



Coventry City Council's Youth Justice Strategy and Plan - 2021-23



Coventry City Council

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(1) All pictures of Coventry within the plan have been taken by a child open to CYOS.

Foreword from the Chair of Coventry Youth Offending Management Board

I am passionate about improving services for children and families. It is clear there is a commitment from politicians, partners, and teams to make a real difference to ensure that children, young people and victims, are first and foremost at the centre of Youth Justice services in Coventry.

We are committed to our One Coventry approach, to tackle issues like exploitation and serious youth violence, with these arrangements maturing and developing to meet need at a strategic and operational level. There is a partnership commitment to trauma informed practice and a commitment to a public health approach through the 10-year Coventry Youth Violence Prevention Strategy.

The 2021-23 plan details how we intend to put the vision and priorities into action with key developmental areas around education engagement, promoting diversion from the youth justice system, addressing disproportionately and continued improvements against the Youth Justice Board's National Standards.

Our overarching Children's Service's vision is: 'Coventry: where children, young people and families matter'. The Coventry Youth Offending Service vision and priorities seek to put this into action. We have seen through local learning the challenges of recognising the vulnerability of children, but additionally managing this with our responsibilities to protect the public.

We will continue to drive improvements to reduce the number of children engaged in offending behaviour and youth violence, the number entering the youth justice system and the number subject to custodial sentences.

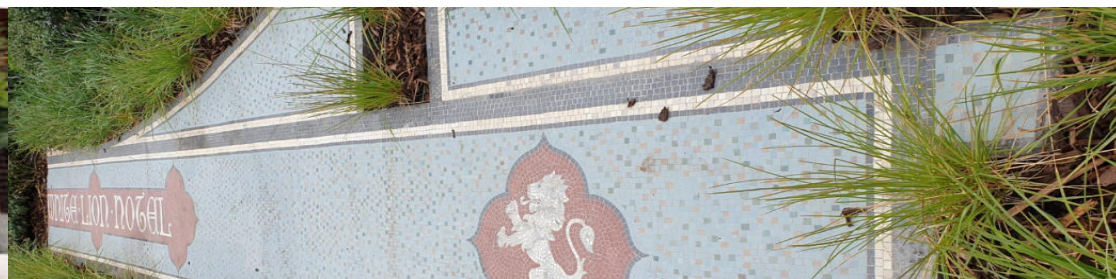
The workforce has remained committed to improving outcomes for children and workforce development remains a key priority.

The impact of the Covid-19 pandemic has had a significant impact on services. All council buildings were assessed to ensure Covid-19 compliance and to ensure the maximum safety of all staff. Risk assessments are reviewed and updated on a regularly basis to respond to the changes in government guidance. Most staff have continued to be based at home where they can do their work effectively. Virtual visits have continued throughout the service, and face to face visits were maintained, where it is safe and necessary to do so.

As a partnership in Coventry we are proud of our achievements and we believe together we can make Coventry a safe, great and enjoyable place to live, grow and work.



John Gregg
Director of Children's Services
and Management Board Chair



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Executive Summary

This plan outlines the priorities for Youth Justice Services in Coventry over the next 2 years following on from the self-evaluation against key performance indicators, and consultations with the partnership, children/families and the team. This framed the formation of Coventry Youth Offending Service Vision, a local adaption of the Youth Justice Board's 'Child First, Offender Second' approach.

This plan builds upon an improvement plan formed following the self-assessment against the national standards for youth justice services, as well as consolidating approaches taken during the Covid 19 pandemic and the plan detailed in last year's Contingency and Recovery Plan.

The impact of the Covid-19 pandemic in March 2020 has had a significant impact on services and our improvement journey. While the service has adapted well, there have been real challenges in maintaining good service delivery, with particular challenges around children in custody, resettlement and managing transitions, particularly to adult services and the adult secure estate.

CYOS initially moved to a tiered based model of delivery, which saw the large majority of delivery being undertaken via video telephone call platforms and in person, where assessed as necessary. This developed over the course of the year and CYOS has continued a largely in person service delivery since September 2020, though through a 1 to 1 model; an exception to this is victim based work, which has remained virtually delivered.

The Plan outlines the current governance arrangements with interconnectedness between the CYOS Management Board, other statutory boards, and the Coventry Youth Violence Prevention Partnership Board, and associated violence prevention plan.

The document outlines some great areas of innovation, greater emphasis on third sector and partnership working to ensure diverse individualised offers for children, and achievements from the last year; for example, CYOS was the first Youth Offending Team to achieve the newly launched Registered Restorative Organisation with the Restorative Council.

With this said, the last year has continued to be a very challenging one regarding serious youth violence. While this is a national trend, Coventry has faced particular challenges with a small number of children being entrenched and groomed into gang violence and exploitation, resulting in several children being subject to very long/life term custodial sentences. These concerns are somewhat juxtaposed with a reduced number of children entering the youth justice system, a reduction in the number of proven offences by children, and improved reoffending rates for the service.

The phrase used in the 2019-20 Plan was a 'tale of two cities', which has been more starkly shown during the Covid 19 pandemic. For a small proportion of children and young people there have been increased concerns around

serious violence and exploitation.

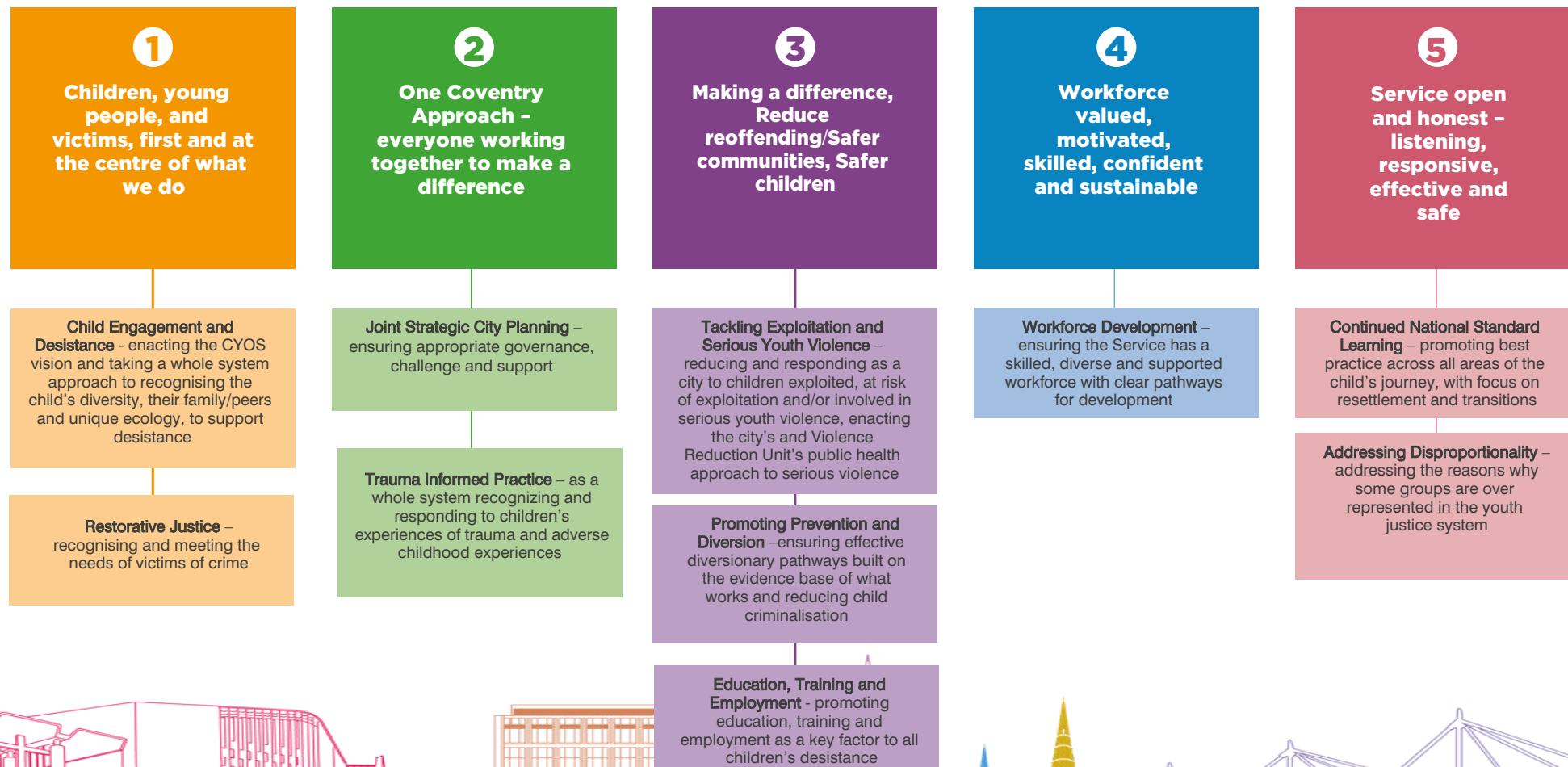
Going forward, to affect long-term change, it is paramount that these children are not lost in this challenging landscape, particularly with the possibility of an increase in all crime with Covid 19 restriction easing. With recruitment over the last 5 months, the service is now in a good position to respond to this challenge, though resources will need to be maintained to enable the current intensive support offer, an improved service and to respond to any increases. The CYOS vision and priorities (see next page) and action plan seek to redress this.



CYOS Vision 2021-2023

Coventry Children's Services vision: where children, young people and families matter, and are valued

CYOS's vision compliments the wider Children's Services's Vision and YJB 'Child First, Offender Second' approach in aspiring to create a local justice system, which supports children to be the best version of themselves, working collaboratively and seeing children as part of the solution, through evidenced based practice. It aims to recognise the need to create an individualised approach and appropriately respond to a child's diversity, by working holistically through a whole system approach to support the wider family and illuminate barriers to desistance, including structural inequality, alongside recognising the need to protect the public and previous/future victims of crime.



Introduction

Introduction

Youth Offending Teams were established under the Crime and Disorder Act 1998 with the principal aim being to prevent the offending behaviour by children. 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:

- Management and delivery of community sentences
- Assessing and delivering interventions to the Out-of-Court-Disposal cohort
- 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. The Act states that the Youth Justice Plan should set out how youth justice services in their area are to be provided, funded, the leadership and governance arrangements, and as well as key information about the Youth Offending Team (YOT) to ensure quality and effective youth justice services.

This Plan will set out the direction and strategy of youth justice services, through the formulation of a vision and priorities, with a business and improvement plan detailing how this vision will be achieved and positive outcomes for children, in particular:

- Reducing first time entrants to the youth justice system
- Reducing the use of custody
- Reducing reoffending rates
- Locally agreed performance indicators that evidence positive outcomes for children, young people and victims of crime(1).

This plan builds on the Contingency and Recovery Plan (2020/21) and has been written in conjunction with existing plans and strategies across the city that support the wider crime prevention and youth justice agenda. The Plan is also subject to Coventry City Council Cabinet and Council endorsement.

While the past year has been challenging in responding to and ensuring quality service delivery during Covid 19 (detailed in Section 6), CYOS has continued to progress much developmental activity and progress against key performance indicators and priorities.

The last year's priorities were largely born out of identified learning following the National Standard self-assessment audit, submitted to the Youth Justice Board in April 2020. This led, in the absence of the usual Youth Justice Plan, to a separate Management Board owned improvement strategy and plan (2020-23); the improvement strategy amalgamated learning from the national standard audit, any continued actions from the 2019/20 Plan, learning through auditing/reviews, responding to inspection findings, and enacting a service action planing response to these, alongside actions against the priorities and key performance indicators. This Plan will build on this and thus cover the period 2021-23.

To create the plan an inclusive methodological approach has been undertaken, namely:

1. Management Board review and planning section
2. Child/Parent consultation on their experience and improvement areas
3. Team Consultation on how we achieve desistance for children
4. Data analysis review of the Service and children in the youth justice system
5. Assessment analysis of for and against desistance needs for children/adults
6. Assessment analysis of risk assessment factors for all children/adults
7. Evidence base best practice review of other YOTs
8. Wider strategic partnership review and parity to existing strategic plans
9. Sharing with partners for feedback and amendments

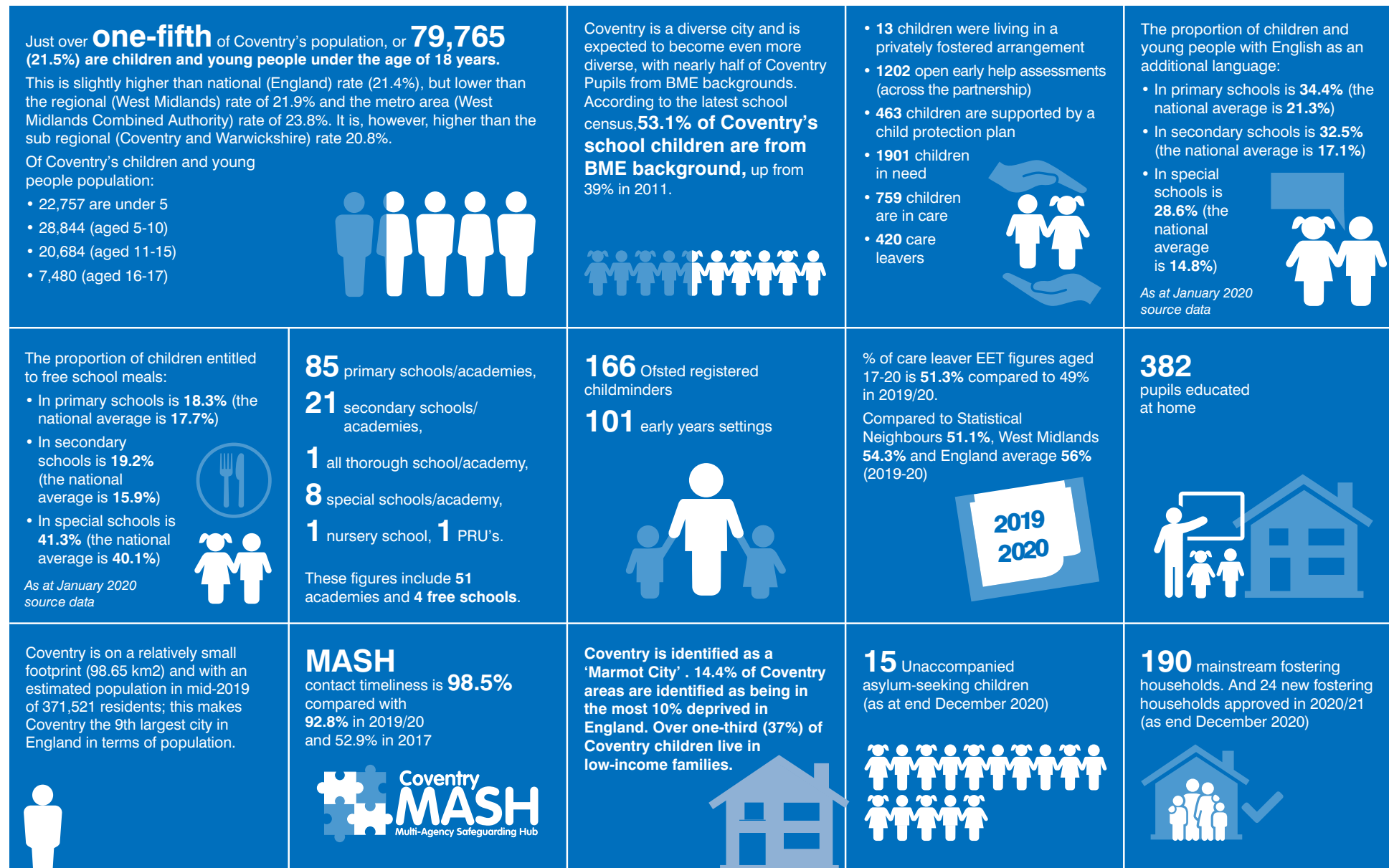
This plan and the local vision has been written with explicit consideration to the Youth Justice Board's Strategic Plan 2021-24, which outlines how the Youth Justice Board intends to seeks to achieve a Child First, Offender Second approach in the youth justice system, namely:

'A youth justice system that sees children as children, treats them fairly and helps them to build on their strengths so they can make a constructive contribution to society. This will prevent offending, and create safer communities with fewer victims.'

This approach is underpinned by a research evidence base as detailed within the 'Child First Justice: the research evidence-base (2021), though, as highlighted HMI Probation's Annual Report (2020), it is important not to lose sight of the victim and risk to others in the local interpretation of this vision.

The CYOS Vision and Priorities seek to recognise this challenging interplay, and will inform the action plan and priorities for the next 2 years.

City snapshot for Children and Young People – December 2020



Governance, Leadership and Partnership Arrangements

Governance, Leadership and Partnership Arrangements

In line with the requirements of the Crime and Disorder Act (1998) and revised guidance from the Youth Justice Board for Youth Offending Team partnerships, CYOS Management Board over sees youth justice services, monitoring and actioning around the quality and effectiveness of child justice services a cross Coventry, specifically monitoring:

- reducing first time entrants to the youth justice system
- reducing the use of custody
- reducing reoffending rates
- locally agreed performance indicators that evidence positive outcomes for children, young people and victims of crime(1)

The Management Board is chaired by the Director of Children’s Services designated by the Chief Executive. The Board has cross cutting members, at a senior level, across the statutory and on-statutory strategic boards and groups championing the CYOS vision and priorities, for example:

- Early Help Strategy 2020-2022 –Outcome 6: ‘Parents and young people involved or victims of crime and/or anti-social behaviour is reduced’
- Police and Crime Board - Priorities 2021– ‘Reducing re-offending and harm’ and ‘exploitation and youth violence’
- Safeguarding Children Partnership – Priorities 2019-21-‘Contextual Safeguarding/extra familial harm’
- Health and Wellbeing Board – Health and Wellbeing Strategy 2019-2023 – ‘Children and young people fulfil their potential’
- Safeguarding Adults Board - Priorities 2019-2021 - To be assured that services and agencies have appropriate systems, processes and training in place to support and safeguard adults effectively.

These cross cutting priorities ensure that the priorities and vision are seen as a city responsibility and challenge, as outlined in the 'One Coventry' approach and the council's values:



(1) Local indicators: Reduced re-arrests, reduced incidents of serious youth violence and reduced attendance at A&E for assault injuries, improved Child/Family/Parent feedback, reduced risk judgements, ETE engagement and attainment, and improved victim feedback.

Governance, Leadership and Partnership Arrangements

CYOS Management Board

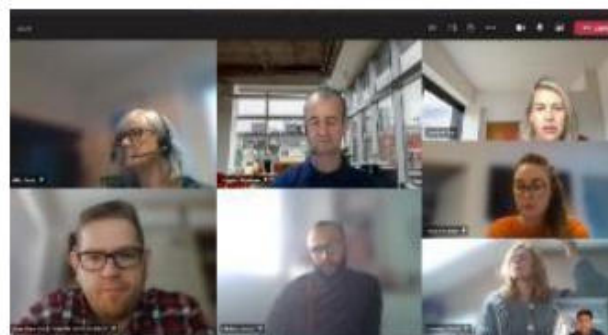
CYOS has the appropriate agencies and statutory representation on its Management Board, as detailed within the Board Members list in the appendices (appendix 1). Alongside the key Statutory Partners, CYOS also benefits from the attendance of the Chair of the Youth Court Bench, the Head of Education Entitlement, Service Manager for Positive Choices (Substance Misuse Agency) the Headteacher of Coventry Virtual School, Operations Manager for Coventry & Warwickshire Prospects Service, the Head of Environmental Service Street Scene & Regulatory Services, Programme Manager for the Violence Reduction Unit and Early Help Manager for Children's Services, and as required attendance from relevant Secure Estates, Chair of the Coventry Youth Partnership and agencies as required for updates. The Board is well supported by the YJB and Partnership Advisor. The board discharges its duties by:

- Requiring the CYOS Operational Lead and partners to report and account for performance against YJB and local indicators(1), health outcomes and the management of risk. Advanced reports are provided on performance, Probation transfers, Education (School Age), Education (16+), Health, Positive Choices (Substance Misuse agency), and the Police. Each report acts as an update from each agency of their activity across the last quarter.
- National and locally agreed performance indicators that evidence positive outcomes for children
- 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 have continued with the 2020-23 improvement plan, which included continued learning following a updated self-assessment against the HMIP Domain 1 Standard co-facilitated by the regional Youth Justice Board Head of Innovation and Engagement in the Midlands; this has led developmental activities, as detailed in Section 6 - for example, being awarded the Achievement for All Lead Award in recognition of the efforts to secure better outcomes for children and young people with special educational needs in the youth justice system.

'It is a glowing testament to your solid and hard-earned progress made over many years, boosted by activity in the last eighteen months. Particularly praiseworthy is the sense of collective ownership and responsibility, cross-sector training, a strong co-located co-commissioned team.'

Marius Frank (Youth Justice Lead – Achievement for All) – message of congratulations for achieving the Youth Justice SEND Quality Lead Status.



Meeting with Marias Frank. Attendance: Head of Service-Education Entitlement-Board Member, General Manager-Mental Health Services for Children and Young People – Board Member, CYOS Team Manager, Inclusion and Attendance Manager, Statutory and Assessment Provision Manager, CYOS Specialist Mental Health Practitioner and CYOS Education Lead.

(1) Local indicators: Reduced re-arrests, reduced incidents of serious youth violence and reduced attendance at A&E for assault injuries, improved Child/Family/Parent feedback, reduced risk judgements, improved ETE engagement and attainment, and improved victim feedback.

Governance, Leadership and Partnership Arrangements

Alongside the statutory Boards, Coventry has a 10 Year Youth Violence Prevention Strategy with an action plan and outcome measures monitored through the Coventry Youth Violence Partnership Prevention Board.

Coventry Youth Violence Partnership Prevention Board

The Board has strategic oversight of the Youth Violence Strategy and members are mutual accountable for the delivery of the key objectives. It is co-chaired by WM Police (Commander) and Public Health (Director) and has attendance from the Director of Children's Services/CYOS Management Board Chair. The aims of the Board and partners' is to act as a One Coventry response to the issue of youth violence, monitor the action plan, and strategy progression against clear measurable outcomes of achievement. Alongside this, the Board coordinates funding opportunities, undertakes horizon scanning, and identifies best practice models for consideration. The Board has recently commissioned the creation of a Coventry Strategic Needs Assessment building on from the West Midlands Violence Reduction Unit –Strategic Needs Assessment (2021).

Operational Interplay: The interplay between regional, statutory boards and violence prevention board enables strong operational interplay. Members of the team, managers and Board participate in a number of operational groups, including:

- The Contextual Safeguarding Subgroup and Operational Group
- Coventry Reducing Re-offending Board
- Channel Panel (PREVENT)
- Drug & Alcohol Steering Group
- The Coventry Youth Partnership
- Local Multi-Agency Risk Assessment Conference
- Coventry Serious Youth Violence Forum
- Local Case Management Forum
- Child Sexual Exploitation Operational Group
- Vulnerable and Missing Panel
- Coventry Serious Youth Violence Forum
- Child Exploitation and Missing Triage
- Liaison and Diversion Service Programme Group
- Youth One Day One Conversation
- Education and YOS Action Group/Working Party
- Coventry and Warwickshire Youth Panel Meeting
- School and Police Panels Meeting
- Restorative Justice Group
- Multi-agency Risk Assessment Conference (MARAC)
- Multi-Agency Public Protection Arrangements
- Fair Access Panels

In addition to the above, there are also a number of champion leads across the Service including: Child Sexual Abuse, Police, Domestic Abuse, and Child Exploitation. These champion leads support consistent practice across the service where they are able to lead in their specific area, developing their own expertise and supporting wider practice development.

Additionally, as part of Children's Services, CYOS will be involved in the Family Valued programme (aimed at supporting families, placing parents at the centre of decision making) with the CYOS Operational Lead co-leading on the 'Embedding Relationship Based Practice' workstream in line with the CYOS vision and priorities.

Coventry Youth Violence Prevention Strategy

Empowering young people to be safe in our city #SafeCoventry

1 Building strong foundations

2 Primary Prevention

3 Secondary Prevention

4 Tertiary Prevention

5 Enforcement and Criminal Justice

6 Attitudinal change using effective communication

Regional Influence: To support in the local strategic direction, and given the regional and national footprint of youth justice and the preventative agenda, CYOS attends, has Board Member attendance, and/or input through a rota across the West Midlands YOT Heads of Service at the following meetings:

- West Midlands Criminal Justice Board
- Regional MAPPA Senior Management Board
- West Midlands Strategic Violence Reduction Board
- Girls Delivery Group
- Criminal Justice Liaison and Diversion Strategic Board
- Child Exploitation Board

This is not an exhaustive list it evidences the local, regional and national interplay.

Governance, Leadership and Partnership Arrangements

Partnership Arrangements:

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

- the role of CYOS Management Board Chair providing challenge and support to partners
- Being instrumental in agreeing to a CYOS Management Board priorities, plan and progression of the improvement plan
- Ensuring that the service is appropriately profiled in key forums, partnerships and remains a priority area
- Representation at West Midlands Strategic Violence Reduction Board
- Securing partner engagement and development activity; for example, cross partner support for resourcing into the Horizon Team and development into a exploitation hub.
- Overseeing the partnership arrangement protocol

Coventry, Solihull and Warwickshire National Probation Service are represented on the Management Board by the Head of Service for NPS, Coventry, Solihull & Warwickshire Cluster. This relationship has proven effective in:

- Providing information specific to transitions; 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 CRC and jointly reevaluating the local protocol following learning through the national standard audit
- Ensuring appropriate support is available to care leavers through the development of a Through Care and Probation protocol forming part of the local protocol to reduced the unnecessary criminalisation of Looked After Children
- Facilitating joint audits across CYOS and Probation to ensure a continued learning feedback loop
- Overseeing and ensuring appropriate Probation resourcing into the Service
- Overseeing the joint protocol and secondment arrangements

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 and exploitation
- Increased police resourcing into the Offender Management and Youth Violence Reduction Team to support the preventative agenda
- Supporting the delivery of a point of arrest diversion offer by St Giles funded by the Violence Reduction Unit
- Supported and contributed to community safeguarding and public protection incident learning reviews and subsequent improvement actions
- Overseeing and ensuring appropriate Police resourcing into the Service, including the service level agreement, secondment arrangements and operational processes

Coventry and Warwickshire Clinical Commissioning Group (CCG) is represented on the CYOS Management Board by the Director of Commissioning NHS Coventry and Warwickshire 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 two health staff (2 full time equivalents). Clinical supervision is offered via CAMHS and their work directly benefits the wider health agenda. This relationship has proven effective in:

- Supporting the embedding of Trauma Informed Practice 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
- Overseeing and ensuring appropriate Health resourcing into the Service, the secondment arrangements and working arrangements.

'As the lead for St Giles across Coventry our service has been working closely with YOS. Our working relationship has grown into a solid partnership with both teams sharing the same common interest and that is to provide the best provision and support for the young person. We are particularly pleased with the acknowledgement that lived experience has a place in risk management.'
Steve Clarke - Contract Manager (Midlands) St Giles

Governance, Leadership and Partnership Arrangements

Other Partners:

Community Safety - CYOS works closely with the Community Safety Team within the Local Authority, with a particular operational focus on exploring preventative and civil powers; for example, anti relationship Anti-Social Behaviour Injunctions.

Courts – CYOS seeks regular feedback from the courts, which continues to be very positive. CYOS and the courts, deputy and chair of the Youth Panel, having a close working relationship outlined through the Service Level Agreement, which aids in quick resolution of any issues; exemplified by the joint planning for court listing prioritising as a result of Youth Court closures during the initial Covid 19 restrictions, which saw effective prioritisation of more pressing matters and work through of any delays by September 2020.

Prospects (Year 11 + ETE Support)- Prospects form part of the Management Team and a revised working arrangement and education process ensure children are referred for education, training and employment support at the earliest opportunity.

Early Help – Early Help provide a targeted Youth Worker offer across the city, which is now being piloted for all children given a Police Only Community Resolution following learning from children entering custody as first time entrants. The Family Hubs continue to be a effective as additional deliver sites for CYOS.

Citizen Housing - CYOS has a well established working relationship with housing as part of the Local Authority, with particular cross over around utilising acceptable behaviour contracts and other joint planning/management.



NSPCC - co-work together where there are concerns around harmful sexual behaviour the arrangements are well defined through the Service Level Agreement.

Positive Choices - CYOS access substance use support for children (along with other offers) through positive choices and has seen an increased referrals over the last year; CYOS benefits from co-location of a lead worker delivered virtually through team meetings and clear working arrangements through the updated service level agreement and revised commissioning arrangements.

Other Providers/local organisations:

St Giles (National Charity) - with increasing concerns around youth violence and exploitation it is important that children have a diversity of offers and CYOS has been worked closely with St Giles (National Charity) over the last few years to offer children mentors with lived/relevant experience with a particular focus on resettlement support.

Positive Youth Foundation (Local Charity)- developing several sports based mentoring offers, with a particular focus, through the Levelling the Playing Field Project, on supporting children from Black, Asian and Minority Ethnic Backgrounds.

First Class Legacy - working with Coventry replicating a project in Sandwell YOT (1) exploring disproportionately, a peer parenting project (2), and additionally co-developing a child/family group to act as a shadow board to the CYOS Management Board.

Guiding Young Minds - to extend the offer, CYOS has worked with Guiding Young Minds (local mentoring charity) over the last year, to particularly support children where engagement attempts have not been successful and the child is at risk of breaching their disposal.

This is not an exhaustive list, but evidences the progressive partnership working with field 'experts' to improve the offer to Coventry's children.

Through my work as a volunteer panel member, I was introduced to a young person (YP) who had previously been disruptive and angry towards another case worker... Following conversations with the YP's Mother, she disclosed that the YP would suit and respond better to a male as opposed to a female worker. Thinking outside of the norm, discussions were held outside of panel where a male youth worker (Anton) was commissioned from a local charity ... During the short time of the panel, the young person did not reoffend, undertook all the payback through reparation and built up a good working relationship with Anton – the reason I wanted to write this was because, had we had taken a 'one size fits all' approach with this individual, then we certainly wouldn't have got where we did with the individual.

Case Study Feedback from a Referral Order Panel Volunteer

Resources and Services

Resources and Services

Budgets 2021/22

CYOS funding consists of the City Council budget, YJB Grant and statutory partner contributions. In addition, funding is received from the Office of the Police and Crime Commissioner (PCC), all of which sits in CYOS pooled budget (see appendix 2). This budget enables the continued running Youth Justice services and, as will be outlined, continued improvement as per the CYOS vision and priorities, enacted through the improvement/business plan, and a more intensive working model due to increased needs/demand.

The YJB have increased their contribution by 8.8%, confirmed on the 30th March 2021; this has been clarified as a 'one-off uplift and is not guaranteed for future years. The YJB has sought for this additional funding to support YOTs to address some of the pressures in the system moving into recovery following the impact of COVID-19 and to support the delivery of the YJB strategic plan. For CYOS, this will be utilised in staffing costs to support delivery of the CYOS vision and developmental work against the identified priorities in turn committing and meeting the vision outlined in YJB's strategic plan; this resulted in an interim Quality Assurance Manager support the service in some of this developmental activity, though this role has now ended to enable CYOS to stock take and evaluate needs of the Service through this plan. Management Board will evaluate the progression of the plan over the coming months and consideration can then be given to a further developmental role, particularly supporting development of ensuring children/families/victims of crime are Children, young people, and victims, first and at the centre of what we do.

The Community Safety Fund was confirmed on 4th May 2021 by the West Midlands Police Crime Commission. The payments for services in-kind relate to staffing costs for employees working with the Youth Offending Service and have all been confirmed: Probation, Police, and Coventry and Warwickshire Partnership Trust. Each agency additionally makes a cash contribution to cover expenses of the role for CYOS; the Police contribution is covered by the PCC grant.

There has been a slight uplift from last year on the Local Authority contribution, but a reduction on the year previous, reflective of staff changes. The remand use of last year (outlined in Section 5) has had a significant financial implication to the Local Authority albeit not funded through CYOS and grants awarded in arrears as per s.103(4) of the LASPO Act 2012 and s.31 of the Local Government Act 2003.



Workflow Demands

There has been a continued downward trajectory regarding the number of children in the youth justice system. CYOS has seen a further reduction in number of children open to the service over the last year with average 105 caseload (2019/20) v. average 73 caseload (2020/21). This is reflective of the Covid 19 pandemic and a trend seen by neighbouring YOTs, and it is expected to increase alongside Covid 19 easing to pre-pandemic levels.

This reduction has however been timely to enable necessary developmental activity following the national standard audit and actions as per the improvement plan (2020-23). CYOS has also re-bench marked expectations, across all service areas, in line with the revised national standards meaning increased staffing time for each child; for example, for children subject to out of court disposals the average session frequency across the disposal has increased from 7 to 15 sessions. Alongside this, there has been an increase in intensity of support needed; when reviewing the assessed risk levels across 2016/17, 15 children were assessed as presenting a high risk of serious harm or safety and wellbeing concerns, compared with 59 children across 2020/21; this reflects children's experiences of trauma, serious youth violence and exploitation. The consequence of this is a need for higher contact rate, more intensive support, and increased multi-agency planning, increase staffing time per child.

Additionally CYOS has moved from using the City Centre office site as the main location of intervention to community based intervention using local community venues or home visits. While this shift for some children reflects attempts to supporting engagement, in large part this related to children expressing significant concerns about visiting the City Centre citing youth violence, gang issues and fears for their safety. When reviewing a random sample of 5 children assessed as high risk in 2016/17 this was not identified as an issue, but by 2018/19 3 out of 5 children and in 19/20 5 out of 5 children it was. Thus a one to one based model is recognised as a more effective and safer way of working, than group based activities as traditionally used.

In summary, CYOS is working with a smaller group of children, but a higher need group, presenting a higher risk to the public (this is outlined in more detail in Section 5), incurring more staff time per child.

“I wanted to say very well done for your portfolio. This was exceptional and pleasure to read. I believe this is the highest score I have awarded this academic year.”

Compliment to one of the YOS Officer's on the Social Worker Apprenticeship, from the Senior Lecturer

Workforce Development

To support the aforementioned developmental change CYOS has progressively successfully recruited three Senior Practitioners, with one per Team Manager (see appendix 3). This post will provide improved connectedness between strategic priorities and operational delivery with the role acting as bridge between direct delivery/management and provide greater capacity to deliver on the CYOS vision. In addition, this supports the developmental pathways across the service with two current YOS Officers on the Social Work Degree Apprenticeship, and supports the priority of workforce development to have a 'grow your own culture'.

CYOS has developed a new Skills Matrix Training Plan arising from a service wider self-assessment using the YJB's Youth Justice Skills Audit for Youth Justice Practitioners. This comprehensive exercise was completed by Coventry YOS practitioners in and has supported the development of a service specific workforce development strategy (2021-23), alongside the Council's strategy. The priorities identified and actions from this have fed into this improvement/business plan as a consolidated plan.

CYOS has recruited 3 new YOS Officers and 2 YOS Support Officers over the last year, with all practitioners completing/completed the Youth Justice Effective Practice Certificate; the qualification is endorsed by the Youth Justice Board and brings together the most up-to-date thinking, knowledge, research and evidence about what works in this field. The course is made up of six learning blocks, studied one at a time over 30 weeks.

Workforce Demographics

As of the 1st April 2021, the YOS workforce has total 23 permanent staff; a full breakdown is provided in the appendices (see appendix 3). The YOS has a relatively low turnover rate at 13.3%, albeit the Council has a 10% turnover rate. The staffing cohort is stable with 48% (11) staff being in post between 11-20 years. The sickness levels, while impacted by Covid 19, remained stable with an average of 8.99 days lost per employee across 2020/21 compared to 11.93 across the whole of Children's Services. The current workforce demographic profile of YOS at 1st March 2021 is not fully reflective of the community. The YOS has 78% female staff and 22% (5) male staff and 17.4% (5) have a self-reported ethnicity of Black, Asian and Minority Ethnic. There is a commitment to ensure that the nature and diversity of the workforce responds to local needs; this has seen an increased use of mentors with lived experience, as detailed in Section 3.

Seconded Roles

The current Seconded YOS Probation Officer started in March 2020 and therefore just completed the first year of their 3-year secondment. Following the revised National Probation Service funding formula change, at the time of this strategy, are awaiting appointment of a Probation Support Officer, which will see the Probation Officer post change to a 0.7 full-time equivalent and Support Officer as a 0.3 full-time equivalent; this is not predicted to impact of capacity, though considerations regarding the most appropriate working patterns to effectively meet the needs of children will be considered. The seconded Youth Crime Officer's appointment is reviewed through home agency processes and can be reviewed where performance issues are identified; a role review was completed in 2018 and current remit appropriate to the Youth Justice Board Guidance. CYOS currently has two Specialist Mental Health Practitioners and a 0.4 vacancy; a needs assessment and business case have been completed for additional resourcing into the Service, which is being considered by the Clinical Commissioning Group. CYOS has access to Speech and Language Therapy (SALT) support through the local service and a needs assessment and business case is currently underway to look at service specific resourcing; this outlined in the improvement/business plan.

Quality Assurance

The updated Quality Assurance Activity Schedule (appendix 4) outlines CYOS's 2021-22 plan for quality assurance activity with broader actions tracked/progressed through the improvement/business plan. CYOS will continue in pushing improvements around practice and recording, following implementation of whole child's journey case management guidance; these have been developed following learning from the National Standards self-assessment and associated actions absorbed into the improvement plan. CYOS has held, and will continue, monthly developmental practice workshops, and build on the annual team day in January 2021 and quarterly half-day in April 2021, which saw a variety of quality improvement activities, Board Member engagement and team building. CYOS has introduced a monthly performance review, which allows opportunity to review where child contacts have not been met, agree a plan for resolution and review in the context of trauma informed practice; this is chaired by the CYOS Operational Lead and includes, Health, Police, Team Manager and YOS Officer/Support Officer attendance.

Other Funding - invest to save

As part of supporting the preventative agenda, CYOS has supported two applications to the Youth Endowment Fund (replication of the Community Initiative to Reduce Violence (1) for Coventry and a whole system trauma informed approach for several schools). CYOS has also utilised learning from custody reviews to support in service gap analysis leading to a new low risk child exploitation offer through Positive Choices.

Performance and Priorities

Performance and Priorities - Achievements and Performance 2020-21

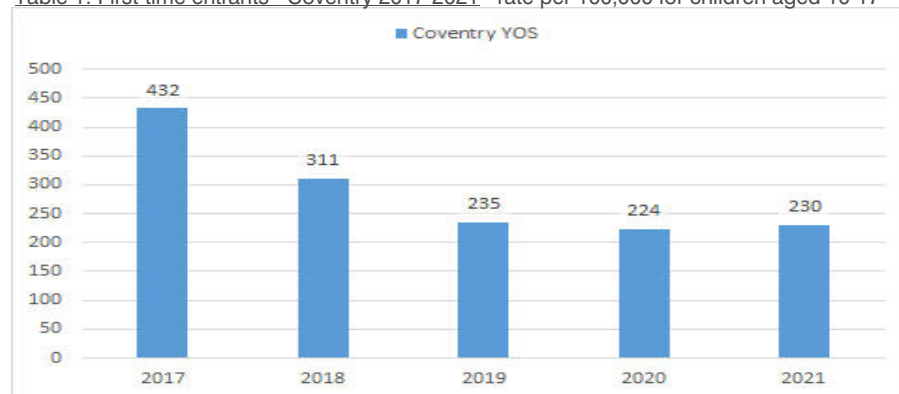
The past year has been challenging in responding to and ensuring quality service delivery during Covid 19. The mentioned improvement strategy amalgamated learning from: the national standard audit, any continued actions from the 2019/20 Plan, auditing, reviews, and responding to inspection findings. A subsequent action plan was devised in response to these, alongside actions against the priorities and key performance indicators. This section outlines performance and actions against these indicators and priority areas.

Reducing first time entrants (FTE) to the youth justice system

The year-on-year FTE rate has remained almost flat again this year, at 230 per 100,000, just up from 224 last year. The latest available YOT family FTE indicator for period Jan 19 - Dec 19 indicates a rate of 249, higher than Coventry, but overall reflective of fewer children in the youth justice system; a regional and national trend. In Coventry, CYOS continues to offer an Enhanced Community Resolution funded by the Office of the Police and Crime Commissioner (OPCC), which continues to be a successful disposal as per the live reoffending tracker rates (8.8% and rate of 0.32). Drugs were the most common offence group for community resolutions, whereas the violence group continued to be the most prominent category for substantive outcomes (citable conviction).

CYOS has been involved in much activity to support the preventative agenda and reduce the number of children entering the youth justice system; for example, development of a Youth Worker offer for children given a Police Only Community Resolution - further examples are detailed in Section 6.

Table 1: First-time entrants - Coventry 2017-2021 - rate per 100,000 for children aged 10-17



Child Proven Offences Profile

- In 2020/21, CYOS was aware of 284 offences resulted in a substantive disposal (i.e. one that forms part of a person’s criminal record) and a further 70, which resulted in a Community Resolution. This means the number of offences with a substantive outcome has decreased compared to the 479 seen in 2017/2018, 319 in 2018/19, 373 in 2019/20; this is unsurprising given the impact of Covid 19.
- The most common categories punished by CR were Drugs (23%), Violence Against The Person (21%) and Criminal Damage (19%).
- The most common categories punished by substantive outcome were Violence Against The Person (33%), Motoring Offences (24%) and Robbery (17%).
- Comparing to previous years (2016/17-2019/20), with an exception of robberies, all proven offence groups have reduced this year. This year three children were convicted of the same 5 robberies, but resulting in 15 proven offences, and once accounted there is a slight increase on 2019/20, but not indicative of a significant uplift across the last four years.
- Looking at proven knife/weapon possession offences - this has reduced from 2018/19 (31) and 2019/20 (26) to 25 proven offences.

Youth Violence Profile

A Police profile has been provided to enable comparison to proven offences trend, specifically looking at Youth Violence given this is a key priority. Looking at under 24s, around 30% of all violence offenders for all violence offences. Within this, consistent offences were Assault Occasioning Actual Bodily Harm (32%), Robbery personal property (29%) and Common Assault (21%), accounting for around 40% of all violent offences with a peak ages of 15 and 17 for children, and 20-22 years for adults. While 25-34yrs is the most common age for weapon offences, arrests for children are more likely to be recorded as violence with injury. These trends are not reflected in proven offences and this reflects the challenges of proving peer to peer violence, where witnesses and victims are very reluctant to make formal complaints. There has been significant evidence of this in relation to the violence between organised crime groups and urban street gangs and this highlights why community engagement is a key part of the Coventry Youth Violence Prevention Strategy and plan.

Performance and Priorities - Achievements and Performance 2020-21

There has been a juxtaposition between the decreasing number of children in the youth justice system and the increase in the number of children receiving life sentences and concerns around serious youth violence. This trend indicates that a smaller group of children are responsible for a higher number of offences and consequently an increased number of children have received Section 90/91 Orders (life/ 24months+ see table 2). The HMIP Annual Report (2019-20)(1) has highlighted that:

'The fact that an increasing proportion of all first-time entrants to the youth justice system are now coming into that system because of crimes serious enough to go straight to court (45 percent of all FTEs in the year to March 2019, compared with 10per cent in 2009) is a concern, and suggests that these children are not getting adequate preventative interventions earlier on. This needs to change(p.7).

The make up of Court disposals for Coventry is 60% (Covid 19 restrictions has impacted on a reduced number of community resolutions), as shown in the disposal profile below and, while preventive services are proving successful for the majority, for a small minority there remains more to do, which is why prevention and diversion is a priority area.

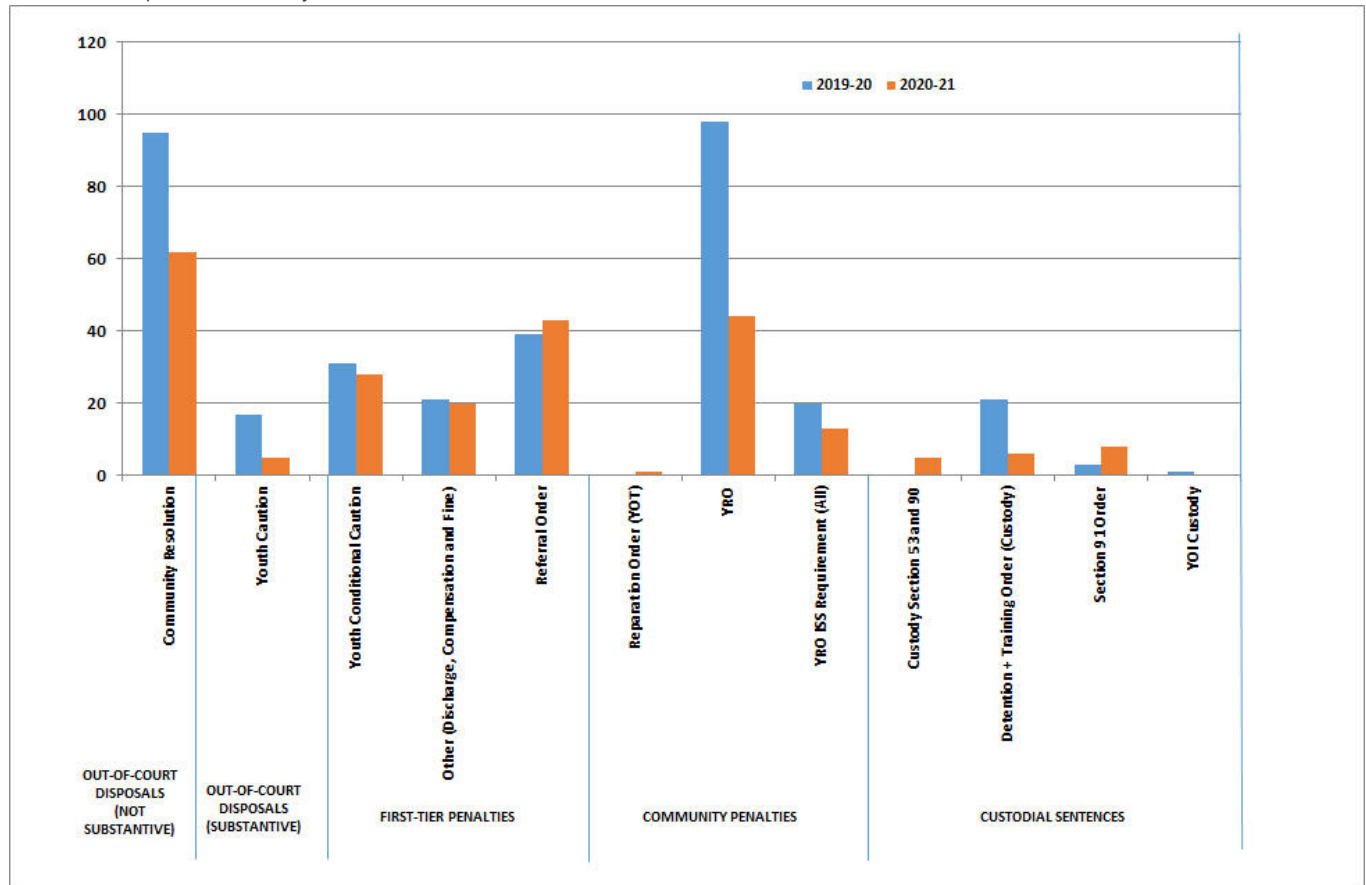
Disposal Profile

- Overall, CYOS was aware of 235 disposals this year, a reduction on 337 in 2018/19; by far the most used was the non-substantive Community Resolution used on 61 occasions. With the CommunityResolution, Youth Caution (5 issued) and the Youth Conditional Caution (28 issued) making up the out-of-court disposals, which account for 94 of the total, or 40%.

- We started 128 disposal-based interventions in 2020/21, a reduction on the 239 seen in 2018-19. 21 were for the Enhanced Community Resolution, and 31 were for the Youth Caution or Youth Conditional Caution, meaning 52 (40.6%)were out-of-court. While the proportion of out-of-court disposal based interventions compared to 2018/19 has stayed stable(40.2%), the use of the of Enhanced Community Resolutions has decreased; this trend appears to reflect the impact of Covid 19 in reducing the likelihood of lower level offending behaviour; this trend has been identified and monitored through Management Board where all first-time entrants are reviewed to ensure appropriate decision making. The trend also provides evidence of the effective processes in referrals for out of court disposals and that children are not being charged to court inappropriately.

- For post court disposals, we saw a significant reduction in the number of YROs and a slight increased use in Referral Orders.

Table 2: Disposals - Coventry 2019-2021



(1) <https://www.justiceinspectors.gov.uk/hmiprobation/inspections/yar2020/>

Performance and Priorities - Achievements and Performance 2020-21

Reducing the use of custody and remand

There has been a reduced number of remand episodes compared to 2019/20 (see appendix 5), but the length of the remand episodes has been exceptional as interconnected murder trials have been adjourned due to Covid 19; this issue was raised to the Youth Justice Board following a service analysis into trial lengths over the previous 18 months.

Across the last year, a greater proportion of children were sentenced to custody following a period on remand, which evidences that remand use was appropriate; remand and custody use is reviewed weekly through CYOS Management Meetings.

The use of custody has reduced slightly from the previous year, but risen from the historic low of 2018/19; a rate of 0.42 per 1000 compared to 0.2 for the family group(1), a new low from 0.38 (2018/19) and 0.36 (2019/20) likely due to the impact of Covid 19. CYOS has not seen as stark a reduction, with 5 life sentences for 3 separate murders from 2018/19 and two 2019/20. Of these children, 3 were first-time entrants evidencing the importance of identifying children at risk and having appropriate diversion and prevention, and the wide permeating impact of knife crime. Additionally, only one of the children was known to CYOS on a substantive disposal at the time of the offence, though other preventative services were working with these children; a multi-agency learning review facilitated by the Safeguarding Children Partnership for the child known with multi-agency learning being actioned and progression tracked through Management Board.

Punishing Abuse Report - 2021 (2)

The report presents the findings of a targeted review of 80 children across 11 authorities in the West Midlands (including Coventry) and West Mercia. The research began in 2018 co-funded by the West Midlands Combined Authority and West Midlands Police and Crime Commissioner (PCC) and has identified recommendations across the sector and those relevant to CYOS are reflected in the 2021-23 business and improvement plan. The report starkly highlights how children in the youth justice system have experienced early childhood abuse, loss and structural inequalities.

Custody Analysis - CYOS undertakes a learning review for all children who have gone to custody and completed an aggregated overview for children sentenced across 2019/2020; while this evidenced an appropriate use of custodial sentences and why this sentence was given, it highlighted that more could have been done sooner for children the majority of whose experiences were similar to those outlined in the Punishing Abuse Report in relation to early indicators of vulnerability, witnessing domestic abuse and other experiences of trauma'. The Timpson Review (2019)(3) highlighted the high proportion of children permanently excluded from school within the secure estate, and the this was found in the local analysis; as a result of this, a mentoring offer is now available for children at the Extended Learning Centre (Pupil Referral Unit). CYOS has reviewed/amended the fair access panel process, and a further analysis into children permanently excluded will be undertaken across the coming year as detailed within the plan.

Demographics

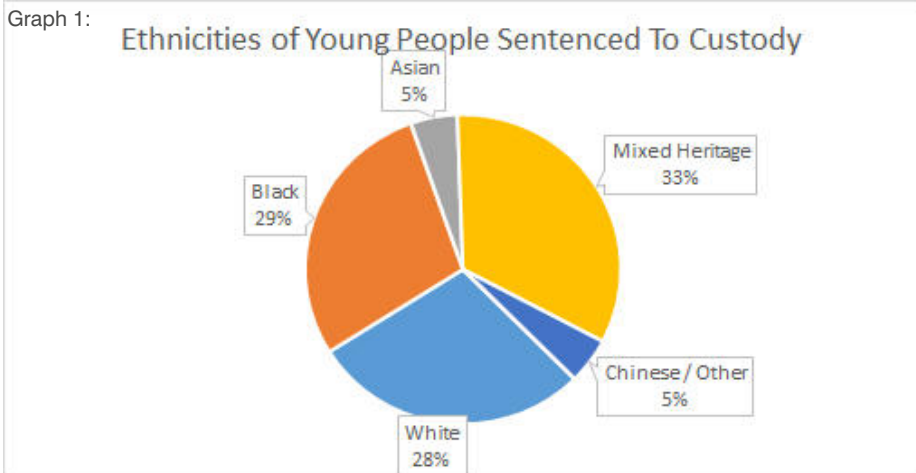
- Of the 70 young people open to YOS at the end of the year, 60 (86%) were male; this is a slight reduction from the end of year snapshot in 2019/20 which was 87%.
- 77% of the group were aged 16 or over an increase on the 73% in 2019/20.
- 17 (24.3%) of the group were currently Looked After, and a further 12 (17.1%) had been Looked After previously. Additionally, 3 (4.3%) had a current Child Protection Plan and 7 (10%) had had a Plan at some point in the past; meaning that in total 39 (55.7%) of those open to CYOS had had Children's Service's involvement at least at the Child Protection Level, an increase on the 45% for the 2019/20 snapshot. This reflects patterns for children looked after for the purposes of remand and concerns around exploitation.
- There is an over-representation of White British, Black and Mixed Heritage children in the YOS cohort, and a large under-representation of Asian children (see appendix 5). The ethnic makeup of the group was 53% White British, 9% White Ethnic Minority, 17% Black, 3% Asian, 14% Mixed Heritage, and 4% Refused or Unknown. As of January 2021, Coventry secondary schools had a population makeup of 47% White British, 9% White Ethnic Minority, 13% Black, 21% Asian, 7% Mixed Heritage, 2% Chinese / Other, and 1.0%.
- Children who reside in deprived areas in Coventry are more likely to be open to YOS, but there is otherwise no clear patterns regarding geographical areas.

(1) Family Group - a statistically similar comparator group as defined by the Youth Justice Board: Coventry, Derby, Bolton, Newport, Sheffield, Peterborough, Walsall, Leeds, Portsmouth, Southampton, Tameside
 (2) <https://www.westmidlands-pcc.gov.uk/ground-breaking-report-evidence->; (3) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/807862/Timpson_review.pdf

Performance and Priorities - Achievements and Performance 2020-21

Disproportionately

- As expected, Violence Against The Person is the most prevalent offending category for all ethnicity groups where known, except 'White ethnic minority' where it is motoring offences
- Robbery is a much greater proportion of offences among Black, Asian and Mixed Heritage children than among the other categories, where there's statistical significance.
- White children remain more likely to have an out of court disposal compared to their counterparts; this is a trend seen in the Lammy Review (2017)(1) and the YJB's review into sentence and remand disproportionately (2021)(2), with actions to address this outlined in the improvement/business plan.
- The use of breach action was proportionate across all groups.
- For children receiving custodial sentences, children identified as Black or Mixed Heritage' were significantly overrepresented (see Graph 1). Although findings were consistent with the mentioned YJB report(2), in that disposal outcomes were proportionate with offence type, circumstances, and pre-convictions, there remains work to understand the overrepresentation with this group; this is why disproportionately remains a priority across the next two years, and is a standing agenda item at Management Board.



Reducing offending and reoffending by children

- The latest national data indicates a reoffending percentage of 37.7% (April 18-Mar 2019) the lowest rate compared to the previous three years, though the family group average is 37.1%. Additionally, we have tracked the reoffending of 47 young people whose original penalty was imposed between October 2019 and March 2020; in all cases, the 12 month monitoring period for reoffending has now expired. 13 of these children have reoffended, giving a binary reoffending rate of 27.7%
- The children reoffending committed a total of 38 further offences within their 12-month period, giving a frequency reoffending rate of 0.81.
- 4 of the children have committed a more serious further offence, by the YJB offence gravity scale, in all 4 cases with a new offence rated at 6 or higher on the YJB gravity scale (equivalent to Robbery or Domestic Burglary).
- The most serious reoffence categories were fairly evenly split, with 3 Violence Against the Person and 3 Domestic Burglary at the top of the list.
- The three most frequent children reoffending accounted for 17 reoffences between them; the most prolific individual child in the group had 8.
- The use of breach action against children more than halved in 2020-21 (18) compared to the previous year (39) reflecting a downward trend over the last three years; breach action only counts as reoffending where re-sentenced. This trend reflects that the service is working with a reduced number of children, it may also indicate that some of the dynamic and creative means of engagement have been more successful in engaging children in the last year and this will be considered in Sections 6 and 7 regarding areas considered for retention.
- There were no pertinent demographic patterns for children reoffending, but a clear upward trajectory in the rate of children reoffending going up from pre-court disposals (12.5%), first tier disposals (22.2%), community (45.5%) and custody (50%), thus evidencing the importance of early intervention.

'Just wanted to share I had some really positive feedback from Somerset YOS ... She said he [YOS Manager] was very clear and concise in what our concerns were and ensuring Childrens Services took this on board and being clear in their rationale for their decision making; she was really impressed.'

Compliment from another Youth Offending Team to a CYOS Manager.

(1) <https://www.gov.uk/government/organisations/lammy-review>; (2) <https://www.gov.uk/government/publications/ethnic-disproportionality-in-remand-and-sentencing-in-the-youth-justice-system>

Performance and Priorities - Achievements and Performance 2020-21

Other Local Indicators

Exploitation Profile

Over the last few years, an increasing number of children have been identified as at risk of being exploited or identified to have been exploited, with a significant growing group of children being identified as criminally exploited(1)(2). To respond to this, the Children's Services Horizon Team has been expanded to respond to all forms of exploitation, which has seen a 52% increase in the number of children the Team is working with comparing numbers across 2018/19 and 2020/21.

The Strategic Need Assessments (2) outlines this as a growing trend with an assessment regionally that between April 2018 and November 2020 52% of all people linked to county lines activity (victims, perpetrators or suspects) were aged 18 and under. Looking over the last three years, 14 children have been convicted of possession with intent to supply offences. However, as a snapshot picture for children assessed as medium high risk of exploitation, 12% of those children were also open to CYOS, evidencing that a large number of children outside of the youth justice system where there are significant concerns regarding exploitation.

CYOS, Horizon and the Police Violence Reduction Team (Police Team to coordinate early intervention against the Youth Violence Prevention Strategy) are working closely together having joint weekly triage meetings, including a joint risk meeting once a month. These processes, mapping, joint working, and the introduction of a new child exploitation screening tool will enable improved identification and responses to children at risk. It is expected that this will result in an increase in the number of children identified as being in need of support and will improve service wide understanding of the local issues which will, in turn enable an improved response.

Reviewing the analysis of National Referral Mechanism(1)(a framework for identifying and referring potential victims of modern slavery and ensuring they receive the appropriate support) referrals across the calendar year of 2020 for Coventry, 55% of all referrals were for criminal exploitation, 53% of all referral were for children, and Coventry Local Authority was the largest referrer. The coordination and response to referrals is a key priority of the Horizon Team and this will offer improved use, as outlined in the improvement/business plan.

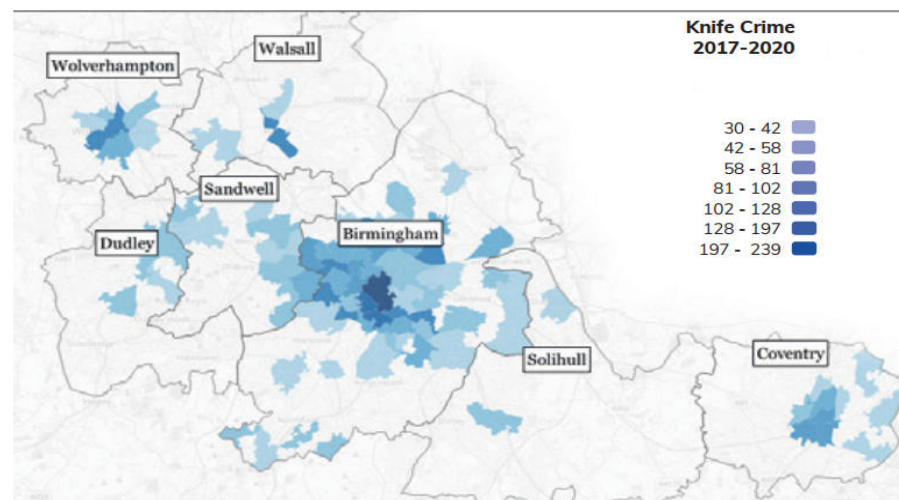
The Strategic Needs Assessment - West Midlands - Violence Reduction Unit

The Strategic Needs Assessment has assessed the different available data sets to inform the regional picture on serious youth violence and highlights the importance and relevance of key information, to strengthen the evidence base that partners and communities can access. The assessment identifies Coventry city centre as hotspot for knife crime and violence against the person (map below).

For violence against the person offences across the West Midlands:

9% of victims were under 16; 23% were aged between 16 to 24; 27% were 25 to 34 and 27% aged between 35 to 49 (p. 12)

Coventry has two identified impact areas (Hillfields and Wood End). The report highlights the importance of data sets in young adults presenting with violence related injuries; this identifies that across the West Midlands males are 2.5 times more likely to be admitted to hospital with violence related injuries, that 15-25 year olds have the highest in patient hospital admission for assault (indicating more serious injury) and, while overall admissions for all assault types have fallen across the last 9 years, assaults by a sharp object (typically knife or broken bottle) has increased from 2013 to 2019. Through the St Giles reachable moments projects victims of serious youth violence attending hospital and arrested, will be offered voluntary mentoring; funding is expected to be confirmed for the next 12 months agreed at the West Midlands Strategic Violence Reduction Board attended by Chair of Management Board.



Performance and Priorities - Achievements and Performance 2020-21

Other Local Indicators

Risk Assessments

The overwhelming evidence indicates that there are increasing concerns around serious youth violence locally, regionally and nationally (HMIP 2020 Report)(1).

Reviewing the assessed risk levels of all children since use of AssetPlus in 2016/17, 15 children were assessed as presenting a high risk of serious harm or safety and wellbeing concerns (any adverse outcomes), which has increased since despite a downward trend in the number of children open to the Service. Across the last few years this has increased as follows:

- 36 - 2017/18 ----- 44 – 2018/19 ----- 58 - 2019/20 ----- 59 – 2020/21

While this reflects developing practices in risk assessing, and this trend has been found nationally by HMIP, it reflects the challenges the city has faced in serious youth violence.

Having completed an in-depth review of all assessments between April 2019 and March 2021, 'Peers/Rival Gang Members' were identified as potential victims in 20% of cases compared with 8% for family members. Looking at children/adults assessed as posing the highest risk to others, the majority of these concerns related to potential 'violence against the person'; this highlights that the city has seen escalating issues of serious youth violence since 2016 to 2020, particularly between two prominent urban street gangs. This trend was again identified nationally in the HMIP 2020 report and reflects that the Service is working with a smaller, and sadly more violent, vulnerable and traumatised group of children whose needs are very high; for more information see the health profile and case study. This evidences the need for a public health and city response to preventing youth violence, as is outlined in the Violence Prevention Strategy.

Health Profile

- There were 78 referrals this year, this is an increase of one referral from 2019-2020 for emotional and mental health support.
- There were 68 males and 10 females referred which is almost an exact replica of the gender split from last year.
- 25% of children referred were classified as Looked After with five of these children placed into Coventry from out of area.
- 9% of referrals were for children that were within a custodial provision and the majority of referrals were for children subject to an Out of Court Disposal.
- *Long Term Plan Children and Young People complex needs service: Midlands Overview (2020)* document identifies that Coventry has a high assessed number of children with mental health disorders aged 5-16 and a high number of adverse childhood experience related indicators compared to the national average.
- Young Mind(2) surveyed more than 2,100 children and young people in March 2020 to understand the impact national lockdown has on their mental health revealed that 83% of respondents said the Covid-19 pandemic has made their mental health worse.
- Referrals into Positive Choices (substance misuse agency) has increased three fold comparing 2019/20 to 2020/21 and engagement levels are tracked through Management Board.

The above evidences why trauma informed practice continues to be a priority for the service.

Health Team Case Study

A Child subject to an out of court intervention referred to YOS health team due to concerns around feelings of anxiety and paranoia. Full assessment was carried out by health practitioner identifying family patterns of difficulties in relation to culture, gender and emotional expression. A brief intervention was offered with sessions including the deconstruction of anxiety for the young person in the context of their life experiences and current limitations due to Covid 19. This ran alongside a consultation with CAMHS psychiatry regarding the feelings of paranoia to ensure no underlying causes were missed. Intervention concluded with the child reporting a clearer understanding of anxiety, newly developed skills to manage this and identification of resources to seek further support should this be required in the future.

Performance and Priorities - Achievements and Performance 2020-21

Other Local Indicators

Educational Needs

As of January 2021, 17.6% of pupils had Special Educational Needs and/or an Education, Health and Care Plan (EHCP); this compares to 14.9% of children having an EHCP open to CYOS and an additional 50.7% having some identified special educational needs through the CYOS assessment, including non-school age children - see Section 6 for an outline of CYOS's work to support improved education outcomes for children.

Children Permanently Excluded

According to the VRU Regional Strategic Plan: *'at a regional level, permanent school exclusion rates for the period 2017-19 in the West Midlands were higher than the national average in the West Midlands... for the same period, the rate of permanent exclusions within Birmingham and Coventry were just under the national average at 0.18% (p.36).'*

Through analysing the children across 2019/20 and 2020/21 who were permanently excluded 6% were open referral to YOS prior to the date of exclusion, and 11% opened to CYOS after the date of exclusion. There were no identified significant factors regarding the schools involved but this represents a significant over representation of children permanently excluded in the youth justice system; this analysis will continue through the coming year, as detailed in the improvement/business plan.

Education Attainment

Analysis of children open to CYOS in Key Stage 4 across 2016-2019 identified that children were 2 grades below where they were expected to achieve similar to the specialist and alternative schooling provision across the city⁽¹⁾⁽²⁾; these findings are in line with national research ⁽³⁾. The analysis identified a downward trend overall, but this reflects a move to a smaller group of children in the youth justice system with a very high level of need; the analysis will continue to identify examples of success for consideration of improvements.

Education, Training and Employment

In 2020/21, among CYOS children/adults aged over sixteen, 20% were NEET at the time they completed their orders; as of March 2021, the national economic inactivity rate for 16-24 year olds was 3.3%; the ability for children to access employment opportunities has been significantly impacted by Covid 19. However, positively, across all children 86.7% were in suitable ETE at the end of their intervention, an improvement on the 81.9% in 2020/21 and 77.4% in 2019/20; though, it is acknowledged that the quality of this will have been impacted by Covid 19. Due to the importance of education in supporting identity change, the needs identified and links to the youth justice system, it remains a key priority area.

Restorative Justice

CYOS continues to have lead restorative justice practitioners and will contact all victims where consent has been given. CYOS achieved a secondary contact rate of 93% up from 2019/20 at 92%. While updates and victim reparation stayed stable from the previous year, shuttle mediation and face to face mediation reduced in use due to Covid 19 and other methods of use (for example, video calling) not being appropriate. With this said, feedback from victims of crime remained very strong with an average rating score of 4.9 out of 5. In addition to this, CYOS was the first Youth Offending Team to achieve the newly launched Registered Restorative Organisation status.

Probation

Young adults transferred to Probation continue to have their progression tracked through CYOS Management Board and reoffending rates are tracked through the mentioned live reoffending tracker. Updates are provided to Management Board for those transferred across the last quarter, which largely showed positive engagement and no breach action or reoffending; however, there have been challenges in the transfer process as a result of Covid 19, with particular challenges for children/adults in custody.

Jim Simon, the RJC's chief executive said:

"Having held the RSQM [Restorative Service Quality Mark] since May 2017, we were delighted that Coventry Youth Offending Service applied to be assessed against our Registered Restorative Organisation Framework. They have embedded a strong restorative culture; leaders, managers and the service's staff have embraced this culture and reflected their commitment across all areas of the service's work. The service's trained restorative practitioners demonstrated throughout the registration process that they have a strong understanding of both direct and indirect restorative processes; they are able to apply this understanding effectively to support victims of crime. I would like to congratulate the whole team on their achievement."



Performance and Priorities - Achievements and Performance 2020-21

Other Local Indicators

Desistance Analysis

To better understand the factors which will support children to not reoffend, CYOS undertook a review of the assessed risk factors for and against a child's offending behaviour for all children from the last year. Reviewing the assessed factors for a child's offending, the three most significant factors were: (1) Features of lifestyle (2) Families and wider network (3) Thinking and behaviour; when looking at the strongest factors, this was followed by 'emotional development and mental health'.

Reviewing the assessed factors for preventing/reducing a child's offending behaviour, the most significant factors were: (1) Learning, Education, Training and Employment (2) Family and wider networks (3) Engagement and Participation; when looking at the strongest factors, this was followed by 'attitudes of offending/behaviours'.

The factors evidence the importance of a whole system approach to understand children within their peer group, family, and wider networks; this is not a surprise given concerns around serious youth violence and the influence peer groups can have on teenage children. Two consistent messages are the importance of education and emotional wellbeing to supporting children to not offend/reoffend, which is consistent with the Punishing Abuse report (see quote) and links between poor educational attainment and offending behaviour (1) and how education, training and employment provide routes to shift identities. The importance of promoting children's autonomy was clear through identification of 'thinking and behaviour' as a key factor, which is reflective of CYOS working with a large majority of children aged 16 and over and the importance of empowering children to make better choices.

Team Analysis

The team also undertook several reflective sessions focusing on what should be the priorities for the next two years, the following themes emerged:

- Prevention/diversion - routes of support without criminalisation and through early identification of exploitation
- Importance of understanding trauma informed practice and children's experiences of adverse outcomes
- Importance of education and post 16 employment for desistance
- The need to take a whole system and family approach
- Restorative Justice and not losing sight of victims – particular consideration
- Relationships being key to effect change and the need for service re-branding to reflect Child First approach
- Workforce diversity - the need to have a diverse offer to children

The recent Punishing Abuse Report (2021) made extensive recommendations, including:

'That improving outcomes for children is intrinsically linked with improving outcomes for their immediate family (p.157)'.

Through my work as a volunteer panel member, I have recently had the pleasure to lead a panel meeting for a Young Person... First and foremost, recognising that this young person was at college, actively engaging in education was a good starting point to a discussion in panel around future career / work etc, the YP disclosed that he wanted to do his CSCS and get a job with a longer term goal of getting his fork lift license – looking at the individual needs of the YP alongside his attitude and commitment to his experiences with YOS his YOS worker was able to secure funding so that he could not only complete his CSCS (which he failed by 2 marks when I first spoke with him) but he also completed and passed a 3 day fork lift course – this YP is now in full time employment and is being assessed to utilising his new found skill as a fork lift driver – all thanks to the opportunity that was afforded to him, through the interventions of YOS.

Case Study Feedback from a Referral Order Panel Volunteer

Performance and Priorities - Achievements and Performance 2020-21 Overview of areas

Feedback from children and families

CYOS also undertook a consultation with children and families open to the CYOS (several quotes below) to see what has worked well and what could be improved; several key themes emerged, namely: taking the service to children (home visits), adaptability, the importance of relationship building, diversity in offer of workers, and the value of learning about victims and impact of offending

*'[The worker] was open and honest in discussion and myself and XX knew we could trust her. We have had a good experience with her'
(parent feedback)*

'talking to me on a level not down to me'

*'nothing more could have been done or done better. It has been a good experience.
(parent feedback)*

'helping with future education or work skills'

'Home visits really helpful; enjoyed working with different staff'

'how victims are affected by crime'

'I have been guided by [the worker] in a positive way. She has never told me what to do we have had a good working relationship' (parent feedback)

'leisure activities to build relationships'

'helping understand emotions'

'visual resources, showing offences, makes offending more real, seeing how people are affected'

**Responding to the
pandemic and recovery
from Covid 19**

Responding to the pandemic and recovery from Covid 19

Review of Contingency and Recovery Plan

The CYOS 2020/21 Contingency and Recovery Youth Justice Plan outlined how the service was responding to Covid 19, it began to identify elements for retention and outlined processes for recovery; the plan has been updated and made available to CYOS's Management Board on a quarterly basis regarding how CYOS has continued to adapt and change to restrictions and easing.

Additionally, in April 2020, all Youth Offending Teams were required to submit a Service self-assessment against the YJB's new National Standards, which '...define the minimum expectation for all agencies that provide statutory services to ensure good outcomes for children in the youth justice system'. The self-assessment led to identified areas of improvement and an action plan around priority development areas and a 2020-2023 Improvement Strategy was subsequently created. The Strategy outlined an action plan of improvement, which has been tracked and monitored through management Board, similar to the usual Youth Justice Plan.

Contingency and Recovery Plan

CYOS initially moved to a tiered based model of delivery, which saw the large majority of delivery being via video telephone call platforms and in person where assessed as necessary. This developed over the course of the year and CYOS has continued a largely in person service delivery since September 2020, though through a 1 to 1 model; an exception to this is victim based work, which has remained virtually delivered.

Professional meetings and CYOS Management Board have continued via Microsoft Teams, which for some meetings has seen increased attendance and improved engagement. A weekly management meeting was enacted to review service issues regarding Covid 19, alongside the continued updating of a service Covid 19 Risk Assessment and practice standards; the risk assessment went, and continues to go, through a consultation exercise with relevant unions led by the Strategic Lead for Help and Protection.

Staffing levels have remained manageable through a safe working model reducing the potential impact of Covid 19, alongside the roll-out of vaccines

as relevant for the majority of the team across the last 5 months. The office site has remained open throughout and a duty/rota system implemented to enable continued office use safely.

Team communication has been managed through monthly practitioner workshops, monthly supervisions, monthly team meetings, monthly electronic bulletin, weekly pod meetings, lunch/tea catch up, a support group delivered by a counsellor, and a virtual team day/subsequent quarterly half-team days. Additional to this, training offers have been adapted and procured to meet service need; for example: motivational interviewing, restorative justice and assessing harmful sexual abuse. There have been challenges around inducting new staff, but a revised induction process with a buddy system to support team engagement and building has been developed. Arranging opportunities for observing practice and shadowing remains a challenge.

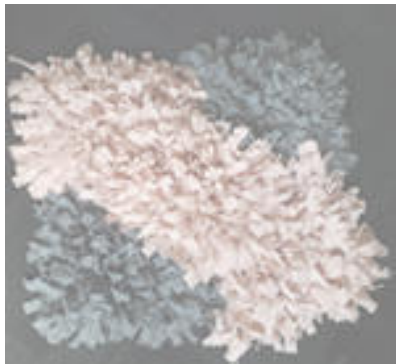
Servicing of the courts and police station have continued through a largely in person model with appropriate PPE and risk assessment to manage this. Reparative activities have been creatively formed from children and young people creating preventative posters, making blankets for the Dogs Trust and working with the Park Team for outdoor activities.

I just wanted to put in writing that the staff here at the park have been approached by a couple of dozen people over the last 6 months or so, who have commented on the lovely work you have been doing with the YP in the park's wooded section. They noted that it has gone from being a hide away fort hose wishing to start fires and drink, to more of a family friendly area with copious dens being built with the cut wood.

Thanks again for your continued work. Kind regards, Allesley Park Team



Responding to the pandemic and recovery from Covid 19



CYOS has sought to support children accessing education remotely through ensuring appropriate technological connectivity and, where appropriate, evidenced that CYOS children were classed as vulnerable for in person teaching. In addition, developmental work has continued as has been outlined, with details against each outstanding priority below.

Priorities from the Contingency and Recovery Plan/Improvement Strategy:

1. Board Partnership, Accountability and Joint Planning

CYOS Management Board has continued throughout the last year with updated service level agreements across the majority of partners and revised working arrangements with Children's Services, including escalation processes. An updated memorandum of understanding, induction, and terms of reference have been created, alongside a mapping of the sphere of influence of Board Members regarding the CYOS vision, as outlined in the governance section. The city continues to have strong interconnection between statutory and non-statutory boards and the progression of the 10 Year Violence Prevention Plan continues. An Early Help Manager has joined the Board and this offers increased interconnection to the Coventry Youth Partnership and Third Sector.

2. Tackling Criminal Exploitation, Knife Crime and Youth Violence

CYOS has supported the development of a Youth Worker offer for children given a Police Only Community Resolution, following learning to show that

this was a possible 'reachable moment'. The Operational Lead and VRU Programme Manager have undertaken the YJB Serious Youth Violence(1) stocktake to assess the city's position, completing a gap analysis, and said areas feeding into this and the violence prevention plan. CYOS has worked closely with the Horizon Team (a multi-agency team who work with children at risks of or being exploited); this team will continue to expand into an exploitation hub, a pilot in Coventry, Birmingham and Wolverhampton across the West Midlands, which will involve increased multi-agency resourcing including policing. All high risk and safeguarding processes have been updated with a streamlined approach in having a CYOS/Horizon joint triage meeting for high risk children to prevent duplication and ensure children are discussed in the most appropriate multi-agency forum. The Serious Youth Violence Forum continues to evolve from a forum to manage urban street gang violence, to responding to victims and perpetrators of county lines. There has been a continued point of arrest diversion scheme funded by the VRU for St Giles to offer support to children post arrest; this has showed great success and as February 2021, of the 120 children/young people engaged through the arrest diversion offer, there was an 11% re-arrest rate. CYOS has also, through VRU funding, ensured children at risk of exploitation, violence, and as part of resettlement back to the community have a mentor to support desistance.

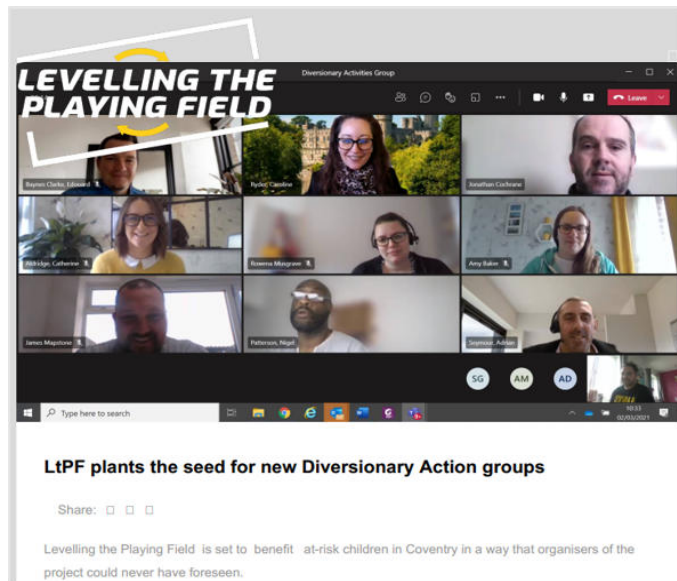
As identified in this strategy, early intervention is key to affecting city change and as part of this CYOS has supported across many projects, including Levelling the Playing Field (sports based mentoring to ensure opportunities for all children regardless of ethnic background), Chances Programme (evidenced based sports based mentoring for children with low school attendance, NEET, at risk of exclusion and/or concerns regarding offending behaviour) and supporting in the County lines intensification weeks. While delivery approaches, like all areas, have been adapted as a result of Covid 19 restrictions, this has not meant a lack of developments across the city.

'To be fair Sarah you worked really hard on this child all the way through and I know at times it was hard as we sometimes have different agenda's but you did a great job on it and you can see that you really care and tried to support [the child]... it was a difficult one to manage as professionals but I'd like to thank you for your work on it.'

Compliment from the Offender Management Police Sergeant to a YOS Officer

(1) <https://yjresourcehub.uk/serious-youth-violence/item/672-serious-youth-violence-stocktake-yjb-february-2020.html>

Responding to the pandemic and recovery from Covid 19



3. Disproportionately

We have commissioned the 'First Class Legacy' consultant service to conduct a survey exercise eliciting views of children, parent/carer and the team in relation to their lived experience of diversity /disproportionately within CYOS and wider youth justice system.

CYOS will review the findings and present the recommendation to the Management Board for action and change. Disproportionately is now a standing item on Management Board, alongside reviewing the ethnicity of children entering custody and the youth justice system.

4. Trauma informed practice

This is a service approach intertwined across all areas, and, while working around an enhanced trauma informed pathway has been challenging to purposefully deliver due to Covid 19 restrictions, much progression has continued with service wide trauma informed training, case study analyses and an ongoing intervention review; the same training as since been rolled out across schools. Closed reflective practice spaces have been created to support around vicarious trauma ran by a Psychotherapist. A supervision bench marking template has been created to ensure that supervision is a space for reflection, and reevaluating approaches, to achieve the best outcomes for children.

5. Education, Training and Employment (ETE)

ETE has been highlighted as key to children's desistance and supporting identity change. CYOS has been successful in applying for the Achievement for All Lead Award in recognition of the work around supporting improving children's education. CYOS has monthly meetings with the Education Inclusion Team and Prospects to review children in need of support. CYOS has a revised education process for children entering the secure estate to ensure continuity of education provision and to ensure an appropriate education offer. CYOS has worked alongside the the Extended Learning Centre Teams around training on speech, language and communication needs, and restorative approaches.

6. National Standards/Journey of the Child

Following the National Standard self-assessment findings, CYOS has over the last year created and updated all guidance for out of court disposals, court orders and custody/resettlement. This has been done through the lens of the journey of the child in the youth justice system and ensuring a clear benchmarking of expectations a specific junctures; alongside this, updating against evidence based forms or practice like 'constructive resettlement' where the focus is supporting a child's identify shift in addition to practical resettlement factors (e.g. housing). Further examples of development, include: Out of Court Joint Decision Panel having representation from the Horizon Team and the Participation Team, introduction of a performance/practice standards monthly meeting chaired by the Operational Lead, reinstatement of the end of disposal feedback sessions with children following a pause due to Covid 19, piloting of a child app to support engagement with children and young people, and the developing process of a child/family board to quality assure feedback, and support change across the service.

The last year has presented a huge challenge in ensuring a continued good service to children in custody due to restrictions around Covid 19, though there have been proactive local and regional frameworks for support and escalation facilitated by the Youth Justice Board. Resettlement, alongside other transitions for children (for example, probation transfers or schools moves) remain a key priority area for CYOS.

7. Quality Assurance

This remains integral to ensure effective practice delivery and over the last year this has been achieved through monthly auditing, continuing with national standard timescale with monthly checks, weekly assessment timeliness reviews, and audits against the revised standards following the national standard audit learning, alongside progression of the improvement plan, which is superceded by this plan.

Responding to the pandemic and recovery from Covid 19

HMIP Thematic

A review was undertaken by HMIP into the review of the work of youth offending services during the Covid-19 pandemic. CYOS reviewed this and, as outlined in the recommendations:

- Introduction of revised practice standards for service delivery and function in Covid 19
- Continued parenting offer, targeted support and explicit training on child to parent violence
- A review was completed to measure the impact of Covid 19 on court hearings, with all Youth Court matters being up to date by September 2020
- Addition of the team day and team quarterly half-days as per virtual team support, supervision and wellbeing.
- A review was completed of CYOS's care taking arrangements with other Youth Offending Teams, to acknowledge that this national arrangement but may not be the best approach for a child where virtual delivery can enable the continuation of established relationships.

Service changes to be maintained:

While Covid 19 and the restrictions has presented a significant challenge there have also been areas identified for retention, namely:

- Improved engagement rates and reduced use of breach through utilising virtual sessions. This will not be the right approach for all children but through individual assessments may support engagement and reduced reoffending; for example, consideration should be given to the value of home visits particularly considering the National Youth Agency (2020) Hidden in Plain Sight Report(1).
- Use of the family hubs and other community venues for service delivery; this has worked well to 'take the service to children', but particularly relevant for continuation where there are concerns outlined around the city centre, urban street gang affiliation and exploitation /networking of children. With this said, the city centre site remains paramount delivery

site for some children, particularly around supporting transition to adulthood and the running of specific meetings, for example: Referral Order Panels.

- The 1 to 1 model has proved effective for relationship building and historical group model of delivery is no longer preferred except where evidence that adds value and appropriate matching has taken place.
- Complimenting structured sessions with the 'walk and talk' approach utilised when socialising needed to take place outdoors; this, in places, yielded an effective softer approach to intervention, where appropriate to the child's needs/age and complimented with more structured sessions.
- Professional meetings have been largely successfully delivered, where not front facing to the public, using virtual video platforms; while this does not replicate for team activities and support, this has enabled greater input to regional and national meetings without the impact of physical travel. A tiered approach will be taken, but this will be retained where appropriate.
- Collaborative working has continued through virtual means and, as the team has become more familiar and verse in this, in some instances enabled increased engagement, particularly important considering the high ratio of children open to Children's Services (as detailed in Section 5), though the initial impact on completing joint visits to families/children was impactful in front facing delivery and evidence of interconnected working.
- The current office duty/rota system for office use will be maintained and adapted as per Covid 19 restriction easing (see improvement/business plan. The current hybrid model of office/home/community working will be maintained.



Challenge, Risks and Opportunities

Challenge, risks and opportunities

Challenges

- The easing of Covid 19 restrictions will pose challenges for CYOS and the youth justice system as an expected spike in offending behaviour is anticipated, given the restrictions that have been in place for such a long period; this may impact on the current preferred 1 to 1 delivery model.
- CYOS vision outlines the importance of a 'child first, offender second' model, though as detailed and found by HMIP in their Annual Report(1): *'...a sizeable proportion of these children do also present a risk to others, including their own families. For that reason, it is important not to lose sight of the second part of this formulation, which can happen where YOTs become completely subsumed within children's services departments.'* The delineation between CYOS and Horizon remains positive, but this will be a challenge over the coming years as awareness and understanding around criminal exploitation improves.
- The 2017 HMIP report *'The Work of Youth Offending Teams to Protect the Public'* identified that social media represents a space where offences are planned without an adult supervision; this remains a huge challenge for the youth justice system and has been compounded through Covid 19 restrictions.
- The YJB national standards expectations have increased the ask on YOTs and, while progression has been made against these, this will continue to be a huge developing exercise, which will see the service continue to change and adapt in response; this highlights the importance of funding retention to enable the service to meet these challenges and provide the best service to children, in turn reducing their likelihood of reoffending, reducing the number of victims, and supporting children to be successful contributors to society.
- CYOS will be continuing to support and explore diversionary pathways, as outlined in the CYOS vision, though this remains a city, region and national task. While it is a strength of the city that we have a 10 year violence prevention plan, recognising the long term nature of the challenge, this must remain a priority for all as evidenced by details within Section 5 for children, victims of crime and the wider public. There

is however, a huge challenge with this for diversion activities as outlined by HMIP(1): *'The move to divert children from court, where appropriate, is very welcome... However, this work is being delivered in a vacuum of national guidance and evaluation. This has resulted in what we described last year as a 'postcode lottery' in the use of out-of-court disposals, with wide variation in the policies and processes that govern local schemes (p.33).'* Thus, while we know diversion pathways can be effective, there is a need to move in a coordinated joined-up way alongside the region and through support from the Office of the Police and Crime Commissioner; actions for this are detailed within the plan.

- The Punishing Abuse Report (2021)(3), as detailed within this document, has outlined recommendations for YOTs, the region and nationally; these are considered within the plan.

Risks and Issues

- Over the last year, there have been several new additions to the team, which has brought challenge and diversity by experience but also seen new members of the team who have not worked in the service outside of Covid 19 restrictions where standards around resettlement and transitions have been challenging to define. There is therefore a need to re-set some of these standards and re-outline expectations across the service, alongside Covid 19 restriction easing, to ensure the best service - workforce development remains a service priority, alongside national standard learning.
- To appropriately horizon scan the right data is needed and, as shown in Section 5, this needs to be a city/region picture given the nature of the challenges in exploitation and serious youth violence; this remains a challenge and is resource intensive, though a local needs assessment is being explored for Coventry via the Violence Reduction Unit.
- The last year has been a challenge for many, but ever more so for children (4) and the long-term impact is yet known, with particular worries for children's mental health, and employment/education opportunities/impact; these remain priorities through the CYOS vision and plan.

(1) <https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/yar2020/> (2) <https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/pp/>; (3) <https://www.westmidlands-pcc.gov.uk/ground-breaking-report-evidence/>; (4) <https://www.childrensociety.org.uk/sites/default/files/2021-01/the-impact-of-covid-19-on-children-and-young-people-briefing.pdf>

Challenge, risks and opportunities

- From 26th June 2021, the National Probation Service and the local Community Rehabilitation Company will reunify and re-commence as one new Probation Service, alongside the Offender Management in Custody (OMIC); this will see a new Head of Probation for Coventry and re-establishing strong working relationships at an operational and strategic level will be key to ensure children's transitions to adult services is not unduly impacted.

- Funding and resources remains a key risk, not only into the service, but for diversionary offers across the city supporting the preventative agenda; for example, the mentioned St Giles VRU funded mentoring offers, including a point of arrest diversion offer. Funding is often agreed year by year and while the Youth Endowment Fund(1) offers some more longer-term (up to 3 years) funding, the application process is very competitive and this is a risk regarding continued service delivery of such offers; this is monitored and tracked through the Coventry Youth Violence Partnership Prevention Board.

Opportunities

The coming year presents much opportunity with:

- Covid 19 restriction easing and exploration of more effective ways of working, as outlined in Section 6.
- Continued action planning and developments to respond to serious youth violence and exploitation
- A New West Midlands Police and Crime Commissioner and upcoming priorities and plan(2).
- Coventry being the UK City of Culture and the service working with an artist in residence(3).

- Continued developmental activity against the vision and priorities, including but not limited to:
 - development of a Child/Family Board to shadow the Management Board;
 - a collaborative regional project exploring how services can improve their response to girls within the youth justice system;
 - continued working with the third sector to ensure a diverse offer to children, families and young people;
 - and, exploring arts based mentoring offers to support children to access offers through the City of Culture.

Next Steps

The improvement and business plan will outline, against the priorities, how we intend to deliver on the CYOS vision and measures of success as per the national and local performance indicators; in doing so, meeting and delivering on the YJB's 'Child First' vision, the guiding principles, and strategic pillars.

The plan consolidates actions as part of Covid 19 recovery, learning from relevant inspections, thematic reviews, learning exercise, research and other sources. The plan is a working plan that will develop across the coming year. The plan has been created to compliment, and sit alongside, existing plans (for example, Coventry Youth Violence Prevention Partnership Strategy Plan), making reference to specific elements, but without duplicating actions or reporting processes.

The Plan focuses on specific actions across the coming year in recognition that much of this work will lead to follow on activity against the vision and priorities, which will be outlined in an updated 2022/23.



(1) <https://youthendowmentfund.org.uk/>; (2) <https://www.westmidlands-pcc.gov.uk/your-commissioner/police-crime-plan/>; (3) <https://coventry2021.co.uk/media/4mloaj22/wmp-artist-in-residence-pdf.pdf>

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
<i>Children, young people, and victims, first and at the centre of what we do</i>						
						YJB Child First Principles: Principle 1 & 2 YJB Strategic Pillars: Pillar 3, Priority 1 & 2 National Standards 1 - 5
Child Engagement and Desistance - Overall Leads - Nick Jeffreys and Tricia Watson						
1.	Create a Shadow Board with Terms of Reference	Tricia Watson (Senior Practitioner) with First Class Legacy	End of Q2	Shadow Board created	Increased and improved child/family/parent feedback	CYOS Children's and Parent's/Carer's Voices Analysis and Strategy
2.	Commence Service led self-assessment Participation Standards against the ladder of participation. Shadow Board self-assessment review Presentation to YOS Operational lead and Children's Champion, and recommendations presented to YOS Management Board for action/next steps.	Tricia Watson (Senior Practitioner) with Guiding Young Minds	End of Q3 End of Q3 End of Q4	Co-developed improvement plan for child engagement for actions across 2022	Increased and improved child/family/parent feedback	CYOS Children's and Parent's/Carer's Voices Analysis and Strategy
3.	CYOS Website/online consultation and review – visibility to families and children	Danielle (YOS Officer)	End of Q2	New child friend/family friendly website	Increased and improved child/family/parent feedback	CYOS Children's and Parent's/Carer's Voices Analysis and Strategy
4.	Leaflet redesign with the participation team.	Kyle Patel (YOS Support Officer)	End of Q2	More child friendly leaflets	Increased and improved child/family/parent feedback	Improvement Strategy
5.	Whole team piloting of viewpoint use	Stacey Brown (Senior Practitioner)	End of Q2	Improved engagement with children	Increased and improved child/family/parent feedback	CYOS Children's and Parent's/Carer's Voices Analysis and Strategy
6.	Case closure reviews – end of quarter report to be available to Board Members and to include 4-5 months, where consent given.	Nick Jeffreys (Operational Lead)	End of Q1	Improved engagement with children	Increased and improved child/family/parent feedback	Domain 1 Self-Assessment
7.	Action plan to be devised to support increased referrals to the Kitchen Table Talks project. Action Plan monitoring across 2021/22	Abi Jones (Team Manager) and Mandy Allen (Parenting Lead)	End of Q1 End of Q4	Improved whole family offer	Increased and improved child/family/parent feedback	West Midlands Violence Reduction Unit Evaluation - Serious Youth Violence pathfinder: Evaluation report – April 2021
8.	Drive relational practice through the Coventry Family Valued Programme and identification of a YOS Lead.	Nick Jeffreys (Operational Lead)	End of Q2	Family Valued Programme intertwined with the CYOS Vision	Increased and improved child/family/parent feedback	Interim QA Analysis Leeds Family Valued Programme (2017)

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
9.	Attending at the Builder User Group for considerations to a personalised space for Coventry YOS children and families.	Nick Jeffreys (Operational Lead) and Sonia Watson (Children's Services Programme Manager)	End of Q2	A child friendly personalised space.	Increased and improved child/family/parent feedback	HMIP Domain 1 Self-Assessment
10.	Covid 19 Practice Standards – ongoing review and updates to the team regarding working models following consultation with strategic Council Leads and Management Board. Current rota/duty model for use of the main office will be reviewed in line with restrictions easing - hybrid model of office/community/home working will be maintained.	Nick Jeffreys (Operational Lead)	End of Q1	Responding to restriction easing	Increased and improved child/family/parent feedback	A thematic review of the work of youth offending services during the COVID-19 pandemic – Nov 2020 – Coventry YOS Response
11.	Review of CYOS Parenting Strategy	Abi Jones (Team Manager) and Mandy Allen (Parenting Lead)	End of Q4	Improved service to parents/families	Increased and improved child/family/parent feedback Reduced re-offending/arrest Reduced use of custody	A thematic review of the work of youth offending services during the COVID-19 pandemic – Nov 2020 – Coventry YOS Response
12.	Business case for a child development and quality assurance role	Nick Jeffreys (Operational Lead)	End of Q2	Have a quality assurance and child development lead in the service to improve outcomes.	Increased and improved child/family/parent feedback Reduced re-offending/arrest Reduced use of custody	Interim QA Analysis
<p><i>Children, young people, and victims, first and at the centre of what we do</i></p> <p style="text-align: right;">YJB Child First Principles: Principle 1 & 2 YJB Strategic Pillars: Pillar 1, Priority 3 National Standards 1 - 5</p> <p>Restorative Justice - Overall Leads - Matt Haynes and Carl Woodend</p>						
1.	Reapplication RJ marker and associated actions, including a review of the victim offer.	Matt Haynes (YOS Team Manager) and Carl Woodend (RJ Lead)	End of Q3	Improved victim offer	Reduced re-offending/arrest Increased and improved victim feedback	Restorative Council

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
2.	Review of the offer to child victims and development of a clear pathway and offer of support	Matt Haynes (YOS Team Manager) and Carl Woodend (RJ Lead)	End of Q2	Improved victim offer	Reduced re-offending/arrest Increased and improved victim feedback	Local learning review
3.	Support other Youth Offending Teams with applications for the RJ Marker providing an opportunity for joint learning	Matt Haynes (YOS Team Manager)	End of Q4	Create a network of support for matters around restorative justice.	Reduced re-offending/arrest Increased and improved victim feedback	Code of Practice for Victims of Crime (2020) MOJ
<p><i>One Coventry Approach – everyone working together to make a difference</i> YJB Child First Principles: Principle 4 YJB Strategic Pillars: Pillar 2, Priority 1 & 2 National Standards 1 - 5</p> <p>Joint Strategic City Planning - Overall Leads - Caroline Ryder and Nick Jeffreys</p>						
1.	Development of a CYOS partnership meeting to review operational outcomes achieved, monitor procurements, and feed into CYOS Management Board	Tricia Watson (Senior Practitioner)	End of Q2	Improved oversight and governance for third sector provision.	Increased referral rates to projects. Reduced re-offending/arrest Reduced use of custody	HMIP Domain 1 Self-Assessment Interim Quality Assurance Review Action
2.	Establish a statutory review group to create memorandum of understanding establishing a standardised and consistent approach to transition services, safeguarding and child exploitation for YOS children.	Tricia Watson (Senior Practitioner)	End of Q4	Creating structured and well-defined pathways and processes to services	Reduced re-offending/arrest Reduced use of custody	Interim Quality Assurance Review Action Risk and Deisrance: A Blended Approach to Risk Management) - HMIP (2021)
3.	Review of the Coventry's Youth Violence Prevention Partnership Board and associated Operational Group by CYOS Management Board	All Board Members	End of Q2	Ensure strategic connectivity is effective and achieving desired outcomes	Reduced re-offending/arrest Reduced use of custody Reduced number of first-time entrants	Coventry Youth Violence Prevention Partnership Strategy and Action Plan National Standard 5
4.	Management Board review of Social Media champion role.	Sarb Bhambra (Principal Social Worker)	End of Q2	Practitioners understand how social media is	Reduced re-offending/arrest	HMIP Thematic Review – Work of Youth Offending

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
				used for exploitation.	Reduced use of custody Reduced number of first-time entrants	Teams to Protect the Public (2017) VRU Strategic Needs Assessment (2021)
5.	Board members review of additional quality indicators to reflect key priority areas – for example, consider expansion to child hospital admissions with injury Subsequent, Performance Report review regarding assessment of fit for purpose with changing patterns and trends.	All Board Members	End of Q2 End of Q4	Improved performance measuring	Indicators updated as per plan	Domain 1 Self-Assessment Contextual Safeguarding (2020) HMIP
6.	All Board Members to attend CYOS Team Meetings/Team Days/Half Days to explain their role and remit.	All Board Members	End of Q4	Improved team/Board relationships	Reduced re-offending/arrest Reduced use of custody	Domain 1 Self-Assessment
7.	Health Business Plan for increased resources to be considered by Clinical Commissioning Group	Chris Evans (CAMHS Manager)	End of Q1	Development of trauma informed approach	Reduced re-offending/arrest Increased and improved victim feedback Reduced number of first-time entrants	Domain 1 Self-Assessment
8.	Local Domestic Abuse needs assessment to include input from CYOS	Caroline Ryder (VRU Programme Manager)	End of Q2	Local assessment of the needs of children regarding domestic abuse	Reduced number of first-time entrants	New legislation
9.	Mini consortium to be developed for CYOS to consolidate all mentoring for CYOS children, along with benchmarking outcomes returns and expectations.	Nick Jeffreys (Operational Lead)	End of Q1 2022/23	Streamlined offer of support.	Reduced re-offending/arrest Increased and improved victim feedback Reduced number of first-time entrants	Police and Crime Commissioner Funding Plan Mentoring and Peer Mentoring (2021) HMIP

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
<p><i>One Coventry Approach – everyone working together to make a difference</i></p> <p>Trauma Informed Practice - Overall Leads - Abi Jones, Lesa Arms and Kelly Mogano</p>						<p>YJB Child First Principles: Principle 4 YJB Strategic Pillars: Pillar 3, Priority 1 & 2 National Standards 1 and 2</p>
1.	<p>Continued trauma informed spaces for team support and development</p> <ul style="list-style-type: none"> - monthly informal counselling offer and review at end of year. - piloting of closed trauma groups pilot with a Psychotherapist and report to Board to inform next steps. 	Kelly Mogano (Specialist Mental Health Practitioner (YOT/CAMHS))	End of Q4	Improved team wellbeing	<p>Reduced risk judgements</p> <p>Reduced re-offending/arrest</p> <p>Increased and improved victim feedback</p> <p>Reduced number of first-time entrants</p>	<p>A thematic review of the work of youth offending services during the COVID-19 pandemic – Nov 2020 – Coventry YOS Response</p> <p>Punishing Abuse Report (2021)</p>
2.	Trauma informed review of interventions	Lesla Arms (Senior Practitioner) and Kelly Mogano (Specialist Mental Health Practitioner (YOT/CAMHS))	End of Q3	Supporting trauma informed approach	<p>Reduced risk judgements</p> <p>Reduced re-offending/arrest</p> <p>Increased and improved victim feedback</p> <p>Reduced number of first-time entrants</p>	<p>HMIP 2020 Annual Plan</p> <p>Punishing Abuse Report (2021)</p> <p>Trauma-informed practice (2020) HMIP</p>
3.	Review of Enhanced Case Management Model	Lesla Arms (Senior Practitioner) and Kelly Mogano (Specialist Mental Health Practitioner (YOT/CAMHS))	End of Q4	Ensuring model fit for purpose	<p>Reduced risk judgements</p> <p>Reduced re-offending/arrest</p> <p>Increased and improved victim feedback</p> <p>Reduced number of first-time entrants</p>	<p>Punishing Abuse Report (2021)</p> <p>Trauma-informed practice (2020) HMIP</p>
4.	Domestic abuse training to CYOS to support in exploring and identifying children have been witness to domestic abuse given significant factor in children entering custody locally.	Lesla Arms (Senior Practitioner) and Kelly Mogano (Specialist Mental Health Practitioner (YOT/CAMHS))	End of Q3	Earlier identification of needs	Reduced use of custody	<p>Local Custody Review Analysis</p> <p>Punishing Abuse Report(2021)</p>

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
5.	Trauma informed training for new members of the team, schools, family hubs, and wider children's services.	Edouard Baynes Clarke (Schools Violence Reduction Lead)	End of Q4 2022	Earlier identification of needs	Reduced re-offending/arrest Reduced use of custody Reduced number of first-time entrants	Education violence reduction strategy Punishing Abuse Report (2021) Early Help Action Plan – Crime and ASB
6.	Mentors in Violence Prevention – piloting in schools to roll out across all primary and secondary Schools and YOS.	Hayley Walton (Education Delivery Manager – VRU) and Vicky Hobbs (Youth Violence Reduction Unit)	End of Q4 2021	Earlier identification of needs	Reduced re-offending/arrest Reduced use of custody Reduced number of first-time entrants	YJB Serious Youth Violence Stocktake Punishing Abuse Report (2021) Trauma-informed practice (2020) HMIP
7.	Funding application to the NHS England and NHS Improvement to deliver the Framework for Integrated Care around supporting children with complex needs inclusive of children in the criminal justice system and at risk of entering the criminal justice system.	Nikki Holmes (Health CE Coordinator)	End of Q1	Earlier trauma informed intervention offers	Reducing the number of first-time entrants	NHS England & NHS Improvement Long Term Plan (LTP)
8.	Continued progression Youth Endowment Fund Application for a whole system trauma informed approach in several Coventry and Warwickshire Schools, and following on actions to feed into plan if successful.	Edouard Baynes Clarke (Schools Violence Reduction Lead)	End of Q2	Earlier trauma informed intervention offers	Reduced number of first-time entrants	YJB Serious Youth Violence Stocktake Punishing Abuse Report (2021)
9.	Exploration of a specific out of court offer around how to respond if witness to serious youth violence – for example, Street Doctors	Nick Jeffreys (Operational Lead)	End of Q2	Earlier trauma informed intervention offers	Reduced number of first-time entrants	YJB Serious Youth Violence Stocktake Punishing Abuse Report (2021)
<i>Making a difference, Reduce reoffending/Safer communities, Safer children</i>				YJB Child First Principles: Principle 4 YJB Strategic Pillars: Pillar 3, Priority 1 & 2 National Standards 1,3 and 5		
Tackling Exploitation and Serious Youth Violence - Overall Leads - Nick Jeffreys and Stacey Brown						
1.	Continued progression following application to the Youth Endowment Fund to replicate the Community Initiative to	Sally Seeley (Chief Inspector – Project)	End of Q2	Development of 'reachable	Reduced number of first-time entrants	YJB Serious Youth Violence Stocktake

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
	Reduce Violence and following on actions to feed into plan if successful.	Guardian – West Midlands Police)		moment' offers across the city	Reduced incidents of serious youth violence and reduced attendance at A&E for assault injuries	Injustice or in justice – Children's Commissioner - 2020
2.	Continued progression of the Coventry Youth Violence Prevention Action Plan and gap analysis	Caroline Ryder (Violence Prevention Programme Manager)	End of Q4 2022	Safe city for children, young people and families	Reduced incidents of serious youth violence and reduced attendance at A&E for assault injuries	Coventry Youth Violence Prevention Board - Youth Violence Literature Review (2020) Contextual Safeguarding (2020) HMIP
3.	Mentoring offer for children at low risk of being exploited to be in place with a clearly defined referral pathway	Sharon Bolesworth (Positive Choices Service Manager)	End of Q2	Mentoring offer in place and being well assessed.	Reduced number of first-time entrants	YJB Serious Youth Violence Stocktake
4.	Business proposal for the tracker and monitoring of National Referral Mechanism (NRM), threat to life and disruption notices	Sara Graves (Horizon Service Manager)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants Increased identification of children to the NRM	Coventry Youth Violence Prevention Partnership Strategy and Action Plan
5.	Completion of the Child Exploitation and Assessment of Extra Familial Risk Commissioning Strategy	Nikki Holmes (Health CE Coordinator)	End of Q3 2021/22	Earlier identification of needs	Reduced number of first-time entrants Reduced incidents of serious youth violence	Coventry Youth Violence Prevention Partnership Strategy and Action Plan
6.	Expansion of the Horizon Team to respond to growing needs around criminal exploitation Review of Exploitation Hub following needs assessment	Nicky Davies (Operational Lead – Responsive Services)	End of Q4 2022 End of Q1 2022/23	Earlier identification of needs	Reduced number of first-time entrants Reduced incidents of serious youth violence	YJB Serious Youth Violence Stocktake Risk and Deisrance: A Blended Approach to Risk Management) - HMIP (2021)
7.	Coventry needs assessment regarding youth violence and exploitation	Caroline Ryder (Violence Prevention Programme Manager)	End of Q4 2021/22	Safe city for children, young people and families	Reduced incidents of serious youth violence and reduced attendance at A&E for assault injuries	YJB Serious Youth Violence Stocktake
8.	County lines mapping across the city to enable earlier identification of children at risk of exploitation	Sara Graves (Horizon Service Manager), Karl Mackley (Sgt Op Astana) and Jade Hibbert (VRU – Exploitation Lead)	End of Q2 2021/22	Earlier identification of needs	Reduced number of first-time entrants Reduced incidents of serious youth violence	Interim Quality Assurance Review Action YJB Serious Youth Violence Stocktake

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
9.	St Giles continued reachable moment mentoring offers, known as desist and transform; this covers: under 25s police custody, entered hospital for assault injury, identified concerns identification, and resettlement	Steve Clarke (Contract Manager – St Giles)	End of Q1 2021/22	Safe city for children, young people and families	Reduced number of first-time entrants Reduced incidents of serious youth violence and reduced attendance at A&E for assault injuries Reduced use of custody Increased identification of children to the NRM	Coventry Youth Violence Prevention Partnership Strategy and Action Plan Domain 1 self-assessment Mentoring and Peer Mentoring (2021) HMIP
10.	CYOS and Horizon audit into children with parents in prison as an early identification exercise and to inform any developmental/training needs.	Sara Graves (Horizon Service Manager) and Nick Jeffreys (Operational Lead CYOS)	End of Q3	Earlier identification of needs	Reduced number of first-time entrants	YJB Serious Youth Violence Stocktake Punishing Abuse Report (2021)
11.	Review of community safety actions through updates at Management Board, attendance by CYOS at Local Case Management Forum, and use of civil measures.	Craig Hickin (Head of Environmental Services)	End of Q4	Improved public spaces	Reduced number of first-time entrants	Police and Crime Board Priorities and Plan Early Help Strategy
12.	Wider Learning Review into children sentenced for murder	Judith Jones (Operational Lead Quality Assurance)	End of Q3	Earlier identification of needs	Reduced use of custody	Custody Review Learning
13.	Training on supporting asylum seeking children and working with the migration team.	Elena Harrison (Programme Officer-Migration Team)	End of Q1	Improved understanding of the needs of asylum seeking families.	Reduced re-offending/arrest	YJB Serious Youth Violence Stocktake Team Day Request
14.	Continued use of the Child Exploitation Screening Tool to ensure appropriate identification of concerns – overview to CYOS Management Board	Sara Graves (Horizon Service Manager)	End of Q2	Earlier identification children at highest risk	Increased identification of children to the NRM	Interim QA Analysis
15.	Counter narrative campaigns in priority areas	Francesca Ruddock (Community Navigator)	End of Q3	Increased community engagement	Reduced number of first-time entrants	Coventry Youth Violence Prevention Partnership Strategy and Action Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
16.	Regional review with the West Midlands YOTs and Crown Prosecution Service Youth Lead into the use and interpretation of the National Referral Mechanism	Nick Jeffreys (Operational Lead CYOS) and Ruth Edwards (CPS Youth Lead)	End of Q2	Appropriate use of NRMs	Reduced incidents of serious youth violence	Learning Review
17.	Review of Serious Youth Violence Forum, Operation Guardian (A police operation to target under 25's violence offences) and Police Offender Management Support, reviewing the use of civil measures.	Paul Southern (Chief Inspector – Crime Manager), Vicky Hobbs (Youth Violence Reduction Unit) and Nick Jeffreys (Operational Lead CYOS)	End of Q3	Ensuring risk management is appropriate and robust	Reduced number of first-time entrants Increased identification of children to the NRM Reduced incidents of serious youth violence and reduced attendance at A&E for assault injuries	Coventry Youth Violence Prevention Partnership Strategy and Action Plan
18.	Training on AssetPlus changes through the YJB Practitioner Portal and guidance documents for the team; this will include guidance on the use of significant life event flags. Assessment audit of children assessed as high risk with a focus on children where there are concerns around exploitation and serious youth violence.	Abi Jones (CYOS Team Manager)	End of Q3 End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants Increased identification of children to the NRM Reduced incidents of serious youth violence and reduced attendance at A&E for assault injuries	Punishing Abuse Report (2021) Risk and Deisrance: A Blended Approach to Risk Management) - HMIP (2021)
<i>Making a difference, Reduce reoffending/Safer communities, Safer children</i>				YJB Child First Principles: Principle 3 YJB Strategic Pillars: Pillar 1, Priority 3 National Standard 5		
Education, Training and Employment - Overall Leads - Matt Haynes and Eve Linstead						
1.	Completion of a need's analysis and business case for service specific Speech and Language Therapy offer SALT. Team training on speech, language and communication needs identification to be completed.	Nikki Holmes (Health CE Coordinator) and Eve Linstead (Education Lead)	End of Q3	Improved identification and offer to children with speech, language and communication needs.	Increased and improved child/family/parent feedback Reduced re-offending/arrest	SEND Inspection 2019

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
2.	Exploration of post 16 training into employment offers: <ul style="list-style-type: none"> - Skills Mill - Park Rangers apprenticeship 	Hannah Parry (Prospects - Senior Careers Adviser) and Eve Linstead (Education Lead)	End of Q2	Improved employment pathways	Improved ETE attendance and attainment	HMIP Annual Report (2020) Interim QA Analysis
3.	Progression of the Education Violence Reduction Strategy and plan – update to management Board on progress.	Edouard Baynes Clarke (Schools Violence Reduction Lead)	End of Q3	Earlier identification children at highest risk	Reduced number of first-time entrants	Education violence reduction strategy
4.	A review of children who have gone through the local fair access panel to identify early reachable moments and reviewing intervention offers.	Sarah Mills (Head of Education Entitlement), Matt Haynes (YOS Team Manager)	End of Q3	Earlier identification children at highest risk	Reduced number of first-time entrants	Injustice or in justice – Children’s Commissioner – 2020 Local Learning Review
5.	Continued AQA accrediting of all interventions	Eve Linstead (Education Lead)	End of Q4 2022/23	Improved employment pathways	Improved ETE attendance and attainment	HMIP Birmingham Inspection (2020)
6.	Review of Key Stage 4 – identification of good practice examples and consideration for learning – presentation to management Board for actions	Kevin Coughlan (Performance Manager)	End of Q2	Earlier identification children at highest risk	Improved ETE attendance and attainment	Understanding the educational background of young offenders (DFE, 2019)
<p><i>Making a difference, Reduce reoffending/Safer communities, Safer children</i></p> <p style="text-align: right;">YJB Child First Principles: Principle 4 YJB Strategic Pillars: Pillar 1, Priority 3 National Standard 1</p> <p>Promoting Prevention and Diversion - Overall Leads - Nigel Patterson and Nick Jeffreys</p>						
1.	Board Member to attend the strategic group for the Coventry Youth Partnership Youth Partnership	Nigel Patterson (Early Help Manager)	End of Q2	Increased strategic engagement with the 3 rd sector	Reduced number of first-time entrants	Punishing Abuse Report (2021) Domain 1 Self-Assessment
2.	6 Monthly attendance by Chair of the Coventry Youth Partnership	Vera Ding (General Manager – Belgrade Theatre)	End of Q4	Increased strategic engagement with the 3 rd sector	Reduced number of first-time entrants	Punishing Abuse Report (2021) Domain 1 Self-Assessment
3.	Tracking off all children arrested, and intervention pathways through targeted third sector provision (for example, St Giles)	Vicky Hobbs (Police) and Steve Clarke (Contract Manager – St Giles)	End of Q1	Earlier identification	Reduced number of first-time entrants	Coventry Youth Violence Prevention Partnership Strategy and Action Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
				children at highest risk		
4.	CYOS to facilitate arts-based mentoring and, through the artist in residence, support children into the universal art offers through the city of culture.	Cat Stock (Community Engagement, Partnership Working Lead – Police)	End of Q2	Children engaged in arts projects	Reduced number of first-time entrants	Police and Crime Board Priorities and Plan
5.	CYOS review of arts-based intervention offers and review against areas for Artsmark Award through the Arts Council.	Nick Jeffreys (Operational Lead)	End of Q2 2022/23	Improved arts offer	Reduced re-offending/arrest Reduced use of custody Reduced number of first-time entrants	HMIP Sandwell Inspection (2018)
6.	Development of a CYOS mentoring pathway	Tricia Watson (Senior Practitioner)	End of Q2	Increased engagement with the 3 rd sector	Improved ETE attendance and attainment Reduced re-offending /arrest Reduce the use of custody	Interim Quality Assurance Review Action Domain 1 Self-assessment Mentoring and Peer Mentoring (2021) HMIP
7.	Diversion pathway mapping for children at risk of engagement in anti-social behaviour, at point of arrest, offending behaviour and/or being exploited – reviewed on a quarterly basis through the Coventry Youth Violence Prevention Board	Supt Ronan Tyler (Superintendent) and Nick Jeffreys (Operational Lead)	End of Q4	Gap analysis and ensure appropriate support	Reduced number of first-time entrants	Coventry Youth Violence Prevention Partnership Strategy and Action Plan HMIP South Gloucestershire (2021) Report
8.	Development of a single referral route for targeted diversion intervention for the third sector, complimenting existing targeted youth work offer through the Family Hubs and PCSOs by the Violence Reduction Team.	Vicky Hobbs (Youth Violence Reduction Unit) and Sarah Mills (Head of Education Entitlement)	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB
9.	School wide substance misuse offer through group delivery.	Sharon Bolesworth (Positive Choices Service Manager)	End of Q3	Identification of children in need of more targeted support.	Reduced number of first-time entrants	Injustice or in justice – Children’s Commissioner – 2020 Local Learning YJB Serious Youth Violence Stocktake

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
10.	Formation of local OOCd scrutiny panel x 3 per year, in addition to attendance at regional meeting scrutiny panel, to review OOCd decision making, including diversion offer through Cranstoun diversion.	Sgt Tim Roberts (Police – Offender Management) and Arron Owen (Service Manager – Cranstoun WM)	End of Q2	Appropriate threshold decisions around OOCds	Reduced number of first-time entrants	HMIP Birmingham (2020) Report Police and Crime Board Priorities and Plan
11.	Comparable data for children arrests, incidents of serious youth violence and re-arrest for CYOS Management Board on a quarterly basis. victims – quarterly basis	Supt Ronan Tyler (Superintendent) and Nick Jeffreys (Operational Lead)	End of Q2 2	Improved performance indicators	Reduced re-offending/arrest Reduced use of custody	Coventry Youth Violence Prevention Partnership Strategy and Action Plan
12.	Outcome 22 (<i>'Outcome 22 – diversionary, educational or intervention activity, resulting from the crime report, has been undertaken and it is not in the public interest to take any further action'</i>) pilot to be enacted with appropriate regional governance arrangements	Nicola Lloyd (Neighbourhood Justice Manager) and (Nick Jeffreys (Operational Lead)	End of Q2	Improved diversion pathways	Reduced number of first-time entrants	Coventry Youth Violence Prevention Partnership Strategy and Action Plan Police and Crime Board Priorities and Plan
13.	Review of youth worker offer following Police only Community Resolution by Management Board – interim tracking around re-arrest and outcome data.	Nigel Patterson (Early Help Manager)	End of Q4	Improved diversion pathways	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB
14.	OOCds case studies to be presented at Youth Panel and Board	(Nick Jeffreys (Operational Lead)	End of Q3	Support court diversions	Reduced number of first-time entrants	Youth panel Meeting OOCd HMIP Thematic 2018
15.	School link officers to deliver awareness sessions on effects of criminality to classes, assemblies or 1 to 1 in schools	Vicky Hobbs (Youth Violence Reduction Unit)	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB
Workforce valued,motivated,skilled, confident and sustainable				YJB Child First Principles: Principle 3 YJB Strategic Pillars: Pillar 1, Priority 1 & 2 National Standards 1 - 5		
Workforce Development - Overall Leads - Sarb Bhabra and Nick Jeffreys						
1.	Quality assurance needs assessment to be presented to Management Board for consideration and action	Nick Jeffreys (Operational Lead)	End of Q2	Improved quality assurance framework	Reduced re-offending/arrest Reduced use of custody	Interim Quality Assurance Review Action

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
2.	Continued development of a performance and monitoring Dashboard	Kevin Coughlan (Performance Manager)	End of Q1	Improved quality assurance framework	Reduced number of first-time entrants Increased and improved child/family/parent feedback	Domain 1 self-assessment
3.	Champions areas across the whole service and service champion lead identified to support individual expertise and development – map of areas and Board review	Stacey Brown (Senior Practitioner)	End of Q3	Improved service knowledge and expertise	Increased and improved child/family/parent feedback	Domain 1 self-assessment
4.	Team supervision survey	Nick Jeffreys (Operational Lead)	End of Q2	Improved supervision framework	Increased and improved child/family/parent feedback	Domain 1 self-assessment
5.	Develop a pathway for completion of the foundation degree in Youth Justice and the Social Work Academy	Sarb Bhambra (Principal Social Worker)	End of Q3	Practitioners will be part way through a Youth Justice Degree	Increased and improved child/family/parent feedback	Workforce Development Analysis and Strategy
6.	Exploration of 'Positive Action' recruitment to ensure the service better reflects the community, including workforce Diversity Recruitment training to managers.	Nick Jeffreys (Operational Lead)	End of Q4 2022/23	Increased team diversity	Increased and improved child/family/parent feedback	Workforce Development Analysis and Strategy
7.	Training planner actioned following Youth Skills Matrix self-assessment in February 2021, including training on risk management and resettlement for new starters.	Tricia Watson (Senior Practitioner)	End of Q4 2022/23	The quality of will be of good or outstanding when measured against HMIP standards	Increased and improved child/family/parent feedback	Workforce Development Analysis and Strategy HMIP Annual Report (2020) HMIP Resettlement Thematic
8.	Repeat skills audit assessment in 18 months on to check and evidence distance travelled	Tricia Watson (Senior Practitioner)	End of Q4 2022/23	Improved scoring compared to February 2021	Increased and improved child/family/parent feedback	Workforce Development Analysis and Strategy
9.	Actions as per quality assurance framework	Nick Jeffreys (Operational Lead)	End of Q4 2022/23	The quality of will be of good or outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	Workforce Development Analysis and Strategy
10.	Youth Justice Sector Improvement Partnership training offers to be attended by Team Managers and Senior Practitioners	Nick Jeffreys (Operational Lead)	End of Q4 2022/23	The quality of will be of good or outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	Workforce Development Analysis and Strategy

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
11.	IT Needs Analysis to be presented to Management Board	Karyn Bacon	End of Q2	Improved IT offer	Increased and improved child/family/parent feedback	Domain 1 self-assessment
<p><i>Service open and honest – listening, responsive, effective and safe</i> YJB Child First Principles: Principle 3 & 4</p> <p style="text-align: right;">YJB Strategic Pillars: Pillar 3, Priority 3 & 4</p> <p style="text-align: right;">National Standards 4 and 5</p> <p>Continued National Standard Learning – Standards 4 and 5 - Overall Leads - Connor Shields (Team Manager) and Stacey Brown</p>						
1.	Champions for resettlement and transition standards identified, and lead on training in the use of YJB Services for community/secure estate AssetPlus assessments.	Nick Jeffreys (Operational Lead)	End of Q4	The quality of will be of good or outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	National Standard Self-Assessment HMIP Camden (2020) Report
2.	Management Board tracking and oversight of children leaving custody, alongside reviewing the learning process to ensure dissemination and reflection across the whole partnership	Stacey Brown (Senior Practitioner)	End of Q4 2022/23	Improved outcomes for children leaving custody	Reduced re-offending/arrest Reduced use of custody	National Standard Self-Assessment
3.	Consideration to the creation of info packs for YOIs and STCs support around identification of any worries/areas of support.	Bridget Atkins (Operational Lead)	End of Q4 2022/23	Improved outcomes for children leaving custody	Reduced re-offending/arrest Reduced use of custody	National Standard Self-Assessment
4.	Further case audit on implementation of new guidance for resettlement and transitions (education, engagement, and Children's Services Protocol)	Abi Jones (CYOS Team Manager)	End of Q3	Improved outcomes for children leaving custody	Reduced re-offending/arrest Reduced use of custody	National Standard Self-Assessment Contextual Safeguarding (2020) HMIP
5.	Review of offending by under 25s released from custody – mapping of pathways and gaps analysis. Activity to be taken forward as a region to enable support/sharing best practice.	Supt Ronan Tyler (Superintendent) and Nick Jeffreys (Operational Lead)	End of Q3	Improved outcomes for children leaving custody	Reduced re-offending/arrest Reduced use of custody	Coventry Youth Violence Prevention Partnership Strategy and Action Plan HMIP Resettlement Thematic and NS Self-Assessment
6.	6-month specific review of children's experience of custody through 1 to 1 engagement	Stacey Brown (Senior Practitioner)	End of Q3	Improve understanding of children's lived experience	Reduced re-offending/arrest Reduced use of custody	HMIP Report -Children in Custody (2019-29)

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
7.	Custody reviews for all children to assess learning and feed into Management Board action with learning presented to the Extended Health and Protection Managers Meeting	Nick Jeffreys (Operational Lead)	End of Q4 2022/23	The quality of will be of good or outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody Reduced number of first-time entrants	Resettlement Strategy – recommendations
8.	Continued development of a resettlement service through St Giles and lead YOS Resettlement Worker to offer an 'enhanced priority offer' – updates through Management Board and assessment against HMIP Resettlement Standard	Nick Jeffreys (Operational Lead)	End of Q4 2022/23	Increased mentoring access by children	Reduced re-offending/arrest	Resettlement Strategy– recommendations
9.	Child exploitation awareness raising training across CYOS, Horizon, Children's Services, School and the Police.	Becky Pearson (Child Exploitation Coordinator)	End of Q4	Earlier identification of needs	Reduced re-offending/arrest Reduced number of first-time entrants	Resettlement Strategy– recommendations
10.	Pathway development for Offender Management in Custody and review of local YOT to Probation transfer arrangement following reunification	Abi Jones (Team Manager)	End of Q3	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	National Standard Self-Assessment
11.	Review of monthly education operational and strategic meetings, alongside a review of the education process	Matt Haynes (YOS Team Manager) and Eve Linstead (Education Lead)	End of Q4	Improved employment pathways	Improved ETE attendance and attainment	HMIP Birmingham Inspection (2020)
<p><u>Service open and honest – listening, responsive, effective and</u></p> <p style="text-align: right;">YJB Child First Principles: Principle 3 & 4 YJB Strategic Pillars: Pillar 3, Priority 3 & 4 National Standards 1 - 5</p> <p>Addressing Disproportionately - Overall Leads - Abi Jones and Tricia Watson</p>						
1.	Actions against the service self-assessment as part of the regional Girls Working Group – actions tracked and monitored through Management Board	Abi Jones (Team Manager)	End of Q3	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	National Standard Self-Assessment
2.	Leaflets in Police custody to be available in multiple languages.	Nick Jeffreys (Operational Lead)	End of Q2	Reduced disproportionality	Reduced number of first-time entrants	Lammy Review (2017) YJB Disproportionality Assessment (2021)

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
3.	Start of the in person 'levelling the playing field' mentoring offer and clear mentoring pathway defined between CYOS and Horizon.	Tricia Watson (Senior Practitioner)	End of Q2	Increased engagement with the 3 rd sector	Reduced re-offending/arrest Reduced number of first-time entrants	Domain 1 Self-assessment Mentoring and Peer Mentoring (2021) HMIP
4.	Continuation of disproportionality project and subsequent actions tracked and progressed through management Board, with explicit consideration to the recommendations the actions in 'Tackling racial disparity in the criminal justice system: 2020/21' and findings for CYOS that white children are more likely to receive out of court disposals	Tricia Watson (Senior Practitioner)	End of Q4 2022/23	Reduced disproportionality	Reduced re-offending/arrest Reduced use of custody Reduced number of first-time entrants	Tackling racial disparity in the criminal justice system: 2020/21 Lammy Review (2017) YJB Disproportionality Assessment (2021)
5.	Team awareness session on 'critical dialogue on anti-racism' facilitated by Dr Gurnam Singh	Nick Jeffreys (Operational Lead)	End of Q2	Reduced disproportionality	Reduced re-offending/arrest Reduced use of custody Increased and improved child/family/parent feedback	Interim Quality Assurance Review Action Domain 1 Self-assessment Tackling racial disparity in the criminal justice system: 2020/21
6.	The procurement of St Giles and Guiding Young Minds (Youth Engagement projects) for the coming year 2021-21, to improve the diversity of offer to children	Tricia Watson (Senior Practitioner)	End of Q4 2022/23	Improved diversity of offer	Reduced number of first-time entrants Reduced re-offending/arrest Reduced use of custody	Workforce Development Analysis and Strategy
7.	Review CYOS and Through Care processes to ensure appropriate provision particularly for care leavers and looked after children leaving custody.	Natasha Stirling (Operational Lead-Through Care)	End of Q2	Improved outcomes for children leaving custody	Reduced re-offending/arrest Reduced use of custody	Resettlement Strategy– recommendations. Reducing the unnecessary criminalisation of looked after children

National Indicators: Reduced first time entrants to the youth justice system, reduced use of custody, and reduced reoffending rates. **Local Indicators:** Reduced re-arrests, reduced incidents of serious youth violence and reduced attendance at A&E for assault injuries, improved Child/Family/Parent feedback, reduced risk judgements, improved ETE engagement and attainment, and improved victim feedback.

Appendix 1 – Management Board Membership

Name	Title
Paul Southern	Chief Inspector, Crime Manager, Coventry Neighbourhood Policing Unit - West Midlands Police.
Jas Madahar	Operations Manager, Coventry & Warwickshire Prospects Service
Matthew Gilks	Director of Commissioning, NHS Coventry and Warwickshire Clinical Commissioning Group
Chris Evans	General Manager, Mental Health Services for Children & Young People, Coventry & Warwickshire Partnership NHS Trust
John Gregg (Chair)	Director of Children’s Services for Coventry, Coventry City Council
Sue Robertson (Observer)	Chair of the Youth Panel
Sharon Bolesworth	Positive Choices Service Manager
Jim Horgan	Head Teacher, Coventry Virtual School (formerly LACES), Coventry City Council
Sarah Mills	Head of Service, Education Entitlement, Coventry City Council
Nigel Patterson	Early Help Manager, Early Help & Family Hubs (Central), Coventry City Council
Caroline Ryder	Violence Prevention - Programme Manager (Shared post Coventry City Council and West Midlands Police)
Craig Hickin	Head of Environmental Services, Street Scene & Regulatory Services, Coventry City Council
Andy Wade	Head of Service for NPS, Coventry, Solihull & Warwickshire Cluster Midlands Division
Lisa Harris (Deputy Chair)	Strategic Lead for Help and Protection, Coventry City Council

NB - Peter Hesketh (previous YJB Head of Innovation & engagement - Midlands) was a Board Member, but a replacement for the role has not yet been recruited.

Appendix 2: Budget and Spend 2021/22: CYOS Finance Tables (2021/22)

2021-22 Youth Offending Service Partner Contributions to Pooled Budget

Agency	Staffing costs	Payments in kind	Other delegated funds	Total
Local Authority	598,622		140,041	738,663
Police Service		58,235		58,235
Police and Crime Commissioner	60,444		44,620	105,064
National probation service		43,400	5,000	48,400
Health service		98,855	13,309	112,164
YJB	425,871		152,599	578,470
Total	1,084,937		355,569	1,640,996

Comments

- * The YJB Budget was confirmed on 30/30/2021 .
- * The payments for services in kind relate to staffing costs for employees working within the Youth Offending Service.
- * All in kind budgets were confirmed by 19/06/2021

Youth Offending Service Pooled Budgets

Agency	Annual Budget	
	2020-21	2021-22
Local Authority	717,127	738,663
YJB	531,607	578,470
Police and Crime Commissioner	105,064	105,064
Health	103,959	112,164
Police	57,593	58,235
Probation	48,400	48,400
Budget	1,563,750	1,640,996

Comments

- * The change to local authority contribution is as a result of increased costs (eg staff spinal points and increments, and budget realignments)
- * The change to YJB budget is a result of a one year grant uplift 21-22

Appendix 2: Budget and Spend 2021/22: CYOS Finance Tables (2021/22)

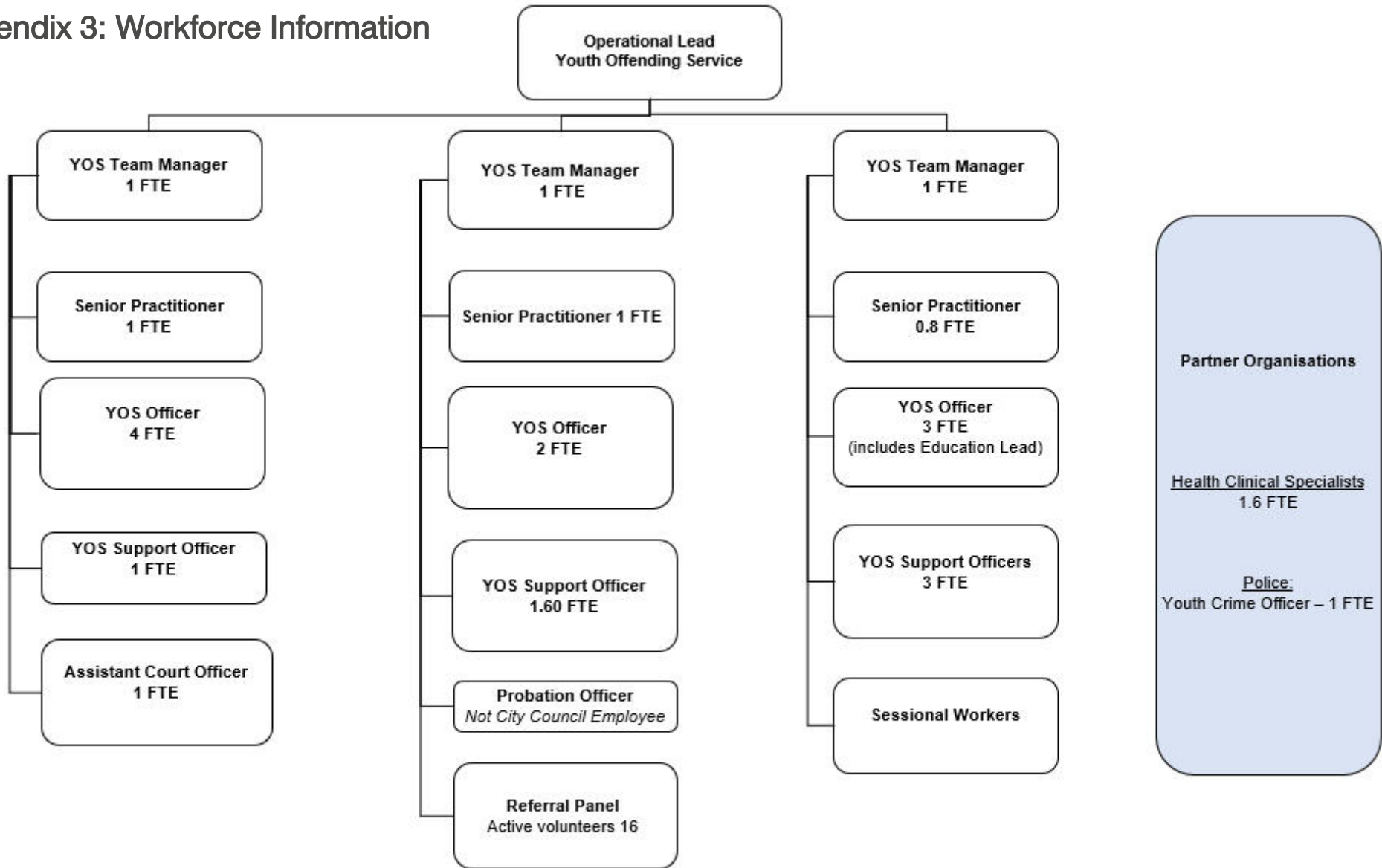
2021-22 Youth Justice Board Grant

YJB grant budget	Budget	Forecast outturn	Over/under spend forecast
Salaries	425,871	425,871	0
Activity costs	49,321	49,321	0
Overheads	99,193	99,193	0
Equipment	25	25	0
Accommodation	4,060	4,060	0
Total	578,470	578,470	0

Comments

* The confirmed 21-22 YJB uplift has been allocated to salaries and activity costs budgets

Appendix 3: Workforce Information



Staffing Information – 2021-22

YOS Staff - Ethnicity (self-identified) including Sessional Workers and Volunteers

Ethnicity	White British	White Other	Indian	African	Dual Heritage	Black Other	Asian	Unknown	Total
Strategic Manager	1								1
Operational Managers	3								3
Practitioners	18	1	2			2			23
Administration	3		2						5
Sessional Workers	9	1	1	1		2		3	17
Volunteers	12			1		2	1		16
Total	46	2	5	2		6	1	3	65

Appendix 4 – Quality Assurance Activity Schedule

COVENTRY CHILDREN'S SERVICES - CYOS																
Quality Assurance Activity Schedule: 1st April 2021– 31st March 2022																
Youth Offending Service																
Theme	Purpose	Context / Source	Auditors	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
Practice Observations	Review the quality of child sessions.	All HMIP Domains and National Standards	CYOS Team Managers and Senior Practitioners			X			X			X				Frequency may be higher, dependent on audit learning. Individual learning areas to be action/tracked in supervision, and broader learning will be completed through practitioners' monthly workshops.
Threshold Analysis - Out of Court Disposals	To test the application of Association of Chief Police Officers (ACPO) Gravity Matrix (2013) and the Youth Out of Court Disposals; Guide for Police and Youth Offending Services; are decisions in line with this and, where appropriate, appropriate escalation has taken place.	HMIP Domain 3 and National Standard 2/ ACPO Guidance	Lead Manager Operational Lead CYOS Management Board		X			X			X			X		Reviewed through quarterly Management Board and actions then monitored through the Board
Threshold Analysis - PACE - Quarterly Board Report	To test the application of the Police and Criminal Evidence Act (PACE) (1984), are decision in line with this and, where appropriate, has sufficient challenge taken place.	HMIP Domain 2/3 and National Standard 2/3 PACE (1984)	Lead Manager Operational Lead CYOS Management Board		X			X			X			X		Reviewed through quarterly Management Board and actions then monitored through the Board
Threshold Analysis - Remands - Quarterly Board Report	To test the application of Legal Aid Sentencing Punishment of Offender's Act (2012) - are decisions in line with the guidance and has the Service taken appropriate action to offer appropriate community measures, where appropriate.	Legal Aid Sentencing Punishment of Offender's Act (2012)/ National Standard 4	Lead Manager Operational Lead CYOS Management Board		X			X			X			X		Reviewed through quarterly Management Board and actions then monitored through the Board
Threshold Analysis - First Time Entrants - Quarterly Board Report	To test the application of YJB and ACPO guidance, are decisions in line with guidance and do interventions reflect assessed need.	ACPO Guidance/HM IP Domain 1 Governance	Operational Lead CYOS Management Board		X			X			X			X		Reviewed through quarterly Management Board and actions then monitored through the Board
Youth Justice Board National Standard Self-Assessment Actions	Following implementation of new local case management guidance after the National Standards Self-Assessment, auditing of these areas to review regarding implementation. To test the application of recording guidance. Check learning has translated into practice, jargon free / non-stigmatising, appropriate use of statutory headings, and case notes reflects the voice/journey of the child, and the victim (where applicable). Non engagement: Is there clear evidence of timely responses to non-	All HMIP Domains and National Standards	CYOS Team Managers and Senior Practitioners			X			X					X		Actions for National Standard progression covered in the 2021/22 Action Plan. Individual learning areas to be action/tracked in supervision, and broader learning will be completed through practitioners' monthly workshops.

	engagement against national standards including warning letters, evidence of diversity being recognized and responded to in intervention planning. Engagement panels and each participant taking responsibility to agree actions to support engagement prior to instigating breach (other than in high risk cases where risk to public overrides some of the steps).																		
Supervisions	Annual Supervision Staff Review	HMIP Domain 1 Governance	Operational Lead																<i>Any feedback to be provided direct to Team Manager and associated development actions monitored for completion through supervision.</i>
AssetPlus Timeliness	<p>To ensure assessments are timely, robust and reflect the voice, needs and current circumstances of the child, and victim, evidenced by direct work relevant to the child/child's Intervention Plan.</p> <p>To ensure assessments explore, evidence, and analyses the impact/potential impact of the risks (3 Domains) and robustly detail multi-agency time-scaled assessment findings.</p> <p>To ensure assessment findings and actions required by who, and by when, are also strongly reflected within the Intervention Plan. Intervention Plans must be SMART, desistance based, reflect child's and parents' self-assessments, address relevant domains, and have an appropriate risk management plan within external controls, including those to protect the victim as appropriate.</p>	National Standard 2 and 3	CYOS Team Managers and Senior Practitioners																<p><i>This involves the use of an Assessment tool that assesses against the HMIP Quality Indicators.</i></p> <p><i>Any associated actions will be reviewed through Management Meetings and Service learning delivered through practitioners' monthly workshops.</i></p>
AssetPlus Quality Assurance	<p>All AssetPlus assessments to be quality assured and feedback provided where amendments are required.</p> <p>Timeliness of assessments reviewed through weekly CYOS Management Meeting.</p>	All HMIP Domains and National Standards	All CYOS Team Managers and Senior Practitioners	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	<i>Continually completed with timeliness tracked through CYOS Management Meetings on a weekly basis. Any associated actions will be reviewed through Management Meetings and Service learning delivered through practitioner's monthly workshops.</i>
Missing Reporting	All Missing Notifications provided to CYOS for relevant children and Return Home Interviews.	National Standard 3	Lead Manager																<i>Ongoing action being monitored on a quarterly basis through CYOS Management Meeting.</i>
Report Gatekeeping	Quality Assurance for all Pre-Sentence Reports.	National Standard 2 and 4	All CYOS Team Managers	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	<i>Continually completed with timeliness tracked through CYOS Management Meetings on a weekly basis. Any associated actions will be reviewed through Management Meetings and Service learning delivered through practitioner's monthly workshops.</i>
Supervision Observations	Observations of supervision to be undertaken (one per manager)	HMIP Domain 2 and 3	Operational Lead																<i>Any feedback to be provided direct to Team Manager and associated development actions monitored for completion through supervision.</i>
Direct Work Observations	Observations of practice to be undertaken (min one per staff member over 12month period)	HMIP Domain 2 and 3	All CYOS Management																<i>Individual learning areas to be action/tracked in supervision, and broader learning will be completed through practitioners' monthly workshops. Higher frequency where needs identified and as part of other processes (for example, probation/induction period).</i>

Appendix 5- Performance Information

First Time Entrants

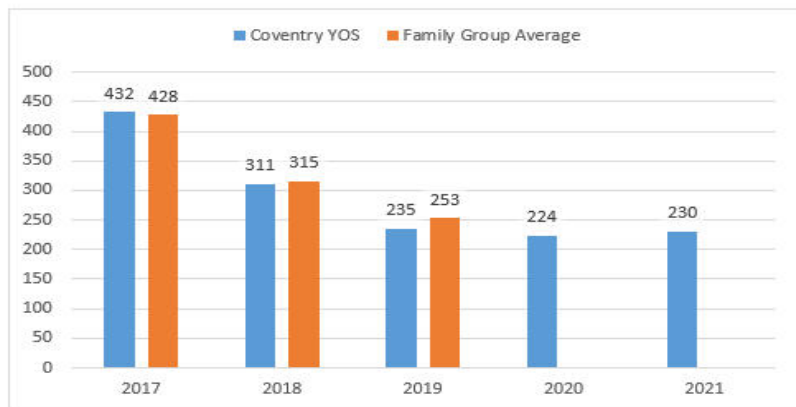


Table 1: FTEs per 100,000 of the 10-17 year old population, Coventry YOS 2017-21

Reoffending

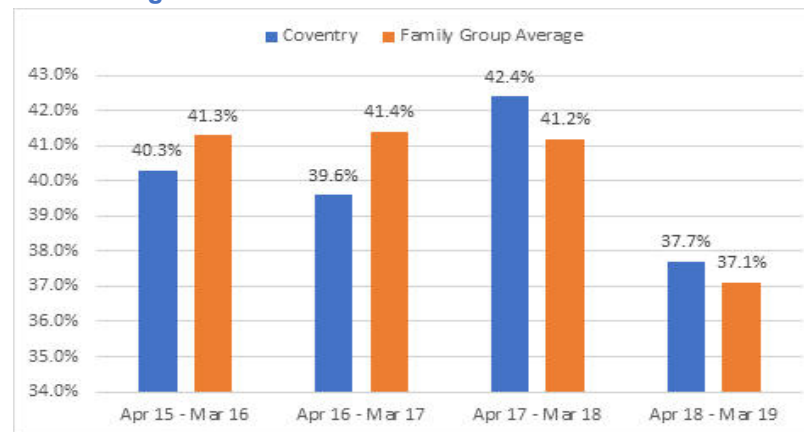


Table 2: Children/Young People reoffending within a year, Coventry YOS 2015-2019

Use of Custody

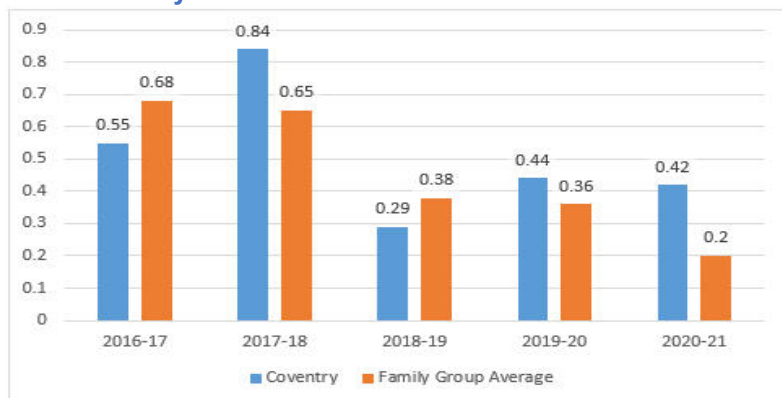


Table 3: Custodial sentences as a rate per 1,000 of the 10-17 year old population, Coventry YOS 2016-2021

Use of Remand

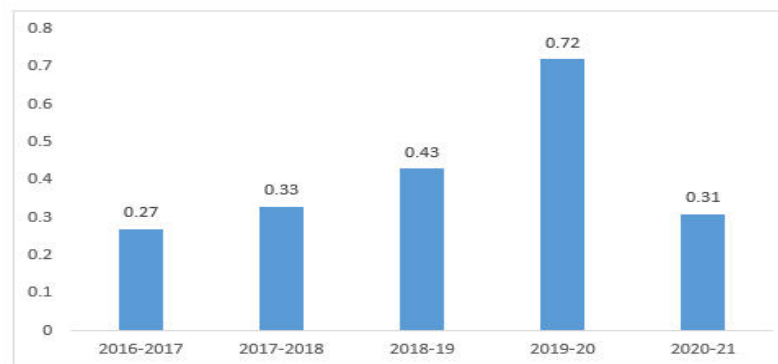


Table 4: New remand episodes per 1,000 of the 10-17 year old population, Coventry YOS 2016-2021

Custody and Remand

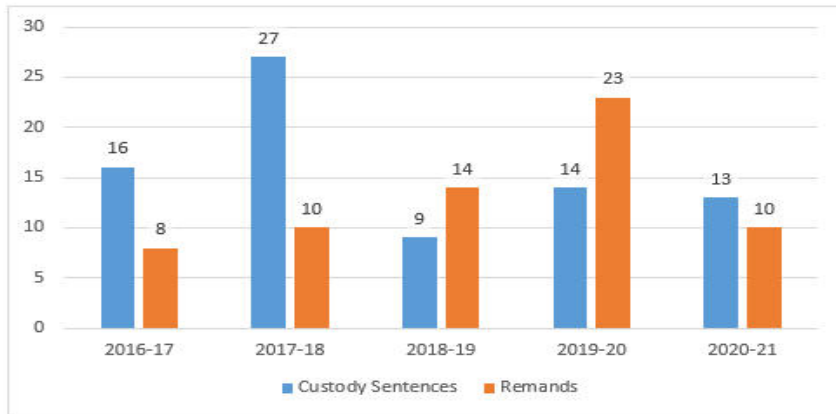


Table 5: New episodes of custody and remand, Coventry YOS 2016-21 (10-17 Year olds)

Accommodation

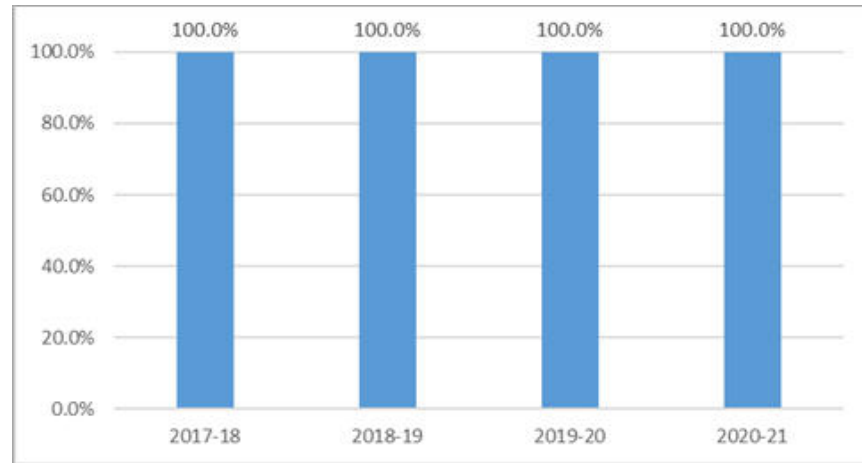


Table 6: Suitable accommodation, Coventry YOS 2017-21

Education, Training and Employment

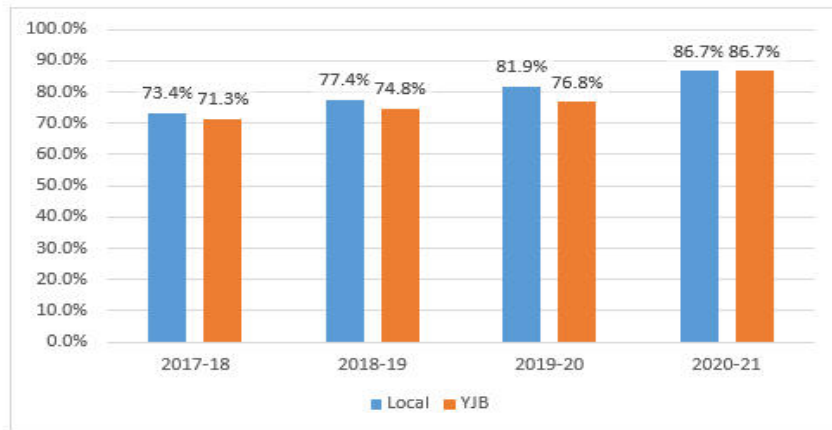


Table 7: Engagement in suitable ETE by local assessment and by former YJB national standard, 2017-21

Gender

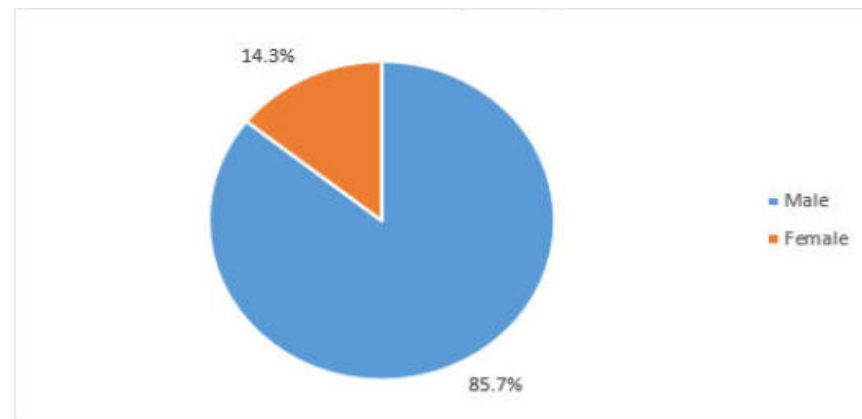


Table 8: Gender profile of children with proven offences, Coventry YOS 2020-21

Offences

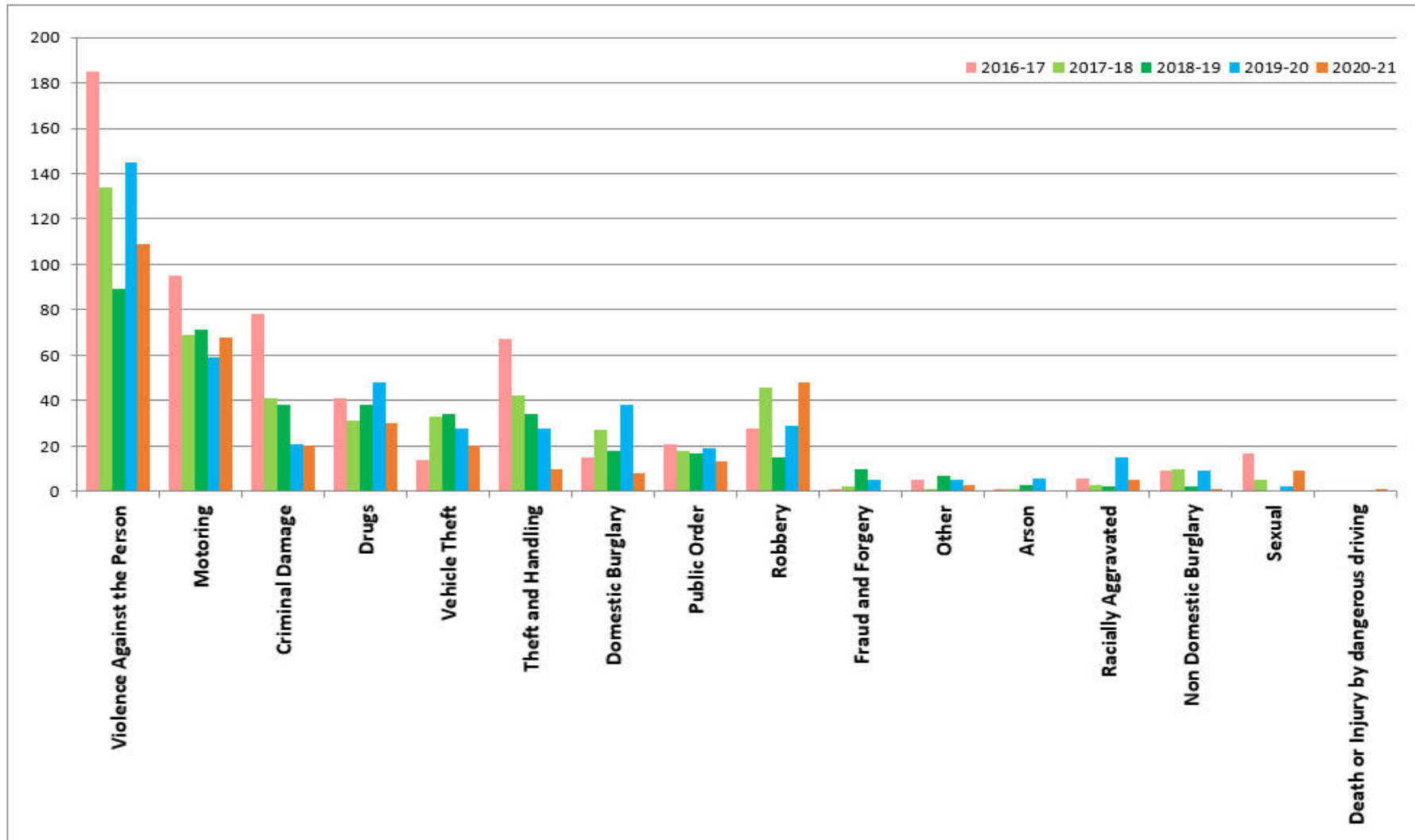


Table 9: Offences by offence type, Coventry YOS 2016-2021

Ethnicity

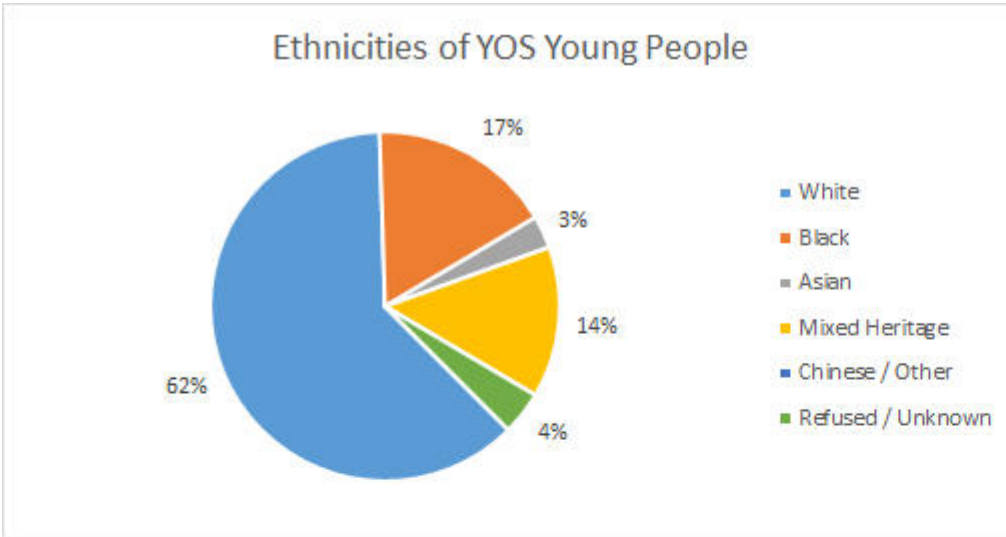


Table 10: Ethnic profile of young people with proven offences, open to Coventry YOS 31/03/2021

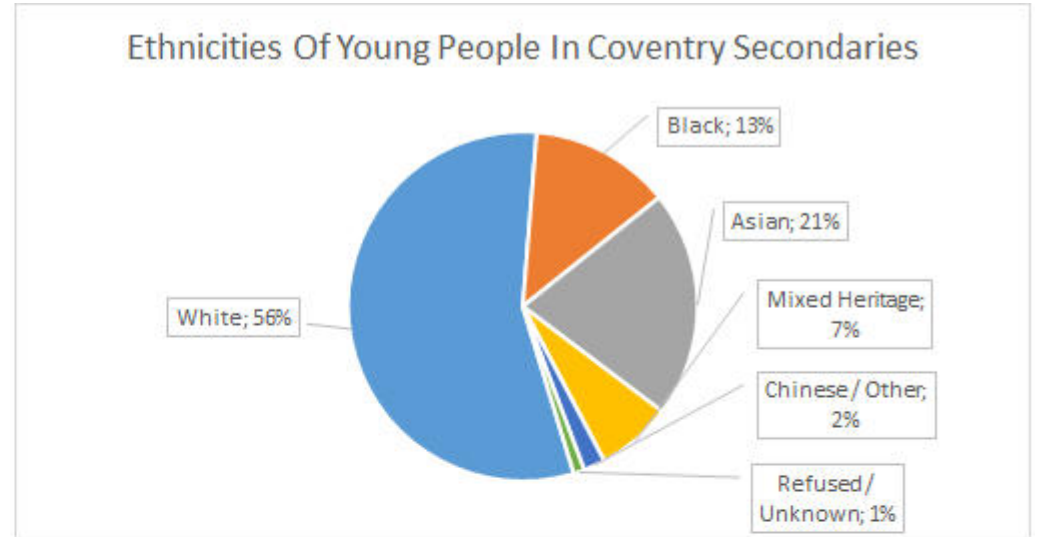


Table 11: Ethnic profile of young people in Coventry Secondaries

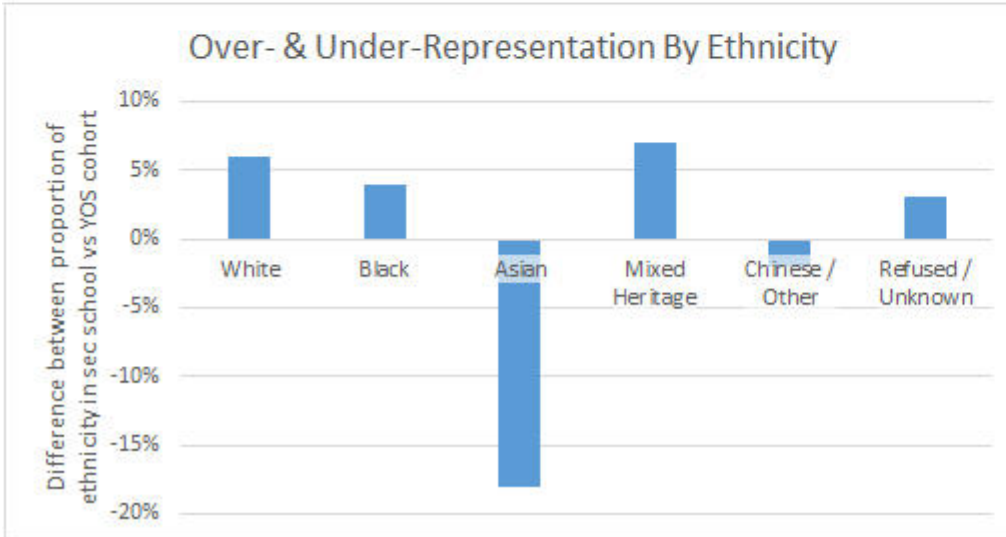


Table 12: Over and Under Representation by Ethnicity as per Table 10 and 11 data

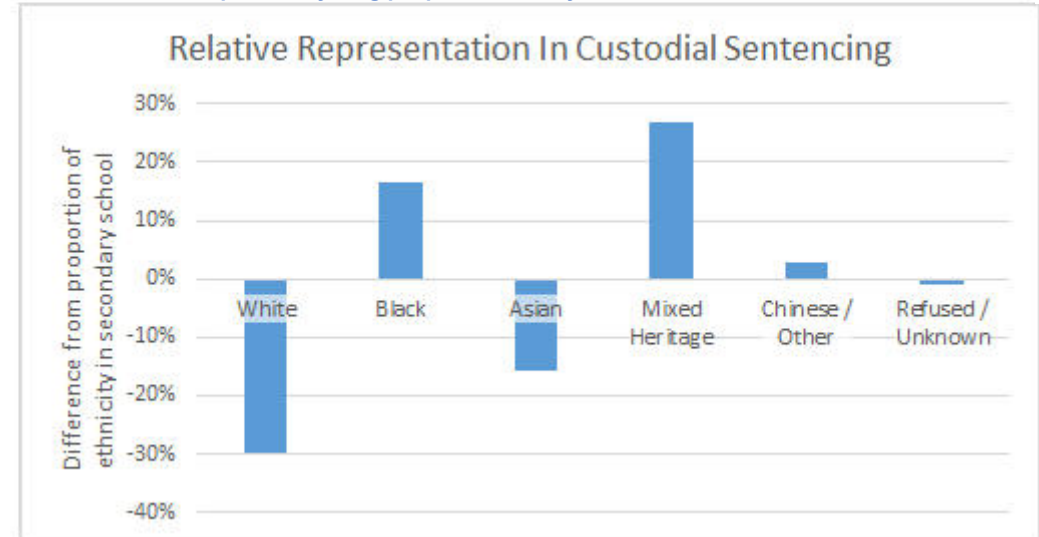
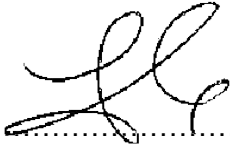


Table 13: Relative representation in custodial sentencing

Appendix 6 – Management Board sign off page



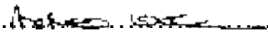
..... (Signature)

John Gregg - Director of Children's Services for Coventry



..... (Signature)

Paul Southern 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 Warwickshire
Clinical Commissioning Group

Appendix 7 – 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 Youth 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