

# COVENTRY YOUTH JUSTICE PLAN

2023-2025 Strategy (Update 2024)



## Foreword from the Chair of the Management Board

I am passionate about improving services for children, families and the local community. We continue to be committed to our One Coventry approach, particularly around our responses to tackle issues like serious youth violence.

The recent Joint Targeted Area Inspection (JTAI) on serious youth violence and exploitation, saw the partnership recognised as strategically effective and our efforts to build trusting relationships with children applauded. While there are of course areas of development, these successes build on Children's Services being rated as a 'Good' authority in our Ofsted Inspection published in August 2022 and the Youth Justice Service being rated as 'Outstanding' in the HMI Probation Inspection published in February 2023. These achievements reflect the hard work and ongoing commitment from politicians, partners, and teams to make a real difference to ensure that children, families and victims, are first and foremost at the center of what we do in Coventry.

As I move from my role as the Interim Director of Children's Services and Education, there are strong foundations in place, and I recognize we have much to applaud:

- More children accessing diversion support
- sustained reductions in first time entrants
- and, aforementioned responses to children exploited.

However, the improvement and development journey must continue. In 2023, we launched '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.*' We have ambitious aims and have since launched the 'Safe Spaces Project' that sees identified venues in the city as

safe havens for children; the venues have received specialist training and have access to resources for children (for example, first aid kits).

This Plan builds on these ambitions and provides an update from the outlined 2023-25 strategy last year. The plan presents updates on our performance, development work and our evidence-based approaches. 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 inspections and other learning.

The coming year will see challenges in sustaining 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 few 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 place and, though increasing local accountability is welcomed, it is paramount that responses to children remain Child First.

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/Education and  
Management Board Chair  
Service Lead – Nick Jeffreys**

# Contents Page

1.	Introduction, vision, and strategy	5
2.	Local context	7
3.	Governance, leadership, and partnership arrangements	8
4.	Progress on priorities in the previous plan	13
5.	Performance 2023/24 (includes national standards)	21
6.	Child First and Voice of the Child	30
7.	Resources and services	36
8.	Board development	38
9.	Workforce development	40
10.	Evidence-based practice and innovation (includes evaluation)	43
11.	Challenges, risks, and issues	46
12.	Service Development Plan	47
13.	Sign off, submission and approval	72
	<b>Appendices</b>	<b>73</b>



## Our Vision

We want Coventry to be the best city in the UK for all our children, young people, and their families, to live and grow up in. We want children to be valued, feel safe, be healthy and have opportunities.

Our five Youth Justice statements are: (1) – Children, families and victims of crime, leading Service Change (2) One Cov Approach (3) Child Friendly Cov (4) A diverse and skilled workforce (5) A learning organization

The latest published plan is available:  
<https://www.coventry.gov.uk/youthjustice>



## What are our priorities?

Our vision and priorities are aligned with the Youth Justice Board's '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'. Our current priorities are

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 from groups who are overrepresented

## 2023-24 Key achievement and headlines

### More children accessing diversion

There has been a doubling of children accessing diversion out of court disposals and an overall successful engagement rate of 95.24%. Additionally, there has been successful progress of the national Turnaround Programme, locally delivered via the Youth Workers in the family hubs. Children through either pathway have access to a Speech and Language Therapist and this work has been recognised through a national award.

### Reduced serious youth violence, but more children with proven weapon offences

There has been a 26.8% increase in proven weapon offences by children; however, the city has overall seen a reduction in knife offences and a continued reduction in serious youth violence overall. These conflicting trends are suspected to reflect that children are not necessarily feeling safer; this will be a core focus in the coming year.

### Positive trends in reducing racial disproportionality, though more to do

We have seen a move to a smaller overrepresentation for court disposals. Mixed heritage children (particularly White and Black Caribbean/Black African) continue to be two-fold over-represented and black children underrepresented in diversion support, when compared to Coventry's Secondary School Population.

### A focus in the coming year on intervention for children at risk of permanent school exclusion

22% of children open to the Service have been permanently excluded from school and attainment levels for children continue to be over two grades lower than expected. The next year will see a focus on targeted intervention as part of packages to avoid permanent exclusion, supporting children to appropriately be offered intervention earlier.

### Successful funding bid, for stop and search

The 7 Youth Justice Services in the West Midlands have successfully bid (April 2024) for funding to reduce racial overrepresentation in the Youth Justice Service.

The funding will see a regional approach to support children stopped & searched by the Police with the focus in the first year on scoping and collaborating with children to look at interventions/training.



# 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 diversion<sup>1</sup> 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 updates on the activity across 2023/24, in line with the vision and priorities set out in 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 national/local key performance indicators will be achieved. The plan evidences the service's response to the HMIP Recommendations following the report published in February 2023, and the steps to make 'outstanding' business as usual.

The last year has seen a Joint Targeted Area Inspection (JTAI) on serious youth violence and exploitation. Overall, the feedback was positive:

*'Children at risk of criminal exploitation and serious youth violence are safer as a result of the effective partnership work undertaken by both statutory services and third sector to reduce risks in places and spaces as well as for individual young people in Coventry'.*

With this said, there were several recommendations (for example, developing transitions to adult services and professional curiosity) that will become key points of focus in the coming year. The last year has also seen an increasing number of children with proven weapon possession offences and an increase in the use of custody, though contrary trends of a reduction in serious youth violence and more children accessing diversion intervention.

This plan has been written with explicit consideration to alignment to the Youth Justice Board's Strategic Plan 2024-27<sup>2</sup>, existing service plans and strategies across the city, and the 2022-30 One Coventry Plan<sup>3</sup> 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.

<sup>1</sup> Definition of diversion as per YJB doc

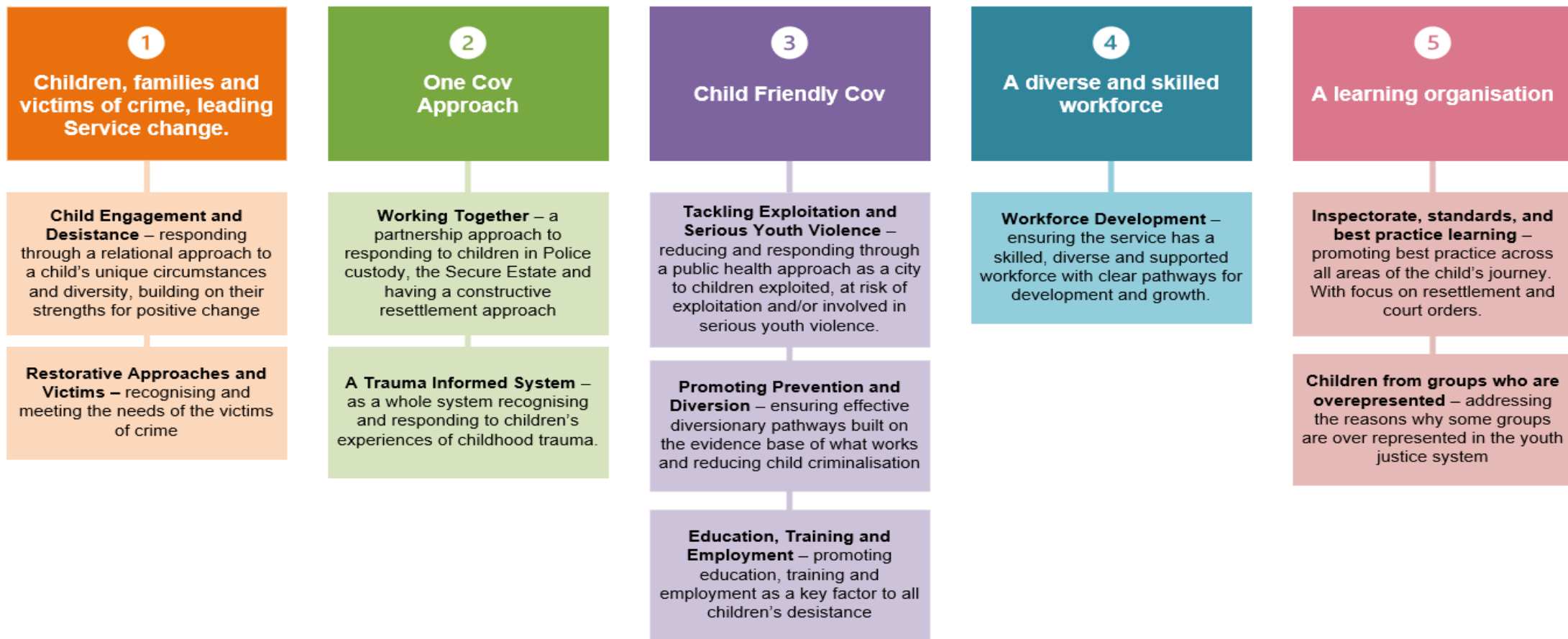
<sup>2</sup> <https://www.gov.uk/government/news/strategic-plan-2024-27-the-yjbs-strategic-objectives#:~:text=The%20YJB's%20Strategic%20Plan%202024,victims%20and%20making%20communities%20safer.>

<sup>3</sup> <https://www.coventry.gov.uk/theonecoventryplan>

# 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 2024-27).*



# Local Context

**One-tenth** of Coventry's population are aged 10-17 (**34,145**) and **one-fifth** are children under the age of 18 years (**22.2%**).

This child rate is slightly higher than the national (England) rate (20.8%) and the 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.

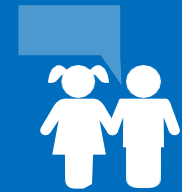


**If Coventry were 100 children:**

- 76 have a healthy weight at 4-5 years old
- 4 live in family need
- 1 is a child in our care
- 1 is a young carer



- 61 are school ready
- 93 attend school regularly
- 96 are in education or work based training
- 88 are feeling optimistic about the future at least some of the time (the national average is 28.6%)



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.

As of January 2023.

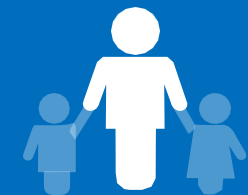
Children's Services rated as 'good' by Ofsted in August 2022, following an inspection in June 2022



- 1 is a young carer
- 1 Girl is a teenage mother
- 15 have a long-term illness or medical condition at 15 years old
- 4 have an allocated Social Worker



- 25 live in single parent households
- 21 live in absolute low-income household
- 76 Children have no visually obvious dental decay



Coventry is on a relatively small footprint (98.65 km<sup>2</sup>) and with an estimated population in the 2021 census of 345,328 residents; This overall population includes an estimated 96,333 people, almost a third, who were not born in the UK, and 10,581 who first arrived in the UK only during or after 020.



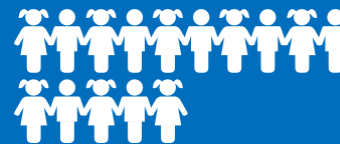
**MASH** contact timeliness is **96.5%** (Dec 2023) compared with **98.6%** in 2021/22



Coventry is identified as a 'Marmot City'<sup>4</sup>. According to research carried out by Loughborough University, in 2020/21 Coventry was ranked 70th highest out of 381 Local Authorities for levels of child poverty.



**674 Children in Care as of 31<sup>st</sup> May 2024 down from 756 at the same point last year**



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. The date will be as of May 31<sup>st</sup> 2024 unless specified differently

<sup>4</sup> <https://www.coventry.gov.uk/coventry-marmot-city-1/coventry-marmot-city> and <https://www.coventry.gov.uk/marmot-monitoring-tool>

# 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 2023 HMI Probation Inspection into CYJS.

The Head of Service has the Youth Justice Service as a dual portfolio, alongside the exploitation team - Horizon (effective from August 2024), 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 Interim 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<sup>5</sup> - Crime Prevention and Tackling Crime – this subgroup is chaired by the Head of Service for the Youth Justice Service
- Police and Crime Board<sup>6</sup> – 2023 Priorities of 'Reducing re-offending and harm' and 'exploitation and youth violence'
- Schools Violence Reduction Strategy and Plan– 2020-2029
- Safeguarding Children Partnership<sup>7</sup> – Priorities 2023-2024 - 'Exploitation'
- Health and Wellbeing Board<sup>8</sup> – Health and Wellbeing Strategy 2023-2026 – 'Children and young people fulfil their potential'
- Safeguarding Adults Board<sup>9</sup> - Priorities 2023-2024 - 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.
- Drug and Alcohol Strategy 2023-33 – '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:



<sup>5</sup> <https://www.coventry.gov.uk/earlyhelpstrategy>

<sup>6</sup> <https://www.coventry.gov.uk/community-safety-crime-coventry-police-crime-board>

<sup>7</sup> <https://www.coventry.gov.uk/coventry-local-safeguarding-children-board/coventry-safeguarding-children-board>

<sup>8</sup> <https://www.coventry.gov.uk/data-reports/coventry-health-wellbeing-strategy-2023-/3>

<sup>9</sup> <https://www.coventry.gov.uk/coventry-safeguarding-adults-board/coventry-safeguarding-adults-board-1>



Governance, Leadership, Partnership Arrangements

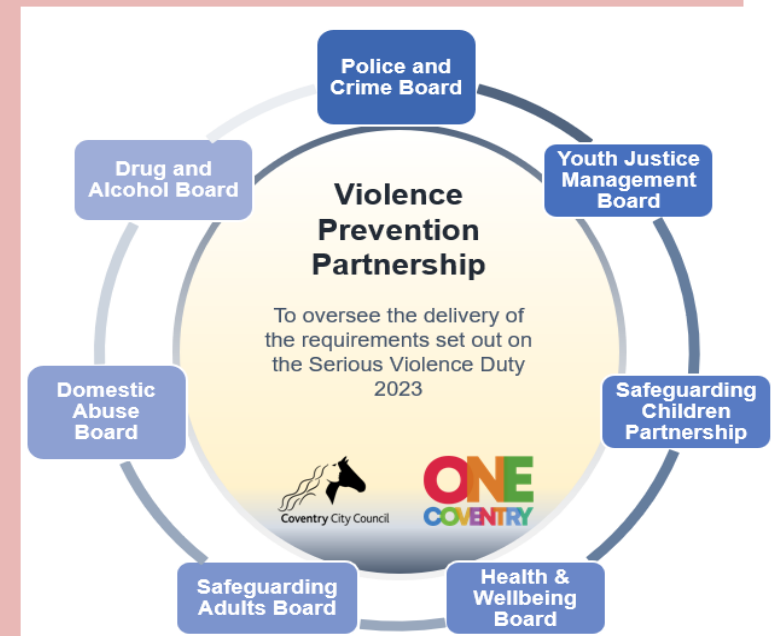
**CYJS Management Board**

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 Strategic Lead Education & SEND<sup>10</sup>, Service Manager for Positive Choices (Substance Misuse Agency), Operations Manager for Coventry & Warwickshire Prospects<sup>11</sup> Service, the Head of Safer Housing and Communities, Programme Manager for the Violence Prevention (Public Health Team), the Operational Lead for Early Help within Children's Services, the Chair of the Coventry Youth Partnership from April 2024, 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 Oversight Manager. 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 – Violence Prevention Partnership:**

The Serious Violence Duty<sup>12</sup> 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 publication of a strategic needs assessment<sup>13</sup> and formation of a new Strategic Board to oversee the associated action plan, named: Violence Prevention Partnership. This is chaired by the Local Police Commander, integrated to existing strategic Boards/plans, and builds on 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 action plan/strategy remains strong with the partnership/city approach recognised in the recent Joint Targeted Area Inspection (JTAI) on Serious Youth Violence; the published letter does outline several areas of improvement, which will be a key focus over the next year alongside the recommendations within the aforementioned needs assessment.



<sup>10</sup> special educational needs or disability  
<sup>11</sup> 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->  
<sup>12</sup> Serious Violence Duty - <https://www.gov.uk/government/publications/police-crime-sentencing-and-courts-bill-2021-factsheets>  
<sup>13</sup> <https://www.coventry.gov.uk/seriousviolenceduty>

Governance, Leadership, Partnership Arrangements



**Child Friendly Cov:**

Child Friendly Cov 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 was launched in February 2023 with the following pledge:



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.’* The Safe Spaces initiative was launched in April 2024, which sees venues access training and offer a safe space to children with access to amenities like chargers, first aid kits and informational leaflets<sup>14</sup>.

**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, Management Board and rota based regional Youth Justice Head of Service attendance across various regional forums, for example:

- Criminal Justice Liaison and Diversion Strategic Board
- Child Exploitation Board
- West Midlands Strategic Criminal Justice Board
- Regional MAPPA Senior Management Board
- West Midlands Reduction Partnership Strategic Board

A regional Youth Justice Subgroup to the Police and Crime Commissioner (PCC) chaired Criminal Justice Board was established in 2022; this is named the Youth Improvement Board. This includes representation from

the Police, Violence Reduction Partnership, PCC, the Youth Justice Board and all 7 Youth Justice Services across the West Midlands Force Area; this has enabled (and continues to enable) regional action on relevant issues, for example: the development and ratification of a regional Out of Court Protocol, with the launch led by the CYJS Operational Lead in January 2024. More broadly, 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 and Education (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** is 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

<sup>14</sup> <https://www.childfriendlycov.co.uk/safespaces> and photo of launch in the top right

## Governance, Leadership and Partnership Arrangements

- 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
- Appointment of a 1 full time equivalent seconded Probation Officer in January 2024.

**West Midlands Police** is represented by the Superintendent for Coventry. 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 Offender Management and ongoing work for the Coventry Community Initiative to Reduce Violence (CIRV) – see page 45.
- Supporting the delivery of early 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 (YCO) has been in post since September 2023; an experienced Police Officer. The newly published guidance for the YCO role<sup>15</sup> has been jointly reviewed and activities for the YCO are in line with this national guidance.

**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 General Manager, Mental Health Services for Children & Young People. CYJS continues to benefit from currently hosting two full-time highly specialist mental health practitioners. 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
- Appointment of a Speech and Language Therapist (since August 2022) (0.6 full-time equivalent) with funding till March 2025; steps sustainability planning are identified within the improvement and business plan
- Overseeing and ensuring appropriate Health resourcing into the Service, the secondment and working arrangements.
- Embedment and reviewing of the Positive Directions Project- see page 15.

**Education** is represented on the Management Board by the Strategic Lead for Education and SEND, 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), seconded Speech and Language Therapist (as above) and regular co-location with the Schools Violence Reduction Lead.

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 Management Board Development Event (Nov 2023).

<sup>15</sup> <https://www.gov.uk/government/publications/the-role-of-the-yotyjs-police-officer>



## Governance, Leadership and Partnership Arrangements

### Other partnership arrangements:

**Community Safety** are within the Local Authority, with a particular operational focus on exploring preventative, place-based 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 a recently reviewed 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 and eligible through the national Turnaround criteria<sup>16</sup>. 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 crossover around the use of acceptable behavior contracts and other joint planning/management.

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

### YJS Mentoring Consortium:

**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 and as part of supporting resettlement planning.

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



**Aptitude (Community Interest Company)** offer sports and/or music-based mentoring delivered through a youth club in the Radford area of the city.

**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 Project<sup>17</sup>, on supporting children from Black, Asian and Minority Ethnic Backgrounds and the regional youth voice project, called: My Tomorrow<sup>18</sup>.

### 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 Centre hub and have worked closely with CYJS (over the last few years), particularly with increasing concerns around youth violence and exploitation.

**First Class Legacy (Regional Charity)** continue to work with the team on disproportionality and cultural awareness.

This is not an exhaustive list but evidences the progressive and diverse partnership working with field 'experts' across the city to improve the offer to Coventry's children; this was particularly recognised in the Joint Targeted Area Inspection and Guiding Young Minds being recognised as an example of highly effective practice to tackle serious youth violence.



<sup>16</sup> <https://www.gov.uk/guidance/turnaround-programme>

<sup>17</sup> <https://levellingtheplayingfield.org/>

<sup>18</sup> <https://westmidlands-vrp.org/mytomorrow/>



# Progress on priorities in the previous plan

## Progress on the previous Plan

The 2023-25 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; this demonstrates the steps to increase child engagement across the last year. Additional to these aspects, we have seen:

- Access to the parent developed Appropriate Adult<sup>19</sup> leaflet for parents, that has seen parents acting as an Appropriate Adult reach out to the Service for support.
- Launch and publication of the Professional Standards created by children and young people – this is available via the CYJS Website and will be used as part of recruitment processes.
- Expansion of the parent peer support group: 'Friendship Group' (see p.45)
- The launch of the Safe Spaces project (see p.8)

Ongoing work on the experiences of parents who have a child remanded or sentenced to custody continues to ensure parents/families are supported through this process, alongside the child themselves. We will be continuing our work to support therapeutic spaces for children/young people across the partnership and our work to increase the Service's use of 'the arts' to engage children and families.

### **2. Restorative Approaches and Victims**

CYJS has continued to meet the Restorative Justice Council's<sup>20</sup> expectations with a successful re-submission detailing our work to support victims of crime to the 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 new reparation activities to increase the diversity of offers; for example, T-Shirt Printing and work with Positive Youth Foundation. Recruitment for new panel volunteers is underway, which has included reaching out to community organisations to advertise and support an increase in the diversity of panel volunteers; outlined in the workforce appendices (see appendix 2).

Indirect reparation sessions have continued through the year with nearly 400hrs being delivered throughout the year, an increase on 2023/24.

**Before:**



**After:**



Photos of reparative work undertaken in a Coventry park.

<sup>19</sup> A responsible person aged 18 or over who supports children and vulnerable adults detained at the police station or being interviewed by the police.

<sup>20</sup> <https://restorativejustice.org.uk/>

## Progress on the Plan

### 3. Working Together

Page 43 outlines the move to a formal mentoring consortium, which was recognised as a strength in the JTAI Inspection. The JTAI work reflected much of the activity under this priority and of note the ongoing work following the completion of the serious violence strategic needs assessment. The last year has seen a new Youth Crime Officer (seconded Police Officer) join the team and a review of their role; see p.11).

There is ongoing work and activities to improve the facilities within Police custody, which has included a child completing a walk through and offering comments and feedback; the child was supported to visit Little Park Street Police Station Custody Suite, and was shown around by the Custody Sergeant. This visit was an opportunity to get an insight into the views of children, to create a more Child-First environment. We also gathered feedback from CYJS team and wider partnership, to understand from their perspective, how to improve the experiences of children following arrest. Some of the key suggestions for change were:

- To update distraction packs: designated packs for each child that includes items, such as, small sponge ball, fidget toys, chalk paint exercise challenge, puzzles, colouring, and plain/lined paper
- Update books and magazines: The young person suggested 'A diary of a Wimpy Kid', Roald Dahl books, autobiographies, comic books, books about cars, fashion, the police, and rap music.
- Update tablets to include more videos, apps, and music.
- Clocks in the cells and painted artwork; for example, targets on the walls and a goal for football
- Have an exercise challenge, a goal, and a hoop, painted on the wall in the outside space
- Artwork in the documentation room
- Have the child friendly leaflet on the front desk to be handed out

This work will continue and was a recognised area of development in the 2023 *Report on an inspection visit to Police custody suites in West Midlands Police*<sup>21</sup>. Activity to look at regional solutions to the national recognised challenges (*Independent review of children's social care*<sup>22</sup>) of the provision of care placements for children continues (see p.38).

Appropriate adult services are provided by CYJS in working hours in the week and the Emergency Duty Team outside of this. Looking at data on children held under the Police and Criminal Evidence Act 1984 (PACE)<sup>23</sup>, Overall, in 2023/24, 17 requests for a PACE bed were made and not met; an increase from 10 from the last year. 1 request for a non-secure PACE bed was not met, which led to a learning review overseen by the Management Board and appropriate actions are reflected within the improvement and business plan. There continues to be no secure provision within the West Midlands; a bid for a regional care cooperative<sup>24</sup> was made as a collective across the region, but unsuccessful and thus alternative solutions will continue to be explored in the coming year to improve the conversion rate including a new children's home in the city to offer immediate short-term help to those in need (including PACE)<sup>25</sup>.

A new Children's Services process and associated guidance was launched in June 2023 as part of Children's Services practice week and ongoing support is available.

This year has seen a new Reducing the Use of Custody and Resettlement Strategy launched in February 2024, alongside team workshops. The document outlines our work to reduce the use of custodial remand and sentences, and includes:

- a new set of resettlement standards, which have been agreed by the partnership and set-out expectations around visiting and accommodation for children.
- A clearer position on responding to children's diversity needs in custody and commitment that all children in custody access mentoring; currently all children are accessing this.
- Introduction of community-based resettlement panels chaired by the Operational Lead to review the planning for a child's resettlement.

<sup>21</sup> <https://hmicfrs.justiceinspectorates.gov.uk/publications/inspection-of-custody-suites-in-west-midlands-2023/>

<sup>22</sup> <https://www.gov.uk/government/groups/independent-review-of-childrens-social-care>

<sup>23</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/655222/Concordat\\_on\\_Children\\_in\\_Custody\\_ISBN\\_Accessible.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/655222/Concordat_on_Children_in_Custody_ISBN_Accessible.pdf)

<sup>24</sup> <https://www.gov.uk/government/news/transformation-to-childrens-social-care-to-put-families-first>

<sup>25</sup> <https://www.coventry.gov.uk/news/article/4409/new-children-s-home-would-offer-immediate-care-and-support>

### Progress on the Plan

- A review of the remand/resettlement processes for the team and appointment of a practice lead for resettlement who leads on an ongoing working group to continue to embed the principles of Constructive Resettlement.
- And, continued work to support the reform of the youth secure estate via the Operational Lead being a national lead for the area via the Association of YOT Managers<sup>26</sup>.

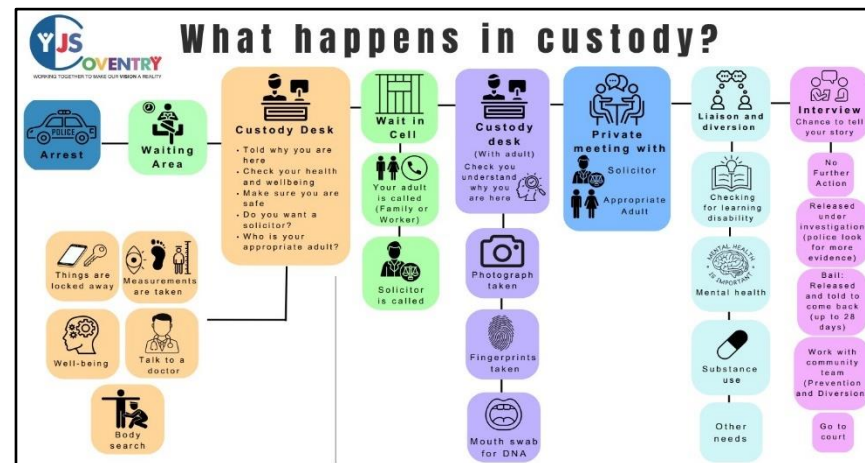
The work outlined will continue through the coming year.

### 4. A Trauma Informed System

Positive Directions (the West Midlands Trauma Vanguard for Coventry and Warwickshire) has been operationalized in the last year with the work of the Speech and Language Therapist recognised nationally at the *'Skills for Health Awards'*<sup>27</sup>. The funding is the NHS's response to the Long-Term Plan<sup>28</sup> 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 focuses on children within the local Edge of Care Service and further details are available via the website<sup>29</sup>; the project and advancement of the offer to children and families will continue through the coming year with a focus on activity to make the organization a trauma informed one.

Last year's plan detailed the appointment of a Speech and Language Therapist (SALT) in August 2022; this is in response to the SEND Inspection 2019<sup>30</sup>. These arrangements have been strengthened through the specified SALT (from September 2023) being attached to the Turnaround Project discussed on page 18. Since appointment,

- 5 documents have been made communication friendly to support the young people's understanding, for example: What Happens in Custody?



- 71 assessments and consultations have been carried out and 9 of these children received direct intervention on their speech and language skills. The referrals consisted of 62 males and 9 females.
- And, training has also been delivered to 12 services (for example: Children Services Social Work Teams, Court Magistrates Coventry Probation and the Police Offender Management Team) with over 200 attendees attending training sessions in total.

The Service's RISE capacity has been sustained at to two full time equivalent secondees (Highly Specialist Mental Health Practitioner) and embedment of an addition Service Manager who has supported in greater oversight and YJS/CAMHS interconnectivity; the next Section outlines increasing access and move to screening all children by the Emotional and Mental Health Team (RISE) Team. Last year's plan detailed the local specialist CYJS CAMHS pathway, named: introduction of a local intensive multi-agency case consultation (IMACC). The IMACC model utilises the principles of Enhanced Case Management (ECM), trauma informed practices, systemic principles, and trauma recovery model<sup>31</sup>, but provides greater flexibility to meet the needs of children. This local approach has been undertaken due to the challenges of achieving consistent psychologist input, as outlined in the published national evaluation of

<sup>26</sup> <https://aym.org.uk/about-us/executive-board/>

<sup>27</sup> <https://www.covwarkpt.nhs.uk/our-news?b=18&m=6&y=2023>

<sup>28</sup> <https://www.longtermplan.nhs.uk/>

<sup>29</sup> <https://www.happyhealthylives.uk/staying-happy-and-healthy/keeping-yourself-happy-and-healthy/positive-directions/>

<sup>30</sup> <https://reports.ofsted.gov.uk/provider/44/80456>

<sup>31</sup> The primary model for IMACC is the Trauma Recovery Model (TRM) (Skuse and Matthew, 2015).





## Progress on the Plan

ECM<sup>32</sup>. The last year has seen an impact evaluation completed and the approach recognised as a successful model in the JTAI. The local evaluation, undertaken by a final year trainee clinical psychologist, highlighted many strengths/value to the approach, notably:

- the value of the reflective space
- the benefits of psychological knowledge used to inform the approach.
- And, the benefit of the partnership collaborating through the IMACC

Areas of development were also identified (for example, introduction of reviewing process) and will be a focus in the coming year as reflected in improvement and business plan.

### 5. Tackling Exploitation and Serious Youth Violence

Focusing specifically to activity for YJS, a positive external evaluation was undertaken of risk management processes and the risk management forum Youth One Day One Conversation (YODOC); this was completed by Hammersmith and Fulham YJS who were rated 'outstanding' overall in their previous inspection and complimented for their risk management processes. The team have continued to review referrals for the national referral mechanism (NRM) and developed a cross-border mapping document for local youth justice services reviewed through a cross border working group<sup>33</sup>.

Comparing statistics around child exploitation to last year:

- Criminal exploitation continues to be the highest risk category
- Low risk is now the largest assessed risk level, compared to medium last year
- There has been a slight reduction in the number of screening tools completed from 878 to 718, but an overall increase in the number of Multi-Agency Child Exploitation (MACE) meetings held from 261 to 271
- We are now seeing that children at most risk are 15 year old White British males residing in the CV6 area of the city, a year younger and a move

- from the CV2 area seen last year; this is consistent with the data presented in the next section.
- Caseloads within the Horizon Team (specialist exploitation team) have increased from last year, with an increase in staffing levels across the Service, in recognition of the positive impact of the team.

Looking at the latest available data on NRM referrals for 17 years and under for Coventry, Criminal was the most common category at 57.7% a slight increase from 56.9% last year, Coventry Local Authority was the largest referrer at 74.5% (71.8% last year) and 2/3 were boys, similar to that of the Horizon Team. Taking a specific focus on the latest County Lines data<sup>34</sup>, 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 reflected in the latest West Midlands Strategic Needs Assessment 2023-26<sup>35</sup>. 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.

More broadly, as previously mentioned, Coventry was subject to a Joint Targeted Area Inspection (JTAI) in March 2024 on serious youth violence and exploitation. The published report highlighted key areas of strength, namely:

- A well-considered and tailored approach is taken to ensure that the right resources and personnel are matched to the needs of each child to build a trusting relationship.
- Agencies work effectively together, within Coventry and beyond the area's boundaries. The 'no borders' approach adopted by partners benefits children who move between areas to reduce risk for children and their families.
- The specialist Horizon Team is a highly effective multi-agency resource

<sup>32</sup> <https://www.gov.uk/government/publications/enhanced-case-management-evaluation-phase-one-report>

<sup>33</sup> This was reflected in the 2023.24 plan and includes operational forums like the Serious and Organized Crime Joint Action Group (SOCJAG) (<https://www.warwickshire-pcc.gov.uk/working-together/tackling-organised-crime/>), with these processes recognised within the JTAI strengths.

<sup>34</sup> These datasets are publicly available via the Violence Reduction Partnership Strategic needs assessment, which is presented as an online summary data dashboard; this is the same data as last year, as this still reflects the latest data available via the toolkit

<sup>35</sup> <https://data-and-insight-hub-wmvru.hub.arcgis.com/>



## Progress on the Plan

working with key partners who support children at risk of violence, including those children who have committed serious violent crimes.

- Sophisticated and embedded mapping of places and people is done in real time and shared with key partners, including the police and probation, to identify further children who may be at risk.
- Exploitation screening tools are well embedded and used by partners to ensure an up-to-date understanding of risk which includes criminal exploitation and serious youth violence.
- Effective out-of-court disposal arrangements are in place to prevent children being criminalised unnecessarily.
- A well-embedded trauma-informed approach across all agencies supports reflective practice.
- Effective strategic partnerships maintain a comprehensive overview of risks. Partners develop strategic and joint commissioning plans to deliver a range of effective services and interventions that reduce and disrupt child criminal exploitation and serious youth violence, which make children, their families and communities safer.
- West Midlands Ambulance Service supports the area of Coventry to reduce the impact of serious youth violence through a number of well-thought-through initiatives.
- Engagement with communities, children, and parents and carers is strong and service developments are very much informed by their views.

The following areas of development/improvement were highlighted, which will be a focus in the coming year and, where appropriate, reflected within the improvement and business plan.

- The emergency duty team provides a minimal safeguarding response to incidents of serious youth violence, meaning that strategy meetings are not held at the earliest opportunity and plans are made to provide immediate protection for younger children in the family without a social worker seeing the child or family to assess.
- Children wait too long to receive mental health assessments from the child and adolescent mental health services crisis teams, and children who become looked after wait too long for their initial health assessment.
- Some professionals are not sufficiently curious and accept children's

explanations at face value, which results in risks to children and young people not being wholly understood.

- Transition for children between service provision is not always well enough considered for them, particularly as they approach 18.
- The understanding of the impact for different cohorts of children in relation to serious youth violence and particularly the potential for disproportionate responses to Black boys.

The Performance Section details an up-to-date picture on trends for serious youth violence.

## 6. Promoting Prevention and Diversion

Last year the Ministry of Justice (MOJ) funded all Youth Justice Services to deliver intervention to children at risk of entering the youth justice system, named: Turnaround.

The project has seen 80 children receive/receiving intervention, which has involved: allocation to a Youth Worker, completion of an early help assessment and progression of a usually 12-week period of intervention to address identified desistance factors. It was recognised that intervention needed to replicate the integrated benefits of CYJS; for example, access to a speech and language therapist and trauma approaches through Education Psychology Service, with support from both these services in place and involves direct support to children, consultations and training. At 2023/24 year end, there had been 56 out of 58 successful closures with no known reoffending. Looking at a sample from the year and outcomes before closure, 56% had improvements in school attendance, 22% had direct intervention from the Speech and Language Therapist and 25% were supported to access 1 to 1 mentoring as part of their exit transitioning. The coming year will focus on building on the outlined successes and sustainability.



Photos of Turnaround Project Video.

## Progress on the Plan

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. Last year, the plan outlined that the diversion pathway was developed through redistributing resources, due to the declining number of children in the YJS and particularly those seen through Court. However, as detailed in the performance section, there has been a substantial increase in the number of interventions delivered as a result in the increase for out of court referrals; in response to this, the Turnaround Project has expanded to include support to children in these circumstances, where there are concerns regarding anti-social behavior and while a criminal investigation is ongoing<sup>36</sup>.

### 7. Education, Training and Employment (ETE)

There has been continued collaborative work to tackle violence within schools, as part of Education Violence Prevention Plan and led by the Schools Violence Reduction Lead; for example, school-based sessions on knife crime (Virtual Reality Headsets – Round Midnight) led by the Partnerships Police Team have continued, along with a pilot of targeted mentoring support to children transitioning from primary to secondary school where there are at risk of permanent exclusion/likely to struggle with the transition; both this projects will continue in the coming year.

The Service has created a pathway for science, technology, engineering and mathematics to support children in the Youth Justice System to support access through work placements; this has been seen 19 children complete a construction course and 28 a Health and Safety course in 2023.24.

The Chances Programme has entered into the final year and seen 39 children complete the in the last year support; while partially government funded till this year, sustainability planning is being achieved through the aforementioned review of alternative provision pathways to support greater integration of



external support to children at risk of permanent exclusion. The Service has been successful in reapplication for the Achieve for All Award and were awarded the Child First Commendation in February 2024; the award is a recognition scheme for youth justice services and their partners working with children with special educational needs and disabilities (SEND). It recognizes the Service's work to improve outcomes for children with SEND and the Child First Commendation reflects the commitment to putting the best interests of the child at the heart of the youth justice system and showcases examples of good practice and innovation that can inspire and inform others<sup>37</sup>.

The *HMI Probation Thematic: A joint inspection of education, training, and employment services in youth offending teams in England and Wales* highlighted best practice examples of performance dashboards for education, with Coventry having a version (for example, this tracked attendance, exclusions, and type of schooling) presented through the last 4 Management Boards; this was a recommendation with the Service Single Inspection published in February 2023. The improved performance monitoring has supported focused work on school exclusion and weapon possession, that highlighted:

- differing approaches to responding to instances of weapon possession within school.
- that most children who have a proven weapon offence (in a public place, not specifically school) are not permanently excluded and that there was an appropriate focus on early intervention.
- The large majority were white and or white British.

There has continued to be a focus on school attainment levels within Board, which saw a child give feedback on their school experience in Quarter 4 of 2023.24 and actions reflected in the improvement plan; statistics on this and exclusion levels are presented within the performance section.

In the coming year, there will be a focus on expanding support to children from the Service/mentoring at risk of permanent school exclusion given, as detailed in this and previous plans, the overrepresentation of children

<sup>36</sup> Further details on referral criteria are defined by the ministry of justice (MOJ): <https://www.gov.uk/guidance/turnaround-programme>

<sup>37</sup> <https://www.coventry.gov.uk/news/article/4889/national-recognition-for-work-with-city-s-young-people>

## Progress on the Plan

permanently excluded in the YJS; the coming year will see close working between Education and Children's Services as the two areas are now in the same Council directorate.

### 8. Workforce Development

Activity for Workforce Development is outlined in Section 11.

### 9. Inspectorate, standards and best practice learning

The Youth Justice Board's National Standards '...define the minimum expectation for all agencies that provide statutory services to ensure good outcomes for children in the Youth Justice System'<sup>38</sup>; these standards are:



The last year saw a YJB grant dependent self-assessment on the 'at court' standard completed. The period reviewed crossed over with the Service's HMIP Inspection and thus the findings reflected that work was consistency good or outstanding. Some immediate steps were taken, namely: development of a new bail support programme template following consultation with the local Magistrate Youth Bench, embedment of the use of the Structured Assessment of Violence Risk in Youth (SAVRY<sup>39</sup>) for Pre-Sentence Reports, alongside a team led review of said reports. Other areas of learning and development are reflected in this year's improvement and business plan.

The performance section outlines that first time entrants remain low and successful uses of diversion out of court offers to support the unnecessary criminalization of children. Last year, the plan discussed a pilot of deferred prosecution that sees a child avoid prosecution dependent on successful engagement with YJS; a review of this across the West Midlands Police has now been completed evidencing positive outcomes for reoffending/rearrest and approved as a standardized pathway in a new regional protocol (West

Midlands Out of Court Protocol), which Coventry led the launch of. Following this, a Coventry specific strategy has been re-reviewed and updated in line with the new child gravity matrix published in September 2023<sup>40</sup> and case management guidance.

Much work has continued about how we respond to our highest risk children subject to longer-term Court Orders and the evidence and evaluations section outlines our approaches to work innovatively, in an evidence-based way and build on the successes externally recognised, for example, the use of the Intensive Multi-Agency Case Consultation. Work has focused on development across the team (as detailed Workforce Section) and seen ongoing team wide training on proactive risk management planning and an updated assessment quality assurance framework.

As per last year's plan, there has been a continued focus on Standards 4 (In Secure) and 5 (Transitions), notably: as mentioned, a new set of resettlement standards have been agreed by the partnership, including earlier work to ensure all children have a well-planned resettlement back into the community and align to the new Youth Justice Board Case Management standards. The learning highlighted through local learning reviews and thematic inspections/findings are highlighted within the latter sections.

### 10. Children from groups who are overrepresented

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 last year has seen the continuation of responses to the 2021 HMIP Thematic Inspection of the experiences of Black and mixed heritage boys in the YJS<sup>41</sup>; this has seen continued work across the team and a review session with an external agency named First Class Legacy Consultancy (see page 12). The session offered a reflective space to discuss issues regarding race, identity and equality. Feedback recognised that there was increasing confidence within the team and recognition of priority within the leadership

<sup>38</sup> <https://www.gov.uk/government/publications/national-standards-for-youth-justice-services>

<sup>39</sup> <https://www.parinc.com/Products/Pkey/390>

<sup>40</sup> <https://www.npcc.police.uk/SysSiteAssets/media/downloads/publications/publications-log/criminal-justice/2023/child-gravity-matrix-v2.2---september-2023.pdf>

<sup>41</sup> <https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/>



### Progress on the Plan

team. The team have engaged in training by the Margaret Clitherow Trust<sup>42</sup> on Gypsy, Roma and Traveller communities.

There has been a 3% increase in the number of females compared to last year (14% 22/23, though a similar number to 21/22 at 17.5%) and an overall increase from 17 interventions delivered to 30. The Service has continued the work of previous years, in recognition of the learning in the Punishing Abuse Report<sup>43</sup> and wider research through the Young Women's Justice Project<sup>44</sup> that the experience of girls in the Youth justice System is different to boys, we have continued focus intervention to girls and started a 'Girls Group'. Following feedback from a Through Our Eyes session in January 2024 and a review of offers via Coventry Boys & Girls Club (CBGC), a new girl's group was piloted in partnership with CBGC. The first session was very successful where 6 girls attended in total; 3 girls who were engaged in CYJS at the time. The group will evolve into a summer based project with planned sessions on requested topics including nails, catering, skincare, hair, music, business, and fitness.

We have also created an 8-week Intervention called YOU, ME, US, to be delivered to all girls entering the Coventry Youth Justice Service. The Intervention covers various topics including: mental wellbeing and emotions, brain development, healthy relationships and consent, child exploitation and gang involvement, the normalization of abuse within society, and self-esteem/self-love. Workshops were delivered to the whole team in February 2024, to support delivery across the whole team.



Photo of the first Girls Group.

**The Punishing Abuse' Report**<sup>45</sup> was a West Midlands action research project, which looked to understand trauma experiences for children known to Youth Justice Services across the West Midlands. The targeted review of 80 children made a raft of recommendations that have been an integral part of Service/City planning for the past several years; for example, focus on work to become a trauma informed authority, access to mental health provision and focus on whole family approaches.

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. The Service has continued to support 'Levelling the Playing Field' locally delivered by several providers, including: Positive Youth Foundation, Aptitude and Sky Blues in the Community<sup>46</sup>. The evaluation and evidence base section details evaluations of the impact of the mentoring offers (see p.5) and the hyper masculinity intervention. Both these projects are available to all, but specifically in response to the overrepresentation of black and mixed heritage boys within the formal youth justice system recognizing the need for appropriate role models and the complexities of 'young male' identity. Page 35 also outlines a new Black & Mixed Heritage Boys Group that started in April 2024 and an update on the group's progression will be presented in next year's plan.

While the next section will outline a reduction in the representation of Children in Care within the Service, this will continue to be monitored and tracked against the principles within *the Coventry Protocol on reducing unnecessary criminalisation of looked-after children and care leavers 2022-24*<sup>47</sup>. At a strategic level, there has been a commitment from the Management Board that all updating advanced papers (provided by YJS, Education, Probation and Police) include a disproportionality analysis for discussion/action each quarter and a commitment to increase the Management Board's diversity with planning for the coming year outlined in the Board Development Section. The next section outlines an analysis of overrepresented groups that informs this year's improvement plan.

<sup>42</sup> <http://www.margaretclitherow.org/>

<sup>43</sup> <https://www.wmca.org.uk/media/4678/punishing-abuse.pdf>

<sup>44</sup> <https://www.avj.org.uk/young-womens-justice-project>

<sup>45</sup> <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/>

<sup>46</sup> <https://www.levellingtheplyingfield.org/component/content/article/95-levelling-case-studies/175-aptitude-coventry-participants-leaders>

<sup>47</sup> Last year's plan, outlined a review into the journeys of Children in Care and identified that Coventry is 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; based from this, mentoring has been funded for children in care and at risk of entering the youth justice system, though it is too early to assess that this has supported a reduction.



# Performance 2023/24

This section will outline key performance against the following indicators:

## 1. National key performance indicators

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

## 2. Additional key performance indicators (introduced 2024)<sup>48</sup>

- 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
- victims
- links to wider services
- management board attendance
- serious violence

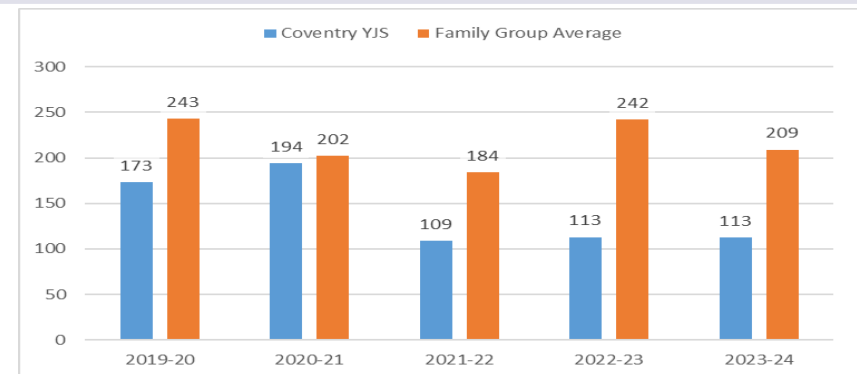
## 3. Local performance indicators/data

- 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 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 key performance indicators introduced in by the YJB in 2024, reflects a move to increase oversight of the sector. The increased oversight is locally welcomed as it will provide national comparator data sets and support the sector's development, in turn supporting Coventry; however, the national datasets for the new indicators remain in their infancy and thus are not yet reliable to present through this year's plan.

## First time Entrants (FTE)<sup>49</sup>

The FTE rate has remained at very similar levels across the last three years following a reduction from 2020. This year has seen a reduced rate of 115 per 100,000. The latest available YJS family group<sup>50</sup> shows a much higher rate and rise in first time-entrants from 2020, contrary to Country's downward trend. The improving FTE rate is in a context of an increased number of offences and disposals, evidencing the impact of efforts to use diversion pathways<sup>51</sup> in line with the evidence base of what works. The last year saw an increase to 29 Referral Orders (from 27 in the last two years) but a reduction on the last two years for Youth Condition Cautions (9).



First-time entrants - Coventry 2020-2024 - rate per 100,000 for children aged 10-17

<sup>48</sup> <https://www.gov.uk/guidance/key-performance-indicators-for-youth-justice-services>

<sup>49</sup> The periods measured have changed from financial to calendar years and the method to measure (previously data was provided by the Ministry of Justice and is now provided via YJS Case Management Systems); data is not comparable to previous plans.

<sup>50</sup> The Family Group is the most statistically similar areas across England and Wales as defined by the Youth Justice Board.

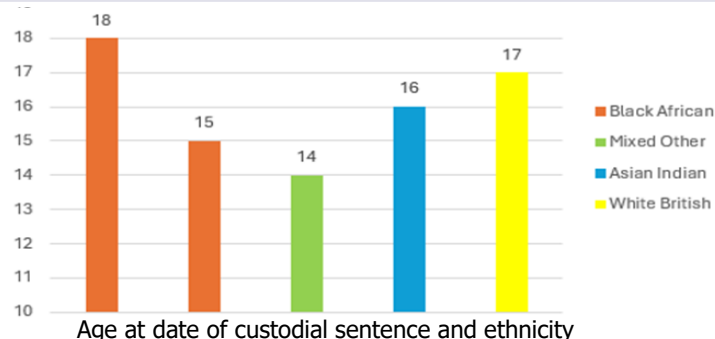
<sup>51</sup> the 'child first, offender second' evidence base highlights that criminogenic impact of the Youth Justice System and advocates for '...a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimizes criminogenic stigma from contact with the system (Case and Browning, 2021).<sup>51</sup> Child First Justice: the research evidence base – full report - [https://yjresourcehub.uk/evaluation-library/item/download/1116\\_220257bdb0ede10d9032a660364ac828.html](https://yjresourcehub.uk/evaluation-library/item/download/1116_220257bdb0ede10d9032a660364ac828.html)

## Performance and Priorities – 2022/23

As discussed in last year's plan, 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 inspections (HMICFRS, 2023)<sup>52</sup>; this led to a review in incidents where a child has been a suspect in an offence, but no further action has been taken. 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 has been repeated this year with similar results, though it is noted that number of Out of Court Disposals have significantly increased this year (see p.24). This change is assessed to reflect the impact of the West Midlands Police Change Programme<sup>53</sup> that has seen greater local accountability of investigation teams (previously a regional team and resource), but the latest inspection highlights much work to do; this will continue to be monitored through the coming year.

### Use of Custody (sentence and remand)

Since a height in 2020/21, the use of custody has seen a year-on-year decline culminating in no new children receiving a custodial sentence in 2022-23. This year has expectedly seen an increase (a rate of 0.14 per 1000 children) on the last year, but a lower rate than 2021-22 (0.29 per 1000 children); this equates to 7 sentences for 4 children<sup>54</sup>, and 1 adult (initially in court as a child); all the custodial sentences involved use or brandishing of weapons in public places where a custodial sentence was appropriate. The city maintains a lower use of custody than the family group who have a rate of 0.26 per 1000 children.



The use of custodial remand was higher than the previous year (5 compared to 12 (10 children). All but 1 of the remands were for violent offences with weapons.

Three boys were Asian (aged 16x2 and 17), one boy was mixed heritage (aged 14), two boys were Black African (aged 15 and 17), three boys were white British (aged 16x2 and 17), and one white European (aged 16). 60% of the children remanded were from a black and minority ethnic background, a significant over-representation. Reviewing the outcomes for children remanded: three children received an Intensive Supervision and Surveillance (ISS) bail and later a community sentence, one child was remanded to the Local Authority, four received custodial sentences (mentioned), and two remain remanded in custody. All instances of remand are reviewed via the quarterly management board to enable feedback to sentencers and attendance at the Youth Panel Meetings (see p.10).

### Reoffending rate and frequency of reoffending.

We have tracked the reoffending of 32 children whose original substantive outcome (i.e., one that forms part of a person's criminal record) was imposed between October 2022 and March 2023; in all cases, the 12 month monitoring period for reoffending has now expired. Only four<sup>55</sup> of those children reoffended within 12 months, giving a reoffending binary rate of 12.5%, a significant reduction on last year's 42%; additionally, only one of the children committed a higher gravity offence and all but one only reoffended once. When comparing this cohort to non-substantive outcomes for the same period, only one child for a further offence subsequently received a substantive outcome; a rate of 1.1%.

Additionally, the latest national data indicates a reoffending percentage of 19.2% (Apr 21-Mar 22), slightly higher than the 18.3% from Apr 20-Mar 21), but a significant reduction on the 37.8 (Apr 19 – Mar 20). The Family Group has averaged 34.4% over the same period. The number of reoffences was also less for Coventry at 2.8 (a slight uplist from 2.1 last year) on average, versus 5.15 for the Family Group; showing for children or young people who do reoffend they commit few offences than the Family

<sup>52</sup> <https://hmicfrs.justiceinspectorates.gov.uk/peel-reports/west-midlands-2023-25/>

<sup>53</sup> <https://www.westmidlands-pcc.gov.uk/wp-content/uploads/2023/05/SPCB-23.05.2023-Agenda-Item-5-WMP-Change-Programme.pdf?x59042>

<sup>54</sup> One child received 3 separate custodial sentences running consecutively and 1 a life sentence

<sup>55</sup> None of the children were the same ethnicity

## Performance and Priorities – 2022/23

Group. Breach activity has remained similar to last year with 12 instances of breach outcomes from Court. Breach action is reviewed through monthly practice reviewed sessions where engagement methods are reviewed to ensure all alternative routes to further criminalization are explored first; this also gives opportunity to review through a lens of racial disproportionality, which will be a focus in the coming year due to breach action being taken against 11 children and 73% where from a black and or ethnic minority background compared to 66% last year.

### **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 30<sup>th</sup> June 2023 and, at this time, comparator and local datasets were still experiencing teething issues for data presented via the national performance dashboard. Thus, this section will reflect on the local data from 2023/24 for the new indicators.

### **Suitable Accommodation**

This has been presented to the Management Board and maintained since this was previously a key indicator. Across 2023/24, there was a rate of 100% regarding suitability for children. Last year's plan detailed an expected decline in suitability as the new inspection regime began in supported accommodation for children from 2024<sup>56</sup>, but the partnership has worked effectively to navigate these challenges and developments to open a new short stay Children's Home in Coventry<sup>57</sup> and exploration of a new 16+ supported accommodation provision within the city are in progress; the one child resettled into the community following a custodial sentence had suitable accommodation in place.

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

Across all children in 2023.24, 84.6% of children were in suitable ETE at the end of their intervention, similar to the last two years (84.8% 21-22, 85.7% 22-23). When looking at children who were subject to a substantive outcome this has dropped to 59% in the last year; however, this trend reflects that there was a higher proportion of children accessing diversion support in ETE. ETE rates have been consistently reviewed via quarterly Management Board and all children have been known/working with the Prospects Team(see p.12).

In the last year, there has been a focus on more individualized work readiness activity, rather than accessing a training course that may not be sustained long-term; however, this will be thoroughly explored and analyzed in the coming year given the overall downward trajectory. The one child resettled into the community following a custodial sentence had suitable education in place.

### **Special educational needs and disabilities**

Reviewing children open to the Service across 2023/24, 27.1% had an Education, Health, and Care Plan (EHCP) an increase on the 19.1% last year, with an overall to 61% having some form of identified special education needs support via school. Looking at the ethnicity of children accessing direct SALT support, it was: white 78.5% (compared to 69% in 2022/23) 7% mixed heritage, Asian 12% and Black 2.5%; the Asian group is similar but mixed heritage group reduced compared to 2023/23. A small number of 'Black' children were engaged in direct support, and this will be considered across the team, monitored quarterly 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 (the latest available data) is 20.8% of pupils with Special Educational Needs and/or EHCP compared to CYJS's 61%.

### **Mental health care and emotional wellbeing**

There were 279 referrals this year for Emotional and Mental Health Team (RISE) support a significant rise on the 179 referrals the previous year. This may be accounted for by the continued screening of all children (for example, if re-sentenced), the consistency of having two full-time professionals leading on the health offer, and the continuous focus of the service of being trauma informed.

There were 222 males, 56 females and 1 child who identifies as non-binary. This is the second year whereby the service has started to see an increase in the proportion of female referrals. Referrals by ethnicity fluctuated across the quarters; for example, in quarter 3 there was a significant over-representation of health intervention referrals for children from White and Black Caribbean backgrounds and those of Black African ethnicity, whereas, in quarter 4, there was an over-representation of intervention referrals for children from white British backgrounds. Ethnicity data will continue to be tracked each quarter through the Management Board over the coming year.

<sup>56</sup> <https://socialcareinspection.blog.gov.uk/2023/01/06/getting-ready-to-regulate-supported-accommodation/>

<sup>57</sup> <https://www.coventry.gov.uk/news/article/4695/new-homes-planned-to-help-care-for-children-in-coventry>

Performance and Priorities – 2022/23

**Substance Misuse**

Looking at the number of children assessed to be using/used substances (including alcohol) for 2023/24, this is 50% and 44% for Cannabis; with a rate of 32% regarding any current substance use. Rates of referrals for substance use remained stable with 21 referrals to Positive Choices, compared to 20 in the last year; this does not include consultations where consent to refer has not been given by the child.

The data demonstrates that the referral rate is not in line with use. Last year’s plan presented 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. The next year will see a focus on capturing consultations that inform substance misuse intervention delivered by the youth justice practitioners, and a review of this nature is currently underway.

**Out of Court Disposals**

Overall, there were 305 disposals this year, an increase from 222 last year<sup>58</sup>; by far the most used was the non-substantive Community Resolution, used on 201 occasions. In total, 243 of the disposals (80%) were out-of-court. We started 201 disposal-based interventions in 2023/24; 126 of these (63%) were for out-of-court disposals, including 52 (26%) Enhanced Community Resolutions and 37 (18%) deferred prosecution and diversion programmes; this is over double the number of children accessing diversion support compared to 2022/23. In total, all of six children successfully engaged with their OOCs: a rate of 95.24%. All children were appropriately referred back to the Police (two Youth Condition Cautions and one Deferred Prosecution) and/or there were appropriate ongoing interventions from other agencies in place; all referrals back to the Police are tracked to ensure these are appropriately progressed

**Victims**

CYJS achieved a secondary contact rate of 96% in 2023/24, in line with the average of 97% in the last three years. Overall, there were 35 restorative

interventions for victims a reduction on the 45 seen last year and not consistent with the increasing number of disposals; this is currently under review and the Youth Crime Officer is tracking why the Service has seen a reduced number of victims consenting to have their details provided. The last year however, has seen an increase in the number of victim mediations taking place (9 up from 4) doubling from 2022/23. Looking at reoffending for children who engaged in face to face mediation last year (2), neither child has reoffended; this compared to 12% in the previous three years. Feedback from victims of crime remained strong with an average rating score of 4.9 out of 5 mirroring the last four years.

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

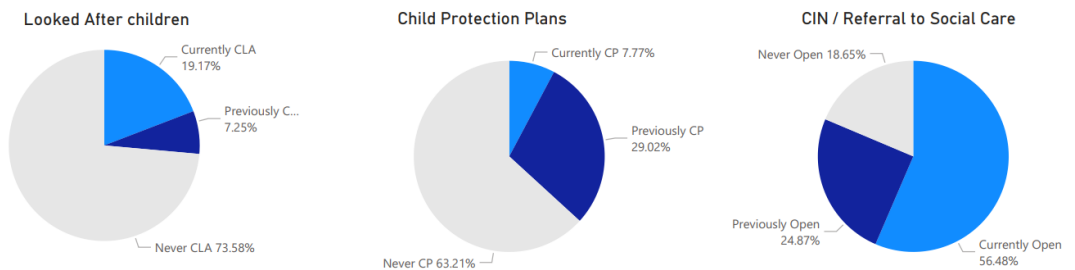
**Management Board Attendance**

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. The Appendices show the breakdown over the last year and Section 8 details the developmental work undertaken with Board.

**Wider Services**

The graphs below present the involvement of Children’s Services for children open to CYJS<sup>59</sup>:

Reporting Period: 01/04/2023 To 31/03/2024



These statistics reflect a continued reduction in the number of total former/current children in care from 41 % (20/21), 36% (21/22) to 28.35% (22/23), to 26.96% (23/24). There has been a reduction in the number of

<sup>58</sup> This uplift is not consistent with an uplift in reported crime and thus indicative of more crimes reaching a positive outcome - <https://www.police.uk/pu/your-area/west-midlands-police/performance/compare-your-area/?tc=CV010>

<sup>59</sup> Currently – is where the child has a Children in Care Plan/CP Plan/Referral episode overlapping with a YJS intervention within this reporting period.

Previously - is where the child has Children in Care /CP Plan/Referral episode, but none overlapping with a YJS intervention within the period. Never – where the child has no Children in Care/CP Plan/Referral matched episodes.



Performance and Priorities – 2022/23

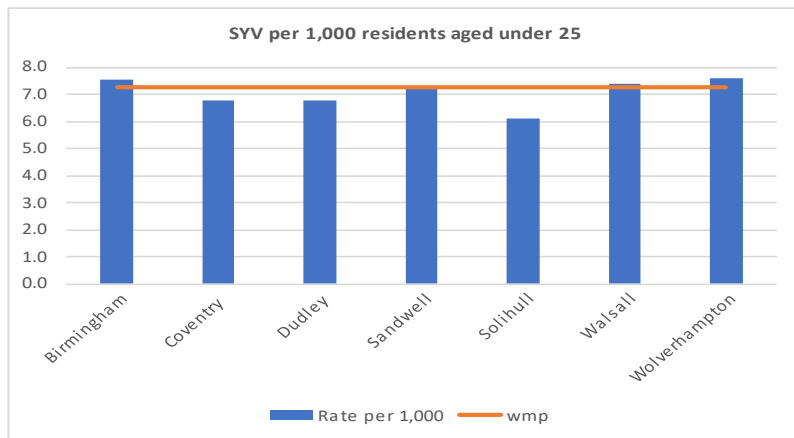
children subject to a Child Protection Plan with a 9% reduction<sup>60</sup> from last year but a similar number in the children known at a child in need level 82.68% compared to 81.35% (though a higher proportion of Children in Care at 19.69% versus 16.7% (21/22).

**Serious Violence**

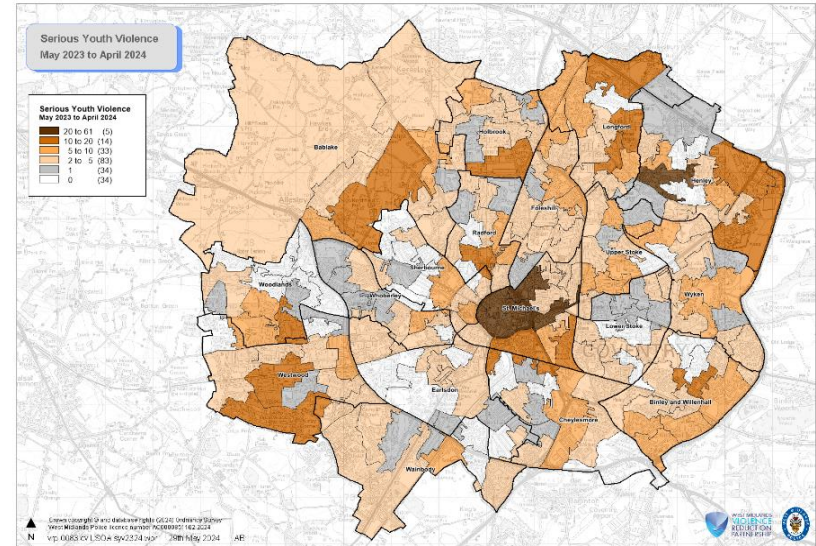
The YJB definition of this indicator is any drug, robbery or violence against the person offence that has a gravity score of five or more resulting in a caution or court sentence. Last year, this equated to 20 offences across 11 children, a reduction from the 24 offences across 17 children last year. This includes the children/adult sentenced to custody and overall the majority were White (5), then followed by Black (4) and 1 child was mixed heritage/1 child was Asian. Over the coming year, this will continue to be reported on each quarter to review any trends for action; the local indicators details a more in-depth analysis of serious youth violence and disproportionality.

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

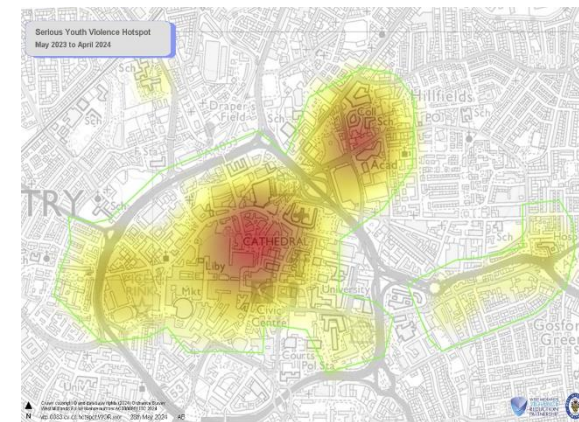
The long-term trend for serious youth violence (under 25) in Coventry is down, with offence numbers reducing year on year with the following average monthly rates: 2022/21 - 82.0, 2022/23 75.5, and now 2023/24 70.8 crimes per month. Looking across the West Midlands region, Coventry is performing well with a rate of 6.8 offences per 1000 residents under the age of 25, only beaten by Solihull at a rate of 6.1.



Looking across the whole city, 21% of serious youth violence occurs in 14 streets, and the St Michael's ward continues to see the highest rate per 1000 residents under aged 25 followed by Longford and Henley. Some areas have seen high percental increases/decreases this year, but not significant when looking at the most serious harm, as per the Cambridge Crime Harm Index<sup>61</sup>, with the exception of Foleshill that has seen a 30% reduction and was the 2<sup>nd</sup> highest area in 2023.



Focusing on the city center area, the areas highlighted below, account for 19.9% of all assaults and woundings where the victim is under 25 (though, the areas has seen an overall reduction in the last year):

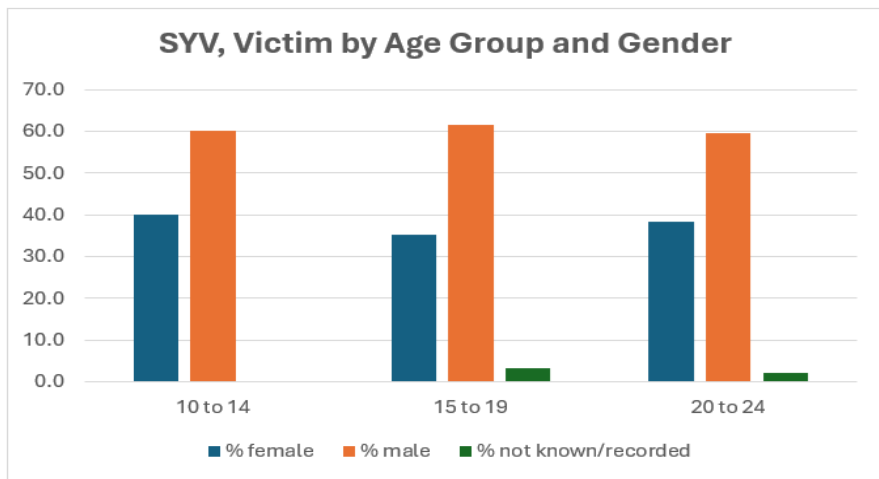


<sup>60</sup> This may reflect the shift in responses to extra familial harm, such as criminal exploitation, which was highlighted in the recent serious youth violence JTAI.

<sup>61</sup> <https://www.crim.cam.ac.uk/research/thecambridgecrimeharmindex>

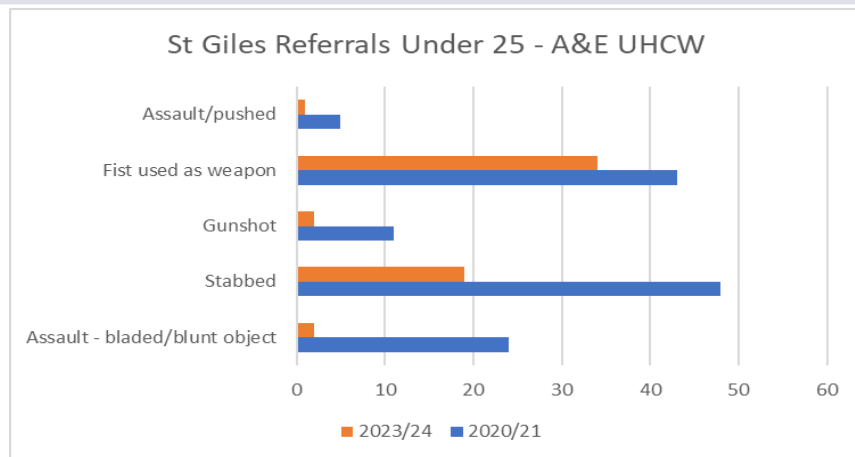
Performance and Priorities – 2022/23

Looking at victims, boys aged 12-15 are the most likely victims, with this age group accounting for 33% of all victims under 25; the numbers taper from 16 and this may reflect a decreased likelihood of reporting.



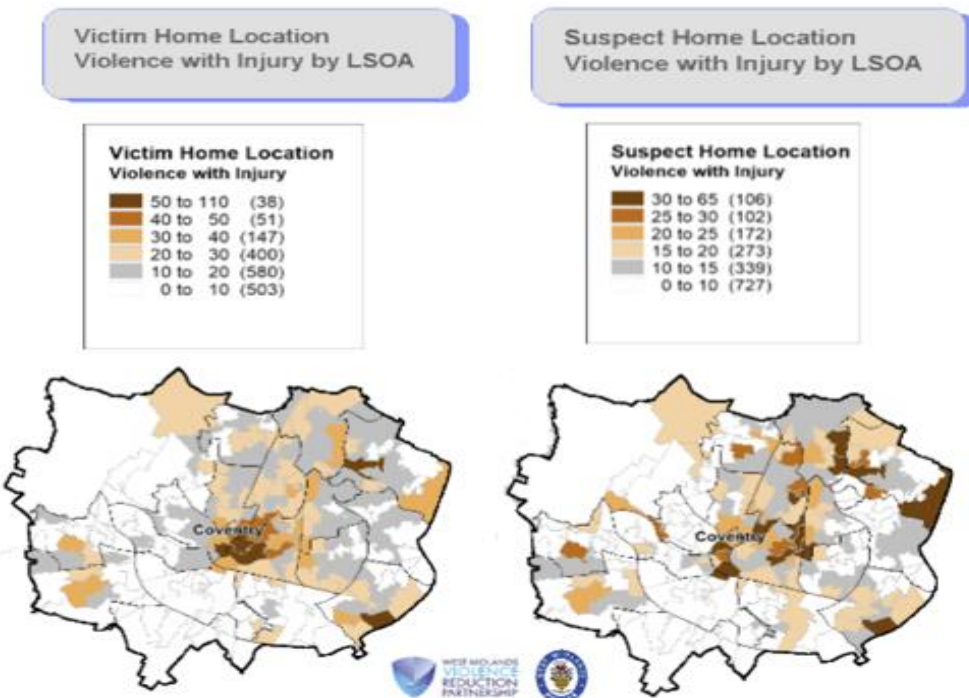
The West Midlands data<sup>62</sup> violence with injury where the suspect or victim are under 25 shows a clustering at 3pm Monday to Friday, highlighting the importance of managing and supporting school exit times; this is a key priority for the Partnerships Police Team.

Reviewing referrals to St Giles at A&E - University Hospital Coventry and Warwickshire following admission for SYV related injuries:



There is a consistent downward trend as reflected in Police datasets.

Geographical mapping of the home location of victims and suspects of violence with injury (under aged 25 between January 2023-24) identifies similar patterns to previous year:



Looking at suspects only, Foleshill, Henley and Longford all have the highest rates per 1,000 residents (above 2 – city average of 1.3). Like victims, boys aged 12-15 are the most common suspects with the age group accounting for 41.8% of all suspects and 61.5% of suspects being male; when looking at harm caused, this increases with age of the suspect and on average males cause twice as much harm using the mentioned Cambridge Crime Harm Index.

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).

The last few years has seen much positive work to tackle the most serious

<sup>62</sup> <https://storymaps.arcgis.com/stories/843336a9e0e94e0b8b00f60d06ccb2e4> - this data set is also used for the graphs within the slide

## Performance and Priorities – 2022/23

youth violence, but how we still have lots to do. When looking at proven offence patterns for children, the most most common categories punished non-substantively were Violence Against The Person (53%), Public Order (16%) and Drugs (8%). The most common categories punished by substantive outcome were Violence Against The Person (36%), Motoring Offences (15%) and Drugs (7%); these trends are consistent with last year, with the exception of an increase in public order offences, though an increasing number that did not have a violence or fear of violence element with the large majority of these offences dealt with via an OOC (44 out of 47 offences).

The last year saw an increase in proven offences weapon possession to from 41 to 52 (including 3 threatening with a weapon offence); this is an increase on previous years: 32 2021/22, and 25 in 2020/21. 28 of the offences this year were dealt with via diversion pathways, evidencing that the weapon possession was likely a first offence and did not involve aggravating factors; this does indicate however, a greater proportion of Coventry children carrying weapons who not necessarily otherwise involved in offending behavior. Of this group, none have been known re-referred or charged to court for a further offence. The group were majority white ethnicity at 55% and 96% were boys. Proven violence against the person offences by children are the highest in the last 5 years. While trends of SYV are down, the child cohort are the most likely victims and perpetrators with a growing number have had proven weapon possession. Looking at knife/bladed article crimes overall across the city (end of 2023), rates had almost halved compared to 2022<sup>63</sup>.

Thus, the increase may reflect that intervention/enforcement is being targeted earlier as resources are not focused on tertiary responses; in addition, it will also likely reflect the culture left by a very difficult period of back-and-forth violence between two groups between 2018-2021, as detailed in the last year's plans and that children do not necessarily feel safer; these themes were highlighted in a city wide survey of children – One Big Voice Survey<sup>64</sup> Responding to the identified trends will remain a key focus in the coming year, with targeted location-based activity navigated via the Violence Prevention Partnership and work through the Safe Spaces work.

### 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: 58% White British, 8% White Ethnic Minority, 11% Black, 9% Asian, and 12% Mixed Heritage. As of January 2024, Coventry schools had a population makeup of 41% White British, 10% White Ethnic Minority, 15% Black, 23% Asian, 7% Mixed Heritage and 3% Chinese / Other. Comparing to trends from last year, 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.

2021/22's Plan discussed that minority ethnic children were twice as likely to receive a Court outcome compared to white British children<sup>65</sup>; by 2022/23 had seen a 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. This year has seen, when looking at the individual children who have appeared in court in the last year (54), 50% were White, showing an overall improvement in racial disproportionality overall; however, 18.5% were Black and 18.5% were mixed heritage, continuing to show that the latter group is over two-fold overrepresented when comparing with the aforementioned secondary school data<sup>66</sup>. When looking at comparisons between OOCs and Court Outcomes, Mixed Heritage children are proportionally over-represented in both outcomes, whereas Black children are unrepresented in OOCs showing that Black are disproportionality likely to receive a court outcome; all first time entrants are reviewed quarterly at the Management Board and this will continue in the coming to enabling ongoing reviewing of any disparity in disposal outcomes.

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

Reviewing children open to YJS in 2023/24, 22% had been permanently excluded compared to 21.9% in 2022/23 and 24.1% in 2021/22; this continues to evidence a continued overrepresentation of children permanently excluded in the youth justice system. Reviewing the reasons for permanent exclusion<sup>67</sup>, 35% were for 'assault' as the primary reason followed by 'weapons' as the secondary reason at 27.5%. Of the total group: 55.00%

<sup>63</sup> <https://www.westmidlands-pcc.gov.uk/knife-crime-reduced-dramatically-in-coventry/>

<sup>64</sup> <https://www.childfriendlycov.co.uk/news/8uhhgbrvkphpc7d39qvsbkq0xh876p>

<sup>65</sup> though this reflected a higher offence frequency rate of 2.37 (compared to 1.8) and the seriousness of offences

<sup>66</sup> As detailed in last year's plan we continue to see the White/Black Caribbean mixed heritage group over-represented in court outcomes, though it is acknowledged that this is only 6 children in total for 2023/24.

<sup>67</sup> This is looking at the 'reason group' type, though it is acknowledged the recorded behaviour attached to the exclusion record will most likely sit in a pattern of behaviours that this will not reflect.



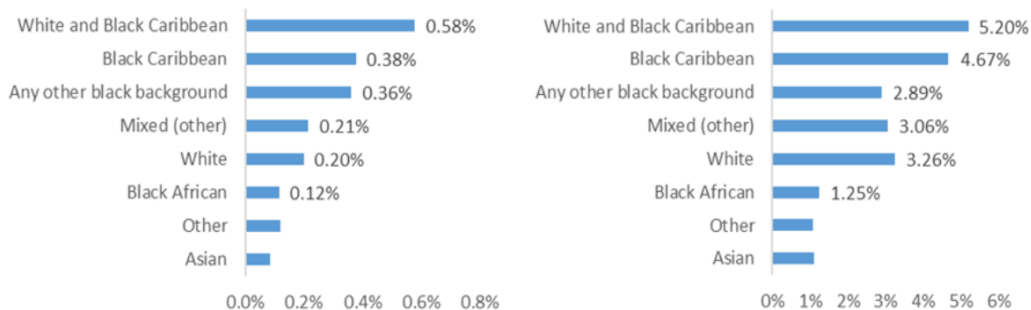
Performance and Priorities – 2022/23

were White British (up from 53.85%) and a total of 67.5% were White (up from 61.54), nearer to the 70% total seen last in 2021/22, and notably 12.5% were mixed heritage a substantial representation (as reflected by below data). The group were 85% male and 15% female, broadly consistent with the overall YJS cohort.

81.3% of children having had a temporary exclusion from school. As detailed on p23, we know 61% having some form of identified special education needs support via school and thus often children excluded are children with identified social and behavioral issues.

The aforementioned data evidences the importance of the YJS and schools relationships and highlights the evidence base for the move to a diversion offer attached to the alternative education provision framework; as detailed on page. This data will continue to be tracked each quarter through the Management Board Education Dashboard.

Across the city, a significant decline has been seen in permanent exclusions for Coventry between 2016-2022; though, numbers have increased across 2023/24. Overall, exclusions rates are higher among pupils eligible for free school meals and those with special education needs<sup>68</sup>. 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:



Last year, exploration around why we are seeing a specific overrepresentation, did not highlight any notably trends; however, these trends are reflective of national ones looking at the latest available data on permanent exclusion rates nationally<sup>69</sup>. These datasets will continue to be reviewed via the new intervention pathway.

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

An analysis of children open to CYJS in Key Stage 4 (or after) has highlighted that children achieve 2 grades below where they were expected based in data for 2016-2019 and 2022; this is compared to a city average of -0.04 grades below. This year, a focused analysis has looked at children’s journeys from primary and secondary identifying that when comparing to Key Stage 1 children in the Youth Justice System as a child achieve 3 grades below their expected results in ‘Reading’, ‘Writing’ and ‘Math’. Consequently, we see a Math GCSE pass rate of 21.4% (compared to 53.9% for Coventry and National 61%) and an English pass rate of 25% (Coventry compared to Language- 60.1% Literature-71.2%, and National Language- 64.2% Literature-73.9%) with a significant drop off in expected grades comparing Key Stage 2 and 4; a review of 40 post school age children regarding attainment across (English and Math) was undertaken but the sample size was under 10 and not appropriate to draw demographic conclusions; this will be repeated at a larger scale in the coming year.

An individual’s child’s journey was tracked who was predicted high grades and their journey demonstrated the experiences of childhood trauma and community pull factors; this child has subsequently attended the Management Board and given feedback on their education experience and what would have made a difference in sustaining their engagement. To protect their identity, details will not be provided here, but a learning exercise has been undertaken with the school and system learning is reflected within the improvement and business plan, namely:

- role models within school
- earlier support
- and a focus on work pathways

<sup>68</sup> Reviewing local permanent exclusion data, Violence Reduction Partnership (VRP) regional data, and the local strategic needs assessment for the Serious Violence Duty (2023). The graphs are from the West Midlands VRP strategic needs assessment (2023).

<sup>69</sup> <https://www.ethnicity-facts-figures.service.gov.uk/education-skills-and-training/absence-and-exclusions/permanent-exclusions/latest/> with the exception of Gypsy, Roma and Irish Traveller children, who are underrepresented in Coventry School Population compared to nationally.



### Performance and Priorities – 2022/23

There continues to not yet be a national comparison of this and CYJS will continue to collaborate with members 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)<sup>70</sup>.

### Desistance Analysis

Last year's priorities were informed by an analysis looking at the assessed risk factors for and against a child's offending behavior for all children from 2022/23. The most significant assessed factors for preventing/reducing a child's offending behaviour were: (1) Learning, Education, Training and Employment; (2) Family and wider networks (3) Engagement and Participation; these are the same factors observed over the last four years. The most significant assessed factors for a child's offending behaviour were: (1) Features of lifestyle (2) Families and wider networks (3) Learning, Education, Training and Employment. These themes have remained consistent and the inclusion of education and family within both sets of factors evidences their importance as key priority areas.

### Priority Review

Last year, the plan outlined 10 priority areas in line with the local analysis and national ones defined by the Youth Justice Board, namely: within the YJB Business Plan, namely: (1) Courts (2) Policing (3) Education (4) Partnerships to reduce serious violence and exploitation.

This section has highlighted that the Service continues to work 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 ongoing assessments of children continue to starkly outline the trauma children in the youth justice system experience with a growing number of children accessing emotional and mental health support.



Photos of feedback vides for Through Our Eyes presented to Management Board

Children and parents/cares tell us (see the next section) 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 desistance and engagement into restorative approaches, supporting past victims of crime and reduces the likelihood of future victims.

To appropriately tackle these issues, we need to continue to have children 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. Last year's plan outlined the priorities as a 2 year strategy and the analysis within this update evidences that these continue to remain locally appropriate. The priorities also continue to be in accordance with the latest expectations from the Youth Justice Board<sup>71</sup> and the four key areas of focus outlined. The priorities remain:

- (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**

<sup>70</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/814368/understanding-educational-background-young-offenders-amended-summary.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/814368/understanding-educational-background-young-offenders-amended-summary.pdf)

<sup>71</sup> <https://www.gov.uk/government/publications/youth-justice-plans-guidance-for-youth-justice-services/youth-justice-plans-guidance-for-youth-justice-services>

# Child First

The CYJS Vision is the local ratification of the YJB's Child First approach<sup>72</sup>. 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 the strategic objectives outlined with the Youth Justice Board's Strategic Plan 2024-27, namely:

*1. Supporting improvement of youth justice services in local communities.*

Our performance measures are monitored, and partnership accountability achieved, through the Management Board. We continue to perform well, with the Board enabling performance to be locally monitored and a focus on evaluation and evidence-based approaches. The Service maintains key priorities in diversion, serious youth violence, restorative approaches, workforce development, and responses to children in custody; this is in line with the areas identified for sector wide improvement. 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.

*2. Focusing on addressing persistent racial disparities across the youth justice system.*

Our vision and priorities have collaboration, celebrating diversity, taking a whole systems approach, and addressing inequalities (including structural) at the centre. We recognise that, while a small number of children, children from a black and mixed heritage background are disproportionality overrepresented in children receiving formal convictions. Our focus on trauma informed practice evidences our commitment to respond to racial discrimination as a form of trauma and to work relationally; the Workforce Section outlines the authority's commitment and action to this agenda. 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. Influencing development of policy and practice to advance adoption of Child First throughout the youth justice system.*

Our commitment to this is demonstrated through our collective approaches for child led service change (outlined in the next section); additionally, we recognise this commitment must be city wide as outlined in the 'Child Friendly Cov' (see p.10) campaign in realising Coventry as a place where children and young people feel valued, supported, and enjoy themselves. Coventry continues to share best practice and support the wider Youth Justice System, for example: developing case studies of best practice with the Local Government Association and Youth Justice Board, offering opportunities for other services to shadow and observe the Service (i.e. attendance from Sheffield and Oldham leads in the last year at the Management Board) and the Head of Service is one of the national leads for custody & resettlement portfolio with the Association of YOT Managers.

<sup>72</sup> [Strategic Plan 2024-27: the YJB's strategic objectives - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/118888/Strategic_Plan_2024-27_the_YJBs_strategic_objectives.pdf) - A youth justice system that sees children as children first, 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. The four tenants are: As children. Building pro-social identity, Collaborating with children, Diverting from stigma.



# Voice of the Child

## YOUTH JUSTICE PLAN 2023

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

Restorative Justice

Engagement and desistance

**2.0**  
Everyone in Coventry working together to make a difference

Working together

Understanding trauma

**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

BORING!

**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, last year, led to the creation of a Child Friendly YJ Plan – see appendices 4.

## Through Our Eyes

Through Our Eyes is a shadow board that meets once every quarter, where children and young people come together to have their say; feedback to the YJS Management Board is achieved with a standing agenda item and has 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 victims of crime and healthy relationships. The group is 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)

A total of 28 young people attended the Through Our Eyes sessions from April 2023 to March 2024. 3 of these young people were girls, and the rest were boys. This year's activity focused ongoing Service development and actions outlined in last year's plan, namely:

- The children fed back that they wanted their workers to be 'real' and understand what they're going through. Whilst the 10 'Professional Standards' had been developed before in 2022-2023, we had an additional two groups review the qualities that the previous group had put together. This resulted in adding an additional two qualities, so that there is a total of 12 Professional Standards. This has now also been developed into a poster that is ready to be displayed in future recruitment advertisements. The entire CYJS staff team, including volunteers and sessional worker, have also created 'About Me' Staff Profiles which are displayed in the Vibe Suite meeting space, and can be handed out to children and children to support in developing relationships.
- When discussing mentoring options, some of the girls in the session shared that they wanted more options for girls to get involved in, such as, hair, beauty, and make-up. On the back of this, a Girls' Group has been developed in partnership with the Coventry Boys & Girls Club, where girls can get involved in sessions focused on nails, cooking, skincare, hair and other activities. In addition to this, a 'Girls' Intervention' has been developed called YOU, ME, US, which is made up 8 sessions discussing topics that affect women and girls.
- Children shared that they wanted the Police setting to be a more child



## Voice of the Child

friendly environment. As part of this, CYJS accompanied a young person currently accessing the service, to the Police Station, where they were shown around, and they shared their feedback on what changes could be made. CYJS staff were also asked for their ideas on how this can improve. An ideas list has been submitted to the Custody Sergeant who has said he will start to implement the suggested changes. It has also been agreed that children and children will support in the delivery of Speech and Language Training to the Police over the summer period of 2024. We are continuing to think of more ways to create a child-friendly environment at the Police Station and aim to replicate this in the Magistrate's Court Custody Suite in the near future.

### Feedback from children in the secure estate

In May 2023, CYJS undertook a consultation with children and families open to the Service. Throughout the year of 2023/24, 5 children completed feedback, on their resettlement back into the community. Overall, the children understood what was happening in court and knew that there was chance they would be going into custody. The children shared that the most difficult thing in custody was "adjusting" and they found that, "friends, family, and Anton from GYM" and "being with friends", helped them the most; this feedback has evidenced the value of continued mentoring offers for children in custody and the previous section details the work to develop resettlement work for children.

### For the Plan

In March 2024, 18 children participated in giving their feedback about CYJS. The purpose of this feedback was to measure how impactful the service currently is for the children, and to ensure that the child's voice was being captured and incorporated into the Youth Justice Plan 2024/25; building on the feedback in 2023 and infographic presented on page 12. Some of the direct feedback received from the 18 children was:

1. Since working with CYJS, I feel...
  - "Safer"
  - "More confident in asking for help and speaking to professionals"
  - "More independent"
2. The things that I like the most/have helped me the most at CYJS



Photos from Inspire Day in the summer of 2023 (see page.)

are...

- "Gaining qualifications and employment"
  - "The Health Practitioner helping to reduce my self-harm"
  - "When I went to the horses"
3. 1 thing I have learnt since working with CYJS is...
    - "I'm not an angry person, I've just been through stuff"
    - "What I did affected others"
    - "To control my anger"
  4. 1 thing I have started to do differently since working with CYJS is...
    - "Less reliant on my Mum. I'm more independent now"
    - "Control my anger. I now talk rather than shouting. It's the longest time I haven't broke things"
    - "Going to my lessons"
  5. The things I want to change to make my experience at CYJS better, are...
    - "CYJS to pick up children earlier"
    - "For children to be working with CYJS sooner, so schools and police send children earlier"
    - "Have more specific sessions about getting into work"

Based on the feedback given, CYJS will be exploring how specific employment opportunities can be more embedded within interventions, how the Turnaround Project (see p.17) can grow and reach more children vulnerable to involvement in the Criminal Justice System, and offering more activities, opportunities, and group sessions; these are reflected in this year's action plan.

### End of Intervention Feedback

For all children closing to the Service, an offer will be given to attend an

## Voice of the Child

end of intervention feedback session where appropriate (as assessed by the YJS Officer)<sup>73</sup> completed by an experienced Sessional Worker or the Service's Child Engagement and Development Officer. Since January 2024, a new 'opt-out' system was implemented, to maximise the number of children taking part in the feedback sessions. Throughout the year, 41 children and 3 parents/family members, completed the evaluation, 33 boys and 8 girls; a substantive increase from 2022/23.

The children gave lots of positive feedback about their Youth Justice workers, Interventions, and of CYJS as a whole. There was a common theme that the children found 'talking to their worker, the most beneficial thing for them throughout their time in the service. There were minimal recommendations for change, however some suggestions and comments that were made were; "I like to have workers who understand me", to have more options of reparation, and having other children to support the children at the beginning of their YJS intervention. The feedback given has been considered and some of the changes are in the process of being implemented, such as, starting the developing a 'Lived Experience' role to sit within the CYJS team, and offering additional reparation options; further actions are detailed in the improvement and business plan.

### Parent/Carer Voices

This year has seen the Friendship Group (see p.43, a parenting peer support group) in April 2024 provide feedback on their experiences and what change they would like to see to the YJS Operational Lead. While feedback around the Youth Justice Service individual practitioners was positive, there was much to consider around how services needed to respond differently:

- Echoed feedback last year regarding the children at risk of entering the youth justice system with neurodiverse needs, particularly in the context of arrests and in the community.
- The importance of having spaces like the friendship group for peer support and feedback, with a desire to build upon these to have a space to 'myth bust' for parents focused on navigating where a child is at risk of becoming involved in offending behaviour.
- A desire to be involved in offering training to professionals as an expert by experience to reflect the challenges faced by parents and highlight

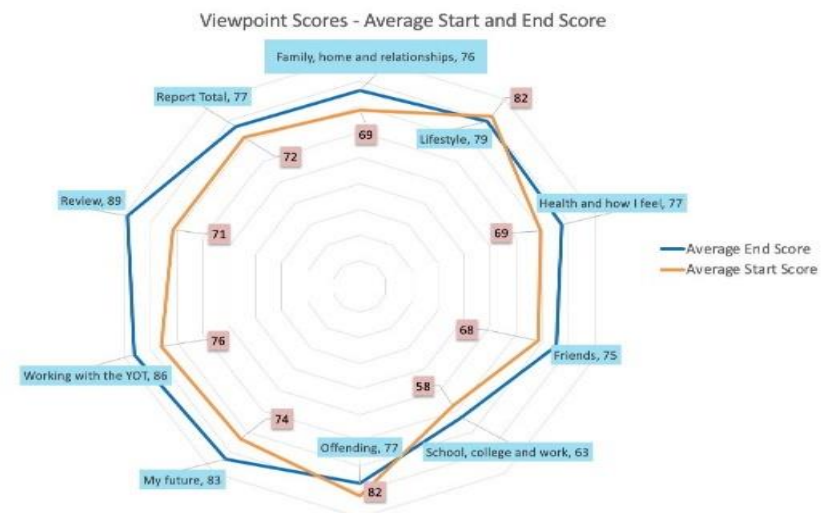
the importance of listening to the voice of parents.

In response to this feedback, the next steps reflected for 2024.25, include:

- Support to develop a parent led podcast that provides a space for parents to discuss challenges they face, address challenges/issues and for this to be a platform that can empower the voice of parents to be heard across the community and professional partnership.
- Continue to build on the training offered to frontline policing and an agreed plan for 2024.25 that training on the teenage brain and neurodiversity will be undertaken; this will seek to involve a parent with lived experience to offer a service user input.
- The last year has seen replication of parent support groups, the Horizon Team will be developing a parent lead role, recognizing the benefit of this within CYJS

### Viewpoint Analysis

Viewpoint self-assessments were completed with 183 children across the last year (an increase from 115 in the previous year); the self-assessments replace that within the AssetPlus Assessment Framework and enable aggregated feedback at a service level. The cohort was demographically reflective of the Service and highlighted positive distance travelled from start to end self-assessments with the exception to lifestyle and offending, as well as overall improved end scores compared to 2023.24; an end average of 75 verses 78 this year:



<sup>73</sup> For example, a child who finds it difficult to meet new people.

## Voice of the Child

Where a child's response has become less positive upon review, case managers have found this is often following a relationship being built, and the child feeling able to be more honest around their views.

Views around offending:

- 11 children have reported more negative views in their initial self-assessment and have responded more positively in their review.
- 4 children's views have initially been positive, then had a dip at review, however then improved upon further review.
- 11 children's views on their offences have declined following initial assessment.
- 28 children have reported no change to their thoughts (quite a significant number had positive responses, most of the no change are 100%).
- Significant portion of children identified their offence has caused problems, with issues with family and loss of trust.

Feedback reflected the importance emotional regulation and the value of provision to support emotional wellbeing (reflected in the desistance factor analysis on page 29. The analysis highlights that there continues to be more to do around children; s education, training and employment as reflected in the end of year feedback and reflective of this remaining a key priority area.

### Recruitment

As outlined in last year's plan, CYJS continued the close work with the Participation Team<sup>74</sup> within Children's Services 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 and will see the use of the aforementioned child defined practice standards over the coming year.

### What's Next – 2023-24:

CYJS are always looking to offer new and multiple opportunities to children, and therefore moving into 2024/25, we will be introducing some new projects.

- **Print & Press:** This gives children the opportunity to learn the skills of creating images and printing onto clothing, bags & mugs. This

- project can be offered as a reparation activity or an educational/constructive activity and will look to be developed into an entrepreneurship project later in the year.
- **Black & Mixed Heritage Boys Group:** This group aims to be a safe space to address the obstacles black and mixed heritage boys face in the community, whilst also exploring and celebrating their heritage. During the sessions, the boys will discuss important topics, such as, self-identity, mental health, substance use, family dynamics, relationships, role models, involvement in the Criminal Justice System, and more, whilst engaging in the following activities: Deejaying, Boxing & Yoga, Spoken Word & Music, Cooking, Videography & Photography, Podcast, Graffiti, and a celebration/outing.



Photos from Inspire Day in the summer of 2023 (rock climbing and break out group with the Head of Service and Sandra Godley OBE) & January 2024 (go-karting), and Through Our Eyes.

<sup>74</sup> <https://www.coventry.gov.uk/childrens-social-care/participation-team>



# Resources and Services

## **Budgets 2024/25**

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 parenting/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.

The Community Safety Fund was confirmed on 17<sup>th</sup> June 2024 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; at the time of writing the YJB have given no written assurances that the core grant allocation will at least be matched from last year. The plan is written on the basis that the core contribution last year is given (based on funding sustainment in previous years) but may be subject to in year change.

There has been a slight uplift from last year for the Local Authority contribution reflecting the several pay awards for 2023 and a Children's

Services wide review of Team Manager roles. Last year CYJS received an additional top up grant, that enabled projects within the exploitation team and targeted intervention work to children most at risk of entering or escalating within the Youth Justice System; this included access to Guiding Young Minds and targeting of the outreach mentoring bus as recognised in the recent JTAI inspection.

The business and improvement plan outlines how the pooled budget will be used to continue to realise the agreed priorities and local vision; this will in turn meet the objectives outlined within the YJBs Strategic Plan, West Midlands PCC Plan<sup>75</sup>, and the local One Coventry Plan. Last year the YJB introduced a new oversight framework: youth justice system performance – oversight assurance and compliance<sup>76</sup> effective from 2023; and the latest YJB Business Plan<sup>77</sup>. 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**

Last year's plan detailed an increase in demand at the start of 2023-24, which was continued to be experienced through the year. This saw a return to intervention levels similar to 2019-2021 with an average of 74 (compared to 73). To manage this increase, and concurrent maternity leave, the Service has had an additional fixed term post to support in the increase in workload throughout the year and this role has supported the local delivery of Turnaround (see p.17). The increase has been experienced through out of court referrals; as detailed in the Performance Section, this has not resulted in an increase in first-time entrants, consistent with national trends<sup>78</sup>. There is no indication to suggest that this is reflective of a lanterned impact of the Covid 19 pandemic. Trends will be monitored through the quarterly management board to assess and review for longer-term impact and the

<sup>75</sup> <https://www.westmidlands-pcc.gov.uk/police-and-crime-plan-2021-2025/>

<sup>76</sup> <https://www.gov.uk/government/publications/youth-justice-oversight-framework>

<sup>77</sup> <https://www.gov.uk/government/publications/yjb-business-plan-2023-to-2024>

<sup>78</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1054236/Youth\\_Justice\\_Statistics\\_2020-21.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1054236/Youth_Justice_Statistics_2020-21.pdf)



## Resources and Services

calendar year of 2024 has seen a reduction; if this is sustained, this will provide more opportunity for targeted diversion work for children at risk of permanent exclusion.

**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.’<sup>79</sup>*

### **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 2024-25 plan for quality assurance activity with broader actions tracked/progressed through the improvement/business plan. The priorities section covers the responses to the recent National Standards self-assessment, the response to these standards, and the following mechanisms used to ensure the response to these and the associated case management guidance:

- 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 successful in achieving engagement, where enforcement action may be 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 and includes input from: Health, Speech and Language Therapist, Team Manager and YJS Officers.

### **Key performance and outcome indicators:**

The Management Board monitors the specific key performance indicators and outcome measures to review the effectiveness of intervention; these have been outlined within the Introduction and Performance Sections. The Youth Justice Board introduced an additional ten key performance indicators in 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 YJS
- 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.

Trend data on these local and national indicators are presented, reviewed, and scrutinized for actions in the quarterly Management Boards Monitoring these ensures excellent value by evidencing positive outcomes for children, and victims of crime and/or the mechanisms to achieve this.

### **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/risk factors for 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.

<sup>79</sup> <https://www.justiceinspectorates.gov.uk/hmiprobation/inspections/coventryyos/>

# Board Development

## Board Priorities

The 2022/23 HMIP Inspection reflected strongly on the work of the Management Board. Since then, the Management Board has seen some new members and a change of Chair; despite these changes, the Management Board has continued to be recognised as working well and having 'strong performance' as per the Youth Justice Board's (YJBs) oversight framework<sup>80</sup>. The terms of reference and memorandum of understanding are reviewed on an annual basis and outline the current vision, culture and objectives for Board<sup>81</sup>:

### 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 of 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 maintain 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.

<sup>80</sup> <https://www.gov.uk/government/publications/youth-justice-oversight-framework>

<sup>81</sup> The Board's current vision, culture and objectives were created following an external evaluation in 2021 and further Board Member led review in 2022 against the Youth Justice Board guidance for 'youth justice service governance and leadership' - <https://www.gov.uk/government/publications/youth-justice-service-governance-and-leadership>

## Governance, Leadership and Partnership Arrangements

- Identify best practice through HMIP Inspections and incorporate it. Review and challenge the functioning of the Coventry Board against these criteria.
- The role of Board Sponsors for the ten priority areas is to:
  - 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.

### Management Board Development

Continued team/Board events have continued through the year and notably a whole Service/Board event was held in November 2023. This event provided an opportunity for new team members, Board Members, Chair and the wider team to come together. The session was facilitated externally and saw a review of the Service priorities and practice standards devised by children - see p.41) Feedback from the team and Board was very positive in that this provided an opportunity to: *reflect together, develop a shared understanding, and have a focus on being aspirational.*

The arrangements for Board Sponsors and Practice Leads have strengthened the interconnection between the strategic vision and the operationalizing of this, with these arrangements becoming an embedded part of the Board induction process. The ongoing strong performance has presented opportunities for other Youth Justice Heads of Service to attend Boards to share learning, best practice and support continued development; this has seen attendance from Sheffield and Oldham leads in the last year.

The JTAI Inspection in March 2024 provided an opportunity to re-review the partnership arrangements. The inspection affirmed that the strategic arrangements continued to work effectively across the partnership and, while not explicit to the Youth Justice Management Board, evidenced the



Photos from the Management Board Development Event (Nov 2023).

sphere of influence of Board Members on the agenda of Youth Justice/Serious Youth Violence across various interlinked Boards/subgroups.

The Service has continued a 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. Performance reporting and monitoring continues to evolve, and the current dashboard reflects the new Youth Justice Board Key Performance Indicator Dashboard, which includes tracking of Board Member attendance.

The last year has continued to see Board proactively supporting innovatively project development and the impact of this; for example, the progression of the Community Initiative to Reduce Violence (CIRV) (see p.45) and concurrent positive trend data; for example, a near halving of incidents of violence involving bladed weapons reported in November 2023<sup>82</sup>. – 2022 saw 28 firearm discharges in Coventry and 2023 saw 7.

### Management Board Development

Looking forward and continuing to build on the recommendations from the 2022/23 HMIP Inspection, there remains a continued focus on increasing Management Board diversity. The Board has now seen the Chair of the Coventry Youth Partnership (Rashid Bhayat MBE) join, and there are further plans to introduce a 'Race Lead'. The lead will act as a critical friend and champion on racial disproportionality. This activity being supported by wider work within the Authority and work to become an anti-racist Council; Coventry City Council signed up to the Race at Work Charter in 2023 and is currently working towards its very first Race Equality Action Plan in response to the Race Equality Code and the Race at Work Charter commitments<sup>83</sup>.

<sup>82</sup> [Knife crime reduced dramatically in Coventry - West Midlands Police & Crime Commissioner \(westmidlands-pcc.gov.uk\)](https://www.westmidlands-pcc.gov.uk/news/2023/11/28/knife-crime-reduced-dramatically-in-coventry)

<sup>83</sup> <https://www.coventry.gov.uk/news/article/4741/coventry-city-council-joins-over-1000-organisations-by-signing-the-race-at-work-charter>



# Workforce Development

## Increasing Team Diversity

Workforce Development remains a key priority. As discussed in the previous area, having a workforce that is more reflective of the community remains a key focus and there is a commitment across the Council to do this with the current development of a Race Equality Action Plan. This work is also supported by the West Midlands Race Equalities Taskforce, created by the West Midlands Combined Authority (WMCA) Board, and the associated 2023-28 Strategy<sup>84</sup>; Coventry City Council were part of the taskforce with the Director of Public Health, Allison Duggal, a lead for the Council. The taskforce aims to take action that will improve equality of opportunity for all of our communities, consistent with recommendations from the HMIP Inspection.

## Workforce Profile

As of the 31st of March, the YJS workforce was fully staffed for directly employed roles of a total of 22 staff<sup>85</sup>; this is a reduction from 23 staff last year due to a move from having a YJS Support Officer, to work to develop a new entry level role into the Service, which is currently underway. While the Service's staffing cohort continues to not be reflective of the local community, the YJS has seen some positive shifts in an increase in male staff to 28% (up from 22%) and now 27% percent from an ethnic minority background (slightly up from 26% from the few years); a staffing breakdown is provided in the appendices.

The last year has seen two leavers within 12 months of employment; this has led to the introduction of induction feedback sessions with the Operational Lead and a current reviewing of the induction process.

Overall, the Service had a turnover rate of 9.09% (higher than last year at 4.76%), but much lower than the rate of 28% from 2021-22<sup>86</sup>; overall, the case holding workforce has risen from an average of 2.6 years of Service last year to now 3.6 and a whole Service average 9.5 years' experience in the authority. New starters for this year have joined with experience in Probation and we have seen the appointment of a full-time equivalent seconded Probation Officer. Positively, sickness levels have significantly improved from last year at 8.73 days lost per full-time, equivalent, to only 1.6 days much lower than the City Council average at 13.3 days. The team's work was recognised in September 2023 being award an 'Excellence Award' at the Association of Directors of Children's Services (ADCS) Awards in September 2023 - West Midlands Team Excellence Awards<sup>87</sup>.



Photos from the Awards with team members/Chair of Board (Sept 2023)

<sup>84</sup> <https://www.wmca.org.uk/what-we-do/inclusive-communities/race-equalities-taskforce/>

<sup>85</sup> 1 YJS Officer in a fixed term post and otherwise roles are permanent posts and this is reflective of budget management through 2023.24 and impacted on the progression of an entry level role.

<sup>86</sup> the rate will vary year to year due to the small size of the Service

<sup>87</sup> [65887 Team Excellence Awards 2023 \(wmchildrensservices.org.uk\)](https://www.wmchildrensservices.org.uk/65887-Team-Excellence-Awards-2023)

## Resources and Services

## Workforce Development Strategy 2023-25

Last year's plan outlined the principles of a new Workforce Strategy 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 Strategy 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<sup>88</sup>, a review of the Youth Justice Board '2023-2025 Workforce Development Strategy for the Youth Justice system' and the Youth Justice Professional Framework (YJPF)<sup>89</sup>. The work of the last year has sort to build on the successes of the 2022/23<sup>90</sup> and the outlined key aims within the strategy, namely:

- 1. Increasing Team Diversity** – as outlined above, there is commitment across the whole system to improve workforce diversity. The aforementioned new entry level role for the Service will support in increasing team diversity and will focus on the continued enhancement of child/parent collaboration with possibility to access the Youth Justice Foundation Degree Apprenticeship<sup>91</sup>.
- 2. Creating Future Leaders** – We currently have two YJS Officers in the process of completing the Youth Justice Foundation Degree Pathway and both are from a black and minority ethnic background; one will finish in the coming months and be eligible to apply for a management post. Additionally, we have one YJS Officer completing a Social Work Apprenticeship, which they started in September 2023.
- 3. Making 'Outstanding' business as usual** – In the last year, we have increased access of regional coaching offers, had 5 staff start or complete the Youth Justice Effective Practice Certificate (a qualification recognised with the YJB Workforce Strategy) and 7 complete an attached trauma informed module. We have seen continued monthly audit activity, monthly practice development workshops and quarterly team half days with attendance extended to Police Offender Management and Horizon Teams supporting the commendation within the JTAI regarding partnership relationships. We have also completed child developed Practice Standards and profiles for the team, that can be used to support engagement and support recruitment.
- 4. Training Planner** - The Strategy outlined key training priorities for the next two years, which has seen the following training in the last year: sessions on working with the Courts co-delivered with the Court's Legal Advisor; risk management planning for high-risk children; self-harm and safety planning; child development; education attainment for YJS children by ethnicity; and sexual exploitation prevention work.

The activities outlined will continue in the next year and ongoing progression of training priorities.



Photos of staff profiles and infographic of the practice standards

<sup>88</sup> The training planner will equally reflect the comprehensive Children's Services Learning and Development Brochure <https://www.coventry.gov.uk/learning-development-childrens-social-care>

<sup>89</sup> [YJB-workforce-development-strategy-2023-2025](#)

<sup>90</sup> In 2022/23, the service and partnership were subject to inspection by His Majesty's Inspectorate of Probation (HMIP) and were graded as 'Outstanding'. The inspection report noted: '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.'

<sup>91</sup> This is a developed pathway for supporting workforce diversity and growth as outlined in the YJB Workforce Development Strategy 2023-25

# Evidence-based practice and innovation

## YJB Business Plan (2023-24)

The latest 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.

## Inspire Day

During 2023-2024, CYJS hosted two 'Inspire Days', one in August 2023, and one in January 2024. The days were designed for all children accessing CYJS and aimed to creatively support children's aspirations to encourage engagement in different forms of Education, Training and Employment. The days have consisted of inspirational speakers, workshops, and team building activities; the days have been based at the University of Warwick, as a venue of aspiration.

In total, 29 children attended across the two days. The first day focused on the 'Arts' pathway and the second day on alternative forms of training/employment. The days saw guest speakers from BBC and Hits Radio - Sandra Godley OBE and Roisin McCourt- a music artist - Real Artillery (RA) - Actor/Director - Ryan Hayes - and academics - Professor Margaret Low from Warwick University. The days also focused on relational/team building spaces seeing children access rock climbing and go-karting.

The feedback received from children, speakers, and staff, was very positive, and they shared thoughts such as:

- the day was very "inspirational"
- "I was so proud when my parents saw what I had achieved"
- "I felt welcomed and I'm so thankful".
- "It has been very helpful to get on the right track"

The second day saw attendance from the Youth Justice Board with the following feedback given by David McNally (Oversight Manager- YJB):

- *A Great Day! I absolutely know how hard you and your staff worked to make that happen. It takes weeks and weeks to gain the confidence and trust of the children to get them to go along in the first place. You don't just turn up in a car that morning.... And you got so many!*

Two more days are planned for the coming year and based on feedback this will focus on sports and include more speakers with lived experience. There will be an evaluation presented in the next Youth Justice Plan including tracking of outcomes, for example, training and employment.





## Resources and Services

### Parenting and the Friendship Group

There have been 28 referrals for 1-to-1 parenting in the last year, 15 having improved outcomes and 12 continuing to engage in sessions with the Service's Parenting Lead. This work has been recognised as an area of innovative practice and the Local Government Association completed a case study of the work<sup>92</sup>.

Last year's plan discussed the formation of a parent peer support group, named the: Friendship Group. 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. In the last year, the group have developed an educational leaflet for parents acting as an Appropriate Adult; this is now available to parents/carers attending Coventry Police Station. The work also involved the creation of an awareness raising video on the impact of arrests for parents, which is available for families/parents to use and available for the Police to support with training officers<sup>93</sup>. An evaluation is currently in progress regarding the group and wider parenting offer.



### Mentoring

The Mentoring Consortium (see p.12) has expanded to Children in care in the last year, in addition to children at risk of exploitation and entering (or entered) the YJS. An evaluation has been undertaken of referrals for 1 to 1 mentoring completed between July 2023 and January 2024. The sample of 36 children had an age range of 14-18 with 55% from a black and or minority ethnic

background. 66% of the children were open to the Service with 17% achieving early revocation of a Court Order and the other children having referrals to prevent entry into the YJS. A total of 63% of children successfully completed their disposals, are now closed to the Youth Justice Service and have not re-offended. Of the children assessed to be at risk of criminal exploitation, there was a reduction from 24% to 13% being assessed as high risk and 40% down to 31%, with another 14% successfully closing to the exploitation Service entirely. 31% of the children accessing mentoring were Children in Care by the Local Authority in the community. During the sample period, 64% of children remained in stable accommodation with no changes in placement and no missing episodes reported.

The evaluation highlights the continued successes of the mentoring project and the impact to reduce disproportionality, with the coming year seeing a further expansion of providers to increase the diversity of offer as well as expanding upon practice the JTAI identified as 'highly effective'.

### Hooves in Harmony

Hooves in Harmony started in October 2022 and sees children work with the horses to build their skills around effective communication, trust, relationship building, and grow in 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, 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. Of the 21 children who have completed the project, only 2 have reoffended; a full evaluation will be completed in the coming year.

### Masculinity project

The hyper masculinity project has been created to deliver to all young males open to the YJS. The project is delivered through 6 sessions focusing 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.

<sup>92</sup> <https://www.local.gov.uk/case-studies/coventry-taking-whole-family-approach-youth-justice>

<sup>93</sup> <https://www.youtube.com/watch?v=yNq3Pz4pNaw>

## Resources and Services

- 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 35 children complete the project, with an average age of 14, 54% being from a Black or minority ethnic background and 74% at some point been subject to a Child Protection Plan or been a Children in Care. While the majority of the boys were open on an out of court disposal that tends to have a lower reoffending rate (see p.22), none of those who engaged in the project have re-opened to the Service; this evidences the impact of the project and how it supports a reduction in disproportionality.

Feedback from children complemented the interplay between the project and ongoing funding to access mentoring as part of exit planning, for example:

*A.A (Young Person) - A.A engaged in the Masculinity Intervention and discussed important topics that challenged his thinking. AA's Mother reflected that these sessions helped A.A to grow up and make better choices in his life. A.A then went on to receive boxing mentoring sessions through the Coventry Boys & Girls Club, and 6 months after YJS closure, he continues to access open access group-based boxing sessions at the club. There are no reports of further offending behavior.*

### Intensive Multi Agency Case Consultation (IMACC)

The JTAI recognised IMACC as an effective process, namely: *Intensive Multi Agency Case Consultation (IMACC) assessment is an example of strong planning, involving a wide range of agencies known to the family, which leads to a comprehensive shared assessment of need via a case formulation approach (p.5)<sup>94</sup>.*

As detailed on page 17, the last year has seen an impact evaluation completed by a final year trainee clinical psychologist, the evaluation highlighted the significant positive aspects of the IMACC process for professionals. The report concludes the IMACC enables professionals to enter a positive reflective space,

helps improve psychological knowledge about the young person/family and helps to create a more collaborative approach to working together as professionals.

In terms of developmental points, it was highlighted that the time it can take to facilitate IMACC sessions may be an issue, along with the length and detail of the associated report; however, the report recommends that professionals taking lead of the IMACC, request participants to be prepared to share information prior to and during the process. This will now become standard practice in communication with professionals. It was also suggested that a 'Report Summary' is included within the final document, which may be helpful to embed impact. A final recommendation was to schedule review sessions involving the professional network following the initial meeting. In support of this, review dates will now be shared within an agreed timeframe to help to add/edit and update plans as appropriate. A recommendation of 6 monthly reviews has been made, which is currently being trialed and early indications are very positive particularly in the context of changes in professionals (for example, now the child has a different Social Worker). The coming year will see a review undertaken to review the impact, once said changes have been embedded.



Photos of a child and parent at Hooves in Harmony

<sup>94</sup> <https://files.ofsted.gov.uk/v1/file/50247377>

# Evaluation

## Community Initiative to Reduce Violence (CIRV)

CIRV<sup>95</sup> has been live as of May 2023. The model is: *a focused deterrence programme [aged 14 and up] 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.*<sup>96</sup> CIRV is Police led, but multi-agency in delivery via seconded children and family workers, mentors (St Giles) and ETE support from Prospects.

By the end of 2023, CIRV was engaging 32 children and 23 adults. The cohort of children was reviewed, with the majority not open to YJS; this evidences the impact as a 'reachable/teachable' moments (for example, following arrest) intervention offer meaning more children/families are can access support at an early point, 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)'<sup>97</sup>. The project is funded by the Youth Endowment Fund<sup>98</sup> and impact of the program is being monitored/evaluated as 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

Page 15 outlines the Positive Directions project<sup>99</sup>. The project operates from a trauma informed standpoint, sees consultations from a clinical psychologist and intervention from a specially trained practitioners to children via the Edge of Care Team in Coventry. The funding is part of the national Framework for Integrated Care and 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. 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 at Loughborough University<sup>100</sup> 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. The project has been live across 2024 and has seen several children/practitioners be recorded and filmed; the project will continue through the year.

## Diversion Review

Undertaken by Dr Brian McShane to evaluate OOCs delivered to children through a qualitative and thematic base study. The evaluation reflected some positive key themes, namely: child centered delivery, effective relationships with practitioners, improved engagement with education and training, a shift to a prosocial identity and reducing reoffending. The evaluation highlighted the importance of robust exit transitioning, particularly for the most vulnerable children.

## YJB Pathfinder – Addressing Ethnic Disparity in the West Midlands

The 7 Youth Justice Services in the West Midlands have successfully bid (April 2024) for funding to reduce racial overrepresentation in the YJS. The YJB Pathfinders are targeted funding to address system-wide challenges through exemplar/innovative practice that can be considered for wider sector expansion. The project will see a regional approach to support children stopped & searched by the Police with the focus in the first year on scoping and collaborating with children to look at interventions/training.

<sup>95</sup> <https://www.cirv-nsd.org.uk/>

<sup>96</sup> <https://westmidlands-vrp.org/criminal-justice/community-initiative-to-reduce-violence-cirv/>

<sup>97</sup> <https://www.institute.global/insights/geopolitics-and-security/closing-gaps-preventing-vulnerable-children-and-adolescents-falling-violence>

<sup>98</sup> <https://youthendowmentfund.org.uk/>

<sup>99</sup> <https://www.happyhealthylives.uk/staying-happy-and-healthy/keeping-yourself-happy-and-healthy/positive-directions/>

<sup>100</sup> <https://www.lboro.ac.uk/research/experts/laura-jenkins/>



# 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 and is an effective real terms cut. The impact of unconfirmed annual funding is also reflected across the current funding profile for project work to tackle serious youth violence and exploitation.

**National Key Performance Indicator Review** – The YJB introduced last year a new oversight framework<sup>101</sup> 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 have (and will continue to) incur additional time to develop and oversee without additional resource allocation.

**Workforce and offers** – There remains work to do to increase the team's diversity. The team has grown in an experience, but turnover has meant continued practitioner/induction development, which takes time and support from the team/managers. The coming year will continue to see a particular focus on ensuring children's planning is proactive and work to support professional curiosity; this was a key area of learning from the recent JTAI inspection for the partnership. We continue to utilize development pathways to support retention and introducing an entry level role remains a priority.

**Out of Court Disposals (OOCs)** – A new Chief Police Officers Youth Gravity Matrix 2023<sup>102</sup> has been published. Publication has been welcomed and the scoring is appropriate to avoid undue criminalization of children, though embedding this across Police Forces will take time. Alongside this, challenges remain regarding the differences between Home Office Counting Rules<sup>103</sup> 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.

**Police Investigations/Change Programme** - Local HMICFRS Inspections and national reports have continued to 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, punitive approaches and that responses remain in line with child centred policing framework<sup>104</sup>.

**Weapon possession and serious youth violence**– there are ongoing issues around children exploited and involved in urban street gang violence. As detailed earlier in the plan, while there has been a reduction in the most serious offences, there is 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. The last year has seen an increase in the use of custody, with this predominantly relating to weapon-based violence.

**Racial Disproportionality and Children Permanently Excluded** The research commissioned by the YJB 'Understanding ethnic disparity in reoffending rates in the youth justice system – child and practitioner perspectives report' (2023) – continues to be very locally relevant. The qualitative focused study explored drivers for ethnic disparity in reoffending rates and highlighted challenges around children being permanently 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

<sup>101</sup> <https://www.gov.uk/government/publications/youth-justice-oversight-framework>

<sup>102</sup> <https://www.npcc.police.uk/SysSiteAssets/media/downloads/publications/publications-log/criminal-justice/2023/child-gravity-matrix-v2.2---september-2023.pdf>

<sup>103</sup> <https://www.gov.uk/government/publications/counting-rules-for-recorded-crime>

<sup>104</sup> <https://www.npcc.police.uk/SysSiteAssets/media/downloads/publications/publications-log/local-policing-coordination-committee/child-centred-policing-best-practice-framework.pdf>

## Challenge, risks, and issues

We know children from a minority ethnic background continue to be more likely to be subject to courts outcomes. CYJS sees an overrepresentation of children in the youth justice system permanently excluded. While mentoring offers are available to support away from permanent exclusion, the need to respond to these children in a partnership way is evident and will be a key area of focus in the coming year.

**Reduce the use of custody and getting the right responses for resettlement** – the last year the introduction of a new Reducing the use of custody and Resettlement Strategy. Last year's plan, outlined a resettlement case study that informed changes within the strategy and subsequent areas of development, which will continue to be rolled out in the coming year.

### HMI Probation Single Inspection – 2022/23

The Service had a HMIP Single Inspection published in February 2023 and much developmental activity has taken place in response, for example:

- completion of an overarching management board dashboard and specific education 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'
- completion of the mentioned an external evaluation of the diversion out of courts
- completion of training on proactive risk management for children
- appointment of a seconded Probation Officer
- and, the mentioned activity to improve resettlement for children.

In the coming year, we will continue our responses with a focus on:

- Improving education opportunities for children
- Continue to take steps to increase team and Board diversity
- Continue to strengthen through quality assurance activity arrangements for children assessed as elevated risk
- And, the embedment of our responses to children in custody ensure that processes for resettlement are explicit in tackling racial disproportionality both.

The coming year will see a new core inspection framework published by HMI Probation, which is expected to include standards that include victim work and bail & remand; responding to this will be a key focus.

### Joint Targeted Area Inspection (JTAI) – Serious Youth Violence - 2024

Page 17 outlines the explicit areas of improvement within the JTAI - for example, developing transitions to adult services and professional curiosity. The Coventry Children's Safeguarding Partnership will lead on coordinating a partnership action plan that will inform activity in the coming year and see strategic oversight via the Violence Prevention Partnership, Safeguarding Partnership and the Youth Justice Management Board.

### 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 2024-27 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 within the plan, Board Member sponsors are identified for each priority area and they oversee the development of the relevant actions offering support where needed/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 or HMIP inspections. The improvement and business plan outlines 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.

The first part of the next section consolidates learning/recommendations from relevant national thematic inspections/reviews, research, and other sources. 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 a minimum of quarterly Management Board oversight.

# Service Development Plan

## HMIP Thematic

In November 2023, HMIP published a thematic inspection on: A joint thematic inspection of work with children subject to remand in youth detention. The report highlighted the difference in care between a Secure Children's Home and Youth Offending Institution, that Children in Care processes were not sufficiently understood, racial disparities continue to exist, that short term remands were often not necessary and reflective of system issues (for example, accommodation availability) and improvements needed to be made for post-custody support. CYJS are in response to this: reviewing the seconded Probation Officer role to ensure appropriate support for children who become adults while remanded, the actions outlined in the national standards self-assessment (see p.19), have an identified youth justice lead within the Through Care Team and responses will continue in the coming year; the activity will also involve a review of the published Ministry of Justice (MOJ) response to the action plan<sup>105</sup>.

Looking at other thematics, work in response to the 2021 Inspection of the experiences of Black and mixed heritage boys has continued with a review of ethnicity needs being considered through placement request forms and the development of the mentioned black boys' group. The recent HM Chief Inspector of Prisons thematic review on 'restricted status children and prisoners held in women's establishment, recognised that immediate action was needed on current processes for children and that these were not fit for purpose; these findings were echoed in local experiences of children subject to the status and this will continue to be an area of work in the coming year.

## National Research

CYJS engaged in consultation sessions with research commissioned by HMI Probation published in May 2024 on 'the supervision of care-experienced children within youth justice system'<sup>106</sup>. The research looks at how YJS

professionals understand care-experienced children's needs and challenges and what barriers exist to working with them. It explores positive factors, roles and relationships with multi-agency partners, and the impact of strategic arrangements to reduce the numbers of care-experienced children entering the youth justice system; a response to the recommendations will be progressed in the coming year. Other publications in the last year are also being reviewed, notably:

- The role of systems of support in serious youth violence: evidence and gaps<sup>107</sup>
- Education, children's social care and offending: An examination of the education and social care background of children cautioned or sentenced for an offence.

## Local Learning Reviews

The partnership has undertaken one Community Safeguarding and Public Protection partnership learning review in the last year; this related to the adult given a custodial sentence and the following activity has been undertaken: the serious, organized crime and exploitation (SOCEX) daily meeting is in place, a rolling quality assurance review of no further action outcomes for children, and relationship strengthen between Prospects and local colleges. For all children sentenced to custody, learning reviews are undertaken (one is currently progressing as a wider partnership review) and three highlighted the following:

- preliminary work to attach intervention to children at risk of permanent exclusion.
- activity to identify children with parents in custody and review of existing national offers
- and, reflective of the JTAI, work to support around professional curiosity.

This activity is reflected in the improvement and business plan.

<sup>105</sup> <https://assets.publishing.service.gov.uk/media/65cf57550f4eb10011a9817a/children-subject-remand-youth-detention-thematic-action-plan.pdf>

<sup>106</sup> <https://www.justiceinspectorates.gov.uk/hmiprobation/research/research-analysis-bulletins/care-experienced-children/>

<sup>107</sup> <https://www.gov.uk/government/publications/serious-youth-violence-research-programme>



# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
<p><u>Children, families and victims of crime, leading Service change</u></p> <p>Child Engagement and Desistance – Caroline Ryder and Rashid Bhayat (Board Member Sponsor), Tianne Martins and Helen Kirkman (Practice Leads)</p> <p><b>Key Indicator – Improve feedback from children/family/parents and victims of crime</b></p>						<p>YJB Child First Principles: Principle 1 &amp; 2 YJB Strategic Priority: 1 National Standards 1 - 5</p>
1.	Maintain the delivery of Through Our Eyes shadow board and consider dynamic methods of Management Board feedback.	Tianne Martins (Youth Justice Development & Engagement Officer), Marcus Licorish (YJS Support Officer), and Dawn Gibson (YJS Support Officer)	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.	Maintain the delivery of Inspire Day, using child feedback to develop further with an end of year evaluation including outcome tracking	Tianne Martins (Youth Justice Development & Engagement Officer) and Ashley Kalnins (YJS Education Lead)	End of Q4	Direct pathway for Children's voices and views to be actioned by Management Board	Increased and improved child/family/parent feedback	Child Feedback 22/23/24
3.	Application to the Artsmark Award through the Arts Council, and implementation of creative approaches across the Service.	Tianne Martins (Youth Justice Development & Engagement Officer) and Ashley Kalnins (YJS Education Lead)	End of Q4	Direct pathway for Children's voices and views to be actioned by Management Board	Increased and improved child/family/parent feedback	HMIP Sandwell Inspection (2018)  Youth Justice Plan 2022
4.	Development of a Black & Mixed-Heritage Boys Group, where the young people engage in new activities whilst exploring their cultural identity; this programme to be embedded within the service as an ongoing intervention. The group to develop a name, logo and creation of a short film to capture the experiences of the young people attending the Black & Mixed-Heritage Boys Group, to share with the Service and partners, and use as a promotional video for the group.	Tianne Martins (Youth Justice Development & Engagement Officer) and Danielle Francis (YJS Officer)	End of Q3	Improved arts offer for children	Reduced re-offending/arrest	Response to Remand Review 2023/24

# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
5.	Development of the Girls Group, in partnership with Coventry Boys & Girls Club; to be embedded as an ongoing offer.	Tianne Martins (Youth Justice Development & Engagement Officer) and Abi Jones (YJS Team Manager)	End of Q3	Improved arts offer for children	Reduced re-offending/arrest	Child Feedback 2023/24
6.	Implementation of Print & Press Intervention/reparation and child led creation of a logo for the Inspire Days and print onto t-shirts for the staff.	Tianne Martins (Youth Justice Development & Engagement Officer) and Ashley Kalnins (YJS Education Lead)	End of Q3	Improved arts offer for children	Reduced re-offending/arrest	Child Feedback 2023/24
7.	Co-ordinate and support with the delivery of a Research Project, in partnership with Laura Jenkins (Loughborough University), aimed at evaluating the communication YJS staff have with children accessing the Service.	Tianne Martins (Youth Justice Development & Engagement Officer)	End of Q2	Direct pathway for Children's voices and views to be actioned by Management Board	Increased and improved child/family/parent feedback	Current Research Project
8.	Co-ordinate and support with the delivery of a Research Project, in partnership with Elenya McGovern, aimed at children whose parents have been in prison and the impact for children.	Tianne Martins (Youth Justice Development & Engagement Officer)	End of Q3	Direct pathway for Children's voices and views to be actioned by Management Board	Increased and improved child/family/parent feedback	Current Research Project
9.	Review and update Parenting Assessments to incorporate questions around diversity, and to gain a better understanding of parent/carers experiences of working with YJS.	Mandy Allen (YJS Parenting Officer), Brittany Hawke (YJS Senior Practitioner), and Tianne Martins (Youth Justice Development & Engagement Officer)	End of Q1	Support community integrating and build emerging themes for children	Increased and improved child/family/parent feedback	CYJS Children's and Parent's/Carer's Voices Analysis and Strategy 2022 HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021)
10.	Development of a Secure Estate family information pack, with explicit reference to diversity support.	Mandy Allen (YJS Parenting Officer), Stacey Brown (YJS Senior Practitioner) and Tianne Martins (Youth Justice Development & Engagement Officer)	End of Q2	Support community integrating and build emerging themes for children	Increased and improved child/family/parent feedback	Response to Remand Review 2023/24 Reducing the use of custody and resettlement strategy - 2024
11.	Create Through Our Eyes, Inspire, and Black Boys Group, information sheets for parents/carers.	Mandy Allend (YJS Parenting Lead) and Tianne Martins (Youth Justice Development &	End of Q2	Improved arts offer for children	Reduced re-offending/arrest	Team Workshop 2024

# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
		Engagement Officer)				
12.	Progression of the Coventry safe spaces project – culturally and religious appropriate/voluntary sector spaces in the community	James Orchard (Children’s Champion)	End of Q4	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 Weapon Analysis 2024
13.	Progression of the counter narrative campaign – My Tomorrow	Helen Kirkman (Coventry Navigator – Violence Reduction Partnership) Rashid Bhayat (Positive Youth Foundation)	End of Q4	Support community integrating and build emerging themes for children	Increased and improved child/family/parent feedback	Child Friendly Cov – 2023 Serious Violence Strategic Needs Assessment - 2023
14.	Development of an action plan to the feedback in the One Big, with specific consideration around the ‘feeling safe’ feedback	James Orchard (Children’s Champion)	End of Q4	Support community integrating and build emerging themes for children	Increased and improved child/family/parent feedback	Child Friendly Cov – 2023 Serious Violence Strategic Needs Assessment - 2023
15.	Monthly Good News Stories to be led by the Violence Reduction Partnership	Caroline Ryder (Programme Manager, Violence Prevention)	End of Q4	Support community integrating and build emerging themes for children	Increased and improved child/family/parent feedback	Child Friendly Cov – 2023 Serious Violence Strategic Needs Assessment - 2023
<p><b><u>Children, families and victims of crime, leading Service change</u></b></p> <p>Restorative Approaches and Victims – Paul Heathfield (Board Member Sponsor), Matt Haynes (Practice Lead)</p> <p><b>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</b></p>						<p>YJB Child First Principles: Principle 1 &amp; 2 YJB Strategic Priority: 1 National Standards 1 - 5</p>
1.	Resubmission to the RJ marker and associated actions, including a review of the offer to victims of crime.	Matt Haynes (YJS Team Manager)	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



# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
2.	Development of a child-friendly reparation leaflet to aid children in making decisions about which reparation activities they would like to get involved with.	Tianne Martins (Youth Justice Development & Engagement Officer)	End of Q3	Improved victim offers	Reduced re-offending/arrest Increased and improved victim feedback	Child Feedback 2023/24
3.	Creation of an art project to produce murals to revamp the subways in Coventry. Contact Community Safety and write a briefing paper.	Tianne Martins (Youth Justice Development & Engagement Officer)	End of Q4	Improved community engagement	Reduced re-offending/arrest Increased and improved victim feedback	Team Workshop 2023/4 Child Friendly Cov – 2023
4.	Continued publishing of reparative projects across the Service.	Carl Woodend (RJ Lead)	End of Q4	Improved community engagement	Reduced re-offending/arrest Increased and improved victim feedback	Child Friendly Cov – 2023 Serious Violence Strategic Needs Assessment - 2023
5.	Collation and reporting of recidivism rates of two reparation projects during 24/25 – Woodland Project and Bake It.	Carl Woodend (RJ Lead) and Mandy Allen (YJS Parenting Lead)	End of Q3	Improved community engagement	Reduced re-offending/arrest Increased and improved victim feedback	Data Analysis 2024
6.	Monitoring of victim consent rates via the Police and the Courts	Paul Joyce (Supt Coventry Police) and Paul Heathfield (Chair of the Youth Panel)	End of Q4	Improved community engagement	Reduced re-offending/arrest Increased and improved victim feedback	Data Analysis 2024
7.	Review of Child Victim Policies – responses to children who are victims of knife crime and serious youth violence – review interface between Multi-Agency Safeguarding Hub, Horizon and YJS/ consider the Children’s Commissioner Report and ‘voice of the harmed’.	Matt Haynes (YJS Team Manager)	End of Q3	Improved community engagement	Reduced re-offending/arrest Increased and improved victim feedback	HMIP Framework Draft 2024 Children’s experiences as victims of crime - May 2024
8.	Review of RISE/Mental Health Support to child victims of crime.	Hayley Hobbs and Rory Cahill (Specialist Mental Health Practitioner (YJS/CAMHS))	End of Q3	Improved community engagement	Reduced re-offending/arrest Increased and improved victim feedback	HMIP Framework Draft 2024 Team Workshop 2023 Restorative Council Code of Practice for Victims of Crime (2021) MOJ
9.	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 Martins (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

# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
	-Daily living skills activity					
10.	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)
<p><b>One Coventry Approach</b></p> <p>Working Together – Chris Heeley (Board Member Sponsor), Nick Jeffreys (Practice Lead)</p> <p>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.</p>						<p>YJB Child First Principles: Principle 4 YJB Strategic Pillars: 1, 2 &amp; 3 National Standards 1 - 5</p>
1.	Review of West Midlands Out of Court Processes via the Youth Justice Improvement Board, a Subgroup to the Criminal Justice Board.	Nick Jeffreys (Operational Lead)	End of Q3	Improved regional continuity	Reduced number of children in the YJS	Punishing Abuse Report (2021)
2.	Progression of recommendations following the Open PACE learning review	Matt Haynes (YJS Team Manager)	End of Q2	Having a system that works in a trauma informed way	Reduced number of children in the YJS	Data Analysis 2024
3.	Review of adolescent service offers, maintaining a specific focus on pathways away from care and custody (This will include PACE Provision).	Matt Clayton (Strategic Lead – Children in Care - Practice), Chris Heeley (Strategic Lead- Help and Protection) and Nick Jeffreys (YJS Operational Lead)	End of Q3	Resources for responding to teenage children are best utilised to meet their needs.	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	Risk and Desistance: A Blended Approach to Risk Management) - HMIP (2021)  Contextual Safeguarding (2020) HMIP  Brighton and Hove YOS Inspection 2021  The Case for Change – MacAlister (2022)
4.	Review of regional options for Secure provision following unsuccessful regional cooperative bid and PACE outcomes in 2023/24	Neil McDonald (Interim Director for Children's Services and Education)	End of Q3	Having a system that works in a trauma informed way	Reduced use of custody	Data Analysis 2024

# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
5.	Continue to review responses to children in custody and engage in national development conversations with a focus on: -girls in the youth estate -restricted status -and, safeguarding within the youth estate	Nick Jeffreys (Operational Lead)	End of Q4	Improved outcomes for children leaving custody	Reduced re-offending/arrest	HM Chief Inspector of Prisons Thematic – review of outcomes for girls in custody – 2022  Restricted status children and prisoners held in women’s establishments: A thematic review by HM Chief Inspector of Prisons (May 2023)  Reducing the use of custody and resettlement strategy - 2024
6.	Review impact of the Reduce the Use Of Custody and Resettlement Strategy 2023-2025. Exploring how the creation of a new short-term children’s home can support reducing the use.	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	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.	Year 1 of the Youth Justice Board Pathfinder on stop and search responses with a focus on racial disproportionality– to include child led review of existing process	Nick Jeffreys (Operational Lead) and Tianne Martins (Youth Justice Development & Engagement Officer)	End of Q4	Improved outcomes for children leaving custody	Reduced re-offending/arrest	Arrested Children: how to keep children safe and reduce reoffending – Youth Endowment Fund (2023)
8.	Outcome review of the unnecessary criminalization of Children in Care 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 Q3	Improved use of restorative practice within care provision for children.	Reduced first time entrants for Children in Care.	Priority Analysis 2023  The national protocol on reducing unnecessary criminalization of looked-after children and care leavers
9.	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)  Neurodiversity – a whole-child approach for youth justice – Kirby (2021)  Joint Targeted Area Inspection (2024)
10.	Serious Youth Violence Duty Strategic Needs Assessment Action Plan and alignment of recommendations to the Joint Targeted Area Inspection (JTAI)	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	Coventry Youth Violence Prevention Partnership Strategy and Action Plan  Violence Prevention Partnership



# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
					injuries.	
11.	Horizon scan, develop and proposed pathway for Turnaround Sustainability	Beki Habberley (YJS Senior Practitioner) and Nick Jeffreys (Operational Lead – YJS)	End of Q4	Improved diversion pathways	Reduced number of first-time entrants	MOJ 2022 – Turnaround Scheme Early Help Action Plan – Crime and ASB HMIP Inspection 2022/23
12.	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.	Lauren Walton (Speech and Language Therapist), Mandy Allen (YJS Parenting Lead) and Tianne Martins (Youth Justice Development & Engagement Officer)	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 2023/24
13.	Management Board Development Day to include: Chair Introductions, review of key performance indicators aligned to Board Sponsors, review of the updated 2022 Terms of Reference and review of Key Performance Indicator Dashboard	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
14.	Review of Management Board Health Representatives and deputy nominations across all Board Members Board actions.	All Board Members	End of Q3	Ensure Board Members have a thorough understand of relevant KPIs	Management Board Attendance at a Senior Level	YJB Oversight Framework
15.	Introduction of a Race Lead of the Management Board	All Board Members	End of Q3	Increase Board diversity	Management Board Attendance at a Senior Level	HMIP Inspection 2022/23

## One Coventry Approach

YJB Child First Principles: Principle 4

YJB Strategic Pillars: 1, 2 & 3

National Standards 1 and 2

Trauma Informed System – Eve Moseley/Heather Kelly (Board Member Sponsor), Hayley Hobbs/Rory Cahill (Practice Leads)

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

# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
1.	Review of the impact of Bereavement counselling training and impact assessment regarding wider team roll out	Hayley Hobbs and Rory Cahill (Specialist Mental Health Practitioner (YJS/CAMHS)	End of Q4	Improved health assessing and offers to children	Reduced risk judgements Reduced re-offending/arrest	Punishing Abuse Report(2021) IMACC Evaluation 2024 Joint Targeted Area Inspection (JTAI) 2024
2.	To implement recommendations within the IMACC evaluation into all future meetings, communications and written documents – following period of implementation, impact analysis to be completed.	Roshni Lawson (Service Manager – Specialist Mental Health with additional vulnerabilities & Hayley Hobbs and Rory Cahill (Specialist Mental Health Practitioner (YJS/CAMHS)	End of Q4	Improved health assessing and offers to children	Reduced risk judgements Reduced re-offending/arrest Reduced number offirst-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) IMACC Evaluation 2024
3.	To deliver training on the link between Trauma, Autism and Communication to the team/partnership and Police Response Teams; consider involvement of a parent as an expert by experience.	Lauren Walton (Speech and Language Therapist) and Mandy Allen (YJS Parenting Lead)	End of Q3	Improved identification and offer to children with speech, language, and communication needs.	Increased and improved child/family/parent feedback Reduced re-offending/arrest	Neurodiversity – a whole-child approach for youth justice – Kirby (2021) Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023) Child Feedback 2024 Parent Feedback 2024
4.	Refresher/for all new members of staff to have training in safety planning for young people presenting with self-harm and suicidal ideation.	Hayley Hobbs and Rory Cahill (Specialist Mental Health Practitioner (YJS/CAMHS)	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	Team Workshop 2024

# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
5.	Minimum bi-monthly staff support offer for practitioners with a child in the youth secure estate.	Hayley Hobbs and Rory Cahill (Specialist Mental Health Practitioner (YJS/CAMHS))	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	Team Workshop 2024
6.	Evaluation of the Hooves in Harmony project and fundings presented to Management Board	Hayley Hobbs and Rory Cahill (Specialist Mental Health Practitioner (YJS/CAMHS))	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	Team Workshop 2024
7.	To ensure staff at CYJS are offered robust and clinically effective Reflective Practice sessions on monthly basis	Geetanjali Sembi (Edge of Care Therapist) 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
8.	Team completion (including new starters) of the Trauma Informed Effective Practice Award	Lesa Arms (YJS Team Manager)	End of Q4	Improved health assessing and offers to children	Improve access to mental healthcare for children	Punishing Abuse Report (2021)  YJB Serious Youth Violence Stocktake (2021)



# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
9.	Coordination of trauma informed training offers across Children's Services and wider partnership	Edouard Baynes Clarke (Schools Violence Reduction Lead) and Roshni Lawson (Service Manager – Specialist Mental Health with additional vulnerabilities)	End of Q2	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)
10.	Exploration around need and access to long-term psychologist support (current student Clinical Psychologist Student placed within Service)	Roshni Lawson (Service Manager – Specialist Mental Health with additional vulnerabilities) and Hayley Hobbs/Rory Cahill (Specialist Mental Health Practitioner (YJS/CAMHS))	End of Q2	Having a system that works in a trauma informed way	Reduced number of children in the YJS	National Standards Self-Assessment – At Court - 2023
11.	Longer-term funding pathways identified for Education Psychologist Assessment/offers.	Lauren Walton (Speech and Language Therapist)	End of Q3	Having a system that works in a trauma informed way	Reduced number of children in the YJS	National Standards Self-Assessment – At Court - 2023
12.	Following child walkthrough of Court (Action 26), proposals for changes to be made to HMCTS Modernisation of the courts.	Paul Heathfield (Youth Panel Chair) and Nick Jeffreys (Operational Lead – Youth Justice Service)	End of Q2	Having a system that works in a trauma informed way	Reduced number of children in the YJS	National Standards Self-Assessment – At Court - 2023
13.	Review of Magistrate recruitment processes to support youth benches to be more reflective of local communities	Hugh Simkiss (HM Courts and Tribunals Service - Midlands - Head of Crime)) and Nick Jeffreys (Operational Lead – Youth Justice Service)	End of Q2	Reduce racial disparity in the youth justice system	Reduce overrepresentation	National Standards Self-Assessment – At Court - 2023
14.	Management Board update and review of the Positive Directions Project and outreach work to Woodfields School	Lyn Parsons (Positive Directions Clinical Consultant Lead (NHSE Trauma Vanguard Project 2021-2024) and	End of Q2	Having a system that works in a trauma informed way	Reduced number of children in the YJS	NHS England & NHS Improvement Long Term Plan (LTP) Punishing Abuse Report 2021 Local Learning Reviews Neurodiversity – a whole-child approach

# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
		Nick Jeffreys (Operational Lead)				for youth justice – Kirby (2021)
<p><b><u>Child Friendly Cov</u></b> <span style="float: right;">YJB Child First Principles: Principle 4 YJB Strategic Pillars: 2 &amp; 3 National Standards 1,3 and 5</span></p> <p><b>Tackling Exploitation and Serious Youth Violence – Paul Joyce (Board Member Sponsor), Josh Burnell (Practice Lead)</b></p> <p><b>Key Indicator – Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&amp;E for such injuries.</b></p>						
1.	Review of exploitation strategy and review of all age exploitation models that support effective child to adult transitions of services; this will include the development of a child to adult transitions panel.	Josh Burnell (Horizon Team Manager) and Nick Jeffreys (Operational Lead)	End of Q4	Earlier identification of needs	Reduced number of first-time entrants	Joint Targeted Area Inspection (JTAI 2024)  The role of systems of support in serious youth violence: evidence and gaps - 2023
2.	Continued expansion of the parent Friendship Group through Horizon lead parenting role.	Josh Burnell (Horizon Team Manager) and Mandy Allen (YJS Parenting Lead)	End of Q4	Improved whole family offer	Increased and improved child/family/parent feedback	Friendship Group Feedback 2024  West Midlands Violence Reduction Unit Evaluation - Serious Youth Violence pathfinder: Evaluation report (2022)
3.	Continued development of the Horizon Dashboard to be shared with YJS	Becky Pearson (Child Exploitation Coordinator) and Nick Jeffreys (Operational Lead)	End of Q4	Robust pathway of support for children at risk of criminal exploitation	Reduced number of first-time entrants	Youth Justice Plan 2022
4.	Review of the partnership/opportunities for external funding to support in the development of a strengthened framework to respond, assess and offer intervention to children for sexually harmful behavior	Chris Heeley (Strategic Lead – Responsive Services) and Nick Jeffreys (Operational Lead – YJS)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Horizon Annual Service Development Plan 2023
5.	Training Planner to be reviewed by Horizon, Youth Justice Service, Police, Health, Education Services of the impact of Child Exploitation and Serious Youth Violence; this will consider the role of Horizon Champions particularly for low risk support and professional curiosity.	Josh Burnell (Horizon Team Manager), Helen Kirkman (Coventry Navigator – Violence Reduction Partnership) and Nick Jeffreys (Operational Lead)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Custody Learning Review 2023/24  Joint Targeted Area Inspection (JTAI) 2024
6.	Continued review of the YJS Cross Border Mapping product	Stacey Brown and Bek Habberley (YJS Senior Practitioner)	End of Q3	Earlier identification of needs	Reduced number of first-time entrants	Performance Review 2023

# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
7.	Review and evaluation of the low-risk pathway via Positive Choices and delivery within Early Help.	Jane Moffit (Operational Lead – Early Help), Sharon Bolesworth (Positive Choices Service Manager) and Helen Kirkman (Coventry Navigator – Violence Reduction Partnership)	End of Q3	Earlier identification of needs	Reduced number of first-time entrants	Custody Learning Review 2023/24  Serious Violence Duty Strategic Needs Assessment (2023)  Promising approaches to knife crime: an exploratory study - HMIP Research and Analysis Bulletin (2022/23)
8.	Regional review of knife/weapon offences by children to ensure responses are timely and robust.	Helen Bailey (Superintendent) and Nick Jeffreys (Operational Lead)	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	West Midlands PEEL Assessment 2023–2025  Data Analysis 2024
9.	A Task and Finish Group will be established to review datasets for Serious Youth Violence and what this means for children from groups overrepresented and particularly black boys; this will consider trends around serious youth violence, county lines, exploitation and use of the disproportionality toolkit.	Caroline Ryder (Violence Prevention - Programme Manager)	End of Q4	Earlier identification of needs	Reduced number of first-time entrants	Joint Targeted Area Inspection (JTAI 2024)
10.	Serious Organized Crime and Criminal Exploitation (SOCEX) service review and impact evaluation to be completed.	Adam Jobson (Detective Chief Inspector) and Nick Jeffreys (Operational Lead)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Joint Targeted Area Inspection (JTAI 2024)
11.	Completion of independent thematic learning review of incidents of serious youth violence with explicit exploration of a child's journey through the lens of racial disproportionality; learning considered via the Safeguarding Partnership	Rebekah Eaves (Business Manager – Coventry Safeguarding Children's Partnership and Adult Board) and Nick Jeffreys (Operational Lead YJS)	End of Q4	Earlier identification of needs	Reduced use of custody  Reduce incidents of serious youth violence in the city and reduce the number of children presenting at A&E for such injuries.	Local Learning Review 2023  Joint Targeted Area Inspection (JTAI 2024)
12.	Management Board review of the 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 Q2	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  The role of systems of support in serious youth violence: evidence and gaps - 2023

# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
13.	Joint strategic and operational planning for seasonal changes, high priority streets and locations regarding serious youth violence/knife crime– targeting period 3 to 4pm for intervention across the partnership – planning reviewed via Violence Prevention Partnership	Adam Jobson (Detective Chief Inspector) and Lauren Elson (Community Safety Analyst)	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.	Data Analysis 2024 Joint Targeted Area Inspection (JTAI) 2024 Police Priorities 2024-25
14.	Offensive weapon homicide reviews – review of the pilot in Coventry and take learning to look at getting in earlier regarding victims and perpetrators	Joy Adams (CCTV and Community Safety Manager)	End of Q2	Earlier identification of needs	Reduced number of first-time entrants	Community Safety Plan 2024
<p><b>Child Friendly Cov</b> <span style="float: right;"><b>YJB Child First Principles: Principle 4</b> <b>YJB Strategic Pillars: 3</b> <b>National Standard 1</b></span></p> <p><b>Promoting Prevention and Diversion - Overall Leads – Jane Moffit/Adrian Chowns, Helen Kirkman and Lesa Arms (Practice Lead)</b></p> <p><b>Key Indicator – Reduce the number of children in the youth justice system</b></p>						
1.	Continued piloting of year 6 to 7 transition support and needs analysis for consideration to the Early Help Board	Ed Baynes Clarke (Schools Violence Reduction Lead) and Caroline Ryder (Violence Prevention - Programme Manager)	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)
2.	Artimus/Apollo, Hope Together (No more knives),\ and preventative interventions (Round Midnight) to be implemented across schools (focus on those with highest perm exclusion and hotspot areas in Section 8)	Anthony Hanlon (Sergeant – Partnerships Team), 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) Data Analysis 2024 Education violence reduction strategy 2021
3.	Review and evaluation of step together programme	Caroline Ryder (Violence Prevention - Programme Manager) and Edouard Baynes Clarke (Schools Violence Reduction Lead)	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



# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
4.	Review of seasonally planning for school term ends regarding serious youth violence and knife crime; consideration to civil processes where appropriate.	Anthony Hanlon (Sergeant – Partnerships Team), Edouard Baynes Clarke (Schools Violence Reduction Lead) and Caroline Ryder (Violence Prevention - Programme Manager)	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	Police Priorities 2024-25 Data Analysis 2024
5.	Weekly triage meeting between YJS/Police to review all arrests/NFAs and consider alternative diversion/support offers – particular focus on knife crime and serious youth violence offences and targeted third sector provision (for example, St Giles); this will include consideration to referrals via the CAP framework (see next priority)	Anthony Hanlon (Sergeant – Partnerships Team) and Lesa Arms (YJS Team Manager)	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	Community Navigator Workstreams 2024-2025 Police Priorities 2024-25
6.	Piloting of targeted St Giles Offer as part of the Mentoring Consortium	Stacey Brown (YJS Senior Practitioner) and Liam Teesdale (SOS Mentor)	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	Coventry Youth Violence Prevention Partnership Strategy and Action Plan Domain 1 self- assessment Mentoring and Peer Mentoring (2021) HMIP
7.	Continuation of Turnaround roll out and evaluation for end of year 24.25; this will include updated leaflet and animation-to be promoted on Early Help webpage.	Rebecca Habberley (YJS Senior Practitioner)	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	MOJ 2022 – Turnaround Scheme Early Help Action Plan – Crime and ASB HMIP Inspection 2022/23
8.	Work with our Education Navigators, Education partners and the Schools Liaisons Officers to share and promote our primary prevention resources; a focus on Change Makers work.	Helen Kirkman (Coventry Navigator – Violence Reduction Partnership)	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	Community Navigator Workstreams 2024-2025 HMICFRS - An inspection of how well the police tackle serious youth violence (2023)  Early Help Action Plan – Crime and ASB
9.	Children at risk through intergenerational/cross generational concerns, specific focus on ensuring intervention pathway for children with a parent in prison – mapping of offers and needs analysis for consideration to the Early Help Board	Angela Harley (Early Help Manager) and Lesa Arms (Team Manager YJS)	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	Learning Reviews 2023 Serious Violence Duty Strategic Needs Assessment – 2023 – Recommendation

# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
10.	Review of recommendations for the Community Safety Action Plan that are specific to children; to consider processes for reviewing anti-social behavior and use of civil processes.	Liam Nagle (Community Safety Officer) and Joy Adams (CCTV and Community Safety Manager)	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	Community Safety Plan 2024 HMICFRS - An inspection of how well the police tackle serious youth violence (2023) Early Help Action Plan – Crime and ASB
11.	Review impact of bus route changes and any associated patterns with offences	Sgt Nathan Witts (St Michaels – Police)	End of Q2	Robust pathway of support for children at risk of criminal exploitation	Reduced number of children in the YJS	Data Analysis 2024
12.	Monthly Good News Stories, specific children/young people and prevention, to be led by the Violence Reduction Partnership	Caroline Ryder (Programme Manager, Violence Prevention)	End of Q4	Support community integrating and build emerging themes for children	Increased and improved child/family/parent feedback	Child Friendly Cov – 2023 Serious Violence Strategic Needs Assessment - 2023
13.	To implement new Prevention and Diversion Assessment Tool - roll out training to use new assessment tool to YJS staff team	Lesa Arms (YJS Team 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)
14.	Review of recommendations from Prevention and Diversion Research Paper findings and any actions identified to be progressed/implemented – this to inform review of OOCDD documents, where relevant.  This will include a First Time Entrant review of children charged outside of area, focus on neighboring localities – for example, Warwickshire.	Lesa Arms (YJS Team Manager) and Dr Brian McShane	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	Out of Court Disposal Roundtable – YJB - 2023 YJB Case Management Guidance 2023 Data Analysis 2024
15.	Regional monitoring and review of offence to outcome dates, inclusive of reviews of no further action outcomes for children; specific focus on knife crime and serious youth violence offences	Helen Bailey (Superintendent) and Nick Jeffreys (Operational Lead)	End of Q4	Earlier identification children at highest risk	Reduced number of first-time entrants	West Midlands PEEL Assessment 2023–2025 Child Feedback 2024

## Child Friendly Cov

YJB Child First Principles: Principle 3

YJB Strategic Pillars: 3

National Standard 5

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

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.

# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
1.	Development of the new Coventry Alternative Provision (CAP) Framework – to include diversion intervention offer by YJS; this will include a pathway for mentoring, Turnaround and a YJS direct offer.	Faye Parker (Service Lead – Outdoor Education & Interim Alternative Provision), Matt Haynes (YJS Team Manager) and Lesa Arms (YJS Team Manager)	End of Q4	Reduce the number of children permanently excluded	Reduced number of first-time entrants	HMIP Inspection 22/23 HMIP ETE Thematic 2022 Child Feedback 2024 Data Analysis 2024
2.	The CAP framework to include a school offence/weapon that is integrated to the framework.	Ed Baynes Clarke (Schools Violence Reduction Lead) and Ashley Kalnins (YJS Education Lead)	End of Q2	Reduce the number of children permanently excluded	Reduced number of first-time entrants	HMIP Inspection 22/23 HMIP ETE Thematic 2022
3.	Maintaining the Youth Justice SEND Quality Assurance Mark standards and Child First Commendation	Matt Haynes (YJS Team Manager)	End of Q4	Reduce the number of children permanently excluded.	Rates of Education attainment	Data Analysis 2024
4.	To complete a single routeway covering training, experience and employment building on the employment pathway booklet on construction, industry, the arts, and STEM (science, technology, engineering and mathematics)	Ashley Kalnins (YJS Education Lead)	End of Q4	Reduce the number of children permanently excluded.	Education attainment	HMIP Inspection 22/23 Child Feedback 2024
5.	Skills Mill Summer Project to commence	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 Child Feedback 24
6.	Attainment levels – comparison datasets with family group – to review with Sheffield and South Tyne YJS and other YJS across England and Wales	Hannah Parry (Prospects) and Ashley Kalnins (YJS Education Lead)	End of Q3	Increase ETE opportunities for children in Coventry	Improve attainment for children	Performance Review 2023 HMIP Thematic – Experiences of Black and Mixed Heritage Children in the YJS (2021)
7.	Whole year attainment review for YJS, specifically looking at impact for children from groups who are overrepresented in the YJS	Dave Woodhouse (Lead Performance Analyst) and Ashley Kalnins (YJS Education Lead)	End of Q4	Increase ETE opportunities for children in Coventry	Improve attainment for children	Data Analysis 2024
8.	Analysis on education outcomes for children comparing 22/23 and 23/24 due to increased NEET rate.	Dave Woodhouse (Lead Performance Analyst) and Hannah Perry (Prospects)	End of Q2	Increase ETE opportunities for children in Coventry	Improve attainment for children	Data Analysis 2024

# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
9.	Monitoring of NEET rates and highlighting development opportunities to Management Board	Ashley Kalnins (YJS Education Lead)	End of Q4	Increase ETE opportunities for children in Coventry	Improve attainment for children	Data Analysis 2024
10.	Review of the 'Education, Children's Social Care and offending: local authority level dashboard' – review for local actions.	Ashley Kalnins (YJS Education Lead)	End of Q3	Earlier identification children at highest risk	Reduced number of first-time entrants	Education, children's social care and offending: local authority level dashboard - 2023
11.	YJS to increase input into Schools Police Panels	Ed Baynes Clarke (Schools Violence Reduction Lead) and Ashley Kalnins(YJS Education Lead)	End of Q2	Reduce the number of children permanently excluded	Reduced number of first-time entrants	HMIP Inspection 22/23 HMIP ETE Thematic 2022 Joint Targeted Area Inspection (JTAI 2024)
12.	End of year review of permanently excluded children to assess impact of CAP framework changes– 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
13.	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)

## A diverse and skilled workforce

YJB Child First Principles: Principle 3

YJB Strategic Pillars: 1, 2 & 3

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.	Employ entry level post with pathway onto the Youth Justice Foundation Degree Apprenticeship – once in post, consideration to how the role can support children's experience of court.	Tianne Martins (Engagement and Development Officer)	End of Q2	Increased team diversity	Increased and improved child/family/parent feedback	HMIP Inspection 2022/23 Child Feedback 2022/23 Youth Justice Plan 2023/24
2.	Developing a reflective practice space, 'A Safe Space' for staff from an ethnic minority background - to consider offering the space to the co-location team, Horizon.	Tianne Martins (Youth Justice Development & Engagement Officer) and Danielle Francis (YJS Officer)	End of Q2	Increased team diversity	Increased and improved child/family/parent feedback	HMIP Inspection 2022/23 Child Feedback 2022/23 Youth Justice Plan 2023/24



# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
3.	Create a consultation forum for practitioners working with children from ethnic minority backgrounds, to explore how best to support, and meet their cultural needs.	Tianne Martins (Youth Justice Development & Engagement Officer) and Danielle Francis (YJS Officer)	End of Q3	Increased team diversity	Increased and improved child/family/parent feedback	HMIP Inspection 2022/23 Child Feedback 2022/23 Youth Justice Plan 2023/24  Understanding ethnic disparity in reoffending rates in the youth justice system; Child and practitioner perspectives report – Traverse (2023)
4.	Explore cultural competency training for the team and inclusion into the Council's allyship project.	Tianne Martins (Youth Justice Development & Engagement Officer) and Danielle Francis (YJS Officer)	End of Q2	Increased team diversity	Increased and improved child/family/parent feedback	HMIP Inspection 2022/23 Child Feedback 2022/23 Youth Justice Plan 2023/24  Custody Learning Review 2023/24
5.	Team access to the embRACE City Council staff network and Management Board update on the activity for the Race Equality Action Plan across the City Council.	Nick Jeffreys (Operational Lead – YJS)	End of Q2	Increased team diversity	Increased and improved child/family/parent feedback	HMIP Inspection 2022/23 Child Feedback 2022/23
6.	Bi-monthly resettlement working group to support staff development in case management of children in custody	Stacey Brown (Senior Practitioner)	End of Q4	Improved outcomes for children leaving custody	Reduced re-offending/arrest Reduced use of custody	HMIP Inspection 2022/23  Reducing the use of custody and resettlement strategy - 2024
7.	Inclusion of Child developed practice standards in recruitment and direct child involvement in recruiting process.	Tianne Martins (Engagement and Development Officer)	End of Q2	Increased team diversity	Increased and improved child/family/parent feedback	HMIP Inspection 2022/23 Child Feedback 2022/23 Youth Justice Plan 2023/24  Workforce Development Strategy (2023)
8.	Continued access to regional coaching offers via the WM Employers Network	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

# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
9.	Continued progression of training priority planner defined through 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
10.	Annual Team supervision survey	Nick Jeffreys (Operational Lead – YJS)	End of Q1	Improved supervision framework	Increased and improved child/family/parent feedback	Workforce Development Strategy 2023
11.	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
12.	Actions as per quality assurance framework	YJS Team Managers	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
13.	Youth Justice Sector Improvement Partnership (YJSIPS) 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

## A learning organisation

YJB Child First Principles: Principle 3 & 4

YJB Strategic Pillars: 1, 2 & 3

National Standards 4 and 5

Inspectorate, standards, and best practice learning – Standards 4 and 5 – Alison Heathfield (Board Member Sponsor), Bek Habberley and Stacey Brown (Practice Lead)

## Key Indicator – Reduce reoffending by children in the youth justice system

1.	Review the local response to the Joint Thematic inspection of with children subject to remand in youth detention.	Abi Jones (Team Manager)	End of Q2	Improved outcomes for children leaving custody	Reduced re-offending/arrest	A joint thematic inspection of work with children subject to remand in youth detention
2.	Review implementation and impact of resettlement panels & constructive resettlement meetings; consider role of Occupational Therapy through the Positive Directions project.	Stacey Brown (YJS Senior Practitioner)	End of Q4	The quality of assessment will be outstanding when measured against HMIP	Reduced re-offending/arrest Reduced use of custody	An analysis of 12–18-year-olds' perceptions of their experiences in secure training centres and young offender institutions – HMI Prisons – 2023

# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
				standards		Reducing the use of custody and resettlement strategy - 2024
3.	Audit review of early revocation and creation of a learning guide that captures best practice.	Rebecca Habberley and Stacey Brown (YJS Senior Practitioners)	End of Q4	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	Joint Targeted Area Inspection (JTAI 2024)
4.	Audit on use/impact of the new bail support template/pre-sentence report and associated guidance; explicit consideration to the role of the YJS Parenting Officer	Rebecca Habberley and Stacey Brown (YJS Senior Practitioners)	End of Q4	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	National Standards Self-Assessment – At Court – 2023 Custody Learning Review 2023/24
5.	Progression of audit planner and review of Risk Management Training the impact of the proactive planning training delivered across 2023/24 by SilverBullet	Tianne Martins (Youth Justice Development & Rebecca Habberley and Stacey Brown (YJS Senior Practitioners)	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.	Review of the existing case note guidance to ensure records are written in an outcome focused way.	Rebecca Habberley and Stacey Brown (YJS Senior Practitioners)	End of Q4	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	Joint Targeted Area Inspection (JTAI 2024)
7.	Post-publication review and actions to the Probation HMIP Thematic.	Harvey Clarke (Seconded Probation Officer) and Abi Jones (YJS Team Manager)	End of Q3	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	Joint Targeted Area Inspection (JTAI 2024)
8.	Transitions pilot of YJS/probation transfers and support to adult care leavers; impact evaluation to be completed	Harvey Clarke (Seconded Probation Officer) and Abi Jones (YJS Team Manager)	End of Q4	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	Joint Targeted Area Inspection (JTAI 2024)
9.	Review of new inspection framework once published.	Rebecca Habberley and Stacey Brown (YJS Senior Practitioners)	End of Q4	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	New HMIP Inspection Framework (2024)

# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
10.	Progression of the audit planner for 2024/25.	YJS Management Team	End of Q4	The quality of assessment will be outstanding when measured against HMIP standards	Reduced re-offending/arrest Reduced use of custody	Data Analysis 2024
11.	Probation Transfer AssetPlus Audit Review	Abi Jones (YJS Team Manager) and Harvey Clarke (Seconded 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 Youth Justice Plan 2023/24
12.	Re-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 Reducing the use of custody and resettlement strategy - 2024
13.	Continued Management Board tracking and oversight of resettlement reviews and annual tracking of the implementation of the accommodation standards/includes review of the Short-term children's home once live.	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 HMIP Inspection 2022/23 Reducing the use of custody and resettlement strategy - 2024

## A learning organisation

**YJB Child First Principles: Principle 3 & 4  
YJB Strategic Pillars: 2  
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.	Evaluation of the Girls intervention to be completed, including data, feedback from practitioners and participants and outcomes for girls.	Abi Jones (YJS Team Manager), Rhianne Mitchell, Emma Brown (YJS Officer), and Tianne Martins (Youth Justice Development & Engagement Officer)	End of Q4	Improved transition arrangements	Reduced re-offending/arrest Reduced use of custody	Child Feedback 2023/24 Punishing Abuse Report 2021
2.	Co-development with a parent of a short, trauma informed video around supporting children in Police custody - aimed at all Police colleagues and to be shared with them.	Abi Jones (YJS Team Manager), Mandy Allen (YJS Parenting Lead), and 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	How is youth diversion working for children with special educational needs and disabilities? Centre for Justice Innovation (2023) Parent Group Feedback 2024



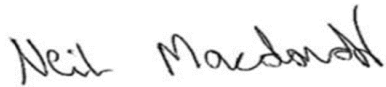
# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
3.	Development of a Terms of reference/ guidelines for The Friendship Group, and impact evaluation to be completed of the group/parenting offer.	Mandy Allen (YJS Parenting Lead) and Abi Jones (YJS Team Manager)	End of Q3	Improved whole family offer	Increased and improved child/family/parent feedback	Parent Group Feedback 2024 Data Analysis 2024
4.	Parenting review of explicit signposting/commissioned offers for Father from a black or minority ethnic background and audit of involved Fathers regarding the use of Family Group Conferencing.	Mandy Allen (YJS Parenting Lead)	End of Q3	Improved whole family offer	Increased and improved child/family/parent feedback	Joint Targeted Area Inspection (JTAI 2024) Custody Learning Review 2023/24
5.	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)
6.	Continued 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
7.	Response to first class legacy review	Abi Jones (YJS Team Manager)	End of Q2	Reduce racial disparity in the youth justice system	Reduce overrepresentation	HMIP Black and Mixed Heritage Boys Thematic - 2021 Data Analysis 2024
8.	Workshop on the YJS input to placement forms to support more culturally competent requests	Stacey Brown and Bek Habberley (YJS Senior Practitioners)	End of Q2	Reduce racial disparity in the youth justice system	Reduce overrepresentation	HMIP Black and Mixed Heritage Boys Thematic - 2021 Data Analysis 2024
9.	Mentoring Consortium intervention available to all children within YJS, children medium/high, and Children in Care, to include inclusion of new providers to increase diversity offer; to include outcome evaluation with a focus on addressing racial disproportionality.	Stacey Brown (Senior Practitioner), Josh Burnall (Team Manager Horizon) Danielle McMahan (Team Manager Throughcare)	End of Q3	Improved oversight and governance for community sector provision.	Increased referral ratesto projects. Reduced re-offending/arrest Reduced use of custody	Promising approaches to knife crime: an exploratory study - HMIP Research and Analysis Bulletin (2022/23) HMIP Inspection 2022/23 Supporting the desistance of children subject to court orders - Buckley and Moore (2021) Local Resettlement Review 2022 Police and Crime Commissioner Funding Plan (2022)

# Improvement and Business Plan

	Action	Lead	By When	Outcomes	Indicator	Relates Plans/Papers/Source Documents
						Mentoring and Peer Mentoring (2021) HMIP
10.	Monitoring of SALT/Health referral ethnicity and team exploration regarding low direct intervention referrals for Black children	Lauren Walton (Speech and Language Therapist) and Abi Jones (YJS Team Manager)	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 perspectives report – Traverse (2023)
11.	Review of care experienced children entering YJS for learning re positioning of early intervention and local review of black children in care/youth justice.	Bek Habberley (YJS Senior Practitioner)	End of Q4	Reduce racial disparity in the youth justice system	Reduce overrepresentation	Dare to Care: representing care experienced young people – Youth Justice Legal Centre (2023)  The supervision of care-experienced children within the youth justice system – HMIP (2024)  Double Discrimination - Black care-experienced young adults navigating the criminal justice system report – Barnardo's (2023)
12.	Breach action review looking at the journeys before breach for white children and black and mixed heritage boys, with consideration for Service learning.	Abi Jones (YJS Team Manager) and Sabrina Sandhu (YJS Officer)	End of Q4	Reduce racial disparity in the youth justice system	Reduce overrepresentation	Breach Disproportionality Analysis 2024
13.	Evaluation of the Black and Mixed-Heritage Boys Group, including feedback from YJS staff, external partners, young people and parents, and to measure outcomes.	Tianne Martins (Youth Justice Development & Engagement Officer) and Danielle Francis (YJS Officer)	End of Q2	Reduce racial disparity in the youth justice system	Reduce overrepresentation	HMIP Black and Mixed Heritage Boys Thematic - 2021  Data Analysis 2024
14.	Evaluation of the 'A Safe Space' reflective practice for staff from an ethnic minority background.	Tianne Martins (Youth Justice Development & Engagement Officer) and Danielle Francis (YJS Officer)	End of Q3	Reduce racial disparity in the youth justice system	Reduce overrepresentation	HMIP Black and Mixed Heritage Boys Thematic - 2021  Data Analysis 2024

# Sign off, submission and approval



..... (Signature)

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



..... (Signature)

**Paul Joyce** Superintendent, Coventry, West Midlands Police



..... (Signature)

**Alison Heath** – Head of Coventry Probation Delivery Unit



..... (Signature)

**Dr Angela Brady** – Chief Medical Officer, NHS Coventry and Warwickshire  
Integrated Care Board

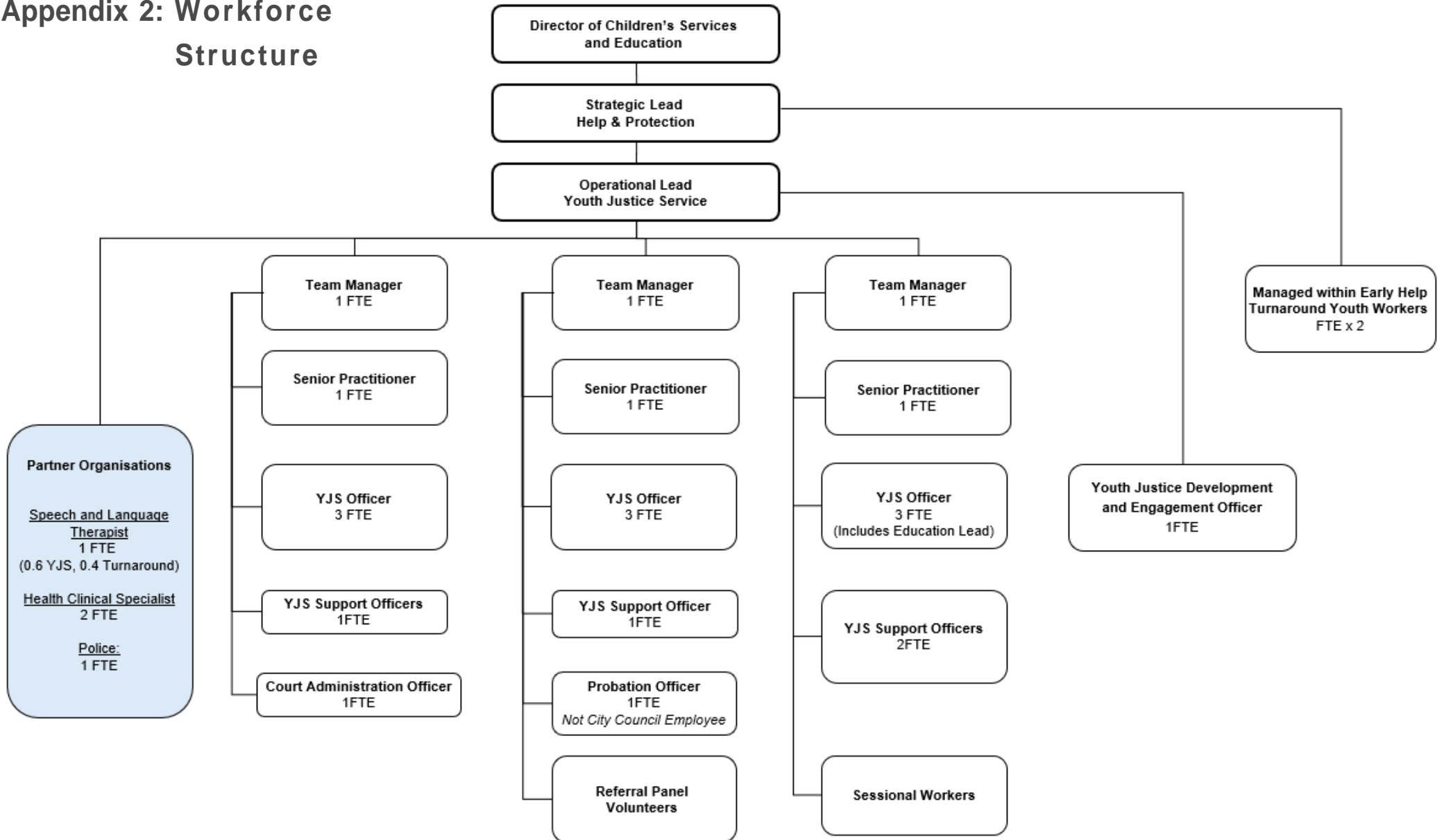
**Date:** 28<sup>th</sup> June 2024

## Appendix 1 – Management Board Membership

Name	Title	Attendance*
<b>Paul Joyce</b>	Superintendent, Coventry Neighborhood Policing Unit - West Midlands Police.	Q1, Q2, Q3, Q4 (deputy sent Q3, Q4)
<b>Jas Madahar</b>	Operations Manager, Coventry & Warwickshire Prospects Service	Q1, Q2, Q3, Q4
<b>Heather Kelly</b>	Head of Transformation (Children and Young people), Coventry and Warwickshire Integrated Care Board	Q1, Q2, Q4 (deputy Q4)
<b>Eve Moseley</b>	General Manager, Mental Health Services for Children & YoungPeople, Coventry & Warwickshire Partnership NHS Trust	Q1, Q4 (deputy sent)
<b>Neil MacDonald (Chair)</b>	Interim Director of Children’s Services for Coventry, Coventry City Council	Q1, Q2, Q3
<b>Paul Heathfield</b>	Chair of the Youth Panel	Q1, Q3, Q4
<b>Sharon Bolesworth</b>	Positive Choices Service Manager	Q1, Q4
<b>Nick Jeffreys</b>	Operational Lead (Head of Service), Coventry Youth Justice Service	Q1, Q2, Q3, Q4
<b>Racheal Sugars</b>	Strategic Lead for Education and SEND, Coventry City Council	Q1, Q2, Q3, Q4
<b>Jane Moffit</b>	Operational Lead for Early Help, Coventry City Council	Q1, Q3, Q4 (deputy Q3)
<b>Caroline Ryder</b>	Violence Prevention - Programme Manager (Shared post Coventry City Council and West Midlands Police)	Q1, Q2, Q3, Q4
<b>Adrian Chowns</b>	Head of Safer Housing and Communities, Coventry City Council	Q1, Q2, Q3, Q4 (deputy Q2)
<b>Neil Appleby</b>	Interim Head of Coventry Probation Delivery Unit	Q1, Q2, Q3, Q4
<b>Chris Heeley (Vice Chair)</b>	Strategic Lead for Help and Protection, Coventry City Council	Q1, Q2, Q3, Q4 (deputy Q1, chaired Q4)
<b>David McNally/Mamps Gill</b>	Youth Justice Board – Oversight Manager & Head of Oversight – Midlands	Q1, Q2, Q3, Q4
<p>*Attendance does not include deputies unless specified. Where members have changed mid-year, attendance has been included from the predecessor. The Chair of the Coventry Youth Partnership (Rashid Bhayat) has joined from April 2024. Alison Heath is the permanent Head of Probation from June 2024 and Dr Angela Brady has signed off the plan in replacement of Heather Kelly.</p> <p><b>2023/24 Board Dates:</b></p> <ul style="list-style-type: none"> <li>• Quarter 1 – 17<sup>th</sup> August 2023    Quarter 2 – 16<sup>th</sup> November 2023    Quarter 3 – 15<sup>th</sup> February 2024</li> <li>• Quarter 4 – 16<sup>th</sup> May 2024</li> </ul>		



## Appendix 2: Workforce Structure





## Appendix 3: Budget and Spend 2024/25

### CYJS Finance Tables (2024/25)

#### 2024-25 Youth Justice Service Partner Contributions to Pooled Budget

Agency	Staffing costs	Payments in kind	Other delegated funds	Total
Local Authority	£ 685,284		£ 168,758	£ 854,042
Youth Justice Board	£ 503,827		£ 166,126	£ 669,953
Police and Crime Commissioner	£ 18,323		£ 86,741	£ 105,064
Health service		£ 114,170	£ 13,630	£ 127,800
Police Service		£ 68,398		£ 68,398
National probation service		£ 50,976	£ 5,000	£ 55,976
<b>Total</b>	<b>£ 1,207,434</b>	<b>£ 233,544</b>	<b>£ 440,255</b>	<b>£ 1,881,233</b>

#### Youth Justice Service Pooled Budget Changes

Agency	Final Allocations	Budget
	2023-24	2024-25
Local Authority	£ 835,331	£ 854,042
Youth Justice Board	£ 677,005	£ 669,953
Police and Crime Commissioner	£ 105,064	£ 105,064
Health Service	£ 123,320	£ 127,800
Police Service	£ 67,214	£ 68,398
National Probation Service	£ 60,939	£ 55,976
<b>Total</b>	<b>£ 1,868,873</b>	<b>£ 1,881,233</b>

## Appendix 3: Budget and Spend 2024/25

### 2024-25 Youth Justice Board Grant (Provisional)

YJB grant budget	Budget	Forecast outturn	over / under spend forecast
Salaries	503,827	503,827	0
Activity costs	58,732	58,732	0
Overheads	103,309	103,309	0
Equipment	25	25	0
Accomodation	4,060	4,060	0
<b>Total</b>	<b>669,953</b>	<b>669,953</b>	<b>0</b>

#### Comments

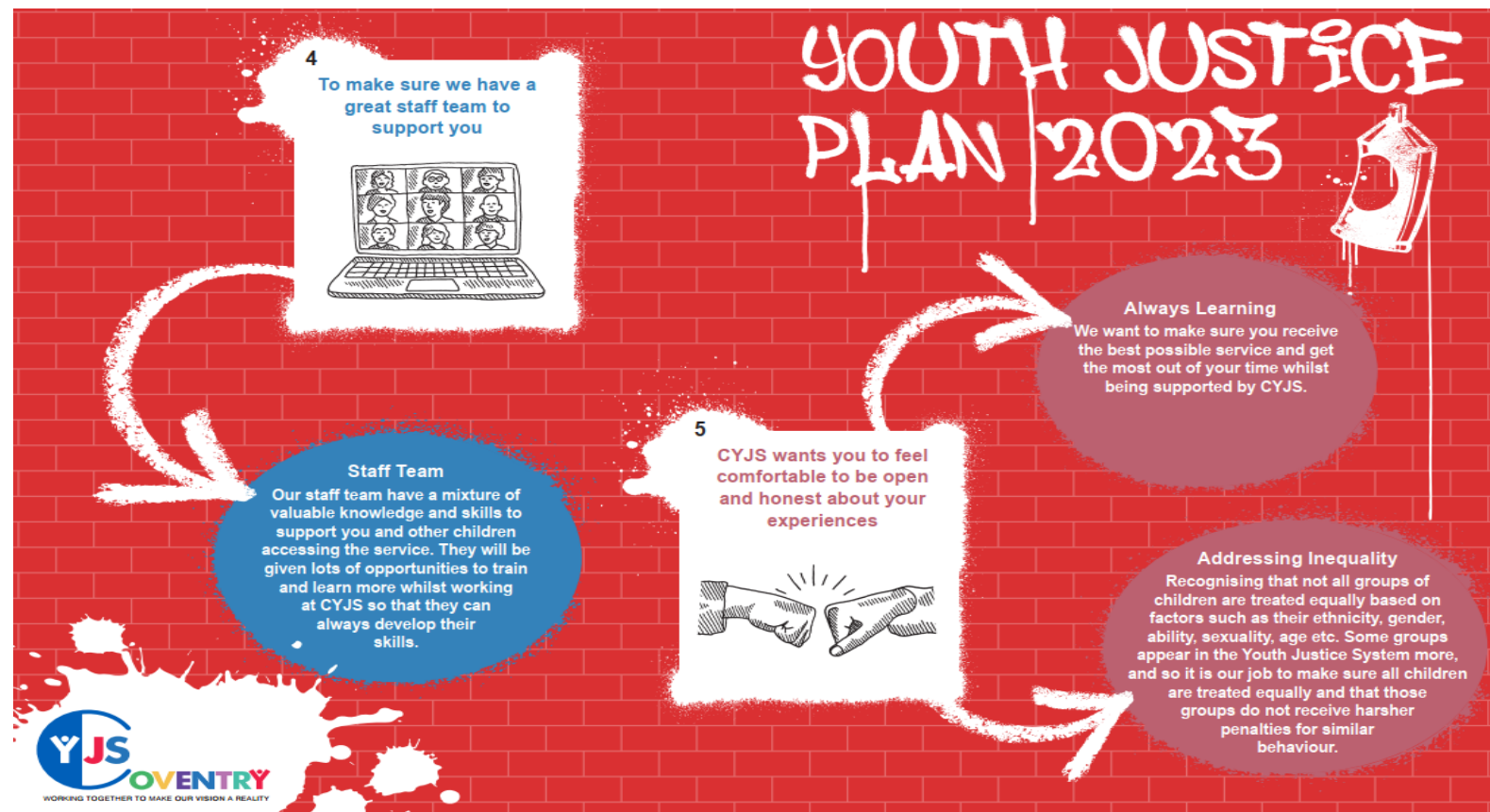
\* The change to local authority contribution is as a result of increased costs (eg, staff spinal points and increments, increases in National Insurance)

\* YJB budget is currently provisional as of 30th June 24 and as advised by the Youth Justice Board the amount is in line with the core grant for 2023/24; the final figure for 2023/24 included a one-off mid-year uplift of £7,052.

\* The National Probation Service Final Allocation for 2023/24 includes invoices for not providing a Probation Officer across years 2022/24, but was all received in year 2023/24.



**Appendix 4 – Child Friendly Plan**



### Appendix 5 – Quality Assurance Activity Schedule

COVENTRY CHILDREN'S SERVICES - CYJS																
Quality Assurance Activity Schedule: 1st April 2024– 31st March 2025																
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 2020-23 and tracking of National Standard 2 Self-Assessment.	All HMIP Domains and National Standards	CYJS Team Managers and Senior Practitioners	X		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
<b>Asset Plus Timeliness</b>	To ensure assessments are completed on time.	<b>National Standard 2 and 3</b>	<b>CYJS Team Managers and Senior Practitioners</b>	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>
<b>Asset Plus Quality Assurance</b>	All Asset Plus assessments to be quality assured and feedback supplied where amendments are needed. Timeliness of assessments reviewed through fortnightly CYJS Management Meeting.	<b>All HMIP Domains and National Standards</b>	<b>All CYJS Team Managers and Senior Practitioners</b>	X	X	X	X	X	X	X	X	X	X	X	X	<i>Continually completed with timeliness tracked through CYJS Management Meetings on a fortnightly basis. Any associated actions will be reviewed through Management Meetings and Service learning delivered through practitioner's monthly workshops.</i>
<b>Report Gatekeeping</b>	Quality Assurance for all Pre-Sentence Reports.	<b>National Standard 2 and 4</b>	<b>All CYJS Team Managers</b>	X	X	X	X	X	X	X	X	X	X	X	X	<i>Continually completed with timeliness tracked through CYJS Management Meetings on a fortnightly basis. Any associated actions will be reviewed through Management Meetings and Service learning delivered through practitioner's monthly workshops.</i>
<b>Supervision Observations</b>	Observations of supervision to be undertaken (one per manager)	<b>HMIP Domain 2 and 3</b>	<b>Operational Lead</b>										X			<i>Any feedback to be supplied direct to Team Manager and associated development actions checked for completion through supervision.</i>
<b>Direct Work Observations</b>	Observations of practice to be undertaken (min one per staff member over 12month period)	<b>HMIP Domain 2 and 3</b>	<b>All CYJS Management</b>												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>
<b>External Review</b>	To ensure that practice is in line with new HMIP Standards and identify further areas for development.	<b>HMIP Framework</b>	<b>External Provider</b>												X	<i>The focus on risks management planning was following recommendations/feedback following the last HMIP Inspection and recommendations from the Joint Targeted Area Inspection.</i>

## Appendix 6 - Performance Information

### First Time Entrants

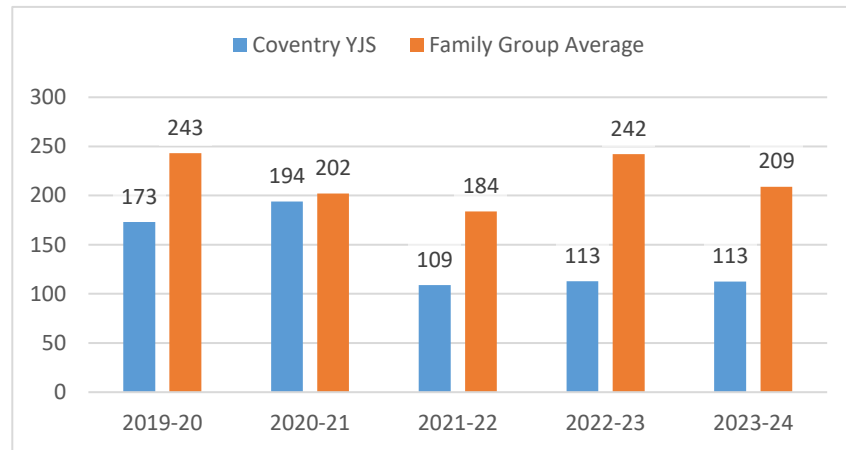


Table 1: FTEs per 100,000 of the 10–17-year-old population, Coventry YJS 2019-24

### Reoffending

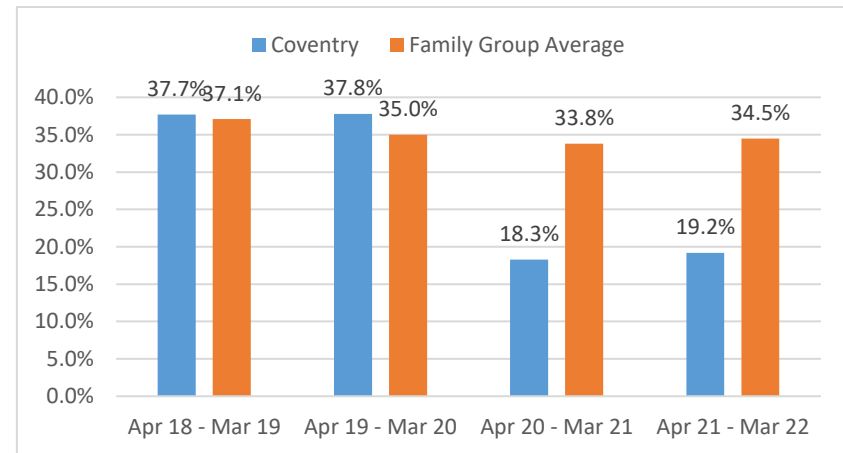


Table 2: Children/Young People reoffending within a year, Coventry YJS 2018-2022

### Use of Custody

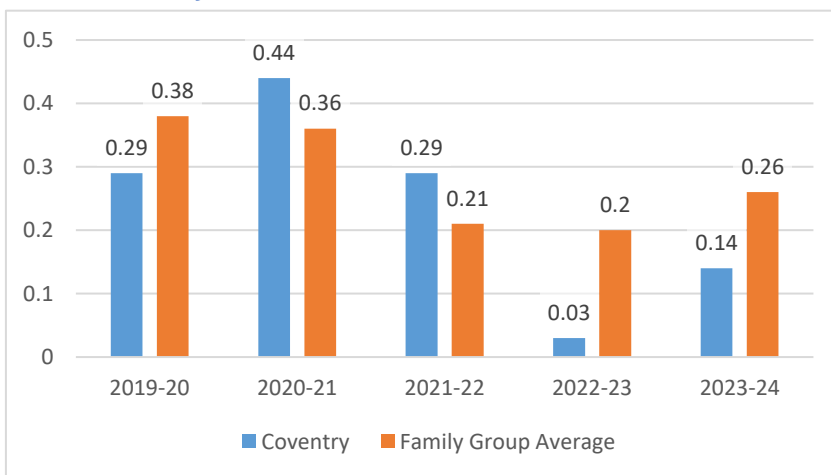


Table 3: Custodial sentences as a rate per 1,000 of the 10–17-year-old population, Coventry YJS 2019-2024

### Use of Remand

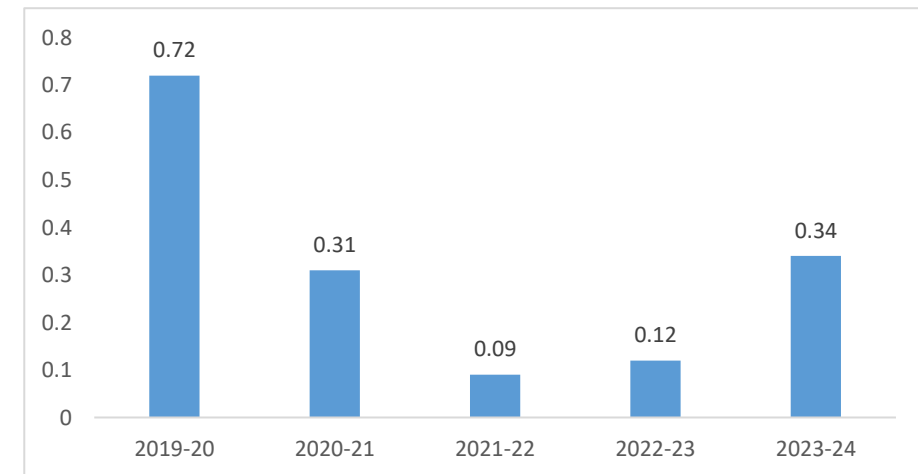


Table 4: New remand episodes per 1,000 of the 10–17-year-old population, Coventry YJS 2019-2024



Appendix - 82 | Youth Justice Plan 2023-25 - (Update 2024)

Custody and Remand

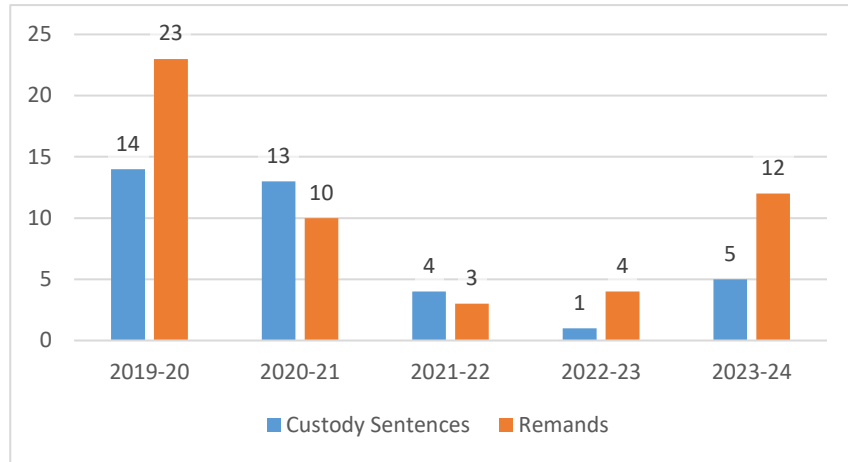


Table 5: New episodes of custody and remand, Coventry YJS 2019-24 (10-17 Year old's)

Accommodation

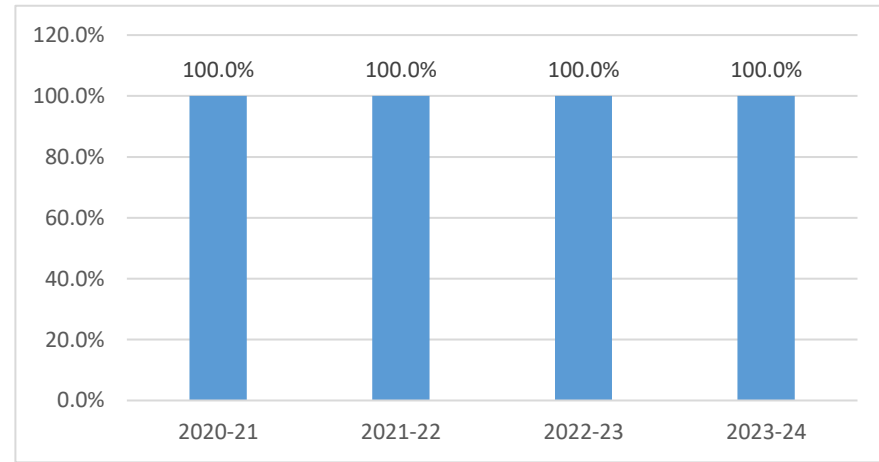


Table 6: Suitable accommodation, Coventry YJS 2020-24

Education, Training and Employment

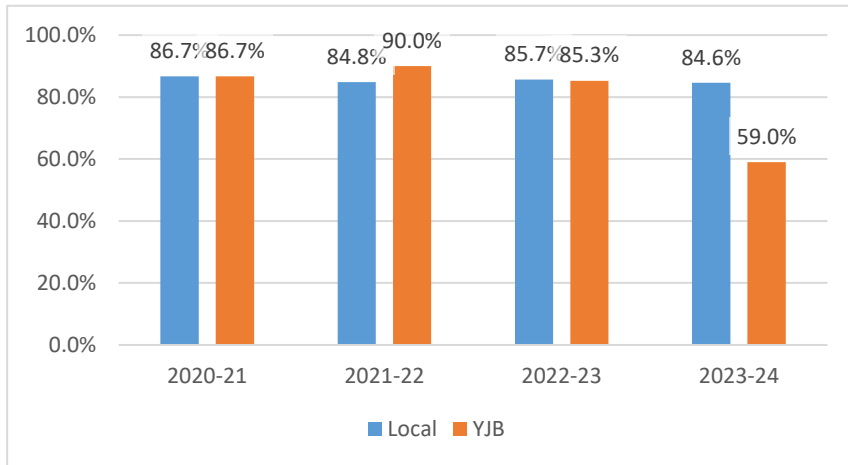


Table 7: Engagement in suitable ETE by local assessment and by the YJB national standard, 2020-24

Gender

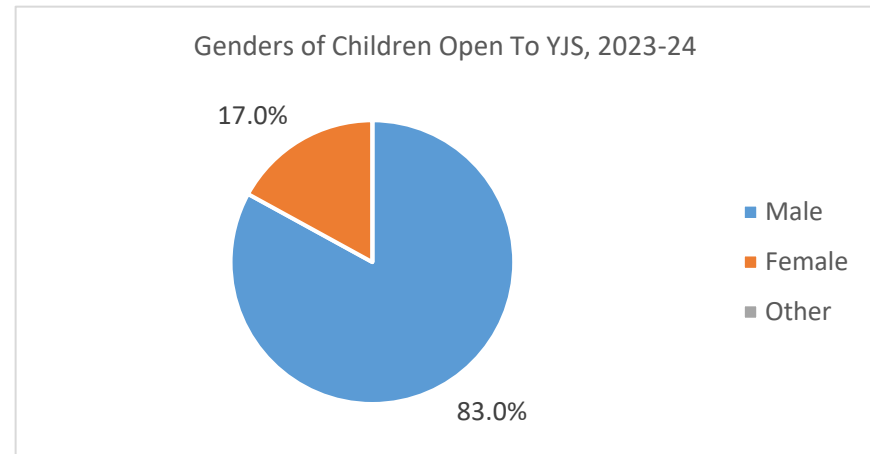


Table 8: Gender profile of children with proven offences, Coventry YJS 2023-24

Offences

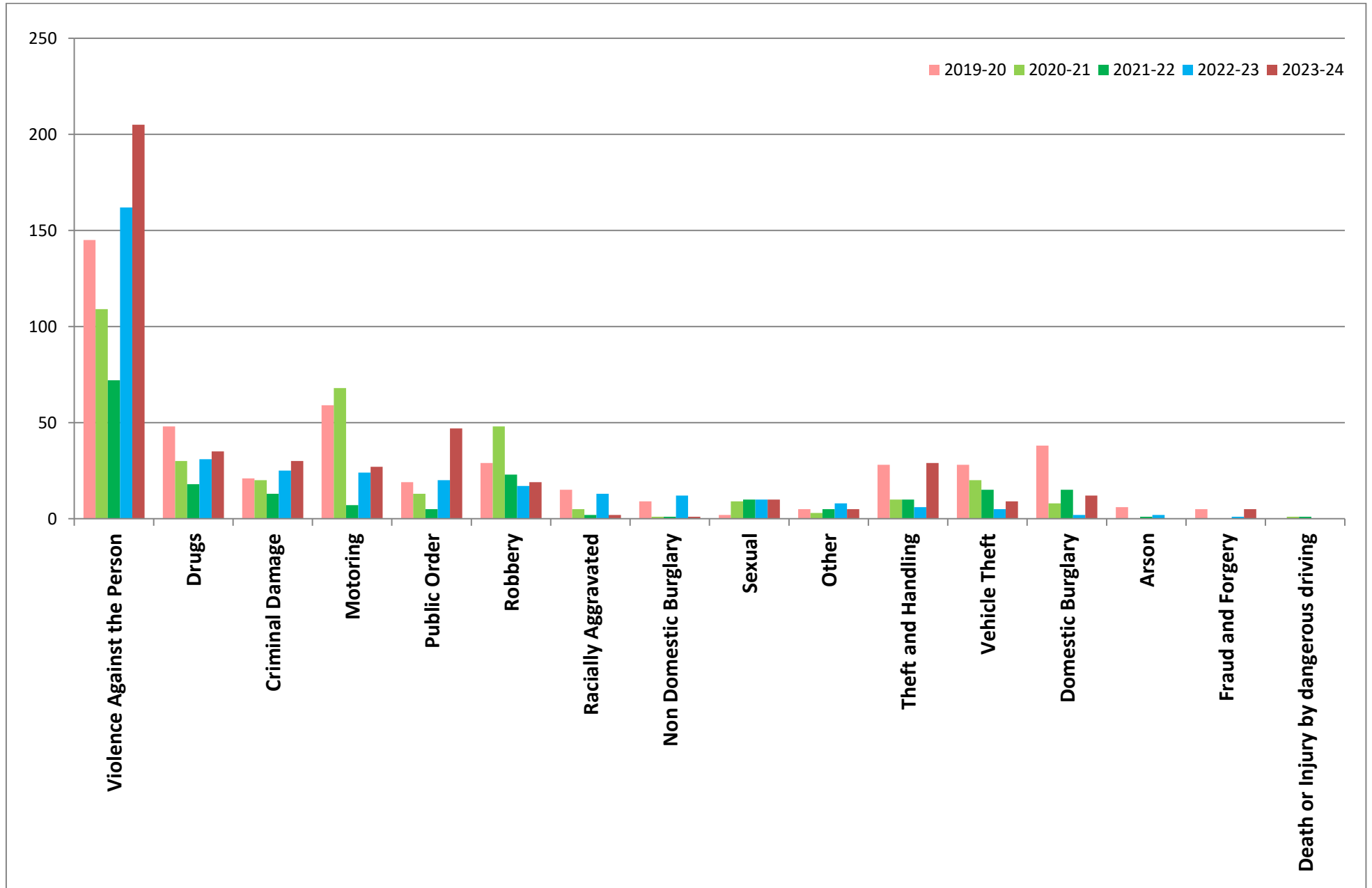


Table 9: Offences by offence type, Coventry YJS 2019-2024

Ethnicity

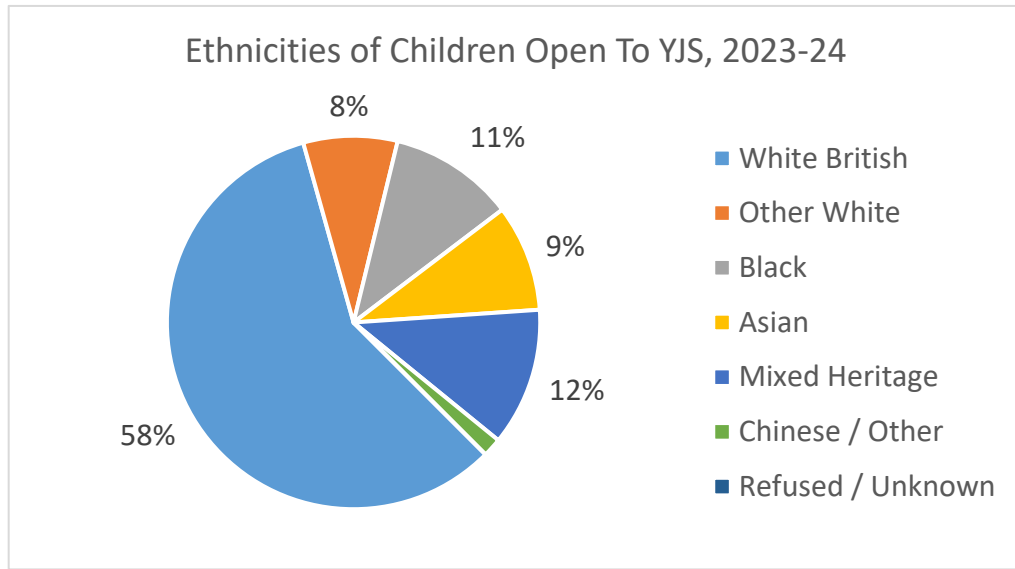


Table 10: Ethnic profile of young people with proven offences

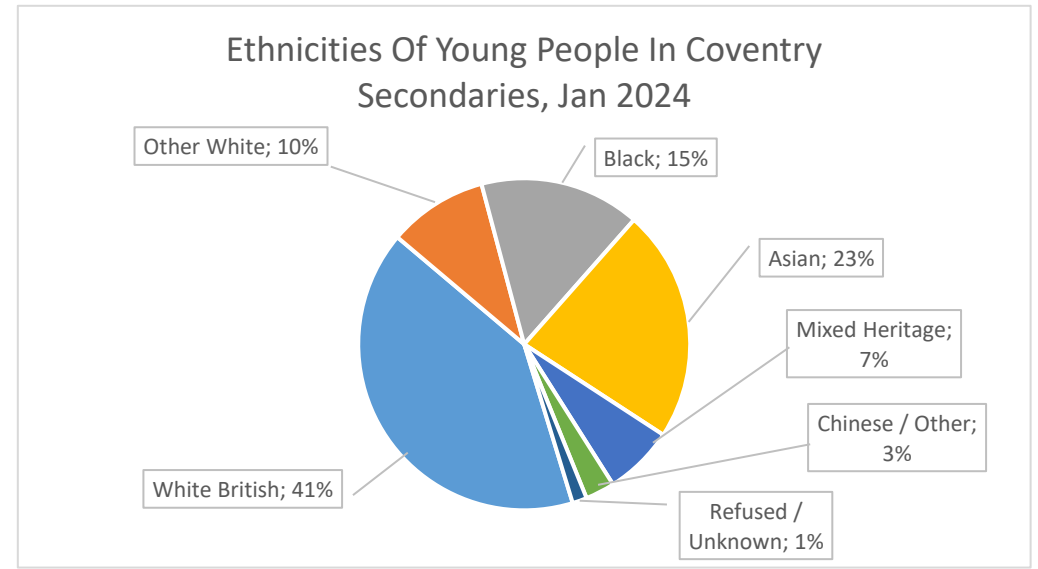


Table 11: Ethnic profile of young people in Coventry Secondaries

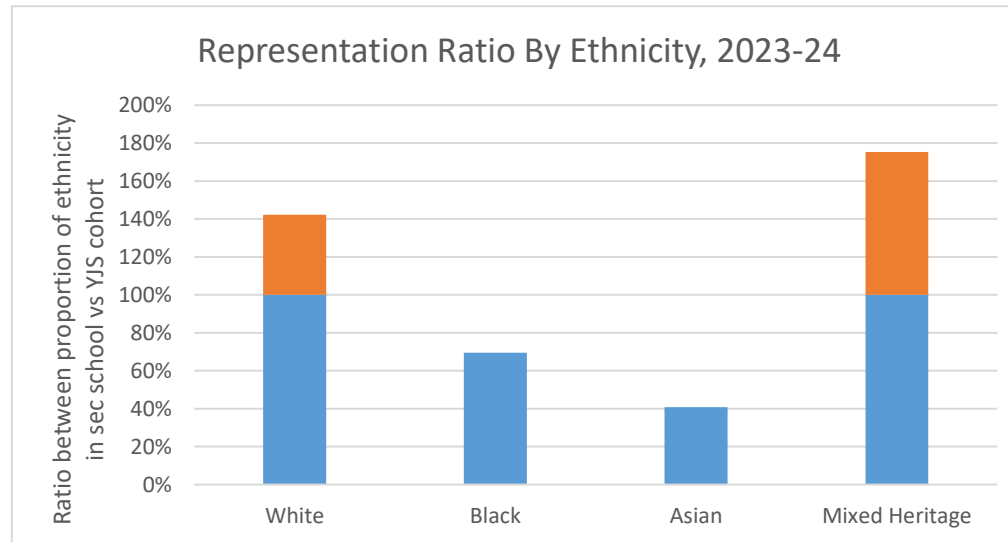


Table 12: Over and Under Representation by Ethnicity as per Table 10 and 11 data

## Appendix 7 – Glossary of Terms and Abbreviations

<b>ACE</b>	Adverse childhood experience. Events in the child's life that can have negative, long-lasting impact on the child's health, and life choices
<b>ASB</b>	Anti-social behaviour
<b>AssetPlus</b>	Assessment tool to be used for children who have been involved in offending behaviour
<b>CAMHS</b>	Child and adolescent mental health services
<b>CCE</b>	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
<b>Children</b>	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.
<b>Child First</b>	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
<b>Children in Care</b>	Children in Care, where is in the care of the local authority
<b>CME</b>	Child Missing Education
<b>Constructive resettlement</b>	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
<b>Contextual safeguarding</b>	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
<b>Community resolution</b>	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
<b>EHCP</b>	Education and health care plan, a plan outlining the education, health, and social care needs of a child with additional needs
<b>ETE</b>	Education, training, or employment
<b>EHE</b>	Electively home educated, children who are formally recorded as being educated at home and do not attend school
<b>EOTAS</b>	Education other than at school, children who receive their education away from a mainstream school setting



<b>FTE</b>	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal)
<b>HMIP</b>	Her Majesty Inspectorate of Probation. An independent arms-length body who inspect Youth Justice services and probation services
<b>HSB</b>	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
<b>JAC</b>	Junior Attendance Centre
<b>JTAI</b>	Joint Targeted Area Inspection
<b>MAPPA</b>	Multi agency public protection arrangements
<b>MFH</b>	Missing from Home
<b>NRM</b>	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery to gain help to support and protect them
<b>OOCD</b>	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
<b>Outcome 22/21</b>	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
<b>Over-represented children</b>	Appearing in higher numbers than the local or national average
<b>RHI</b>	Return home Interviews. These are interviews completed after a child has been reported missing
<b>SLCN</b>	Speech, Language, and communication needs
<b>STC</b>	Secure training center
<b>SCH</b>	Secure children's home
<b>Young adult</b>	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.
<b>YJS</b>	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
<b>YOI</b>	Young offender institution