

Coventry's Youth Justice Strategy and Plan - 2021-23 (Update 2022)



Foreword from the Chair of the Management Board

Service	Coventry Youth Justice Service
Service Manager/ Lead	Nick Jeffreys
Chair of YJS Board	John Gregg

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 and HMI Probation Framework.

Our overarching Children's Service's vision is: 'Coventry: together children and families are at the heart of everything we do.'. The Coventry Youth Justice Service vision and priorities seek to put this into action. The next year will build on activity in 2021/22 and seek to continue

progress to divert children from the formal Youth Justice System (YJS), getting in early, reducing criminalisation of children, and supporting to have a community with fewer victims of crime. 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 impact of the COVID-19 pandemic has affected progress, particularly the impact on the workforce; new starters have brought new ideas and experience, though time has rightly needed to be invested in ensuring robust induction processes.

The Coventry Family Valued Programme launched in April 2021, it builds on the successes in Coventry; recognising where there will always be more to do to improve outcomes for children, young people, and their families and to that end I am committed to building a restorative culture. 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 is the update to the 2021-23 Youth Justice Strategy and Plan. The 2021-23 Plan outlined the priorities and vision for Youth Justice Services in Coventry for a two-year period. This plan provides an updated picture on how the vision is being realized, priorities addressed, and provides a Service analysis and overview using the template mandated by the Youth Justice Board¹. It further outlines: how we engage/work collaboratively with children, families and victims of crime; governance arrangements; partnership resourcing into the Service; our performance against key priorities; current challenges and risks; our emerging evidence base of best practice; and, how we continue to build on the developmental activities across the City in 2022/23.

2021/22 Key achievements and Headlines

A new name -
Coventry Youth
Justice Service -
and new Diversion
Project



Reduction in
children in the
Youth Justice
System, custody,
and remands



Concerns
around
exploitation and
urban street
gangs



Continued disproportionality
work leading to operational
and cultural changes



A newer workforce bringing exciting
ideas, but requiring greater investments
in training and development

Development
around trauma
informed practice
and approaches



Improved
mechanisms for
child led Service
change



NHS and Youth
Endowment Fund
investments over
the next 3 years



The Plan outlines that Coventry Youth Justice Service is working with a smaller, more vulnerable, and traumatised group of children whose needs are very high and who present a significant challenge. Children in the YJS are most likely to be accessing (or have accessed) alternative schooling provision following permanent exclusion, likely to have been a victim of criminal exploitation, residing in a deprived/high risk area and more likely to be from an ethnic minority background. To appropriately tackle these issues, we need: children leading steps for change, a skilled workforce, and a city approach to delivering trauma informed prevention and diversion activity. The update improvement and development plan outlines, against the priorities, how we seek to address these trends and findings.

¹ Youth Justice Board explanation

Introduction

Youth Justice Services were established under the Crime and Disorder Act 1998 with the principal aim being to prevent offending behavior 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 delivery of Out of Court Disposal interventions
- Assessing and delivery of diversion² support to children at risk of entering the Youth Justice System.
- Management and delivery of secure estate sentences and resettlement
- Servicing the Youth Court and Crown Courts (in terms of provision of the 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 Service to ensure quality and effective youth justice services.

This Plan will provide an update on activity on the 2021-23 vision and priorities. The Plan follows a newly prescribed template by the Youth Justice Board that sees some areas re-presented as per the initial Plan. More generally, it will present an updated analysis and what has been achieved against the priorities, alongside the next steps through an

updated business and improvement plan; this will detail how the CYJS vision and the following national outcome indicators will be achieved:

- Reduce the number of children in the youth justice system
- Reduce reoffending by children in the youth justice system
- Reduce the use of custody

Alongside, local agreed performance indicators that evidence positive outcomes for children, young people, and victims of crime and/or the mechanisms to achieve this, namely:

- Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.
- Reduce the re-arrest/live reoffending rate for children exiting the youth justice system.
- Reduce risk judgements for children in the youth justice system.
- Reduce racial disparity for children in the youth justice system
- Improve ETE engagement and attainment for children in the youth justice system.
- Improve access to mental healthcare provision for children in the Youth Justice System; % in need compared to % accessing.
- Improve feedback from children/family/parents and victims of crime
- Improve Management Board Attendance at a Senior Level.

To ensure a robust and up to date picture is presented, a repeat of last year's methodology has been undertaken but with a focus on reviewing the activity under the agreed priorities and vision; in doing so, ensuring these remain fit for purpose and remain in line with Youth Justice Board's Strategic Plan 2021-24³.

This plan has been written alongside existing plans and strategies across the city in recognition that a whole city approach is required to achieve the outcomes outlined. The Plan is also subject to Coventry City Council Cabinet and Council endorsement.

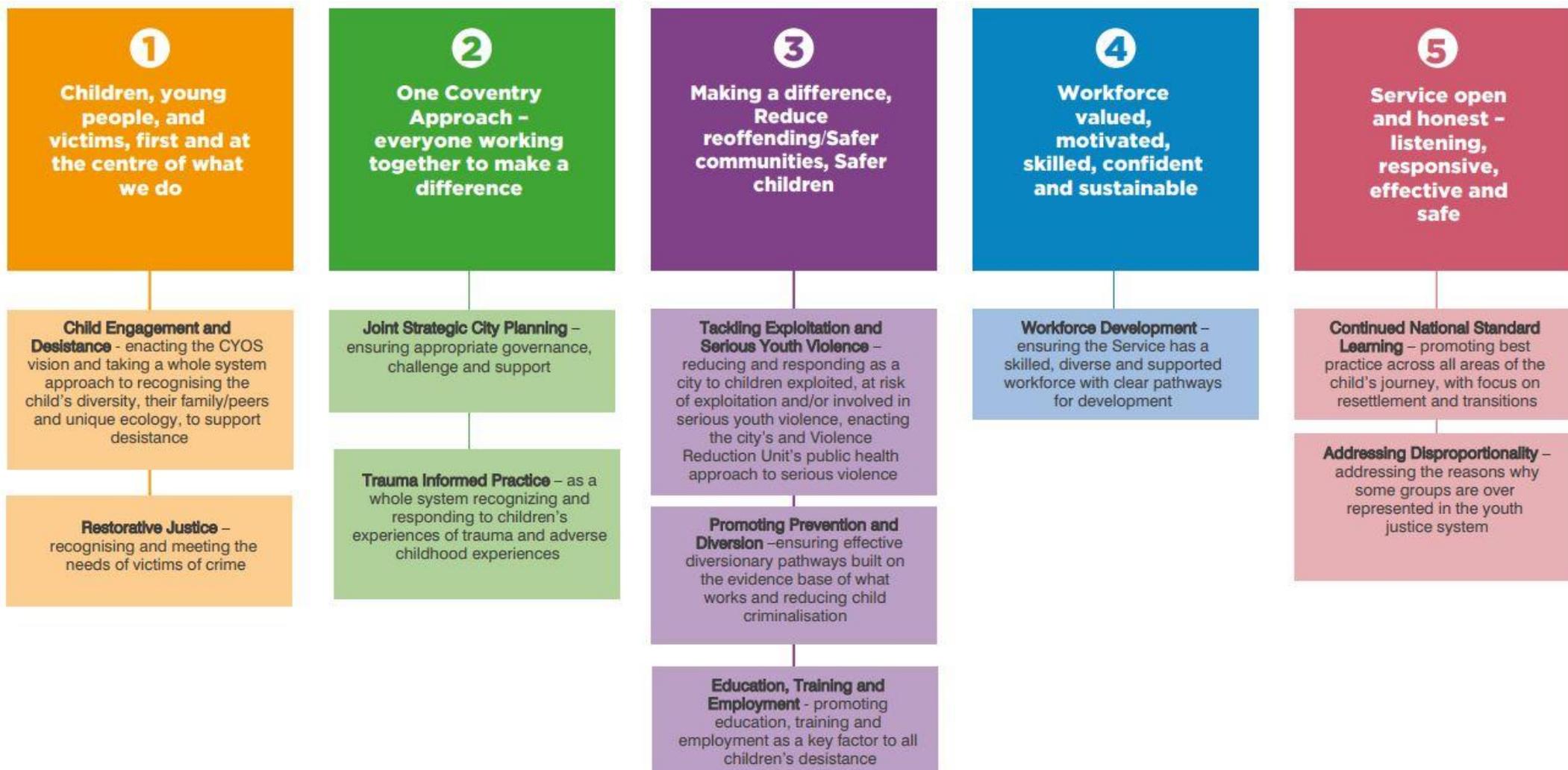
² Definition of diversion as per YJB doc

³ www.gov.uk/government/publications/youth-justice-board-for-england-and-wales-strategic-plan-2021-24

CYJS Vision and Priorities 2021-2023

Coventry Children's Services vision: together children and families are at the heart of everything we do.

CYJS's vision complements the wider Children's Service's Vision and YJB 'Child First, Offender Second' approach in aspiring to create: *'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.'* (YJB Strategic Plan 2021-24). Our vision is realised through the priorities and the actions in the improvement and business plan in Section 13. The vision and priorities have collaboration, celebrating diversity, taking a whole systems approach, and addressing inequalities (including structural) at the centre.



Local Context

Just over **one-fifth** of Coventry's population, or **79,765 (21.5%)** are children and young people under the age of 18 years.

This is slightly higher than national (England) rate (21.4%), but lower than the regional (West Midlands) rate of 21.9% and the metro area (West Midlands Combined Authority) rate of 23.8%. It is, however, higher than the sub regional (Coventry and Warwickshire) rate 20.8%.

Of Coventry's children and young people population:

- 22,757 are under 5
- 28,844 (aged 5-10)
- 20,684 (aged 11-15)
- 7,480 (aged 16-17)



Coventry is a diverse city and is expected to become even more diverse, with nearly half of Coventry Pupils from BME backgrounds. According to the latest school census, **53.1% of Coventry's school children are from BME background**, up from 39% in 2011.



- 11 children were living in a privately fostered arrangement
- 1535 open early help assessments (across the partnership)
- 493 children are supported by a child protection plan
- 1580 children in need
- 752 children are in care
- 578 care leavers



The proportion of children and young people with English as an additional language:

- In primary schools is **34.4%** (the national average is **21.3%**)
- In secondary schools is **32.5%** (The national average is **17.1%**)
- In special schools is **28.6%** (the national average is **14.8%**)



As at January 2020 source data

The proportion of children entitled to free school meals:

- In primary schools is **18.3%** (the national average is **17.7%**)
- In secondary schools is **19.2%** (the national average is **15.9%**)
- In special schools is **41.3%** (the national average is **40.1%**)



- 85** primary schools/academies,
- 21** secondary schools/academies,
- 1** all thorough school/academy,
- 8** special schools/academy,
- 1** nursery school, **1** PRU's.

These figures include 51 academies and 4 free schools.

- 166** Ofsted registered childminders
- 101** early years settings



% Of care leaver FTE figures aged 17-20 is **64.3%** compared to 49.8% in 2020/21.

Compared to Statistical Neighbours **51.1%**, West Midlands **54.3%**, and England average **56%** (2019-20)



382 pupils educated at home



As at January 2020 source data

Coventry is on a relatively small footprint (98.65 km²) and with an estimated population in mid-2019 of 371,521 residents; this makes Coventry the 9th largest city in England in terms of population.

MASH contact timeliness is **98.3%** compared with **98.5%** in 2020/21 and **92.8%** in 2019/20



Coventry is identified as a 'Marmot City'. **14.4%** of Coventry areas are identified as being in the most 10% deprived in England. **Over one-third (37%) of Coventry children live in low-income families.**



29 Unaccompanied asylum-seeking children (as at end December 2021)



190 mainstream fostering households. And 24 new fostering households approved in 2020/21 (as end December 2020)



Child First

The CYJS Vision is the local ratification of the YJB's Child First approach. The approach is underpinned by an evidence base developed by Professor Stephen Case, an expert in criminology at Loughborough University. The approach is based on the latest research on best practice and underpinned by four tenants for service delivery outlined with the Youth Justice Board's Strategic Plan 2021-24, namely:

1. *Prioritise the best interests of children and recognising their particular needs, capacities, rights, and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.*

We reflect our commitment to ensuring children's voices are at the centre of our decision making through our first vision statement and our commitment to addressing disproportionality where children are overrepresented in the criminal justice system as a result of structural inequality.

2. *Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.*

Our focus on trauma informed practice evidences our commitment to working relationally and empowering children through prioritising access to education, training, and employment in recognition that this is consistently identified as key factor for a children's desistance, key to facilitating pro-social identity change and building on children's areas of interest/strength

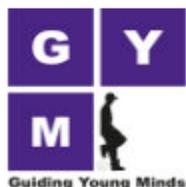
3. *Encourage children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers.*

Our focus on engagement with children, families and victims is central to our vision and strategy, with additional recognition that such a commitment cannot be isolated to the Youth Justice Service alone but across the whole city through a joined up One Coventry approach.

4. *Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.*

We pledge to committing to diversion and minimal intervention approaches to ensure that children are not unduly criminalised, and recognise that the community and social capital are imperative in tackling issues like serious youth violence and exploitation.

Voice of the Child



Current Approaches to Child Feedback

There are varied routes for co-creation/participation with children and families covered below. Routes have been explored to facilitate feedback at specific junctures, collaboration into decision making and ensure that methods support participation with all children in the YJS.

Through Our Eyes

Started in 2021/22, a quarterly feedback group led by a local charity, Guiding Young Minds, and the local Youth Commissioner. These sessions take place at a local youth club (Coventry Boys and Club) and sees children open to CYJS give feedback on their experiences, self-assess the Service, and discuss pertinent issues individually/collectively to improve the Service. The sessions are facilitated externally to encourage and facilitate more honest feedback.

The group was named through the first session in January 2022, which was also supported by the Children's Participation Team and involved an initial self-assessment on the Service. The participation team fed back using the Participation Standards a framework for self-assessment⁴. This identified that the 7 standards were being met, though participation was often 'adult initiated' rather than there being standalone pathways for unprompted feedback.

⁴ Children and Young People's Participation in Wales ... Good Practice 2016: 'were used as the self-assessment tool. <https://gov.wales/sites/default/files/publications/2019-06/good-practice-guide.pdf>

The cohort was aged between 15-18. Feedback was clear in that children felt they were being listened to, treated fairly, had good communication and workers were easy to get hold of, and they felt comfortable to share honestly. Children commented that their interests and strengths were built on; one child provided an example of stating that they were interested in boxing, and this later became part of their intervention. Children fed back that they liked having female workers as they found that they were nurturing and caring.

Children reflected on that support was available, but that ultimately it was they have the ability to make choices and choosing to not reoffend was down to them. Children reflected on the value of restorative work opened their eyes to impact on others both indirect and direct victims.

There were several areas for consideration, namely:

- Having sessions in community hubs and wanting a YJS office in each area
- Court process is difficult to navigate
- Having access to people with lived experience

All but 1 child reported they felt listened to. All children were able to identify how their worker supports their needs, e.g., follows up on things for them, changes locations of appts, takes out of the house where I can speak, uses preferred gender pronouns, sessions planned at times that suits them, offered transport where possible.

Voice of the Child

In response to the areas of consideration the following steps have been undertaken:

- Coventry has 8 Family Hubs, and these have been re-promoted across the team – while these are not additional YJS offices, they are community spaces where 1 to 1 session can take place, alongside charity/third sector venues (see Section 5).
- The CYJS Court Assistant Officer now contacts all children/families as soon as we are notified of a court listing to offer support/guidance through the process.
- The Office of the Police and Crime Commissioner Grant used in 2021/22 for community mentoring, across 2022/23 will also see children at medium/high risk of exploitation be offered funded mentoring to ensure that offers for people with 'lived experience'⁵ comes early.

A second session has now been held in April 2022 with the findings feeding into The Plan (Section 13); this has also included some 1 to 1 sessions led by Guiding Young Minds for children who have not been able to/wanted to engage through a group setting. The group will continue to meet quarterly, and feedback will be presented to Board with ongoing consideration for encouraging direct feedback from children to Board and that clear actions are taken in response; the group moving forward will be considering /discussing key issues/themes planned for Board.

For the Plan

In 2021/22, CYJS undertook a consultation with children and families open to the Service at the time 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. These key themes supported the formulation of our 10 priorities and, to ensure these remain

⁵ <https://yjresourcehub.uk/training-and-workforce-development-resources/item/1001-lessons-learnt-from-essex-lived-experience-workforce-development-programme-county-lines-pathfinder-january-2022.html>

appropriate, the exercise was undertaken again during April 2022. Some of the key themes that emerged were similar to feedback through our Through Our Eyes sessions, namely: the majority of children felt listened to and that the right support was in place with several children, accessing YJS CAMHS support, complimenting how useful this was.

Areas of worries for children were orientated to access to education, training, and employment and/or other meaningful activities; and the importance of professionals understanding the lived experience of children and community challenges around serious youth violence; and a normalized view of 'postcode wars'. These specific learning points have fed into the improvement and development plan, but the feedback offers assurances that the priorities continue to be appropriate.

End of Intervention Feedback

For all children closing to the Service, an offer will be given to attend an end of intervention feedback session where appropriate (as assessed by the YJS Officer)⁶ facilitated by an experienced Sessional Worker.

This gives opportunity for the child to reflect on the impact of their work with CYJS, looking at the workers they have engaged with, the overall service delivery, and supporting with closure planning. The feedback document was devised in conjunction with the Children's Champion in the Partnership Team. The document seeks to draw upon qualitative, quantitative and distance travelled methods/processes from the start of the journey to the end. For families/children who have attended, a 4-6 month check in will be offered as an opportunity to review outcomes and to celebrate successes.



⁶ For example, a child who finds it difficult to meet new people.

Voice of the Child

This pathway has seen 20 children engaged through these sessions and approximately a 50/50 split of children open to Out of Court Disposals verses Court. Children who did not wish to engage in the feedback sessions will have also had opportunity to engage in a written self-assessment in replacement of the sessions. Feedback through these sessions reflected: the value of opportunities to access mentoring, supporting into education pathways, and the value of having a committed and caring worker. Some children reflected that despite feeling that they might be judged and wouldn't get anything out of their order/ interventions, found that the opposite was true: *"Out of a negative experience came a positive outcome"*. This appears to evidence the focused efforts on developing more trauma informed ways of working centered through one relationship resulting in children's not having to repeat their stories.

The key area of feedback was around some children preferring younger workers, albeit also commenting that the workers were supportive/non-judgmental. This feedback has been consistent, as captured within the Workforce Development Strategy 2021-23, and considerations to ensure a greater diversity of offer is explored in Section 7.

Viewpoint

Across the last year, the team has been embedding the use of Viewpoint when children and parents complete self-assessments as part of the ongoing assessment process. Now that this approach is embedded, and a new worker as Child Engagement and Development Officer is in post, a Service wide analysis will be undertaken on a 6 monthly basis to identify key themes for improvement/development.

Next Steps:

The last year has seen a new post created: Child Engagement and Development Officer. Over the coming year, they will lead on furthering engagement routes, ensuring that pathways for unprompted feedback are strengthened, and lead on responding to the learning identified above; these actions are as outlined in the Plan - Section 13.

Recruitment

CYJS has over the last year worked with the Participation Team to ensure that children's voices are at the forefront of the recruitment process. This has seen a representative from the team involved in all recruitment processes over the last year.

Support best practice and research

While prioritizing approaches to support local collaboration, CYJS has also supported several research projects over the last year through the Office of the Police and Crime Commissioner, HMI Probation and other research hubs supporting Coventry's children's input into wider system change and support internal learning (see Section 12).

100% of children did not think there was anything further we could do to support them. One child commented that 'having relationships works the most'.



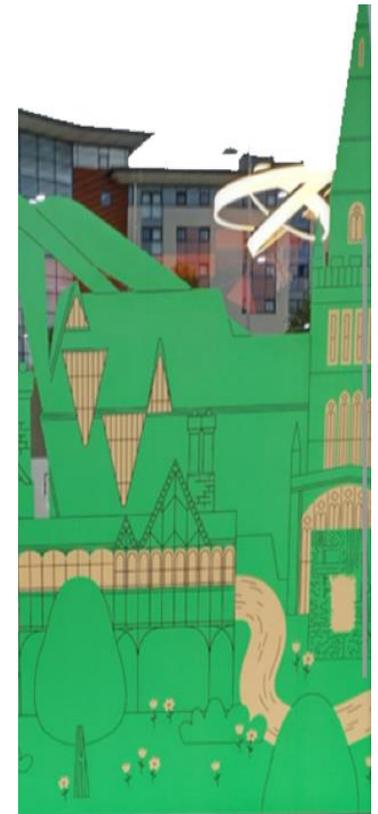
Governance, Leadership and Partnership Arrangements

In line with the requirements of the Crime and Disorder Act (1998) and revised guidance from the Youth Justice Board for Youth Justice partnerships 2021, CYJS Management Board oversees the justice services, monitoring and actioning around the quality and effectiveness of child justice services across Coventry.

The Youth Justice Service is part of Children's Services; this is in recognition of the needs of the children in the YJS and the need for coordinated responses for such children; this has most recently been outlined in the 'Independent review of children's social care'. The Head of Service has the Youth Justice Service as a single portfolio and is line managed by the Strategic Lead (Assistant Director) for 'Help and Protection' services, which includes the exploitation team who YJS share an office with. The Management Board is currently 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 non-statutory strategic boards and groups championing the CYJS 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 – 'Reducing re-offending and harm' and 'exploitation and serious youth violence'
- Schools Violence Reduction Strategy and Plan– 2020-2029
- Safeguarding Children Partnership – Priorities 2022-2023 - 'Exploitation'
- 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:



Governance, Leadership and Partnership Arrangements

CYJS Management Board

CYJS has the appropriate agencies and statutory representation on the Management Board, as detailed within the Board Members list in the appendices (appendix 1). Alongside the key Statutory Partners, CYJS also benefits from the attendance of the Chair of the Youth Court Bench, the Head of Education Improvement and Standards, Service Manager for Positive Choices (Substance Misuse Agency) the Headteacher of Coventry Virtual School, Operations Manager for Coventry & Warwickshire Prospects⁷ Service, the Head of Environmental Service Street Scene & Regulatory Services, Programme Manager for the Violence Prevention (Public Health Team) 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 CYJS Operational Lead and partners to report and account for performance against national and local indicators that evidence positive outcomes for children. 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.
- 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.
- Strategic ownership and sign off of the Annual Youth Justice Plan

Management Board have continued the process of development, and this is covered in Section 11. Coventry has a 10 Year Youth Violence Prevention Strategy with a partnership owned action plan. The aims of the strategy and partners response is to act as a One Coventry response through a Public Health approach to the issue of youth violence. This Plan will be carried forward into the development of the Serious Violence Duty. The 10-year plan will form the public health approach foundations for the serious violence plan across the City in response to the Serious Violence Duty.



⁷ Prospects is the local service to support 16-24 year olds at risk of, or not in, education/training/employment - <https://www.prospects.co.uk/Contact-Us/Corporate-Head-Office/Prospects-in-Coventry-and-Warwickshire->

Governance, Leadership and Partnership Arrangements

Over the last year, this has been progressed through an Operational Group; however, following departure of the WM Police (Commander) and Public Health (Director), the new senior leadership team are reviewing the governance arrangements in line with the expectations through the Serious Violence Duty⁸. While the duty remains in draft terms, the duty is not isolated to children or young people; however, with the local commitment to a public health approach is centered towards 'strong foundations and 'prevention' that are equally central to violence more broadly. This review is currently underway, and an updated strategic needs assessment is being commissioned as part of this; this will inform an updated strategy and the current action plan and then reviewing on an annual basis.

The local commitment to the strategy remains strong with the partnership continuing to co-fund a Violence Prevention Programme Manager and an additional Local Authority funded post in a Schools Violence Reduction Lead, who leads on the Schools Violence Reduction Strategy. These posts are additional to the locally funded posts through the West Midlands Violence Reduction Unit, namely: Education Intervention Advisor and Faith Communities Navigator & Community Navigator.

Regional Influence:

To further strengthen the responses to children locally, many priorities require regional/national input/influence. To achieve this, there is attendance from the team and/or Management Board to the following meetings:

- Girls Delivery Group
- Criminal Justice Liaison and Diversion Strategic Board
- Child Exploitation Board

And, through a rota across regional Youth Justice leads:

- West Midlands Criminal Justice Board
- Regional MAPPA Senior Management Board
- West Midlands Strategic Violence Reduction Board

Additional to this, and in recognition of the need for coordinated responses to issues across the West Midlands Force/PCC area, a regional Youth Justice Subgroup has been set-up in 2022 as an arm of the Criminal Justice Board; this will enable the streamlining of regional matters, a clear regional strategic escalation pathway for governance of youth justice matters, and a regional decision-making forum for priorities.

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, but not limited to:

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

In addition to the above, there are also a number of champion leads across the Service including: Gangs, Child Engagement and Child Sexual Abuse. These champion leads support consistent practice across CYJS, developing their own expertise and supporting wider practice development.

⁸ Serious Violence Duty - <https://www.gov.uk/government/publications/police-crime-sentencing-and-courts-bill-2021-factsheets>

Governance, Leadership and Partnership Arrangements

Partnership and Secondment Arrangements:

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

- the role of CYJS Management Board Chair providing challenge and support to partners
- ensuring that the YJS is appropriately profiled in key forums,
- representation at West Midlands Strategic Violence Reduction Board
- Securing partner engagement and development activity; for example, resourcing into an exploitation hub.
- Overseeing the partnership arrangements protocol
- The Service has 5 qualified Social Workers within the Service

The Probation Service are represented on the Management Board by the Head of Coventry Probation Delivery Unit. This relationship has proven effective in:

- Providing information specific to transitions; for example, re-offending and engagement rates for young people post transfer
- Ensuring appropriate support is available to care leavers
- Facilitating joint audits across CYJS and Probation to ensure a continued learning feedback loop
- Overseeing the joint protocol and ensuring appropriate Probation resourcing into the Service
- The Service currently has 1 Full-time Probation Officer seconded in the Service who started in March 2020 on a three-year cycle.⁹

West Midlands Police are represented by one of Coventry's Detective Chief Inspectors. CYJS 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 the local Youth Violence Reduction Team to support the preventative agenda
- Supporting the delivery of a point of arrest diversion offers for children
- Overseeing and ensuring appropriate Police resourcing into the Service, including the service level agreement, secondment arrangements and operational processes.
- The current seconded Youth Crime Officer has been in post since 2017. While secondment is not time limited, the arrangements will be jointly reviewed against the Youth Justice Board Guidance (last completed in 2018) as needed (e.g., where performance issues arise). A

Coventry and Warwickshire Integrated Care Board (ICB) is represented on the CYJS Management Board by the Head of Transformation (Children and Young People). The Coventry and Warwickshire NHS Trust is represented by the Associate Director of Operations, Mental Health Services for Children & Young People. CYJS continues to benefit from currently hosting two health staff (2 full time equivalents). Clinical supervision is offered via CAMHS. These relationships have 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, these secondment arrangements and working arrangements.

The ICB and YJS are currently in the process of recruiting a seconded Speech and Language Therapist; this is being progressed as part of the Trauma Informed Recovery Support (TIRS) Framework - see Section 7.

Education is represented on the Management Board by the local Head of Service – Education Improvement and Standards – and by the Operations Manager (Young People & Families Coventry and Warwickshire) for Prospects. CYJS have an employed Education Lead role, who is a qualified teacher, and a Senior Careers Adviser within Prospects (not seconded).

⁹ 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

Governance, Leadership and Partnership Arrangements

These relationships have proven effective in:

- Ensuring that pathways for ETE are explored and monitored for all children in the young justice system
- Securing appropriate resources and services to meet the needs of children and young people
- Having strategic oversight of the key barriers to ETE engagement and appropriate senior buy-in to address/tackle these
- Overseeing the education arrangements protocol and relevant service level agreements.

Other partnership arrangements:

Community Safety are within the Local Authority, with a particular operational focus on exploring preventative and civil powers, for example, Public Space Protection Orders.

Courts provide regular feedback, which continues to be very positive. CYJS and the Deputy and Chair of the Youth Panel, have a close working relationship outlined in the Service Level Agreement.

Early Help provide a targeted Youth Worker offer across the city, which is being piloted for all children given a first Police Only Community Resolution; this is following learning for children entering custody as first-time entrants. The 8 Family Hubs continue to be used as additional deliver sites for CYJS.

Citizen Housing has a well-established working relationship with CYJS, with particular cross over around the use of acceptable behaviour contracts and other joint planning/management.

Positive Choices provides substance misuse support for children (along with other offers); CYJS benefits from co-location of a lead worker and clear working arrangements through the updated service level agreement and revised commissioning arrangements.

Other Providers/local organisations:

St Giles (National Charity) offer children mentors with lived/relevant experience and have a particular focus on resettlement support. They have a City Center hub and have worked closely with CYJS (over the last few years), particularly with increasing concerns around youth violence and exploitation.

Positive Youth Foundation (Local Charity) based in the Hillfields area, deliver several sports based mentoring offers: with a particular focus, through the Levelling the Playing Field Project¹⁰, on supporting children from Black, Asian and Minority Ethnic Backgrounds.

First Class Legacy (Regional Charity) are currently exploring disproportionality and racial inequality across the team and running a regional peer parenting project¹¹ explored in detail in Sections 7 and 9.

Guiding Young Minds (Local Charity) with a mobile youth club bus in the city they offer mentoring, with a particular focus on supporting children where CYJS has not successfully engaged the child/family.

Coventry Boys and Girls Club (Local Charity) offer sports and/or music-based mentoring through a newly equipped youth club based by Coventry University.

Aptitude CIC offer sports and/or music-based mentoring delivered through a youth club in the Radford area of the city.

This is not an exhaustive list but evidences the progressive partnership working with field 'experts' to improve the offer to Coventry's children, ensure there are localized offers considering the articulated worries by children on postcode/areas issues (see Section 4), and increase the diversity offer to children.



¹⁰ <https://levellingtheplayingfield.org/>

¹¹ <https://youthjusticeboard.newsweaver.co.uk/yots2/1arsemirciu1df4hdy7b24?lang=en&a=1&p=57921336&t=21098815>

Governance, Leadership and Partnership Arrangements

Workforce Overview

Workforce Demographics

As of the 1st April 2022, the YJS workforce has total 19 permanent staff, down from 23 reflecting current vacancies; a full breakdown is provided in the appendices (see appendix 3). The YJS has had a higher turnover rate than last year (28%), higher than the City Council rate of 13.5%; the small size of the Service does impact on changes year by year. The difference reflects 2 staff retiring, 1 staff member changing careers (all over 20 years with the Service), and 3 staff who joined the year previous re-evaluating their choice to work in Youth Justice and moving to different areas of work; learning has been taken from the latter around ensuring the induction is as integrated into the team and robust in nature, though it is a significant factor that all three started during the Covid 19 pandemic (not a trend isolated to the Service¹²). Sickness levels, while impacted by Covid 19, remained similar to last year (8.99) at 8.27 days lost per full time equivalent, lower than the City Council average at 13.25 days.

The staffing cohort is very diverse in experience with 58% having 6+ years' experience in the Service and 47% 11 years or more. The current workforce demographic profile is not fully reflective of the community; the YJS has 79% female staff, a 1% difference from last year and 26% (5) have a self-reported ethnicity of Black, Asian, and Minority Ethnic; the same figure as last year. There is a commitment to ensure that the nature and diversity of the workforce responds to local needs, as discussed in Section 7.

Workforce Learning and Development

Over the last two years, CYJS has introduced Senior Practitioner roles within the Service (see appendix 2). This post provides improved connectedness between strategic priorities and operational delivery with the role acting as bridge between direct delivery/management; examples are detailed in Section 7. While new starters have brought huge experience (Social Work, Multisystemic therapy, and the charity sector), inductions into the Service and knowledge upskilling have incurred significant team/manager investment. This will continue over the next 12 months as roles are recruited to and to achieve a stable workforce.

CYJS has a Training Planner following the Service completing the YJB's Youth Justice Skills Audit for Youth Justice Practitioners¹³ in early 2021. This comprehensive exercise was completed by Coventry YJS practitioners and supported the development of a service specific workforce development strategy (2021-23), alongside the wider Children's Services strategy. The priorities identified and actions from this have fed into the progression under the priority of 'Workforce Development', detailed in Section 7. The workforce strategy articulates the pathways for development within the Service. CYJS currently has two YJS Officers who have successfully completed the Social Work Degree Apprenticeship, two students on placements (Social Work and CAMHS), a Team Manager completed a Level 5 Management and Leadership Apprenticeship, and the Operational Lead has led a Peer Review for another YJS. CYJS has recruited 1 YJS Officer and 1 YJS Support Officer 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.



¹² An international trend named 'The Great Resignation'

¹³ <https://yjresourcehub.uk/workforce-development/item/619-youth-justice-skills-matrix.html>

Resources and Services

Budgets 2022/23

CYJS 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) that is additionally used to support diversion/mentoring offers, and all of which sits in CYJS pooled budget (see appendix 3).

This budget enables the continued running of Youth Justice services and as will be outlined, continued improvement as per the CYJS vision, priorities, and Plan (Section 13).

The Community Safety Fund was confirmed on 30th May 2022 by the West Midlands Police Crime Commission (PCC). 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 CYJS; the Police contribution is covered by the PCC grant.

The YJB grant has not yet been confirmed, while the YJB and Ministry of Justice review allocations and the funding formulas for Youth Justice Services; however, the YJB have given written assurances that the core grant allocation will at least be matched from last year and the plan is written on the basis of the same contribution.

There has been a slight uplift from last year for the Local Authority contribution reflecting the 2% Pay Award. Last year CYJS received an additional top up grant (and a later small top-up) that funded an interim Quality Assurance Lead in 2021, trauma informed practice

training, one off projects (for example, Round Midnight – see Section 10) an animated video about the Service, and an external review by Lee Westlake (see Section 7). Section 13 outlines how the pooled budget will be used to continue to realise the agreed priorities and local vision, as well as the Services outlined in the introduction; this will in turn meet the objectives outlined within the YJBs Strategic Plan, West Midlands PCC Plan, and the local One Coventry Plan.

Workflow Demands

There has been a continued downward trajectory regarding the number of children in the youth justice system. CYJS has seen a further reduction since last year's average of 73 (2020/21) to an average of 52 (2021/22). The trend reflects a national one, detailed within the latest Youth Justice Statistics 2020/21¹⁴ and the impact of the Covid 19 pandemic. However, with the Covid 19 pandemic easing an increase was expected, though not seen (see Section 7 for performance breakdown).

Invest to save – The reduction in children in the YJS has given opportunity to support children who have been arrested, but where no further action is being taken; this is explored in detail in Section 7. The project has involved new processes and infrastructure. Referrals are direct from West Midlands Police and as the process of embedding referrals improves, this pathway will see a return to caseloads similar to 2020/21 over the coming months. CYJS will progressively recruit to the current vacancies in line with the increasing demand and in the

¹⁴ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1054236/Youth_Justice_Statistics_2020-21.pdf

Resources and Services

meantime utilises the opportunity to invest in creative programmes to support an Arts Mark Award application in recognition that this will support children to develop strengths and support desistance; see Section 13.

The overall reduction over the last few years has enabled an increased intensity of support, needed to effectively respond to and address children’s experiences of childhood trauma, serious youth violence and exploitation (see Section 8); this includes ‘taking the Service to children’, detailed in the Annual HMIP Report 2021¹⁵, essentially increasing staffing/partnership time per child.

Ensuring good value for money:

The following mechanisms demonstrate the approaches to ensure that funding is used appropriately, and successful outcomes achieved.

Quality Assurance

The updated Quality Assurance Activity Schedule (appendix 4) outlines CYJS’s 2022-23 plan for quality assurance activity with broader actions tracked/progressed through the improvement/business plan. Section 9 covers the responses to the National Standards self-assessment, the localizing of these standards, and the following mechanisms used to ensure the embedment of these, namely: CYJS has held, and will continue, monthly developmental practice workshops, monthly practice reviews, and quarterly team half days. These spaces also provide opportunity for Board Member engagement and team building. The monthly practice reviews provide opportunity to review children where CYJS has not been successfully in achieving engagement, explore this through a trauma informed lens, and agree a plan for resolution; this is chaired by the CYJS Operational Lead or Team Manager and includes, Health, Police, Team Manager and YJS Officers.

Key performance indicators:

The Management Board specifically monitor national indicators:

- Reduce the number of children in the youth justice system

- reduce the use of custody
- reduce reoffending by children in the youth justice system

Alongside, local agreed performance indicators:

- Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.
- Reduce the re-arrest/live reoffending rate for children exiting the youth justice system.
- Reduce risk judgements for children in the youth justice system.
- Reduce racial disparity for children in the youth justice system
- Improve ETE engagement and attainment for children in the youth justice system.
- Improve access to mental healthcare provision for children in the Youth Justice System; % in need compared to % accessing.
- Improve feedback from children/family/parents and victims of crime
- Improve Management Board Attendance at a Senior Level.

Monitoring these ensures good value by evidencing positive outcomes for children, young people, and victims of crime and/or the mechanisms to achieve this. The Ministry of Justice are currently reviewing national indicators and any changes will be incorporated to the above measures.

Methodology for the plan

The Plan has been formed through the following steps: 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 YJSs. 8. Wider strategic partnership review and parity to existing strategic plans. 9. Sharing with partners for feedback and amendments.



¹⁵ <https://www.justiceinspectorates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2022/03/FINAL-HMIP-Youth-Annual-Report-2021.pdf> - p.18

Progress on the previous Plan

The 2021-23 Plan outlined the 10 priorities, as detailed within Section 1. The improvement and business plan outlined actions per each priority and updates will be provided identifying key achievement, what is outstanding (why and what will be done), and the outcome measure for the priority.

1. Child Engagement and Desistance

There have been significant developments in this area, as detailed within Section 4. Additional to these aspects, the Service has re-named from Coventry Youth Offending Service to Coventry Youth Justice Service in recognition of the criminogenic impact of 'offending' labels¹⁶; this was following a consultation with children, families, and the team. The new logo was co-designed with a child open to the Service at the time:



Alongside, this we have:

- had several children designing an animated video as an overview of what the Service aims to do, but through the lens of a child.
- completed a leaflet re-design with the Participation Team to ensure that these are more child/family friendly.
- we have continued to review standards in light of the Covid 19 pandemic to ensure continued service delivery and this will remain an ongoing

process: this has seen the retention of some elements of practice – for example, taking the Service to children to support engagement through home visits and utilising local community/family hubs. Section 4 details feedback from children, the outcome measure for this priority.

2. Restorative Justice

CYJS continues to have lead restorative justice practitioners and will contact all victims where consent has been given. The feedback from children in Section 4, iterates the importance of restorative justice and Section 8 details delivery over the last year. CYJS has continued to meet the Restorative Justice (RJ) Council Marker, supported other Youth Justice Teams in their applications/shared best practice and completed a review of services for children who are victims of crime to ensure that access to targeted mental health support is available if needed.

3. Joint Strategic City Planning

A statutory management group has been established that enables greater partnership operational oversight and ownership of the plan. Management Board Members have continued to join Team Half Days to encourage team integration. The local indicators have been reviewed and updated as per Section 6, to ensure that the measures are fit for purpose; this includes the introduction of Board attendance and Section representation. Section 11 details developmental activity with Management Board over the last year, which includes Board Members being identified as sponsors for each priority to facilitate a strategic approach of high support, high challenge. The operational Youth Violence Prevention Partnership Board have continued to lead on the 10 Year Violence Prevention Strategy while the review of the upcoming Serious Violence Duty is undertaken, as detailed in Section 5.

¹⁶ <https://usir.salford.ac.uk/id/eprint/44396/1/Hazel%202017b%20Now%20all%20I%20care%20about%20Summary.pdf>
<https://www.law.ed.ac.uk/research/impact-and-engagement/edinburgh-study-of-youth-transitions-and-crime>

Progress on the Plan

4. Trauma Informed Practice

Coventry and Warwickshire ICB have been successful in securing a regional funding pot, named TIRS (Trauma Informed Recovery Support) Framework. The funding is the NHS's response to the Long-Term Plan commitment of investing in additional services for children and young people with complex needs. The aim of the TIRS framework is to provide child led, strengths based, trauma informed intervention to children who have experienced trauma and adversity but are not currently in receipt of such intervention. The TIRS framework cannot be a panacea for all childhood trauma, and therefore will focus on supporting the following cohorts of children and young people:

- Edge of Care (local team)
- Open to, or at risk of entering, the Youth Justice System
- Out of education or at risk of exclusion (based on local learning)
- Transitioning from the secure estate back into the community

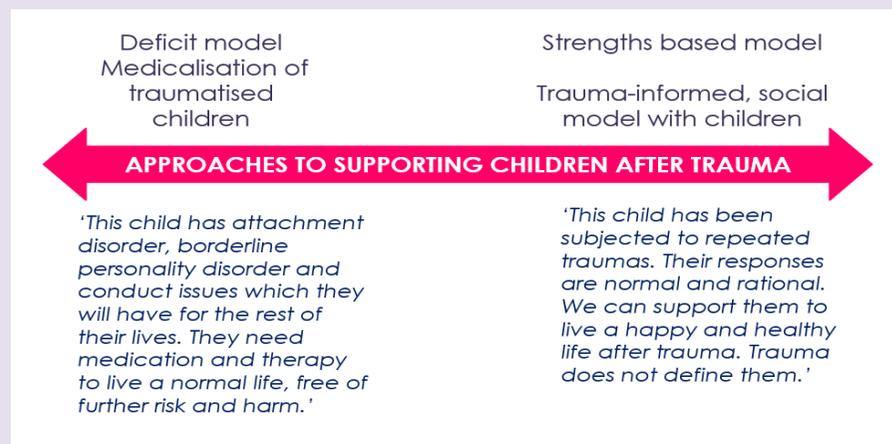
This will see much support in the YJS, but most significantly upstream support for children at risk of entering the YJS. The Child Exploitation and Assessment of Extra Familial Risk Commissioning Strategy has been delayed to sequence with the TIRS framework, as an in depth needs assessment is currently underway that will inform the strategy.

Within CYJS, a review of interventions and training has taken place with an external consultant, Steve Bore Specialist Services¹⁷. This has seen interventions become more trauma informed and reflect on where this was not previously; for example, the Service 4-5years ago would have utilized knife crime injuries as part of a programme that would now be viewed as potentially re-traumatizing and likely to increase a child's anxiety around community violence. It has also supported in re-framing with families and other professionals around re-framing:

Example of speech	Trauma-informed version of speech
'Your daughter does seem very depressed and suffering from anxiety, lately.'	'Your daughter appears to be low and fearful/scared, lately.'
'Ever since he was abused, he has serious attachment issues.'	'Since he was subjected to abuse, he has struggled to trust/form relationships with others.'

This training and review have supported the team in the formulations for why children are engaged in offending behaviour, using the 5Ps model (predisposing, presenting, precipitating, perpetuating, protective) model resulting in more individualized and successful interventions.

There is a commitment in the 10 Year Violence Prevention Strategy to the child's system being more trauma informed that has seen the Violence Reduction Partnership deliver training across primary and secondary schools supporting in moving responses to children from a behavior/medical model response to a more trauma informed one:



Moving forward, the key performance indicator for this area will be: 'improve access to mental healthcare provision for children in the Youth Justice System; % in need compared to % accessing'. This will support in outcome measuring and build on the quarterly Management Board updates the seconded CAMHS team provide to Management Board.

A review, albeit later than initially planned due to staffing capacity, has seen a revision to the specialist CYJS CAMHS pathway with the introduction of a local intensive multi-agency case consultation (IMACC); this model utilized the principles of Enhanced Case Management (ECM), trauma informed practices, systemic principles, and trauma recovery model¹⁸, but provides greater flexibility to meet the needs of children than

¹⁸ The primary model that will underpin IMACC is the Trauma Recovery Model (TRM) (Skuse and Matthew, 2015).

¹⁷ <https://steveborespecialist.com/>

Progress on the Plan

the national ECM model that requires specific resources to maintain efficacy to the model (e.g., clinical psychologist input). The new model will see all children open to the Service being screened and a higher number of children being able to engage in the IMACC process verses the ECM model.

5.Tackling Exploitation and Serious Youth Violence

The last year has seen the operationalization of a local Serious Organised Crime Exchange (SOCEX) that has seen additional policing resources and improving information sharing processes to support in tackling exploitation; plans to co-locate with CYJS/Horizon, has been impacted by the Covid 19 pandemic. Additionally, the Youth Crime Officer attends a daily triage meeting where any instances or issues involving children can be discussed/action planned. These feed into a weekly triage meeting which reviews responses for children arrested over the week/where concerns around exploitation; this will lead to action planning for these children and likely navigating into the most appropriate multi-agency forum¹⁹ as detailed in Section 5. The point of arrest intervention offer has continued from last year (funded by the Violence Reduction Partnership) and expanded over the last year: St Giles, Positive Choices, Positive Choices and offers through the Coventry Youth Partnership. Positive Choices are now delivering a mentoring offer for children identified as low risk of exploitation (considered through the weekly triage meeting) that complements existing support/pathways for children who need statutory arrangements/ existing commissioned offers.

Arrangements across the region have also been strengthened with particularly focus on Warwickshire; see Section 8 that details concerns around county lines from Coventry into Warwickshire. This has been achieved by action planning to tackle county lines/exploitation through the Serious and Organised Crime Joint Action Group (SOCJAG)²⁰.

A Child Criminal Exploitation Profile has been completed and is

being used to inform the Safeguarding Partnership's updated plan for tackling Exploitation as one of the three key priorities.

The partnerships (led by West Midlands Police) have been successful in a funding bid to the Youth Endowment Fund to replicate a successful model from Northamptonshire, named: the Community Initiative to Reduce Violence (CIRV)²¹; this will be adapted to meet local needs and fit with the existing infrastructure. While this is in the very early stages, it will see an extension of the current 'reachable/teachable' moments and expansion of the current triage arrangements, meaning more children/families are offered support at an early point and reducing the number of children entering the YJS or being exploited.

The expansion of the Horizon Team has been impacted by the challenges of Social Worker recruitment and a model to recruiting adolescent workers, action planning through MACE (Multi-Agency Child Exploitation) meetings, has been implemented.

Section 8 details an up-to-date picture on trends for exploitation and serious youth violence. This evidences a positive reduction in serious incidents/violence, evidencing the impact of measures to tackle established groups like C2/RB7 through Gang Injunctions and Public Space Protection Orders, but a concerning picture around increasing weapon possession, violence within schools, and how children from on-white British backgrounds are more likely to be criminally exploited and enter the youth justice system for more serious offences.



ROC

conversation

Coventry

The CIRV bid involved several community events facilitated by Redeeming Our Communities (ROC) <https://www.youtube.com/watch?v=Cz80cpxSe7c>



¹⁹ This process does not replace a referral into the Multi-agency Safeguarding Hub (MASH) but is addition to this to ensure appropriate steps have been taken.

²⁰ <https://www.warwickshire-pcc.gov.uk/working-together/tackling-organised-crime/>

²¹ <https://www.cirv-nsd.org.uk/>

Progress on the Plan

The learning review by the safeguarding Partnership, detailed in last year's plan, has now taken place and recommendations will be considered within Section 13.

6. Promoting Prevention and Diversion

A Diversion pathway has been established for the Service for children who have been suspects in offences, but where the Police are taking no further action (NFA); this enables an earlier offer to these children, albeit on a voluntary basis and where consent has been given. This is in direct response to the learning from custody reviews around children having multiple NFAs before entering the youth justice system for a serious offence and going straight to custody. Section 8 details how this project will also support in addressing racial disparity in the YJS. The diversion pathway has been developed through redistributing resources, due to the declining number of children in the YJS and particularly those seen through Court.

Arrangements for mentoring have been strengthened, through a bi-monthly partnership meeting that ensures children in the YJS have access to community mentoring offers. This supports in increasing the diversity of the offer to children, enabling matching, and builds on the evidence base that one trusted adult can make the difference.²² Additionally, over the last 12 months we have piloted a youth worker offer of support, delivered through the Family Hubs, to children given first Police only community resolution for a lower-level offence. All the children who have engaged have not reoffended and the intervention is in direct response to local learning reviews.

The local out of court scrutiny panel has been reinstated this year. This sees a sample of children reviewed on a quarterly basis by the Offender Management Police Inspector, Children's Champion, Panel Volunteer and Operational Lead for CYJS. This has strengthened quality assurance of decisions and enables direct feedback by the Operational Lead into the quarterly Management Board; further details are provided in Section 9.

7. Education, Training and Employment (ETE)

The TIRS Framework will see a Speech and Language Therapist (SALT) join the Service on a secondment arrangement; this is in response to the SEND Inspection 2019²³. Section 8 evidences the over-representation of speech, language, and communication/neurodiverse needs within CYJS; a SALT will improve capacity to assess the Service, but most significantly ensuring there is a specialized offer for children in the YJS, recognising that children would enter the YJS with their learning needs unmet.

A review of the local Fair Access Panel²⁴ has been undertaken over the last year that has led to changes to improve integration with Early Help and ensure that a whole family approach is taken.

CYJS has seen AQA accreditation for interventions completed by children seeing nearly 100 units achieved by children; this supports children to be work ready, improve their CV, and celebrate their academic progression. Monthly education meetings continue to take place across the partnership, now led by CYJS, reviewing children in and at risk of entering the YJS to ensure appropriate education, training and employment opportunities are available/supported to engage with.

The Timpson Review (2019)²⁵, and local custody reviews, have highlighted the high proportion of children permanently excluded from school within the secure estate. A sports based mentoring offer is now available for children at risk of permanent exclusion/have been excluded /low school attendance named Chances²⁶. This is a payment by results commissioning arrangement based on an evidence-based model, and locally delivered by Positive Youth Foundation.

CYJS will continue to track the educational attainment of children in the YJS, where good practice examples are identified these will be considered for local learning; Section 8 details the outcomes for education and the desistance analysis continues to identify that ETE as the most significant factor in supporting desistance.

²³ <https://reports.ofsted.gov.uk/provider/44/80456>

²⁴ <https://www.coventry.gov.uk/directory-record/57777/fair-access-protocol>

²⁵ <https://www.gov.uk/government/news/edward-timpson-publishes-landmark-exclusions-review>

²⁶ <https://positiveyouthfoundation.org/2021/03/18/hundreds-of-young-people-in-coventry-to-benefit-from-1-25million-sport-and-activity-life-improvement-scheme/>

²² <https://www.nya.org.uk/resource/hidden-in-plain-sight-gangs-and-exploitation/>

Progress on the Plan

8. Workforce Development

A live performance dashboard has been created enabling improved and triangulated tracking of assessment timelines and adherence to local processes underpinned by the Youth Justice Board National Standards. The Training Planner (see Section 5) has resulted in a sequenced series of training events to respond to identified areas of development, for example:

- Systemic Training and follow-on group supervision – enabling reflection and supporting in hypothesizing for why children have/are engaging in offending behavior.
- Resettlement – building confidence in constitutive resettlement and lens of supporting a child's identity shift.
- Speech, Communication and Language Needs – support in assessing and responding to children's needs.
- Assessment for Adolescent who display harmful sexual behaviour (HSB) 3 – specific training for assessing and responding to HSB
- Structured Assessment of Violence Risk in Youth (SAVRY) – support around risk formulation for pre-sentence reports.

A pathway for development for the Youth Justice Degree Apprenticeship remains outstanding due to the impact of Covid 19 on the Youth Justice Board achieving ministerial approval. In the interim a local pathway is being developed to ensure progression for staff and support a grow your own culture. Other quality assurance processes are outlined in Section 6 and Section 9.

9. Continued National Standard Learning

Section 7 details the steps and actions taken over the last year in response to the 2020 National Standards Self-Assessment.

10. Addressing Disproportionality

CYJS has continued the Service review by 'First Class Foundation'²⁷ consultants reviewing the experiences of children and families open to CYJS, though engagement has been impacted by Covid 19 and concurrent activities. This has led onto team reflective sessions to support cultural competency equipping practitioners with the skills and

confidence to have explicit conversations with children about their ethnicity and identity/disproportionately; within the recent HMIP Thematic Inspection of the experiences of black and mixed heritage boys in the YJS²⁸ this was identified as an issue (see Section 11 for the emerging response to this report). CYJS has continued to support early targeted offers for children at risk with a particularly focus on interventions through sports, like Levelling the Playing Field locally delivered by Positive Youth Foundation and Sky Blues in the Community²⁹. These early support offers aim to reduce the racial disparity in the YJS by engagement in such activities.

Over 2021/22 we have had over 40 families referred and access support from the Kitchen Table Talks Project. The project has created and facilitated community based parental peer support building resilience and social capital for parents with children known to, or at risk of being a perpetrator or victim of serious youth violence; the project is being evaluated by Wolverhampton University and aims to reduce racial disparity.

Recognizing the learning in the Punishing Abuse Report and wider research through the Young Women's Justice Project³⁰ that the experience of girls in the Youth justice System is different to boys, we have committed to ensuring that there is a female specific offer; this works continues and a wider 'girls and gangs' project explores how girls are exploited through county lines and serious youth violence. The Service has co-led on a regional approach to set a mission statement and commitment to ensure robust, early and partnership responses to support pathways and reduce likelihood of coming into the YJS. This has seen consideration to bespoke lived experience offers, like SWAG. This work will continue over the next year and will remain a key focus of this priority, particularly around responding to girls' roles within criminal exploitation that, as outlined in the national research, largely hidden³¹.



²⁸ <https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/>

²⁹ <https://www.levellingtheplyingfield.org/component/content/article/95-levelling-case-studies/140-sky-blues-community-coventry-levelling-playing-field?Itemid=437>

³⁰ <https://www.ayj.org.uk/young-womens-justice-project>

³¹ <https://www.nya.org.uk/resource/hidden-in-plain-sight-gangs-and-exploitation/>

²⁷ <https://firstclassnation.com/>

Performance and Priorities

The last year has continued to be challenging in responding to and ensuring quality service delivery with the ongoing impact of the Covid 19 pandemic and concurrent declining number of children entering the YJS. Section 6 outlines the national and updated local performance indicators; an updated picture for 2021-22 against these indicators is presented below except where this information is presented under other areas (for example, feedback from children in Section 4).

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

While the FTE rate has remained almost flat between 2019-2021, at around 230 per 100,000, in 2021/22 this has nearly halved to a rate of 112. The latest available YOT family FTE indicator for period Jan 21-Dec 21 indicates a rate of 197, but overall reflective of fewer children in the youth justice system, a regional and national trend.

In Coventry, CYJS continued to offer an Enhanced Community Resolution funded by the Office of the Police and Crime Commissioner (OPCC), which accounted for 42% of interventions over a doubling to the year previous; We started 93 disposal-based interventions in 2021/22. 55 of these (59%) were for out-of-court disposals; this does not include offers of intervention where children are supported where the Police are taking no further action. Overall, there has been a shift from Court disposals making up 60% of interventions in 2020/21 compared to just over 40% in 2021/22.

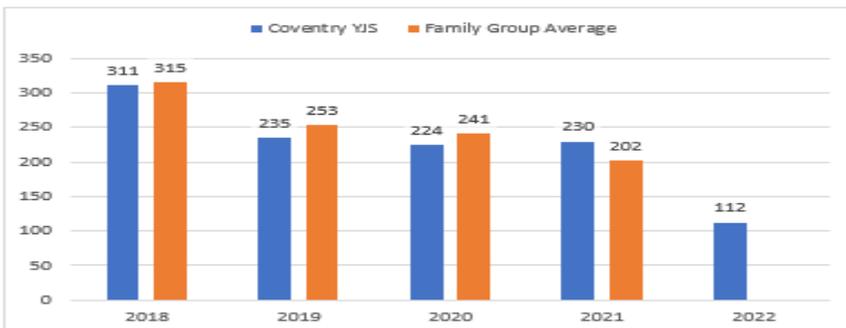
Child Proven Offences Profile

In 2021/22, CYJS was aware of 118 offences which resulted with a substantive disposal (i.e., one that forms part of a person's criminal record) and 136 non-substantive. The most common categories that resulted in non-substantive outcomes were: Violence Against the Person (46%), Criminal Damage (16%) and Drugs (11%); and, by a substantive outcome were Violence Against the Person (32%), Robbery (14%) and Domestic Burglary (13%).

Comparing to previous years (2017/18-2021/22), all proven offence groups have reduced largely in line with reductions overall with notable exception of motoring offences that has reduced by 90% and knife/weapon offences that have increased from 25 to 32 overall proven offences.

Youth Violence Profile

A Police profile has been provided to enable comparison to proven offences trends, specifically looking at Youth Violence given this is a key priority. Looking at under 24s, the group accounts for 29% (30% last year) of all violence against the person offences. Within this, consistent offences were Assault Occasioning Actual Bodily Harm (56% (increase from 32%)), followed by wounding with (11%)/without intent (10%). Victims were mostly likely to be aged between 20-24 followed by 15-19. Last year has seen fewer more serious injuries than previous years, evidenced by a reduction in the number reported as 'attempted murder'. While violence remains the main offence type for children, peer to peer violence in schools is reported to have increased but this is often not reflected in proven offences due to peer witnesses and victims being 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.



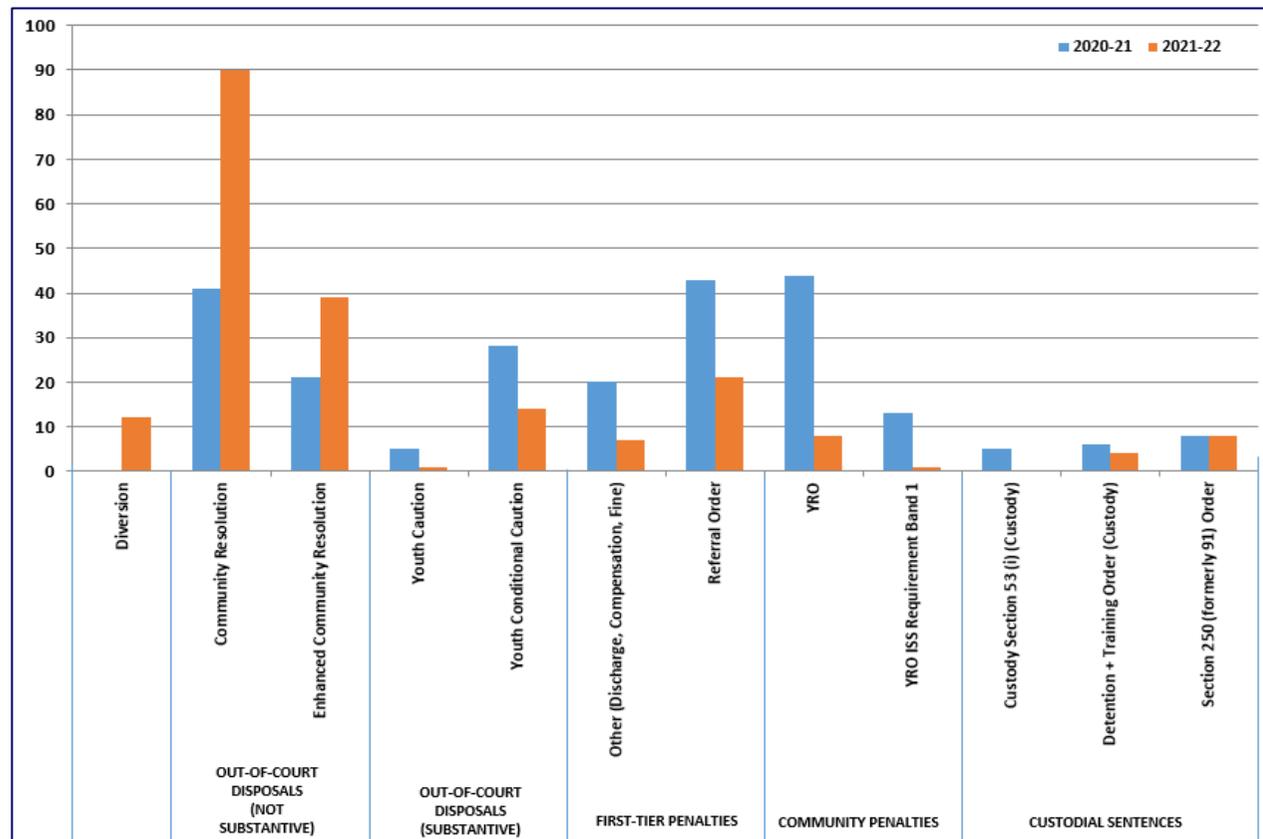
First-time entrants - Coventry 2018-2022 - rate per 100,000 for children aged 10-17

Performance and Priorities – 2021/22

Disposal Profile

Overall, there were 196 disposals this year; by far the most used was the non-substantive Community Resolution (CR), used on 90 occasions. We started 93 disposal-based interventions in 2021/22; 55 of these (59%) were for out-of-court disposals, including 39 (42%) Enhanced Community Resolutions (ECR). There was a significant increase of ECRs and CRs compared to last year reflecting the impact of the Covid 19 pandemic with 2017/18 seeing 205 and 2018/19 seeing 141; additionally, over the last year there has been a specific Policing resource to support OOCs that may also be a factor. ECRs will be considered for more serious offences and any second offences will be referred to YJS for consideration through the local OOC Joint Decision Panel. Section 7 details the offer away from YJS for children given a first Police only CR.

For court disposals, we saw a reduction in all areas reflecting the commitment to divert children (detailed in Section 7), the impact of more peer-to-peer offending (see Youth Violence Profile) and improvements required by West Midlands Police in ‘investigating crime’ identified in their latest inspection (HMICFRS, 2021)³².



Disposals – Coventry 2020-22

Reducing offending and reoffending by children

The latest national data indicates a reoffending percentage of 36.8% (Jul 19 – Jun 20), the lowest rate in four years, though the family group average is 33.8%. The number of reoffences was less for Coventry at 2.64 on average, versus 3.58 for the Family Group; showing for children or young people who do reoffend they commit fewer offences. We have tracked the reoffending of 48 young people whose original penalty was imposed between October 2020 and March 2021; in all cases, the 12-month monitoring period for reoffending has now expired. Only three of these young people reoffended within 12 months with a total of 8 further offences, giving a reoffending binary rate of just 6.3% and frequency rate of 0.17; there were no clear patterns with the sample of only 3. The use of breach action for children (only counts as reoffending where re-sentenced) reduced significantly with only two children and 1 adult having breach action taken for Court Orders; this has reduced from the 18 in 2020-21. This trend reflects that the service is working with a reduced number of children, the dynamic/creative means of engagement being more successful in engaging children in the last year, and processes to ensure alternative routes to further criminalization are explored in the first instance.

³² <https://www.justiceinspectors.gov.uk/hmicfrs/peel-assessments/peel-assessments-2021-22/west-midlands/>

Demographics

Across 2021/22, the average number of children open for interventions was 52, compared to the 70 at the end of year snapshot for 2020/21. At the end of the 2021/22, 80% were male a decrease on last year of 6% and 59 % were aged 16 or over (compared to 77% in 2021).

66.7% of children/young people had current or previous Children's Service's involvement at least at a Child Protection Level, an increase on the 55.7% % for the 2020/21 snapshot. The breakdown of this was as follows: 16.7% currently of a Looked After Child, 19.4% formerly a Looked After Child, 11.1% had a current Child Protection Plan and 44.4% formerly having a Plan. The number of former or current Looked After Children reduced by from 41% last year to 36% this year; however, there was a significant increase in the number of children previously or currently subject to a Child Protection Plan (an increase of 40%). This change will be somewhat reflected by having a smaller cohort and thus smaller changes resulting in starker percentile differences; however, this evidences why there is a commitment to trauma informed practice, iterates the findings within the Punishing Abuse Report (see Section 12) and is important context for the local criminal exploitation picture explored below.

There is an over-representation of Black, Mixed Heritage and White British children in the YJS cohort, and a large under-representation of Asian young people (see appendices). The ethnic makeup of the group was 48% White British, 8% White Ethnic Minority, 18% Black, 10% Asian, and 15% Mixed Heritage. As of January 2022, Coventry schools had a population makeup of 44% White British, 9% White Ethnic Minority, 13% Black, 22% Asian, 6% Mixed Heritage, 3% Chinese / Other, and 1.0% Refused. Violence Against the Person is the most prevalent category among all ethnic groups with exception for Other White, though this is not statistically significant. Children who reside in deprived areas in Coventry are more likely to be open to CYJS and more likely to be from the CV2 an CV6 areas of the city.



Child Exploitation

There remains a juxtaposition between the decreasing number of children in the youth justice system and continued concerns around serious youth violence; this is not an isolated local trend³³. There is local exploitation team to support children named the Horizon Team. Since April 2020, the team have overseen, and supported children, identified to be at medium/high risk of all forms of exploitation (including criminal); this resulted in a 52% increase in the number of children supported by the team comparing 2018/9 to 2020/21. Looking at the last 6 months, every month the numbers of children connected to criminal exploitation outpace the numbers of children connected to other forms of exploitation. This trend is unsurprisingly reflected in the National Referral Mechanisms submitted for children (Aug 20-Aug 21)³⁴ that saw over 50% of referrals for criminal exploitation and 70% of all referrals being made by the Local Authority.

Demographic trends for the Horizon team largely mirror YJS: 84% Male to 64% female and areas in which children are residing (CV2 and CV6), though the age group is slightly younger (approx. 1 year); this potentially shows a trajectory of younger children being exploited and then a small number entering the youth justice system. Having completed the disproportionality analysis below, this data suggested that where exploitation is a significant concern children enter the YJS for predominantly serious violent offences, evidencing the correlation between exploitation, serious youth violence and racial over-representation. Reviewing missing reports for children across Aug 2020-21, the key exploitation concern related to: child sexual abuse, an age range of 13-18, and 28.4% were children in care; this somewhat differs to the findings above for criminal exploitation; this may reflect the 'hidden in plain sight' nature of criminal exploitation³⁵.

³³ <https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/yar-2021/> and https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1054236/Youth_Justice_Statistics_2020-21.pdf

³⁴ Coventry Child Criminal Exploitation Profile – October 2021

³⁵ Hidden in Plain Sight - National Youth Agency 2020

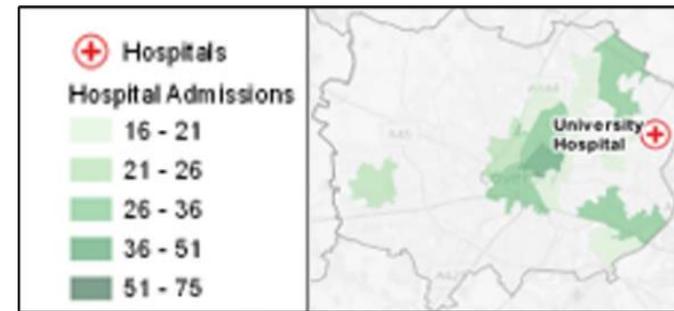
Disproportionality

In April 2022 Coventry Youth Justice Service (CYJS) undertook a data comparison exercise to understand whether there was any identifiable disproportionality around ethnicity type and main justice disposal outcome. The data focused on the CYJS caseload from 2021-22, excluding only children who were made subject to a non-substantive (Police only) diversionary outcome during that time; use of breach was very low at 3 children and thus too low for statistical significance.

The exercise compared White British children versus the wider cohort and identified that the non-white British children were twice as likely to be charged to Court but had an offence frequency of 2.37 verses 1.8. To understand this further, we undertook deeper dive into the details of this and circumstances around charging decisions. This identified that charging decisions were appropriate in line with the seriousness of offences and that both groups were offered the same number of ECRS; though, there was a significant difference in Youth Conditional Cautions where 86% of children were White British. It showed that non-white British children were more likely to reside in the CV2 postcode and be identified to be a victim of exploitation/concerns around serious youth violence. The review found children were more likely to have been NFA'd for offences before being charged for more serious offences. Moving forward, and to impact on this racial disparity, the diversion offer will seek to redress this and the current referral breakdown for this is 50/50, reflective of local secondary school population data.

Strategic Needs Assessment - Violence Reduction Partnership

The Strategic Needs Assessment draws upon a varied data set to understand the regional picture on serious youth violence and highlights:



Young People presenting at A&E for injuries

The assessment (see maps) identified a high concentration of Violence with Injury incidents in Hillfields (within the St Michaels ward) and, though this may reflect some aspects of the nighttime economy, a consistent pattern was seen with Possession of Weapon offences. A slightly different pattern was seen for victims and suspects of under 25 violence (see above), which was more reflective of hotspots in Wood End (CV2) and Foleshill/Hillfields (CV6/CV1). Lastly, reviewing the homes addresses of suspects, perpetrators, and victims of County Lines in Coventry (below):

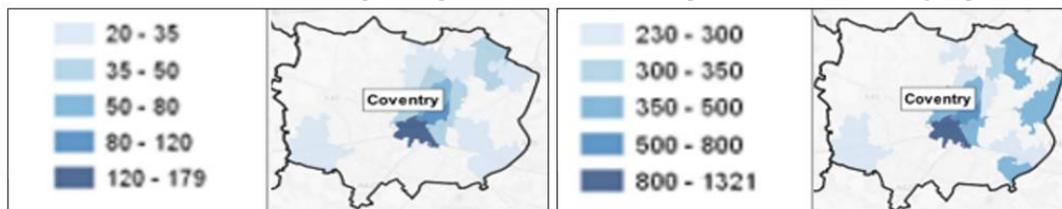


This identified a similar pattern but that while offences (violence/weapon possession) predominantly take place in the Hillfields, the majority of victims and perpetrators reside elsewhere in the city. This evidence base has led to Hillfields and Wood End receiving additional funding through the Police and Crime Board, alongside specific resourced support via the Violence Prevention Partnership in detached youth work³⁶.

Across the West Midlands the most common age to be involved in County Lines (Jan 19- Oct 21) was aged 16-17 years old, across all persons 40% were Black, a significant overrepresentation, and over 90% were male. For Coventry, Warwickshire remains the main area where County Lines are seen.

The demographic picture for hospital admissions is a comparative picture to the exploitation and YJS profile regarding home addresses. Admissions for 'fist used' as a weapon' saw a spike in Sept/Oct believed to be as a result of assaults taking place with schools and injuries requiring X-rays through A&E.

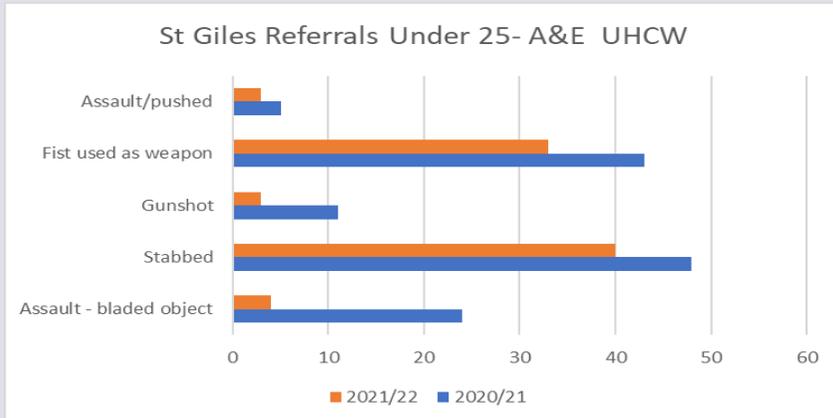
Possession of Weapons (Nov 2018 - Oct 21) Violence with Injury



³⁶ <https://westmidlands-vrp.org/supporting-places/coventry/>

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This trend likely reflects the trend of the permeation of gang/postcode issues that has arisen in Coventry over the last 5-6 years and as discussed by children in Section 4. The largest number of referrals for assault are within the White ethnic group and 13% of the referrals are in the Black ethnic group. Overall, there has been annual decline compared to 2021 for all areas, but most notably for gunshot injuries (see below).



Reducing the use of custody and remand

There has been a significant reduction in remand use compared to 2020/21 (see appendix) and the lowest recorded use overall. All children remanded were aged 17, male with the following ethnicities: White British (concurrent), Black African (concurrent) and Black Caribbean. Only one of the remands was new for 2021/22 and an intensive bail package was offered but not given by the Courts; while a community sentence was given a refresher on the robustness of intensive bail support packages was completed at the Youth Panel Meeting in November 2021.

Custodial episodes for children have reduced but remain higher than the Family Group Average; a rate of 0.29 per 1000 children compared with 0.21 for the Family Group. However, 2021/22 only saw two children as new entrants into custody and no new children going to custody since May 2021; 3 children had concurrent sentences for offences in custody/offences before their index sentence.

Custody Analysis

CYJS undertakes a learning review for all children who have gone to custody. Reviewing instances of 2021/22, for all children there had been

extensive attempts to support desistance, which had not been successful. Peers and identity through gang labelling was a significant factor for all children. All had a significant Children’s Services histories, wider family members, siblings or parents who had been in custody and this reflected an intergenerational transmission of offending behaviour. All children were known to the Police Offender Management Team or Police Organised Crime Group team: all children were offered third sector support through mentoring offers. For all children there were concerns or they were known to have been witness to serious youth violence in the community, 3 had Conclusive Grounds decisions through the National Referral Mechanism, all were, at points, open to the Horizon Team, and all had been/or were accessing alternative schooling provision (non-mainstream).

For the majority, there known lived experiences were similar to those outlined in the Punishing Abuse Report but compared to 2020/21 a greater reflection of experiences of trauma being related to serious youth violence and exploitation. Two children were White British, Two Black African and 1 child was Mixed ethnicity; see appendices.

Restorative Justice

CYJS achieved a secondary contact rate of 100% compared to 93% in 2020/21. The numbers of victims reduced in line with the reduced number of offences, though the use of shuttle mediation and face to face increased from 2020/21; likely reflective of the recovery from the Covid 19 pandemic. Of the children who engaged in face-to-face mediation in 2020/21, none have reoffended across 2021/22. Feedback from victims of crime remained very strong with an average rating score of 4.9 out of 5 mirroring the last three years.

Health Profile

There were 71 referrals this year, this is a decrease of 7 referrals since the last year but a significant percental increase. There were 63 males and 16 females and 2 non-binary children, reflecting a shift to a greater proportion of females. Reviewing referrals by ethnicity, these were in line with the overall YJS cohort.

24% of children referred were classified as Looked After Children compared to 25% in 2020/21. Last year, 9% of referrals were for children that were within a custodial provision that has reduced significantly in line with only 2

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new children going to custody and both being around 18 at the time of sentence. The vast majority of referrals were for children subject to an Out of Court Disposal and all of the children accessing the diversion pathway were referred.

Approximately half of the referrals were for information and the other half for assessment/ consultation and or intervention. More broadly, the '*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; this has been compounded through the Covid 19 period where an increased number of children have presented in crisis and been admitted into inpatient CAMHS provision³⁷.

Referrals into Positive Choices (substance misuse support for children) halved from the last year, but this is in line with reduction in numbers across CYJS and a higher proportion being referred for health support/accessing mentoring. Cannabis use remains the main referral reason; quarterly updates from Positive Choices and Health are provided and tracked through Management Board.

Educational needs

Reviewing children open to the Service across 2021/22, 16% open to CYJS had an Education, Health and Care Plan (EHCP) and 51% having some form of identified special education needs as identified through their assessment. These figures are consistent with 2020/21, but much higher than the general schooling population, which, as of January 2021, had 17.6% of pupils with Special Educational Needs and/or EHCP compared to CYJS's 67%.

Education attainment

An analysis of children open to CYJS in Key Stage 4, across 2016-2019, was completed last year that has not been repeated due to the impact of Covid 19 pandemic. The review identified that children were 2 grades below where they were expected to achieve similar to the specialist and alternative schooling provision across the city³⁸; these findings are in line with national

research³⁹. 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.

Education, Training and Employment (ETE) Engagement

In 2021/22, among CYJS children/adults aged over sixteen, 19% were NEET at the time they completed their intervention a 1% improvement compared to 2020/21. However, positively, across all children 84.8% were in suitable ETE at the end of their intervention, though this is a decrease of 2%; these children are reviewed through each quarter's Management Board to ensure appropriate support has been implemented to achieve ETE engagement.

Alternative provision data

Reviewing local permanent exclusion data and Violence Reduction Partnership regional data, a decline was shown in permanent exclusions for Coventry over the last 3 academic years with Coventry keeping part-time timetables in place for less than 1/6 of the maximum days allowed; this indicates a resistance to take children away from the safety of educational settings. Coventry has the lowest exclusion rate across the Violence Reduction Partnership West Midlands area, below the England average. Reviewing children open in 2021/22, 24.1% were in alternative education at some point while open to CYJS representing a significant overrepresentation and approximately half of all children of school age; 1 child was identified to be electively home schooled. Of this group, in order of size: 58% were White British reflecting an overrepresentation, White Other 12% (total 70%), Black 9% and other groups below 5%.

Desistance Analysis

Last year, to better understand the factors which will support children to not reoffend and inform the priorities set, CYJS undertook a review of the assessed risk factors for and against a child's offending behaviour for all children from the last year (2020/21); this exercise was undertaken again for 2021/22 and reviewed against the 2020/21 findings.

³⁷ https://www.coventry.gov.uk/homepage/1250/extended_learning_centre_-_key_information

³⁸

This has seen a review of targeted support for Emotional Well-being and Mental Health Support.

³⁹ <https://www.compare-school-performance.service.gov.uk/schools-by-type?step=phase®ion=331&geographic=la&phase=secondary> ;

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/814368/understanding-educational-background-young-offenders-amended-summary.pdf

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Reviewing the assessed factors for preventing/reducing a child's offending behaviour, the most significant factors across both years were consistently: (1) Learning, Education, Training and Employment (2) Family and wider networks (3) Engagement and Participation.

Reviewing the assessed factors for a child's offending, the three most significant factors in 2020/21 were: (1) Features of lifestyle (2) Families and wider networks (3) Thinking and behaviour; and in 2021/22: (1) Families and wider networks (2) Substance Misuse (3) Emotional Development and Mental Health. This reflects a shift from the previous year and likely to reflect the work on trauma informed practice and evidence the shift from viewing decisions as being cognitively led versus emotionally led. There was a significant shift in seeing 'substance use' as a key factor, though this has not been reflected in an increase in referrals rates for work around substance use and this will be explored as part of the development and improvement plan.

Risk Assessments

The overwhelming evidence in this Section demonstrates significant concerns around serious youth violence, exploitation and children with a high level of need locally, regionally, and nationally. This trend has been reflected in the assessed risk levels of all children; since use of AssetPlus Assessment Framework in 2016/17, 15 children were assessed as presenting a high risk of serious harm or/and high concerns regarding their safety and wellbeing concerns (any adverse outcomes). Across the last few years this has increased as follows:

•36 - 2017/18 • 44 – 2018/19 • 58 - 2019/20 • 59 – 2020/21 • 51 –2021/22•

The last year saw a decrease but a higher percentage given the reduction in numbers; it is anticipated that the overall number in 2021/22 will be similar to 2019-2021 with the increase in numbers through the Diversion Project.

In last year's plan, an in-depth review of all risk assessments between April 2019 and March 2021 was undertaken; this has been repeated for the 2021/22 period. Similar trends were identified, regarding the key high-risk concerns being related to the perpetration of community violence with the 'Peers/Rival Gang Members' accounting 29% for potential victims. When

looking at the most concerning possible 'adverse outcomes', this related physical/harm and death followed by 'emotional harm' and 'criminal exploitation'; this highlights that the city has seen escalating issues of serious youth violence since 2016 to 2020, particularly between two prominent urban street gangs.

Priority Review

Section 7 has demonstrated that CYJS is working with a smaller, and sadly more violent, vulnerable, and traumatised group of children whose needs are very high. Children in the YJS are most likely to be accessing (have accessed) alternative schooling provision following permanent exclusion, at risk of being or are a victim of criminal exploitation, residing in a deprived/high risk area and more likely to be from a Black or Ethnic Minority Background. To appropriately tackle these issues, we need: children leading steps for change, a skilled workforce, and a city approach to delivering trauma informed prevention and diversion activity. This evidence base demonstrates that the 10 priorities continue to be appropriate, namely:

- (1) Child Engagement and Desistance
- (2) Restorative Justice
- (3) Joint Strategic City Planning
- (4) Trauma Informed Practice
- (5) Tackling Exploitation and Serious Youth Violence
- (6) Promoting Prevention and Diversion
- (7) Education, Training and Employment
- (8) Workforce Development
- (9) Continued National Standard Learning
- (10) Addressing Disproportionality



National Standards

In April 2020, all Youth Justice Services were required to submit a 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 YJS'. The self-assessment was submitted in April 2020 and involved Management Board Member sponsors per each of the standards. In January 2021, following a national moderation exercise, Coventry had confirmation that the submission offered an evidenced reflection of the judgments in the service standards and that a validation visit was not required due to the quality of the return. The self-assessment highlighted that, while the Service continued to see outcomes for children largely met, there were significant areas for progression and improvement, namely: National Standards 4 (In Secure) and 5 (Transitions) alongside Board Development. An Improvement Strategy 2020-23 was developed and then superseded by the 2021-23 Youth Justice Plan that built on from the activity identified within the self-assessment.

Since the submission of the self-assessment, CYJS has created and updated all guidance for all pathways. 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 at specific junctures as identified through best/evidenced practice models; for example, concepts like 'constructive resettlement' where the focus is supporting a child's identity shift, in addition to practical resettlement factors (e.g. housing). The impact of this meant a team wide uplift and greater parity in services offered depending on the individual practitioners; this has been imperative as CYJS has continued to see the most experienced practitioners retire and new practitioners not necessarily entering the Service with previous youth justice experience. To ensure that these standards/mechanisms for improvements embed, and lead to sustained Service improvement, a programme of monthly auditing has been completed across the last year.



Through these audits, a review of key developments for each standards are outlined below:

Standard 1: O OCD

A review of O OCDs was undertaken in Quarter 1 2021/22, that led to a rota for Children's Services attendance at the Joint Decision Panel, an amendment of the decisions process in the Panel to explicitly include the options for an 'extended assessment period' and 'escalation' to ensure these options are considered by the partnership, and reintroduction of the quarterly scrutiny panel (detailed in Section 7).

Standard 2: at Court

An audit was completed in Quarter 3 looking at decisions regarding when and when enforcement action had not been taken. This led to a mentoring process being implemented across the team to strengthen expectations around third sector engagement in a child's plan and a simple guide⁴⁰ for YJS Support Officers being devised to ensure consistent recording processes; workshops were undertaken to introduce this. Following this review, a review of Post Court Reports was completed that identified some inconsistencies in completion quality; a team simple guide was produced to ensure quality was consistently high and to particularly support less experienced practitioners in the Service.

⁴⁰ Simple guides – these are key headlines for a procedure, guidance, or policy

National Standards

Standard 3: in the community (court disposals)

A review of assessment quality was undertaken at the start of the year that identified a good use of hypothesis models, but a need for greater clarity on current controls and contingency planning to evidence these are clear and robust. A peer review model was undertaken across each team led by the Senior Practitioners and they have led on quality assurance for children on the Diversion Project to continue in supporting whole team/system development.

In Quarter 4, an audit was undertaken into Referral/Youth Rehabilitation Orders. The case planning process was strongly embedded, however uses of engagement processes were variable leading to a refresher on what constitutes 'acceptable reasons' and the intertwining of working in a trauma informed way. This has supported with equipping practitioners with the skills to navigate the competing balance of care versus control.

Standard 4: in secure settings

Constructive Resettlement: the last year has seen the introduction of resettlement key worker and ensure, where appropriate, there is an increased intervention offer to children as part of their resettlement journey; this is to ensure that there is a robust offer given the generally higher reoffending rates for this cohort. At the start of 2021, a resettlement audit was undertaken to assess the impact of this change and the updated guidance from 2020. The audit identified that responses remained somewhat orientated to resettlement pathways and two refresher workshops were undertaken on constructive resettlement as a result, alongside reviewing several case study examples.

Standard 5: on transition and resettlement

Young adults transferred to Probation continue to have their progression tracked through CYJS Management Board and reoffending rates are tracked through the aforementioned 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. In Quarter 1, a Joint Probation Audit was

undertaken that highlighted the challenges the Service had in supporting transfers to Offender Management in Custody (OMIC) in lieu of a national process. This gap was escalated to Youth Custody Service, Youth Justice Board and the CYJS Management Board; this remains the case and a local agreement (child by child) has been agreed to transfer to Coventry Probation who will provide oversight if/where there are issues for transfers to OMIC. The audit also led to strengthened processes for oversight by the Seconded Probation Officer, leading to an improved system footprint of their activity/transfer process.

In Quarter 3, a management supervision audit was completed that led to piloting of an amended supervision template to ensure it was strengths focussed and appropriately capturing the child's voice. A re-review was undertaken in Quarter 4 and this showed improved capturing and, following team consultation, the new supervision template was implemented across CYJS.

In Quarter 4 a Joint Children's Services Audit was undertaken to review multi-agency working and if review the effectiveness of arrangements that should achieve a shared understanding of risk and planning for children. The audit resulted in strengthening the CAMHS screening for all children through the new pathway (see Section 8), a re-review of the children's plan, and a workshop around adapting this to meet children's needs (e.g. age). Learning from all audits have been communicated through monthly developmental practice workshops, monthly team meetings and quarterley half-team days.

Next steps

The audits (particularly the latter) led to Management Board in February 2022 agreeing for an external review now being undertaken by Lee Westlake Ltd⁴¹; the initial approach was replicating a peer review in process but with a focus on the initial assessment process and more lately leading to reviewing the arrangements for contingency planning. Learning from this will be used to inform the focus of a further self-assessment across 2022/23 that will also consider the updates in the yet to be published new case management guidance.

⁴¹ Lee Westlake is a previous Head of Service and Chair of the Youth Justice Sector Improvement Partnership; Lee continues to deliver the lead peer review training across the Sector.

Challenges, risks, and issues

Legislation and guidance – YJSs/partnership will need to respond to the changes within the Police, Crime Sentencing and Courts Act (2022), including the Serious Violence Duty. As outlined in Section 5, the storming phase to ensure governance and processes are in place is underway.

National Key Performance Indicator Review - The Management Board have reviewed the current local indicators, though there is a national review the existing national indicators that CYJS will have to respond to.

Funding - The YJB grant remains unannounced at the time of writing the plan and while assurances have been given on the maintenance of last year's core grant, this impacts on longevity planning. The impact of unconfirmed annual funding is also reflected across the current funding profile for agendas to tackle serious youth violence and exploitation.

Workforce and offers – Staff changes and new staff induction over the past two years resulted in significant time investment from other staff, including managers. This will continue over the next 12 months as roles are recruited to with retention particularly significant given the Service has moved to a new Diversion Offer.

The Diversion route gives a huge opportunity to reinvest resources earlier and prevent entry into the YJS; with this said, the offer presents a need for a cultural shift within West Midlands Police that is currently underway. The pathway also sees an opportunity to redress a significant current challenge in the racial disparity seen in Court (see Section 8).

Out of Court Disposals - The last year has seen a shift into a higher proportion in the use of out-of-court-disposals that is welcomed, but there is an ongoing challenge in ensuring appropriate decision making with changes to how Home Office Counting Rules are interpreted⁴² and that the Association of

Chief Police Officers Youth Gravity Matrix 2013⁴³ requires urgent updating; a national review is currently underway. HMIP, last year, described this as a '...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).⁴⁴; Coventry and Birmingham YJSs are currently working alongside West Midlands Police and the PCC to develop an updated Out of Court Disposal Policy for the region.

Offence Pattern Trends - Section 8 outlines that while most proven offence types have reduced significantly, violence against the person remains the most common offence group type and the city saw an increase in weapon possession amount children last year. The last year has also seen an increase in violence within schools and, while a reduction in the most serious offences, a worrying trend of the possible permeation of gang/postcode issues/increased tensions into mainstream secondary schools.

There is a significant amount of work to tackle violence within schools, as part of Education Violence Prevention Plan; for example, activity through the City's Police and Schools Panels and direct intervention into schools like Round Midnight⁴⁵ that uses virtual reality story scenarios as an engagement tool; CYJS is supporting in the delivery of this.



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Children Permanently Excluded - There is still a significant over representation of children permanently excluded in CYJS and most significantly in the very small number of children receiving custodial

⁴² <https://www.gov.uk/government/publications/counting-rules-for-recorded-crime>

⁴³ <https://yjlc.uk/sites/default/files/ACPO%20Youth%20Gravity%20Matrix.pdf>

⁴⁴ <https://www.justiceinspectors.gov.uk/hmiprobation/inspections/yar2020/>

⁴⁵ <https://www.roundmidnight.org.uk/>

Challenge, risks, and opportunities

sentences: this remains a key focus and, through the team desistance analysis (see Section 8), there clear recognition that education, training, and employment is the strongest factor in supporting desistance.

Services - NSPCC (National Society for the Prevention of Cruelty to Children) have had funding withdrawn locally that has impacted on the local offers for children convicted of sexual offence. CYJS has undergone assessment and intervention training so this can be undertaken in house; this is an additional ask and demand will be reviewed over the next 12months.

There remains an ongoing challenge around Youth Justice Services maintaining independence⁴⁶, and a balance of a 'child first' approach/risk management. This was specifically highlighted in the HMIP 2021 Annual Report: *'We are mindful that services have focussed upon ensuring a 'child first' approach is implemented, but do not consider this has to be mutually incompatible with continuing to ensure that risks children present to others are still effectively assessed and understood. Particularly given the rise in violent offending and the complexity of the children working with YOS. For this reason, we urge YOS to ensure they focus upon adequately assessing risk and putting in place effective planning and implementation to manage, mitigate and reduce risks wherever possible.'*⁴⁷

Inspection - HMIP have moved from a 4-year inspection cycle to a 6-year cycle as a result of the Covid 19 pandemic. CYJS's last inspection was a short quality screening in 2016 and a new framework (2018) and a new amended framework (2021) has been introduced since then. This has led to the work with Lee Westlake Ltd, outlined in Section 9, to support in external reviewing of CYJS to ensure that local auditing is in line with revised inspections.

Opportunities

- The TIRS and CIRV funding across the next three years gives huge opportunity to support system change at a preventative, diversion, and tertiary basis; these models are both being external quality assured and support the wider national research base.
- SOCEX – additional investment into exploitation mapping, intel

triangulation and support around disruption measures gives great opportunity to prevent the small number of children entering the YJS.

- CYJS and Children's Services are currently using these funding routes as an opportunity to review current adolescent services across the Services and making sure that these are fit for the current need of the city with a specific focus on pathways away from care or custody.
- The Covid 19 pandemic has seen more hybrid ways of working that give opportunity to work more effectively and these aspects will continue to be maintained; for example, some multi agency risk panels to continue to take place on a virtual basis due to increased partnership attendance and engagement.

Next steps

The improvement and business plan will outline, against the priorities, how we intend to respond to these challenges, deliver on the CYJS 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 learning through the Covid 19 recovery, learning from relevant inspections, thematic reviews learning exercise, research, and other sources (for example, HMIP Academic Insights)⁴⁸. The plan is a working plan that will continue to develop across the coming year. The plan has been created to complement, and sit alongside, existing plans (for example, Coventry Youth Violence Prevention Partnership Strategy Plan), referring 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.



⁴⁶ <https://childrensocialcare.independent-review.uk/> - an independent review of children's social care

⁴⁷ <https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/year-2021/>

⁴⁸ <https://www.justiceinspectorates.gov.uk/hmiprobation/research/academic-insights/>

Service Improvement Plan

Development of the Service Improvement and Business Plan

Section 13, outlines actions against each priority and these are triangulated across the YJB national standards and the YJB 2021-24 Strategic Plan. The Plan outlines what each action does to meet local/national indicators and the expected outcome of the action. Board Member sponsors are identified for each priority who will offer support and challenge around the priority. The Plan also details Plans, Papers, and Source Documents that identify what the action is in response to, for example: local learning, HMIP inspections (local, thematic, and annual), feedback from children/families /team and relevant research.

HMIP Thematic/New Standards

Following July 2021 new standards and a strategic Out of Court Strategy and Resettlement Strategy have been completed in advance of these standards with the recommendations considered as part of last year's Plan; with updates on these are provided in Section 7.

The recent HMIP Thematic Inspection of the experiences of black and mixed heritage boys in the YJS led to the formulation of a task and finish group with representation from: CYJS, the City Council, Early Help, Education, YJB, West Midlands Police and the third sector. Given the systemic nature of this issue, the majority of actions are absorbed into the Plan though some steps have already been achieved, for example but not limited to:

- An ethnicity breakdown of children released under investigation and stop & search data will be reviewed as part of the performance scorecard for the Safeguarding Partnership within the exploitation priority; this will enable scrutiny and support to address disproportionality issues.
- A Police User Voice group has been created to discuss such issues, supported by the PCC Youth Commissioner; this will see a pathway for children/young people to offer scrutiny directly to the Police.
- Extension of the PCC Funding to include children at medium/high risk of exploitation given there is a pattern for black and minority ethnic children being criminally exploited and entering the YJS.

Local Learning

The partnership has undertaken one Community Safeguarding and Public Protection Learning Review in the last year, though while the child was charged in 2021 the offence was from 2019. The process involves all agency partners completing an internal review and then a round table learning event; this is chaired by the Independent Chair for the Safeguarding Partnership. The review illuminated common themes from those completed in 2020/21, namely: significant familial and peer entrenchment through organized crime groups. This led to specific training around masculinity and the development of an intervention programme focusses on de-glamourizing gang culture named Info Real: <https://www.inforeal.co.uk/>.

The learning from custody reviews from the last year are outlined in Section 7.

Board and Workforce Development

In late 2021, Coventry City Council commissioned an independent review of the YJS Board governance arrangements to ensure that the Board was in a state of readiness for a future inspection (HMIP/JTAI) and to identify areas for improvement to work towards promoting good governance and optimal productivity of the board. This was undertaken in by Mutual Ventures (an external consultancy company) and involved two stages: Individual 20 min conversations with each member to gather their thoughts on the board, their role, and input into the agenda for the reflection session; facilitating a session for the board to reflect on their role and define next steps. This resulted in a task and finish group (Probation, Community Safety and Violence Reduction Partnership) being tasked with reviewing the vision, objectives, chairing arrangements and overall functioning in line with the YJB's 'Youth justice service governance and leadership' published in December 2021. These recommendations have since been considered by Management Board through a further development session completed in April 2022 facilitated by Phil Sutton, a Youth Justice specialist and lead within the Association of YOT Managers (AYM); the recommendations are reflected in the Plan in Section 14, including exploring arrangements for an Independent Chair. Workforce Development remains a priority as outlined in Sections 5 & 7.



Evidence-based practice and innovation

Current examples

The Punishing Abuse Report presents the findings of a targeted review of 80 children across 11 authorities in the West Midlands (including Coventry) and West Mercia. The report starkly highlights how children in the youth justice system have experienced early childhood abuse, loss, and structural inequalities. The report's recommendations were an integral part of last year's plan and, following a re-review of the recommendations, will continue to be in this/coming years Plan.

Kitchen Table Talks outlined in Section 7, this project has been a YJB Pathfinder and follows a proven success model from Sandwell YJS. Coventry has referred over 40 families into the project and while awaiting the final report, the interim report in Oct 2021 outlined: an increase in parental wellbeing and improved relationships with the YJS⁴⁹

While there is currently a lack of national guidance and evaluation on which models of preventative based interventions are continually effective and thus viable for upscaling, the 'child first, offender second' evidence base highlights that criminogenic impact of the Youth Justice System and advocates for '...a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimizes criminogenic stigma from contact with the system (Case and Browning, 2021).⁵⁰ Therefore, Coventry has built on the established point of arrest intervention offer through St Giles (see Section 7) to ensure an eclectic mix (various locations across the city, building on different interests, and differing diversity of delivery) of community mentoring offers is considered at this point; this also

builds on the learning from the 2017 Lammy Review (2017). For children who need a more intense offer to prevent escalation, (as outlined by Deković et al. (2011)⁵¹ and the HMIP Annual Report 2021) children are offered support through the Service's Diversion Offer and the additional partnership services within the YJS. The projects/offers will be quality assured by Coventry University to support in building a local evidence base of best practice.

Emerging Practice/Innovation:

Coventry has been successful in bidding for the Trauma Informed Recovery Support (TIRS) Framework and the Community Initiative in Reducing Violence (CIRV) – see Section 7. Both initiatives are predicated on the emerging evidence base around 'reachable/teachable' moments, outlined starkly in the 'Closing the gaps: Preventing children and adolescents falling into violence (2021)⁵². The Youth Worker offer (detailed in Section 7) running over the last 12 months has seen all children who have successfully engaged have not been arrested over the same period; this is an emerging evidence base but evidences the promising results thus far. The Violence Reduction Partnership, West Midlands Police, Horizon, and CYJS have been trialing (outlined in Section 10) a virtual reality resource named Round Midnight; initial feedback from children and the conversations the tool is facilitating through school, family hub and other group sessions, shows great emerging evidence of successful outcomes as a tool to engage children.



⁴⁹ <https://yresourcehub.uk/evaluation-library/item/925-serious-youth-violence-interim-evaluation-report-west-midlands-pathfinder-april-2021.html>

⁵⁰ Child First Justice: the research evidence base – full report - https://yresourcehub.uk/evaluation-library/item/download/1116_220257bdb0ede10d9032a660364ac828.html

⁵¹ <https://journals.sagepub.com/doi/pdf/10.1177/0306624X17751161#:~:text=A%20meta%20analytic%20study%20by,skills%20showed%20the%20largest%20effects>. And A thematic inspection of the experiences of black and mixed heritage boys in the youth justice system, 2021

⁵² <https://institute.global/sites/default/files/articles/Closing-the-Gaps-Preventing-Vulnerable-Children-and-Adolescents-Falling-Into-Violence.pdf>

Looking forward

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
<u>Children, young people, and victims, first and at the center of what we do</u>						YJB Child First Principles: Principle 1 & 2 YJB Strategic Pillars: Pillar 3, Priority 1 & 2 National Standards 1 - 5
Child Engagement and Desistance – Caroline Ryder (Board Member Sponsor), Tianne Peynado (Practice Lead)						
Key Indicator – Improve feedback from children/family/parents and victims of crime						
1.	Through Our Eyes continue to meet quarterly and consider dynamic methods of Management Board feedback.	Tianne Peynado (Engagement and Development Officer) with Guiding Young Minds and Youth Crime Commissioner	End of Q2	Direct pathway for Children's voices and views to be actioned by Management Board	Increased and improved child/family/parent feedback	CYJS Children's and Parent's/Carer's Voices Analysis and Strategy 2022 Participation in Practice and Co-creation Project - Peer Power Project 2021
2.	Development of a child/family friendly headline plan	Tianne Peynado (Engagement and Development Officer)	End of Q2	Children/Families know our vision and priorities	Increased and improved child/family/parent feedback	CYJS Children's and Parent's/Carer's Voices Analysis and Strategy 2022 Participation in Practice and Co-creation Project - Peer Power Project 2021
3.	Publishing the Child's Journey Animated Video	Tianne Peynado (Engagement and Development Officer)	End of Q2	Children/Families know our vision and priorities	Increased and improved child/family/parent feedback	Participation in Practice and Co-creation Project - Peer Power Project 2021
4.	6 Monthly Viewpoint/Self-Assessment Analysis and exploration for direct feedback pathways, alongside direct questions around children's experiences of racial/other forms of discrimination	Tianne Peynado (Engagement and Development Officer)	End of Q2	Improved engagement with children	Increased and improved child/family/parent feedback	CYJS Children's and Parent's/Carer's Voices Analysis and Strategy 2022 HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021)
5.	Case closure reviews to continue to be presented to quarterly Management Board	Tianne Peynado (Engagement and Development Officer)	End of Q4	Strengthen approach to learning following feedback	Increased and improved child/family/parent feedback	Domain 1 Self-Assessment
6.	Development of a peer/voluntary role model programme	Tianne Peynado (Engagement and Development Officer)	End of Q4	Improved wholefamily offer	Increased and improved child/family/parent feedback	West Midlands Violence Reduction Unit Evaluation - Serious Youth Violence pathfinder: Evaluation report – April 2021

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
7.	Through Our Eyes Review of personalized CYJS space for children and families.	Tianne Peynado (Engagement and Development Officer)	End of Q2	An improved child friendly personalized space.	Increased and improved child/family/parent feedback	HMIP Domain 1 Self-Assessment Youth Justice Plan 2021
8.	Engagement with children accessing Family Hubs and School Link Officers	Tianne Peynado (Engagement and Development Officer)	End of Q2	Support community integrating and build emerging themes for children	Increased and improved child/family/parent feedback	CYJS Children's and Parent's/Carer's Voices Analysis and Strategy 2022
9.	Create a leaflet for the Police Station explaining the OOCD's and the process of working with CYJS once referred by Police from assessment to intervention.	Stacey Brown (YJS Senior Practitioner), Tianne Peynado (Youth Justice Development and Engagement Officer)	End of Q1	Manage children and parent/carer expectations once referred into CYJS.	Increased and improved child/family/parent feedback	CYJS Children's and Parent's/Carer's Voices Analysis and Strategy 2022
10.	Evaluate and review the ISS induction in order to identify gaps and determine actions to improve the process.	Brittany Hawke (Senior Practitioner), Stacey Brown (YJS Senior Practitioner), Tianne Peynado (Youth Justice Development and Engagement Officer)	End of Q3	A child undertaking an ISS intervention fully understands the process and the expectations.	Increased and improved child/family/parent feedback	CYJS Children's and Parent's/Carer's Voices Analysis and Strategy 2022
11.	Empower staff to challenge and advocate for children regarding the number of professionals involved in a child's life. Group discussion to take place in pod meetings.	Stacey Brown (YJS Senior Practitioner)	End of Q2	Raised awareness amongst the team regarding the impact of multiple professionals in a child's life and where possible minimise the multiple professional contacts.	Increased and improved child/family/parent feedback	CYJS Children's and Parent's/Carer's Voices Analysis and Strategy 2022

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
12.	Explore and build new links of training and employment opportunities for children.	Tianne Peynado (Youth Justice Development and Engagement Officer)	End of Q4	Establish and offer more training and employment for children.	Increased and improved child/family/parent feedback	CYJS Children's and Parent's/Carer's Voices Analysis and Strategy 2022
13.	Review of where referrals to Positive Choices have not been made but there are concerns that a child is abusing substances.	Tianne Peynado (Youth Justice Development and Engagement Officer)	End of Q4	Increased volume of feedback of children.	Increased and improved child/family/parent feedback	2021/22 Desistance Analysis
<u>Children, young people, and victims, first and at the center of what we do</u>						YJB Child First Principles: Principle 1 & 2 YJB Strategic Pillars: Pillar 1, Priority 3 National Standards 1 - 5
Restorative Justice – Sue Robertson (Board Member Sponsor), Matt Haynes (Practice Lead)						
Key Indicator – Improve feedback from children/family/parents and victims of crime						
1.	Reapplication RJ marker and associated actions, including a review of the offer to victims of crime.	Matt Haynes (YJS Team Manager) and Carl Woodend (RJ Lead)	End of Q3	Improved victim offers	Reduced re-offending/arrest Increased and improved victim feedback	Restorative Council Code of Practice for Victims of Crime (2021) MOJ
2.	Recruit new Referral Order Panel Volunteers and deliver refresher/new starter training	Abi Jones (YJS Team Manager)	End of Q3	Improved community engagement	Reduced re-offending/arrest Increased and improved victim feedback	Referral Order Guidance (2018)
3.	Development and publishing of Reparative Projects across the Service.	Carl Woodend (RJ Lead)	End of Q4	Improved community engagement	Reduced re-offending/arrest Increased and improved victim feedback	Peer Review 2022
<u>One Coventry Approach – everyone working together to make a difference</u>						YJB Child First Principles: Principle 4 YJB Strategic Pillars: Pillar 2, Priority 1 & 2 National Standards 1 - 5
Joint Strategic City Planning – Chris Heeley/John Gregg (Board Member Sponsor), Nick Jeffreys (Practice Lead)						
Key Indicator – Management Board Attendance at a Senior Level						

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
1.	Engagement in the Youth Justice Subgroup, agreeing regional YJS priorities and reviewing of the West Midlands Out of Court Processes.	Nick Jeffreys (Operational Lead)	End of Q3	Improved regional continuity	Reduced number of children in the YJS	Punishing Abuse Report (2021)
2.	Community Partnership Meeting to continue bi-monthly and mini consortium to be developed for CYJS with benching outcomes returns and expectations; children medium/high risk of exploitation to be included in the pathway.	Stacey Brown (YJS Senior Practitioner), Nick Jeffreys (Operational Lead) and Sinead Hastings (Horizon Team Manager)	End of Q3	Improved oversight and governance for community sector provision.	Increased referral rate to projects. Reduced re-offending/arrest Reduced use of custody	HMIP Domain 1 Self-Assessment Supporting the desistance of children subject to court orders - Buckley and Moore (2021) Police and Crime Commissioner Funding Plan (2022) Mentoring and Peer Mentoring (2021) HMIP
3.	Serious Youth Violence (SYV) Duty – Strategic Needs Assessment to be completed and local plan for governance devised.	Caroline Ryder (Violence Prevention Programme Manager) and Craig Hicken (Head of Environmental Services, Street Scene & Regulatory Services)	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 Punishing Abuse Report 2021 Serious Violence Duty (2022)
4.	Following the SYV Duty review an agreement on the governance arrangements for 10 Year Violence Prevention Strategy	John Gregg (Director of Coventry Children's Services) and Pete Henrick (Chief Superintendent, Coventry, West Midlands Police)	End of Q2	Ensure strategic connectivity is effective and achieving desired outcomes	Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.	Coventry Youth Violence Prevention Partnership Strategy and Action Plan National Standard 5
5.	Establishment of a Coventry Children's Services' Trauma Informed Recovery Support (TIRs) implementation group.	Matt Clayton (Strategic Lead – Looked After Children (Practice))	End of Q4	Ensure resources best used	Reduced number of children in the YJS	Punishing Abuse Report 2021 Local Learning Reviews
6.	Review of local Indicators when the new national indicators are introduced across the Police and Crime Board, Management Board, Safeguarding Partnership.	Letoya Smith (Safeguarding Boards Quality Assurance Manager)	End of Q3	Ensure strategic connectivity is effective and achieving	Reduce incidents of serious youth violence in the city and reduce the number of children	MOJ National Indicator Review

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
				desired outcomes	presenting at A&E for such injuries.	
7.	Embedding Relational Practice across YJS and Children's Services	Katie Rhodes (Restorative Practice Lead)	End of Q4	Family Valued Programme intertwined with the CYJS Vision	Increased and improved child/family/parent feedback	Interim QA Analysis Leeds Family Valued Programme (2017)
8.	Updated performance report presented to Board Members for consideration. Subsequent, Performance Report review regarding assessment of fit for purpose with changing patterns and trends.	All Board Members	End of Q1 End of Q4	Improved performance measuring	Ensure Board Members have a thorough understand of relevant KPIs	Domain 1 Self- Assessment Contextual Safeguarding (2020) HMIP
9.	All Board Members to attend CYJS Team Meetings/Team Days/Half Days to explain their role and remit - continue	All Board Members	End of Q4	Improved team/Board relationships	Reduced re-offending/arrest Reduced use of custody	Domain 1 Self- Assessment
10.	The Partnership YJS Management Meeting to present to the Management Board on their respective lead areas	All Priority Leads	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 Desistance: A Blended Approach to Risk Management) - HMIP (2021)
11.	Actions from the Management Board Task and Finish Group paper recommendations: Partnership Independent Chair Proposal Review the current Terms of Reference to reflect the new agreed Management Board vision, objectives, membership criteria and responsibilities	Kirsty Baker (Head of Coventry Probation Delivery Unit) Nick Jeffreys (YJS Operational Lead)	End of Q1 End of Q2	Ensure Board Members have a thorough understand of relevant KPIs	Management Board Attendance at a Senior Level	Task and Finish Group Paper 2022 Plymouth YJS Inspection (2022)
12.	Review of outreach youth work provision in Stoke Aldermoor through the Early Help Outcome 6 Subgroup.	Caroline Ryder (Violence Prevention Programme Manager)	End of Q1	Identify early offer gaps in the city and ensure services are resourced to high need areas	Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.	County Lines Analysis – Section 8 2022

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
13.	Informal Peer Review of Management Board	Nick Jeffreys (YJS Operational Lead) and Chris Heeley (Strategic Lead – Help and Protection)	End of Q2	Ensure Board Members have a thorough understand of relevant KPIs	Management Board Attendance at a Senior Level	Peer Review 2022
<p><i>One Coventry Approach – everyone working together to make a difference</i></p> <p style="text-align: right;">YJB Child First Principles: Principle 4 YJB Strategic Pillars: Pillar 3, Priority 1 & 2 National Standards 1 and 2</p> <p>Trauma Informed Practice – Chris Evans/Heather Kelly (Board Member Sponsor), Racheal DamhuisBoogers/Lesa Arms (Practice Leads)</p> <p>Key Indicator – Improve access to mental healthcare: % of children in the community and being released from custody with an identified need for a mental health intervention; and of that % mental health interventions delivered</p>						
1.	Implementation of the Trauma Informed Recovery Support (TIRS) Framework Including a Speech and Language Therapist being seconded into YJS	Nikki Holmes (Vanguard (TIRS) Project Manager – NHS Coventry and Warwickshire ICB) and Lyn Parsons (Clinical Consultant Lead NHSEI Trauma Vanguard Project 2021-2024 NHS Coventry and Warwickshire Clinical Commissioning Group) Nikki Holmes (Vanguard (TIRS) Project Manager – NHS Coventry and Warwickshire ICB)	End of Q4 End of Q2	Having a system that works in a trauma informed way	Reduced number of children in the YJS	NHS England & NHS Improvement Long Term Plan (LTP) Punishing Abuse Report 2021 Local Learning Reviews Serious youth violence and its relationship with adverse childhood experiences - Gray, Smithson and Jump (2021) Neurodiversity – a whole-child approach for youth justice – Kirby (2021) North Tyneside YJS Inspection (2021)
2.	Continued trauma informed spaces for team support and development - monthly informal counselling offer and review at end of year. - piloting of groups by Shaw - Systemics group spaces - closed trauma groups pilot with a Psychotherapist and report to Board to inform next steps.	Racheal DamhuisBoogers (Specialist Mental Health Practitioner (YOT/CAMHS))	End of Q4	Improved team wellbeing	Reduced risk judgements Reduced re-offending/arrest Increased and improved victim feedback	A thematic review of the work of youth offending services during the COVID-19 pandemic – Nov 2020 – Coventry YJS Response Punishing Abuse Report(2021) YJB Skills Audit - 2021

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
3.	Review of additional management and Clinical support following introduction of Service Manager – Roshni from RISE	Roshni Lawson (Service Manager – Specialist Mental Health with additional vulnerabilities Children and Young People – Rise)	End of Q3	Supporting trauma informed approaches across the Service	Reduced risk judgements Reduced re-offending/arrest Increased and improved victim feedback	HMIP 2020 Annual Plan Punishing Abuse Report(2021) Trauma-informed practice (2020) HMIP
4.	Embedding of the intensive multi-agency case consultation (IMACC)	Lesa Arms (YJS Team Manager) and Racheal DamhuisBoogers (Specialist Mental Health Practitioner (YOT/CAMHS))	End of Q4	Improved health assessing and offers to children	Reduced risk judgements Reduced re-offending/arrest Increased and improved victim feedback Reduced number of first-time entrants	Punishing Abuse Report(2021) Trauma-informed practice (2020) HMIP Resilience Model – HMIP Academic Insights (2022)
5.	Consideration for funding to the Antser Virtual Reality Technology allowing the user to experience the impact of trauma, abuse and neglect through the eyes of the child	Lesa Arms (YJS Team Manager) and Ed Baynes Clarke (Schools Violence Reduction Lead)	End of Q2	Earlier identification of needs	Reduced number of children in the YJS	Local Custody Review Analysis Punishing Abuse Report (2021)
6.	Trauma informed training for, Schools, Family Hubs, and wider Children's Services.	Edouard Baynes Clarke (Schools Violence Reduction Lead)	End of Q4	Earlier identification of needs	Reduced number of children in the YJS	Education violence reduction strategy (2020) Early Help Action Plan – Crime and ASB YJB Serious Youth Violence Stocktake Punishing Abuse Report (2021)

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
7.	Team completion (including new starters) of the Trauma Informed Effective Practice Award	Lesa Arms (YJS Team Manager)	End of Q4	Improved health assessing and offers to children	Improve access to mental healthcare for children	Punishing Abuse Report (2021) YJB Serious Youth Violence Stocktake (2021)
8.	Mentors in Violence Prevention, Round Midnight and other preventative interventions to be implemented across schools (focus on those with highest perm exclusion and hotspot areas in Section 8)	Nikki Penniston (Head of Delivery – West Midlands Violence Reduction Partnership) and Edouard Baynes Clarke (Schools Violence Reduction Lead)	End of Q4 2021	Earlier identification of needs	Reduced number of children in the YJS	YJB Serious Youth Violence Stocktake (2021) Punishing Abuse Report (2021) Education violence reduction strategy (2020) 2021 Promising Approaches to Knife Crime – HMIP Research 2022
9.	Family Therapy Review regarding YJS access and consideration for support to Parenting Lead.	Roshni Lawson (Service Manager – Specialist Mental Health with additional vulnerabilities Children and Young People – Rise) and Abi Jones (YJS Team Manager)	End of Q2	Improved health assessing and offers to children	Improve access to mental healthcare for children	Punishing Abuse Report (2021) YJB Serious Youth Violence Stocktake (2021)
10.	Eye Movement Desensitization and Reprocessing (EMDR) training for seconded CAMHS practitioners	Roshni Lawson (Service Manager – Specialist Mental Health with additional vulnerabilities Children and Young People – Rise)	End of Q3	Improved health assessing and offers to children	Improve access to mental healthcare for children	Trauma-informed Interventions for At-Risk and Justice-Involved Youth; A Meta Analysis (Olaghere et al., 2021)
11.	EMDR training for CAMHS in schools	Chris Evans (Associate Director of Operations Mental Health Services for Children & Young People Coventry & Warwickshire Partnership NHS Trust)	End of Q1	Improved health assessing and offers to children	Improve access to mental healthcare for children	Trauma-informed Interventions for At-Risk and Justice-Involved Youth; A Meta Analysis (Olaghere et al., 2021)

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
<p><i><u>Making a difference, Reduce reoffending/Safer communities, Safer children</u></i></p> <p>Tackling Exploitation and Serious Youth Violence – Daryl Lyons (Board Member Sponsor), Sara Graves (Practice Lead)</p> <p>Key Indicator – Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.</p>						<p>YJB Child First Principles: Principle 4 YJB Strategic Pillars: Pillar 3, Priority 1 & 2 National Standards 1,3 and 5</p>
1.	Progression of the recommendations following the wider Learning Review into children given life custodial sentences.	Audit and Performance Subgroup Chaired by Neil McDonald (Strategic Lead – Quality Assurance)	End of Q3	Earlier identification of needs	Reduced use of custody Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.	Local Learning Review 2022
2.	<p>Safeguarding Partnership to consider the response to the Child Criminal Exploitation Profile under the 'Exploitation' Priority:</p> <ul style="list-style-type: none"> - development of an Updated Exploitation Strategy. - review of current City adolescent offers to ensure these are fit for purpose with a specific focus on pathways away from care and custody (this will include PACE Provision). 	<p>Rebekah Eaves (Business Manager – Coventry Safeguarding Children's Partnership and Adult Board)</p> <p>Matt Clayton (Strategic Lead – Looked After Children (Practice)), Sara Graves (Operational Lead- Responsive Services) and Nick Jeffreys (YJS Operational Lead)</p>	<p>End of Q2</p> <p>End of Q3</p>	Resources for responding to teenage children is best utilised to meet their needs.	<p>Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.</p> <p>Reduced number of children in the YJS</p>	<p>Punishing Abuse Report(2021)</p> <p>YJB Serious Youth Violence Stocktake (2021)</p> <p>Local Child Criminal Exploitation Profile (2021)</p> <p>Risk and Desistance: A Blended Approach to Risk Management) - HMIP (2021)</p> <p>Coventry Youth Violence Prevention Board - Youth Violence Literature Review (2020)</p> <p>Contextual Safeguarding (2020) HMIP</p> <p>Brighton and Hove YOS Inspection 2021</p> <p>The Case for Change – MacAlister (2022)</p>
3.	Serious Organised Crime Exchange (SOCEX) are now in place - a review of their role alongside the Youth Violence Reduction Team to ensure mapping, detection and processes for intervention around Child Exploitation/County Lines is robust.	Daryl Lyons (Chief Inspector), Sherrie Kimberley (T/Inspector – Partnerships Manager) and Sara Graves (Operational Lead- Responsive	End of Q4	Robust pathway of support for children at risk of criminal exploitation	Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.	Coventry Youth Violence Prevention Board - Youth Violence Literature Review (2020)

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
		Services)			Reduced number of children in the YJS	
4.	Coventry Community Initiative in Reducing Violence (CIRV) Operationalized	Daryl Lyons (Chief Inspector)	End of Q4	Development of 'reachable moment' offers across the city	Reduced number of first-time entrants Reduced incidents of serious youth violence and reduced attendance at A&E for assault injuries	Injustice or in justice – Children's Commissioner - 2020
5.	Review of Serious Youth Violence Forum and the processes for network disruption regarding County Lines	Sherrie Kimberley (T/Inspector – Partnerships Manager) and Nick Jeffreys (YJS Operational Lead)	End of Q3	Earlier identification of needs	Reduced number of first-time entrants	YJB Serious Youth Violence Stocktake (2021) Punishing Abuse Report (2021)
6.	Review of the Local Offender Management Unit regarding the responses to children identified to be linked to Urban Street Gangs	Sherrie Kimberley (T/Inspector – Partnerships Manager)	End of Q1	Robust pathway of support for children at risk of criminal exploitation	Reduced incidents of serious youth violence and reduced attendance at A&E for assault injuries	CSPPI Learning 2021
7.	Management Board Review of 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 Q4	Mentoring offer in place and being well assessed.	Reduced number of first-time entrants	YJB Serious Youth Violence Stocktake (2021)
8.	St Giles to be refunded for the 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) and Nikki Penniston (Head of Delivery – West Midlands Violence Reduction Partnership)	End of Q1 2022/23	Safe city for children, young people, and families	Reduced incidents of serious youth violence and reduced attendance at A&E for assault injuries Reduced number of first-time entrants	Coventry Youth Violence Prevention Partnership Strategy and Action Plan Domain 1 self- assessment Mentoring and Peer Mentoring (2021) HMIP
9.	Horizon Dashboard to be shared with YJS	Sara Graves (Operational Lead- Responsive Services) and Becky Pearson (Child Exploitation Coordinator)	End of Q2	Robust pathway of support for children at risk of criminal exploitation	Reduced number of first-time entrants	Coventry Youth Violence Prevention Partnership Strategy and Action Plan

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
10.	Min Quarterly intel/info pack disseminated across the team and CSLT to include relevant themes around threat to life and disruption notices relevant to issues affecting children.	Becky Pearson (Child Exploitation Coordinator)	End of Q2	Team/Leader understanding of emerging issues regarding child exploitation	Reduced number of first-time entrants	Coventry Youth Violence Prevention Partnership Strategy and Action Plan
11.	Monthly NRM submission list shared and disseminated among TMs	Adam Good (NRM Manager – SOCEX West Midlands)	End of Q1	Robust pathway of support for children at risk of criminal exploitation	Reduced number of first-time entrants	Cardiff Inspection (2020)
<i>Making a difference, Reduce reoffending/Safer communities, Safer children</i>						YJB Child First Principles: Principle 4 YJB Strategic Pillars: Pillar 1, Priority 3 National Standard 1
Promoting Prevention and Diversion - Overall Leads - Nigel Patterson/Craig Hicken, Katy Callender and Lesa Arms (Practice Lead)						
Key Indicator – Reduce the number of children in the youth justice system						
1.	Continued 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. Tracking off all children arrested, and intervention pathwaysthrough targeted third sector provision (for example, St Giles)	Rebecca Farr (Partnerships Inspector)	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB Coventry Youth Violence Prevention Partnership Strategy and Action Plan HMIP South Gloucestershire (2021) Report
2.	CYJS review of arts-based intervention offers and review against areas for Artsmark Award through the Arts Council.	Nick Jeffreys (Operational Lead) and Tianne Peynado (Engagement and Development Officer)	End of Q2	Improved arts offer for children	Reduced re-offending/arrest Reduced use of custody	HMIP Sandwell Inspection (2018) Youth Justice Plan 2021
3.	Coventry Youth Partnership to present the mentoring dashboard for early offers to Management Board	Rashid Bhayat (Positive Youth Foundation)	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
4.	Continued roll out and evaluation of the Youth Worker offer following Police Only Community Resolutions – quarterly updates	Nigel Patterson (Early Help Manager)	End of Q4	Improved diversion pathways	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB OOCOD Strategy 2021

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
5.	Diversion Offer numbers to increase and external evaluation to be progressed; the evaluation will include the Police referral pathway to appropriate community offers at the point of arrest.	Lesa Arms (CYJS Team Manager) and Tony Halon (Sgt Partnerships)	End of Q3	Improved diversion pathways	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB
6.	Continued review of regional/national offers for Outcome 22 and local pilot; review following publication of the Turning Point Project; Chance to Change that is expected to be published in 2022/23	Nick Jeffreys (Operational Lead) and Ryan Chambers (Detective Chief Inspector FCID)	End of Q2	Improved diversion pathways	Reduced number of first-time entrants	HMIP Annual Report 2021/22 OOC Strategy 2021
7.	Review funding for Violence Reduction Partnership Programme Manager	Management Board	End of Q3	Resources for responding to teenage children is best utilised to meet their needs.	Management Board Attendance at a Senior Level	Early Help Action Plan – Crime and ASB Coventry Youth Violence Prevention Partnership Strategy and Action Plan
8.	Life skills programme to be developed mirroring the programme delivered in the Through Care Service and use of the Training Flat	Tianne Peynado (Engagement and Development Officer)	End of Q4	Children closing to CYJS have skills to live independently	Reduced re-offending/arrest	Punishing Abuse Report (2021)
9.	Resilience analysis for children open to YJS to inform early offers.	Racheal DamhuisBoogers (Specialist Mental Health Practitioner (YOT/CAMHS))	End of Q3	Improved health assessing and offers to children	Improve access to mental healthcare for children	Punishing Abuse Report (2021) Systemic Resilience – HMIP Academic Insights (2022)
10.	Toolkit of tiered interventions across the City to be shared across the Partnership	Eve Linstead (Education Lead)	End of Q4	Improved diversion pathways	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB Coventry Youth Violence Prevention Partnership Strategy and Action Plan
11.	Management Board review of Turnaround Funding and expansion of existing early help offers.	Management Board	End of Q2	Improved diversion pathways	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB MOJ 2022 – Turnaround Scheme

Making a difference, Reduce reoffending/Safer communities, Safer children

**YJB Child First Principles: Principle 3
YJB Strategic Pillars: Pillar 1, Priority 3
National Standard 5**

Education, Training and Employment – Rachael Sugars/Jas Madahar (Board Member Sponsor), Eve Linstead (Practice Lead)

Key Indicator – Improve ETE engagement and attainment for children in the youth justice system

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
1.	Management Board review of the progression of the Education Violence Reduction Action Plan	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 (2020)
2.	Seconded Speech and Language complete a Service needs assessment and present to Management Board, alongside development of an awareness video on children with speech and language needs.	Nikki Holmes (Vanguard (TIRS) Project Manager - NHS Coventry and Warwickshire ICB) 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 Punishing Abuse Report(2021) Neurodiversity – a whole-child approach for youth justice – Kirby (2021)
3.	Review of Key Stage 4 – identification of good practice examples and consideration for learning – presentation to management Board for actions where identified.	Kevin Coughlan (Performance Manager)	End of Q4	Earlier identification children at highest risk	Improved ETE attendance and attainment	Understanding the educational background of young offenders (DFE, 2019) Youth Justice Plan 2021-23
4.	Continued development of identification of sympathetic local employers	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
5.	Coordination of the 2 nd year of the Chances Programme delivered by Positive Youth Foundation	Rachael Sugars (Head of Service – Education Improvement and Standards) and Jo Monk (Inclusion and Attendance Manager)	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	Injustice or in justice – Children's Commissioner – 2020 Custody Learning 2021
6.	Review of the 'Back on Track' Programme by Wolverhampton Youth Justice Service	Matthew Haynes (YJS Team Manager)	End of Q3	Improved pathways for children back into mainstream school	Improved ETE attendance and attainment Reduced number of first-time entrants	Wolverhampton Inspection (2022)

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
7.	Continued AQA accrediting of all interventions	Eve Linstead (Education Lead)	End of Q4	Improved employment pathways	Improved ETE attendance and attainment	HMIP Birmingham Inspection (2020) Youth Justice Plan 2021
8.	Review datasets for school age and non-school age children considering family group/national comparisons, particularly around educational attachment. Prospects to develop a comparator data set across neighbours where commissioned – consider attainment (levels) for end of Year 13; to include tracking of cohort to understand young person's educational journey.	Rachael Sugars (Head of Service – Education Improvement and Standards) and Jas Madahar (Operations Manager, Young People & Families Coventry & Warwickshire)	End of Q2	Ensure Board Members have a thorough understand of relevant KPIs	Improved ETE attendance and attainment	Understanding the educational background of young offenders (DFE, 2019)
9.	Management Board Review of children at risk of not being included in education (RONI)/ / local 'out of sight' dataset to consider the robustness of early pathways.	Rachael Sugars (Head of Service – Education Improvement and Standards) and Ed Baynes Clarke (Schools Violence Reduction Lead)	End of Q2	Improved pathways for children back into mainstream school	Improved ETE attendance and attainment	Timpson Review 2019 Custody Learning 2021
<p><u>Workforce valued, motivated, skilled, confident, and sustainable</u></p> <p style="text-align: right;">YJB Child First Principles: Principle 3 YJB Strategic Pillars: Pillar 1, Priority 1 & 2 National Standards 1 - 5</p> <p>Workforce Development – Mamps Gill (Board Member Sponsor), Nick Jeffreys (Practice Lead)</p> <p>Key Indicator – Improve feedback from children/family/parents and victims of crime</p>						
1.	Develop a pathway for completion of the foundation degree in Youth Justice– 1 st employee enrolled	Sarb Bhabra (Principal Social Worker) and Nick Jeffreys (YJS Operational Lead)	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 (2021) Youth Justice Plan 2021
2.	Re-completion of YJS Matrix and subsequent review of the training planner.	Tianne Peynado (Engagement and Development Officer)	End of Q3	Improved team confidence, knowledge and skills	Increased and improved child/family/parent feedback	Workforce Development Analysis and Strategy (2021) HMIP Annual Report (2020) HMIP Resettlement Thematic (2021) (2021) Youth Justice Plan 2021

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
3.	Annual Team supervision survey	Nick Jeffreys (Operational Lead)	End of Q2	Improved supervision framework	Increased and improved child/family/parent feedback	Domain 1 self- assessment
4.	Continue to explore possible 'Positive Action' recruitment to ensure the service better reflects the community and review example of best practice approaches from other Youth Justice Services.	Nick Jeffreys (Operational Lead)	End of Q4	Increased team diversity	Increased and improved child/family/parent feedback	Workforce Development Analysis and Strategy (2021) 2021 Youth Justice Plan 2021
5.	Review of the Workforce Development Strategy 2021-23 Workforce Review in preparation for the - review team demographics/workforce development strategy for review in 2023	Sarb Bhabra (Principal Social Worker) and Nick Jeffreys (YJS Operational Lead)	End of Q4	Increased team diversity	Increased and improved child/family/parent feedback	Workforce Development Analysis and Strategy (2021) 2021
6.	Review of Champion Areas across the Service and re-sharing of the Champions list.	Tianne Peynado (Engagement and Development Officer)	End of Q3	Improved service knowledge and expertise	Increased and improved child/family/parent feedback	Domain 1 self- assessment
7.	Exploration of a lived experienced apprenticeship	Tianne Peynado (Engagement and Development Officer)	End of Q2	Increased team diversity	Increased and improved child/family/parent feedback	Workforce Development Analysis and Strategy (2021) 2021
8.	Actions as per quality assurance framework	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	Workforce Development Analysis and Strategy (2021)
9.	Youth Justice Sector Improvement Partnership training offers to be attended by Team Managers and Senior Practitioners	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	Workforce Development Analysis and Strategy (2021)

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
10.	Once the YJB Grant is confirmed, Children's Services Senior Leadership Team to be with resourcing needs following the IT Needs Analysis	Karyn Bacon (Business Systems Manager (Children's Services)) and Nick Jeffreys (YJS Operational Lead)	End of Q2	Improved IT support to CYJS	Increased and improved child/family/parent feedback	Domain 1 self- assessment Youth Justice Plan 2021
11.	Team Gender Identity Training	Tianne Peynado (Engagement and Development Officer)	End of Q2	Improved team confidence, knowledge and skills	Increased and improved child/family/parent feedback	Team consultation and Section 8
<i>Service open and honest – listening, responsive, effective, and safe</i>						YJB Child First Principles: Principle 3 & 4 YJB Strategic Pillars: Pillar 3, Priority 3 & 4 National Standards 4 and 5
Continued National Standard Learning – Standards 4 and 5 – Kirsty Baker (Board Member Sponsor), Hannah Darby (Practice Lead)						
Key Indicator – Reduce reoffending by children in the youth justice system						
1.	Once the Youth National Offender Management in Custody (OMIC) process is published, to be considered locally for implementation and ratification in the local YOT to Probation transfer process.	Abi Jones (Team Manager)	End of Q2	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	National Standard Self- Assessment Youth Justice Plan 2021
2.	Review process for AssetPlus sharing with secure estates.	Stacey Brown (YJS Senior Practitioner)	End of Q2	Ensure CYJS and Secure Estates have up to date shared assessments	Reduced re-offending/arrest Reduced use of custody	National Standard Self-Assessment HMIP Camden (2020)Report
3.	Continued 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 (YJS Senior Practitioner)	End of Q4	Improved outcomes for children leaving custody	Reduced re-offending/arrest Reduced use of custody	National Standard Self-Assessment Contextual Safeguarding(2020) HMIP Youth Justice Plan 2021
4.	Continue 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	The quality of will be of good or outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	Resettlement Strategy – recommendations (2021) Youth Justice Plan 2021

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
5.	Individualised secure estate packs to be provided to families as required with support from Commissioning where appropriate.	Stacey Brown (YJS Senior Practitioner) and Tianne Peynado (Engagement and Development Officer)	End of Q4	Improved outcomes for children leaving custody	Reduced re-offending/arrest Reduced use of custody	National Standard Self-Assessment
6.	Development of Probation and Prospects Pathway for Young Adults.	Jas Madahar (Operations Manager, Young People & Families Coventry & Warwickshire) and Matt Sharp (Senior Probation Officer - Coventry Probation)	End of Q2	Improved access to ETE for young adults	Improved ETE engagement and attainment	Coventry Youth Violence Prevention Partnership Strategy and Action Plan
7.	Review of children's experience of custody through 1 to 1 engagement to inform review of resettlement strategy 6-month specific	Stacey Brown (YJS Senior Practitioner) and Tianne Peynado (Engagement and Development Officer)	End of Q3	Improve understanding of children's lived experience	Reduced re-offending/arrest Reduced use of custody	HMIP Report -Children in Custody (2019-20)
8.	Parents Against Child Exploitation (PACE) Training Programme across Horizon and YJS	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 (2021)
9.	Resettlement Key Worker support offer reviewed, alongside regional St Giles Resettlement Service	Stacey Brown (YJS Senior Practitioner) and Tianne Peynado (Engagement and Development Officer)	End of Q4	Increased mentoring access by children	Reduced re-offending/arrest	Resettlement Strategy– recommendations (2021) Youth Justice Plan 2021
10.	Annual programme established for exploitation awareness raising training across CYJS, Horizon, Children's Services, School, and the Police.	Becky Pearson (Child Exploitation Coordinator)	End of Q4	Earlier identification of needs	Reduced incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries. Reduced number of first-time entrants	Resettlement Strategy– recommendations (2021)

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
11.	National Standard re-assessment following final recommendations from the Service review being undertaken by Lee Westlake. The re-assessment will put specific focus on exit strategies for children's transitions ending to CYJS and the sequencing of interventions based on need prioritization.	CYJS Management Team	End of Q4	The quality of will be of good or outstanding when measured against HMIP standards	Increased and improved child/family/parent feedback	CYJS Auditing 2021/22 HMIP Annual Report 2021
<u>Service open and honest – listening, responsive, effective and</u>						YJB Child First Principles: Principle 3 & 4 YJB Strategic Pillars: Pillar 3, Priority 3 & 4 National Standards 1 - 5
Addressing Disproportionately - Overall Leads – Sharon Bolesworth (Board Member Sponsor), Abi Jones (Practice Lead)						
Key Indicator – Reduce racial disparity for children in the youth justice system						
1.	Top tips for working with girls in the Youth Justice System and local bespoke offer enacted	Abi Jones (YJS TeamManager)	End of Q4	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	National Standard Self-Assessment Punishing Abuse Report(2021)
2.	Specific inclusion within the Early Help strategy to support black and dual heritage boys to feed into reducing their overrepresentation in the criminal justice system; this will then feed into all strategies across Children's Services.	Nigel Patterson (Early Help Manager)	End of Q3	Reduce racial disparity in the youth justice system	Reduced re-offending/arrest Reduced number of first-time entrants	Tackling racial disparity in the criminal justice system: 2020/21 Lammy Review (2017) YJB Disproportionality Assessment (2021/22) HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021)
3.	CYJS team to have attended cultural awareness training to ensure they are empowered to have culturally competent conversations with all children about their identity.	Abi Jones (YJS TeamManager)	End of Q3	Reduce racial disparity in the youth justice system	Reduced re-offending/arrest Reduced number of first-time entrants	Tackling racial disparity in the criminal justice system: 2020/21 Lammy Review (2017) YJB Disproportionality Assessment (2021/22) HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021) Plymouth YJS Inspection (2022)

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
4.	Exploration with the Insight Team how diversity information can be incorporated into Coventry's Strategic Joint Needs Assessment to help all colleagues better understand the intersectionality of diversity issues and be able to identify themes and patterns, leading to targeted support and intervention.	Abi Jones (YJS TeamManager)	End of Q4	Reduce racial disparity in the youth justice system		Tackling racial disparity in the criminal justice system: 2020/21 Lammy Review (2017) YJB Disproportionality Assessment (2021/22) HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021)
5.	Nick Jeffreys to make a specific formal request of the Children's Services Leadership Team for disproportionality to feature in the Coventry safeguarding Children's Partnership priorities either as a stand alone priority, or as a key feature in every other priority to ensure disproportionality is tracked and evaluated using a secure multi-agency process. By the end of Q2.	Nick Jeffreys (YJS Operational Lead) and Neil McDonald (Strategic Lead – Quality Assurance)	End of Q2	Reduce racial disparity in the youth justice system	Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.	Tackling racial disparity in the criminal justice system: 2020/21 Lammy Review (2017) YJB Disproportionality Assessment (2021/22) HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021)
6.	The Task and Finish HMIP disproportionality group to have understood from the placements team how diversity issues form a part of placement requests and seek to support any possible areas for development.	Abi Jones (YJS TeamManager) and Shoayb Khalifa (Operational Lead, Placements)	End of Q3	Reduce racial disparity in the youth justice system	Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.	Tackling racial disparity in the criminal justice system: 2020/21 Lammy Review (2017) YJB Disproportionality Assessment (2021/22) HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021)
7.	The procurement of St Giles and Guiding Young Minds (Youth Engagement projects) for the coming year 2022-23, to improve the diversity of offer to children, as part of PCC Plan, and offers to children at medium/high risk of exploitation	Stacey Brown (YJS Senior Practitioner)	End of Q4	Improved diversity of offer and support over-representative - entry	Reduced number of first-time entrants Reduced re-offending/arrest Reduced use of custody	Workforce Development Analysis and Strategy (2021) HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021) Punishing Abuse Report(2021) Youth Justice Plan 2021
8.	Management Board of the 'levelling the playing field' mentoring offer and clear mentoring pathway defined between CYJS and Horizon.	Rashid Bhayat (Positive Youth Foundation)	End of Q2	Increased engagement with the 3 rd sector	Reduced number of first-time entrants	Domain 1 Self- assessment Mentoring and Peer Mentoring (2021) HMIP

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
9.	Kitchen Table Talks to be available to CYJS and Horizon, and local parenting peer group developed	Mandy Allen (YJS Parenting Lead)	End of Q2	Reduce racial disparity in the youth justice system	Reduced number of first-time entrants Reduced re-offending/arrest Reduced use of custody	West Midlands Violence Reduction Unit Evaluation - Serious Youth Violence pathfinder: Evaluation report – April 2021
10.	Reducing the Unnecessary criminalisation of Looked After Children reviewed and impact analysis.	Natasha Stirling (Operational Lead – Through Care) and Nick Jeffreys (Operational Lead YJS)	End of Q4	Reduce the number of Children Looked After in YJS	Reduced number of first-time entrants Reduced re-offending/arrest Reduced use of custody	Section 8 Analysis 2022
11.	Management Board to be presented within the quarterly Management Board Reports a breakdown of Children's Services involvement with children open to CYJS for consideration/action where needed.	Dave Woodhouse (Lead Data Analyst)	End of Q2	Ensure Board Members have a thorough understand of relevant KPIs	Management Board Attendance at a Senior Level	Section 8 Analysis 2022

Sign off, submission and approval



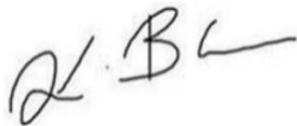
..... (Signature)

John Gregg - Director of Children's Services for Coventry (Management Board Chair)



..... (Signature)

Daryl Lyons Chief Inspector, Crime Manager, Coventry Neighborhood Policing Unit



..... (Signature)

Kirsty Baker – Head of Coventry Probation Delivery Unit



..... (Signature)

Heather Kelly – Head of Transformation (Children and Young people), NHS Coventry, and Warwickshire Integrated Care Board

Date: 21.07.2022

Appendix 1 – Management Board Membership

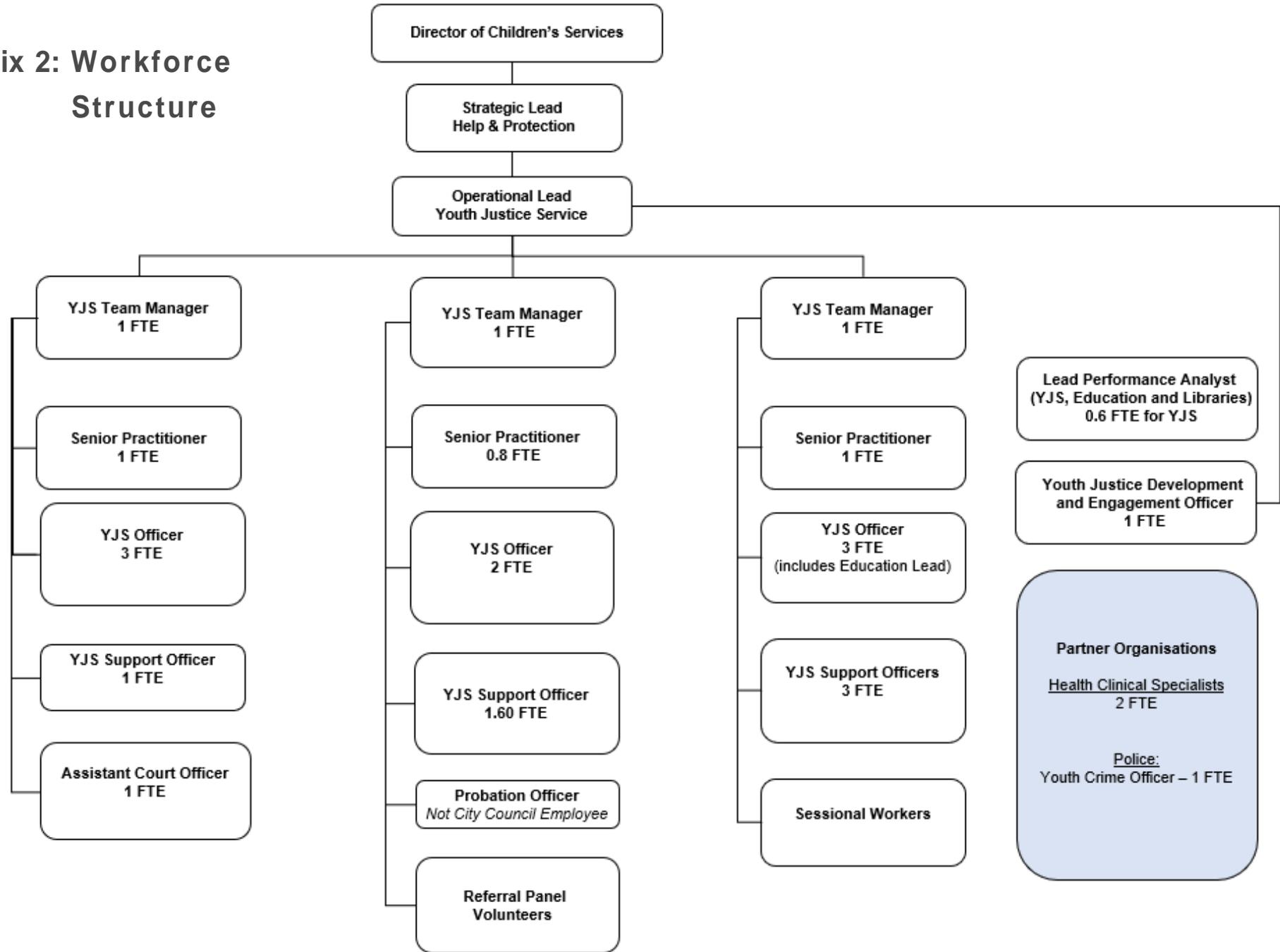
Name	Title	Attendance*
Daryl Lyons	Chief Inspector, Crime Manager, Coventry Neighborhood Policing Unit - West Midlands Police. Previously Paul Southern	Q1, Q2, Q3, Q4
Jas Madahar	Operations Manager, Coventry & Warwickshire Prospects Service	Q1, Q3, Q4
Heather Kelly	Head of Transformation (Children and Young people), NHS Coventry, and Warwickshire Clinical Commissioning Group	Q1, Q2 (interim member attended) Q3
Chris Evans	Associate Director of Operations, Mental Health Services for Children & Young People, Coventry & Warwickshire Partnership NHS Trust	Q2, Q3, Q4
John Gregg (Chair)	Director of Children's Services for Coventry, Coventry City Council	Q1, Q2, Q3, Q4
Sue Robertson	Chair of the Youth Panel	Q1, Q3, Q4
Sharon Bolesworth	Positive Choices Service Manager	Q1, Q3
Jim Horgan	Head Teacher, Coventry Virtual School (formerly LACES), Coventry City Council	Q2, Q3, Q4
Racheal Sugars	Head of Service, Education Entitlement, Coventry City Council	Q1, Q2, Q3, Q4
Nigel Paterson	Early Help Manager, Early Help & Family Hubs (Central), Coventry City Council	Q1, Q2, Q3
Caroline Ryder	Violence Prevention - Programme Manager (Shared post Coventry City Council and West Midlands Police)	Q2, Q3, Q4
Craig Hickin	Head of Environmental Services, Street Scene & Regulatory Services, Coventry City Council	Q4 (representative attended Q1, Q2, Q3)
Kirsty Baker (Deputy Chair)	Head of Coventry Probation Delivery Unit	Q1, Q2, Q3, Q4
Chris Heeley	Strategic Lead for Help and Protection, Coventry City Council	Q1, Q4
Mamps Gill	Youth Justice Board - Head of Innovation & Engagement – Midlands	Q1, Q2, Q3, Q4

*Attendance does not include deputies unless specified. Where members have changed mid-year, attendance has been included from the predecessor. Two additional Board Member development events took place on 4th May 2022 and 23rd November 2021.

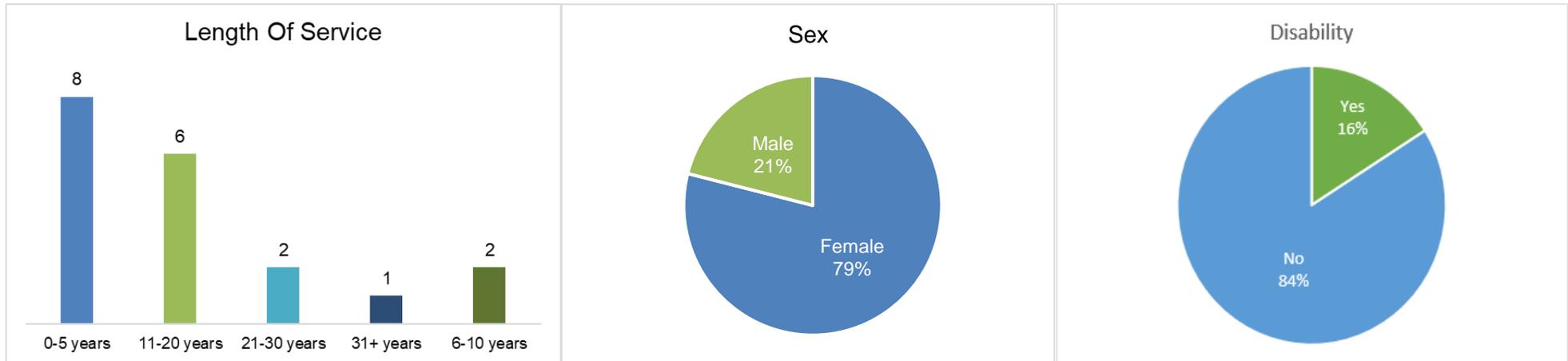
2021/22 Board Dates:

- Quarter 1 – 12th August 2021
- Quarter 2 – 18th November 2021
- Quarter 3 – 10th February 2022
- Quarter 4 – 12th May 2022

Appendix 2: Workforce Structure



Appendix 2: Workforce Structure Demographics



YJS Staff Ethnic Origin including Sessional Workers and Volunteers

Ethnic Origin	White British	White Other	Indian	African	Mixed Heritage	Black Other	Asian	Total
Strategic Manager	1							1
Team Managers	3							3
Practitioners	12	2	2		1	2		19
Administration	2		2				1	5
Sessional Workers	7	1	2	1		3		14
Volunteers	10	1		1		2	3	17
Total	21	18	6	2	1	7	4	59

Appendix 3: Budget and Spend 2022/23

CYJS Finance Tables (2022/23)

2022-23 Youth Justice Service Partner Contributions to Pooled Budget

Agency	Staffing costs	Payments in kind	Other delegated funds	Total
Local Authority	613,924		131,127	745,051
Youth Justice Board	390,871		140,736	531,607
Police Service		59,507		59,507
Police and Crime Commission	60,444		44,620	105,064
National Probation Service		50,496	5,000	55,496
Health Service		116,526	13,309	129,835
Total	1,065,239		444,288	1,626,560

* The YJB budget, at the time of writing, had not been confirmed, though confirmation was given that the grant would be no less than the Core Grant from 2021/22; the plan has been written on this basis.

* The payments for services in kind relate to staffing costs for employees working within the Youth Justice Service.

Youth Justice Service Pooled Budget Changes

Agency	Annual Budget	
	2021-22	2022-23
Local Authority	738,663	745,051
Youth Justice Board	578,470	531,607
Police Service	58,235	59,507
Police and Crime Commission	105,064	105,064
National Probation Service	48,400	55,496
Health Service	112,164	129,835
Budget	1,640,996	1,626,560

Comments

* The change to local authority contribution is as a result of increased costs (eg staff spinal points and increments, increases in National Insurance)

* The change to YJB budget is as a result of a one year grant uplift 21-22, with 22-23 to be confirmed

Appendix 3: Budget and Spend 2022/23

2021-22 Youth Justice Board Grant

YJB grant budget	Budget	Forecast outturn	over / under spend forecast
Salaries	390,871	390,871	0
Activity costs	37,603	37,603	0
Overheads	99,048	99,048	0
Equipment	25	25	0
Accomodation	4,060	4,060	0
Total	531,607	531,607	0

Comments

* This is based on the 21-22 allocation prior to uplift as funding has not yet been awarded

Appendices 4 – Quality Assurance Activity Schedule

COVENTRY CHILDREN'S SERVICES - CYJS																
Quality Assurance Activity Schedule: 1st April 2022– 31st March 2023																
Youth Justice 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	CYJS 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 CYJS 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 CYJS 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 CYJS 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 CYJS 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	To test the embedment of new guidance introduced across 2020/21 following the National Standard Self-Assessment in early 2019/20.	All HMIP Domains and National Standards	CYJS Team Managers and Senior Practitioners	X	X	X	X	X	X	X	X	X	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.
Supervisions	Annual Supervision Staff Review	HMIP Domain 1 Governance	Operational Lead				X									Any feedback to be provided direct to Team Manager and associated development actions monitored for completion through supervision.

Theme	Purpose	Context / Source	Auditors	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
AssetPlus Timeliness	To ensure assessments are completed in a timely manner.	National Standard 2 and 3	CYJS Team Managers and Senior Practitioners	X	X	X	X	X	X	X	X	X	X	X	X	<i>Any associated actions will be reviewed through Management Meetings and Service learning delivered through practitioners' monthly workshops.</i>
AssetPlus Quality Assurance	All AssetPlus assessments to be quality assured and feedback provided where amendments are required. Timeliness of assessments reviewed through weekly CYJS Management Meeting.	All HMIP Domains and National Standards	All CYJS Team Managers and Senior Practitioners	X	X	X	X	X	X	X	X	X	X	X	X	<i>Continually completed with timeliness tracked through CYJS 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 CYJS for relevant children and Return Home Interviews.	National Standard 3	Lead Manager		X			X			X			X		<i>Ongoing action being monitored on a quarterly basis through CYJS Management Meeting.</i>
Report Gatekeeping	Quality Assurance for all Pre-Sentence Reports.	National Standard 2 and 4	All CYJS Team Managers	X	X	X	X	X	X	X	X	X	X	X	X	<i>Continually completed with timeliness tracked through CYJS 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										X			<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 CYJS Management												X	<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>
External Review	To ensure that practice is in line with the HMIP Standards 2 and 3 and identify further areas for development.	HMIP 2 and 3	Lee Westlake Ltd	X	X	X	X	X	X							<i>The monthly auditing has fed into the key areas of exploration, namely a focus on risk/contingency planning.</i>

Appendix 5- Performance Information

First Time Entrants

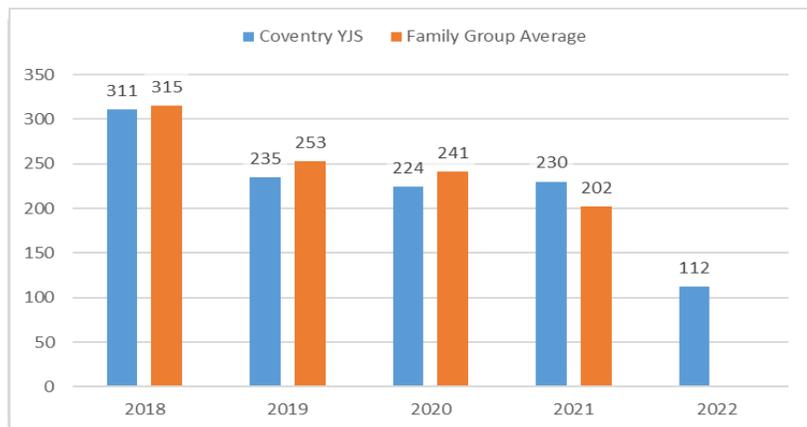


Table 1: FTEs per 100,000 of the 10–17-year-old population, Coventry YJS 2018-22

Reoffending

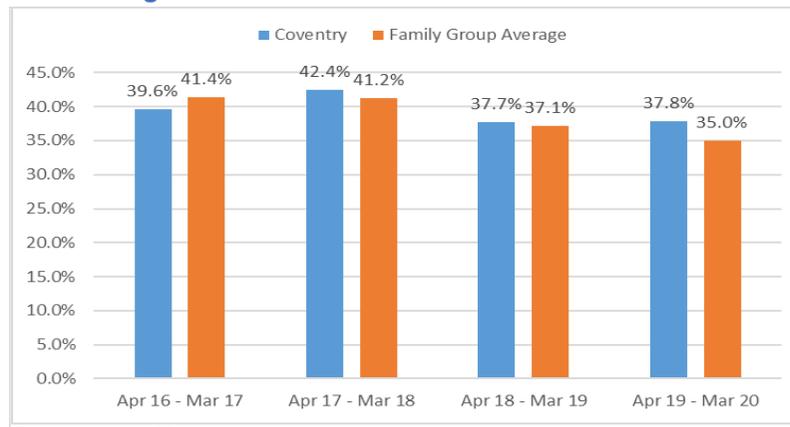


Table 2: Children/Young People reoffending within a year, Coventry YJS 2016-2020

Use of Custody

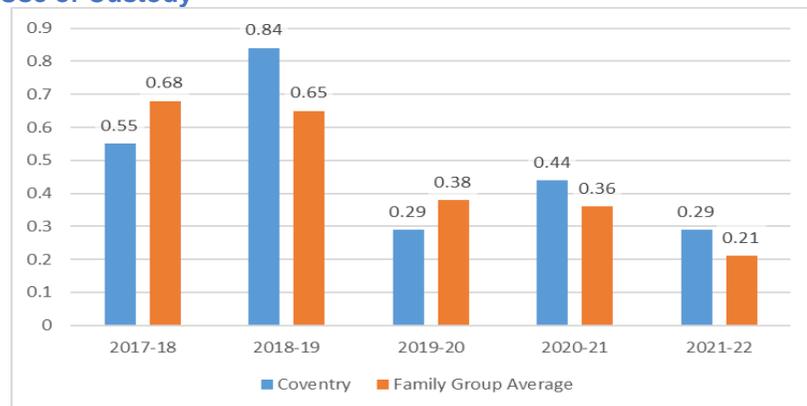


Table 3: Custodial sentences as a rate per 1,000 of the 10–17-year-old population, Coventry YJS 2017-2022

Use of Remand

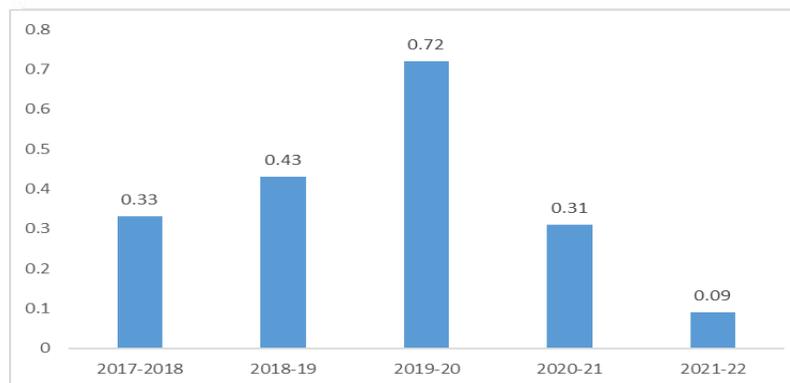


Table 4: New remand episodes per 1,000 of the 10–17-year-old population, Coventry YJS 2017-2022

Custody and Remand

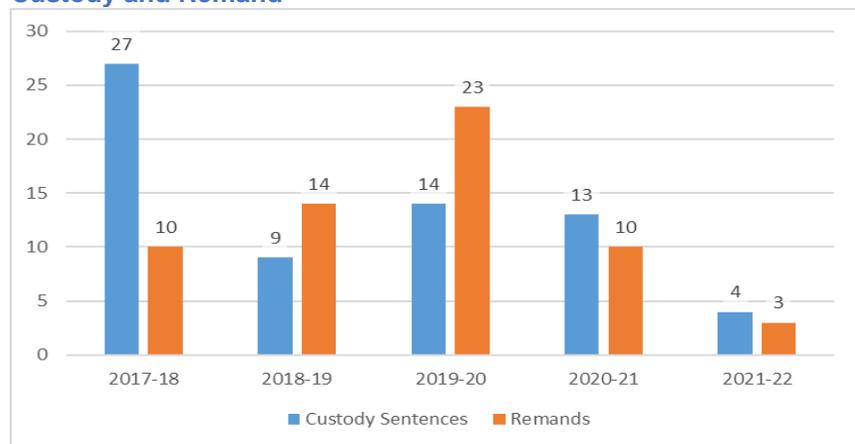


Table 5: New episodes of custody and remand, Coventry YJS 2017-22 (10-17 Year old's)

Accommodation

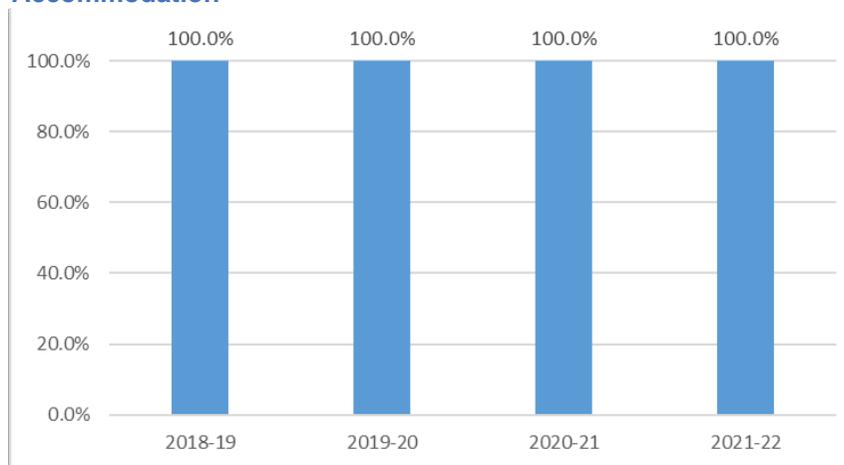


Table 6: Suitable accommodation, Coventry YJS 2018-22

Education, Training and Employment

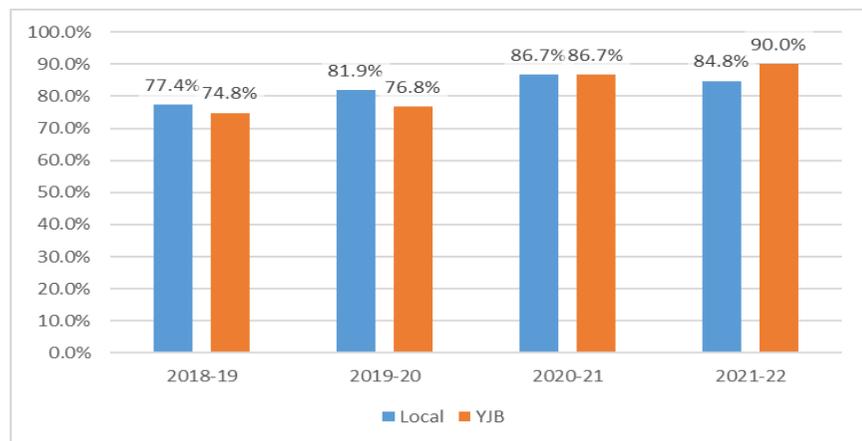


Table 7: Engagement in suitable ETE by local assessment and by the YJB national standard, 2018-22

Gender

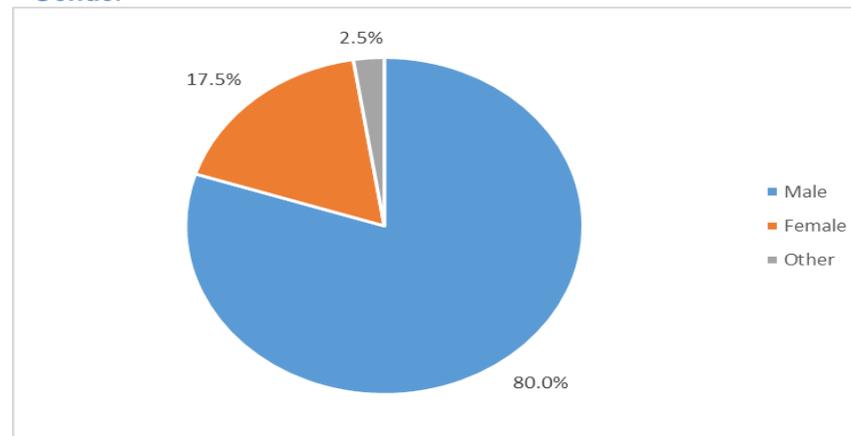


Table 8: Gender profile of children with proven offences, Coventry YJS 2021-22

Offences

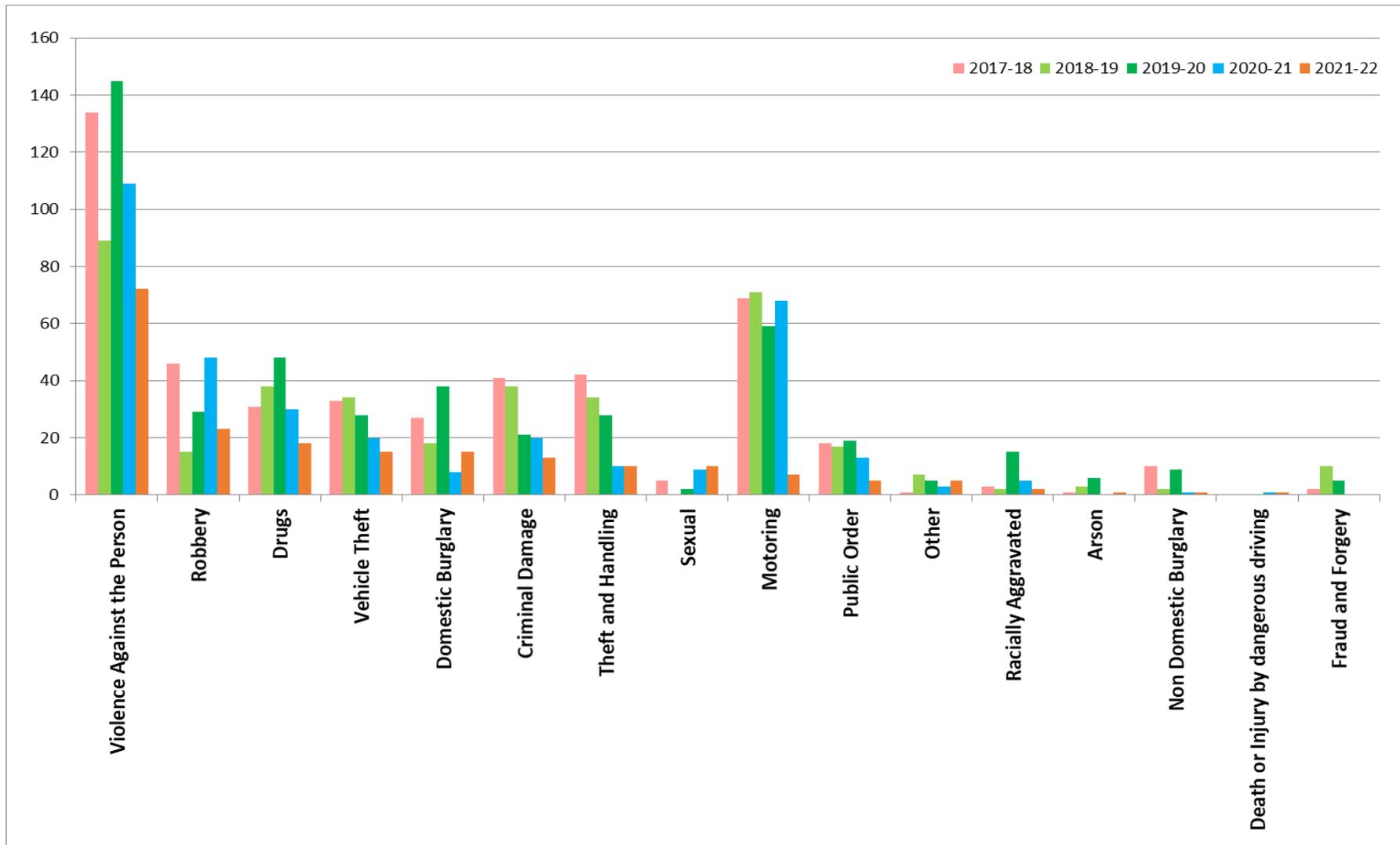


Table 9: Offences by offence type, Coventry YJS 2017-2022

Ethnicity

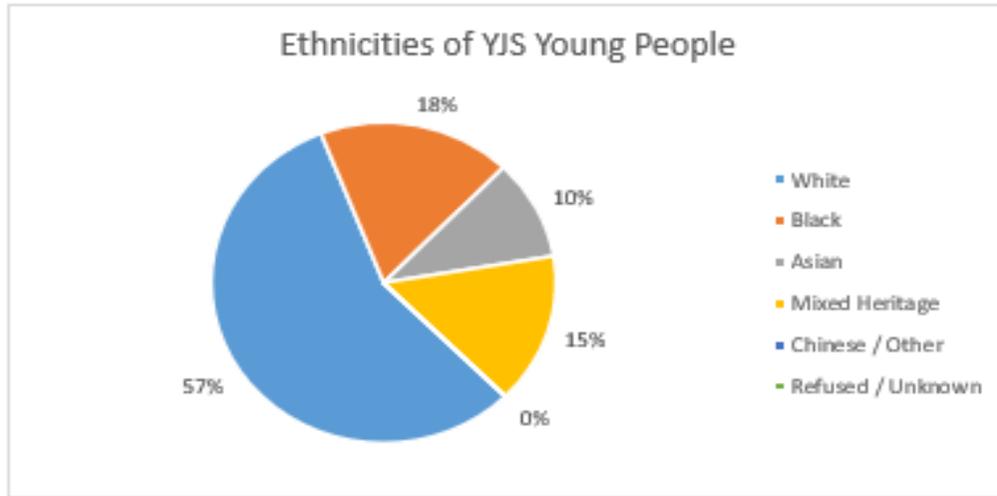


Table 10: Ethnic profile of young people with proven offences, open to Coventry YJS 31/03/2022

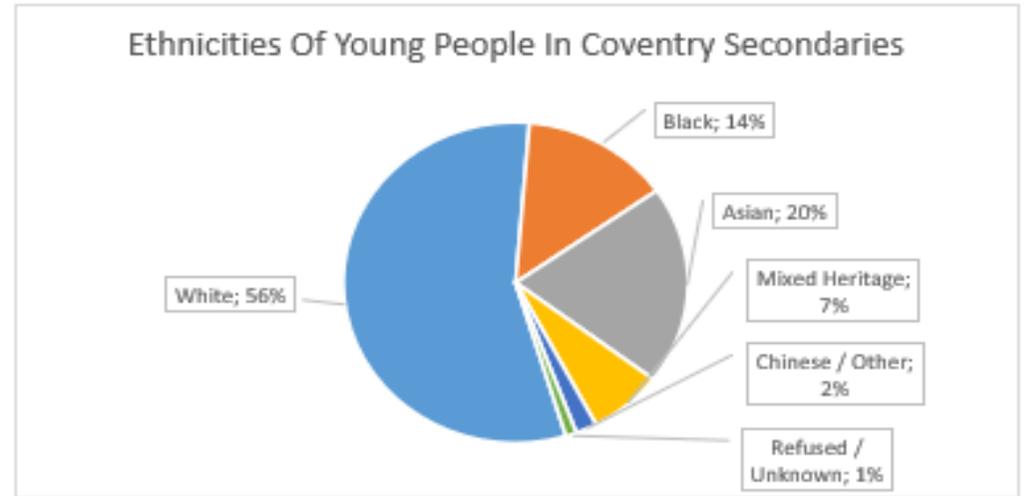


Table 11: Ethnic profile of young people in Coventry Secondaries

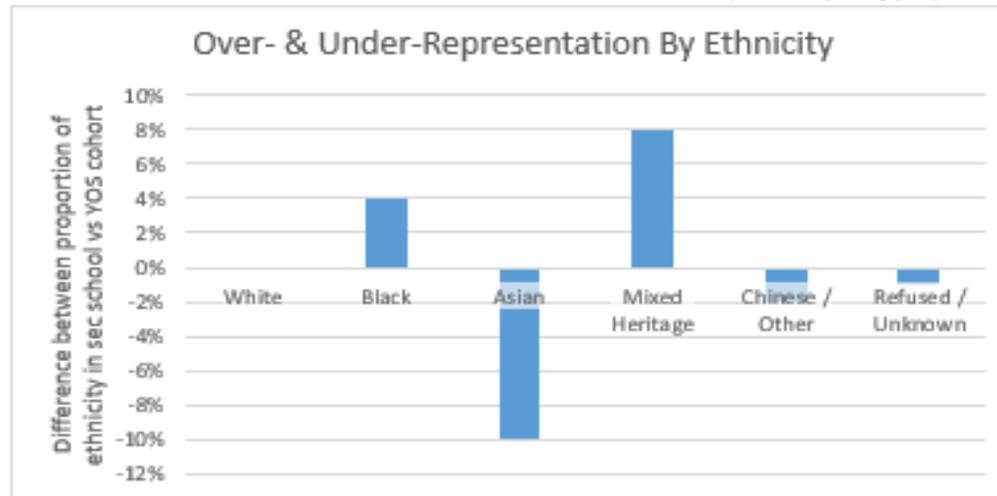


Table 12: Over and Under Representation by Ethnicity as per Table 10 and 11 data

Ethnicity

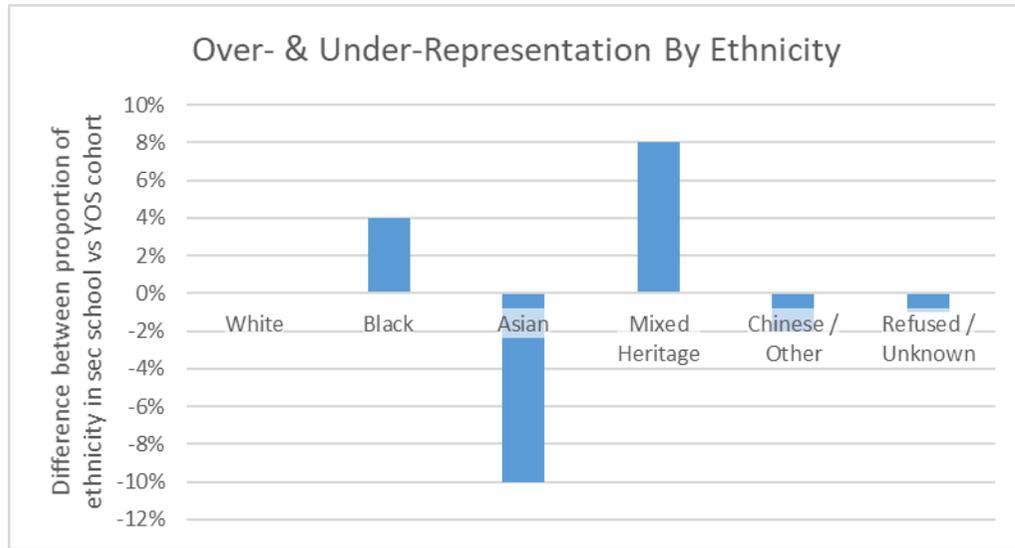


Table 13: Relative representation in custodial sentencing

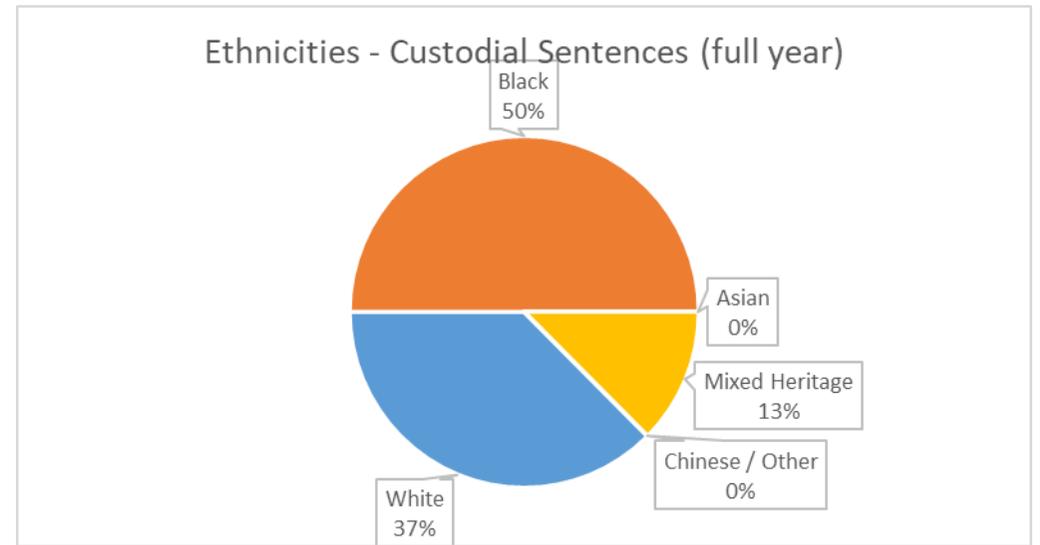


Table 14: Ethnicities of custodial sentences for children - 2021-22

Appendix 7 – Glossary of Terms and Abbreviations

ACE	Adverse childhood experience. Events in the child's life that can have negative, long lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Anti social behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach, it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child Looked After, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at

	home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a young adult is transferring to the adult probation service.
YJS	Youth Justice Service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a child first approach
YOI	Young offender institution