

Coventry Youth Offending Service
Youth Justice Plan 2014 - 15

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Executive Summary

It has been a challenging and exciting year, from which a leaner Service has emerged. We are experiencing the impact of reductions in funding to the Council. Coventry Youth Offending Service (CYOS) remains fit for purpose.

This is evidenced in a number of ways including National Indicator performance and our March 2014 YJB Community Division Quarterly Review (CDQR) stated that Coventry Youth Offending Service continues to be considered:

“A strong and well performing YOT”
Youth Justice Board Local Partnership Advisor

A previous Community Division Quarterly Review (CDQR) report 2013/14 also highlighted that we have a very dedicated, professional and stable workforce.

We continue to prioritise our activities in terms of value for money, which is measured by impact for services users, residents and partners.

CYOS has a good performance background and remains enthusiastic about using technology and best practice to drive forward service improvements, for example as an early adopter nationally for a new data base and Asset Plus (the new national framework for assessments).

We are also fortunate to be partners in two national pilots, one of which is seeking to reduce the use of custody and young people entering care (multi systemic therapy) The most recent is a Criminal Justice Liaison and Diversion Trial Scheme (young people and adults). This project screens offenders for mental health/ health issues, with the aim of diverting them from the criminal justice system (CJS).

During the last year we have welcomed new members to CYOS Management Board including a new Chair.

CYOS is now hosted within the newly created People Directorate and we would anticipate that this will assist seamless transition for our young people to adult services as appropriate.

Local Indicators and Drivers

In 2013-2014 CYOS:

- Increased the number of young people in suitable education, employment or training, securing our best performance in four years.
- The service has contributed to the development of the City’s Multi-Agency Safeguarding Hub (MASH) via a short co - location of a member of staff to support it, and Head of Service (HOS) sitting on the steering group.
- We have included 17 year olds in PACE Act Appropriate Adult activity, with an average attendance time well below the two hour National Association of Appropriate Adult Network (NAAN) standard for all our call outs (based on a random sample of cases). CYOS is a full member of NAAN.
- A young man who was identified through an out of court disposal was nominated for and received the Police and Crime Commissioners Good Citizen Award, which was presented to him in March 2014 by the Lord Mayor.

Reducing First Time Entrants (FTE)

- Secured a further reduction in the number of FTEs, our best performance to date (rate per 100,000 10-17 year old population).
- Participated successfully in a bid with the lead and sponsoring agency Coventry and Warwickshire NHS Partnership Trust for a Criminal Justice Liaison & Diversion Scheme.

- Implemented Out of Court Disposals delivery model (OOCDD which is described by our YJB Local Partnership advisor as “comprehensive” in a recent CDQR. The importance of this type of intervention in terms of intervening early is evidenced in Appendix 6 case studies 1 & 2 which demonstrate the range of needs that require an early agency response.

Reducing Re-Offending

- CYOS secured a reduction in both the number of actual offences committed per offender and the percentage of the offending cohort who reoffended, by comparison with last year.
- CYOS has increased the number of restorative interventions, an approach which has an evidence base in terms of its impact on reducing reoffending
- The Service works in partnership with “Troubled Families” (TF) agencies to evidence improvements in distance travelled by families, and we have been the identified lead agency in turning around 29 of the families in last year’s cohort.
- We recently implemented a “Youth One Day One Conversation” (YODOC) Offender Management forum. Our approach was discussed at the recent Home Office “Road Test” of the Integrated Offender Management principles and model. In discussion with attendees, who included Home Office (HO) Head of Offender Strategies, it was felt the rationale and model were appropriate. They were also impressed by the transition arrangements for those young people who became adults and needed to move to ODOC, the adult forum.

Reducing Use of Custody

- We have reduced the number of custodial sentences passed by a third when compared to last year, and achieved our lowest rate for the past five years.
- We have significantly reduced the number of young people entering custody for breach alone, from 10 in 2012/13 to 3 in 2013/14.
- We have reduced the number of remand episodes, securing our lowest number for the past five years by working closely with our Youth Court Bench and use of our Bail packages.
- We have reduced the number of short term sentences from 10 in 2012/13 to 3 in 2013/14. It is recognised by the YJB and Prison Reform Trust that short sentences can be disruptive in terms of resettlement and prevent delivery of substantial custodial based interventions. There is a discourse that argues that a short sentence is an indicator that custody was not necessary in the first place.

Introduction

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

The key tasks of the service are:

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

The legislation also imposed a duty to complete and submit a Youth Justice Plan each year. This plan will provide an overview of our achievements against key indicators, plans and targets and will identify the key strategic actions for the next 12 months.

Our detailed performance analysis, against National Indicators, FTE, Reoffending and

Custody sits in the YJB Community Division Quarterly Reviews and will continue to inform our strategic objectives.

Additionally our analysis and performance against locally retained indicators, from the original national set, is contained in quarterly performance reports to our YOS Management Board on: Accommodation, Education, Training and Employment (ETE) and Management Board commissioned reports, for example most recently an analysis of our Robbery cohort.

Detailed financial data sits on a new YJB template which will form part of our grant conditions. Appendix 4 provides our headline funding streams, identifies the level of change in our budget against last year and indicates a projected budget going forward. YJB funding is ring-fenced and may only be spent of developing good practice. CYOS applies the Absorption model for demonstrating spend against the Youth Justice board Grant.

Our headlines from last year are that CYOS achieved:

- An on-going reduction in the number of young people committing offences from 471 in 2012/13 to 416 in 2013/14
- A reduction in both the reoffending frequency and binary rates in the most recent available data compared to 1 year prior (March 2011 to March 2012)
- A reduction in the number of remand episodes and in the number of remands that do not translate into a custodial sentence
- A reduction in the number of young people entering custody for Breach of

order alone. In 2011/12 there were 13 young people sentenced to custody, reduced to 10 in 2012/13 and to 2 in 2013/14

- Secured a reduction in the use of youth custody with a fall from 44 episodes in 2012/13 to 28 in 2013–14
- Secured a year on year reduction in FTE's with an all-time low of just 96 in 2013-14, supported by the roll out of OOCd and Troubled Families activity
- Analysed and disseminated Community Resolution (CR) data to inform the development of a local model for Out Of Court Disposals (OOCd) under the Legal Aid, Sentencing and Punishment of Offenders Act 2012 (LASPO)
- Sustained Triage, now called Enhanced Community Resolution (ECR) delivery as part of our agreed model for OOCd' s
- All OOCd cases receive parenting screening, services or signposting
- Our parenting group , using some of the cooking skills that they had learnt , choosing to raise funds for charities

- Substantially increased the number of victims engaging in level 2 restorative processes and ensured that our staff can provide support in complex cases. 4 members of staff received 4 days training from Victim Support to work with victims of sex offences, and a wider staff group received 1 days training funded by the YJB and delivered by an accredited provider for complex and sensitive cases



CYOS Parenting Group members have, through cake baking, raffles and other activities, raised a total of £830 last year for various charities including Baby Lifeline and the RSPCA. They also undertook a Knit for Africa event completing 50 squares.

The victim was subject to a violent Burglary and TWOC and threatened with violence. Six weeks later he was again the victim of a burglary while at work and his vehicle was taken. A visit was arranged to attend the Supporting Offenders Through Restoration Inside Programme (SORI) at HMP Hewell, whereby adult prisoners complete a week's course looking at raising their awareness of the impact their offence had on their victims. The victim found contributing to this course very beneficial and was provided with the opportunity to speak with adult prisoners who had committed similar offences. Work following the visit also included shuttle mediation with one of the young people who was found guilty of the second offence. This work took place over several months. "Prison visit was a worthwhile experience and did help through life for prisoners instead of the media. It has been a positive experience (within reason) and would like to thank the service for being there"
(Feedback from the victim)

- Offered a broad compendium of interventions to meet a diversity of need. New resources include programmes for young people at low risk of CSE, analysis of the female cohort data which has been used to inform current programmes and a planned specific resource (to come on line in July 2014), an education/ reparative programme at Lunt Roman Fort, a Dangerous Dogs programme and an environmental project which included the building of Invertebrate Hotels (A mini nature reserve for insects).



- CYOS Young People have continued to restore Bannerhill Camp Anti-Aircraft Battery as part of a reparation project



- Invertebrate Hotel



- Lunt Roman Fort Project



- IYSS worked in partnership with West Midlands Fire Service to deliver a five day educational and team building course for Young People.

Our Priorities

Impact: to reduce risks to future delivery against indicators

During 2013/14 we undertook a range of assessments and audits. This included thematic areas of practice, cases, Children Act Section 11 audit, YJB self-Assessment tool sections, a CYOS Board Review and the YJB Restorative Practice Gap analysis tool. We also undertook substantial data analysis which included indicators (national and local), appropriate comparator groups, and analysis of high concern areas such as our Robbery cohort. We participated in regional evaluations such as The Integrated Offender Management (IOM Road Test) and considered YJB and City partner plans and priorities.

The priorities detailed below emerged out of that activity:

Local Indicators & Drivers

- Ensuring that our supervision process is appropriate in line with new learning nationally and locally.** In the light of new guidance from Coventry's Safeguarding Subcommittee Quality Assurance and Procedures Group (on which we are represented) we will review our supervision policy and procedures for staff. The guidance has been issued across the City and not specifically to CYOS only. We will also implement actions from our Section 11 audit undertaken in April 2014 and consider Her Majesty's Inspectorate of Prisons (HMiP) aggregated Short Quality Screening (SQS) findings regarding supervision.
- Reduce the frequency of exposure to and participation in Domestic Violence and Abuse (DVA) and Child Sexual Exploitation (CSE).** By the age of 10 years, young people exposed to traumatic and abusive environments are 13 times more at risk of joining a gang. At least 750,000 children
- witness domestic violence annually, a key risk factor in these children themselves causing violence in later life (Sources HM Government 2011 Ending gang and youth violence, Protecting people, promoting health: a public health approach to violence prevention for England Department of Health/NHS, HO 2013).

We will review our responses to DVA and ensure that we refer in as appropriate to the Multi Agency Screening Hub (MASH). The CYOS Head of Service sits on both the DVA and MASH Steering Group, and the Service Manager attends the Domestic Violence Operational Group. We look forward to the roll out of the intervention being developed in partnership with Coventry University which is for young perpetrators of domestic violence.
- Improve ETE/NEET outcomes enabling successful engagement with study and work in the face of high youth unemployment.** We will continue to work on the regional YOT education task and finish group which, amongst other things is developing a tool for measuring distance travelled for young people in terms of attainment. We will continue to consult on the development of a new regional counting rule which reflects the appropriateness of the education provision rather than just the number of hours of delivery.
- Improve access to training.** CYOS Coventry, Solihull and Warwickshire Partnership (CSWP) personal advisor will attend a new sub regional Training Providers Forum to enhance referral pathways for CYOS young people and

develop access to other providers and will seek to develop referral pathways with other training providers, and accredited programmes.

- To ensure no detriment to service user's education provision and ensure diversity of need is responded to as a consequence of legislative changes.** Special educational Needs (SEN) statements and learning difficulty assessments (LDAs) will be replaced with Education, Health and Care Plans (EHC) plans for children and young people up to the age of 25. YOTs will be expected to contribute to these plans when young people are known to them, and to share all relevant information with custodial facilities. For those young people in custody, there will also be responsibility on host authorities to ensure that home authorities are notified of any (previously) unidentified additional needs, so that a full assessment can be carried out upon release (if not whilst still in custody). This also refers to those of 18 years+ if they wish to continue in education. (Part 3 of The Children and Families Bill 2013: Department for Education & Department of Health: Special Educational Needs Code of Practice: for 0 – 25 year olds, implementation Sept 2014). We will participate in a regional ETE Task & Complete Forum reviewing the timely sharing of information between community and custody and internally will consider how to reform the education information gathering template, to include Health data too. This will have a double benefit of helping to ensure that identified needs are met in regard to the new process and also assist with the completion of

Comprehensive Health Assessment Tool (CHAT).

- Ensure that CYOS young people receive entitlement under Legislation re: Raising of Participation Age Act.** Local authorities are required to secure sufficient suitable education and training provision for all young people aged 16-18 (inclusive) in their area (under sections 15ZA and 18A of the Education Act 1996 (as inserted by the ASCL Act 2009)) and to make available to young people age 19 and below support that will encourage, enable or assist them to participate in education or training (Section 68, Education and Skills Act 2008). We will, alongside partners report any young person (including 18 year olds from September 2014) exiting to CSWP so that need levels can be mapped and inform service commissioning.
- Increase the use of restorative approaches both within CYOS and across partners.** We will increase restorative justice capacity internally and support the broader City restorative activity by mapping existing providers, agreeing delivery standards and sharing expertise. The YJB Grant (phase two funding) will enable us, as part of our training provision, to offer opportunities to partner services to build a strong high quality provision across the need spectrum. We will also seek accreditation from The National Restorative Justice Council for CYOS. Looked after Children (LAC) and young people are sometimes still appearing in court for offences committed within their care environment. We will review our existing arrangements with both LA direct providers and commissioned

providers to ensure that a restorative approach is always considered.

- **Service users should shape service delivery.** Participation sessions will be delivered independently by Youth Workers. In addition the service user Youth Service Inspection Team (young people) will audit our service and CYOS young people will be given the opportunity to train as inspectors and audit the Youth Service. We will also consider in addition to feedback routinely gathered from victims whether a victim forum would be beneficial (this will be discussed with Victims as part of our current feedback activity)

Reducing First Time Entrants (FTEs)

- **Ensure that Out of Court Disposals (OCD) activity reflects national guidance, maintains credibility, and prevents unnecessary entry into formal CJS and measure demonstrable outcomes in terms of the value of “intervening early”.** We will continue to participate in regional quality assurance activity of OCD, developing processes currently being rolled out for adults, to ensure that they are fit for purpose for young people. The ambition is to incorporate young people by 2015/16, or to have a separate regional process in place. CYOS quality assures the OCD activity with Police partners locally and meets on a quarterly basis. We will continue to compare local data to force wide data, identifying any emerging issues and disseminating findings via The West Midlands Scrutiny Board, of which we are a member. It will also be used to inform our evaluation framework of this activity, including impact on reoffending, and help us to

identify whether OCD activity delays or prevents entry in to Court system.

- **Retain the Enhanced Community Resolution (ECR)** as early indicators are that it is an effective early intervention, introducing Common Assessment Framework (CAF) as a routine step down where appropriate.
- **Understand the parenting issues in the OCD cohort.** We will review emerging parenting issues identified in the Out of Court cohort via parenting assessments and intervention. Findings will inform a refresh of the Parenting Thematic Action Plan.
- **Contribute to the City’s Prevention and Early Intervention Strategy and Plan (EIP),** through undertaking base lining activity as required which will contribute to mapping activity, and the data bank for identifying need for services for young people and parental needs.
- **Enhance partnership working with Troubled Families, Children and Families First.** CYOS will build on its existing relationship continuing with joint training , attendance at Team meetings and ensuring planning in partnership and visible evidence of that activity in case files. We will also consider and apply the HMIP thematic report on Troubled Families following its release.

Reducing Re-Offending

- **Ensure no detriment to young people as a consequence of the national “Transforming Rehabilitation” agenda.** We will work closely with new potential partners to ensure no negative impact on young people’s ability to transition

positively from CYOS to adult offender management partners. We will review our Transitioning to Adult agreement (T2A) to ensure it remains fit for purpose.

- We will roll out the YJB new delivery model for young people subject to “unpaid work” (16-18 year olds) and are committed to ensuring that the “apprenticeship” approach is embedded. YJB are due to release operating model details and funding shortly. Transfer of unpaid work from the National Offender Management Service (NOMS) to YOTS is scheduled to occur in June 2014. We have analysed data to provide an indicator of work volume and user profile, including educational ability, and are currently working with partners to ensure a provision is in place for the transfer date. We have received support from CSWP in terms of project design and cost.
- Ensure Integrated Offender Management (IOM) activity is not impacted by the introduction of new “partners”. We will work with IOM partners utilising The Coventry Offender Management Group (COMG) to respond to any emerging issues.
- **Ensure that every young person has an Intervention Plan that has key partner engagement at the planning stage as well as delivery, shows appropriate sequencing, incorporates the young person’s priorities and reflects the victim.** We have introduced a Case Planning Panel for all new cases. Key partners have committed to attending Panel which will support completion of Asset and inform the young person’s Intervention Plan both in terms of

intervention identification and sequencing. Partners include Health, Compass (young people’s substance misuse service), Social Care, and the Youth Service. Victim Officers will also attend to ensure that the needs of the victim are considered and incorporated into planning (responding to HMIP SQS national aggregated findings (November 2012-March 2014 that a large proportion of plans did not address victim issues). Other attendees will be invited as required.

- **Understand our reoffending profile to inform future developments and targeting of scarce resources.** The service will undertake analysis of Reoffending utilising the YJB tool (updated version available April 2014) and translate findings into an action plan. This is a resource intensive activity requiring support from West Midlands Police in order to track the 18 plus cohort via Police National Computer (PNC).
- **Ensure that best practice and evidenced based learning is a core feature across our portfolio of interventions.** In line with YJB Effective Practice guidelines we are going to pilot the Theory of Change process on our Cognitive Behavioural Programme “Jigsaw” and consider roll out across our interventions offer.

Reduce the Use of Custody

- **Ensure that custody is only used as a last resort.** We will review our “Reducing the use of the Secure Estate Strategy”, including priority areas and consideration of new targets.
- We will maintain our “Engagement Panel” activity which, while creating

additional work for front line managers, has seen a fall in young people entering custody following breach activity.

- **Seek to reduce the refusal rate for Bail packages.** While this is a small cohort (5 people, 5 episodes) it is a priority and we will anonymise cases and discuss the decision making rationale with Magistrates and other Criminal Justice System (CJS) partners. We will review provision and our presentation of Bail packages in the context of the emerging dialogues.
- **Seek to reduce the number of FTEs entering the Secure Estate.** While we achieved most of our Secure Estate priorities, the actual number of bed nights used increased compared to the previous year by 519 nights. Nearly 400 of those nights were attributable to three individuals two of whom were FTEs. A number of FTEs featured, due to the gravity of their offences (Murder, Robberies with the use of violence and weapons including imitation firearms and a machete). CYOS will be disseminating via The Head Teachers Group findings from its Robbery analysis, to facilitate preventative messages and target hardening messages being delivered in mainstream education environments.
- All remands are monitored by our Management Board, we will provide an analysis report to test threshold application and seek to bench mark with other YOTs.
- **Seek to reduce the reoffending rates of those exiting custody.** National statistics show that for the year ending December 2011, 71% of young people exiting custody nationally went on to reoffend within a year of leaving custody, compared to 46% of adults. We will undertake an analysis of the “Resettlement” cohort from 2013/14 against indicators and services provided including services provided (by the facility) while in custody. From a CYOS perspective we will identify against for example accommodation, Mental Health/ Substance Misuse, Education, Training, Employment, Transition Planning, Timeliness and Re-offending rates. We will then present a report to CYOS Management Board, translating that into a cross agency action plan.
- We will continue to attend The Accommodation Strategy Group which is currently reviewing the impact of its new commissioning arrangements with a sole provider placement broker for young people’s accommodation, and will feed in any identified issues with regard to the arrangements for adult accommodation which commenced this year. We anticipate that their new “complex case” beds will mean that our young adults with high risk characteristics such as Arson or Sex Offences will have more accommodation options available to them, which should assist with resettlement arrangements and managing risk in the community.
- We will seek to share CHAT information that we are able to provide with the secure estate in advance of the national roll out.

City Youth Crime Profile

City Profile

Coventry is currently home to 323,123 people, and has a rapidly growing population; it was the twelfth fastest-growing Local Authority area in England and Wales between 2011 and 2012, showing an increase of 1.96% in comparison to the England and Wales average of 0.73% (*ONS Mid-2012 Population Estimates*). The biggest driver of growth was international migration, accounting for 5,116 of the overall net gain of 6,217 people.

Historically, the City has had a young population, and this continues to be the case, with 37.6% aged 25 and under compared to the national position of 32%. This is partly the result of two large universities being located within the city limits. The city also has a diverse population with 21% of residents being born outside of the UK compared to the national figure of 12.5%. In 8.7% of households in Coventry no person has English as their first language (4.4% England).

Coventry has a slightly lower than average population of 10 – 17 year olds, with 9% in this age group compared to the national average of 9.2%. This does not, however, reflect the diverse and complex needs of children within the city. CYOS continues to provide services in a challenging environment, which includes:

- High Youth unemployment - 21% of all YOS's young people were fully NEET upon completing their Orders, as were 26% of over-16+ group.
- High levels of child poverty – 23% of children living in poverty compared to the national position of 20% (*Child Poverty Map of the UK, Campaign to End Child Poverty, February 2013*).

- High numbers of looked-after children – 658 children and young people were 'looked-after' as of April 2014.

Youth Offences Profile

- In the financial year 2013/14, CYOS was aware of 575 offences with a substantive outcome, and a further 222 punished with a Community Resolution. This means that the number of offences with a substantive outcome has fallen (from 531 in 2012/13) while the number of CRs has remained almost stable, up by just 1.
- The majority of offences with substantive outcomes in the most recent year were in the categories of Violence Against the Person (23%), Theft and Handling (18%) and Breach of Statutory Order (11%).
- The most common categories of offence punished by Community Resolution were Theft and Handling (36%), Violence Against the Person (30%) and Criminal Damage (17%).
- In 2012/13 there were 38 convictions against young people for Robbery, which has fallen to 27 in 2013/14.
- 14.6% of First Time Entrants were convicted of Robbery, a reduction on 2012/13, when 23% of FTEs were convicted of Robbery. The majority of these offences were committed in Quarter 1 of the year.
- The overall proportion of serious acquisitive crime in 2013/14 was 13.2%, down from 21% in the previous year.

Disposals Profile

- The overall number of disposals has declined by 49% in the 5 years since 2008/09 (CYOS staffing levels have been reduced by 38 %).
- Community Resolutions were by far the most common OOC used, at 222 as previously noted. We also knew of 66 Youth Cautions and 7 Youth Conditional Cautions, as well as 3 Final Warnings and 2 Reprimands (which were still available to the police for the first month of the year).
- There is a clear shift towards the use of OOC, which is reflected by Coventry Court Sittings having reduced from 5 to 1 per week and a resulting increase in CYOS resources required in this area.

Demographics of our young people

- The majority of CYOS young people are typically White Male aged 16 – 17 years. This group accounted for 43% of the on-going interventions being conducted by YOS at the end of 2013/14.
- As a result, youth offending remains a typically male activity, with this group accounting for 81.2% of offences.
- We see an ethnically diverse range of young people in the YOS with 77.5% of cases in 2013/14 being White, 6.3% Black or Black British, 6.8% Asian or Asian British, and 2.1% mixed ethnicity. By comparison with the secondary school Census data from January 2013, the White group is over-represented; there is a slight under-representation of the Black and Mixed categories, and a large under-representation of the Asian category.
- 16.5% of the young people with on-going YOS interventions at the end of the

financial year were also Looked After by Coventry Local Authority.

A number of data sources have been utilised to inform the profile including CYOS' s database ChildView, YJB database YJMIS, census Office for National Statistics Information and The Community Safety Partnership Strategic Assessment and Findings.

Use of Resource and Value For Money

Impact: Informed targeting of resource to sustain performance

CYOS is committed to sustaining performance in the face of ever increasing funding and resource challenges. We regularly review service delivery to enable us to respond to service demands, which change rapidly in relation to the external financial and political landscape.

Challenges include:

- An increase in the gravity of offences committed by some young people, including an increase in the use of weapons and violence associated with offences of robbery and the percentage of FTEs appearing in the Robbery cohort and long term remands.
 - An uplift in the amount of work generated by delivery of out of court disposals.
 - Reduced court activity, but the requirement for staff to work differently with cross-boundary youth court benches now operating across Coventry and Warwickshire. The time delays which can occur due to reduced court sitting patterns have a financial impact if the young person is subject to remand, is inappropriate detention and contradicts previous Home office guidance for example Criminal Justice, Simple, Speedier, Summary. We will be monitoring cases for any delays.
 - Transfer of unpaid work from National Probation Service to CYOS for 16 and 17 year olds. The transfer will occur in June 2014 but as yet the operating model and funding transfer details have not been made available. We do know that the breakdown of hours between education and training and actual reparative activity is to be 50:50 (as opposed to generally 20:80 at present). This is new work and as yet we have not been informed of the level of funding transfer.
 - Continual review of budget and resources to deliver efficiencies.
- Coventry's high level of DVA against West Midlands comparator groups, specifically with regard to the long term impact on young people who experience it within their families for example an increased involvement probability of in criminal activity.
 - While securing a reduction in the number of remand episodes, the number of nights used has increased from last year by 519 nights. Nearly 400 of those nights are attributable to three young people who were charged respectively with Armed Robbery, a Section 18 Wounding resulting in an 8 year sentence, and a remand for Murder. Two of the young people remain on remand and will appear in next years figures also, and were FTEs. It is anticipated that the funding transfer for remands may not meet projected costs.
 - We continue to face challenges with regard to the use of custody, when compared to regional and national performance. An increase in the use of violence and weapons in offences of Robbery has impacted on the number of custodial episodes and use of remand bed nights.

The service demonstrates its value for money by evidencing improved performance against both national and local indicators, in the context of year on year reductions in its funding levels.

Success is also evidenced by Service user feedback. Responses include:

**"Just good advice from someone outside the situation....."
".....always at the end of a phone....."**

"Very friendly and approachable, don't know what I would have done without my workers support, to be honest"

(Feedback from parents)

Budget 2014/15

CYOS funding consists of the City Council budget, YJB good practice grant and partner contributions into the pooled budget. Statutory partners have been able to maintain their financial contributions for 2014/15.

We have secured from the local Police and Crime Board funding previously received from the Police and Crime Commissioner to support our early intervention activity and specialist parenting work. This funding has also previously contributed towards the cost of Coventry's Young People's Substance Misuse Service (Compass), which works closely with CYOS.

CYOS has a confirmed budget for 2014/15 of £2,160,919 which is made up of both delegated funds into the pooled budget, and staffing costs (see appendix 4). The projected budget for 2015/16 is £2,002,851.

Invest to save

Last year our Statutory Board decided, in a challenging financial climate, to support an OOCR called Enhanced Community Resolution (ECR) which provides an early assessment and intervention. This is not available in all areas across the country.

Since the introduction of the new Out of Court Disposal framework in April 2013, CYOS has delivered 80 ECR's, which has contributed to a further reduction in the number of young people entering the Youth Justice System for the first time.

In monetary terms, as well good outcomes for young people, this is incredibly important.

The Ministry of Justice (MOJ) National Audit Office paper "The cost of a cohort of young offenders to the criminal justice system technical paper 2011" identified an average cost of £8,000 per offender per year for FTE based

on costs to court, police, offender managers (LA and its Statutory YJS partners). It excludes costs of physical and emotional impacts on victims, or the costs business or individuals incur in anticipation of crime.

Without additional intervention some of these young people would have become FTE's receiving a higher tariff disposal (see Appendix 6 case study 1 which demonstrates high need which, if unmet, would escalate).

Based on the average cost provided by the audit commission this would equate to a potential partners savings of up to £640,000. Last year we further reduced the number of actual FTEs by 15 compared to the previous year which equates to a partner saving of £120,000.

A number of agencies impact on FTEs, in addition to CYOS, and the saving is also spread across them not solely the LA.

CYOS are lead workers for a number of "Troubled Families". In the pre-Christmas (2013) PBR window there were successful claims totalling over £20,000 for cases where YOS was the sole agency and had reduced or prevented offending.

Delivery of CYOS Orders may prevent entry into care. An indisputable indicator of our activity reducing costs and LAC activity is the area of bail. CYOS successfully offered and had accepted 9 bail packages (01.04.13- 31.03.14) thereby avoiding remand episodes.

This meant we had additional orders to manage (4 of the packages were 25 hour a week programmes) but the LA did not pick up additional remands costs (from between £163-£580per night). This also meant those young people did not acquire LAC status, as all young people who are remanded automatically do so.

CYOS constantly measures volume indicators to ensure the effective targeting of resources

against demand. This is important in that assumptions about capacity based purely on caseload numbers are misleading, as the cases remaining in the sentenced cohort are predominantly complex. The indicators of volume which are monitored include:

- The YJB Scaled Approach risk level at which cases are managed
- The number of assessment, reports and case diary entries completed by YOS Officers

The service has always recognised the value of an adaptable workforce, which has become increasingly important as resources reduce. Information used to review and maintain staff as 'fit for purpose' includes:

- Corporate performance objectives
- Outcomes of inspections and peer reviews and assessments
- Aggregated and individual Feedback and Staff Appraisals
- The use of quality assurance tools
- Service user feedback

Structures & Governance

Impact: Integrated strategic oversight- effective VFM delivery and better outcomes for service users, victims and

Structures

CYOS is hosted by the People Directorate, and sits within Childrens Social Care. The Board is chaired by the Deputy Director, Early Intervention and Social Care, and the Vice Chair is the Police representative.

The Board discharges its duties by: -

- Requiring the Head of Service to report and account for performance against YJB and local indicators, health outcomes and the management of risk
- Oversight of budget and staffing structures to ensure that the service is adequately resourced
- Commissioning (internally) specific projects, research and evaluation of aspects of service delivery
- Quality assurance, oversight and monitoring of plans including those which emerge from Community Safeguarding and Public Protection Incidents
- Monitoring and sign off of the annual Youth Justice Plan

Governance - Management Board

In line with the requirements of the Crime and Disorder Act (1998) and revised guidance from the Youth Justice Board for YOT Partnerships, CYOS has the appropriate agencies represented on its Management Board. Alongside the key Statutory Partners, we also benefit from the attendance of the Co-Chair of the Youth Court Bench, senior advisors from Education and

Looked After Children, the Chief Executive of the Careers Guidance Company Ltd (formerly Connexions) and the Manager of the Community Safety Team.

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

- Local Safeguarding Children's Board (LSCB) and associated theme groups, Quality Assurance and Procedures Sub Group.
- The Local Police and Crime Board (formerly Community Safety Partnership)
- Health and Wellbeing Board

Planning

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

- Coventry Children and Young People Plan
- Coventry Sustainable Communities Strategy (*The Next 20 Years*). CYOS contributes to short term priorities and longer term outcomes, in particular a safer more confident Coventry, and ensuring that young people are safe. CYOS also strives to ensure that all young people with whom we work are encouraged to enjoy, achieve and make a positive contribution to their communities
- The Local Police and Crime Board Plan
- The Prevention and Early Help strategy.
- Coventry Local Policing Plan 2014/15

- West Midlands Police and Crime Commissioner Police and Crime Plan 2013-14
- Coventry Domestic Violence and Abuse Partnership Action Plan
- The Coventry Joint Strategic Needs Assessment (JSNA) 2014/15

Internal plans include:-

- Thematic effective practice plans with a named manager lead, utilising YJB key indicators of quality for each theme
- Reducing the use of the Secure Estate Strategy and Action Plan
- Community Safeguarding and Public Protection Action Plans, none currently in operation

External drivers for planning activity include:

- YJB Corporate and Business plan 2011/12-2014/15
- Government papers and legislation, for example, *The Coalition: our programme for Government and the introduction of the principles behind a "rehabilitation revolution"*. These include payment by results, and an opening up of the market to other sectors introduced in Breaking the Cycle green paper 2010
- HMIP Thematic reports recommendations

Partnership Arrangements

Impact: Sharing of knowledge, expertise & services with clear agency role resulting in less offending, less victims and value for money

Statutory Partners

The Management Board is chaired by the Deputy Director, Early Intervention and Social Care and also has Assistant Director representation from that area as a Board member. This relationship has proved effective both internally and externally for example:

- The Board held a workshop recently to assess our performance and structure in the context of the recently released Ministry of Justice (MOJ) Modern Youth Offending Partnerships Guidance. Legislative and policy changes which have meant that the local and national landscape has altered considerably. The Management Board agreed that overall representation is appropriate with a good level of attendance. A number of actions were identified to strengthen connectivity with other key forums and agencies, including the voluntary sector and Housing and to reinvigorate profile of CYOS through internal Council mechanisms and the media.
- Strengthening of joint working through CYOS involvement in preparation for and response to Ofsted Inspection of Children Social Care. Training opportunities to bring MST skills base in house, as well as access to City MST pilot for young people on the edge of custody or care. An Operations Manager has been trained as an MST supervisor, and a case manager is currently being trained in MST approach via The Tavistock and Portman NHS Foundation Trust (which is a specialist mental health trust based in north London who have agreed to train “out of area” for the first time). The training is occurring alongside Children and Families First case managers.
- Via strategic planning strengthening the links between YOS, the Youth Service and Children’s Social Care in response to support young people who are missing from home, or at risk of CSE and trafficking.
- Ensuring that learning from the Ofsted inspection of Services for Children in Need of help and Protection, Children Looked After and Care Leavers and Review of the Effectiveness of the Local Safeguarding Children Board 2014 is disseminated to CYOS, and where appropriate we engage and support change.

Following recent changes to Health Service structures, Coventry and Rugby Clinical Commissioning Group are now represented on the CYOS Board by the Children’s Joint Commissioner.

CYOS continues to benefit from hosting two clinical nurse specialists, who receive clinical supervision through CAMHS, and whose work directly benefits the wider health agenda. This relationship has proved effective in that;

- CYOS has successfully aligned its Health KPI with Warwickshire YJS’s Health Reporting Template.
- Coventry’s Health KPI’s were re-negotiated in February 2014 and agreed by our Management Board and all service delivery and outcomes will now be measured against them.
- The introduction of the point of entry General Health Assessment Tool in 2012/13 has proved very useful in identifying varying health needs (and further referrals) for young people entering the Criminal Justice System (CJS) or receiving OOCs. This has evidenced previously unmet need.

- In line with on-going YJB guidance, national research and the impending roll out of the Comprehensive Health Assessment Tool (CHAT), specialist initial assessment prompts will be added to this tool as they are devised. E.g. Speech, Communication & Language, Neuro-disabilities.
- Support for the early roll out of elements of the CHAT have been secured, commencing June 2014. To ensure further development of this work, specialist referral pathways are to be developed and agreed, to ensure the smooth and continuous delivery of health interventions.
- Coventry secured one of only ten national pilots for a Criminal Justice Liaison and Diversion Trial (CJL&DT) and will shortly have additional staff co-located with the team to support this activity. This provision will ensure that historic gaps in provision cease to exist. For example, screening of young people in police custody not already known to CYOS (which are the majority), young people who receive a first police only Community Resolution and occasional court activity (Bank holidays and Saturdays). Discussions are currently underway regarding the trials ability to utilise the CHAT assessment framework to ensure there is a common assessment language and portable outcomes (will follow young person in to the secure estate if required.)

West Midlands Police are represented at Chief Superintendent Level at the Management Board, and we also have an identified Inspector and Sergeant to support Integrated Offender Management (IOM) activity and OOC. This relationship has proved to be effective in ensuring:

- A local quality assurance process is in place for OOC and that analysis of outcomes not subject to joint police/ CYOS decision making occurs. The Local Panel has met on three occasions over

the last 12 months and has fed its findings into regional forums.

- The adaptation of the Integrated Offender Management (IOM) model locally with the adoption and delivery of the “one day, one conversation model” specific to young people (YODOC) to ensure that the relevant agencies are present and active on cases.
- The retention of a co-located CYOS Youth Crime Officer.
- The strength of the Offender Management link continues to be ably demonstrated, and has ensured that effective cross agency control measures and monitoring are in place for our high risk offenders and effective, timely communication has been in place.

The National Probation Service is represented at the Management Board at Head of Service level and has an identified lead at Senior Probation Officer Level for operational liaison.

This relationship has proved effective in:

- Assistance with placing high risk offenders who are considered too risky for young people’s generic accommodation provision, this has primarily been for those with sex offence convictions. It is anticipated that this need will be now met under the new city commissioning arrangement’s for adult beds including a number of specific beds for such cases.
- Delivery against our T2A protocol, which requires review in light of the “Transforming Rehabilitation” activity.
- Cross disciplinary shared knowledge, skillsets and expertise.
- Effective cross agency management and response regarding unpaid work activity and timeliness of Breach response.

Non statutory Partnerships

CYOS is fully engaged with key partners with appropriate representation in offending, prevention and safeguarding forums. This includes the Local Police and Crime Board, supporting both the completion of their strategic assessment (via data/intelligence sharing) and delivery of emerging activity to prevent youth crime.

CYOS is closely aligned to Criminal Justice partners, being represented at the Coventry Offender Management Group which co-ordinates and evaluates delivery across both the adult and juvenile populations, attendance at Offender Management forums and The Multi agency Public Protection Arrangements (MAPPA).

We are equally well represented in Safeguarding activity at both a strategic and operational level. We brief LSCB on our activity, our most recent report covering performance data, Appropriate Adult Services, Community Safety and Public Protection Incidents (CSPPI) and People Posing a Risk to Children (PPRC).

We are a member of the Safeguarding Sub Group Quality Assurance and Procedures and actively participate in the development of new procedures and citywide audit activity. We utilise Safeguarding training opportunities for our staff and recent courses have included Forced Marriage & Honour Based Violence and Working with Survivors of Sexual Violence (level 3). CYOS is embedding the LSCB screening tool for young people who may be at risk of child sexual exploitation (CSE), and has introduced internal interventions targeted at the low level risk cohort.

We work closely with other YOTs, particularly those in the West Midlands region, working together under a range of Task and Finish Groups as agreed by the Heads of those Services. This has reaped numerous rewards, developing our understanding of performance issues, testing thresholds, disseminating best practice and reducing the financial training burden by co-commissioning activity as appropriate. For example most recently partnering with Birmingham YOS for Restorative

Justice training , maximising the number of places available under the 2013/14 YJB Grant. There is an effective working relationship with our Courts, with meeting forums, electronic bulletin updates, joint training events and representation on our Board. Some of the current communication strategies require review following the merger of the local justice areas.

The last year presented us with a raft of new challenges including changes to court sitting patterns, merging of local justice areas and the introduction of a broader range of OOC options, which has impacted on the volume of activity going through the Courts.

Over the last quarter of 2013-2014 we worked with Warwickshire Youth Justice Service to write a joint working protocol with the Youth Courts in Coventry and Warwickshire, following the merger of the two local Justice areas. This has facilitated a consistent set of standards for the work done in Courts across the merged area. We have also presented together to the joint bench through the Magistrates Youth Court panel meeting and will do this bi-annually to ensure we can effectively deliver messages about practice.

We have also worked with Magistrates in the development of a West Midlands force wide OOC scrutiny Panel.

CYOS regularly receives compliments regarding the quality of its court work from Magistrates and solicitors, which is an external indicator of the quality of the partnership.

**“Credit to the report writer.....grateful.....didn’t need to add to the report because everything was contained within it”
(Defence Solicitor)
“Very good Report”
(Chair of the Youth Court Bench in the same case)**

We worked with other YOTS nationally continuing to focus on “Effective Practice” developments which included participating in two sector led Youth Justice Peer Reviews as reviewers. This utilises a model developed in partnership with the YJB and The Local Government Association (LGA), based on the tried and tested safeguarding model used in LA Children’s Service. Best practice identified has been brought back to CYOS, for example Case Planning Panel, described in more detail later.

We are on the Troubled Families Strategic Board and Operational Group which has enhanced our joint working, and has enabled CYOS to contribute towards positive distance travelled for a number of families, in addition to those where we were lead agency.

The Citys Multi Systemic Therapy (MST) pilot has engaged successfully with a number of CYOS service users, securing improvements across most of its evaluation targets. These include school attendance levels, remaining at home, no further arrests and no custody episodes. In Appendix 6 case study 4 provides an example of MST engagement with a challenging multi-generational crime family. CYOS has a trained MST supervisor who provides cover for the project and who is a member of the MST Management Board.

We have been working closely with Werrington Youth Offending Institute (YOI) and Rainsbrook Secure Training Centre (STC) to enhance information transfer process above the standards currently required. Early dialogues are taking place on the use of The Comprehensive Health Assessment Tool (CHAT). The primary drivers for CHATs development were Healthy Children, Safer Communities (HM Government) and it is hoped that implementation of the CHAT will improve outcomes of the most disadvantaged vulnerable groups (Healthy Lives Health People DH 2020).

We continue to work with secure estate partners, developing early adopter agreements with our main feeder units, for example in relation to communication, new assessment models, and the development and support of programmes within that estate, recognising their value in improving outcomes.

A big thank you to the IRS team (CYOS) for all the support... your presence and contribution was appreciated....it provides an excellent example of the type of support and encouragement that gives an intervention like Building Bridges such an efficacy with helping young men connect with their parents and families and so avoid many of the dangers associated with breakdown in that key relationship.

I hope you don't mind but I have mentioned your commitment and input to other areas in the hope that they might be similarly inspired. (Brian Eccleshall - HMP YOI Werrington)

We have worked closely with the City Councils Route 21, the aftercare team which manages young people who acquire LAC status as a consequence of being remanded. We have seen benefits in outcomes for young people including securing appropriate accommodation.

We have participated in the development of The West Midlands Regional Quality Assurance Scrutiny Panel (developing terms of reference and defining scope) for force wide use of OOC. Its primary purpose is to determine whether the method of disposal is considered appropriate and circulate findings to The Police and Crime Commissioner (PCC) and Chief Constable. Whilst this panel will not immediately scrutinise Youth cases it is anticipated that they will be included within the next 12 months.

On a regular basis we identify new partners who work with others to improve the opportunities available to our young people. We are currently

engaged with Lunt Roman Fort where the young people receive educational input as well as undertaking physical reparative activities such as painting, weeding, scarifying building bases and repairing fencing. Our user group are not always the easiest to engage, particularly when education features. Feedback so far has been very positive with most young people rating the experience as good or very good and when asked what might improve it a couple asking for a stronger educational input. It is our intent to build on this programme and it is being considered as a potential unpaid work opportunity.

Challenges and Opportunities

Use of the Secure Estate

One of our biggest challenges will be to secure a further reduction in custody levels. Each loss to custody is analysed and we have not identified any avoidable sentenced custody incidents. We have also reduced the number of young people entering the secure estate under each potential entry criteria (Remand, Sentenced, short term sentences, sentences for breach). The next step is analysis outside of our activity, to see what thresholds are applied in other areas. We will need to determine whether we send young people to custody for less serious offences than other areas, or is it entirely a by-product of the gravity of the offences being committed.

The uplift in the financial burden on the LA for remand costs is considerable. Some young people subject to short remands are also on occasion having the remand period extended, due to court sitting dates, as a consequence of the merger of the local justice areas for Coventry and Warwickshire.

It is important to note that a number of those entering the secure estate were FTEs and not under our sphere of influence.

Criminal Justice Liaison & Diversion Trial Pilot
Coventry was awarded one of only ten national pilots which will provide a range of health services to adults and young people at risk of entering the criminal justice system.

The model will be an all-age service across criminal justice pathways addressing a wide range of health issues and vulnerabilities and be relevant to those with protected characteristics as set out in the Equality Act 2010. The entry point to the service will be as and when an individual comes into contact with the police (or other criminal investigating authority) under suspicion of having committed a criminal offence.

Aims include improved access to healthcare and support services for vulnerable individuals through effective liaison with appropriate

services, a reduction in health inequalities and a reduction in FTEs.

This presents an opportunity to close a gap in current provision as it covers Police Cell block interviews whereas CYOS Clinical Nurse Specialists intervention occurs routinely following charge and notification to YOS, not based on "suspicion". The out of hours, 7 day service will be a welcomed additional benefit, and the seamless transition of service/data will be assisted by the co-location of some of the projects staff with CYOS.

The range of health factors and vulnerabilities addressed include, Mental Health, Learning disability, Dual diagnosis, Autism, Safeguarding, Personality Disorder and Conduct disorder

Restorative Justice

In November 2013 the Government made available £29 million in additional funding for restorative justice, (RJ) with the aim of making RJ available at all stages of the criminal justice process. Most of this funding is allocated through the PCC. The YJB also provided additional funding to YOTs to improve their delivery and enable them to meet their duties under the new Restorative Justice Victims Code, which came into effect in December 2013. The City has an opportunity to enhance its restorative resource through partnership working and CYOS will support this activity and COMG will monitor progress. The local PCC Board has supported this activity with funding.

We are well positioned to improve outcomes for victims, reduce the number of First Time Entrance, (FTE) and the rate of re-offending as a consequence.

Pre-sentence restorative justice is now an option (The Crime and Courts Act 2013, came into effect December 2013). This means the Court can delay sentencing for restorative assessment and activity in advance of concluding the case. The government guidance to inform roll out and delivery expectations has

not yet been released. The principle is good but not without risks. Our experience has been that many victims take time to consider what if any restorative process they wish to engage with. This is not just a local finding with many YOTs reporting similar experiences. It has been an “ideal” of the YJB that victims should attend the first Referral Order Panel Meeting but many victims find this too early in their experience preferring to engage later when they feel ready. The pre-sentence approach occurs even earlier so we will approach this with caution and look forward to receiving government guidance.

There is a strong evidence base linking the use of restorative process and a reduction in offending. CYOS has increased the number of restorative interventions and has early evidence of the impact for victims.

“I have found everything helpful. Being listened to, getting my phone back, the mediation meeting, just the whole experience and feeling that someone cares.... The victim worker really helped me to move on from my experience”

(Victim of a knife-point robbery)

Asset Plus

The YJB have developed, with support from YOTs and in conjunction with HMIP requirements, a new approach to assessments and planning for young people. This will mean substantial changes for practitioners. The approach will result in, amongst other things:

- The removal of scoring of criminogenic factors
- A different rating scale for static factors and a matrix to enable the scaled approach model to transition across
- Merging of the planning framework which currently extrapolates risk of harm to others from vulnerability planning and young people’s intervention plans

- The introduction of new specialist assessment tools specific to health, speech and communication

The role out of Asset Plus remains in this years Plan as the original roll out date was deferred due to a number of YJB ICT commissioning issues. Benefits include:

- A shared assessment language
- A shared planning framework
- Support effective transition between the community and custody and custody and the community

It is a considerable commitment and we have locally identified a Change and Technical lead and also have a management representative on the National Development Group.

Unpaid Work

This is an opportunity to utilise a new disposal to prepare young people for work or further education while ensuring that there is a visible repair to the community.

The challenge is the timing with responsibility transferring to YOTs in June 2014 and as yet no release of the operating model and any attached national standards, or an indication of the funding available to deliver.

We do know that in 2011/12 orders totalling 4,574 hours were made. In 2012/13, it was 2,596 hours and in 2013/14, it was 1,530 hours. We are continuing to analyse the profile of the young people subject to such orders to ensure our local delivery model meets their diversity of need.

HMIP Short Quality Screenings (SQS) aggravated findings

While we have not been subject to a SQS, aggregated data from those completed up until December 2013 has identified that effective management oversight continues to be an area for improvement, along with aspects of public protection. Improvement is also needed in the planning and delivery of interventions to address victim issues.

We will review our spectrum of supervision which includes daily interactions, formal supervision and panels. This will be done in the context of impact in line with the HMIPs "key principles for the effective management oversight of Risk of Harm to others and Safeguarding/Child protection" and CSCBs recently released standards of supervision.

Case Planning Panels commenced in April 2014. Victim Officers are present to ensure that full consideration of the victims wishes and needs is embedded at the commencement of the order, and reflected in intervention plans.

The Anti-Social Behaviour, Crime and Policing Bill

It is anticipated that the new powers will be available from Autumn 2014 with guidance due to be issued from the Home Office during June 2014. Some initial discussions have been progressed at a local level, in relation to the potential use of the tools and powers by statutory agencies in addition to any monitoring arrangements. A protocol for all tools and powers is due to be developed and will be applicable to all agencies operating at a local level.

With reference to the introduction of the community trigger, communities will now have a mechanism for challenging agencies if an inadequate response has been provided to reported issues. In terms of these challenges there is currently no clarification regarding whether the PCC will be responsible, or if

management will be devolved to local partnerships in order to agree a criteria. It is anticipated that these responsibilities will be devolved so there will be a need to consider the approach to be adopted at a local level.

On the Horizon

At the time of writing this Plan we were not in receipt of the assessment of the Enquiry by Parliamentarians into the Operation and Effectiveness of the Youth Court, chaired by Lord Carlile, and therefore no actions have been identified.

greater emphasis on skill acquisition and educational attainment.

The purpose of the enquiry is to evaluate whether the current system adequately protects the welfare of young people, and if Crown Courts are appropriate settings for dealing with serious crimes committed by young people. It will also give particular attention to re-offending-rates, as seven out of 10 under 18s who leave custody go on to commit further offences.

We do anticipate changes emerging in practice as a consequence and will add any actions to our strategic plan as required.

As members of the Association of YOT Managers (AYM) a response was submitted, and the previous Chair of the Board gave verbal evidence.

Secure Colleges

In 2017 the first "Secure College" in the country will open, next to Glen Parva YOI.

If young people are to spend time in custody the better the education provision, the higher the probability of reducing future offending.

Transformation

Junior Attendance Centres (JAC) will be transferred to Local Authorities by April 2015 subject to an "affirmative order" being laid before parliament in October 2014.

Consultation with stakeholders will commence shortly, including on a delivery mechanism which reflects an "Apprenticeship" style approach with

Appendix one

Youth Justice Action Plan

Indicator	Action	Timescale	Impact	Lead	Related Plans / strategies/ source documents
First Time Entrants 1.	<p>Criminal Justice Liaison & Diversion Pilot</p> <p>Attend Programme Board of above to provide oversight of performance, to review risks and mitigation action & steer development of future pilot strategy</p> <p>Monitor impact of above activity on FTE</p> <p>Develop information exchange protocol, referral pathways</p> <p>Co-location of Diversion worker at YOS</p>	<p>Monthly initially, reducing to quarterly.</p> <p>3 monthly</p> <p>June 2014</p> <p>June 2014</p>	<p>Reduction in FTEs</p> <p>Access to services and brief interventions</p> <p>Improved health outcomes</p>	Georgina Kell	<p>CJL&DP Action Plan, Healthy Children, Safer Communities (HM Government), Healthy Lives Healthy People (DH 2020) Coventry Local Police Crime & Community Safety Plan 2014/15 (Strategic priority-Tackle causes of crime including alcohol , drugs and mental health)</p>
2.	<p>Out of Court Disposals</p> <p>West Midlands Scrutiny activity, including ensuing that prior to absorption in the developing adult Panel , the young people specific issues are addressed including confidentiality .</p> <p>Local Scrutiny Panel (OOCd)</p> <p>Complete end of year review, including volumes of use, impact (re offending), signposting levels, CAFs initiated, and a parenting profile of need.Disseminate findings and provide base lining data to EIP</p>	<p>On going</p> <p>3 monthly</p> <p>May 2014</p>	<p>OOCd retain credibility both with the public and other professionals</p> <p>Avoiding the pitfalls identified in the Criminal Justice Joint Inspection (CJI)</p> <p>Exercising Discretion: The Gateway to Justice (June 2011)</p> <p>Reduced FTEs</p>	<p>Georgina Kell</p> <p>Inspector Orenas (West Midlands Police)</p> <p>Matthew Haynes</p>	<p>Prevention and Early Intervention Strategy and Plan (EIP)</p> <p>Exercising Discretion:The Gateway to Justice (CJI 2011)</p>

<p>3.</p>	<p>Continue to develop partnership working with Troubled Families (Children and Families First) Attendance at Board</p> <p>Attendance at Operational Group Increase joint working approach via attendance at Team meetings, Case Planning and training events</p> <p>Review findings from HMIP Troubled Families Thematic when released and incorporate relevant learning locally</p>	<p>On going</p> <p>When report released</p>	<p>Increase of families evidencing positive distance travelled(crime category) Skills shared through joint training and co-ordinated plans and visibility of joint working in case records</p> <p>Local practice reflects best practice</p>	<p>Georgina Kell</p> <p>Mathew Haynes</p> <p>Georgina Kell</p>	<p>Troubled Families Action Plan Directorate and Divisional plan Department of Communities and Local Government.</p>
<p>4.</p>	<p>Build on the findings from Robbery Cohort Analysis Report to the Board , focusing of FTE activity, that results in custody Dissemination of findings Heads of School</p>		<p>Prevention messages delivered to those most at risk of becoming FTEs Target hardening messages delivered in school settings</p>	<p>Georgina Kell</p>	<p>Coventry Local Police, Crime & Community Safety Plan 2014/15 (community priority-Reduce Violent Crime) YJB Corporate priority</p>
<p>5.</p>	<p>Consider the delivery model required locally to meet changes in practice as a consequence of new ASB powers under The Anti-Social Behaviour, Crime and Policing Bill (anticipated live September 2014)</p>			<p>Liam Nagle</p>	<p>Coventry Local Police , Crime & Community Safety Plan 2014/15 (Community priority-Reduce Anti-Social Behaviour)</p>

<p>Re offending 6.</p>	<p>Review Transitioning to Adult (T2A) agreement and procedures</p> <p>Work with new IOM partner for YODOC transition to ODOC Young people</p>	<p>June 2014</p> <p>June 2014</p>	<p>Young People do not disengage as a consequence of transition</p>	<p>Mathew Haynes</p> <p>Tom McSweeney</p>	<p>Transforming Rehabilitation reforms</p> <p>Local model in line with IOM /PCC principles meeting local need</p>
<p>7.</p>	<p>Pilot the CHAT on our high crime causing and high risk cohort</p> <p>Identify unmet need, develop priority referral pathways and provide findings report to Health Commissioner and to inform Health reports to CCSB and annual reports</p>	<p>Commence June 2014</p> <p>Review with partners November 2014</p>	<p>Early identification of unmet need, referral pathways in place in advance of YJB national rollout of CHAT. Inform the joint working approach and decision re potential Health Vulnerable Children and Young Peoples & Inclusion Team</p>	<p>Gavin Smyth</p>	<p>The Quality Goal for improving service access (Health)</p> <p>Healthy Children , Safer Communities HM Gov 2009</p> <p>Healthy Lives Healthy People DOH 2012</p>
<p>8.</p>	<p>Embed the new Health Reporting framework for CYOS Board (KPIs)and review findings</p>	<p>March 2015</p>	<p>Format fit for multi-agency purposes. Service gaps and strengths identified</p>	<p>Gavin Smyth</p>	
<p>9.</p>	<p>Deliver unpaid work to 16 and 17 year olds</p> <p>Complete model design in line with YJB Operating Model</p> <p>Model promoted with CYOS case managers and Magistrates</p>	<p>May 2014</p> <p>May 2014</p> <p>1 June 2014</p>	<p>Service able to offer sentencing option to Youth Court Bench</p>	<p>Andrea Barnes</p>	<p>Transforming Rehabilitation</p> <p>YJB Operating Model</p>

	Programme Operational, evaluation framework in place and capacity to match historic usage patterns Complete 6 month evaluation and report to Board	December 2014			
10.	Populate the April 2014 YJB Reoffending tool , analyse findings , develop cross agency action plan with Board support	July 2014 Complete report August 2014 Cross Agency Plan agreed at next available Board Meeting	Sustain positive direction of travel in both binary rates and number of re-offences	Georgina Kell, David Woodhouse and Inspector Orencas	YJB priority indicator and local priority
11.	Embed Case Planning Meeting Meetings commenced March 2014 6 month review to include an audit of Intervention Plans , record of professionals attendance, and young people's engagement	Fortnightly	Every young person has an Intervention Plan that has key partner engagement at the planning stage as well as delivery, appropriate sequencing, incorporates the young person's priorities and reflects the victims needs and wishes	Adrian Seymour	In line with best practice identified in sector led Youth Justice Peer Reviews

<p>12.</p>	<p>Apply the Theory of Change Process across our portfolio of interventions , trialling it on Jigsaw which is a cognitive behavioural therapy programme</p>	<p>Commence July and stagger across the year</p>	<p>Coherent framework of evaluation which meets effective practice standards in place and informing developments</p>	<p>Andrea Barnes</p>	<p>YJB Effective Practice Recommendation</p>
<p>13.</p>	<p>Map city Restorative Process points of delivery, their criteria and evaluation frameworks, with support and oversight via COMG Joint training with partners as appropriate Review existing restorative arrangement's with LA and commissioned LAC accommodation Secure accreditation from Restorative Justice council for 3 staff initially Participate in West Midlands Task and Finish group</p>	<p>Complete August 2014 April 2014 Complete end year</p>	<p>Citywide understanding of Restorative process and shared definition Reduction in FTEs & Reoffending. Less LAC YPS appearing in court for offences committed in their care environment Increased Victim Satisfaction</p>	<p>Georgina Kell/ Liam Nagle Mathew Haynes</p>	<p>Coventry Local Police, Crime & Community Safety Plan 2014/15 (community priority- Put our Victims First, strategic objective place our victims at the forefront of activity) MOJ /YJB priority to increase capacity to deliver victim services and delivery</p>
<p>Custody 14.</p>	<p>Review Secure Estate Strategy, refresh targets and actions. Monitoring by CYOS Board</p>	<p>June 2014 3 monthly</p>	<p>Maintain positive direction of travel regarding number of remand and sentenced custody episodes</p>	<p>Georgina Kell</p>	

15.	Assess the impact of the joint working protocol agreed with Warks YOT last year to adapt to the merging of the two local justice areas Promote local practice improvements and seek Magistrates feedback to inform developments	July 2014 Youth Court Panel timeline	Increased Magistrates confidence in alternatives to custody, fall in custody rate	Adrian Seymour	
16.	Analyse with relevant partners all CYOS Bail packages that were refused by the court	Commencing April 2014	Packages modified, increased court confidence and reduction in refusal rate compared to 2012/13	Adrian Seymour	
17.	Analyse the resettlement cohort including against accommodation, LAC status, ETE provision before, during and post exit from custody, programme provision while in custody, substance misuse and health. Report available for Board Cross Agency Action Plan	Commencing April 2014 August 2014 September 2014	Reduction in the reoffending rate for young people exiting custody	Tom McSweeney	
Other Drivers/ Local indicators					
CYOS Statutory Board Review	Board members to champion thematic areas of CYOS activity Areas to be agreed and theme leads identified	August 2014		Angie Parks	
18.	Offender Management Strategic Theme Board key messages to be provided to CYOS Board	Commencing May 2014	Board to understand wider offender management agendas regionally	Angie Parks	

19.	CYOS updates to be provided to Cabinet Member for children and young people and Cabinet Member for community safety	Commencing July 2014	Members become more aware of CYOs activity and performance	Angie Parks/ Mark Godfrey	
20.	Explore links with PCC Youth Commissioners, Police and YOS		Ensure that youth commissioners understand the role of youth justice agencies which in turn may influence planning	Cllr Faye Abbott Chief Superintendent Claire Bell	Linked to Local Policing plan and PCC Regional Plan
21.	Enhance communication strategy to include regular good news stories, and submissions to internal council staff communication "Beacon Daily Round Up" Increase external promotion of CYOS success via Councils Communication Teams exploiting local media outlets	On-going	Increased public confidence	Angie Parks	
22.	Board members to consciously champion CYOS in various forums to ensure recognition of impact and connectivity to multiple city priorities and outcomes	On-going	Positive profile and in times of increased financial restraint and CYOs is recognised more widely as a contributory partner to other City agendas	CYOS Board Members	
HMIP Ofsted 23.	Review our spectrum of supervision in line with HMIPs Key Principles of For the Effective Management oversight of Risk of Harm to Others and safeguarding/child protection and the recently released LSCB supervision minimum standards Guidance	Completed July 2014	Effective Management oversight in place and visible	Georgina Kell	LSCB work stream priorities Action Plan Procedures and Quality Assurance sub group

24.	Review responses/ screening tools and referral pathways for D/V & CSE, briefing staff as new MASH comes on line Track responses to referrals	August 2014	Timely assessment and co-ordinated agency response. Reduced vulnerability	Angie Parks/Georgina Kell	Coventry Domestic Violence and abuse Partnership Action Plan(objectives 2&3)
NEET 25.	Attend sub regional Training Providers Forum	October 2014	New referral pathways results in uplift in performance and increased access to accredited programmes	Jas Nagra	NEET Operational Delivery model
26.	Implement AssetPlus Change Lead to maintain membership of national developmental group Consideration and delivery of additional training requirements Technical lead to liaise as appropriate between software providers and LA ICT Cascade approach training across staff group	In line with emerging national deadlines which are currently subject to change	Transition to Assetplus does not impact negatively on service delivery Comprehensive assessment and planning methodology leads to positive outcomes for young people	Adrian Seymour	
Service user voice 27.	Youth Service staff to host CYOS young peoples service user group Reciprocal training of IYSS young people to enable participation in young peoples Inspection Process (CYOS to Youth Service , Youth Service to CYOS) Report on Victim feedback findings which will include solicitation of their willingness to contribute to a service user forum specific to Victims	Every 3 months September 2014 October 2014	Independent forum for young service users shaping service delivery Victim feedback features in service design and delivery	Nigel Patterson Mathew Haynes Mathew Haynes	

Appendix 2 Management Board Membership

Name	People Directorate
Mark Godfrey	Deputy Director, Early Intervention and Social Care, People Directorate, Coventry City Council
Andy Pepper	Assistant Director, Early Intervention and Social Care, People Directorate, Coventry City Council
Mandie Watson	Community Safety Manager, Coventry City Council
Claire Bell	Chief Superintendent, Police Commander for Coventry, West Midlands Police
Kam Kaur	Children's Joint Commissioning Manager, Coventry and Rugby Clinical Commissioning Group, NHS Coventry
Kobina Hall	Head of Probation, Coventry, Staffordshire & West Midlands Probation Trust
Steve Stewart	Chief Executive, CSWP Ltd – the Career Guidance Company
Deepika Chauhan-James	Legal Advisor, Coventry Magistrates Court
Valerie Elliott	Co-Chair of Youth Panel, Coventry and Warwickshire Magistrates Court
Anne Brennan	Senior Advisor, 14-19 years, People Directorate, Coventry City Council
Jayne Casey	Head of Learning and Achievement for Looked After Children, People Directorate, Coventry City Council

Appendix 3 Management Board Sign Off – Statutory Partners

Mark Godfrey(signature)
(Deputy Director, Early Intervention and Social Care)

Andy Pepper.....(signature)
(Assistant Director, Children’s Social Care, Targeted and Early Intervention)

Claire Bell(signature)
(Chief Superintendent, Police Commander for Coventry)

Kam Kaur.....(signature)
(Children’s Joint Commissioning Manager, Coventry and Ruby Clinical Commissioning Group, NHS Coventry)

Kobina Hall.....(signature)
(Head of Probation - Coventry, Staffordshire & West Midlands Probation Trust)

Appendix 4 Budget

Partner Contributions to the Youth Offending Partnership Pooled Budget 2014/15

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local Authority *	605,809	0	541,809	1,147,618
Police Service	49,915	0	20,064	69,979
National Probation Service	69,893	0	22,123	92,016
Health Service	91,421	0	26,617	118,038
Police and Crime Commissioner**	53,226	0	21,960	75,186
YJB Good Practice Grant	624,951	0	33,131	658,082
Other***	0	0	0	0
Total	1,495,215	0	665,704	2,160,919

*for multi authority YOTs the totality of local authority contributions should be described as one figure.

**any money from the PCC has been routed through a local crime reduction partnership should be included here.

***It should be noted that the 'Other' category is for additional funding that the YOT/YOS can use for any, or general, Youth Justice activities. Accordingly, funding such as the YJB grant for Restorative Justice or for Unpaid Work should not be included

Appendix 5 – indicator performance and overview

First Time Entrants (FTE)

There is a correlation between the use of Out Of Court Disposals (OCCD) and a reduction of FTE numbers, but as Coventry is not a high user of OCCD across the West Midlands Police area we would suggest FTE performance is not wholly a reflection of that. When compared to our West Midlands neighbours (based on data provided by West Midlands Police), they generally have higher OCCD usage and a higher rate of FTEs. We are still out performing them.

When compared to our Family Group members based rate per 100,000 12 months to September, out of 9 members we had joint third highest reduction.

We continue to offer an Enhanced Community Resolution and when we looked at reoffending for this cohort April – September 2014 two out of 39 had reoffended. It is too early to provide credible reoffending data as the cohort is small and the full tracking period has not elapsed but the early indicators are positive.

Reoffending

The counting rule does not take into account the impact of a reduced cohort and the complexity of that cohort whose profile frequently, for example, includes multigenerational crime families, high levels of exclusion, early engagement with multiple agency involvement, mental health issues, LAC or known to Social Care.

We have been reducing the actual number of crimes and offenders and therefore victims. This does not mean we will not continue to focus on this area and will be commencing substantial analysis of this cohort as soon as the national tool is released (April 2014).

When compared to our Family Group for the 12 months to March 2012, we have an above average reduction in terms of both the binary rate (Coventry -3.6, FG – 2.3).and the frequency rate (Coventry -0.06, FG -0.04).

Custody

We are pleased with the impact of The CYOS Secure Estate Strategy which has, based on our Q3 position, secured a decrease in the use of short term sentences, young people entering custody for breach and the number of young people subject to remand. The only negative is that the number of bed nights used for remand purposes has increased and this is substantially due to an increase in serious crime (including Robbery's specifically with a high level of violence or use of weapons and a murder).

It is important to note that 69% of the Robbery cohort analysed in our recent report to YOS Board were First Time Entrants, as was the remand for murder.

First Time Entrants

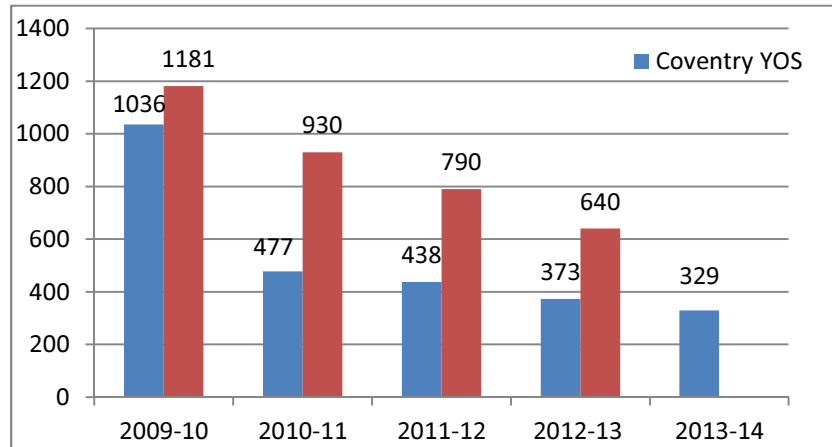


Table 1: FTE's per 100,000 of 10 – 17 year old population, Coventry YOS 2010-2014

Re-offending

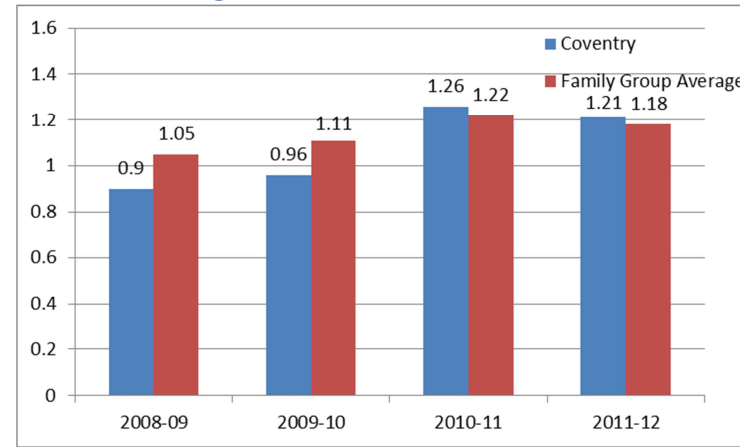


Table 2: Re-offending rates, Coventry YOS 2009 -2012

Custody

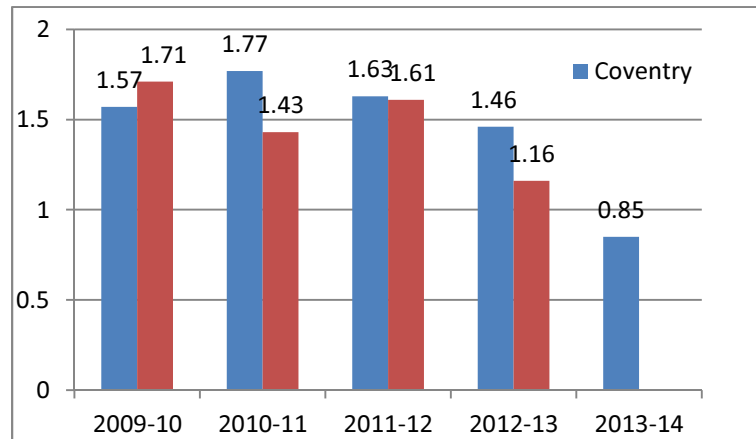


Table 3: Custody rates per 1,000 of the 10-17 year old population, 2010-14

Remands

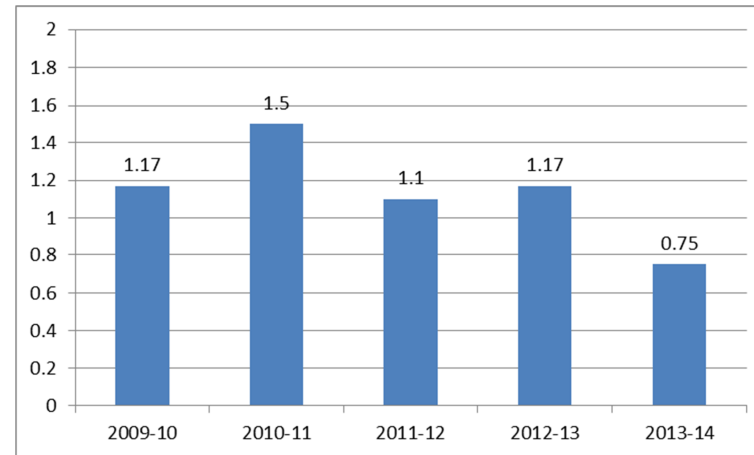


Table 4: Remands per 1,000 of the 10-17 year old population, 2009-2014

Custody and Remands

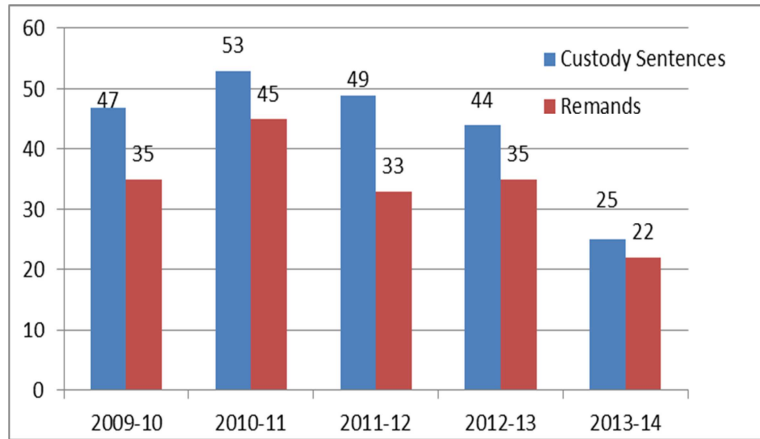


Table 5: Custody and remand episodes, Coventry YOS 2009 – 2014

Accommodation

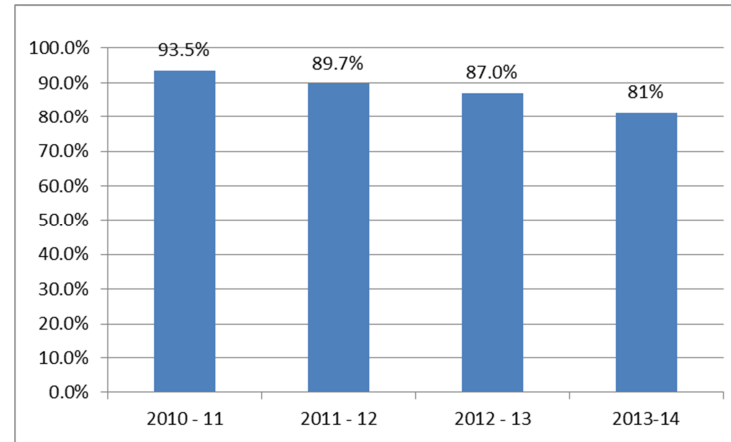


Table 6: Suitable accommodation, Coventry YOS 2011-2014

Education, Training and Employment

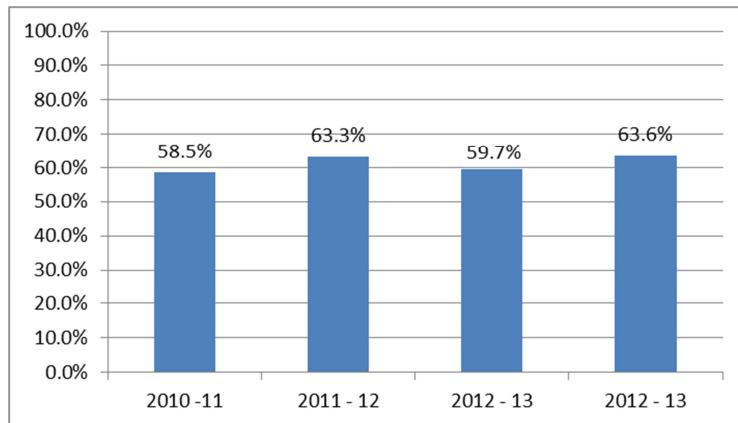


Table 7: Suitable ETE, Coventry YOS 2011 – 2014

Disposals

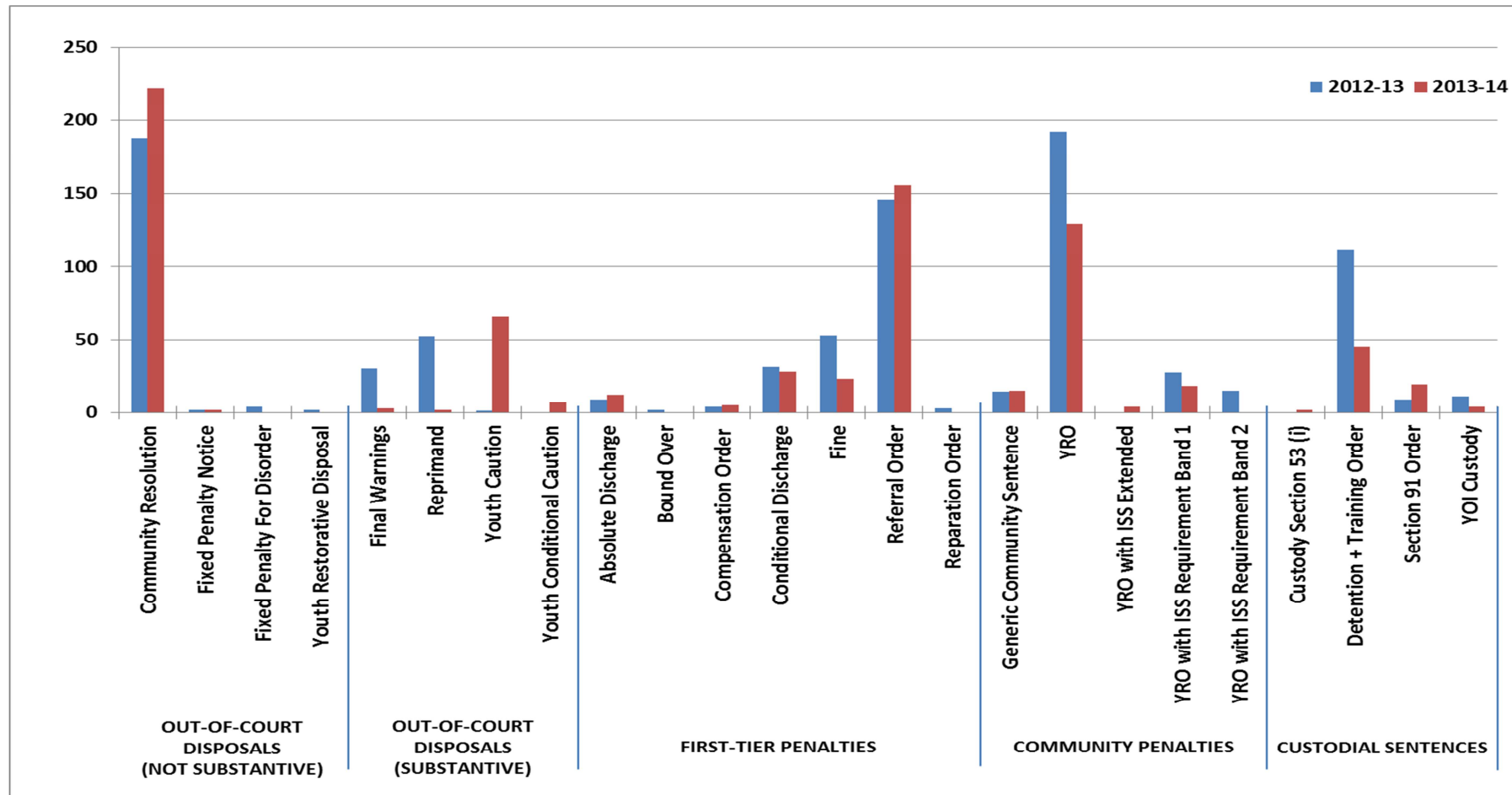


Table 8: Disposals, Coventry YOS 2013 & 2014 Financial Years

Offences

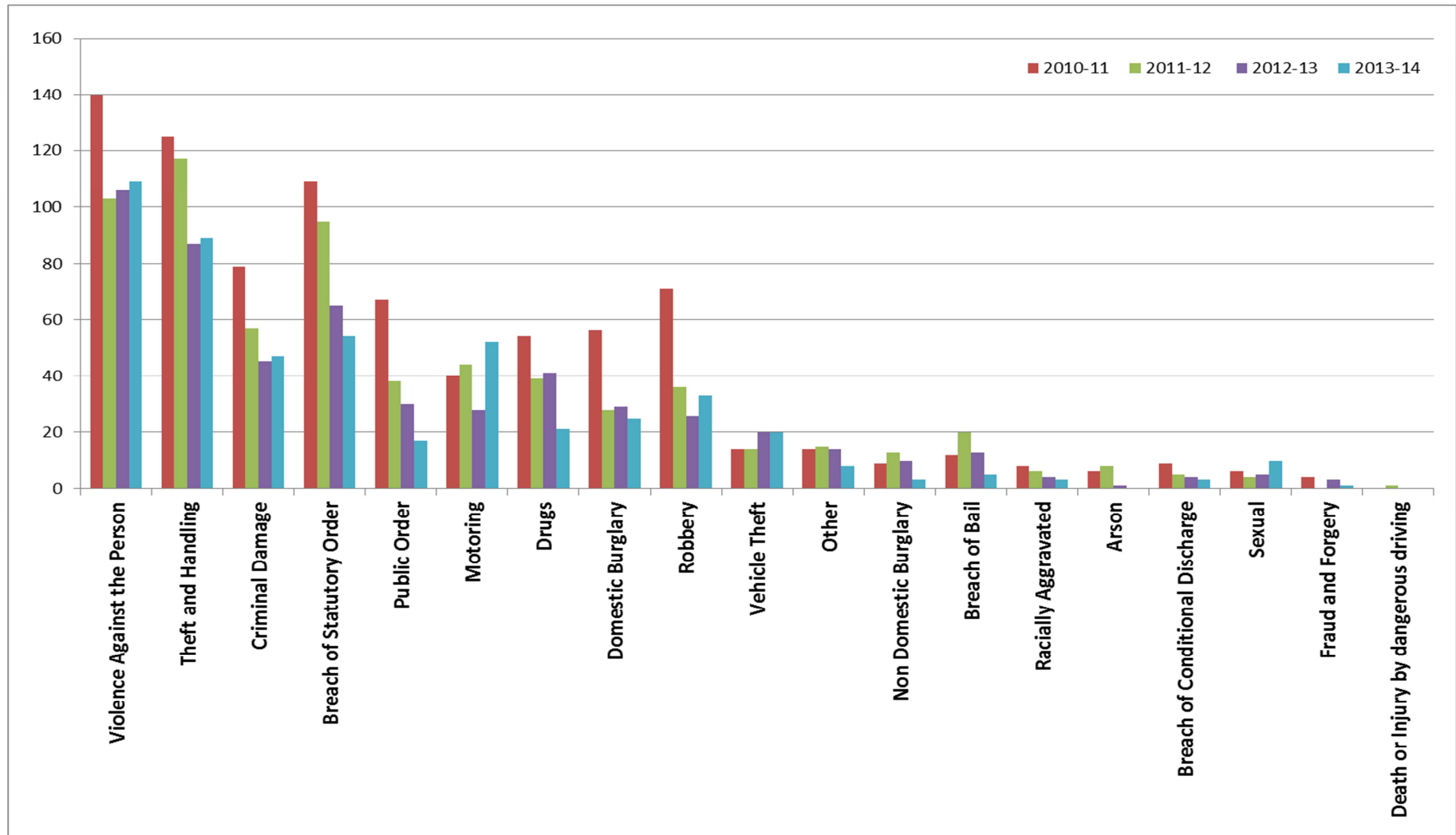


Table 8: Offences by offence type, Coventry YOS 2009 – 2014

Demographics

Ethnicity

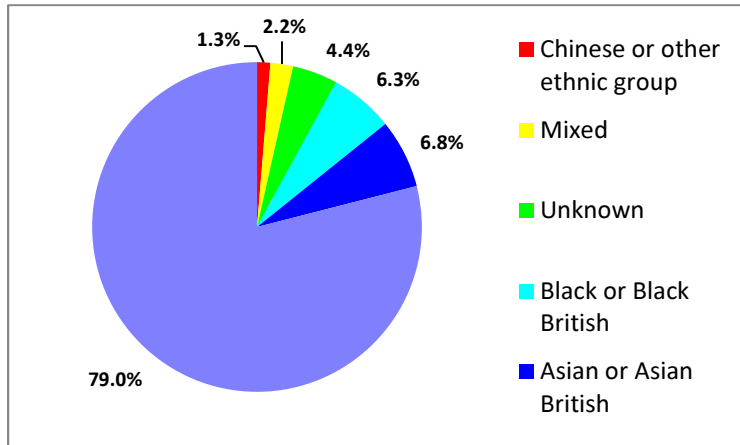


Table 10: Ethnic profile of young people, Coventry YOS 2013-14

Gender

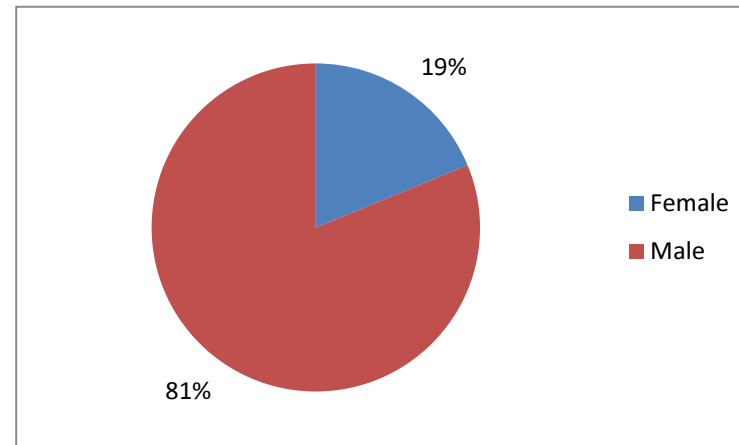


Table 11: Gender profile of young people, Coventry YOS 2012-13

Age

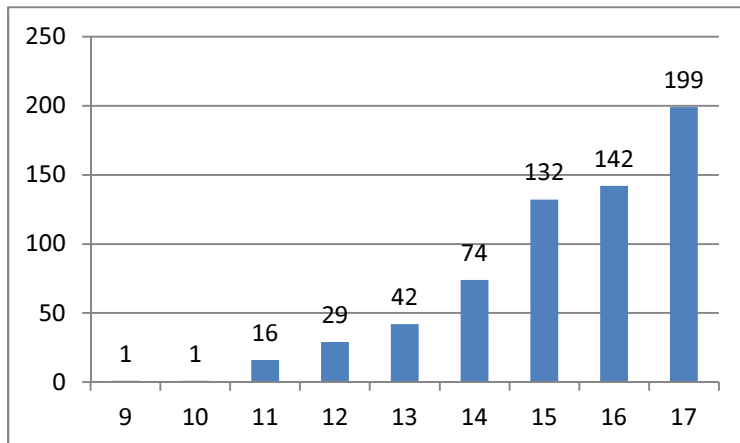


Table 12: Age profile of young people per offence excluding Breaches Coventry YOS 2013-14

Appendix 6 Case Studies

1. Enhanced Community Resolution (ECR) as part of an Out of Court Disposal

Ann (14 years old) and her friend entered a shop, selected a bag and a jumper, and went into the changing rooms to hide the items on their person. They then attempted to leave the store. The girls were apprehended by a security guard and taken into an office. The store reported the matter to the Police, because the girls refused to give their details, and treated the situation as 'one big laugh'. The girls were arrested.

Initially it seemed that this was a relatively straight-forward case, requiring some offending behaviour work and victim empathy work as an intervention. However, on engaging with the family it became obvious that this case was more complex. Ann and her family had been known to Social Care between 2002 and 2010, following referrals for concerns around child protection and neglect.

CYOS instigated a Professionals meeting to address areas of concern relating to

- potential overcrowding of the family's accommodation
- Ann staying out all night with her parents' consent or knowledge of her whereabouts
- Ann making claims of self-harming, being sexually active and using alcohol
- a history of exclusion from school and concerns about Ann's behaviour in class

Those who attended the meeting included a Child Protection officer, Troubled Families worker, the CYOS case worker, Clinical Nurse Specialist (CNS), and Parenting Officer, and representatives from Ann's school.

As a result of the meeting the Children and Families First team agreed to accept the family onto their caseload, to provide support as YOS exited, following completion of the ECR.

2. Clinical Nurse Specialist Intervention in an Out of Court Disposal

Alan (16 years old) was referred to the Clinical Nurse Specialist (CNS) for an assessment because of the damage he had caused within the family home. At the initial assessment he engaged well, and began to disclose 'strange thoughts' he had been experiencing. On further exploration, Alan described how he had recently become increasingly paranoid, and believed that he was being controlled by people talking to him through his laptop and phone.

In speaking to Alan's mother, the CNS discovered that Alan had been agitated at home, and at times was convinced that images he had seen on the computer were pictures of himself, taken secretly at times when he was on his own, for example, when using the toilet. Alan also reported that difficulties in his family relationships had resulted in him increasing his use of cannabis.

With Alan's consent, the CNS undertook a joint screening session with Alan and his mother, to obtain a more detailed developmental history and to eliminate any organic cause for his symptoms. This illustrated a significant history of mental ill health within the family, and raised concern that Alan might be experiencing an early-onset psychosis. An urgent joint assessment with a psychiatrist was requested, resulting in medication and the proposal of a course of Cognitive Behaviour Therapy (CBT).

The CNS worked closely with Alan's CYOS case manager, and his key worker from Compass (young peoples substance misuse service).

Regular liaison between the CNS and Alan's psychiatrist, and the resultant relationship established with Alan, led to his decision to renew his relationship with his father which had broken down a year previously.

3. Clinical Nurse Specialist (CNS) Intervention in Custody

Adrian (17 years old) was referred to the CNS by his case manager, after he was remanded to a Young Offenders Institute (YOI) for wounding with intent to cause grievous bodily harm (GBH). The case manager was concerned about Adrian's mental well-being, and the limited information available about any previous history of mental health issues. The case manager knew that prior to committing the offence, Adrian had completed his education and had been accepted for Army training.

An urgent visit was arranged. The CNS liaised with the mental health services at the YOI about his concerns, suggesting additional care which was required immediately whilst psychiatric reports were requested, prior to sentencing.

The CNS undertook a visit to Adrian's mother with his case manager, which disclosed a history of on-going domestic violence within the home throughout Adrian's childhood. His father also had a history of offending.

Adrian was subsequently diagnosed with mental health issues and the psychiatric reports provided influenced his care pathway post-sentence.

4. Multi-Systemic Therapy Intervention

Adam (16 years old) had spent most of his life living with his mother and step father, having intermittent contact only with his father. His mother and step father have a history of domestic violence, often witnessed by the children, over a period of 9 years. The wider family on both sides had been known to the Police for many years, and Adam had been known to Social Care since 2006, and CYOS since 2009.

Adam had been involved in criminal activity since then, with offences including Assault, Battery, Criminal Damage, Aggravated Burglary, Possession of various drugs, and offences of violence. He had also breached his Criminal Anti-Social Behaviour Order (CRASBO).

In July 2013 it was agreed that Adam should live with his father, who might be able to support him in complying with his order, and influence a reduction in his offending. It was decided that an intensive, evidence-based intervention to work with the family would be beneficial, to prevent a future custodial sentence for Adam, and also because his younger brother had begun offending.

The case was allocated to the Multi-Systemic Therapy Team (MST). During the intervention both households were regularly visited by the therapist. The aim of the therapy was to assist mother and stepfather, and father, in devising strategies to monitor the behaviour of Adam and his brother, and to build more supportive relationships within the family. All engaged well with the service, and regular monitoring and supervision of both boys became routine. Parental roles and responsibilities have been reinforced, and additional support for Adam's parents has been secured through a wider network of family and friends. Adam has managed to comply with the conditions of his order with the support of his family, thus avoiding Breach and a probably custodial sentence.

Appendix 7 -YOS Staff Ethnic Origin including Sessional Workers and Volunteers

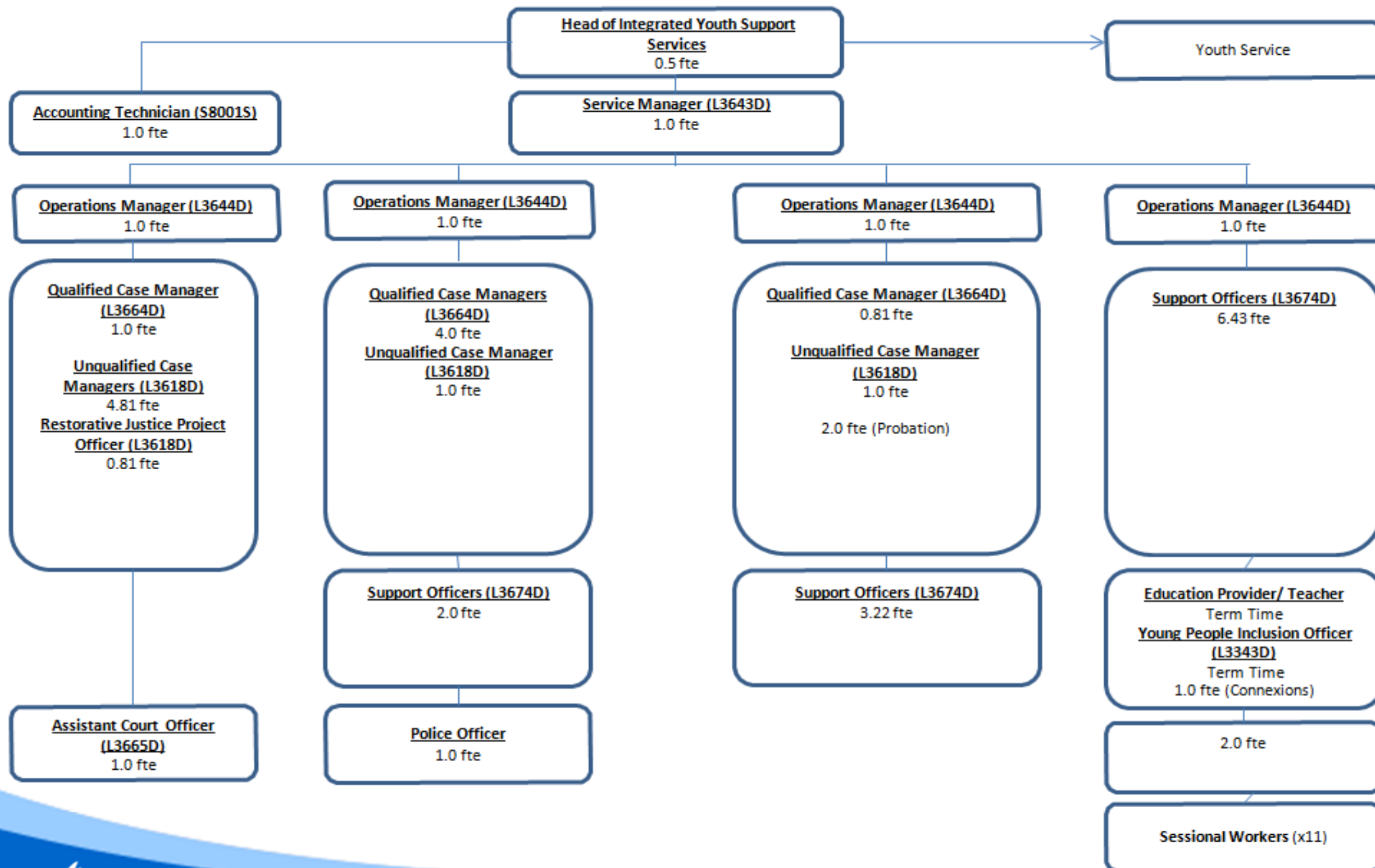
Ethnic Origin	White British	White Other	Indian	African	Dual Heritage	Black	Black Other	Asian	Eastern European	Portuguese	Korean	Unknown	Total
Strategic Manager	1												1
Operational Managers	4	1											5
Practitioners	29		2	1			2					1	35
Administration	5		2	1							1		9
Sessional Workers	9							1		1			11
Volunteers	10				1	2		1	1	1		1	17

Appendix 7 - YOS Staffing contract type including Gender

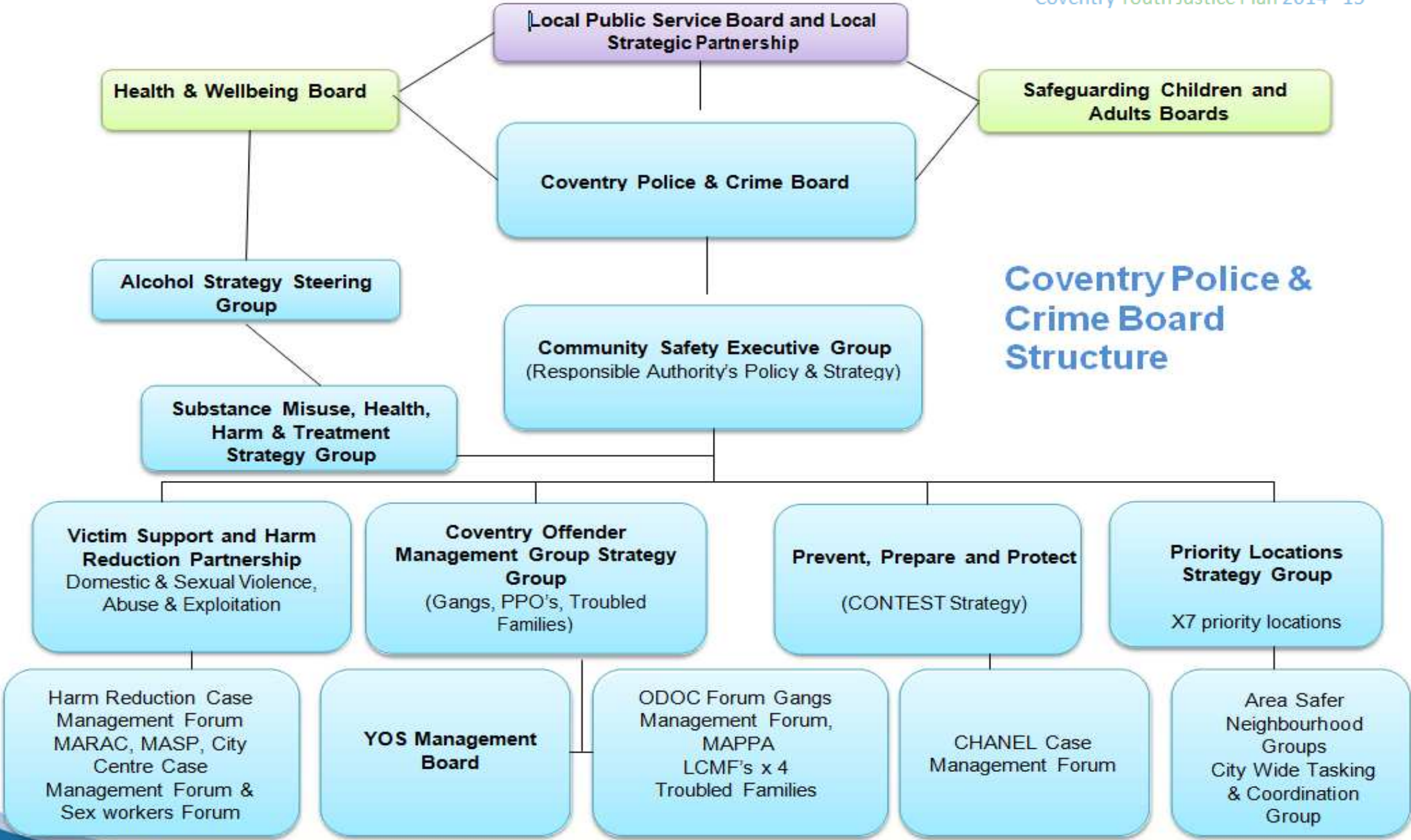
Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional Workers	Volunteers	Total	Male	Female
Permanent		1		5	8	21	5	4			44	8	36
Seconded Probation						2					2		2
Seconded Police						1					1	1	
Seconded Health						2					2	1	1
Seconded CWSP						1					1		1
Sessional Workers									11		11	4	7
Volunteers										17	17	3	14

Restorative Justice Training – 25 YOS staff and 17 volunteers have completed this training

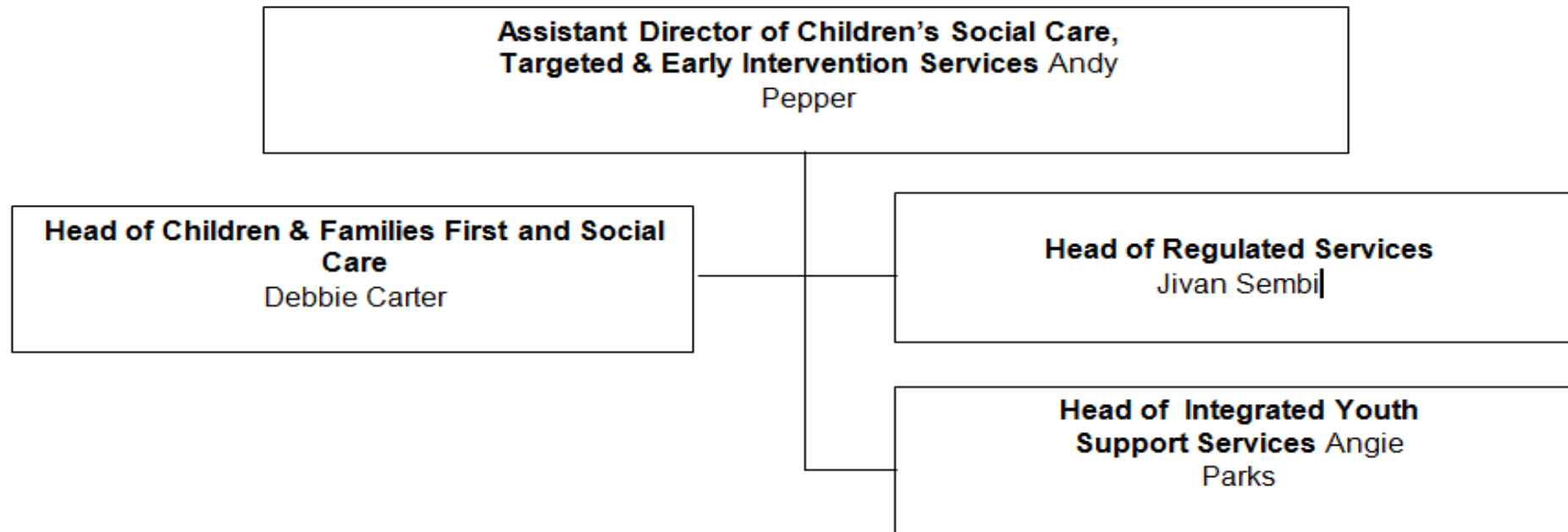
CYOS Organisation Employee Structure (February 2014) – Posts only



Coventry Police & Crime Board Structure



Children's Social Care, Targeted & Early Intervention Services



Appendix 8 Glossary of Terms and Abbreviations

AYM	Association of YOT Managers
CAF	Common Assessment Framework
CBT	Cognitive behaviour Therapy
CDQR	Community Division Quarterly Review
CHAT	Comprehensive Health Assessment Tool
CJL + DT	Criminal Justice Liaison + Diversion Trial
CJS	Criminal Justice System
CSWP	Coventry Solihull and Warwickshire Partnership
CR	Community Resolution
CSE	Child Sexual Exploitation
CYOS	Coventry Youth Offending Service
DVA	Domestic Violence and Abuse
ECR	Enhanced Community Resolution
EHC	Education Health + Care Plans
EIP	Early Intervention Strategy + Plan
ETE	Education, Training and Employment
FTE	First Time Entrants (to the Criminal Justice System)
HMIP	Her Majesty's Inspectorate of Probation
HOS	Head of Service
IOM	Integrated Offender Management
IYSS	Integrated Youth Support Service
JAC	Junior Attendance Centre

LAC	Looked After Children
LGA	Local Government Association
LASPO	Legal Aid, Sentencing and Punishment of Offenders Act 2012
LSCB	Local Safeguarding Children Board
MAPPA	Multi-Agency Public Protection Arrangements
MASH	Multi-Agency Safeguarding Hub
MoJ	Ministry of Justice
MST	Multi-Systemic Therapy
NAAN	National Association of Appropriate Adult Network
NEET	Not in Education, Training or Employment
NOMS	National Offender Management Service
ODOC	One Day One Conversation
O OCD	Out-of-Court Disposal
PACE	Police and Criminal Evidence
PBR	Payment by Results
PCC	Police and Crime Commissioner
PNC	Police National Computer
PPRC	People Posing Risk to Children
SEN	Special Educational Needs
STC	Secure Training Centre
T2Adult	Transition to Adulthood Programme
YJB	Youth Justice Board

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