

Foreword from the Chair of the Management Board

I am passionate about improving services for children and families. I am proud that we have been rated as a 'Good' authority in our Ofsted Inspection published in August 2022 and rated 'Outstanding' in our Youth Justice Inspection published in February 2023. This reflects the hard work and ongoing 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 center of what we do in Coventry.

We continue to be committed to our One Coventry approach, particularly around our responses to tackle issues like exploitation and serious youth violence. As I move into the role as the Interim Director of Children's Services and Chair of the Management Board there are strong foundations in place, and I recognize we have much to applaud:

- improved mechanisms for child feedback
- sustained reductions in first time entrants
- and, only one custodial sentence in the last year.

However, the improvement and development journey must continue. This Plan builds on the development of the last two years and has seen a comprehensive partnership and service analysis be undertaken. This analysis has informed the ratification of a new vision and priorities for the youth justice partnership in Coventry. The improvement and business plan outlines how the partnership aims to continue to progress against each of the ten priorities and respond to the recommendations within the recent HMI Probation Inspection.

The coming year will see challenges in sustaining these successes in the context of an increase in weapon offences for children, the high level of need for children in the Youth Justice System, and the increasing governance requirements by the Youth Justice Board.

Across the last two years we have highlighted that there is evidence of very effective diversion work, though regional policing inspections and reports have highlighted that there is also a need to improve 'investigating crime' by West Midlands Police. A regional Policing Change Programme is now in effect and, though increasing local accountability is welcomed, it is paramount that responses to children remain Child First.

The last year has seen the launch of 'Child Friendly Cov' and the partnership commitment to: *'We want Coventry to be the best place in the UK for children and young people to live and grow up in.'* As a partnership in Coventry, we continue to be proud of our achievements and continue to believe that together we can continue to develop Coventry to be a safe, great and enjoyable place to live, grow and work



Neil MacDonald

**Interim Director of Children's
Services and Management
Board Chair**

Service Lead – Nick Jeffreys

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Executive Summary

This plan builds on the work from 2021-23 Youth Justice Strategy and Plan. The 2023-25 Plan outlines a new set of priorities and an updated vision for Youth Justice Services in Coventry for a two-year period. This plan provides an updated picture on the work of the last year and reflects that, while the recent HM Inspectorate of Probation Single Inspection saw an overall 'Outstanding' judgment, there remains much to do and a need to ever evolve in line with the needs of children, families, and victims of crime. The plan is presented using the template mandated by the Youth Justice Board¹. It further outlines: how we continue to engage/work collaboratively with children, families, and victims of crime; governance arrangements; partnership resourcing into the Service; our performance against key priorities; a youth justice analysis, 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 and learning areas identified through our recent inspection.

2022/23 Key achievements and headlines

Overall 'Outstanding' Judgement in a Single HM Inspectorate of Probation



No new children received a custodial sentence



Ongoing concerns around exploitation and weapon possession by children



Continued disproportionality work and increased access to community based mentoring



A workforce who are bringing exciting ideas, but a need to increase team and Management Board diversity

Increased health capacity within the team and appointment of a Speech and Language Therapist



Improved mechanisms for child led Service change - *Through Our Eyes*



City investment through the Community Initiative to Reduce Violence



The Plan outlines that Coventry Youth Justice Service is working with a vulnerable and traumatised group of children whose needs are extremely high and who thus present a significant challenge. The last year has seen much work to reduce the use of custody, but we have seen an increase in violent offences and weapon possession. Children in the YJS are over-represented in having learning needs, more likely to have been permanently excluded and/or have had a disrupted education, likely to have been a victim of exploitation, and we continue to see an over-representation of mixed heritage boys particularly. To appropriately tackle these issues, we need: children leading steps for change, we need a focus on the 'family' given we know children are highly likely to have experienced significant childhood trauma, a diverse and skilled workforce, and a city approach to delivering a trauma informed system and priority to preventative activity. The improvement and development plan outlines, against the new ten priorities, how we seek to address these trends and findings.

¹ Youth Justice Board - <https://www.gov.uk/government/publications/youth-justice-plans-guidance-for-youth-justice-services/youth-justice-plans-guidance-for-youth-justice-services>

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 outline an updated vision, priorities, and strategy for 2023-2025. The Plan follows a mandated template by the Youth Justice Board. The plan includes an updated analysis, building on the city's serious violence strategic analysis, what has been achieved against the priorities, and the next steps through an updated business and improvement plan. The improvement plan 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, 10 new national key performance indicators:

1. The percentage of children in the community and being released from custody with suitable accommodation arrangements.
2. The percentage of children in the community and being released from custody attending a suitable ETE (education, training, and employment) arrangement.
3. The percentage of children who have an identified SEND need, are in suitable ETE and have a formal learning plan in place for the current academic year
4. The percentage of children in the community and being released from custody with a screened, or, identified need for an intervention to improve mental health or emotional wellbeing; and of that the percentage of planned/offered interventions; of that percentage of children attending interventions
5. The percentage of children with a screened or identified need for specialist treatment intervention to address substance misuse; and of that the percentage of children with planned or offered intervention/treatment; and of that the percentage number of children attending intervention/treatment
6. The percentage of out-of-court disposal interventions that are completed/not completed
7. The percentage of victims who consent to be contacted by the YJS, and of those, the percentage of victims who are engaged with about restorative justice opportunities, asked their view prior to out-of-court

² Definition of diversion as per YJB doc

disposal decision-making and planning for statutory court orders, provided information about the progress of the child's case (when requested) and provided with information on appropriate services that support victims (when requested).

Of these 7 indicators, we have set local aspirations that these are all met at a 100%.

8. Monitoring senior partner representation at management boards, and monitoring if partners contribute data from their individual services that identify areas of racial and ethnic disproportionality.
9. The percentage children who are currently on either an Early Help (EH) plan; on a child protection (CP) plan or classified as Child in need (CiN) or have looked-after status.
10. The rates of children convicted for a serious violent offence on the YJS caseload.

Additional to this, there are several local agreed performance indicators that are aligned to the priorities within the plan and evidence positive outcomes for children, young people, and victims of crime and/or the mechanisms to achieve this, namely to:

- Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.
- Reduce racial disparity for children in the youth justice system.
- Reduce permanent exclusion rates for children in the youth justice system.
- Improve ETE engagement and attainment for children in the youth justice system; we have made a commitment as a partnership that children in the YJS will be supported to achieve at least a level 1 qualification with direct access to the workplace or a level 2 qualification.

The HM Inspectorate of Probation Single Inspection completed in November 2022 and published in February 2023³, saw the Service receive an overall 'Outstanding' judgement describing the Service as 'exemplary'.

This plan will outline that there is much work to do, and the inspection report made five recommendations, including that steps should be taken to

continue to try and make the workforce and Management Board more representative of Coventry and improve the overall management for the highest risk children; though, it was recognized, as this document will outline, that the Service operates in a challenging inner-city environment.

To ensure a robust and evidence-based plan is presented, a comprehensive service analysis has been undertaken involving the partnership, service user and team collaboration; these activities have formed the development of the analysis, priorities, and improvement plan.

This plan has been written with explicit consideration to alignment to the Youth Justice Board's Strategic Plan 2021-24⁴, existing service plans and strategies across the city, and the 2022-30 One Coventry Plan 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.



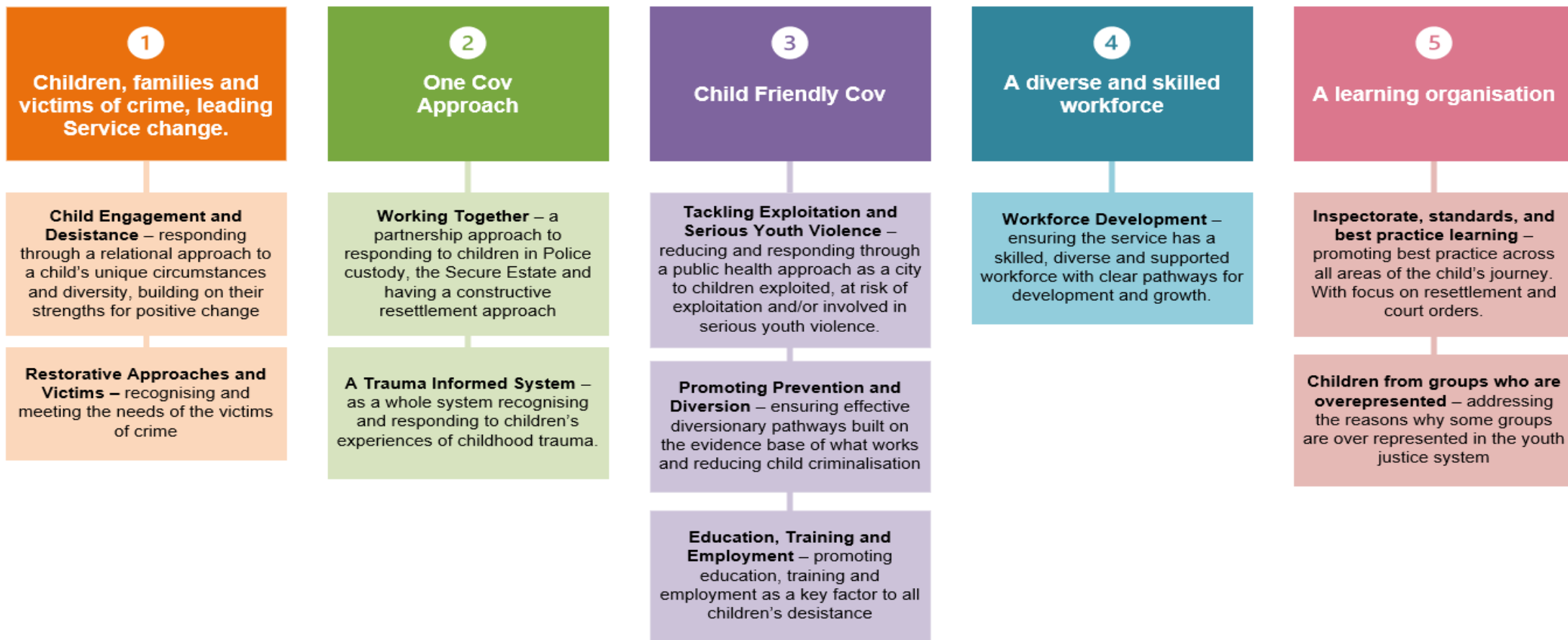
³ <https://www.justiceinspectorates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2023/02/An-inspection-of-youth-offending-services-in-Coventry.pdf>

⁴ www.gov.uk/government/publications/youth-justice-board-for-england-and-wales-strategic-plan-2021-24

CYJS Vision and Priorities 2023-2025

‘One Coventry: Together children and families are at the heart of everything we do’.

CYJS’s vision embodies the wider Children’s Service’s Vision (above) 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).*



Local Context

Just over **one-fifth** of Coventry's population, or **76,366** (22.2%) are children and young people under the age of 18 years.

This is slightly higher than national (England) rate (20.8%) and regional (West Midlands) rate of 21.7%, but lower than the metro area (West Midlands Combined Authority) rate of 23.8%.

Of Coventry's children and young people population:

- 20,278 are under 5
- 26,420 (aged 5-10)
- 21,614 (aged 11-15)
- 8,054 (aged 16-17)



In the 2021 census, 119,075 (34.5%) of Coventry's full population identified as people of minority ethnic backgrounds. According to the latest school census, **57.3% of Coventry's school children are from a Minority Ethnic background**, up from 53.1 in last year's plan.

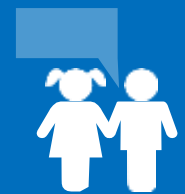


- 6 children were living in a privately fostered arrangement
- **1490 early help assessments were completed in 2022**
- **489** children are supported by a child protection plan
- **1996 children in need**
- **756** are children in care
- **617** care leavers



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

- In primary schools is **35.9** (previously **34.4.3%**)
- In secondary schools is **33.8%** (Previously **32.5%**)
- In special schools is **27.3%** (the national average is **28.6%**)



As of January 2023, comparator January 2020

The proportion of children entitled to free school meals:

- In primary schools is **27.1%** (previously, **17.1%**)
- In secondary schools is **27.3%** (previously **19.2%**)
- In special schools is **46.3%** (previously **41.3%**)



As of January 2023, comparator January 2020

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

These figures include **51** academies and **4 free schools**.

Children's Services rated as 'good' by Ofsted in August 2022, following an inspection in June 2022



% Of care leaver ETE figures aged 17-20 is 60.1% compared to 49.8% in 2021/22.

Compared to Statistical Neighbours **55.2%**, and England average **58.4%** (2021-22)



For the 12 months up to 31/12/2022, the top referrer to Children's Services was the: Police (29%). The top three presenting needs were domestic abuse (17%) parental support 14% and emotional abuse 10%



Coventry is on a relatively small footprint (98.65 km2) and with an estimated population in mid-2021 of 343,320 residents; this makes Coventry the 9th largest city in England in terms of population.



MASH

contact timeliness is **98.9%** compared with **98.6%** in 2021/22



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 (40%) of Coventry children live in low-income families (after housing costs, End Child Poverty 2021/22).



65 Unaccompanied asylum-seeking children (as at end December 2022)



Sources: The data within this page has been provided by the Data Team for Children's Services and Education; additionally, unless identified to be from another source route, the data contained within this document has been provided by said team.

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 needs, abilities, 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 because of structural inequality.

2. *Promote children's individual strengths and abilities 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 vision and priorities have collaboration, celebrating diversity, taking a whole systems approach, and addressing inequalities (including structural) at the centre. Our focus on trauma informed practice evidences our commitment to working relationally. We aim to empower children through building on their strengths in prioritizing relevant access to education, training, and employment, key to facilitating pro-social identity change.

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

Our commitment to this is demonstrated through our collocative approaches for child led service change (outlined in the next section); additionally, we recognise this commitment must be city wide as outline in the 'Child Friendly Cov' (see page 16) campaign in realising Coventry as a place where children and young people feel valued, supported, and enjoy themselves.

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

YOUTH JUSTICE PLAN 2023

1.0
To put you and the victims at the centre of what we do...

Engagement and desistance

Restorative Justice

2.0
Everyone in Coventry working together to make a difference

Working together

3.0
To help you to avoid getting into trouble again, and to build a safer community

Tackling Exploitation & Serious Youth Violence

Education Training & Employment

4.0
To make sure we have a great staff team to support you

5.0
CYJS wants you to feel comfortable to be open and honest about your experience

Staff team

TRUST



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. These activities have led to the creation of a Child Friendly YJ Plan – see appendices 4.

Through Our Eyes

Started in 2021/22, a quarterly feedback group led by a local charity, Guiding Young Minds, the Exploitation Team (Horizon) 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. Over the last year, the group have functioned as a 'shadow board' to the YJS Management Board with a standing agenda item; feedback to the Board have been delivered by video, written evaluation and a young person attending the Board to give direct feedback.

This is a space to gain feedback and get children's input into the service, along with having discussions on wider topics such as 'Stop and Search', Police, and Criminal Exploitation. A total of 18 young people attended the Through Our Eyes sessions from April 2022 to March 2023 with a varied mix of ages, ethnicities, and genders.

This year's activity built on the initial self-assessment to service change and development, namely:

- developed a child-friendly meeting space for appointments with CYJS and decided on a new name for the space, 'Vibez Suite'. This room contains activities, drinks, snacks, cushions, lights, canvas on the walls, sofas etc. One young person also did a 'Vibez Suite' piece of art which is displayed in the room and on the door of the room.
- created their top 10 'Professional Standards' they would like to see in their CYJS workers. Some of the key values they chose were 'Non-judgmental – don't judge me for my mistakes', 'A good listener – I want to be heard, and 'Understanding – they listen and take things on board'.
- Reviewed the End of Order Q&A process to ensure that this is a meaningful task for the children, and that allows for the most honest feedback to improve the service. They gave their feedback on the

Voice of the Child

questions that should be asked to young people when they complete their order, and what the document should look like.

- Completed a session of child exploitation and serious violence that has helped form the city's Serious Violence Duty Strategic Needs Assessment.
- Engaged in a session on the Youth Justice Plan and priorities, creating an info graph of their experiences; this is an ongoing piece of work.



For the Plan

In May 2023, 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: the importance of having someone who cares and listens, doing what we say we are going to do, not wanting too many people involved, the value of therapeutic support, and making sure YJS work with colleges/schools to ensure appointments are sequenced. The feedback highlighted that children were positive around their relationship with workers, albeit some children fed back they would prefer shorter sessions/less off them, though it is recognized that this sits in a context of ensuring adherence to court directed community conditions and contact frequency is congruent with worries for and around the child.

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 proper (as assessed by the YJS Officer)⁵ eased 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 and has been redesigned following suggestions from the Through Our Eyes review. The document looks 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.

Over the last year, 23 children have been put forward 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 (Viewpoint) in replacement of the sessions. Feedback through these sessions reflected: strong relationships with team members that counted initial worries of being judged; that staff were committed, caring, and not feeling judged; and children offered reflections to other children in: *"Be open minded about the Intervention. For me it turned a negative experience into a positive outcome," "Be honest and let the workers help you," and "Think before you act."* Although most children said there were no changes that they would make to improve the interventions, they offered feedback about some of the difficulties they had during their time in police custody, and delays and understanding of being referred into CYJS; this has led to relevant actions in the improvement plan and supported the inclusion in the 'Working Together' priority.

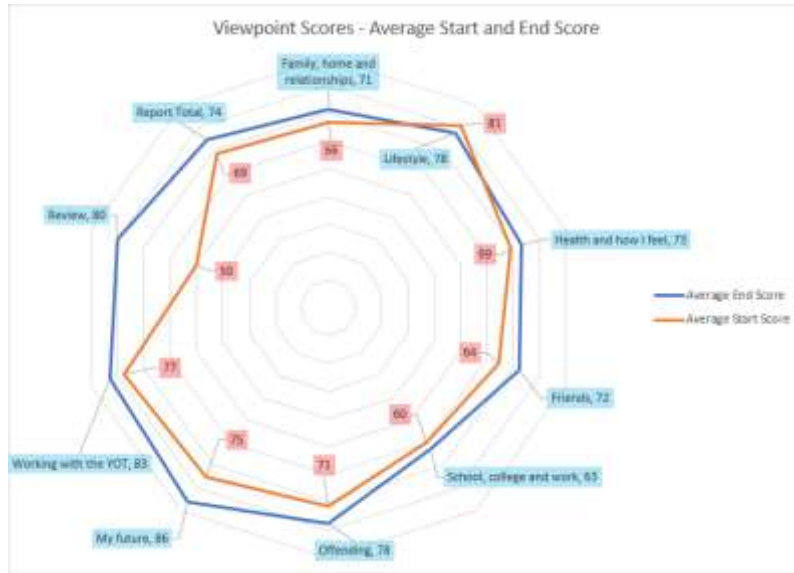
Viewpoint Analysis

Viewpoint self-assessments were completed with 115 children across the last year; the self-assessments replace that within the AssetPlus Assessment Framework and enable aggregated feedback at a service level.

⁵ For example, a child who finds it difficult to meet new people.

Voice of the Child

The cohort was demographically reflective of the Service and highlighted positive distance travelled from start to end self-assessments with the exception to lifestyle:



The lifestyle question check reflects on issues like substance use and the reduction may reflect that the child is able to be more honest due to the relationship built with their worker, which is supported by the distance travelled in the 'my future' section.

Parent/Carer Voices

This year has seen the development and progression of a parenting peer support group, named: The Friendship Group (see Section 12); in May 2023, this group gave feedback on their experiences and what change they would like to see to the YJS Operational Lead and Partnerships Police Inspector. While feedback around the Youth Justice Service individual practitioners was positive, there was much to consider around how services needed to respond differently:

- To children at risk of entering the youth justice system with neurodiverse needs, particularly in the context of arrests.
- How the experiences of appropriate adults can be daunting, scary, and sometimes confusing.

- There are too many people in my life, and it is more important to have one reliable and consistent person.
- That support needs to come earlier and through the approach of listening, not telling.

In response to this feedback:

- we have codeveloped with a parent a new Appropriate Adult support leaflet and awareness video of their experiences.
- we will explore how to expand the peer support group across other teams to ensure this support is offered earlier
- and the wider family valued programme within Children’s Services will support the journey of working more collaboratively.

Recruitment

CYJS has over the last year continued to work 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.

What’s Next – 2023-24:

The last year has seen the benefits of an explicit 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; this is detailed within the improvement and business.



Photos of the Vibe Suite

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 recently been outlined in the 'Independent review of children's social care' and partnership arrangements applauded within the recent HMI Probation Inspection into CYJS.

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. This results in the CYJS Team sharing an office with the local Exploitation Team (Horizon) supporting strong multi-agency working to tackle issues around serious youth violence and exploitation. The office site is in the heart of the city centre, which includes co-location with the Children's Services Senior Management Team, Children in Care Service, and the Multi-Agency Safeguarding Hub. CYJS benefits from other delivery sites through the city's 8 Family Hubs and access to other safe spaces in the community. The full staffing structure showing (appendices 2) details of the staff roles in the YJS and the reporting arrangements for the Head of Service.

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 2023 - Crime Prevention and Tackling Crime - I am safe and protected from the impact of crime
- Police and Crime Board – 2023 Priorities – 'Reducing re-offending and harm' and 'exploitation and youth violence' – 2023
- Schools Violence Reduction Strategy and Plan– 2020-2029
- Safeguarding Children Partnership – Priorities 2023-2024 - 'Exploitation'
- Health and Wellbeing Board – Health and Wellbeing Strategy 2019-2023 – 'Children and young people fulfil their potential'
- Safeguarding Adults Board - Priorities 2022-2023 - To be assured that safeguarding is underpinned by the principles of 'Making Safeguarding Personal' and that adults are supported to achieve the outcomes that they want.
- 2023-33 Drug and Alcohol Strategy – 'break drug supply chains'

These cross-cutting agendas 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, 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, Head of SEND⁶ and Specialist Services, Service Manager for Positive Choices (Substance Misuse Agency), 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), Chair of the Coventry Youth Partnership and Early Help Manager for Children's Services, and as required attendance from relevant Secure Estates, and agencies as required for updates. The Board is well supported by the Youth Justice Board and has regular attendance from the Regional Head of Oversight. 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 the Annual Youth Justice Plan
- Assigned Board Sponsors for all the priority lead areas and relevant section of the improvement and business plan, which is reviewed each quarter.

Local Influence - Serious Violence Duty:

The Serious Violence Duty⁸ within the Police, Crime, Sentencing and Courts Act 2022, requires local authorities, the police, fire, and rescue authorities, specified criminal justice agencies and health authorities to work together to formulate an evidence-based analysis of the problems associated with serious violence in a local area, and then produce and implement a strategy detailing how they will respond to those issues. For Coventry, this has seen the formulation of a Serious Violence Board absorbing the activity from the 10 Year (2020-30) Youth Violence Prevention Strategy; a partnership owned strategy to function as a One Coventry response through a Public Health approach to the issue of youth violence. 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 &



⁶ special educational needs or disability

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>

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



Governance, Leadership and Partnership Arrangements

Community Navigator. A strategic needs assessment has been completed for Coventry and the recommendations from this will be governed through the Board, with this plan offering a specific focus on youth violence and the analysis of this.

Child Friendly Cov:

Child Friendly Cov⁹ is a Children's Services led campaign to ensure that Coventry is a child and young person friendly city - a place where children and young people feel valued, supported, and enjoy themselves. This launched in February 2023 and is leading to many progressive changes starting with a: a child and local supporter designed – 'Our Child Friendly Cov' pledges:



Child Friendly Cov embodies the principles of Child First in recognizing children as experts in their experience, the need to recognize children as children and the aspirational approach in that: *'We want Coventry to be the best place in the UK for children and young people to live and grow up in.'*

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:

- Serious Violence Duty Board
- Criminal Justice Liaison and Diversion Strategic Board
- Child Exploitation Board

And, through a rota across regional Youth Justice leads:

- West Midlands Strategic 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, named the Youth Improvement Board as an arm of the Criminal Justice Board; this has enabled 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.

Partnership and Secondment Arrangements:

The Local Authority is represented by the Director of Children's Services (Chair) and Strategic Lead for Help and Protection. These arrangements have 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
- and, 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
- Due to significant workforce pressures within Coventry Probation, CYJS has not had a seconded Probation officer since August 2022.

⁹ <https://www.childfriendlycov.co.uk/>

Governance, Leadership and Partnership Arrangements

As of May 2023, YJS have an advert for an interim officer through the City Council and Probation have a Youth Justice advert for an interim Seconded Probation Officer to YJS. These measures remain under constant review, and it is a Board priority for the role to be filled.

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 successful funding bid to the Youth Endowment Fund for the Coventry Community Initiative to Reduce Violence (CIRV) 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 are jointly managed and will be reviewed with the publication of revised guidance expected to be published this year.

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 Partnership NHS Trust (CWPT) is represented by the Associate Director of Operations, Mental Health Services for Children & Young People. CYJS continues to benefit from currently hosting two full-time highly specialist mental health practitioners. Clinical supervision is offered via CWNHST. These relationships have proven effective in:

- Supporting the embedding of Trauma Informed Practice through facilitating formulation meetings, consultation meetings, direct work, and team wide training.

- Screening all children for health needs open to YJS
- A successful funding bid and the appointment of a Speech and Language Therapist into YJS since August 2023 (0.6 full-time equivalent)
- Overseeing and ensuring appropriate Health resourcing into the Service, the secondment and working arrangements.

The ICB and YJS have worked closely in developing the Trauma Informed Recovery Support (TIRS) Framework, now named Positive Directions- see Section 7.

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

These relationships have proven effective in:

- Ensuring that pathways for ETE are explore and monitored for all children in the youth 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.



Photos from the parent 'friendship group'.

Governance, Leadership and Partnership Arrangements

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 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 considered 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 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 Section 12.

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/yots2/1arsemircju1df4hdy7b24?lang=en&a=1&p=57921336&t=21098815>

Board Development

Board Priorities

Following an external Management Board review in 2021 (see 2022/23 Plan), in 2022, a review of the Youth Justice Board guidance for 'youth justice service governance and leadership'¹² was undertaken. This was led by the Members from Probation, Community Safety, and the Violence Reduction Partnership. The review involved reviewing the vision, objectives, chairing arrangements, and overall functioning in line with the new guidance. This led to the introduction of a new memorandum of understanding, terms of reference and vision/objectives for Board, which are as follows:

Vision:

The Board will champion the delivery of youth justice services in Coventry through multi-agency approaches which aim to reduce offending and safeguard victims. The Board will be a place to challenge and seek accountability from the membership applying a child centered focus to improve outcomes for children across the city.

Culture of the Board:

1. To champion the needs of children in Coventry within, or at risk of entering, the criminal justice system.
2. To create a safe space to challenge others in a constructive way to ensure the needs of the child are being met in line with the YJB guidance
3. To create a problem-solving mindset where members work collaboratively to make progress
4. To respect all board members as having equal status and support one another to feel empowered to raise issues that can support the delivery the vision and objectives.
5. To ensure discussion is purposeful and achieve an outcome with actions

clearly described and expectations understood

6. To focus on delivering the strategic objectives to determine if outcomes are being delivered across the system and maintains a strategic focus.
7. To promote a 'One Coventry' approach by bringing expertise from other Boards in the City and marrying together common goals and objectives.
8. To be an ambassador for the Board at relevant meetings/projects throughout the city
9. To maximize public and stakeholder trust and confidence in the delivery of Youth Justice Services

Objectives:

- Amplify the voice of the child (service users/victims) and facilitate their contribution to the proper functioning of the board, whether that's through a third party, through written word, spoken word or other suitable means.
- Improve the Board understanding of Trauma Informed Practice and why this is important to achieving the right outcomes for children. Promoting decision making with a child focused lens.
- Actively respond to and address disproportionality within the youth justice system with particular consideration to the needs of Black and mixed heritage boys, given the current local overrepresentation regarding custodial sentences.
- Identify emerging themes and assess the City's readiness to address these, focusing on a multi-agency response (e.g., County Lines).
- Routinely compare Coventry YJS Board with equivalent services elsewhere in the West Midlands/England, with a view to openness, honesty, and continuous improvement
- Identify best practice identified through HMIP Inspections and incorporate it. Review and challenge the functioning of the Coventry Board against these criteria.

Board Development

It also saw the introduction of Board Sponsors for the ten priority areas (example below) following the 2022/23 Plan and an agreement on what this role involved:

- actively having oversight of that the progress of the priority and any challenges
- representing that priority at the Management Board
- offering high support and high challenge as needed
- and, as part of above, committing to meeting with the priorities practice lead at least every 6 months.

The review led to an agreement to commit, for an interim period, additional Data Analyst capacity to develop a new Board Data Dashboard and Education Dashboard that are now reviewed each quarter, enabling: an improved headline dataset that is more accessible to new Board Members; a recognized previous area of development.

Review of Chairing Arrangements

The mentioned review resulted in exploration of an independent chair, which has been undertaken over the last year. While there was a commitment from all statutory partners to co-fund a chair, following the HMI Probation inspection in November 2022 and the identified progress that had been made through the outlined changes, it was agreed in 2023 that the Director of Children’s Services (DCS) remained the most suitable chair. At the point of writing this, the DCS will be leaving the authority in July 2023 and a handover to an interim DCS chair has been completed.

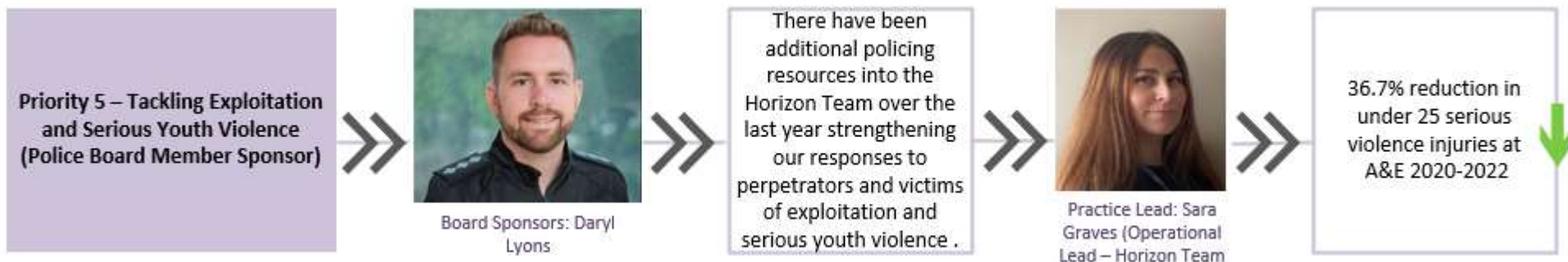
This arrangement is in place due to the appointment of a new chief executive and the appointment of a long-term post will be progressed after the summer. Consideration was given to the Police representative, but West Midlands Police are undergoing a new change project following appointment of a new chief of police.

Further Development

More generally, Management Members continue to meet the team through quarterly Team Half Days, with a whole Service/Board event undertaken in November 2022. This saw a collaborative review, facilitated by an external youth justice expert, on our vision and priorities to reflect on how these are realized at an operational and strategic level. This saw volunteers, Board Members and the team engage in a tabletop exercise in groups to reflect on what this meant for them.

There is a Service bi-monthly YJS Bulletin that has contributions from Board Members and the team, with the bulletin enabling YJS updates and news to be shared across the partnership through Members; this

The last year has continued to see Board proactively supporting YJS agenda; for example, the appointment of a Speech and Language Therapist and readiness for the Community Initiative in Violence Reduction (see Section 12) led by the Police Board Member (below). The arrangements for Board Sponsors and Practice Leads have strengthened the interconnection between the strategic vision and the operationalizing of this.



Progress on the previous Plan

The 2021-23 Plan outlined the 10 priorities. The improvement and business plan outlined actions per each priority and updates will be provided identifying key achievements, what is outstanding (why and what will be done), and progression against the aligned 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, we have seen:

- Creation of a developmental collaboratively developed video on children's speech, language, and communication needs.
- Formation of a parent peer support group, named: The Friendship Group and development of a promotional video to help with 'myth busting'
- Continued work around the information available to children and families in police custody.
- Further progress of peer and community mentoring through the Community Initiative to Reduce Violence (CIRV) (see Section 12)

Section 4 demonstrates the steps to increase child engagement across the last year. There continues to be ongoing work to identify sympathetic employees as an ongoing piece of work and the national Youth Justice Degree Apprenticeship becomes available this year

2. Restorative Justice

CYJS has continued to meet the Restorative Justice Council's¹³ marker as a restorative organization, which acts as an external accreditation of our approach. YJS continues to have lead restorative justice practitioners and will contact all victims where consent has been given. Feedback from victims continues to remain positive (outlined in Section 9).

The last year has seen much reparative work, with specific reparation activities across Coventry parks (see images below from Allesley Park). New panel volunteers have also been recruited, which has increased the diversity of panel volunteers; outlined in the workforce appendices (see appendix 2). There are no outstanding actions for this priority

3. Joint Strategic City Planning

The launch of 'Child Friendly Cov' in February 2023 evidence the commitment to the Child First ethos. This builds on the wider Family Valued Programme led by Children's Services to support all partners to work in more relational ways. The mentoring pathway has been extended in the last year to include children at risk of exploitation; the racial disproportionality analysis completed last year showed that children from a Black and mixed heritage background were being exploited and a small number going on to become involved in serious offending behavior. 15 children have also been supported with gym memberships as a means of engagement and supporting positive identity change. As outlined in the performance and priorities sections, the last year has seen the completion of a serious violence strategic needs assessment. We have seen increased Board engagement, detailed in Section 6 that demonstrates we facilitate a strategic approach of high support, high challenge.

Sample photos:
08.03.23 Base Before



08.03.23 Base After



¹³ <https://restorativejustice.org.uk/>

Progress on the Plan

4. Trauma Informed Practice

Positive Directions (previously named the Trauma Informed Recovery Support System Framework) TIRS)) has been operationalized and at the end of the year were ready to take new referrals. The funding is the NHS's response to the Long-Term Plan¹⁴ commitment of investing in additional services for children and young people with complex needs. The aim of the project is to provide child led, strengths based, trauma informed intervention to children at risk of entering the youth justice system. The project 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

These junctures have been agreed based on the local Child Exploitation and Assessment of Extra Familial Risk Commissioning Strategy that was completed to inform the project operationalizing.

As detailed in Section 5, this funding has seen the appointment of a Speech and Language Therapist since August 2022.; this is in response to the SEND Inspection 2019¹⁵. Since appointment, 27 referrals for children and young people have been received; 26 assessments of the children's communication skills were conducted (1 declined assessment) and 3 children received direct intervention on their speech and language skills. The referrals consisted of 24 males and 3 females. As well as Targeted and Specialist support being conducted, support and advice has been carried out at a Universal level. Training has been delivered to YJS staff, to Council staff at a professional forum, to the Liaison and Diversion team and to Management Board. Documents have also been amended to be more 'communication friendly' and an easier read for the children in the service. The Service's RISE capacity has



increased to two full time equivalent secondees (Highly Specialist Mental Health Practitioner) and an addition Service Manager who has supported in greater oversight and YJS/CAMHS interconnectivity. The increased operational capacity has meant an increase of 71 referrals to 179; see the Performance Section for exploration of this.

The previous year saw 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 model¹⁶, but provides greater flexibility to meet the needs of children than. This local approach has been undertaken due to the challenges of achieving consistent psychologist input, as outlined in a recent national evaluation of ECM¹⁷. The IMACC approach was undertaken to enable the practice to become usual business and in recognition of the local resources consistently available, but with Board recognizing that the approach needed to be evaluated to evaluate impact and value; this year has seen the embedment of this approach and year will see an impact evaluation undertaken.

Whole team development on trauma informed practice has continued with a further 7 undertaking the trauma informed practice - effective practice award by Unitas¹⁸. We have also seen a development in the Service's access to Family Therapy with a consultation lead being available to support the YJS parenting lead to embed systemic ways if working.

In quarter 3's Board, the Board made the decision to the remove actions around EMDR (Eye Movement Desensitization and Reprocessing) and for this to be tracked/developed by RISE to bring back an update when relevant.

5. Tackling Exploitation and Serious Youth Violence

The partnerships (led by West Midlands Police) have been successful in a funding bid to the Youth Endowment Fund to replicate the Community Initiative to Reduce Violence (CIRV), a successful model from Northamptonshire (see Section 12).

The last year has seen the embedment of a local Serious Organized Crime

¹⁴ <https://www.longtermplan.nhs.uk/>

¹⁵ <https://reports.ofsted.gov.uk/provider/44/80456>

¹⁶ The primary model for IMACC is the Trauma Recovery Model (TRM) (Skuse and Matthew, 2015).

¹⁷ <https://www.gov.uk/government/publications/enhanced-case-management-evaluation-phase-one-report>

¹⁸ <https://yjresourcehub.uk/training-and-workforce-development-resources/item/912-trauma-informed-practice-effective-practice-award-july-2021.html>

Progress on the Plan

and Exploitation (SOCEX) team that has seen additional policing resources and improving information sharing processes to support in tackling exploitation; the Youth Crime Officer attends a daily triage meeting where any instances or issues involving children can be discussed/action planned. These activities have supported in a monthly intel sharing pack led by the Horizon Team and monthly updates on National Referral Mechanisms.

The point of arrest intervention offer has continued from last year (funded by the Violence Reduction Partnership) and expanded: St Giles, Positive Choices, and offers through the Coventry Youth Partnership. Positive Choices are now delivering a mentoring offer for children identified as minimal risk of exploitation. Referrals are reviewed and tracked by the Partnerships Police Team, and this has seen 237 referrals (76 Positive Choices, 70 St Giles) made to voluntary, social enterprise and the community sector in the last year.

A review of the Youth Offender Management offer has been undertaken and the team has expanded to offer support to children at risk of becoming involved in serious violence and gang activity.

The last year has seen the embedment of the Child Exploitation Missing Operation Group (CEMOG), which focuses on the disruption of locations and perpetrators continues. In the last 12 months, initiative-taking action has been taken against 34 locations through partnership working with licensing and housing to achieve closures, warnings, and other action.

The Safeguarding Partnership has led on responses following an exploitation learning review undertaken last year. This has led to the following changes:

- an updated suite of exploitation awareness raising resources pack
- an improved method of recording decision making for decision to move children between Child Protection, Child in Need and Early Help services
- specific training on the role of fathers in social work assessments
- learning considered in the new Early help Strategy with a specific education outcome group
- finalizing of the latest Coventry Safeguarding Children's Partnership Exploitation Strategy 2022-2024

The Serious and Organised Crime Joint Action Group (SOCJAG)¹⁹ continues to have a CYJS representative to support action planning in tackling county lines from Coventry into Warwickshire; see Section 9 that details concerns around this. Additionally, the last year has seen cross border mapping meetings across the West Midlands given some of the issues around serious youth violence seen across the region and to understand any local interconnectivity; the coming year will see this leading to thematic based intel products for YJSs across the region. Section 9 details an up-to-date picture on trends for exploitation and serious youth violence. This evidence a positive reduction in the most 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, an increase in violence as the main offence type, overrepresentation of children permanently excluded, and that there remains much work to address racial discrimination within the youth justice system.

6. Promoting Prevention and Diversion

In February 2022, a diversion pathway was 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 where consent has been given and aims to support a reduction in racial disproportionality. 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. 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. The intake through the pathway saw 10 referrals in Quarter 1, but due to staffing pressures within the Service (see Section 5) the project was paused for Quarter 2. Across Quarter 3 and 4, a weekly partnership triage meeting has been introduced to ensure appropriate referrals and ensure sufficient information is available to target the right children. While this has been successful as a process, referrals have remained low and, as detailed in the performance section, there has been an increase in statutory referrals since the start of 2023. Having said this, the Service has seen a declining number of first-time entrants and this evidence the strong Out of Court Disposal work as reflected in the HMI Probation inspection.

¹⁹ <https://www.warwickshire-pcc.gov.uk/working-together/tackling-organised-crime/>

Progress on the Plan

The last year has seen further embedment of 'deferred prosecution' out of court disposals; a conditional pathway to no further action being recorded for children who engage but possible court prosecution where engagement is not successful – see Section 9. The National Standards Section also details developmental work for OOCs.

This year the Ministry of Justice (MOJ) have funded all Youth Justice Services to deliver intervention to children at risk of entering the youth justice system, named: Turnaround²⁰. Locally, this has enabled a strengthen and stabilizing of the piloted youth worker offer of support, delivered through the Family Hubs, to children given first Police only community resolution for a lower-level offence. This started in 2021 and has seen as of February 2023 has seen 78 referrals onto the programme with only 8 not engaging and 6 of those reoffending. While delivery of this was piloted, Turnaround Funding gives opportunity of sustainability and a more robust whole family early help offer with 18 children on the programme by April 2023.

There has been continued collaborative work to tackle violence within schools, as part of Education Violence Prevention Plan; for example, school based and family hub-based sessions like Round Midnight that uses virtual reality story scenarios as an engagement tool; CYJS has supported in the delivery of this over the last year and supported delivery provision by the Partnerships Police Team.



There remains ongoing activity as part of working towards an Arts Mark award.

7. Education, Training and Employment (ETE)

The Schools Violence Reduction Lead, initially an interim role, has now been made permanent and leads on the Schools Violence Reduction Strategy. Section 14 details our response to the HMI Probation Thematic: A joint inspection of education, training, and employment services in youth offending teams in England and Wales. The Management Board has been strengthened in Education representatives with the introduction of Head of SEND and Specialist Services (see Section 6).

CYJS has seen AQA accreditation for relevant interventions completed by children; this supports children to be work ready, improve their CV, and celebrate their academic progression.

As detailed in last year's plan, the Timpson Review (2019)²¹, and local custody reviews, have highlighted the high proportion of children permanently excluded from school within the secure estate.

A sports based mentoring offer has been in the 2nd year for children at risk of permanent exclusion/have been excluded /low school attendance named Chances²²; social outcomes contract commissioning arrangement based on an evidence-based model, and locally delivered by Positive Youth Foundation who work with a national research and technology company (Substance on the programme²³). The last year has seen 155 children on the programme with predominant intervention: football at 28% and 1 to 1 mentoring at 26%. This saw 36 children achieved a qualification, 12 children saw an above 10% increase in their school attendance sustained over three terms and 8 children (where there were concerns regarding offending) have not reoffended, and 8 children have completed a minimum of 30 hours on work placements. The offer has now moved into the third year. The project is supporting reducing disproportionality with 53% from a non-white background and 17% from a black or black British background.

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.

Ongoing work continues to identify sympathetic employers and this activity will continue as business as usual. Section 9 details the outcomes for education and the desistance analysis continues to identify that ETE as one of the most significant factors in supporting desistance.

8. Workforce Development

Activity for Workforce Development is outlined in Section 11.

²⁰ <https://www.gov.uk/government/news/300-million-to-cut-youth-crime-and-make-streets-safer>

²¹ <https://www.gov.uk/government/news/edward-timpson-publishes-landmark-exclusions-review>

²² <https://positiveyouthfoundation.org/2021/03/18/hundreds-of-young-people-in-coventry-to-benefit->

<from-1-25million-sport-and-activity-life-improvement-scheme/>

²³ <https://www.substance.net/feature-pages/about-chances/>

Progress on the Plan

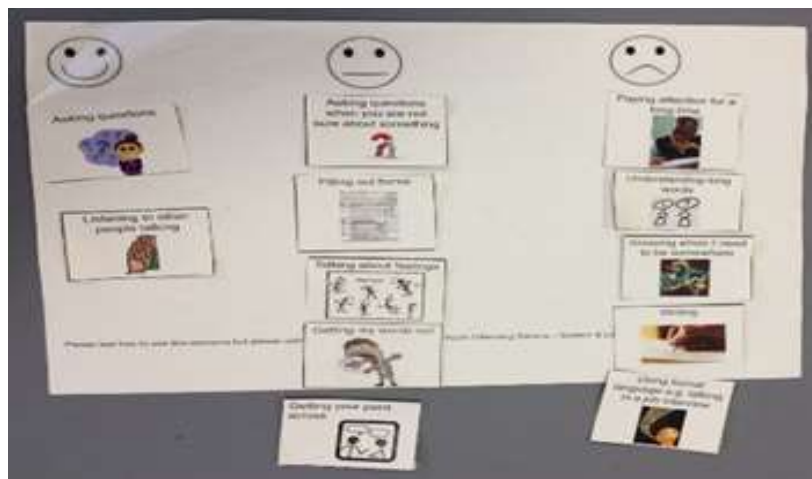
9. Continued National Standard Learning

Section 10 details the steps and actions taken over the last year against the 5 National Standard Areas.

10. Addressing Disproportionality

Each year an Equality Impact Assessment is undertaken alongside the Youth Justice Plan and demonstrates how diversity and equality objectives have been considered through the formation of the plan; this is published alongside the publication of the plan once Council endorsement is achieved.

The Speech and Language Therapist has developed projects to support children with speech and communication needs: one example is Talking Mats, which is a tool used to find out about a young person's feelings, views, opinions, and preferences. It provides a structure to help understanding, reflection and expression and supports the child to be involved in their own goal/target setting, by finding out what is important to them and what they would like to focus on. Talking Mats are usually used at the young person's first appointment with Speech and Language Therapy as an introduction task. This allows them to have a better understanding of the role of SALT and what areas SALT can help with. Bespoke Talking Mats have been created on careers, attributes, memory strategies. Talking Mats have been used as part of the assessment process for 16 children in the service (see picture below).



The last year has seen the continuation of an action plan and a partnership task & finish group in response to the 2021 HMIP Thematic Inspection of the experiences of Black and mixed heritage boys in the YJS²⁴; Section 14 outlines the explicit response to this report and the response to the 2022 HM Chief Inspector of Prisons Thematic – review of outcomes for girls in custody.

We continue to recognise the learning in the Punishing Abuse Report (see Section 12) and wider research through the Young Women's Justice Project²⁵ that the experience of girls in the Youth justice System is different to boys.

There has been a 3.5% reduction in the number of females compared to last year (17.5% 21/22, 14% 22/23), we have committed to ensuring that there is a female specific offer:

- there has been a continuation of our responses to collaborating with girls (last year saw a regional mission statement) in the youth justice system, which has seen Coventry YJS co-lead on the development of a top tips for working with girls
- ongoing work as part of a girl's specific intervention offer.
- there are specialized mentoring pathways for girls at risk of or involved in exploitation through St Giles and SWAG (Supporting Women & Girls Affected by Gang Culture) (see page 47).

As detailed under the prevention priority, CYJS has continued to support early targeted offers for children at risk, with a particularly focus on interventions through sports. A further example of this is the ongoing Levelling the Playing Field locally delivered by several providers, including: Positive Youth Foundation, Aptitude and Sky Blues in the Community²⁶. These early support offers aim to reduce the racial disparity in the YJS by engagement in such activities. Additionally, the Chair of the Coventry Youth Partnership has joined the Management Board to support this interconnectivity at a strategic level and increase Board diversity.

Section 9 outlines an analysis of overrepresented groups (for example, children with speech, language and communication needs, and children in care); the action plan outlines responses to these over the coming year – see Section 14.

²⁴ <https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/>

²⁵ <https://www.ayj.org.uk/young-womens-justice-project>

²⁶ <https://www.levellingtheplayingfield.org/component/content/article/95-levelling-case-studies/140-sky-blues-community-coventry-levelling-playing-field?Itemid=437>

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 14).

The Community Safety Fund was confirmed on 22nd May 2023 by the West Midlands Police Crime Commission (PCC). The payments for services in-kind relate to staffing costs for employees working with the Youth Justice 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 based on the same contribution.

There has been a slight uplift from last year for the Local Authority contribution reflecting the pay award for 2022. Last year CYJS received an additional top up grant, this enabled school-based exploitation work to be developed and delivered, continue an offer of intervention to children given a Police only first-time community resolution via the Family Hubs,

continue staff developmental activities as outlined in the 2021-23 Workforce Development Strategy, one off projects (for example, Round Midnight – see Section 7) and the continuation of an external quality assurance review (see Section 7).

The business and improvement plan 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. This year the YJB introduced a new oversight framework: youth justice system performance – oversight assurance and compliance²⁷ effective from 2023; and the updated YJB Business Plan²⁸. Locally our plan is well aligned with wider system priorities, offers a clear plan for improvement, and will build on the recent inspection outcome/findings.

Workflow Demands

Across 2022/23 there has been a stabilizing of workflow demands, regarding the number of children in the youth justice system. However, at the time of writing, CYJS has seen a return to 2020/21 figures (average of 73). There is no indication to suggest that this is reflective of the impact of the Covid 19 pandemic, but trends will be monitored through the quarterly management board to assess and review for longer-term impact. While some of the increase is accounted for through an increase in a new diversion project, there has been a more substantive increase in out of court referrals. Positively, the city has seen a decrease in first-time entrants, which is consistent with national trends²⁹. To manage this increase, the Service has an interim advert out to support in a temporary increase in workload and are in the process of appointing an additional fixed term post (12 months) due concurrent maternity leave period.

²⁷ <https://www.gov.uk/government/publications/youth-justice-oversight-framework>

²⁸ <https://www.gov.uk/government/publications/yjb-business-plan-2023-to-2024>

²⁹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1054236/Youth_Justice_Statistics_2020-21.pdf

Resources and Services

Invest to save – The HMI Probation inspection in November 2022, complimented the intensity of support to effectively respond to and address children’s experiences of childhood trauma, serious youth violence and exploitation; the Service has put significant focus on the offer to children subject to OOCDS to prevent escalation further into the Youth Justice System that was recognized in the inspection, alongside the integration with the community mentoring sector:

‘In delivery, the out-of-court disposal work was consistently of high quality, achieving a rating of ‘Outstanding’ for each of the four standards. Based on a comprehensive assessment in each case, we saw carefully developed plans which translated into high quality services being delivered to the children and their families. There was a strong, and well-resourced, multi-agency approach to the delivery of the work with children. We were particularly impressed by the work with the voluntary sector addressing issues associated with discrimination and disproportionality through matching of mentors to the children by shared, lived experience or through heritage.’³⁰

Ensuring excellent 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 5) outlines CYJS’s 2023-24 plan for quality assurance activity with broader actions tracked/progressed through the improvement/business plan. Section 10 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: the Workforce Development Section details how team learning, and development is undertaken. Monthly practice reviews provide opportunity to review children where CYJS has not been successfully in achieving engagement, where enforcement action needed to be taken, 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, Speech and Language Therapist, Team Manager and YJS Officers.

Key performance and outcome indicators:

The Management Board monitor specific key performance indicators and outcome measures to review the effectiveness of intervention; these have been outlined within the Introduction and later in the Performance Sections. The Youth Justice Board introduced an additional ten key performance indicators for 2023/24. Additional to this the Management Board have several local indicators that are aligned to the priorities within the plan and evidence positive outcomes for children, young people, and victims of crime and/or the mechanisms to achieve this, namely to:

- Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.
- Reduce racial disparity for children in the youth justice system.
- Reduce permanent exclusion rates for children in the youth justice system.
- Improve ETE engagement and attainment for children in the youth justice system; we have made a commitment as a partnership that children in the YJS will be supported to achieve at least a level 1 qualification with direct access to the workplace or a level 2 qualification.

As discussed under Section 6, the Management Board now have access to an Education Dashboard (education engagement, attendance, exclusion rates and SEND needs) and a Management Board Dashboard (national and key performance indicator data). Monitoring these ensures excellent value by evidencing positive outcomes for children, and victims of crime and/or the mechanisms to achieve this. As outlined in the Performance section, while the 10 new indicators are new, there has been a locally agreed benchmark that the key performance indicators 1 to 7 are achieved at a 100% rate.

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.

³⁰ <https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/coventryyos/>

Performance and Priorities

This section will outline key performance over the last year under the following subheadings:

1. National key performance indicators

- First time entrants
- Use of custody
- Binary reoffending rate
- Frequency of reoffending

2. Additional key performance indicators

- suitable accommodation
- education, training, and employment
- special educational needs and disabilities/additional learning needs
- mental health care and emotional wellbeing
- substance misuse
- out-of-court disposals
- links to wider services
- management board attendance
- serious violence
- victims

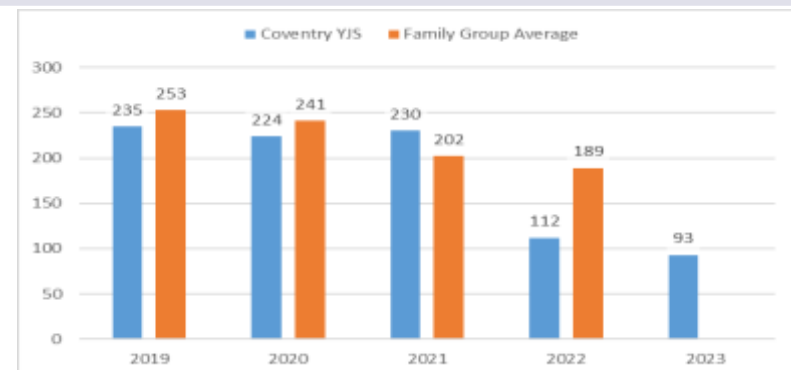
3. Local performance indicators/data

- Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.
- Reduce racial disparity for children in the youth justice system.
- Reduce permanent exclusion rates for children in the youth justice system.
- Improve ETE engagement and attainment for children in the youth justice system; we have made a commitment as a partnership that children in the YJS will be supported to achieve at least a level 1 qualification with direct access to the workplace or a level 2 qualification.

The section will also provide an overview of youth justice data on demographics, disposal profile, and an offence and desistance analysis. The new key performance indicators sit in the context of increase oversight from the Youth Justice Board and increased operational capacity within the YJB to offer operational oversight; this is locally welcomed as it will provide national comparator data sets (not possible with local indicators) and support the sector's development, in turn supporting Coventry in the ongoing development journey.

First time Entrants (FTE)

The FTE rate remained almost flat between 2019-2021, with a significant reduction last year to a rate of 112 per 100,000 from a rate of at around 230 across the three years previous. This year has seen a further decline to a rate of 93. The latest available YOT family FTE indicator for period Jan 22-Dec 22 indicates a rate of 202, an increase from 197 in the previous year. The improving FTE rate is in a context of an increased number of offences and disposals, evidencing the impact of efforts to use diversion pathways³¹ in line with the evidence base of what works. The last year saw the same number of Referral Orders (27) and an increase of one for Youth condition Cautions; there were an additional 8 Youth Rehabilitation Orders.



First-time entrants - Coventry 2019-2023 - rate per 100,000 for children aged 10-17

³¹ 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).³¹ Child First Justice: the research evidence base – full report - https://yjresourcehub.uk/evaluation-library/item/download/1116_220257bdb0ede10d9032a660364ac828.html

Performance and Priorities – 2022/23

Management Board have raised some concerns regarding this low rate and whether this reflects effective work, or improvements required by West Midlands Police in 'investigating crime' identified in their latest inspection (HMICFRS, 2021)³²; this has led to a review in incidents where a child has been a suspect in offence, but no further action has been taken following an investigation being presented in Quarter 3's Management Board. The review found that twenty three out of the twenty-five crime reports were found to be sound investigative decision making by the managing supervisors, the biggest barrier to the prosecution was lack of ancillary evidence from a victim. The exercise highlighted some specific learning points around two cases and on this basis the exercise was agreed to be repeated in 9 months; it is anticipated that the West Midlands Police Change Programme³³ will support improvements and enable greater local accountability of investigation teams that were previously a regional team and resource.

Use of Custody

Continuing the trend of the previous year, there has been a continued reduction in the number of custodial episodes for children; there has only been 1 custodial sentence in the last year, which was concurrent for a child already serving a longer-term custodial sentence and for an offence while in custody. This means the city has not seen any new children sentenced to custody since May 2021 and the use of custody is below the Family Group³⁴ average rate of 0.19 per 1000 children compared to Coventry's 0.03.

The use of custodial remand was slightly higher than the previous year, but 4 of the 5 remands have led to a community sentence; the fifth remains remanded and is now an adult; an analysis of this is presented in the priority section.

Reoffending rate and frequency of reoffending.

We have tracked the reoffending of 19 children whose original substantive outcome (i.e., one that forms part of a person's criminal record) was imposed between October 2021 and March 2022; in all cases, the 12-month monitoring period for reoffending has now expired. 8 of this group reoffended an increase on last year's data (3 for the same period). Having reviewed this cohort there

were limited consistencies in the offence type (from driving to criminal damage to robbery) with 5 being minority white. When comparing this cohort to, non-substantive outcomes none of those children in the same period reoffended. Additionally, the latest national data indicates a reoffending percentage of 14.9% (Jul 20-Jul 21) a significant reduction on the 36.8 (Jul 19 – Jun 20) for the year before that; while we would recommend some caution with this (given the potential impact of Covid 19 Pandemic on these figures) the Family Group Average was 34.5% an increase on the year previous. The number of reoffences was also less for Coventry at 2.13 on average, versus 4.39 for the Family Group; showing for children or young people who do reoffend they commit fewer offences.

The use of breach action for children increased from 21/22 (3) to a total of 10, but this is still lower than the 18 seen in 2020-21. 5 of the 10 were White British, showing that it was not disproportionality used. Breach action is now reviewed through monthly practice reviewed sessions - see the National Standards Section – where engagement methods are reviewed to ensure all alternative routes to further criminalization are explored first.

Additional Key Performance Indicators:

The new indicators were introduced by the Youth Justice Board in April 2023. The Youth Justice Plan must be submitted to the YJB as a grant requirement by 30th June 2023. While the YJB have asked for quarter 1 data, where available, due to the comprehensive partnership consultation to develop the plan (see Section 8) undertaken during Q1 this data was not available to inform this consultation. This section, however, will reflect on the trends from 2022/23 for the new indicators (where available) to support in development of this year's business and improvement plan.

Suitable Accommodation

This has been presented to the Management Board and maintained from when this was previously a key indicator. Across 2022/23, there was a rate of 98%, with the 2% reflective of challenges around the national provision of secure welfare accommodation as mentioned under the 'use of custody' with the mentioned activity will support. It is anticipated that there may be a reduction in accommodation suitability as a new inspection regime begins in supported accommodation for children from 2024³⁵.

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

³³ <https://www.westmidlands-pcc.gov.uk/wp-content/uploads/2023/05/SPCB-23.05.2023-Agenda-Item-5-WMP-Change-Programme.pdf?x59042>

³⁴ The Family Group is the most statistically similar areas across England and Wales as defined by the Youth Justice Board.

³⁵ <https://socialcareinspection.blog.gov.uk/2023/01/06/getting-ready-to-regulate-supported-accommodation/>

Education, Training and Employment

In 2022/23, among CYJS children/adults aged over sixteen, 22% were NEET at the time they completed their intervention a 3% decline compared to 2022/23. However, positively, across all children 85.7% were in suitable ETE at the end of their intervention, an increase from the 84.8% in 2021/22. Children are reviewed through each quarter's Management Board to ensure appropriate support has been implemented to achieve ETE engagement.

Special educational needs and disabilities

Reviewing children open to the Service across 2022/23, 19.1% had an Education, Health, and Care Plan (EHCP) and 65% some form of identified special education needs as identified through their assessment. This represents an increase of 3% and 14% on the previous year, which is likely to reflect that the Service now has a Speech and Language Therapist improving the ability to detect, assess and respond to a child's need. Looking at the ethnicity of children accessing direct SALT support, it was: 61.5% white, 15.5% mixed white and Black, 11.5% Asian, 7.5% white other, 3.5% mixed other. This shows that now 'Black' children were referred, and this will be considered across the team and has formed part of the improvement and business plan.

Overall, the need within the YJS cohort is much higher than the schooling population, which, as of January 2023, had 19.4% of pupils with Special Educational Needs and/or EHCP compared to CYJS's 67%.

Mental health care and emotional wellbeing

There were 179 referrals this year for the Emotional and Mental Health Team (RISE) a significant rise on the 71 in the previous year; this likely reflects the move to screening all children, the increased in last years capacity and the strides the Service has made to be more trauma informed. There were 155 males and 24 females, reflecting a shift to a greater proportion of females. Reviewing referrals by ethnicity, these were in line with the overall YJS cohort. Over the coming year a greater focus on making sense of how ethnicity is further broken down by referral action type, will be undertaken.



Substance Misuse

Rates of referrals across the full year to Positive Choices, rose from last year to 20; however, look at the number of children assessed to be using substances (including alcohol) as a snapshot for Quarter 4, this is 47% and 36% for Cannabis. This demonstrates that the referral rate is not line with use, though engagement with Positive Choices is voluntary. As an action from last year's plan, the Service undertook a review of 20 referrals to the health team to understand if and why referrals for substance misuse have been sufficiently considered, which identified: 5 declined support, 3 were assessed to have too high agency involvement, 4 children had mental health support prioritised and 1 was working with Positive Choices. It was recognised that while both services are voluntary, co-location supports engagement and CYJS now has co-location arrangements (see Section 8) with Positive Choices and an increase is expected in the coming year. Quarterly updates from Positive Choices and Health are provided and tracked through Management Board.

Out of Court Disposals

Overall, there were 222 disposals this year; by far the most used was the non-substantive Community Resolution, used on 140 occasions. In total, 170 of the disposals (77%) were out-of-court. CYJS started 100 disposal-based interventions in 2022/23; 56 of these (56%) were for out-of-court disposals, including 26 (26%) Enhanced Community Resolutions and 17 (17%) deferred prosecutions.

In total, all of two children successfully engaged with their OOCs: a rate of 96.4%. 1 child was on a deferred prosecution and the other a Youth Conditional Caution, both were subsequently charged to Court and given Referral Orders.

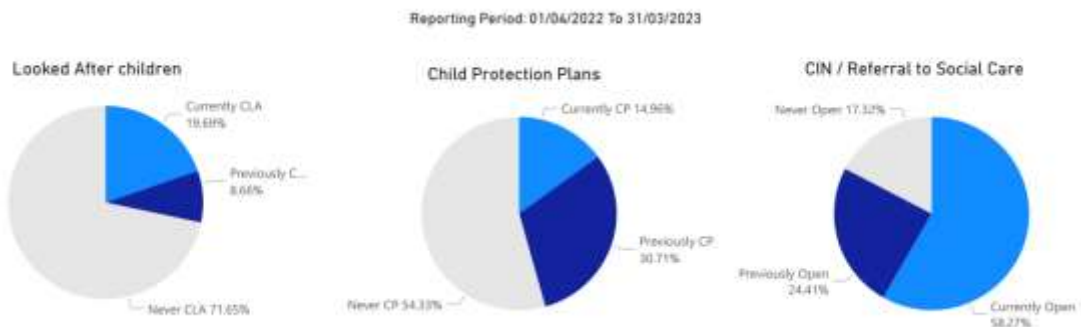
Management Board Attendance

This is tracked at each Board with a RAG status given; green = attendance by the board member, orange = suitable deputy attended, and red = no representative attended. Appendices 1 shows the breakdown over the last year and Section 6 details the developmental work undertaken with Board.

Of the first 7 indicators, there has been a locally set expectation that these are always met at 100%.

Wider Services

The graphs below present the involvement of Children’s Services for children open to CYJS³⁶:



These statistics are like 2021/22 snapshot presented in last year’s plan, but with continued reduction of the number of total former/current children in care from 41 % (20/21), 36% (21/22) to 28.35% (22/23), though a higher proportion of children currently looked after at 19.69% versus 16.7% (21/22). Section 9 presents an analysis of children looked after in the YJS.

Serious Violence

The YJB definition of this indicator is any drug, robbery or violence against the person offence that has a gravity score of five or more resulting in a caution or court sentence. Last year, this equated to 24 offences across 17 children. Predominantly these children were White British, followed by Black at 5 and then mixed heritage at 3. Over the coming year, this will be reported on each quarter to review any trends for action; the local indicators information details a more in-depth analysis of serious youth violence and disproportionality.

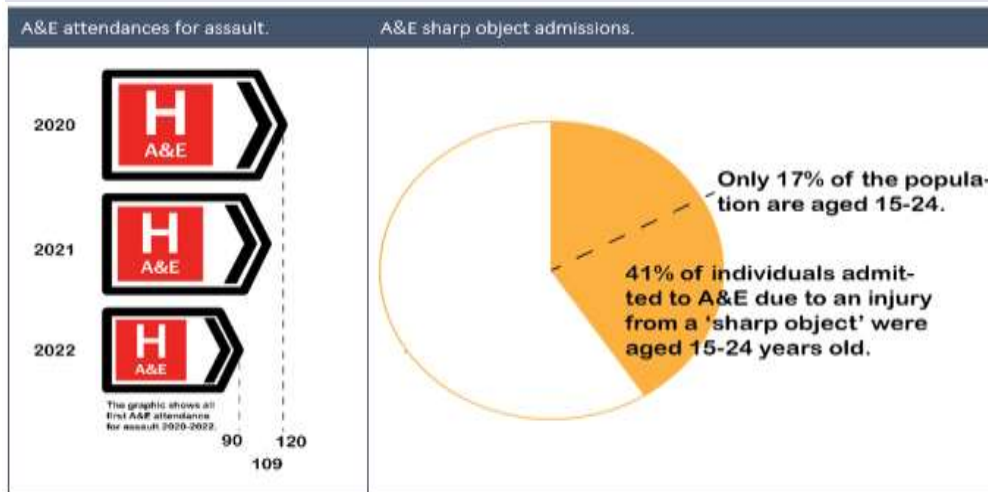
Victims

CYJS achieved a secondary contact rate of 98% in 2021/22 compared to a 100% in 21/22 and 93% in 2020/21; there was, however, an increase of the overall restorative interventions for victims in line with proven offence numbers increasing from 24 (21/22) to 45 (22/23). There was a significant increase in the number of statements/letters provided to victims from

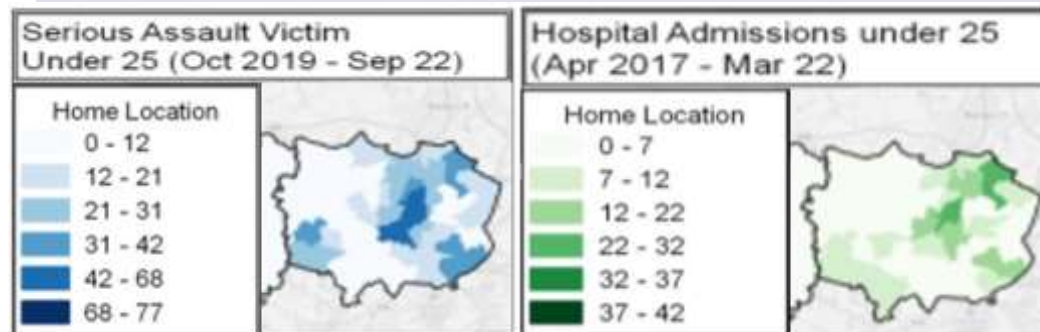
children and a slight reduction in direct/shuttle mediation from last year. Feedback from victims of crime remained strong with an average rating score of 4.9 out of 5 mirroring the last three years.

Local Indicators - Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries

The last year has seen a reduction in the number of young people presenting with following assault injuries³⁷:



However, an increase in admissions overall for sharp object injuries with a rise of 22% and 41% being those aged between 14 to 24 years. Geographical mapping of the home location of victims identifies that victims tend to be from the Northeast of the City, though there is a slightly different presentation were looking at serious assaults (see maps below).

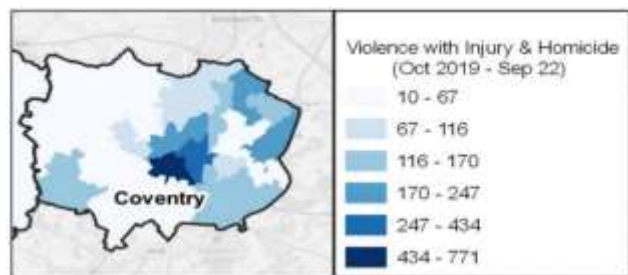
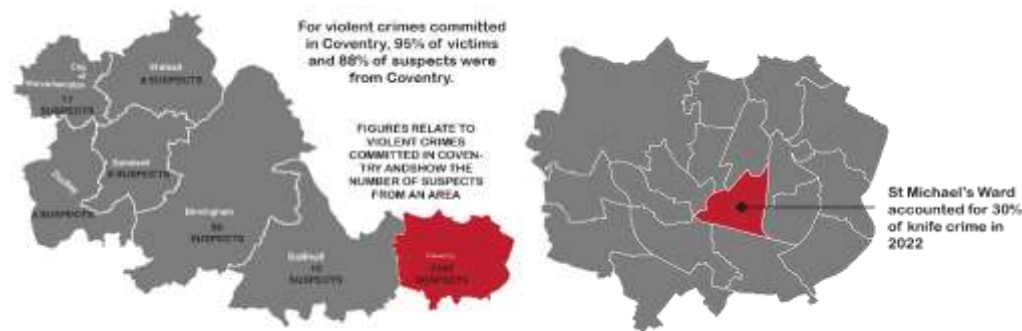


³⁶ Currently – is where the child has a Looked After/CP Plan/Referral episode overlapping with a YJS intervention within this reporting period. Previously - is where the child has Looked After/CP Plan/Referral episode, but none overlapping with a YJS intervention within the period. Never – where the child has no Looked After/CP Plan/Referral matched episodes.

³⁷ This data set, and much through this section, are directly pulled from the local serious violence strategic needs assessment (2023) and the regional Violence Reduction Partnership Strategic Needs Assessment (2023)

Performance and Priorities – 2022/23

Looking at reported offences, 33-34% of victims, and suspects of knife crimes in 2022-23 were between 15-24; this is compared to 17% of the population. For possession of weapon offences, 19% of suspects were between the ages of 15-19. Looking at Police data on knife crimes, gun crimes, possession of weapons, and violence with injury, there has been an increase in the number of recorded incidents in 2022-23 compared to previous years; however, increases in incidents can be partially attributable to changes in how the West Midlands Police record data. In contrast to the maps above, both knife crime and gun crime are most prominently seen in the St Michaels ward of the city:



These statistics show the scale of serious youth violence for children in Coventry and as detailed in last year's plan, the impact of a period across 2019-2021 that saw extremely elevated levels of youth violence across the city. Positively, when looking at the number of children charged with the most serious violent offences (Murder/Manslaughter, Attempted Murder, Wounding and Attempted Wounding) this has gone from 21 for 2019-21 to 2 for 2021-23. Additionally, comparing Coventry's rates of under 25 violence to the rest of the West Midlands, Coventry does not feature in the top 15 neighborhoods³⁸ areas for victim and suspect rates of youth violence. We also know that Coventry's serious youth violence issues are predominately Coventry based and not interconnected to the rest of the West Midlands (for example as seen in Black Country area) (see West Midlands Map).

The last few years has seen much positive work to tackle the most serious youth violence, but how we still have lots to do; this is reflected in the increasing proportion of proven offences by children being violence against the person offences: when looking at proven offence patterns for children, the most common categories punished non-substantively were Violence Against The Person (57%), Public Order (9%) and Drugs (9%). The most common categories punished by substantive outcome were Violence Against

The Person (36%), Motoring Offences (14%) and Drugs (9%). The last year saw an increase in proven offences weapon possession to 41 (including 3 threatening with a weapon offence); this is an increase on the 32 last year, and the 25 in 2020/21; a further analysis will be undertaken of to identify learning/themes that will be considered through Management Board.

The Northeast and Central parts of the city remain priority areas for violence reduction partnership, and they will form a focus on the serious violence duty strategic needs assessment action plan.

Reduce racial disparity for children in the youth justice system

Looking at last year's cohort compared to the population with Coventry's Secondary Schools, the YJS cohort were: 48% White British, 12% White Ethnic Minority, 11% Black, 6% Asian, and 19% Mixed Heritage; whereas, as of January 2023, Coventry schools had a population makeup of 43% White British, 10% White Ethnic Minority, 15% Black, 22% Asian, 7% Mixed Heritage and 3% Chinese / Other; this means that there is an over-representation of White British and Mixed Heritage children in the YJS cohort, and a large under-representation of Asian children.

Last year's plan discussed that minority ethnic children were twice as likely to receive a Court outcome compared to white British children, though this reflected a higher offence frequency rate of 2.37 (compared to 1.8) and the seriousness of offences; this year has seen positive shift to a much smaller overrepresentation with court disposals being made up by 61.5% of ethnic minority children compared to 57.3% of the secondary school population; there is a slight overall underrepresentation for out of court disposals at 52.4%. However, when we look further into ethnic breakdowns, we see the Mixed – White/Black Caribbean group being the most significant overrepresented; the group makes up 2.2% of the schooling cohort but 14.2% of the YJS cohort. Additionally, this group is overrepresented for court outcomes compared to OOCs. The Black Caribbean group is also

³⁸ These areas are known as middle layer super output areas – see: <https://houseofcommonslibrary.github.io/msoanames/>

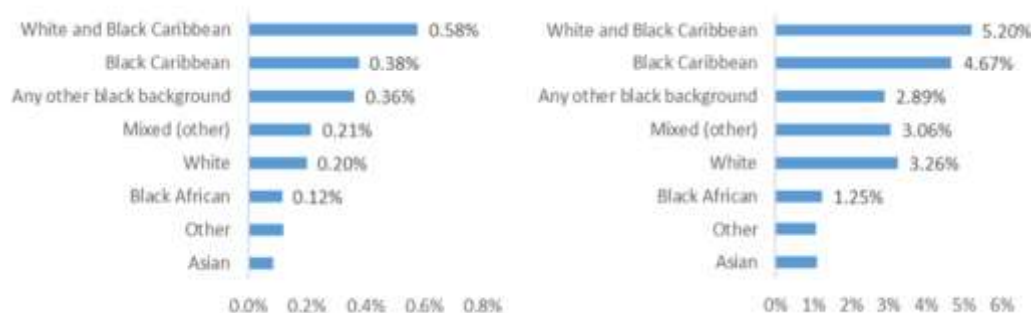
Performance and Priorities – 2022/23

overrepresented making 0.7% for schooling, but 2.2% for YJS; the Black African group is underrepresented making 12.5% of the schooling cohort but 7.5% of the YJS.

Reduce permanent exclusion rates for children in the youth justice system.

Reviewing children open to YJS, 21.9% had been permanently excluded compared to 24.1% in 2021/22 who had been in alternative education at some point while open to CYJS representing a significant overrepresentation; this represents a continued overrepresentation of children permanently excluded in the youth justice system. Of this group: 53.85% were White British and a total of 61.54 were White, a reduction on the 70% total seen last year; however, this still represents an overrepresentation. This data will continue to be tracked each quarter through the Management Board Education Dashboard – see Section 6.

Across the city, a significant decline has been seen in permanent exclusions for Coventry between 2016-2022. Exclusions rates are higher among pupils eligible for free school meals and those with special education needs³⁹. Across the West Midlands, there is an over-representation of Black Caribbean and White and Black Caribbean children permanently excluded; the below graphs show West Midlands by ethnicity on the left and the rates of Special, Educational Needs on the right:



Exploration around why we are seeing a specific overrepresentation of the White and Black Caribbean is underway; we will be working with the Youth Justice Board to understand how this sits within a national context.

Improve ETE engagement and attainment for children in the youth justice system.

An analysis of children open to CYJS in Key Stage 4, across 2016-2019, was completed in 2021; the review identified that children were 2 grades below where they were expected to achieve, which is like the specialist and alternative schooling provision across the city. This exercise has been repeated to look at exams taken in 2022, which showed that children in the YJS achieved 1.9 grades below where they expected to achieve; this is compared to a city average of -0.04 grades below. There is not yet a national comparison of this and CYJS will be seeking to collaborate with member of the Family Group to explore sharing such datasets. The local trends are in line with findings through national research; see 'Understanding the education background of young offenders (DFE, 2019)⁴⁰.

Desistance Analysis

Last year, CYJS undertook a review of the assessed risk factors for and against a child's offending behavior for all children from the last year (2021/22); this exercise was undertaken again for 2022/23 and reviewed against the 21/22 findings.

Reviewing the assessed factors for preventing/reducing a child's offending behaviour, the most significant factors across the last three years have consistently been: (1) Engagement and Participation (2) Family and wider networks (3) Learning, Education, Training and Employment; this year saw a move between factors 1 and 3. Reviewing the assessed factors for a child's offending, the three most significant factors this year were: (1) Features of lifestyle (2) Families and wider networks (3) Learning, Education, Training and Employment. This reflects a shift from the last year that saw the inclusion of 'Emotional Development and Mental Health' and 'Substance Misuse'; this may reflect an increase in access and thus, due to this support, less strong as a factor against desistance. Education is now represented within factors against distance, alongside family and wider networks demonstrating their importance.

This year has seen a repeat of the in-depth review of all risk assessments in the last risk. 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 last year, and this year 31%

³⁹ Reviewing local permanent exclusion data, Violence Reduction Partnership (VRP) regional data, and the local strategic needs assessment. The graphs are from the West Midlands VRP strategic needs assessment.

⁴⁰ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/814368/understanding-educational-background-young-offenders-amended-summary.pdf

Priorities

This year the Youth Justice Board (YJB) have suggested certain priorities given their national significance, namely: prevention and diversion, education, restorative approaches and victims, serious violence and exploitation, detention in police custody, remands, use of custody and constructive resettlement. The last two years have seen the following priorities for Coventry, 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, and 10. Addressing Disproportionality. Section 7 outlines what activity has been undertaken over the last year against these priorities as per the improvement and business plan last year. This section outlines how the priorities have been updated in line with the performance analysis, feedback/consultative processes, and the YJB suggestions. This section will focus YJB areas, otherwise not covered within the plan.

Children from groups which are overrepresented

The performance section outlines an analysis around overrepresented group. CYJS has continued to see an overrepresentation of Children Looked After (CLA) within the Service. To better understand this, we completed a review of children/young people open in Q3 (2022/23) previously or current CLA; this provided a sample of 18 children/young people.

We reviewed CLA status at the time of first offence to see if children are entering the youth justice system and becoming looked after or entering YJS as a looked after child. At the time of the first offence: 6 were in care, 14 were care leavers (5 were also current children looked after) and this provided a total sample of 15 who were a care leaver/in care at the time of their first offence. There were a remaining 3 children were entered care after their first offence: 1 through a period of custodial remand, 1 as part of supporting around serious youth violence issues, and the last due to parental imprisonment. This highlighted that there were no consistent thematic drivers for these children entering care, though the sample highlighted the complexity and traumatic nature of children's lives within the YJS.

Through the quarterly Management Board, the circumstances for first time entrants are always reviewed and this has not illuminated incidents of unnecessary criminalization for CLA. We are seeing that children in care, though predominantly care leavers, are entering the youth justice system for appropriate offences and largely have been in care/or are in care at the time of their first offence. To support in reducing the number of children in the youth justice system, support needs to be considered prior to entry into YJS.

The findings led to a review with the Operational Lead for Through Care⁴¹ and agreed Board proposal that the community safety fund (from the Office of the Police and Crime Commissioner) will be used to fund mentoring for children in YJS, medium/elevated risk of child exploitation and all children looked after where there are emerging concerns regarding engagement in offending behavior. This will be monitored and actioned across the coming year, as per the business and improvement plan.

The recent publication on an analysis of reoffending data – 'Understanding ethnic disparity in reoffending rates in the youth justice system'⁴² - highlighted, higher-than-expected reoffending rates for children from a Black or Mixed heritage background, compared to White children; and, lower-than-expected reoffending rates for children from an Asian or Chinese background, compared to White children. Assessment data was then reviewed, which found significant disparities in reoffending rates, after controlling for offence type, deprivation, practitioner assessment of risk and previous disposal. The analysis also found significant disparities in disposals following reoffending, even after similar contextual factors – such as offence type, practitioner assessment of risk, previous disposal – are accounted for. This demonstrates, as does the local profile, that there is much work to do to address racial disproportionality.

Prevention and Diversion

Actions against this priority have been outlined in Section 7 Section 5 details the soon to be published Early Help Strategy 2023, which includes several outcome priorities with associated partnership work groups, namely: 'getting a good education', 'promoting recovery and reducing harm from substance misuse', 'children safe from abuse and exploitation', and 'crime prevention and tackling crime'. The Operational Lead for Youth Justice is the Chair for the latter group and actions within the improvement and business plan under this priority, will be owned by the partnership group with

⁴¹ <https://www.coventry.gov.uk/childrens-social-care/care-leavers>

⁴² https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1150340/YJB_EDRR_QuantReport.pdf

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membership including Schools Violence Reduction Lead, Faith and Communities Navigator, Criminal Justice Delivery Manager, and others. Additional to this group, Coventry has a voluntary, community and social enterprise collective, named the Coventry Youth Partnership⁴³. The partnership is a model of youth work collaborative with over 40 organizations involved and the group are committed to the Child Friendly Cov campaign (see p.16) and the Chair of their Board has also joined the Management Board.

Education

The performance analysis provides an overview of education performance. Attainment remains a key priority area exemplified by the partnership commitment statement. The desistance analysis in further on in this section demonstrates how education, training and employment continues to be the most significant factor in supporting a child to not reoffend. Coventry's mainstream secondary schools are all academies and thus having a specific Education Lead within the Service has been instrumental to foster personable and purposeful relationships.

Restorative approaches and victims

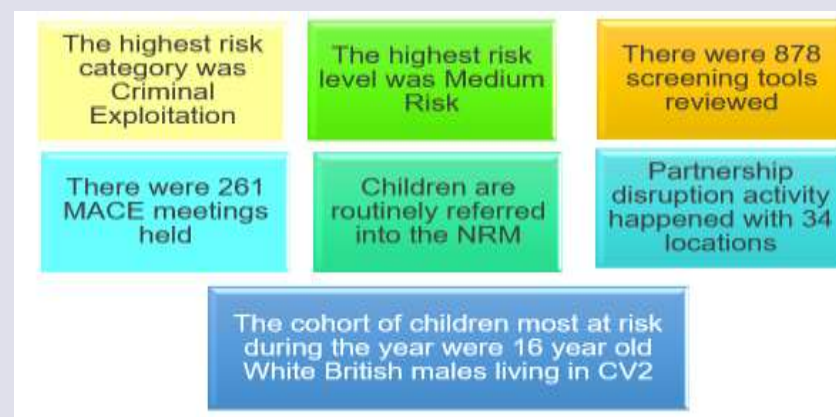
Victim performance is detailed in the section above. This remains a key priority and success is shown by of the number of children who engaged in face-to-face mediation in 2021/22, none have reoffended across 2022/23; the reoffending rate of this cohort across the last three years has been 12%. Reparative activities remain a key part of the Service and the improvement and business plan details plan to expand this further.

With some great activity through Coventry's parks (see Section 7) and, work with local charity and community organizations – for example, Grow Kids who recycle nearly-new clothes, toys, and equipment to help families in need with Children under 11, which CYJS support through washing and ironing:



Serious Youth Violence and Exploitation

Responses to this area are outlined Section 7 and this remains a key priority area. Performance data on serious youth violence is presented above. There is a case holding co-located exploitation team in Coventry, named: the Horizon Team. The team case holds the children at most risk of ongoing exploitation. The team supports other social work teams to risk plan and manage children, as outlined in the statistics above for MACE (Multi-Agency Child Exploitation) meetings, screening tools, and NRMs (National Referral Mechanism)⁴⁴. The last year has seen the following:



The numbers for criminal exploitation open to the team have remained like last year, with an average of 43 children open to the team across the year for concerns around criminal exploitation. There has been an increase from the start of the year for other forms of exploitation, though this reflects team capacity increasing as the team expands in recognition of the positive impact it has had; the second most generic form of exploitation is Child Sexual Exploitation (CSE). While the statistics reflect that White British children are at most risk, the recent report on the ethnicity of missing people nationally⁴⁵, found:

- children from minority ethnic groups were missing for longer
- less likely to be found by the police

⁴³ <https://www.coventryyouthpartnership.org/>

⁴⁴ <https://www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms>

⁴⁵ The ethnicity of missing people; findings from Police and Local Authority data-2021-22 - <https://www.missingpeople.org.uk/new-research-ethnicity-report>

Performance and Priorities – 2022/23

- less likely to be recorded as being at risk, than white children.
- With these findings particularly stark for Black children.

Looking at the West Midlands Violence Reduction Partnership data on county lines exploitation, most strikingly, while Black people make up only 8% of the West Midlands population, the group make up 38% of those involved in county lines; while the data does not differentiate between children and adults it is likely that this is more starkly seen for children and the most represented age is those aged 17. Given this, it may suggest that locally children from an ethnic minority background are having their risk underassessed; this theme is considered as part of the business and improvement plan.

Demographic trends for the Horizon Team largely mirror last year's:

- a 63% on average being boys (64% last year) compared to the YJSs 85%.
- CV2 and CV6 continue to be the predominate home postcode
- And the age group continues to be slightly younger (approx. 1 year) than the YJS cohort.

Looking at the latest available data on NRM referrals for 18 years and under for Coventry, Criminal was the most common category at 56.9%, Coventry Local Authority was the largest referrer at 71.8% and the gender split was like that of the Horizon Team; these trends are like those presented in last year's plan.

Taking a specific focus on the latest County Lines data⁴⁶, Henley Green and Wood End is linked to the most county lines activity (CV2) followed by Ernesford Grange and Stoke Aldermoor (CV3). On average, the most prominent age is 17. Looking at ethnicity of children, some caution should be noted due to an ethnicity 'unknown' being the third largest group at 17.6%, with White the most common group at 34.3%, and the Black group second and disproportionately represented at 33.3%; these trends reflect the regional data but are not reflected in local exploitation and missing demographics, as detailed above. Looking at adults, the three top ethnicity groups are: White 44%, Black 25.5%, and Asian 20.8% - the Asian group makes up 11% for children.

Detention in Police Custody

Appropriate adult services are provided by CYJS in working hours in the week and the Emergency Duty Team outside of this. Data on children held under the Police and Criminal Evidence Act 1984 (PACE)⁴⁷. Overall, in 2022/23, 10 requests for a PACE bed were made. All 10 requests were for a secure bed and 1 transfer was completed; there is no secure provision within the West Midlands, and this being considered through the Association of Directors of Children's Services regional group, with an action to explore other areas approaches to this to improve the conversion rate.

Developmental work around this area has been undertaken in the last year with the re-development of a children's services process, associated guidance notes and one minute guide; the lead for Youth Justice will be presenting these in a training workshop in June 2023 as part of Children's Services practice week.

Remands and Use of custody

There was one concurrent custodial sentence last year. All remands were for violent offences with weapons. Two children were mixed heritage (aged 17 and 16), two children were Black African (aged 15 and 17), and one was white British (aged 15). Two children received an Intensive Supervision and Surveillance sentence as a direct alternative to custody, one an adult community sentence following a reduced offence, and the other a Youth Rehabilitation; the latter was a child remanded out of area. These examples highlighted the national challenges around the higher likelihood of remand were presented outside of a child's home area and national challenges of placement provision for children; see Review of Custodial Remand for Children (2022) and the independent review of children's social care (2022)⁴⁸. These factors have been considered and are informing the development of plans to create a new children's home in the city to offer immediate short-term help to those in need (including PACE)⁴⁹; we are exploring best practice examples (for example, Warwickshire's Intensive Remand Fostering Service) that will inform the new reducing remand strategy and partnership response.

⁴⁶ These datasets are publicly available via the Violence Reduction Partnership Strategic needs assessment, which is presented as an online summary data dashboard.

⁴⁷ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/655222/Concordat_on_Children_in_Custody_ISBN_Accessible.pdf

⁴⁸ <https://www.gov.uk/government/publications/review-of-custodial-remand-for-children> and <https://www.gov.uk/government/groups/independent-review-of-childrens-social-care>

⁴⁹ <https://www.coventry.gov.uk/news/article/4409/new-children-s-home-would-offer-immediate-care-and-support>

Constructive Resettlement

The last year saw a reflection on the initial outline approach for a resettlement key worker and whether this offered a diverse enough approach for children in the secure estate. Having sought feedback from children in Quarter 1 and 2, the Service reverted to a model of accessing mentoring offers as this was shown to be effective within the community and could offer a more tailored and diverse offer to children.

Workshops and training on constructive resettlement continued (for example, November's 2022 Team Half Day) and a reflective case study review of a child resettled; this review led to the identification of a Through Care YJS champion who can act as a single point of contact, a refresher on the YJS/Children's Services protocol and a parenting self-audit (see Section 11), exemplifying the continual developmental work around resettlement.

Priority Review

The YJB Business Plan outlines 4 areas of key focus that will continue to support change: (1) Courts (2) Policing (3) Education (4) Partnerships to reduce serious violence and exploitation. These have been considered, alongside this section, and the wider consultative processes described in Section 8

This section has highlighted that we are working with a group of children whose needs are extremely high, who are growing up in an environment where they are witness to or victim of exploitation and violence, and where weapon possession is a growing normality. Children are likely to have additional learning needs and more likely to have been permanently excluded from school, having had a disrupted education. The Punishing Abuse Report (see Section 12) starkly outlines the trauma children in the youth justice system experience with a growing number of children accessing emotional and mental health support. Children and parents/cares tell us that they want practitioners who are non-judgmental, who care, listen, and support them. To work in this way is to recognize a child, as a child, which in turn supports in desistance and engagement into restorative approaches that supports past victims of crime and reduces the likelihood of future victims.

To appropriately tackle these issues, we need to continue to have children at the forefront of change, listen and recognize the voice of victims, take a One Coventry approach to tackle systemic issues, and continue to grow and develop a workforce who skilled and supported to working in a learning environment. This analysis has led to the formation of the new priorities, namely:

- (1) Child Engagement and Desistance
- (2) Restorative Approaches and Victims
- (3) Working Together
- (4) A Trauma Informed System
- (5) Tackling Exploitation and Serious Youth Violence
- (6) Promoting Prevention and Diversion
- (7) Education, Training and Employment
- (8) Workforce Development
- (9) Inspectorate, standards, and best practice learning
- (10) Children form groups who are overrepresented



Photos from the Hooves in Harmony project (see p.43).

Standards for children in the YJS

In April 2021, a self-assessment of the YJB's National Standards resulted in a development plan that fed into the 2021-23 Youth Justice Plan and Strategy; the National Standards '...define the minimum expectation for all agencies that provide statutory services to ensure good outcomes for children in the YJS'.



The national standards are aligned to the priorities with Board sponsors leading for each of these areas encouraging strategic and operational ownership of the standards.

A key focus following the initial self-assessment National Standards 4 (In Secure) and 5 (Transitions) alongside Board Development. The review led to revision of all processes and policies across the Service, with the last year focusing on the embedment of these notably in the context of a newer workforce where clear expectations were important to continue improving service delivery.

A programme of minimum of bi-monthly auditing has been in place since the submission of the self-assessment that has enabled continued growth and development. In the first half of the year this saw audits on: a new OOC process, supervision quality, restorative justice, continuation of an external service wide audit undertaken by Lee Westlake Ltd, and a review of the Health Process. The Service had a single HMI Probation inspection in November 2022 and the service

achieved an outstanding judgment with key areas for development and the following recommendations will be addressed in Section 14. Overall, the inspection demonstrated the effectiveness of the auditing approach, and this has continued this year with a focus on duty processes, parenting offer, Intensive Supervision and Surveillance (ISS), Court order timescales, use of event flags, and case closure feedback sessions. The service also undertook a review of the latest case management guidance, which led to several service changes in response, for example:

- Changes to the ISS guidance and bail conditions example
- Inclusion within practice reviews to explicitly include the review of breach/enforcement action

Standard 1: Out of Court Disposals (OOC)

A review of OOC process was undertaken in Quarter 1 2022/23; this informed the revision of local strategy in Quarter 2. The audit led to an introduction of a new assessment template to ensure diversity needs were at the fore of the local Joint Decision Panel and implementation of a rota across the Horizon Team to ensure suitable Children's Service's representation at the Panel. The revision of the strategy reflected on new guidance⁵⁰ and led to the inclusion of the local Police Investigations Inspector at the quarterly scrutiny panel and inclusion to review Police Only First Time Community Resolutions through the panel that are referred to the family hubs for intervention.

Standard 2: at Court

An audit was completed in Quarter 3 and 4 on timescale adherence for court orders. This highlighted consistency adherence with the findings consistent with the earlier external audit completed through Quarter 1 and 2. While a new guide to Post Court Report completion was developed 2021/22, the embedment of use was limited through the low use of the secure estate; when individual children's reports have been reviewed these have been of sufficient quality and sent within appropriate timescales.

Standards for children in the YJS

Standard 3: in the community (court disposals)

Following team feedback a task and finish group was developed to review processes for Referral Orders in Quarter 3. This led to new programme of panel observations, and an updating of the 'preparation for your panel meeting' document for children and young people. Specific training on contingency planning and overall assessment planning was undertaken following consistent quality assurance feedback on this and learning from peer reviews of other areas. Additionally, a new starters workshop was undertaken in the summer of 2022 by Silver Bullet⁵¹.

Restorative Justice has continued to be a key focus and the audit completed on this in Quarter 2 highlighted a consistent approach to victim contact, positive successes in achieving mediation and apology letters, but a need to ensure that follow up contacts were achieved in 100% of cases; this resulted in a revision to tracking processes and quarterly reporting on this to Management Board continues.

In Quarter 1, a review of the updated supervision template was reviewed and team view's canvassed that evidenced embedment of the advanced case template and positive team feedback. This activity led to a later developmental session with Team Managers reviewing how supervision can be reflective and reviewed notions of Child First with Child Friendly Cov.

Standard 4: in secure settings

A weekly management meeting sees all children remanded to custody or in custody reviewed, including a review of restraint incidents. As detailed in Section 9, all children remanded to custody were converted to community sentences that evidences the robustness of proposals (despite bail not being given), though a need to explore what learning can be taken to strengthen responses to children at risk of custody.

The national challenges outlined in 'a joint thematic inspection of offender management in custody (OMiC)⁵², with local relationships

being fostered with relevant secure estates to support transitions and a local agreement with Probation on how OMiC transfers will be managed; once a national process is published, this will be reviewed locally. Experiences of children in custody has seen some positive strides with numbers reducing nationally enabling more meaningful work⁵³, but there remains a long way to go regarding children feeling safe within this environment and the implications this has for supporting identify change.

Standard 5: on transition and resettlement

An overview of constructive resettlement and our responses to this is presented in the previous section.

The number of young people transferred to Probation this year was very low, outcomes continued to be tracked through the YJS Management Board for the small number and a specific Prospects/Probation process was established.

Processes to support education transfers and moves have been strengthened through the introduction of a new Education Lead in October 2022; this has seen a review of previous processes and a strengthening of the monthly education support meeting led by the Education Board Member.

A review of case closure feedback was undertaken in Quarter 4 to review activities supporting children transition out of the Service; this highlighted positive feedback from those engaged but a need to overall the current approach to an opt in service.

Next steps

The focus of Service development is outlined in Section 14. The Youth Justice Board have announced a mandatory self-assessment on Standard 2: At Court, which will have to be submitted by the end of October 2023. The coming year will also see a continuation of the audit program with a focus on the development and improvement areas outlined in the recent HMIP inspection.

While the audit for October will focus on Standard 2, we will also put a continued focus on exit strategies for children's transitions ending to CYJS and the sequencing of interventions based on need prioritization. The YJB case management guidance for out of court disposals and custody/resettlement is yet to be published, which, along with above, have been considered as part of the business and improvement plan.

⁵¹ <http://www.silverbulletbusinessstraining.com/youth-offending-teams-training.html>

⁵² <https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/omic-thematic/>

⁵³ <https://www.justiceinspectorates.gov.uk/hmiprison/inspections/children-in-custody-2021-22/>

Workforce Development

Workforce Development

Workforce Development has been a priority for the last two years. Last year's plan discussed the challenges of recruiting and retaining a workforce during the Covid 19 pandemic, reflective of a national trend⁵⁴; this has resulted in case holding workforce who have an average service of 2.6 years. Progression against the priority last year has seen much activity, notably:

- Completion of roster of training⁵⁵ devised from the Workforce Development Strategy 2021-23 and self-audit of the YJB's Youth Justice Skills Audit for Youth Justice Practitioners⁵⁶ in early 2021.
- Team members have continued to complete the Youth Justice Effective Practice Certificate with all new starters
- Introduction of a 'grow your own' Youth Justice Foundation Degree Development Pathway. This has currently seen two practitioners on the pathway who are both from a minority ethnic background; the pathway will support in increasing future management and leadership diversity.
- A team manager has completed Peer Review Training, another is supporting the co-development of the new Operational Management Training
- The Service now has three Senior Practitioners in place to support the connection between strategic priorities and operational delivery; there is an eclectic mix of previous experience: child exploitation, child protection and youth justice.
- Continued minimum bi-monthly audit activity and monthly team development workshops.
- Review of the induction process
- Strengthened Service management and support to seconded roles.
- Further embedment of 'champion' areas that sees practitioners play a key role for Service development for specific lead areas, for example: restorative justice, child sexual abuse, and mentoring.

The national progression of a Youth Justice Foundation Degree Apprenticeship has not seen the pathway available through the last year, but first intakes are now progressing in the Autumn. While YJS have developed the development pathway above, the apprenticeship provides opportunity to consider development pathways for people with lived experience and is reflected in this year's business and improvement plan.



⁵⁴ An international trend named 'The Great Resignation'

⁵⁵ - Continued Systemic Training and follow-on group supervision – enabling reflection and supporting in hypothesizing for why children have/are engaging in offending behavior - Constructive Resettlement – continue to build on learning from resettlement and custody reviews, to support a child's identity shift - Appropriate Adult Roles – delivered by the National Appropriate Adult Network around the role of function of Appropriate Adults - Gender Identity Training – a team request last year to develop their understand to best support children - Communication and Youth Justice – Led by Dr Laura Jenkins from Loughborough University the session explored communication methods, language and discourse for children to inform the follow on research project discussed in Section 12.

- Contextual Safeguarding with the exploitation team, exploring partnership methods of disruption and systemic plans.

⁵⁶ <https://yjresourcehub.uk/workforce-development/item/619-youth-justice-skills-matrix.html>

Workforce Development

Workforce Profile

As of the 31st of March, the YJS workforce was fully staffed for directly employed permanent roles with a total of 23 permanent staff; a full breakdown is provided in the appendices (see appendix 2). The YJS has had a lower turnaround rate compared to the previous year with a rate of 4.76%, though this will vary year to year due to the small size of the Service. Sickness levels remained like last year (8.27) at 8.73 days lost per full time equivalent, lower than the City Council average at 12.6 days. Last year saw two practitioners complete their Social Worker qualification with one leaving the authority and another moving to the Children's Services' Social Work Academy.

The staffing cohort continues to have a varied and eclectic skills mix, while also retaining an average of 9 years' experience in the authority; new starters for this year have joined with experience in the secure estate, education, and family support. The staffing cohort continues to not be reflective of the local community; the YJS has 78% female staff (1% difference to last year) and 26 percent from an ethnic minority background (the same as the last two years), which remains a key priority and a recommendation within the HMIP Inspection. The business and improvement plan seek to build on pathways (as outlined above) through the development of an entry level post who will be supported through the new Foundation Youth Justice Degree Apprenticeship.



Workforce Development Strategy 2023-25

Coventry Youth Justice Service (CYJS) through previous iterations of its Workforce Development Strategy has sought to develop and maintain a high-quality workforce by accessing relevant training from a range of sources and by supporting continuous professional development through induction, regular supervision and appraisal and promoting access to nationally recognised qualification pathways. The recent HMIP Inspection outlined the previous version as a good practice example: *'There is an excellent workforce development strategy aimed at developing a high-quality workforce by supporting and promoting continuing professional development and opportunities for practitioners.'*



The new ratification has followed a similar methodology to the previous in: re-undertaking the YJB's Youth Justice Skills Audit self-audit, a practitioner wide annual supervision survey, an externally delivered team consultation, a review of the wider Children's Services strategy, a review of the Youth Justice Board '2023-2025 Workforce Development Strategy for the Youth Justice system' and the Youth Justice Professional Framework (YJPF); these steps have informed the strategy and training planner. Some of the key training priorities for the strategy are:

- A focus on working with the Courts
- Risk management planning for high-risk children
- Gangs and exploitation training with partners to support multiagency collaboration and challenge
- Transitions for children with a focus on looking at these through a lens of disproportionality

The training planner will equally reflect the comprehensive Children's Services Learning and Development Brochure⁵⁷ updated for 2023/2024, which will continue to be a key source for all CYJS practitioner and managers.

⁵⁷ <https://www.coventry.gov.uk/learning-development-childrens-social-care>

Evidence-based practice and innovation

YJB Business Plan (2023-24)

The new YJB Business Plan (2023-24) outlines a challenge to the sector, that we need to do more to evaluate practice and collectively support national improvements across youth justice; this is reflected in the example below and plans for the coming year.

Current examples and emerging practice

The 'Punishing Abuse' Report⁵⁸ was a West Midlands action research project, which looked to understand the extent of adversity facing the children known to Youth Justice Services across the West Midlands. This research, originally conducted to inform regional reform of the youth justice system, highlighted significant familial need amongst the cohort of children, ranging from parental mental and physical health needs to parental criminality and family violence.

The targeted review of 80 children made a raft of recommendations that have been an integral part of the 2021-23 Plan, which has seen:

- formation of a regional Youth Justice Subgroup to the Criminal Justice Board (see Section 5)
- supported the local implementation and funding application for the Positive Directions Project, including the appointment of a Speech and Language Therapist.
- used as an evidence base to increase the CAMHS provision within the service (see Section 5)
- And, over the last two years to address the gap in parental support, seen a growing offer for parents with children in the Youth Justice System by a lead practitioner as outlined later in this section.

This activity has also seen the engagement by CYJS of a regional parental offer with a particular focus on supporting parents from a minority ethnic background; while this ended as a regional offer in March 2023, support will be considered on an individual basis. While funded by the Violence Reduction Partnership for the last year, before that the project was a Youth Justice Board funded Serious Youth Violence Pathfinder (2020-22) and a final evaluation report was published⁵⁹; the recommendations from this have been considered for ongoing Service development.

The 'Promising approaches to knife crime: an exploratory study' published as a HMIP Research and Analysis Bulletin (2022/23) involved a cross-sectional qualitative approach with 77 people interviewed across 5 YJSs one of which was Coventry; the research was undertaken across 2021/22 and published in 2022. Coventry was chosen due to the statistically high prevalence of knife crime (as detailed in previous plans) and pre-existing evidence of adopting a promising approach to addressing this, namely a partnership public health response detailed in the 10 Year Coventry Youth Violence Prevention Strategy⁶⁰ (see Section 5) and the Service's steps to become more trauma informed. The report made several recommendations that led to:

- a review of the Knife Crime Prevention Program to ensure this is individualized, forms part of a wider trauma-informed piece of work and note based on counterproductive 'scared straight' work⁶¹.
- Offering mentoring to children at risk of exploitation and last year's review of low-risk pathways; this work will continue in the coming year.
- Permanent appointment of the school's violence reduction led to support schools to be more trauma informed and support the city to maintain a low

⁵⁸ <https://www.westmidlands-pcc.gov.uk/ground-breaking-report-evidence-shows-too-many-young-people-in-the-criminal-justice-system-suffer-from-violence-poverty-and-abuse-growing-up/>

⁵⁹ <https://yjresourcehub.uk/practice-based-evaluations/item/1029-final-evaluation-of-kitchen-table-talk-peer-to-peer-outreach-programme-for-parents-serious-youth-violence-west-midlands-pathfinder-april-2022.html>

⁶⁰ <https://www.westmidlands-pcc.gov.uk/new-strategy-builds-on-work-to-address-violent-crime-in-coventry/>

⁶¹ <https://www.college.police.uk/research/crime-reduction-toolkit/scared-straight>

Evidence-based practice and innovation

permanent exclusion rate; Section 9 details some of the school-based sessions YJS have supported

- And the planned activity through this year to evaluate the mentoring pathways to support in building the evidence base of what works.



Innovation Friendship Group

See Section 9 and photos above - there have been 5 regular parents attending the group for the last 9 months. The feedback is that they enjoy the peer support and feel safe and not judged. The peer support space offers opportunity for parents to get involved in different activities and build their confidence; these activities can also then be used within the home with their families, such as baking. The improvement and business outline the steps to expand and evaluate the group across the next year.

Masculinity Project

The hyper masculinity intervention has been created to deliver to all young males open to the YJS, reflecting on findings from learning reviews in previous years. The session focus on supporting children:

- to make connections between the way society influences them to behave, as boys and young men in a range of issues, in their daily lives.
- Positively challenge disruptive dialogues about men, respect, freedom and safety for boys and young men and those collaborating with them.
- To step forward in their lives, confidently and intentionally putting respect into practice- for women and girls, other men, and themselves.

The last year has seen 28 children compete the project that consists of 6 sessions.

Hooves in Harmony

Hooves in Harmony is one of our new learning programs available to children, where they collaborate with the horses to build their skills around effective communication, trust, problem solving, leadership, making and keeping relationships and boundaries, and growing confidence and self-esteem. The project was developed as part of exploring more trauma informed routes of intervention; horses have a similar limbic system (emotional brain), to humans and so they can function as a mirror to our feelings and behaviour. Horses show affection and respect, and give immediate, honest, and non-judgmental feedback. This is helpful to children because it allows them to feel comfortable and at ease; the project started in October 2022 and has seen children complete 5 sessions

All areas will be evaluated in the coming year.

Group Sessions with the community sector

An example of this, is a group of children all identified they had all been victims of racial abuse. A group session was agreed to use the opportunity to explore what their identity meant to them. Completing sessions in a familiar group setting meant that they felt at ease to discuss some of the challenges faced by ethnic minority groups. We included working with the 'Music for Change Project' at the Boys and Girls club who provided an afternoon of positive activities whilst teaching them strategies on how to positively challenge emotions in heightened situations. The boys shared that working with the team and the MAC Project helped them to openly express themselves about challenges they had experience. They also shared that it was easier to discuss these topics with people who had been in similar situations to them, highlighting the importance of having representation for young people from diverse backgrounds; see below:



Evaluation

Community Initiative to Reduce Violence (CIRV)

The last year has seen the operationalizing of CIRV⁶²; and the project is live as of May 2023. The model is: *a focused deterrence programme that seeks to identify the people most likely to be involved in violence and combines communicating the consequences of violence with support for developing positive routes away from it.*⁶³ While it is a focused deterrence programme for those aged 14 upwards, 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; there is an emerging evidence base around 'reachable/teachable' moments, outlined in the 'Closing the gaps: Preventing children and adolescents falling into violence (2021) .

While CIRV is Police led, it involves seconded children and family workers, mentors from St Giles and education/employment support from Prospects. The project is funded by the Youth Endowment Fund⁶⁴ and impact of the program will be monitored a requirement of the fund. Lessons learned from the project work will provide new insight into how Focused Deterrence programs can be adapted and adopted to reduce violent crime in the UK.

Positive Directions

Section 7 outlines the Positive Directions project. The project aims to support alternatives to biomedical models of treatment, which often respond to trauma by way of pathologisation and diagnosis; this often fails to get to the root cause of behaviour and often results in further stigmatization of children having an adverse impact across their life course. Underpinned by social prescribing, the project is a social model of support and intervention and recognizes that often, behaviour when understood in the context of trauma and adversity, is normal, rational, and not indicative of disease, disorder, or injury. The model recognises that trauma can arise

from single or cumulative events, and that trauma must be viewed through an intersectional lens, accounting for factors such as race, poverty, and sexual orientation. The model is not an extension of existing mental health or any existing service provision but is an underpinning framework which is a psychologically and trauma-informed framework for practice.

The funding is part of the national Framework for Integrated Care, and the services it will underpin, has been developed as a response to the NHS England & NHS Improvement Long Term Plan (LTP); this is a commitment to provide additional support for the most vulnerable children and young people with complex needs across multiple domains between the ages of 0-18. As part of the funding, the project will track outcomes to support the evidence base of what works and earlier intervention to reduce the number of children in custody.

Putting Children First

Led by Dr Laura Jenkins the research aims to identify effective practices for engaging children in discussions and decision-making within the Youth Justice System, by recording and analyzing actual interactions. One benefit of producing detailed, empirical understandings of how people relate to one another, is the opportunity to develop evidence-based communication resources. The project involves developing and delivering interactive communication training for practitioners and children. CYJS have engaged in the initial stages of the research development and ethical approval through consultation with team and the lead researcher; the data gathering stage will commence across this year.



⁶² <https://www.cirv-nsd.org.uk/>

⁶³ <https://westmidlands-vrp.org/criminal-justice/community-initiative-to-reduce-violence-cirv/>

⁶⁴ <https://youthendowmentfund.org.uk/>

Challenges, risks, and issues

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.

National Key Performance Indicator Review – The YJB have introduced a new oversight framework⁶⁵ that includes new compliancy conditions. The introduction of new outcome measuring is welcomed and reflective of local indicators that have been recorded over the last few years, though these expectations will incur additional time to develop and oversee without additional resource allocation; this will be reviewed alongside the YJB Grant allocation.

Workforce and offers – As per last year's plan, while the newer workforce is bringing lots of ideas and experience from other areas, practitioner development takes time and support from the team/managers. The coming year will see a particular focus on ensuring children's contingency plans are clearly showing our workings out and capturing the robust plan around the child; this was a key area of learning from the recent inspection. We have developed development pathways to support retention and continue to seek to have a workforce more representative of the community as detailed in Section 11.

Out of Court Disposals (OOCs) – The Chief Police Officers Youth Gravity Matrix 2013⁶⁶ is in urgent need of review and an updated version is yet to be published. Alongside this, there are challenges regarding the differences between Home Office Counting Rules⁶⁷ and charging standards; this creates challenges around what an offence is initially classed as versus what a child could be charged with; the use of a locally devised 'alternative offence outcome' document has been used to support in consistent local decision making, with appropriate senior oversight.

HMIP, have previously the national landscape '...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). Birmingham and Coventry YJSs have co-developed an updated Out of Court Disposal Policy for the region, alongside West Midlands Police and the PCC to develop; this is currently being regionally ratified as reflected in the business and improvement plan.

Serious Youth Violence – there are ongoing issues around children exploited and involved in urban street gang violence. As detailed in the earlier plan, while there has been a reduction in the most serious offences, a worrying trend of the possible permeation of gang/postcode issues/increased tensions with an increase in weapon possession and violent offences as the main offence type.

Police Investigations/Change Programme - Local HMICFRS Inspections and national reports have highlighted the need to improve the response to 'investigating crime.' The mentioned Policing Change Programme is welcomed, however, it is paramount that this does not lead to increasing criminalisation of children and that responses remain child first policing is realised.

Children Permanently Excluded - CYJS see an overrepresentation of children in the youth justice system permanently excluded. While mentoring offers are available to support away from permanent exclusion, the new Education Dashboard reviewed through quarterly boards are continuing to highlight said trends; this is outlined as a key priority.

Racial Disproportionality – The recent research commissioned by the YJB 'Understanding ethnic disparity in reoffending rates in the youth justice system – child and practitioner perspectives report' (2023) – explores the drivers for ethnic disparity in reoffending rates. The study was qualitatively focused and highlighted challenges around children being permanently

⁶⁵ <https://www.gov.uk/government/publications/youth-justice-oversight-framework>

⁶⁶ <https://yjlc.uk/sites/default/files/ACPO%20Youth%20Gravity%20Matrix.pdf>

⁶⁷ <https://www.gov.uk/government/publications/counting-rules-for-recorded-crime>

Challenge, risks, and issues

excluded and duplication in being 'written off', over policed and under protected, with a child stating:

"I'm quite confident that if I'd have gone to another mainstream school after I got kicked out, rather than an alternative provision, things would have been so different for me." - Interviewee, 18, Midlands

We know children from a minority ethnic background continue to be more likely to be subject to courts outcomes. Our continued work in response the HMIP Thematic aims to address continue to tackle these challenges, as outlined in the improvement and business plan.

Reduce the use of custody and getting the right responses for resettlement – we need to continue our activity to reduce the use of custody and build on learning from the recent resettlement review (see p.46) and HMIP recommendations. This stays a key priority as per previous years.

HMIP Probation Single Inspection – 2022/23

In the last year, the Service was subject to a HMIP Single Inspection in November 2022 and, while recommendations have led to actions within the plan, much developmental activity has already taken place, for example:

- completion of an overarching management board dashboard
- introduction of a new Board Member – Chair of the Coventry Youth Partnership
- all recruiting managers have undertaken new workforce diversity training and on 'inclusive interview panels'
- commissioning of an external evaluation of the diversion project
- commenced training on contingency planning and risk management delivered by Silver Bullet
- and the introduction of a weekly escalation process.

We will continue development process with a focus on:

- Improving education opportunities for children
- Continue to take steps to increase team and Board diversity
- Work to ensure the Service has a Seconded Probation Officer
- Complete an evaluation of diversion work and the impact of this to reduce

racial disproportionality

- Continue to strengthen arrangements for children assessed as elevated risk
- And ensure that processes for resettlement are explicit in tackling racial disproportionality both for children in custody and positive action steps to reduce overrepresentation.

Next steps and development of the Service Improvement and Business Plan

The next section outlines actions against each priority and these are triangulated across the YJB national standards and the YJB 2021-24 Strategic Plan. The Plan is outlined as per the ten priority areas with the relevant key performance indicator identified and the specific expected outcome per action. As detailed in Section. Board Member sponsors are identified for each priority area, and they oversee the development of the relevant actions offering support where needed and challenge where appropriate.

The Plan is built on an evidence base, which is detailed by reference to 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. The improvement and business plan outlines against the ten priorities, how we intend to respond to these challenges, and achieve measures of success as outlined per the national and local performance indicators. The plan is aligned to the guiding principles and strategic pillars, and the overarching 'Child First' vision is embedded.

In the last year we have also seen the publication of new case management guidance from the YJB (see Section 10), several inspectorate thematic inspections, and local learning reviews.

The first part of the next section consolidates learning/recommendations from the recent inspection, relevant inspections where learning has been identified, thematic reviews, research, and other sources (for example, HMIP Thematic)⁶⁸. The plan will continue to develop across the year alongside future learning and audit findings, to ensure there is a one consolidated Service plan to enable Management Board oversight.

⁶⁸ <https://www.justiceinspectorates.gov.uk/hmiprobation/about-hmi-probation/about-our-work/thematic-inspections/>

Service Development Plan

HMIP Thematic

In June 2022, HMIP published a thematic inspection on: A joint inspection of education, training, and employment services in youth offending teams in England and Wales. CYJS took a similar approach to previous thematic in developing a partnership task and finish group to review and action against the recommendations. This led to the completion of an education performance dashboard, which enables quarterly reviewing of school exclusions, SEN needs, and attendance levels. It also led to the agreement of an education attainment statement to continue to strive for ambitious outcomes for children and the current attainment picture represented in Section 9. Work against the 2021 HMIP Thematic Inspection of the experiences of Black and mixed heritage boys has continued with further development to offer mentoring support to children earlier, the agenda being a key priority in the forthcoming Early Help Strategy 2023 and a cross-cutting priority with the Coventry Safeguarding Partnership, which has seen ethnicity stop and search data being presented and reviewed by the partnership

HM Chief Inspector of Prisons Thematic – review of outcomes for girls in custody - 2022

The report highlighted that the system was not appropriately set-up to respond to girls in custody, particularly those presenting the highest risk. The recommendations have been considered locally and assured that opportunities for girls to access women mentors with lived experience are available through St Giles and SWAG. Additionally, the Service Lead has been working with the strategic policy lead for Youth Custody Service regarding Oakhill Secure Training Centre and how this can support better provision for girls within the secure estate.

HMICFRS - An inspection of how well the police tackle serious youth violence - 2023

The inspection investigated how the Police work with partnerships and

Violence reduction partnerships to reduce youth violence, with consideration on how responses tackled racial disproportionality and were aligned to a public health approach. The inspection highlighted a raft of recommendations, particularly: the need for more evaluation of projects to reduce youth violence and the outcomes of police school link officers; these are reflected in the improvement and business plan.

Local Learning

The partnership has undertaken one Community Safeguarding and Public Protection Learning Review in the last year; this has been undertaken following a review of the learning review process and changes to include consideration for children charged for serious offences but not known to the YJS; previously reviews would only take place where a child/adult were already known. This change enables the partnership to review actions and focus on preventative measures, particularly relevant given the national theme that many children charged for the most serious offences are not known Youth Justice Services (Serious Incidents Reporting – YJB 2023). The learning from this led to:

- a local review of the MAPPA arrangements; the YJS Operational Lead is the regional representative for Youth Justice on the MAPPA Senior Management Board.
- supported the formation of an education-based outcome group for the new Early help Strategy with a focus on children repeatedly excluded.
- a partnership briefing on SOCEX (see page 23)
- and a mapping of offers and needs analysis for consideration to the Early Help Board for children at risk through intergenerational/cross generational concerns – this is detailed with the action plan.

There has only been 1 custodial sentence in the last year, which was concurrent for a child already in custody and thus who had been subject to a previous learning review.

Improvement and Business Plan

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
<i>Children, families and victims of crime, leading Service change</i>						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 Q4	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.	Top 10 Professional Standards Launch — to be included in job adverts and published on CYJS website	Tianne Peynado (Engagement and Development Officer)	End of Q3	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
3.	Publication of the 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
4.	Publishing the Speech and Language Therapy development videos.	Lauren Walton (Speech and Language Therapist)	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
5.	Re-development of end of intervention feedback to an opt out model; re-review of 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)
6.	Through Our Eyes to lead on Vibe Suite creation within the family hubs.	Tianne Peynado (Engagement and Development Officer)	End of Q4	An improved child friendly personalized space.	Increased and improved child/family/parent feedback	HMIP Inspection 2022/23 Direct feedback form Through Our Eyes - 2022
7.	Launch of Coventry safe spaces – culturally and religious appropriate/voluntary sector spaces in the community	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	Child Friendly Cov – 2023 Team Workshop 2023 Serious Violence Strategic Needs Assessment - 2023

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
8.	Review of end of intervention feedback and move to an opt out model	Tianne Peynado (Engagement and Development Officer)	End of Q2	Increased volume of feedback of children.	Increased and improved child/family/parent feedback	Child Feedback 22/23
9.	Redevelopment of staff profiles	Tianne Peynado (Engagement and Development Officer)	End of Q2	Increased volume of feedback of children.	Increased and improved child/family/parent feedback	Child Feedback 22/23
10.	Application to the Artsmark Award through the Arts Council.	Tianne Peynado (Engagement and Development Officer)	End of Q4 2023/24	Improved arts offer for children	Reduced re-offending/arrest Reduced use of custody	HMIP Sandwell Inspection (2018) Youth Justice Plan 2022
11.	Progression of a summer 'Inspire Day'	Tianne Peynado (Engagement and Development Officer) and Ashley Kalnins (YJS Education Lead)	End of Q2	Increased volume of feedback of children.	Increased and improved child/family/parent feedback	Child Feedback 22/23
12.	Publication of a parent created AA leaflet and supportive video	Mandy Allen (YJS Parenting Lead)	End of Q2	Improved whole family offer	Increased and improved child/family/parent feedback	Friendship Group Feedback 2023 Child Feedback 2022/23
13.	Expansion of the parent Friendship Group and creation of 2 new groups; to be co-led by an existing parent ambassador to support with 'myth busting'	Mandy Allen (YJS Parenting Lead)	End of Q4	Improved whole family offer	Increased and improved child/family/parent feedback	Friendship Group Feedback 2023 West Midlands Violence Reduction Unit Evaluation - Serious Youth Violence pathfinder: Evaluation report (2022)
14.	Development of an outcome framework for parental support and exit pathway to available universal/targeted offers.	Mandy Allen (YJS Parenting Lead)	End of Q4	Improved whole family offer	Increased and improved child/family/parent feedback	Friendship Group Feedback 2023 West Midlands Violence Reduction Unit Evaluation - Serious Youth Violence pathfinder: Evaluation report (2022)
15.	Development of a parent secure estate family info pack, with explicitly reference to diversity support.	Mandy Allen (YJS Parenting Lead)	End of Q4	Improved whole family offer	Increased and improved child/family/parent feedback	HMIP Inspection 22/23

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
<i>Children, families and victims of crime, leading Service change</i>						YJB Child First Principles: Principle 1 & 2 YJB Strategic Pillars: Pillar 1, Priority 3 National Standards 1 - 5
Restorative Approaches and Victims – Paul Heathfield (Board Member Sponsor), Matt Haynes (Practice Lead)						
Key Indicator – The % of victims who consent to be contacted by the YJS, and of those, the percentage of victims who are engaged with about restorative justice opportunities						
1.	Resubmission to the 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.	Continued publishing of Reparative Projects across the Service and creation of activities to be identified to reflect the diversity of Coventry's community: -Migrant Refugee Centre -Diversity and Inclusion Team -St Giles -West Indian Community Centre	Carl Woodend (RJ Lead), Tianne Peynado (Engagement and Development Officer), Mandy Allen (YJS Parenting Lead), Kerry Mulhern (YJS Officer), and Dawn Gibson (YJS Support Officer)	End of Q4	Improved community engagement	Reduced re-offending/arrest Increased and improved victim feedback	Peer Review 2022 Team Workshop 2023
4.	Relaunch of the unnecessary criminalisation of looked after children strategy and reinstatement of steering group.	Tim Green (Operational Lead for Children's Residential Services) and Nick Jeffreys (Operational Lead – Youth Justice Service)	End of Q1	Improved use of restorative practice within care provision for children.	Reduced first time entrants for children looked after.	Priority Analysis 2023 The national protocol on reducing unnecessary criminalization of looked-after children and care leavers
5.	An annual review of the complete system victim offers, inclusive of the timeliness of support, communication, and outcomes.	Paul Heathfield (Youth Panel Chair) and Nick Jeffreys (Operational Lead – Youth Justice Service)	End of Q4	Improved victim offers	Reduced re-offending/arrest Increased and improved victim feedback	Restorative Council Code of Practice for Victims of Crime (2021) MOJ
6.	Management Board review of the RISE support offer to child victims of crime.	Nick Jeffreys (Operational Lead YJS)	End of Q3	Improved victim offers	Reduced re-offending/arrest Increased and improved victim feedback	Team Workshop 2023 Restorative Council Code of Practice for Victims of Crime (2021) MOJ

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
<u>One Coventry Approach</u>						YJB Child First Principles: Principle 4 YJB Strategic Pillars: Pillar 2, Priority 1 & 2 National Standards 1 - 5
Working Together – Chris Heeley (Board Member Sponsor), Nick Jeffreys (Practice Lead)						
Key Indicator – Monitoring senior partner representation at management boards, and monitoring if partners contribute data from their individual services that identify areas of racial and ethnic disproportionality.						
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.	Sustainability funding pathway for a Speech and Language Therapist to be devised and agreed.	Lyn Parsons (Positive Directions Clinical Consultant Lead (NHSE Trauma Vanguard Project 2021-2024) and Nick Jeffreys (Operational Lead)	End of Q4 2024/25	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 Neurodiversity – a whole-child approach for youth justice – Kirby (2021)
3.	Management Board review of steps undertaken to appointment a seconded Probation Officer	Kirsty Baker (Probation Lead – Coventry)	End of Q1	Probation Officer in post	Reduced use of custody	HMIP Inspection 2022/23
4.	Review of the Youth Crime Officer role alongside new national guidance once published. alongside new guidance	Sherrie Kimberley (Inspector – Partnerships – Police) and Lesa Arms (Team Manager)	End of Q4	Having a system that works in a trauma informed way	Reduced use of custody	The Role of a YOT Police Officer (2023)
5.	Walk through of a child's/parent/carer's experience of being arrested and police custody – learning to be discussed with Through Our Eyes and the Friendship Group with a recommendation plan devised.	Sherrie Kimberley (Inspector – Partnerships – Police) and Lesa Arms (Team Manager)	End of Q3	Having a system that works in a trauma informed way	Reduced number of children in the YJS	Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023) End of Intervention Feedback (2023) Team Workshop (2023) Child Feedback 2022/23

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
6.	Development of a Remand Strategy 2023-2025. Exploring how the creation of a new short-term children's home can support reducing the use and exploration of best practice examples: for example, Warwickshire's Intensive Remand Fostering Service.	Chris Heeley (Strategic Lead – Responsive Services) and Nick Jeffreys (Operational Lead – YJS)	End of Q3	Having a system that works in a trauma informed way	Reduced use of custody	Case Management Guidance – YJB (2022) Performance Review 2023 Review of Custodial Remand for Children MOJ (2022) Difficult but equal? Exploring potential catalysts of disparity in remand decision making in the Youth Court - Van Den Brink (2021)
7.	Attendance at the Review of Restraint Meeting at Werrington YOI	Nick Jeffreys (Operational Lead – YJS) and Stacey Brown (Senior Practitioner YJS)	End of Q3	Having a system that works in a trauma informed way	Reduced use of custody	Children in custody 2021–22: An analysis of 12–18-year-olds' perceptions of their experiences in secure training centers and young offender institutions (2023)
8.	Oakhill STC Model Review	David Richmond (Youth Custody Service – Strategy) and Nick Jeffreys (Operational Lead – YJS)	End of Q4	Having a system that works in a trauma informed way	Reduced use of custody	Children in custody 2021–22: An analysis of 12–18-year-olds' perceptions of their experiences in secure training centers and young offender institutions (2023) HMIP thematic review of outcomes for girls in custody - 2022
9.	Review of PACE data across the region and review of good practice examples	Sherrie Kimberley (Inspector – Partnerships – Police) and Matt Haynes (YJS Team Manager)	End of Q3	Having a system that works in a trauma informed way	Reduced number of children in the YJS	Performance Review 2023
10.	Management Board Development Day to include: -New Chair Introductions, review of key performance indicators aligned to Board Sponsors, and review of the updated 2022 Terms of Reference	Nick Jeffreys (Operational Lead – YJS)	End of Q3	Ensure Board Members have a thorough understand of relevant KPIs	Management Board Attendance at a Senior Level	YJB Oversight Framework YJB KPISs Task and Finish Group Paper 2022
11.	Review resettlement strategy and enhanced mentoring offer with specific consideration diversity pathways; to include review of best practice models (for example, Swindon, York, and Wolverhampton)	Stacey Brown (YJS Senior Practitioner)	End of Q3	Having a system that works in a trauma informed way	Reduced number of children in the YJS	HMIP Inspection 22/23 Resettlement effective practice guide – HMIP (2023) Hammersmith and Fulham HMIP Inspection 2022 York HMIP Inspection 2022

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
						<p>Wolverhampton HMIP Inspection 2022</p> <p>Children in custody 2021–22: An analysis of 12–18-year-olds' perceptions of their experiences in secure training centers and young offender institutions (2023)</p>
12.	Review of data support due to new Key Performance Indicators and oversight framework following YJB Grant	Chris Heeley (Strategic Lead – Help and Protection)	End of Q3	Ensure Board Members have a thorough understand of relevant KPIs	Management Board Attendance at a Senior Level	YJB Oversight Framework 2023
13.	Implementation of new adolescent service offers model, maintaining a specific focus on pathways away from care and custody. (This will include PACE Provision).	Matt Clayton (Strategic Lead – Looked After Children (Practice)), Sara Graves (Operational Lead- Responsive Services) and Nick Jeffreys (YJS Operational Lead)	End of Q3	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>Risk and Desistance: A Blended Approach to Risk Management) - HMIP (2021)</p> <p>Contextual Safeguarding (2020) HMIP</p> <p>Brighton and Hove YOS Inspection 2021</p> <p>The Case for Change – MacAlister (2022)</p>
14.	Community Partnership Meeting to continue bi-monthly and mini consortium to be developed for CYJS with benching outcomes returns and expectations; children medium/high, and children looked after to be included in the pathway; to include outcome evaluation.	Stacey Brown (YJS Senior Practitioner), Dan Hayward (Team Leader – Through Care) and Sinead Hastings (Horizon Team Manager)	End of Q3	Improved oversight and governance for community sector provision.	<p>Increased referral rates to projects.</p> <p>Reduced re-offending/arrest</p> <p>Reduced use of custody</p>	<p>Promising approaches to knife crime: an exploratory study - HMIP Research and Analysis Bulletin (2022/23)</p> <p>HMIP Inspection 2022/23</p> <p>Supporting the desistance of children subject to court orders - Buckley and Moore (2021)</p> <p>Local Resettlement Review 2022</p> <p>Police and Crime Commissioner Funding Plan (2022)</p> <p>Mentoring and Peer Mentoring (2021) HMIP</p> <p>Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse</p>

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
						(2023)
15.	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)
16.	Serious Youth Violence Duty Strategic Needs Assessment - review and alignment of recommendations to responsible areas agreement	Caroline Ryder (Violence Prevention - Programme Manager)	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
<p><u>One Coventry Approach</u> YJB Child First Principles: Principle 4 YJB Strategic Pillars: Pillar 3, Priority 1 & 2 National Standards 1 and 2</p> <p>Trauma Informed System – Chris Evans/Heather Kelly (Board Member Sponsor), Racheal Damhuis Boogers/Rory Cahill (Practice Leads)</p> <p>Key Indicator – The % of children in the community and being released from custody with a screened, or, identified need for an intervention to improve mental health or emotional wellbeing; and of that the % of planned/offered interventions; of that % of children attending interventions</p>						
1.	Review of implementation of the Positive Directions Framework Including, operationalizing of a YJS Occupational Therapy offer and evaluation of this	Nikki Holmes (Positive Direction Project Manager) and Lyn Parsons (Positive Directions Clinical Consultant Lead (NHSE Trauma Vanguard Project 2021-2024) Lauren Walton (Speech and Language Therapist) and Hayley Hobbs	End of Q4	Improved health assessing and offers to children	Reduced re-offending/arrest Increased and improved victim feedback	NHS England & NHS Improvement Long Term Plan (LTP) Punishing Abuse Report 2021 Local Learning Reviews Neurodiversity – a whole-child approach for youth justice – Kirby (2021) Stoke YOT HMIP Inspection 2022

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
		(Occupational Therapist)				
2.	Re-implementation of voluntary vicarious trauma support spaces	Racheal Damhuis Boogers and Rory Cahill (Specialist Mental Health Practitioner (YJS/CAMHS))	End of Q4	Improved team wellbeing	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) Team Workshop 2023 YJB Skills Audit - 2021
3.	External evaluation of the intensive multi-agency case consultation (IMACC) and local evaluation of: <ul style="list-style-type: none"> - Role for children entering and exiting the secure estate - How the offer supports reducing disproportionality - And supervision arrangements 	Roshni Lawson (Service Manager – Specialist Mental Health with additional vulnerabilities Children and Young People – Rise) and Chris Evans (Associate Director of Operations Mental Health Services for Children & Young People Coventry & Warwickshire Partnership NHS Trust)	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) Enhanced Case Management (ECM) Evaluation Phase One Report (2023)
4.	Service wide trauma response analysis	Nikki Holmes (Positive Direction Project Manager) and Lesa Arms (YJS Team Manager)	End of Q4	Improved health assessing and offers to children	Improve access to mental healthcare for children	Local Custody Review Analysis Punishing Abuse Report (2021)

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
5.	Continued 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)
6.	Team completion (including new starters) of the Trauma Informed Effective Practice Award	Abi Jones (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)
7.	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), Edouard Baynes Clarke (Schools Violence Reduction Lead) and Caroline Ryder (Violence Prevention - Programme Manager)	End of Q4	Earlier identification of needs	Reduced number of children in the YJS	Serious Violence Duty Strategic Needs Analysis (2023) Punishing Abuse Report (2021) Education violence reduction strategy (2020) 2021 Promising Approaches to Knife Crime – HMIP Research 2022
8.	Review of Family Therapy consultation support to the YJS 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)
<p>Child Friendly Cov YJB Child First Principles: Principle 4 YJB Strategic Pillars: Pillar 3, Priority 1 & 2 National Standards 1,3 and 5</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>						
1.	Completion of local learning review and implementation of recommendations; to be tracked through quarterly Management Board	Rebekah Eaves (Business Manager – Coventry Safeguarding)	End of Q4	Earlier identification of needs	Reduced use of custody	Local Learning Review 2023

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
		Children's Partnership and Adult Board) and Nick Jeffreys (Operational Lead YJS)			Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.	
2.	Civil Injunction Review – mapping use and pathways to use for civil powers for children suspected/convicted of serious violent offences, burglary, and vehicle crime.	Sherrie Kimberley (Inspector – Partnerships Manager) and Nick Jeffreys (Operational Lead- Responsive Services)	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. Reduced number of children in the YJS	HMICFRS - An inspection of how well the police tackle serious youth violence (2023) Local Serious Youth Violence Reduction Plan and 4 P (pursue prevent, prepare, and protect) Policing Plan for neighborhood crime – robbery, burglary, and vehicle crime- 2023
3.	Review of children offender managed and who continue to reoffend – strategic review through the Reoffending Board	Sherrie Kimberley (Inspector – Partnerships Manager) and Sara Graves (Operational Lead- Responsive Services)	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. Reduced number of children in the YJS	HMICFRS - An inspection of how well the police tackle serious youth violence (2023) Local Serious Youth Violence Reduction Plan and 4 P (pursue prevent, prepare, and protect) Policing Plan for neighborhood crime – robbery, burglary, and vehicle crime- 2023
4.	Coventry Community Initiative to Reduce Violence (CIRV) impact evaluation with the Violence Reduction Partnership (VRP)	Daryl Lyons (Chief Inspector) and Zeba Chowdhury (Criminal Justice Delivery Manager Violence Reduction Partnership)	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	HMICFRS - An inspection of how well the police tackle serious youth violence - 2023
5.	External review of YODOC (Youth One Day One Conversation) and other risk management arrangements – consideration to examples of best practice.	Abi Jones (Team Manager YJS)	End of Q3	Earlier identification of needs	Reduced number of first-time entrants	HMIP Inspection 2022/23 Hammersmith and Fulham HMIP Inspection 2022

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
6.	Audit of mentoring offer for children at low risk of being exploited	Sara Graves (Operational Lead – Responsive Services)	End of Q4	Mentoring offer in place and being well assessed.	Reduced number of first-time entrants	Serious Violence Duty Strategic Needs Assessment (2023) Promising approaches to knife crime: an exploratory study - HMIP Research and Analysis Bulletin (2022/23)
7.	St Giles to be refunded for the continued reachable moment mentoring offers, known as desist and transform; these 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	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
8.	Continued development of the Horizon Dashboard to be shared with YJS	Sara Graves (Operational Lead- Responsive Services) and Becky Pearson (Child Exploitation Coordinator)	End of Q4	Robust pathway of support for children at risk of criminal exploitation	Reduced number of first-time entrants	Youth Justice Plan 2022
9.	Awareness raising and targeting of hotspot areas to be completed through the Serious Organised Crime and Exploitation (SOCEX)	Adam Lewis (Police Sergeant – Coventry Exploitation Partnership Hub)	End of Q1	Robust pathway of support for children at risk of criminal exploitation	Reduced number of first-time entrants	Police Serious Youth Violence Reduction Plan 2023
10.	Review and analysis of the findings for consideration from the safeguarding partnership and Children's Services Senior leadership team review – this to be considered in the context of local ethnic exploitation trends.	Judith Jones (Operational Lead – Quality Assurance)	End of Q2	Robust pathway of support for children at risk of criminal exploitation	Reduced number of first-time entrants	The ethnicity of missing people; findings from police and local authority data, 2021-22 (2023)
11.	Offensive weapon analysis for trends and themes	Dave Woodhouse (Senior Data Analyst)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Performance Review 2023
12.	For the partnership to support in the development of a strengthened framework to respond, assess and offer intervention to children for sexually harmful behaviour	Sara Graves (Operational Lead - Responsive Services) and Lesa Arms (YJS Team Manager)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Horizon Annual Service Development Plan 2023

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
13.	Raising awareness campaigns to be developed by Horizon, Youth Justice Service, Police, Health, Education Services of the impact of Child Exploitation and Serious Youth Violence.	Sara Graves (Operational Lead - Responsive Services)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Horizon Annual Service Development Plan 2023 Friendship Group.
14.	Wider comms piece on exploitation – buses etc.... to be led by Safeguarding Partnership and supporting normalising to exploitation as a societal issue – video to raise awareness and identify signs of grooming.	Rebekah Eaves (Safeguarding Board Manager)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Early Help Action Plan – Exploitation
15.	YJS Cross Border Mapping product	Brittany Hawke (YJS Senior Practitioner)	End of Q3	Earlier identification of needs	Reduced number of first-time entrants	Performance Review 2023
16.	Targeted school prevention work to continue and evaluation to be completed	Sara Graves (Operational Lead - Responsive Services)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Horizon Annual Service Development Plan 2023 Youth Justice Plan 2022
17.	County lines disproportionality review to understanding potentially underassessing of risk for black children	Sara Graves (Operational Lead - Responsive Services) and Nick Jeffreys (Operational Lead YJS)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Performance Review 2023 Horizon Annual Service Development Plan 2023
18.	Offensive weapon homicide reviews – piloted in Coventry and take learning to look at getting in earlier regarding victims and perpetrators	Joy Adams (Community Safety Manager)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Community Safety Plan 2022
<u>Child Friendly Cov</u>						YJB Child First Principles: Principle 4 YJB Strategic Pillars: Pillar 1, Priority 3 National Standard 1
Promoting Prevention and Diversion - Overall Leads - Nigel Patterson/Davina Blackburn, Sherrie Kimberley and Lesa Arms (Practice Lead)						
Key Indicator – Reduce the number of children in the youth justice system						
1.	Mapping of year 6 to 7 transition support and needs analysis for consideration to the Early Help Board	Ed Baynes Clarke (Schools Violence Reduction Lead)	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB Promising approaches to knife crime: an exploratory stud - HMIP Research and Analysis Bulletin (2022/23) HMIP South Gloucestershire (2021) Report Understanding ethnic disparity in reoffending rates in the youth justice

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
						system; Child and practitioner perspectives report – Traverse (2023) Child Feedback 2022/23
2.	Children at risk through intergenerational/cross generational concerns – mapping of offers and needs analysis for consideration to the Early Help Board	Angela Harley (Early Help Manager)	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	Learning Reviews 2023
3.	Continued tracking off all children arrested, and intervention pathways targeted third sector provision (for example, St Giles)	Sherrie Kimberley (Inspector – Partnerships Manager)	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB Peer Review 2023 HMIP South Gloucestershire (2021) Report
4.	Review of diversion pathways to ensure that children alleged to be involved in robberies, burglaries and vehicle crime are considered for timely support – explicitly consideration for mentoring support funded through Violence Reduction Partnership or Community Safety Fund.	Sherrie Kimberley (Inspector – Partnerships Manager) and Nick Jeffreys (Operational Lead- Responsive Services)	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. Reduced number of children in the YJS	HMICFRS - An inspection of how well the police tackle serious youth violence (2023) Local 4 P (pursue prevent, prepare, and protect) Policing Plan for neighborhood crime – robbery, burglary, and vehicle crime- 2023 Early Help Action Plan – Crime and ASB
5.	Review of school's liaisons officer role and processes for evaluation of impact	Sherrie Kimberley (Inspector – Partnerships Manager) and Daryl Lyons (ChiefInspector)	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. Reduced number of children in the YJS	HMICFRS - An inspection of how well the police tackle serious youth violence (2023) Local 4 P (pursue prevent, prepare, and protect) Policing Plan for neighborhood crime – robbery, burglary, and vehicle crime- 2023 Early Help Action Plan – Crime and ASB
6.	Family Hub implementation of local pathways and services – consideration of integration into local religious and cultural groups.	Nigel Patterson (Early Help Manager) and Fred Kratt (Faith and Communities Navigator – Violence Reduction Partnership)	End of Q2	Improved local relationships with the Youth Partnership	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
7.	Review of the additional partnership offer to Woodfield School	Angela Harley (Early Help Manager)	End of Q3	Improved diversion pathways	Reduced number of first-time entrants	Serious Youth Violence Reduction Plan (2023) Early Help Action Plan – Crime and ASB
8.	Turnaround implementation and evaluation at 6-, 12- and 18-month milestones.	Beki Habberley (YJS Senior Practitioner)	End of Q4 2024/25	Improved diversion pathways	Reduced number of first-time entrants	MOJ 2022 – Turnaround Scheme Early Help Action Plan – Crime and ASB HMIP Inspection 2022/23
9.	Community Safety Antisocial Behavior Programme Plan to be devised and consideration across the Early Help Subgroup regarding additional ASB funding. and operationalizing through the Local Case Management Forum	Joy Adams (CCTV and Community Safety Manager)	End of Q3	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. Reduced number of children in the YJS	HMICFRS - An inspection of how well the police tackle serious youth violence (2023) Local 4 P (pursue prevent, prepare, and protect) Policing Plan for neighborhood crime – robbery, burglary, and vehicle crime- 2023 Early Help Action Plan – Crime and ASB
10.	To review the local response to the 'hidden harms' caused by adverse childhood experiences, such as those impacted by violent incidents.	Sara Graves (Operational Lead - Responsive Services) and Nick Jeffreys (Operational Lead – YJS)	End of Q2	Improved diversion pathways	Reduced number of first-time entrants	Serious Violence Duty Strategic Needs Assessment – 2023 – Recommendation 6
11.	Review of alternative offences decisions – joint case audit by Police and YJS of relevant sample.	Sherrie Kimberley (Inspector – Partnerships Manager) and Nick Jeffreys (Operational Lead- YJS)	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. Reduced number of children in the YJS	HMICFRS - An inspection of how well the police tackle serious youth violence (2023) Local 4 P (pursue prevent, prepare, and protect) Policing Plan for neighborhood crime – robbery, burglary, and vehicle crime- 2023 Early Help Action Plan – Crime and ASB
12.	External impact analysis on the 'Diversion Project' and the impact on disproportionality; to be reviewed and actioned by management Board once completed.	Lesla Arms (YJS Team Manager)	End of Q4	Improved diversion pathways	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB HMIP Inspection 2022/23

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
13.	Regional evaluation of the deferred prosecution pilot.	Jane Sanderson (Partnering and Reach Lead – West Midlands Police)	End of Q2	Improved diversion pathways	Reduced number of first-time entrants	Early Help Action Plan – Crime and ASB HMIP Inspection 2022/23
14.	No Further Action re-review – review into 30 instances of child suspects following an audit being completed in November 2022	Daryl Lyons (Police Partnerships Detective Chief Inspector)	End Of Q3	Improved diversion pathways	Reduced number of first-time entrants	Youth Justice Plan 2022
15.	Motoring Offences – Diversion – exploration of the diversion model in Gwent, Wales.	Nick Jeffreys (Operational Lead- YJS)	End of Q3	Improved diversion pathways	Reduced number of first-time entrants	Performance Review 2023
<p><u>Child Friendly Cov</u> YJB Child First Principles: Principle 3 YJB Strategic Pillars: Pillar 1, Priority 3 National Standard 5</p> <p>Education, Training and Employment – Jeannette Essex, Rachael Sugars/Jas Madahar (Board Member Sponsor), Ashley Kalnins (Practice Lead)</p> <p>Key Indicator – The % Improve percentage of children in the community and being released from custody attending a suitable ETE (education, training, and employment) arrangement & ETE engagement and attainment for children in the youth justice system; we have made a commitment as a partnership that children in the YJS will be supported to achieve at least a level 1 qualification with direct access to the workplace or a level 2 qualification.</p>						
1.	Annual review of the progression of the Education Violence Reduction Action Plan by Management Board	Racheal Sugars (Head of Service – Education Improvement and Standards)	End of Q3	Earlier identification children at highest risk	Reduced number of first-time entrants	Education violence reduction strategy (2020)
2.	Skills Mill Funding Identification	Ashley Kalnins (YJS Education Lead)	End of Q4	Reduce the number of children permanently excluded.	Education attainment	HMIP Inspection 22/23 HMIP ETE Thematic 2022
3.	Employment pathway booklet on construction, industry, the arts, and STEM	Ashley Kalnins (YJS Education Lead)	End of Q4	Reduce the number of children permanently excluded.	Education attainment	HMIP Inspection 22/23
4.	Following publication of the Early Help Strategy, review through the behavior pathway for schools to strengthen pathways with Early Help	Racheal Sugars (Head of Service – Education Improvement and Standards) and Nick Jeffreys (Operational Lead – YJS)	End of Q3	Reduce the number of children permanently excluded.	Education attainment	Early Help Strategy - Education Outcome group

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
5.	Review of the YJS/Horizon offer from virtual school with consideration to the Personal Education Plan process.	Jeanette Essex (Head of SEND and Specialist Services) and Sara Graves (Operational Lead - Responsive Services)	End of Q2	Earlier identification children at highest risk	Reduced number of first-time entrants	Performance Review 2023
6.	Review of CHANCES program to increase statutory referrals across year 3	Ashley Kalnins (YJS Education Lead)	End of Q4	Reduce the number of children permanently excluded.	Education attainment	Coventry Chances Year 2 Report
7.	Management Board Review ETE Dashboard	Dave Woodhouse (Senior Data Analyst)	End of Q3	Reduce the number of children permanently excluded.	Education attainment	HMIP Inspection 22/23 HMIP ETE Thematic 2022
8.	Replication of the 'Inspired by Hope' project –art exhibition for children's work – and presentation of 2022 Case Study example in Quarter 2's Board	Jas Madahar (Operations Manager – Prospects)	End of Q3	Reduce the number of children permanently excluded.	Education attainment	Performance Review 2023
9.	Mapping offer for year 12/13 level courses – and pathways for level 1 and 2 courses.	Ashley Kalnins (YJS Education Lead) and Hannah Parry (Prospects)	End of Q3	Increase ETE opportunities for children in Coventry	Rates of ETE Attainment	HMIP Inspection 22/23 HMIP ETE Thematic 2022
10.	Review of permanently excluded from school cohort – audit of their journeys; this is in response to overrepresentation in and to consider any themes around weapon possession.	Ed Baynes Clarke (Schools Violence Reduction Lead)	End of Q2	Increase ETE opportunities for children in Coventry	Rates of ETE Attainment	HMIP Inspection 22/23 HMIP ETE Thematic 2022
11.	Youth Justice SEND Quality Assurance Mark Application	Matt Haynes (YJS Team Manager) and Lauren Walton (SALT)	End of Q3	Reduce the number of children permanently excluded.	Rates of Education attainment	Performance Review 2023
12.	Attainment levels – comparison datasets with family group – understand where YJS sits	Ashley Kalnins (YJS Education Lead) and Hannah Parry (Prospects)	End of Q3	Comparison data set	Improve attainment for children	Performance Review 2023 HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021)

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
<u>A diverse and skilled workforce</u>						YJB Child First Principles: Principle 3 YJB Strategic Pillars: Pillar 1, Priority 1 & 2 National Standards 1 - 5
Workforce Development – David McNally (Board Member Sponsor), Nick Jeffreys (Practice Lead)						
Key Indicator – Improve feedback from children/family/parents and victims of crime						
1.	Review of the development pathway for the foundation degree in Youth Justice and consideration to extension.	Sarb Bhambra (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 Strategy (2023) Youth Justice Plan 2022
2.	Regional/local coaching offer to replicate YJB Elevate Programme, but accessible to team members without managerial experience.	Nick Jeffreys (Operational Lead – YJS)	End of Q2	Practitioners will be part way through a Youth Justice Degree	Increased and improved child/family/parent feedback	Workforce Development Strategy (2023) HMIP Inspection 2022/23
3.	Launch of the Workforce Development Strategy 2023-25 and training priority planner	Nick Jeffreys (Operational Lead – YJS)	End of Q4	Practitioners will be part way through a Youth Justice Degree	Increased and improved child/family/parent feedback	Workforce Development Strategy (2023) HMIP Inspection 2022/23
4.	Provide training and support for staff working with children from Gypsy, Roma, and Traveller communities	Abi Jones (YJS Team manager)	End of Q4	Improved service knowledge and expertise	Increased and improved child/family/parent feedback	Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023)
5.	Annual Team supervision survey	Nick Jeffreys (Operational Lead – YJS)	End of Q4	Improved supervision framework	Increased and improved child/family/parent feedback	Workforce Development Strategy 2023
6.	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 – YJS)	End of Q4	Increased team diversity	Increased and improved child/family/parent feedback	Workforce Development Strategy 2023 HMIP Action Plan 2022/23
7.	Development of an entry level CYJS pathway onto the Youth Justice Foundation Degree Apprenticeship – once in post, consideration to how the role can support children's experience of court.	Tianne Peynado (Engagement and Development Officer)	End of Q2	Improved wholefamily offer	Increased and improved child/family/parent feedback	HMIP Inspection 2022/23 Child Feedback 2022/23

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
8.	Actions as per quality assurance framework	Nick Jeffreys (Operational Lead – YJS)	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 Strategy 2023
9.	Youth Justice Sector Improvement Partnership training offers to be attended by Team Managers and Senior Practitioners	Nick Jeffreys (Operational Lead – YJS)	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 Strategy 2023
<p><u>A learning organisation</u> YJB Child First Principles: Principle 3 & 4 YJB Strategic Pillars: Pillar 3, Priority 3 & 4 National Standards 4 and 5</p> <p>Inspectorate, standards, and best practice learning – Standards 4 and 5 – Kirsty Baker (Board Member Sponsor), Hannah Darby (Practice Lead)</p> <p>Key Indicator – Reduce reoffending by children in the youth justice system</p>						
1.	Review the findings from: ‘a joint thematic inspection of offender management in custody (OMiC)’ for local considerations and amendments to the local Coventry protocol.	Abi Jones (Team Manager)	End of Q2	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	A joint thematic inspection of Offender Management in Custody – HMIP (2023)
2.	Further training on external controls and contingency planning – to be delivered by Silver Bullet.	Brittany Hawke (YJS Senior Practitioner)	End of Q2	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	HMIP Inspection 2022/23
3.	Service wide audit on external controls and contingency planning following Silver Bullet Training.	Brittany Hawke (YJS Senior Practitioner)	End of Q4	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	HMIP Inspection 2022/23
4.	Resettlement Passports – local review of piloting implementation for HMYOI Cookham Wood for local learning.	Stacey Brown (YJS Senior (Practitioner)	End of Q4	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	HMPPS Accelerator Prisons Project (2023)

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
5.	Horizon scan for resettlement best practice examples through Association of YOT Managers Portfolio Lead for Custody	Nick Jeffreys (Operational Lead – YJS)	End of Q4	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	HMIP Inspection 2022/23
6.	Probation Transfer AssetPlus Audit	Abi Jones (YJS Team Manager) and Nicole King (Senior Probation Officer)	End of Q2	Ensure that risk assessments for young people transferring to adult services are robust and coordinated.	Reduce reoffending for the Probation Transfer Cohort.	HMIP Inspection 2022/23
7.	Story Telling Theory Training	Nick Jeffreys (Operational Lead – YJS)	End of Q4	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	Team Workshop 2023
8.	Full self-assessment review against National Standards 2: At Court	Lesa Arms, Abi Jones and Matt Haynes (YJS Team Managers)	End of Q2	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	YJB Business Plan 2023-24 National Standards (2019)
9.	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
10.	Continued Management Board tracking and oversight of resettlement/custody reviews, 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 HMIP Inspection 2022/23
<u>A learning organisation</u>						YJB Child First Principles: Principle 3 & 4 YJB Strategic Pillars: Pillar 3, Priority 3 & 4 National Standards 1 - 5
Children from groups who are overrepresented - Overall Leads – Sharon Bolesworth (Board Member Sponsor), Abi Jones (Practice Lead)						
Key Indicator – Reduce racial disparity for children in the youth justice system						
1.	Development of girl's specific intervention program building on the Hypermasculinity Project, and taking learning from the national consultation group supported by the Youth Justice Board, to include the development of	Abi Jones (YJS Team Manager)	End of Q4	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	Punishing Abuse Report(2021)

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
	young women's group					
2.	Annual review of the responses to the disproportionately HMIP Thematic	Abi Jones (YJS Team Manager)	End of Q4	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021)
3.	Evaluation of the masculinity project	Marcus Licorish (YJS Support Officer)	End of Q3	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021)
4.	White and Black Caribbean overrepresentation review – consideration to national trends and what earlier school support could be put in place to support a reduction in disproportionality.	Abi Jones (YJS Team Manager) and Mamps Gill (YJB)	End of Q4	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	Performance Review 2023 HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021) Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023)
5.	In depth review of: Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report. (2023) - Action plan to be developed and considered regarding how to improve communication interconnection with faith organizations	Abi Jones (YJS Team Manager) and Mamps Gill (YJB)	End of Q4	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023)
6.	Monitoring of SALT referral ethnicity and team exploration regarding low referrals for Black children	Lauren Walton (Speech and Language Therapist)	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	Performance Review 2023 SEND inspection 2019 Punishing Abuse Report(2021) Neurodiversity – a whole-child approach for youth justice – Kirby (2021) Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner

Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
						perspectives report – Traverse (2023)
7.	In depth ethnicity review of health referrals by referral action type.	Racheal Damhuis Boogers and Rory Cahill (Specialist Mental Health Practitioner (YOT/CAMHS))	End of Q4	Improved health access for children	Reduced re-offending/arrest Increased and improved victim feedback	Performance Review 2023 Team Workshop 2023 Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023)
8.	Review of the pathway for the local Young Black Minds support group	Abi Jones (YJS Team Manager) and Mamps Gill (YJB)	End of Q4	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023)
9.	Parenting engagement with community groups to develop our culturally competent parenting offer	Mandy Allen (YJS Parenting Lead)	End of Q2	Improved whole family offer	Increased and improved child/family/parent feedback	Friendship Group Feedback 2023 Child Feedback 2022/23
10.	Continued 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 Team Manager)	End of Q4	Reduce racial disparity in the youth justice system	Reduce overrepresentation	Tackling racial disparity in the criminal justice system: 2020/21 Lammy Review (2017) YJB Disproportionality Assessment (2021/22)

Sign off, submission and approval

Neil MacDonald

..... (Signature)

Neil MacDonald – Interim Director of Children’s Services for Coventry (Management Board Chair)



..... (Signature)

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

K. Baker

..... (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: 29.06.2023

Appendix 1 – Management Board Membership

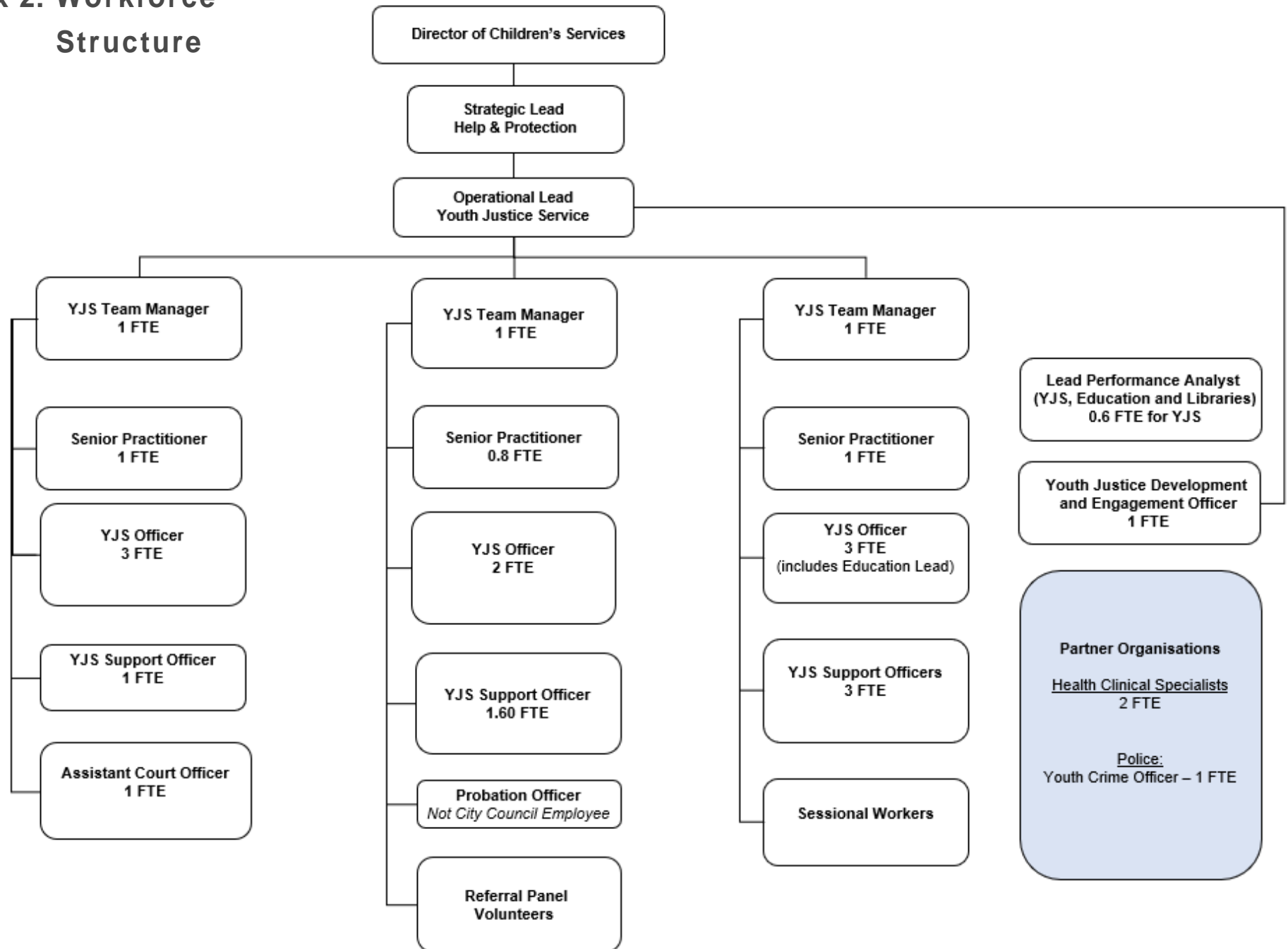
Name	Title	Attendance*
Daryl Lyons	Detective Chief Inspector, Local Policing, Coventry Neighborhood Policing Unit - West Midlands Police.	Q1, Q2, Q3, Q4
Jas Madahar	Operations Manager, Coventry & Warwickshire Prospects Service	Q1, Q2, Q3, Q4
Heather Kelly	Head of Transformation (Children and Young people), Coventry and Warwickshire Integrated Care Board	Q1, Q2, Q3, Q4
Chris Evans	Associate Director of Operations, Mental Health Services for Children & Young People, Coventry & Warwickshire Partnership NHS Trust	Q2, Q3, Q4
John Gregg (Previous Chair)	Director of Children's Services for Coventry, Coventry City Council	Q2, Q3, Q4
Paul Heathfield	Chair of the Youth Panel (started in post April 2023)	Q1, Q3, (deputy sent for Q4)
Sharon Bolesworth	Positive Choices Service Manager	Q2, (sent deputy for Q1, Q3)
Jeanette Essex	Head of SEND and Specialist Services	Q1, Q2, Q3, Q4
Nick Jeffreys	Operational Lead, Coventry Youth Justice Service	Q1, Q2, Q3, Q4
Racheal Sugars	Head of Service, Education Entitlement, Coventry City Council	Q2, Q3, Q4
Nigel Paterson/ Angela Harley	Early Help Manager, Early Help & Family Hubs (Central/South),	Q1, Q3, Q4
Caroline Ryder	Violence Prevention - Programme Manager (Shared post Coventry City Council and West Midlands Police)	Q1, Q2, Q3, Q4
Craig Hickin	Head of Environmental Services, Street Scene & Regulatory Services, Coventry City Council	Q2, Q3, (sent deputy for Q1 and Q4)
Kirsty Baker	Head of Coventry Probation Coventry	Q1, Q2, Q3
Chris Heeley	Strategic Lead for Help and Protection, Coventry City Council	Q1, Q2, Q4
Mamps Gill	Youth Justice Board - Head of Innovation & Engagement – Midlands	Q1, 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.

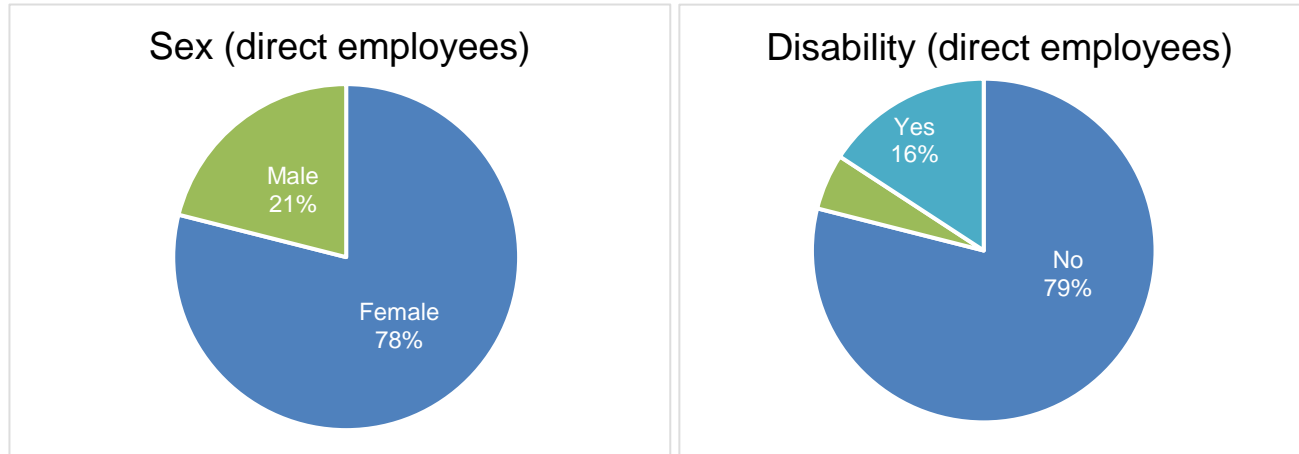
2021/22 Board Dates:

- 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

Ethnicity Group	<u>Managers Strategic</u>		<u>Managers Operational</u>		<u>Practitioners</u>		<u>Administration</u>		<u>Sessional</u>		<u>Referral Order Panel Volunteer</u>		Total
	M	F	M	F	M	F	M	F	M	F	M	F	M
Asian or Asian British						2		2		2	2	1	9
Black or Black British					1	1			1	2		3	8
Mixed						1							1
Chinese or Other													0
White or White British	1		1	2	3	7		3		5		9	31

Appendix 3: Budget and Spend 2023/24

CYJS Finance Tables (2023/24)

2023-24 Youth Justice Service Partner Contributions to Pooled Budget

Agency	Staffing costs	Payments in kind	Other delegated funds	Total
Local Authority	632,094		160,734	792,828
Youth Justice Board	427,369		213,734	641,103
Police and Crime Commissioner	60,444		44,620	105,064
Health service		91,572	13,549	105,121
Police Service		61,664		61,664
National probation service		55,408		55,408
Total	1,119,907		432,637	1,761,188

Youth Justice Service Pooled Budget Changes

	Annual Budget	
Agency	2022-23	2023-24
Local Authority	745,051.00	792,828
Youth Justice Board	641,103.00	641,103
Police and Crime Commissioner	105,064.00	105,064
Health Service	129,835.00	105,121
Police Service	59,507.00	61,664
National Probation Service	55,496.00	55,408
Budget	1,736,056	1,761,188

Appendix 3: Budget and Spend 2022/23

2023-24 Youth Justice Board Grant

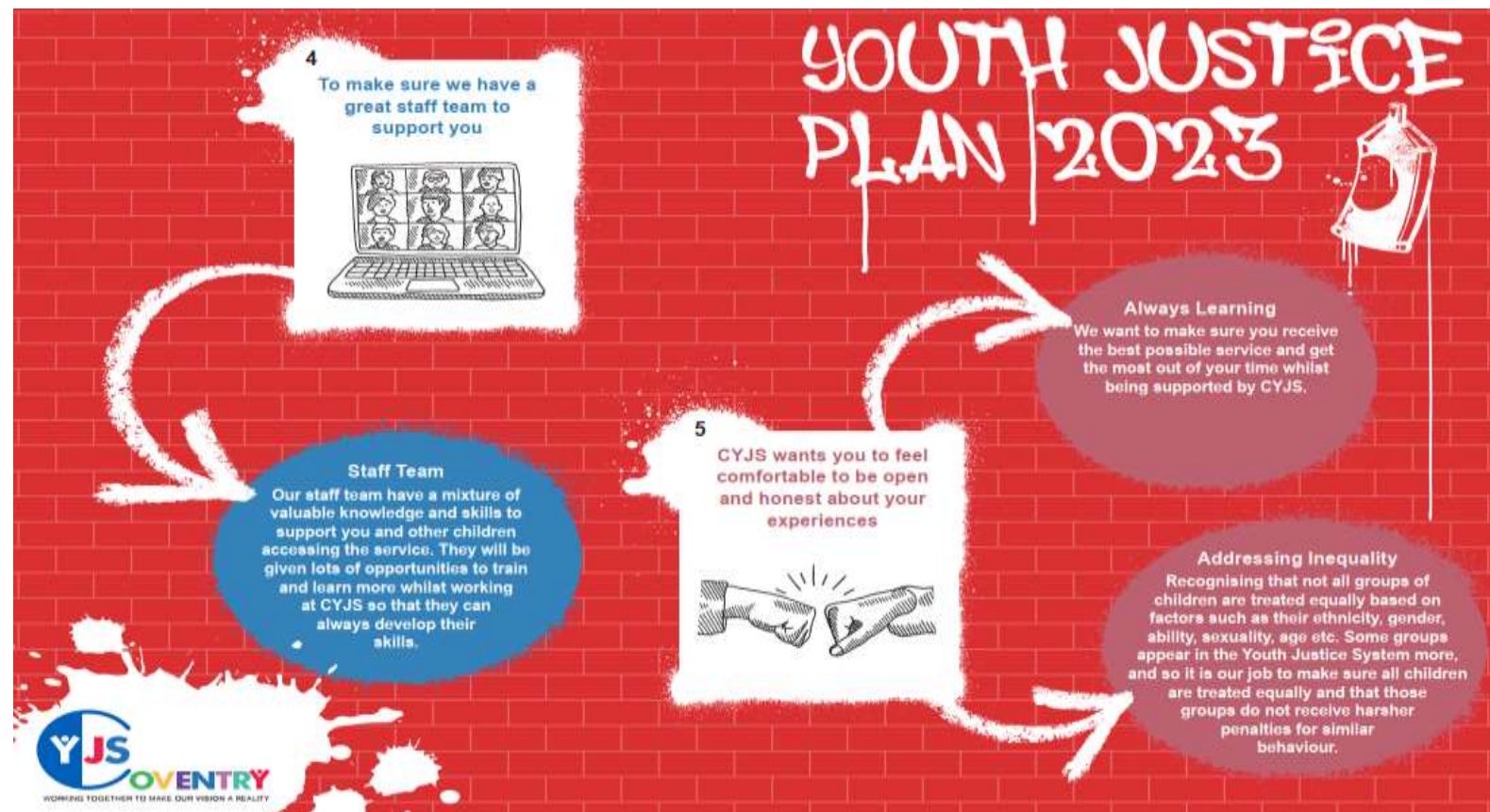
YJB grant budget	Budget	Forecast outturn	over / under spend forecast
Salaries	427,369	427,369	0
Activity costs	110,601	110,601	0
Overheads	99,048	99,048	0
Equipment	25	25	0
Accommodation	4,060	4,060	0
Total	641,103	641,103	0

Comments

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

* The YJB budget included, is the 22-23 confirmed amount, awaiting 23-24 confirmation

Appendices 4 – Child Friendly Plan



Appendices 5 – Quality Assurance Activity Schedule

COVENTRY CHILDREN'S SERVICES - CYJS																
Quality Assurance Activity Schedule: 1st April 2023– 31st March 2024																
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 evaluate 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 proper, escalation has taken place. This includes the review of Police Only First-time Community Resolutions	HMIP Domain 3 and National Standard 2/ ACPO Guidance	Lead Manager Operational Lead Lead Police Inspectors CYJS Management Board		X			X			X			X		Reviewed through quarterly Management Board and actions then checked through the Board
Threshold Analysis - PACE - Quarterly Board Report	To evaluate the application of the Police and Criminal Evidence Act (PACE) (1984), are decision in line with this and, where proper, 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 checked through the Board
Threshold Analysis - Remands - Quarterly Board Report	To evaluate the application of Legal Aid Sentencing Punishment of Offender's Act (2012) - are decisions in line with the guidance and has the Service taken proper action to offer right community measures, where right.	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 checked through the Board
Threshold Analysis - First Time Entrants - Quarterly Board Report	To evaluate the application of YJB and ACPO guidance, are decisions in line with guidance and do interventions reflect assessed need.	ACPO Guidance/HMIP Domain 1 Governance	Operational Lead CYJS Management Board		X			X			X			X		Reviewed through quarterly Management Board and actions then checked through the Board
Youth Justice Board National Standard Self-Assessment	To evaluate 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		Individual learning areas to be action/tracked in supervision, and broader learning will be completed through practitioners' monthly workshops. Audits completed on a bi-monthly thematic basis.
Supervisions	Annual Supervision Staff Review	HMIP Domain 1 Governance	Operational Lead				X									Any feedback to be supplied direct to Team Manager and associated development actions checked for completion through supervision.

Theme	Purpose	Context / Source	Auditors	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
Asset Plus Timeliness	To ensure assessments are completed on time.	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>
Asset Plus Quality Assurance	All Asset Plus assessments to be quality assured and feedback supplied where amendments are needed. 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>
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 supplied direct to Team Manager and associated development actions checked 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 found 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 find further areas for development.	HMIP 2 and 3	Silver Bullet Youth Justice Team Training	X	X	X	X	X	X							<i>The focus on risks management planning was following recommendations/feedback following the last HMIP Inspection.</i>

Appendix 6 - Performance Information

First Time Entrants

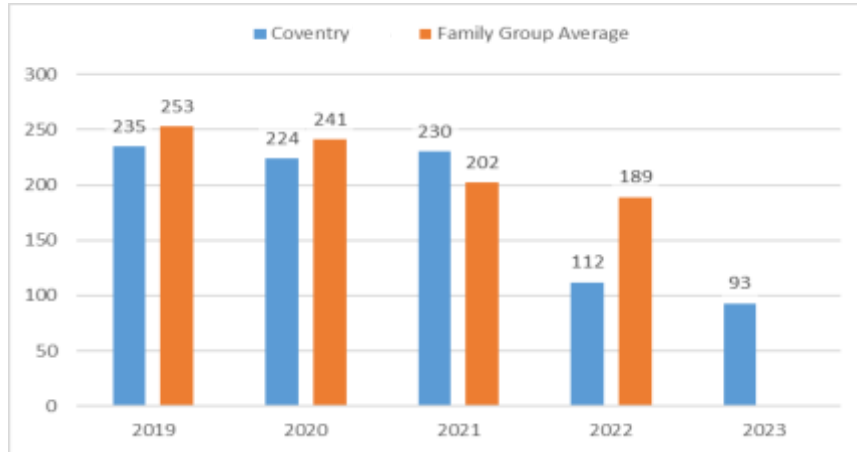


Table 1: FTEs per 100,000 of the 10–17-year-old population, Coventry YJS 2019-23

Reoffending

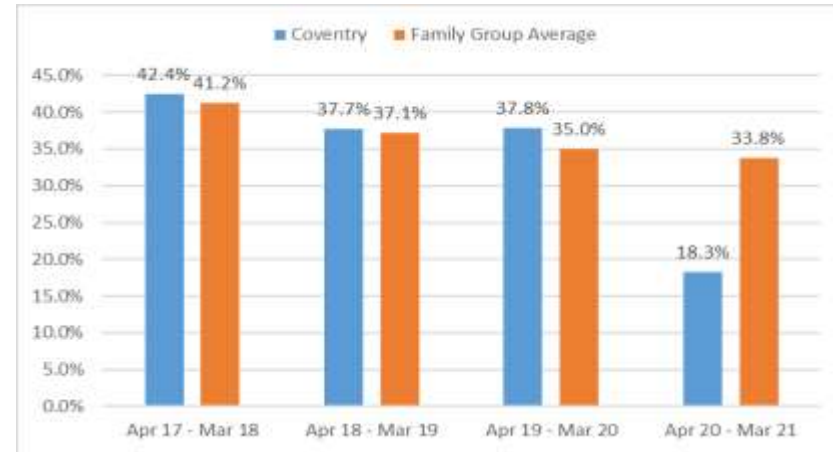


Table 2: Children/Young People reoffending within a year, Coventry YJS 2017-2021

Use of Custody

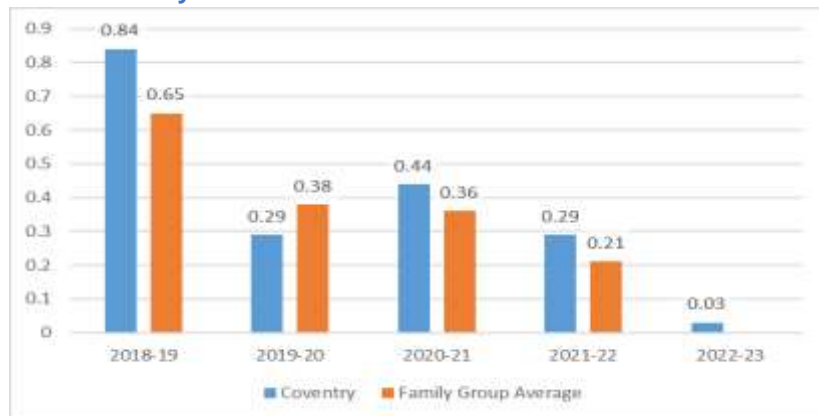


Table 3: Custodial sentences as a rate per 1,000 of the 10–17-year-old population, Coventry YJS 2018-2023

Use of Remand

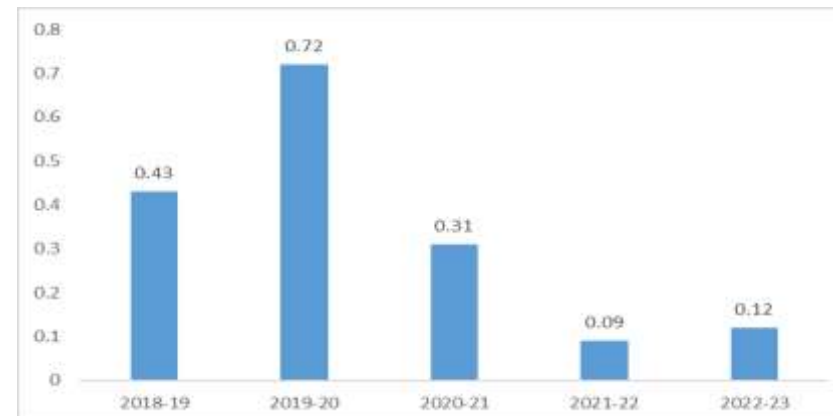


Table 4: New remand episodes per 1,000 of the 10–17-year-old population, Coventry YJS 2018-2023

Custody and Remand

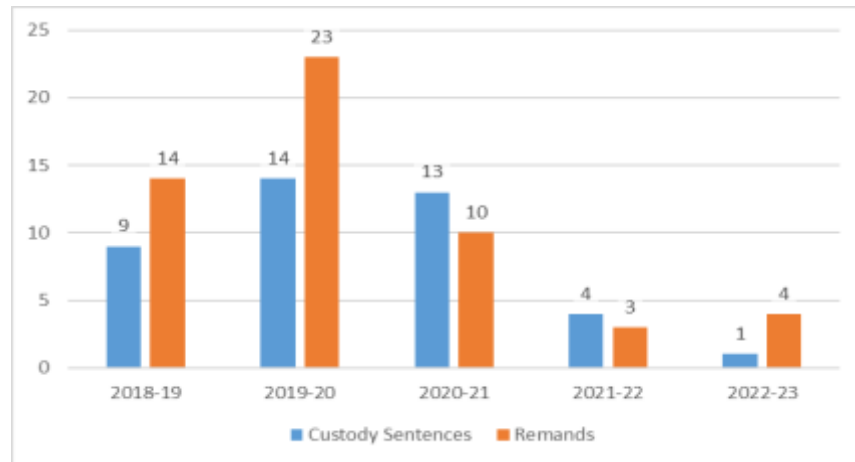


Table 5: New episodes of custody and remand, Coventry YJS 2018-23 (10-17 Year old's)

Accommodation

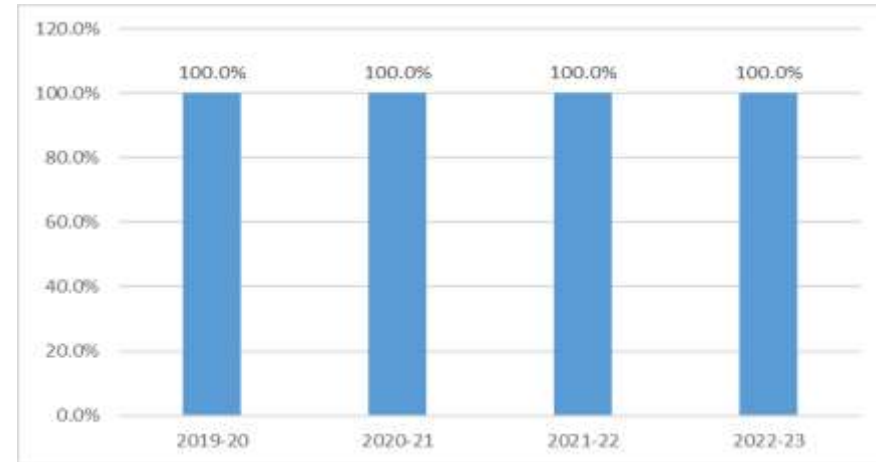


Table 6: Suitable accommodation, Coventry YJS 2019-23

Education, Training and Employment

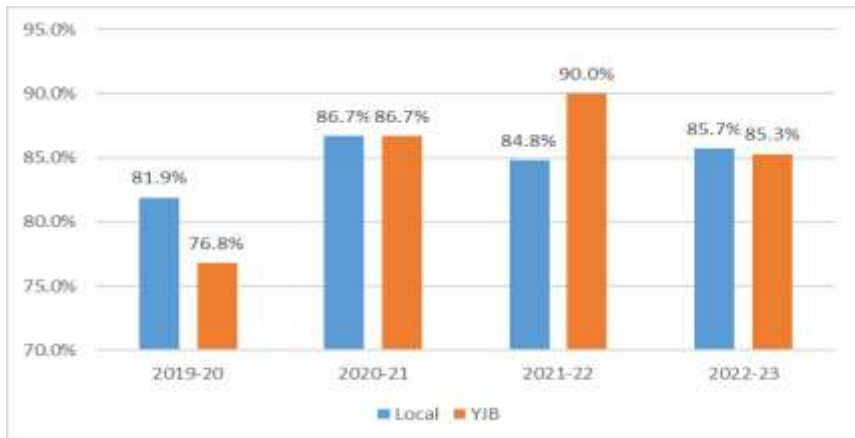


Table 4: Engagement in suitable ETE by local assessment and by the YJB national standard, 2019-23

Gender

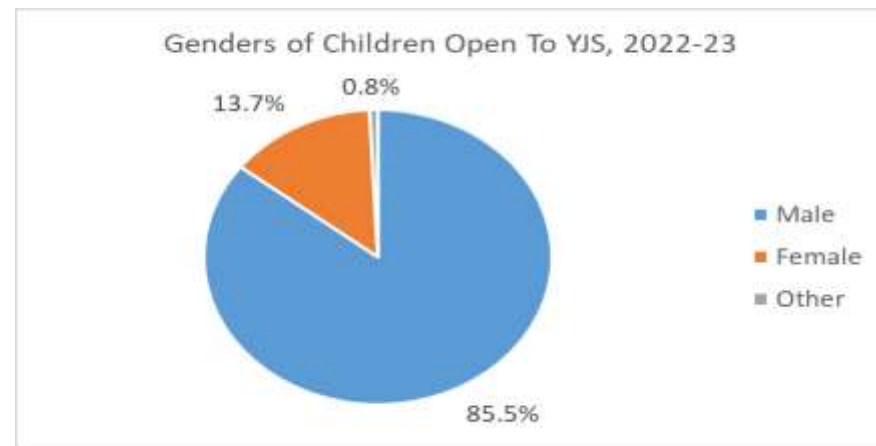


Table 8: Gender profile of children with proven offences, Coventry YJS 2022-23

Offences

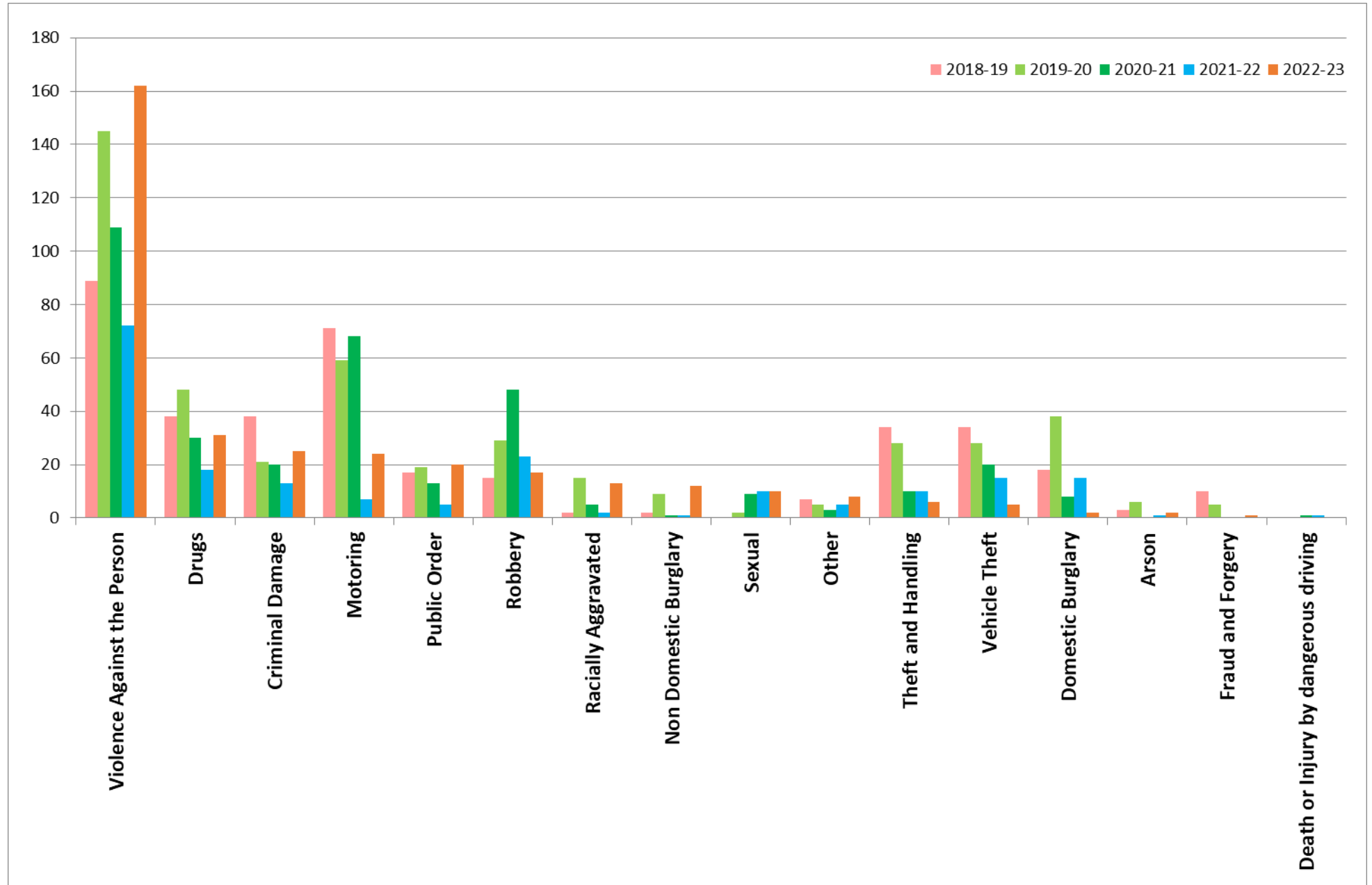


Table 9: Offences by offence type, Coventry YJS 2018-2023

Ethnicity

Ethnicities of Children Open To YJS, 2022-23

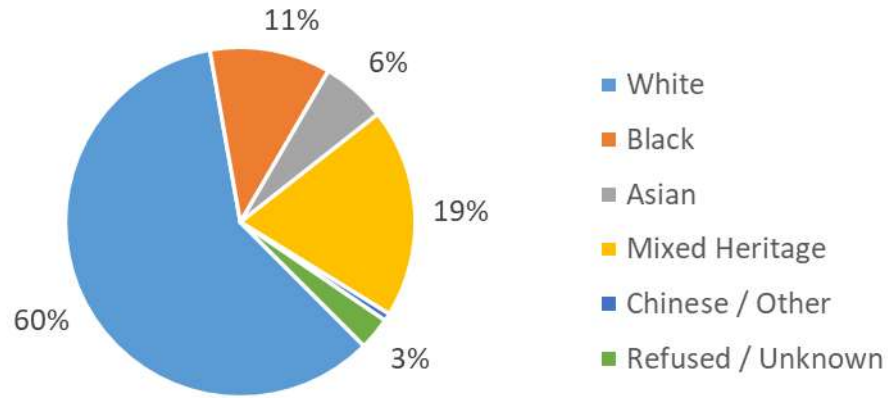


Table 10: Ethnic profile of young people with proven offences

Ethnicities Of Young People In Coventry Secondaries

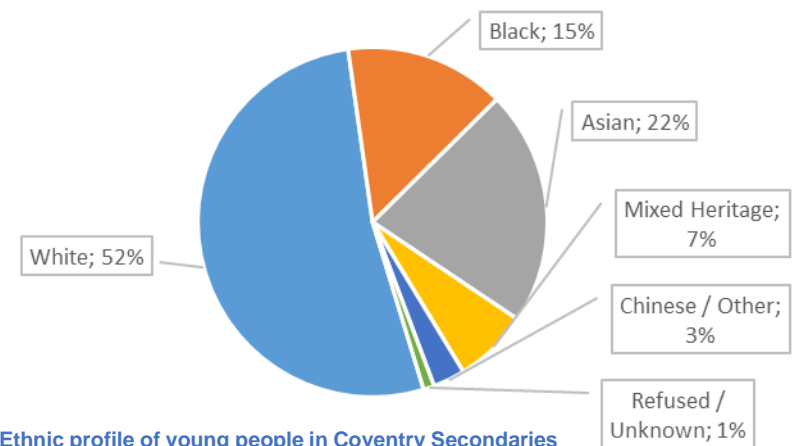


Table 11: Ethnic profile of young people in Coventry Secondaries

Representation Ratio By Ethnicity, 2022-23

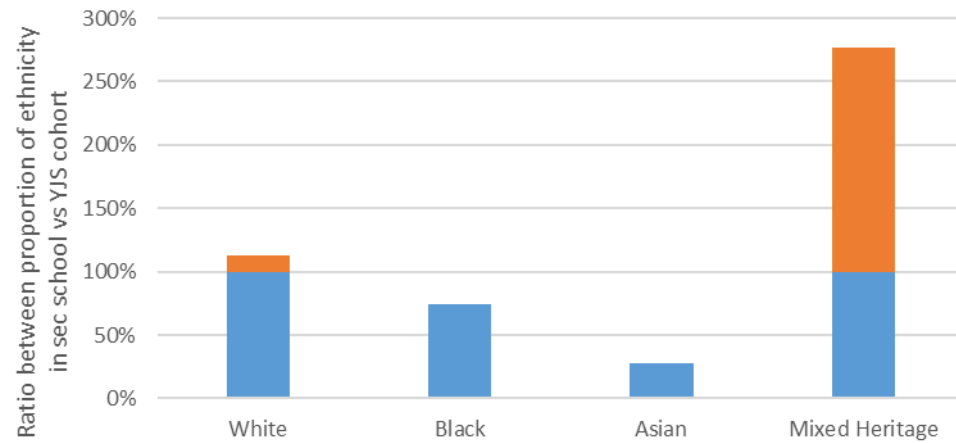


Table 12: Over and Under Representation by Ethnicity as per Table 10 and 11 data

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
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 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 minimize 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 center
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