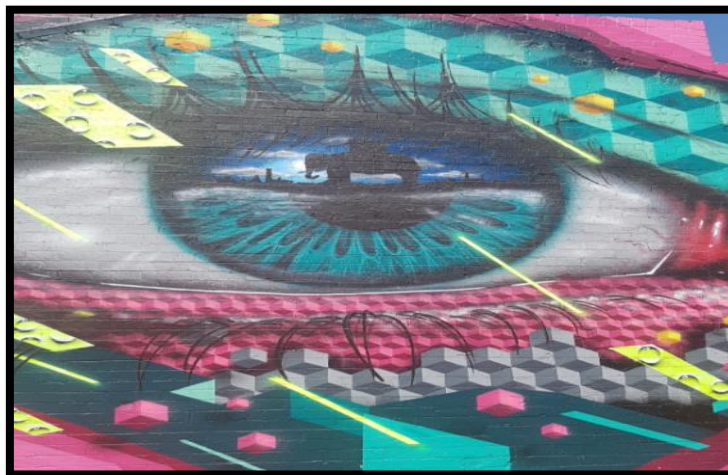


# Coventry Youth Offending Service

## Youth Justice Plan 2018 - 19



Photographs taken by CYOS Young Person

*The motto "Camera Principis" (the Prince's Chamber) is held to refer to Edward, the Black Prince. The Manor of Cheylesmore at Coventry was at one time owned by his grandmother, Queen Isabella, and eventually passed to him.*

*The elephant is seen as a symbol of strength with which the city still associates surviving the Blitz, recessions and other challenges. The second image forms part of the regeneration of Far Gosford Street in Coventry and is a wall art feature at Fargo's. If you look closely, you will see the elephant in the iris demonstrating the symbolism of the strength of the elephant, hundreds of years later remains part of the cities identity.*

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## Youth Justice Plan 2018 – 2019

### **1. Executive Summary**

Youth Justice is delivered in an increasingly dynamic landscape with multiple national, regional and local developments. These include:

- The YJB is currently restructuring and evolving its role, including how it financially and technically supports YOTs. It also includes its oversight, monitoring, development role, and its revision of National standards.
- Her Majesty's Inspectorate of Probation (HMIP) has implemented a new inspection framework.
- The West Midlands Combined Authority (WMCA) was constituted in order to devolve power and financial resources from Westminster. A key work-stream is to reform youth criminal justice. This work is progressing, informed by and based on regional research. It includes a 'research into action' approach to adverse childhood experiences, a call for data to inform a WMCA wide youth justice strategic needs' assessment and analysis of areas of practice which may benefit from joint commissioning, such as the provision of accommodation for young people refused bail by the Police.
- An emerging expectation from funding providers that multi-agency and multi-area bids are required. The anticipated benefits of this would include economies of scale, meeting cross border and cross agency agendas, which reflect increasingly commonly, shared issues, such as knife crime and criminal exploitation.
- The restructuring of Coventry's Children's Services delivery model is embedding, which will ensure that children and families receive the right help at the right time.
- Changes in local crime patterns and a focus on the impact of criminal exploitation, which is inclusive of young people being drawn into offending because of gang/complex group pressures.

In order to achieve good outcomes in Coventry for young people, victims and residents, in the context of these changes, an effective partnership approach is essential. A key characteristic of such a partnership is an ability to respond quickly to emerging issues.

A good example of this is the local multi-agency activity to tackle knife crime. CYOS, alongside partners including the Police and Schools, secured funding from The Coventry Police and Crime Board. This was used to roll out a prevention programme utilising a national charity, the StreetDoctors, across Coventry schools. This activity enabled young people to understand the consequences of violence and respond to injuries such as being unconscious or bleeding. To date, over 500 young people have received the intervention.

**A centralised partnership with such a committed and organised YOS team has enabled our volunteers to really focus on imparting vital skills to young people that need it. We have thoroughly enjoyed working alongside Coventry YOS and are grateful for all of the support they offer our volunteers. The partnership is a shining example of success for our other teams across the country.**

**Emma Brooks, Joint Medical Director, StreetDoctors**

Certain types of crime no longer operate within small geographical areas and, therefore, effective prevention, enforcement and safeguarding activities have to evolve to meet these changing behaviours and demands.

Organisations' understanding of the way in which gangs or complex groups exploit vulnerable individuals to commit crime has evolved significantly. It is important that the relationship between young people who are criminally exploited and criminalised is understood and responded to appropriately.

The strong correlation between the different types of criminal exploitation and the vulnerabilities of young people who may be drawn into one or all of those exploitative relationships needs to be considered. This may be in terms of intervention models to prevent young people being drawn into exploitative situations, responses made to those being exploited and how best to manage the risk some of them present to others. This will be a key local focus for 2018/19.

The group of young people currently in the youth justice system locally have very complex needs. The YJB Strategic Plan 2018-2021 recognises that this is a national issue, which means that the expectations placed on youth justice practitioners are greater than ever.

**In spite of increased demands on a reduced budget (2017/18) and staffing levels (2016/17, good outcomes have been achieved. This is evidenced by a further reduction in First Time Entrants (FTEs), high levels of victim satisfaction and a reduction in the number of substantive offences.** In the face of changing offending patterns, only two more young people have entered custody when compared to the historic low the year before.

Long-term benefits are expected and needed from cross border partnerships if Coventry's Children's Services re-design and the devolution of youth justice (under WMCA activity) is to enable improvements against a pattern of falling funding and increased demand.

Supporting and informing those developments and responding to learning from HMIP thematic reports, alongside changing crime patterns and longer Youth Rehabilitation Requirements, create an increased demand on CYOS resources. The service now supervises more young people, at any one time, than it did at its low point in 2016.

This volume of “activity” is likely to continue its upward trajectory. The Coventry Community Safety Partnership: Strategic Assessment 2018, forecasts that the upward crime trend is likely to increase at a steady rate, with the 5-year trajectory indicating that this will then level off.

### **Headlines from 2018/19 include:**

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

- Last year saw a reduction in the number of First Time Entrants compared to the previous counting period; 93 young people against the previous 126 young people.
- A reversal of the trend of small year on year increases against this indicator.
- Out-performed both the family group and West Midlands comparators, although it was above the national rate.

#### **National Indicator: Re-offending**

- CYOS has experienced a reduction in the number of substantive offences; down from 583 to 479.
- The binary re-offending rate was identical to the family group (0.41) and slightly lower than the national rate (0.42).
- The picture is even more positive when considering the rate of re-offences, with Coventry’s rate at 1.38 versus the family and national rate, both of which were above 1.6.

#### **Good outcome: case summary**

**The young person was convicted for possession of a knife, allowing to be carried in a stolen vehicle and theft from a shop. He had low school attendance, at risk of exclusion, behavioural issues at home and police intelligence regarding inappropriate peer group and activities.**

**The case manager identified the young person’s interests and worked with them to enhance self-esteem. He supported the young person to meet with a workplace provider and, when offered a place, the case manager provided wrap around transport. This would help them to engage in a different and challenging environment.**

**The young person has fully engaged with the placement and now makes his own way there, which entails 2 buses and a 20-minute walk each way to ensure he is there for a 7.30 am start. There have been no behavioural concerns and the young person has been offered an apprenticeship as a result. There is no further negative intelligence and in between his national standard appointments he regularly texts his case manager to tell him how he is getting on. He has secured his CSCS card.**

**He reports his drinking and cannabis misuse has stopped entirely. He voiced that he is certain that he wants to work within the construction industry.**

## **National Indicator: Custody**

- Overall, there has been a small increase in the number of young people receiving a custodial sentence (up by two young people) against the 2016/17 benchmark. It is important to note that 2016/17 was an historic low for Coventry.
- The small increase is reflective of an upward trend across the West Midlands (JYB data indicates that the custody trend in the West Midlands is up).
- With regard to remand bed nights used, the 2016/17 benchmark was also an historic low for CYOS. This year there has been a small increase in the number of bed nights used; up by 40 compared to the historic low last year of 413. The actual increase in remand episodes was two.
- The number of custodial episodes has increased considerably more than the number of actual young people, but this reflects an unusual pattern of multiple custodial episodes. For example, one young person appearing three times, on two occasions for offences committed whilst in custody.

## **CYOS has also:**

- Established new work based training opportunities for young people with Wilmott Dixon, who are one of the UK's leading independent construction and property services. They have offered work based training placements directly to our young people with some excellent results, including one young person securing an apprenticeship.
- Continued to enhance its service user feedback and consultation mechanisms. This year also includes utilising The Young People's Shadow Board to help CYOS identify its priorities.
- Commenced research into the impact of adverse childhood experiences (ACES) alongside other West Midlands' YOTs.
- Undertaken peer audit activity with Walsall Youth Offending Service to inform training delivery. The outcome of the training approach will be identified following further audit activity.
- Ensured staff have received a broad range of training, including areas such as Asset-Plus (focusing on areas identified for improvement), Desistance, MAPPA, Coaching and Signs of Safety.
- Been successful in securing additional clinician resource, to work across the Coventry and Warwickshire local transformation plan area, from NHS England. This will enable the existing youth justice mental health teams (Coventry and Warwickshire) to increase their capacity and service offered. Coventry will primarily target young people in custodial settings and through resettlement.

- Showcased innovative YOT practice, alongside other West midlands YOTS, to Charlie Taylor, the author of the Taylor Report and now Chair of the YJB.
- Recognised the value of worker stability in forming positive relationships with young people and ensured that very few young people experience a change of worker. CYOS tracks orders that end and the number of case managers that the young person had across the order.

Between Q2 2017/18 to the end of Q4 197 cases closed. Of these, 192 young people had the same case manager throughout their order.

- Strengthened our relationship with the third sector to support a broad range of prevention activity. This includes working with the Coventry Youth Partnership and the Positive Youth Foundation (PYF).
- Achieved very high victim satisfaction levels. The service is one of a relatively small group of YOTS who have secured The Restorative Justice Council’s Quality Assurance Mark, which was awarded to CYOS in May 2017. The data below is from victims who have provided feedback on their experience with the service. Victims were also spoken to independently by the RJC as part of the award assessment.

Victim Feedback Key areas	Yes	No	Total number of respondents
Felt safe throughout the process	46	0	46
Given useful information	46	0	46
Views and feelings were listened to	46	0	46
Concerns were discussed and acknowledged	46	0	46
Felt I had input into the RJ process	46	0	46
Given options	46	0	46

- Maintained a Looked After Children Multi Agency Restorative meeting which seeks to ensure that restorative processes are applied across accommodation providers and monitors their application

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

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

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

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

A victim of a serious assault described their experience of restorative processes delivered by CYOS as:

“Being able to express my feelings of what happened. I was able to understand what and why this happened. This was very helpful.”

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 of Reducing the number of First Time Entrants (FTE), Reducing Re-offending and reducing the use of Custody, sits in reports to the CYOS management board and reports to boards such as The Children’s Partnership Board. The data 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 the CYOS Management Board. The report has been extended to include restorative justice, performance against transition to National Probation Service protocol and the management of requests for accommodation from the Police (emanating out of Appropriate Adult Police and Criminal Evidence Act activity). In addition to reports generated through Community Safeguarding and Public Protection Incidents, whilst the YJB requirements specific to CSPPI have now been removed, the local arrangements will be retained whilst the CYOS Board reviews its approach. Contact with other West Midlands’ YOTs has also been made to consider whether a standardised approach



would be appropriate. The Board now also receives multi-agency reviews for young people entering custody.

In light of the removal of the requirement to complete and submit reports under the YJB CSPPI guidance, the CYOS Board is reviewing its approach and will determine a new model for multi-agency reviews as part of its activity at the August 2018 meeting.

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 2018/19. There is a requirement for all youth offending teams to include details of how the services propose to use the YJB Grant, in their annual plan. This can be found in appendix 3.

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

### **3. Priorities for the next year 2018-19**

#### **National Indicator: First Time Entrants**

##### **Strengthen the relationship with third sector providers**

Over the last year, CYOS has further developed its relationship with The Positive Youth Foundation who has received the Queen's Award for Voluntary Service (QAVS) 2018.

In addition to the PYF, CYOS also works with The Coventry Youth Partnership, comprising of approximately 35 third sector providers. This broad partnership provides an opportunity to access and support young people's participation in an extensive range of activities and the development of approaches to tackle specific issues.

CYOS is working with partners to ensure that opportunities for CYOS young people to engage with a positive peer group through the diverse range of alternative provision, is accessible to them and to support the co-ordination of timely targeted prevention activity.

CYOS also supports the new city tasking activity, working with third sector partners and the Police to respond to community issues where a criminal justice threshold has not been met.

Developing strong relationships with non-criminal justice, local diversionary and prevention partners is identified by HMIP in their 'Out of Court Disposal Work in Youth Offending Teams' Thematic Report (March 2018) as an indicator of "good" practice.

CYOS supported a PYF bid to support the development of a range of targeted diversionary approaches. If appropriate, this will include responses to Police only first Community Resolutions. This is going to be trialled on a small cohort this year.

As the Coventry Youth Partnership develops, the relationship will provide a broad range of activities which both professionals and young people will be able to access via an app. It is anticipated that resources such as training, knowledge and venues can be shared for the benefit of service users and to maximise the impact of scarce resources.

## **Review the outcomes framework for OOC**

CYOS already collects re-offending data for its Enhanced Community Resolution activity, a recommendation from HMIP in their recent OOC national thematic. They identified that there was little systematic or consistent monitoring of the quality and effectiveness of this area of work at a national level, particularly outside of YOS activity. Coventry was not visited as part of their investigations. The local outcome measures will be enhanced further this year, which will support bids to the OPCC and feed into broader evaluations of this area of practice.

This year will see a focus on securing evidence on the impact of prevention activity delivered by partners, in line with HMIP's recommendation, this will include PYF activity. Some PYF activities have been included in this year's Action Plan for the purpose of monitoring impact and supporting new developments

Practice will be reviewed against HMIP's thematic report and any identified actions will be responded to across 2018/19. Actions already agreed are contained within the Action Plan, Appendix 1.

## **Maximise the benefits of the early help model**

The recent restructure of Children's Services, which resulted in the development of eight integrated Early Help Family Hubs, has changed the way Early Help and Social Care in Coventry is delivered. They are now co-located together with partners, to provide a seamless service for children and their families aged 0–19 years. They offer help, support to families, and include those identified as part of the Troubled Families cohort. This has already strengthened the support delivered to children, young people and their families identified on the major risk factors for youth crime. The Family Hubs work with approximately 450 families at any one time using a completely family approach. This includes 573 children and young people aged 8-18 years old and they are working with many more through the delivery of early help single interventions.

CYOS sits on the Early Help Operational Group and is working with partners to ensure that families receive the right help at the right time.

## **Work with partners to ensure that protective measures training, including awareness of rights, offence specific targeted prevention programmes (including Robbery and Violence) are delivered as appropriate across education provision**

CYOS will be working with Education Head Teachers, Executives and Police School Panels to agree an approach for rolling out activities. It is still to be determined how and if delivery will be targeted. The priority reflects both the Young People's Participation Priority (YPPP) as well as being a recommended approach in the HM Government Serious Violence Strategy of April 2018.

## **Increasing young people's knowledge of the law (YPPP)**

In his Police and Crime Plan, the PCC has committed to rolling out stop and search workshops in schools, delivered by the Police across the West Midlands' footprint. The purpose of the workshops is to make young people aware of their rights, how the powers are used and the new oversight mechanisms, which are in place. This includes scrutiny panels, digital devices supporting the recording of data and body-worn video equipment to provide oversight of the use of stop and search. Contact has been made with the Assistant Police and Crime Commissioner, which identified an opportunity for young people from Coventry to be involved in scrutiny activity. Dates are currently being made available for stop and search workshops within Coventry Schools.

Robbery offences have increased again this year from 28 to 45 and a number of those offences are committed by young people not known to CYOS. Discussions with partners have highlighted the need to ensure that young people understand what types of behaviours constitute a Robbery, the impact on victims and the Criminal Justice consequences for themselves.

## **Review Restorative Justice Group (membership, additional training and practice actions)**

CYOS currently co-ordinates a multi-agency group, including Children's Services commissioners responsible for young people's accommodation, the Police and residential accommodation providers. The group's activity seeks to ensure that the criminalisation of LAC young people, for offences committed within Coventry accommodation provision, only occurs when appropriate. Children's Services' re-design has resulted in new accommodation providers and provision and staff changes. It is important to ensure that a restorative approach, from conversations through to conference, are available and used for looked after children, prior to recourse to the formal criminal justice system.

CYOS is also supporting the development of a Coventry City Restorative Justice forum, which is being led by the Chair of Coventry Lord Mayor's Committee for Peace & Reconciliation. Coventry University is also supporting the development.

## **National Indicator: Reducing Re-offending**

### **Understand and respond to the variances in groups' representation in the Criminal Justice System.**

CYOS has identified a continuing pattern of the white classification being the most over represented group although the level of over representation has dropped by 9% compared to the previous counting period. The second highest over representation is the black category who were 1% over represented in 2016/17 and 7% in 2017/18. The Service has also identified variances across crime categories for example the substantial Asian category under representation virtually disappears when you look at knife crime/violence. Further data analysis will seek to identify further variances and findings will be utilised for action.

A Police led project which runs currently which is delivered as part of "Teaching English as a Foreign Language (TEFL)" activity enables students to focus on variances between their cultures, countries of origin and understand the variances that exist and the law and Police responses locally. It is a preventative activity and the students and parents attend an award evening hosted by the Police.

### **Improve outcomes for Looked after Children (LAC)**

A multi-agency re-offending review process has been implemented, seeking to ensure there is a timely and co-ordinated response when LAC re-offend. The impact of this activity will be monitored and any lessons learned disseminated to partners. A process is agreed and embedded in Children's Services Tri Ex procedures.

CYOS will also support the new Lifelong Links project for children and young people in care through participation in the Lifelong Links Family Group Conference.

This approach links in with desistance domain 2 (HMIP Desistance and Young People Thematic 2016) and will support secondary desistance.

The purpose of the project is to provide the young person with lasting relationships upon which they can depend a better understanding of their own history, a stronger sense of identity and a network of people to turn to for practical and emotional support.

### **Enhance the quality of AssetPlus.**

CYOS rolled out AssetPlus, under a national timetable, at a time of significant change for the service. It coincided with a restructure, site move and HMIP inspection. While there has been internal review, it was appropriate to extend the review team. In quarter 4 2017/18, CYOS undertook a review of AssetPlus, both utilising its own management team and external auditors including Walsall Youth Offending Team. My-path trainers (which includes individuals who were part of the AssetPlus development Team at the YJB) in conjunction with CYOS viewed audits to inform the training programme.

A sequential programme (three day equivalent for case managers), which builds on the learning from the audits, will run across quarter 1 of 2018/19. Following the training, the same audit team will commence a further analysis, to bench mark improvements and identify any areas of practice requiring additional focus.

#### **Good Outcome**

A young person with Special Education needs struggled to engage with workers or concentrate for periods in excess of 20 minutes.

Following risk assessment, the worker used their own dog in sessions, as the young person was able to demonstrate empathy towards animals. This approach enabled a good rapport to be established and proved a successful method to introduce him to other professionals. Since this activity the young person has sent a text stating, "Lucy is better than my PS3" (his CYOS case manager).

To date he has not reoffended.

## **Embed the learning from Desistance training**

This year's audit activity will specifically seek evidence of a strength-based approach, responses that reflect diversity and assessments and planning that clearly demonstrate the voice of the child and parent/carer. It will seek evidence of key approaches under the eight domains of desistance.

Post training staff feedback events have taken place and this peer evaluation will continue as part of practitioner events.

HMIP identified that a balanced, trusting and consistent working relationship was key when seeking to help young people move away from offending. CYOS monitors worker consistency and reports on stability to its board. The most recent data set shows that during Quarter 2 2017/18 (to end of year), 197 cases closed. Of these, 192 had the same case manager throughout their order.

### **Young person subject to a Youth Rehabilitation Order**

I thought it was going to be rubbish. I was surprised how much I got out of it ....  
Richard (Case Manager) cares about what I do ... goes out of his way.... I don't want to let him down... doesn't push it in my face... he's kept me out of trouble.

I have been able to do unpaid work with Wilmott Dixon (building firm). Now I know I really want to do bricklaying as a career and I have a good reference. I have really turned around.

## **Identify best practice model with partners to ensure that criminal exploitation is challenged and the domains of risk reduced**

Practice supporting certain types of criminal exploitation has embedde. The emerging challenge of gang/complex groups and county line issues require a specific focus to ensure that young people are safeguarded and to manage the risk some of them pose to others. There will be a review of current practice this year, which is happening at a West Midlands' YOT HOS level and at a local level.

To support CYOS case managers to effectively address this type of safeguarding need further training, specifically on the National Referral Mechanism (NRM), will be delivered locally in Quarter 2 by the National Tactical Advisor, Modern Slavery & Human Trafficking Unit of the Vulnerabilities Command within The National Crime Agency. This will consolidate staffs knowledge and enhance the quality of NRM referrals, which will ensure that trafficked status is secured where appropriate.

Awareness raising presentations will also be delivered to the Bench; this has been agreed by the Chair and will be supported by Warwickshire Youth Offending Service.

## **Maintain school engagement and placements**

It is recognised that keeping young people in education is a key protective factor. Coventry Education Department is recruiting additional Inclusion Key Workers to support young people to stay in school. They will work with families and schools to support them manage their level of risk, without resorting to automatic exclusion, which can occur as a result of certain types of behaviours and offences. CYOS will meet regularly with the Inclusion Lead to discuss CYOS's young people, monitor impact on retention of school places and utilise that relationship to support engagement levels. The PRU pupil referral unit is also engaging in a national venture of Rugby Works for KS 4 pupils years 10-11 this gives young people a mentor and focus upon reengaging young people back into education or work. Along with Coventry Rugby Club who will work alongside Key stage 3 pupil's years 7- 9 acting as positive role models and reengaging back into schools. This work starts September 2018

## **Improve post 16 engagement in Education, Training and Employment**

Mentoring through Ambition Coventry is ongoing and this resource is being used to support the most challenging and disengaged young people. Outcomes Star has been introduced, which is an evidence-based tool for measuring and supporting change with people. Young people are supported through the Work Star to identify specific skills for improvement, set goals and address barriers to work and learning. The impact of this tool, in terms of uplift in engagement, will be evaluated.

The CYOS Prospects worker will conduct more outreach work in the form of home visits with young people who miss appointments and are reluctant to engage. This will help to motivate and engage them more effectively.

## **Benchmark SEND practice against the Achievement for All**

CYOS will work with local partners to assess current practice against the Quality Lead and Quality Mark Standards and identify a timeline for activities to secure the award.

## **Continue to improve the programme delivery at the Coventry Attendance Centre**

Last year saw the existing offer extended again, with four new accredited programmes available to meet the diversity of need. These were Home Safety - Fire Service (AQA 105279), Sexual Health (AQA 105279), Online Safety (AQA 92508) and Parenting Skills: Basic Responsibilities (AQA 73735). This year will see a consultation event, to identify new programme content, with the young people.

## **Provide quality Unpaid Work placements to support young people into Training and Employment**

The service continues to seek new providers to ensure that young people's individual needs can be met. Current long-term projects, such as Lunt Roman Fort and our catering project, both have a high community profile and benefit. This means that the community can see visible outcomes from the young people's activity while they develop employability skills, qualifications, experience and the opportunity to secure references.

Coventry has the UK's busiest food banks and work completed within this environment has a tangible and visible benefit to the public at large. The developing relationship with Coventry Foodbank has achieved great success, with several young people completing placements with

the organisation. We have had positive feedback from the Foodbank Manager who has commended the young people's work ethic and attitude towards Unpaid Work.

### **National Indicator: Reducing Custody**

#### **Enhance/develop a new trauma based approach and pathway**

The ALTAR Programme (which focuses on abuse, loss trauma, attachment and resistance) is already beginning to show early evidence of the extent and impact of early adversity. Once the report is completed the Children's Partnership Board in Coventry, CYOS Board, WMCA and OPCC will consider the findings. Whilst discussions are at an early stage, it seems likely that the ALTAR Programme and funding will have a significant impact on many key areas of YOT work. This is likely to include early help and diversion, the use of assessment tools and the nature of interventions with young people and their families.

In their thematic report 'The Work of Youth Offending Teams to Protect the Public' (2017), HMIP identified that a high number of young people who featured in public protection activity had experienced emotional trauma or other deeply distressing or disturbing things in their lives (three in four of the examined cohort).

Analysis completed by CYOS, both historic and current, under the WMCA and OPCC funded research in practice case studies, confirms the presence of multiple ACES. Coventry CYOS with two other YOTS are currently reviewing and enhancing their response to young people with multiple ACES.

In parallel to this, but with a later implementation date, WMCA devolution activity specific to youth justice, will negotiate with the Government a new approach and delivery model.

#### **Ensure that sentencers are conversant with the impact of ACES so that this is considered at point of sentencing**

Coventry and Warwickshire YOTS will be working to ensure that the Coventry and Warwickshire Bench is kept up to date with the progress of this activity and fully briefed. They are keen to have access to the learning from the WMCA research in action findings report. This will be presented to them later this year.

#### **Secure higher engagement rates with "health services" both within custody and as part of resettlement**

Coventry and Warwickshire have secured funding to appoint additional clinicians with the primary focus for Coventry, in line with 'The Health & Justice Children & Young People's Mental Health Transformation Work Stream' aims, to improve outcomes for children and young people held within, transitioning into or out of, the Children and Young People's Secure Estate (CYPSE).

This activity is in line with the key themes in 'Future in Mind: The Treatment Gap' and 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".

#### **Support the development of WMCA specific approach to custody**

CYOS and The Director of Children's Services have been engaged in consultation activities with partners across the West Midlands, which include informing the identification of innovative and effective alternatives to the current secure estate. Whilst custody is appropriate in certain circumstances, the constraints and taken for granted knowledge of what custody looks like,

can be challenged as part of delegated authority via devolution. This activity is a priority and will continue to be so.

Coventry previously participated in the pilot of an electronic tracking system, which would allow young people's movements to be monitored in real time. Unfortunately, for reasons outside of the local area's control, this was unable to commence. This type of technology could be reconsidered and would allow young people to remain safely within their communities, without a highly disruptive physical removal and incarceration. The re-offending rates for young people exiting custody are extremely high and the opportunity to trial different approaches is very much welcomed. Day custody at schools, curfews, electronic tracking to support those curfews, may all give the public confidence in the criminal justice system without the need for custody. Additionally they offer a mechanism to manage risk young people present, whilst they remain within their communities and provide a much less damaging and cost-effective custody arrangement, alongside the new national custody developments such as residential secure schools.

### **Strength based approaches**

CYOS responded to previous HMIP recommendations from their thematic report on Desistance. At the time, this resulted in additional training for staff. Recent audit activity has identified that strength based assessment and planning requires additional focus to ensure that it is a consistent feature in planning for all young people. This will feature in Quarter 1 training.

A strength-based approach is a minimum requirement to ensure that the service is able to engage those who are likely to be resistant, jaded by engagement with various agencies and frequently unable to see a positive way forward. It provides an effective pathway to build on desistance factors reduces breach activity for non-compliance and reduces the risk of young people entering custody due to wilful and persistent non-compliance.

### **Strengthen the co-ordination and delivery of a broad range of violence prevention activity, particularly knife crime**

This is featured in the custody section due to the year on year increase of this type of crime and the sentencing guidelines, which means a custodial sentence, must be imposed for the second knife offence, other than in exceptional circumstances. CYOS continues to work with a range of partners and delivers its own post sentence knife crime programme, which was referenced in 'The Tackling Knives and Serious Youth Violence Programme Good Practice Guide' (Home Office 2010/11). At that point, there were few concerns regarding knife possession and their use in the commission of offences. That has changed and, alongside interventions for young people in the CJS, a broad range of interventions are required and currently under development/discussion. CYOS is working with partners to develop a Knife Crime Strategy



## **Local indicators and drivers**

### **Deliver against Children's Shadow Board priorities**

In March 2018, CYOS facilitated a Children's Shadow Board with the support of the Participation Service, Police, CYOS workers and PYF. The discussion focused on youth crime and featured roundtable discussions on knife crime, prevention, gangs and stop and search. Their priorities included learning more about their rights, the law, greater involvement in decision-making, participation in workshops and making sure their voices are heard. These priorities have been shared with The Childrens Partnership Board and actions are captured in appendix 1 action plan.



The Shadow Board also raised concerns about the negative impact of social media. With regard to gangs, complex groups and knife crime, there are ongoing discussions regarding the use of social media.

HMIP identified this as an area for development in their thematic the work of Youth Offending Teams to Protect the Public. CYOS alongside other partners took the opportunity to discuss the report with the Lead Inspector Bob Smith earlier this year.

The LA solicitors and Information Governance are due to release new guidance to staff regarding the use of social media, including scrutiny of service users, its impact and monitoring rights and responsibilities.

### **Review service user feedback**

The victim feedback process in 2017/18 primarily only allowed for 'yes' or 'no' responses, with an opportunity to offer a comment in some sections. This has been reviewed and a scaling mechanism introduced for this year. It is anticipated that this may support victims to provide more comments that will assist CYOS improve its service further.

It helped me in receiving answers to my questions and providing extra support.

It is a very helpful service, I felt listened to throughout the appointments with Carl (CYOS Support Worker). He has been so helpful to me.

Victim of an assault

CYOS remains active in terms of engagement at Channel, refreshing staff knowledge via workshops and web-based learning and having managers' undertaken additional training, this will enhance their ability to work quickly with partners and to respond to situations, which require complex analysis and approaches to managing risk and vulnerability.

Discussions have also taken place at West Midlands HOS events with the Police regarding the identification of Appropriate Adults, who will be specifically trained and available to undertake PACE interviews that relate to this area of practice.

There has been work to raise far right awareness and this featured in this year's Prevent Action Plan as an on-going activity, as does the provision of a quarterly Prevent update for partner agencies.

This area of activity remains a key priority.

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

Coventry is home to 352,911 people and has a rapidly growing population. It was the tenth (out of 391) fastest growing Local Authority area in the UK and the fourth fastest growing outside of Greater London, showing an increase of 2.2%, compared to the UK average of 0.8%. This growth was firstly driven by international migration, which added 6,264 people to the city's population and secondly by local births, which exceeded deaths by 1,800.

The city also has a relatively young population, with 22.9% aged 18 and under compared to the national average of 22.4%. It is also a highly diverse population, with 26.1% of the city's resident population estimated to have been born outside of the UK, compared to the England and Wales average of 14.9% (*ONS Local Area Migration Indicators, August 2017*)

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

- High levels of child poverty – after housing costs, 31% of Coventry children live in poverty compared to the national position of 28% (*Child Poverty Map of the UK, Campaign to End Child Poverty, November 2016*).
- High numbers of looked-after children – 653 as of 31<sup>st</sup> March 2018.

#### **Youth Offences Profile**

- In 2017/18, CYOS was aware of 479 offences, which were punished with a substantive disposal (i.e. one that forms part of a person's criminal record), and a further 205 which were punished by Community Resolution. This means that the number of offences with a substantive outcome has decreased slightly, down by 104 from the 583 seen in 2016/17, while the number where a Community Resolution was issued has declined more sharply, down 84 from 289.
- The three most common categories of offence resulting in a substantive outcome were Violence against the Person (27%), Motoring Offences (14%) and Robbery (9%). Violence and Motoring Offences were the first and second categories last year too. However, Robbery has overtaken Criminal Damage (which declined from 13% to 8%) as the third most common offence.
- The most common categories punished by Community Resolution were Violence against the Person (45%), Theft and Handling (17%) and Criminal Damage (15%). This

is the same ranking as last year, although the proportion of violent offences has risen, whilst that of Theft offences has fallen significantly – both were 34% of Community Resolutions in 2016/17.

- The number of Robbery offences punished by substantive disposals has increased once again, from 28 to 45.

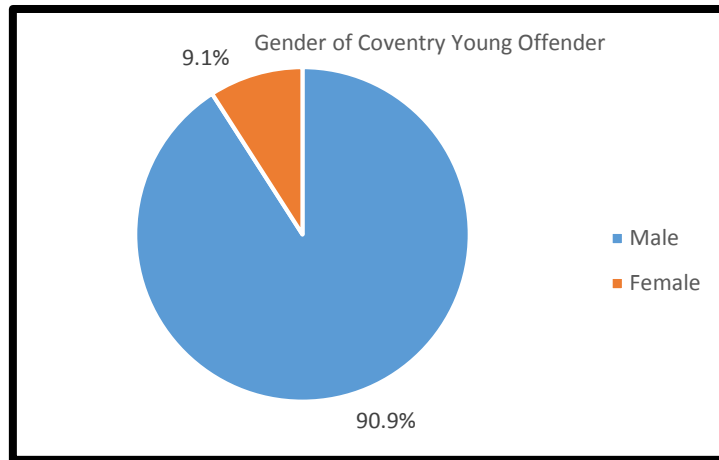
## **Disposals Profile**

- Overall, there were 503 disposals this year, down from 609 in the previous year. By far the most used was the non-substantive Community Resolution, used on 199 occasions. Along with the Youth Caution (27 issued) and the Youth Conditional Caution (17 issued), they make up the Out-of-Court Disposals, which account for 381 of the total, or 48% - down from 63% in 2016/17.
- CYOS started 311 disposal-based interventions in 2017-18; 91 were for the Enhanced Community Resolution and 28 were for the Youth Caution or Youth Conditional Caution, meaning 119 (38.3%) were out-of-court interventions.

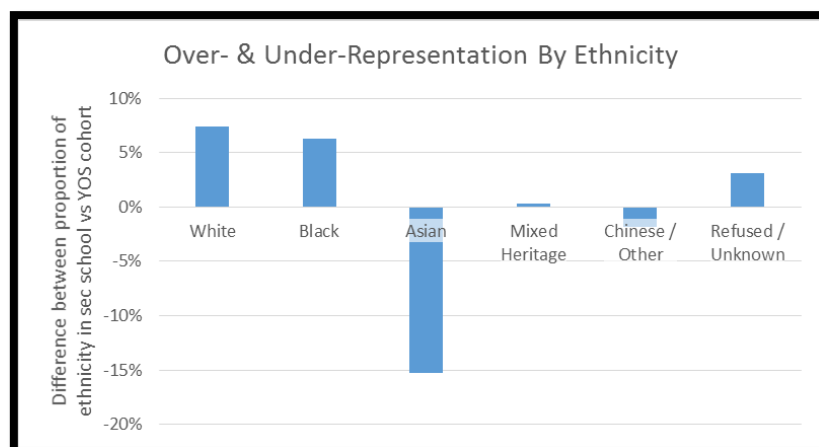
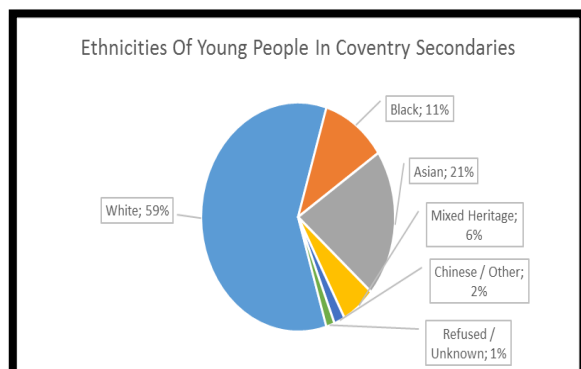
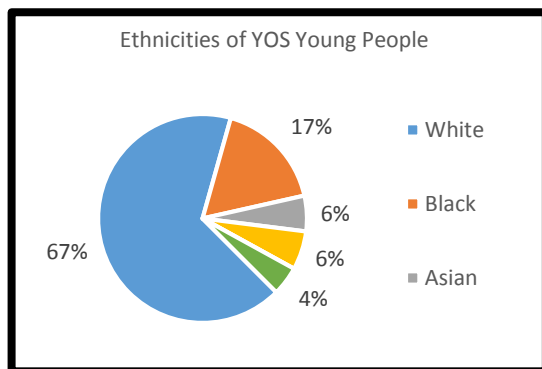
## **Re-offender Tracking**

- We have tracked the re-offending of 104 young people, whose original penalty was imposed between October 2016 and March 2017. In all cases, the 12-month monitoring period for re-offending has now expired. It should be noted that the data from young people 18+ is not currently available.
- 32 of these young people have reoffended, giving a binary re-offending rate of 30.8%. This is below the 46.7% rate seen in the most recent YJB released data (for young people originally penalised between April 2014 and March 2015).
- The young people who re-offended committed 101 further offences within their 12-month period, giving a frequency-reoffending rate of 0.97. As with the binary rate, this is lower than the most recent YJB rate for the city, which was 1.22.
- 14 of the re-offenders have committed a more serious further offence by the YJB offence gravity scale, including 8 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 13 of 32 (24%) falling into this category.
- The seven most frequent re-offenders account for 50 re-offences between them. The most prolific individual re-offender in the group has 12.
- Re-offending rates among young people who had had Social Care involvement were significantly higher than among those who had not. Of 18 young people in the group who were Looked After at the time of their original conviction, 8 reoffended, committing 30 further offences. As a group, this would give them a binary rate of 44.4% and a frequency rate of 1.67.

## Demographics of our Young People



- Of the 144 young people open to CYOS at the end of the year, 128 (89%) were male. This is up slightly from the 86% seen in the snapshot at the end of the previous year.



- The ethnic make-up of the group was 68% White, 18% Black, 3% Asian, 3% Mixed Heritage, and 8% Refused or Unknown. As of January 2018, Coventry secondary schools had a population make-up of 59.4% White, 10.8% Black, 20.8% Asian, 5.7% Mixed Heritage, 1.8% Chinese/Other, and 1.4% Not Known. There is a large over-representation of White and Black young people in the group and a large Asian under-representation.
- 68% of the group open to CYOS were aged 16 or over.
- 32 (22%) of the group were currently Looked After and a further 9 (6%) had been Looked After in the past. Three young people (2%) had an active Child Protection Plan and another 15 (10%) had previously had CP Plans. This means that overall, 59 (41%) of the young people, open to CYOS had had Social Care involvement at least at the Child Protection level.

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

### **Budget 2018/19**

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

Partners have maintained their contributions for 2018/19.

Please see appendix 2 for the financial table.

Next year 2019/20, WMOPCC and West Midlands Police (WMP) funding will be amalgamated with a proposal that:

- 75% is ring-fenced for crime prevention (formula to be developed).
- 15% is for collaborative bids supporting victims of offending who are children, committing crime or at risk of offending
- 5% of the total budget for collaborative bids that address sexually harmful behaviour.
- 5% for collaborative bids that are innovative and target priority areas.
- Allocation, spend, outcomes and performance to be managed by a new group to be established in 2018/19.

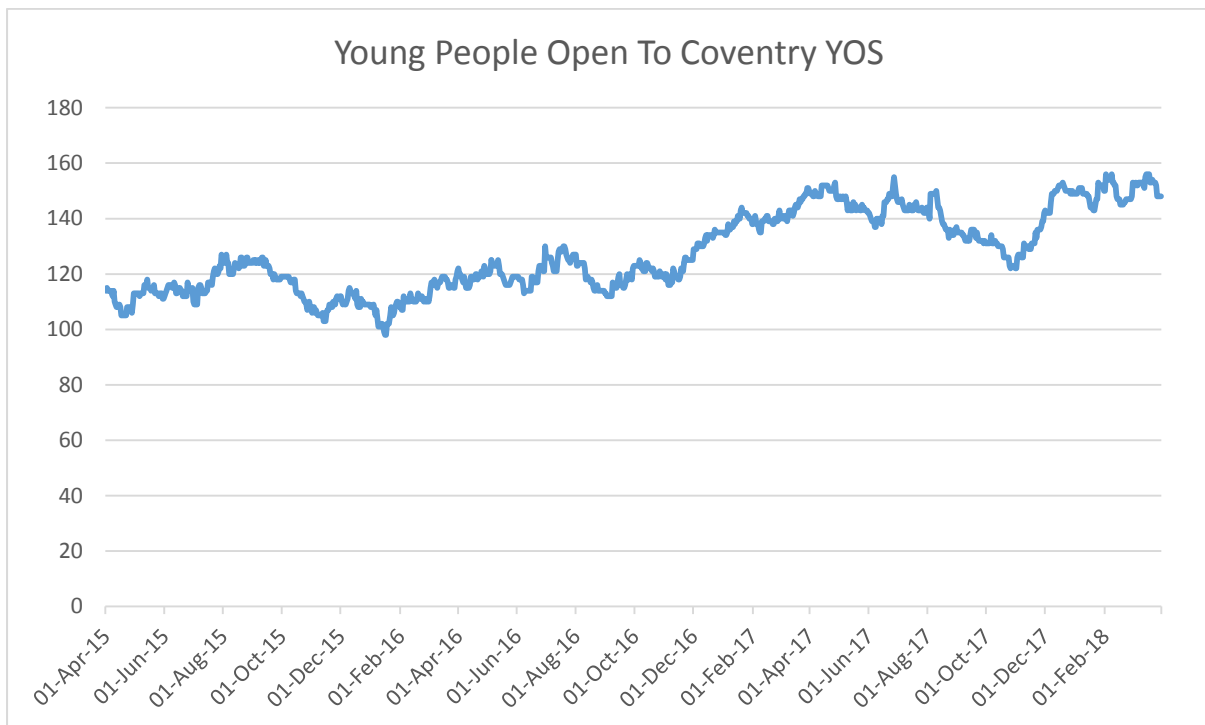
CYOS has maintained compliance with the minimum staffing levels as set out by the Crime and Disorder Act 1998. Please see appendix 4.

CYOS remains committed to securing the best outcome for service users (young people, parents/carers and victims of youth crime). In order to achieve this service delivery, service user voice, the external financial position and the political landscape must be considered.

## **Financial challenges include:**

- CYOS has operated in a pattern of reduced budget and increasing work volume for a number of years. The operational span of the service has not reduced.
- Maintaining last year's budget position does not reflect the additional costs incurred by the service. For example, through pay increments and this reduces resources to fund direct practice developments.
- The lack of mid to long term financial stability with an increasing funding resource being removed from individual services and commissioned centrally presents a risk. For example, nationally the YJB and WMCA and OPCC regionally focusing on collaborative bids on a short-term basis. While there can be a benefit from this type of allocation, the reporting burden and uncertainty of short term funding can be disproportionately negative.
- CJS services are restructuring and this places an additional burden on some areas. Coventry has been impacted by a merged Magistrates Bench with cross boundary court sittings. For example, Saturday courts are held at Leamington. The decommissioning of remand custody suites is also impacting, with some Solihull young people being diverted through Coventry custody suites.
- The gravity of offences committed has seen a small increase in the numbers of young people going to custody and a reversal of the year on year trends of reduced use of sentenced and remand custody. Custody is never a desirable outcome but also has significant financial implications. The funding formula has never met the full cost of custody to the LA. The service has been achieving year on year reductions in the number of bed nights used for Coventry young people, which meant that there was no additional financial burden on the LA. The formula considers previous usage, so an increase will result in the LA having to identify additional funds.
- Changes in crime patterns require much greater cross boundary collaboration. For example, county lines and this is resource intensive.
- Currently, the conversion rate for crimes reported and crimes convicted has decreased in Coventry to 23.6% v 16.5%. This means that there is a level of potential demand sitting in "the system". If entry to the Criminal Justice System (CJS) is merely delayed, that demand has the potential to create an additional spike in demand and, if eventually detained and convicted, enter at a higher point.
- The Community Safety Partnerships Strategic Assessment 2018 is forecasting that the upward crime trend is likely to increase at a steady rate, with the 5-year trajectory indicating that this will then level off.
- Increased use of weapons and high gravity violence results in lengthier, higher intensity orders.
- Resourcing interventions for an increased number of young people will be an ongoing challenge (see graph on page 23). It demonstrates that the CYOS restructure workload

analysis activity considered a low point in demand in 2016. Since that analysis occurred, posts have been deleted and there has been an upward trajectory in open cases.



### **Invest to save**

Early indications from a draft Combined Authority West Midlands' strategic needs assessment specific to youth justice, indicates that the services within their boundaries are under resourced, when compared to national comparators (spend less per young person).

While there is not always a direct correlation between the level of resource and the outcomes of that investment, there is a relationship.

To maximise the impact of the funding available, CYOS continues to work in partnership with other youth offending services to reduce costs on individual teams, through collaboration and shared commissioning. Examples include joint training on AssetPlus, peer audits and sharing responsibilities for developing new initiatives. Currently, Coventry & Solihull are examining opportunities for the diversion of some Road Traffic Act offences as part of a potential regional pilot, supported by WMP across their footprint.

Training remains a core part of improving practice and outcomes and good use is made of the local Safeguarding Board and Children's Services training opportunities. In addition to this, regional training is accessed. For example, MAPPA are later this year CYOS hosting a NRM workshop.

Greater use of web-based learning, where appropriate, also underpins practice and this has included Data Protection and Prevent. A mixed model is undertaken, for example, the E-learning Prevent module being supported and localised via a workshop on Channel run by the local Prevent Co-ordinator.

Currently, the service is investing staff time (all case managers) in completing research in action activities, to inform a West Midlands' wide analysis regarding adverse childhood experiences (ACES). This is being used to inform some of the proposed devolution activities as part of youth justice reform. It is anticipated that an approach, which reflects the impact of ACES, is more likely to improve outcomes for those young people and reduce flow into the CJS system or reduce the period that young people are in the CJS.

Data has been shared regarding the level of demand for transfers to local authority under PACE. It is anticipated that this regional activity will identify the level of demand and consider centrally commissioning a resource.

Alongside partners, CYOS invests time working on bids to secure additional funding from a range of sources. Last year, this has resulted in some success and has included additional PCC funding for knife crime prevention activity and additional health resource to support young people in custody and throughout their resettlement period.

Locally, the Enhanced Community Resolution has been maintained with the support of PCC funding and additional CYOS resource. Offering an intervention at the prevention stage is viewed as good practice and provides the opportunity to divert young people from becoming a first time entrant to the CJS. This provides early assessment, intervention and access to the same services accessed via a court order (Indicator of good practice HMIP OOC thematic 2018).

## **6. Structures and Governance**

The management board is chaired by the Director of Children's Services.

The board discharges its duties by:

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



## **Management Board**

In line with the requirements of the Crime and Disorder Act (1998) and revised guidance from the YJB for YOT partnerships, CYOS has the appropriate agencies represented on its Management Board.

Alongside the key Statutory Partners, CYOS also benefits 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 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 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 Operational Group
- Channel Panel (PREVENT)
- Drug & Alcohol Steering Group
- The Coventry Youth Partnership
- Area Tasking

## **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 Commissioner's Plan for the West Midlands 2016-2020
- The Coventry Local Policing Plan
- The Coventry Harm Reduction and Vulnerability Strategy 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
- DVA Response Plan
- The 2018/19 Coventry Prevent Action Plan
- The Overarching Connecting Communities Project Plan for the City Council (Transformation).

## **7. Partnership Arrangements**

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

- Ensuring CYOS is considered in local and regional bidding activity.
- Representation at Criminal Justice Devolution of Youth Justice Steering Group.
- Championed at key meetings and boards, increasing the opportunities to raise the service profile.
- The inclusion of CYOS's Service Manager in the Extended Senior Leadership Change Management Group, which facilitates the opportunity to influence and increase service area's connectivity and strengthen inter-area practice and relationships.
- Challenge and support.

**West Midlands Police** are represented by one of Coventry's Detective Chief Inspectors. CYOS also has a named Inspector and Sergeant to support the Integrated Offender Management activity and Out of Court Disposals. This relationship has proved to be effective in:

- Maintaining a strong performance relationship through a range of forums including COMG, Tasking and CYOS Offender Management meetings.
- Agreeing local pilots to support the reduction of FTEs. This includes activities that target young people under the age of criminal responsibility.
- A broad range of Police led activities to support prevention. Key activities' areas are captured in the Action Plan Appendix 1.
- Police engagement in service user consultation events.
- Support to resolve broader West Midlands Police issues, such as access to re-offending data to inform the CYOS live tracker activity.

**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 currently hosting three health staff (2 FT equivalents), which includes one Clinical Nurse Specialist. Clinical supervision is offered via CAMHS and their work directly benefits the wider health agenda. This relationship has proven effective:

- Securing collaborative commissioning funding from NHS England to develop trusting relationships with young people in secure settings. It is anticipated that this promote engagement with community teams upon discharge and joining up the clinical pathway.
- Increasing the range of services available in-house, that now includes counselling.
- Focused activity, which will support the enhanced case management pathway to support learning outcomes from West Midlands PCC and WMCA ACES trauma research.
- On-going training programme: with a primary focus this year on the impact of trauma and methodologies and approaches for managing and contextualising the behaviours.
- Continued outreach support for prevention (ECR), early intervention, court and custody.

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

This relationship has proven effective:

- Case transfer arrangements, which are primarily based on the best interests of the young person.
- Routine reporting to the Board on post transition performance.
- An NPS officer embedded in the team who provides cross agency support and expertise.

- Representation at key forums and development groups, such as a working group on knife crime.

## **Other Partners**

The recent restructure of Children's Services has changed the way Early Help and Social Care are delivered in Coventry. It resulted in the development of eight integrated Early Help Family Hubs. The formation of the hubs included the relocation of identified staff from Early Years and Children's Centres, Parenting and Children and Families First. The Family Support Team and Youth Service are now co-located together with partners, to provide a seamless service for children and their families 0–19 years.

As part of the Strengthening Families (Troubled Families) programme, young offenders are screened to identify if they are part of the Troubled Families Cohort and if any support is already in place, including those that have had an Out of Court Disposal to ensure that practice is integrated. During 2017/18, there were 319 YOS allocations, of which 151 were open to Social Care and 38 were open to Early Help.

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

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

The service's substance and alcohol misuse service is commissioned and monitored by the LA from a voluntary sector provider Compass. Following a tender process in which CYOS participated Change Grow Live (CGL) were awarded the contract from 1st August 2018. The incumbent and new provider are still in the process of handing over the service. CGL have proposed a new model of delivery which places a greater emphasis on the use of new technology which will include an improved website and smartphone app which will allow young people to communicate with support staff without the need for face to face contact, where that is their preference. CGL also have a 24-hour phone line, which means that young people can access support at any time of the day or night.

CGL does not have direct experience of running an early intervention service. However, they have substantial experience of developing programmes that support various vulnerabilities. For instance, they have developed a gang prevention programme in Barking and Dagenham, an "Exploring Healthy Relationships" programme in Cardiff and an extended brief intervention programme called "Friend or Foe", which focuses on positive and negative peer relationships and the use of technology. It is likely that these programmes will be used in the new Coventry service.

CGL are proposing a partnership with the sexual health advice service Brook, who will support them in the delivery of the sexual health element of their work.

The Operations Manager with thematic Lead for the Substance Misuse and Early Intervention Service has met with the Manager from CGL and have agreed a framework for CYOS, which should prevent any disruption during the transition period. It is expected that improved outcome reporting for CYOS referrals to CGL will be available and improved use of exit reports from CGL in transition planning. CGL have agreed to continue delivery at the Attendance Centre on a fortnightly basis.

Some Reparation and Unpaid work projects have been very popular with both young people and the recipients of the young people's work products. The Bake It project is one of those. It teaches health and hygiene, cooking skills and the food product is shared with people in need through the Salvation Army.

Hello Mandy,

It was lovely to see you arrive at the Centre today with the group of young people bearing cakes. It was also lovely to see them distribute the cakes to clients who live in the Centre.

This kind donation has brightened up the day of many homeless clients who wouldn't normally have such a treat. I continued to distribute the rest after you left and they were enjoyed by all!

Thank you for thinking of us here at Harnall Lifehouse.

Many thanks,  
Specialist Support Worker  
Salvation Army



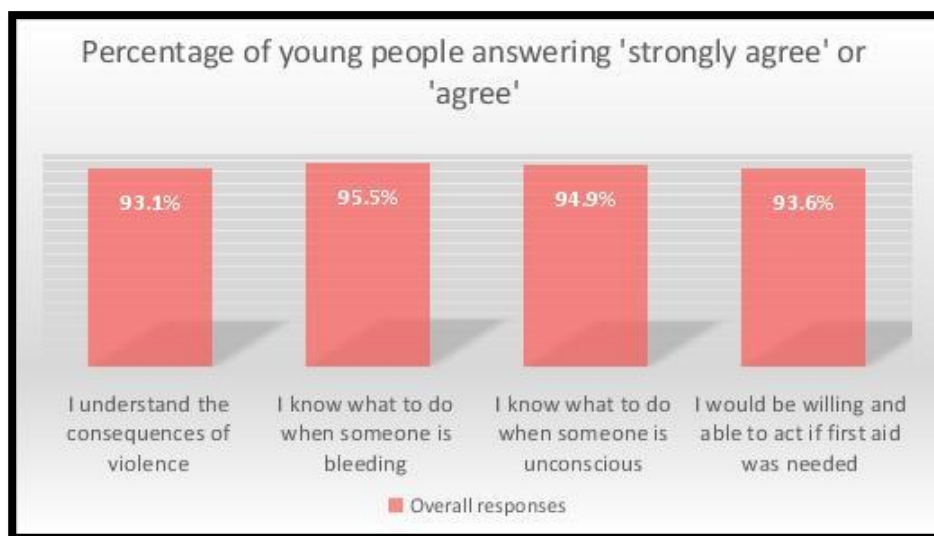
A thriving relationship is that with PYF and the Coventry Youth Partnership; a network of young people's service providers across the city focused on positive activity provision for 11-19 year olds (up to 24 years for those with SEND). There is also a Youth Crime Prevention strand being developed to address/respond to need as it arises. Increasing use is being made of the broad range of education, training and employability focused programmes that include:

- Raising Aspirations Programme: education referrals, supporting young people either excluded or at risk of school exclusion, aged 11-16 years
- Progress (NEET Employability Programme), aged 16-19 years
- Targeted projects commissioned by Police and Housing Associations
- Youth Clubs established in line with Coventry City Council's Transition Fund

- Newly Arrived Young People: Refugees and Asylum Seekers Programme, delivered across the city. It is focused on supporting those recently arrived into the city with a contact hub.

CYOS is working to support multi agency bids and ensure evaluation frameworks provide sufficient data to evidence impact and to support research into what is working to effect change and improve outcomes.

CYOS continues to work with StreetDoctors and this relationship, supported by the Police and Police School Panels and utilising local PCC Board underspend, has delivered a knife crime intervention to over 500 young people in school settings. Feedback was obtained from 295 young people. Of these respondents, 93.1% stated that they understood the consequences of violence.



In 2016, Prospects Career Services were awarded the contract to deliver targeted services to support young people aged 16 -19 years, not in education, employment or training. The contract has been extended until April 2020.

The service continues to benefit from the embedding of a Prospects Adviser within the team. This relationship ensures that young people receive the support that they need to access appropriate education or training provision, with a particular emphasis on those who are exiting custody. Mentoring through Ambition Coventry is ongoing and this resource is being used to support the most challenging and disengaged young people. Outcomes Star has been introduced, which is an evidence-based tool for measuring and supporting change with people. Young people are supported through the Work Star to identify specific skills for improvement, set goals, and address barriers to work and learning. The service has maintained its good relationship with the Special Education Needs Service and Coventry Virtual School Team, which is supported by their representation on the 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 Foodbank

- **One-to-one direct repair projects**

Good practice example - The victims of an assault were volunteers at the community centre and requested that the young person undertake a direct repair. The young person cleared rubbish and overgrowth from the site and further funding was made available to the centre by Tesco's which enabled them to put in play equipment and seating.



The victims in their feedback, when asked how our service could be improved recorded, "no the service was excellent".

- **The Dogs Trust**



Young people are given the opportunity to learn empathy through engagement with animals.

They can also undertake indirect repair activities such as making dog play toys.

CYOS has the Chair of the Youth Magistrate's Bench as a non-statutory representative on the CYOS Board, which supports the strength of the relationship between CYOS and Court services. 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 Coventry 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, standardised practice.

I have been a Magistrate for many years and on the youth panel for possibly 20 years. I have seen many changes over the years, the pattern of offending by the young people, their needs and their social environment. During this time our youth offending services, both in Coventry and Warwickshire, have always supported the young people. They have also helped, advised and supported Magistrates at our Youth Panel meetings; always attending and giving us talks and feedback on any issues or training we need.

Chair of the Coventry and Warwickshire Youth Bench

## **8. Challenges and Opportunities**

In the face of reduced funding, Youth Offending Services are being expected to deliver against increased expectations and, while the drive to improve services is appropriate, it should be supported by an appropriate resource level.

Many services have experienced grant reductions from different partners. The impact of that will have been reduced slightly by greater collaborative activity, new technology and the enthusiasm and drive of those working in this field.

An example of an increased demand are the changes under the Legal Aid Sentencing and Punishment of Offender's Act 2012, which introduced the new range of Out of Court Disposals, which seek to delay or prevent unnecessary entrance to the criminal justice system through court. Depending on your data capture point, pre-court activity tends to sit between 40-50% of the supervision area. Pre-court activity reflects the fact that young people do not have entrenched behaviours. Therefore, OOCDD would routinely be a much briefer targeted intervention. The Youth Justice Board grant conditions now require YOTS to utilise AssetPlus for Youth Cautions and Youth Conditional Cautions. There is a debate as to whether such an assessment is required for pre-court activity, or whether it is a disproportionate and unnecessary burden.

In its thematic inspection on OOCDD, HMIP identified a number of recommendations for partners even though, overall, they found the work being undertaken was impressive. The challenge is to achieve those improvements against a backdrop of falling funding.

One of the ways this may be achieved is through the standardisation of Out of Court Disposals across the WMCA footprint and collaborative bids for the preventative elements of this practice to the PCC. Prevention remains one of the PCC's priorities and he is keen to commission collaborative bids.

There were earlier references to increased overall crime in Coventry and significant changes to key-recorded crime areas such as knife crime. The total (not just young peoples) recorded knife crime in 2017 was 267 compared to 193 the previous year and personal Robbery was 573 compared to 399.



In order to effectively tackle this, the Coventry Police and Crime and Community Safety Plan has 7 priorities and 22 focus areas which target multi agency activity and focus and is required to ensure that the maxim benefit is secured from increasingly scarce resources.

WMCA youth justice devolution activity is a significant opportunity to stand outside of taken for granted knowledge and practice. It provides the most significant opportunity to change practice and impact since the creation of YOTs under the Crime and Disorder Act. There is the opportunity to redefine custody both in terms of enhancing traditional provision and in terms of geographical accessibility but additionally to consider other external controls that provide the same risk management function of conventional custody without the need to break up families and remove children from the very environment that they need to learn appropriate behaviours.

The ALTAR research may also provide the opportunity to work in a very different way with young people and “early days” consideration includes the possibility that young people whose behaviours are clearly emerging as a consequence of multiple ACES may be eligible for the same type of exemptions from prosecution that are available to young people who have trafficked status. Other potential options include a proposal to raise the age of criminal responsibility, the loss of the Doli incapax test some years ago means that some 10-year-old children who do not understand the criminal culpability of their behaviours can and are prosecuted.

The scope of the flex for changes in practice is not wholly clear at this stage and legislation, standards, national assessment frameworks, grant conditions will all have to be considered. Options will need to be tested through debate and negotiation but what is clear is that the opportunity to work differently is here.

## Appendices

### Appendix 1 – Action plan

INDICATOR	ACTION	TIMESCALE	LEAD	OUTCOMES	RELATED PLANS/ PAPERS/SOURCE DOCUMENTS
<b>FIRST TIME ENTRANTS</b>					
1.	Review OOCB against HMIP thematic report  Agency Action Plan	Q1  Q2	Georgina Kell CYOS  Gary Osbourne WMP	Reduced reoffending, young people are safer	Out of Court disposal work in youth offending teams – An inspection by HM Inspectorate of Probation and HM Inspectorate of Constabulary and Fire and Rescue Services March 2018  OPCC theme protecting from harm , reducing offending and reoffending
2.	Advocate for the separation of WMP youth and adult scrutiny discussion YOT HOS meeting (Eastern scrutiny Panel Coventry, Solihull, Birmingham East)  WMP to consider separation of adult and youth scrutiny activity	Q1  Q2	Georgina Kell CYOS  Nicola Lloyd (WMP Lloyd House)	Young people's issues receive sufficient consideration and the differences in approach needed are fully understood	Out of Court disposal work in youth offending teams – An inspection by HM Inspectorate of Probation and HM Inspectorate of Constabulary and Fire and Rescue Services March 2018

				Integrity of OOCB maintained “even handed justice”  Young people are safer	
3.	Self-assessment against HMIP inspection standards for OOCB and action plan	Q2	Matthew Haynes CYOS	Quality indicators are present	HMIP OOCB ( draft ) Inspection standards
4.	Take to the Head Teachers Executives Group the “protective behaviours “options for agreement on approach to roll out to schools. This includes Stop and Search and Robbery workshops	Q2	Sarah Mills Education	Key protective measures are delivered to the “right audience”	HM Government Serious Violence Strategy April 2018 – Early intervention and prevention. Young Peoples shadow Board priority- Increase young people’s knowledge of the law. Childrens Partnership Board action
5.	Identify , other than reoffending , additional outcome measures for pre court cases to demonstrate distance travelled to OPCC	Q2	Matthew Haynes CYOS	Effective practice can be shared and provides evidence base for securing external funding	The West Midlands Police and Crime Plan 2016-2020, protecting from harm
6.	Monitor , evaluate and deliver PYF targeted prevent activity and ETE mentor support which will include a cohort of CYOS NEETS or edge of NEETS  OPCC funded project end date 31 March 2019	Q2 Update on progress/ outcomes to CYOS Board  Q3 Update on progress/	Krishan Singh PYF	Projects overall outputs and outcomes including CYOS cohort 80 young people will be signed up	The West Midlands Police and Crime Plan 2016-2020, protecting from harm  Out of Court disposal work in youth offending teams – An inspection by HM Inspectorate of Probation and HM Inspectorate of

		<p>outcomes to CYOS Board</p> <p>Q4 Outcomes and output report to CYOS Board against bid outcomes</p>		<p>50 young people will enter a NEET programme</p> <p>40 will be supported into further training opportunities</p> <p>10 will find employment or work readiness opportunities</p>	<p>Constabulary and Fire and Rescue Services March 2018</p> <p>OPCC theme protecting from harm , reducing offending and reoffending</p>
7.	<p>Maintain engagement and attendance at Youth Partnership meetings</p> <p>Support bids and evaluation frameworks, share learning opportunities and resources. This is to support monitoring &amp; collection of impact data pre court service delivery</p>	Report to Board Q3	Georgina Kell CYOS	<p>Young people will have access to arrange of interventions at the prevention, early intervention and post court levels to meet their diversity of need</p>	<p>PCC Plan 2016-2020 Key theme-Protecting from harm, developing understanding of violence and delivery of interventions that reduce harm</p> <p>Coventry Children and Young People plan Work stream 3 – stay safe</p> <p>Out of Court disposal work in youth offending teams – An inspection by HM Inspectorate of Probation and HM Inspectorate of Constabulary and Fire and Rescue Services March 2018</p>
8.	Young people to be given the opportunity to participate in stop and search scrutiny activity	Q2	<p>Georgina Kell CYOS</p> <p>Ben Twomey Policy Officer West Midlands OPCC</p>	<p>Young people's confidence in the "fair "application of stop and search is increased</p>	<p>Young People's shadow Board priority</p> <p>OPCC priority</p>

9.	<p>Introduction of the “It’s your Choice” leaflet in Custody suites</p> <p>Maintain provision of CYOS O OCD leaflet in custody suites</p>	Q2	Mathew Haynes – custody Inspector	<p>Young people understand the benefits of having proper legal support and understand what to expect</p>	<p>Young Peoples shadow Board priority- know your rights , knowledge of the law</p> <p>Out of Court disposal work in youth offending teams – An inspection by HM Inspectorate of Probation and HM Inspectorate of Constabulary and Fire and Rescue Services March 2018</p>
10.	<p>Strengthening families. CYOS and programme lead to Refresh staff on claims process ( good outcomes ) utilising new data capture tool</p>	Q1	Stuart Hunter (CCC)	<p>Good work with families and young people is undertaken and captured. This will resource support to families.</p>	<p>HMIP thematic “ The contribution of Youth Offending Teams to the work of the Troubled Families Programme “ January 2015</p> <p>Supporting Coventry Early Help Strategy delivery objective specific to SF</p>
11.	<p>Membership of a Coventry Restorative Justice Forum to be agreed and TOR</p>	Q2 Update to Board on progress	Philip Brown Chair of Coventry’s Lord Mayors Committee Peace and Reconciliation Secretary of the United Nations Association Coventry Branch. Chair of the Coventry	<p>RJ approach reduces FTEs</p> <p>Young people are able to repair relationships</p> <p>Coventry moves towards being a restorative city</p>	OPCC priority

	CYOS to participate in forum and support its development	Q2	Schools Peace & Justice Forum		
	CYOS to support a city Restorative Conference	Q3	Georgina Kell CYOS		
			Matthew Haynes CYOS		
12.	Presentation Police School Panels Heads representatives on Robbery intervention	Q1	Vicky Hobbs WMP	Young people are able to identify differentiate between behaviours that constitute theft and Robbery. Young people understand the consequence of this type of crime for themselves and victims	Young People's shadow Board priority- knowledge of the law, police delivering workshops in schools
	Deliver a minimum of two Workshops	Q2			HM Government Serious Violence Strategy April 2018 – Early intervention and prevention- support for parents teachers and schools
	Deliver a minimum of two workshops	Q3			
13.	Improve the impact data for Enhanced Community Resolutions	Q2	Matthew Haynes CYOS	OPCC maintains funding for 2019/20  Increased public confidence in OOC activity	Out of Court disposal work in youth offending teams – An inspection by HM Inspectorate of Probation and HM Inspectorate of Constabulary and Fire and Rescue Services March 2018
14.					YJB Priority (BAME)
REOFFENDING					
15.	Case worker/key worker stability	Tracking - order ending each Q report -	BSC Sue Mair	This supports positive case	

		available for Board		managers , young person relationships	Desistance and young people An inspection by HM Inspectorate of Probation (thematic)
16.	Attendance Centre  Maintain engagement of external service providers including CGL, StreetDoctors and Fire service Programme accreditation	Q3 Report on programme for Board	Matthew Haynes CYOS	This means that there are learning opportunities available to meet a diversity of need and risk	YJB Attendance Centre Operational Guidance
17.	LAC reoffenders are discussed in line with the specific processes detailed in Tri Ex procedures. Multi-agency tiered response to LAC reoffending  Monitoring against procedure  Report to Board	As applicable  Q3  Q4  Q3	Nicholas Jeffreys CYOS	This means that any changes in risk across the three domains is immediately responded to	
18.	Monitor information exchange between CYOS and Missing coordinator ( Missing notifications and receipt of RHI )	Q1	Yvette Dhammi Missing Coordinator	CYOS notified in all relevant cases .RHI information incorporated into CYOS Safeguarding and wellbeing	Dfe Statutory guidance on children who run away or go missing from home or care 2014 Safeguarding Board priority

	Re audit CYOS case files to ensure that RHI are reflected in safety and well-being planning	Q2	CYOS Adrian Seymour	assessments and planning. This means that young people are interviewed at the earliest opportunity and are safer.	
19.	AssetPlus training , all case managers and assessment training for Youth Support Workers	Q1	CYOS and Mypath	Staff are competent across the framework which means effective planning and interventions to address the three domains of risk	YJB Assessment and Planning Foundation Training and Assetplus guidance  HMIP The Work of Youth Offending Teams to Protect the Public 2017  HMIP Desistance and young people May 2016
20.	Post Asset Plus training audit activity  Identification of any outstanding areas of aggregated performance and action  Individual areas for improvement captured in appraisals targets and learning and development	Q3	CYOS and peer ( Walsall YOS) audit team  CYOS line managers	AssetPlus quality indicators are present across all areas. This will mean that young people are safer; there is effective planning and interventions that provide support and control. Strength based approach demonstrated which reflects	YJB Assessment and Planning Foundation Training and Assetplus guidance  HMIP The Work of Youth Offending Teams to Protect the Public 2017  HMIP Desistance and young people May 2016



				diversity and voice of the child	
21.	Risky behaviour service , engage new provider  End of intervention impact reports on individuals  Performance reports to CYOS Management Board	Q1  Q2  Q2, on going	Adrian Seymour CYOS		Coventry Drug and Alcohol Strategy 2017 - 2020  Alcohol and Drug Implementation Plan
22.	ALTAR/ ACES Enhanced pathway development Developmental meeting ALTAR Lead Alex Chard and YOTS  Pathway formulation  ALTAR research published  Local pathway agreed , implemented and disseminated to partners a	Q1  Q2  Q2  Q3	Georgina Kell and Adrian Seymour CYOS  Dr Alex Chard  Georgina Kell and Adrian Seymour CYOS	This means that young people who have been impacted on by ACES have a response based on their need and partners understand the context of their behaviours	Futures in mind Promoting, protecting and improving our children and young people's mental health and well-being Promoting resilience , prevention and early intervention DoH NHS England ( 6.7, 8.3, 8.8,8.9)  Health and Wellbeing Strategy 2016/ 19
23.	Training linked to ALTAR  Context 1 & 2  Bereavement  Parental mental health	Q1  Q2  Q2	Kelly Mogano Clinical Nurse specialist	Case managers are better able to respond and understand ALTAR impact. This is reflected in intervention	Futures in mind Promoting, protecting and improving our children and young people's mental health and well-being Developing the workforce

	Domestic abuse Alcohol and drugs Attachment	Q2 Q3 Q3		planning and delivery	
24.	Increase workforce knowledge of trafficked status NRM workshop  - local process -procedural updates  Engagement in regional training through Preventing Violence against Vulnerable Peoples Board ( PVVP)	Q2  TBC following discussion at YOTS West Mids HOS meeting Q2	Nick Jeffreys CYOS  Georgina Kell CYOS	Staff are able to present the best evidential case so that trafficked status is secured as appropriate Consequence – young people are safer and not inappropriately prosecuted	Multi - agency Policy and Procedures for the protection of people who are suspected of being potential victims of modern slavery and human trafficking in the West Midlands First published 26 January 2018
25.	Bench mark current practice (Send) against Achievement for All standards  Quarterly “Education” Meetings which include SEND, Exclusion key worker activity new lead  Position/ impact report	Q2  Commence Q2  Q3 report position against standards and brief on impact of education meetings	Eve Linstead CYOS  Eve Linstead CYOS  Matthew Haynes CYOS	This means that young people on the cusp of exclusion can maintain their placements. More young people are in receipt of appropriate education provision CYOS and partner practice is externally validated	Achievement for All Standards

26.					
27.	Prospects  Report on impact of assessment tool in terms of engagement in ETE and outreach approach	Q3	Jas Nagra Prospects	This means more young people have an appropriate ETE provision	
28.	Continue to focus on Knife crime  Update from Knife crime Group  Streetdoctors to remain engaged in CYOS knife crime programme and Attendance centre.  Support delivery of knife crime , gang young people's conference	Q3  Q2	Georgina Kell CYOS  Sarah Mills Education	Young people understand the physical and legal dangers of knife crime Young people are safer	OPCC priority Local PCC priority HM Government Serious Violence Strategy April 2018 – Early intervention and prevention- support for parents teachers and schools
CUSTODY					
29.	Agree multi agency case audit process for custody	Q2	Judith Jones Childrens Services Safeguarding and Quality Assurance Operational Manager Georgina Kell CYOS	All relevant agencies participate in learning from their previous engagement and identify and deliver against agreed actions Improved outcomes for young people	Based on YJB CSPPI
30.	Health  Recruit Resettlement health specialist	Q2	Mark Phillips Health Strategic lead Youth Justice	Young people receive the right health input at the right time.	Futures in mind Promoting, protecting and improving our children and young people's mental health and well-being

	Case allocation	Q3			Promoting resilience , prevention and early intervention
	Referral Pathway identification	Q4			YJB priority resettlement and transition( 2018-21)
	Project outcome report/ update to CYOS Management Board	Q4			
31.	<p>PACE - Monitor performance against statutory responsibilities (Open and Secure beds)</p> <p>Report to CYOS Strategic lead where duty not met</p> <p>Report to CYOS Board</p> <p>Training Events as required for professionals</p>	<p>Each Q</p> <p>As appropriate</p> <p>Each Q</p> <p>As required</p>	<p>CYOS Matthew Haynes</p> <p>CYOS Georgina Kell</p> <p>CYOS Matthew Haynes</p>	<p>Young people are safer</p> <p>LA responsibilities for PACE transfer discharged</p> <p>Key staff and carers understand and deliver against AA guidance</p>	<p>Concordat National Police Chiefs Council (NPCC) National Strategy for Police Custody</p> <p>WMCA Children in Police Custody: Joint Protocol for considering requests for the provision of accommodation under PACE ( Police and Criminal Evidence Act 1984) IN DRAFT AT TIME OF SUBMISSION</p>
32.	Awareness raising event Coventry and Warwickshire Youth Bench ALTAR/ ACES and Trafficking National Referral Mechanism and CPS test	Q2	<p>Adrian Seymour CYOS</p> <p>Georgina Kell CYOS</p>	Sentencers are well positioned to consider impact of ALTARS/ACES at point of sentence	WMCA and OPCC ALTAR research
33.	This action stands from last year due to health staffing issues .To provide all young people who require a Pre-Sentence Report a timely health assessment to	Q1	CYOS Health specialist Kelly Mogano	Courts are provided with sufficient high quality information to enable them to	Future in mind (FIM) - Promoting, protecting and improving our children and young people's mental health and wellbeing DoH NHS England

	<p>provide context to the court to inform sentencing</p> <p>To develop the collaboration between case managers and health practitioners in the development of holistic PSRs Training</p> <p>Quality assure</p>	<p>Q2</p> <p>Q3</p>	<p>CYOS Health specialist Kelly Mogano</p> <p>CYOS Operation Manager Adrian Seymour</p>	<p>take full account of their statutory responsibilities under welfare</p>	<p>Sentencing Children and Young People Sentencing Councils Definitive Guideline effective from 1 June 2017</p> <p>Gov response to CTR</p>
34.	<p>On-going - Pre-sentence reports quality Assurance;</p> <p>Magistrates feedback – collate an aggregated report, identify any actions required</p> <p>Internal gatekeeping by Operation Managers - identify any actions required on individual reports and identify and respond to any patterns of deficiency</p>	<p>reported to monthly management meeting for discussion and action</p> <p>As required individually</p>	<p>CYOS Adrian Seymour</p> <p>CYOS Operation managers</p>	<p>Magistrates have confidence in CYOS PSR Recommendation</p> <p>CYOS is responsive to consultation feedback - “you said we did”</p> <p>All PSRS are satisfactory or higher</p>	<p>HMIP SQS 2016</p>

OTHER LOCAL DRIVERS INDICATORS					
PSR - devolution of Youth Justice	CYOS to support / inform youth justice devolution				
	Attendance at Consultation event	Q1	Georgina Kell CYOS John Gregg Director of Childrens Services Coventry	This means that the needs of local young people will be responded to in the devolution agreement	West Midlands Combined Authority Devolution agreement
	Submit local data to inform WMCA Youth Justice Strategic Assessment	Q1	David Woodhouse CCC Data Team	CYOS is in a strong position to influence CA delivery model  Benefit from financial gain via collaboration and economies of scale	PSR Youth Justice Devolution milestones
	AA prevent training and procedure update	TBD	West Midlands YOTS HOS	AAs available for specialist interviews	NAAN guidance, Police
	CYOS Criminal exploitation process to be reviewed	Q3	Georgina Kell CYOS	Young people's behaviours are recognised in the context of their exploitation and where appropriate protected from prosecution, young people are safer, the risk that	Guidance and data includes NRM, NCA County Lines Gang Violence, HO Criminal Exploitation of Children and Vulnerable Adults , CCC and WMP Serious and Organised Crime Local Profile EIF Early intervention guidance , Childrens Services procedures Multi Agency Policy and Procedures for the protection of people who are suspected of
	Approach to be agreed				
	Staff training	Q4			

				they may pose to others is reduced	being potential victims of modern slavery and human trafficking in the West Midlands
	Review service user feedback methodology  Implement new framework	Q3  Q4	Sheila Bates CCC Childrens Champion Childrens Participation Team Childrens Champion Nick Jeffreys CYOS	The voice of the child is prominent in shaping service delivery	
	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	
	CYOS managers to attend Hydra training	Q1	Adrian Seymour , Matthew Haynes CYOS	Managers are able to identify, share and assess data to inform Prevent/ Channel activity. This means young people are provided with support to individuals who are at risk of	Channel Duty Guidance Protecting vulnerable people from being drawn into terrorism Statutory guidance for Channel panel members and partners of local panels

				being drawn into terrorism.	
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	Q2   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)
CSE	Deliver " Healthy life styles" Intervention as required  AQA registration 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
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



	CYOS Duty Manager MASH  Review success of the approach in terms of impact / timeliness of response		CYOS Duty Manager  Carol Bodenham MASH Operational Lead	MASH will have rapid support from CYOS to manage vulnerability and representation at Strategy meetings on the day	
Education	CYOS will regularly meet with Prospects (quarterly) and will review; Performance (CYOS) general NEET cohort	Quarterly	CYOS Matthew Haynes Prospects Karen Allen Jas Nagra	Consistent performance against local indicator  Young people have an appropriate ETE provision based on diversity of need	Review of the Youth Justice System in England & Wales by Charlie Taylor provision  HMIP Desistence and young people – desistence domain
	Report to CYOS Board on NEET provision, flag resource gap  Impact on the use of new assessment tool and additional outreach activity for the “hard to engage” NEET cohort	Q3	Prospects Jas Nagra	This should mean that more young people are in receipt of training/employment. All young people have an appropriate timely ETE	Review of the Youth Justice System in England & Wales by Charlie Taylor provision  HMIP Desistence and young people – desistence domain

## Appendix 2 – Budget

**Table 1: Partner contributions to the youth offending partnership-pooled budget 2018-19**

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
<sup>1</sup> Police	52,950	0	20,064	<b>73,014</b>
<sup>2</sup> Police and Crime Commissioner <sup>2</sup>	60,444	0	24,556	<b>85,000</b>
Probation	49,775	0	5,000	<b>54,775</b>
<sup>4</sup> Health	79,958	0	13,309	<b>93,267</b>
Local Authority	476,678	0	266,406	<b>743,084</b>
Wales Assembly Government	0	0	0	<b>0</b>
<sup>5</sup> YJB	458,774	0	67,365	<b>526,139</b>
<sup>3</sup> Other	0	0	0	<b>0</b>
<b>Total</b>	<b>1,178,579</b>	<b>0</b>	<b>396,700</b>	<b>1,575,279</b>

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

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

<sup>3</sup> 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.

<sup>4</sup> 79,958k staffing costs for the health resource is not paid to YOS direct, but funds posts in health via health contracts.

<sup>5</sup> Includes estimated budget for Sessional Staff costs.

## Appendix 3 – Spend against YJB Grant

### 2018-19 YJB Youth Justice Board Grant

	<u>Budget</u>	<u>Forecast outturn</u>	<u>Forecast Over(Under) spend</u>	<u>Comments</u>
<u>Youth Justice Grant budget</u>				
Salaries	458,774	458,774	0	Includes £12k Allocation for Sessional Salaries.
Activity Costs	39,283	39,283	0	
Overheads	28,082	28,082	0	
Equipment	0	0	0	
<b>Total YJB</b>	<b>526,139</b>	<b>526,139</b>	<b>0</b>	

## Appendix 4 – Staffing Information

### Staffing Information – 2018-19

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

Ethnic Origin	White British	White Other	Indian	African	Dual Heritage	Black Other	Asian	Unknown	Total
Strategic Manager	1								1
Operational Managers	3								3
Practitioners	18		3			3			24
Administration	3		2						5
Sessional Workers	7	1	1	2			1	1	13
Volunteers	5	6			1	7	3	1	20
<b>Total</b>	<b>37</b>	<b>7</b>	<b>6</b>	<b>2</b>	<b>1</b>	<b>7</b>	<b>4</b>	<b>2</b>	<b>66</b>

**YOS Staffing contract type including Genders**

Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students/ trainees	Volunteer	Total
Permanent		1		3	2.2	16	2.4	2	8		0	34.6
Fixed-term											0	0
Outsourced											0	0
Temporary											0	0
Vacant											0	0
Secondee Children's Services											0	0
Secondee Probation						1					0	1
Secondee Police											0	0
Secondee Health (Substance misuse)											0	0
Secondee Health (Mental health)					1	1					0	2
Secondee Health (Physical health)											0	0
Secondee Health (Speech/language)											0	0
Other/Unspecified Secondee Health											0	0
Secondee Education						1					0	1
Secondee Connexions											0	0
Secondee Other											0	0
<b>Total</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>3.2</b>	<b>19</b>	<b>2.4</b>	<b>2</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>38.6</b>
Disabled (self-classified)	0	0	0	0	0	0	0	0	0	0	0	0

## Appendix 5 – Performance Information

### First Time Entrants To The Criminal Justice System

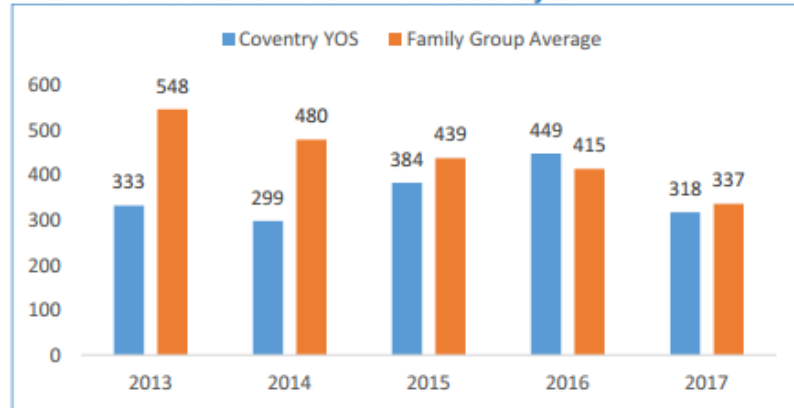


Table 1: FTEs per 100,000 of the 10-17 year old population, Coventry YOS 2013-17 (calendar years)

### Proportion of Young Offenders Reoffending Within 12 Months

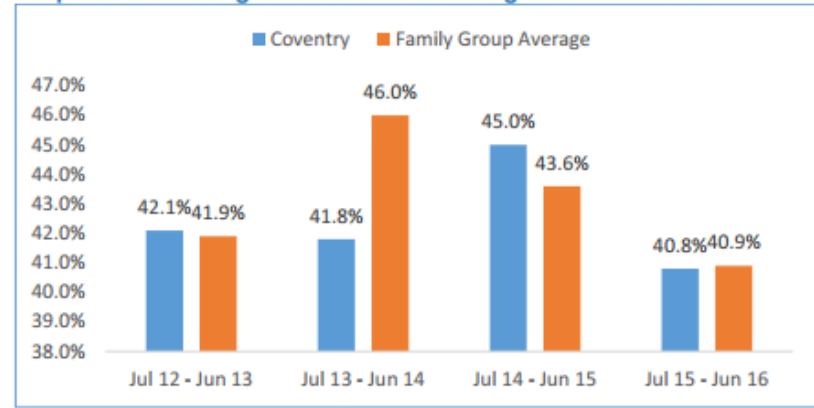


Table 2: Young offenders reoffending within a year, Coventry YOS 2012 - 2016

### Use of Custody Proportional To Local 10-17 Population

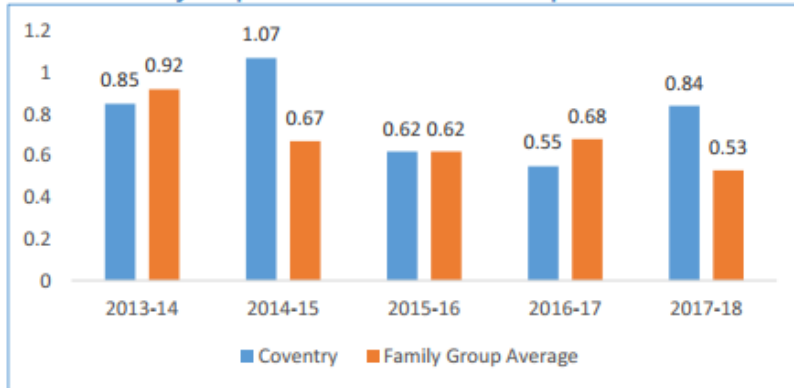


Table 3: Custodial sentences as a rate per 1,000 of the 10-17 year old population, Coventry YOS

### Use of Secure Remand Proportional To Local 10-17 Population

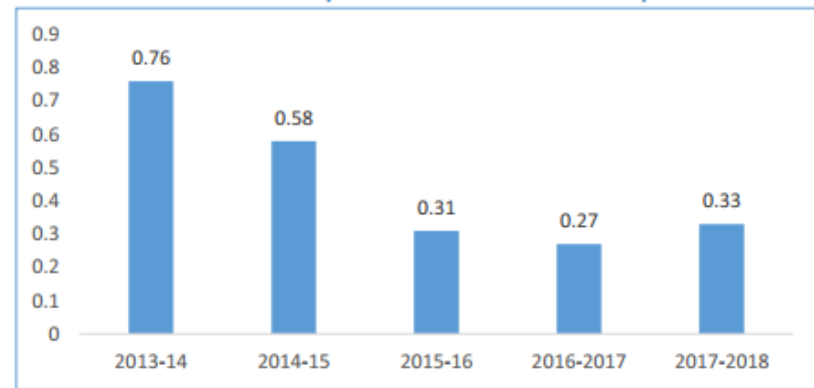


Table 4: New remand episodes per 1,000 of the 10-17 year old population, Coventry YOS

**Custody And Secure Remand Episode Numbers**

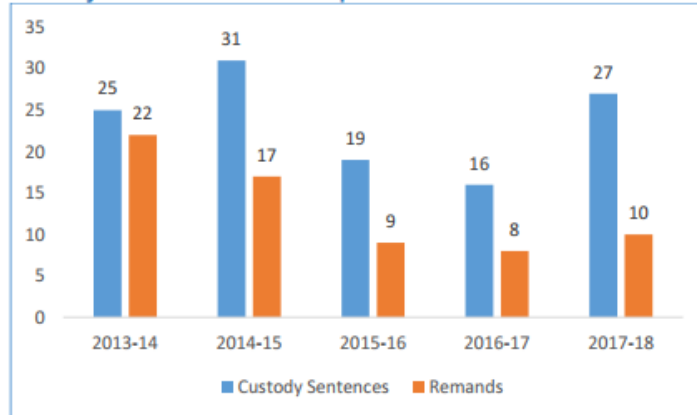


Table 5: New episodes of custody and remand, Coventry YOS 2013-18

**YOS Young People Ending Orders In Suitable Accommodation**

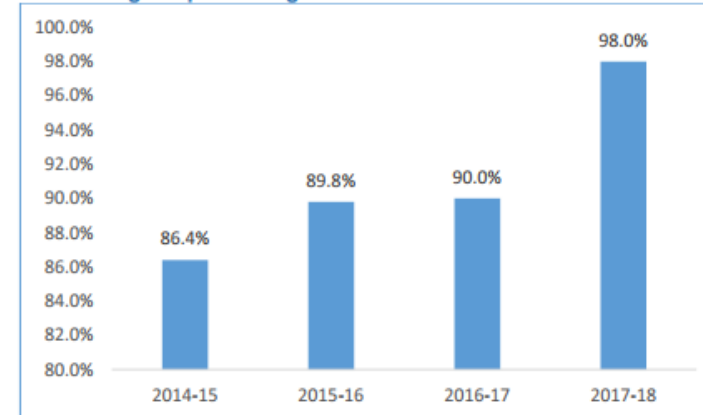


Table 6: Suitable accommodation, Coventry YOS 2014-18

**YOS Young People Ending Orders In Appropriate ETE Provision**

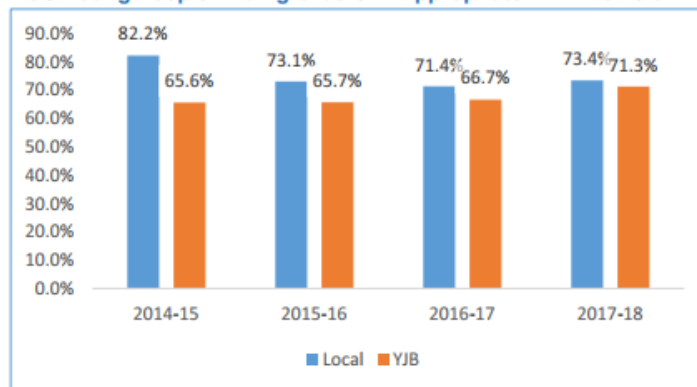


Table 7: Engagement in suitable ETE by local assessment and by former YJB national standard, 2014-18

Disposals – Number Of Times Used With Coventry Young People

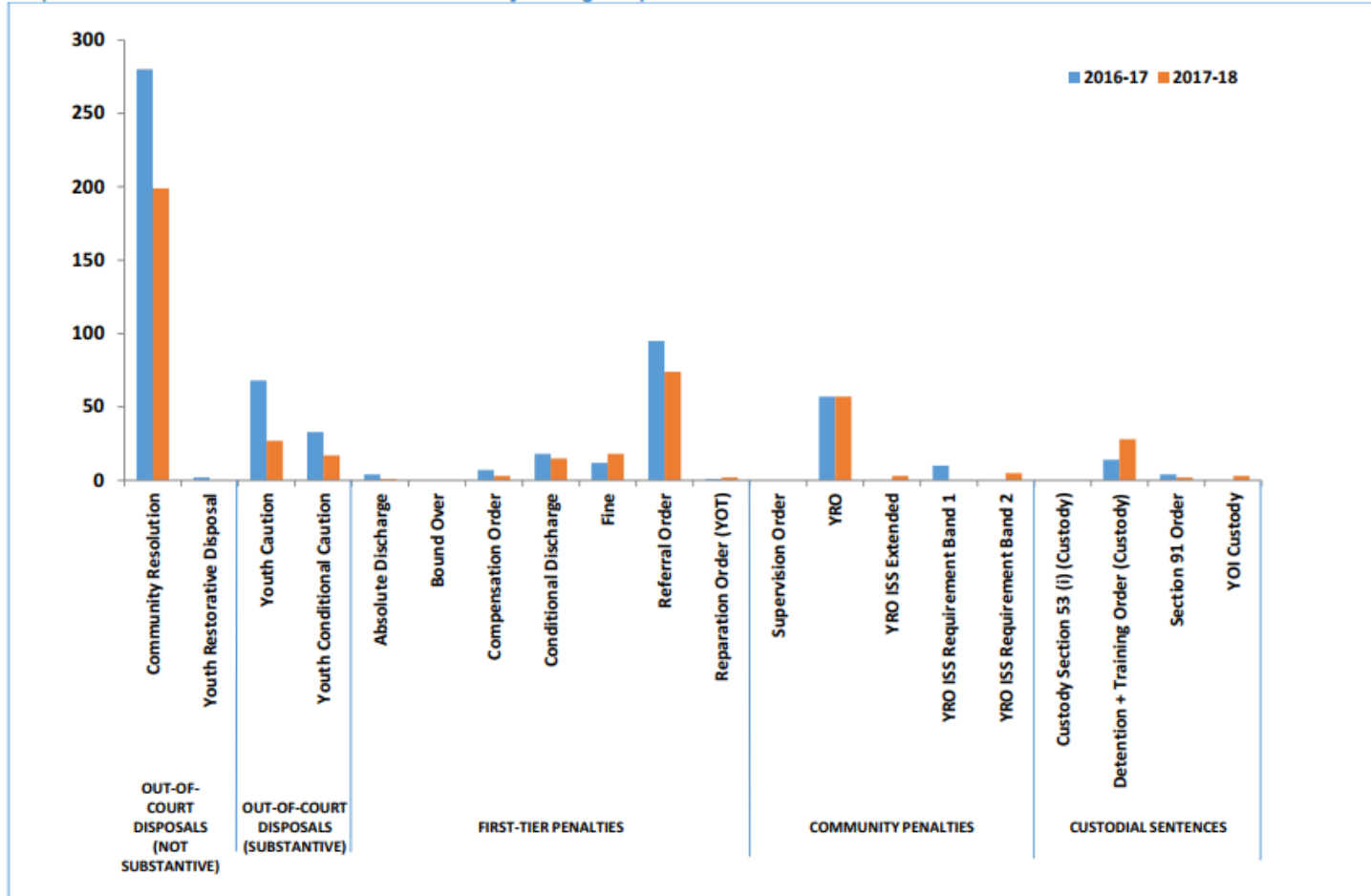


Table 8: Disposals, Coventry YOS 2017 & 2018 Financial Years



Offences Resulting In Conviction, By Category

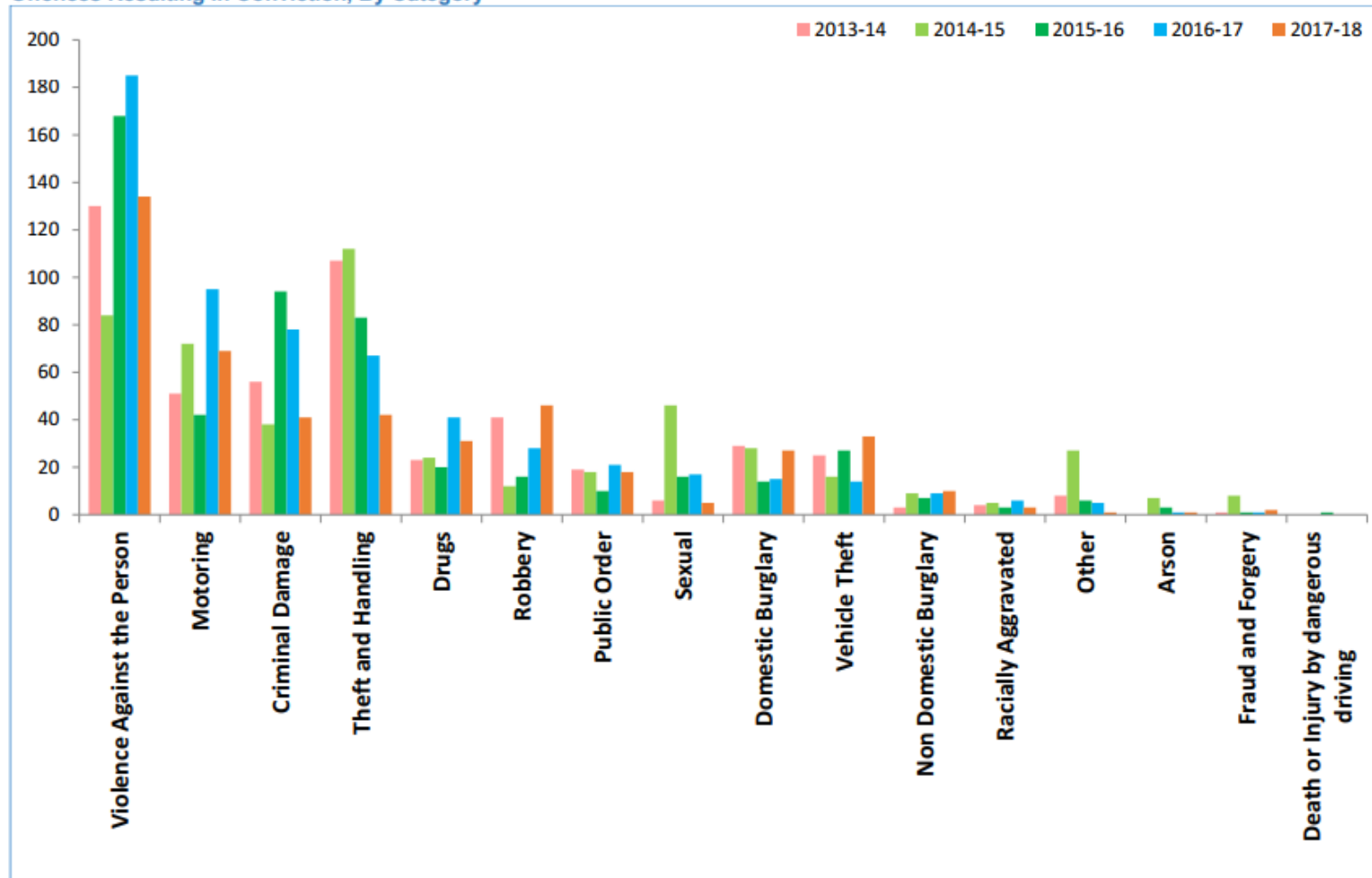


Table 9: Offences by offence type, Coventry YOS 2014-2018

### Ethnicity Of Coventry Young Offenders

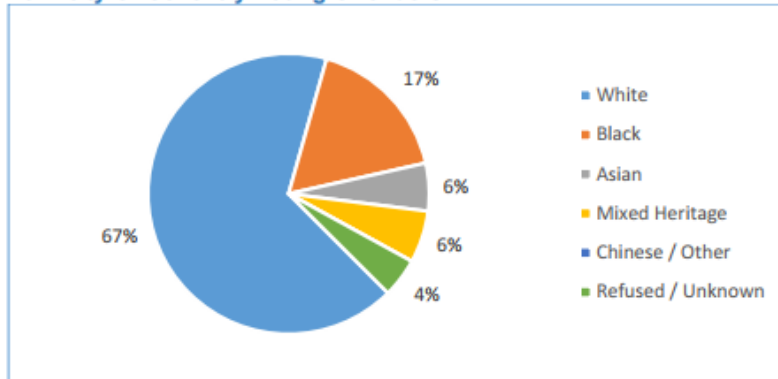


Table 10: Ethnic profile of young people convicted of one or more offences, Coventry YOS 2017-18

### Gender Of Coventry Young Offenders

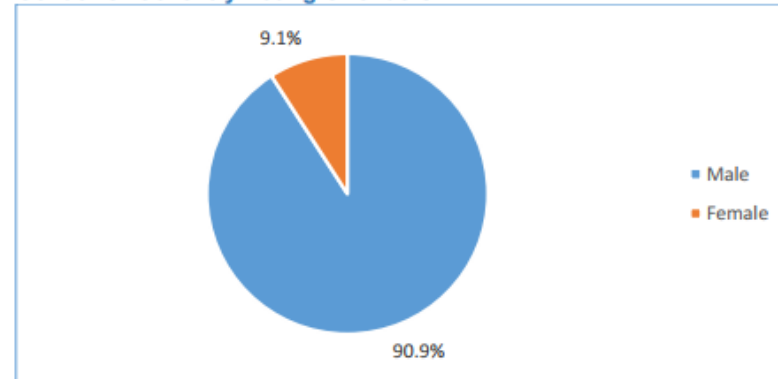


Table 11: Gender profile of young people convicted of one or more offences, Coventry YOS 2017-18

### Age Of Coventry Young Offenders

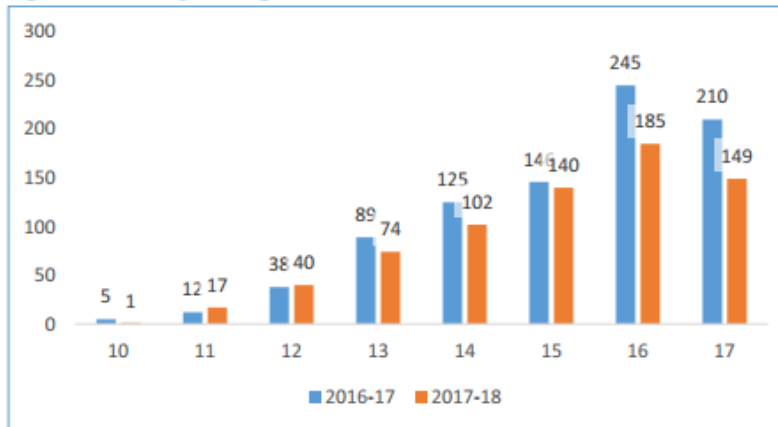
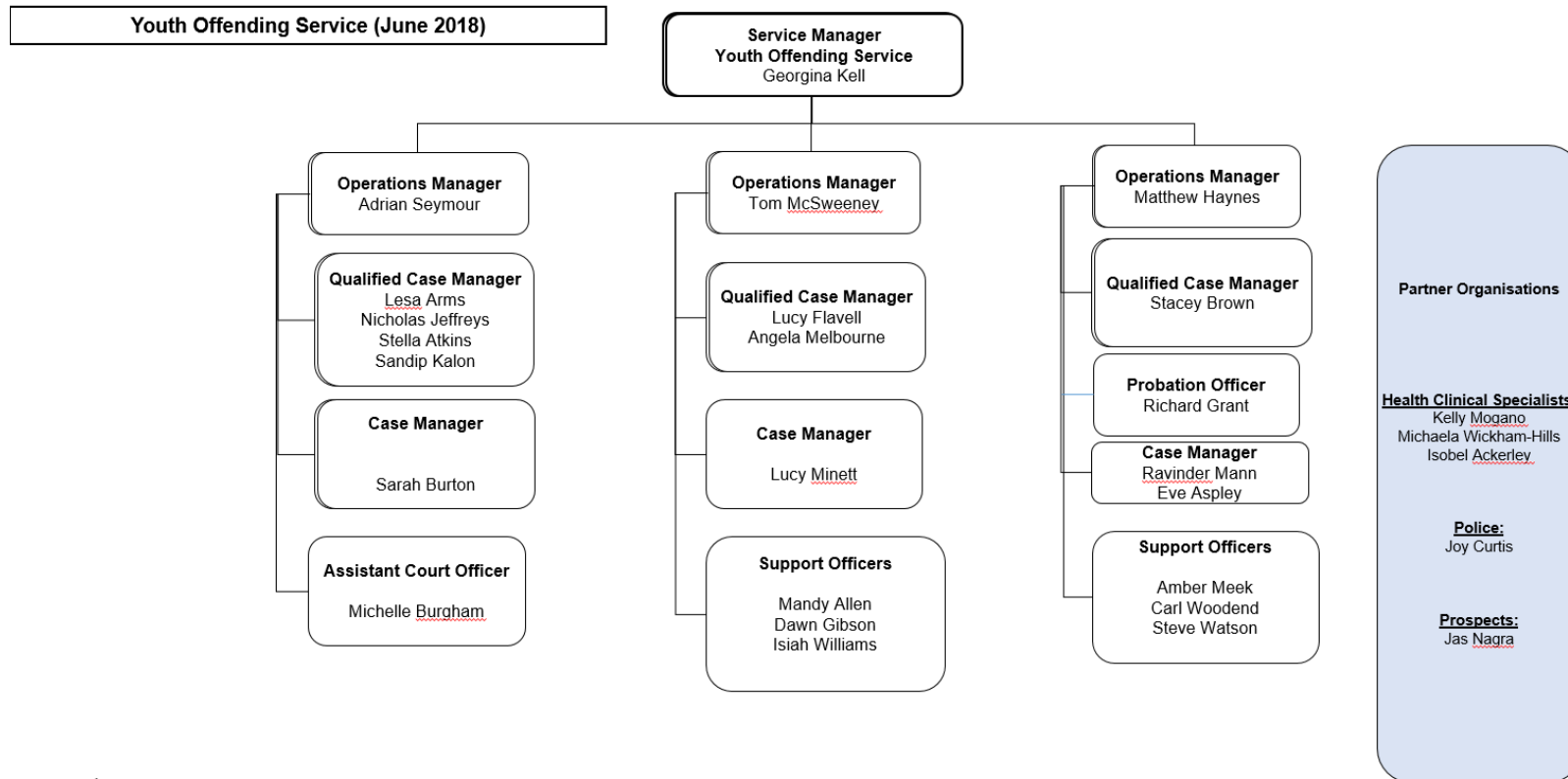


Table 12: Ages of young people at offence date, per proven offence, excluding breaches – Coventry YOS 2017-18

## Appendix 6 – CYOS Organisation Employee Structure 2018



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

<b>Name</b>	<b>Title</b>
<b>Detective Chief Superintendent James Littlehales</b>	West Midlands Police. Chief Superintendent Police Commander for Coventry
<b>Anne Brennan</b>	Senior Advisor 11 – 25 years old - Adviser/Secondary Lead (Education Standards and Improvement Team, Coventry City Council)
<b>Matthew Gilks</b>	Director of Commissioning, NHS Coventry and Rugby Clinical Commissioning Group
<b>John Gregg</b>	Director of Children’s Services for Coventry
<b>Valerie Elliott (observer)</b>	Deputy Chair of the Combined
<b>Jim Horgan</b>	Head Teacher  Coventry Virtual School (formerly LACES), Coventry City Council
<b>David McNally</b>	Partnership Adviser – Midlands, Youth Justice Board for England and Wales
<b>Craig Hickin</b>	Head of Environmental Services, Street Scene & Regulatory Services
<b>Andy Wade</b>	Head of Service for NPS, Coventry, Solihull & Warwickshire Cluster Midlands Division
<b>Karen James</b>	Head of Specialist Health Services for Children and Young People
<b>Rebecca Wilshire</b>	Strategic Lead for He & Protection – Children’s Services

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



..... (Signature)

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



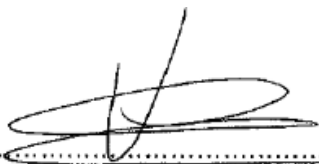
..... (Signature)

**Detective Chief Superintendent James Littlehales**, Detective Chief Inspector, Coventry National Police Unit



..... (Signature)

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