaches and victims, serious violence and exploitation, detention in police custody, remands, use of custody and constructive resettlement. The last two years have seen the following priorities for Coventry, namely: 1. Child Engagement and Desistance, 2. Restorative Justice, 3. Joint Strategic City Planning, 4. Trauma Informed Practice, 5. Tackling Exploitation and Serious Youth Violence, 6. Promoting Prevention and Diversion, 7. Education Training and Employment, 8. Workforce Development, 9. Continued National Standard Learning, and 10. Addressing Disproportionality. Section 7 outlines what activity has been undertaken over the last year against these priorities as per the improvement and business plan last year. This section outlines how the priorities have been updated in line with the performance analysis, feedback/consultative processes, and the YJB suggestions. This section will focus YJB areas, otherwise not covered within the plan.

### Children from groups which are overrepresented

The performance section outlines an analysis around overrepresented group. CYJS has continued to see an overrepresentation of Children Looked After (CLA) within the Service. To better understand this, we completed a review of children/young people open in Q3 (2022/23) previously or current CLA; this provided a sample of 18 children/young people.

We reviewed CLA status at the time of first offence to see if children are entering the youth justice system and becoming looked after or entering YJS as a looked after child. At the time of the first offence: 6 were in care, 14 were care leavers (5 were also current children looked after) and this provided a total sample of 15 who were a care leaver/in care at the time of their first offence. There were a remaining 3 children were entered care after their first offence: 1 through a period of custodial remand, 1 as part of supporting around serious youth violence issues, and the last due to parental imprisonment. This highlighted that there were no consistent thematic drivers for these children entering care, though the sample highlighted the complexity and traumatic nature of children's lives within the YJS.

Through the quarterly Management Board, the circumstances for first time entrants are always reviewed and this has not illuminated incidents of unnecessary criminalization for CLA. We are seeing that children in care, though predominantly care leavers, are entering the youth justice system for appropriate offences and largely have been in care/or are in care at the time of their first offence. To support in reducing the number of children in the youth justice system, support needs to be considered prior to entry into YJS.

The findings led to a review with the Operational Lead for Through Care<sup>41</sup> and agreed Board proposal that the community safety fund (from the Office of the Police and Crime Commissioner) will be used to fund mentoring for children in YJS, medium/elevated risk of child exploitation and all children looked after where there are emerging concerns regarding engagement in offending behavior. This will be monitored and actioned across the coming year, as per the business and improvement plan.

The recent publication on an analysis of reoffending data – 'Understanding ethnic disparity in reoffending rates in the youth justice system'<sup>42</sup> - highlighted, higher-than-expected reoffending rates for children from a Black or Mixed heritage background, compared to White children; and, lower-than-expected reoffending rates for children from an Asian or Chinese background, compared to White children. Assessment data was then reviewed, which found significant disparities in reoffending rates, after controlling for offence type, deprivation, practitioner assessment of risk and previous disposal. The analysis also found significant disparities in disposals following reoffending, even after similar contextual factors – such as offence type, practitioner assessment of risk, previous disposal – are accounted for. This demonstrates, as does the local profile, that there is much work to do to address racial disproportionality.

### Prevention and Diversion

Actions against this priority have been outlined in Section 7 Section 5 details the soon to be published Early Help Strategy 2023, which includes several outcome priorities with associated partnership work groups, namely: 'getting a good education', 'promoting recovery and reducing harm from substance misuse', 'children safe from abuse and exploitation', and 'crime prevention and tackling crime'. The Operational Lead for Youth Justice is the Chair for the latter group and actions within the improvement and business plan under this priority, will be owned by the partnership group with

<sup>41</sup> <https://www.coventry.gov.uk/childrens-social-care/care-leavers>

<sup>42</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1150340/YJB\\_EDRR\\_QuantReport.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1150340/YJB_EDRR_QuantReport.pdf)

## Performance and Priorities – 2022/23

membership including Schools Violence Reduction Lead, Faith and Communities Navigator, Criminal Justice Delivery Manager, and others. Additional to this group, Coventry has a voluntary, community and social enterprise collective, named the Coventry Youth Partnership<sup>43</sup>. The partnership is a model of youth work collaborative with over 40 organizations involved and the group are committed to the Child Friendly Cov campaign (see p.16) and the Chair of their Board has also joined the Management Board.

### Education

The performance analysis provides an overview of education performance. Attainment remains a key priority area exemplified by the partnership commitment statement. The desistance analysis in further on in this section demonstrates how education, training and employment continues to be the most significant factor in supporting a child to not reoffend. Coventry's mainstream secondary schools are all academies and thus having a specific Education Lead within the Service has been instrumental to foster personable and purposeful relationships.

### Restorative approaches and victims

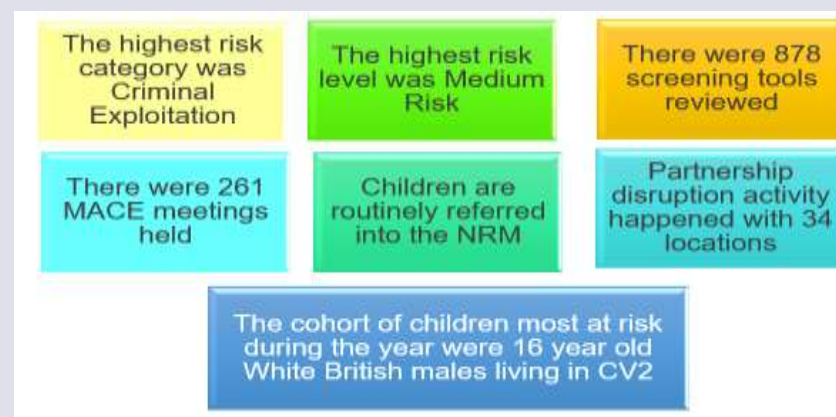
Victim performance is detailed in the section above. This remains a key priority and success is shown by of the number of children who engaged in face-to-face mediation in 2021/22, none have reoffended across 2022/23; the reoffending rate of this cohort across the last three years has been 12%. Reparative activities remain a key part of the Service and the improvement and business plan details plan to expand this further.

With some great activity through Coventry's parks (see Section 7) and, work with local charity and community organizations – for example, Grow Kids who recycle nearly-new clothes, toys, and equipment to help families in need with Children under 11, which CYJS support through washing and ironing:



### Serious Youth Violence and Exploitation

Responses to this area are outlined Section 7 and this remains a key priority area. Performance data on serious youth violence is presented above. There is a case holding co-located exploitation team in Coventry, named: the Horizon Team. The team case holds the children at most risk of ongoing exploitation. The team supports other social work teams to risk plan and manage children, as outlined in the statistics above for MACE (Multi-Agency Child Exploitation) meetings, screening tools, and NRMs (National Referral Mechanism)<sup>44</sup>. The last year has seen the following:



The numbers for criminal exploitation open to the team have remained like last year, with an average of 43 children open to the team across the year for concerns around criminal exploitation. There has been an increase from the start of the year for other forms of exploitation, though this reflects team capacity increasing as the team expands in recognition of the positive impact it has had; the second most generic form of exploitation is Child Sexual Exploitation (CSE). While the statistics reflect that White British children are at most risk, the recent report on the ethnicity of missing people nationally<sup>45</sup>, found:

- children from minority ethnic groups were missing for longer
- less likely to be found by the police

<sup>43</sup> <https://www.coventryyouthpartnership.org/>

<sup>44</sup> <https://www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms>

<sup>45</sup> The ethnicity of missing people; findings from Police and Local Authority data-2021-22 - <https://www.missingpeople.org.uk/new-research-ethnicity-report>

## Performance and Priorities – 2022/23

- As likely to be recorded as being at risk, than white children.
- With these findings particularly stark for Black children.

Looking at the West Midlands Violence Reduction Partnership data on county lines exploitation, most strikingly, while Black people make up only 8% of the West Midlands population, the group make up 38% of those involved in county lines; while the data does not differentiate between children and adults it is likely that this is more starkly seen for children and the most represented age is those aged 17. Given this, it may suggest that locally children from an ethnic minority background are having their risk underassessed; this theme is considered as part of the business and improvement plan.

Demographic trends for the Horizon Team largely mirror last year's:

- a 63% on average being boys (64% last year) compared to the YJSs 85%.
- CV2 and CV6 continue to be the predominate home postcode
- And the age group continues to be slightly younger (approx. 1 year) than the YJS cohort.

Looking at the latest available data on NRM referrals for 18 years and under for Coventry, Criminal was the most common category at 56.9%, Coventry Local Authority was the largest referrer at 71.8% and the gender split was like that of the Horizon Team; these trends are like those presented in last year's plan.

Taking a specific focus on the latest County Lines data<sup>46</sup>, Henley Green and Wood End is linked to the most county lines activity (CV2) followed by Ernesford Grange and Stoke Aldermoor (CV3). On average, the most prominent age is 17. Looking at ethnicity of children, some caution should be noted due to an ethnicity 'unknown' being the third largest group at 17.6%, with White the most common group at 34.3%, and the Black group second and disproportionately represented at 33.3%; these trends reflect the regional data but are not reflected in local exploitation and missing demographics, as detailed above. Looking at adults, the three top ethnicity groups are: White 44%, Black 25.5%, and Asian 20.8% - the Asian group makes up 11% for children.

### Detention in Police Custody

Appropriate adult services are provided by CYJS in working hours in the week and the Emergency Duty Team outside of this. Data on children held under the Police and Criminal Evidence Act 1984 (PACE)<sup>47</sup>. Overall, in 2022/23, 10 requests for a PACE bed were made. All 10 requests were for a secure bed and 1 transfer was completed; there is no secure provision within the West Midlands, and this being considered through the Association of Directors of Children's Services regional group, with an action to explore other areas approaches to this to improve the conversion rate.

Developmental work around this area has been undertaken in the last year with the re-development of a children's services process, associated guidance notes and one minute guide; the lead for Youth Justice will be presenting these in a training workshop in June 2023 as part of Children's Services practice week.

### Remands and Use of custody

There was one concurrent custodial sentence last year. All remands were for violent offences with weapons. Two children were mixed heritage (aged 17 and 16), two children were Black African (aged 15 and 17), and one was white British (aged 15). Two children received an Intensive Supervision and Surveillance sentence as a direct alternative to custody, one an adult community sentence following a reduced offence, and the other a Youth Rehabilitation; the latter was a child remanded out of area. These examples highlighted the national challenges around the higher likelihood of remand were presented outside of a child's home area and national challenges of placement provision for children; see Review of Custodial Remand for Children (2022) and the independent review of children's social care (2022)<sup>48</sup>. These factors have been considered and are informing the development of plans to create a new children's home in the city to offer immediate short-term help to those in need (including PACE)<sup>49</sup>; we are exploring best practice examples (for example, Warwickshire's Intensive Remand Fostering Service) that will inform the new reducing remand strategy and partnership response.

<sup>46</sup> These datasets are publicly available via the Violence Reduction Partnership Strategic needs assessment, which is presented as an online summary data dashboard.

<sup>47</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/655222/Concordat\\_on\\_Children\\_in\\_Custody\\_ISBN\\_Accessible.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/655222/Concordat_on_Children_in_Custody_ISBN_Accessible.pdf)

<sup>48</sup> <https://www.gov.uk/government/publications/review-of-custodial-remand-for-children> and <https://www.gov.uk/government/groups/independent-review-of-childrens-social-care>

<sup>49</sup> <https://www.coventry.gov.uk/news/article/4409/new-children-s-home-would-offer-immediate-care-and-support>

### Constructive Resettlement

The last year saw a reflection on the initial outline approach for a resettlement key worker and whether this offered a diverse enough approach for children in the secure estate. Having sought feedback from children in Quarter 1 and 2, the Service reverted to a model of accessing mentoring offers as this was shown to be effective within the community and could offer a more tailored and diverse offer to children.

Workshops and training on constructive resettlement continued (for example, November's 2022 Team Half Day) and a reflective case study review of a child resettled; this review led to the identification of a Through Care YJS champion who can act as a single point of contact, a refresher on the YJS/Children's Services protocol and a parenting self-audit (see Section 11), exemplifying the continual developmental work around resettlement.

### Priority Review

The YJB Business Plan outlines 4 areas of key focus that will continue to support change: (1) Courts (2) Policing (3) Education (4) Partnerships to reduce serious violence and exploitation. These have been considered, alongside this section, and the wider consultative processes described in Section 8

This section has highlighted that we are working with a group of children whose needs are extremely high, who are growing up in an environment where they are witness to or victim of exploitation and violence, and where weapon possession is a growing normality. Children are likely to have additional learning needs and more likely to have been permanently excluded from school, having had a disrupted education. The Punishing Abuse Report (see Section 12) starkly outlines the trauma children in the youth justice system experience with a growing number of children accessing emotional and mental health support. Children and parents/cares tell us that they want practitioners who are non-judgmental, who care, listen, and support them. To work in this way is to recognize a child, as a child, which in turn supports in desistance and engagement into restorative approaches that supports past victims of crime and reduces the likelihood of future victims.

To appropriately tackle these issues, we need to continue to have children at the forefront of change, listen and recognize the voice of victims, take a One Coventry approach to tackle systemic issues, and continue to grow and develop a workforce who skilled and supported to working in a learning environment. This analysis has led to the formation of the new priorities, namely:

- (1) Child Engagement and Desistance
- (2) Restorative Approaches and Victims
- (3) Working Together
- (4) A Trauma Informed System
- (5) Tackling Exploitation and Serious Youth Violence
- (6) Promoting Prevention and Diversion
- (7) Education, Training and Employment
- (8) Workforce Development
- (9) Inspectorate, standards, and best practice learning
- (10) Children form groups who are overrepresented



Photos from the Hooves in Harmony project (see p.43).

# Standards for children in the YJS

In April 2021, a self-assessment of the YJB's National Standards resulted in a development plan that fed into the 2021-23 Youth Justice Plan and Strategy; the National Standards '...define the minimum expectation for all agencies that provide statutory services to ensure good outcomes for children in the YJS'.



The national standards are aligned to the priorities with Board sponsors leading for each of these areas encouraging strategic and operational ownership of the standards.

A key focus following the initial self-assessment National Standards 4 (In Secure) and 5 (Transitions) alongside Board Development. The review led to revision of all processes and policies across the Service, with the last year focusing on the embedment of these notably in the context of a newer workforce where clear expectations were important to continue improving service delivery.

A programme of minimum of bi-monthly auditing has been in place since the submission of the self-assessment that has enabled continued growth and development. In the first half of the year this saw audits on: a new OOCDD process, supervision quality, restorative justice, continuation of an external service wide audit undertaken by Lee Westlake Ltd, and a review of the Health Process. The Service had a single HMI Probation inspection in November 2022 and the service

achieved an outstanding judgment with key areas for development and the following recommendations will be addressed in Section 14. Overall, the inspection demonstrated the effectiveness of the auditing approach, and this has continued this year with a focus on duty processes, parenting offer, Intensive Supervision and Surveillance (ISS), Court order timescales, use of event flags, and case closure feedback sessions. The service also undertook a review of the latest case management guidance, which led to several service changes in response, for example:

- Changes to the ISS guidance and bail conditions example
- Inclusion within practice reviews to explicitly include the review of breach/enforcement action

## Standard 1: Out of Court Disposals (OOCDD)

A review of OOCDD process was undertaken in Quarter 1 2022/23; this informed the revision of local strategy in Quarter 2. The audit led to an introduction of a new assessment template to ensure diversity needs were at the fore of the local Joint Decision Panel and implementation of a rota across the Horizon Team to ensure suitable Children's Service's representation at the Panel. The revision of the strategy reflected on new guidance<sup>50</sup> and led to the inclusion of the local Police Investigations Inspector at the quarterly scrutiny panel and inclusion to review Police Only First Time Community Resolutions through the panel that are referred to the family hubs for intervention.

## Standard 2: at Court

An audit was completed in Quarter 3 and 4 on timescale adherence for court orders. This highlighted consistency adherence with the findings consistent with the earlier external audit completed through Quarter 1 and 2. While a new guide to Post Court Report completion was developed 2021/22, the embedment of use was limited through the low use of the secure estate; when individual children's reports have been reviewed these have been of sufficient quality and sent within appropriate timescales.



## Standards for children in the YJS

### Standard 3: in the community (court disposals)

Following team feedback a task and finish group was developed to review processes for Referral Orders in Quarter 3. This led to new programme of panel observations, and an updating of the 'preparation for your panel meeting' document for children and young people. Specific training on contingency planning and overall assessment planning was undertaken following consistent quality assurance feedback on this and learning from peer reviews of other areas. Additionally, a new starters workshop was undertaken in the summer of 2022 by Silver Bullet<sup>51</sup>.

Restorative Justice has continued to be a key focus and the audit completed on this in Quarter 2 highlighted a consistent approach to victim contact, positive successes in achieving mediation and apology letters, but a need to ensure that follow up contacts were achieved in 100% of cases; this resulted in a revision to tracking processes and quarterly reporting on this to Management Board continues.

In Quarter 1, a review of the updated supervision template was reviewed and team view's canvassed that evidenced embedment of the advanced case template and positive team feedback. This activity led to a later developmental session with Team Managers reviewing how supervision can be reflective and reviewed notions of Child First with Child Friendly Cov.

### Standard 4: in secure settings

A weekly management meeting sees all children remanded to custody or in custody reviewed, including a review of restraint incidents. As detailed in Section 9, all children remanded to custody were converted to community sentences that evidences the robustness of proposals (despite bail not being given), though a need to explore what learning can be taken to strengthen responses to children at risk of custody.

The national challenges outlined in 'a joint thematic inspection of offender management in custody (OMiC)<sup>52</sup>, with local relationships

being fostered with relevant secure estates to support transitions and a local agreement with Probation on how OMiC transfers will be managed; once a national process is published, this will be reviewed locally. Experiences of children in custody has seen some positive strides with numbers reducing nationally enabling more meaningful work<sup>53</sup>, but there remains a long way to go regarding children feeling safe within this environment and the implications this has for supporting identify change.

### Standard 5: on transition and resettlement

An overview of constructive resettlement and our responses to this is presented in the previous section.

The number of young people transferred to Probation this year was very low, outcomes continued to be tracked through the YJS Management Board for the small number and a specific Prospects/Probation process was established.

Processes to support education transfers and moves have been strengthened through the introduction of a new Education Lead in October 2022; this has seen a review of previous processes and a strengthening of the monthly education support meeting led by the Education Board Member.

A review of case closure feedback was undertaken in Quarter 4 to review activities supporting children transition out of the Service; this highlighted positive feedback from those engaged but a need to overall the current approach to an opt in service.

### Next steps

The focus of Service development is outlined in Section 14. The Youth Justice Board have announced a mandatory self-assessment on Standard 2: At Court, which will have to be submitted by the end of October 2023. The coming year will also see a continuation of the audit program with a focus on the development and improvement areas outlined in the recent HMIP inspection.

While the audit for October will focus on Standard 2, we will also put a continued focus on exit strategies for children's transitions ending to CYJS and the sequencing of interventions based on need prioritization. The YJB case management guidance for out of court disposals and custody/resettlement is yet to be published, which, along with above, have been considered as part of the business and improvement plan.

<sup>51</sup> <http://www.silverbulletbusinessstraining.com/youth-offending-teams-training.html>

<sup>52</sup> <https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/omic-thematic/>

<sup>53</sup> <https://www.justiceinspectorates.gov.uk/hmiprison/inspections/children-in-custody-2021-22/>

# Workforce Development

## Workforce Development

Workforce Development has been a priority for the last two years. Last year's plan discussed the challenges of recruiting and retaining a workforce during the Covid 19 pandemic, reflective of a national trend<sup>54</sup>; this has resulted in case holding workforce who have an average service of 2.6 years. Progression against the priority last year has seen much activity, notably:

- Completion of roster of training<sup>55</sup> devised from the Workforce Development Strategy 2021-23 and self-audit of the YJB's Youth Justice Skills Audit for Youth Justice Practitioners<sup>56</sup> in early 2021.
- Team members have continued to complete the Youth Justice Effective Practice Certificate with all new starters
- Introduction of a 'grow your own' Youth Justice Foundation Degree Development Pathway. This has currently seen two practitioners on the pathway who are both from a minority ethnic background; the pathway will support in increasing future management and leadership diversity.
- A team manager has completed Peer Review Training, another is supporting the co-development of the new Operational Management Training
- The Service now has three Senior Practitioners in place to support the connection between strategic priorities and operational delivery; there is an eclectic mix of previous experience: child exploitation, child protection and youth justice.
- Continued minimum bi-monthly audit activity and monthly team development workshops.
- Review of the induction process
- Strengthened Service management and support to seconded roles.
- Further embedment of 'champion' areas that sees practitioners play a key role for Service development for specific lead areas, for example: restorative justice, child sexual abuse, and mentoring.

The national progression of a Youth Justice Foundation Degree Apprenticeship has not seen the pathway available through the last year, but first intakes are now progressing in the Autumn. While YJS have developed the development pathway above, the apprenticeship provides opportunity to consider development pathways for people with lived experience and is reflected in this year's business and improvement plan.



<sup>54</sup> An international trend named 'The Great Resignation'

<sup>55</sup> - Continued Systemic Training and follow-on group supervision – enabling reflection and supporting in hypothesizing for why children have/are engaging in offending behavior - Constructive Resettlement – continue to build on learning from resettlement and custody reviews, to support a child's identity shift - Appropriate Adult Roles – delivered by the National Appropriate Adult Network around the role of function of Appropriate Adults - Gender Identity Training – a team request last year to develop their understand to best support children - Communication and Youth Justice – Led by Dr Laura Jenkins from Loughborough University the session explored communication methods, language and discourse for children to inform the follow on research project discussed in Section 12.

- Contextual Safeguarding with the exploitation team, exploring partnership methods of disruption and systemic plans.

<sup>56</sup> <https://yjresourcehub.uk/workforce-development/item/619-youth-justice-skills-matrix.html>

## Workforce Development

### Workforce Profile

As of the 31<sup>st</sup> of March, the YJS workforce was fully staffed for directly employed permanent roles with a total of 23 permanent staff; a full breakdown is provided in the appendices (see appendix 2). The YJS has had a lower turnaround rate compared to the previous year with a rate of 4.76%, though this will vary year to year due to the small size of the Service. Sickness levels remained like last year (8.27) at 8.73 days lost per full time equivalent, lower than the City Council average at 12.6 days. Last year saw two practitioners complete their Social Worker qualification with one leaving the authority and another moving to the Children’s Services’ Social Work Academy.

The staffing cohort continues to have a varied and eclectic skills mix, while also retaining an average of 9 years’ experience in the authority; new starters for this year have joined with experience in the secure estate, education, and family support. The staffing cohort continues to not be reflective of the local community; the YJS has 78% female staff (1% difference to last year) and 26 percent from an ethnic minority background (the same as the last two years), which remains a key priority and a recommendation within the HMIP Inspection. The business and improvement plan seek to build on pathways (as outlined above) through the development of an entry level post who will be supported through the new Foundation Youth Justice Degree Apprenticeship.



### Workforce Development Strategy 2023-25

Coventry Youth Justice Service (CYJS) through previous iterations of its Workforce Development Strategy has sought to develop and maintain a high-quality workforce by accessing relevant training from a range of sources and by supporting continuous professional development through induction, regular supervision and appraisal and promoting access to nationally recognised qualification pathways. The recent HMIP Inspection outlined the previous version as a good practice example: *‘There is an excellent workforce development strategy aimed at developing a high-quality workforce by supporting and promoting continuing professional development and opportunities for practitioners.’*

The new ratification has followed a similar methodology to the previous in: re-undertaking the YJB’s Youth Justice Skills Audit self-audit, a practitioner wide annual supervision survey, an externally delivered team consultation, a review of the wider Children’s Services strategy, a review of the Youth Justice Board ‘2023-2025 Workforce Development Strategy for the Youth Justice system’ and the Youth Justice Professional Framework (YJPF); these steps have informed the strategy and training planner. Some of the key training priorities for the strategy are:

- A focus on working with the Courts
- Risk management planning for high-risk children
- Gangs and exploitation training with partners to support multiagency collaboration and challenge
- Transitions for children with a focus on looking at these through a lens of disproportionality

The training planner will equally reflect the comprehensive Children’s Services Learning and Development Brochure<sup>57</sup> updated for 2023/2024, which will continue to be a key source for all CYJS practitioner and managers.



<sup>57</sup> <https://www.coventry.gov.uk/learning-development-childrens-social-care>

# Evidence-based practice and innovation

## YJB Business Plan (2023-24)

The new YJB Business Plan (2023-24) outlines a challenge to the sector, that we need to do more to evaluate practice and collectively support national improvements across youth justice; this is reflected in the example below and plans for the coming year.

## Current examples and emerging practice

The 'Punishing Abuse' Report<sup>58</sup> was a West Midlands action research project, which looked to understand the extent of adversity facing the children known to Youth Justice Services across the West Midlands. This research, originally conducted to inform regional reform of the youth justice system, highlighted significant familial need amongst the cohort of children, ranging from parental mental and physical health needs to parental criminality and family violence.

The targeted review of 80 children made a raft of recommendations that have been an integral part of the 2021-23 Plan, which has seen:

- formation of a regional Youth Justice Subgroup to the Criminal Justice Board (see Section 5)
- supported the local implementation and funding application for the Positive Directions Project, including the appointment of a Speech and Language Therapist.
- used as an evidence base to increase the CAMHS provision within the service (see Section 5)
- And, over the last two years to address the gap in parental support, seen a growing offer for parents with children in the Youth Justice System by a lead practitioner as outlined later in this section.

This activity has also seen the engagement by CYJS of a regional parental offer with a particular focus on supporting parents from a minority ethnic background; while this ended as a regional offer in March 2023, support will be considered on an individual basis. While funded by the Violence Reduction Partnership for the last year, before that the project was a Youth Justice Board funded Serious Youth Violence Pathfinder (2020-22) and a final evaluation report was published<sup>59</sup>; the recommendations from this have been considered for ongoing Service development.

The 'Promising approaches to knife crime: an exploratory study' published as a HMIP Research and Analysis Bulletin (2022/23) involved a cross-sectional qualitative approach with 77 people interviewed across 5 YJSs one of which was Coventry; the research was undertaken across 2021/22 and published in 2022. Coventry was chosen due to the statistically high prevalence of knife crime (as detailed in previous plans) and pre-existing evidence of adopting a promising approach to addressing this, namely a partnership public health response detailed in the 10 Year Coventry Youth Violence Prevention Strategy<sup>60</sup> (see Section 5) and the Service's steps to become more trauma informed. The report made several recommendations that led to:

- a review of the Knife Crime Prevention Program to ensure this is individualized, forms part of a wider trauma-informed piece of work and note based on counterproductive 'scared straight' work<sup>61</sup>.
- Offering mentoring to children at risk of exploitation and last year's review of low-risk pathways; this work will continue in the coming year.
- Permanent appointment of the school's violence reduction led to support schools to be more trauma informed and support the city to maintain a low

<sup>58</sup> <https://www.westmidlands-pcc.gov.uk/ground-breaking-report-evidence-shows-too-many-young-people-in-the-criminal-justice-system-suffer-from-violence-poverty-and-abuse-growing-up/>

<sup>59</sup> <https://yjresourcehub.uk/practice-based-evaluations/item/1029-final-evaluation-of-kitchen-table-talk-peer-to-peer-outreach-programme-for-parents-serious-youth-violence-west-midlands-pathfinder-april-2022.html>

<sup>60</sup> <https://www.westmidlands-pcc.gov.uk/new-strategy-builds-on-work-to-address-violent-crime-in-coventry/>

<sup>61</sup> <https://www.college.police.uk/research/crime-reduction-toolkit/scared-straight>

### Evidence-based practice and innovation

permanent exclusion rate; Section 9 details some of the school-based sessions YJS have supported

- And the planned activity through this year to evaluate the mentoring pathways to support in building the evidence base of what works.



#### Innovation Friendship Group

See Section 9 and photos above - there have been 5 regular parents attending the group for the last 9 months. The feedback is that they enjoy the peer support and feel safe and not judged. The peer support space offers opportunity for parents to get involved in different activities and build their confidence; these activities can also then be used within the home with their families, such as baking. The improvement and business outline the steps to expand and evaluate the group across the next year.

#### Masculinity Project

The hyper masculinity intervention has been created to deliver to all young males open to the YJS, reflecting on findings from learning reviews in previous years. The session focus on supporting children:

- to make connections between the way society influences them to behave, as boys and young men in a range of issues, in their daily lives.
- Positively challenge disruptive dialogues about men, respect, freedom and safety for boys and young men and those collaborating with them.
- To step forward in their lives, confidently and intentionally putting respect into practice- for women and girls, other men, and themselves.

The last year has seen 28 children compete the project that consists of 6 sessions.

#### Hooves in Harmony

Hooves in Harmony is one of our new learning programs available to children, where they collaborate with the horses to build their skills around effective communication, trust, problem solving, leadership, making and keeping relationships and boundaries, and growing confidence and self-esteem. The project was developed as part of exploring more trauma informed routes of intervention; horses have a similar limbic system (emotional brain), to humans and so they can function as a mirror to our feelings and behaviour. Horses show affection and respect, and give immediate, honest, and non-judgmental feedback. This is helpful to children because it allows them to feel comfortable and at ease; the project started in October 2022 and has seen children complete 5 sessions

All areas will be evaluated in the coming year.

#### Group Sessions with the community sector

An example of this, is a group of children all identified they had all been victims of racial abuse. A group session was agreed to use the opportunity to explore what their identity meant to them. Completing sessions in a familiar group setting meant that they felt at ease to discuss some of the challenges faced by ethnic minority groups. We included working with the 'Music for Change Project' at the Boys and Girls club who provided an afternoon of positive activities whilst teaching them strategies on how to positively challenge emotions in heightened situations. The boys shared that working with the team and the MAC Project helped them to openly express themselves about challenges they had experience. They also shared that it was easier to discuss these topics with people who had been in similar situations to them, highlighting the importance of having representation for young people from diverse backgrounds; see below:



# Evaluation

## Community Initiative to Reduce Violence (CIRV)

The last year has seen the operationalizing of CIRV<sup>62</sup>; and the project is live as of May 2023. The model is: *a focused deterrence programme that seeks to identify the people most likely to be involved in violence and combines communicating the consequences of violence with support for developing positive routes away from it.*<sup>63</sup> While it is a focused deterrence programme for those aged 14 upwards, it will see an extension of the current 'reachable/teachable' moments and expansion of the current triage arrangements, meaning more children/families are offered support at an early point and reducing the number of children entering the YJS or being exploited; there is an emerging evidence base around 'reachable/teachable' moments, outlined in the 'Closing the gaps: Preventing children and adolescents falling into violence (2021) .

While CIRV is Police led, it involves seconded children and family workers, mentors from St Giles and education/employment support from Prospects. The project is funded by the Youth Endowment Fund<sup>64</sup> and impact of the program will be monitored a requirement of the fund. Lessons learned from the project work will provide new insight into how Focused Deterrence programs can be adapted and adopted to reduce violent crime in the UK.

## Positive Directions

Section 7 outlines the Positive Directions project. The project aims to support alternatives to biomedical models of treatment, which often respond to trauma by way of pathologisation and diagnosis; this often fails to get to the root cause of behaviour and often results in further stigmatization of children having an adverse impact across their life course. Underpinned by social prescribing, the project is a social model of support and intervention and recognizes that often, behaviour when understood in the context of trauma and adversity, is normal, rational, and not indicative of disease, disorder, or injury. The model recognises that trauma can arise

from single or cumulative events, and that trauma must be viewed through an intersectional lens, accounting for factors such as race, poverty, and sexual orientation. The model is not an extension of existing mental health or any existing service provision but is an underpinning framework which is a psychologically and trauma-informed framework for practice.

The funding is part of the national Framework for Integrated Care, and the services it will underpin, has been developed as a response to the NHS England & NHS Improvement Long Term Plan (LTP); this is a commitment to provide additional support for the most vulnerable children and young people with complex needs across multiple domains between the ages of 0-18. As part of the funding, the project will track outcomes to support the evidence base of what works and earlier intervention to reduce the number of children in custody.

## Putting Children First

Led by Dr Laura Jenkins the research aims to identify effective practices for engaging children in discussions and decision-making within the Youth Justice System, by recording and analyzing actual interactions. One benefit of producing detailed, empirical understandings of how people relate to one another, is the opportunity to develop evidence-based communication resources. The project involves developing and delivering interactive communication training for practitioners and children. CYJS have engaged in the initial stages of the research development and ethical approval through consultation with team and the lead researcher; the data gathering stage will commence across this year.



<sup>62</sup> <https://www.cirv-nsd.org.uk/>

<sup>63</sup> <https://westmidlands-vrp.org/criminal-justice/community-initiative-to-reduce-violence-cirv/>

<sup>64</sup> <https://youthendowmentfund.org.uk/>

# Challenges, risks, and issues

**Funding** - The YJB grant remains unannounced at the time of writing the plan and while assurances have been given on the maintenance of last year's core grant, this impacts on longevity planning. The impact of unconfirmed annual funding is also reflected across the current funding profile for agendas to tackle serious youth violence and exploitation.

**National Key Performance Indicator Review** – The YJB have introduced a new oversight framework<sup>65</sup> that includes new compliancy conditions. The introduction of new outcome measuring is welcomed and reflective of local indicators that have been recorded over the last few years, though these expectations will incur additional time to develop and oversee without additional resource allocation; this will be reviewed alongside the YJB Grant allocation.

**Workforce and offers** – As per last year's plan, while the newer workforce is bringing lots of ideas and experience from other areas, practitioner development takes time and support from the team/managers. The coming year will see a particular focus on ensuring children's contingency plans are clearly showing our workings out and capturing the robust plan around the child; this was a key area of learning from the recent inspection. We have developed development pathways to support retention and continue to seek to have a workforce more representative of the community as detailed in Section 11.

**Out of Court Disposals (OOCs)** – The Chief Police Officers Youth Gravity Matrix 2013<sup>66</sup> is in urgent need of review and an updated version is yet to be published. Alongside this, there are challenges regarding the differences between Home Office Counting Rules<sup>67</sup> and charging standards; this creates challenges around what an offence is initially classed as versus what a child could be charged with; the use of a locally devised 'alternative offence outcome' document has been used to support in consistent local decision making, with appropriate senior oversight.

HMIP, have previously the national landscape '...as a 'postcode lottery' in the use of out-of-court disposals, with wide variation in the policies and processes that govern local schemes (p.33). Birmingham and Coventry YJSs have co-developed an updated Out of Court Disposal Policy for the region, alongside West Midlands Police and the PCC to develop; this is currently being regionally ratified as reflected in the business and improvement plan.

**Serious Youth Violence** – there are ongoing issues around children exploited and involved in urban street gang violence. As detailed in the earlier plan, while there has been a reduction in the most serious offences, a worrying trend of the possible permeation of gang/postcode issues/increased tensions with an increase in weapon possession and violent offences as the main offence type.

**Police Investigations/Change Programme** - Local HMICFRS Inspections and national reports have highlighted the need to improve the response to 'investigating crime.' The mentioned Policing Change Programme is welcomed, however, it is paramount that this does not lead to increasing criminalisation of children and that responses remain child first policing is realised.

**Children Permanently Excluded** - CYJS see an overrepresentation of children in the youth justice system permanently excluded. While mentoring offers are available to support away from permanent exclusion, the new Education Dashboard reviewed through quarterly boards are continuing to highlight said trends; this is outlined as a key priority.

**Racial Disproportionality** – The recent research commissioned by the YJB 'Understanding ethnic disparity in reoffending rates in the youth justice system – child and practitioner perspectives report' (2023) – explores the drivers for ethnic disparity in reoffending rates. The study was qualitatively focused and highlighted challenges around children being permanently

<sup>65</sup> <https://www.gov.uk/government/publications/youth-justice-oversight-framework>

<sup>66</sup> <https://yjlc.uk/sites/default/files/ACPO%20Youth%20Gravity%20Matrix.pdf>

<sup>67</sup> <https://www.gov.uk/government/publications/counting-rules-for-recorded-crime>

## Challenge, risks, and issues

excluded and duplication in being 'written off', over policed and under protected, with a child stating:

*"I'm quite confident that if I'd have gone to another mainstream school after I got kicked out, rather than an alternative provision, things would have been so different for me."* - Interviewee, 18, Midlands

We know children from a minority ethnic background continue to be more likely to be subject to courts outcomes. Our continued work in response the HMIP Thematic aims to address continue to tackle these challenges, as outlined in the improvement and business plan.

**Reduce the use of custody and getting the right responses for resettlement** – we need to continue our activity to reduce the use of custody and build on learning from the recent resettlement review (see p.46) and HMIP recommendations. This stays a key priority as per previous years.

### HMIP Probation Single Inspection – 2022/23

In the last year, the Service was subject to a HMIP Single Inspection in November 2022 and, while recommendations have led to actions within the plan, much developmental activity has already taken place, for example:

- completion of an overarching management board dashboard
- introduction of a new Board Member – Chair of the Coventry Youth Partnership
- all recruiting managers have undertaken new workforce diversity training and on 'inclusive interview panels'
- commissioning of an external evaluation of the diversion project
- commenced training on contingency planning and risk management delivered by Silver Bullet
- and the introduction of a weekly escalation process.

We will continue development process with a focus on:

- Improving education opportunities for children
- Continue to take steps to increase team and Board diversity
- Work to ensure the Service has a Seconded Probation Officer
- Complete an evaluation of diversion work and the impact of this to reduce

racial disproportionality

- Continue to strengthen arrangements for children assessed as elevated risk
- And ensure that processes for resettlement are explicit in tackling racial disproportionality both for children in custody and positive action steps to reduce overrepresentation.

### Next steps and development of the Service Improvement and Business Plan

The next section outlines actions against each priority and these are triangulated across the YJB national standards and the YJB 2021-24 Strategic Plan. The Plan is outlined as per the ten priority areas with the relevant key performance indicator identified and the specific expected outcome per action. As detailed in Section. Board Member sponsors are identified for each priority area, and they oversee the development of the relevant actions offering support where needed and challenge where appropriate.

The Plan is built on an evidence base, which is detailed by reference to Plans, Papers, and Source Documents that identify what the action is in response to, for example: local learning, HMIP inspections (local, thematic, and annual), feedback from children/families /team and relevant research. The improvement and business plan outlines against the ten priorities, how we intend to respond to these challenges, and achieve measures of success as outlined per the national and local performance indicators. The plan is aligned to the guiding principles and strategic pillars, and the overarching 'Child First' vision is embedded.

In the last year we have also seen the publication of new case management guidance from the YJB (see Section 10), several inspectorate thematic inspections, and local learning reviews.

The first part of the next section consolidates learning/recommendations from the recent inspection, relevant inspections where learning has been identified, thematic reviews, research, and other sources (for example, HMIP Thematic)<sup>68</sup>. The plan will continue to develop across the year alongside future learning and audit findings, to ensure there is a one consolidated Service plan to enable Management Board oversight.

<sup>68</sup> <https://www.justiceinspectorates.gov.uk/hmiprobation/about-hmi-probation/about-our-work/thematic-inspections/>



# Service Development Plan

## **HMIP Thematic**

In June 2022, HMIP published a thematic inspection on: A joint inspection of education, training, and employment services in youth offending teams in England and Wales. CYJS took a similar approach to previous thematic in developing a partnership task and finish group to review and action against the recommendations. This led to the completion of an education performance dashboard, which enables quarterly reviewing of school exclusions, SEN needs, and attendance levels. It also led to the agreement of an education attainment statement to continue to strive for ambitious outcomes for children and the current attainment picture represented in Section 9. Work against the 2021 HMIP Thematic Inspection of the experiences of Black and mixed heritage boys has continued with further development to offer mentoring support to children earlier, the agenda being a key priority in the forthcoming Early Help Strategy 2023 and a cross-cutting priority with the Coventry Safeguarding Partnership, which has seen ethnicity stop and search data being presented and reviewed by the partnership

## **HM Chief Inspector of Prisons Thematic – review of outcomes for girls in custody - 2022**

The report highlighted that the system was not appropriately set-up to respond to girls in custody, particularly those presenting the highest risk. The recommendations have been considered locally and assured that opportunities for girls to access women mentors with lived experience are available through St Giles and SWAG. Additionally, the Service Lead has been working with the strategic policy lead for Youth Custody Service regarding Oakhill Secure Training Centre and how this can support better provision for girls within the secure estate.

## **HMICFRS - An inspection of how well the police tackle serious youth violence - 2023**

The inspection investigated how the Police work with partnerships and

Violence reduction partnerships to reduce youth violence, with consideration on how responses tackled racial disproportionality and were aligned to a public health approach. The inspection highlighted a raft of recommendations, particularly: the need for more evaluation of projects to reduce youth violence and the outcomes of police school link officers; these are reflected in the improvement and business plan.

## **Local Learning**

The partnership has undertaken one Community Safeguarding and Public Protection Learning Review in the last year; this has been undertaken following a review of the learning review process and changes to include consideration for children charged for serious offences but not known to the YJS; previously reviews would only take place where a child/adult were already known. This change enables the partnership to review actions and focus on preventative measures, particularly relevant given the national theme that many children charged for the most serious offences are not known Youth Justice Services (Serious Incidents Reporting – YJB 2023). The learning from this led to:

- a local review of the MAPPA arrangements; the YJS Operational Lead is the regional representative for Youth Justice on the MAPPA Senior Management Board.
- supported the formation of an education-based outcome group for the new Early help Strategy with a focus on children repeatedly excluded.
- a partnership briefing on SOCEX (see page 23)
- and a mapping of offers and needs analysis for consideration to the Early Help Board for children at risk through intergenerational/cross generational concerns – this is detailed with the action plan.

There has only been 1 custodial sentence in the last year, which was concurrent for a child already in custody and thus who had been subject to a previous learning review.

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
<b><i>Children, families and victims of crime, leading Service change</i></b>						YJB Child First Principles: Principle 1 & 2 YJB Strategic Pillars: Pillar 3, Priority 1 & 2 National Standards 1 - 5
<b>Child Engagement and Desistance – Caroline Ryder (Board Member Sponsor), Tianne Peynado (Practice Lead)</b>						
<b>Key Indicator – Improve feedback from children/family/parents and victims of crime</b>						
1.	Through Our Eyes continue to meet quarterly and consider dynamic methods of Management Board feedback.	Tianne Peynado (Engagement and Development Officer) with Guiding Young Minds and Youth Crime Commissioner	End of Q4	Direct pathway for Children's voices and views to be actioned by Management Board	Increased and improved child/family/parent feedback	CYJS Children's and Parent's/Carer's Voices Analysis and Strategy 2022  Participation in Practice and Co-creation Project - Peer Power Project 2021
2.	Top 10 Professional Standards Launch — to be included in job adverts and published on CYJS website	Tianne Peynado (Engagement and Development Officer)	End of Q3	Children/Families know our vision and priorities	Increased and improved child/family/parent feedback	CYJS Children's and Parent's/Carer's Voices Analysis and Strategy 2022
3.	Publication of the child/family friendly headline plan	Tianne Peynado (Engagement and Development Officer)	End of Q2	Children/Families know our vision and priorities	Increased and improved child/family/parent feedback	CYJS Children's and Parent's/Carer's Voices Analysis and Strategy 2022  Participation in Practice and Co-creation Project - Peer Power Project 2021
4.	Publishing the Speech and Language Therapy development videos.	Lauren Walton (Speech and Language Therapist)	End of Q2	Children/Families know our vision and priorities	Increased and improved child/family/parent feedback	Participation in Practice and Co-creation Project - Peer Power Project 2021
5.	Re-development of end of intervention feedback to an opt out model; re-review of direct questions around children's experiences of racial/other forms of discrimination	Tianne Peynado (Engagement and Development Officer)	End of Q2	Improved engagement with children	Increased and improved child/family/parent feedback	CYJS Children's and Parent's/Carer's Voices Analysis and Strategy 2022  HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021)
6.	Through Our Eyes to lead on Vibe Suite creation within the family hubs.	Tianne Peynado (Engagement and Development Officer)	End of Q4	An improved child friendly personalized space.	Increased and improved child/family/parent feedback	HMIP Inspection 2022/23  Direct feedback form Through Our Eyes - 2022
7.	Launch of Coventry safe spaces – culturally and religious appropriate/voluntary sector spaces in the community	Tianne Peynado (Engagement and Development Officer)	End of Q2	Support community integrating and build emerging themes for children	Increased and improved child/family/parent feedback	Child Friendly Cov – 2023  Team Workshop 2023  Serious Violence Strategic Needs Assessment - 2023

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
8.	Review of end of intervention feedback and move to an opt out model	Tianne Peynado (Engagement and Development Officer)	End of Q2	Increased volume of feedback of children.	Increased and improved child/family/parent feedback	Child Feedback 22/23
9.	Redevelopment of staff profiles	Tianne Peynado (Engagement and Development Officer)	End of Q2	Increased volume of feedback of children.	Increased and improved child/family/parent feedback	Child Feedback 22/23
10.	Application to the Artsmark Award through the Arts Council.	Tianne Peynado (Engagement and Development Officer)	End of Q4 2023/24	Improved arts offer for children	Reduced re-offending/arrest Reduced use of custody	HMIP Sandwell Inspection (2018) Youth Justice Plan 2022
11.	Progression of a summer 'Inspire Day'	Tianne Peynado (Engagement and Development Officer) and Ashley Kalnins (YJS Education Lead)	End of Q2	Increased volume of feedback of children.	Increased and improved child/family/parent feedback	Child Feedback 22/23
12.	Publication of a parent created AA leaflet and supportive video	Mandy Allen (YJS Parenting Lead)	End of Q2	Improved whole family offer	Increased and improved child/family/parent feedback	Friendship Group Feedback 2023 Child Feedback 2022/23
13.	Expansion of the parent Friendship Group and creation of 2 new groups; to be co-led by an existing parent ambassador to support with 'myth busting'	Mandy Allen (YJS Parenting Lead)	End of Q4	Improved whole family offer	Increased and improved child/family/parent feedback	Friendship Group Feedback 2023 West Midlands Violence Reduction Unit Evaluation - Serious Youth Violence pathfinder: Evaluation report (2022)
14.	Development of an outcome framework for parental support and exit pathway to available universal/targeted offers.	Mandy Allen (YJS Parenting Lead)	End of Q4	Improved whole family offer	Increased and improved child/family/parent feedback	Friendship Group Feedback 2023 West Midlands Violence Reduction Unit Evaluation - Serious Youth Violence pathfinder: Evaluation report (2022)
15.	Development of a parent secure estate family info pack, with explicitly reference to diversity support.	Mandy Allen (YJS Parenting Lead)	End of Q4	Improved whole family offer	Increased and improved child/family/parent feedback	HMIP Inspection 22/23

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
<b><i>Children, families and victims of crime, leading Service change</i></b>						YJB Child First Principles: Principle 1 & 2 YJB Strategic Pillars: Pillar 1, Priority 3 National Standards 1 - 5
<b>Restorative Approaches and Victims – Paul Heathfield (Board Member Sponsor), Matt Haynes (Practice Lead)</b>						
<b>Key Indicator – The % of victims who consent to be contacted by the YJS, and of those, the percentage of victims who are engaged with about restorative justice opportunities</b>						
1.	Resubmission to the RJ marker and associated actions, including a review of the offer to victims of crime.	Matt Haynes (YJS Team Manager) and Carl Woodend (RJ Lead)	End of Q3	Improved victim offers	Reduced re-offending/arrest Increased and improved victim feedback	Restorative Council Code of Practice for Victims of Crime (2021) MOJ
2.	Recruit new Referral Order Panel Volunteers and deliver refresher/new starter training	Abi Jones (YJS Team Manager)	End of Q3	Improved community engagement	Reduced re-offending/arrest Increased and improved victim feedback	Referral Order Guidance (2018)
3.	Continued publishing of Reparative Projects across the Service and creation of activities to be identified to reflect the diversity of Coventry's community: -Migrant Refugee Centre -Diversity and Inclusion Team -St Giles -West Indian Community Centre	Carl Woodend (RJ Lead), Tianne Peynado (Engagement and Development Officer), Mandy Allen (YJS Parenting Lead), Kerry Mulhern (YJS Officer), and Dawn Gibson (YJS Support Officer)	End of Q4	Improved community engagement	Reduced re-offending/arrest Increased and improved victim feedback	Peer Review 2022 Team Workshop 2023
4.	Relaunch of the unnecessary criminalisation of looked after children strategy and reinstatement of steering group.	Tim Green (Operational Lead for Children's Residential Services) and Nick Jeffreys (Operational Lead – Youth Justice Service)	End of Q1	Improved use of restorative practice within care provision for children.	Reduced first time entrants for children looked after.	Priority Analysis 2023 The national protocol on reducing unnecessary criminalization of looked-after children and care leavers
5.	An annual review of the complete system victim offers, inclusive of the timeliness of support, communication, and outcomes.	Paul Heathfield (Youth Panel Chair) and Nick Jeffreys (Operational Lead – Youth Justice Service)	End of Q4	Improved victim offers	Reduced re-offending/arrest Increased and improved victim feedback	Restorative Council Code of Practice for Victims of Crime (2021) MOJ
6.	Management Board review of the RISE support offer to child victims of crime.	Nick Jeffreys (Operational Lead YJS)	End of Q3	Improved victim offers	Reduced re-offending/arrest Increased and improved victim feedback	Team Workshop 2023 Restorative Council Code of Practice for Victims of Crime (2021) MOJ

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
<u>One Coventry Approach</u>						YJB Child First Principles: Principle 4 YJB Strategic Pillars: Pillar 2, Priority 1 & 2 National Standards 1 - 5
Working Together – Chris Heeley (Board Member Sponsor), Nick Jeffreys (Practice Lead)						
Key Indicator – Monitoring senior partner representation at management boards, and monitoring if partners contribute data from their individual services that identify areas of racial and ethnic disproportionality.						
1.	Engagement in the Youth Justice Subgroup, agreeing regional YJS priorities and reviewing of the West Midlands Out of Court Processes.	Nick Jeffreys (Operational Lead)	End of Q3	Improved regional continuity	Reduced number of children in the YJS	Punishing Abuse Report (2021)
2.	Sustainability funding pathway for a Speech and Language Therapist to be devised and agreed.	Lyn Parsons (Positive Directions Clinical Consultant Lead (NHSE Trauma Vanguard Project 2021-2024) and Nick Jeffreys (Operational Lead)	End of Q4 2024/25	Having a system that works in a trauma informed way	Reduced number of children in the YJS	NHS England & NHS Improvement Long Term Plan (LTP) Punishing Abuse Report 2021 Local Learning Reviews Neurodiversity – a whole-child approach for youth justice – Kirby (2021)
3.	Management Board review of steps undertaken to appointment a seconded Probation Officer	Kirsty Baker (Probation Lead – Coventry)	End of Q1	Probation Officer in post	Reduced use of custody	HMIP Inspection 2022/23
4.	Review of the Youth Crime Officer role alongside new national guidance once published alongside new guidance	Sherrie Kimberley (Inspector – Partnerships – Police) and Lesa Arms (Team Manager)	End of Q4	Having a system that works in a trauma informed way	Reduced use of custody	The Role of a YOT Police Officer (2023)
5.	Walk through of a child's/parent/carer's experience of being arrested and police custody – learning to be discussed with Through Our Eyes and the Friendship Group with a recommendation plan devised.	Sherrie Kimberley (Inspector – Partnerships – Police) and Lesa Arms (Team Manager)	End of Q3	Having a system that works in a trauma informed way	Reduced number of children in the YJS	Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023) End of Intervention Feedback (2023) Team Workshop (2023) Child Feedback 2022/23

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
6.	Development of a Remand Strategy 2023-2025. Exploring how the creation of a new short-term children's home can support reducing the use and exploration of best practice examples: for example, Warwickshire's Intensive Remand Fostering Service.	Chris Heeley (Strategic Lead – Responsive Services) and Nick Jeffreys (Operational Lead – YJS)	End of Q3	Having a system that works in a trauma informed way	Reduced use of custody	Case Management Guidance – YJB (2022) Performance Review 2023 Review of Custodial Remand for Children MOJ (2022) Difficult but equal? Exploring potential catalysts of disparity in remand decision making in the Youth Court - Van Den Brink (2021)
7.	Attendance at the Review of Restraint Meeting at Werrington YOI	Nick Jeffreys (Operational Lead – YJS) and Stacey Brown (Senior Practitioner YJS)	End of Q3	Having a system that works in a trauma informed way	Reduced use of custody	Children in custody 2021–22: An analysis of 12–18-year-olds' perceptions of their experiences in secure training centers and young offender institutions (2023)
8.	Oakhill STC Model Review	David Richmond (Youth Custody Service – Strategy) and Nick Jeffreys (Operational Lead – YJS)	End of Q4	Having a system that works in a trauma informed way	Reduced use of custody	Children in custody 2021–22: An analysis of 12–18-year-olds' perceptions of their experiences in secure training centers and young offender institutions (2023) HMIP thematic review of outcomes for girls in custody - 2022
9.	Review of PACE data across the region and review of good practice examples	Sherrie Kimberley (Inspector – Partnerships – Police) and Matt Haynes (YJS Team Manager)	End of Q3	Having a system that works in a trauma informed way	Reduced number of children in the YJS	Performance Review 2023
10.	Management Board Development Day to include: -New Chair Introductions, review of key performance indicators aligned to Board Sponsors, and review of the updated 2022 Terms of Reference	Nick Jeffreys (Operational Lead – YJS)	End of Q3	Ensure Board Members have a thorough understand of relevant KPIs	Management Board Attendance at a Senior Level	YJB Oversight Framework YJB KPISs Task and Finish Group Paper 2022
11.	Review resettlement strategy and enhanced mentoring offer with specific consideration diversity pathways; to include review of best practice models (for example, Swindon, York, and Wolverhampton)	Stacey Brown (YJS Senior Practitioner)	End of Q3	Having a system that works in a trauma informed way	Reduced number of children in the YJS	HMIP Inspection 22/23 Resettlement effective practice guide – HMIP (2023) Hammersmith and Fulham HMIP Inspection 2022 York HMIP Inspection 2022

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
						<p>Wolverhampton HMIP Inspection 2022</p> <p>Children in custody 2021–22: An analysis of 12–18-year-olds' perceptions of their experiences in secure training centers and young offender institutions (2023)</p>
12.	Review of data support due to new Key Performance Indicators and oversight framework following YJB Grant	Chris Heeley (Strategic Lead – Help and Protection)	End of Q3	Ensure Board Members have a thorough understand of relevant KPIs	Management Board Attendance at a Senior Level	YJB Oversight Framework 2023
13.	Implementation of new adolescent service offers model, maintaining a specific focus on pathways away from care and custody. (This will include PACE Provision).	Matt Clayton (Strategic Lead – Looked After Children (Practice)), Sara Graves (Operational Lead- Responsive Services) and Nick Jeffreys (YJS Operational Lead)	End of Q3	Resources for responding to teenage children is best utilised to meet their needs.	<p>Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&amp;E for such injuries.</p> <p>Reduced number of children in the YJS</p>	<p>Risk and Desistance: A Blended Approach to Risk Management) - HMIP (2021)</p> <p>Contextual Safeguarding (2020) HMIP</p> <p>Brighton and Hove YOS Inspection 2021</p> <p>The Case for Change – MacAlister (2022)</p>
14.	Community Partnership Meeting to continue bi-monthly and mini consortium to be developed for CYJS with benching outcomes returns and expectations; children medium/high, and children looked after to be included in the pathway; to include outcome evaluation.	Stacey Brown (YJS Senior Practitioner), Dan Hayward (Team Leader – Through Care) and Sinead Hastings (Horizon Team Manager)	End of Q3	Improved oversight and governance for community sector provision.	<p>Increased referral rates to projects.</p> <p>Reduced re-offending/arrest</p> <p>Reduced use of custody</p>	<p>Promising approaches to knife crime: an exploratory study - HMIP Research and Analysis Bulletin (2022/23)</p> <p>HMIP Inspection 2022/23</p> <p>Supporting the desistance of children subject to court orders - Buckley and Moore (2021)</p> <p>Local Resettlement Review 2022</p> <p>Police and Crime Commissioner Funding Plan (2022)</p> <p>Mentoring and Peer Mentoring (2021) HMIP</p> <p>Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse</p>

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
						(2023)
15.	Serious Youth Violence (SYV) Duty – Strategic Needs Assessment to be completed and local plan for governance devised.	Caroline Ryder (Violence Prevention Programme Manager) and Craig Hicken (Head of Environmental Services, Street Scene & Regulatory Services)	End of Q2	Ensure strategic connectivity is effective and achieving desired outcomes	Reduced re-offending/arrest Reduced use of custody Reduced number of first-time entrants	Coventry Youth Violence Prevention Partnership Strategy and Action Plan National Standard 5 Punishing Abuse Report 2021 Serious Violence Duty (2022)
16.	Serious Youth Violence Duty Strategic Needs Assessment - review and alignment of recommendations to responsible areas agreement	Caroline Ryder (Violence Prevention - Programme Manager)	End of Q2	Ensure strategic connectivity is effective and achieving desired outcomes	Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.	Coventry Youth Violence Prevention Partnership Strategy and Action Plan National Standard 5
<p><b><u>One Coventry Approach</u></b> <span style="float: right;">YJB Child First Principles: Principle 4 YJB Strategic Pillars: Pillar 3, Priority 1 &amp; 2 National Standards 1 and 2</span></p> <p>Trauma Informed System – Chris Evans/Heather Kelly (Board Member Sponsor), Racheal Damhuis Boogers/Rory Cahill (Practice Leads)</p> <p>Key Indicator – The % of children in the community and being released from custody with a screened, or, identified need for an intervention to improve mental health or emotional wellbeing; and of that the % of planned/offered interventions; of that % of children attending interventions</p>						
1.	Review of implementation of the Positive Directions Framework  Including, operationalizing of a YJS Occupational Therapy offer and evaluation of this	Nikki Holmes (Positive Direction Project Manager) and Lyn Parsons (Positive Directions Clinical Consultant Lead (NHSE Trauma Vanguard Project 2021-2024)  Lauren Walton (Speech and Language Therapist) and Hayley Hobbs	End of Q4	Improved health assessing and offers to children	Reduced re-offending/arrest Increased and improved victim feedback	NHS England & NHS Improvement Long Term Plan (LTP) Punishing Abuse Report 2021 Local Learning Reviews  Neurodiversity – a whole-child approach for youth justice – Kirby (2021) Stoke YOT HMIP Inspection 2022



## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
		(Occupational Therapist)				
2.	Re-implementation of voluntary vicarious trauma support spaces	Racheal Damhuis Boogers and Rory Cahill (Specialist Mental Health Practitioner (YJS/CAMHS))	End of Q4	Improved team wellbeing	Reduced re-offending/arrest Increased and improved victim feedback	A thematic review of the work of youth offending services during the COVID-19 pandemic – Nov 2020 – Coventry YJS Response Punishing Abuse Report(2021) Team Workshop 2023 YJB Skills Audit - 2021
3.	External evaluation of the intensive multi-agency case consultation (IMACC) and local evaluation of: <ul style="list-style-type: none"> <li>- Role for children entering and exiting the secure estate</li> <li>- How the offer supports reducing disproportionality</li> <li>- And supervision arrangements</li> </ul>	Roshni Lawson (Service Manager – Specialist Mental Health with additional vulnerabilities Children and Young People – Rise) and Chris Evans (Associate Director of Operations Mental Health Services for Children & Young People Coventry & Warwickshire Partnership NHS Trust)	End of Q4	Improved health assessing and offers to children	Reduced risk judgements Reduced re-offending/arrest Increased and improved victim feedback Reduced number of first-time entrants	Punishing Abuse Report(2021) Trauma-informed practice (2020) HMIP Resilience Model – HMIP Academic Insights (2022) Enhanced Case Management (ECM) Evaluation Phase One Report (2023)
4.	Service wide trauma response analysis	Nikki Holmes (Positive Direction Project Manager) and Lesa Arms (YJS Team Manager)	End of Q4	Improved health assessing and offers to children	Improve access to mental healthcare for children	Local Custody Review Analysis Punishing Abuse Report (2021)

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
5.	Continued trauma informed training for, Schools, Family Hubs, and wider Children's Services.	Edouard Baynes Clarke (Schools Violence Reduction Lead)	End of Q4	Earlier identification of needs	Reduced number of children in the YJS	Education violence reduction strategy (2020) Early Help Action Plan – Crime and ASB  YJB Serious Youth Violence Stocktake  Punishing Abuse Report (2021)
6.	Team completion (including new starters) of the Trauma Informed Effective Practice Award	Abi Jones (YJS Team Manager)	End of Q4	Improved health assessing and offers to children	Improve access to mental healthcare for children	Punishing Abuse Report (2021)  YJB Serious Youth Violence Stocktake (2021)
7.	Round Midnight and other preventative interventions to be implemented across schools (focus on those with highest perm exclusion and hotspot areas in Section 8)	Nikki Penniston (Head of Delivery – West Midlands Violence Reduction Partnership), Edouard Baynes Clarke (Schools Violence Reduction Lead) and Caroline Ryder (Violence Prevention - Programme Manager)	End of Q4	Earlier identification of needs	Reduced number of children in the YJS	Serious Violence Duty Strategic Needs Analysis (2023)  Punishing Abuse Report (2021)  Education violence reduction strategy (2020) 2021  Promising Approaches to Knife Crime – HMIP Research 2022
8.	Review of Family Therapy consultation support to the YJS Parenting Lead	Roshni Lawson (Service Manager – Specialist Mental Health with additional vulnerabilities Children and Young People – Rise) and Abi Jones (YJS Team Manager)	End of Q2	Improved health assessing and offers to children	Improve access to mental healthcare for children	Punishing Abuse Report (2021)  YJB Serious Youth Violence Stocktake (2021)
<p><b><u>Child Friendly Cov</u></b> <span style="float: right;"><b>YJB Child First Principles: Principle 4</b> <b>YJB Strategic Pillars: Pillar 3, Priority 1 &amp; 2</b> <b>National Standards 1,3 and 5</b></span></p> <p><b>Tackling Exploitation and Serious Youth Violence – Daryl Lyons (Board Member Sponsor), Sara Graves (Practice Lead)</b></p> <p><b>Key Indicator – Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&amp;E for such injuries.</b></p>						
1.	Completion of local learning review and implementation of recommendations; to be tracked through quarterly Management Board	Rebekah Eaves (Business Manager – Coventry Safeguarding)	End of Q4	Earlier identification of needs	Reduced use of custody	Local Learning Review 2023

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
		Children's Partnership and Adult Board) and Nick Jeffreys (Operational Lead YJS)			Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.	
2.	Civil Injunction Review – mapping use and pathways to use for civil powers for children suspected/convicted of serious violent offences, burglary, and vehicle crime.	Sherrie Kimberley (Inspector – Partnerships Manager) and Nick Jeffreys (Operational Lead- Responsive Services)	End of Q4	Robust pathway of support for children at risk of criminal exploitation	Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.  Reduced number of children in the YJS	HMICFRS - An inspection of how well the police tackle serious youth violence (2023)  Local Serious Youth Violence Reduction Plan and 4 P (pursue prevent, prepare, and protect) Policing Plan for neighborhood crime – robbery, burglary, and vehicle crime- 2023
3.	Review of children offender managed and who continue to reoffend – strategic review through the Reoffending Board	Sherrie Kimberley (Inspector – Partnerships Manager) and Sara Graves (Operational Lead- Responsive Services)	End of Q4	Robust pathway of support for children at risk of criminal exploitation	Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.  Reduced number of children in the YJS	HMICFRS - An inspection of how well the police tackle serious youth violence (2023)  Local Serious Youth Violence Reduction Plan and 4 P (pursue prevent, prepare, and protect) Policing Plan for neighborhood crime – robbery, burglary, and vehicle crime- 2023
4.	Coventry Community Initiative to Reduce Violence (CIRV) impact evaluation with the Violence Reduction Partnership (VRP)	Daryl Lyons (Chief Inspector) and Zeba Chowdhury (Criminal Justice Delivery Manager Violence Reduction Partnership)	End of Q4	Development of 'reachable moment' offers across the city	Reduced number of first-time entrants  Reduced incidents of serious youth violence and reduced attendance at A&E for assault injuries	HMICFRS - An inspection of how well the police tackle serious youth violence - 2023
5.	External review of YODOC (Youth One Day One Conversation) and other risk management arrangements – consideration to examples of best practice.	Abi Jones (Team Manager YJS)	End of Q3	Earlier identification of needs	Reduced number of first-time entrants	HMIP Inspection 2022/23  Hammersmith and Fulham HMIP Inspection 2022

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
6.	Audit of mentoring offer for children at low risk of being exploited	Sara Graves (Operational Lead – Responsive Services)	End of Q4	Mentoring offer in place and being well assessed.	Reduced number of first-time entrants	Serious Violence Duty Strategic Needs Assessment (2023)  Promising approaches to knife crime: an exploratory study - HMIP Research and Analysis Bulletin (2022/23)
7.	St Giles to be refunded for the continued reachable mentored offers, known as desist and transform; these covers: under 25s police custody, entered hospital for assault injury, identified concerns identification, and resettlement	Steve Clarke (Contract Manager – St Giles) and Nikki Penniston (Head of Delivery – West Midlands Violence Reduction Partnership)	End of Q1	Safe city for children, young people, and families	Reduced incidents of serious youth violence and reduced attendance at A&E for assault injuries  Reduced number of first-time entrants	Coventry Youth Violence Prevention Partnership Strategy and Action Plan  Domain 1 self- assessment  Mentoring and Peer Mentoring (2021) HMIP
8.	Continued development of the Horizon Dashboard to be shared with YJS	Sara Graves (Operational Lead- Responsive Services) and Becky Pearson (Child Exploitation Coordinator)	End of Q4	Robust pathway of support for children at risk of criminal exploitation	Reduced number of first-time entrants	Youth Justice Plan 2022
9.	Awareness raising and targeting of hotspot areas to be completed through the Serious Organised Crime and Exploitation (SOCEX)	Adam Lewis (Police Sergeant – Coventry Exploitation Partnership Hub)	End of Q1	Robust pathway of support for children at risk of criminal exploitation	Reduced number of first-time entrants	Police Serious Youth Violence Reduction Plan 2023
10.	Review and analysis of the findings for consideration from the safeguarding partnership and Children's Services Senior leadership team review – this to be considered in the context of local ethnic exploitation trends.	Judith Jones (Operational Lead – Quality Assurance)	End of Q2	Robust pathway of support for children at risk of criminal exploitation	Reduced number of first-time entrants	The ethnicity of missing people; findings from police and local authority data, 2021-22 (2023)
11.	Offensive weapon analysis for trends and themes	Dave Woodhouse (Senior Data Analyst)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Performance Review 2023
12.	For the partnership to support in the development of a strengthened framework to respond, assess and offer intervention to children for sexually harmful behaviour	Sara Graves (Operational Lead - Responsive Services) and Lesa Arms (YJS Team Manager)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Horizon Annual Service Development Plan 2023

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
13.	Raising awareness campaigns to be developed by Horizon, Youth Justice Service, Police, Health, Education Services of the impact of Child Exploitation and Serious Youth Violence.	Sara Graves (Operational Lead - Responsive Services)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Horizon Annual Service Development Plan 2023  Friendship Group.
14.	Wider comms piece on exploitation – buses etc.... to be led by Safeguarding Partnership and supporting normalising to exploitation as a societal issue – video to raise awareness and identify signs of grooming.	Rebekah Eaves (Safeguarding Board Manager)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Early Help Action Plan – Exploitation
15.	YJS Cross Border Mapping product	Brittany Hawke (YJS Senior Practitioner)	End of Q3	Earlier identification of needs	Reduced number of first-time entrants	Performance Review 2023
16.	Targeted school prevention work to continue and evaluation to be completed	Sara Graves (Operational Lead - Responsive Services)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Horizon Annual Service Development Plan 2023  Youth Justice Plan 2022
17.	County lines disproportionality review to understanding potentially underassessing of risk for black children	Sara Graves (Operational Lead - Responsive Services) and Nick Jeffreys (Operational Lead YJS)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Performance Review 2023  Horizon Annual Service Development Plan 2023
18.	Offensive weapon homicide reviews – piloted in Coventry and take learning to look at getting in earlier regarding victims and perpetrators	Joy Adams (Community Safety Manager)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Community Safety Plan 2022
<b><u>Child Friendly Cov</u></b>						<b>YJB Child First Principles: Principle 4 YJB Strategic Pillars: Pillar 1, Priority 3 National Standard 1</b>
<b>Promoting Prevention and Diversion - Overall Leads - Nigel Patterson/Davina Blackburn, Sherrie Kimberley and Lesa Arms (Practice Lead)</b>						
<b>Key Indicator – Reduce the number of children in the youth justice system</b>						
1.	Mapping of year 6 to 7 transition support and needs analysis for consideration to the Early Help Board	Ed Baynes Clarke (Schools Violence Reduction Lead)	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB  Promising approaches to knife crime: an exploratory stud - HMIP Research and Analysis Bulletin (2022/23)  HMIP South Gloucestershire (2021) Report  Understanding ethnic disparity in reoffending rates in the youth justice

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
						system; Child and practitioner perspectives report – Traverse (2023)  Child Feedback 2022/23
2.	Children at risk through intergenerational/cross generational concerns – mapping of offers and needs analysis for consideration to the Early Help Board	Angela Harley (Early Help Manager)	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	Learning Reviews 2023
3.	Continued tracking off all children arrested, and intervention pathways targeted third sector provision (for example, St Giles)	Sherrie Kimberley (Inspector – Partnerships Manager)	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB  Peer Review 2023  HMIP South Gloucestershire (2021) Report
4.	Review of diversion pathways to ensure that children alleged to be involved in robberies, burglaries and vehicle crime are considered for timely support – explicitly consideration for mentoring support funded through Violence Reduction Partnership or Community Safety Fund.	Sherrie Kimberley (Inspector – Partnerships Manager) and Nick Jeffreys (Operational Lead- Responsive Services)	End of Q4	Robust pathway of support for children at risk of criminal exploitation	Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.  Reduced number of children in the YJS	HMICFRS - An inspection of how well the police tackle serious youth violence (2023)  Local 4 P (pursue prevent, prepare, and protect) Policing Plan for neighborhood crime – robbery, burglary, and vehicle crime- 2023  Early Help Action Plan – Crime and ASB
5.	Review of school's liaisons officer role and processes for evaluation of impact	Sherrie Kimberley (Inspector – Partnerships Manager) and Daryl Lyons (ChiefInspector)	End of Q4	Robust pathway of support for children at risk of criminal exploitation	Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.  Reduced number of children in the YJS	HMICFRS - An inspection of how well the police tackle serious youth violence (2023)  Local 4 P (pursue prevent, prepare, and protect) Policing Plan for neighborhood crime – robbery, burglary, and vehicle crime- 2023  Early Help Action Plan – Crime and ASB
6.	Family Hub implementation of local pathways and services – consideration of integration into local religious and cultural groups.	Nigel Patterson (Early Help Manager) and Fred Kratt (Faith and Communities Navigator – Violence Reduction Partnership)	End of Q2	Improved local relationships with the Youth Partnership	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
7.	Review of the additional partnership offer to Woodfield School	Angela Harley (Early Help Manager)	End of Q3	Improved diversion pathways	Reduced number of first-time entrants	Serious Youth Violence Reduction Plan (2023) Early Help Action Plan – Crime and ASB
8.	Turnaround implementation and evaluation at 6-, 12- and 18-month milestones.	Beki Habberley (YJS Senior Practitioner)	End of Q4 2024/25	Improved diversion pathways	Reduced number of first-time entrants	MOJ 2022 – Turnaround Scheme Early Help Action Plan – Crime and ASB HMIP Inspection 2022/23
9.	Community Safety Antisocial Behavior Programme Plan to be devised and consideration across the Early Help Subgroup regarding additional ASB funding. and operationalizing through the Local Case Management Forum	Joy Adams (CCTV and Community Safety Manager)	End of Q3	Robust pathway of support for children at risk of criminal exploitation	Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.  Reduced number of children in the YJS	HMICFRS - An inspection of how well the police tackle serious youth violence (2023)  Local 4 P (pursue prevent, prepare, and protect) Policing Plan for neighborhood crime – robbery, burglary, and vehicle crime- 2023  Early Help Action Plan – Crime and ASB
10.	To review the local response to the 'hidden harms' caused by adverse childhood experiences, such as those impacted by violent incidents.	Sara Graves (Operational Lead - Responsive Services) and Nick Jeffreys (Operational Lead – YJS)	End of Q2	Improved diversion pathways	Reduced number of first-time entrants	Serious Violence Duty Strategic Needs Assessment – 2023 – Recommendation 6
11.	Review of alternative offences decisions – joint case audit by Police and YJS of relevant sample.	Sherrie Kimberley (Inspector – Partnerships Manager) and Nick Jeffreys (Operational Lead- YJS)	End of Q4	Robust pathway of support for children at risk of criminal exploitation	Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.  Reduced number of children in the YJS	HMICFRS - An inspection of how well the police tackle serious youth violence (2023)  Local 4 P (pursue prevent, prepare, and protect) Policing Plan for neighborhood crime – robbery, burglary, and vehicle crime- 2023  Early Help Action Plan – Crime and ASB
12.	External impact analysis on the 'Diversion Project' and the impact on disproportionality; to be reviewed and actioned by management Board once completed.	Lesa Arms (YJS Team Manager)	End of Q4	Improved diversion pathways	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB HMIP Inspection 2022/23

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
13.	Regional evaluation of the deferred prosecution pilot.	Jane Sanderson (Partnering and Reach Lead – West Midlands Police)	End of Q2	Improved diversion pathways	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB HMIP Inspection 2022/23
14.	No Further Action re-review – review into 30 instances of child suspects following an audit being completed in November 2022	Daryl Lyons (Police Partnerships Detective Chief Inspector)	End Of Q3	Improved diversion pathways	Reduced number of first-time entrants	Youth Justice Plan 2022
15.	Motoring Offences – Diversion – exploration of the diversion model in Gwent, Wales.	Nick Jeffreys (Operational Lead- YJS)	End of Q3	Improved diversion pathways	Reduced number of first-time entrants	Performance Review 2023
<p><b><u>Child Friendly Cov</u></b> <span style="float: right;"><b>YJB Child First Principles: Principle 3</b> <b>YJB Strategic Pillars: Pillar 1, Priority 3</b> <b>National Standard 5</b></span></p> <p><b>Education, Training and Employment – Jeannette Essex, Rachael Sugars/Jas Madahar (Board Member Sponsor), Ashley Kalnins (Practice Lead)</b></p> <p><b>Key Indicator – The % Improve percentage of children in the community and being released from custody attending a suitable ETE (education, training, and employment) arrangement &amp; ETE engagement and attainment for children in the youth justice system; we have made a commitment as a partnership that children in the YJS will be supported to achieve at least a level 1 qualification with direct access to the workplace or a level 2 qualification.</b></p>						
1.	Annual review of the progression of the Education Violence Reduction Action Plan by Management Board	Racheal Sugars (Head of Service – Education Improvement and Standards)	End of Q3	Earlier identification children at highest risk	Reduced number of first-time entrants	Education violence reduction strategy (2020)
2.	Skills Mill Funding Identification	Ashley Kalnins (YJS Education Lead)	End of Q4	Reduce the number of children permanently excluded.	Education attainment	HMIP Inspection 22/23 HMIP ETE Thematic 2022
3.	Employment pathway booklet on construction, industry, the arts, and STEM	Ashley Kalnins (YJS Education Lead)	End of Q4	Reduce the number of children permanently excluded.	Education attainment	HMIP Inspection 22/23
4.	Following publication of the Early Help Strategy, review through the behavior pathway for schools to strengthen pathways with Early Help	Racheal Sugars (Head of Service – Education Improvement and Standards) and Nick Jeffreys (Operational Lead – YJS)	End of Q3	Reduce the number of children permanently excluded.	Education attainment	Early Help Strategy - Education Outcome group



## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
5.	Review of the YJS/Horizon offer from virtual school with consideration to the Personal Education Plan process.	Jeanette Essex (Head of SEND and Specialist Services) and Sara Graves (Operational Lead - Responsive Services)	End of Q2	Earlier identification children at highest risk	Reduced number of first-time entrants	Performance Review 2023
6.	Review of CHANCES program to increase statutory referrals across year 3	Ashley Kalnins (YJS Education Lead)	End of Q4	Reduce the number of children permanently excluded.	Education attainment	Coventry Chances Year 2 Report
7.	Management Board Review ETE Dashboard	Dave Woodhouse (Senior Data Analyst)	End of Q3	Reduce the number of children permanently excluded.	Education attainment	HMIP Inspection 22/23 HMIP ETE Thematic 2022
8.	Replication of the 'Inspired by Hope' project –art exhibition for children's work – and presentation of 2022 Case Study example in Quarter 2's Board	Jas Madahar (Operations Manager – Prospects)	End of Q3	Reduce the number of children permanently excluded.	Education attainment	Performance Review 2023
9.	Mapping offer for year 12/13 level courses – and pathways for level 1 and 2 courses.	Ashley Kalnins (YJS Education Lead) and Hannah Parry (Prospects)	End of Q3	Increase ETE opportunities for children in Coventry	Rates of ETE Attainment	HMIP Inspection 22/23 HMIP ETE Thematic 2022
10.	Review of permanently excluded from school cohort – audit of their journeys; this is in response to overrepresentation in and to consider any themes around weapon possession.	Ed Baynes Clarke (Schools Violence Reduction Lead)	End of Q2	Increase ETE opportunities for children in Coventry	Rates of ETE Attainment	HMIP Inspection 22/23 HMIP ETE Thematic 2022
11.	Youth Justice SEND Quality Assurance Mark Application	Matt Haynes (YJS Team Manager) and Lauren Walton (SALT)	End of Q3	Reduce the number of children permanently excluded.	Rates of Education attainment	Performance Review 2023
12.	Attainment levels – comparison datasets with family group – understand where YJS sits	Ashley Kalnins (YJS Education Lead) and Hannah Parry (Prospects)	End of Q3	Comparison data set	Improve attainment for children	Performance Review 2023 HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021)

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
<b><u>A diverse and skilled workforce</u></b>						<b>YJB Child First Principles: Principle 3 YJB Strategic Pillars: Pillar 1, Priority 1 &amp; 2 National Standards 1 - 5</b>
<b>Workforce Development – David McNally (Board Member Sponsor), Nick Jeffreys (Practice Lead)</b>						
<b>Key Indicator – Improve feedback from children/family/parents and victims of crime</b>						
1.	Review of the development pathway for the foundation degree in Youth Justice and consideration to extension.	Sarb Bhambra (Principal Social Worker) and Nick Jeffreys (YJS Operational Lead)	End of Q3	Practitioners will be part way through a Youth Justice Degree	Increased and improved child/family/parent feedback	Workforce Development Strategy (2023) Youth Justice Plan 2022
2.	Regional/local coaching offer to replicate YJB Elevate Programme, but accessible to team members without managerial experience.	Nick Jeffreys (Operational Lead – YJS)	End of Q2	Practitioners will be part way through a Youth Justice Degree	Increased and improved child/family/parent feedback	Workforce Development Strategy (2023) HMIP Inspection 2022/23
3.	Launch of the Workforce Development Strategy 2023-25 and training priority planner	Nick Jeffreys (Operational Lead – YJS)	End of Q4	Practitioners will be part way through a Youth Justice Degree	Increased and improved child/family/parent feedback	Workforce Development Strategy (2023) HMIP Inspection 2022/23
4.	Provide training and support for staff working with children from Gypsy, Roma, and Traveller communities	Abi Jones (YJS Team manager)	End of Q4	Improved service knowledge and expertise	Increased and improved child/family/parent feedback	Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023)
5.	Annual Team supervision survey	Nick Jeffreys (Operational Lead – YJS)	End of Q4	Improved supervision framework	Increased and improved child/family/parent feedback	Workforce Development Strategy 2023
6.	Continue to explore possible 'Positive Action' recruitment to ensure the service better reflects the community and review example of best practice approaches from other Youth Justice Services.	Nick Jeffreys (Operational Lead – YJS)	End of Q4	Increased team diversity	Increased and improved child/family/parent feedback	Workforce Development Strategy 2023 HMIP Action Plan 2022/23
7.	Development of an entry level CYJS pathway onto the Youth Justice Foundation Degree Apprenticeship – once in post, consideration to how the role can support children's experience of court.	Tianne Peynado (Engagement and Development Officer)	End of Q2	Improved wholefamily offer	Increased and improved child/family/parent feedback	HMIP Inspection 2022/23 Child Feedback 2022/23

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
8.	Actions as per quality assurance framework	Nick Jeffreys (Operational Lead – YJS)	End of Q4	The quality of will be of good or outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	Workforce Development Strategy 2023
9.	Youth Justice Sector Improvement Partnership training offers to be attended by Team Managers and Senior Practitioners	Nick Jeffreys (Operational Lead – YJS)	End of Q4	The quality of will be of good or outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	Workforce Development Strategy 2023
<p><b><u>A learning organisation</u></b> YJB Child First Principles: Principle 3 &amp; 4 YJB Strategic Pillars: Pillar 3, Priority 3 &amp; 4 National Standards 4 and 5</p> <p>Inspectorate, standards, and best practice learning – Standards 4 and 5 – Kirsty Baker (Board Member Sponsor), Hannah Darby (Practice Lead)</p> <p><b>Key Indicator – Reduce reoffending by children in the youth justice system</b></p>						
1.	Review the findings from: ‘a joint thematic inspection of offender management in custody (OMiC)’ for local considerations and amendments to the local Coventry protocol.	Abi Jones (Team Manager)	End of Q2	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	A joint thematic inspection of Offender Management in Custody – HMIP (2023)
2.	Further training on external controls and contingency planning – to be delivered by Silver Bullet.	Brittany Hawke (YJS Senior Practitioner)	End of Q2	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	HMIP Inspection 2022/23
3.	Service wide audit on external controls and contingency planning following Silver Bullet Training.	Brittany Hawke (YJS Senior Practitioner)	End of Q4	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	HMIP Inspection 2022/23
4.	Resettlement Passports – local review of piloting implementation for HMYOI Cookham Wood for local learning.	Stacey Brown (YJS Senior (Practitioner)	End of Q4	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	HMPPS Accelerator Prisons Project (2023)

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
5.	Horizon scan for resettlement best practice examples through Association of YOT Managers Portfolio Lead for Custody	Nick Jeffreys (Operational Lead – YJS)	End of Q4	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	HMIP Inspection 2022/23
6.	Probation Transfer AssetPlus Audit	Abi Jones (YJS Team Manager) and Nicole King (Senior Probation Officer)	End of Q2	Ensure that risk assessments for young people transferring to adult services are robust and coordinated.	Reduce reoffending for the Probation Transfer Cohort.	HMIP Inspection 2022/23
7.	Story Telling Theory Training	Nick Jeffreys (Operational Lead – YJS)	End of Q4	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	Team Workshop 2023
8.	Full self-assessment review against National Standards 2: At Court	Lesa Arms, Abi Jones and Matt Haynes (YJS Team Managers)	End of Q2	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	YJB Business Plan 2023-24 National Standards (2019)
9.	Review process for AssetPlus sharing with secure estates.	Stacey Brown (YJS Senior Practitioner)	End of Q2	Ensure CYJS and Secure Estates have up to date shared assessments	Reduced re-offending/arrest Reduced use of custody	National Standard Self-Assessment HMIP Camden (2020) Report
10.	Continued Management Board tracking and oversight of resettlement/custody reviews, alongside reviewing the learning process to ensure dissemination and reflection across the whole partnership.	Stacey Brown (YJS Senior Practitioner)	End of Q4	Improved outcomes for children leaving custody	Reduced re-offending/arrest Reduced use of custody	National Standard Self-Assessment Contextual Safeguarding (2020) HMIP HMIP Inspection 2022/23
<b><u>A learning organisation</u></b>						<b>YJB Child First Principles: Principle 3 &amp; 4 YJB Strategic Pillars: Pillar 3, Priority 3 &amp; 4 National Standards 1 - 5</b>
<b>Children from groups who are overrepresented - Overall Leads – Sharon Bolesworth (Board Member Sponsor), Abi Jones (Practice Lead)</b>						
<b>Key Indicator – Reduce racial disparity for children in the youth justice system</b>						
1.	Development of girl's specific intervention program building on the Hypermasculinity Project, and taking learning from the national consultation group supported by the Youth Justice Board, to include the development of	Abi Jones (YJS Team Manager)	End of Q4	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	Punishing Abuse Report(2021)

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
	young women's group					
2.	Annual review of the responses to the disproportionately HMIP Thematic	Abi Jones (YJS Team Manager)	End of Q4	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021)
3.	Evaluation of the masculinity project	Marcus Licorish (YJS Support Officer)	End of Q3	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021)
4.	White and Black Caribbean overrepresentation review – consideration to national trends and what earlier school support could be put in place to support a reduction in disproportionality.	Abi Jones (YJS Team Manager) and Mamps Gill (YJB)	End of Q4	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	Performance Review 2023 HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021) Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023)
5.	In depth review of: Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report. (2023) - Action plan to be developed and considered regarding how to improve communication interconnection with faith organizations	Abi Jones (YJS Team Manager) and Mamps Gill (YJB)	End of Q4	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023)
6.	Monitoring of SALT referral ethnicity and team exploration regarding low referrals for Black children	Lauren Walton (Speech and Language Therapist)	End of Q3	Improved identification and offer to children with speech, language, and communication needs.	Increased and improved child/family/parent feedback Reduced re-offending/arrest	Performance Review 2023 SEND inspection 2019 Punishing Abuse Report(2021) Neurodiversity – a whole-child approach for youth justice – Kirby (2021) Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner

## Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
						perspectives report – Traverse (2023)
7.	In depth ethnicity review of health referrals by referral action type.	Racheal Damhuis Boogers and Rory Cahill (Specialist Mental Health Practitioner (YOT/CAMHS))	End of Q4	Improved health access for children	Reduced re-offending/arrest  Increased and improved victim feedback	Performance Review 2023 Team Workshop 2023  Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023)
8.	Review of the pathway for the local Young Black Minds support group	Abi Jones (YJS Team Manager) and Mamps Gill (YJB)	End of Q4	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023)
9.	Parenting engagement with community groups to develop our culturally competent parenting offer	Mandy Allen (YJS Parenting Lead)	End of Q2	Improved whole family offer	Increased and improved child/family/parent feedback	Friendship Group Feedback 2023  Child Feedback 2022/23
10.	Continued exploration with the Insight Team how diversity information can be incorporated into Coventry's Strategic Joint Needs Assessment to help all colleagues better understand the intersectionality of diversity issues and be able to identify themes and patterns, leading to targeted support and intervention.	Abi Jones (YJS Team Manager)	End of Q4	Reduce racial disparity in the youth justice system	Reduce overrepresentation	Tackling racial disparity in the criminal justice system: 2020/21  Lammy Review (2017)  YJB Disproportionality Assessment (2021/22)

# Sign off, submission and approval

Neil MacDonald

..... (Signature)

**Neil MacDonald** – Interim Director of Children’s Services for Coventry (Management Board Chair)



..... (Signature)

**Daryl Lyons** Chief Inspector, Crime Manager, Coventry Neighborhood Policing Unit

K. Baker

..... (Signature)

**Kirsty Baker** – Head of Coventry Probation Delivery Unit



..... (Signature)

**Heather Kelly** – Head of Transformation (Children and Young people), NHS  
Coventry and Warwickshire Integrated Care Board

**Date:** 29.06.2023

## Appendix 1 – Management Board Membership

Name	Title	Attendance*
<b>Daryl Lyons</b>	Detective Chief Inspector, Local Policing, Coventry Neighborhood Policing Unit - West Midlands Police.	Q1, Q2, Q3, Q4
<b>Jas Madahar</b>	Operations Manager, Coventry & Warwickshire Prospects Service	Q1, Q2, Q3, Q4
<b>Heather Kelly</b>	Head of Transformation (Children and Young people), Coventry and Warwickshire Integrated Care Board	Q1, Q2, Q3, Q4
<b>Chris Evans</b>	Associate Director of Operations, Mental Health Services for Children & Young People, Coventry & Warwickshire Partnership NHS Trust	Q2, Q3, Q4
<b>John Gregg (Previous Chair)</b>	Director of Children's Services for Coventry, Coventry City Council	Q2, Q3, Q4
<b>Paul Heathfield</b>	Chair of the Youth Panel (started in post April 2023)	Q1, Q3, (deputy sent for Q4)
<b>Sharon Bolesworth</b>	Positive Choices Service Manager	Q2, (sent deputy for Q1, Q3)
<b>Jeanette Essex</b>	Head of SEND and Specialist Services	Q1, Q2, Q3, Q4
<b>Nick Jeffreys</b>	Operational Lead, Coventry Youth Justice Service	Q1, Q2, Q3, Q4
<b>Racheal Sugars</b>	Head of Service, Education Entitlement, Coventry City Council	Q2, Q3, Q4
<b>Nigel Paterson/ Angela Harley</b>	Early Help Manager, Early Help & Family Hubs (Central/South),	Q1, Q3, Q4
<b>Caroline Ryder</b>	Violence Prevention - Programme Manager (Shared post Coventry City Council and West Midlands Police)	Q1, Q2, Q3, Q4
<b>Craig Hickin</b>	Head of Environmental Services, Street Scene & Regulatory Services, Coventry City Council	Q2, Q3, (sent deputy for Q1 and Q4)
<b>Kirsty Baker</b>	Head of Coventry Probation Coventry	Q1, Q2, Q3
<b>Chris Heeley</b>	Strategic Lead for Help and Protection, Coventry City Council	Q1, Q2, Q4
<b>Mamps Gill</b>	Youth Justice Board - Head of Innovation & Engagement – Midlands	Q1, Q3, Q4

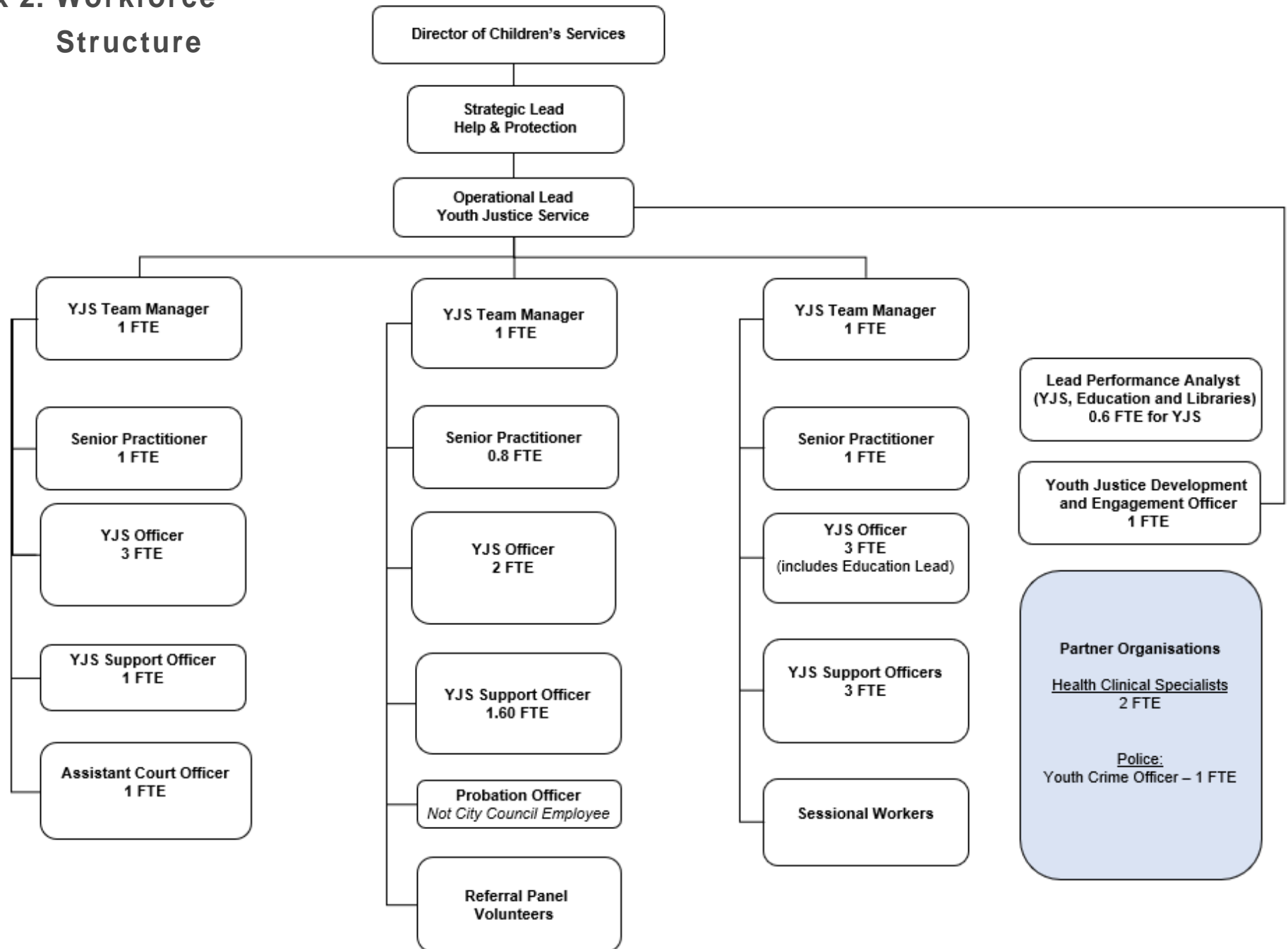
\*Attendance does not include deputies unless specified. Where members have changed mid-year, attendance has been included from the predecessor. Two additional Board Member development events took place on 4<sup>th</sup> May 2022 and 23<sup>rd</sup> November 2021.

### 2021/22 Board Dates:

- Quarter 1 – 12<sup>th</sup> August 2021    Quarter 2 – 18<sup>th</sup> November 2021    Quarter 3 – 10<sup>th</sup> February 2022
- Quarter 4 – 12<sup>th</sup> May 2022

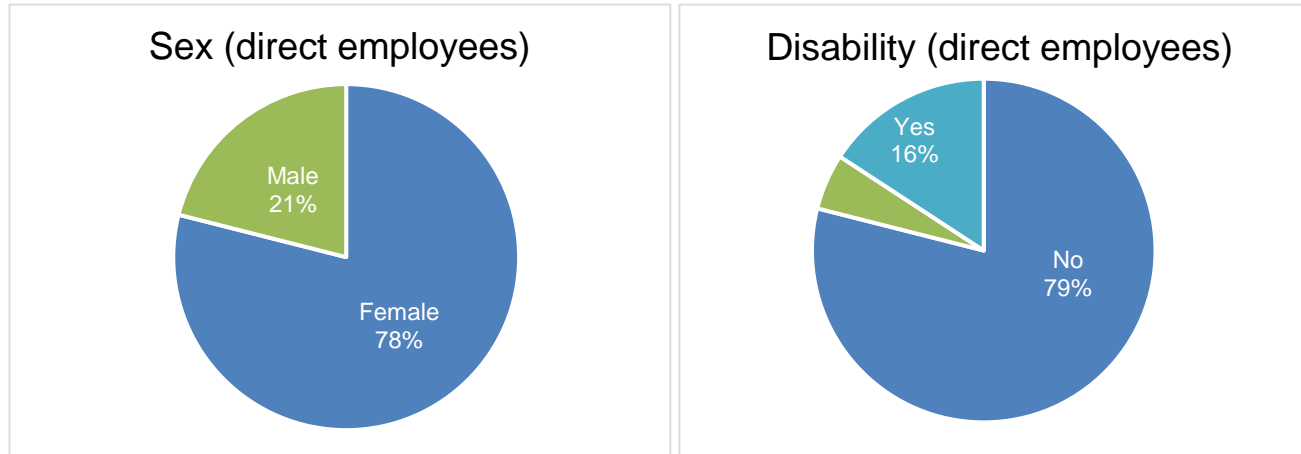


## Appendix 2: Workforce Structure



## Appendix 2: Workforce Structure Demographics

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### YJS Staff Ethnic Origin including Sessional Workers and Volunteers

Ethnicity Group	<u>Managers Strategic</u>		<u>Managers Operational</u>		<u>Practitioners</u>		<u>Administration</u>		<u>Sessional</u>		<u>Referral Order Panel Volunteer</u>		<b>Total</b>
	M	F	M	F	M	F	M	F	M	F	M	F	M
Asian or Asian British						2		2		2	2	1	<b>9</b>
Black or Black British					1	1			1	2		3	<b>8</b>
Mixed						1							<b>1</b>
Chinese or Other													<b>0</b>
White or White British	1		1	2	3	7		3		5		9	<b>31</b>

## Appendix 3: Budget and Spend 2023/24

### CYJS Finance Tables (2023/24)

#### 2023-24 Youth Justice Service Partner Contributions to Pooled Budget

<b>Agency</b>	<b>Staffing costs</b>	<b>Payments in kind</b>	<b>Other delegated funds</b>	<b>Total</b>
Local Authority	632,094		160,734	792,828
Youth Justice Board	427,369		213,734	641,103
Police and Crime Commissioner	60,444		44,620	105,064
Health service		91,572	13,549	105,121
Police Service		61,664		61,664
National probation service		55,408		55,408
<b>Total</b>	<b>1,119,907</b>		<b>432,637</b>	<b>1,761,188</b>

#### Youth Justice Service Pooled Budget Changes

	<b>Annual Budget</b>	
<b>Agency</b>	<b>2022-23</b>	<b>2023-24</b>
Local Authority	745,051.00	792,828
Youth Justice Board	641,103.00	641,103
Police and Crime Commissioner	105,064.00	105,064
Health Service	129,835.00	105,121
Police Service	59,507.00	61,664
National Probation Service	55,496.00	55,408
<b>Budget</b>	<b>1,736,056</b>	<b>1,761,188</b>

## Appendix 3: Budget and Spend 2022/23

2023-24 Youth Justice Board Grant

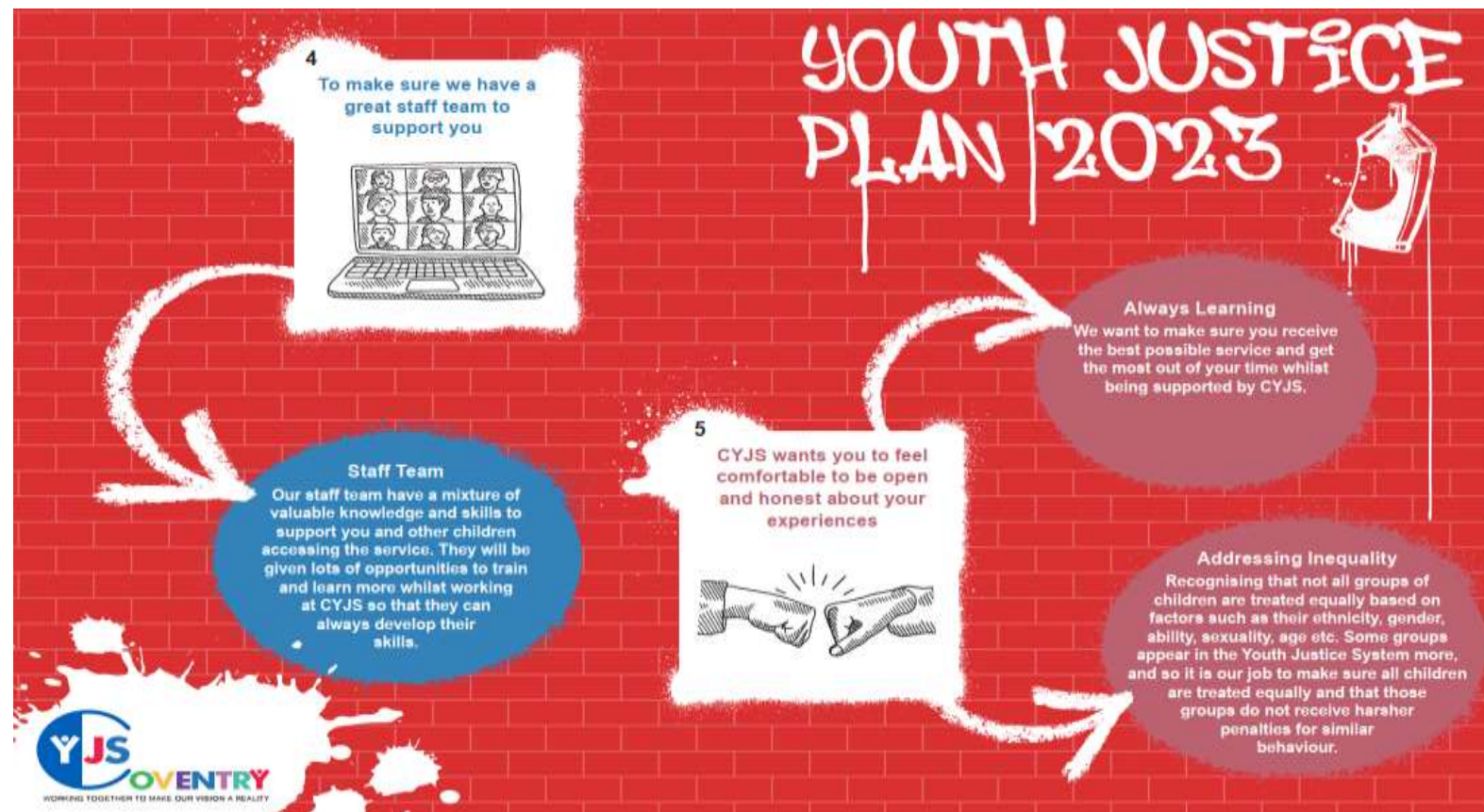
YJB grant budget	Budget	Forecast outturn	over / under spend forecast
Salaries	427,369	427,369	0
Activity costs	110,601	110,601	0
Overheads	99,048	99,048	0
Equipment	25	25	0
Accommodation	4,060	4,060	0
<b>Total</b>	<b>641,103</b>	<b>641,103</b>	<b>0</b>

**Comments**

\* The change to local authority contribution is as a result of increased costs (for example, staff spinal points and increments, increases in National Insurance)

\* The YJB budget included, is the 22-23 confirmed amount, awaiting 23-24 confirmation

**Appendices 4 – Child Friendly Plan**



### Appendices 5 – Quality Assurance Activity Schedule

COVENTRY CHILDREN'S SERVICES - CYJS																
Quality Assurance Activity Schedule: 1st April 2023– 31st March 2024																
Youth Justice Service																
Theme	Purpose	Context / Source	Auditors	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
Practice Observations	Review the quality of child sessions.	All HMIP Domains and National Standards	CYJS Team Managers and Senior Practitioners			X		X				X				Frequency may be higher, dependent on audit learning. Individual learning areas to be action/tracked in supervision, and broader learning will be completed through practitioners' monthly workshops.
Threshold Analysis - Out of Court Disposals	To evaluate the application of Association of Chief Police Officers (ACPO) Gravity Matrix (2013) and the Youth Out of Court Disposals; Guide for Police and Youth Offending Services; are decisions in line with this and, where proper, escalation has taken place. This includes the review of Police Only First-time Community Resolutions	HMIP Domain 3 and National Standard 2/ ACPO Guidance	Lead Manager Operational Lead Lead Police Inspectors CYJS Management Board		X			X			X			X		Reviewed through quarterly Management Board and actions then checked through the Board
Threshold Analysis - PACE - Quarterly Board Report	To evaluate the application of the Police and Criminal Evidence Act (PACE) (1984), are decision in line with this and, where proper, has sufficient challenge taken place.	HMIP Domain 2/3 and National Standard 2/3 PACE (1984)	Lead Manager Operational Lead CYJS Management Board		X			X			X			X		Reviewed through quarterly Management Board and actions then checked through the Board
Threshold Analysis - Remands - Quarterly Board Report	To evaluate the application of Legal Aid Sentencing Punishment of Offender's Act (2012) - are decisions in line with the guidance and has the Service taken proper action to offer right community measures, where right.	Legal Aid Sentencing Punishment of Offender's Act (2012)/ National Standard 4	Lead Manager Operational Lead CYJS Management Board		X			X			X			X		Reviewed through quarterly Management Board and actions then checked through the Board
Threshold Analysis - First Time Entrants - Quarterly Board Report	To evaluate the application of YJB and ACPO guidance, are decisions in line with guidance and do interventions reflect assessed need.	ACPO Guidance/HM IP Domain 1 Governance	Operational Lead CYJS Management Board		X			X			X			X		Reviewed through quarterly Management Board and actions then checked through the Board
Youth Justice Board National Standard Self-Assessment	To evaluate the embedment of new guidance introduced across 2020/21 following the National Standard Self-Assessment in early 2019/20.	All HMIP Domains and National Standards	CYJS Team Managers and Senior Practitioners	X		X		X		X		X		X		Individual learning areas to be action/tracked in supervision, and broader learning will be completed through practitioners' monthly workshops. Audits completed on a bi-monthly thematic basis.
Supervisions	Annual Supervision Staff Review	HMIP Domain 1 Governance	Operational Lead				X									Any feedback to be supplied direct to Team Manager and associated development actions checked for completion through supervision.

Theme	Purpose	Context / Source	Auditors	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
<b>Asset Plus Timeliness</b>	To ensure assessments are completed on time.	<b>National Standard 2 and 3</b>	<b>CYJS Team Managers and Senior Practitioners</b>	X	X	X	X	X	X	X	X	X	X	X	X	<i>Any associated actions will be reviewed through Management Meetings and Service learning delivered through practitioners' monthly workshops.</i>
<b>Asset Plus Quality Assurance</b>	All Asset Plus assessments to be quality assured and feedback supplied where amendments are needed.  Timeliness of assessments reviewed through weekly CYJS Management Meeting.	<b>All HMIP Domains and National Standards</b>	<b>All CYJS Team Managers and Senior Practitioners</b>	X	X	X	X	X	X	X	X	X	X	X	X	<i>Continually completed with timeliness tracked through CYJS Management Meetings on a weekly basis. Any associated actions will be reviewed through Management Meetings and Service learning delivered through practitioner's monthly workshops.</i>
<b>Report Gatekeeping</b>	Quality Assurance for all Pre-Sentence Reports.	<b>National Standard 2 and 4</b>	<b>All CYJS Team Managers</b>	X	X	X	X	X	X	X	X	X	X	X	X	<i>Continually completed with timeliness tracked through CYJS Management Meetings on a weekly basis. Any associated actions will be reviewed through Management Meetings and Service learning delivered through practitioner's monthly workshops.</i>
<b>Supervision Observations</b>	Observations of supervision to be undertaken (one per manager)	<b>HMIP Domain 2 and 3</b>	<b>Operational Lead</b>										X			<i>Any feedback to be supplied direct to Team Manager and associated development actions checked for completion through supervision.</i>
<b>Direct Work Observations</b>	Observations of practice to be undertaken (min one per staff member over 12month period)	<b>HMIP Domain 2 and 3</b>	<b>All CYJS Management</b>												X	<i>Individual learning areas to be action/tracked in supervision, and broader learning will be completed through practitioners' monthly workshops. Higher frequency where needs found and as part of other processes (for example, probation/induction period).</i>
<b>External Review</b>	To ensure that practice is in line with the HMIP Standards 2 and 3 and find further areas for development.	<b>HMIP 2 and 3</b>	<b>Silver Bullet Youth Justice Team Training</b>	X	X	X	X	X	X							<i>The focus on risks management planning was following recommendations/feedback following the last HMIP Inspection.</i>

## Appendix 6 - Performance Information

### First Time Entrants

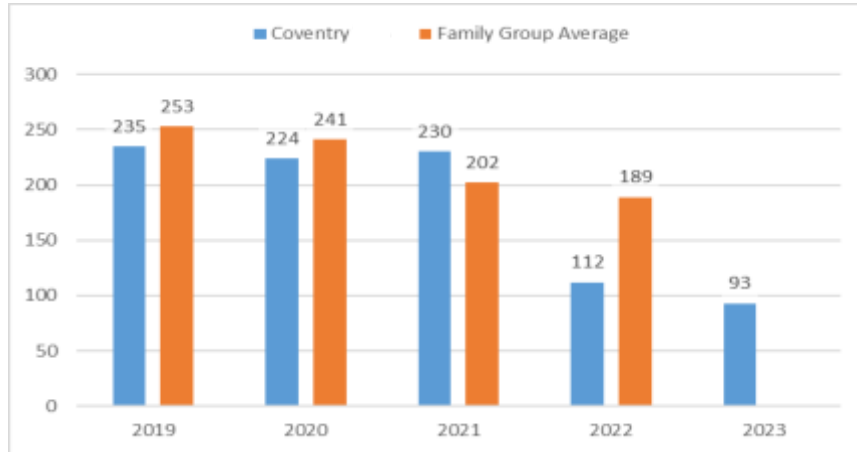


Table 1: FTEs per 100,000 of the 10–17-year-old population, Coventry YJS 2019-23

### Reoffending

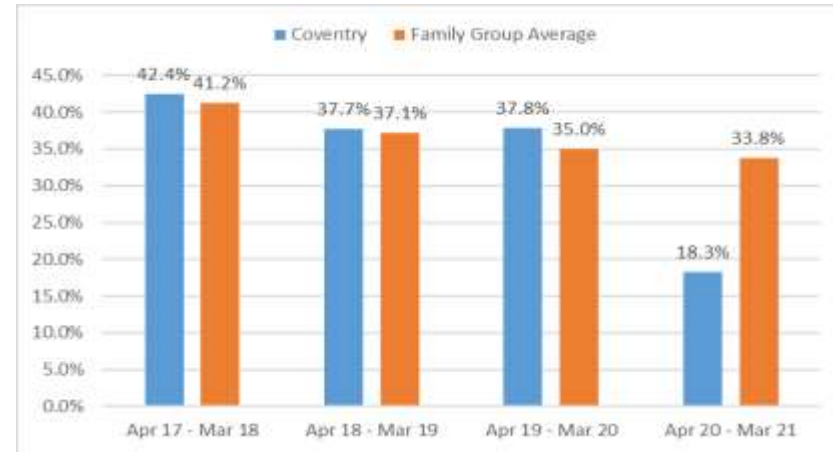


Table 2: Children/Young People reoffending within a year, Coventry YJS 2017-2021

### Use of Custody

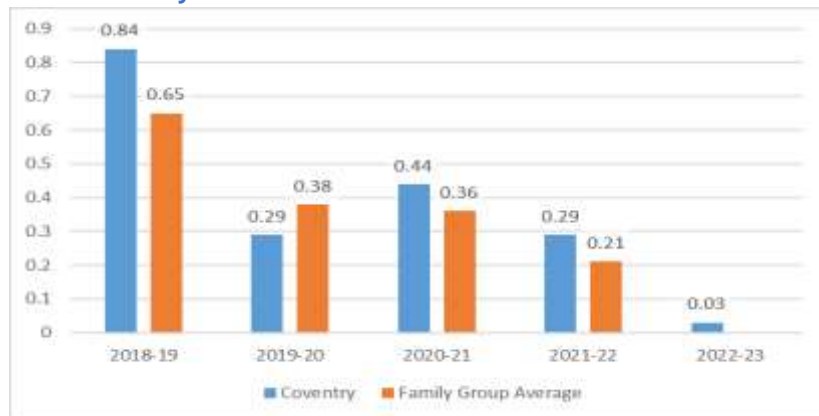


Table 3: Custodial sentences as a rate per 1,000 of the 10–17-year-old population, Coventry YJS 2018-2023

### Use of Remand

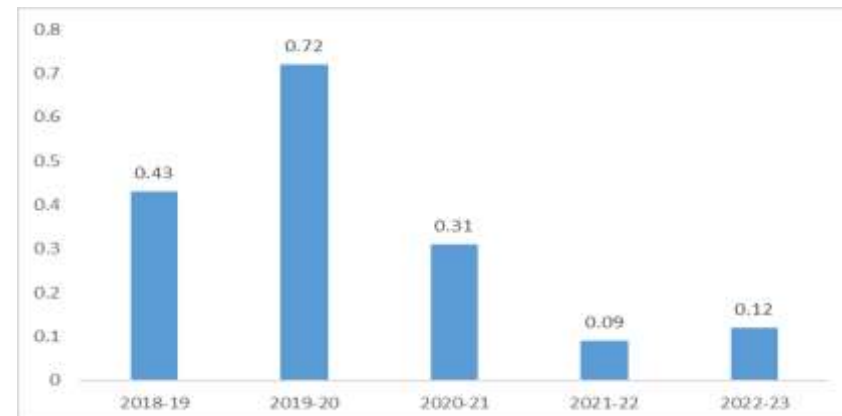


Table 4: New remand episodes per 1,000 of the 10–17-year-old population, Coventry YJS 2018-2023



### Custody and Remand

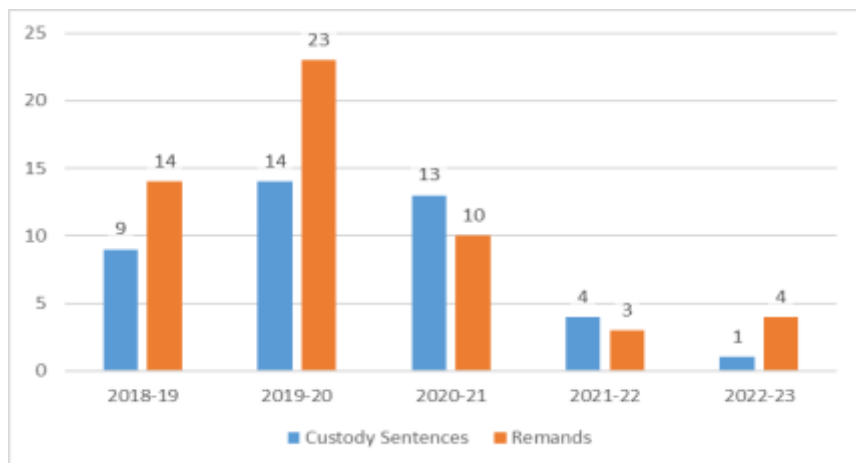


Table 5: New episodes of custody and remand, Coventry YJS 2018-23 (10-17 Year old's)

### Accommodation

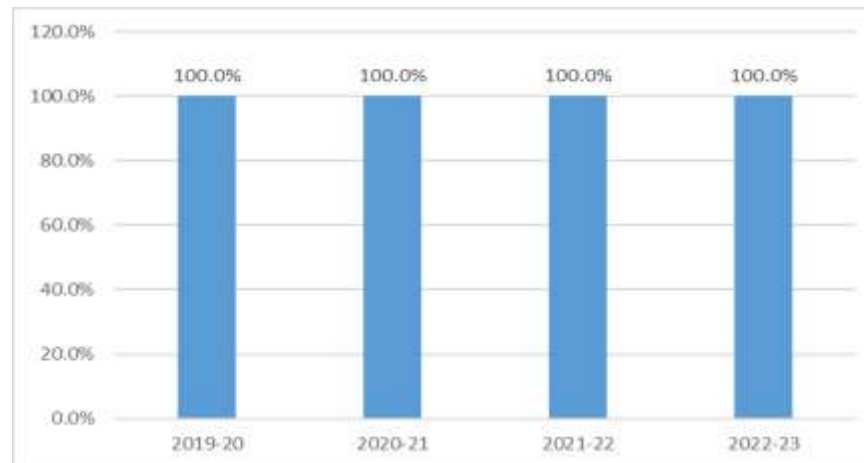


Table 6: Suitable accommodation, Coventry YJS 2019-23

### Education, Training and Employment

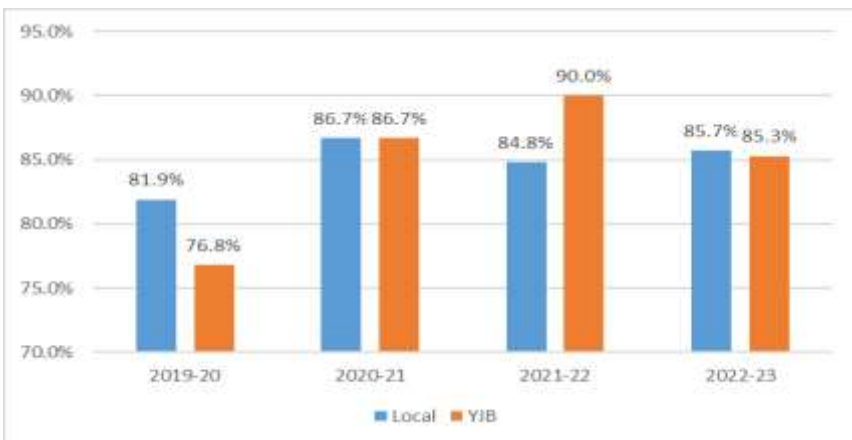


Table 4: Engagement in suitable ETE by local assessment and by the YJB national standard, 2019-23

### Gender

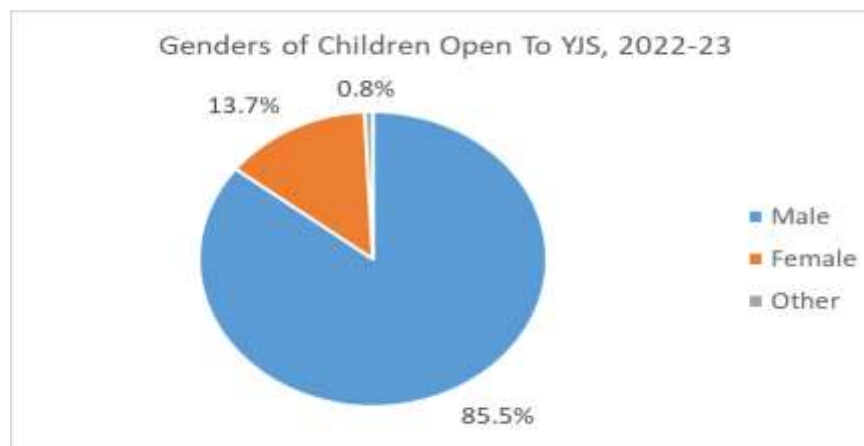


Table 8: Gender profile of children with proven offences, Coventry YJS 2022-23

Offences

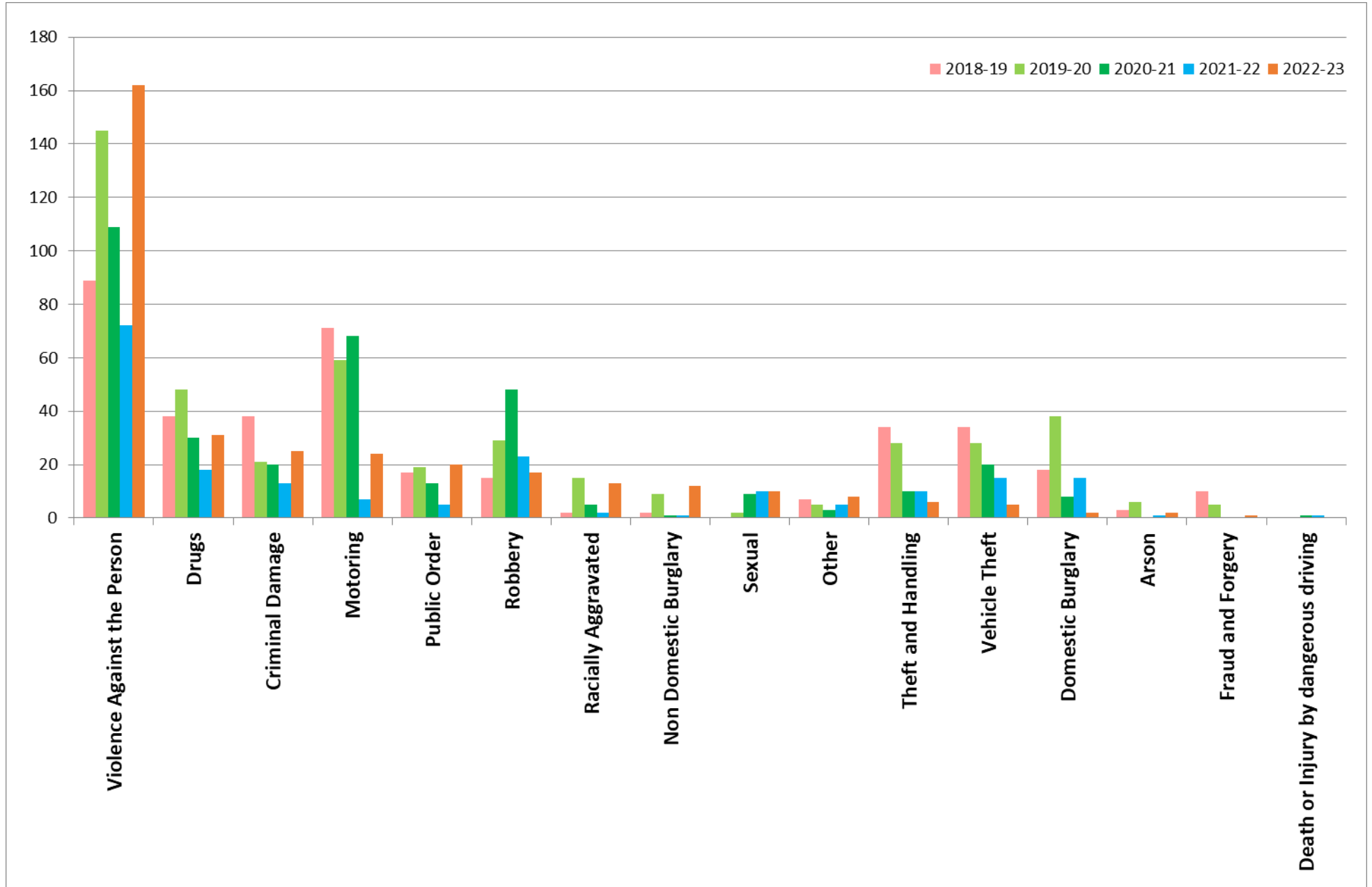


Table 9: Offences by offence type, Coventry YJS 2018-2023

Ethnicity

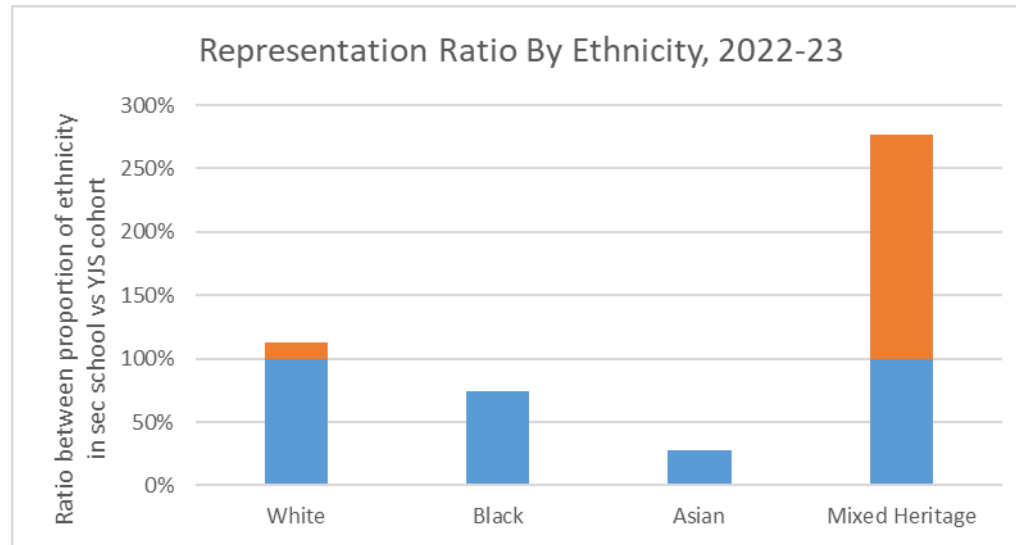
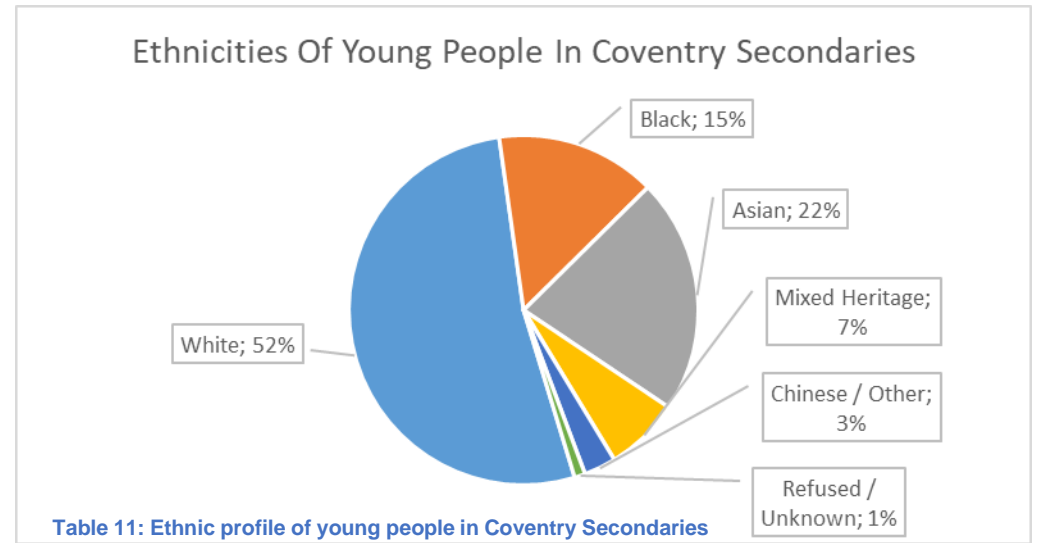
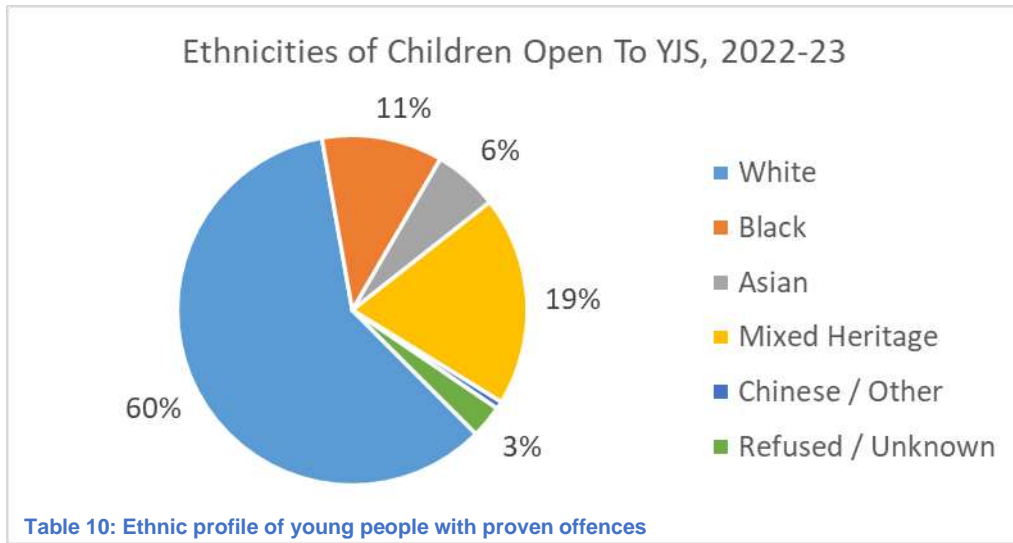


Table 12: Over and Under Representation by Ethnicity as per Table 10 and 11 data

## Appendix 7 – Glossary of Terms and Abbreviations

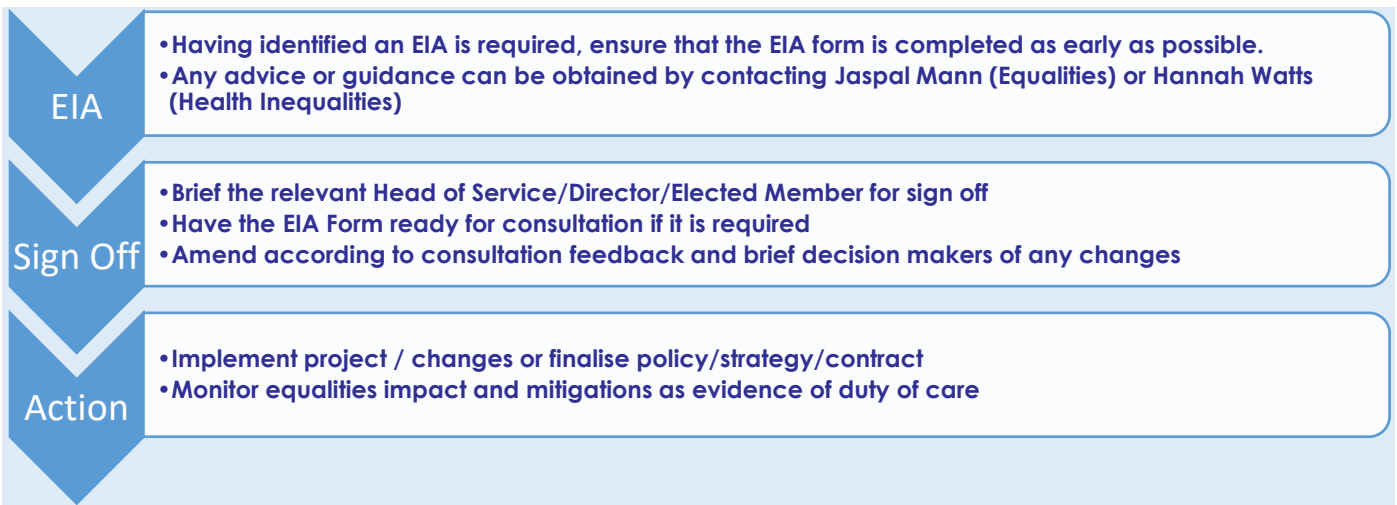
<b>ACE</b>	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
<b>ASB</b>	Anti-social behaviour
<b>AssetPlus</b>	Assessment tool to be used for children who have been involved in offending behaviour
<b>CAMHS</b>	Child and adolescent mental health services
<b>CCE</b>	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
<b>Children</b>	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
<b>Child First</b>	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
<b>Child looked-after</b>	Child Looked After, where a child is looked after by the local authority
<b>CME</b>	Child Missing Education
<b>Constructive resettlement</b>	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
<b>Contextual safeguarding</b>	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
<b>Community resolution</b>	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
<b>EHCP</b>	Education and health care plan, a plan outlining the education, health, and social care needs of a child with additional needs
<b>ETE</b>	Education, training, or employment
<b>EHE</b>	Electively home educated, children who are formally recorded as being educated at home and do not attend school
<b>EOTAS</b>	Education other than at school, children who receive their education away from a mainstream school setting

<b>FTE</b>	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
<b>HMIP</b>	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
<b>HSB</b>	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
<b>JAC</b>	Junior Attendance Centre
<b>MAPPA</b>	Multi agency public protection arrangements
<b>MFH</b>	Missing from Home
<b>NRM</b>	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery to gain help to support and protect them
<b>OOCD</b>	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
<b>Outcome 22/21</b>	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimize the possibility of further offending
<b>Over-represented children</b>	Appearing in higher numbers than the local or national average
<b>RHI</b>	Return home Interviews. These are interviews completed after a child has been reported missing
<b>SLCN</b>	Speech, Language, and communication needs
<b>STC</b>	Secure training center
<b>SCH</b>	Secure children's home
<b>Young adult</b>	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
<b>YJS</b>	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
<b>YOI</b>	Young offender institution

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<b>Title of EIA</b>		<b>Coventry City Council’s Youth Justice Strategy and Plan - 2021-23 - 2022 Update</b>
<b>EIA Author</b>	Name	<b>Nick Jeffreys</b>
	Position	<b>Operational Lead – Coventry Youth Justice Service – Help &amp; Protection, Children’s Services</b>
	Date of completion	<b>31<sup>st</sup> August 2023</b>
<b>Head of Service</b>	Name	<b>Nick Jeffreys</b>
	Position	<b>Operational Lead – Coventry Youth Justice Service – Help &amp; Protection, Children’s Services</b>
<b>Cabinet Member</b>	Name	<b>Councillor Pat Seaman</b>
	Portfolio	<b>Children and Young People</b>



PLEASE REFER TO [EIA GUIDANCE](#) FOR ADVICE ON COMPLETING THIS FORM

**SECTION 1 – Context & Background**

1.1 Please tick one of the following options:

This EIA is being carried out on:

New policy / strategy



- New service
- Review of policy / strategy
- Review of service
- Commissioning
- Other project (*please give details*)

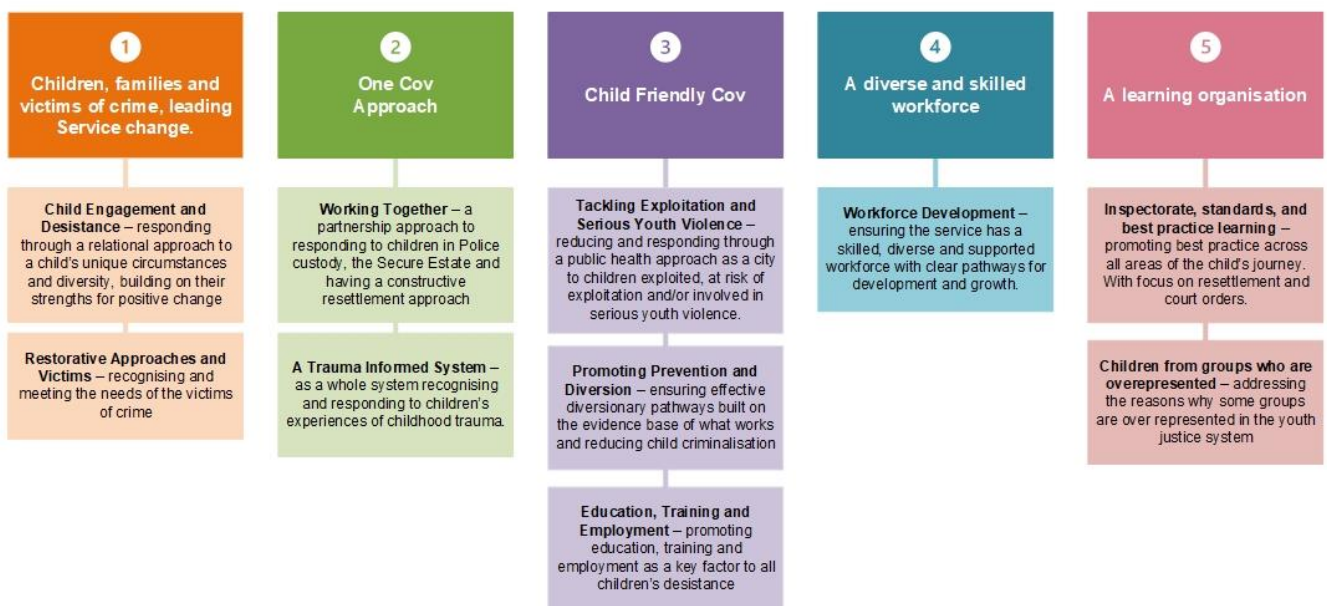
1.2 In summary, what is the background to this EIA?

Local authorities have a statutory duty to submit an annual youth justice (YJ) plan relating to their provision of youth justice services. Section 40 of the Crime and Disorder Act 1998 sets out the Youth Justice partnership’s responsibilities in producing a plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual youth justice plan, setting out:

- how youth justice services in their area are to be provided and funded
- how the Youth Offending Teams (YOT) (known locally as the Youth Justice Service) will be composed and funded, how it will operate, and what functions it will carry out.

This plan is an updated strategy 2023-25 and outlines the activity over the coming year to realise the updated vision and priorities

CYJS Vision and Priorities:







1.3 Who are the main stakeholders involved? Who will be affected?

CYJS is a multi-agency team with a Management Board that includes key stakeholder partners and includes statutory partners in the Local Authority, Police, Probation and Health, alongside the Youth Panel Chair for Coventry and Warwickshire Courts, Service Manager for Positive Choices (Substance Misuse Agency), Operations Manager for Coventry & Warwickshire Prospects Service, and the Programme Manager for the Violence Reduction Unit, alongside attendance from relevant Secure Estates, Chair of the Coventry Youth Partnership and agencies as required for updates.

The plan is jointly formed by the team, Management Board and engagement with children/young people and parents/carers open to the Service.

1.4 Who will be responsible for implementing the findings of this EIA?

Nick Jeffreys, Operational lead

**SECTION 2 – Consideration of Impact**

*Refer to guidance note for more detailed advice on completing this section.*

In order to ensure that we do not discriminate in the way our activities are designed, developed, and delivered, we must look at our duty to:

- Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010
- Advance equality of opportunity between two persons who share a relevant protected characteristic and those who do not
- Foster good relations between persons who share a relevant protected characteristic and those who do not

2.1 Baseline data and information

Please include a summary of data analysis below, using both your own service level management information and also drawing comparisons with local data where necessary (go to <https://www.coventry.gov.uk/factsaboutcoventry>)



- Page 32 of the plan details the services demographic picture (*The groupings used as per defined by the Youth Justice Board for aggregated national comparisons*):

*Looking at last year’s cohort compared to the population with Coventry’s Secondary Schools, the YJS cohort were: 48% White British, 12% White Ethnic Minority, 11% Black, 6% Asian, and 19% Mixed Heritage; whereas, as of January 2023, Coventry schools had a population makeup of 43% White British, 10% White Ethnic Minority, 15% Black, 22% Asian, 7% Mixed Heritage and 3% Chinese / Other; this means that there is an over-representation of White British and Mixed Heritage children in the YJS cohort, and a large under-representation of Asian children.*

Plan link to be added once published.

- page 32/33 details a racial disproportionality exercise undertaken by the Service.

*Last year’s plan discussed that minority ethnic children were twice as likely to receive a Court outcome compared to white British children, though this reflected a higher offence frequency rate of 2.37 (compared to 1.8) and the seriousness of offences; this year has seen positive shift to a much smaller overrepresentation with court disposals being made up by 61.5% of ethnic minority children compared to 57.3% of the secondary school population; there is a slight overall underrepresentation for out of court disposals at 52.4%. However, when we look further into ethnic breakdowns, we see the Mixed – White/Black Caribbean group being the most significant overrepresented; the group makes up 2.2% of the schooling cohort but 14.2% of the YJS cohort. Additionally, this group is overrepresented for court outcomes compared to OOCs. The Black Caribbean group is also overrepresented making 0.7% for schooling, but 2.2% for YJS; the Black African group is underrepresented making 12.5% of the schooling cohort but 7.5% of the YJS.*

Actions are:

<b><u>A learning organisation</u></b>						<b>YJB Child First Principles: Principle 3 &amp; 4 YJB Strategic Pillars: Pillar 3, Priority 3 &amp; 4 National Standards 1 - 5</b>
<b>Children from groups who are overrepresented - Overall Leads – Sharon Bolesworth (Board Member Sponsor), Abi Jones (Practice Lead)</b>						
<b>Key Indicator – Reduce racial disparity for children in the youth justice system</b>						
1.	Development of girl’s specific intervention program building on the Hypermasculinity Project, and taking learning from the national consultation group supported by the Youth Justice Board, to include the development of young women’s <u>group</u>	Abi Jones (YJS <u>Team Manager</u> )	End of Q4	Improved transition arrangements	Reduced re-offending/ <u>arrest</u> Reduced use of custody	Punishing Abuse Report(2021)
2.	Annual review of the responses to the disproportionately HMIP Thematic	Abi Jones (YJS <u>Team Manager</u> )	End of Q4	Improved transition arrangements	Reduced re-offending/ <u>arrest</u> Reduced use of custody	HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021)



Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
3. Evaluation of the masculinity project	Marcus Licorish (YJS Support Officer)	End of Q3	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021)
4. White and Black Caribbean overrepresentation review – consideration to national trends and what earlier school support could be put in place to support a reduction in disproportionality.	Abi Jones (YJS Team Manager) and Mamps Gill (YJB)	End of Q4	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	Performance Review 2023 HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021) Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023)
5. In depth review of: Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report. (2023) - Action plan to be developed and considered regarding how to improve communication interconnection with faith organizations	Abi Jones (YJS Team Manager) and Mamps Gill (YJB)	End of Q4	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023)
6. Monitoring of SALT referral ethnicity and team exploration regarding low referrals for Black children	Lauren Walton (Speech and Language Therapist)	End of Q3	Improved identification and offer to children with speech, language, and communication needs.	Increased and improved child/family/parent feedback Reduced re-offending/arrest	Performance Review 2023 SEND Inspection 2019 Punishing Abuse Report(2021) Neurodiversity – a whole-child approach for youth justice – Kirby (2021) Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023)
7. In depth ethnicity review of health referrals by referral action type.	Racheal Damhuis Boogers and Rory Cahill (Specialist Mental Health Practitioner (YOT/CAMHS))	End of Q4	Improved health access for children	Reduced re-offending/arrest Increased and improved victim feedback	Performance Review 2023 Team Workshop 2023 Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023)
8. Review of the pathway for the local Young Black Minds support group	Abi Jones (YJS Team Manager) and Mamps Gill (YJB)	End of Q4	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023)
9. Parenting engagement with community groups to develop our culturally competent parenting offer	Mandy Allen (YJS Parenting Lead)	End of Q2	Improved whole family offer	Increased and improved child/family/parent feedback	Friendship Group Feedback 2023 Child Feedback 2022/23
10. Continued exploration with the Insight Team how diversity information can be incorporated into Coventry's Strategic Joint Needs Assessment to help all colleagues better understand the intersectionality of diversity issues and be able to identify themes and patterns, leading to targeted support and intervention.	Abi Jones (YJS Team Manager)	End of Q4	Reduce racial disparity in the youth justice system	Reduce overrepresentation	Tackling racial disparity in the criminal justice system: 2020/21 Lammy Review (2017) YJB Disproportionality Assessment (2021/22)



2.2 On the basis of evidence, complete the table below to show what the potential impact is for each of the protected groups.

- Positive impact (P),
- Negative impact (N)
- Both positive and negative impacts (PN)
- No impact (NI)
- Insufficient data (ID)

*\*Any impact on the Council workforce should be included under question 2.6 – **not below***

Protected Characteristic	Impact type P, N, PN, NI or ID	Nature of impact and any mitigations required
Age 0-18	<b>P</b>	The strategy and plan seek to outline how the Service will deliver on the CYJS vision, which will see the delivery of the service putting children at the centre of decision making.
Age 19-64	<b>NI</b>	
Age 65+	<b>NI</b>	
Disability	<b>P</b>	The improvement plan details much activity around ensuring appropriate health and education support for children, with a specific work to expand the access to Speech and Language Therapists.
Gender reassignment	<b>P</b>	The improvement plan details activity to support children in recognising and responding to a child’s unique identity, including gender and gender reassignment.
Marriage and Civil Partnership	<b>NI</b>	
Pregnancy and maternity	<b>P</b>	The improvement plan includes a specific project around responding to girls within the youth justice system, which will explicitly consider support around pregnancy and maternity.



Race (Including: colour, nationality, citizenship ethnic or national origins)	P	The service has continued with work to address racial disparity in the youth justice system and the business/improvement plan pages 66-68 details this.
Religion and belief	P	The improvement plan details activity to support children in recognising and responding to a child’s unique identity, including region and belief.
Sex	P	The plan on pages 25 details the ongoing project looking at how YJS can best respond to the needs of girls within the criminal justice system. The overrepresentation of boys to girls is reflective of the national youth justice system – comparative national data is available through the Youth Justice Board’s Youth Justice Application Framework.
Sexual orientation	P	The improvement plan details activity to support children in recognising and responding to a child’s unique identity, including sexual orientation.

**HEALTH INEQUALITIES**

<b>2.3</b>	<p>Health inequalities (HI) are unjust differences in health and wellbeing between different groups of people which arise because of the conditions in which we are born, grow, live, work and age. These conditions influence our opportunities for good health, and result in stark differences in how long we live and how many years we live in good health.</p> <p>Many issues can have an impact: income, unemployment, work conditions, education and skills, our living situation, individual characteristics, and experiences, such as age, gender, disability, and ethnicity</p> <p>A wide range of services can make a difference to reducing health inequalities. Whether you work with children and young people, design roads or infrastructure, support people into employment or deal with welfare benefits – policy decisions and strategies can help to reduce health inequalities</p> <p><b>Please answer the questions below to help identify if the area of work will have any impact on health inequalities, positive or negative.</b></p> <p><b>If you need assistance in completing this section please contact: Hannah Watts (<a href="mailto:hannah.watts@coventry.gov.uk">hannah.watts@coventry.gov.uk</a>) in Public Health for more information. More details and worked</b></p>
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<p>examples can be found at <a href="https://coventrycc.sharepoint.com/Info/Pages/What-is-an-Equality-Impact-Assessment-(EIA).aspx">https://coventrycc.sharepoint.com/Info/Pages/What-is-an-Equality-Impact-Assessment-(EIA).aspx</a></p>	
Question	Issues to consider
<p>2.3a What HIs exist in relation to your work / plan / strategy</p>	<ul style="list-style-type: none"> <li>• Explore existing data sources on the distribution of health across different population groups (<i>examples of where to find data to be included in support materials</i>)</li> <li>• Consider protected characteristics and different dimensions of HI such as socio-economic status or geographical deprivation</li> </ul>
	<p>Response:</p> <p>The strategy outlines a development plan (p.48). This plan outlines how the Service will improve delivery to children, improving outcomes for children in open to CYJS and, in doing so, respond to the Marmot Principles, namely:</p> <ul style="list-style-type: none"> <li>- Give every child the best start in life</li> <li>- Enable all to maximise their capabilities and control over their lives</li> <li>- Create good work for all</li> <li>- Ensure a healthy standard of living</li> <li>- Create healthy and sustainable places</li> <li>- Tackle discrimination, racism and their outcomes</li> <li>- Strengthen the role of ill health prevention</li> <li>- Pursue Environmental sustainability and health equity</li> </ul> <p>It is recognised that the Covid Pandemic has compounded health inequalities and the plan details the work to mitigate this.</p>
<p>2.3b How might your work affect HI (positively or negatively).</p> <p>How might your work address the needs of different groups that share protected characteristics</p>	<p><b>Consider and answer below:</b></p> <ul style="list-style-type: none"> <li>• Think about whether outcomes vary across groups and who benefits the most and least, for example, the outcome for a woman on a low income may be different to the outcome for a woman a high income</li> <li>• Consider what the unintended consequences of your work might be</li> </ul>
	<p>Response:</p> <p><u>Give every child the best start in life</u></p>



Section 9 (p.28) of the strategy outlines the overrepresentation in the youth justice system for children who have experienced trauma, social deprivation, and other inequalities. The development plan (p.54) discusses actions to continue the development of trauma informed practice to support children through experiences of trauma and mitigate the impact of this through adulthood.

Enable all to maximise their capabilities and control over their lives & create good work for all

P.33 outlines the education needs and lower attainment levels for children in the youth justice system. The development plan (p.62) details steps to improve the attainment and engagement in education, training or employment. The Service now has a seconded Speech and Language Therapist who will support in assessing and responding to children's communication/speech/language needs; this will support in addressing the overrepresentation of these needs for children in the youth justice system and help close the gap with the wider population.

Ensure healthy standard of living

P.42-43 details the support offered to parents whose children are in the youth justice system; this activity includes work around life skills (financial management) and general empowerment; for example, the friendship group p.43. This activity will continue in the coming years, along with the development expansion of the parent peer support group; this is detailed on page 49.

Create healthy and sustainable places

P.11-13 details the activity to ensure children's voices are at the centre of Service development, in response to this feedback, detailed on page 48-49.

Tackle discrimination, racism and their outcomes

'Children from groups who are overrepresented' is an explicit priority for the Service. While there is a focus on addressing racial disparity in the youth justice system, page 66-68 details the overall plans for this area; for example, the procurement of mentoring opportunities through local providers to ensure appropriate mentoring matching can take place for children to meet their diversity needs.

Strengthen the role of ill health prevention

Pages 14 to 18 detail the work of the wider partnership on taking a public health approach to the issue of Serious Youth Violence, investing in earlier intervention and early prevention; for example, the creation and funding of a Schools Violence



Reduction Lead who has supported the delivery of trauma informed training across schools (see p.15).

Pursue Environmental sustainability and health equity  
 While the plan does not explicitly detail a focus on environmental sustainability, the plan details current and ongoing activities that promote sport as a mechanism for mentoring (see p.24).

Overall, the progression of the plan is expected to positively impact in the intergenerational transmission of criminogenic factors for the whole family; this is particularly the case where direct support is offered from the CYJS Parenting Lead. The assessment framework used for all children takes a whole system approach and supports in identifying areas of structural inequality, which will then be addressed via a child’s intervention plan.

The plan outlines how children within the youth justice system are a group of children who have often experienced significant childhood trauma, and the activity through the last year is detailed on page 22; there is an additional priority plan for ‘trauma informed system’ detailed on pages 54-56.

There is a continued specific priority on resettlement and looking at the whole system response to children exiting custody (p.37-39); it is expected that actions, as per the improvement plan (p.51-54), will support in this area of development.

2.4 Next steps - What specific actions will you take to address the potential equality impacts and health inequalities identified above?

Actions outlined in the improvement and business plan – see page.48.

2.5 How will you monitor and evaluate the effect of this work?

Progression of the plan is monitored/evaluated via the quarterly CYJS Management Board through a quarterly update paper prepared by Nick Jeffreys Operational Lead for CYJS; the Management Board is made up of statutory and non-statutory leads who oversee the youth justice services within Coventry and are detailed as sponsors for relevant priority areas. Board Sponsors will take strategic responsibility for the areas they are attached to. The plan is also tracked operationally via CYJS’s Management Meeting, which includes statutory partners, at an operational level.





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2.6 Will there be any potential impacts on Council staff from protected groups?

The plan outlines CYJS’s current workforce demographic and a graphic is viewable on page 71/72, with actions on pages 63-64. Section 11 (p.40) details progressive actions over the last year and a link to the plan will be added once published.

You should only include the following data if this area of work will potentially have an impact on Council staff. This can be obtained from: [lucille.buckley@coventry.gov.uk](mailto:lucille.buckley@coventry.gov.uk)

**Headcount:**

**Sex:**

Female	
Male	

**Age:**

16-24	
25-34	
35-44	
45-54	
55-64	
65+	

**Disability:**

Disabled	
Not Disabled	
Prefer not to state	
Unknown	

**Ethnicity:**

White	
Black, Asian, Minority Ethnic	
Prefer not to state	
Unknown	

**Religion:**

Any other	
Buddhist	
Christian	
Hindu	
Jewish	
Muslim	
No religion	
Sikh	
Prefer not to state	
Unknown	

**Sexual Orientation:**

Heterosexual	
LGBT+	
Prefer not to state	
Unknown	



3.0 Completion Statement

**As the appropriate Head of Service for this area, I confirm that the potential equality impact is as follows:**

- No impact has been identified for one or more protected groups
- Positive impact has been identified for one or more protected groups
- Negative impact has been identified for one or more protected groups
- Both positive and negative impact has been identified for one or more protected groups

4.0 Approval

<b>Signed: Head of Service:</b> 	<b>Date:</b> <b>31.08.23</b>
<b>Name of Director:</b>	<b>Date sent to Director:</b>
<b>Name of Lead Elected Member:</b>	<b>Date sent to Councillor:</b>

Email completed EIA to [equality@coventry.gov.uk](mailto:equality@coventry.gov.uk)



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Cabinet  
Council

17 October 2023  
17 October 2023

**Name of Cabinet Member:**

Cabinet Member for Policy and Leadership - Councillor G Duggins

**Director approving submission of the report:**

Chief Executive

**Ward(s) affected:**

All

**Title:**

West Midlands Combined Authority Devolution Deal

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**Is this a key decision?**

Yes - The proposals involve financial implications in excess of £1m per annum and are likely to have a significant impact on residents or businesses two or more electoral wards in the City.

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**Executive summary:**

The Deeper Devolution Deal (the Deal) was agreed in principle by the West Midlands Combined Authority (WMCA) Mayor and Portfolio Leaders on 10 March 2023 and announced in the Chancellor's Budget on 15 March 2023.

Following the announcement, a formal ratification of the deal is required by the WMCA and its constituent Local Authorities (LA's). The WMCA is expected to take the decision to approve the Deal at its Board Meeting on 13 October 2023. A two thirds majority of voting Constituent Members is required for the Deal to be ratified.

The devolution of the Bus Service Operators Grant (BSOG) to the WMCA is a public authority function, which can be dealt with under section 105B of the Local Democracy, Economic and Construction Act 2009. It requires a scheme, governance review and the consent of the LA's before the laying of the order by Government. An in-principle agreement of the devolution of the BSOG (the order) is part of this paper and will be considered at the WMCA Board on 13 October 2023.

The Order will then be considered through the constituent authorities governance, before returning to the WMCA Board later in the year for final approval.

This report provides an overview of the background to the Deal, the main elements, the proposed implementation, and next steps.

## **Recommendations:**

The Cabinet is requested to recommend that the City Council:

1. Approves the ratification of the West Midlands Devolution Deal as set out in this report and attached Appendices, including the in-principle devolution of the management of Bus Services Operator's Grant as a Mayoral function.
2. Notes the performance to date of the West Midlands 100% Business Rates Retention pilot.
3. Agrees to the development of the Memorandum of Understanding (MoU) with Government, as outlined in this document, regarding the offer of 10-year, 100% Business Rate Retention for the West Midlands, in accordance with the Devolution Deal.
4. Delegates authority to officers, overseen by the Chief Executive, and following consultation with the appropriate Cabinet Members, to engage on the detailed implementation of the agreed elements of the Devolution Deal, which will include aspects that require further negotiation and future decision making.
5. Requests that further reports are received by Cabinet (and Council if appropriate) on specific issues relating to the detail of the Devolution Deal such as approval of the making of the Statutory Instruments following the receipt of a draft order for BSOG.
6. Requests that throughout the duration of the implementation of the Devolution Deal, half yearly updates be submitted to Cabinet and Scrutiny to outline progress.

The City Council is recommended to:

1. Approve the ratification of the West Midlands Devolution Deal as set out in this report and attached Appendices, including the in-principle devolution of the management of Bus Services Operator's Grant as a Mayoral function.
2. Note the performance to date of the West Midlands 100% Business Rates Retention pilot.
3. Agree to the development of the Memorandum of Understanding (MoU) with Government, as outlined in the this document, regarding the offer of 10-year, 100% Business Rate Retention for the West Midlands, in accordance with the Devolution Deal.
4. Delegate authority to officers, overseen by the Chief Executive, and following consultation with the appropriate Cabinet Members, to engage on the detailed implementation of the agreed elements of the Devolution Deal, which will include aspects that require further negotiation and future decision making.
5. Request that further reports are received by Cabinet (and Council if appropriate) on specific issues relating to the detail of the Devolution Deal such as approval of the making of the Statutory Instruments following the receipt of a draft order for BSOG.
6. Request that throughout the duration of the implementation of the Devolution Deal, half yearly updates be submitted to Cabinet and Scrutiny to outline progress.

## **List of Appendices included:**

The following appendices are attached to the report:

- Appendix 1 – WMCA Devolution Deal Thematic Summaries
- Appendix 2 – WMCA Devolution Deal Implementation Plan
- Appendix 3 – Business Rate Retention Performance and Proposed Memorandum of Understanding
- Appendix 4 – Draft Business Rate Retention Agreement (MoU)

## **Background papers:**

West Midlands Combined Authority Trailblazer Deeper Devolution Deal (2023):

<https://www.gov.uk/government/publications/west-midlands-combined-authority-trailblazer-deeper-devolution-deal/west-midlands-combined-authority-trailblazer-deeper-devolution-deal>

West Midlands Combined Authority Second Devolution Deal (2017):

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/662138/A\\_Second\\_Devolution\\_Deal\\_for\\_the\\_West\\_Midlands.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/662138/A_Second_Devolution_Deal_for_the_West_Midlands.pdf)

West Midlands Combined Authority Devolution Agreement (2015):

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/477421/West\\_Midlands\\_devolution\\_deal\\_unsigned\\_final\\_web.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/477421/West_Midlands_devolution_deal_unsigned_final_web.pdf)

**Other useful documents**

None.

**Has it or will it be considered by Scrutiny?**

The implementation approach of the Deal will be the subject of Scrutiny at a date later in the municipal year.

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

No.

**Will this report go to Council?**

Yes. 17 October 2023.

## Report title: West Midlands Combined Authority Devolution Deal

### 1. Context (or background)

- 1.1. In 2016, Coventry City Council joined the West Midlands Combined Authority (WMCA), along with Birmingham City Council, Solihull Metropolitan Borough Council, Dudley Metropolitan Borough Council, Sandwell Metropolitan Borough Council, Walsall Council and Wolverhampton City Council. Forming the WMCA allowed the seven constituent authorities to seek devolved funding and powers from Government.
- 1.2. The first “devolution deal”, an agreement between WMCA, Constituent Members and Government setting out which responsibilities would be devolved to the region, was agreed in 2015 in preparation for the formal establishment of the WMCA the following year. This gave the WMCA the responsibility for a devolved transport budget, devolved adult skills funding, and provided funding to establish the WMCA Investment Programme which finances projects including City Centre South.
- 1.3. This was followed in 2017 by a second Devolution Deal which provided for the establishment of a West Midlands Industrial Strategy. Over the last year, a third devolution deal has been negotiated between WMCA and Government, in consultation with the constituent local authorities. The latest deal covers more than twenty themes. These include proposals for the WMCA to receive a single funding settlement rather than multiple individual grants, extension of business rate retention for a further 10 years, additional funding for affordable homes and a new Strategic Productivity Partnership with Government. This report provides a summary of the deal and how it will affect Coventry. WMCA is due to approve the Devolution Deal formally at their Board meeting on 13<sup>th</sup> October, and the seven constituent local authorities are being asked to ratify the deal through their individual political processes. Ratification will be followed by further development of the implementation plan to develop the details required for delivery.
- 1.4. The table below provides a summary of the funding opportunities available through the Deal and their potential benefit to Coventry.

Fund	Value	Potential Benefits to Coventry
10-year Business Rates Retention	c£3m per year	Analysis shows the 100% arrangement has been advantageous to Coventry in financial terms by c. £9.5 million over the last three financial years.
Single Regeneration Fund	£100m	Friargate Phase 2, Cultural Gateway, City Centre South and other locally identified priority projects in Coventry may be included in the investment pipeline.
Levelling Up Zones	c.£0.5bn	Coventry airport zone now part of wider Investment Zone.
Smart City Region	£10.1m	Funds available to pilot 5G solutions.
Digital devices and data	£4m	Access to devices to reduce digital inequalities.
Affordable Homes Programme	£200m - £400m	Providing the opportunity for major investment in new and redeveloped estates.

Industrial decarbonisation	£10.5m	Opportunity for alignment with existing Coventry programmes.
Cultural heritage programmes	£4m	Opportunity to bid for funds to support cultural programmes.
Natural environment	£1m	Objective to attract investment in natural capital environmental schemes. Coventry will have the opportunity to put forward schemes to be considered for investment.

- 1.5. A copy of the latest WMCA Devolution Deal Thematic Summaries and WMCA Devolution Deal Implementation Plan can be found in Appendix 1 and 2 respectively.

## 2. Options considered and recommended proposal

- 2.1. Coventry City Council could decline to approve the Devolution Deal. However, if Coventry chose not to ratify the deal, this could prevent Coventry and the region from accessing the additional funding and powers available. It would also undermine the relationship between the WMCA and Government and make future cooperation on devolution or other policy topics far more difficult. This option is therefore not recommended.
- 2.2. The recommended approach is for Coventry City Council (CCC) to ratify the new Devolution Deal based on an examination of all the opportunities, and the associated risks of the proposals contained within the deal. Officers in the Council have worked to understand the implications of each of the themes within the deal, and ways to maximise the opportunities for the city whilst monitoring and mitigating risks as far as possible. Consideration has also been given to how the deal can help to deliver the aims of the One Coventry Plan. The Council will ensure that it works to get the most out of the new deal by having the right involvement from members and officers in the various WMCA groups responsible for each of the devolution themes.
- 2.3. Each of the key themes in the deal, and the risks and opportunities associated with them, are summarised in the following sections of this report.
- 2.4. **Single Settlement.** Instead of being funded through 50+ individual grants, it is proposed that the WMCA is instead funded by a single funding settlement covering a full spending review period, in the same way that a Government department would. The Devolution Deal sets out five “functional pillars” for the settlement: Local Growth & Place, Transport, Housing and Regeneration, Adult Skills and Net Zero. The WMCA and its constituent authorities would be accountable to Government to achieving an agreed set of outcomes across these themes, but there would be flexibility to move funding between priorities to meet local needs. The aim is that working in this way will be more efficient, freeing up funding, that would otherwise be required for management of individual programmes, for use in delivery of the region’s priorities. WMCA and the Treasury are in the process of preparing a Memorandum of Understanding (MOU) setting out how the single settlement will work. Coventry, along with the other 6 West Midlands Metropolitan authorities are being consulted in this process, and the proposed final document is expected later in the Autumn. The WMCA is working towards the settlement being established on a “no detriment” principle, with the ability to attract any new or incremental funding made available by the Government meeting the agreed definition of each function. However we will need to review the final MOU before being able to confirm the principles for engagement with the Government.

- 2.5. There are some potential risks to Coventry and other constituent members of this approach. For example, CCC would be ineligible to bid for certain funds under these arrangements. Instead, when new funding becomes available nationally, the WMCA would receive an additional allocation as part of the single settlement, and CCC would need to be confident that it would get its fair share of funding by working through the WMCA's governance processes. However, in principle this is the right way for the WMCA to be funded by Government, and officers recommend that CCC should support this approach subject to continuing to work closely with the WMCA and the other constituent members to negotiate as far as possible that there is no detriment to Coventry's financial position as a result.
- 2.6. **Levelling Up Zones.** The Devolution Deal proposes the establishment of Levelling Up Zones (LUZs) which would allow business rates retention and provide priority access to skills, housing and regeneration funding. The deal named Coventry Airport, site of West Midlands Gigafactory as one of these zones. Since the deal was published, Coventry Airport has been proposed as an Investment Zone (IZ) site, which would provide additional benefits beyond those provided by LUZs. Therefore, it is not necessary to pursue a LUZ linked to the Gigafactory proposals, but there is no reason for Coventry not to support this part of the Devolution Deal which will be a useful tool in other parts of the region. Note that since the Devolution Deal text was agreed, Government is now referring to Levelling Up Zones as "Growth Zones".
- 2.7. **Business Rates Retention (BRR).** The deal is proposing to allow constituent members of the WMCA to retain business rates generated for a further 10 years. The drafting of an MoU is at an advanced stage with Government, the basis of which would effectively allow the continuation of the current West Midlands pilot BRR scheme in place since 2017. This has provided beneficial additional resource to rating authorities over the previous regime of 50% retention and 50% redistribution as Revenue Support Grant (RSG). Appendix 3 of this report provides a detailed explanation of the proposals including protections sought to mitigate risk.
- 2.8. **Single Regeneration Fund.** The WMCA will receive at least £100m of devolved funding with a target for delivery of 4,000 new homes as a result. For the first time commercial developments will also be eligible. The WMCA Housing and Land Board and supporting officer group (the Delivery Steering Group – DSG) will be key forums for deciding how this funding is used. Coventry will require a strong presence on the DSG to shape recommendations on the focus of this fund and make sure that Coventry projects feature in the pipeline. Similarly, Coventry will require a strong presence on the WMCA Housing and Land Delivery Board.
- 2.9. **Skills and Employment Support.** The Devolution Deal proposes the establishment of a Post-16 Technical Education and Skills Board, and to increase flexibility in funding for Boots Camps and Free Courses for Jobs. There is a need for clearer involvement for LAs in the WMCA's decision making in this area of work, which is being progressed through improved governance.
- 2.10. **Transport.** A range of transport options are included in the deal. Significantly this includes devolving powers for the payment of the Bus Service Operators Grant (BSOG) to the Mayor. The current BSOG process allocates in the region of £22m per year directly to bus operators, from the Department of Transport, to subsidise fuel costs. The new arrangements will provide the region with greater control to influence how the money is allocated.



- 2.11. In addition there will be a focus on developing the West Midlands to become a test bed for regulatory improvements which will lead to new transport innovations. Coventry Very Light Rail (CVLR) will potentially benefit from this approach for example by reducing the regulatory hurdles for the city demonstrator. Overall the transport package plays to Coventry's strengths in the transport innovation area of work.
- 2.12. The Government also commits to a Round 2 of City Region Sustainable Transport Settlement (CRSTS). The Single Settlement presents a possible opportunity for funding transport schemes in the future, allowing funding across years and potentially across spending review periods. It is to be noted however, that there are possible risks to be noted with future CRSTS rounds, including budgets potentially being used to meet existing inflationary and other major project pressures. Coventry will need to ensure that any such budget pressures do not impact on the ability to fund and deliver Coventry Very Light Rail and other transport schemes in full. This will be overseen through the Deal's implementation governance with the constituent members and the WMCA.
- 2.13. **Data and Smart Cities.** The Devolution Deal commits Government and WMCA to transform its approach to using, sharing, and reusing data. The WMCA would be considered as a Local Authority for data purposes, which would improve our ability to share data with them (and vice versa). In addition, the deal proposes establishment of a Smart City Region, which will have a strong focus on Health and Social Care. This includes the Devolution Deal committing additional funds to pilot 5G solutions in areas such as remote monitoring and early diagnosis. The Deal also provides opportunities for Coventry to work with WM5G to ensure that the next stage of the Smart City Region has a strong mobility focus, which will benefit Coventry. Both activities are being progressed as part of our "business as usual", however, the devolution deal does give this extra focus and impetus.
- 2.14. **Affordable Homes Programme (AHP).** Homes England will invest at least £200 million and up to £400 million of AHP funding within the WMCA area by March 2026 with a clear ambition for the WMCA, local partners and Homes England to work together to build more social and affordable homes by 2026. As with the Single Regeneration Fund, CCC needs to work closely with WMCA's officers to have stronger influence over the more detailed design and focus of the funds, and ensure that priority Coventry projects feature strongly on the Fund pipeline. Ensuring Coventry is appropriately represented on the WMCA Land & Property Board will support this.
- 2.15. **Homelessness.** There will be an expansion of the Live and Work Model previously trialled in Sandwell. The scheme provides accommodation for young workers, who may otherwise be at risk of homelessness, giving them an affordable place to live without reliance on the benefit systems. In addition a new pilot for rent simplification is also proposed which will help young people in supported accommodation to transition into work. Coventry will support these pilots and actively seek to get involved.
- 2.16. **Innovation, Business Productivity and Trade.** A new Strategic Innovation Partnership between the WMCA and UK Research and Innovation (UKRI) is proposed, as well as a Strategic Productivity Partnership which would allow WMCA and its members to shape the national model for provision of business support in the region. The deal also proposes the appointment of West Midlands Growth Company (WMGC) as the region's lead agency working with Department for Business and Trade on inward investment. CCC must continue to work through routes such as the WMCA Directors of Economic Development to make sure that appropriate links are made between innovation and business support, and to shape any additional business support activities which are devolved to local control. The Council must also work closely with WMGC,

ensuring that they are actively working to add value to Coventry's priorities, and constructively hold them to account as funder and shareholder.

- 2.17. **Culture and Tourism.** The Devolution Deal allows the West Midlands to retain Commonwealth Games funding underspend of c. £70m to make the most of the of culture, heritage and sport in terms of economic opportunities and improved wellbeing for the region's population. Coventry will need to make sure that the parameters of these funds and the application processes are structured in a way that will benefit the city and its residents, but the ability to retain these funds in the region is to be welcomed. This theme in the deal also establishes WMGC as the region's Destination Development Partnership, and it will be necessary to continue to work closely with WMGC to make sure this approach complements the work of Destination Coventry and the Local Visitor Economy Partnership in Coventry and Warwickshire. Government will also provide £25m for cultural, digital and environmental projects in the West Midlands subject to approval of suitable business case.
- 2.18. **Energy and Environment.** This theme of the deal will establish a pilot scheme to devolve net zero funding to WMCA from 2025 onwards, through the Single Settlement, rather than through competitive national bidding. The Deal also recognises the region's involvement in wider energy system management and planning, responsibility for heat zone designation, and energy efficiency advice. The Deal sets out commitments for improving the natural environment, climate change adaptation and proposes additional regional monitoring of air quality. CCC will need to make sure it has a strong voice in the WMCA Environment and Energy Board and make the case for double devolution of these funds when appropriate to continue the city's very successful work on this agenda.
- 2.19. **Health and Wellbeing.** The Devolution Deal set out plans to agree a new formal duty on the WMCA to improve public health, however this element of the deal could only progress if all seven constituent authorities wished to pursue it. This was not unanimously supported by the region's LAs and so the public health duty will not be progressed. The Data and Smart Cities theme outlined above has a strong focus on health and wellbeing.
- 2.20. **Governance and Accountability.** A new requirement will be placed on LAs to strengthen scrutiny arrangements. The details are not finalised but it is understood they will include the West Midlands Mayor and the WMCA's portfolio holders being given the option of attending a Council meeting of one of the constituent authorities every year if appropriate and invited. In addition there will be the establishment of an enhanced Mayor's Question Time. Further arrangements will be put in place to allow local MPs to scrutinise the work of the Mayor.

### **3. Results of consultation undertaken**

- 3.1. Since April 2022, the WMCA has held regular liaison (minimum one meeting per fortnight) with Senior Officers from Coventry City Council and those in the other 6 Constituent Authorities (plus engagement with non-Constituent Authorities) to establish each locality's key priorities and how these should shape the focus of the Deal. This included a series of workshops specific to each Theme within the Deal from officers representing the relevant service areas. WMCA also consulted with relevant working groups or specialist regional organisations for specific themes where required, such as the WMCA Innovation Board for the Innovation theme, Economic Impact Group for the Business Productivity theme, and West Midlands Growth Company for Trade & Investment. The collective priorities were considered by government, and then after a negotiation period with the WMCA during February and March 2023 when government feedback was considered, the final Deal text was produced.

#### **4. Timetable for implementing this decision**

- 4.1. The WMCA is due to approve the Devolution Deal at its board meeting on 13 October 2023. Another imminent milestone is the agreement of an MoU between themselves, Government and the 7 local authority members in November 2023 in respect of Business Rates Retention. The next major milestone after that will be the publication of the MOU between the WMCA and Treasury regarding the single funding settlement. The funding settlement itself would not begin until April 2025, but work to understand the implications of such a deal on the WMCA and its constituent authorities has already commenced. Other elements of the deal such as Commonwealth Games Legacy funding will commence immediately.
- 4.2. In addition, the Bus Services Operating Grant will require further negotiations with Government. The outcome of these negotiations will form an order, allocating the BSOG responsibilities to the Mayor. Once further negotiations with Government have taken place, all 7 constituent members of the WMCA will be asked to approve the new arrangements. These will be brought back to Cabinet at the appropriate time for debate and decision.

#### **5. Comments from Chief Operating Officer (Section 151 Officer) and Chief Legal Officer**

##### **5.1. Financial Implications**

- 5.1.1 The fiscal benefits are as set out in summary form in section 2. The key financial implications for both Coventry and the region will be the single settlement and the business rate retention proposals.

##### Single Settlement

- 5.1.2 As stated above, the basis on which Single Settlement will work is subject to an MoU which is currently work in progress. However, the expectations are that it will be awarded to the WMCA for each spending review period on a no detriment basis. That is, that whilst the funding will be a much simpler consolidated funding settlement, combining the wide-ranging funding awards currently experienced, the allocation will be on an equal or better basis in totality. The WMCA are seeking agreement with Government in the MoU for the it's board to have the ability to determine how funding is directed in order to achieve agreed outcomes. The WMCA will be the legal accountable body and be accountable therefore to the government to achieve the outcomes set out in the single settlement arrangements.

##### Business Rate Retention

- 5.1.3 The Council as part of the West Midlands, have been part of a BRR 'pilot' which has existed since 2017, whereby rather than retaining 50%, with the other 50% going to the government for national redistribution as RSG, rates are retained almost in full, less a share to the WMCA. The proposals under the latest deal indicate a new BRR scheme for a period of up to 10 years. The pilot has since 2017 been financially beneficial both to the region as a whole, and individually to each local authority for each year of the pilot, including a collective contribution to the WMCA.

BRR is the subject of a well advanced MoU with Government which will determine how it would work in practise. Appendix 3 provides more detail of the principles and

conditions of the scheme, together with the protections sought from government to ensure the scheme continues to provide a financially neutral or better financial position versus a return to the former 50% redistribution basis. Appendix 4 presents the draft MoU document as currently drafted.

Whilst there are risks related to the continuation of the pilot, it is considered on balance that the risks are a) sufficiently low and b) sufficiently mitigated to provide us with the confidence to support the proposals.

### Levelling up Zones

- 5.1.4 Authorities with a LUZ in their area will have the ability to retain business rates for rates generated in the LUZ for specific re-investment in the zone. This does not currently apply to Coventry as the Gigapark site has been named as the main site for the West Midlands Investment Zone, which operates on similar business rate growth retention principles but crucially offers tax incentives for potential investors in the area.
- 5.1.5 Much of the detail in respect of LUZ's (and IZ's) is as yet, still to be determined. As this is more fully understood, any unexpected risks to the Council that materialise would need to be factored into the final agreement to proceed and reported back to members, seeking approval as appropriate.

### **Legal Implications**

- 5.1.6 The Council is one of seven constituent metropolitan local authority members of the West Midlands Combined Authority. Each local authority member (including Coventry) has two votes, and the Metro Mayor has one, for a total of 15 votes on the Board.
- 5.1.7 The WMCA advice is that the new powers in relation to the Bus Service Operators Grant are considered to be public authority functions, which can be dealt with under the Local Democracy, Economic and Construction Act 2009 which will require the consent of the Constituent Authorities to the laying of the order by the government. An in-principle agreement of the devolution of the BSOG is part of this paper and further formal agreement will be needed at a date in the future.

## **6. Other implications**

### **6.1. How will this contribute to the One Coventry Plan?**

- 6.1.1 The thematic areas of the West Midlands Devolution Deal are aligned with the One Coventry Plan's objectives. Coventry will aim to secure new funding, powers and resources through the Deal, to contribute to delivering the objectives of the One Coventry Plan.
- 6.1.2 **Increasing the Economic Prosperity of the City and Region.** This Deal's implementation should contribute towards delivering this objective, primarily because the Strategic Productivity Partnership should provide the conditions for enabling local businesses to prosper, particularly if the West Midlands secures further resources within the next Spending Review Period. The partnership with UKRI should also improve the possibility to secure additional resource to help create good quality jobs, whilst the partnership with Department for Business & Trade should create further opportunities for attracting newer domestic and international investment into Coventry. New funding opportunities through the Transport and Regeneration themes will be crucial in creating the conditions for future job creation and business prosperity.

**6.1.3 Improving Outcomes and Tackling Inequalities Within our Communities.** Creation of the Transport regulatory innovation framework, the region securing a sufficient proportion of the second round of CRSTS, and more devolution of post 19 skills funding should help to connect Coventry residents with employment and skills opportunities. The new Investment Zones also present significant potential to tackle inequalities by creating new employment opportunities, although the scale of impact the Deal will have on tackling inequalities will depend to a high degree on how much additional funding can be secured through the next Spending Review period.

**6.1.4 Tackle the Causes and Consequences of Climate Change.** The future devolution of net zero funding provides a significant opportunity for tackling the causes and consequences of climate change and supports delivery of Coventry's draft Climate Change Strategy. The next stage of implementing the Deal, and liaison with government regarding the single settlement, will determine both the scale of additional funds that will be secured (and how much will be directed to Coventry) and how this will be administered.

**6.1.5 Continued Financial Sustainability of the Council.** The 10 years of business rate growth retention could provide an opportunity to improve the financial sustainability of the Council. Elements of the Single Settlement could also help to contribute positively to the financial sustainability of the Council, particularly if some new funds were "double devolved". Again, the expected scale is likely to be determined in the next stage of implementing the Deal.

**6.1.6 Council's Role as a Partner, Leader and Enabler.** Both in developing and implementing the Deal, Coventry will act as a key partner to WMCA. The implementation of many themes will also entail Coventry needing to work in partnership with other public sector bodies, education bodies and the private sector. Coventry will need to play an important facilitation role in effectively articulating the needs, opportunities and priorities facing Coventry and thereby securing strong outcomes and additional resources from the Single Settlement.

## **6.2. How is risk being managed?**

**6.2.1** The Council has a strong track record of managing risks and maintaining significant financial controls and well-established procedures when managing or delivering new funds. At this stage, the quantum of funds that the Authority could expect to manage through implementation of the Deal is uncertain. There are key risks that need managing:

- **Securing buy-in of all LAs on the details of the Deals Implementation Plan.** Through the development of the Deal, we have had positive engagement and partnership working with the other 6 WMCA Constituent Authorities. We envisage that this strong partnership working will continue, with any uncertainties being cleared up in discussions with the other Authorities, before key formal decisions need to be made through the WMCA governance processes. The WMCA and all 7 LA members are working collaboratively to ensure that as far as possible protections are sought and received from HMG such that financial arrangements, in particular in relation to Business Rate Retention and Single Settlement are as beneficial to the region as possible.
- **Changes in the public funding environment meaning the region is not able to secure as many funds as expected from the next Spending Review Period.** Through CCC's involvement in officer groups, we will communicate developments

on a regular basis, and will work in partnership with WMCA to ensure that any further funding secured is channelled and structured in a way that delivers against Coventry's priorities.

- **Economic uncertainty.** With slow economic growth forecast by the Bank of England and many other economic forecasters for the remainder of 2023 and 2024, we expect that many businesses and residents will continue to face notable challenges. We will therefore work closely with WMCA to ensure that the principles of the Single Settlement are aligned with Coventry's needs and priorities, and also that the Implementation Plan contain sufficient flexibilities to respond to changing economic circumstances.
- **Coventry benefiting sufficiently from new devolved funds.** Through CCC's proactive involvement in the relevant thematic Officer Working Groups, we will ensure that Coventry's priority projects are articulated to the WMCA theme leads and that the necessary development work is undertaken to ensure priority projects are aligned with the parameters of these new funds.

### 6.3. What is the impact on the organisation?

6.3.1 The Deal will have an impact on staff within the organisation because there will be a need for Coventry staff to work with WMCA and the other 6 Constituent Authorities to further develop and roll out implementation of the Deal. It could also bring additional income into the organisation if Coventry were to secure some of the new devolved funds coming to the region through the deal or additional funds that could potentially be secured during the next Spending Review Period. The deal could also have an impact on Coventry from an ICT standpoint, as it will entail Coventry sharing more data with WMCA.

6.3.2 The activities proposed through the Deal should have positive impacts on the residents of Coventry. These include improving access to employment and training opportunities, improving access to affordable housing, improving local transport opportunities and boosting local businesses and job creation. This should help to reduce reliance on Council welfare services (thereby mitigating against risks of the need to find extra financial resources for additional staff) whilst also having health and wellbeing benefits.

### 6.4. Equalities / EIA

6.4.1 WMCA undertake Equality Impact Assessments (EIA) as part of the process of developing Business Cases for government for securing each of the new devolved funds that are being offered to the region through the Deal – these include the Single Regeneration Fund, Affordable Housing Fund, and new funding for Culture and Smart City Region activities. The region's Constituent Authorities will be expected to feed into the EIAs before the Business Cases are submitted to government.

6.4.2 The detail of the Single Settlement will also be founded on WMCA's Inclusive Growth Framework, which ensures that equality, diversity and inclusion will be fully factored into the design of how this will work. Again, the Constituent Authorities will be consulted on the detail of this as part of the process.

6.4.3 We do not expect the Deal to have an adverse impact on any groups or areas, but do expect the activities to have positive impacts – for example, the Skills and Employment activities are likely to benefit residents that are either unemployed or further from the

labour market and/or living in the region's most deprived areas. We would also expect the Single Regeneration Fund to benefit the region's most deprived areas.

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

6.4.1 As detailed above, the Deal is expected to contribute positively to the One Coventry Plan's objective of "Tackling the Causes and Consequences of Climate Change" and will also be aligned with objectives of the new Coventry Climate Change Strategy. The Energy and Environment theme will contribute positively to tackling the climate change agenda, by enabling more sustainable approaches to energy system management and planning, heat zone designation, and energy efficiency advice. It will also support improvements to the natural environment through local nature recovery, improved air quality monitoring and climate change adaptation and resilience. Through securing more devolved retrofit funding in the next Spending Review period, the Deal should also deliver a positive impact on energy efficiency and insulation in homes, especially in the region's more deprived areas.

**6.6. Implications for partner organisations?**

6.6.1 CCC will be working with the other 6 Constituent Authorities and WMCA to further define and roll out all elements of the implementation of the Deal. This will include articulating Coventry's priorities for each theme to help inform WMCA's requests to government for further devolved funds in the next Spending Review period. However, in both further developing and delivering the Implementation Plans for each theme of the Deal, CCC will need to work with key local public and private sector partners.

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This report is published on the council's website:



APPENDIX 1

# West Midlands 'Trailblazer' Deeper Devolution Deal: Thematic Summaries

August 2023



**West Midlands**  
Combined Authority



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# Introduction

The purpose of this document is to provide local authorities (LAs) an overview of the trailblazer deeper devolution deal (the deal) between the region and Government. It sets out how the commitments in the deal will be implemented, how LA partners will be engaged in decision-making, LAs roles in delivery and indicative timescales for commitments to be progressed and implemented. A more detailed breakdown of deal implementation activities is set out in the fuller implementation plan that follows these summaries. The different policy areas in the deal have been grouped into the following themes:

- Operating more effectively. This covers governance and accountability, data and the single settlement;
- Economy. This covers business support and finance, innovation, trade and investment and visitor economy;
- Employment and skills. This covers adult skills, careers and employment support;
- Transport. This covers rail, buses, transport innovation, transport planning and infrastructure capital support;
- Supporting clusters. This covers digital, social economy and Places for Growth;
- Net zero and environment. This covers energy efficiency, industrial decarbonisation, heat zoning, natural capital, local area energy planning and air quality;
- Transforming places. This covers housing, regeneration, Growth Zones and business rate retention;
- Pride in place. This covers homelessness, anti-social behaviour and early years.

In addition, there are three further special features that cover areas of the deal in more detail. These are:

- Single settlement;
- Transport;
- Growth Zones.

### Plans on a page

For every thematic summary, a 'plan on a page' is provided to show indicative timescales for implementation activities.

A bar like the below with a single diamond is used to indicate a deadline:



A bar like the one below with a diamond at either end is used to indicate the duration of an activity:



Operating more effectively  
Economy  
Supporting nascent clusters  
Bridging in Place

Transforming places  
Adult Skills and Employment Support  
Net Zero and Environment  
Transport

### Overview of the deal

There are over 190 different commitments in the deal. The commitments are of different kinds, including:

1. Commitments to provide new funds to the region;
2. Commitments to increase flexibility and local decision-making power over existing and future funding;
3. Commitments to new partnerships to plan and manage the delivery of government programmes; and
4. Commitments to enable the region to co-design new policy initiatives with Government.

The highest number of commitments relate to the themes of economy, operating more effectively and transport. Taken together, these commitments, the policy levers and funding they include, represent a step-change in our ability to realise our collective vision of a better connected, more prosperous, fairer, greener and healthier West Midlands.

### Financial value of the deal to the region

The total value of the deal in fiscal terms to the region is estimated at c£1.5 billion. This estimate is to a large extent influenced by the ability of the region to establish Growth Zones as intended, and the economic growth in the region which will flow back to LAs through the Business Rates system.

Fund	Potential Value	New Money?
Growth Zones <sup>1</sup>	<b>c.£0.5bn Minimum</b>	Yes
10-year Business Rates Retention	<b>c.£450m</b>	Difficult to assess
Affordable Housing Programme	<b>£200-400m</b>	Yes
Single Regeneration Fund	<b>£100m</b>	Yes
Wednesbury to Brierley Hill Metro Extension	<b>£60m</b>	Yes
Smart City Region	<b>£10.0m</b>	Yes
Air Quality Sensors	<b>£0.5m</b>	Yes
Digital Devices	<b>£4.0m</b>	Yes
Industrial Decarb	<b>£10.5m</b>	Yes
Natural Environment	<b>£1.0m</b>	Yes
Cultural Infrastructure Fund	<b>£4.0m</b>	Yes

<sup>1</sup> Estimate based on incremental Business Rate Retention if all 6 Growth Zones are given Government consent and delivered.

# Operating more effectively

## Inclusive Growth Fundamental: Power and Participation

Exec Lead: Ed Cox

### Governance, Scrutiny and Accountability

#### What will the deal achieve?

A condition set by government for the region to receive the benefits of the deal is strengthening existing WMCA scrutiny arrangements and introducing new processes to enhance our accountability, both to central government and to our residents.

#### What will we deliver?

- Quarterly MPs/Mayor/Portfolio Leader sessions.
- Review of WMCA overview and scrutiny arrangements.
- Revised outcome reporting to Government.
- Publication of a Scrutiny Protocol by Government.
- Enhanced Mayoral Question Times.
- Enhanced resources and profile for WMCA scrutiny committee chairs.

#### How will local authorities be involved?

- The Terms of Reference for MPs Quarterly Sessions will be shared with Regional Chief Legal Officer and Senior Local Authority Officer Group for feedback;
- LAs will have the opportunity to vote on a resolution to implement the MPs Quarterly Sessions at WMCA Board;
- Through the Regional Chief Legal Officers Meeting, local authorities will be consulted on the recommendations of the review of WMCA overview and scrutiny practices by DLUHC and the Centre for Local Governance and Scrutiny.

## Data

#### What will the deal achieve?

The deal will increase the range of central government data that WMCA and partners have access to, improve data sharing within the region and support our ability to use outcomes evidence in decision making. Improvements in the region's data sharing capability are key to supporting the realisation of benefits across multiple other elements of the deal, for example, partnership agreements in housing and adult skills.

#### What will we deliver?

- Changes to WMCA data governance;
- Access to the Chief Data Officer's Council;
- A Data Partnership with Government;
- Data sharing gateways with Government departments.

#### How will local authorities be involved?

LA leaders will be asked to agree proposed changes to enhance WMCA Data Governance and get WMCA ready for enhanced data sharing and agree new data sharing practices and principles at a regional level.

The West Midlands Insights on Society and Economy group with local authorities will develop proposals for local data sharing and scope out what data is held within local authorities and WMCA and what data would be beneficial from central government. Together, they will build on the process used to create the Birmingham Data Charter and lead to the co-creation of a West Midlands Data Charter.

## Single settlement

**Exec Lead:** Linda Horne

### What will the deal achieve?

The deal offers the region the opportunity to receive government department-style multi-year financial settlements. This will reduce the amount of competitive bidding for government funding, provide more certainty over levels of funding and enable joined-up, strategic funding delivery. The single settlement will also streamline reporting and evaluation processes associated with bidding to multiple competitive pots. The single settlement will provide us with greater power over investment decisions locally, and greater ability to fund our priorities.

### What will we deliver?

- A Memorandum of Understanding covering the design principles for the single settlement.
- Reduction in competitive bidding for government funding.
- Streamlined monitoring, evaluation and assurance processes.

Funding from central government with fewer prescribed spending conditions.  
Greater funding certainty for greater time periods, enabling simpler financial planning.

### How will local authorities be involved?

- The decision on whether or not to sign the MoU will be taken to WMCA Board for agreement.
- The Senior Local Authority Group (SLAOG) will be used to co-develop negotiating positions to be communicated to DLUHC and Treasury. Finance Directors and other subject matter experts from local authorities will also be engaged.
- Special sessions with Leaders will be arranged over Summer and early Autumn to update them on negotiations and refine negotiating positions.
- After the MoU has been developed, there will be further engagement through Chief Execs on the changes that are required to WMCA governance and decision-making structures to make most of single settlement funding.
- As part of our approach to funding delivery, we currently expect place-based plans to set out local funding priorities and strategies that join up the multiple functions – and funding streams – of the single settlement.

# Operating more effectively

	May	June	July	August	September	October	November	December	2024	2025
Governance and Scrutiny	◆ Develop <u>ToRs</u> for Mayor/MPs Sessions ◆					◆ WMCA Board resolution			◆ First session	
				◆ Publication of Scrutiny Protocol		Publication of Plain English Guidance			◆	
	◆ Review of WMCA/GMCA governance and scrutiny with DLUHC									
Single Settlement	◆ Negotiate MoU with GMCA, HMT and DLUHC ◆						◆ MoU to Board		◆ Assumed SR	
	◆ Co-develop MoU with Local Authority partners ◆									
							◆ Review WMCA decision making ◆		◆	
							◆ Develop data, M&E capability ◆		◆	
							◆ Develop assurance and scrutiny ◆		◆	
Data	◆ Improvements to WMCA data governance ◆									
	◆ Develop Data Partnership with Government ◆									
	◆ Establish data sharing Gateway(s) ◆									
	◆ Build Local Data Sharing Network ◆									
	◆ Attend Chief Data Officer's Council ◆									
									◆ Data Symposium ◆	





# Special Feature: Single Settlement

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## Challenge & Opportunity

The region has proved its capability to deliver large-scale funding programmes that make a real difference to people, communities and businesses.

Whether it's the 100 derelict sites that have been unlocked, the 200 transport projects the region will deliver by 2026 or the tens of thousands of adult learners who have received support to boost their skills – we have shown we can work in partnership to deliver change at scale.

With the right tools, the region could do more. We receive funding from government through a myriad of funding streams, each with a separate delivery timetable, different output prescriptions and overlapping reporting and accountability arrangements. This gets in the way of our ability to take joined up, strategic decisions drawing on all our resources in the round.

## How the deal addresses it

The commitment to a single department-style settlement for the region will change this.

It will allocate a single capital and revenue settlement to the region spanning multi-year Spending Review periods, supporting medium-term, strategic planning.

It will allow us to realise the benefits of delivering local growth and place, local transport, housing and regeneration, adult skills and net zero functions in parallel, generating more impact for the region.

It will give the region greater flexibility and more control to deliver projects and initiatives aligned to local needs and place-based opportunities.

It will significantly reduce pressures on officer time from having to make repeat bids into national funding competitions, with decisions routed through regional decision-making structures instead.

## Why that's different from pre-deal

The single settlement represents a significant step forward relative to the status quo.

The single settlement will change the way the region works with and receives funding from government for the better, underpinned by new accountability arrangements and a jointly agreed outcomes framework.

It will see new ways of working between partners across the region, with more local control over decisions routed through local decision-making and accountability structures.

## When things will happen

- Summer 2023: Early engagement within the region on the design of the single settlement;
- Autumn 2023: A memorandum of understanding between the region and government;
- 2024: Further work across the region to prepare for single settlement implementation, working towards an allocation at the next Spending Review (timing tbc, but assumed to be Autumn 2024);
- 2025 (tbc): Following the next Spending Review, the first single settlement would be allocated to the region.

**Inclusive Growth Fundamental: Inclusive economy**

**Exec Lead:** Ed Cox

**Trade and investment**

**What will the deal achieve?**

The deal will help to bring greater foreign direct investment into the region and help more businesses to export by strengthening the region's influence over the Department for Business and Trade, increasing the region's visibility to overseas investors, securing support from the Office for Investment and better connecting businesses to sources of export and investment support.

**What will be delivered?**

An International Strategy, joint agreement of future High Potential Opportunities and joint delivery with the Department for Business and Trade.

**How will local authorities be involved?**

Directors of Economic Development will work with the WMCA and West Midlands Growth Company to progress the commitments in the deal, feeding into the Economic Growth Board and Combined Authority Board.

**Innovation**

**What will the deal achieve?**

The deal gives the region greater influence over national innovation funding and makes a number of commitments that will help businesses across the region to innovate and adopt new technologies, building on the region's status as an Innovation Accelerator and the recently-published WMCA – Innovate UK Action Plan.

**What will be delivered?**

A new Strategic Innovation Partnership, bi-annual meetings with HMG Science Ministers and a knowledge transfer partnership with Innovate UK.

**How will local authorities be involved?**

LA officers will be engaged via Business Support Officers Group and Directors of Economic Development. Directors of Economic Development are, with Innovation Board and universities, shaping the direction of the Partnership, with the Economic Growth Board and Combined Authority Board in decision-making roles.

**Visitor Economy**

**What will the deal achieve?**

The deal strengthens the West Midlands Growth Company's role in coordinating the region's visitor economy.

**What will be delivered?**

West Midlands Growth Company to be granted Destination Development Partnership pilot 2 status and support more LAs to achieve Local Visitor Economy Partnership status.

### How will local authorities be involved?

LAs have been engaged in the development of DDP proposals through signing off the Growth Company’s Business Plan, while two LAs have already received LVEP status. LAs will be engaged through ongoing quarterly meetings.

### Business support and finance

#### What will the deal achieve?

The deal gives the region greater influence over national business support programmes now and the ability to make the case for devolved business support in future. The deal will also help to better align sources of SME finance and infrastructure investment with regional opportunities.

#### What will be delivered?

A new Strategic Productivity Partnership, regional engagement in the future of Growth Hubs, a role for the region in the governance of the British Business Bank’s regional fund (MEIF2).

### How will local authorities be involved?

With input from the Business Support Officers Group and Business Insights Forum, Directors of Economic Development are shaping commitments in this section of the deal to feed into Economic Growth Board and CA Board. Across this theme, data and intelligence gathered through the Business Growth West Midlands Service will be used to inform policy design in the economy and skills partnership.

	May	June	July	August	Sept	October	November	December	2024	2025
Business support								Report to SoS on outcomes of SPP	Bi-annual SPP meetings	
				First Strategic Productivity Partnership Meeting						
				Agree new Brit Bus Bank relationship					MEIF2 launch	
Innovation	Launch new WM Growth Hubs									
		Engage government on future of Growth Hubs								
Trade and Investment				Launch of Innovation Accelerator						
		Mayor and VCs agree steer					Meeting with Science Ministers			
		Innovation Board ratify asks						Stocktake with Mayor and VCs		
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**Inclusive Growth Fundamental:** Education and Learning

**Exec Lead:** Clare Hatton

### Adult skills and employment

#### What will the deal achieve?

Although the deal has separate chapters on adult skills and employment support, we continue to advocate to Government that these are complimentary and should be treated as one workstream. This will ensure adult skills and employment support are properly integrated and mutually reinforcing.

In adult skills, the deal commits to the creation of a joint governance board to provide oversight of post-16 technical education and skills in the WMCA area, ensuring our training offer is aligned to local skills needs, providing strategic oversight of the Local Skills Improvement Plan, supporting better data sharing and providing oversight for the development of an all-age careers strategy. The deal offers greater flexibility over how existing adult skills funding (Free Courses for Jobs and Skills Bootcamps) can be spent and a commitment to fully devolve these funds as part of the single settlement. The deal recognises WMCA as the central convenor of careers provision, with joint governance of the current National Careers Service contract and a commitment to co-designing future careers provision for all ages in the region.

On employment support, the deal commits to the creation of a new regional Labour Market Partnership Board to oversee the development and implementation of a regional labour market strategy. It provides a new role in co-designing future contracted employment programmes for young people and adults, which the CA will commission on behalf of DWP on a WMCA footprint.

We continue to push for the Joint Governance Board for Adult Skills and the Labour Market Partnership Board to be combined into one.

#### What will be delivered?

- Terms of reference for an integrated adult skills and employment support board;
- Sign-off of the Local Skills Improvement Plan and of the application for the Local Skills Improvement Fund that supports LSIP implementation;
- An all-age careers strategy;
- Co-design of future contracted employment support programmes, on a WMCA footprint (N.B. no new contracted employment support programmes expected during this SR period);
- Free Courses for Jobs and Skills Bootcamps expanded to create a stronger training offer that meet labour market and skills needs across the economy;
- Better access to data that supports planning and delivery of adult skills provision and demonstrates outcomes and impact;
- Joint governance of the current National Careers Service contractor and role in shaping future specifications.

### How will local authorities be involved?

- LAs will have a key role in new governance structures for skills and employment support programmes within the WMCA area. These are currently in development. In the interim, we will engage with LAs via Directors of Economic Development, with governance decisions taken at Economic Growth Board;
- The CA will also work closely with individual LAs and our LA Employment & Skills Officers Group to understand and respond to employment and skills needs in their area – to inform adult skills procurement in each area;
- Adult skills provision will continue to be delivered through an ecosystem of LAs, FE colleges, independent training providers, universities and the VCS. LAs will continue to receive grant funding for community learning provision;
- The CA will also work closely with individual LAs and our LA Employment & Skills Officers Group to understand and respond to employment and skills needs in their area – to inform commissioning of employment support provision.

	May	June	July	August	September	October	November	December	2024	2025
Adult Skills and employment	Develop new governance structures – with agreed Terms of Reference - for employment and skills									
	Deploy greater flexibility in Adult Skills funding									
	MoU signed with HMT and DLUHC on Single Settlement								Assumed SR	

## Special feature: A transport network closer to the standards of London

### Challenge

After decades of underinvestment, our region is beginning to turn our transport network around. But significant challenges remain in tackling the defining issues of our time, such as climate change, air quality, our health, and now the cost of living and energy pressures facing our citizens.

To enable Inclusive Growth means improving people's access to opportunities. But the pandemic and the cost of living crises have resulted in problems to overcome. Public transport costs have gone up whilst demand to travel has dropped, this has put levels of service at risk. And although people are driving less as fuel has increased in cost, this has not resulted in a proportionate uptick in travel by other modes; people are less socially and economically active.

Progress has been made to strengthen the West Midlands' transport since the first two devolution deals in 2015 and 2017: the next five years will see at least 40% more investment in transport capital compared to the last five years. Moreover, the region remains a world leader in the future of transport.

Connectivity reduces production costs, enables businesses to reach customers more effectively, links employers to a wider pool of potential employees and ultimately encourages business development. Without an integrated network, our progress on levelling up and economic standing relative to other regions will be constrained.

### How the deal addresses it

- The deal commits to explore a fully integrated, multi-modal fares and ticketing structure alongside pay as you go ticketing infrastructure pilots and co-development of a regional branding proposition for rail – key tenets of regional transport integration;
- A formal partnership between the West Midlands Rail Executive and Great British Railways (GBR) will increase local, democratic accountability over the region's railway;
- The deal unlocks an additional £60 million for the Wednesbury to Brierley Hill Metro extension;
- With the devolution of the Bus Service Operators Grant, we can change the mechanisms for providing public subsidy to private bus operators to improve accessibility across the region and support the decarbonisation of bus fleets.

### Why that's different from pre-deal

We have made great improvements to our network since the first devolution deal was agreed. However, the pandemic has shifted patterns and behaviours, with patronage remaining below pre-pandemic levels. The bus industry, in particular, is facing acute challenges.

The deal gives the region a greater set of tools to face these challenges and create an integrated transport system that is fit for the future. In line with our Local Transport Plan, we will use the provisions of the deal to deliver a network with improved accessibility, reduced traffic and decarbonised public transport.

### When things will happen

- 2024/2025: Reformed commercial BSOG devolved;
- January 2025 onwards: WMRE – GBR Partnership goes live;
- 2027 onwards: Full very light rail routes could form part of the second round of the City Region Sustainable Transport Scheme.



**Inclusive Growth Fundamental: Connected Communities**

**Exec Lead:** Anne Shaw

**Rail**

**What will the deal achieve?**

The deal will lead to a partnership agreement between West Midlands Rail Executive (WMRE) and Great British Railways (GBR). This will enhance local accountability and influence over the regional rail network. It will increase our ability to influence rail planning with local growth and social priorities, better integrate rail with other modes of transport and support the roll out of integrated smart ticketing.

**What will we be delivered?**

A new partnership agreement between WMRE and GBR and a pilot for fully integrated fares and ticketing.

**How will local authorities be involved?**

The partnership agreement will be approved through the WMRE Board.

**Infrastructure and planning**

**What will the deal achieve?**

The deal will drive further investment in the regional transport network, alleviate cost pressures on existing schemes and support regional transport planning. This is additional to the announcement of a further round of funding through the City Region Sustainable Transport Scheme.

**What will be delivered?**

£60m of additional funding towards the Wednesbury to Brierley Hill Metro Extension and additional transport planning resources for the Combined Authority implement new data and analytical tools.

**How will local authorities be involved?**

The Senior Transport Officer's Group will support the development and oversight of relevant business cases, with strategic decisions taken by the Combined Authority Board. Coventry City Council is leading the development of very light rail infrastructure.

**Buses**

**What will the deal achieve?**

The deal hands more power to the region over payments to bus operators; commits to investigate additional powers to tackle anti-social behavior on the transport network; and to further work to obtain pavement parking powers for local authorities.

**What will be delivered?**

Devolution of the Bus Services Operator Grant (BSOG).

**How will local authorities be involved?**

Transport Support Group will test and refine advice to DfT on the design of the BSOG scheme and its appropriate boundaries. The BSOG Governance Review and Scheme is provided alongside this document for local authority feedback and will be approved at WMCA Board in October.



## Transport innovation

### What will the deal achieve?

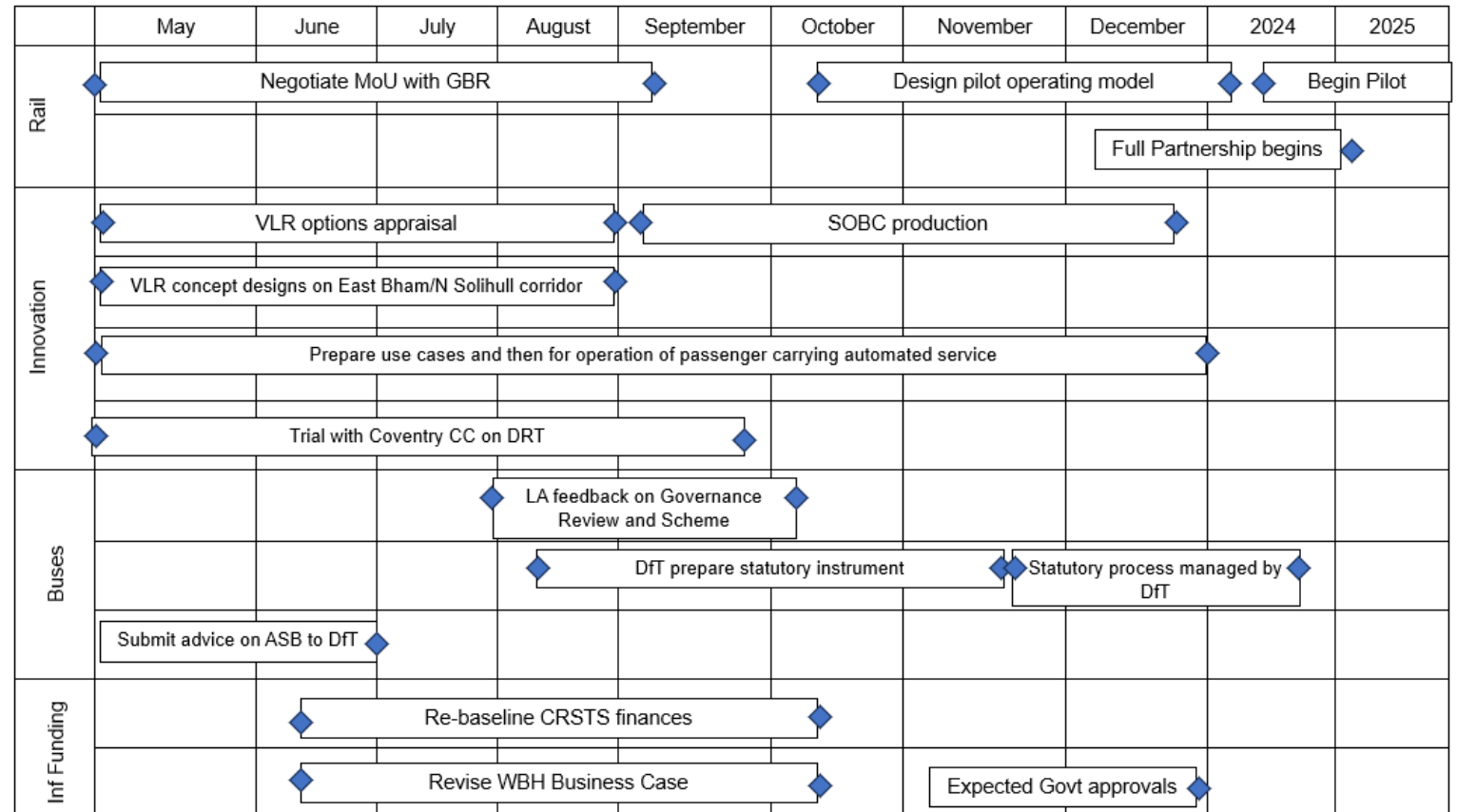
The deal will enable the region to test and demonstrate new, innovative technologies to drive behaviour change in transport usage, including through low-emission and autonomous vehicle trials.

### What will be delivered?

Funding and sponsorship from the Department for Transport to develop proposals and evidence.

### How will local authorities be involved?

The Senior Transport Officer's Group will support policy development, with strategic decisions taken by the Combined Authority Board.



## Supporting clusters

**Inclusive Growth Fundamental:** Health and Wellbeing, Inclusive Economy

**Exec Lead:** Ed Cox

### Digital

#### What will the deal achieve?

The commitments in the deal recognise West Midlands 5G's contribution to mapping and closing digital connectivity gaps in the region. The deal includes a commitment from government to engage with the WM Digital Infrastructure Leadership Group to accelerate broadband roll-out, provides funding to purchase devices to boost digital inclusion and provides funding for the Smart City Region project. This will introduce a network of sensors in healthcare settings to enable remote monitoring and the deployment of 5G technology to underpin remote health diagnosis.

#### What will we deliver?

- £4m fund for digital inclusion to roll out 20,000 devices;
- £10.1m for Smart City Region project;
- Greater high speed broadband coverage across the region.

#### How will local authorities be involved?

Accelerating broadband roll out will be coordinated by WM5G, but local authorities will be essential in managing the delivery of broadband through intelligence on forthcoming works and use of planning powers to deliver works.

The Smart City Region project will be project managed by WM5G and delivered by NHS partners in each local.

For digital inclusion, local authorities will take receipt of the purchased devices and distribute them to their networks of voluntary sector organisations, who, in turn, will distribute them to vulnerable residents.

### Social Economy

#### What will the deal achieve?

Recognising WMCA's commitment to double the size of the social economy, the deal will enable WMCA to provide specialist business support to social economy organisations to grow their trading activity. It will also enable local areas develop their own circular, inclusive local social economies.

#### What will we deliver?

The £1.75 million Social Economy Business Support programme will provide an opportunity for social enterprises, community-owned businesses, co-ops and trading charities, the opportunity to gain the business skills and confidence needed to grow their businesses. This programme will provide incentive grants to encourage increased trading income, leading to more employment, volunteering and beneficiary impact.

The local place-based Cluster development will provide £50,000 each to 8 localities – one per constituent LA and one identified by Power to Change.

#### How will local authorities be involved?

For the Business Support programme, local authorities will be asked to help recruit participants from their area. For the place-based cluster development, local authorities will identify and offer their support for place-based economy clusters.

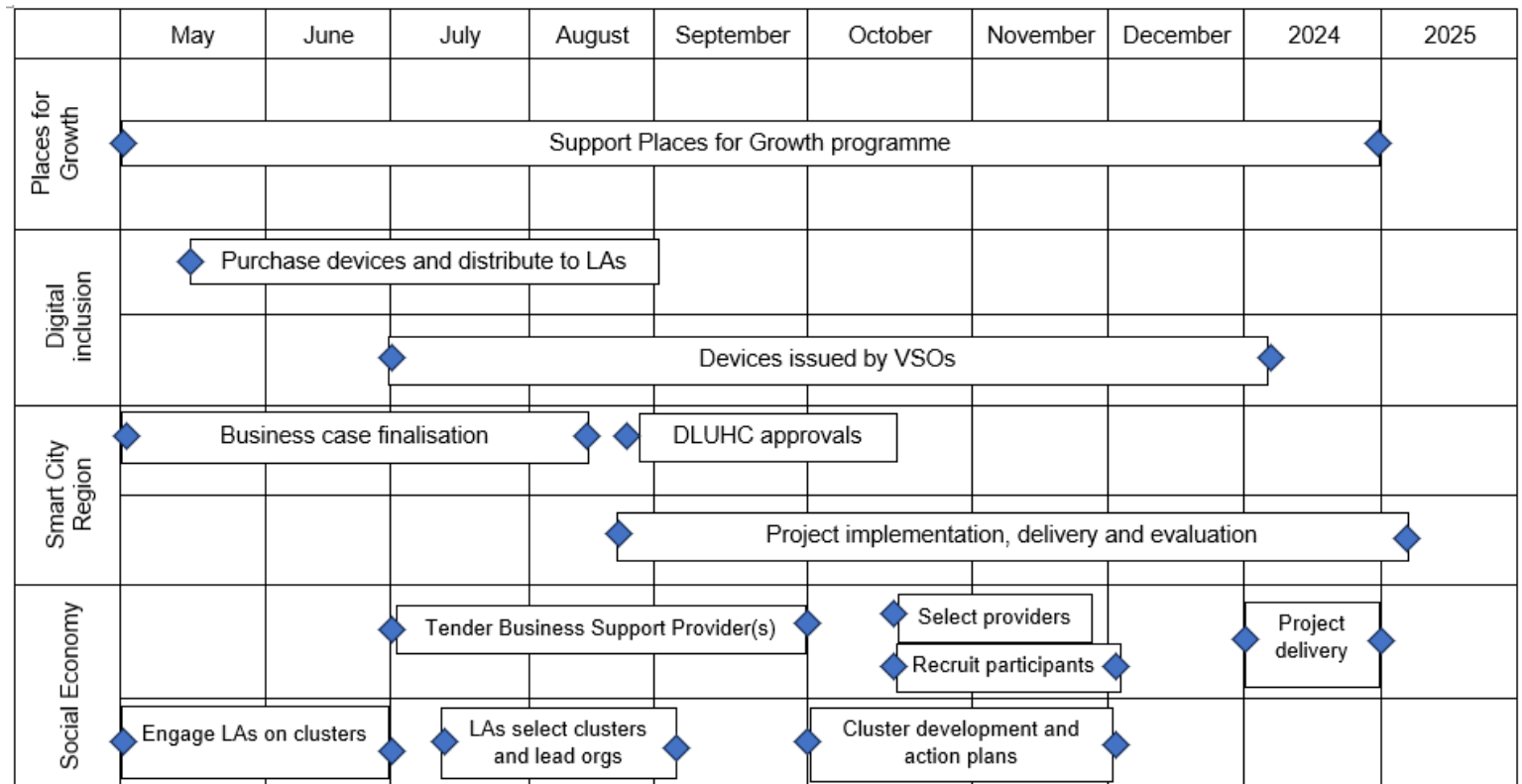
## Places for Growth

### What will the deal achieve?

In recognition of the region's growing skills clusters such as in transport and infrastructure a new West Midlands Fast Stream pilot will set a blueprint for establishing long term career pathways for people in the region by delivering a pipeline of civil service talent and skills

### What will we deliver?

We will support Government to relocate 2,100 civil service roles to the West Midlands by 2025.



# Net Zero and Environment

**Inclusive Growth Fundamental:** Climate resilience

**Exec Lead:** Ed Cox

## Domestic retrofit and minimum energy efficiency standards

### What will the deal achieve?

The deal secures a greater role for the region in measures that will support retrofit and net zero delivery through the devolution of retrofit and potentially other net zero funding. The deal also opens up the opportunity for local authorities to adopt additional powers to enforce tighter minimum energy efficiency standards (MEES); and commits to further work to bring more private investment into energy efficiency upgrades.

### What will be delivered?

Aside from the delivery of retrofit and market enabling activity through the single settlement, the deal provides the opportunity to strengthen MEES with enhanced energy efficiency requirements, allowing the region to maintain its trajectory regardless of national policy decisions in this area. However, this needs to be considered within the context of adequately resourcing existing, as well as any additional, standards.

### How will local authorities be involved?

The Local Authority Retrofit Officers Group meeting provides the opportunity to explore how these opportunities should be taken forward in partnership with LAs, with senior level engagement through the Net Zero Directors group.

## Industrial decarbonisation

### What will the deal achieve?

The deal will support efforts to increase businesses' energy efficiency and resilience to high energy costs, identified through the work of the Mayor's Industrial Energy Taskforce. The deal also re-affirms the greater role the region will be able to play in coordinating the roll-out of clean heat infrastructure, which will further support industrial and domestic heat decarbonisation.

### What will be delivered?

The deal provides an additional £10.5m from DLUHC to compliment the £14.1m from DESNZ for businesses to undertake energy efficiency audits and invest in energy efficiency measures, agreed as a result of the groundbreaking work of the Black Country Industrial Cluster.

### How will local authorities be involved?

The WMCA has worked with partners to align this funding with other publicly and privately funded programmes already in place, such as the recent Decarbonisation Net Zero programme tendered by WMCA using UKSPF funding. The WMCA will coordinate the monitoring and evaluation of the outputs delivered through these programmes.

## Local Area Energy Planning

### What will the deal achieve?

The deal encourages the WMCA to use its convening power and partnerships to drive local area energy planning across the region, and to use Energy Capital's expertise to inform approaches to energy system investment and management. This is backed in the deal by the expectation that National Grid will engage with the WMCA to ensure their investments will meet local needs and encouragement to engage with OfGEM on their future systems and network regulation workstream, focusing on network investment.

### What will be delivered?

The WMCA will develop a Local Area Energy Planning programme in partnership with local authorities and industry across the region to provide partners with data, tools, expertise, resources and influence to support local area energy planning and investment. Collaborative decision-making structures are being established, which bring together private sector energy system investors, to consider energy infrastructure investment from a multi-vector perspective and feedback will be provided to OfGEM and government. This will ensure that the offer in the deal and its underlying intent are achieved.

### How will local authorities be involved?

The Local Area Energy Planning-Coordination Group will oversee this programme, working closely with an industry Net Zero Infrastructure Delivery Panel. Additional workshops will be led by LAs to drill down into specific issues in specific areas. Energy Collaboration Days will also continue to be held monthly to enable joint working between energy officers across both the public and private sector.

## Heat Zoning Network Pilot

### What will the deal achieve?

Heat networks will be an important element of our energy infrastructure going forward and form important anchor projects in the delivery of local net zero solutions. The deal commits to heat network zoning as a national programme and identifies the WMCA and its constituent authorities as heat network zone coordinators (by 2025), with the ability to require buildings, within designated zones, to connect to heat networks.

### What will be delivered?

Heat Network Zones are currently being scoped and piloted by Birmingham and

Coventry. This will lead to the identification of potential heat network zones across the region, supported by LAEP, providing the necessary scale to engage key partners, including commercial investors, to bring schemes forward that meet local needs. For the new role established by Government for Heat Zone coordinators, this role will be scoped with Local Authorities and resources sought to enable implementation.

### How will local authorities be involved?

Where local authorities have the potential for heat networks, they will be approached directly to collaborate with the WMCA. LA's will remain central to the development and delivery of heat networks and associated zone(s) but may choose to work collaboratively with the WMCA to share resources and expertise to drive the delivery of these networks and zones.

## Net Zero and Environment

### Natural capital

#### What will the deal achieve?

The region will enable the region to attract more investment in natural capital schemes, supporting the development of the region's Local Nature Recovery Strategy.

#### What will be delivered?

£1m to the region through the Local Investment in Natural Capital (LINC) Programme to boost regional capacity.

#### How will local authorities be involved?

The Natural Capital Officers group is supporting the development of the LINC Programme and will work to develop and bring forward projects from the constituent authorities to the LINC project pipeline. The pipeline will attract significant private investment into the region to help delivery of our targets for nature recovery, climate adaptation and mitigation and connecting people with nature. This will be fed into both the Environment and Energy and WMCA Boards.

### Air Quality

#### What will the deal achieve?

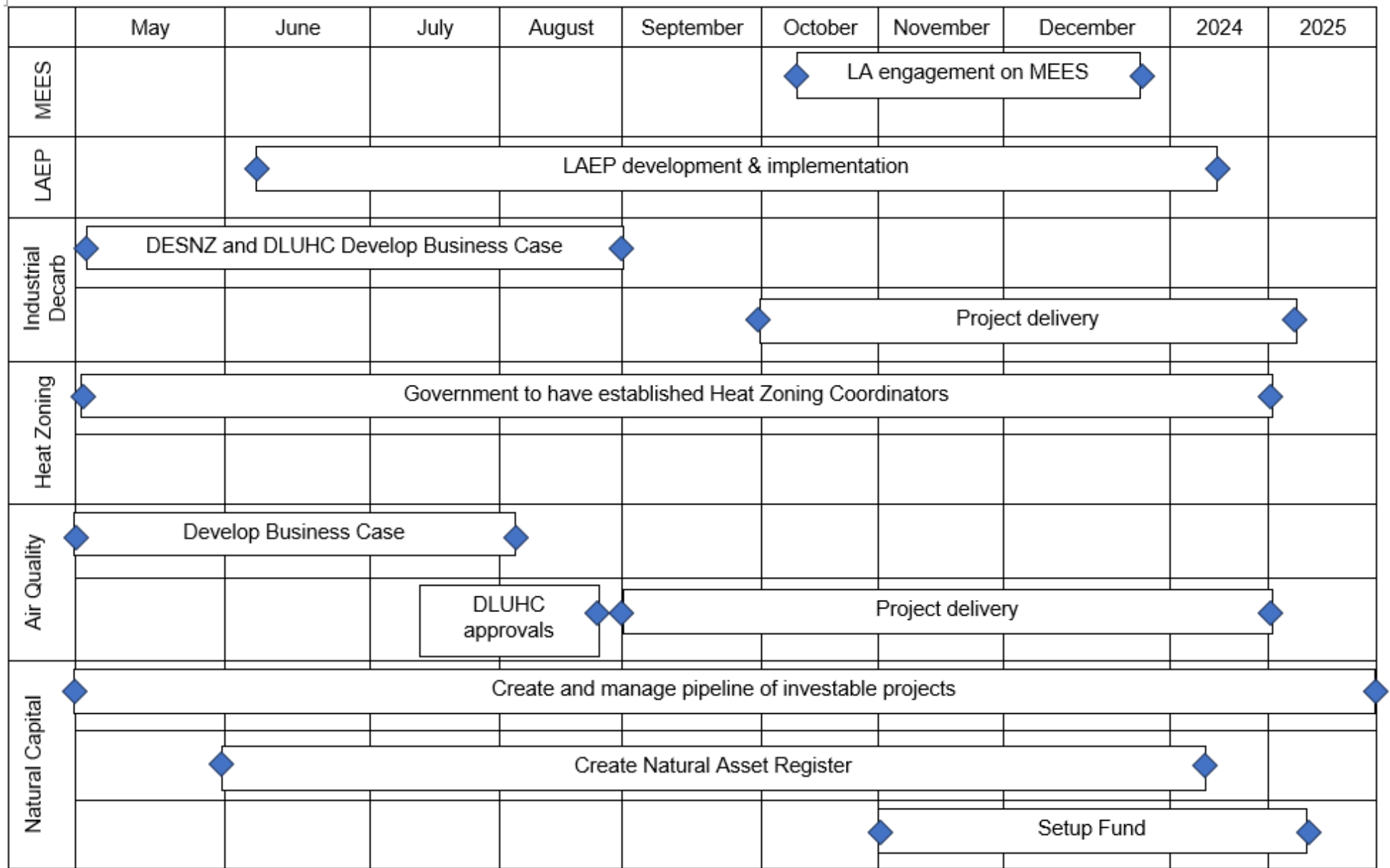
The deal provides £0.9m in capital funding to install air quality monitors across the region in areas where there are gaps in coverage. The data from these sensors will be fed into a web-based dashboard accessible to the public.

#### What will be delivered?

Air quality sensors and a live web-based dashboard.

#### How will local authorities be involved?

Officers working on air quality in the different local authorities will help decide where the low-cost sensors provided through this funding are located, ensuring that they are being placed in areas with no coverage currently. Data from the sensors will be published on an air quality web platform that will be developed in collaboration with local authorities through the West Midlands Environment Protection Group. This work will support the aims and outcomes identified in the West Midlands Air Quality Framework, currently out for consultation following consideration by the WMCA Environment and Energy Board.



# Special Feature: Unlocking Regeneration through Growth Zones

## Challenge & Opportunity

The West Midlands has a strong track record of regenerating brownfield land, unlocking over 100 derelict, stalled and contaminated sites across the region and delivering thousands of new homes, workspaces and jobs.

However, the speed of delivery and breadth of outcomes that could be achieved have been hindered by the complexity, prescriptive measures and cyclical nature of funding streams.

The trailblazer deal presents an opportunity to overcome these barriers to high-impact regeneration.

## How the deal addresses it

Through our pioneering Growth Zones, the region will be able to bring together multiple regeneration levers – funding simplification, optimisation of publicly owned land and greater influence over affordable housing provision – and pursue a joined-up approach to the design and delivery of regeneration programmes, aligned to regional priorities and complementing existing activity.

As part of this package, the deal allows the region to establish areas that could attract 100% business rate growth retention for 25 years. This greater degree of revenue retention certainty will support local authorities to make longer-term, strategic investments in infrastructure and regeneration projects.

Taken in conjunction with the single settlement, the Zones represent a game-changer for the region, its financial position and the economic prospects of some of its most deprived communities.

## Investment Zones

In addition, in March 2023 Government also announced the West Midlands as one of 8 Investment Zones – innovation-led economic clusters offering both tax incentives and business rate retention.

In the West Midlands, our approach will be to ensure Investment Zones complement and add value to Growth Zones.

This will give the region an expansive toolkit to drive growth and investment across the region and build its comparative economic advantage over other parts of the country.

## Why that's different from pre-deal

Instead of fragmented, output-driven funding approaches, the deal puts the region in a position to adopt a strategic and empowered approach to regeneration that meets the needs of, and opportunities for, local communities.

The package of measures will ensure the West Midlands is a beacon for private sector investment.

## When things will happen

- Autumn 2023: Growth Zone proposals are submitted to Government in line with the national Investment Zone programme;
- April 2024: It is anticipated that Growth Zones – particularly those that contain business rate retention powers – will commence, aligned to the Investment Zone programme.





**Exec Lead:** John Godfrey

### **Regeneration**

#### **What will the deal achieve?**

The deal will give the region more influence over Homes England policy and funding decisions, ensuring different programmes align for maximum impact and better reflect our priorities; more influence over the disposal of government owned land in the region, to help unlock land assembly opportunities for regeneration schemes; and a flexible source of funding to support commercial, employment and mixed-use development on brownfield land.

#### **What will we deliver?**

A Strategic Place Partnership between Homes England, government departments and arm's length bodies; a Public Land Partnership with the Cabinet Office; and a £100m Single Regeneration Fund, which will deliver 4,000 homes across the region.

#### **How will local authorities be involved?**

The pipeline of sites for the Single Regeneration Fund will be co-produced by LAs and the Combined Authority. Projects will be approved via the existing SAF process, with local authority leaders and deputies approving funding via Investment Board.

### **Housing**

#### **What will the deal achieve?**

The deal gives the region increasing levels of influence and direction over Affordable Homes Programme (AHP) funding and spending decisions, beginning with an Affordable Homes Partnership with Homes England between 2023 and 2026 and leading to the devolution of AHP to the region at the next Spending Review. In addition, the region will now, for the first time, be able to use AHP funds for estate regeneration purposes.

#### **What will we deliver?**

At least £200m, and up to £400m, will be spent in the region via the Affordable Homes Programme between 2023 and 2026. This delivery will inform the negotiations for the successor programme post-2026.

#### **How will local authorities be involved?**

Local authorities will be key in identifying suitable sites for AHP, informing the joint pipeline and supporting the delivery of sites through coordination of planning processes and social housing development plans. Local authorities are still able to bid for AHP funding separately and can leverage the region's improved access to Homes England to escalate and resolve issues.

### **Business rates retention and Growth Zones (see special feature)**

**Exec Lead for BRR:** Linda Horne

#### **What will the deal achieve?**

The deal provides local authorities with certainty that they will be able to retain 100% of their business rates for the next 10 years, a marked improvement on the one year rolling arrangement at present and estimated to be worth £450 million to the region. This certainty will help to underpin additional, longer-term investment decisions where business rates incomes are likely to be stable.

The deal also allows the region to bring together regeneration levers to drive joined up investment and regeneration in up to 6 Growth Zones – including, for example, areas that could attract 100% business rate growth retention for 25 years – complementing the national Investment Zones programme.

**What will we deliver?**

Retained business rates would flow to local authorities. Once operational, the Zones would have local management structures with some outcome reporting to the Combined Authority.

**How will local authorities be involved?**

Constructive engagement across the region is already underway to co-design the designation of Growth Zone sites, as presented to Board in August.

	May	June	July	August	September	October	November	December	2024	2025	
Growth Zones	◆ Negotiate Zone criteria with DLUHC ◆										
	◆ Co-develop Zone proposals with LAs ◆			◆ WMCA Board approval for Zone proposals ◆							
			◆ negotiate interventions with DLUHC ◆				◆ Sites announced at assumed SR ◆				
SRF	DLUHC Bus Case to HMT ◆◆		◆ Negotiate Fund T&Cs ◆◆		◆ Funding begins for projects up to FY 25/26 ◆						
AHP	◆ Engage LAs to ensure pipeline is <u>uptodate</u> ◆										
	◆ Create joint AHP team with HE ◆◆			◆ Develop strategy, joint pipeline ◆◆					◆ Full devo of AHP from assumed ◆		
Partnerships	◆ Negotiate Strat Place Partnership, Public Land Reform, AHP agreements with Govt ◆										
					◆ Consult LAs on emerging proposals ◆		◆ WMCA Board approval ◆				
BRR	◆ Negotiation with DLUHC on design of 10yr BRR ◆						◆ Scheme announced at assumed SR ◆				
	◆ Consult LAs on DLUHC proposals ◆								◆ Beginning of 10 Year BRR ◆		

**Inclusive Growth Fundamentals: Affordable and Safe places, Connected Communities**

**Exec Lead:** Ed Cox

**Homelessness**

**What will the deal achieve?**

The deal commits to further work between the WMCA, Homes England and DWP to secure investment and systems change to join up the homes and jobs agenda for young people across the region. Additionally, in Birmingham, investment has been secured to enable homeless families living in Temporary Accommodation to move into the private rented sector.

**What will be delivered?**

An expansion of the Live and Work model in additional localities across the region and a Rent Simplification pilot for young people in supported accommodation to enable transition into work. Birmingham City Council will use the £3.8m secured to lease good quality private sector accommodation for homeless families living in Temporary Accommodation.

**How will local authorities be involved?**

For the Live and Work expansion and Rent Simplification pilot local authority partners will be engaged regularly via the WMCA Homelessness Taskforce and the WMCA Homelessness Taskforce Members Advisory Group. The Rent Simplification pilot proposal is being developed in partnership with DWP and local authority benefits teams. As we progress the feasibility of the model and establish mechanisms for delivery, we will work with our local authority partners to establish how this could be delivered across local authorities within commissioned supported accommodation for young people. The investment to lease good quality private rented sector properties in Birmingham for homeless families, supporting Birmingham City Council's ongoing work to end the use of bed and breakfast accommodation for families, will be managed and delivered directly by Birmingham City Council and overseen by DLUHC.

**Early Years**

**What will the deal achieve?**

The deal invites engagement with government to explore pilot opportunities in relation to early years provision.

**How will local authorities be involved?**

The Combined Authority has encouraged the Regional Directors of Children's Services to take forward this opportunity.

**Anti-social behaviour**

**What will the deal achieve?**

The deal commits to further work between the region and Department for Transport (DfT) to explore how devolution could help to address anti-social behaviour on the public transport network. The deal also recognises the street-based anti-social behaviour issues facing local authorities.

**What will be delivered?**

Engagement between local authorities, the Combined Authority, central government and the Police and Crime Commissioner to explore ways to address these issues.

**How will local authorities be involved?**

Further engagement is needed to understand the policy options that could be available to the region.

## Culture

### What will the deal achieve?

The deal provides the means to coordinate and strengthen our cultural and heritage offer. The Regional Culture and Heritage Framework will align and maximise funding from arm's length bodies, such as the Arts Council, including opportunities for co-investment and greater collaboration. DLUHC will also fund a Cultural Infrastructure programme to extend, refurb and improve cultural venues to better support our places, communities and citizens.

### What will be delivered?

- A new partnership agreement with between the region and the Department for Culture, Media and Sport and its arm's length bodies, to align different funding streams and a Regional Cultural and Heritage Framework to guide its work;
- £4 million capital funding to support regional culture projects, building on the £4.1 committed through the Commonwealth Games Legacy Fund for culture.

### How will local authorities be involved?

- Local authorities will be engaged in the development of the Culture and Heritage Framework through the Local Authority Cultural Officers Group;
- Each of the seven constituent authorities will receive a grant through the Cultural Heritage Infrastructure Fund.

	May	June	July	August	September	October	November	December	2024	2025	
Partnership Agreement	Develop Regional Culture and Heritage Framework										
	Develop Arm's Length Body Partnership Agreement and Forward Plan										
Cultural Infrastructure	Business case finalisation				DLUHC approvals						
							Project implementation, delivery, evaluation				
Homelessness				monthly discussions with DWP to consider simplifying benefits systems, develop and design pilot							
			Follow-up with Homes England on LAs and RPs' bid development								
	Support DWP developed Shared Outcomes Fund bid										



**West Midlands**  
Combined Authority

APPENDIX 2

# West Midlands 'Trailblazer' Deeper Devolution Deal: Implementation Plan August 2023



**West Midlands**  
Combined Authority





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# Introduction

This document contains high-level implementation plans for each of the workstreams in the trailblazer deeper devolution deal (the deal), updated where relevant from the Implementation Plan shared with West Midlands Combined Authority (WMCA) Board in June and complemented by the summary above. The deal was agreed in principle by the WMCA and His Majesty's Government (HMG) in March 2023. The purpose of this document is to provide WMCA Board with an overview of the implementation activities that are underway and scheduled.

# Overview of the Deal

The deal contains over 190 separate commitments from Government to: fund specific projects; give the region greater influence over policies and programmes; confer a new function onto WMCA; and strengthen ways of working with Government across a range of policy areas.

For some of these commitments, there are deliverables or activities with set deadlines, which means the implementation plan can be relatively definitive in these areas. For other commitments, particularly those that commit to further co-production of policy, the outputs and attendant deadlines are less tightly defined. The implementation plans provided here therefore reflect the heterogeneity of the commitments.

The implementation of commitments will be an iterative and dynamic process, responding to new information from government and external events, further deliberations within the region and interdependencies between policy areas.

For example, any outcomes and metrics that the WMCA is required to report against to satisfy the scrutiny protocol (see section on Governance and Accountability) will have to respond to developments in negotiations over the single settlement (see section on Single Settlement, Fiscal devolution and Capital Funding), which are proceeding to different timescales. For this reason, it is not possible to write a definitive, single implementation plan that captures all of the relevant information. Where plans change, WMCA will work with regional partners to re-calibrate and evolve its response, such as through existing local authority reference groups. Deal implementation is necessarily an ongoing process and will require continued engagement and further detail to be added on to each workstream over time.

**The rest of this Implementation Plan is divided into 25 different workstreams covering the different aspects of the deal. The sections are organised in the order of the deal text with cross-referencing to the relevant pages and paragraphs of the deal Text. Each section follows a similar format.**

# Governance and Accountability

## Deal text reference

- Pages 9 to 14

## Summary of deal commitments in this area

The deal:

- makes clear that the trailblazer commitments in general, and the single settlement commitment in particular (see page 6) are conditional on stronger scrutiny arrangements. There is also a move to standardise scrutiny processes across mayoral combined authorities (MCAs) through the publication of the English Devolution Accountability Framework;
- states that the Department for Levelling Up, Housing and Communities (DLUHC) will engage WMCA, and other MCAs, on the development of a 'scrutiny protocol' that sets out the relationship between the Mayor, the MCA and its scrutiny and audit functions. The scrutiny protocol will focus on ensuring that each institution has a sustained culture of scrutiny;
- includes measures to enhance the profile and quality of scrutiny committees within MCAs;
- builds on existing Mayor's Question Time, where the Mayor visits all parts of the region to take questions from the public and chaired by an independent person;
- suggests that where appropriate and only if requested, the Mayor and Portfolio Holders could attend up to one constituent council meeting a year;
- introduces quarterly broadcasted sessions with the Members of Parliament (MPs) representing West Midlands parliamentary constituencies where MPs will be able to scrutinise the Mayor; and
- reinforces existing practices at the WMCA where the Mayor and portfolio leads attend, when appropriate, WMCA Overview and Scrutiny committee meetings.

## Legal or financial implications

- The scrutiny protocol and internal review of scrutiny function have potential legal and governance implications. The requirement to design and deliver new MPs sessions will need new, dedicated, resource.
- The deal requires an unspecified amount of funding support for communications and research to be given to chair of scrutiny committees.

## Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** Cllr Bob Sleigh

**Exec Lead:** Helen Griffiths

**SRO:** Julia Cleary

**Reference Group:** Via Overview & Scrutiny

## How will this work be administered?

- WMCA Governance Team will lead the administration of new accountability and scrutiny arrangements.

## How will this work be delivered?

- WMCA Governance Team will be responsible for delivering the MPs' sessions in collaboration with the Mayor's Office and Portfolio Holders.

### Commitments to local authority engagement and co-design

- Local authorities will be engaged on the development of terms of reference for new MPs' sessions through the overview and scrutiny process.
- Local authorities will be engaged on developments in the English Devolution Accountability Framework (EDAF), and will be consulted where the scrutiny protocol calls for action on the part of portfolio holders.
- Local authorities will be engaged on the outcome of the internal review of scrutiny functions and will have a decision-making role on any proposed changes that are brought to WMCA Board.

### Key milestones and deliverables

- Scrutiny protocol to be written – by summer 2023.
- Terms of reference for MPs' sessions – by summer 2023.
- 'Plain English guidance' to increase awareness across the region of the roles of the Mayor, MCA, local authorities and the government – expected by summer 2023.
- Review of Independent Review of Greater Manchester Combined Authority scrutiny arrangements and consider implementation - by March 2024.
- WMCA resolution to introduce the MPs' sessions – to be confirmed.

### Outstanding issues and questions

- The relationship between the outcomes and metrics in the EDAF and those required for the single settlement is unclear.

## Single Settlement, Fiscal Devolution and Capital funding

### Deal text reference

- Pages 17 to 18 for business rates retention
- Pages 21 to 23 for single settlement
- Page 69 for Digital, cultural and environmental projects
- Page 32, para 104, for the Wednesbury to Brierley Hill Metro Extension

### Summary of deal commitments in this area

- **Business rates retention (BRR).** over ten years will enable constituent authorities to retain 100% of the rates generated in their respective areas. This replaces the rolling BRR arrangements that have been in place as an annual pilot since 2017. Government has reserved the right to re-set (full or in part) the growth baseline and the ‘no detriment’ protection mechanism in the pilot has been removed. The ‘no detriment’ protection mechanism has not been used in over six years of the pilot so the absence of ‘no detriment’ protection in the deal is considered to be low risk.
- **Single settlement.** WMCA currently manage in the region of 100 individual grants from Government, all with their own declaration requirements and monitoring and reporting requirements ranging from light touch to considerably onerous. The implementation of a “single settlement” will simplify the overall funding landscape. The main characteristics of the single settlement will mean WMCA manages funding to correspond with five ‘functional pillars’: local growth and place, local transport, housing and regeneration, adult skills and net zero. The settlements are intended to cover an entire Spending Review period of typically 5 years. The region will no longer need to bid into specific competitive funding rounds but will instead receive future funding lines through allocation in exchange for agreeing a series of outputs and outcomes, with funding decisions to be taken via the region’s governance infrastructure.

- **Wednesbury to Brierley Hill Metro extension.** DLUHC committed to provide £60m to help address cost pressures on the Metro Extension project, subject to approval of a business case.
- **Digital, cultural and environmental projects.** DLUHC has committed to provide £25m capital funding for green and innovative projects, subject to approval of their respective business cases. The projects that will be, and are being, submitted to DLUHC for approval are: additional Air Quality monitors; a Cultural Heritage Infrastructure Fund, capital support for West Midlands Industrial Decarbonisation and Smart City Region.

### Legal or financial implications

- **Business rate retention.** The deal does not provide any guidance on how retained business rates should be apportioned between local authorities and WMCA, but WMCA financial plans assume the existing arrangements will be maintained. This will be subject to local agreements and consents in due course. The outcome of this agreement has implications for the financial sustainability of WMCA. It is likely that local arrangements where local authorities pool gains to ‘bail out’ individual local authorities who suffer a detriment, as per the current pilot, could remain in the amended ten-year scheme, subject to local consents.

- **Single settlement.** Until the scope of the settlement is agreed, which we are exploring within the region and engaging with Government on, it is not possible to firmly assess the quantum of funding that WMCA will receive through the settlement. WMCA has the option to not agree to an MoU on the terms of the single settlement with Government, should we consider it to be detrimental to the region. If the implementation of the single settlement lives up to its full potential, there are significant implications for how WMCA makes investment decisions and the governance, outcomes and data structures needed to support local decision making.
- **Wednesbury to Brierley Hill Metro extension.** None, as the business case for this project has already undergone significant development with the Department for Transport.
- **Digital, cultural and environmental projects.** None, as the business cases for each project have been under development for some time, some of which have gained approval from WMCA Executive Board and are ready to be submitted to DLUHC.

#### How will this work be administered?

- **Business rate retention.** This will be administered via the pre-existing mechanisms between LAs, WMCA and Government that have been in place since 2017.
- **Single settlement.** The single settlement will be administered by WMCA. The principles for how decisions will be taken is the subject of collaborative, on-going work across the region between the CA and LAs.
- **Wednesbury to Brierley Hill Metro extension.** This will be administered through the existing structures for the first phase of the Metro extension project.
- **Digital, cultural and environmental projects.** Each business case for these projects contains a management case that sets out how WMCA, and partner organisations in some instances, will administer these projects. See the relevant plans below for more detail

#### How will this work be delivered?

- **Single settlement.** The different projects or services funded through the single settlement will be delivered through a range of mechanisms, which can include direct delivery by a constituent authority. The purpose of the single settlement is to free the region from the top-down control and pre-definition of delivery arrangements associated with the grant making process, with greater trust and flexibility locally to deliver against 'outcomes' agreed between the region and HMT. The arrangement gives far more scope for the region to decide collectively how funding should be delivered.
- **Wednesbury to Brierley Hill Metro extension.** This will be delivered through contract structures already put in place by Transport for the West Midlands (TfWM) for these works.
- **Digital, cultural and environmental projects.** Each business case for these projects contains a management case that sets out how WMCA, and partner organisations in some instances, will administer these projects. See the relevant plans below for more detail.

#### Portfolio Holder, Exec Lead and SRO

Portfolio Holder: Cllr Bob Sleigh

Exec Lead: Linda Horne

SRO: Carl Pearson

Reference Group: LA Finance Directors

## Single Settlement, Fiscal Devolution and Capital funding

### Commitments to local authority engagement and co-design

- WMCA is engaging across the region with LAs and with HMT/DLUHC on the design of single settlement. The single settlement MoU will go to a WMCA Board meeting in the autumn.
- The Finance Directors' group will be informed of single settlement and business rate retention developments and have the opportunity to advise and influence accordingly.
- Wednesbury to Brierley Hill Metro Stakeholder Board will continue to engage Dudley and Sandwell representatives about progress with Metro.

### Key milestones and deliverables

- **Single settlement.** We are working towards agreeing an MoU for the single settlement in the autumn, most likely linked to the Autumn Statement. The date for the Autumn Statement is yet to be formally confirmed but November is a possibility.
- **Digital, cultural and environmental projects.** The 4 projects to be funded from the £25m allocation have been designed to be initiated and deliver benefits over the next one, or in some cases two, financial years. The next milestone is to ensure these refreshed business cases complete the WMCA internal assurance and governance process as soon as possible, so they can be submitted to DLUHC for final approval. We would hope to have achieved this by mid-summer.
- **Wednesbury to Brierley Hill Extension funding.** a refreshed business case is required for DLUHC. The business case is already well developed and had challenge from DfT. In order to de-risk the delivery of this project, it is essential this proceeds through WMCA governance processes as soon as possible. WMCA are in dialogue with Government with respect to developing an appropriate timeline for submitting the business case to secure the funding.
- **Digital, cultural and environmental projects.** Each project business case sets out how the projects will be administered, which varies in each case. See the plans below (for example, culture and digital).

### Outstanding issues and questions

- The region is working collaboratively through the range of policy and delivery implications of the single settlement, which we expect will require significant further engagement over the coming year and beyond.





**Deal text reference**

- Pages 15 to 16 for Data

**Summary of deal commitments in this area**

The deal commits the Government and WMCA to transform its approach to accessing, using, sharing, and reusing data. It does so through:

- **Legal:** a legal gateway for the safe sharing of data;
- **Accountability:** a data partnership for timely access to data at right geographical level;
- **Engagement:** representation on the Chief Data Officers Council and the establishment of a Local Chief Data Officers Council; and
- **Innovation:** working with the Spatial Data Unit, hosting a data symposium, and the training and development of data experts

These advances in data capability should then be used to support decision making, evaluation and monitoring of the Single Settlement (see below).

**Legal or financial implications**

- We need to understand the extent to which: the WMCA is compliant with Government Functional Standards on data / data maturity, information security, and assured organisational connectivity, whether the WMCA has appropriate information governance arrangements in place and platforms to store shared data.

**Portfolio Holder, Exec Lead and SRO**

**Portfolio Holder:** Cllr Bob Sleight

**Exec Lead:** Ed Cox

**SRO:** Si Chun Lam

**Reference Group:** New LA data officers group

**How will this work be administered?**

- There is an existing Research, Intelligence, Analysis and Data (RIAD) Steering Group in place, with a Terms of Reference refreshed in November 2022.
- A task-and-finish group reporting to the Steering Group will be best placed to lead on the data workstream, in line with the WMCA’s RIAD Implementation Plan (and the Data & Analytics Development Plan)

**How will this work be delivered?**

- This is set out in the existing RIAD (and Data & Analytics Development Plan).
- The work will be delivered by a series of task-and-finish groups reporting to the WMCA Steering Group, led by the Head of Research, Intelligence, and Inclusive Growth.

**Commitments to local authority engagement and co-design**

- Constituent local authorities will be engaged on the development and content of the Data Partnership through a new LA officers data group - West Midlands Insights on Society and Economy. .



## Key milestones and deliverables

The work will be delivered as follows:

### Legal:

- Data audit: as soon as possible, the WMCA should commission and independent data audit to ensure that the WMCA is fully compliant with those standards.
- Data partnership: alongside this, the WMCA will need to identify appropriate people to negotiate a data partnership.

### Accountability:

- Compliance: the WMCA will need to ensure we have a process in place for information security and assurance, research compliance.
- ‘Conway’ data platform: develop a data platform for storing data from different sources.

### Engagement:

- Representation: a standing item on our research and intelligence journey on the WMCA Exec Board.
- Partnership: establishment of a Local Authority Data Group with constituent local authority insight leads.

### Innovation:

- People: developing job families aligned to civil service digital, data analysis and technology roles; developing expectations and standards for data literacy across all internal roles,
- Influence: develop partnerships and networks with constituent local authorities, research partners and private sector to fully maximise opportunities with SDU and the data symposium.
- Data symposium: hold a data symposium (tentative plan for late-2024).

## Outstanding issues and questions

### WMCA

- Governance arrangements: no timescales or details established yet.
- Appropriate resourcing: no approved funding for the delivery of these programmes of work as of yet.
- Health: the health element specifically looks at working with Health and Wellbeing Boards, and NHS bodies.

### Government

- Timescales and /or further details needed from Government regarding the Chief Data Officers Council, the Local Chief Data Officers Council, the Spatial Data Unit, the Data symposium and the accountability framework.

### Deal text reference

- Pages 16 to 19 on Growth Zones (previously referred to as “Levelling Up Zones” (LUZs)).
- This section excludes discussion of Investment Zones, which were not formally part of the deal offer.

### Summary of deal commitments in this area

- The deal commits Government to work with WMCA to designate a number of specific ‘growth zones’ (up to 6) within which 100% of business rates growth above an agreed baseline will be retained for 25 years, subject to a business case. Retained rates would not be subject to reset at any national reset within this period. WMCA is encouraged to support the success of sites by aligning other investments with them.
- Investment Zones were announced as part of the 2023 Spring Budget outside of the formal Devolution Deal: and more detailed guidance on these has been published for these than is currently available for Growth Zones

### Legal or financial implications

- The Business Rate Retention commitment within Growth Zones requires a statutory instrument, similar to the process for designating Enterprise Zones
- Fiscal/financial incentives – although HMG has not identified additional government funding/fiscal streams, designation of Growth Zone could act as a catalyst for coalescing other local and regional funding streams, which will be identified according to the specific needs and opportunities of each Growth Zone.
- Governance – to be confirmed but initial discussions with DLUHC have indicated that as Growth Zones were identified as ‘locally led’, the governance structures are likely to incorporate: an overarching West Midlands/DHLUC Growth Zone Programme Board with Individual Growth Zone Boards for each area designated.

### Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** Cllr Sharon Thompson

**Exec Lead:** Ed Cox, Executive Director for Strategy, Integration and Net Zero

**SRO:** Jonathan Skinner

**Reference Group:** LA DSG, SLAOG and Directors of Economic Development Officers’ groups

### How will this work be administered?

- Programme Board to be advised, but likely to report to WMCA Board.
- Individual Growth Zones to have dedicated Board & governance agreed by LA(s).
- Designated local authority areas will have responsibility for administering the delivery of their respective areas, while the WMCA will be responsible for liaison with DLUHC to ensure compliance with Devolution Deal expectations.

### How will this work be delivered?

- The delivery of Growth Zones will be led by respective local authorities, who will be accountable for the delivery of expected outcomes, with support from WMCA where required. The designation process is still to be confirmed, based on work already undertaken with local authority partners in the development of the initial round of Investment Zones (under the Truss government) which has established a portfolio of development and regeneration opportunities.



### **Commitments to local authority engagement and co-design**

- Growth Zones – require a Designation framework to be developed with DLUHC. WMCA will work closely with its local authority partners both bilaterally and through the DSG during this process to ensure designation mechanisms are fair and transparent.

### **Key milestones and deliverables**

- Autumn 2023: LUZ proposals are submitted to Government in line with the national Investment Zone programme.
- April 2024: It is anticipated that LUZs – particularly those that contain business rate retention powers – will commence, aligned to the Investment Zone programme.

### **Outstanding issues and questions**

- Designation process – liaison with DLUHC underway
- Governance – outline timeline in development
- Administrative & delivery arrangements etc to be agreed with local authority partners

## Transport Planning, Innovation and Mass Transit

### Deal text reference

- Pages 24 to 27 for transport planning and innovation, page 30 for mass transit

### Summary of deal commitments in this area

- WMCA to deliver a pioneering Local Transport Plan (LTP) approach which embeds quantifying carbon reductions.
- TfWM to establish a transport ‘sandbox’ with government with associated use cases and other innovation activity.
- TfWM to deliver an influencing transport lab.
- WMCA to develop a proposal for the West Midlands to bid to host the 2027 World Intelligent Transport Systems Congress.
- WMCA to develop a local, last mile freight and logistics programme.
- Supporting the development of the Very Light Railway in Coventry.

### Legal or financial implications

- The LTP and ITL programmes have resources secured from the Transport Levy and DfT grants respectively.
- Transport sandbox scope will be subject to detailed discussion with DfT. The individual use cases will need to be assessed for legal, equalities and financial implications.
- A funded World Intelligent Transport Systems Congress bid will need to be developed with DfT including detailed financial case.
- VLR development is subject to Single Assurance Framework.

### Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** Cllr Mike Bird

**Exec Lead:** Anne Shaw, Executive Director, TfWM

**SRO:** Mike Waters, Director of Policy Strategy Innovation, TfWM

**Reference Group:** STOG

### How will this work be administered?

- Some approvals required by WMCA Board, oversight by Strategic Transport Board.
- Delivery implementation monitoring by Senior Transport Officers Group and TfWM Strategy Board.

### How will this work be delivered?

- The Sandbox requires a new relationship with government, and local authorities are a key part of that approach. This also applies to the ITL programme and possible local, last mile freight and logistics programme. The freight programme can enhance Plan for Growth implementation and the sandbox kerbside management use case.
- Last mile freight logistics will be delivered by Local Authorities within a regional framework
- Local Transport Plans continue to be developed and delivered by Local Authorities within an agreed regional framework



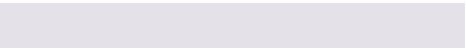
### **Commitments to local authority engagement and co-design**

- These areas are complex in nature therefore require a combination of engagement, codesign, consultation and delivery between authorities and TfWM, and other regional partners.
- For example, Coventry City Council continues to lead R&D and the testing of VLR technology. TfWM working with Birmingham City Council and Solihull MBC, have commissioned a future mass transit study, including investigating future VLR opportunities for East Birmingham and North Solihull Corridor (aligning to the Levelling Up Zone for that area).

### **Key milestones and deliverables**

- Winter 2022/23 – 2025: ITL programme
- Spring 2023 Operational transport sandbox begins.
- Autumn 2023: Developed use cases.
- Winter 2023: Published LTP QCR targets.
- 2023-2026: Proven VLR technology and city demonstrator delivered.
- 2025 onwards: Research and development helps to update the current TWA Order processes and regulations.
- 2027 onwards: Full VLR routes could form part of a CRSTS2 programme.

### **Outstanding issues and questions**

- Uncertainty on national legislation and policy reforms, especially for new low speed zero emission vehicle categories.
- 

## Bus and Bus Services

### Deal text reference

- Page 27

### Summary of deal commitments in this area

- Devolving Commercial BSOG to the WMCA following a national reform policy consultation process.
- Implementing a further set of Bus Bye Laws, with TfWM having the ability to enforce bye laws on bus vehicles to help improve safety.

### Legal or financial implications

- Commercial BSOG: Transfer of powers from the Transport Secretary of State (s154 (1) of Transport Act 2000) to the Mayor (on behalf of the WMCA). This is subject to formal public consultation and a legislative process.
- WMCA resource implications will need to be assessed as the detail of statutory instrument develops and be considered alongside other bus transformation work. Resources will need to be allocated to fully administer BSOG, once devolved.
- Further bus bye laws would be subject to detailed EqIA and public consultation. This will be progressed through a scoping exercise – the expectation is that this can be funded via existing resources.

### Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** Cllr Mike Bird

**Exec Lead:** Anne Shaw, Executive Director, TfWM

**SRO:** Pete Bond, Director of Integrated Transport Services, TfWM and Mark Corbin, Director of Network Resilience

**Reference Group:** STOG

### How will this work be administered?

- Schemes approvals will be required by WMCA Board, with oversight by Strategic Transport Board, TDC and Bus Alliance Board. Scrutiny sessions may also be required.
- Delivery implementation monitoring by STOG and TfWM Strategy Board.

### How will this work be delivered?

TfWM reform priorities for commercial BSOG are: -

- Incentivising greener vehicle fleet investment and maximising our position as the UK investment leader in decarbonising bus fleets.
- Incentivising and directing private bus operators to expand bus services into areas of poor accessibility.

TfWM and DfT have already begun to identify cross boundary bus service issues around BSOG devolution.

TfWM will undertake a full scoping exercise with DLUHC and DfT on how to speedily enact a further set of bye laws including on the bus vehicles.

### Commitments to local authority engagement and co-design

- TfWM reform priorities for devolved commercial BSOG will be subject to engagement with authorities through STOG, EP reference group and the Bus Alliance Board.
- Engagement and codesign will be required for bus bye laws/ASB powers implementation. This will involve partners such as local authorities, DfT, DLUHC, West Midlands Police/OPCC/BTP and transport operators.



### **Key milestones and deliverables**

- Summer 2023: TfWM to respond to national policy consultation process for BSOG reform.
- Summer 2023: WMCA to respond to forthcoming consultation on national ASB Action Plan.
- 2023/2024: DfT to enact BSOG reforms and future bus bye laws for TfWM.
- 2024/2025: Reformed commercial BSOG devolved.

### **Outstanding issues and questions**

- Uncertainty on when DfT will formally consult on national policy reforms and how we fully influence that to meet our desired outcomes.

### Deal text reference

- Page 30

### Summary of deal commitments in this area

- Government will work with the WMCA to explore opportunities for traffic officers on the Key Route Network.
- Government is considering options for tackling pavement parking and will work with WMCA to explore appropriate powers for mayoral combined authorities and their constituent authorities in this area.

### Legal or financial implications

- Supporting resources would need to be secured and funding identified, and necessary legal permission in place for allowing traffic officers on the Key Route Network.
- Pavement parking powers require national legislation changes.

### Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** Cllr Mike Bird

**Exec Lead:** Anne Shaw, Executive Director, TfWM

**SRO:** Mark Corbin, Director of Network Resilience

**Reference Group:** STOG

### How will this work be administered?

- Approvals will be required from WMCA Board, with oversight by Strategic Transport Board.
- Delivery implementation monitoring by STOG and TfWM Strategy Board.

### How will this work be delivered?

- Pavement parking powers would be sought on behalf of constituent local authorities. It would be a decision for individual authorities to decide whether they wanted to enact these powers. TfWM would potentially support authorities to prepare schemes (similar to Moving Traffic Offence powers applications).

### Commitments to local authority engagement and co-design

- There will be commitment to engagement and the codesign of the traffic officer pilot
- Pavement parking enforcement would be a decision for individual authorities to decide whether they wanted to enact and deliver these powers (subject to national legislation and following guidance).

### Key milestones and deliverables

- Summer/Autumn 2023: TfWM to develop a full business case with relevant partner organisations.
- 2024 onwards: approved business case and live trial operational.

### Outstanding issues and questions

- Uncertainty on when DfT will publish its formal response to the 2020 pavement parking powers enforcement consultation and outlining next steps. Powers require national legislation changes.

## Rail partnership with Great British Railways

### Deal text reference

- Page 27 to 28

### Summary of deal commitments in this area

- New partnership agreement between West Midlands Rail Exec (WMRE) and Great British Railways (GBR). WMRE is currently negotiating this agreement with the Great British Railways Transition Team (GBRTT) on behalf of the West Midlands region.

### Legal or financial implications

- Short term resource is in place within WMRE. Additional medium-term resource may be required, subject to joint scoping and project planning with GBRTT.

### Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** Cllr Mike Bird

**Exec Lead:** Anne Shaw, Executive Director, TfWM

**SRO:** Mal Drury Rose, Executive Director (WMRE), Director of Rail (TfWM)

**Reference Group:** STOG

### How will this work be administered?

- Approvals required by WMRE Board, and WMCA Board. Delivery implementation monitoring by WMRE Officers Group, STOG and TfWM Strategy Board.

### How will this work be delivered?

- This partnership deal will outline WMRE's role in the future West Midlands rail industry and the commitments will be embedded in the outcomes that the partnership will achieve.
- The partnership will deliver greater local accountability and influence over rail services in the region.

### Commitments to local authority engagement and co-design

- There is ongoing commitment to engagement with constituent authorities, through existing WMRE member and officer representation.

### Key milestones and deliverables

- April 2023 – Sep 2023: Joint implementation teams.
- October 2023 – March 2024: Joint development of partnership.
- April 2024 – December 2024: Pilots underway as partnerships embedded into GBR regions.
- January 2025 onwards: Go-Live.

### Outstanding issues and questions

- Although a GBR transition team has been established within Network Rail, GBR reforms are subject to a supporting Transport/Rail Bill, which has not been laid before Parliament yet. This means there is uncertainty about fundamental questions such as the exact role, responsibilities and timescales for establishing a functioning GBR

## Affordable Homes Programme

### Deal text reference

- Pages 33 to 36

### Summary of deal commitments in this area

#### Phase 1: 2023-26

- WMCA will set the overall strategic direction for the deployment of the AHP in the region for the first time outside of London.
- Homes England will invest at least £200 million of AHP funding within the WMCA area by March 2026 with a clear ambition for WMCA, local partners and Homes England to work together to invest up to £400 million to build more social and affordable homes by 2026.

#### Phase 2: Post 2026

- AHP funding will be devolved to WMCA – empowering WMCA to take many of the decisions currently taken by Homes England (around sites, providers and standards) – while continuing to partner with local authorities and HE. In this new ‘trailblazing’ model of delivery, the WMCA will make the key strategic decisions over local investment and spend of Affordable Homes Programme in the WMCA area in line with its strategic framework.

### Legal or financial implications

- Subject to review & amendment of existing Homes England governance processes for current programme (2021-26): administration of funds will continue to sit with HE, with oversight & direction from WMCA. The implementation plan will explore the options for this process in discussion with HE and DLUHC, and in consultation with LA partners.
- There are no revenue funding inclusions within the deal for this workstream, which is currently being managed through existing resources. The scale of capital funding will be dependent upon the region providing a strong pipeline and delivery performance.

### Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** Cllr Ian Courts

**Exec Lead:** John Godfrey, Interim Executive Director for Housing, Property & Regeneration

**SRO:** Rob Lamond

**Reference Group:** LA DSG and SLAOG officer groups

### How will this work be administered?

- Through the Housing & Land Delivery Board reporting to WMCA Board for Phase 1. Early discussions are commencing with DLUHC and HE to ensure an appropriate agreement is in place by Autumn 2023.
- Phase 2 will require further governance arrangements to be agreed with DLUHC and HE.

### **How will this work be delivered?**

- Delivery of the AHP up to 2026 will continue to be administered by Homes England but with a stronger strategic role for WMCA, with delivery of new affordable homes coming from investment into schemes with local authorities, registered providers and other providers.

### **Commitments to local authority engagement and co-design**

- LA partners will be closely consulted through DSG and SLAOG groups as greater clarity emerges from discussions with DLUHC and HE colleagues. The deal is clear that existing relationships and agreements will be preserved through the new arrangements and that the deal should represent nil detriment to partners in the region.

### **Key milestones and deliverables**

- Outline agreement DLUHC-HE-WMCA in place Autumn 2023.

### **Outstanding issues and questions**

- Joint scheme pipeline & opportunities need to be developed with constituent members.
- Phase 2 details still to be developed.

## Land Reform & Public Land

### Deal text reference

- Pages 36 to 37

### Summary of deal commitments in this area

- A formal public land reform partnership with the government led by Cabinet Office will be signed which provides WMCA with new strategic leadership, and clarity on Government Department/agency land and buildings, centring on decisions on disposals/development in the Government estate in the region.
- The new partnership with Cabinet Office will include a joint plan to anticipate where there may be potential upcoming disposals and reconfiguration of government land and buildings within the West Midlands to drive regeneration outcomes.

### Legal or financial implications

- Legal & governance process for WMCA involvement in HMG decision making procedures to be developed in collaboration with Cabinet Office (and in accordance with WMCA existing decision-making governance).
- Funding to support this will need to be considered further through discussions with Cabinet Office.
- Financial implications from decisions ultimately made in the joint approach to Government land and assets will need to work through the partnership agreement to ensure appropriate protections are in place.

### Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** Cllr Ian Courts

**Exec Lead:** John Godfrey, Interim Executive Director for Housing, Property & Regeneration

**SRO:** Rob Lamond

**Reference Group:** LA DSG and SLAOG officer groups

### How will this work be administered?

- Joint working with the Cabinet Office, LGA and WMCA is currently in place with the Place Pilots programme. This programme will build upon these existing mechanisms and report via Housing & Land Delivery Board to WMCA Board.

### How will this work be delivered?

- Partnership Plan will be co-developed by WMCA with the Cabinet Office.
- Individual land disposals/asset work will include a wide range of local and national bodies.
- WMCA will also work closely with local authority partners to understand if they have ownerships that they would like to identify as part of any comprehensive development scheme.

### Commitments to local authority engagement and co-design

- Local authorities will be engaged through the DSG and SLAOG groups to keep them informed of progress with Government during the negotiations with Cabinet Office. Clearly, once the agreement is in place and assets or land proposals are developing, LA partners will be invited to participate and co-design and delivery solutions if they wish to put forward their own land/assets.

### Key milestones and deliverables

- Indicative target for a draft agreement with Cabinet Office is Autumn 2023.

### Outstanding issues and questions

- Legal, Metrics and Evaluation and partnership plan TBD

## Single Regeneration Fund

### Deal text reference

- Pages 31 to 32

### Summary of deal commitments in this area

- The government will devolve £100 million brownfield funding to WMCA to administer and deploy to drive placemaking, housing and urban regeneration across the whole region within this spending review period, supporting WMCA to deliver an output of 4,000 homes, as well as (for the first time) commercial and mixed-use development. This is subject to an internal business case between DLUHC- HMT, which WMCA have contributed to.
- WMCA will deploy the funds at scale and pace to de-risk stalled and challenging housing, urban and commercial development sites ensuring the overall programme delivers the outputs agreed with HMG.

### Legal or financial implications

- The SRF will require a new Programme Business Case to be developed under the SAF process.
  - Legal agreements of T&CS required with HMG
  - Financial M&E will be undertaken on programme and individual schemes
- There is currently no identified revenue funding available to WMCA to administer this programme
- Profiling of the devolution of the £100m is currently under discussion with DLUHC with a regional preference for a single lump sum from the outset.

### Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** Cllr Ian Courts

**Exec Lead:** John Godfrey, Interim Executive Director for Housing, Property & Regeneration

**SRO:** To be confirmed

**Reference Group:** LA DSG officer group

### How will this work be administered?

- Funds will be deployed by WMCA via the Single Assurance Framework consistent with the criteria and approach used for existing Housing & Land funds.

### How will this work be delivered?

- Schemes will be promoted by public and private sector partners who will deliver the outputs and outcomes.
- Key priority schemes are identified through regular engagement by WMCA with LAs and the private sector to identify and remove barriers to regeneration and development and achieve agreed outcomes from funding.

### Commitments to local authority engagement and co-design

- Local authorities will be able to submit schemes to the SRF under existing procedures.

### Key milestones and deliverables

- Devolution of funding anticipated Summer 2023 subject to HMG business case processes and profiling of allocation.
- Target of 4,000 new homes set to accompany this fund
- Other targets to be confirmed.

### Outstanding issues and questions

- Clarification on T&Cs is ongoing with DLUHC.
- Internal HMG funding approval process and allocation profiling agreement.

### Deal text reference

- Pages 39 to 43

### Summary of deal commitments in this area

- Creation of a joint governance board to provide oversight of post 16 technical education and skills in West Midlands. Our current intention is to build on our existing Skills Advisory Board, and to integrate with the Board referenced as part of the employment support workstream.
- WMCA to have strategic oversight of post-16 skills offer linked to delivering the Local Skills Improvement Plan (LSIP), including a role in signing off the application for the Local Skills Improvement Fund (LSIF).
- Free courses for jobs: WMCA will have additional flexibility in how they can spend this existing budget in 23/24; Once 80% of the budget has been delivered in year, funds will be devolved. Funding will move into a single settlement in next SR.
- Careers: joint governance of careers in the West Midlands; WMCA to have a role in oversight of current contract, and work with DfE to shape and manage performance of future contracts. New pilot funding to respond to career priorities for those at risk of being NEET.

### Legal or financial implications

- WMCA are already in receipt of Bootcamp and FCFJ funding. There will be no new monies for these programmes, though there will be greater flexibility in how funds can be used.
- There will be a small amount of pilot funding for careers, value to be confirmed.
- At present, we plan for a Skills function to form part of the formal public consultation and legislative approvals process. However, we are confirming with DfE to what extent the new Skills commitments in the deal amount to a new function.

### Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** Cllr George Duggins

**Exec Lead:** Clare Hatton, Director of Employment and Skills

**SRO:** Fiona Aldridge

**Reference Group:** LA Employment & Skills Officers Group

### How will this work be administered?

Funds will be deployed through existing granted and procured arrangements with LAs, colleges and other training providers. Priorities for new or flexible investment will be identified through:

- Engagement with Skills Advisory Board (advisory) and Economic Growth Board (decision making). LAs are represented on both Boards.
- Discussions will also be held with LA employment & skills officers group, that meets on a monthly basis.
- We are currently exploring the role and remit of the new Board – and its integration with the Board out in the employment support strand.



### **How will this work be delivered?**

- FCFJ and Bootcamp funding will be delivered through existing mechanisms – via our grant funded and contracted providers. In addition to the groups/Boards identified above, we will be holding bi-laterals with each LA in which we will discuss priorities for new flexibilities in each area.
- We are currently in discussions with DfE as to how wider commitments will be delivered. We have met with relevant senior staff and are establishing regular meetings to ensure progress. Further detail is not currently available, but we will update as the work progresses.

### **Commitments to local authority engagement and co-design**

- Local authorities will be consulted on local need and priorities for investment.
- As grant-funded learning providers, LAs in many parts of the region are also delivery partners.
- WMCA will work with LAs to co-develop the all-age carers strategy and the NEET pilots.

### **Key milestones and deliverables**

Ongoing. A series of key milestones and deliverables to be developed.

- LSIP/LSIF – Skills Advisory Board, June 23

### **Outstanding issues and questions**

We are awaiting further information and engagement from DfE.

# Employment Support

## Summary of deal commitments in this area

- Creation of a regional Labour Market Partnership Board. Our current intention is to build on our existing Skills Advisory Board, and to integrate with the Board referenced as part of the skills workstream.
- The deal commits to a co-design approach to all future contracted employment support programmes, with delegated delivery on a CA footprint.

Note – while there are no new contracted employment programmes expected in this SR, we will be working with DWP to shape the Universal Support Offer that was announced in the budget alongside the deal.

## Legal or financial implications

- WMCA will be commissioning contracted employment programmes on behalf of DWP, on a CA footprint. Details and processes to be agreed with DWP.
- This may require legislative change, as well as changes to DWP wider commercial model.

## Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** Cllr George Duggins

**Exec Lead:** Clare Hatton, Director of Employment and Skills

**SRO:** Fiona Aldridge

**Reference Group:** LA Employment & Skills Officers Group

## How will this work be administered?

Priorities for contracted employment programmes in the WMCA area will be identified through:

- Engagement with Skills Advisory Board (advisory) and Economic Growth Board (decision making). LAs represented on both.
- Discussions will also be held with LA employment & skills officers group, that meets on a monthly basis, and is already considering UKSPF employment support investment.
- We are currently exploring the role and remit of the new Board

## How will this work be delivered?

- Discussions with DWP are on-going as to how this work will be delivered, with key contacts now identified.

## Commitments to local authority engagement and co-design

- Local authorities will be consulted on local need and priorities for investment, to inform co-design with DWP. This will ensure alignment with UKSPF investment on employment support.

## Key milestones and deliverables

- A series of key milestone and deliverables to be developed.

## Outstanding issues and questions

- We are awaiting further information and engagement from DWP. In addition to DDD arrangements, this will also involve opportunities to shape wider budget announcements including the Universal Support Offer and Work Well Partnerships.



**Deal text reference**

- Pages 47 to 49

**Summary of deal commitments in this area**

- Strategic Innovation Partnership with Government
- Working in partnership to grow innovation clusters (innovation pilots & programmes):
  1. Innovation accelerator (already funded and being delivered/evaluation underway)
  2. Innovate UK regional action plan
  3. Innovation adoption & diffusion pilot/s
  4. FE Innovation pilot
  5. Locally led place-based knowledge transfer programmes
  6. Innovative procurement pilot
- As far as possible any work on these commitments will align with the priority spatial areas (Investment Zone, LUZs, etc.), and the work of Business Growth West Midlands, using each place's innovation priorities.

**Legal or financial implications**

- No legal implications at this stage.
- Ref commitment 2-6, new pilot programmes will require Innovate UK programme board approval and possibly DSIT & HM Treasury spending approvals.

Where these commitments involve new spending for or by the region, key decisions will be taken via the Economic Growth Board, Investment Board and WMCA Board (as with Innovation Accelerator).

**Portfolio Holder, Exec Lead and SRO**

**Portfolio Holder:** TBC

**Exec Lead:** Ed Cox, Executive Director, SINZ

**SRO:** Jonathan Skinner

**Reference Group:** LA Directors of Economic Development group

**How will this work be administered?**

- Within the West Midlands, direction will be steered by the WM Innovation Board, working in an advisory capacity to the Economic Growth Board who take any strategic decisions. A representative of City of Wolverhampton Council is invited to the Innovation Board in their capacity as Portfolio Lead for Economy & Innovation to strengthen local authority links.
- Supported directly by WMCA officers, the Innovation Board's direction will be developed in conjunction with:
  - o WM Directors of Economic Development
  - o University leaders, with research-intensive universities providing specialist advice on relevant areas.

**How will this work be delivered?**

- At a national level, a senior Partnership will be put in place to provide the opportunity to articulate its research and development priorities to UK Research and Innovation and Science Ministers.
- This will be supported by joint work on the analysis of public research and development investment, working most closely with those organisations that do most research.
- Government and the WMCA will develop measures to evaluate impact.

### Commitments to local authority engagement and co-design

- Local authorities will be consulted about innovation priorities and the proposed content of joint innovation plans with Government agencies through the Directors of Econ Dev group (advisory), along with the Innovation Board. Decisions will be via the Economic Growth Board and WMCA Board/Investment Board (whether policy or financial matters).

### Key milestones and deliverables

- First meeting of the ministerial-level Strategic Innovation Partnership sought for autumn 2023.
- Innovation Accelerator is live, with 5 projects receiving £33m in total to March 2025.
- Innovate UK regional action plan launched on 20 July with milestones for particular commitments within that plan being overseen by the Innovation Board.

### Outstanding issues and questions

- Nationally:
  - the degree of alignment between DSIT, UKRI and its research councils and agencies.
  - Government's timelines for commitments, particularly the various pilots in the DDD and their procurement routes.
- Within the region, R&D institutions like universities and catapults need to forge a clear understanding about their priorities for boosting research and innovation income, linked to wider economic objectives.
- Ensuring strong connections with complementary agendas – particularly on FDI, skills, land supply and business support which all can help nurture strong place-based innovation clusters.

## Business Productivity

### Deal text reference

- Pages 50 to 52

### Summary of deal commitments in this area

- Establish a Strategic Productivity Partnership between WMCA and DBT, DLUHC, DCMS to bring greater coherence to business support and finance landscape to boost enterprise, business growth and jobs.
- This is based upon WMCA's role as the lead institution for integrating business productivity interventions at the city region level and discrete roles in respect of national programmes and agencies (e.g. Help to Grow; British Business Bank, etc.).
- Closer relationship with the British Business Bank.

### Legal or financial implications

None

### Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** TBC

**Exec Lead:** Ed Cox, Executive Director, SINZ

**SRO:** Jonathan Skinner

**Reference Group:** LA Business Support Officers group

### How will this work be administered?

- WMCA and Government to initiate the Strategic Productivity Partnership.
- Regional direction to be steered by the Economic Growth Board.
- Fortnightly delivery meetings with local authority business support officers.
- External technical input via an expert panel.

### How will this work be delivered?

Delivery is likely to continue to be through a mixed model, albeit with stronger coordinate and coherence within the region's economic strategy objectives (West Midlands Plan for Growth, Inclusive Growth Framework, etc.):

- National DBT schemes (Help to Grow, Made Smarter, Export Academy) and the potential to co-design new pilots.
- Business Growth West Midlands, funded by UK SPF and including local provision through a hub-and-spoke model with some specialist regional-wide commissioned programmes.
- Local authority 'spokes' provide opportunity to align with core statutory functions (planning, trading standards, etc.).
- Alignment with complementary regional offers (skills, net zero, energy & digital infrastructure, transport, inward investment).
- Greater coordination and collaboration with private sector (e.g. banks, accountants, consultants)

### Commitments to local authority engagement and co-design

- Deliver – local authority-based delivery is at the centre of the Business Growth West Midlands hub-and-spoke model and will be developed through the fortnightly delivery meetings with local authority business support officers.

### Key milestones and deliverables

- Develop scope for Strategic Productivity Partnership with DBT and across Government (summer 2023) working towards the first meeting (October 2023).
- Exploration of the scope to include business support in the context of the single settlement (summer 2023).
- Agree closer relationship between WMCA and British Business Bank (by October 2023).
- Establish Expert Panel for technical insight, build the evidence base and logic chain with Government about the key issues to boost productivity across the region (by autumn 2023).
- Sharpen the interface with private sector providers, building upon the Business Growth West Midlands offer (by autumn 2023).
- Develop options for harnessing Help to Grow and Made Smarter alumni activity within the Business Growth West Midlands system (by autumn 2023).
- Monitoring and evaluation framework (ongoing).

### Outstanding issues and questions

- Resolve representation of WMCA on British Business Bank governance bodies for Midlands Engine Investment Fund.
- Understand relevance of UK Infrastructure Bank for WMCA – particularly on region's infrastructure funding needs.

## Trade & Investment and Places for Growth

### Deal text reference

- Pages 53 to 56 for Trade and Investment, Page 70 for Places for Growth

### Summary of deal commitments in this area

Trade & Investment (T&I) elements of the deal, DBT will:

- Recognise the West Midlands Growth Company (WMGC) as the lead agency and adopt the WMCA economic geography for T&I, co-developing an investment plan.
- Provide a convening role to increase the international profile of the region as an investment destination.

In partnership with WMCA/WMGC, DBT will:

- Co-develop a West Midlands international strategy and delivery plan spanning both trade and investment.
- Review key account management (with a view to a longer-term financial commitment) and share intelligence
- Support the recruitment and management of business focussed trade mission to accompany mayor-led visits
- Seek to improve the take up of significant WMCA-based companies in ministerial and high-profile trade missions
- Agree for a UK export academy.
- Jointly develop WMCA-specific events and other activity such as sector themed workshops, sub-regional initiatives and supply chain projects.

The region will:

- Provide signposting to public support
- Invest in skills pipeline development and the formation of a transport and infrastructure cluster.

In terms of Places for Growth, the Deal commits to:

- Continued relocation of civil and public service roles into the region, and the development of a transport and infrastructure cluster through investment into skills pipeline development.
- Government working with the WMCA to explore further opportunities for programmes to develop skills and career pathways into the civil service and public services linked to Transport & infrastructure cluster.
- Establishment of a West Midlands Fast Stream Pilot, to deliver a pipeline of civil servant talent and skills.

### Legal or financial implications

NA

### Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** TBC

**WMCA Executive Lead:** Ed Cox, Executive Director, SINZ

**WMGC SRO:** Dan Storer

**DBT lead for the T&I elements:** TBD

**Reference Group:** LA Directors of Econ Dev Group

### How will this work be administered?

- WMGC will ensure WMCA and LAs are consulted and informed as appropriate – including through the Directors of Economic Development meeting and the WMGC Board and will escalate key decisions to the Economic Growth Board.
- The Places for Growth work will require the creation of a working group with key partners. The groups and Board mentioned above will also be engaged and informed of developments as appropriate.





### How will this work be delivered?

- The T&I work will largely be delivered in partnership between WMGC and DBT, consulting and informing WMCA and the LAs as appropriate.
- The Places for Growth work will be led by WMGC and WMCA, working closely with Cabinet Office and the Places for Growth team, consulting and informing WMCA and the LAs as appropriate. A shared engagement plan to establish the West Midlands as Transport Infrastructure cluster by HMG is required. Corresponding commitments by the Government Property Agency are required, to provide further space for relocating agencies and departments through acquisitions of new space within the region. .

### Commitments to local authority engagement and co-design

Upon securing express permission from WMCA and Local Authorities (LAs), WMGC will act as the lead agency for the region in liaison with DBT.

- Our expectation is therefore that WMGC will lead the development and delivery of most elements of this part of the deal. WMGC will engage with local authorities throughout, using existing channels such as quarterly bilaterals, the Directors of Economic Development meeting, and the Economic Growth Board.
- In some areas – such as key account management and the nascent Strategic Relationship Management piece – local authorities will be consulted through bilaterals, the Directors of Economic Development meeting, and the Economic Growth Board. On this piece specifically, WMGC expects there will be an element of co-design and co-delivery.

### Key milestones and deliverables

- Secured permission from WMCA and each LA for WMGC to be recognised as the lead agency for matters related to T&I by DBT.
- WMGC ‘lead agency’ recognition by WMCA and geographic footprint alignment; decision on DBT membership of WMGC.
- Emerging thinking on the West Midlands International Strategy brought to the Economic Growth Board in July 2023 ahead of further work and consultation through to the Autumn.
- Places for Growth overall target is to deliver increased relocations into regions by 2025
- Working arrangements in place to assess UK business environment and HMG-WMGC data sharing.
- MoU between WMGC, WMCA and Office for Investment; signposting arrangement between DBT.

### Outstanding issues and questions

- On-going development of the international Strategy.
- While the DDD refers to the WMCA geography, further work is on-going to determine what exactly this covers (e.g. the seven Metropolitan authorities; the non-constituent members; etc.)
- In relation to Places for Growth, appropriate governance and decision-making process to be fully scoped.

# Energy and Retrofit

## Deal text reference

- Pages 57 to 61

## Summary of deal commitments in this area

- Piloting the devolution of Net Zero funding, including for retrofit, through allocation (from 2025).
- Develop local area energy plans across the WMCA area, and WMCA continuing to work with central Government to explore how local area energy plans and spatial planning could be meaningfully integrated.
- Confirming that the WMCA may assume the role of heat network zoning coordinator and play a key role in the delivery of heat decarbonisation infrastructure.
- Agreement to explore a range of potential funding options to pilot a new approach to transitioning businesses and clusters to a net zero energy system.
- An option to put forward a case for the WMCA to set minimum energy efficiency standards that exceed the national standards for the private rented sector.
- Requirement by Ofgem for National Grid Electricity Distribution to engage with WMCA to inform its business plan.
- Recognition by Ofgem of the need to look further at roles and responsibilities at a sub-national level (potential for a pilot).
- Trialling of novel approaches to energy innovation zones to inform investment planning.

## Legal or financial implications

- Details of a retrofit funding settlement are to be negotiated, however we would expect this to include admin and ancillary funding; we do not expect any of our proposals to require a change to legislation.
- The LAEP and energy infrastructure commitments did not have a funding or statutory responsibility assigned to them so at this point there are no additional legal or financial implications.
- In assuming the role of the heat network zoning coordinator and heat network delivery it is expected that there will be some additional legal and financial implications, but what that will be is not fully clear at present as this is a developing area for Government.

## Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** Cllr John Cotton

**Exec Lead:** Ed Cox, Executive Director, SINZ

**SRO:** Cheryl Hiles & George Simms

**Reference Group:** New LA Retrofit Steering Group / LA Net Zero Directors Group

## How will this work be administered?

- Via a newly established Retrofit Steering Group.
- Regular Net Zero Directors’ meetings.
- To embed LAEP as a core function the “Local Area Energy Planning Co-ordination Group” has been created to form a two-way working relationship with the “Net Zero Infrastructure Delivery Panel”.

### How will this work be delivered?

- For retrofit, the government will facilitate work ahead of the 2025 period to develop a business case, and design a pilot and evaluation approach, harnessing local authority best practice.
- WMCA will work up input to proposals with partners and gather evidence through the SMART Hub programme and local authority retrofit working group.
- If the WMCA or LAs are to adopt the role of heat network zoning coordinator, it will require support from central government.
- For local area energy planning there is no government facilitation beyond their support for the programme, but engagement with DLUHC would be useful to share learnings.

### Commitments to local authority engagement and co-design

- Local authorities are closely involved in the LAEP development process (co-design/deliver) and workshops are taking place now to begin informing this process
- Local Authorities will be key consultees in the development of retrofit funding arrangements via the LA Retrofit Steering Group.

### Key milestones and deliverables

- Retrofit – Ongoing
- LAEP/Energy Infrastructure – Ongoing (SIF dates: discovery 03/04/2023 – 30/06/2023, alpha 02/10/2023 – 29/03/2024, beta to be confirmed)

### Outstanding issues and questions

- On the single settlement, what additional net zero funds beyond retrofit could be included within the single settlement process, in addition to retrofit?
- On heat network zoning, we are awaiting final details of the role and responsibilities around heat network zoning coordinators and associated support.
- The WMCA want to engage with government, including DLUHC and DESNZ on any future opportunities to support our LAEP programme and links to spatial planning.
- Will OfGEM and Government support the WMCA's proposal for a regional energy system governance pilot in the West Midlands?

## Environment (including climate adaptation, natural environment and air quality)

### Deal text reference

- Pages 61 to 62

### Summary of deal commitments in this area

- A commitment to support the creation of a fund to support natural environment financing through increasing investment from the private sector.
- Recognition of the work the West Midlands is undertaking in relation to climate adaptation through a case study to be included in the National Adaptation Plan.
- Support for the regional monitoring of air quality through funding to support the deployment of additional low-cost sensors across the region.

### Legal or financial implications

- None. The funding received to deliver the environment elements of the deal is being taken forward through the Single Assurance Framework, as it has come with grant funding and we will work with the conditions specified.

### Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** Cllr John Cotton

**Exec Lead:** Ed Cox, Executive Director, SINZ

**SRO:** Jackie Homan, Head of Environment

**Reference Group:** LA Net Zero Directors group and sub-groups

### How will this work be administered?

- WMCA Environment and Energy Board.
- Net Zero Directors, Net Zero Officers Group and Natural Capital Officers Group.
- Regular catch-ups with the local Air Quality Officers through dedicated meetings as well as the regular WM Environmental Protection Group.

### How will this work be delivered?

- The work on air quality and natural capital financing is set out in the grant applications, and Full Business Case, that we had to prepare to access the funding on offer. In order to deliver, we are committed to working with the local authorities as part of the project governance structure.
- On climate adaptation, we will continue to work with climate change strategy officers in each of the local authorities, through the Net Zero Officers Group, as well as with the Sustainability Working Group for Climate Adaptation.
- We will also work with civil servants at DEFRA on the wording to be included in the National Adaptation Plan as well as to continue our lobbying for additional resource to be made available to support climate adaptation at a sub-national level.

### Commitments to local authority engagement and co-design

- This will take place primarily through the LA Net Zero Directors and LA Low Carbon Officers and Air Quality Officers groups.

### Key milestones and deliverables

- All the funding provided through the deal for environment projects needs to have been spent by 31st March 2025. As a result, programme plans have been developed and signed off through the WMCA's SAF process.

### Outstanding issues and questions

None.



## Smart City Region Health & Care Programme (SCR) and Digital Infrastructure

### Deal text reference

- Page 68 for Smart City Region, Pages 68 to 69 for Health and Care Programmes, Page 63 for digital infrastructure

### Summary of deal commitments in this area

- **Smart City Region:** DLUHC has committed to invest up to £10.1m funding in scaling-up the technology trials that the West Midlands has successfully pioneered to deliver radically more effective health and social care services and boost productivity. There are five key spending objectives covering scaling-up Remote Monitoring, Community Diagnostics, Preventative Healthcare, Exemplar hospital and a Learning Network to share findings and built the region's knowledge base – working in partnership with the West Midlands NHS and social care integrated care boards (ICBs).
- **Digital Infrastructure:** DSIT has committed to share Open Market Review data – which relates to gigabit broadband coverage – with the WMCA/ WM5G and set-up a new governance group called the Digital Infrastructure Leadership Group (DILG) to explore new market interventions in urban regions, working with the GMCA.

### Legal or financial implications

- **Smart City Region:** None. There is no financial commitment from the WMCA.
- **Digital Infrastructure:** No.

### Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** Cllr Patrick Harley

**Exec Lead:** Ed Cox, Executive Director, SINZ

**SRO for Digital infrastructure:** Ian Martin

**Reference Group:** WM Digital Forum

### How will this work be administered?

#### Smart City Region:

- Will be administered and delivered through a combination of WM5G and WMCA health & wellness staff, NHS ICB teams – including LA social care teams – as well as with human resources leads in local employers and private sector partners which will co-invest in technology solutions.
- In-house resources from WMCA will provide overarching project management and sourcing and be responsible for risk management, budget management and timely, quality delivery on individual project components.
- Nominated WMCA and ICB staff have the necessary skills and capabilities to comply with appropriate standards and procedures having previously worked on major projects with complex procurement and management requirements.
- An Advisory Board will be established with senior representation from the three regional ICBs and a Director level SRO from within WMCA.

#### Digital Infrastructure:

- Will be administered and delivered by the WM5G connectivity team led by Chris Hudson. We are working through the detailed terms of reference for DILG and also bringing on-board our broadband lead by end May to lead the engagement with DSIT regarding broadband data and initiatives.
- Progress will be reviewed at a working level through the Digital Forum which meets every month and includes the LA leads as well as at a senior level through the WM5G Board which also meets monthly.

## How will this work be delivered?

Please see above.

## Key milestones and deliverables

**Smart City Region:** The core delivery team will come together from across WM5G and WMCA's health experts and will adhere to our high standards in governance, managing, reporting and storing project documentation as well as any data and lessons learnt. (The governance structure is provided in the Commercial Case section). The project will be managed in accordance with PRINCE2 principles along with tools from Managing Successful Programmes (MSP) to allow consistency across teams and representatives.

### Autumn 2023, Phase 1, Design and Mobilisation

- Funding and scope agreed and signed off (agreed at Investment Board 24 July)
- Funding drawn down (now expected to be drawn down from DLUHC in October)
- IG process agreed
- Resource requirements, comms and engagement strategy agreed
- Convening of relevant working groups

### Autumn 2023 – Spring/summer 2024, Phase 2: Sourcing and Procurement

- Tech requirements co-designed
- Connectivity mapping, modelling, demonstrations complete
- Contracts awarded; contract signatures with preferred suppliers
- IG requirements met
- Training and support strategy developed
- Learning Network established with first members

### July 2024-March 2025, Phase 3: Deployment and Build

- Testing complete
- First phase deployed
- First mobile diagnostic unit in operation
- First use of Thrive at Work Programme
- Smart Hospital working making progress
- Learning Network expansion evidenced

### March 2025, Phase 4: Evaluation

- Digital infrastructure: TBC as part of set-up process with Govt for DILG.

## Commitments to local authority engagement and co-design

- We will keep Local Authorities fully engaged directly and through their role on ICBs in workstreams that affect them.
- We will co-design the Learning Networks with Local Authorities to ensure they shape the content and events.
- Local Authorities will be consulted on the Remote Monitoring (with its links and reliance on social care) and Preventative Healthcare (with its connections to employers in the region) workstreams.

## Outstanding issues and questions

- **Smart City Region:** Main dependency is that we achieve final business case approvals from DLUHC, WMCA and NHS ICBs by end June at the latest to ensure that we can mobilise, source and start delivery this year.

**Deal text reference**

- Pages 65 to 66

**Summary of deal commitments in this area**

- Formal partnership – the Regional Culture and Heritage Framework – with arm’s length bodies of DCMS, including Arts Council England, Historic England, Sport England, the National Lottery Heritage Fund, the National Lottery Community Fund and the British Tourist Association (trading as Visit England / Visit Britain).
- The government will support WMCA with £25 million of additional capital funding, £4m of which will be allocated towards cultural and heritage projects.

**Legal or financial implications**

- Capital funding is subject to approval of a suitable business cases (DLUHC, WMCA), which we are progressing. The staff capacity to deliver the work will come from existing allocations and the Commonwealth Games Legacy Enhancement Fund

**Portfolio Holder, Exec Lead and SRO**

**Portfolio Holder:** Cllr Patrick Harley

**Exec Lead:** Ed Cox, Exec Director, SINZ

**SRO:** Salla Virman, Senior Policy Officer, Culture

**Reference Group:** LA Cultural Officers Group

**How will this work be administered?**

- WMCA will work with DCMS and the relevant arm’s length bodies in spring 2023 to establish terms of reference for the regional culture and heritage framework. WMCA Cultural Leadership Board will be consulted on these frameworks, and they should then be formally approved by the WMCA Board.
- Capital funds will be administered by WMCA and a separate business case will be produced for the SAF process and decision making.

**How will this work be delivered?**

- WMCA will work with DCMS and the relevant arm’s length bodies in spring 2023 to establish terms of reference for the regional culture and heritage framework and agree a forward plan over the coming year, before finalising the framework in 2024. Delivery of the capital investment will be through a contestable call based on EOI submissions from local authorities, with strands to support a few larger awards and a smaller capital awards programme.

**Commitments to local authority engagement and co-design**

**Partnership with arm’s length bodies:**

- The WMCA has already undertaken consultation and will keep the local authorities engaged throughout the process. The WMCA will also consult local authorities on the development of the cultural strategy through the LA Cultural Officers Group.

**Capital funding:**

- WMCA’s £4m Cultural Infrastructure Fund will make a range of capital awards to support development of cultural & heritage infrastructure projects within the WMCA area. The programme is being co-designed with input from WMCA’s Cultural Leadership Board and will specifically focus on pride of place. It is anticipated that the programme will be launched in autumn 2023, with projects to be completed by 31 March 2025.



### **Key milestones and deliverables**

- Our aim is to share a draft outline for the Regional Culture and Heritage Framework with Board in February/early spring 2024.
- Once on-going business case development processes are complete, capital investment will be delivered by 31 March 2025.

### **Outstanding issues and questions**

- In the process of developing and agreeing the business case with HMG to release the culture funding.

**Deal text reference**

- Page 66

**Summary of deal commitments in this area**

Local Visitor Economy Partnership (LVEP) accreditation for Birmingham, Solihull and the Black Country (BSBC) (achieved) to deliver strategic regional priorities as per the WM Tourism Strategy and Recovery Plan.

Destination Development Partnership (DDP) pilot 2 to deliver:

- Demonstrable impact and return on investment
- Shared learnings
- Efficiencies across the wider DDP for the visitor economy
- research and insight
- digital innovation
- product development
- business support

Subject to:

- LVEP accreditation for Coventry & Warks (underway)
- WMGC Commonwealth Games Legacy funding (achieved)

**Legal or financial implications**

- WMGC will sign an agreement with VisitBritain that sets out the requirements for the DDP pilot. This will include spend, KPIs and governance.
- Funding will be secured through the WMGC Commonwealth Games legacy allocation with spend against the business case approved by the WMCA Investment Board.

**Portfolio Holder, Exec Lead and SRO**

**Portfolio Holder:** Cllr Patrick Harley

**Exec Lead:** Ed Cox, Exec Director, SINZ

**SRO:** Salla Virman, Senior Policy Officer, Culture

**Reference Group:** LA Directors of Econ Dev Group

**How will this work be administered?**

- The WMGC board will sign off progress against the LVEP and DDP agreements. All LVEP partners are represented on this board. VisitBritain will be invited to attend for the DDP / LVEP agenda items.
- Advice and oversight will come through the industry-led WM Tourism and Hospitality Advisory Board, which will also provide the leads for working groups.
- Updates will be reported to the Economic Growth Board of the WMCA through the WMGC report.
- The WMGC project management office will establish a risk register and monitor procurements, KPIs and evaluation.

**How will this work be delivered?**

- Local authority priorities are being agreed through the development of the Global WM Programme. These will inform the BSBC LVEP and DDP growth plans, which are co-signed by WMGC as the lead accountable organisation, and VisitEngland.
- Quarterly meetings will maintain LA destination engagement and record progress.
- The growth plans will include an agreement of deliverables by the DDP, and measurable KPIs, and set out governance, sign off the proposed budget allocation, and state targets and KPIs.

### **Commitments to local authority engagement and co-design**

- Local authority partners to be closely consulted through existing WMGC relationship routes including the Directors of Economic Development group.

### **Key milestones and deliverables**

- Formal announcement of DDP pilot by end July 2023.
- Set up of any additional governance needed for reporting into Visit England.
- Commissioning of monitoring and evaluation
- Mechanism to share learning.

### **Outstanding issues and questions**

- Dependencies include the Coventry and Warwickshire LVEP accreditation which could go to panel in parallel with the DDP agreement.
- Final WMGC visitor economy budget allocation – staffing and 3rd party costs.

## Homelessness

### Deal text reference

- Page 37 on Live and Work, page 69

### Summary of deal commitments in this area

- Expand the Live and Work model in additional localities across the WMCA region.
- Pilot a Rent Simplification model for young people in supported accommodation to enable transition into work.

### Legal or financial implications

- Live and Work: Dependent on Homes England funding and ability to secure investment for an evaluation.
- Rent Simplification: Dependent on DWP securing funding.

### Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** Cllr Kerrie Carmichael

**Exec Lead:** Ed Cox, Exec Director, SINZ

**SRO:** Neelam Sunder, Homelessness Strategic Lead

**Reference Group:** Homelessness Taskforce

### How will this work be administered?

- This work will be overseen by the WMCA Homelessness Taskforce and Members Advisory Group.

### How will this work be delivered?

- The Live and Work proposal will primarily be delivered via Homes England. We will work with and support Homes England to engage Registered Providers to develop proposals to deliver Live and Work schemes. We will work with DLUHC, Homes England and Registered Providers delivering Live and Work schemes to capture the learning and build an evidence base for the model. We will support Homes England to form a task group to take this work forwards. This work will also align with the joint Affordable Homes Programme work agreed in the DDD, currently being taken forward by the WMCA HPR team and the Homes England regional affordable housing team.
- The Rent Simplification pilot proposal will be developed in partnership with DWP. As we progress the feasibility of the model and establish DWP mechanisms for delivery, we will work with our local authorities to establish how this could be delivered across local authorities within commissioned supported accommodation for young people. The delivery of the pilot would rely on local authorities, and they can choose to opt out of this pilot.

### Commitments to local authority engagement and co-design

- Live and Work: local authorities will be engaged throughout the lifecycle of this project through Homelessness Taskforce.
- Rent Simplification: local authorities will deliver this pilot with their commissioned supported accommodation services for your people.



## Key milestones and deliverables

### Live and Work:

- Meet with Homes England quarterly to contribute to plans on how the Live and Work model can be expanded – ongoing
- Organise online seminar for 7 LAs and Registered Providers to discuss opportunities for Live and Work model expansion – May 2023 - completed
- Follow up with Homes England on LA/ Registered Providers' bid development – June onwards
- Report progress to the WMCA Homelessness Taskforce (Feb, April, July, Sept, Nov) and the WMCA Homelessness Taskforce Members Advisory Group (Jan, April, July, October).

### Rent Simplification:

- Meet with central DWP Housing Policy Team monthly and support to prepare business case for pilot – ongoing
- Facilitate contact between DWP Housing Policy Team and local authority benefits teams to feed into pilot design - ongoing
- Support DWP colleagues to develop a bid to the Shared Outcomes Fund – May – July 2023
- Support DWP colleagues to prepare a business case for autumn fiscal event (if Shared Outcomes Fund bid is unsuccessful) – September - December 2023
- Report progress to the WMCA Homelessness Taskforce (Feb, April, July, Sept, Nov) and the WMCA Homelessness Taskforce Members Advisory Group (Jan, April, July, October).

## Outstanding issues and questions

- This area of work is ongoing and dependent on DLUHC, Homes England and DWP commitment and investment – we are in continued dialogue to progress.

**Deal text reference**

- Pages 67 to 68

**Summary of deal commitments in this area**

- Health Duty: Formal duty to improve public's health, concurrent with local authorities with associated potential public health pilot projects including Healthier Food Environment, Tobacco Alliance, Vaping as quit tool; regional disability strategy.
  - Note: Though this is a commitment in the deal, the region has resolved not to take it forward.
- Digital and Data Pilots: empower residents in the WMCA area through improving their understanding and use of health data through education and skills development; work with NHS England to develop artificial intelligence lab(s); regional linkages of shared care records within the West Midlands integrated care boards; sharing data across the public sector.
- Workforce: use of aligned budgets along with its adult education budget, to help tackle workforce shortages in the NHS and boost capacity within the voluntary and community sector.
- Development of a pan-disability needs assessment and a regional disability strategy.

**Legal or financial implications**

- None.

**Portfolio Holder, Exec Lead and SRO**

**Portfolio Holder:** Cllr Izzi Seccombe

**Exec Lead:** Clare Hatton

**SRO:** Dr Mubasshir Ajaz

**Reference Group:** LA Directors of Public Health

**How will this work be delivered?**

- The CA will not proceed to take forward the health improvement duty but will continue to progress the commitments in the deal relating to disability and, working with Integrated Care System partners, the health workforce, Smart City Region, digital and data. The CA will also support constituent LAs to take forward work on tobacco and healthy eating if and where it can help to secure additional resources, which would be subject to further policy development work to take forward.

## Early Years

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### Deal text reference

- Page 69

### Summary of deal commitments in this area

- The deal text includes a commitment from DfE to discuss opportunities for early years pilots, consistent with the Government's wider early years strategy and policies

### Legal or financial implications

- At present, meeting the loose commitment contained in the deal to engage DfE on Early Years strategy depends upon local authority capacity and appetite.

### Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** Cllr Kerrie Carmichael

**Exec Lead:** Ed Cox, Exec Director, SINZ

**SRO:** Claire Dhami, Head of Social Change and Inclusion

**Reference Group:** LA DCS network

### How will this work be administered?

- There would need to be a further conversation within the region about whether there is appetite to take forward any further work on early years, following initial engagement on proposal options.

### How will this work be delivered?

- N/A

### Commitments to local authority engagement and co-design

- N/A

### Key milestones and deliverables

- N/A

### Outstanding issues and questions

- None

## Anti-Social Behaviour

### Deal text reference

- Page 69

### Summary of deal commitments in this area

- The deal text includes a commitment to discuss emerging proposals for addressing anti-social behaviour with the Police and Crime Commissioner, and recognises the place-based anti-social behaviour powers facing LAs.

### Legal or financial implications

- The commitment on anti-social behaviour does not require additional resource from within the WMCA, as engagement will be primarily through the Police and Crime Commissioner's Office.

### Portfolio Holder, Exec Lead and SRO

**Portfolio Holder:** Cllr Kerrie Carmichael

**Exec Lead:** Ed Cox, Exec Director, SINZ

**SRO:** Claire Dhami, Head of Social Change and Inclusion

**Reference Group:** LA DCS network

### How will this work be administered?

- ASB provisions will depend on OPCC leadership and further LA engagement.

### How will this work be delivered?

- As above.

### Commitments to local authority engagement and co-design

- LA partners and the OPCC will drive these areas of work and draw in WMCA officers as required.

### Key milestones and deliverables

- Milestones and deliverables subject to LA and OPCC discussions with departmental contacts.

### Outstanding issues and questions

- There was enthusiasm from local authority partners and the OPCC for these provisions. It is up to them how to take this forward.







**West Midlands**  
Combined Authority

This document informs Cabinet and Council of the key terms agreed with Government relating to the opportunity to retain 100% of regional Business Rates for the next 10 years. It also indicates the historic performance of the current pilot on which proposals are based, together with the protections sought from government to mitigate potential risk

## **Background**

In 2017, the seven Constituent Local Authorities of the West Midlands Combined Authority (WMCA) entered into a pilot agreement with Government allowing them to benefit from retaining 100% of the Business Rates generated within their respective regions, compared with 50% nationally, in exchange for forgoing Revenue Support Grant ('RSG'). 1% of local business rates income under both the national and pilot schemes was retained by the West Midlands Fire and Rescue Authority.

Other Mayoral Combined Authority areas also adopted 100% pilot arrangements over time.

Whilst initially expected to be a short-term pilot in advance of the national roll-out of 100% business rates retention, the arrangement has been rolled forward under the same terms and conditions annually and remains in effect during 2023/24.

As part of the West Midlands Deeper Devolution Trailblazer Deal, Government has offered to Local Authorities forming both West Midlands and Greater Manchester Combined Authorities only, the opportunity to extend the arrangement on a more permanent basis; for ten years commencing April 2024.

## **2017 Pilot Background and Performance**

As detailed above, the pilot was expected to be in place for only one or two years and represented a fundamental change to the pre-2017 arrangements, where 50% of business rates were retained locally and the remainder was remitted centrally to HM Treasury; whilst RSG was also received from Central Government by each West Midlands authority.

The pilot arrangements essentially meant RSG was foregone, in exchange for the remaining 50% Central Share of business rates now being retained locally, rather than remitted to HMT.

Given this fundamental shift in the Local Authority financing mechanism, Government provided a “no detriment guarantee” which would be triggered if the resources generated for West Midlands authorities under the national business rates retention arrangements in effect at the time (50% retention) would have yielded a higher value of funding at pilot level (being all 7 constituent Local Authorities as a collective) compared with the 100% retention arrangements under the pilot. In the event of a collective-level detriment Government agreed it would directly reimburse the pilot as a whole.

If, however, there were instances of isolated detriment (i.e. some Local Authorities worse off), the collective no detriment clause would not be triggered, and so no compensating funding from Government would be received. However, the arrangement agreed with Central Government stipulated that those Authorities in a gain position would directly reimburse those in a detriment position .

The pilot also contained an enhanced “safety net” level for each West Midlands authority of 97% of its Baseline Funding Level, compared with 92.5% nationally, to reflect the increased exposure to Business Rates risk by way of 100% retention. The safety net is the level below which Government guarantees an authority’s income from business rates will not fall.

## **WMCA Share**

The 2016 Devolution Deal with Government (which was effectively the catalyst for the WMCA and the associated Investment Programme) included an arrangement whereby the Combined Authority would benefit from a share of Business Rates Growth in the region. Whilst the Devolution Deal itself suggested this was for a term of five years, it is considered HM Treasury consented to principles underpinning the 30-year arrangements.

At the time of the 2016 Devolution Deal, Local Authorities were in the national retention system (50% retained, 50% remitted centrally) and HM Treasury agreed to remit back to the Combined Authority any growth within the 50% Central Share that was due from the region to Central Government under the national arrangements in effect at that time.

The Combined Authority was initially expected to generate £3bn of income to fund the regional Investment Programme. This would facilitate £2bn of investment (with the remainder used for capital financing) and would be funded from Gainshare (a 30-year Government Grant), Mayoral Precept, Mayoral Business Rates Supplement and Business Rates Growth.

The move from the national 50% arrangements to the 100% retention arrangements complicated the calculations of Business Rates Growth and hence the amount due to the Combined Authority. Nevertheless, Local Authorities agreed to fund from Business Rates gains, the Combined Authority Investment Programme income profile in line with the original financial modelling expectations; that being £1.5m in year one growing incrementally by £1.5m each year. This arrangement, which is subject to annual agreement, remains intact and the sum due to the Combined Authority for 2023/24 totals £12.0m for the region.

The WMCA share profile was originally intended to be used against the Investment Programme to meet the costs of capital financing, but due to this income stream not being solid and secure over the long term, no borrowing was undertaken against the funding stream and instead, the receipts have helped meet the costs of operating the WMCA portfolios in recent years.

The increasing profile of the contribution is included in WMCA Medium Term Financial Plans which are discussed with West Midlands Finance Directors at each planning cycle; with the in-year amount agreed and confirmed annually.

The annual share is currently distributed between the seven Local Authorities based on the total rateable value of each area (pro-rata). West Midlands Finance Directors have agreed to review the equitability of the arrangements in due course as some Local Authorities experience a disproportionate impact (relative to the actual gain) when funding the WMCA share in this way.

For local purposes, the WMCA share has been deducted in the gain/detriment calculations before the “no detriment” assessment is carried out.

## **Ten Year Retention Process**

As detailed above, Government is offering to those Local Authorities forming Greater Manchester and West Midlands Combined Authorities, the ability to retain 100% of Business Rates for a ten-year period.

The process for entering into this arrangement will require agreement to a new MoU, the current draft for which is attached at Appendix 4.

Technically, the MoU is not a legally binding document, but it will set firm parameters for how this funding stream will be managed over the period for which it is effective.

If the region is not able to reach a timely agreement with DLUHC on the contents of the MoU, then DLUHC have confirmed the existing pilot arrangements will continue for a further year (2024/25) with the opportunity to enter into a 9-year arrangement from April 2025. Whilst there may be no financial implications in 2024/25 for not agreeing the MoU, there is a risk that if Government policy does change in the next 12 months, the region would lose an opportunity which Greater Manchester are likely to accept.

### **Ten Year Retention Offer Details**

WMCA, West Midlands authorities and the Department for Levelling Up Housing and Communities (DLUHC) have been negotiating the content of the MoU over recent weeks. WMCA officers have been supported fully in all discussions by officers from Solihull Metropolitan Borough Council (SMBC) who were nominated by the West Midlands Finance Director Group to represent the interests of Local Authorities in the negotiations.

In addition, during the negotiation period, the frequency of the Technical Rates Group meetings (of officers administering business rates arrangements from all Local Authorities) has been increased to ensure proper communication and support is provided as the technical details are worked through and all positions are properly considered.

As detailed above, the MoU which requires formal approval is attached as Appendix 4.

Some of the key factors to highlight are:

- **Term** : The ten-year arrangement represents a fundamental improvement over the rolling one-year term of the pilot. This should allow Authorities to assemble financial plans with more confidence and where enhanced incomes are projected, Authorities may be enabled to make longer term investment decisions given the arrangements have a degree of longevity.
- **No Detriment** : In discussions with DLUHC, they have been clear that the existence of the “no detriment” protection will not carry over to the ten-year arrangement. Details about how WMCA and SMBC officers have sought to mitigate the impact of the removal of this protection are detailed in the next section of this report.
- **Impact of a Reset** : Unlike the proposed Growth Zone or Levelling Up Zone Business Rates Retention arrangements, the ten-year arrangement would be affected by any national resets to Business Rates baselines. At the point of any re-set, at a national level the resources available to LA's are unchanged in aggregate. However, a reset would likely change how Government distributes these resources nationally and as such, some LAs could benefit from a reset whilst the reverse will be true for other Authorities. All core funding systems underpinned by Business Rates (the pilot, the national 50% scheme and the ten-year arrangements) are exposed to this issue but the MoU describes how WMCA and the LAs ensure protection from potential adverse outcomes associated with the reset, as far as is possible given the detail of how a reset will be undertaken has yet to be determined.
- **Safety Net** : The safety net is a protection within the system for local authorities which guarantees that reductions in Business Rates income is limited to a minimum percentage of the Baseline Funding Level. Under the pilot arrangements, each authority had an enhanced safety net level of 97%, compared with 92.5% nationally. WMCA and Solihull MBC have successfully negotiated for this enhanced level of protection to remain unchanged, at an individual authority level, under the proposed 10-year arrangements.

- **Grants Rolled In:** There is no change to the grants rolled in compared with the pilot arrangements. West Midlands authorities will continue to forgo RSG only in exchange for increased business rates retention.
- **Additional Levy:** The levy for the pool will remain at Nil, unchanged from the pilot arrangements.
- **WMCA Share:** A share of regional business rates due to the Combined Authority is required to remain in place.

### **No Detriment**

As detailed above, DLUHC are not willing to retain the “no detriment” protection that existed under the pilot arrangements, whereby Government will reimburse the West Midlands authorities where they are collectively in a net deficit position. DLUHC’s view is the removal of this protection creates a more equitable balance of risk and reward for both Local and National Government.

As detailed in the main body of this report, the pilot has performed above the 50% scheme at both a regional and local level, such that the no detriment protection has not been called upon, indicating it is unlikely that the proposed new pool arrangements encounters a net detriment. However, the region is yet to experience the impact of a baseline re-set which could make the overall position more marginal, particularly in the early years following a re-set.

It is important to note that DLUHC have indicated there will not be a re-set until 2025/26 at the earliest. Additionally, it is as yet unclear what form a reset will take – for example whether it will be a full or partial reset, whether baseline funding levels will be updated in addition to business rates baselines (and if so on what basis) and which year(s) will be used to set the new baselines. These technical details are likely to have a significant influence on the outcome / impact of this national event. Nevertheless, the negotiating team have sought to agree appropriate protections which are acceptable to both sides.

#### **Protections sought**

A reset presents particular risks for the size of the WMCA share because in the year(s) immediately following a reset when business rates baselines are higher, the likelihood of there being insufficient business rates growth from which to fund the expected contribution is increased. Local authorities were concerned that in that scenario they might be expected to mitigate this risk from core resources, in which case they could be financially better off (particularly in the immediate year/s post re-set) in the national 50% scheme.

Through the negotiations with DLUHC steps have been taken to mitigate the loss of the no detriment protection. Firstly, the MoU includes a commitment from Government that, in the event a reset has adverse, unintended consequences on the West Midlands authorities’ ability to fund the WMCA share at the level expected, Government will work with the region to protect the substance of the WMCA share and secondly; it provides a means of reviewing and modifying the arrangements throughout the ten-year term with the agreement of all Parties.

Outside of the MOU, locally-agreed no detriment protections (i.e. where Authorities in a gain position may compensate Authorities in a detriment position) are able to remain in place and it is recommended that these principles are maintained, with the precise details and mechanics to be worked through with the WM Finance Director Group and local technical group.

#### **Post Reset**

Following a national re-set, the region will need to assess how best to use the financial tools at its disposal to ensure that an appropriate share of business rates continues to be provided to assist with the sustainability of the Combined Authority in the most effective and equitable manner. The MoU is clear in stating that these decisions can be made locally.





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## **Council Meeting**

17 October 2023

### **Booklet 1**

Written Questions

<b>1.</b>	<p><b>QUESTION SUBMITTED BY: Councillor J Lepoidevin</b></p> <p><b>TO BE ANSWERED BY: Councillor D Welsh, Cabinet Member for Housing and Communities</b></p>
<p><b>TEXT OF QUESTION:</b></p> <p>“Could the Cabinet Member update members on the progress of involving local ward Councillors in the allocation of Section 106 monies in their wards?”</p>	

<b>2.</b>	<p><b>QUESTION SUBMITTED BY: Councillor M Lapsa</b></p> <p><b>TO BE ANSWERED BY: Councillor A Khan, Cabinet Member for Policing and Equalities</b></p>
<p><b>TEXT OF QUESTION:</b></p> <p>“Could the Cabinet Member inform us how many PCN were issued at the Bus gate at Whittle Arch/Trinity Street. Also how many motorists complained they had not received the original PCN?”.</p>	

<b>3.</b>	<p><b>QUESTION SUBMITTED BY: Councillor A Masih</b></p> <p><b>TO BE ANSWERED BY: Councillor A Khan, Cabinet Member for Policing and Equalities</b></p>
<p><b>TEXT OF QUESTION:</b></p> <p>“Could the Cabinet Member provide information regarding the number of pieces of equipment in our parks that are wheelchair accessible and specifically designed for use by disabled individuals?”</p>	

<b>4.</b>	<p><b>QUESTION SUBMITTED BY: Councillor A Masih</b></p> <p><b>TO BE ANSWERED BY: Councillor Welsh, Cabinet Member for Housing and Communities</b></p>
<p><b>TEXT OF QUESTION:</b></p> <p>“Could the Cabinet Member advise me about the usage of Section 106 money received from the Oak House building in the Westwood Ward”</p>	