

# Coventry Youth Offending Service

## Youth Justice Plan 2019 – 20



Photographs taken by CYOS Young Person

***There is a total of three Beech leaves on display at the Memorial Park in Coventry. The two leaves the young person selected to photograph commemorates the start of the first world war demonstrating the jobs undertaken by women during the war. The other illustrates the many different uses of the park today which includes music festivals, sports and an opportunity to enjoy nature in the heart of the bustling city.***

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## Youth Justice Plan 2019 – 2020

### **1. Executive Summary**

This year marks 20 years since the creation of the first youth offending teams (YOTS) and nationally great achievements have been secured these include reducing the number of young people entering the criminal justice system, reducing reoffending levels and the number of young people entering the secure estate. Those national achievements have also been experienced locally and that is something to be proud of.

In the last year there have been some great local outcomes which include a record low number of young people entering custody. Coventry's National Indicator performance compares well against its comparators (family YOTs and England rates). Victims who have accepted a service from the YOT report very high levels of satisfaction regarding their experience and those young people who participated in a face to face restorative process had a very low re-offending rate, compared to the main cohort.

The work of the youth justice sector has evolved considerably, and this has created an experienced workforce and an increased evidence base to inform practice. This puts the sector and Coventry YOT in a good position, alongside partners, to respond to a more recent negative trend, the increase at a national and local level in the criminal exploitation of children. Locally this is being reflected in increased violence both in terms of supporting other crimes such as burglary but also peer on peer serious violence.

This is not just a local issue there is an increased national focus on youth violence and its underlying causes as there has been an increase in knife crime, gun crime and murders <sup>1</sup>.

Coventry, like many large cities, has experienced very serious youth violence, a 25% increase locally <sup>2</sup>, and this presents a significant challenge for local partnerships. The need to identify and apply an evidenced based model which translates in to increased resilience in young people (including the primary population) and a reduction in violent crime is essential.

It could be argued that it has been a "tale of two cities". There have been good outcomes for the majority of young people, victims and residents but serious youth violence and exploitation (hidden within that violence) has meant that a small but impactful group of young people are simultaneously very vulnerable and present a high risk of re-offending.

Going forward, in order to affect long-term change, it is essential that the child is not lost in this process, the YJB is clear that all of its work will be underpinned and guided by a child first offender second principle. That is also a local principle which will be reflected in a contextual safeguarding approach, recognising controls are required to protect others from harm.

Coventry has been successful in securing both Early Intervention and Supporting Families Youth Crime funding. CYOS were a significant contributor to the development of both bids and their local implementation.

This short-term funding will provide an opportunity to support the most vulnerable children and young people from exploitation, particularly in the areas of gang and youth violence. It is anticipated that the evaluation findings will be used to inform learning and practice going forward.

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<sup>1</sup> HM Government Serious Violence Strategy April 2018

<sup>2</sup> Coventry Joint Strategic Needs Assessment 2019

It is very important not to let the youth violence agenda completely overshadow the very positive outcomes that young people have achieved over the last year and are being worked towards this year.

**“Thank you Lesa (case manager) me and xxxx (girlfriend) both said without you I wouldn’t even be in this position, the support, you’ve gave me over the years has really paid off so thank you”.**

**Young person who had a significant offending past but is now offence free and has moved into training.**

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

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

- A further fall in the number of First Time Entrants, from 311 in 2017/18 down to 235 in 2018/19
- At the time of writing this report comparator data was not available but the last available date for the family group was 315 FTEs
- CYOS continues to offer an Enhanced Community Resolution which has a significantly lower re-offending rate than FTE outcomes. This activity continues to benefit from the financial support of the West Midlands Office of the Police Crime Commissioner (OPCC)

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

- CYOS has experienced a reduction in the number of substantive offences; down by 160 offences from 479 to 319
- The binary re-offending rate of 39.6% compares well to its comparators outperforming both the old and new family group plus the England figure. Only the Combined West Midlands’ performance was slightly better. This may reflect different demographics of some areas
- The frequency re-offending rate was also improved at 1.26, again, only outperformed by The West Midlands comparator group (1.15). This figure is identified by dividing the number of re-offences against the number of people in the cohort
- The picture is even more positive when considering the rate of re-offences, with Coventry’s rate at 1.26 versus a family rate of 1.84, and an England rate of 1.58

It is of note that the National Indicator performance was a positive outlier during 2018/19 and this warranted a visit from the YJB Effective Practice lead Ruth Searle.

## **National Indicator: Custody**

- Recorded the lowest custody rate on record for Coventry which has usually been higher than the England and family group. The 2018/19 rate for Coventry sits below both of these comparators (Coventry at 0.23 v England at 0.31 and family at 0.43)
- A reduction in the number of young people receiving a custodial sentence both in terms of the number of young people and the number of custodial episodes. 2018/19: 11 young people and 11 episodes, 2017/18: 16 young people and 25 episodes and 2016/17: 14 young people and 17 episodes
- There has been a significant increase in the number of remand bed nights used more than doubling at 1015 for 2018/19 compared to 453 in 2017/18. Linked to this is longer remand episodes based on gravity of offences and the length of time taken for Crown Court matters to be listed and concluded. The number of remand episodes only increased by four based on the previous counting period (10 v 14). Most of the lengthy remands have translated in to lengthy custodial sentences

## **CYOS has also:**

- Started to embed an Enhanced Case Management Pathway, based on the Welsh model and informed by Coventry research in action storylines. These were completed locally as part of West Midlands Combined Authority (WMCA) and Office of The Police Crime Commissioner (OPCC) funded research. A training programme to underpin that approach commenced including support from specialist practitioners from CAMHS
- Engaged in the University of Birmingham's development activity to remove barriers for young people's engagement with their orders. CYOS supported the delivery of a workshop on the work product, Journey planning cards, at the YJB convention
- Secured research informed models of practice and delivery to support young people at risk of exploitation with a strong focus on gang exploitation. CYOS worked with Coventry's Police and Crime Board to submit a successful bid through the OPCC to The Early Intervention fund which will see the development of community mentoring assets and specialist mentoring for low to high risk young people. A teachable moment's service was also secured as part of that bid which is being delivered by St Giles. They are seeking to engage young people who have been admitted to hospital as a consequence of violence offering support and mentoring
- Continued to improve service user and stakeholder feedback processes to inform service developments. In 2018/19 CYOS received feedback from 38 victims who completed a ratings evaluation (1 lowest, 5 highest) across five areas of practice. The aggregated score was 4.82 out of 5

### **Victims comments from "what did you find helpful" question included:**

- **"Second to none service. Superb service**
- **The service was very good**
- **YOS worker was very clear**
- **The support has been very helpful, and it was good that the young person has apologised for what she did and having an answer to my questions and letter of apology**
- **Discussing the boys frame of mind and recognising that they can move on positively from here**
- **The service I have received has been excellent and provided the family with a lot of help and support."**

- CYOS continued to invest in training staff to deliver Restorative Justice (RJ) and the service holds The Restorative Justice Councils Quality Assurance Mark. In 2018/19 three CYOS Support Officers completed the BTEC Level 3 Advanced Award in Principles of Restorative Justice. The impact of this ongoing investment translated in to, last year, 21 victims and offenders participating in a face to face restorative process. This secured a binary re-offending rate considerably below that of main CYOS cohort (11% versus 39.6%). In addition to this a secondary victim contact rate of 95% was again achieved
- CYOS led on a partnership bid securing funding from the Troubled Families Programme: Supporting Families against Youth Crime Fund (Ministry of Housing, Communities & Local Government). This will provide training for front line staff to support their responses to criminal exploitation, youth violence, mentoring and provide a service for those at high risk. The mentoring offer also includes an intensive whole family service for those where risk is greatest which is delivered by Catch 22

**“I am delighted to confirm that Coventry City Council has been successful in bidding for the Supporting Families Against Youth Crime fund**

**Your proposal**

- **showed clear understanding of the local issues with targeted interventions”**

**Dilys Alam.**

**Troubled Families Deputy Director.**

- Introduced new community payback opportunities which include the opportunity to produce food for Coventry foodbank clients on the Trussell Trust allotment and washing and preparing donated clothing so that it can be given to Hospital patients in need
- Led on professional training opportunities for front line practitioners across the city, this has included developing an understanding of gangs, country lines issues and safeguarding activities such as those accessed via The National Referral Mechanism. This has included delivering training to a Coventry University BASW event
- Completed a young person’s service user consultation to inform the service priorities for this year’s Youth Justice Plan

**When asked what a young person had found most helpful they said,**

**“Lucy (case manager) she helped me with everything. When she brought her dog, I learned more.”**

**The young person’s mother commented:**

**“Lucy – Thank you very much for helping my son.”**

**Utilising ‘animal-based’ activities continue to feature in this year’s plan including AQA accreditina The Doas Trust activities.**

## **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

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 identifies the key strategic actions for the next 12 months. The Plan is also subject to Coventry City Council Cabinet and Council endorsement.

Detailed performance analysis against the three National Indicators FTE's, Re-offending and Custody, sits in reports to the CYOS Management Board and in addition reports to boards such as The Children's Partnership Board and the Coventry Police and Crime Board as required. The data will continue to inform strategic objectives.

Analysis and performance against locally retained indicators from the original national set, is contained in quarterly performance reports to the CYOS Management Board which also contain health outcomes, restorative justice, transition to National Probation Service/CRCs and the management of requests for PACE accommodation from the Police. When required, there are Community Safeguarding and Public Protection Learning Reviews (CSPPI) and post custody reviews as required.

Financial data is presented to the Board and within documents that underpin the YJB grant conditions. Appendix 2 provides the headline funding streams and the budget for 2019/20. 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 a quarterly basis to the CYOS Management Board and the YJB.

### **3. Priorities for the next year 2019-20**

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

##### **Review prevention (Early Help, point of arrest diversion) and Out of Court Disposal activity**

CYOS and Early Help will undertake a self-assessment against the YJB National Standard 1, retaining a focus on HMIP quality indicators for Domain 3 and the HMIP OOC Thematic report to inform planning to strengthen this area of practice.

The assessment tool used for Enhanced Community Resolutions is a key area for review taking on board the recent advice note issued by HMIP specific to assessment risk measures, AssetPlus is utilised for all Youth Cautions and Youth Conditional Cautions.

Children's Services undertook a service wide transformation and is currently in the process of reviewing the impact of this. As part of that activity their current Early Help assessment tool and related processes are likely to change.

##### **Utilise the Family Hub Model in Coventry to prevent unnecessary criminalisation of young people, offering early timely support**

The Coventry Family Hub Model is an approach to the delivery of Early Help services centralised around a building, where several different services providing information and support to families, children and young people are based. They provide Early Help and support for families, children and young people aged 0 – 19 years and up to age 24 where a young person has a disability.

The new Coventry Early Help Strategy 2019-2022 has as one of its outcomes "Parents and young people involved in or victims of crime and/or anti-social behaviour is reduced". Under consideration is the use of Youth workers to offer a voluntary advice and support service as part of a point of arrest diversion scheme. This may result in signposting to other support services such as substance abuse or parenting support, linking to existing community-based activities or the offer of an Early Help assessment.

##### **Ensure that a local protocol on reducing the unnecessary criminalisation of looked after children and care leavers is in place in Coventry, reflecting the key principles contained within the national protocol released in November 2018**

CYOS alongside partners will formulate and agree a local protocol, ensuring that it proceeds through both Children Services Leadership Team and Safeguarding Board subcommittee for approval and sign off.

There is already considerable focus on this group of young people seeking to ensure that they are not disadvantaged because of their status. Arrangements are already in place to seek to safeguard the LAC population from unnecessary criminalisation. This includes a regular multiagency restorative meeting with key partners, including placement providers, commissioners and children services where restorative logs from placement providers are examined and learning actions agreed. Support is offered to a broad range of professionals. This has included an accredited restorative training offer from CYOS.

It is of note that Coventry has seen the percentage of children who were currently looked after when they were open to CYOS reduce over the last two years from 22% in 2017/18 to 17% in 2018/19.

## **Support delivery of the Early Intervention Youth Fund mentoring provision**

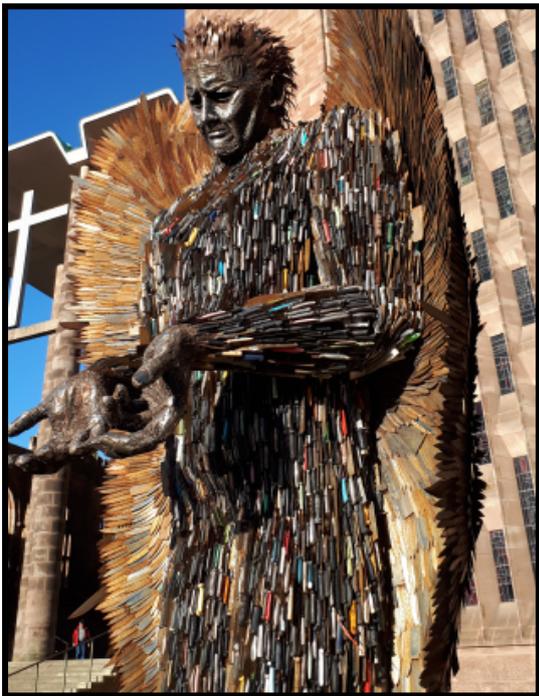
The service supported the bid submitted by the Office of the Police Crime Commissioner (OPCC) for the West Midlands. Coventry was successful in receiving two strands of additional support, which includes a mentoring service for young people identified as being at risk of exploitation, with a particular focus on gang exploitation and teachable moments service provided by St Giles.

CYOS has been instrumental in developing the local approach and will be part of both the screening of exploitation referrals, the allocation of mentors and the oversight board activity. Mentoring will be provided through a third sector partners which include the Positive Youth Foundation and Catch 22.

## **Support the delivery of Supporting Families Against Youth Crime fund activity**

The prevention elements of the project include Local Ambassador and community training to raise awareness of Organised Crime Groups (OCGS) and Urban Street Gangs (USG) and to assist attendees to recognise and respond when they identify risk factors. This includes training to complete the new child exploitation screening tool which will be utilised by the multi partner assessment and allocation group which is the pathway to resources and support for young people and their families under this funding activity.

CYOS has been promoting an offer to schools which includes School awareness workshops and the Future Proof 10-week programme which will be delivered by Catch 22 to five primary schools in the autumn. Primary schools which are based in high risk areas (identified as violence hotspots by police data) will be targeted for this offer.



**Coventry was fortunate in being able to host the “knife Angel” and this was used to start discussions with some young people regarding the risks of knife crime, the motivation and pressures on young people who find themselves exposed to or directly engaged in weapon related incidents.**

**Continue to work with partners to ensure that a contextual safeguarding approach is taken, particularly in the context of youth violence and the underlying causes**

CYOS staff are familiar with this approach as its risk assessment focus has always extended beyond risk within families.

Contextual safeguarding requires a partnership response in the very broadest of terms and significant developments to embed this approach across partners are anticipated this year. This includes the commitment of Children's Services to deliver contextual safeguarding training which will assist in the development of a much broader view of harm. It will take it out of the immediate sphere of the family and recognise that a partnership offers and response is required including the use of community assets.

The current development of a public health approach to youth violence locally will be a key enabler in embedding contextual safeguarding and CYOS is heavily engaged in the identification of the local Youth Violence strategy's priorities and actions. This includes development activity working with Coventry university and the roll out of a training programme for front line practitioners to raise their awareness of the indicators of exploitation risk and to develop their responses.

Engagement of young people and their families in safety planning is essential and CYOS will retain its strength based, relational approach to working with young people.

**“Thank you for going above and beyond. You're a fantastic worker “**

**Text Compliment sent to a case manager by a young person.**

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

### **Improve the response to criminal exploitation**

Earlier in this plan you will have seen references to specific funding for key activities to support this priority. Those activities also support young people who are already in the criminal justice system with the intent of preventing, reducing further offending. Within this section the overarching approach and rationale for making exploitation a priority is detailed.

Coventry's profile in terms of youth violence meant that it was eligible to bid for funding under a number of national initiatives to tackle youth violence.

Coventry is the eleventh largest city in England, based on population, but sits in a very small geographical area. This means that while there are high-risk areas for violence and gang related activity their proximity to each other facilitates rapid escalation of issues.

Coventry has multiple County Lines, Organised Crime Groups (OCGS) and two prominent Urban Street Gangs (USG).

Coventry Community Safety Partnership Strategic Assessment 2019 identified that, compared to last year, there had been a 30.3 % increase in knife crime and that Robbery (business and personal) has increased by 46% when compared to their last assessment.

Based on CYOS data Robbery convictions for young people has declined, in spite of the increase in reported Robbery's. It should be noted that there is a high number of young people who are released pending further investigation which do not proceed to charge.

In the Coventry Youth survey 2018 (young people aged 11-18) 37% out of 960 respondents stated that they knew people who carried weapons and 11% knew more than ten people who carried a weapon.

In the context of those trends it is essential CYOS is actively engaged with partners in developing and evaluating additional responses. This includes reducing young people's susceptibility to being drawn up in to exploitation, seeking to support young people exiting from gangs and ensuring appropriate controls are in place to manage the risk that some young people pose to others.

This activity includes:

- Supporting the development of a public health approach in Coventry
- Enhancing the communication channels, intelligence sharing across partners
- Membership of strategic groups such as the new Coventry Youth Violence Partnership Board
- Developing successful bids which has enabled partners to offer a range of interventions from developing resilience in the primary population through to teachable moments activities in hospitals. It is anticipated that this can be extended to police custody also through a separate funding stream
- Training for professionals, parents and communities
- Targeted offender management activity using both criminal and civil controls
- Supporting the development of the "exploitation team" (previously specific to child sexual exploitation) within Children's Services Early Help and Protection area. This includes developing process, assessment and matching of young people to appropriate support. This team is co-located with CYOS
- Mentoring offer through Catch 22 for young people who are in the criminal justice system and engaged or believed to be engaged in urban street gang activity
- Mentors who have experienced some of the same challenges as the young people they are seeking to mentor (provided via St Giles)

There is a range of training to support staff development specific to this agenda ranging from awareness raising through to process, assessment and response. Good use is being made of experts and this includes staff being given the opportunity to attend St Giles training. This consists of speakers utilising their lived experience as ex-offenders and survivors to unpack and explore the realities and consequences of County Lines, Gang Exploitation and Serious Youth Violence.

It is anticipated that perspectives from previous perpetrators and runners/transporters combined with relevant case studies will aid the audience in gaining an authentic and credible understanding of this complex and cross cutting issue as well as providing strategies/suggestions for long-term solution.

### **Improve Education, Training and Employment**

It is recognised and accepted that a high-quality education provision is a key factor in securing desistance and improving the long-term outcomes for young people.

It is also recognised that young people in the criminal justice system are less likely to be engaged in such a provision for a whole raft of reasons. This translates in to poorer attainment and increases vulnerability.

Analysis of young people from the Coventry KS4 2018 cohort identified that YOS young people, on average, were more than a grade below their expected standard.

The cohort's attainment standards were well below the city average of 43.1, and only four exceeded the city score.

The Head of Education Entitlement will now be chairing the CYOS Education Partnership meeting and will be well positioned to support the monthly operational group whose membership includes Prospects, the Head of Coventry's virtual school, SEND lead and CYOS Operation Manager and lead practitioner.

This group will be focused on seeking to reduce exclusions, ensuring that an appropriate and timely education place is available, and that young people are supported to achieve their potential. Having a chair at Head of Service level to advocate/ escalate with the providers should assist with that ambition.

It should also support the service with regard to ensuring that SEND practice is moving towards meeting the Achievement For All standards and the securing of clinical psychologist input, targeted at those in alternative provision.

### **Enhance the learning opportunities at the Attendance Centre**

Last year the delivery of this activity relocated to a new facility which has significantly improved the delivery environment.

The portfolio of AQA accredited learning options will continue to be developed reflecting the diverse needs and ability of young people.

Key partners such as those delivering substance misuse services (CGL) and The StreetDoctors will be maintained as delivery partners enhancing the young people experience and knowledge.

### **Embed the CYOS Enhanced Case Management Pathway**

CYOS participated in OPCC and WMCA funded research in action approach specific to adverse childhood experiences. This confirmed the need to consider locally a different approach to enable those impacted on by ACES to improve their outcomes and reduce the risk of re-offending. CYOS has an ECM pathway and this is supported by CYOS clinical nurse specialists in consultation with CAMHS who facilitate formulation meetings to inform the sequencing and identification of interventions. The impact will be reviewed locally and WMCA will be considering the ACES research and potential regional response under youth Justice devolution activity.

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

The activities that sit before this indicator are all significant contributors to reducing the use of custody.

## **Review the approach to youth custody**

Coventry had a comprehensive Reducing the Use of The Secure Estate strategy which was effective. It achieved a substantial reduction in the number of custodial sentences, reducing the number of young people entering custody for breach alone, reducing remand use and ensuring that there was a strong correlation between remands and custody. If a remand episode did not end in a custodial sentence routinely it begged the question was the threshold for remand too low in the first instance.

A new focus is required on this area to identify margins of potential impact and a methodology for maintaining low custody use, ensuring it remains the exception (where no suitable community options are appropriate). The challenge is amplified as it is in the context of a backdrop of increased serious violent crime and a much-improved performance picture overall which includes a record low in terms of custodial episodes and recall to custody is low locally. (Over a 12- month period 12.5%, 3 out of 24 young people were recalled.)

A new strategy will be available in year which will take in to account:

- The findings from the HMIP thematic in to resettlement (being released later this year)
- Focus on remands which has increased significantly over the last 12 months (nights not episodes)
- Improving the use of release on temporary licence (ROTL)
- Building more effective relationships with the secure estate and includes self-assessment findings and actions (YJB National Standards 4 and 5)

## **A Focus on YJB National Standard 2: At Court**

Maintaining the courts confidence in non-custodial options open to it is essential if custody is to reduce further. CYOS seeks Court user feedback but will enhance the data gathering process working closely with Warwickshire YOS and our shared bench to agree a new performance evaluation tool. This will also be used to assist in the YJB YOS self-assessment process and inform an action plan going forward.

Last year the aggregated feedback outcomes from magistrates was 17 out of a maximum of 20 for both Pre-Sentence Reports and Enforcement Summary's. The return rate for completed forms is low and this will be picked up as part of an action under self-assessment activity.

**“Well drafted and well thought out PSR”**

**“Well-argued recommendation by YOS Worker however custody is the only sentence that can be justified in this case”**

**Verbal compliment received from Judge Andrew Lockhart QC sitting at Warwick Crown Court.**

## **Utilise Post Custody Reviews for lessons learnt**

CYOS reviews sentenced custody episodes to identify areas for improvement. This information is shared with CYOS Management Board and the team and any agreed actions would be monitored by the Board.

## **Local Indicators and Drivers**

### **Listen and respond to what young people are telling us – Young People’s Service User Priorities**

Young people were asked to tell us what had worked for them, what was not so good, what should we do differently and what to focus on in this Youth Justice Plan. Feedback included:

- That they found their workers flexible, had good relationships with them and highly valued this

**“My case worker is good judge of character, she knows when she can be strict and when to talk, more people like this**

**When I couldn’t come into town, they understood this, treating everyone as different is good**

**Listened well to my needs.”**

**Young person’s feedback**

- That they would value a broader range of community payback options
- That on the occasions where different mediums were used to engage them, such as sessions held at the Dogs Trust they valued this and learnt more
- There were comments that they would value having contact with younger people who had had similar experiences as themselves for example through mentoring
- That they had valued the support given to their families, support with education, benefited from health services and that support at meetings with other professionals had helped them

**“I feel mental health support was really good. I didn’t think so at first but do now. I liked to be able to talk to everyone in YOS who have helped me. I feel I have changed and so do the people who know me at YOS.”**

**Young Person’s feedback**

- A few young people requested additional reminders for appointments, so they didn’t forget.

In response to the above CYOS will be:

- Reviewing its community payback provision, seeking to identify greater diversity in that offer
- Accessing an independent mentoring offer, across the next 12 months. This will be via the Positive Youth Foundation and Catch 22 primarily targeting young people at risk of exploitation with a focus on vulnerability to gang pressures
- Maintaining our relational and strengths-based approach to engagement with young people
- Ensuring that at the planning and intervention stage it is agreed with the young person and their parents and carers the best way of helping them to remember when they need to attend appointments and that this is recorded in the diversity element of their plans
- Considering how we can expand the availability of provision where access to animals' features

**When asked what had worked well one respondent said,**

**“Staying out of trouble, all of my order has helped. I don’t like it, but can see it’s helped, talking has helped, supervision sessions could be shorter. No one wants to do it, but it has been good, helping kids.”**

**Young person’s feedback**

### **Respond to vulnerabilities and threats through the Prevent approach**

CYOS remains engaged in local Channel activity and continues to ensure staff are confident in assessing risk and vulnerability in this context. All managers have completed Hydra training and the local authority (LA) Prevent Coordinator will be delivering a WRAP training workshop for new staff and web-based refresher training will be completed by staff.

The Coventry Prevent action plan is currently being completed, taking in to account the 2019 West Midlands Counter Terrorism local profile. Any additional actions that emerge from that plan will be responded to in year.

### **Enhance practice and good outcomes through quality assurance activity**

CYOS will be maintaining a focus on improving the quality of its assessment activity and is currently auditing cases to test the impact of last year’s training events and case consultation activity. In addition, quality assurance activity will include:

- Peer reviewing (both within the team and with other YOTS)
- Practice observations
- Safeguarding Board audit and development activity
- Case recording audits

- CYOS managers will continue to support the Association of YOT Managers (AYM) and YJB facilitated sector led improvement programme which supports the sharing of good practice and informs service development
- Supervision
- Learning outcomes and actions from HMIP will be tracked to ensure they have embedded
- National Standard quality indicators will be audited
- CSPPI learning reviews
- Service user feedback

### **Ensure that staff are enabled to provide effective services through access to high quality training**

Quality services require skilled staff and effective training and support is essential. Therefore, the service will continue to invest in training to ensure that the best outcomes are secured for service users. This will be met through a combination of mandatory training for all staff such as WRAP training and selective training developing key areas of practice or key staff.

A staff training consultation identified some areas of focus including systems, motivational and cognitive development training and these will be refreshed on as part of the training offer.

Examples of training for 2019/20 include:

- Contextual safeguarding
- Youth Justice Effective Practice Certificate (UNITAS 30-week programme) for all new case managers.
- Exploitation – focus on local picture and process including the new exploitation assessment
- SEND Achievement for All modules
- Two case managers commencing a social work course at Coventry University

### **Respond to Disproportionality**

CYOS continues to consider diversity and utilises school census data to provide an accurate comparator against the CYOS cohort to identify where disparity based on ethnicity may occur. In the CYOS cohort routinely the white British group remains the most overrepresented classification at 7%, which has been the pattern for a number of years, the black classifications are slightly over represented at 3%. When you look at different offences the picture changes for example the two overrepresented classifications virtually switch places when Robbery is analysed, and this amplifies further when Robbery with a weapon is considered.

## Ethnic Disproportionality

	City Secondary	All YOS		VATP/Robbery		Weapon-Involved VATP/Robbery	
<b>WHITE</b>	58%	65%	7%	62%	4%	62%	4%
<b>BLACK</b>	12%	15%	3%	21%	9%	26%	14%
<b>ASIAN</b>	21%	5%	-16%	0%	-21%	0%	-21%
<b>MIXED</b>	6%	5%	-1%	3%	-3%	2%	-4%
<b>OTHER</b>	2%	0%	-2%	1%	-1%	0%	-2%
<b>UNKNOWN</b>	1%	10%	9%	13%	12%	8%	7%

CYOS will continue to monitor and respond for example using analysis outcomes to inform resource development and to consider strategies to reduce any disparity.

The service introduced information leaflets in to the police custody suite explaining Out of Court Disposals and the benefits of having a solicitor present for police interviews. This was done in response to national research which identified that certain communities are more likely to give a no comment interview which leaves only no further action or prosecution. The earlier a young person enters the system the more significant the risk of re-offending.

The current criminal exploitation initiatives described earlier in this document are targeting hotspot areas which are routinely in the most deprived areas of the city with the most diverse populations to ensure prevention resources reach those young people most at risk of being drawn up in gang activity.

### **Ensure that victims receive a high-quality service that supports their recovery**

CYOS continues to offer a restorative justice service to all victims who provide consent. This year consideration will be given to how an increase in feedback levels can be secured to ensure a representative picture of experience is available to inform service developments.

CYOS is also offering an ongoing training programme to partners to support the use of restorative conversations through to conference in several settings. The primary focus remains on training accommodation providers both LA and private sector. This also supports the priority of reducing the unnecessary criminalisation of the LAC population.

### **Work with West Midlands YOTS, partners and secure providers to seek to standardise the core quality indicators/evidence to inform self-assessment against the new Youth Justice Board Standards**

CYOS is leading a regional exercise, commencing in the summer, to work with key partners, including the local secure estate to agree a set of core quality indicators. This does not prevent areas from having an additional set of local indicators, which will reflect local delivery models. The initial standard the approach will be applied to is Standard 4 Secure Settings as it is anticipated the commonality would be greatest in this area. The outcome of the exercise will be reported back to the West Midlands Heads of Service group who have all committed to testing this approach and a decision will be made as to whether this approach is rolled out across all standards.

The QI framework can then be utilised by CYOS Management Board leads to complete the self-assessment with their working groups.

## **Maximise the broader health offer to meet levels of demand and diversity of need**

Both national and local data identifies the need for a comprehensive health offer.

National data identified that one in 8 (12.8%) of 5 to 19-year-olds has at least one mental disorder when assessed in 2017. Rates of mental disorders increased with age 5.5% at 2 to 4-year-old children experienced a mental disorder, compared to 16.9% of 17 to 19-year-olds.<sup>1</sup>

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<sup>1</sup> Mental Health of Children and Young People in England, 2017. Official statistics publication dated 22 November 2018

Local AssetPlus health data identified from the 178 young people subject to AssetPlus assessments by Coventry Youth Offending Service since April 2018 that:

- 74 had already had contact with Mental Health services
- 19 had diagnosed Mental Health conditions
- 3 already had active prescriptions for Mental Health related medication

It also identified significant variances in the prevalence levels across the different areas of the city. For example, those diagnosed with a mental health condition varied from a low of 4.3 % to a high of 42.9%. one area had 4 out of 7 young people who had contact with mental health services.

This data was shared with the Coventry City Council (CCC) Insight Team for consideration in The Coventry Joint Strategic Needs Assessment 2019.

The CYOS Specialist Mental Health clinicians have an established relationship with the Specialist Nurse CSE/Strategic Health Lead for CSE in Coventry enabling connectivity with the wider health economy.

This external post has an increasing emphasis on strategic development of processes across the health economy and will promote coherence across the vast health economy inclusive of Coventry & Warwickshire Partnership Trust, University Hospital, Public Health, South Warwickshire Foundation Trust and GP's and the voluntary sector.

Key ongoing developments which the CYOS health team are involved in is the development of a 'Health Economy Training Pool' which as well as promoting ongoing development across the economy places a key emphasis on a relational approach bringing colleagues together to develop practice and share expertise.

A priority for this year is the embedding of the enhanced case management pathway which recognises and responds to the impact of adverse childhood experiences (ACES). Data gathered through CYOS completion of ten cases as part of a broader research in action approach to ACES clearly identified a high prevalence of ACE indicators for example:

- 7 out of 10 living in poverty
- 4 out of 10 physical and emotional neglect
- 5 out of 10 parent substance abuse (current or previous)
- 4 out of 10 loss of a parent

The health workers lead on formulation meetings and guiding practice. Key agencies participate in formulation activity and early feedback has been positive. Only a small number are currently on the ECM pathway, but this number is expected to increase. The impact will be evaluated and reported to the CYOS Board later this year and shared with the YJB who have expressed an interest in tracking this activity.

Health input into Pre-Sentence reports is also locally valued and the case study provided underlines the importance of this input.

#### Case Study – The benefits of health assessment informing the Pre-Sentence report

The PSR report writer was concerned about the young person's cognitive and learning function and asked for CNS advice and assessment.

In order to provide evidence of his cognitive/learning deficits the assessment included the use of the Mini Mental State Examination (MMSE) used with older adults to determine the level of cognitive decline associated with Dementia so is able to show any cognitive difficulties someone may experience and also areas where there is more strength. The CHAT Speech and Language assessment also helped to form part of the assessment in getting the young person to provide narrative around a day to day task that they complete such as their morning routine. These tools allowed the assessment to evidence that there appeared to be substantial deficits in this young person's cognitive functioning which required further specialist assessment to understand the impact on this young man. He was able to provide me with some history of his life including the adverse childhood experiences he had faced including the death of his father. He talked about symptoms that could be suggestive of Post-Traumatic Stress Disorder and was able to articulate that he did not feel that his brain worked like a nearly-18-year olds should.

The assessment was included in the PSR report which prompted the young person's legal team to request an adjournment in order to complete a psychological assessment before sentencing which was granted by the Judge at Crown Court.

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

As of mid-2017, when the latest statistics are available, Coventry is home to 360,149 people, and has a rapidly growing population; it was the seventh (out of 391) fastest-growing Local Authority area in the UK, showing an increase of 1.96% compared to the UK average of 0.60%. This is down from 2.2% growth in 2016, most of which decline is due to an increased rate of in-UK emigration, i.e. people moving out of the city, while international immigration and birth vs. death rates held roughly steady. Of the twenty fastest growing authorities, only Coventry, Tower Hamlets (3<sup>rd</sup>) and Camden (18<sup>th</sup>) currently have net internal emigration.

The city also has a relatively young population, with 22.8% aged 18 and under compared to the national average of 21.2%, and a highly diverse one; 24.1% of the city's resident population are estimated to have been born outside the UK, compared to the England and Wales average of 15.1% (*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, Child Poverty Action Group, November 2016)
- High numbers of looked-after children – 702 as of 31<sup>st</sup> March 2019
- 10% of the population has no qualification at all

- Overall health in the city is below average, with residents living in more deprived parts of the city not only living shorter lives but also spending a greater proportion of their shorter lives in poor health
- Fewer Coventry parents take up their free education entitlements (2, 3- and 4-year olds) 63% versus 72% England

### **Youth Offences Profile**

- In 2018/19, CYOS was aware of 319 offences which were punished with a substantive disposal (i.e. one that forms part of a person's criminal record) and a further 141 which were punished by Community Resolution. This means that the number of offences with a substantive outcome has decreased, down by 160 from the 479 seen in 2017/18, as has the number where a CR was issued, down 64 from 205
- The three most common categories of offence subjected to a substantive outcome were Violence Against The Person (22%), Motoring Offences (17%) and, equal third, Drugs (10%) and Theft and Handling (10%). Violence remains the most common type of offence but has reduced from 27% of the previous year's offences, and Motoring Offences remain the second most common, having increased by 3%. Drugs and Theft replace Robbery, which has fallen to 3%
- The most common categories punished by CR were Violence Against The Person (35%), Drugs (19%) and Theft and Handling (17%). Violence remains the largest category but is significantly reduced from 45% last year. Theft and Handling is proportionally unchanged but has been overtaken by Drugs offences
- The number of Robbery offences punished by substantive disposal has decreased massively, from 45 to 9, which is not reflected in a reduction of reported Robbery which continues to increase

### **Disposals Profile**

- Overall, there were 337 disposals this year, down from 503 in the previous year; by far the most used was the non-substantive Community Resolution, used on 160 occasions. Along with the Youth Caution (13 issued) and the Youth Conditional Caution (12 issued) they make up the Out-of-Court Disposals, which account for 185 of the totals, or 49% - up from 48% in 2017/18
- CYOS started 239 disposal-base interventions in 2018-19; 83 were for the Enhanced Community Resolution, and 13 were for the Youth Caution or Youth Conditional Caution, meaning 96 (40.2%) were Out-of-Court

### **Re-offending Tracking**

- We have tracked the re-offending of 85 young people whose original penalty was imposed between October 2017 and March 2018; in all cases, the 12-month monitoring period for re-offending has now expired
- 25 of these young people have reoffended, giving a binary re-offending rate of 29.4%; this is below the 39.6% rate seen in the most recent YJB-released data (for young people originally penalised between April 2016 and March 2017)

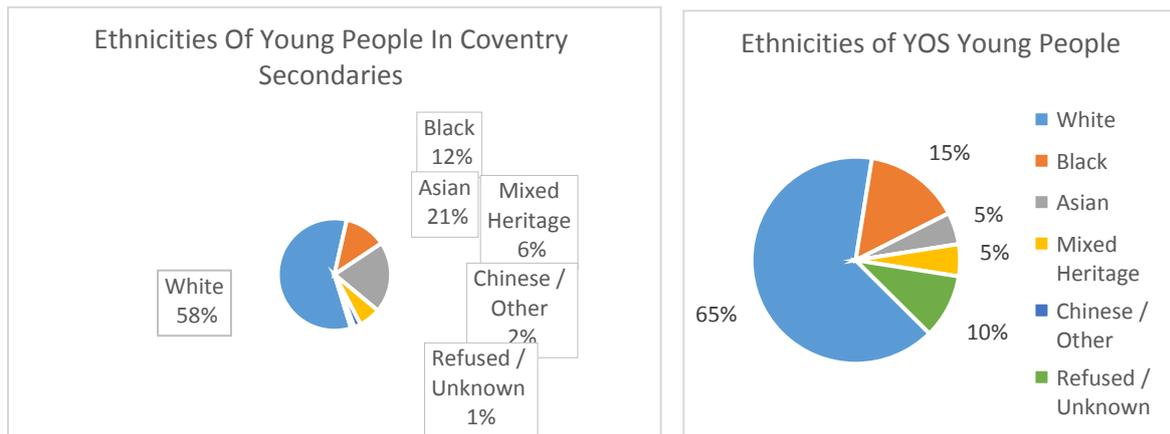
- The young people re-offending committed a total of 100 further offences within their 12-month period, giving a frequency re-offending rate of 1.18; as with the binary rate, this is lower than the most recent YJB rate for the city, which was 1.26
- 6 of the reoffenders have committed a more serious further offence, by the YJB offence gravity scale, including 4 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 7 of 25 (28%) falling into this category
- Re-offending rates among young people who had had Social Care involvement were significantly higher than among those who had not; only 3 of 17 offenders with no Social Care involvement (17.6% compared to 22 of 68 who had at least a referral (32.4%)

It should be noted that 23 young people turned 18 during the tracking period.

### **Demographics**

- Of the 130 young people open to YOS at the end of the year, 113 (87%) were male; this is slightly down from the 89% seen in the snapshot at the end of the previous year
- 73% of the group open to YOS were aged 16 or over
- 22 (17%) of the group were currently Looked After, and a further 19 (15%) had been Looked After in the past; besides them, five (4%) had an active Child Protection Plan, and another 12 (9%) had previously had CP Plans, meaning that overall, 58 (45%) of the young people open to YOS had had Social Care involvement at least the Child Protection level
- According to the latest school census 52% of Coventry's school children are from a BME background
- Overall the white British category remains overrepresented in the offending cohort but differences in representation levels vary by offence types
- The ethnic makeup of the group was 65% White, 15% Black, 5% Asian, 5% Mixed Heritage, and 10% Refused or Unknown. As of January 2018, Coventry secondary schools had a population makeup of 58.3% White, 12.1% Black, 20.5% Asian, 6.3% Mixed Heritage, 1.9% Chinese / Other, and 1.0% Not Known; there is a large over-representation of White young people in the group, a smaller over-representation of Black young people, and a large Asian under-representation
- 11 young people received a custodial sentence last year – 4 black and 7 from the white classification. In line representation would be 1-2 black young people for a cohort of 11.

This will be considered as part of the review of the Reducing the Secure Estate Strategy.



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

### Budget 2019/20

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

The YJB reduced their contribution by just under 1% (5,261K) otherwise contributions have remained static for 2019/20.

Please see appendix 2 for the financial table.

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

### Financial challenges and Workflow Demands

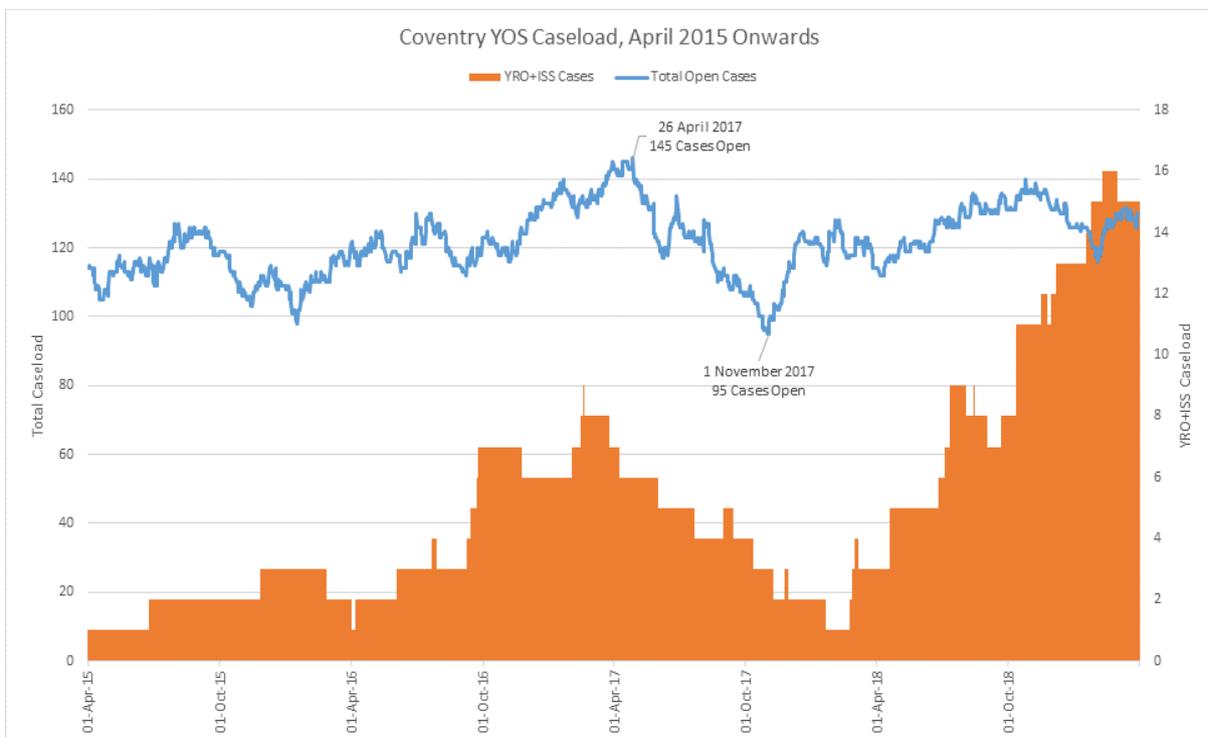
This year's budget has decreased against a pattern of increased workflow demands on the Service which has resulted in a number of challenges which include:

- The complexity of need as identified for example through the CYOS ACES case studies
- Reduction of police custody suites increasing the number of young people being dealt with by the Coventry custody suite and CYOS
- Increased costs for remand (reflecting the increase in serious violence and length of time to conclude a Crown Court Case)
- For areas offering Enhanced Community Resolutions an increased HMIP expectation regarding the depth of, what was historically seen as a light touch assessment. The expectation is that the same quality indicator expectations as post court assessments should be adhered to
- Currently the conversion rate for crimes reported against convictions is low. The majority of offences currently remain without a criminal justice outcome which means there is a high level of potential demand sitting in the system. It could be considered that this also

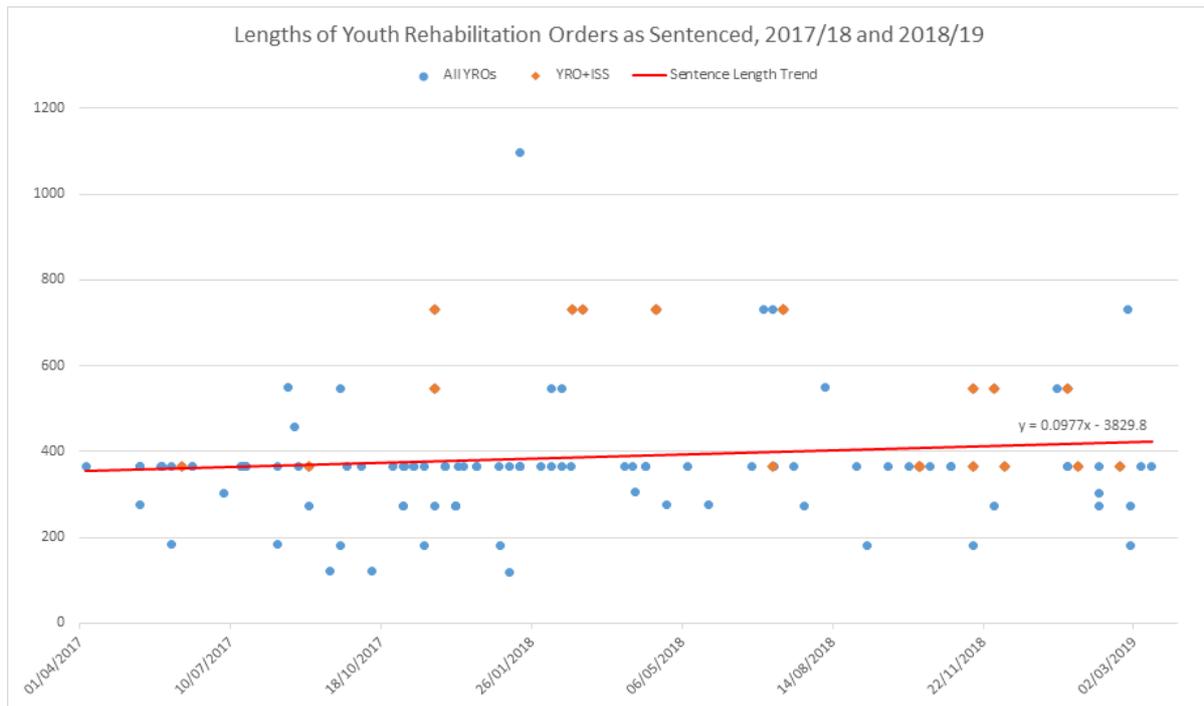
sends a negative message in terms of a lack of personal consequences for criminal behaviours

- No grant increase to reflect increments' costs for grant funded staff
- Higher contact requirements within orders (scaled approach) reflecting the increase in risk and serious crime
- Volume of demand on service for example higher intensity orders such as Intensive Supervision and Surveillance 25 hour a week programmes (graph A – see page 23). The graph demonstrates an upward trend in open orders from a low point in 2016 and a significant increase in ISSP orders last year.
- Longer community and custodial orders reflecting the gravity of offences (graphs B and C – see page 24)

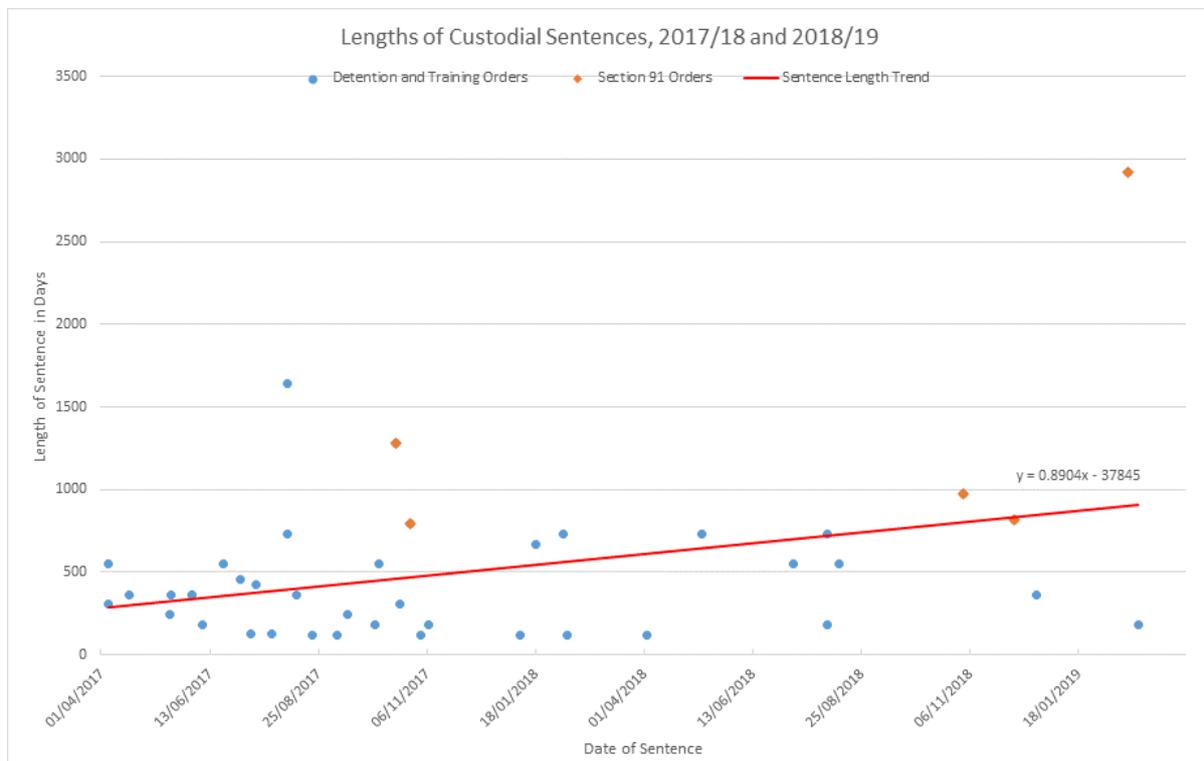
**Graph A**



**Graph B**



**Graph C**



These challenges are continually under consideration by The CYOS Management Board. Strategies are in place to seek to address these which include:

- Bidding for funding opportunities, with two successful bids in the last 12 months bringing in additional funding and delivery partners to impact on serious violence levels
- Local partnership developments such as the new criminal exploitation team, with additional social worker and police input co-located with CYOS
- Upstream expansion of the diversion opportunities with a proposed point of arrest diversion offer from Children's Services Early Help Youth workers
- An additional CYOS case manager post funded by Children's Services
- NPS are reviewing their funding formula for YOTS. The current formula does not reflect a significant element of delivery, which is the pre-court cohort, sitting routinely at just under 50%. This should be considered in the calculation

There are risks with short term funding opportunities both in terms of how good practice can be sustained when funding ends, and also in terms of the quality of any evaluation as projects are often in their formative stages as funding ends. It also requires significant skill and capacity to write bids and upscale activities quickly to respond to frequently very tight time lines to commence delivery. While every opportunity to secure funding is welcomed it does not support stability or the development of high quality evidenced based practice. Opportunities such as provided by the Youth Endowment Fund with longer term support will be conducive to developing best practice models as it has a span of 10 years.

It should be noted that YOTS have a good performance record overall against the three National Indicators and increased investment in effective, highly accountable multi agency teams could be considered a good investment. Current grant opportunities can focus heavily on the third sector whereas a mixture of sectors including the public may be more beneficial.

The overall significant reduction of funding in to YOTs over the last few years has featured in political debate which has been stimulated by the increase in serious youth violence. The resulting cuts have been experienced by multiple partners and means that many young people have grown up through a period of austerity in public services' funding. The current youth population could be considered as the austerity children!

### **Invest to save**

West Midlands Combined Authority research identified that the youth offending teams in its area are underfunded compared to other areas. While there is not always a direct correlation between funding and outcomes there is a relationship and funding needs to match demand to ensure positive outcomes for young people, their family, carers and victims. In the context of austerity innovation, partnership work and commitment are required to sustain positive impact.

CYOS has invested resource to lead and support bids to secure additional funding. Two successful applications last year resulted in over 500k to support third sector partners to work with Children's Services and partners to support young people, parents and communities to stay safe from youth violence. Both these bids are described in more detail earlier in this plan.

While not directly funding CYOS the activities under those projects should reduce demand on the service, support better outcomes for young people and reduce victim levels in the longer term.

Training remains a priority and CYOS continues to make good use of the training programme available corporately and commissions specialist training as appropriate. CYOS often works with other YOTS in terms of specialist training which maximises value for money and facilitates access to experts at a reduced cost.

CYOS captures evidence of the impact of its activities in multiple ways as this is one of the key determinants in terms of value for money. Below is an excerpt from a young person's end of order evaluation where they describe the benefits of working with YOS in their own words.

Describe your life at the start of your Order (Three main things)	I was living in XXXXXX and still kicking off Life was pure shit. Nothing was going right I was depressed
Describe your life now (Top three changes)	I'm keeping out of trouble now...I'm not doing any robberies any more I'm not fighting anymore Still a life of contradictions, but they're getting better and I deal with them better
Has your worker, or another professional, helped you to stay out of trouble?	YOS staff. Lucy's (Case Manager) sound and always reasonable. Lucy could talk to my Dad too.  Isiah (Youth Support Officer): he's a wise man. Very positive and such a good man. Much respect

CYOS has strived to invest time in analysing data and sharing it with partners to inform service delivery. For example, prior to the increase in USG activity CYOS completed a report which was shared with The Childrens Partnership Board and the Coventry Police and Crime Board which utilised proxy indicators of gang activity<sup>1</sup> to raise concerns and to call for partner data sharing and consideration of further action.

Technology continues to feature as an investment and all staff are fully agile and can work across areas as required.

Conference calls, Skype and other mediums facilitate rapid engagement across partners which is effective both in terms of oversight but also reducing travel time and associated costs. It is not a routine method for service user meetings.

<sup>1</sup> Children's Commissioner The Characteristics of Gang-Associated Children and Young People Technical Report February 2019

## **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 and partners 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.

The Board also considers HMIP Domain 1 quality indicator and is undertaking a self-assessment in year.

Alongside the key Statutory Partners, CYOS also benefits from the attendance of the Chair of the Youth Court Bench, the Headteacher of Coventry Virtual School, Operations Manager Coventry & Warwickshire Prospects Service, Prospects and the Head of Environmental Service Street Scene & Regulatory Services. 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 Children's Services Leadership 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
- Youth Violence 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 Exploitation Strategic Subgroup of the Local Safeguarding Children's Board and Senior Management Group for on-going Police Exploitations investigations
- Safeguarding Board Sub-Committee for quality assurance
- Coventry Offender Management Group (COMG)
- The Youth Violence Board (Strategic and project oversight groups)
- Channel Panel (PREVENT)
- Drug & Alcohol Steering Group
- The Coventry Youth Partnership
- Police Area Tasking
- Regional MAPPA Board
- West Midlands YOT Heads of Service
- Local MARAC group

## **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:**

- In the role of CYOS Management Board chair providing challenge and support to partners
- Being instrumental in agreeing to a CYOS Management Board self-assessment (HMIP Domain 1 Governance quality indicators). This will be facilitated by the YJB
- Ensuring that the service is appropriately profiled in key forums and partnerships and remains a priority area
- Representation at Criminal Justice Devolution of Youth Justice Steering Group
- Securing partner engagement and development activity for example the additional cross partner resource supporting the new Criminal Exploitation Team and the relationship with CYOS

**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:

- Securing close partnership working and high-level information sharing to support reducing youth violence activity
- Increased police representation within the new "Child exploitation Team" which is co located with CYOS
- Commissioning and delivery of prevention activities to support reductions in First Time Entrants
- Supported and contributed to successful partnership bids which seek to reduce youth crime

**Coventry and Rugby Clinical Commissioning Group (CCG)** is represented on the CYOS Management Board by the Director of Commissioning NHS Coventry and Rugby Clinical Commissioning Group. Coventry and Warwickshire NHS Trust is represented by the General Manager, Mental Health Services for Children & Young People. 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:

- Supporting the embedding of the Enhanced Case Management pathway, both in terms of facilitating formulation meetings, and consultation with CAMHS to inform the development of this area of practice
- Development of a broader health approach
- Development of the Health economy training pool

**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:

- Providing information is available specific to transition for example performance reports into CYOS Management Board specific to re-offending and engagement rates for young people post transfer
- Trouble shooting transition protocol issues across NPS and CRCs
- Ensuring that in the local reducing the criminalisation of looked after children protocol is agreed and implemented (linked to those young people with leaving care entitlements who are managed through NPS) pool.

## Other Partners

Effective work with a broad spectrum of partners is essential to ensure that the desistance needs of young people are met and to ensure that diversity of need is responded to.

Young people are increasingly mobile, sometimes for negative reasons such as county line activities. This means CYOS works closely with other YOTS on a frequent basis. There are differences between delivery models and local resources which means a transparent and strong relationship is integral to effective communication and to minimise any transition issues. A partnership approach is essential to maintain a positive home/host relationship as the points of contact increase. While planned moves are easier in terms of ensuring a smooth transition often staff are engaging with young people for the first time in the court environment and have to work quickly with other areas to make sure the relevant information is before the court and that the young person is also safeguarded.

“I have had the privilege of working alongside Sandip today. (CYOS case manager) He has gone above and beyond to keep in contact with us here in Bexley and also put the needs of the young person first.

I just wanted to express my thanks as I know the pressures when in Court and working with out of borough agencies ..... Sandip took extra safeguarding precautions ..... Multi-agency working can be challenging at times and there is not always enough recognition for good work. I wanted to take the opportunity today to thank Sandip and your team for their efforts in managing a challenging situation.’

Compliment received from Bexley YOT regarding a CYOS case manager

Children’s Services Early Help activity is essential in reducing FTEs. The Coventry Family Hub model is an approach to the delivery of Early Help services centralised around a building, where several different services providing information and support to families, children and young people are based. They provide Early Help and support for families, children and young people aged 0–9 years up to age 24 where a young person has a disability.

This service supports diversion and young people who may be known to CYOS but require additional support which can be at the point of exit. The strength of the relationship and connectivity is enhanced by the CYOS service manager being part of the Early Help and Protection management structure in addition to being a member of the extended children services leadership team.

“I admire the amount of effort you’re putting into this case, I can’t say any of my other care taking YOS workers are as proactive.”

Compliment received by CYOS case manager who was caretaking a case of a Looked after Child from another authority. Compliment sent by the home YOT Sandwell.

CYOS has AIMS trained workers to support the management of young people who have engaged in sexually harmful behaviours. In addition to this there is a partnership relationship with the NSPCC, who will consult on cases and where a higher risk is identified work directly with those young people. This relationship, in addition to consultation and direct interventions,

also provides access to specialist training as required and this is beneficial in keeping staffs skill sets current. Recent years have seen very low levels of young people appearing before the court in Coventry for this type of offence.

The service's substance and alcohol misuse service is commissioned and monitored by the LA from a voluntary sector provider Change Grow Live (CGL). They work closely with CYOS both on site and at their own city centre location with young people. In addition to direct contact they provide a 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 also provided awareness/education sessions at the Attendance Centre.

CYOS continues to draw on third sector providers, which includes The Positive Youth Foundation who are locally-based charity and one of the current partners in the mentoring offer aimed at tackling youth violence. PYF has a broad offer which includes:

- 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

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.

Post 16 education training and employment offer is supported by Prospects and CYOS benefits from having a Prospects Adviser within the team. This relationship ensures that young people receive support to access appropriate education or training provision, with a particular emphasis on those who are exiting custody.

Outcome star is now used to identify impact and more recently a new measure has been introduced which tracks sustainability of provision offered (how long was the young person engaged). As part of the broader employment training and education performance management Prospects are represented on CYOS Management Board, the quarterly meetings chaired by the Head of Inclusion and Entitlement for education and the operational group which supports transition from education into employment.

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

- Lunt Roman Fort (clearing overgrowth, constructing paths)
- Sowe Valley (Friends of Sowe Valley) litter picking, ivy removal)
- The Trussel Trust

- The Dogs Trust

A recent development with the Trussell Trust involves our young people, on a weekly basis, washing and ironing donated clothing. This means the Clothes bank can provide clothes to help restore dignity to anyone in crisis. The main items are children's school uniform and adults interview shirts. In addition, clothes are donated to The University Hospital in Coventry to support the three elderly care wards, so patients have clothing to go home in.

CYOS also support the Trust to maintain The Patch which is a gardening project which is a pilot to "Grow your Own Foodbank". The young people help dig over the ground and keep it weeded throughout the growing season, which has resulted in vegetables being produced. A Bug Hotel and planters were also constructed from old pallets which were filled with herbs usually thrown out by the supermarkets.

"Without the continued work of YOS with Clothes bank we would not be able to offer our clients nightwear or school uniforms. Having them freshly washed means we can include them in our clothes parcels and for the children clean school uniforms which can make the difference to their young lives at school ....."

"The Patch Gardening Project ..... the young people helped dig over the ground and kept it weeded throughout the growing season they also constructed some planters from old pallets which were filled with herbs.... They also keep the warehouse site free from weeds on a regular basis."

"We are extremely grateful for all the support given to Coventry Foodbank by the Youth Offending Service and we look forward to continuing working with you in the future."

**Dee Ward**

*Project Co-Ordinator*



In addition to the above the young people also supported the trust in securing a greenhouse and its construction on site.

Young people complete the Bake It project which is both educational and reparative as the food they make is distributed through the Salvation Army to people in need. The cakes made by a CYOS young person was sold at the children's services raffle with the proceeds going to charity.



The Dogs Trust remains a popular base for education and reparative activities. In the young people's consultation regarding the priorities for this plan, it featured on more than one occasion as a good placement. This year to maximise the benefits AQA accreditation is being considered on some of the activities.

CYOS has the Chair of the Youth Magistrates' Bench as a non-statutory representative on its board, which supports a strength of the relationship between the service and court services. This has enabled both Warwickshire youth offending team in Coventry, who share the bench, to provide joint presentations to the magistrates on practice changes, to consult with them and through sharing data and delivery information maintain the confidence of the bench.

The Chair of the Magistrates' Bench will also be leading on the Youth Justice Board national standard self-assessment activity specific to the court arena.

## **8. Challenges and Opportunities**

### **Challenges include:**

- The pattern of reduced demand on YOTS has ceased. The number of open cases has increased by 14% when comparing March 2018 to March 2019. In addition to this, the complexity of the YOS cohort is considerably higher across the three domains of risk. This translates into higher contact rates under National Standards
- The gravity of offences being committed also translates into longer and higher intensity orders. For example, Coventry experienced, in the last two financial years, an increase from 4 to 16 Intensive Supervision and Surveillance programmes (a 25 hour a week programme). The responsibility for delivering this programme falls predominantly on the YOS. The increased length of orders means the CYOS holds more open cases year on year
- Serious youth violence – Coventry is experiencing a high level and while there is a new Serious Youth Violence Board the impact of that activity is unlikely to be imminent
- With more serious First Time Entrant offences the need for Intensive Referral Orders also places additional demands on services including the police who provide doorstep curfews for those on an IRO where serious violence featured

- Decommissioning of police custody suites has meant increased traffic through Little Park Street Coventry which increase demand on Coventry YOS
- PACE – Lack of appropriate local secure provision means that there are demands on police secure estate as PACE Act transfer requests (other than open beds) are predominantly unsuccessful. This may be resolved in the long term through WMCA commissioning
- The changing profile of young people in the criminal justice system creates a challenge in so much as it is easy to look at national indicator data, such as numbers of young people entering the criminal justice system and assume that the demands on services have reduced. It is important that the complexity of those young people who remain in the criminal justice system is recognised in the different ways of working that may be required to secure a positive outcome

**Opportunities include:**

- Anticipated benefits from the West Midlands Combined Authority activity are starting to emerge with the proposed development of a secure resource within its footprint, which would support access for young people subject to PACE Act transfers. There is also a West Midlands PACE Concordat in place of a West Midlands protocol subject to Director of Children’s Services and partner sign off
- There are a number of national and regional initiatives which are providing opportunities to bid for additional funding. Good use is being made of these opportunities, with two short term bids proving very successful recently and providing a 12-month input to support the reduction of youth violence. There is a note of caution regarding bids as the short timeframes can often mean long-term evaluations are not available and there is also a heavy time investment in bid writing and local implementation
- The new YJB National Standards allow the scope for services to identify quality indicators that sit below the expectation statements. By working, at least initially, with West Midlands youth offending teams to agree standardised indicators should mean an increasing consistency in delivery irrelevant of the area in which the young person resides and providing benefits of scale
- There is local ambition and activity to develop a public health response to youth violence and work has commenced to identify and agree a local strategy and action plan. This pooling of resource and coordinated response should allow tiers of need to be met with an increasing focus on upstream activities
- On 9 April 2018 the government published its serious violence strategy, which details programme of activity to respond increases in knife crime, gun crime and homicides. As part of the strategy violence reduction units (VRUs) are being set up and the West Midlands is one of the areas who will benefit from this approach. The core function of the unit will be to offer leadership and, working with all relevant agencies operating locally, strategic coordination of the local response to serious violence. The activity of the unit should secure a co-ordinated response which compliments and enhances existing arrangements. Within the guidance it is explicit that youth offending teams will be represented on the violence reduction units core membership group, which provides an excellent opportunity to influence practice

Youth justice continues to be delivered in a dynamic landscape which presents both opportunities and challenge, the local partnership approach is seeking to maximise the benefits of those opportunities to ensure that good outcomes for young people, victims of youth crime and communities are secured.

**Feedback received from young people across 2018/19:**

**“Helped me see things differently by being there.”**

**“I feel the programme helped me to realise what is right and wrong.”**

**“Listened well to my needs.”**

**“No one wants to do it, but it has been good helping kids.”**

**“Being on an order has made me think more.”**

**“Understanding from my worker. It’s a difficult situation and they understand that and adapt my order and appointments to help.”**

## Appendices

### Appendix 1 – Action plan

INDICATOR	ACTION	TIMESCALE	LEAD	OUTCOMES	RELATED PLANS/ PAPERS/SOURCE DOCUMENTS
<b>FIRST TIME ENTRANTS</b>					
1.	<p>Review all OOC/First-Time Entrants quarterly to ensure they are appropriate. Thresholds/guidance applied correctly</p> <p>Report to CYOS Management Board</p> <p>Local scrutiny board to sit at least three times a year</p>	Quarterly	Adrian Seymour CYOS	<p>Young people are not entering the criminal justice system unnecessarily</p> <p>Public confidence in OOC activity</p>	<p>ACPO Gravity Matrix</p> <p>HMIP OOC thematic report</p> <p>HMIP Domain 3 Quality Indicators</p> <p>MOJ/YJB Youth Out of Court Disposals Guide</p> <p>YJB National Standard 1</p> <p>YJB Case Management Guidance</p> <p>YJB Priority Business plan 2019-2020</p>
2.	<p>Partner with Board member to complete YJB self-assessment Standard 1</p> <p>Report to CYOS Management Board</p> <p>Submit self-assessment outcomes and action plan</p>	Self-assessment cases 1 September 2019 – 31 March 2020	Paul Minor WMP, CYOS Management Board member & Adrian Seymour (CYOS)	CYOS rating level identified, action plan in place to drive forward any identified improvement areas	<p>HMIP Domain 3 Quality Indicators</p> <p>YJB National Standard 1</p> <p>Standards for Children in the Youth Justice System 2019 – Implementation and Oversight 2019-2020</p>
3.	Review assessment for Enhanced Community Resolutions	Q2	Adrian Seymour	Young people and victims are safer – the three domains of risk	<p>HMIP Guidance note Risk assessments pre-court cases</p> <p>HMIP OOC thematic report</p> <p>HMIP Domain 3 Quality Indicators</p>

	<p>Report to CYOS Board on options and resource implications</p> <p>Introduce the identified assessment tool / methodology</p> <p>Audit assessments – 1 per worker</p> <p>Report to Board any quality issues alongside resource impact evidence</p>	<p>Q3</p> <p>Q3</p> <p>Q4</p> <p>Q4</p>	<p>Georgina Kell CYOS Adrian Seymour</p> <p>Operational Managers CYOS</p> <p>Georgina Kell</p>	<p>are appropriately assessed and responded to</p>	<p>MOJ/YJB Youth Out of Court Disposals Guide</p> <p>YJB National Standard 1</p> <p>YJB Case Management Guidance</p> <p>YJB Priority Business &amp; Corporate Plan 2019-2020</p>
4.	<p>Deliver Knife crime assemblies, secondary and primary</p>	<p>5 per quarter</p>	<p>Vicky Hobbs WMP</p>	<p>Raise awareness of the criminal justice sanctions, the risk of harm possession/ association. Raise awareness of information sharing processes</p>	<p>Youth Violence Strategy</p>
5.	<p>Staying Safe Project – secondary schools</p>	<p>3 per quarter</p>	<p>Vicky Hobbs WMP</p>	<p>Broader programme, gang risks, awareness of legislation regarding stop and search, how to respond in the case of an injury (StreetDoctors )</p>	<p>Youth violence Strategy</p>
6.	<p>“This is my life” – secondary schools 8-week programme</p>	<p>1 per quarter</p>	<p>Jemma Carlin WMP PCSO</p>	<p>Increase resilience, raising awareness of the</p>	

				risks of gang associations and, healthy relationships	
7.	Artemis – girls identified as at risk of CSE (Horizon, schools) 8-week programme	I per quarter	Jemma Carlin WMP PCSO	Increase resilience, raising awareness of the risks of gang associations and, healthy relationships	Coventry Early Help Strategy 2019/20 HMIP Domain 1 YJB National Standard 1
8.	Prevention activities delivered through Early Help Strategy – Updates to CYOS Board	To commence Q3 (in line with new strategy being released)	Nigel Pattinson CCC Early Help Manager Children's Services	Young people are diverted from the formal CJS	Coventry Early Help Strategy 2019/20 HMIP Domain 1 YJB National Standard 1
9.	Mentoring Violence Programme active in 7 schools.  Police school panels to be extended to primary schools	Quarterly progress update	Vicky Hobbs WMP	Young people develop mentoring skills, and deliver to young peoples' mentors – 1 cohort a year 16 young – 12-month mentees not 1-to-1 a lesson at a time – 100 young people	Coventry Youth Violence Strategy
10.	Coventry Public Health approach to Youth Violence		Caroline Ryder	Strategy in place and being delivered against	Coventry Public Health approach to Youth Violence

	Mapping assets and meetings exercise  Draft Youth Violence strategy	Q1  Q2	Programme Manager – Inequalities Public Health, People Directorate Coventry City Council		YJB Business & Corporate Plan 2019-2020 priority reducing serious youth violence
11.	Submit research bid This research would ask young people about their experiences of violent crime, analyse the nature and extent of violent crime in Coventry, a literature review to determine whether the approaches taken to youth violence elsewhere could be successful in Coventry.  Workshops  Project outcome and recommendations disseminated to partners	Q2 bid funding agreed and workshops delivered  Q3 subject to funding being secured	Dr Gavin Leigh Assistant Professor in Law Coventry University	Aim to create a Youth Violence Strategy to reduce violence (with injury) committed or experienced by young people up to 25 years in Coventry	Coventry Youth Violence Strategy YJB Business & Corporate Plan 2019-2020 priority reducing serious youth violence
12.	Early Intervention fund and Supporting Families Youth Violence  Support development of Mentoring process and access panel in place	Q1	Georgina Kell CYOS  Nick Jeffreys CYOS	Project outputs are met  Evaluation of local initiatives completed and informing national developments	Early Intervention OPCC Project  Supporting Families Youth Crime Ministry of Housing, Communities & Local Government

	<p>Support the development and roll out of frontline practitioner training</p> <p>CYOS engagement in project oversight Board</p> <p>CYOS tracking offending/re-offending rates for project</p>	<p>Q1</p> <p>Commence Q1</p> <p>Commence Q2</p>	<p>Georgina Kell CYOS</p> <p>David Woodhouse Data Team Coventry City Council</p>	<p>Young people are more resilient and are not involved in offences considered as proxy indicators</p>	<p>Serious Violence Strategy 2018 Violence Reduction</p>
13.	<p>Work with police and YOS to agree the parameters of a "Youth Worker "Early Help point of arrest diversion advice, information service and referral service</p>	<p>Q3 Parameters including resource and process agreed</p> <p>Q4 Implement</p>	<p>Nigel Patterson Early Help Manager Children's Services Coventry City Council</p>	<p>Young people get the right help at the right time without a criminal sanction</p>	<p>YJB Business &amp; Corporate Plan 2019-2020 priority OOC HMIP OOC thematic report MOJ/YJB Youth Out of Court Disposals Guide YJB National Standard 1</p>
14.	<p>Protocol to reduce the unnecessary criminalisation of LAC young people agreed by partners</p> <p>Submit protocol to Safeguarding subcommittee Policy and procedures group</p>	<p>Q 3</p> <p>Q4</p>	<p>Matt Clayton Operational Lead Children's Services Coventry City Council &amp; Georgina Kell CYOS</p>	<p>LAC young people are not criminalised unnecessarily</p>	<p>National Protocol to reduce the unnecessary criminalisation of LAC young people</p>

REOFFENDING					
15.	<p>LAC Reoffenders are discussed in line with specific triX procedure re multiagency response and planning</p> <p>Aggregated report to CYOS Management Board</p>	<p>As Applicable</p> <p>Q4</p>	Nick Jeffreys CYOS	Ensures family, appropriate management and risk planning for Looked After Children	National Protocol to reduce the unnecessary criminalisation of LAC young people
16.	<p>Support the development and delivery of The West Midland Violence Reduction Unit (VRU)</p> <p>VRU membership as determined under Home Office guidance includes YOTS</p> <p>West Midlands YOTS to agree representation</p>	Targets to be confirmed	<p>Development and participation Georgina Kell CYOS</p> <p>Outcomes West Midlands OPCC</p>	Success measures as determined in section 32 Home Office guidance. Includes reduction in hospital admissions for assaults with knives/sharp objects, related offences, including non-domestic homicides (all measures focusing on under 25s)	<p>Serious Violence Strategy 2018</p> <p>Violence Reduction Unit guidance grant expectations</p> <p>YJB Business &amp; Corporate Plan 2019-2020 priority reducing serious youth violence</p>

17.	CYOS staff attend Gangs & County Lines training - consist of speakers utilising their lived experience as ex-offenders and survivors to unpack and explore the realities and consequences of County Lines, Gang Exploitation and Serious Youth Violence.	Q2	Bianca Dosanjh Team Manager Midlands Youth Violence Intervention Service & Meet at the Gate HMP Leicester St Giles	Participants gain an authentic and credible understanding of this complex and cross cutting issue. Leave with intervention strategies/ ideas for long-term solutions.	Coventry Youth Violence Strategy  Serious Violence Strategy 2018
18.	Enhanced Summer program  Media summer project 2 sessions a week for five weeks across the summer holidays  Young people are enabled to develop their media project, culminating in accreditation (AQA) and award event. Fishing program 5 sessions over summer holidays (AQA accredited activity)	Q1 planning with delivery partner  Q2 delivery  Q3 evaluation of project outcomes	Matthew Haynes CYOS	Accreditation (AQA) Enhanced engagement, increased confidence, team work, interpersonal skills Emotional regulation and links to attainable/ sustainable positive activities at exit point	Quarter 1 action completed - Planning completed in quarter 1 with Media Mania and relevant officers regarding the Media Programme. The 10-session programme to be delivered over 5 consecutive weeks commencing week commencing 22.07.19. Sessions will be on a Tuesday and Wednesday at Coventry Boys & Girls Club. Fishing programme planning completed with the Angling Trust. 4 sessions to be completed during July/August and the 5th session in October. First session took place on 24.07.19. AQA accreditation identified for both programmes.
19.	KCPP (knife crime program) modules to be accredited	Q4	Matthew Haynes CYOS	Improve confidence, alongside	Coventry Youth Violence Strategy  Serious Violence Strategy 2018

				education, behavioural objectives of program	
20.	All High ROSH and Safety and wellbeing young people that are discussed at YODOC to have a multi-agency Risk Management Plan  Training to staff  QA monitoring	Q2  Q3	Nick Jeffreys CYOS	Integrated planning leads to better outcomes and risk reduction	HMIP Domain 2
21.	Benchmark and monitor referrals to NRM process.  Yearly review of referrals	Q2  Q4	Nick Jeffreys CYOS	Ensure appropriate identification, informed submissions and monitoring of exploitation to inform delivery	
22.	Attendance at Home Office NRM event	Q2	Georgina Kell CYOS	It is understood whether better outcomes for children could be achieved if decisions were made at a local multi-agency level	

23.	Map and Monitor county lines and arrests.  Disseminate via Exploitation Safeguarding Board sub group and Report to CYOS management Board for information and action as required	Q3	Nick Jeffreys CYOS	Monitor emerging issue of county lines and inform strategic and operational responses cross all agencies	YJB Business & Corporate Plan 2019-2020 priority reducing serious youth violence  Serious Violence Strategy 2018 Violence Reduction
24.	Youth Violence (Early Intervention and Strengthening families Youth Violence) – update to Board	Q2 Q3 Q4	Lisa Gunstone Children’s Services Troubled Family’s coordinator		Strengthen Families Youth Crime Ministry of Housing, Communities & Local Government  YJB Business & Corporate Plan 2019-2020 priority reducing serious youth violence  Serious Violence Strategy 2018 Violence Reduction
25.	Lessons learnt – youth violence partnership review of practice	TBC	Angie Bishop Risk Lead Quality Assurance Children’s Services	Lessons learnt translate in to actions – oversight Youth Violence Board/ Safeguarding Board	YJB Business & Corporate Plan 2019-2020 priority reducing serious youth violence  In line with CSPPI principles
26.	Report to CYOS Board on findings from the Enhanced Case management activity	Q3	Adrian Seymour CYOS	Impact of activity is known and informs next steps	YJB Business & Corporate Plan 2019-2020 priority Trauma informed practice

CUSTODY

27.	<p>Review process of monitoring and responding to custody restraints and issues</p> <p>Consultation with staff and briefed and rolled out via Team meeting</p> <p>Werrington to provide report to CYOS Board and attend as required, a minimum of every 12 months</p>	<p>Q1</p> <p>Q2</p> <p>Q3 Report</p> <p>Attendance date to be agreed</p>	<p>Nick Jeffreys CYOS</p> <p>Sarah Mellor Head of Resettlement Werrington HMYOI</p>	<p>Ensure appropriate actions and liaison with custodial placements.</p> <p>CYOS Management Board</p>	<p>YJB National Standard 4</p> <p>YJB Business &amp; Corporate Plan 2019-2020 priority safety and education in custody (strategic plan reports that proven harm, self-harm and restrictive physical interventions all increased in 2017/18)</p>
28.	Reducing the use of the secure Estate – Update previous strategy and action plan	Q3	Georgina Kell CYOS	All use of secure estate is deemed appropriate – CYOS Management Board decision	YJB National Standard 4 & 5 YJB Business & Corporate Plan 2019-2020 priority resettlement/transition
29.	<p>Trial a regional approach to defining QI and self-assessment National Standards</p> <p>Local review of National Standard 4 to inform self-assessment</p>	<p>Q2 partners to complete pre-meet assessment tool</p> <p>Q3 Set of core indicators agreed and</p>	Georgina Kell (CYOS) leading on regional activity	A core set of QI and process is agreed, local QI are in place as appropriate	YJB National Standard 4 YJB Case Management Guidance YJB Business & Corporate Plan 2019-2020 priority

	Local secure providers to participate in regional YOTS activity to determine indicators and measures	reported to West Midlands' Heads of Service			
30.	Respond to findings in HMIP Resettlement thematic	TBC	Nick Jeffreys CYOS	Maintain or reduce recall rate Reduced reoffending	YJB National Standard 5 HMIP thematic Resettlement to be released 2019 YJB Business & Corporate Plan 2019-2020 priority - resettlement and transition
31.	Post custody reviews to be completed and shared with CYOS Management Board  Actions agreed and monitored by Board	As required	As allocated	Learning from custodial episodes is utilised to inform delivery with the intent of reducing custody	In line with the principles contained in Working Together to Safeguard Children July 2018 – rapid reviews  Reducing the use of the Secure Estate Strategy
<b>OTHER LOCAL DRIVERS INDICATORS</b>					
32.	Disseminate the participation/ feedback strategy  Monitor service user feedback  Outcomes to be included routinely within CYOS Board Performance report – orders ending in the counting period	Q1  Q2  Q3	Nick Jeffreys CYOS	The voice of young people is paramount in shaping service delivery	
33.	CYOS Statutory Board self-assessment HMIP Domain one Governance  Part 1 (individual service area assessment)	Q1	John Gregg, Director of Children's Services Chair of CYOS Board	Board identifies its current judgement rating and secures improvements within 12 months	HMIP Domain one rules and guidance

	Part 2 YJB facilitated assessment meeting	Q2		(from date action plan agreed)	
	Action plan in place Monitored by CYOS Board	Q2 Q3 on going			
34.	YJB National Standards Self-Assessment		Georgina Kell CYOS	Self-assessments with judgments completed and submitted to YJB with action plans incorporated in to the Youth Justice Action Plan 2020/21	YJB National Standards 2019  Strategic and Operational Standards 1-5
	Presentation to CYOS Management Board	Q1			
	Board leads identified	Q2			
	Self-assessment work groups commence	Q3			
	Self-Assessment results submission	Q4			
35.	Improve the number of victim feedbacks received	Q3	Matthew Haynes CYOS	Feedback is received from the majority of victims to provide a comprehensive victims' voice to inform service developments	Victims code of practice RJ Council Quality Assurance Standards
36.	CYOS to engage with RJ Council re renewal of CYOS	Q3	Matthew Haynes CYOS	CYOS retains its mark and high-quality restorative	RJ Council Quality Assurance Standards

	Quality Assurance Mark status (3 year renewal timeframe)			process and outcomes evidenced locally	
37.	<p>CYOS Prevent Training</p> <ul style="list-style-type: none"> <li>• New staff to attend a WRAP training event</li> <li>• E leaning Prevent refresh for existing staff</li> <li>• Identification and attendance of YOS staff required to attend advanced Workshop pilot alongside partners</li> </ul>	All training to be completed by Q3	<p>Manjeet Pangli CCC Prevent Coordinator</p> <p>E leaning strand Matthew Haynes CYOS</p>	CYOS meets the Prevent Duty requirement, staff are better prepared to safeguard vulnerable people from being radicalised, engaged in supporting terrorism or becoming terrorists themselves	Prevent Plan
<b>HEALTH &amp; WELL BEING</b>					
38.	<p>Assess the impact of the Enhanced Case Management pathway on young people.</p> <p>Agree indicators of quality.</p> <p>Prepare a report for the management board demonstrating impact.</p>	<p>Q1</p> <p>Q3</p>	<p>Adrian Seymour CYOS</p>	<p>Ensure young people receive a service meets their needs, while ensuring public protection responsibilities are met</p>	<p>ACES RIP Analysis of Coventry Youth Offending Service cases</p> <p>WMCA and OPPCC aggregated report on ACES</p> <p>YJB Business and Strategic Plan priority trauma informed practice</p>
39.	<p>Work with Positive Choices (CGL) to improve the quality of quarterly feedback reports</p>	Q1	<p>Adrian Seymour CYOS</p>	<p>Ensure that impact of interventions delivered by positive choices is reflected</p>	

	Work with Positive Choices to provide end of intervention feedback reports which evidence distanced travelled, current risk levels and exit planning	Q3		strategically at management board and individually on young people's cases.	
40.	Deliver training presentation, information brief to Magistrates on the Enhanced Case Management pathway	Q1	Adrian Seymour CYOS	Magistrates are aware of different approaches to supervising young people subject to court orders.	YJB Business and Strategic Plan priority trauma informed practice
<b>SAFEGUARDING</b>					
41.	Suitable Contextual safeguarding training offer to be available for professionals  CYOS case managers and youth support officers attend training	By end Q4  By end Q4	Lee Pardy - McLaughlin CCC Principal Social Worker Children's Services	Cross agency contextual safeguarding approach Young people are safer	In line with the principals contained in Working Together to Safeguard Children July 2018
42.	All missing episodes are notified to YOS by the Horizon team  Missing episodes are reflected in the safety and wellbeing section of the AssetPlus- audit activity	Q1  Q2	Yvette Dhammi CCC Exploitation Team Missing Co-ordinator  Nick Jeffreys CYOS	Missing episodes are reflected in AssetPlus – safety and wellbeing assessment and planning	

43.	Specialist training for SHB champion - The CSA centre's practice leads programme  Develop a strategy to ensure the practitioner's skills and knowledge are used	Q1  Q3	Adrian Seymour CYOS  Adrian Seymour CYOS	The knowledge and understanding of impact of CSA are fully understood and embedded within CYOS	
44.	Review the NSPCC protocol	Q3	Adrian Seymour CYOS	Consultation and delivery arrangements are clear and supported by cross agency protocol	
<b>EDUCATION</b>					
45.	Outcome star to be completed for all young people referred to Prospects at start and 6 weekly intervals  Aggregated data report submitted to CYOS Board	At start and 6 weekly intervals  Every 3 months	Jas Nagra Prospects	Young people are supported in to appropriate ETE provision and distance travelled can be measured  Deficits can be identified and responded to	Coventry Joint Strategic Needs Assessment 2019 - attainment levels of CYOS cohort
46.	Track each young person who is provided with ETE provision – how many are still engaged in provision 6 months after order closes	Q3 Rolling cohort, reported on in CYOS performance management report each quarter	Jas Nagra Prospects	Placement sustainability is measured and can therefore be responded to if long term engagement levels low	Coventry Joint Strategic Needs Assessment 2019 - attainment levels of CYOS cohort

47.	Education Partnership team to report any trends, deficits, needs analysis to CYOS Management Board	To be included in CYOS Management Board performance report as required	Sarah Mills CCC Head of Education and Entitlement	CYOS management is in an informed position to respond, support education agenda	Coventry Joint Strategic Needs Assessment 2019 - attainment levels of CYOS cohort
48.	SEND refresh using Achievement For All standards  Action Plan being delivered against	Q3 Delivery against action plan to commence update to Board to agree whether submission against standards	Leon Kokkinsons CCC Senior Lead SEND		Coventry Joint Strategic Needs Assessment 2019 - attainment levels of CYOS cohort
49.	Clinical Psychologist input (education) to be secured for CYOS	Q3	Sarah Mills CCC Head of Education and Entitlement	Assessment supports identification of needs and appropriate provision	Coventry Joint Strategic Needs Assessment 2019 - attainment levels of CYOS cohort

## **Appendix 2 – Budget**

**Table 1: Partner contributions to the youth offending partnership-pooled budget 2019-20**

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
<sup>1</sup> Local Authority	514,409	0	251,973	<b>766,382</b>
Police Service	56,188	0	0	<b>56,188</b>
<sup>2</sup> Police and Crime Commissioner	62,444	0	42,620	<b>105,064</b>
National Probation Service	48,066	0	5,000	<b>53,066</b>
Health Service	90,650	0	13,309	<b>103,959</b>
Wales Assembly Government	0	0	0	<b>0</b>
YJB	458,602	0	62,276	<b>520,878</b>
<sup>3</sup> Other	0	0	0	<b>0</b>
<b>Total</b>	<b>1,230,359</b>	<b>0</b>	<b>375,178</b>	<b>1,605,537</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 which are funded through other routes with governance sitting with the YOS Partnership Board.

### Appendix 3 – Spend against YJB Grant

#### 2019-20 YJB Youth Justice Board Grant

	<b><u>Budget</u></b>	<b><u>Forecast outturn</u></b>	<b><u>Forecast Over(Under) spend</u></b>	<b><u>Comments</u></b>
<b><u>Youth Justice Grant budget</u></b>				
Salaries	458,602	458,602	0	Includes £12k Allocation for Sessional Salaries.
Activity Costs	33,530	33,530	0	
Overheads	28,746	28,746	0	
Equipment	0	0	0	
<b>Total YJB</b>	<b>520,878</b>	<b>520,878</b>	<b>0</b>	

5,261 Budget reduction of 1% to reflect YJB funding announcement - applied to 'Activity Costs'.

**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								<b>1</b>
Operational Managers	3								<b>3</b>
Practitioners	18		3			2	1		<b>24</b>
Administration	3		2						<b>5</b>
Sessional Workers	5			2			2	3	<b>12</b>
Volunteers	15				1	6	2		<b>24</b>
<b>Total</b>	<b>45</b>	<b>0</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>8</b>	<b>5</b>	<b>3</b>	<b>69</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	Referral Order Panel Volunteer	Other Volunteer	Total
Permanent		1		3	2.1	15	2.4	2	12		24	0	61.5
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						1						0	1
Secondee Health (Substance misuse)												0	0
Secondee Health (Mental health)												0	0
Secondee Health (Physical health)												0	0
Secondee Health (Speech/language)												0	0
Other/Unspecified Secondee Health					1.6							0	1.6
Secondee Education												0	0
Secondee Prospects						1						0	1
Secondee Other												0	0
<b>Total</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>3.7</b>	<b>18</b>	<b>2.4</b>	<b>2</b>	<b>12</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>61.5</b>
Disabled (self-classified)	0	0	0	0	0	0	0	0	0	0	0	0	0

## Appendix 5 – Performance Information

### First Time Entrants

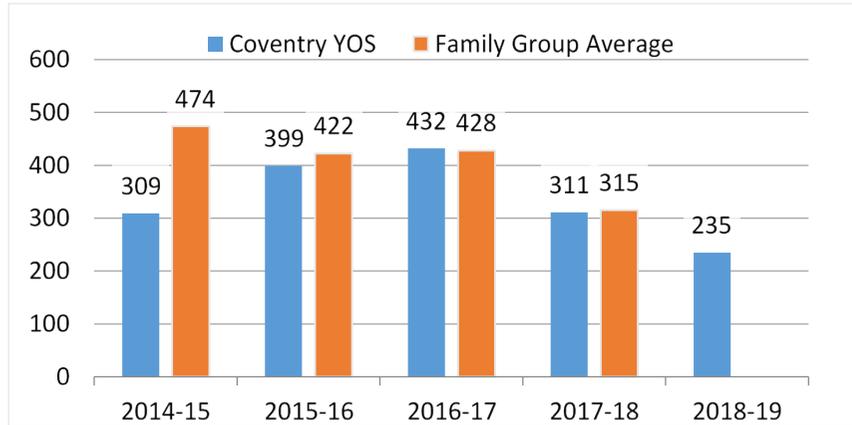


Table 1: FTEs per 100,000 of the 10-17 year old population, Coventry YOS 2014-19

### Reoffending

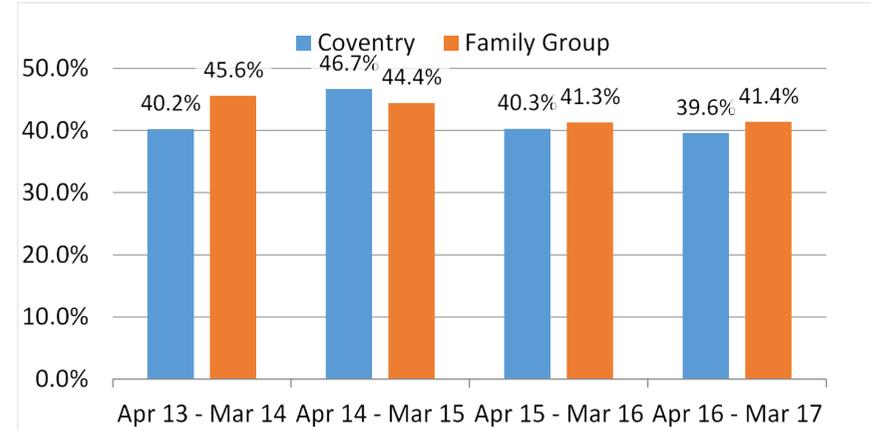


Table 2: Young offenders reoffending within a year, Coventry YOS 2013-2017

### Use of Custody

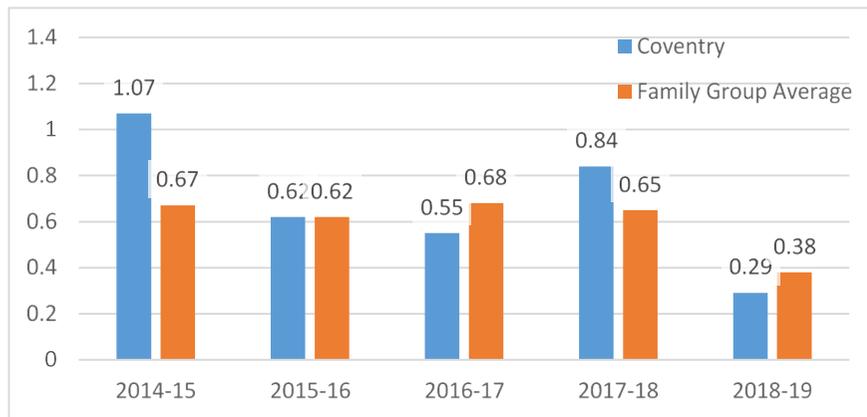


Table 3: Custodial sentences as a rate per 1,000 of the 10-17 year old population, Coventry YOS

### Use of Remand

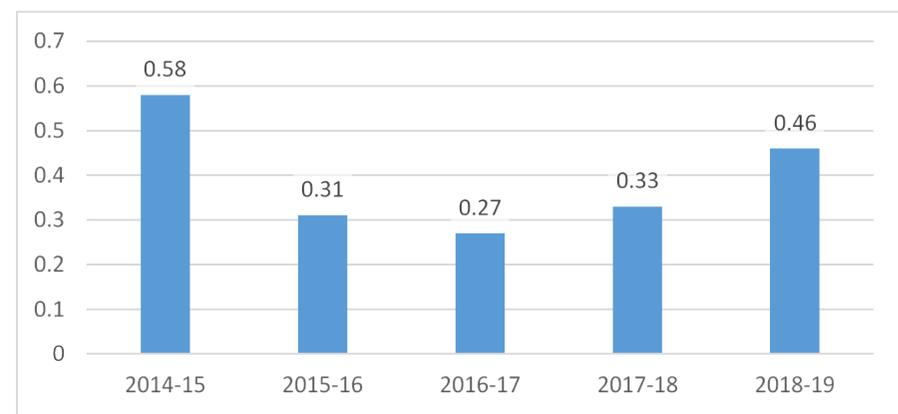


Table 4: New remand episodes per 1,000 of the 10-17 year old population, Coventry YOS

### Custody and Remand

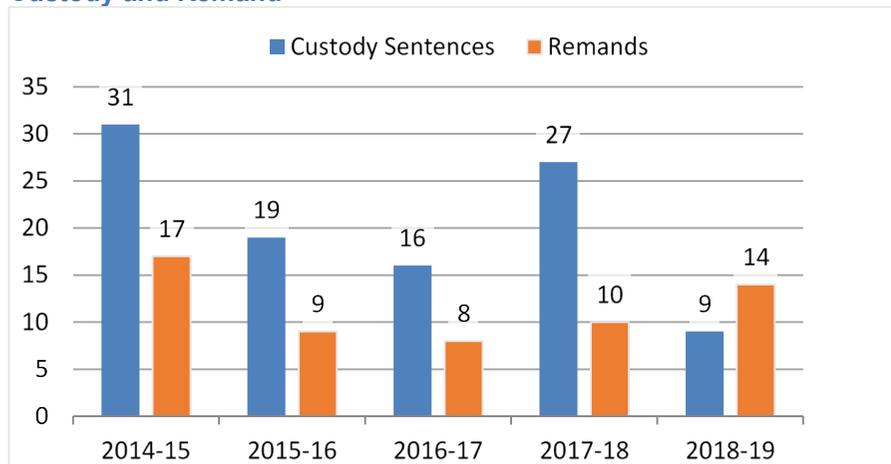


Table 5: New episodes of custody and remand, Coventry YOS 2014-19

### Accommodation

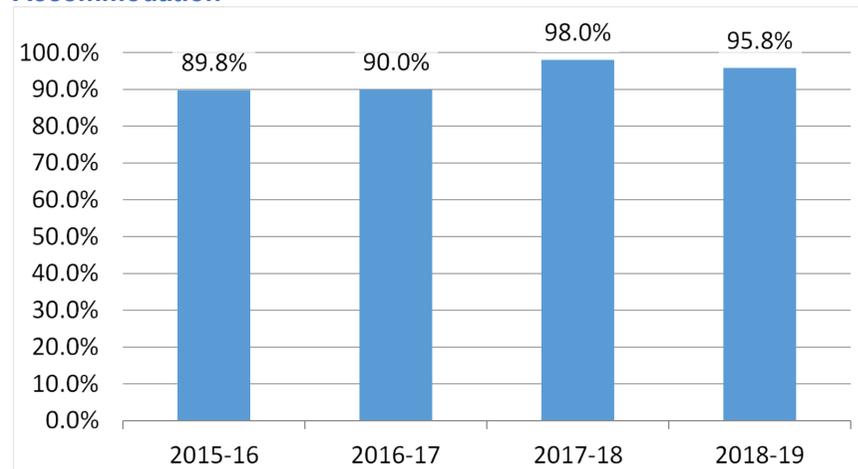


Table 6: Suitable accommodation, Coventry YOS 2015-19

### Education, Training and Employment

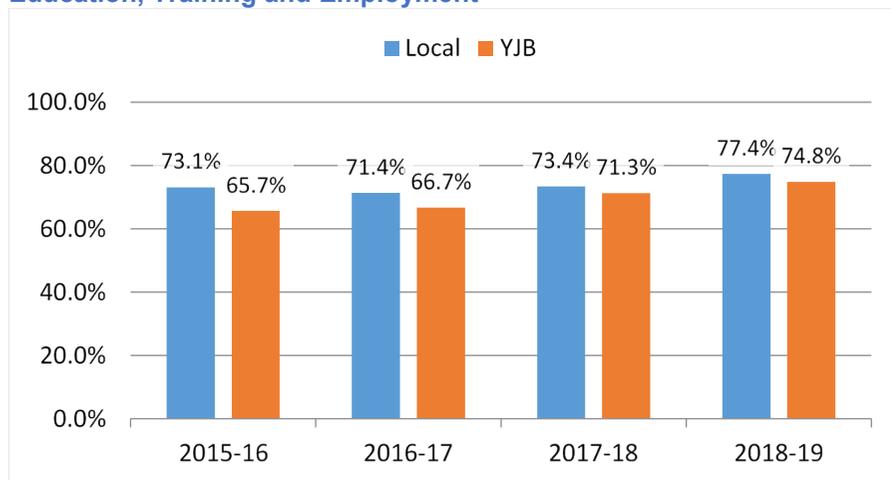


Table 7: Engagement in suitable ETE by local assessment and by former YJB national standard, 2015-19

## Disposals

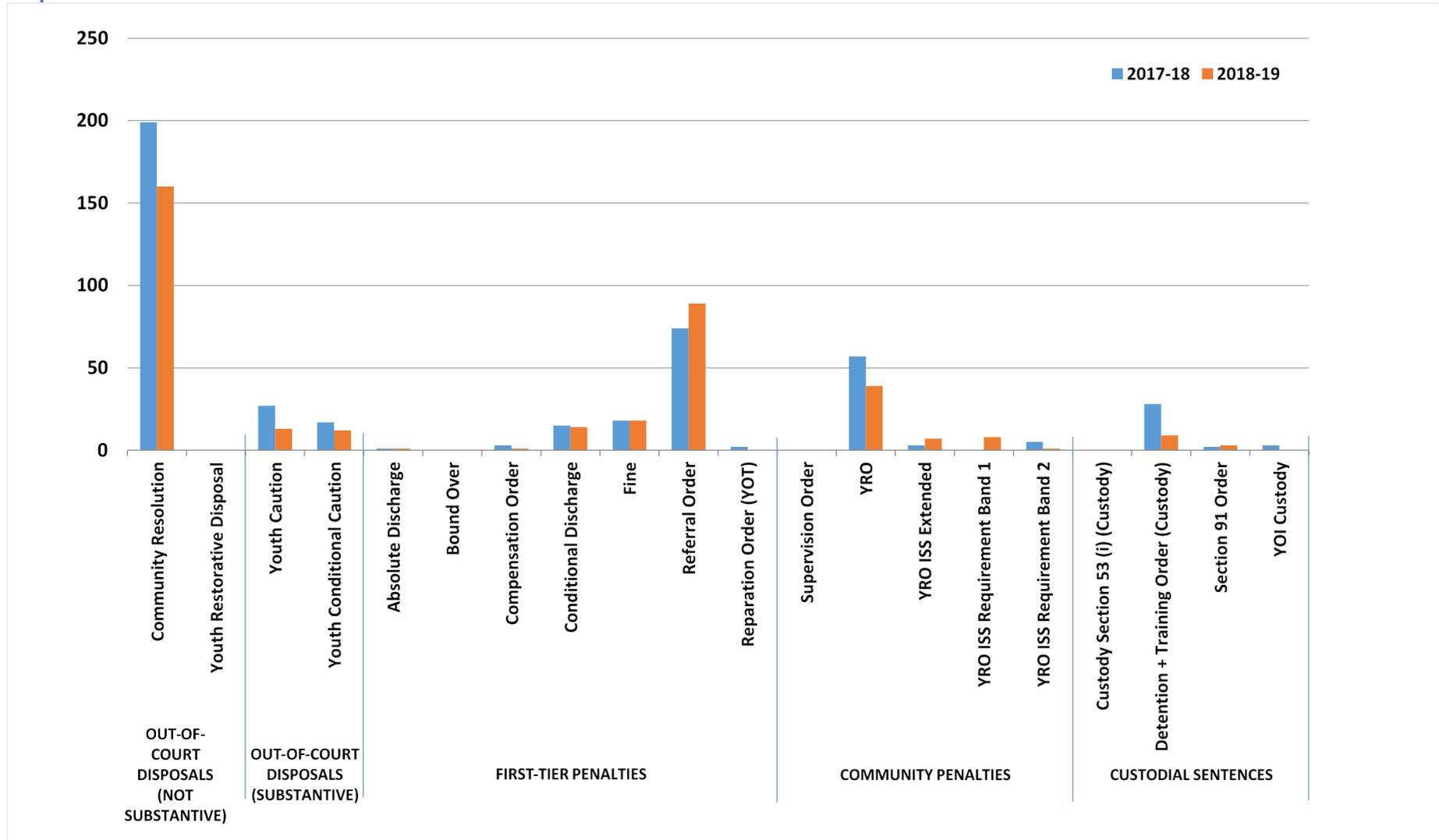


Table 8: Disposals, Coventry YOS 2018 & 2019 Financial Years

### Offences

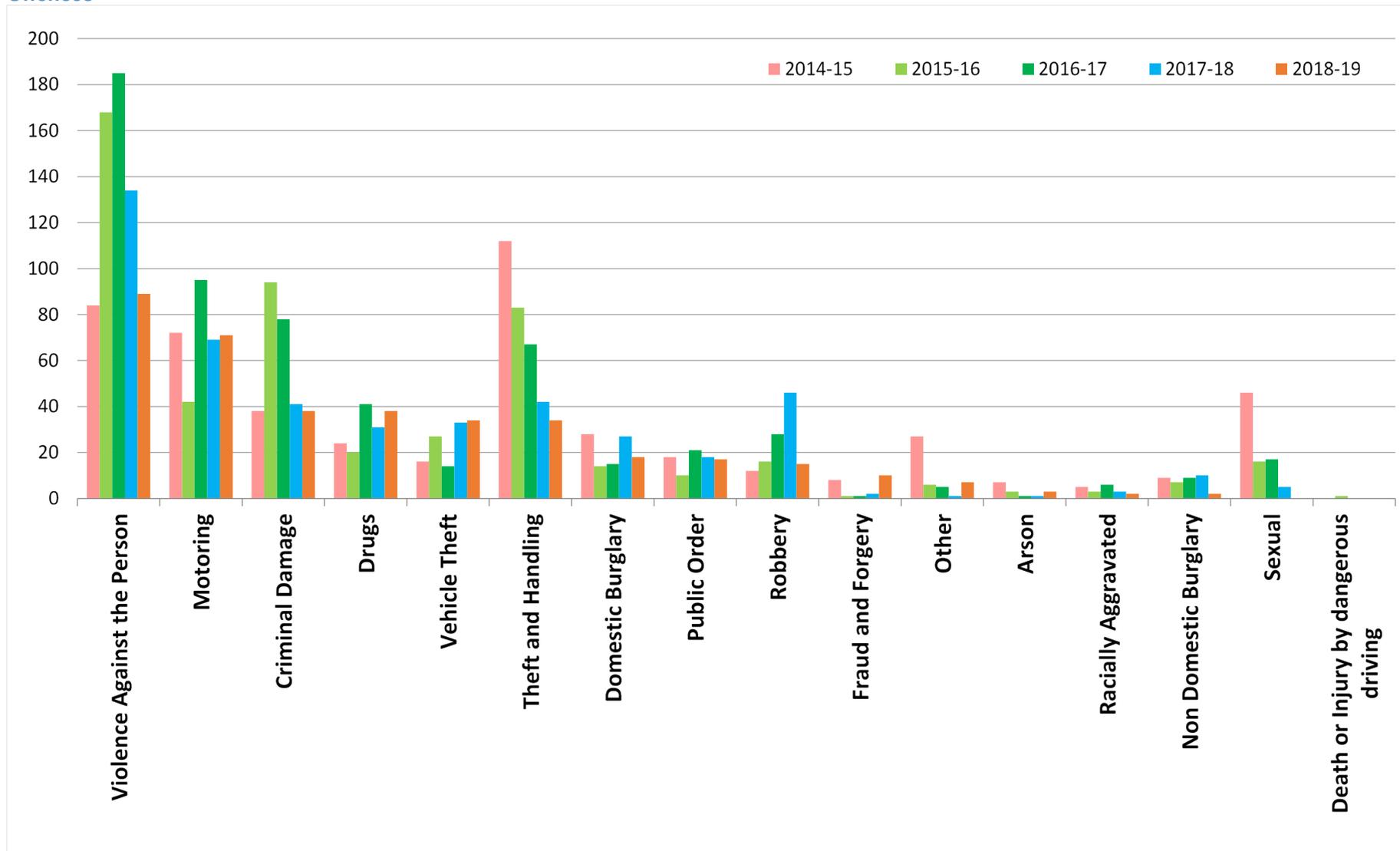


Table 9: Offences by offence type, Coventry YOS 2015-2018

### Ethnicity

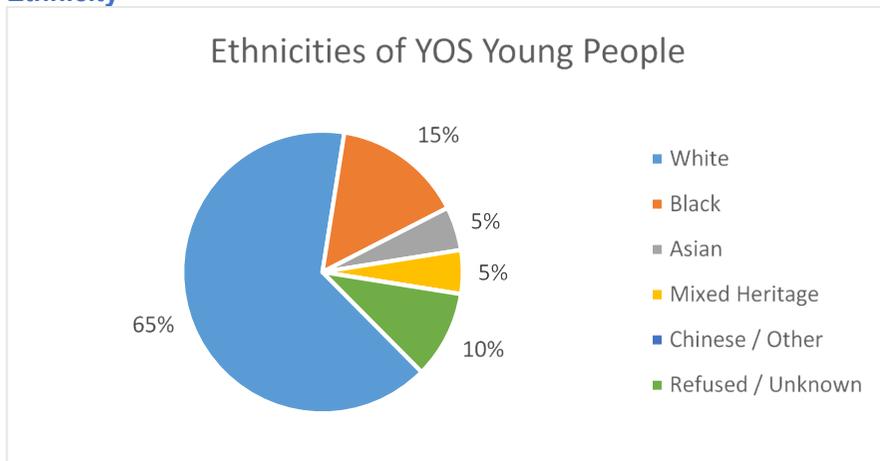


Table 10: Ethnic profile of young people with proven offences, open to Coventry YOS 31/03/2019

### Gender

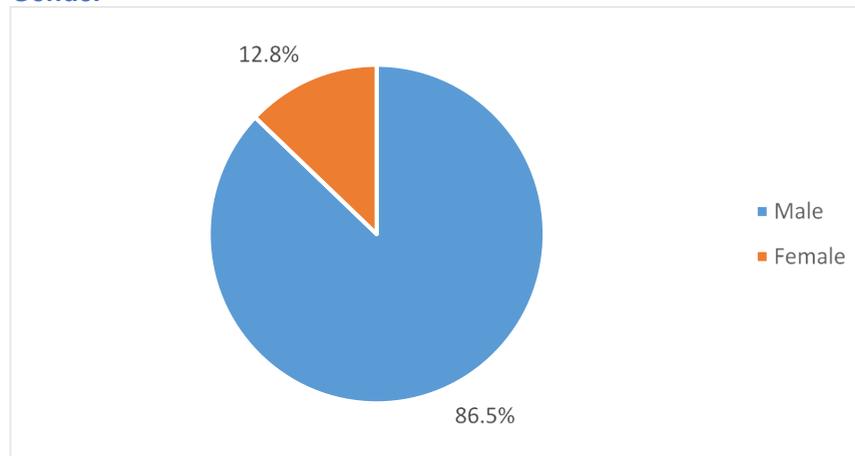


Table 11: Gender profile of young with proven offences, Coventry YOS 2018-19

### Age

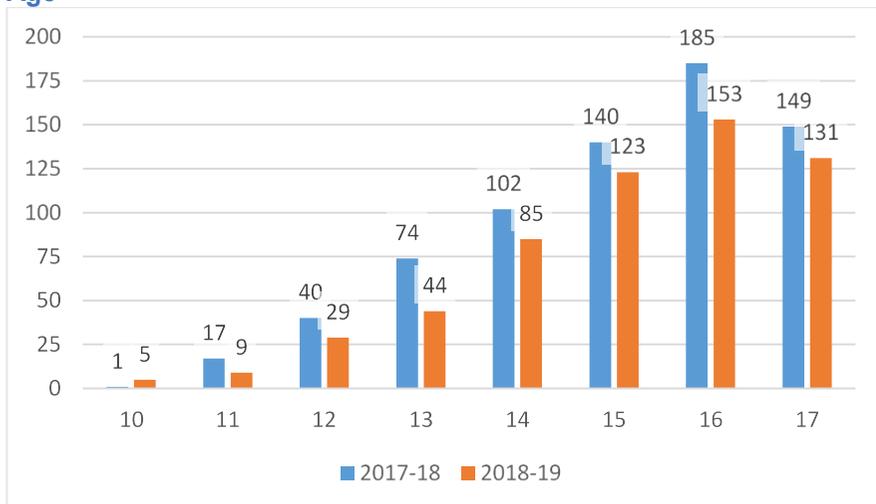
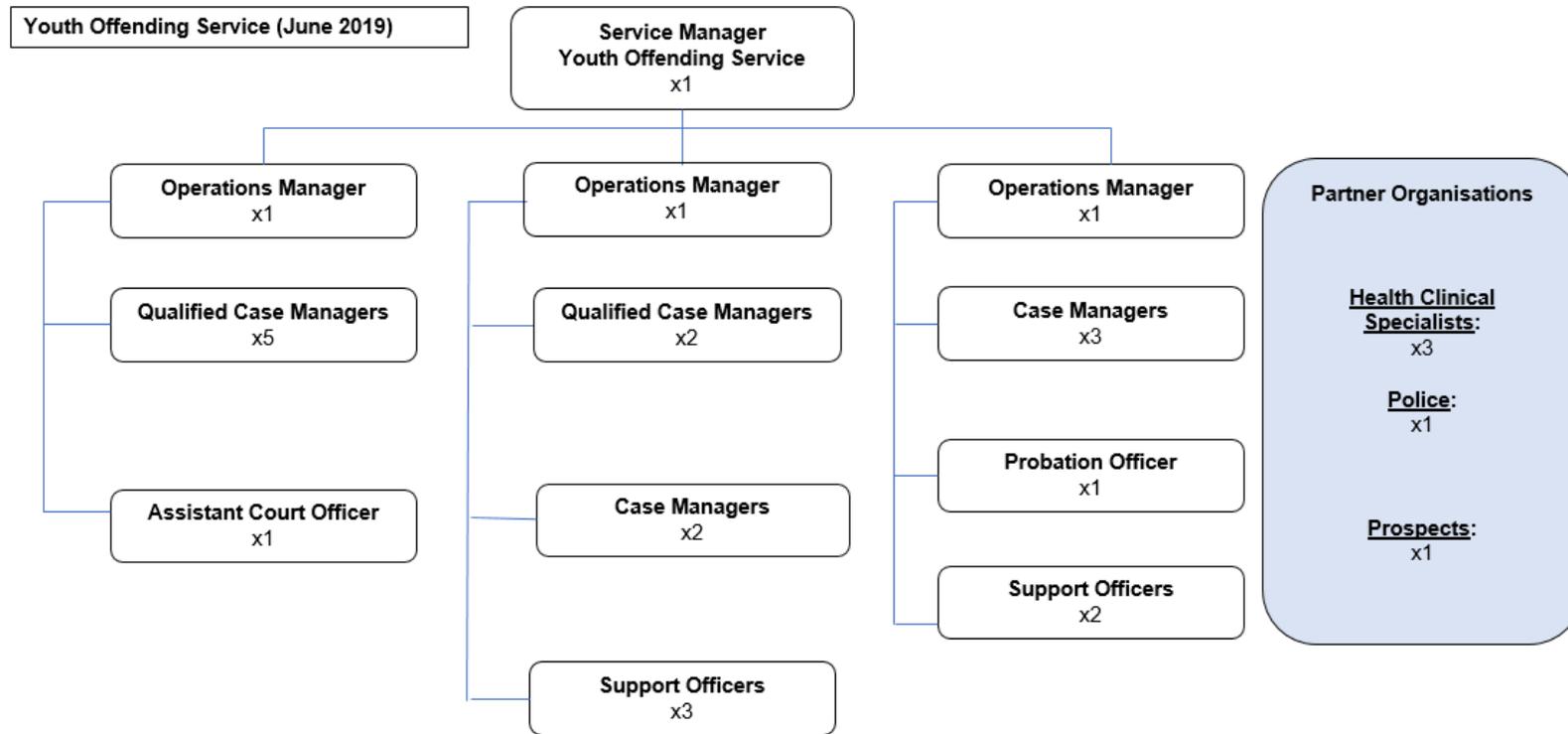


Table 12: Ages of young people at offence date, per proven offence, excluding breaches – Coventry YOS 2018-19

## Appendix 6 – CYOS Organisation Employee Structure 2019



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

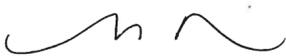
<b>Name</b>	<b>Title</b>
<b>Paul Minor</b>	Chief Inspector, Crime Manager, Coventry Neighbourhood Policing Unit - West Midlands Police.
<b>Karen Allen</b>	Operations Manager, Coventry & Warwickshire Prospects Service
<b>Matthew Gilks</b>	Director of Commissioning, NHS Coventry and Rugby Clinical Commissioning Group
<b>Chris Evans</b>	General Manager, Mental Health Services for Children & Young People, Coventry & Warwickshire Partnership NHS Trust
<b>John Gregg</b>	Director of Children's Services for Coventry, Coventry City Council
<b>Valerie Elliott (Observer)</b>	Deputy Chair of the Combined Magistrates' Bench
<b>Patricia Smith (Observer)</b>	Deputy Chair of the Youth Panel
<b>Jim Horgan</b>	Head Teacher, Coventry Virtual School (formerly LACES), Coventry City Council
<b>Sarah Mills</b>	Head of Service, Education Entitlement, Coventry City Council
<b>Nigel Patterson</b>	Early Help Manager, Early Help & Family Hubs (Central), Coventry City Council
<b>Susan Walker</b>	Head of Innovation & Engagement Midlands, Youth Justice Board for England and Wales
<b>Craig Hickin</b>	Head of Environmental Services, Street Scene & Regulatory Services, Coventry City Council
<b>Andy Wade</b>	Head of Service for NPS, Coventry, Solihull & Warwickshire Cluster Midlands Division
<b>Richard Limb</b>	CAMHS Programme Manager, Coventry City Council

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



..... (Signature)

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



..... (Signature)

**Paul Minor** - Chief Inspector, Crime Manager, Coventry Neighbourhood Policing Unit



..... (Signature)

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

..... (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
OCGS	Organised Crime Groups
OOCD	Out-of-Court Disposal
OPCC	Office of the Police Crime Commissioner
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
USG	Urban Street Gangs
WMCA	West Midlands Combined Authority
YJB	Youth Justice Board
YJS	Youth Justice System
YODOC	Youth One Day One Conversation
YOI	Youth Offending Institute
YOT	Youth Offending Team