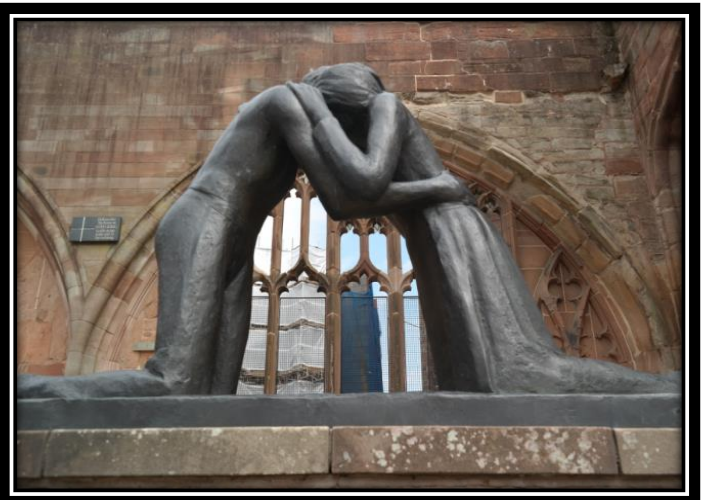
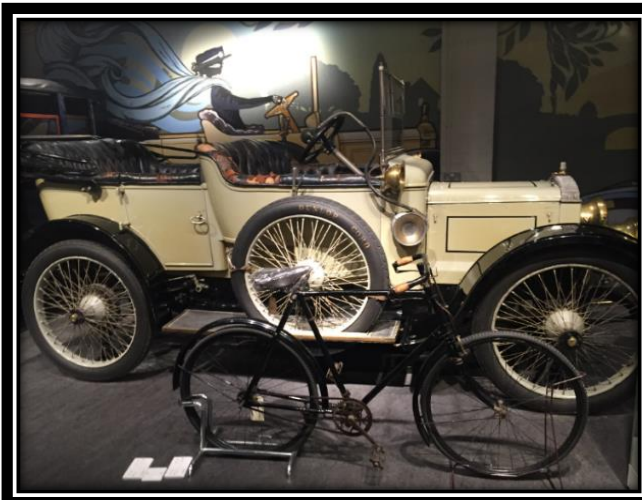


# Coventry Youth Offending Service

## Youth Justice Plan 2016 - 17



Photography courtesy of a CYOS Young Person's Project

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## Youth Justice Plan 2016 – 2017

### 1. Executive Summary

The Coventry Youth Offending Service (CYOS) has a history of good performance against the National Indicators, which means less young people are reoffending and entering custody each year. This also translates into good outcomes for the community with less victims of crime. Those young people who are offending are making “repairs” to victims and acting for the benefit of the wider community. They receive support and control to keep them safe, improve their health and wellbeing and modify their behaviours.

The service is now experiencing a plateau in terms of further improvements in some areas of performance, however continue to be assessed by external bodies such as the Youth Justice Board (YJB) and Her Majesty’s Inspectorate Probation (HMIP) and performing well.

**“..... Coventry are a high performing service..... Coventry are effectively managing their reoffending cohort..... Coventry is a well-managed YOT with a robust Management Board, which is making progress against all 3 National Indicators despite some very serious risks and reductions to staffing and resources”**

*(From YJB Partnership Advisor, Midlands business region Quarterly Divisional reviews*

**“Overall we found that Coventry YOS was working well in most areas of practice”**

*(HMIP Short Quality Screening inspection (SQS), June 2016)*

The last few years have been a particularly challenging time for the service; following a 25% reduction in staffing levels, there was an additional in-year budget cut from the YJB, and this year saw further financial pressures resulting in imminent post reductions across multiple tiers of the service.

This pattern of reduction in resource is likely to continue, whilst the demand for statutory services and the associated work load has remained stable.

Coventry City Council (CCC) has now embarked upon the process of becoming a constituent member of a West Midlands Combined Authority, which will see seven existing metropolitan authorities combine. CYOS anticipate a West Midlands model of youth offending delivery to be announced in the autumn.

CYOS are pleased that the devolution agreement with HM Treasury designated offending as one of its four key work streams, as this reinforces the value of activity in this area of practice.

There is recognition that changes in approach are required to build on the year on year successes that have been achieved in reducing the number of first time entrants, the number

of offenders and offences and the use of custody. This will ensure that good outcomes are secured for the remaining cohort of young people in the Criminal Justice System (CJS) who have very complex needs.

The challenge is recognised by all partners and this group of young people feature heavily in planning across all agencies; for example, West Midlands Police focusing on young people who offend and the increasing profile of early intervention and prevention activity.

Coventry's 2016-2019 Health and Wellbeing Strategy is specifically seeking to tackle health inequalities that disproportionately affect young people, with expected outcomes including less violence, (which was the most common type of offence last year), and lower rates of offending overall.

Key partners, as evidenced above, have committed to supporting initiatives to address the challenges associated with entrenched offending behaviours and the work will continue, but the delivery model may look very different over the next few years.

During 2016 the CYOS Management Board commissioned an external Consultant to review the service and inform the development of an interim delivery model, intended to support continued effective delivery until the release of the Charlie Taylor Review, and outcomes from West Midlands Combined Authority planning are known. The revised service model will result in some reduction in posts across management, practitioner and support staff.

There is still scope for improvement and the challenge going forward is to achieve this in a challenging and dynamic landscape, with decreasing resources.

CYOS look forward to benefits being achieved through new and innovative practices and developments.

## **Headlines from 2015/16 include:**

### **National Indicator-First Time Entrants (FTE) into the Youth Justice System (YJS)**

- Whilst there has been an increase in FTEs, the total for the year is still 16% lower (75 young people) than the Services family group member average from the previous year.
- In the 18 month period from October 2014 to March 2016, CYOS has tracked **110 young people** who have been subject to an Enhanced Community Resolution (ECR) **of whom only 7 have reoffended to date.**

### **National Indicator re-offending**

- The binary reoffending rate **fell** again during this year, **by 0.6%**, while the national rate for England rose by 1.2 % (YJB Divisional Report).
- Whilst there has been **an increase in the frequency rate of 2.8%** the rate for **England rose by 7.1%** (YJB Divisional Report).
- In real terms, when compared to the previous period CYOS had **19 less** young people go on to reoffend and **57 less offences** committed.

- CYOS were the lead agency for securing positive outcomes for 25 Troubled Families last year (as defined by payment by results (PBR) criteria).
- In the last HMIP young person's Aggregate Final 2015-2016 eSurvey, **80% of 40 respondents** stated that their work with CYOS has made them "a lot less likely to reoffend."

### **National Indicator Custody**

- The use of custody fell to record low rates for the city this year, at 0.62 per 1,000 young people, which equates to 18 young people in total receiving a custodial sentence.
- Remand use has also declined sharply, with the number of bed-nights used falling from 1,447 to 650.
- The number of new remand episodes also fell from 17 to 9.

### **CYOS has also:**

- Supported the Prevent agenda, with all staff completing the on line Prevent learning package, which enables staff to identify vulnerabilities that may make young people susceptible to radicalisation. CYOS is also an active member at the Coventry Channel Panel and has an effective referral pathway and an identified lead practitioner for this work stream.
- Supported City CSE activity both at a Strategic level, via the engagement of Head of Service in Senior Management Group meetings for a number of complex CSE police operations, and through CYOS staff contributing to Strategy meetings for young people known to be at risk of or engaged in CSE.
- Represented on the police-led forum for cyber safety and has delivered prevention interventions within some of the city's residential units, where the focus was primarily on safe use of social media and networks.
- Received positive Voice of the Child feedback from HMIP young person esurvey; **100% of those who responded stated that they had enough say in what went in to their orders** (that means they confirmed that they were asked what they thought should be in their contract/intervention plan, what would help them, and that their views were listened to and reflected in the plan or contract).
  - **95%** said that CYOS **took their views seriously all or most of the time** and **95%** of respondents said the service was "**very good or good most of the time.**" It is worth noting that the above exceeds the results achieved as an average across England and Wales in all but one category, where there was a 1% difference.
- Been assessed as having a well-developed Attendance Centre Model following transfer from the National Probation Service (NPS) to CYOS in April 2015. The service has collaborated with youth service colleagues to provide a varied and robust programme developed within a short time frame.

**“In summary, Coventry YOS meet all the criteria expected at this stage following the transfer and is well on course to achieve a successful transition at the 12 month mark... it is pleasing to note how things have progressed over the last 6 months ”**

(Mike Shaw YJB Junior Attendance Centre Liaison Officer for Wales and Central England)

- CYOS received recognition from the YJB who identified our use of the Reoffending Live tracker as good practice and incorporated it into a YJB publication for circulation to other services as an example of good practice.
- The YJB have also cited our quarterly Health Interventions Report as an example of effective practice.
- In June 2016 CYOS were subject to a HMIP Short Quality Screening inspection (SQS) which identified that CYOS are performing well.

**“Overall, we found that Coventry YOS was performing well in most areas of practice”**

- Unpaid work for 17 year olds has successfully transferred to CYOS and has established a broad range of placements. An example of a good outcome is provided by a young person who completed his unpaid work. He used it as a springboard to engage with a college course and secured his construction skills certification scheme card, funded by our YJB Unpaid work grant. The college principal was so impressed he offered him a job. Given the complexities and personal circumstances that this young person has experienced, including family breakdown, class “A” drug use, multiple moves across the country, frequent missing episodes and experience of child sexual exploitation, this is a significant achievement.
- CYOS have continued to increase the number of face to face victim mediations, with 20 compared to 18 the year before and 37 shuttle mediations. All identifiable victims were contacted by the service, with an 87% secondary contact rate (spoken to or visited).

**“Very worthwhile service that makes a difference to people’s lives”**

**(Feedback from victims)**

**“It was brilliant being contacted and discussing the effects on me and my RJ options. I am pleased that my views were considered”**

**(Feedback from victims)**

**“I found it helpful to have the chance to ask questions (from the offender) and get answers, I feel I have been listened to and also had my feelings acknowledged”**

**(Feedback from victims)**

## **2. Introduction to the Annual Youth Justice Plan**

Youth Offending Teams were established under the Crime and Disorder Act 1998 with the principal aim being to prevent 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 adequate youth justice services are available in their area.

### **The key tasks of the service are:**

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

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

Detailed performance analysis, against the three National Indicators, Reducing the number of First time entrants (FTE ) Reducing Reoffending and Reducing the use of Custody sits in the YJB Community Division Quarterly Reviews and within reports to CYOS management and will continue to inform strategic objectives.

Additionally, analysis and performance against locally retained indicators, from the original national set, is contained in quarterly performance reports to CYOS Management Board. CYOS continue to analyse performance against the suitability of Accommodation and engagement in Education, Training and Employment (ETE).

Detailed financial data is presented to the Board and within documents that underpin the YJB grant conditions. Appendix 2 provides the headline funding streams, and indicates a projected budget for 2016\17. There is a requirement for all youth offending teams to include

in their annual plan, details of how the services propose to use the YJB. This can be found in appendix 3.

Budgets are monitored weekly, reported quarterly to the CYOS Management Board and the YJB, as well as corporate finance.

### **3. Priorities for the next year 2016-17**

#### **National Indicators**

##### **First Time Entrants**

- **CYOS will seek to reduce the number of LAC young people entering the Criminal Justice System**

Looked After Children (LAC) feature disproportionately highly in the Criminal Justice System (CJS). CYOS will work closely over the next 12 months with the Local Authority's Children's Regulated services and Local Authority commissioning officers, to reduce the number of LAC appearing in the first time entrants figure. CYOS will build on the restorative training which was facilitated in the City last year (training 48 people from 14 agencies) to improve and maintain a restorative model of practice both in LA children's homes and commissioned providers. CYOS will also be seeking a reduction in placement breakdown through the same process.

- **Make effective use of intelligence to target scarce resources**

CYOS has seen an increase in the gravity of offences in FTEs which is primarily appearing at the Youth Conditional Caution entry point. CYOS will continue to utilise the reoffending live tracker to identify changes in trends. Last year's knife crime mapping exercise identified particular geographical areas with an over-representation of knife crime. This information is being utilised by the police to target areas for preventative messages/interventions.

- **Sustain a range of Out of Court Disposals (OCD)**

The Local Police and Crime Board has maintained its funding for this area of practice for 2016-2018, but on going funding reductions present a risk. CYOS will continue to monitor both the impact of this activity and evidence of the complexity of the cohort, to demonstrate to partners the value of intervening early to reduce demand on services downstream.

- **CYOS will ensure OCD integrity and public confidence in the approach**

CYOS has delivered presentations to Youth Court Magistrates to explain both the methodology and the type of interventions delivered. While the service has maintained a local Scrutiny Panel (Police, CYOS and a community representative) the service will be joining the West Midlands scrutiny activity going forward from January 2017.



## **Reducing Reoffending**

- **Embed the use of AssetPlus and enhance the quality of management oversight**

In the last 12 months the service has experienced considerable change, including the introduction of new data systems, communications technology, and a new assessment framework – Asset Plus, at the same time as a premises move. With those transitions and initial training on AssetPlus now concluded, a more consistent spotlight can be placed on areas identified as requiring attention by HMIP in the SQS audit. Namely practitioner assessment of vulnerability and planning for safeguarding work and the management oversight of that activity. CYOS will deliver a programme of quality assurance and on-going training to support staff in maximising the benefits of the new assessment framework, to ensure good outcomes for young people.

- **Maintain and build on the timely response to “new” offending**

The most recent YJB Divisional Report demonstrated that Coventry’s Binary reoffending rate reduced (improved) while the England rate increased. The reoffending rate did increase, but it was a lower increase than experienced at the National level. CYOS are aware that the “live tracker” is demonstrating an increase in both binary and rate performance. CYOS will embed the use of the tool at the Case Planning practitioner and management forum, to ensure that adjustments to Intervention Plans are made appropriately and interventions are delivered in a timely manner. CYOS will also ensure that service users (young people and parents) are engaged in the development of new actions within their plans as their needs change.

- **Recognise the impact of the maturation of young people via the delivery of a bespoke court approach to the 18-24 year old cohort**

In a Police led initiative, CYOS joined key partners in submitting an expression of interest to T2A, Centre for Justice Innovation to deliver a court model that seeks to recognise that young adults need a different approach in court to achieve procedural fairness ( young adults perception).

This would be achieved by removing barriers such as court layout, complex language and recognises their particular maturity level. An initial site visit has taken place and CYOS hope to be able to develop Coventry as a pilot site.

- **Seek to reduce the number of females committing violent offences**

CYOS is developing a programme in partnership with COMPASS (contracted substance misuse provider) which recognises that violent behaviour may be becoming “normalised” amongst young women, and has a direct link with alcohol. Violence is now the most common offence amongst the female cohort. CYOS do recognise that it is not clear whether this reflects an actual increase in violent offences, higher levels of reporting or different societal/CJS responses. This intervention will recognise that while males and females may have broadly similar risk factors and needs, statistically young women prefer one to one and female only interventions, so programme development will reflect this.

- **Continue to enhance the Coventry Attendance Centre**

The centre provides an extensive range of interventions and has received a positive report from the YJB. These include working with partners to deliver healthy lifestyles both through substance and alcohol misuse education, physical activities and signposting to existing community sports provision. This year, new developments will include increasing the range of accredited activities with the Open College Network, which will meet a diversity of need and abilities. This will strengthen skills acquisition and improve their employability.

- **CYOS will seek to ensure effective transitions**

This will include young people transitioning to other local authorities under caretaking arrangements, entrance into or exit from custody and progression to adult provision such as mental health support services. The activity to secure this is detailed within the action plan (appendix 1) and includes embedding new accommodation procedures, greater use of restorative processes within LA residential units (to reduce placement breakdown and criminalisation), the use of Release on Temporary Licence (ROTL) and new health pathways.

The quote below is from a parent of a young person who experienced a number of both unplanned and planned transitions, and demonstrates how effective worker activity can minimise the negative impact for the whole family.

**“Both case manager (CM) and Health worker (HW) have provided an excellent level of support and intervention which is not only been extremely supportive to our (child) but to us as a whole family.**

**CM has calmly guided us through some very stressful times and processes. CM input is always positive and helpful. She is accessible and always communicates openly with us. She is completely reliable and always does what she says she’s going to do..... We were particularly grateful for her intervention on the day that he went to custody. She had carefully prepared us for all outcomes of the court process and a thorough understanding of his needs ensure that he went to a very appropriate setting.**

**Likewise HW has been incredibly helpful. Supported us on the very first day (child) went to court, which was very reassuring given (child’s) high level of need at that time... HW also regularly visited (child) and carried out some effective therapeutic work with him, which explored underlying complex feelings.... Completed sessions with us as a family which were extremely valuable.... He helped (child) to say certain things to us, which (child) had previously found hard to say. This work has had a profound impact on the way we see things and is helping us to move forward as a family. HW has also kept in close contact with me and has really helped at points when I felt very fearful and out of my depth.**

**(Child) has tentatively begun his visits home. The first one was very traumatic and difficult. Following this, the HW worker supported a small steps plan. This visit took place last Saturday. HW worker took time out of his weekend to meet us when he first arrived to check that things were stable. We went on to have a fabulous visit.**

**Recent experience tells me that the job your team does is an essential one! It gives kids a genuine second chance!**

**We have never felt judged only supported. Many thanks”**

## **Custody**

- **Understand and respond to our patterns of custodial use, learn lessons and disseminate learning about trends and patterns of offending behaviour to key agencies**

CYOS will continue to analyse all losses to custody, seeking to reduce the number of young people entering custody. CYOS will disseminate findings to partners to assist their learning and ability to plan services to mitigate against the likelihood of custody. CYOS experience a small number of FTEs who go straight to custody and have not been previously known to the service. CYOS now analyse these cases and share findings with agencies that may have had the opportunity to impact positively on the young person at an earlier stage. This supports other agencies in adapting their responses.

- **CYOS will seek to reduce the number of recalls to custody**

CYOS will seek to make good use of new ROTL guidance and work closely with partners to ensure the effective reintegration and resettlement of young people post release. CYOS will be advocating for the approach described by Hampson and Kinsey (Reintegration and Resettlement Partnership Boards - good practice guide 2016) whereby a multi-agency Board with authority to allocate resources, agree activities to support young people exiting custody and other priority groups who are at high risk of re offending and supports transitions to adult services.

- **Continue to focus on ensuring that all Remands are appropriate**

CYOS have seen a significant reduction in the number of remand bed nights used, a reduction of 797 nights compared to the previous counting period. CYOS will continue to work closely with Magistrates to ensure confidence in bail packages. CYOS are also working with commissioning officers to explore the possibility of spot contracting remand fostering beds from another Local Authority area.

### **Local indicators and drivers**

- **CYOS will work with partners to support the implementation of a concordat on children in custody (PACE Act)**

CYOS has worked closely with the LA Children's services to support the development of effective pathways to appropriate accommodation. This has included delivering training to all the custody Sergeants (Coventry) via 5 events over the last 12 months, three presentations to potential foster carers, and regular liaison with the Custody Inspector to discuss any issues as they arise. CYOS will support the implementation of a West Midlands concordat which utilises the Home Office exemplar and will monitor the outcome of its implementation

- **CYOS will extend the number of "internal "Health interventions and the pathways to other services**

CYOS will work with key health partners to secure effective pathways for transition to adult services and to increase the range of interventions available in-house, as well as improving

timely access to external resources. The internal programme of expert health training for staff will continue with Autism training planned for August. The current outcomes methodology will be applied to all young people in receipt of a health intervention to assess impact.

- **Reduce the number of unplanned exits from alcohol and substance misuse service**

Staff will need to demonstrate that they have used “motivational approaches” in advance of, and during referral, to sustain engagement with our local alcohol and substance support service, COMPASS. Practitioners from COMPASS will deliver training to staff to support this approach. CYOS will also introduce a group work brief intervention for young people. It is anticipated that this approach may be viewed as less personally invasive than one to one work and might therefore attract higher engagement rates.

- **Ensure that CYOS are fully integrated in to responses to “missing episodes”.**

The city has invested heavily in ensuring an effective response to missing episodes. CYOS have recently agreed a notification process which enables CYOS to support the completion of Return Home Interviews (RHI) and to ensure that the young person’s safety and well-being is responded to appropriately (i.e. that the case manager takes in to account any information contained in the RHI in their planning and interventions). CYOS will analyse responses and outcomes as the practice embeds as part of a Local Safeguarding Board quality assurance audit.

CYOS will continue to deliver CSE/online prevention interventions and work closely with the Missing and CSE teams and ensure that the service is adequately engaged in, and supportive of, evolving processes to address CSE in the City.

- **CYOS will support the “Coventry Violence against Women and Girls – 2016-2020 Strategy,” which includes Domestic Violence and Abuse, (DVA), sexual violence and exploitation**

This will include maintaining engagement in the DVA Operational Group, completing of Safelives Dash by staff, and participation at MARAC meetings CYOS will also continue to deliver and develop the “Healthy relationships” and cyber safety interventions. The Head of Service attends the multi-agency Harm Reduction Partnership Forum, which oversees these work streams.

- **Enhance Victim protection**

Victim Officers will ensure that at Case Planning meetings there are identified actions agreed to ensure victim safety, as well as full consideration of restorative approaches.

- **Intervene early to stabilise school placements**

CYOS will utilise the School and Police Board to intervene early in emerging issues and build on the existing relationship with the city councils SEND department. CYOS will also

liaise with schools and deliver some of CYOS interventions within the school environment.

- **Secure appropriate training, education or employment placements for post 16 service users**

The city's new provider, Prospects, will be invited to attend the CYOS Management Board as a non-statutory member. CYOS will utilise the Ambition Coventry providers and CYOS's Prospects Career Advisor to increase the number of young people in suitable provision.

#### **4. City & Youth Crime Profile**

Coventry is home to 337,428 people and has a rapidly growing population; it was the sixth fastest-growing Local Authority area in England and Wales between 2013 and 2014 and the second fastest-growing outside Greater London, showing an increase of 2.31% compared to the England and Wales average of 0.81%. This growth was firstly driven by international migration, which added 5,953 people to the city's population and secondly by local births, which exceeded deaths by 1,929.

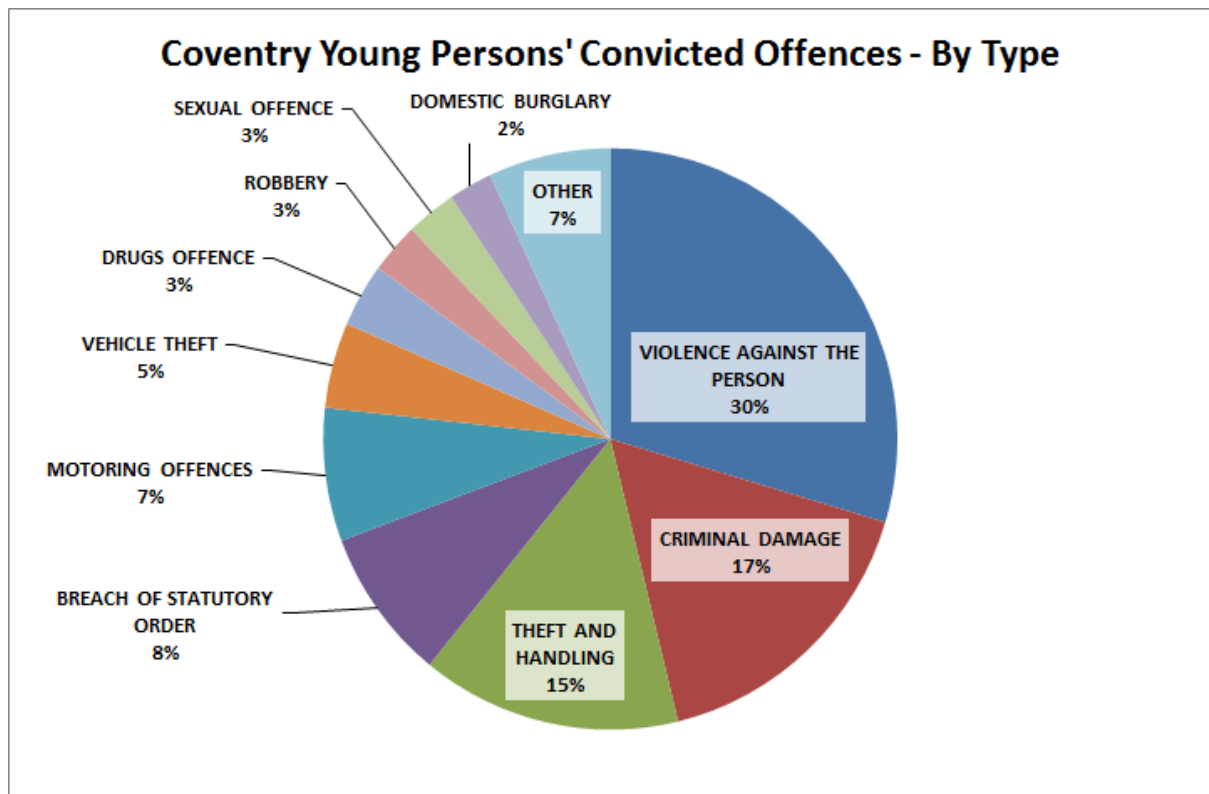
The city also has a relatively young population, with 25.5% aged 19 and under compared to the national average of 23.7% and a highly diverse one; 23.6% of the city's population are estimated to have been born outside the UK, compared to the England and Wales average of 13.7% (*ONS Local Area Migration Indicators, August 2015*).

The proportion of 10-17 year olds in Coventry's population, at 8.6%, is slightly lower than the England and Wales average of 9.0%. 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:

- Higher youth unemployment than comparator groups. Coventry City Council plan 2015 – 16 end of year Performance Report states that Local NEETS are 4.7% compared to 4.3% in the West Midlands and all England at 4.2%
- High levels of child poverty – after housing costs, 29% of Coventry children live in poverty compared to the national position of 25% (*Child Poverty Map of the UK, Campaign to End Child Poverty, October 2014*)
- High numbers of looked-after children – 582 as of 4<sup>th</sup> May 2016
- Reductions in the number of case managers – by five full-time-equivalent posts in 2014/15 – although the number of young people open to YOS has remained steady and even increased marginally, from 128 on 31/3/2014 to 135 on 31/3/2016.

## Youth Offences Profile

- In 2015/16, CYOS was aware of 567 offences with a substantive outcome, and a further 357 punished with a Community Resolution (CR). This means that the number of offences with a substantive outcome was down slightly by 7 from 2014/15, while the number where a CR was issued has risen sharply, up by 88.
- CYOS have seen an increase of violence from 15% in the previous year up to 30% in 2015/16.

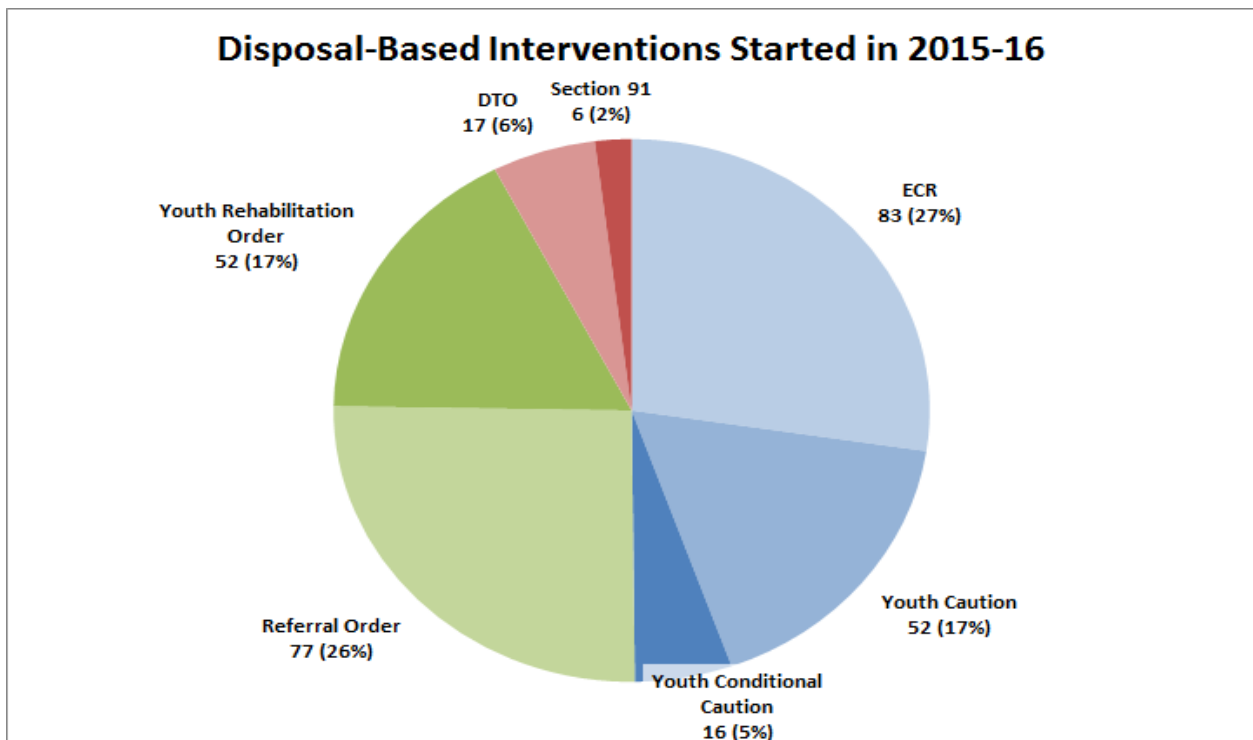


- Criminal Damage appears in the top three categories for the first time, whilst Theft and Handling makes up a lower proportion than last year, when it was the most common category, at 20% of offences.
- The most common categories of offences punished by Community resolution (CR) were Violence against the Person (30%), Theft and Handling (28%) and Criminal Damage (20%). As with the substantive outcomes, Violence has overtaken Theft and Handling, which was the most common category last year; Criminal Damage remains the third most common category, but accounts for 8% more of the offences than the previous 12%.
- The number of Robbery convictions rose to 16, compared with 11 in the previous year.
- The number of Sexual Offences is markedly lower, down from 46 to 16. There was one less young person convicted of these types of offences and the scale of the decline is primarily due to young people in 2014/15 who were convicted of large clusters of offences - in one case a total of 29 counts of making or distributing indecent images.

This factor was not repeated in the 2015-16 figures – the largest cluster this year was four.

## Disposals Profile

- The table below shows the breakdown of pre and post court interventions:



- CYOS started 303 disposal-based interventions in 2015-16; 83 of these (27.4%) were for the Enhanced Community Resolution and 68 (22.4%) were related to Youth Cautions and Youth Conditional Cautions. This means that 151 (49.8%) were out-of-court.

## Re-offender Tracking

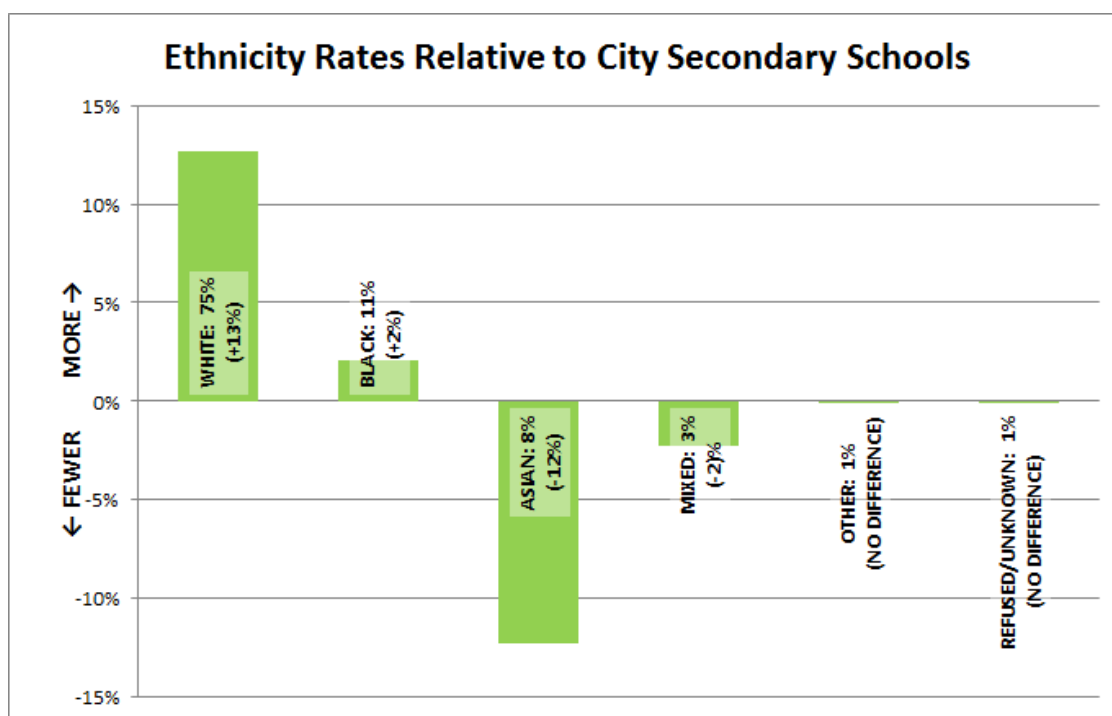
CYOS have tracked the re-offending of 102 young people whose original penalty was imposed between October 2014 and March 2015; in all cases, the 12 month monitoring period for reoffending has now expired.

- 41 of these young people have reoffended, giving a binary reoffending rate of 40.2%. This is above the 37% rate seen in the most recent YJB-released data (for young people originally penalised in calendar year 2013).
- The young people reoffending committed a total of 150 further offences within their 12-month period, giving a frequency reoffending rate of 1.47. As with the binary rate, this is higher than the most recent YJB rate for the city, which was 1.3.
- 17 of the young people have committed a more serious further offence, according to the YJB offence seriousness scale; this includes 7 cases where the new offence scored a 6 or higher (the equivalent of Robbery, Domestic Burglary, or Inflicting Grievous Bodily Harm).
- In terms of the most serious further offence, by far the most common type was Violence Against The Person, with 16 of 41 (39%) falling into this category.

- The seven most frequent reoffenders account for 69 re-offences between them; the most prolific individual reoffender in the group has 20 offences.
- Reoffending rates among young people who had had Social Care involvement were significantly higher than among those who had not. Of 13 currently Looked After children in the group, 10 reoffended, committing a total of 38 further offences; as a group, this would give them a binary rate of 76.9% and a frequency rate of 2.92.

### **Demographics of Young People**

- Of the 135 young people open to YOS at the end of the year, 121 (90%) were male.



The table above demonstrates the most over represented group is white.

- 64% of the group open to YOS were aged 16 or over. In terms of the overall age profile of offences committed, 58% of offences were committed by young people under the age of 16, however the largest age group were 16 year olds, who accounted for 23% of offending.
- 19 (14%) of the group were currently Looked After, and a further 25 (19%) were previously Looked After. Another 5 (4%) had active Child Protection Plans, and another 18 (13%) had previously had them; meaning that overall, 67 (50%) of the young people open to YOS had Social Care involvement at least at the Child Protection level.



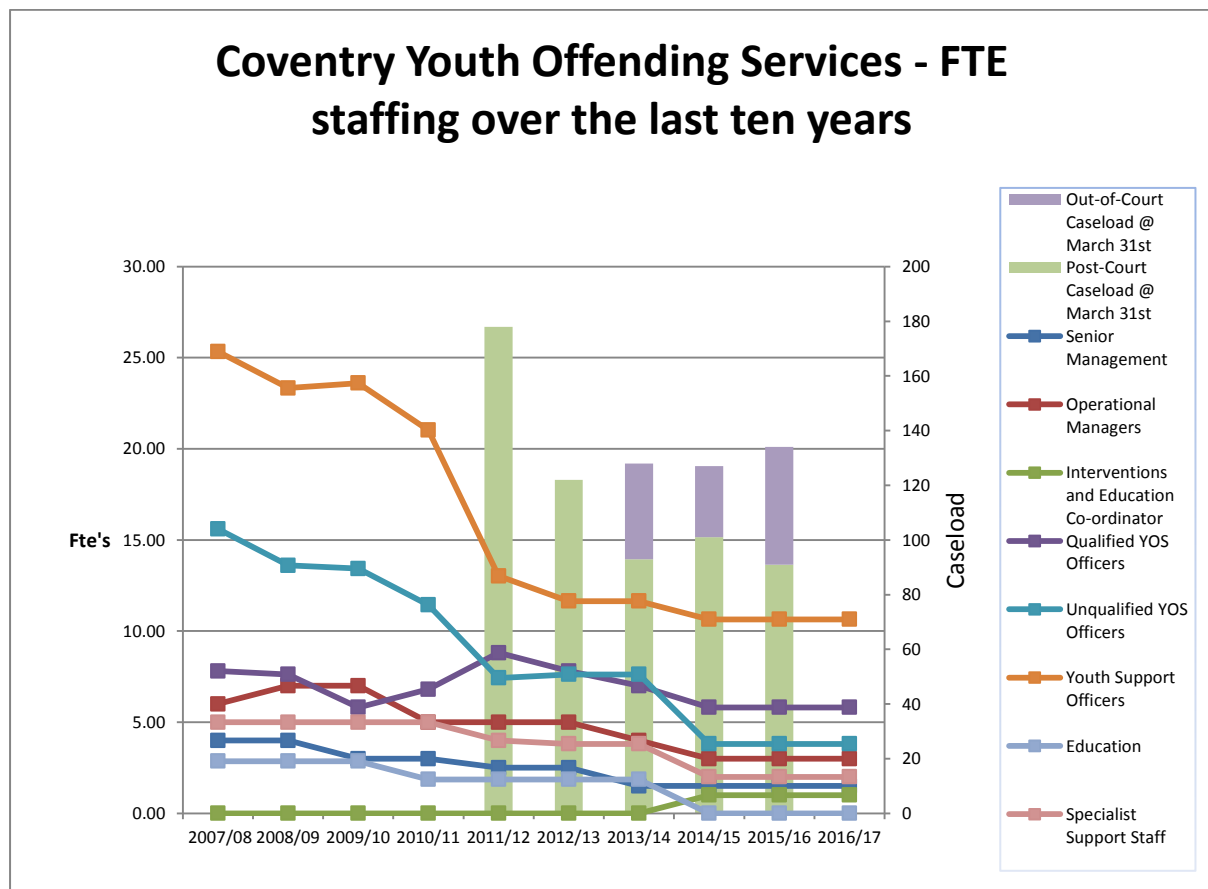
## 5. Use of resources, budgets and value for money

Recent years have seen on-going cuts, both in terms of the financial resource available to the service and in its staffing levels. This is a continuing pattern with further staffing reductions in this financial year. Case levels have remained fairly static with very small increases in the last two years. CYOS will closely monitor the impact of reducing resources on outcomes for young people with whom they engage.

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

### Financial challenges include:

- CYOS has experienced a budget reduction, from 2013/14 to 2016/17, of 22 %. The diagram below demonstrates the impact of progressive reductions on staffing levels, but does not reflect further reductions proposed under the current review and restructure. It also demonstrates the workload levels over the same period. An interim model is proposed to sustain CYOS performance in anticipation of financial economies and practice improvements from the Charlie Taylor Review recommendations and as a consequence of The West Midlands consortium activity.



- Good performance does not necessarily result in reduced costs and the national PBR model attached to remands clearly demonstrates this. CYOS reduced the number of bed nights used considerably from 1,447 to 650 however one young person spent a considerable amount of time on remand in a secure children's home, waiting to be sentenced in the Crown Court. The cost of that one person meant that even though CYOS had reduced bed nights by 797, the net cost to the LA increased from £9,000 the previous year to £80,000 in 2015/16 .The cost of an STC or SCH is considerably higher than a YOI (£550 per night against £155 in a YOI). Any cash benefit that CYOS had anticipated, given the substantial reduction in bed nights used, was lost and therefore could not be reinvested in the City's young people services.
- Further restructuring of The People Directorate and on-going spending and service reviews. Children's Services need to save in excess of £10 million by 2018/19. This is likely to have an impact both directly on the CYOS budget and also in terms of types of support services that can be accessed by the young people CYOS work with.
- CYOS continue to experience significant issues with the commissioned service provider's database, electronic transfers and new assessment framework (software component). Considerable management time is invested seeking to resolve IT system issues which reduces the ability to ensure timely and effective case management activity and oversight. Other systems are being explored but come with a high financial investment. The most recent estimate provided by LA ICT was in the region of £75,000.

### **Budget 2016/17**

CYOS funding consists of the City Council budget, YJB Good Practice Grant and statutory partner contributions into the pooled budget. CYOS are pleased to note that the LA and the Police have been able to maintain their financial contributions for 2016/17, although further reductions in the YJB grant have necessitated a review and subsequent service restructure, which is currently in progress.

As part of a national exercise, NPS reduced both its financial contribution and its staffing resource to CYOS, and Coventry and Rugby Clinical Commissioning Group (CCG) has indicated that although they have released part year funding for 16/17, this is currently also subject to review .

CYOS have secured additional funding for the next 2 financial years from the local Police and Crime Board, which contributes towards the cost of Out of Court disposals and parenting support.

The service are ever mindful of the pressures on the LA but hope that CYOS will not be adversely affected by further budget reductions as a result of this, given that there have been two service restructures (each resulting in post reductions) in less than three years and the demand for statutory services has not diminished.

CYOS are aware that the landscape (financial and models) will change as new approaches to youth justice evolve and as the combined authority develops.

## **Invest to save**

Difficult decisions have to be made in terms of expenditure and the rationale underpinning any commitment must be strong and clear.

CYOS continue to invest time in training for staff, paying to commission some training, but to a much greater extent making excellent use of partners and providers with no direct financial cost. During the past year CYOS have accessed:

- Specialist trainers from Health partners including training for staff on Transference and Counter Transference, Autism Spectrum Disorder and attachment difficulties, as well as briefings on CAMHS and the Mental Health Act
- LA Safeguarding training (across the three levels, 1 to 3, and the City Councils corporate condensed training)
- Desistance training from Birmingham University
- Shared training with other YOTs including Aim2
- Utilised a range of web based training resources such as the police “Prevent” training and from the YJB’s Resource Hub including Assessment and Planning Foundation training.

CYOS have reciprocated, for example, delivering training to Custody Sergeants on PACE multi agency procedures, presentations to foster careers and inviting other agencies and YOTs to attend in house training events as appropriate.

CYOS have purchased some training, for example, additional places on Aims2 (specialist assessments for practice with young people who sexually abuse). CYOS have seen a small increase in the numbers of young people committing this type of offence.

Where CYOS have commissioned training, for example in restorative processes, CYOS have utilised ring-fenced YJB grant funding and invited partners from other service areas such as residential care, to attend. Last year CYOS trained 48 staff from 14 agencies. It is anticipated that those staff will be able to use restorative conversations and mediations to reduce criminal behaviours, reduce police call outs and avoid the unnecessary criminalisation of young people.

CYOS continue to work closely with partners to support “Troubled Families” (locally named “Strengthening Families”) and the success was evidenced by the LA being able to claim for 25 families from YOS under PBR in 2015/16.

All staff at CYOS have laptops with detachable touch screen tablets. This enables them to work in an agile way, for example making use of “waiting time” at out of city Courts and being able to update case records quickly without requiring a return to the office. It also facilitates young people and parents completing electronic self-assessments within their homes as part of home visits. This technology has enabled effective delivery at out of area Saturday court, following the closure of Coventry’s Saturday Youth Court.

Activities are often measured by headline indicators such as reducing reoffending, but there are multiple less obvious benefits from interventions. For example, health resource investment enables us to target young people pre-court, as well as post-court.

Pre-court young people are often very vulnerable but not always known to other support services. This is a complex cohort in terms of needs.

The CYOS Health Team completed 23 Mental Health assessments at O OCD level last year. Assessments of both pre and post court in Quarter 4 of this year identified Health of the Nation Outcome Scales for Child and Adolescents (HoNOSCA) pre-treatment **at an average score of 31. A score above 12 in those over 11 years of age is seen as clinically significant.** This dropped to 10.6 post treatment.

The Strengths and Difficulties Questionnaire (SDQ) for CYOS young people saw an average score of **19.1**, where the average score for young people in the general population is **7 to 9**.

These recognised tools and assessments demonstrate the level of complexity present in young people accessing CYOS services. CYOS appreciate that the service's Health partner is investing scarce resources in CYOS young people and families, and it is anticipated that this will reduce demand downstream. It also reduces pressure on specialist CAMHS, as CYOS's Clinical Nurse Specialist can deliver a number of in house interventions with significant impact and improved outcomes for the young person.

**"I am not cutting myself anymore and I'm not trying to commit suicide. I've become more behaved for my mum and dad"**

**CYOS Young person feedback from HMIP eSurvey 2015/16**

CYOS have participated in Skype pilots to increase contact with young people in the secure estate (a limited number of units are trialling this approach). This maintains contact levels and drives down costs both in terms of staff travelling time and associated mileage costs. However this is only suitable for some types of contact with young people and should not replace face to face support.

## 6. Structures and Governance

CYOS is hosted by the People Directorate within the City Council, and sits in the Children's Services division.

The Management Board is chaired by the Police Commander for Coventry.

The Board discharges its duties by:

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

### 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, CYOS also benefit from the attendance of a representative from the Youth Court Bench, Senior Advisors from Education and Looked After Children Services for the City Council, a representative from Children's Commissioning, Prospects, the Community Risk and Reduction Officer for West Midlands Fire Service (Youth lead), and the Offender Management Strategic Lead from the Community Safety Team. The Board is well supported by the Head of West Midlands area for the YJB and Partnership Advisor.

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

The People Directorate Senior Management Team

- Local Safeguarding Children's Board (LSCB) and associated theme groups, Quality Assurance Sub- Group and Business Group
- Children's Services Improvement Board

- The Local Police and Crime Board (formerly Community Safety Partnership)
- Coventry Health and Wellbeing Board.

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

- Criminal Justice Liaison and Diversion Strategic and Operational Group
- Coventry Harm Reduction Partnership and the Domestic Violence Operational Group
- The CSE strategic Subgroup of the Local safeguarding Children's Board and Senior Management Group for on-going Police CSE investigations
- Safeguarding Board Sub-Committee for quality assurance
- Coventry Offender Management Group (COMG)
- Troubled Families Strategic Board and operational group
- Channel Panel (PREVENT)
- Drug & Alcohol Steering Group
- The Multi Systemic Therapy Steering Group (project which is targeted at young people on the cusp of care or custody)
- Early Help Strategy Group.

## **Planning**

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

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

## 7. Partnership Arrangements

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

- Providing a direct link into the Senior Management Team in that division, as well as The Local Safeguarding Children's Board, the Health and Well Being Board, and the People Directorate Senior Management Board.
- On-going support to develop more effective cross agency procedures for example to facilitate the provision of PACE Act transfer beds for young people in police custody. CYOS are currently engaged in the process of signing up to a West Midlands concordat on children in custody.
- Connectivity between services ensures that CYOS are represented on a number of Strategic and Operational Groups, meetings and Boards. This includes the Children's Social Care Improvement Board, Troubled Families, Early Help Board, Multi Systemic Therapy Steering Group, the Multi Agency Safeguarding Hub (MASH). CYOS is represented on the CSE/Missing Group and there are good links between CYOS and the Youth Service Manager and staff who deliver this support.
- Ensuring a focus on improving outcomes for the LAC population. This includes setting improvement targets for First Time Entrants and activities to reduce multiple placements experienced by some LAC children as a consequence of low level anti-social/offending behaviours within care settings.

**Coventry and Rugby Clinical Commissioning Group (CCG)** is represented on the CYOS Management Board by the Joint Commissioner for Children. CYOS are pleased to have secured representation from Coventry and Warwickshire Partnership Trust via attendance of the Head of Specialist Services. CYOS continues to benefit from hosting two health staff, which includes one Clinical Nurse Specialist. Clinical supervision is offered via CAMHS and their work directly benefits the wider health agenda. This relationship has proven effective in that:

- Ensured that the staff levels have been maintained and the range of resources available has continued to increase
- Through broader Health networks CYOS have been able to access a range of health students who have brought in new skills and expertise to the team
- An extensive training programme for staff delivered by "health experts in their fields" across a range of subject areas including attachment, autism and speech and communication. In addition, magistrates have also received a presentation on speech and communication
- Evidence of impact on young people, through the use of CHI, Honesca and Strengths and Difficulties assessments.

**Good Practice example:**

**CYOS nominated our Clinical Nurse Specialist Gavin Smyth for the Coventry and Warwickshire 'Q' award which he won .The criteria for his category included:**

- **Demonstrated how patients come first in everything we do**
- **Fully involved patients, staff, family, carers, communities and professionals inside and outside the NHS**
- **Actively listened to the views of others so that the best way forward can be found**
- **Shown openness, honesty and transparency in all that they do and shown courage to speak up and challenge when things are not right or at the required standard.**

**Receiving the award is a personal achievement for Gavin but also raised the profile and levels of need of vulnerable young people within the criminal justice system.**

**West Midlands Police** are represented by Coventry's Local Police Commander as Chair of the CYOS Board. CYOS also have a named Inspector and Sergeant to support the Integrated Offender Management activity and Out of Court Disposals. This relationship has proved to be effective in ensuring:

- Engagement to improve PACE Act Transfer process with joint training with Custody Sergeants on new local procedures, access to police cell block as part of Foster carer induction package and the support of the Custody Inspector to discuss procedural or threshold issues
- Enhancement of local OOCDC scrutiny activity with young people being considered as part of West Midlands level scrutiny activity from 2017
- The Youth One Day One Conversation (YODOC) integrated offender management approach, with good multi agency attendance at meetings and rapid access to resources as required. This supports IOM principles and is improving transitional work 18 +
- Effective use of cross agency intelligence and data to target activity. For example, at preventive level, Police Schools Officers using CYOS mapping to target areas with higher incidents of "bladed article" incidents for preventive activity
- Resource in the form of PNC checks to enable us to locally utilise the YJB live Reoffending tracking
- The relationship between the local Police Command Unit (LPU), CYOS and the others LPU's within the West Midlands area is strong, with quarterly meetings between regional YOS heads of service and the Assistant Chief Constable for the West Midlands and through consultation events with the police regionally.

**Coventry, Solihull and Warwickshire National Probation Service** are represented on the Management Board by the Head of the Midlands Division.



This relationship has proved effective in:

- Transition planning, with locally identified leads at operational manager level in both services who ensure that young people's needs are a primary factor in determining when a transfer occurs
- Cross disciplinary knowledge and expertise
- Extending Restorative Process approaches with Probation Officers attending joint Restorative Justice Foundation training
- Engagement of CYOS managers in the recruitment of new staff
- Honest and supportive discussions between the two agencies about the impact of National review on local resource.

### **Other Partners**

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

CYOS remains closely aligned to criminal justice partners and is consistently involved in key forums and strategic groups. This includes being a member of the Coventry Offender Management Group (COMG), which coordinates and evaluates delivery across both the adult and juvenile populations. CYOS ensure attendance at all key meetings from prevention through to serious offenders who are managed by the Multi-Agency Public Protection Arrangements (MAPPA) and the Channel Panel.

The service ensures that it is well represented in safeguarding activity, at a strategic and operational level. This can involve briefing LSCB on our areas of practice, as well as being involved in broader quality assurance audit activity to support partners, and assisting in the development of new procedures and approaches.

CYOS remain engaged with the development of the city's DVA services sitting on both the strategic and operational groups. CYOS has an identified champion and are represented, as required, at MARAC. Staff have received Safelives training in the use of the Dash and CYOS are a low volume referrer to MARAC. There is a specialist intervention for young perpetrators of domestic violence and abuse, the cities "Brighter Futures" programme.

CYOS continue to support regional activity with other Youth Offending Services and are involved in developmental Task and Finish Groups. The anticipated progress on some groups has been slower than anticipated which is due to reductions across both YJB and YOT resources.

The service works in partnership with West Midlands Fire Service delivering a range of programmes which include 1:1 interventions, Social Skills and Team development for young people who commit arson and accrediting CPR training for Parents and Young People. The Youth Offending Service and the West Midlands Fire Service began running the Fire programme 10 years ago (2006). It is now run in partnership between the IYSS (YOS and

Youth Service) and the Fire Service. Our last event saw a young female, who had been a participant on a previous course return in the role of a mentor. The programme builds confidence, social skills and team-building, utilising very challenging activities as demonstrated by the photographs.



CYOS continue to work closely with Warwickshire Youth Justice Service following the merger of the Youth Courts for our respective areas. This has been a positive relationship and any impact on the court has been minimised by the cross agency collaboration activity. CYOS maintain a relationship with the Magistrates via the Youth Court Panel and have delivered a number of events for them covering Asset Plus, O OCD, Unpaid work Interventions and Speech and Communication Training. CYOS also benefit from communication with Magistrates and Officers of the Youth Court locally although the forums for discussion have been reduced overall. CYOS anticipate an announcement shortly regarding further changes to delivery points for court activity, which will require a review of operational delivery.

The Magistrates have a direct feedback mechanism regarding performance in court including the quality of every Pre-Sentence Report. CYOS liaise with them at multiple points, ensuring stakeholder consultation on the delivery of court activities.

“ Just a quick e mail to let you know that the Breach Summary produced by (CYOS case manager) for our local court in Bury was very well received by the magistrates ....they commented on the detail and authority of the summary”

**Martin Jennings Children’s Social Care Rochdale Borough Council**

CYOS works collaboratively with many Council departments to ensure that young people known to the service have access to a range of employment and training opportunities. CYOS were actively involved in the bidding process to secure European Social Funding to reduce the level of NEETS and improve employment opportunities. The bid was successful and the “Ambition Coventry” Project has now gone live. CYOS also have a strong relationship with the Special Educational Needs department and Looked After Children’s Education (LACES) Team as demonstrated by the information sharing policy and procedure. This is resulting in the effective implementation of the Children and Families Act 2014 and the corresponding SEN changes introduced in September 2014 (community) and April 2015 (custody). This is helping to ensure a consistent approach and provision.

CYOS also work with external 3<sup>rd</sup> sector and voluntary organisations to seek appropriate opportunities for young people to progress into education, training or work. These include further education colleges, training providers, social housing providers and the Police.

An example of the effectiveness of these arrangements is the on-going commissioning of the Coventry “Boot Camp”, which is a successful project run by Valley House (a social housing and support project for young people). It is a recognised provider by Ambition Coventry and is supported by multiple agencies. This initiative continues to enable a number of service users to enter full-time educational, training and employment opportunities.

In 2016 Prospects, an employee cooperative, carers and advice service was awarded the LA contract. CYOS benefits greatly from the placement of a Prospects Advisor within the team and they are critical in supporting young people who offend into opportunities for education and training. CYOS will work closely with the new provider to secure an effective transition.

CYOS access multiple partners to enhance interventions, reparative work and unpaid work activity. These include:

- A registered charity Silverspoons, which provides a resource to young people who have cancer / recovering from cancer and their families. CYOS have an agreed work placement within their café facility and are anticipating a retail opportunity in their shop

- Coventry Food bank where young people recycle second hand clothes and prepare food parcels for those in need
- CYOS undertake various projects and completed one recently requested by MIND for a vulnerable adult which included landscaping their garden so they could use it as a quiet space.



The substance and alcohol misuse service is commissioned and monitored by the LA from a voluntary sector project, Compass. They are a national provider of services addressing problem drug and alcohol use to help young people break the cycle of their dependency and live stable and productive drug free lives. This relationship is considered positive and CYOS consider them to be part of the “virtual” wider health team and the impact of their activity is reported to CYOS Board in the quarterly Health Performance report.

## 8. Challenges and Opportunities

This Youth Justice Plan is written at a time of seismic changes not just in youth justice but in regional models of delivery of public sector activity, “Brexit” and rapid changes in political positions at a national level. To refer to the current landscape as “dynamic” would seem a fair summary.

Some of the activities and resources described in this report utilise European funding, the Charlie Taylor Review was commissioned by the Government and it’s not actually clear at what level, or when, it may be published. In this section CYOS consider a few of those changes.

### Connecting Communities

Connecting Communities is a City Wide programme of transformation intended to make huge savings against diminishing Council budgets, whilst harnessing the enthusiasm, experience and skills of the public to deliver services traditionally supplied by the Council themselves. This is a wholesale change in terms of countering people’s expectations of what they can continue to expect from the council, as well as helping local groups and individuals

to recognise the part they can play in filling some of the gaps which will be created by withdrawal of services, amongst them services for young people.

The proposed introduction of family early help hubs which provide a seamless service across early help , prevention and social care when it is needed, could result in young people having their needs identified and met before they enter the youth justice system .

### **West Midlands Combined Authority**

The City is well represented with our Chief Executive leading for the West Midlands on the overall development of the Combined Authority for the West Midlands and the Local Authority's Director of Children's Services represents Coventry on the Regional Criminal Justice Working Group.

There are currently 4 public sector reform work streams which may be subject to change, but broadly are:

- Mental Health
- Skills and employment / employability
- Multiple and complex needs (was troubled individuals)
- Offending and criminal justice (including the devolution of youth justice)

This, combined with the Charlie Taylor Review (below), will have a major impact on how youth justice services are delivered and configured in the future.

### **The Charlie Taylor Review**

The full report is not currently available although an interim report was released in February 2016. This acknowledged that the YJB and YOTs have operated across a period which has seen:

- Proven youth offending drop from its peak in 2006/7 by 77%
- The number of children entering the criminal justice system has fallen by 81%
- Custody has declined by 64%

The report states that those working in this arena deserve enormous credit but CYOS cannot afford to be complacent due to a small cohort of young people who continue to offend, some of them prolifically. This is a pattern locally with a small number of young people committing the majority of the offences. While the interim reports focus primarily on youth custody and secure education, it does raise some questions regarding the best way to deliver services which will address the root causes of offending in the community.

Mr Taylor acknowledges that a key strength of the youth justice system has been the delivery of locally based, multidisciplinary services for young offenders and that a coordinated response from a number of partners, YOTs, children's health and education services are all the more critical to challenge the remaining complex cohort. What this may look like, levels of devolvement and who delivers it is yet to be determined.

## **Coventry Youth Offending Service**

CYOS are well positioned in terms of performance, as evidenced by indicator activity, findings of the recent HMIP SQS inspection, YJB performance ratings and in the judgement of the consultants who undertook the recent restructure review. This must be considered when the new model at a local delivery level is agreed.

While Coventry has an emerging positive profile as a good place to live and is striving to benefit from structural developments, seeking international recognition such as City of Culture Coventry and aiming to be a top ten city, the City also sits negatively in some ratings. These include levels of DVA, the national index of deprivation and great disparity in life expectation within the city itself.

Those with complex needs interface with multiple services both simultaneously and across their lifespan. Dealing with single issues does not often result in a permanent exit from services and the multiagency response, as delivered by YOTs, has proven record in achieving positive change.

## Appendices

### Appendix 1 – Action plan

INDICATOR	ACTION	TIMESCALE	LEAD	OUTCOMES	RELATED PLANS/ PAPERS/SOURCE DOCUMENTS
<b>FIRST TIME ENTRANTS</b>					
1.	<p>Ensure that restorative processes are part of commissioning arrangements for non-LA care settings</p> <p>Training for residential staff who have not completed Restorative Justice foundation training</p> <p>Restorative Panels/ processes introduced and monitored across LA and private sector accommodation, where not already in place</p> <p>CYOS to support on-going development and provide advice</p> <p>All units to have an identified RJ champion</p>	<p>In line with commissioning arrangements</p> <p>September</p> <p>September</p> <p>Three monthly review meetings</p> <p>November 2016</p>	<p>CCC Commissioning Sally Giles</p> <p>CCC Regulated Services Jivan Sembi</p> <p>CCC Mat Clayton</p> <p>CYOS Georgina Kell</p> <p>CCC Mat Clayton</p>	<p>Reduce the number of first time entrants from the LAC population</p> <p>Longer term - Reduce the disproportionality of the LAC population in CJS</p> <p>Young people experience fewer placement breakdowns</p>	<p>Improvement Board priority, YJB practice notes for Youth Offending partnerships, Coventry Children and Young People plan measure 10</p>

2.	Data reports/ analysis identifying trends to be produced for CYOS Management Board from the “live” Reoffending local tracker	In line with CYOS Management Board	CCC Data Team Dave Woodhouse	Partners to respond quickly to emerging trends targeting preventative measures/ messages. Less victims, reduced FTE	Coventry Children and Young People plan measure 10
3.	The three city wide Police / School Panels to be used as a conduit for sharing CYOS intelligence re-emerging patterns of behaviour  CYOS Data reports available	Attendance each term at all Panels	CYOS Andrea Barnes  CCC Date Team Dave Woodhouse	Timely prevention activity , reduced FTE and reoffending	
4.	Attendance at City wide Police led Cybercrime forums e.g. CSE bullying, fraud events.  Mapping exercise of resources currently available  Develop, with partners, interventions that address any provision gaps following mapping exercise	Every 6 weeks  September  As appropriate	CYOS Dawn Gibson  WMP Hinesh Mehti	Young People feel safer  Young people can describe safe methods of social media  Young people can describe the impact of cyber	Coventry Children and Young People plan Work stream 3 – stay safe



				bullying on others Parents are able to apply security measures to home technology	
5.	CYOS to support the West Midlands Regional Scrutiny activity, both in terms of providing information and attendance	Next Meeting with a youth focus January 2017	CYOS Georgina Kell	Integrity of OOCB maintained "even handed justice"	ACPO OOCB Guidance and Gravity matrix YJB OOCB Guidance and National Standards
6.	Troubled / Strengthening families (SF)  Maintain SF representation at Case Planning  Refresher training for CYOS staff to ensure they are kept up to date with changes in programme / thresholds and early intervention	Fortnightly  November	SF Serena John  SF Louison Ricketts	SF outcomes achieved , evidenced by successful Pbr claims  Referral Thresholds are appropriate	HMIP thematic " The contribution of Youth Offending Teams to the work of the Troubled Families Programme " January 2015 Supporting Coventry Early Help Strategy delivery objective specific to SF
7.	Deliver Troubled Families Outcomes Plan to YOS Staff	October	SF Louison Ricketts	Staff will understand the outcome framework and their role within it	DfE Phase two TF paper and Early Help
<b>REOFFENDING</b>					
8.	Roll out Young Adults in Court T2A Centre for Youth Justice Innovation Pilot, Maturation of young people bespoke court	May 2016	WMP Inspector Osbourne	Young adults are able to understand and participate in their	T2A , CJI proposal paper 2016

	<p>approach to the 18-24 year old cohort</p> <p>Site Visit</p> <p>Follow up meeting , outline agreement and agency commitment agreed</p> <p>Milestones TBC</p>	August	CYOS Adrian Seymour	CJS experience , procedural fairness	
9.	<p>Live tracker to be utilised to identify any patterns of reoffending that should be taken in to account in delivery model</p> <p>Changes to delivery model as appropriate</p> <p>Reoffenders are discussed at Case Planning meetings, plans/ interventions amended</p>	<p>At each cohort completion point</p> <p>As applicable</p> <p>Minimum fortnightly</p>	<p>CCC Data Team David Woodhouse</p> <p>CYOS Georgina Kell</p> <p>CYOS Adrian Seymour</p>	<p>Service responds in a timely manner to emerging trends</p> <p>Any changes in risk across the three domains is immediately responded to</p>	
10.	Test impact of information exchange between CYOS and Youth Service specific to missing episodes	Safeguarding Board will confirm audit date	Youth Service Brian Mason	RHI information incorporated into CYOS Safeguarding and wellbeing assessments and planning	Dfe Statutory guidance on children who run away or go missing from home or care 2014 Safeguarding Board priority

	Complete subsequent Safeguarding Board RHI audit		CYOS Andrea Barnes	Young people are interviewed at the earliest opportunity	
11	Attendance Centre  Increase the number of accredited activities by two  Introduce a safety of self and others programme specifically addressing safe use of communication technology	February  December	CYOS Matthew Haynes  CYOS Dawn Gibson	Young people's diverse needs, skills and ability levels, are reflected in the accredited learning opportunities  Young people understand and can demonstrate safe use of communication technology	Junior Attendance Centre Operating Model YJB 2015

12.	Workshops to support AssetPlus implementation/ embedding to include;	September	CYOS Adrian Seymour	AssetPlus Safeguarding and well-being judgements consistently applied in line with new YJB guidance	HMIP SQS 2016
	Safeguarding and well-being planning judgements and interventions	September	CYOS Andrea Barnes	The quality consideration of diversity evidenced in current assessments is reflected fully in intervention planning Interventions to address	HMIP InfoPath tool methodology and guidance  YJB Assessment and Planning Foundation Training and AssetPlus guidance
	Diversity , from assessment in to effective intervention	October	CYOS Georgina Kell		
	Quality assurance Visit and learn from a “best practice” YOT	August	CYOS Georgina Kell	Local practice adapted as appropriate	
	Management oversight low to medium judgements – sign off required	September 16	CYOS Management Team	Low – medium thresholds appropriate in all cases	
	All AssetPlus assessments to be audited, two per worker. Continued on a risk led basis	Commence October (post	CYOS Management	Assetplus assessments are of an appropriate	

	Victim Officer to review planning to manage risks to victims	workshops)  October	Team  CYOS Mathew Haynes	standard in all sections and reflected in PSRs and planning Controls are explicit and active	
13.	Transitions management  NPS CRC subject to further changes under Transforming Rehabilitation activity  Review transition agreement in light of any changes  Monitor impact and report as appropriate to CYOS Management Board	TBC  As appropriate	NPS Jess Buckingham  CYOS Matthew Haynes  CYOS Georgina Kell	Transitions occur based on service user need with appropriate services sustained	HMIP Thematic Transitions An Inspection of the Transition Arrangements from Youth to Adult Services in the Criminal Justice System ( 2012)
14.	Enhance interventions targeted at addressing female violence	October for inclusion of new unit	CYOS Andrea Barnes	Participants are able to describe how alcohol impacts on their body and responses to different situation.	Girls and Offending Patterns Perceptions and Interventions YJB

	Compass contributing to programme development -sticks and stones		COMPASS Sharon Bolesworth	Each participant will have strategies to avoid violent conflict	HMIP Girls in the criminal Justice December 2014
15.	Referral Orders	October	CYOS Matthew Haynes	Action plan Implemented , HMIP learning reflected in recruitment and Referral order delivery	Referral Orders – do they achieve their potential? Thematic report HMIP July 2016
	Recruit and train new Referral Panel Volunteers	October	CYOS Matthew Haynes	Victims thoughts and feelings highlighted in every Panel Process ( where consent in place)	
	Action Plan in response to HMIP paper in place Increase victim views at Panel -Statement template to be completed with all consenting victims	November	CYOS Matthew Haynes	Minimise re-offending between sentence and order becoming” live”	

	Monitor the impact of additional contacts prior to Panel on reoffending and compliance	Q1 2015/16 Benchmarked against Q1 2016/17 Impact report available Q4 Management Board	LA Data Team David Woodhouse		
<b>CUSTODY</b>					
16.	Rotl -Release on temporary licence. CYOS to participate in sentence planning meeting and pre-release panel – Approval YJB Manager	TBC based on NOMS for YOI	CYOS Tom McSweeney	Effective resettlement , reduced offending	Temporary Release YJB Paper 2016
17.	Consider with statutory partners the introduction of “resettlement “ Panels or utilise existing resource panels	October	CYOS HOS Nancy Meehan	Maintain or reduce the number of recalls	Reintegration and Resettlement Partnership Boards – Good Practice 2016
18.	Monitor the impact of the new Children’s Services placement accommodation procedure: <ul style="list-style-type: none"> <li>• Timeliness to support resettlement and national standard/ case management YJB guidance</li> <li>• Does it enable appropriate placement of young people with high risk characteristics</li> <li>• Does it facilitate contingency planning</li> </ul>	Escalate as required  Report to CYOS Management Board	CYOS Adrian Seymour  CYOS Georgina Kell	Effective resettlement , reduced offending	HMIP Resettlement Thematic 2015

	<ul style="list-style-type: none"> <li>Report to CYOS Management any issues</li> </ul>				
19.	<p>Pre-sentence reports quality Assurance;</p> <ul style="list-style-type: none"> <li>Magistrates – collate an aggregated report , identify any actions required</li> <li>Utilise Magistrates Forum as additional stakeholder consultation opportunity</li> <li>Internal gatekeeping by Operation Managers- identify any actions required on individual reports and identify and respond to any patterns of deficiency</li> </ul>	<p>Magistrates are asked to complete feedback report on each PSR</p> <p>Aggregated findings reported to monthly management meeting for discussion and action</p> <p>As required individually and any patterns reported to monthly management meeting</p>	<p>CYOS Adrian Seymour</p> <p>CYOS Georgina Kell</p> <p>CYOS Operation managers</p>	<p>Magistrates confidence in CYOS PSR Recommendations</p> <p>Stakeholder feedback can be included in YJB National Standard self-audit 2016/17</p> <p>CYOS is responsive to consultation feedback – “you said we did”</p> <p>All PSRS are satisfactory or higher</p>	<p>HMIP SQS 2016</p> <p>YJB National Standard Audit 2017- stakeholder consultation</p>



	Placements , CYOS and Warwickshire Remand Fostering lead to progress discussion and agree procedure for access to Remand fostering beds Remand fostering beds	October  Access November	CYOS Georgina Kell  Warks Jeanette Staley	Remand fostering beds available	
<b>OTHER LOCAL DRIVERS INDICATORS</b>					
20. Victims	Restorative Service Quality Mark from the Restorative Justice Council  Submit evidence portfolio  Final on site visit	January    March	CYOS Matthew Haynes	Quality Mark secured and practice at RJC level  Reduction in reoffending ( face to face mediations)  Uplift in direct interventions with victims and resulting victim satisfaction levels	Restorative Service Quality Standards 2015
21. Health & well being	Increase the capacity of direct therapeutic intervention undertaken by the CYOS health team	August	Strategic Health Lead Coventry and Warks Mark Phillips	Outcomes captured in health assessment tools – Improvement in psychological well being	Health and Wellbeing Strategy 2016/ 19 Coventry Children and Young People Plan 2016 Work stream 2 Be Healthy

	Second clinical post filled  Health Report to capture and report subsequent increase in interventions	Q3 CYOS Board Report			
22. Health & well being	Continue Health training programmes for professionals to include; Workshop - Awareness of speech and language difficulties within the court setting  Workshop - What is Autism, how does it present?	June  August	Strategic Health Lead Coventry and Warks Mark Phillips	Magistrates will be aware of different difficulties and how they may manifest in a court setting – feedback  Staff will reflect the specific needs in intervention planning and delivery. For example use of visual aids or structure of interactions	Health and Wellbeing Strategy 2016/ 19 Coventry Children and Young People Plan 2016
23. Transition	Develop a formalised Health pathway for young people transitioning to adult services	March 2017	Strategic Health Lead Coventry and Warks Mark Phillips	No disruption in service delivery	Health and Wellbeing Strategy 2016/ 19
24. Health & well being	Compass deliver training to CYOS staff on use of a motivational approach to securing service user	October	COMPASS Sharon Bolesworth	Reduction in unplanned exits from intervention	Coventry Partnership Drug Strategy 2015/17 Children and Young People priority Group

	<p>participation in alcohol / substance misuse interventions</p> <p>Group work short intervention available</p>	October			Health and Wellbeing Strategy 2016/ 19
25. Safeguarding	<p>Missing children</p> <p>Review YOS engagement with the developing MOG and COG meetings / processes to ensure appropriate exchange of information on YOS young people</p> <p>Review mechanisms for information exchange between YOS and social care re YOS young people subject to complex CSE investigations, to ensure that case holders are aware of and can contribute to discussions</p>	<p>October</p> <p>October</p>	CYOS HOS Nancy Meehan		<p>Health and Wellbeing Strategy 2016/ 19 Work stream 3 Stay safe</p> <p>HMIP SQS 2016</p>
26. Safeguarding	Deliver “ Healthy life styles” Intervention as required	On demand	CYOS Dawn Gibson	<p>Young people can demonstrate knowledge of methods of saying safe (Social Media)</p> <p>Can identify services they can access</p>	Coventry Violence against Women and Girls– 2016-2020 which includes DVA , sexual violence and exploitation Health and Wellbeing Strategy 2016/ 19 Work stream 3 Stay safe

	Analysis of programme impact	December			
27. Safeguarding	DVA Dash, monitor levels of completion and outcomes		CYOS Adrian Seymour		Coventry Violence against Women and Girls– 2016-2020” which includes DVA , sexual violence and exploitation Health and Wellbeing Strategy 2016/ 19 Work stream 3 Stay safe
Safeguarding	All staff to attend Loudmouth Productions presentation	September and December training events	CYOS Andrea Barnes	Staff are able to signpost young people to appropriate services Staff are able to manage conversations appropriately Increased awareness of indicators	
28. Safeguarding	Briefing to staff on DVA injunction’s	October	CYOS Andrea Barnes	Staff will understand the range of civil powers/ tools Referral Process	

				and criteria	
29. Safeguarding	<p>PACE</p> <p>Secure certificate from Custody Sergeant for all Young People who are detained in custody</p> <p>Work with partners to sign West Midlands concordat</p> <p>Report PACE activity to Management Board</p> <p>Report on volume of requests against resource available</p>	<p>September</p> <p>Each meeting</p>	<p>CYOS Mathew Haynes</p> <p>CYOS HOS Nancy Meehan</p> <p>CYOS Georgina Kell</p> <p>CCC Mat Clayton/ Sally Giles</p>	<p>LA meets its absolute duty to provide open beds and can demonstrate steps taken to meet its incumbent duty (secure estate beds )</p> <p>Young people feel / are safer</p> <p>A decrease in the number of children held overnight in custody</p> <p>Local thresholds for PACE requests are appropriate</p>	<p>Who's looking out for the children? A joint inspection of Appropriate Adult Provision and children in detention after charge</p> <p>HMIC report 2015 specific to custody arrangements</p>
30.	Review of practice against Ofsted SEND regulations	July	CCC Head of SEND Dept Sharon Cassidy CYOS Andrea Barnes	All young people entering the secure estate who have an EHCP have the	

	<p>Monitor ETE provision on release</p> <p>SEND Officers to attend Initial Planning and Pre-release meetings in the secure estate</p>	<p>Each case prior to release</p>	<p>CYOS Andrea Barnes</p> <p>CCC Head of SEND Dept Sharon Cassidy</p>	<p>conditions reflected in their custodial plans</p> <p>All young people should have an appropriate ETE provision on release</p> <p>Specific identified needs reflected in secure estate planning Pre Release – appropriate exit placement post release Improved resettlement</p>	
31.	<p>Monitor ways of working with Prospects, new provider of careers guidance from May 2106</p>	<p>Quarterly contract monitoring meetings Sep 2016 Oct 2016 Jan 2017 Apr 2017</p>	<p>CCC Ann Brennan</p>	<p>Consistent ETE performance against local indicator</p>	

	Reviewed during quarterly contract monitoring meetings. Respond to any challenges to performance and service offered		CYOS Andrea Barnes  Prospects Karen Allen	Young people have an appropriate ETE provision based on diversity of need	
32.	Complete the development of an Education distance travelled tool. This is targeted at young people who may not evidence improvements via mainstream education. It will measure soft skills /improvements e.g. attendance, behaviour changes , attitude	December	YJB David Webb  CYOS Andrea Barnes  Wolverhampton YOS Peter Madden	Improved self esteem Evidence of impact of interventions Anticipated by product improved family relationship and increased life chances	

## Appendix 2 – Budget

**Table 1: Partner contributions to the youth offending partnership pooled budget 2016/17**

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local authority*	586,099	0	245,774	831,873
Police Service	51,222	0	20,064	71,286
National Probation Service	47,306	0	11,062	58,368
Health Service	99,897****	0	13,309	113,206
Police and crime commissioner**	85,000	0	0	85,000
Welsh Government	0	0	0	0
YJB Youth Justice Grant (YRO Unpaid Work Order is included in this grant)	412,481	0	79,724	492,205
Other***	0	0	0	0
<b>Total</b>	<b>1,282,005</b>	<b>0</b>	<b>369,933</b>	<b>1,651,938</b>

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

\*\* Any money from the police and crime commissioner that 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 can use for any general youth justice activities. Accordingly, funding such as the YJB Grant for Junior Attendance Centres should not be included as there is an expectation that these streams must be used for the delivery of services as intended, only when this has been achieved can any surplus be reinvested within wider YOT service delivery.

\*\*\*\* 99k staffing costs for the health resource is not paid to YOS direct, but funds posts in health via health contracts



## Appendix 3 – Spend against YJB Grant

### 2016/17 YJB Youth Justice Grant funding

	<u>Budget</u>	<u>Forecast outturn</u>	<u>Forecast Over(Under) spend</u>	<u>Comments</u>
<b><u>Youth Justice Grant budget</u></b>				
- Salaries	£412,481	£412,481	£0	
- Activity costs	£24,834	£24,834	£0	
- Overheads	£54,890	£54,890	£0	
- Equipment	£0	£0	£0	
<b>Total - Youth Justice Grant</b>	<b>£492,205</b>	<b>£492,205</b>	<b>£0</b>	

## Appendix 4 – Staffing Information

### YOS Staff Ethnic Origin including Sessional Workers and Volunteers

Ethnic Origin	White British	White Other	Indian	African	Dual Heritage	Black Other	Asian	Unknown	Total
Strategic Manager	1								1
Operational Managers	5								5
Practitioners	22		3			3			28
Administration	5		2	1					8
Sessional Workers	3								3
Volunteers	4	10			1		1	1	17
<b>Total</b>	<b>40</b>	<b>10</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>62</b>

**YOS Staffing contract type including Gender**

Type of Contract	Strategic Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional Workers	Volunteers	Total	Male	Female
Permanent	1	5	7	16	3	4			<b>36</b>	10	26
Temporary						1			<b>1</b>	1	
Seconded Probation				1					<b>1</b>	1	
Seconded Police				1					<b>1</b>	1	
Seconded Health				2					<b>2</b>	1	1
Seconded Prospects				1					<b>1</b>		1
Sessional Workers							3		<b>3</b>		3
Volunteers								17	<b>17</b>	2	15
<b>Total</b>	<b>1</b>	<b>5</b>	<b>7</b>	<b>21</b>	<b>3</b>	<b>5</b>	<b>3</b>	<b>17</b>	<b>62</b>	<b>16</b>	<b>46</b>

Restorative Justice Training – 24 YOS staff and 16 volunteers have completed this training.

## Appendix 5 – Performance Information

### First Time Entrants

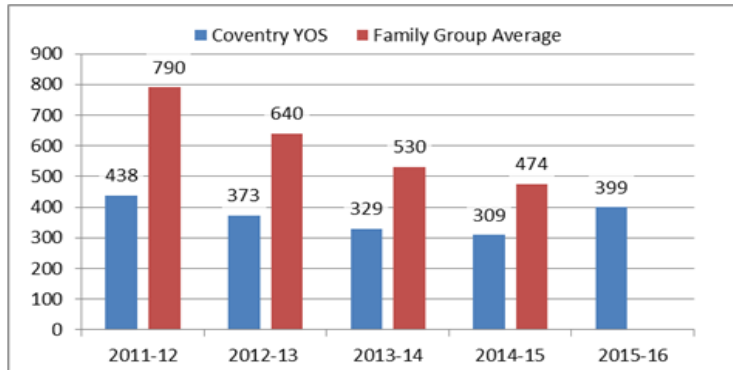


Table 1: FTEs per 100,000 of the 10-17 year old population, Coventry YOS 2011-16

### Reoffending

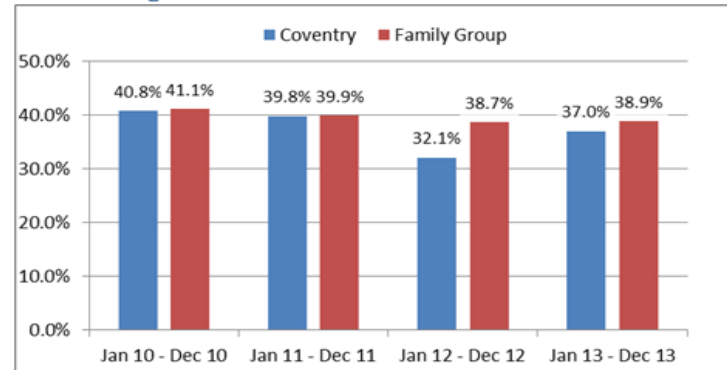


Table 2: Young offenders reoffending within a year, Coventry YOS 2010-13

### Use of Custody

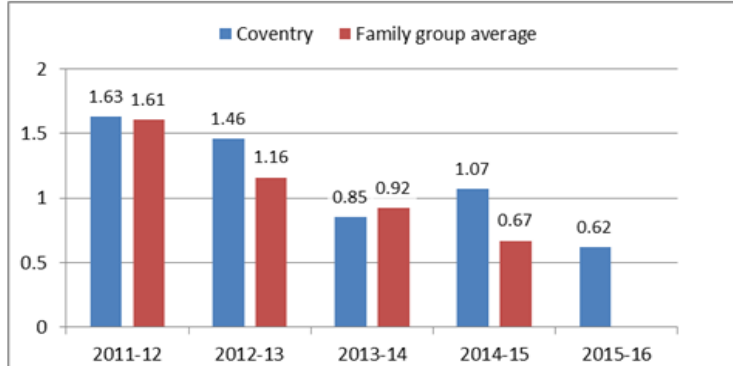


Table 3: Custodial sentences as a rate per 1,000 of the 10-17 year old population, Coventry YOS

### Use of Remand

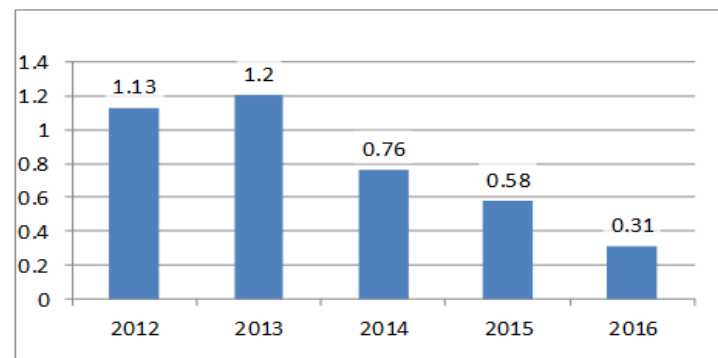


Table 4: New remand episodes per 1,000 of the 10-17 year old population, Coventry YOS

### Custody and Remand

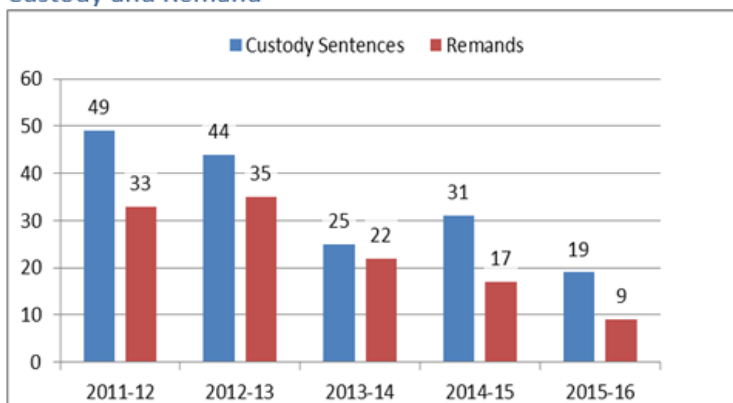


Table 5: New episodes of custody and remand, Coventry YOS 2012-16

### Accommodation

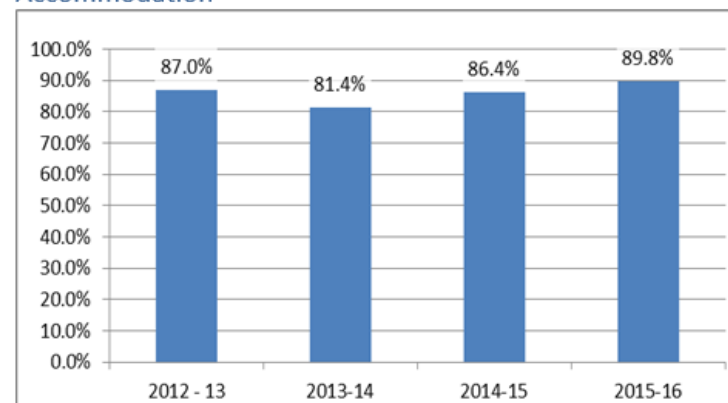


Table 6: Suitable accommodation, Coventry YOS 2013-16

### Education, Training and Employment

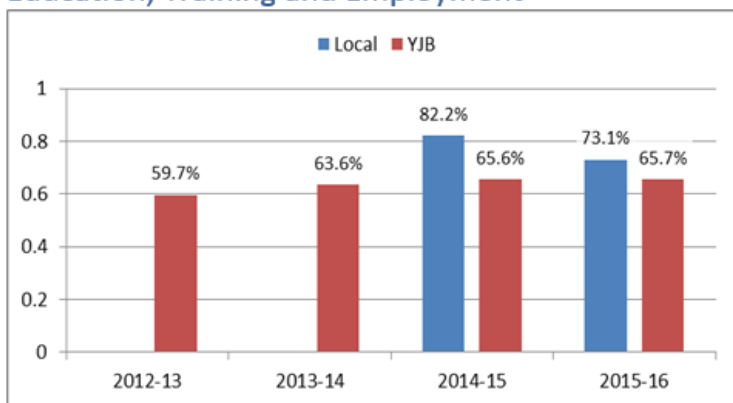
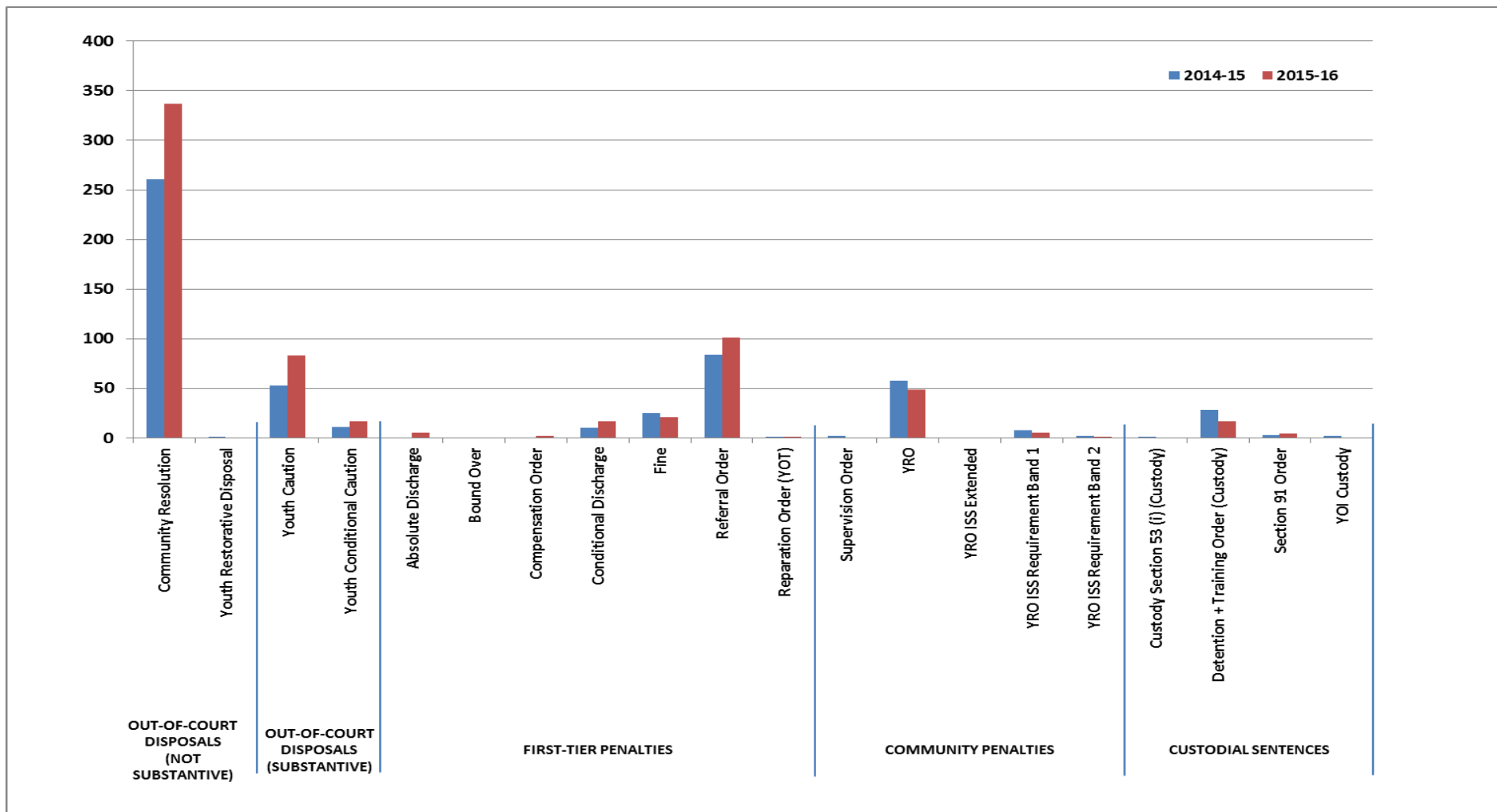
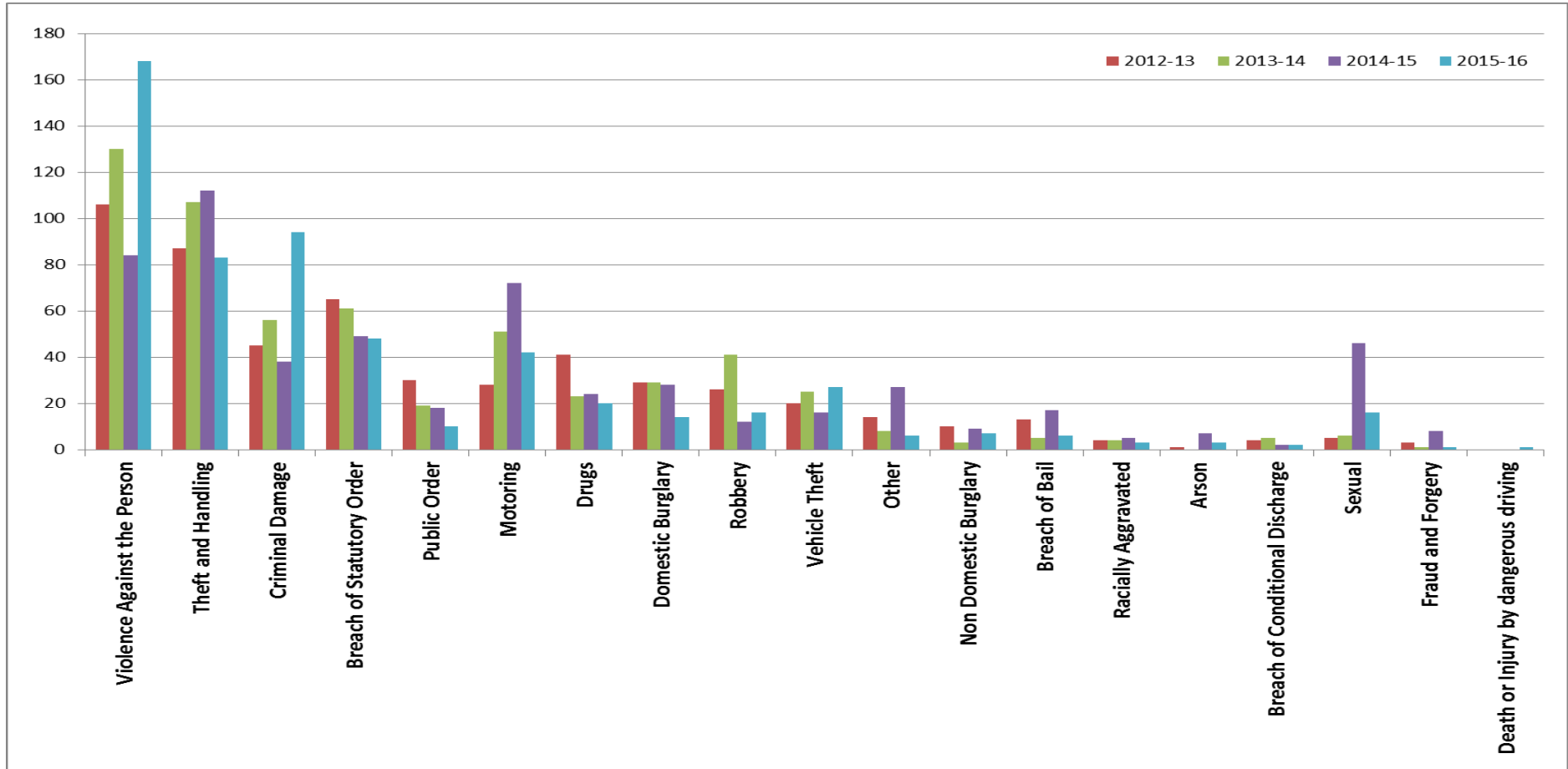


Table 7: Engagement in suitable ETE by local assessment and by former YJB national standard, 2013-16



## Disposals

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



## Offences

Table 8: Offences by offence type, Coventry YOS 2013-2016

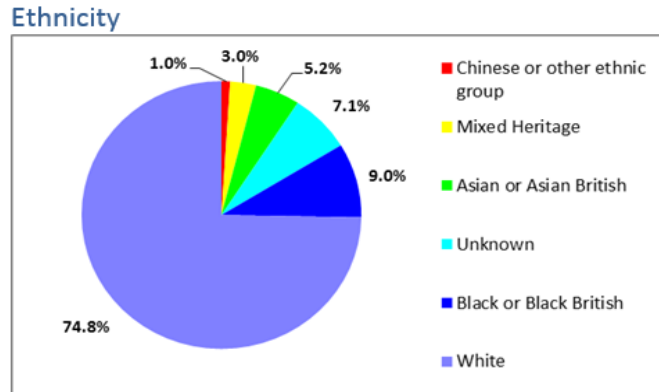


Table 10: Ethnic profile of young people with proven offences, Coventry YOS 2015-16

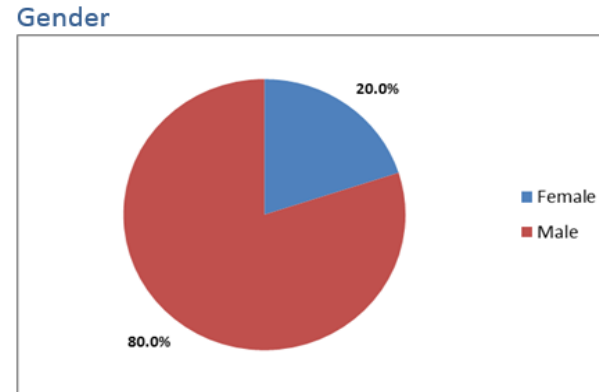


Table 11: Gender profile of young people with proven offences, Coventry YOS 2015-16

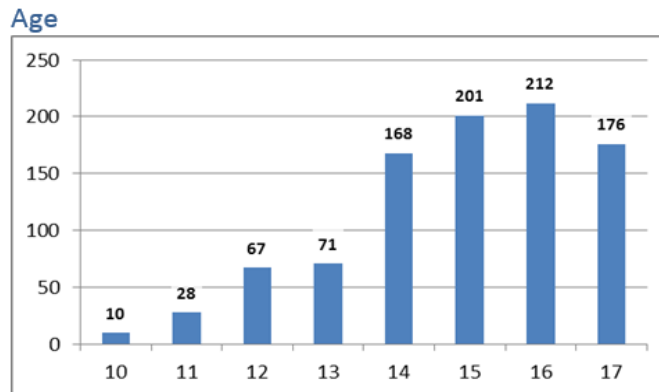
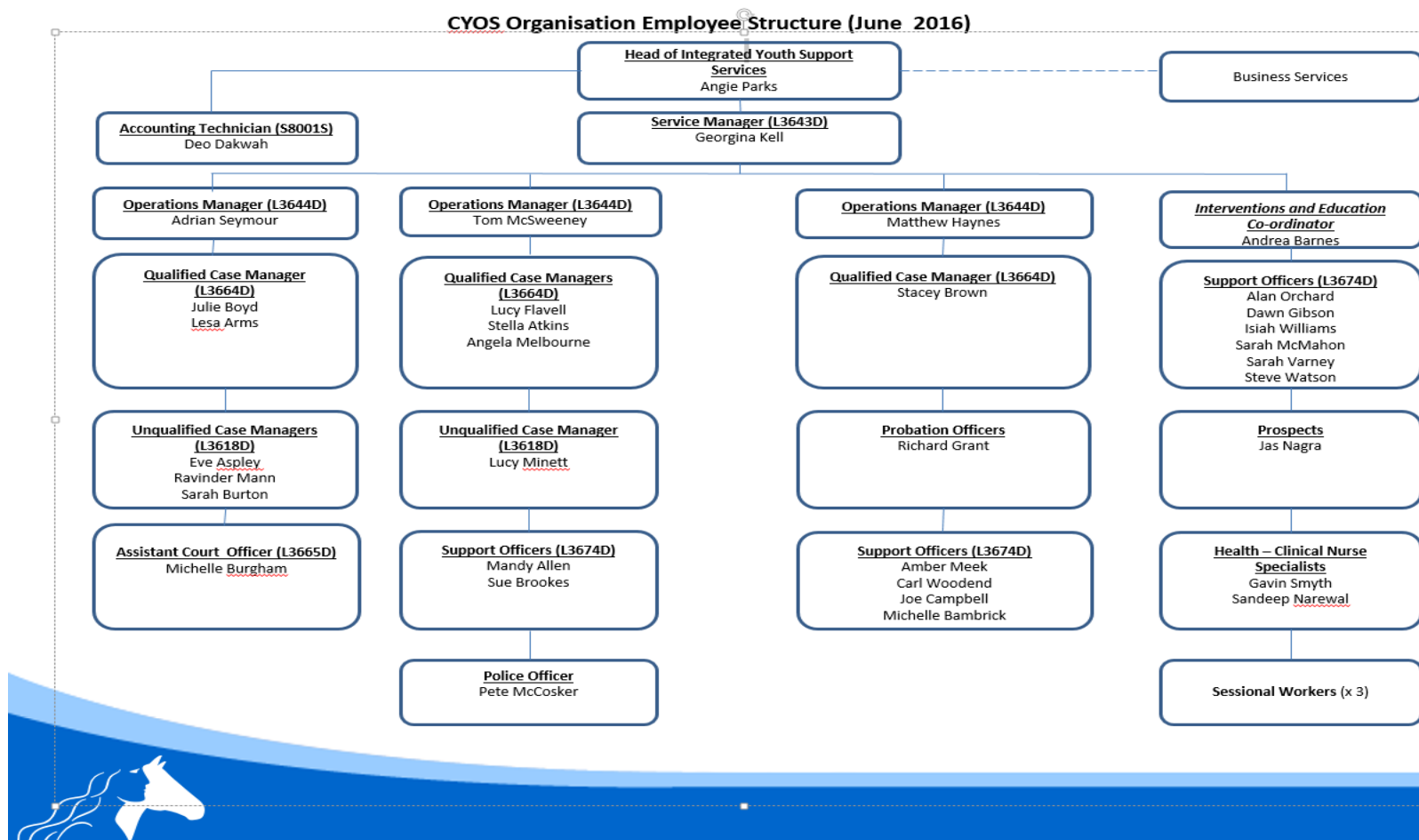


Table 12: Ages of young people at offence date, per proven offence, excluding breaches – Coventry YOS 2015-16



## Appendix 6 – CYOS Organisation Employee Structure 2016



## **Appendix 7 – Management Board Membership**

<b>Name</b>	<b>Title</b>
<b>Chief Superintendent Danny Long Chairperson</b>	West Midlands Police. Chief Superintendent Police Commander for Coventry
<b>Anne Brennan</b>	Senior Advisor 11 – 25 years old - Adviser/Secondary Lead (Education Standards and Improvement Team, Coventry City Council
<b>Alan Butler</b>	Joint Commissioning Manager, Coventry and Rugby Clinical Commissioning Group & Coventry City Council
<b>John Gregg</b>	Director of Children’s Services for Coventry
<b>Valerie Elliott (observer)</b>	Deputy Chair of Youth Panel
<b>Jim Horgan</b>	Advisory Teacher  Looked After Children Education Service (LACES), Coventry City Council
<b>David McNally</b>	Partnership Adviser – Midlands, Youth Justice Board for England and Wales
<b>Liam Nagle</b>	Community Safety Officer, Coventry City Council
<b>Andy Wade</b>	Head of Coventry, Solihull & Warwickshire National Probation Service   Midlands Division
<b>Mandy Whateley</b>	Head of Specialist Health Services for Children and Young People
<b>Nancy Meehan</b>	Head of Youth Offending Service

**Appendix 8 – Management Board sign off page**



..... (Signature)

**John Gregg** - Director of Children's Services for Coventry



..... (Signature)

**Daniel Long** - Chief Superintendent Police Commander for Coventry, West Midlands Police.



..... (Signature)

**Andrew Wade** - Head of Coventry, Solihull & Warwickshire National Probation Service | Midlands Division



..... (Signature)

**Mandy Whateley** - Head of Specialist Health Services for Children and Young People



..... (Signature)

**Alan Butler** - Joint Commissioning Manager, Coventry and Rugby Clinical Commissioning Group & Coventry City Council

## **Appendix 9 – Glossary of Terms and Abbreviations**

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

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

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

YJB

Youth Justice Board

YJS

Youth Justice System

YODOC

Youth One Day One Conversation

YOI

Youth Offending Institute

YOT

Youth Offending Team