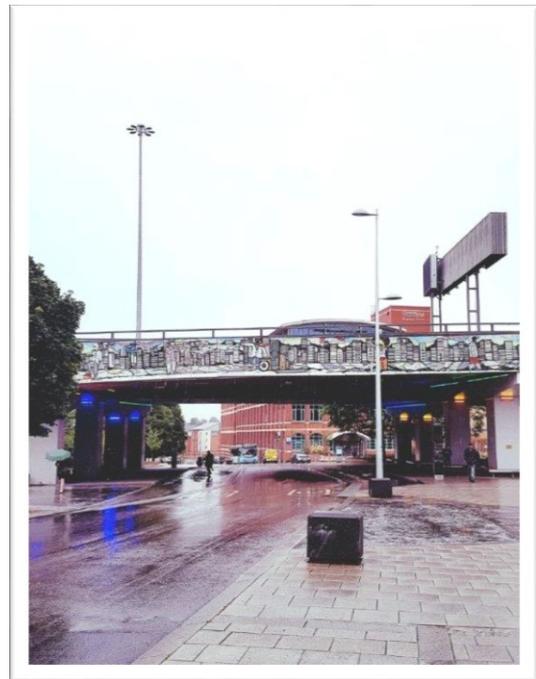
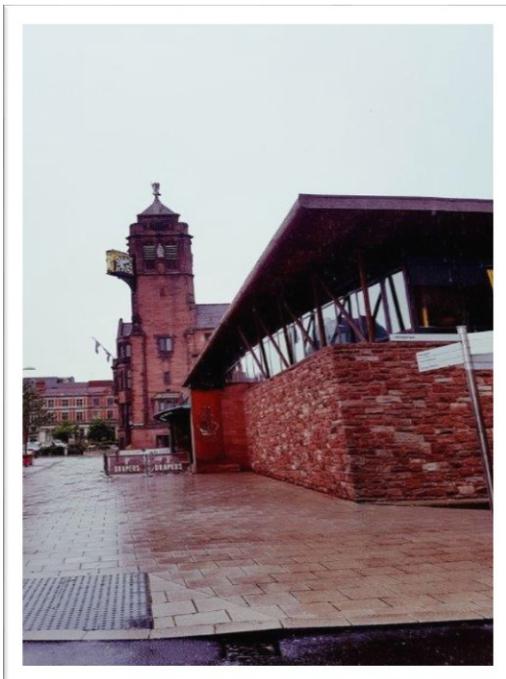
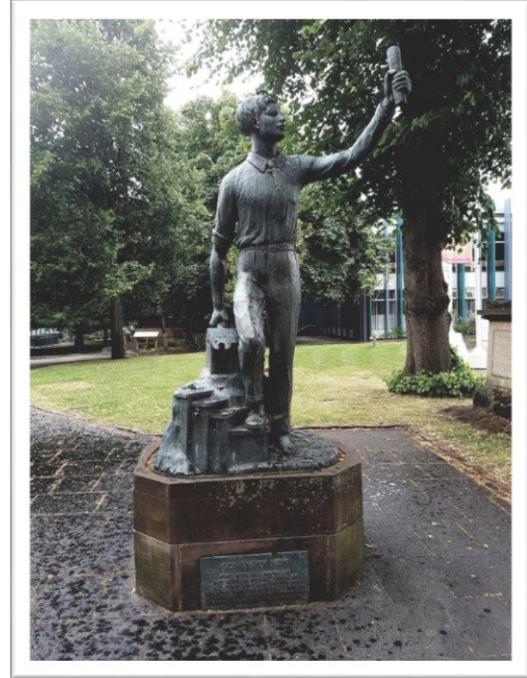
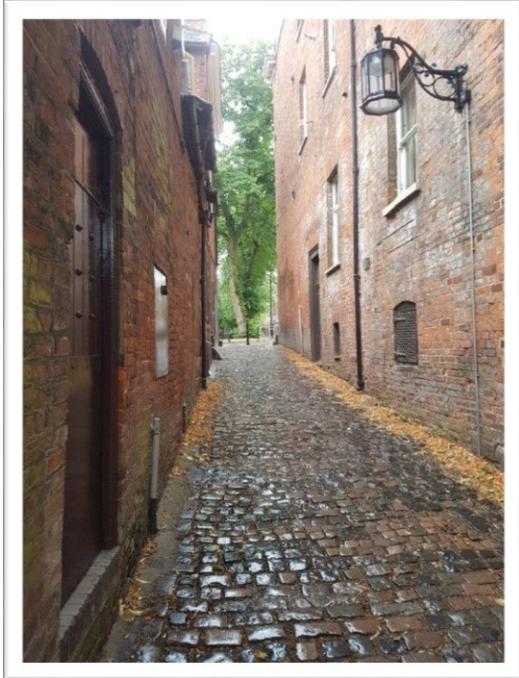


Coventry Youth Offending Service Youth Justice Plan 2017 - 18



Photography courtesy of a CYOS Young Person

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Youth Justice Plan 2017 – 2018

1. Executive Summary

It has been an eventful year with developments in Public Sector Reform through the Combined Authority activity (including the commencement of activity to devolve Youth Justice), the release of the Charlie Taylor Review into The Youth Justice System and the subsequent government response paper to name but a few.

The service welcomes the government's intent, as expressed in their response to the Charlie Taylor Review of the Youth Justice System to retain ring fenced grants for the provision of Youth Justice Services. Their intention for greater flexibility to local areas with regard to delivery models and the retention of a national set of performance standards for all those working within the community and custody are also welcomed.

In addition to this CYOS has also completed a restructure, a site move, transition to AssetPlus Assessments and the introduction of new rating/judgments and practice models.

In the midst of multiple transitions The Coventry Youth Offending Service (CYOS) was subject to a Short Quality Screening by her Majesty's Inspectorate of Probation (HMIP). The service had not been subject to a HMIP inspection for a number of years and welcomed external scrutiny and their subsequent summary which was that **“overall CYOS was performing well in most areas of practice”**.

Youth Justice Board - Tweet following CYOS June 2016 HMIP Short Quality Screening Inspection

“Well done to Coventry YOS for a good SQS report: engaging young people & assessment of offending behavior 'a real strength' ”

There were some areas that required additional focus and these have been subject to action planning and evaluation. This year's plan continues the focus on the embedding of practice improvements post SQS, reflecting learning from local audit activity and from HMIP thematic reports.

The dynamic landscape did not prevent the delivery of good quality services, in particular high quality services to victims. This was evidenced by the awarding of The Restorative Justice Quality Assurance Mark to CYOS by The Restorative Justice Council (RJC).

The service and its partners have secured good outcomes for the city's residents, victims and service users and this is evidenced both by direct feedback and aggregated performance data against national indicators.

“The latest performance data is very encouraging, showing fewer young people are committing fewer offences which reduces both the cost of crime and impact on victims across Coventry”

Partnership Adviser Central Business Area

Youth Justice Board for England and Wales

Youth Offending Teams (YOTS) have been subject to substantial resource reductions both from The YJB and locally from some partners over the last few years. Following the services HMIP SQS in June 2016 further post reductions occurred as a consequence of YJB Grant budget reductions.

Previous years experienced reducing demand on the service across some areas of practice. The introduction of Out of Court Disposals (OCD) under The Legal Aid Sentencing and Punishment of Offenders Act 2013 provided the opportunity to deliver brief targeted intervention which in many cases ensured that young people did not enter the formal criminal justice system (CJS) where the period of order would exceed that of the majority of OCD .Other demand reductions were secured for example through falling numbers of First Time Entrants (FTEs).

There is no longer a pattern of falling demand and while not experiencing significant changes in the number of orders offending patterns have changed .For example reductions in lower gravity offences such as Criminal Damage and the increase in high gravity offences such as Robbery, which means that there has been an increase in the number of orders that the service manages at any one time. Higher gravity offences usually result in longer sentences. This can also has an impact on the level of contact the service has with young people as contact levels are determined by YJB National Standards based on the level of risk that the young person presents, the higher the risk the higher the contact levels.

The consultants who undertook an independent review to inform future delivery options for CYOS acknowledged that there was” potential for reduced capacity to impact on the quality of services provided” as a consequence of the staffing reductions. Those reductions occurred in quarter 4 of 2016/17 and the impact will be closely monitored by CYOS Board to ensure that any potential negative impact is quickly responded to.

Coventry Children’s Services are implementing a redesign and have improved their performance, under Ofsted Inspection, moving from an “inadequate “judgment to “requires improvement “. The redesign is intended to increase the pace of improvement. The better outcomes for families anticipated as consequence of the redesign, given the commonality of families with whom we engage, may offset any detriment from recent CYOS post reductions.

Headlines from 2016/17 include:

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

- While there has been an increase in FTEs locally there has also been an increase in “non - eligible” cases locally. For example an increase in motoring offences which was 4.8 % of total offences in 2015/16 and 10.9% in 2016/17.
- When FTE figures are considered by calendar year the service sits slightly above the family group average: 449vs 415 (rates per 100,000).
- The rate of increase has also slowed in spite of an increasing number of high gravity offences for example Robbery which increased from 18 in 2015/16 to 28 in 2016/17.

National Indicator re-offending

- While the rate against the counting rule has increased, in real terms, the absolute number of offenders, reoffenders and re-offenses continues to reduce.
- When compared to the previous counting period CYOS had 10 less young people go on to reoffend and 30 less offences committed.
- CYOS has secured a year on year reduction, for example when compared to the March 2012 cohort we now have 166 less re-offences and 66 less re-offenders.
- The most recent national data evidences that less young people reoffend in Coventry when compared to our family group members 39% V 40.7 %. Those who do reoffend commit a slightly higher number of re-offenses than our comparator groups 1.45 V 1.29.
- It important to note that the increase of vehicle crime/motoring offences, the second largest reoffending category, has a disproportionate negative impact of this indicator. Most young people will have been charged with multiple motoring offences stemming out of one incident.

National Indicator Custody

- The use of custody fell to record low rates for the city this year at 0.55 as a rate per 1000 of the 10-17 year old population.
- 14 people entered custody (16 episodes) v 17 people (18 episodes) in the previous counting period.
- Remand use has declined sharply with the number of bed nights used falling from 650 last year to 413 this counting period. A significant fall of 36%.
- The services 16/17 custody rate is below that of the Family Group Average: 0.55 vs 0.68.

CYOS has also:

- Received positive voice of the child feedback from HMIP young person's e survey.

Out of 53 respondents 98% said that CYOS took their views seriously all of the time or most of the time

100% of 17 respondents said that the YOT worker did enough to help them take part in their order

77% said that they were a lot less likely to reoffend

- Enhanced the quality of our Probation "transition" performance report to CYOS Board in line with recommendations in the HMIP Thematic Transition Arrangements – A follow up inspection report. The service is in the process of agreeing a protocol across areas for transition management.
- Received the Restorative Justice Councils Restorative Services Quality Mark, at the time of writing, only approximately 30 YOTS have secured the quality mark.

"....please accept my overflowing congratulations! You really do deserve the recognition...please forward my congratulations to all the managers and practitioners for getting this acclaim. Be proud, all of you, as it is no mean feat and follows a huge amount of hard work..."

Head of Central Business Area, Youth Justice Board for England and Wales commenting on CYOS's receipt of the quality mark

- CJS partners in Coventry secured a young adults in court pilot, supported by T2A Transition to Adulthood and the Centre for Justice Innovation. There is a growing consensus that a chronological split between jurisdictions based on Edwardian evidence and established through the Children Act 1908 no longer reflects contemporary understanding. The pilot, which has a go live date in October 2017 will trial and test new approaches to young adults in court. It seeks to ensure that there will be key principles within a young adult court process which reflects developmental maturity ensuring that young people understand and engage in the process, that the participants understand the process and recognise procedural fairness as a consequence.
- Delivered or accessed a broad range of training which has included Desistance, Safeguarding training, including Child Abuse, Images and Grooming, Reflective and Analytical Thinking and Signs of Safety (SOS). Most recently case managers completed training in the "Chimp Paradox". Put in a nutshell this is an approach in which the irrational, emotional side of a personality is depicted as a chimp. Enabling young people to recognise

different strands to their thinking and having personal strategies to respond it is anticipated that this may assist them to become less anxious and impulsive.

- The service has been assessed by external consultants, as part of the service 2016/17 redesign.

“... overall good performing service when compared with regional, national and family group comparators Coventry YOS is a well-organised service.... There have been considerable successes in reducing youth offending in Coventry over the last 5 years. While these reductions reflect wider regional and national trends they also highlight the way that local youth justice partners have worked together in Coventry to effectively target and intervene with young people and families at greatest risk “

- Increased our range of interventions to meet a diversity of need. This has included working with new programme partners such as Street Doctors, The Dogs Trust and Friends of Sowe Valley.
- Submitted a joint funding bid, Children’s and Young Peoples Mental Health Services Transformation Programme, A collaborative Commissioning Network Proposal NHS England Funding. The bid is for two clinicians to work across the Coventry and Warwickshire Local Transformation Plan area. This will enable existing Youth Justice Mental Health Teams to increase their capacity and service offer. This would meet NHSE aims of: Joining up the clinical pathway between secure provision and community settings, improving the mental health support provided to children and young people who have been in contact with NHS England Health & Justice directly commissioned services. The outcome of the bid has not yet been confirmed.
- Maintained an Enhanced Community Resolution intervention with the support of the Coventry Police and Crime Board. This allows young people who have committed a low level offence to receive assessment, support and where necessary control without recourse to the formal criminal justice system.
- Supported the Prevent agenda, locally branded as “Our families our future”, through on going engagement with Channel Panel. In addition the schools panels established across the city have Prevent as a standing agenda item and CYOS are represented in this activity.

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. The Plan is also subject to Coventry City Council Cabinet endorsement.

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 Grant. This can be found in appendix 3.

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

3. Priorities for the next year 2017-18

National Indicator - First Time Entrants

- **Work at a city wide level to raise awareness of the dangers and implications of knife crime**

The service has entered into a partnership with Street Doctors, a national award winning charity which uses volunteer doctors to deliver face to face sessions with young people. It is anticipated that the intervention will equip young people with practical skills to save lives, change attitudes and reduce the likelihood of violence. The service is working in partnership with two schools to pilot this approach and will monitor impact. The service has also engaged the Youth Service and Rainsbrook Secure Training Centre which means the local pilot addresses early prevention, those in CJS community and custody. Engagement with the Police School Panels and the Mentors in Violence Prevention approach should support this priority. This type of crime increases young people's vulnerability and pulls young people up into the formal criminal justice system. It is anticipated that this activity supports reduction in both FTES and the use of custody.

- **Sustain a range of out of court disposals (OCCD)**

The local Police and Crime Board (PCC) has maintained its funding for this area of practice for 2017 -18. The West Midlands Police Crime Commissioner has expressed an intent in his Police and Crime Plan 2016-2020, to deliver responses at a regional level. This presents a funding risk. CYOS will continue to monitor both the impact of this activity and evidence the complexity of the cohort to demonstrate the value of intervening early to reduce demand on services downstream and improving outcomes for young people. Discussions are taking place regarding the regionalisation of PCC funding and CYOS with its partners and YOTS HOSs will need to ensure that it provides the PCC with evidenced based arguments to ensure continued funding.

- **CYOS will continue to focus on the number of Looked After Children (LAC) entering the criminal justice system**

The service has led on a working group including LA commissioning, Police and representatives from residential providers. Current developments include scrutiny of decisions made at placements in the context of "has the correct restorative approach been applied". This also supports Children's Services Improvement Plan and the Child Centred Policing National Action Plan 2016-2018 which commits to a force protocol to prevent the criminalisation of children in care. CYOS has provided training to partners in restorative approaches and will continue to focus on building restorative capacity as the new local placements redesign is implemented. The service is currently supporting the development of the new external residential specification to ensure restorative approaches are contractually embedded.

- **Seek to respond to the emerging causal factors behind the increase FTEs**

This will include further analysis of point of entry data, action planning responses with partners particularly around the broader issues of Road Traffic Act offences to determine appropriate education and communication strategies. In addition the service will maintain ongoing quality assurance of decision making rationales tested locally and continue to engage with The West Midlands Police, force wide, Scrutiny Panel activity. Findings will be disseminated to partners for consideration of a response.

National Indicator - Reducing Reoffending

- **Enhance Attendance Centre delivery**

The service has already delivered a broad range of activities including first aid, sport, healthy lifestyles and pottery. CYOS will increase the number of AQA Accredited sessions available to meet diversity of need. It is anticipated that 12 of the 25 available interventions will be accredited within 2017/18. New workshops will also include safety awareness delivered by The West Midlands Fire Service.

The below quote is taken from a letter written by young person to the Magistrates when the service was asking the court to revoke his order for good progress.

“To whom this may concern

I apologise for my absence as I feel I cannot have any more time off school. I feel that you would be delighted to hear that the youth offending service feel they cannot reform or rehabilitate me anymore, as I have not broken the law since my incident last time. The youth offending service have seen a dramatic improvement in my behaviour and I feel I do not need to carry on with my sentence and therefore have it revoked.

I feel that this has been a reality check and a wake-up call for me to change my ways, and have changed into the best person I can be. The youth offending team has helped me incredibly and I feel that they no longer need to help me.

Since I've been working with the youth offending team there is been a noticeable improvement in my academic grades and I feel they will continue to improve.

I hope you'll make the right decision”

The Magistrates, in recognition of the young person's progress, revoked the order

- **Build on the learning secured through achieving the Restorative Service Quality Mark**

The service will consider how it can make better use of service user evaluation to further support practitioners in enhancing their own practice. There will also be activity to secure individual accreditation for a number of staff. The impact of restorative approaches has a strong national evidence base in terms of impact on both victim and offender and the service will seek to evidence the impact of this area of practice on reoffending rates.

CYOS strengths as identified in The Restorative Justice Council Final Report by Jim Simon

“Senior leaders have a good understanding of restorative practice.... and how it can support the service in improving victim engagement and reducing reoffending...partners were positive about the effectiveness of communication ...practitioners and volunteers demonstrated a clear commitment to working restoratively...service users (victims) were extremely positive about the restorative service team stating that they were professional, supportive and empathetic

- **Enhance the re-offending response across agency's (LAC)**

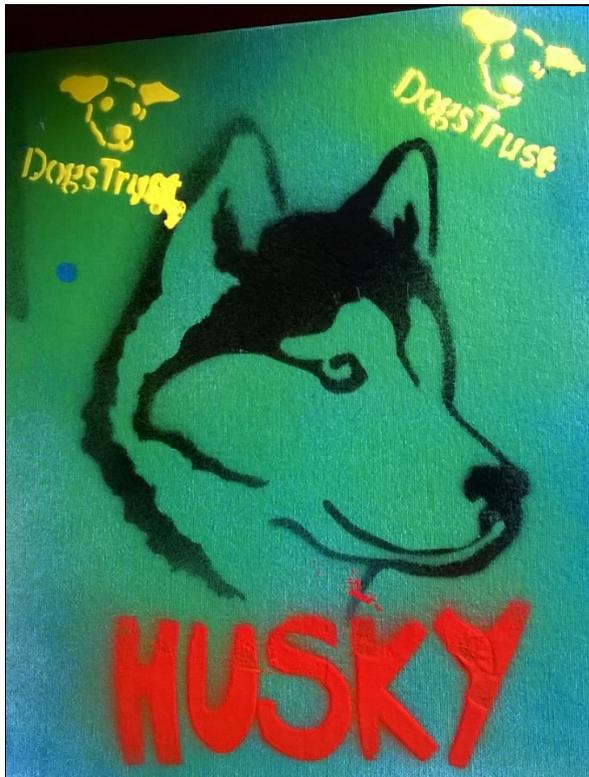
The service utilises a live tracker and the most recent available data identified that LAC young people committed 15% of the re-offences. This reinforced the need for LAC young people to remain a priority group. All young people who reoffend are reviewed to determine adaptations to their intervention plans in addition to this a specific tiered response process is being agreed for all looked after children who reoffend. This will assist in ensuring that the causal factors are addressed quickly and planning and interventions will change quickly and not be bound by usual planning frameworks timescales (i.e. pre-planned LAC reviews and placement planning).

- **Build on intervention options to meet a diversity of need**

We will continue to consider new programmes and partners. New programmes for this year include “which Way” which targets males and aims to reduce vulnerability to CSE, gang involvement and organised crime. CYOS have received training in the “Chimp paradox “model and will be able use the metacards to help young people achieve a better understanding of their emotional responses to events and learn management techniques.

New partners for this year include Street Doctors and the Dogs Trust. The Trust Programme enables young people to draw comparisons between themselves and the dogs and they consider how the dog is feeling, and how this changes and escalates as the dog becomes more wound up and aggressive. The group then compares that with their own behaviour and identify their personal anger signs, enabling them to have an opportunity to stop before they lose control.

There is the opportunity to access The Dogs Trust Open Awards accredited programme Level 1 Award in Skills for Further Learning and Employment.



Artwork completed by CYOS young people as part of a Dogs Trust activity.

National Indicator Reducing Custody

- **Utilise alternatives to custody to ensure that custody is only used as last resort**

While CYOS have achieved year on year reductions in the use of custody, the pattern of offence types that is emerging means that there is a possibility that the direction of travel will be reversed. CYOS will review its alternative to custody provision and promote programmes with sentencers outside of the court arena.

The feedback below is from a young person who successfully completed an Intensive Supervision and Surveillance Requirement. This young person is currently completing a sports course with a view to doing a level 3 sports apprenticeship and has not reoffended.

“I loved my time here. It’s helped me a lot, changed my whole life around. Helping me through my teenage years”

- **Extend current “lessons learnt “activity**

CYOS currently provides a lessons learnt report to CYOS Management Board for all FTES to custody. Going forward all custodial episodes will be discussed at service staffing meetings so that lessons learnt and experience can be utilised to inform practice.

- **Maintain a focus on “engaging” young people who are at risk of entering custody for breach alone**

CYOS has reduced the number of young people experiencing custody for breach alone as a consequence of its long term “Reducing the use of the secure estate strategy”. There remains a small cohort where further consideration of enhancement of resource is required in order to secure engagement. While the service has seen a positive impact via Operational Managers chairing Engagement Panels the attendance is usually young person, their family member and case managers. CYOS will seek to ensure that all relevant representatives are contributing to the panels including schools, social workers and key workers with all participants taking responsibility for actions to improve engagement.

Local indicators and drivers

- **Understand , challenge and improve education ,training and employment performance**

Performance against this local indicator has been fairly static across the last three years. Further analysis is required to understand and challenge the causal factors underpinning this. This will include additional performance reporting to CYOS Board including exclusion activity, identification of providers, escalation pathways and identification of LAC young people within the cohort. This will enable the Board to consider its response. The service will also include the timeliness of provision of school reports to inform the preparation of Pre-Sentence Reports for court. Regional activity to develop a “distance travelled “evaluation of education has not yet produced a standardised approach. This will continue to be under the scrutiny of YOS West Midlands HOS. It is also the services intent to build on relationships of NEET resource providers such as Positive Youth Foundation (PYF), Ambition Coventry. The embedded Prospects worker will build on presentations from those providers to case managers to ensure timely referral and engagement as appropriate.

- **Reduce Child Exploitation**

Working with key partners CYOS will support the development of strategy and action plan that reflects the levels of child exploitation from peer through to criminal gang level. Activities will include review of screening tools, referral pathways and impact. Partners from Safeguarding, Police, and Childrens Social Care are engaged in this activity. New resources to CYOS this year include “which Way” which targets young males who may be at risk of “exploitation” and this will be introduced and reviewed this year.

- **CYOS will deliver, with partners, the cities CSE action plan thereby reducing the risk of CSE**

CYOS now has a CSE champion who attends regular “champions” events and then provides in-house workshops and briefings to staff. Recent workshops have included Sexting (youth produced sexual imagery) and the sharing of a CSE media Apps Library. This details logos and descriptors to assist case managers identify risks and educate young people. This programme will continue across the year. The service recognises the risk to its service users of becoming victims of CSE, as well as perpetrators, and will continue to deliver preventative programs targeting each cohort. It also recognises that some young people will be present in both cohorts. CYOS engages fully both in terms of representation at key groups and in the identification of risk and appropriate interventions, the development of which has been informed by for example Child Exploitation and Online Protection Centre (CEOPS) training.

- **Maintain a strong focus on our Prevent responsibilities**

CYOS will refresh staffs awareness of Prevent and the referral process via additional WRAP training workshops. The service will also participate in a self-assessment framework which is currently being developed as part of the Prevent Delivery Action Plan 2016/17. On the release of the 2017/18 plan, which is currently awaiting a threat and risk assessment from the Counter Terrorism Unit (CTU), CYOS action plan will be updated to reflect any new priorities and responsibilities. The service will remain a part of the local Channel Panel activities.

- **Implement learning from the Children’s Safeguarding Board audit in to “children who go missing” practice across services**

The findings of the audit activity being undertaken in June 2017 will be considered and acted upon. CYOS has already worked closely with the “Missing Team” to ensure that there is a notification process and cross agency discussion. When notified return home interviews (RHI) are received and reflected in safety and well-being planning and where appropriate CYOS contact appointments are utilised by the missing team for RHI.

- **Strengthen the capacity and skill set of professionals to undertake the role of Appropriate Adult**

CYOS will continue to deliver training in house and across Children’s Services and has committed to a training programme for this current year which includes new Route 21 workers and residential staff.

- **Monitor and report the adherence to provision of PACE accommodation**

The service will continue to proactively engage with partners to ensure that the LAs responsibilities under PACE and the Children Act 1989 38(6) are met. CYOS offer training, liaise with professionals to support delivery against the act and report to CYOS Board specifically on compliance rates. CYOS will also be working at a regional level to agree the detail that sits behind the concordat, for example agreed definition of “practicable”. This activity will be progressed through the regional HOS meetings.

- **Staff development will remain a priority**

CYOS makes good use of the Children's Services Learning and Development Portfolio and Safeguarding Board training opportunities. In addition we have benefited from the support of Children's Services Principal Social Worker (PSW) who has introduced a number of events to develop staff. In addition to this there will be a YOS specific event in October led by the PSW which will include Signs of Safety training.

- **Continued development of health Services**

The service, with partners, has submitted a bid for two clinicians to work across the Coventry and Warwickshire Local Transformation Plan area. This will enable existing Youth Justice Mental Health Teams to increase their capacity and service offer. The proposal also meets two of the local priorities for transforming children and young people's mental health services, within the Coventry and Warwickshire CAHMS Local Transformation Plan Refresh, 2016. These are reducing waiting times for access to mental health and emotional wellbeing services and develop support for vulnerable young people with mental health and emotional wellbeing needs. The outcome of the bid has not yet been confirmed.

- **Enhance the support to address young people's substance, alcohol misuse needs, "Risky Behaviours"**

Last year's data identified that there had been a small increase in the number of young people being convicted of a "drug" offence (4.5% of total offending v 6.1%). This coupled with the strong link between alcohol, drugs, crime and CSE means that this is an important intervention area. The CYOS Board performance report will be enhanced to demonstrate the impact of the current provider's activity in terms of reducing risk across the three domains. In addition CYOS are represented at strategic and operational level in the current Coventry City Council public Health Department commissioning exercise for a single holistic "risky behavioural change" service. The service will be expected to support children and young people to adopt sustainable safe/r substance misuse, sexual health and poor/cohesive relationship behaviours. This will ensure that the complex needs of those young people in the offending cohort will be met by the new provider.

4. City & Youth Crime Profile

Coventry is home to 345,385 people, and has a rapidly growing population; it was the ninth (out of 348) fastest-growing Local Authority area in England and Wales between 2014 and 2015, and the third fastest-growing outside Greater London, showing an increase of 2.36% compared to the England and Wales average of 0.83%. This growth was firstly driven by international migration, which added 6,601 people to the city's population, and secondly by local births, which exceeded deaths by 1,718.

The city also has a relatively young population, with 23% aged 18 and under compared to the national average of 22.5%, and a highly diverse one; 21.6% of the city's resident population are estimated to be of non-British nationality, compared to the England and Wales average of 9% (*ONS Local Area Migration Indicators, August 2016*).

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

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

- Slightly higher numbers of looked-after children than its statistical neighbours – 620 as of 7th July 2017.

Youth Offences Profile

- In 2016/17, CYOS was aware of 583 offences which were punished with a substantive disposal (i.e. one that forms part of a person's criminal record) and a further 289 which were punished by Community Resolution. This means that the number of offences with a substantive outcome has increased slightly, up by 16 from the 567 seen in 2015/16, while the number where a CR was issued has declined more sharply, down 68 from 357.
- The three most common categories of offence subjected to a substantive outcome were Violence Against The Person (31%), Motoring Offences (16%) and Criminal Damage (13%). Violence was also the largest category last year, and has maintained a similar proportion of the offences, up 1% from 30%; Motoring Offences are sharply up – last year it was the seventh largest category at just 7%. Meanwhile, Criminal Damage has declined as a proportion, down from by 4% from 17%.
- The most common categories punished by CR were Theft and Handling (34%), Violence Against The Person (34%) and Criminal Damage (13%). Compared to last year, Theft and Violence have swapped ranks, with both increasing as proportions but Theft more so than Violence; Criminal Damage remains the third largest group, but has shrunk by 7% as a proportion.
- The number of Robbery offences rose to 28, compared with 16 in the previous year.

Disposals Profile

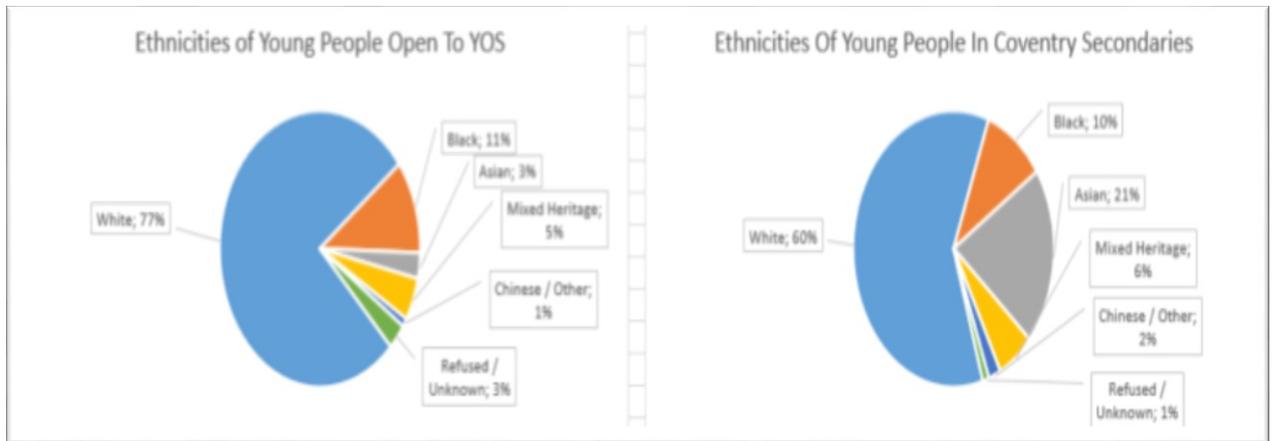
- Overall, there were 609 disposals this year, down from 660 in the previous year; by far the most used was the non-substantive Community Resolution, used on 280 occasions. Along with the Youth Caution (68 issued) and the Youth Conditional Caution (33 issued) they make up the out-of-court disposals, which account for 381 of the total, or 63% - down from 66% in 2015/16.
- We started 338 disposal-based interventions in 2016-17; 86 were for the Enhanced Community Resolution, and 83 were for the Youth Caution or Youth Conditional Caution, meaning 169 (50.1%) were out-of-court.

Reoffender Tracking

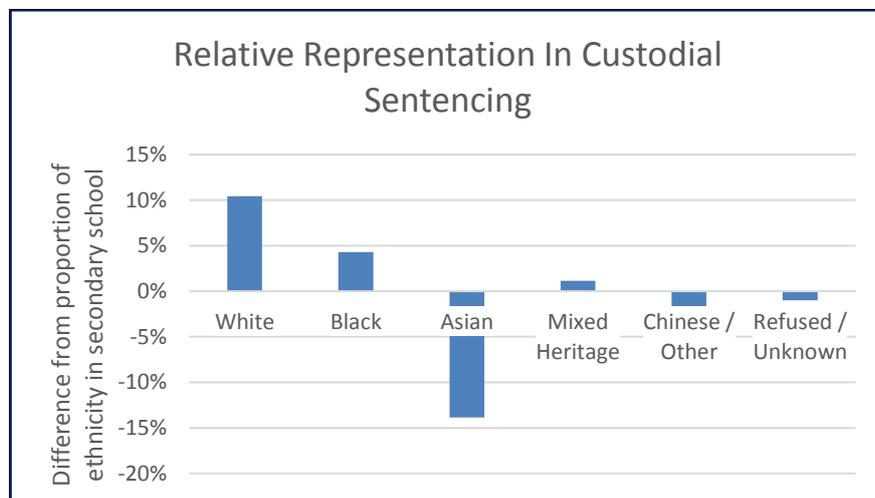
- We have tracked the reoffending of 99 young people whose original penalty was imposed between October 2015 and March 2016; in all cases, the 12 month monitoring period for reoffending has now expired.
- 41 of these young people have reoffended, giving a binary reoffending rate of 41.4%; this is above the 37.5% rate seen in the most recent YJB-released data (for young people originally penalised between July 2014 and June 2015).
- The young people reoffending committed a total of 140 further offences within their 12-month period, giving a frequency reoffending rate of 1.41; as with the binary rate, this is higher than the most recent YJB rate for the city, which was 1.22.
- 16 of the reoffenders have committed a more serious further offence, by the YJB offence gravity scale, including 9 cases where the most serious new offence scored a 6 or higher – the equivalent of Robbery, Domestic Burglary, or Inflicting Grievous Bodily Harm.
- In terms of the most serious further offence, the most common type was Violence Against The Person, with 10 of 41 (24%) falling into this category.
- The nine most frequent reoffenders account for 65 subsequent offenses between them; the most prolific individual reoffender in the group has 13.
- Reoffending rates among young people who had had Social Care involvement were significantly higher than among those who had not; of 11 children in the group who were Looked After at the time of their original conviction, 8 reoffended, committing a total of 19 further offences; as a group, this would give them a binary rate of 72.7% and a frequency rate of 1.73.

Demographics of our Young People

- Of the 151 young people open to YOS at the end of the year, 130 (86%) were male; this is slightly down from the 90% seen in the snapshot at the end of the previous year.



There is a large over-representation of White young people in the group, and a large Asian under-representation, with the Black proportion being roughly the same in both groups.



CYOS monitors ethnicity outcomes for its young people using YJB ethnicity classifications. When custody is analysed the white groups disproportionality reduces (77% v's 72%) when we look at custody with black groups disproportionality increasing slightly (11% v's 14%). The Asian group as a percentage of those open to YOS decreases in its under-representation (3% v's 7%).

- 66% of the group open to YOS were aged 16 or over.

- 23 (15%) of the group were currently Looked After, and a further 17 (11%) had been Looked After in the past; besides them, one (1%) had an active Child Protection Plan, and another 17 (11%) had previously had CP Plans, meaning that overall, 58 (38%) of the young people open to YOS had had Social Care involvement at least the Child Protection level.

5. Use of resources, budgets and value for money

Budget 2016/17

CYOS funding consists of the City Council budget, YJB Good Practice Grant, statutory partner and Police and crime board contribute into the pooled budget. Last year the reduction in the YJB grant necessitated a review, subsequent service restructure and the deletion of a number of posts to ensure a balanced position going forward. We also experienced a reduction in cash contribution from both Health and NPS (as part of NPS national transformation reductions, final phase). Please see Appendix 2 for the Partner Contribution pooled budget.

CYOS have Coventry PCC Board funding for this financial year but impact of the anticipated regionalisation of this fund will not be known until November 2017 at the earliest.

The service starts 2017/18 with no reductions. That said there is early indications that there is increasing complex demands on the service. The CYOS Board will need to continue its focus both on the level of funding and the demand for services.

Reductions both in terms of financial funding and staffing levels has been a continuing pattern until 2017/18 which has seen all partners sustaining current funding levels for this financial year.

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

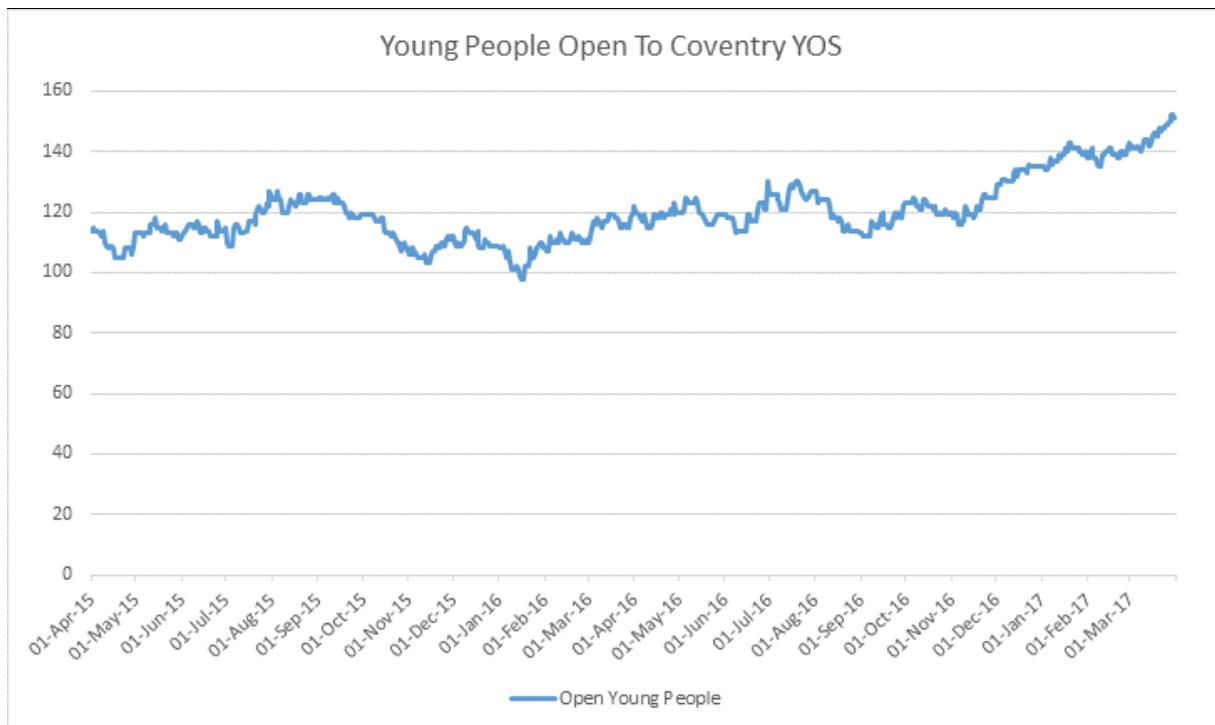
Financial challenges include:

- Resource reduction against a pattern of increasing demands on the service. These include an increase in the number of young people open in both the pre court and post court areas, an increase in the demand for Appropriate Adults in excess of 100% over the last two years (41 v 87). In addition to this there is a YJB requirement to apply the substantial Assetplus assessment framework to pre court Youth Cautions and Youth Conditional Caution's from July 2017. Team resilience is being maintained but will be an issue if overall demands on the service increases further.

Further funding reductions or increased demand on the Service for example loss of PCC Funding increase the risk of

- Further increase in FTE and re-offending
- Risk of adverse HMIP and Ofsted inspections
- Risk of increased number of victims

- Risk of increased use of custody, including remand and associated risk of increased LAC numbers and costs which are shouldered by the Local Authority
- Negative outcomes for young people



The above graph demonstrates the work demand across the periods of staffing and resource reductions

- While this year’s funding structure remains static the number of young people who have multiple vulnerabilities and high resource needs remains high and this is evidenced by the volume of young people referred to our clinical nurse specialist, a higher number of young people becoming FTEs at the court point of entry and the volume of young people who have had previous or current social care involvement.
- Early 2017/18 custodial activity is higher than previous counting periods. This is likely to be a reflection of the increase in robberies and violent crime, and the reduction in lower gravity offences such as criminal damage and public order. In addition to being an adverse outcome for young people it also increases demands on the service.
- The funding formula for remands takes into account previous usage so that the funding received by the LA has reduced year-on-year as the service has secured substantial reductions in bed night usage. This presents a risk and does not reward good performance.
- Understanding the impact of Coventry City Councils Children’s Services redesign in terms of connected families (those with whom multiple services are engaged) and the range of support services that can be accessed for this cohort post implementation of the redesign in the transition phase.

- The potential “regionalisation” of PCC funded activities means there is a significant threat of a funding reduction for 2018/19. The indication is that there will be a regional CSP who will allocate funding. Representations by The West Midlands’ Reducing Reoffending Steering Group (on which YOS and YJB are represented) are being made to seek to negotiate “core” funding coming directly to YOT’s from the Office of the Police and Crime Commissioner (OPCC). The regional HOS group will also advocate for this.

Invest to save

It is beholden on the service to demonstrate that the areas in which its finances are invested are productive. This means improving outcomes for young people, victims, the Coventry community and demonstrating value for money to partners.

Performance against National Indicators demonstrates a good return based on there being less offences, less re-offences, reduced use of custody and remands. It has been said that YOTS are a victim of their own success and have experienced significant reductions in funding as a consequence of continued improved performance. There has been a reduction in YOTS budgets/ grants and in remand funding. The Remand funding formula has a direct correlation between reduced usage and a reduction in funding each year.

The service continues to invest resources in key areas which underpin effective practice namely;

- Training. CYOS is committed to maintaining an effective workforce and makes good use of training provided by Children’s services and the Safeguarding Board. A new relationship with the PSW has been established and this will result in specific YOS workshops going forward and support for maintaining social workers HCPC registration. The service continues to enter in to training consortia arrangements with other YOTS and also delivers an internal range of training events. Partners such as Health have ensured that there is access to “expert” training and this has been expanded to include CJS partners such as Magistrates.
- Technology support has meant that the service can be fully agile and some benefits can be gained from an increase in video conferencing for court, with safeguards as to when this is appropriate (in-line with YJB guidance).
- Pre court activity has identified complex issues and the number of mental health referrals generated from this cohort is higher than was originally anticipated. This area of activity has provided early assessment and should reduce demand on services downstream in the long term.

The financial value of a non-formal CJS disposal such as an Enhanced Community Resolution is evidenced by the low re offending rate. The ECR live tracker October 2015 cohort identified that there were 160 offenders, 24 reoffenders (exactly 15% binary) and 51 re-offenses (0.32 frequency).

6. Structures and Governance

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 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 YJB 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 the chair of the Youth Court Bench, Senior Advisors from Education and Looked after Children Services for the City Council, Prospects, and a Community Safety Office from the Community Safety Team. The Board is well supported by the 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)
- Strengthening 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 2016-2020
- The Coventry Local Policing Plan
- The Coventry Police and Crime Plan 2017-2020 (draft)
- The Coventry Prevent Delivery Group , Prevent Delivery Plan 2016/17 (2017/18 awaiting CTU risk assessment)
- 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
- The Coventry Drug and Alcohol Strategy 2017-2020
- Strengthening Families Strategy and Outcomes
- DVA Response Plan
- The Overarching Connecting Communities Project Plan for the City Council (Transformation).
- The Coventry Cybercrime Strategy

7. Partnership Arrangements

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

- 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.
- Ensuring that CYOS are informed and engaged as appropriate in regional combined authority activity.
- Responding to PACE Act transfer resource issues across service areas to enable compliance with the PACE ACT responsibilities and delivery in accordance with the 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, Strengthening Families, Early Help Board, Multi Systemic Therapy Steering Group, the Multi Agency Safeguarding Hub (MASH). CYOS is represented on the CSE/Missing/ DVA Groups and there are good links between CYOS and the Youth Service Manager and staff who deliver this support.
- Ensuring appropriate cross service focus for example activities to reduce the disproportionate representation of the LAC population in the CJS. The CSC improvement board plan contains actions to direct and monitor activities to redress this.

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:

- Effective collaboration on areas of joint work for example, supporting restorative justice developments within the residential setting in Coventry. This has included ensuring appropriate responses to Police call outs and an essential role in delivering and monitoring restorative approaches. The Police have been a key partner in assisting CYOS to secure the restorative justice quality assurance mark.
- Creating effective leadership and governance arrangements locally for example to manage the threat that digital crime poses and appropriate engagement with services who are able to provide support and expertise. CYOS alongside other partners are part of the local cybercrime operational group.
- Support for integrated offender management developments and resources to tackle the most challenging offender behaviours.
- Championing CYOS at boards for example supporting the funding of CYOS pre court enhanced community resolution activity via the local Police and crime boards.
- Early engagement of CYOS in developmental activity both at a West Midlands level and locally. The West Midlands Police representative from the PSR Youth Justice steering group attends all the YOTS heads of service meetings to engage in consultation with stakeholders. Additionally they also sat alongside the HOS at the PCC inquiry in to youth justice that took place earlier this year which acknowledged the good outcomes that have been achieved by the YJB and YOTS.
- The relationship between the local Police Command Unit (LPU), CYOS and the other LPUs within the West Midlands area remains strong, there are meetings between regional YOS heads of service and the Assistant Chief Constable for the West Midlands and consultation events at a regional level.

Coventry and Rugby Clinical Commissioning Group (CCG) is represented on the CYOS Management Board by the Joint Commissioner for Children. CYOS continues to benefit from hosting two health staff, 1.6 FTEs) 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:

- It ensures that activity to support the themes, vision and objectives of Future in mind (FIM) - Promoting, protecting and improving our children and young people's mental health and wellbeing DoH NHS England are being undertaken by the service.
- Representation at the CCG Children's Matrix Group which provides opportunities to demonstrate the value of the health resource within CYOS.
- In June 2016 there was an independent review for the purpose of identifying delivery options for CYOS as part of a redesign. It commended the quality of the health performance report.

...an excellent quarterly health summary which provides valuable information to the Management Board on both activity and impact..."

- Ensured that the staff levels have been maintained and the range of resources available has continued to increase.
- Support for “outreach” engagement model at prevention (ECR), early intervention court and custodial levels. This is in line with the government’s response paper to Charlie Taylor Review of the Youth Justice System. Additionally it has a role in addressing the “treatment gap” (FIM key themes promoting resilience, prevention and early intervention, care for the most vulnerable). It also supports the government’s aspiration that by 2020 “in every part of the country children and young people having timely access to clinically effective mental health support when they need it and improved care for children”
- A training programme for staff delivered by “health experts in their fields” across a range of subject areas.
- Evidence of impact on young people, through the use of CHI, Honesca and Strengths and Difficulties assessments.

Coventry, Solihull and Warwickshire National Probation Service are represented on the Management Board by the Head of the Midlands Division who is also the deputy chair of CYOS Board.

This relationship has proved effective in:

- Transition planning, A joint protocol between Coventry, Solihull and Warwickshire is due to be signed off. There are 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. Local arrangements have been agreed that enable young people to access the most appropriate interventions from youth and adult provision irrelevant of the agency of the case holder.
- Improving performance reporting to CYOS Board across transition processes including the collection of post impact transfer data such as reoffending and breach.
- Cross disciplinary knowledge and expertise.
- Threshold analysis between NPS and CRCs allocation as a part of transition management ensuring appropriate destinations.
- Local arrangements have been agreed that enable young people to access the most appropriate interventions from youth and adult provision irrelevant of the agency of the case holder.

The young person was subject to a 4 year custodial sentence for Robbery. In line with the agreed transitional guidelines, as he was turning 18 prior to his licence expiry date, consideration for transfer occurred. A three way transitional meeting with the young person was completed

The CYOS probation officer maintained links with his NPC probation officer. When it became apparent that the young person was finding it difficult to settle in Probation it was agreed that the CYOS officer would continue to see the young person alongside his new officer to additionally support the transition. As part of planning, to support him secure his CSCS construction card and employment, it was agreed that he would continue to work with the Prospects officer in CYOS so this could be completed, as the waiting list at Probation was lengthy.

He has since gone on to complete his CSCS card, his engagement is better with NPS, he has had no periods of breach and is now in employment.

The young person explained the transitional period and the approach taken was helpful. (Although not in those specific words)

Other Partners

CYOS remains engaged with a variety of key partners who sit across the continuum of activity with young people from early intervention through to the secure estate, transition into adult services and exit from services.

The service is engaged in both national, regional and local activity to ensure that it meets its statutory requirements and objectives.

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

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

CYOS is working with The School Panels and engaged with the Mentor's Violence Prevention (MVP) activity, two staff members attended the training event funded by the Schools. MVP originated in America and is a hugely successful peer to peer mentoring programme based around the psychology of the bystander theory. It aims to empower young people to safely intervene and challenge behaviours that they would usually stand by to watch. Over the next 12 months, it is anticipated we may start to see the benefit of this approach combined with interventions from other new related partners such as Street Doctors.

The services, substance and alcohol misuse service is commissioned and monitored by the LA from a voluntary sector provider, 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 year there is additional focus on providing evidence of impact of their interventions to CYOS Board and this activity features in the action plan. There is also commissioning activity underway to ensure the new model for tackling “risky behaviours” targets the appropriate cohort, meets their needs and evidences this. The service is heavily represented in this activity, both at strategic and operational level, to ensure that the vulnerabilities within our specific group of young people are recognised within the service specification to ensure timely responses to identified need.

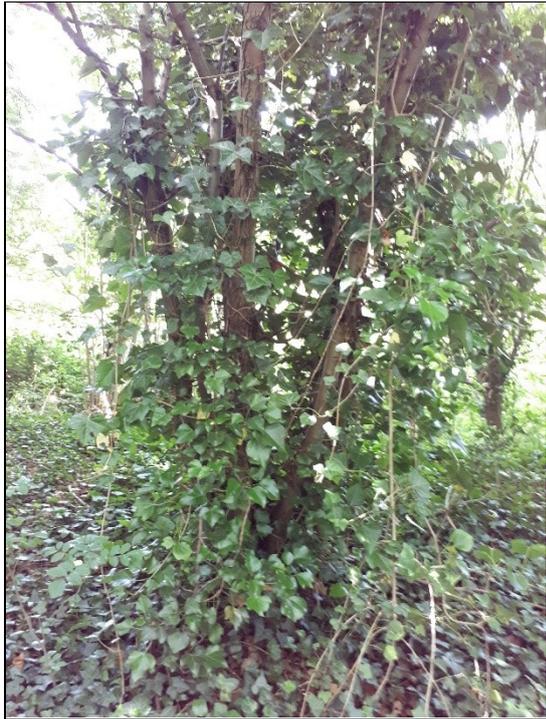
This year we have seen an extension of the interventions available for our service users through partnership with the West Midlands Fire Service. In addition to one-to-one interventions for young people who have committed offences of arson, or where there are concerns about fire setting, accredited CPR training is now available which will be delivered at the Attendance Centre.

In 2016 Prospects Services were awarded the contract to deliver targeted services to support young people 16 -19 in education or training. This has resulted in the service continuing to benefit from the embedding of a Prospects Advisor within the team. Over the next 12 months there will be a strengthening of this relationship to ensure young people are in receipt of appropriate provision with a particular emphasis on those who are exiting custody. Exploration of mentor services available through Ambition Coventry is ongoing, and it is anticipated this resource can be used to support the most challenging and disengaged young people.

The service has maintained its good relationships with the Special Education Needs Service and Coventry Virtual School Team which is supported by their representation on CYOS Board.

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

- Lunt Roman Fort
- Sowe Valley (Friends of Sowe Valley)
- Coventry food bank
- One-to-one direct repair projects
- The Dogs Trust



Sowe Valley – Before & after Ivy removal

The range of providers enables that young people's diversity of need to be met. The Sowe Valley project provides education and enhances a local resource via litter picks, path clearance and tree maintenance (removal of ivy).

One young person, due to a serious medical condition, is unable to do some of the more physical placements has been making "snuffle blankets" for The Dogs Trust as an indirect community reparation.

CYOS has the Chair of the magistrate's bench as a non-statutory representative on The Statutory Board. There is also a direct feedback process specific to the quality of Pre-Sentence Reports which is completed at each sentencing exercise board by the magistrates. The current aggregated score is 17.6 out of 20.

The Bench was merged with Warwickshire and as a consequence the service has strengthened its relationship with Warwickshire YOS. The two services provide joint presentations to the magistrates and where appropriate standardise practice. This approach is mirrored across the West Midlands YOTS with shared task and finish activities to benefit from economies of scale for example training, shared learning and where appropriate shared procedures and quality assurance tools. Currently the regional performance group is engaged in the development of Asset Plus quality assurance tool.

8. Challenges and Opportunities

The West Midlands combined authority activity includes a specific work stream which will review youth justice. Coventry will seek to influence this development through appropriate local authority officer representation, through West Midlands Heads of Service (YOT activity) and through timely engagement with the project lead for offending, criminal justice and the devolution of youth justice. This has already occurred both at CYOS Management Board and internal CYOS management levels within this service. This has provided an opportunity to understand the process, to focus discussion and understand key milestones. It also provides an influence point which provides an opportunity to inform the new model(s). Coventry is fortunate to have senior representation both at the top of this process through Chief executive engagement, the Director of Children's Services sitting on the PSR Youth Justice Steering Group Key and a previous West Midlands YOS HOS as lead in the Offending Criminal Justice and Youth Justice PSR team.

It is anticipated the added value of regional working will assist with greater devolved funding, shared learning, workforce development, economies of scale and support the development of new effective models which should go some way to offsetting the reductions in YOT funding.

The Taylor review recognised the children who remain in the youth justice system are those whom display the most challenging and ingrained behaviour and have the most complex needs. It highlighted education must be central to an effective youth justice system and that the initial response by the Police and other agencies to crimes committed by children need reconsideration. The public sector reform, under the combined authority, provide an opportunity to consider many of those recommendations, and it is easy to identify some areas where economies of scale can be easily achieved. These would include activities, under PACE, remand and potentially sentenced custody. To have local resources for local young people would not only provide a potential saving but could also best serve local people and their families and fund the testing of new approaches.

Early intervention and prevention provides an opportunity for radical changes in delivery models, thereby providing an opportunity to reduce the levels of criminalisation of young people. It will be interesting to see if devolution will facilitate a shift towards the "problem solving approach advocated for by Lord Carlisle (A Parliamentary enquiry into the operation and effectiveness of the youth courts system 2013).

The government's response paper Charlie Taylor's review of the youth justice system retains the ring fencing of grants for the provision of youth justice services within local authority funding. This has provided an opportunity for the learning and effective practice contained within YOTS to be utilised, at least in the short term, in recognition of the significant impact that the YJB and YOTS have had. For example, the number of FTEs fell by 82% between 2007 and 2015. The use of custody has declined dramatically in the same period by 67%, and locally year on year reductions against this National Indicator have been achieved.

While there are some variances in the recommendations within the two reports Charlie Taylor's key recommendation of putting education at the heart of youth custody and improving the provision of healthcare to tackle factors that increase the risk of offending are welcomed.

The potential loss of local PCC funding is of concern as the PCC has specifically stated that from 2018/ 19 he will explore responses to issues "more effectively/ efficiently at regional

level". Good use of advocacy via the YOTS HOS regional group will be key in seeking to ensure regional funding still supports key activities that are a priority within the PCC plan. There is a strong victim focus in his 2016/2020 plan and this may be an area that YOTS can seek to standardise financial support. The recent awarding of the RJC Quality Assurance Mark to this service should provide excellent evidence of both ability and quality of practice in this area.

The service has identified that there are changes in offending patterns as violence against the person has increased, Robbery has seen a significant increase and lower gravity offences such as Criminal Damage have declined. This does present a challenge in terms of the impact on victims, the risk the young people expose themselves to and the resulting increased contact levels required from the service under national standards. This combined with recent staffing reductions means there could be a risk to outcomes, as acknowledged during the recent restructure. The service will report any detriment directly to CYOS Board.

The anticipated benefits of further improvements within Children's Services and PSR activity will contribute towards reducing this risk.

Appendices

Appendix 1 – Action plan

INDICATOR	ACTION	TIMESCALE	LEAD	OUTCOMES	RELATED PLANS/ PAPERS/SOURCE DOCUMENTS
FIRST TIME ENTRANTS					
1.	Ensure that restorative processes are part of commissioning arrangements for non-LA care settings	Q2	CCC Commissioning Sally Giles (Priya Dady)	Reduce the number of first time entrants from the LAC population	Improvement Board priority (2016/17) YJB practice notes for Youth Offending partnerships Coventry Children and Young People plan measure 10 Child Centred Policing National Action Plan 2016-2018 Restorative Justice Action Plan MOJ (November 20014 - March 2018) Principal 1 Equal Access Principal 2 Good Quality PCC Plan 2016 – 2020 Key theme-supporting victims of crime
	Inform the development of the External Residential Specification and Payment Mechanism	Q2	CYOS Georgina Kell	Longer term - Reduce the disproportionality of the LAC population in CJS	
	Maintain scrutiny of restorative approaches across LA and private sector accommodation, where not already in place	Three monthly review & tasking meeting	CYOS Matthew Haynes	Young people experience fewer placement breakdowns	
	Report findings to CYOS Board, as part of RJ Performance Report	Quarterly	CYOS Georgina Kell		
	Managers to attend scrutiny and development group (Police, CSC, LAC, YOS, commissioning, residential unit representatives)	Three monthly review & tasking meeting	Matthew Haynes	Victim feedback informs service developments	

	Redevelop current victim feedback/evaluation framework to ensure that aggregated data/ impact indicator information can be responded to in service developments	Q3	CYOS Georgina Kell		Restorative Justice Council CYOS Restorative Service Quality Mark report recommendation
	RJ Accreditation of individual CYOS and partner staff	Q4	CYOS Matthew Haynes		
2.	Street Doctors Programme development Deliver 2 workshops at targeted schools	Q1	CYOS Tom McSweeney	Increased awareness of the dangers of knife crime both in terms of injury but also in terms of CJS	PCC Plan 2016-2020 Key theme- Protecting from harm, developing understanding of violence and delivery of interventions that reduce harm Coventry Children and Young People plan Work stream 3 – stay safe
	Deliver 2 workshops Youth Service	Q3	Youth Service Nigel Patterson		
	Deliver 2 workshops CYOS young people	Q2	CYOS Tom McSweeney	Long term impact, if pilot extended, reduced levels of knife crime & young people are safer	
	Deliver 1 workshop Rainsbrook secure training centre	Q3	CYOS Tom McSweeney		
	Partner evaluation event and report	Q3	CYOS Tom McSweeney		
3.	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/	Coventry Children and Young People plan measure 10

	Live tracker substantive item update to CYOS Board	Q3	Dave Woodhouse	messages. Less victims, reduced FTE	
4.	CYOS maintain engagement with the city Police School Panels. To be used as a conduit for sharing CYOS intelligence regarding emerging patterns of behaviour	Attendance each term at a Panel	CYOS Eve Aspley	Timely prevention activity, reduced FTE and reoffending	Coventry Children and Young People plan Work stream 3 – stay safe
	CYOS education lead to attend MVP multi agency training event	Q1	CYOS Eve Linstead	Young people are safer	
	CYOS Data reports available		CCC Date Team Dave Woodhouse	Co-ordinated citywide harm reduction activity	
	Knife crime report to be available for presentation to Panel, consideration to be given to extension of Street Doctors programme	Q3	Racheal Davenport Co-ordinator Coventry Schools and Police Panels & Mentors in Violence Prevention (MVP)		

	Explore how the Mentor's in violence Prevention (MVP) activity can support the broader prevention activity as part of a comprehensive intervention programme to meet diversity of need and risk levels	Q3	Racheal Davenport, CYOS Georgina Kell & Eve Linstead		
5.	CYOS to support the West Midlands Regional Scrutiny activity, both in terms of providing information and attendance at the eastern scrutiny Panel (Coventry, Solihull, Birmingham East)	Eastern Scrutiny Panel July 2017. Subsequent dates to be confirmed	CYOS Georgina Kell	Integrity of OOCB maintained "even handed justice" Young people are safer	ACPO OOCB Guidance and Gravity matrix YJB OOCB Guidance and National Standards
6.	Strengthening families(SF) Attendance at new Steering Board Agree key CYOS activities to support the new agreed priorities	Commence Q2 Q2	CYOS Georgina Kell	Impact of FTE's Young people are safer	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.	Analysis report FTEs; Point of entry , gravity scores, ethnicity, thresholds	Q2	CCC Data Team Dave Woodhouse		
	Action planning and implementation	Q3	CYOS Georgina Kell		

REOFFENDING					
8.	Secure Young Adults in Court T2A Centre for Youth Justice Innovation Pilot, Maturation of young people bespoke court approach to the 18-24 year old cohort		WMP Inspector Osbourne	Young adults are able to understand and participate in their CJS experience, procedural fairness	T2A, CJI proposal paper 2016
	Delivery due to commence	September 2017	CYOS Adrian Seymour		
	Partner Evaluation Report	TBC	Partner Report Adrian Seymour		
9.	Which Way - Introduction to resource Workshop	Q2	CYOS Tom McSweeney	Participants develop a better understanding of What exploitation is? What peer abuse is/ What consent is? How some people gain power and control over others- young people are safer	Coventry Children and Young People plan Work stream 3 – stay safe
	Evaluation of impact workshop	Q4	CYOS Tom McSweeney		
10.	Referral Orders All managers to observe Panels	Q2	CYOS Operation Managers		Referral Orders - do they achieve their potential? An inspection by HM Inspectorate of Probation 2016

	Analysis of reports against contracts to ensure that the contract is not a direct reflection of the case managers interpretation but rather an agreement between the young person and the “community”	Q3	CYOS Matthew Haynes	Contracts reflect an agreement between the community and the young person, parent/careers	
	Audit cases to identify when the panel report is first shared with the young person and family/ career. This must be in advance of the meeting itself	Q3	CYOS Matthew Haynes	Service user voice is heard	
	Action plan if required		CYOS Georgina Kell	Engagement	
11.	Performance report from COMPASS available to CYOS management Board. Aggregated impact data to be provided	In line with Board dates	CYOS Adrian Seymour Compass Beckie Richards	Impact of substance and alcohol misuse interventions demonstrated	Coventry Drug and Alcohol Strategy 2017 - 2020 Alcohol and Drug Implementation Plan
12.	CYOS to engage in the re commissioning of “Risky Behaviours “ service				Coventry Drug and Alcohol Strategy 2017 - 2020
	Attendance at steering group	Dates agreed	CYOS Georgina Kell		Alcohol and Drug Implementation Plan
	Attendance at Operational Group	Q3	CYOS Adrain Seymour	Delivery model responds to identified needs	

	Specification agreed		Jane Craig		
13.	Compass end of intervention impact reports to be provided to case managers in all cases	Review / end of intervention	CYOS Adrian Seymour Compass Beckie Richards	Planning across the 3 domains of risk reflects Compass findings	Coventry Drug and Alcohol Strategy 2017 - 2020 Alcohol and Drug Implementation Plan
	Compass performance report to be incorporated in to CYOS Management Performance report to include aggregated impact data and volume indicators	Q3	CYOS Adrian Seymour		
	Review meeting (CYOS & Compass)	Each Q3	CYOS Adrian Seymour CYOS Georgina Kell Compass Beckie Richards		
14.	Desistance Interviews – children and young people who have not reoffended for 12 months	Interview completed October 2017	CYOS Tom McSweeney	Identify from “desisters” what worked from their perspective to improve practice Young people’s voices are heard	Desistance and young people An inspection by HM Inspectorate of Probation (thematic) AssetPlus Guidance, Assessment and planning foundation training YJB
	Lessons learnt workshop (young people interviews) and discussion forum with practitioners on the success/ barriers re theory/model delivery as part of AssetPlus	Dissemination of “learning” workshop November 2017	CYOS Tom McSweeney		

	Case worker/key worker stability	Tracking - order ending each Q report - available for Board	BSC Sue Mair	Practitioners are able to utilise young people's perspective to enhance practice/ engagement/ desistance	
15.	Attendance Centre Programme accreditation 3 programmes 3 programmes	Q3 Q4	CYOS Dawn Gibson	Increased range Accredited learning opportunities available to meet a diversity of need	
16.	Live tracker to be utilised to identify any patterns of reoffending that should be taken in to account in delivery model	At each cohort completion point	CCC Data Team David Woodhouse	Service responds in a timely manner to emerging trends Any changes in risk across the three domains is immediately responded to	
	Changes to delivery model as appropriate	As applicable	CYOS Georgina Kell		
	Reoffenders are discussed at Case Planning meetings, plans/ interventions amended	Q2	CYOS Adrian Seymour		
	A specific process is agreed and applied in terms of multi-agency tiered response to LAC reoffending	Q3	CYOS Georgina Kell CSC Mat Clayton and Amrit Bilku		

17.	Missing, carried over. While improvement in notifications to CYOS has occurred it has not achieved 100% as evidenced by internal audit and a recent Safeguarding Board audit Youth Service to notify CYOS of all CYOS open missing young people	Q1	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
	Test impact of information exchange between CYOS and Youth Service specific to missing episodes	Q3	CYOS Adrian Seymour	Young people are interviewed at the earliest opportunity	
18.	Case audit activity to continue across practice areas identified via SQS (management) across Safeguarding and well-being planning judgments and interventions, Diversity in planning	Two per worker per Q	CYOS Georgina Kell	AssetPlus Safeguarding and well-being judgements consistently applied in line with new YJB guidance	HMIP SQS 2016 HMIP InfoPath tool methodology and guidance
	Peer and self-audit activity across Safeguarding and well-being planning judgments and interventions, Diversity in planning	Starting 22 Two per worker per Q	CYOS Adrian Seymour	Diversity evidenced in assessments is reflected fully in planning Interventions	

			Kirsty Baker	Low – medium thresholds appropriate in all cases. Controls are explicit and active	YJB Assessment and Planning Foundation Training and Assetplus guidance
19.	Monitor transitions against Coventry, Warks, and Solihull Transition NPC. CRC protocol 2017		Kirsty Baker CYOS Matthew Haynes	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) Coventry, Warks, Solihull Transition NPC. CRC protocol 2017
	Impact report as to CYOS Management Board	Each Q	CYOS Georgina Kell		
CUSTODY					
20.	Lessons learnt reports for all custody cases, practitioner workshops	Each Q as required	CYOS Case holder and line manager		
21.	PACE - Monitor performance against statutory responsibilities (Open and Secure beds)	Each Q	CYOS Matthew Haynes	Young people are safer	Concordat National Police Chiefs Council (NPCC) National Strategy for Police Custody
	Report to CYOS Strategic lead where duty not met Report to CYOS Board	As appropriate Each Q	CYOS Georgina Kell	LA responsibilities for PACE transfer discharged	

	Training Events as required for professionals Training event Route 21 and residential staff	Q2	CYOS Matthew Haynes	Key staff and carers understand and deliver against AA guidance	
22.	Review of alternative to custody provision Findings and action plan	Q2 Q3	CYOS Tom McSweeney	Custody is only used as a last resort	United Nations Convention on the Rights of the Child.
	Dissemination to Magistrates	Q3	CYOS Adrain Seymour		
23.	To provide all young people who require a Pre-Sentence Report a timely health assessment to provide context to the court to inform sentencing To develop the collaboration between case managers and health practitioners in the development of holistic PSRs Training	Q1 Q2	CYOS Health specialist Kelly Mogano CYOS Health specialist Kelly Mogano	Courts are provided with sufficient high quality information to enable them to take full account of their statutory responsibilities under welfare	Future in mind (FIM) - Promoting, protecting and improving our children and young people's mental health and wellbeing DoH NHS England Sentencing Children and Young People Sentencing Councils Definitive Guideline effective from 1 June 2017 Gov response to CTR
	Quality assure	Q3	CYOS Operation Manager Adrian Seymour		
24.	CJLD Information exchange pathway agreed	Q2	CYOS Health specialist Kelly Mogano		

	Audit against notifications and CJLDP statistics for YPS assessed	Q4	CYOS Health specialist Kelly Mogano		
	Report findings to CJLD steering group		CYOS Georgina Kell		
25.	On-going - Pre-sentence reports quality Assurance; Magistrates feedback – collate an aggregated report, identify any actions required	reported to monthly management meeting for discussion and action	CYOS Adrian Seymour	Magistrates have confidence in CYOS PSR Recommendation	HMIP SQS 2016
	Internal gatekeeping by Operation Managers - identify any actions required on individual reports and identify and respond to any patterns of deficiency	As required individually	CYOS Operation managers	CYOS is responsive to consultation feedback - “you said we did” All PSRS are satisfactory or higher	

OTHER LOCAL DRIVERS INDICATORS					
26. PSR - devolution of Youth Justice	Engagement events with CYOS Board and CYOS staff	Attendance at CYOS May Board 2017	PSR Project lead Claire Dhammi	CYOS is in a strong position to influence CA delivery model	West Midlands Combined Authority Devolution agreement PSR Youth Justice Devolution milestones
	PSR Project lead for Offending Criminal Justice and Youth Justice PSR Team attendance at appropriate forums	CYOS Practitioner consultation April 2017	PSR project lead Claire Dhammi		
		Other dates to be determined as appropriate	CYOS Georgina Kell	Better outcomes for young people	
27. Training/ development	Practitioner development day Including Signs Of Safety & Engagement	Q3	Principal Social worker Lee Pardy Mclaughlan	Staff are able to use model to inform reflective practice and to support safety & well-being planning	Child Sexual Exploitation Audit Action Plan , Coventry Safeguarding Children Board
28.	HCPC and Professional Social Work Accreditation Pathway and staff development plan staff development plan	Q4	Principal Social worker Lee Pardy Mclaughlan		
29.	DVRIM All staff who have not already completed training	Q4	CYOS Georgina Kell	Improves safety and well-being planning	
30.	Prevent Refresh training WRAP	Q3	CYOS Matthew Haynes	Staff are able to identify vulnerability capacity and	

				intent and utilise referral procedure Staff are aware of new learning and developments	
31. Health & well being	Proactive response to data collection; Health specialist undertakes home visits Health specialist utilises post intervention national standard appointments Increased service user impact data available to Board	Q1 Q3	CYOS Health specialist Michaela Wickham - Hills	Increased engagement, service user impact assessments, evidenced based interventions	Future in mind (FIM) - Promoting, protecting and improving our children and young people's mental health and wellbeing DoH NHS England (2.10, 8.3)
32. Health & well being	Meeting with CJLD Process agreed and implemented Review process	Q1 Q2 Q3	CYOS Health specialist Kelly Mogano CJLD Lead.	CJLD and CYOS have effective communication pathway in place which ensures each partner has appropriate and timely access to each other's health assessments	Future in mind (FIM) - Promoting, protecting and improving our children and young people's mental health and wellbeing DoH NHS England (5.16, 6.3, 6.9) Government response to CTR p15
33. Health & well being	Multi-disciplinary training needs consultation Agreed training programme and commencing of delivery Minimum 4 training events	Q1 Q2 Q4	CYOS Health specialist Michaela Wickham - Hills	Professionals who work with children and young people are trained in child development and mental health and understand what can be done to	Future in mind (FIM) - Promoting, protecting and improving our children and young people's mental health and wellbeing DoH NHS England (6.7, 8.3, 8.8,8.9) Health and Wellbeing Strategy 2016/ 19

				provide help and support those who need it	
34. Safeguarding	Cyber-crime, Utilising Get Safe on Line and CEOPS resources develop interventions that target different age ranges resource. Building on last year's CYOS delivery to residential homes, resources to be shared with them	Q4	WMP Hinesh Mehta CYOS Dawn Gibson	Young people are aware of the on line issues and have information that they can use to "stay safe" Young people can describe safe methods of social media Young people can describe the impact of cyber bullying on others Parents are able to apply security measures to home technology	Coventry Cybercrime Strategy (West Midlands Police) Child Sexual Exploitation Audit Action Plan , Coventry Safeguarding Children Board Coventry Children and Young People plan Work stream 3 – stay safe Serious and Organised Crime Local Profile 2017 Coventry Recommendations 9,21 & 22
	Workshops to parents as required		CYOS Dawn Gibson		
35. CSE	Deliver against CSE Action Plan All Service Managers to read and brief the strategy and delivery Plan to teams , direct staff to toolkit	TBC- subject to external updates being completed As required	CYOS Georgina Kell	CYOS are familiar with new developments and are able to screen and intervene as appropriate	Child Sexual Exploitation Audit Action Plan, Coventry Safeguarding Children Board Recommendation 1 the strategy, delivery plan and toolkits are reviewed and revised to reflect the findings of this report.

	Update CYOS procedures in line with changes to citywide procedures		CYOS Adrian Seymour	Young people are safer	<p>Recommendation 2 there are robust processes for managing low and medium risk cases, ensuring that specific risk reduction strategies result in positive outcomes for all children at risk of or experiencing CSE</p> <p>Recommendation 3 prevention element of the strategy should be strengthened to ensure that all professionals are able to implement interventions that reduce risk. For example, healthy relationships and improving resilience</p> <p>Recommendation 4 all CSE responses focus on the needs and views of the child, ensuring that the relational model used for high risk cases is reflected at all levels of CSE risk.</p> <p>Recommendation 5 partnership ensure the effectiveness of support and the impact on the lives of the children concerned is measured and recorded and informs multiagency screening process</p> <p>Serious and Organised Crime Local Profile 2017 Coventry Recommendations 8,9,12 & 13</p>
	Programme of CYOS CSE “champion” briefings to staff group to continue		CYOS Nick Jeffries		
	Audit on cases to ensure that CSE screening has occurred in line with guidance , where appropriate risk reduction strategies are reflected in safety and well-being assessments and intervention plans	Q3	As above to form audit team		
	PIF and cascade down to staff	TBC	Principal Social Worker Lee Pardy McLaughlin		

	Deliver “ Healthy life styles” Intervention as required	On demand	CYOS Dawn Gibson	Young people can demonstrate knowledge of methods of saying safe (Social Media) Can identify services they can access	Coventry Violence against Women and Girls– 2016-2020 which includes DVA , sexual violence and exploitation Health and Wellbeing Strategy 2016/ 19 Work stream 3 Stay safe
36. Safeguarding	Retained - DVA Dash, monitor levels of completion and outcomes	Each Q	CYOS Adrian Seymour	Staff are able to signpost young people to appropriate services. Staff are able to manage conversations appropriately Increased awareness of indicators	Coventry Violence against Women and Girls– 2016-2020” which includes DVA , sexual violence and exploitation Health and Wellbeing Strategy 2016/ 19 Work stream 3 Stay safe
37.	CYOS will regularly meet with Prospects (quarterly) and will review; Performance (CYOS) general NEET cohort New developments Action planning	Quarterly	CYOS Matthew Haynes Prospects Karen Allen Jas Nagra	Consistent performance against local indictor Young people have an appropriate ETE provision based on diversity of need	

38. Education	Improve the quality of the ETE Report to CYOS Board	Q3	CYOS Eve Linstead	CYOS Board can consider appropriate actions to support performance. All young people have an appropriate timely ETE	Review of the Youth Justice System in England & Wales by Charlie Taylor provision
39.	Report to CYOS Board on NEET provision, flag resource gap	Q3	Prospects Jas Nagra	CYOS Board can consider appropriate actions to support performance. All young people have an appropriate timely ETE	Review of the Youth Justice System in England & Wales by Charlie Taylor provision

Appendix 2 – Budget

Table 1: Partner contributions to the youth offending partnership pooled budget 2017-18

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local authority ¹	417,653	0	341,665	759,318
Police Service	51,771	0	20,064	71,835
National Probation Service	49,775	0	5,000	54,775
Health Service ⁴	64,006	0	13,309	77,315
Police and crime commissioner ²	51,688	0	33,312	85,000
Welsh Government	0	0	0	0
YJB Youth Justice Grant (YRO Unpaid Work Order is included in this grant) ⁵	436,854	0	57,319	494,173
Other ³	0	0	0	0
Total	1,071,747	0	470,669	1,542,416

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

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

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

⁴£64k staffing costs for the health resource is not paid to YOS direct, but funds posts in health via health contracts.

⁵ Includes estimated budget for Sessional Staff costs.

Appendix 3 – Spend against YJB Grant

2017/18 YJB Youth Justice Grant funding

	<u>Budget</u>	<u>Forecast outturn</u>	<u>Forecast Over(Under) spend</u>	<u>Comments</u>
<u>Youth Justice Grant budget</u>				
- Salaries	£436,854	£436,854	£0	Includes £12K Allocation for Sessional Salaries
- Activity costs	£29,237	£29,237	£0	
- Overheads	£28,082	£28,082	£0	
- Equipment	£0	£0	£0	
Total - Youth Justice Grant	£494,173	£494,173	£0	

Appendix 4 – Staffing Information

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	3								3
Practitioners	22		2			3			27
Administration	4		2						6
Sessional Workers	5		3	2			1	1	12
Volunteers	6	6			2		3	1	18
Total	41	6	7	2	2	3	4	2	67

YOS Staffing contract type including Gender

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British		1	3		3	14	1	3		6			4	14	11	38
White Irish															0	0
Other White															0	0
White & Black Caribbean															0	0
White & Black African															0	0
White & Asian															0	0
Other Mixed															0	0
Indian						2		2	1	1			1	3	2	8
Pakistani															0	0
Bangladeshi															0	0
Other Asian															0	0
Caribbean					2										2	0
African									2						2	0
Other Black						1			1					1	1	2
Chinese															0	0
Any other ethnic group															0	0
Not known															0	0
Total	0	1	3	0	5	17	1	5	4	7	0	0	5	18	18	48
* Welsh Speakers															0	0

* Welsh YOTs only

Appendix 5 – Performance Information

First Time Entrants

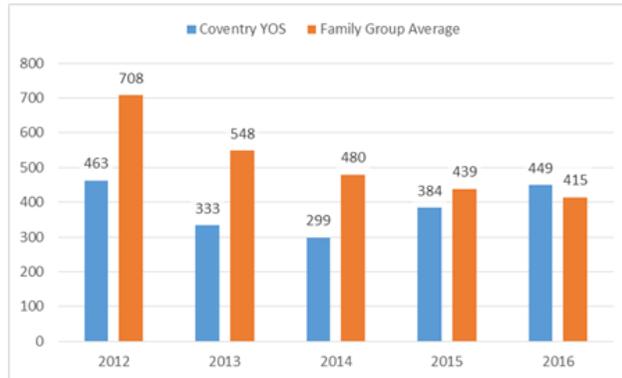


Table 1: FTEs per 100,000 of the 10-17 year old population, Coventry YOS 2012-16 (calendar years)

Reoffending

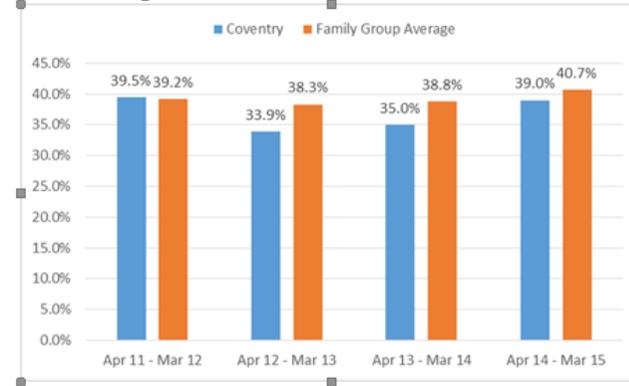


Table 2: Young offenders reoffending within a year, Coventry YOS 2011-15

Use of Custody

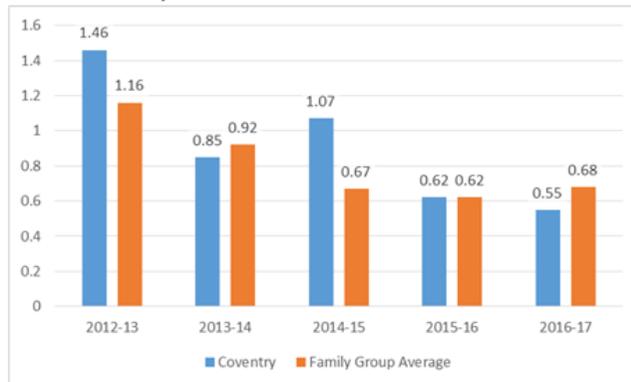


Table 3: Custodial sentences as a rate per 1,000 of the 10-17 year old population, Coventry YOS

Use of Remand

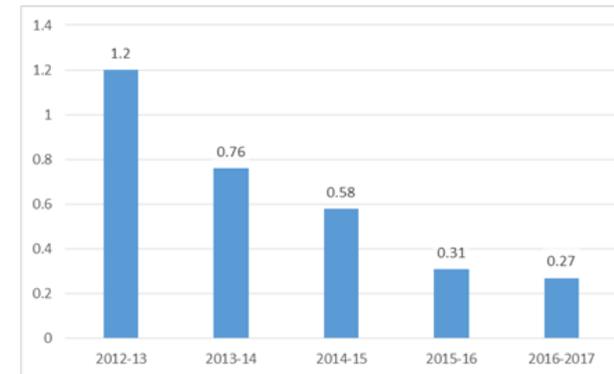


Table 4: New remand episodes per 1,000 of the 10-17 year old population, Coventry YOS

Custody and Remand

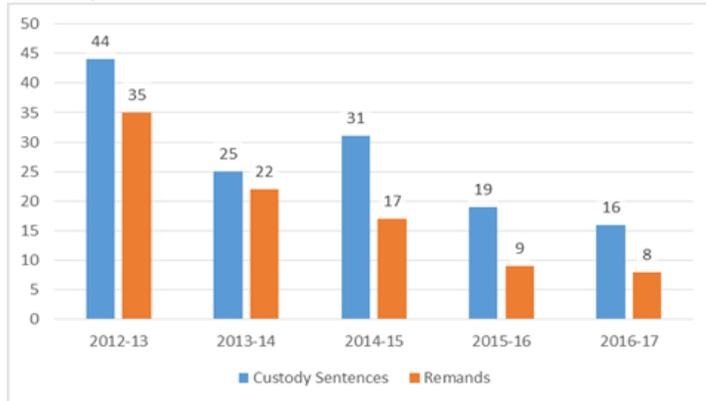


Table 5: New episodes of custody and remand, Coventry YOS 2012-17

Accommodation

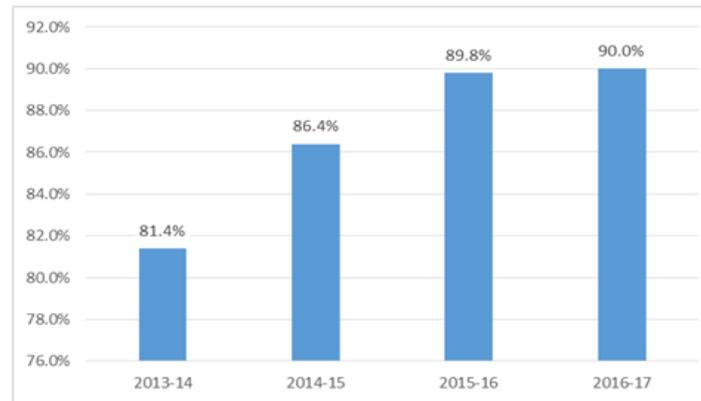


Table 6: Suitable accommodation, Coventry YOS 2013-17

Education, Training and Employment

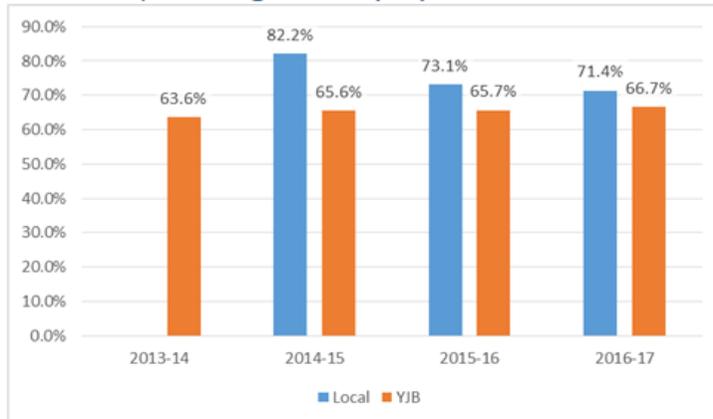


Table 7: Engagement in suitable ETE by local assessment and by former YJB national standard, 2013-17

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Disposals

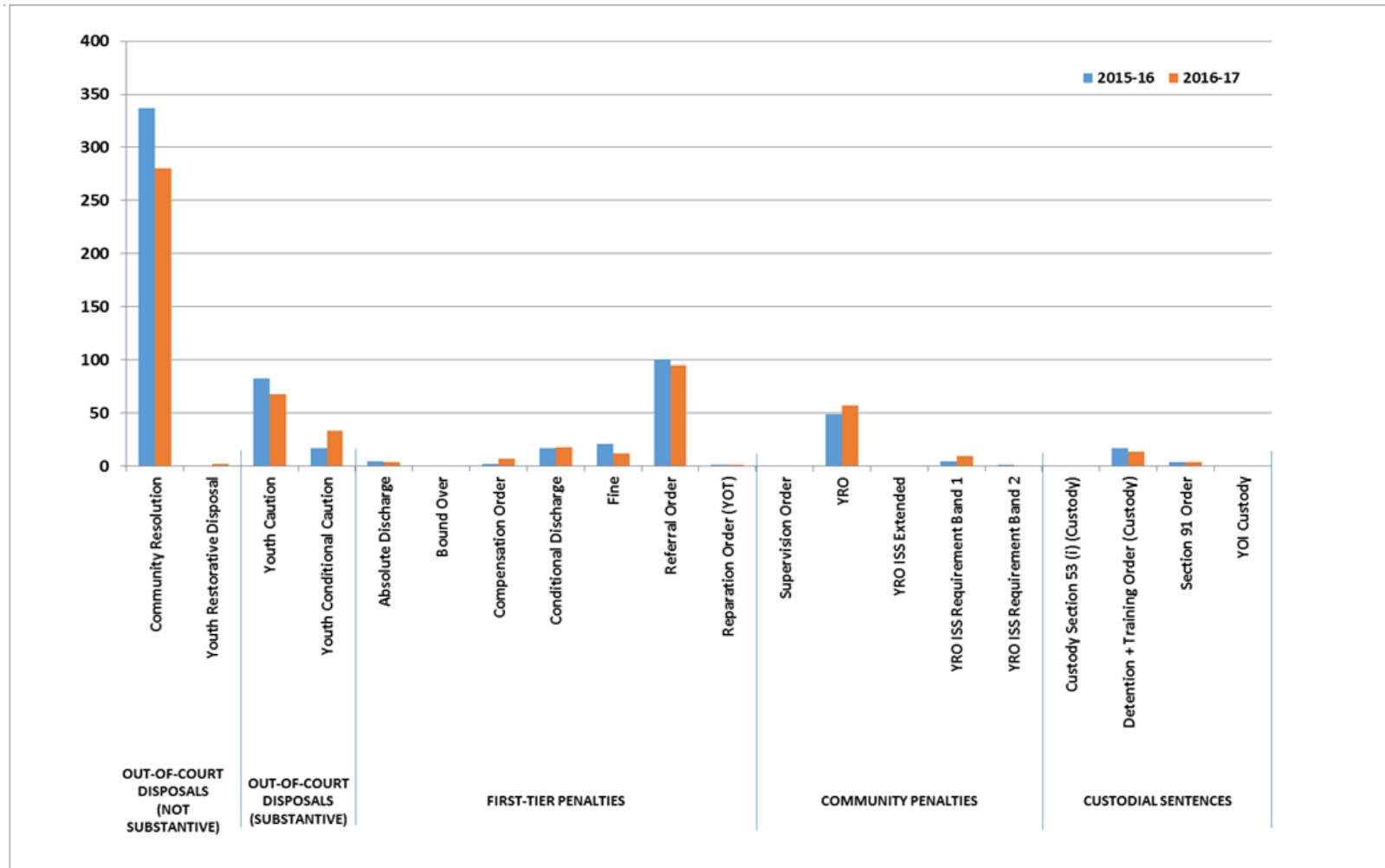


Table 8: Disposals, Coventry YOS 2016 & 2017 Financial Years

Offences

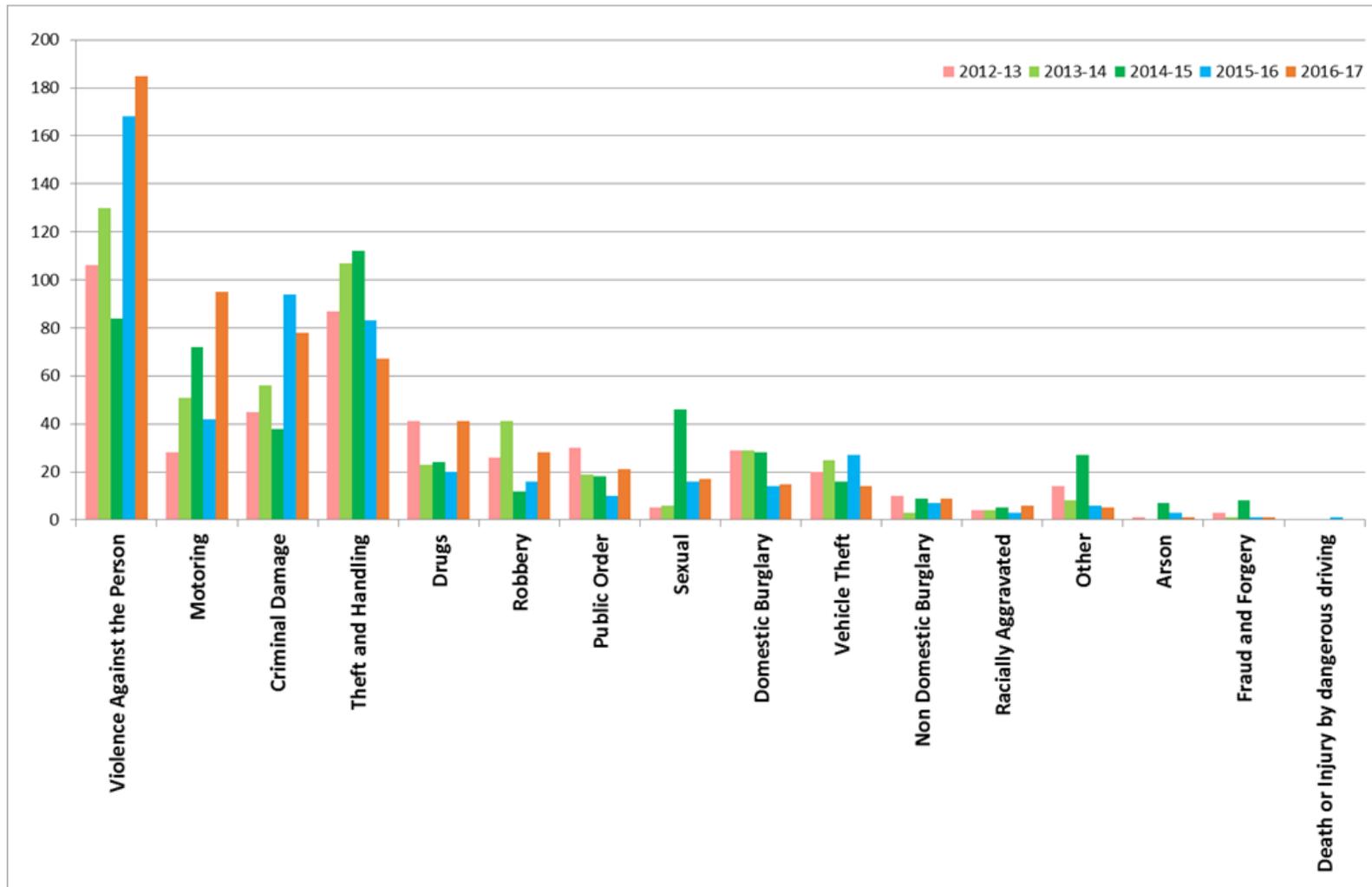
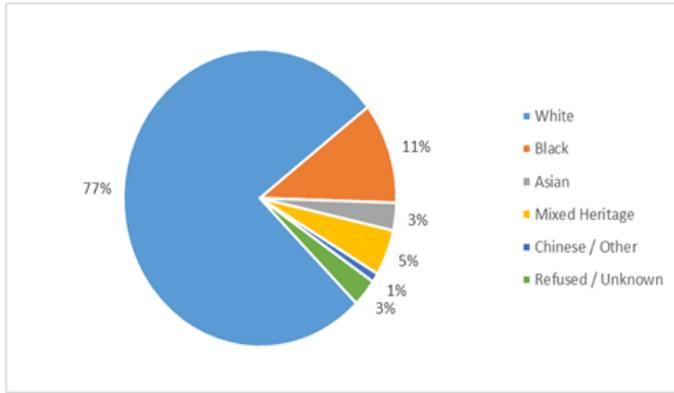


Table 8: Offences by offence type, Coventry YOS 2013-2017



Ethnicity

Table 10: Ethnic profile of young people with proven offences, Coventry YOS 2016-17

Gender

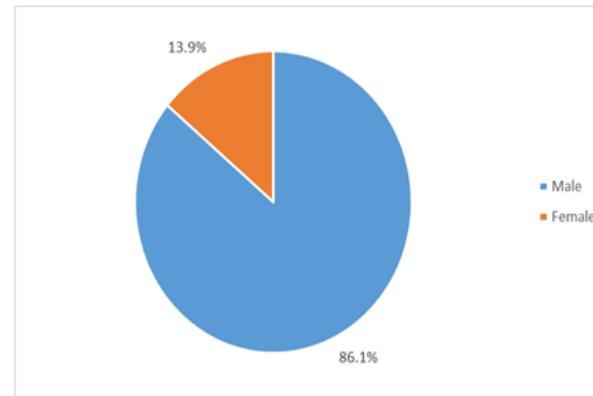


Table 11: Gender profile of young people with proven offences, Coventry YOS 2016-17

Age

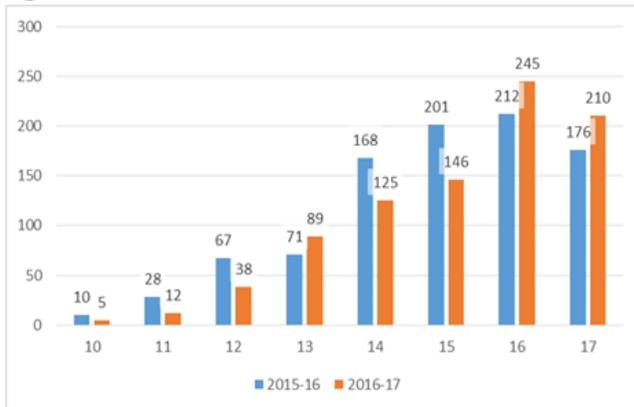
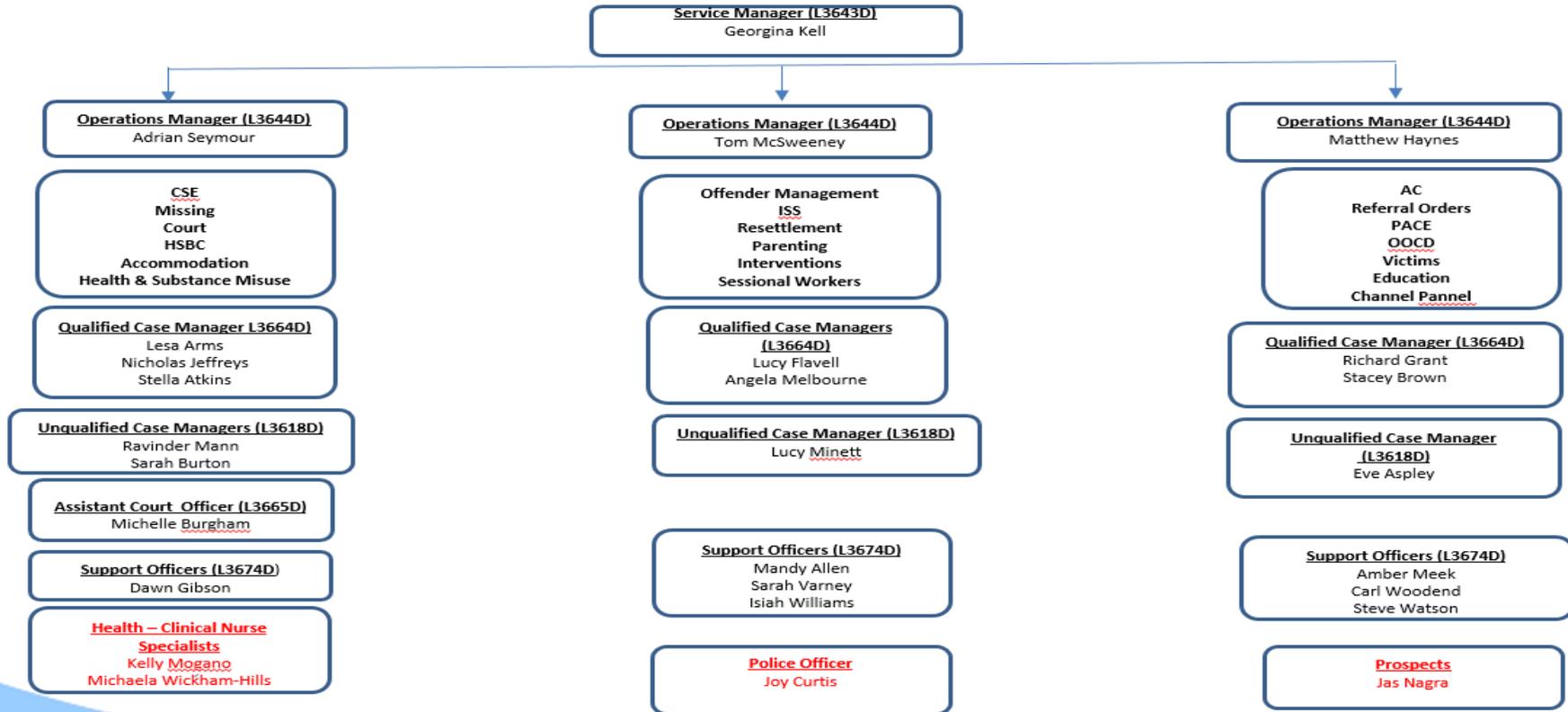


Table 12: Ages of young people at offence date, per proven offence, excluding breaches – Coventry YOS 2016-17

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Appendix 6 – CYOS Organisation Employee Structure 2017

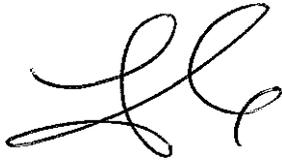
CYOS Organisation Employee Structure (February 2017)



Appendix 7 – Management Board Membership

Name	Title
Acting Chief Superintendent Sharon Goosen Chairperson	West Midlands Police. Chief Superintendent Police Commander for Coventry
Anne Brennan	Senior Advisor 11 – 25 years old - Adviser/Secondary Lead (Education Standards and Improvement Team, Coventry City Council)
Matthew Gilks	Director of Commissioning, NHS Coventry and Rugby Clinical Commissioning Group
John Gregg	Director of Children’s Services for Coventry
Valerie Elliott (observer)	Deputy Chair of Youth Panel
Jim Horgan	Advisory Teacher Coventry Virtual School (formerly LACES), Coventry City Council
David McNally	Partnership Adviser – Midlands, Youth Justice Board for England and Wales
Liam Nagle	Community Safety Officer, Coventry City Council
Andy Wade	Head of Coventry, Solihull & Warwickshire National Probation Service Midlands Division
Karen James	Head of Specialist Health Services for Children and Young People
Jane Brooks	Strategic Lead for Health & Protection – Children’s Services

Appendix 8 – Management Board sign off page



..... (Signature)

John Gregg - Director of Children's Services for Coventry



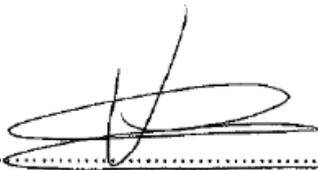
..... (Signature)

Sharon Goosen - Acting Chief Superintendent Police Commander for Coventry, West Midlands Police.



..... (Signature)

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



..... (Signature)

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



..... (Signature)

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

Appendix 9 – Glossary of Terms and Abbreviations

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

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

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

YJS

Youth Justice System

YODOC

Youth One Day One Conversation

YOI

Youth Offending Institute

YOT

Youth Offending Team



Abstract - Drawing courtesy of a CYOS Young Person – ring road under a bridge



Abstract - Drawing courtesy of a CYOS Young Person – Swanswell Pool