

Cumbria Youth Justice Plan 2022-2023



Contents

1. [Introduction, vision and strategy](#)
2. [Local context](#)
3. [Child First](#)
4. [Voice of the child](#)
5. [Governance, leadership and partnership arrangements](#)
6. [Resources and services](#)
7. [Progress on previous plan](#)
8. [Performance and priorities](#)
9. [National standards](#)
10. [Challenges, risks and issues](#)
11. [Service improvement plan](#)
12. [Evidence-based practice and innovation](#)
13. [Sign off, submission and approval](#)
14. [Appendices](#)

1. Introduction, vision and strategy

Foreword – by Helen Johnstone, Chair of Youth Offending Service Management Board

It is our pleasure to present the Cumbria Youth Justice Plan 2022 - 2023. This statutory plan reviews the work of the service over the last 12 months and sets out our agreed partnership priorities for the coming year.

Last year's plan unsurprisingly saw significant focus on the work and contribution of all of our partners in relation to managing our service through the Covid 19 pandemic. Despite its many challenges, Covid 19 without doubt provided us with new opportunities in relation to how we engage and work with young people and their families. As a service we have learned a great deal, we have listened to the young people and their families who use our service about what they need from our teams and have consistently delivered some very high quality interventions on both group and individual levels.

Our staff and volunteers are arguably our greatest asset, and I would like to take this opportunity to thank all of you for your dedication, tenacity and courage in ensuring that our young people and their families continued to receive support at a time when they need it most. I continue to believe that the service would not be what it is today without the valuable contribution each one of you makes. You have created a sense of community around your teams by the way that you work with other professionals across the system, and this is felt most importantly by the young people and families who we support. Thank you for all you have achieved in the past year, but also for your continued dedication and motivation to our young people going forward.

Key to all of our work of course, are the many young people who use our service each year. We have made sure this past year, as we will going forward, that we, as a Board, remain sighted on your lived experiences and hearing your voices to help our service provide the best care and support that we can for you. Each Board meeting now has a standing agenda item where we hear directly from staff and young people about the amazing work and projects you have achieved. We are so lucky to have such talented young people in our communities, the work you've done this past year has been so valuable and positive, please keep it up because we look forward with excitement to seeing and hearing about future projects throughout 2022 and 2023.

This report highlights some of the achievements accomplished by the team and our partners over the past year, and as a Board, we remain committed to working together to further improve and develop as a group to ensure that our partnerships continue to have a positive impact on communities we serve across the county. These achievements, and the drive to improve, would not be possible without the full and active engagement of a wide range of partners, committed to working together to meet the needs of young people who offend, victims and communities. We would like to thank the partners who make up the Youth Offending Service for their continued commitment of time, expertise and resources. Our Service Business and Improvement Plan once again in Section 6 highlights our main priorities for the coming year, and clearly sets our commitment to continued learning from COVID-19.

Financial challenge for any public sector organisation post-COVID is significant, however I am pleased to confirm that the Youth Justice Grant for 2022/23 has been confirmed, with an increase to the funding that was received last year. We are confident that we continue to be well placed to deliver a service in line with core allocated resources

2. Local context

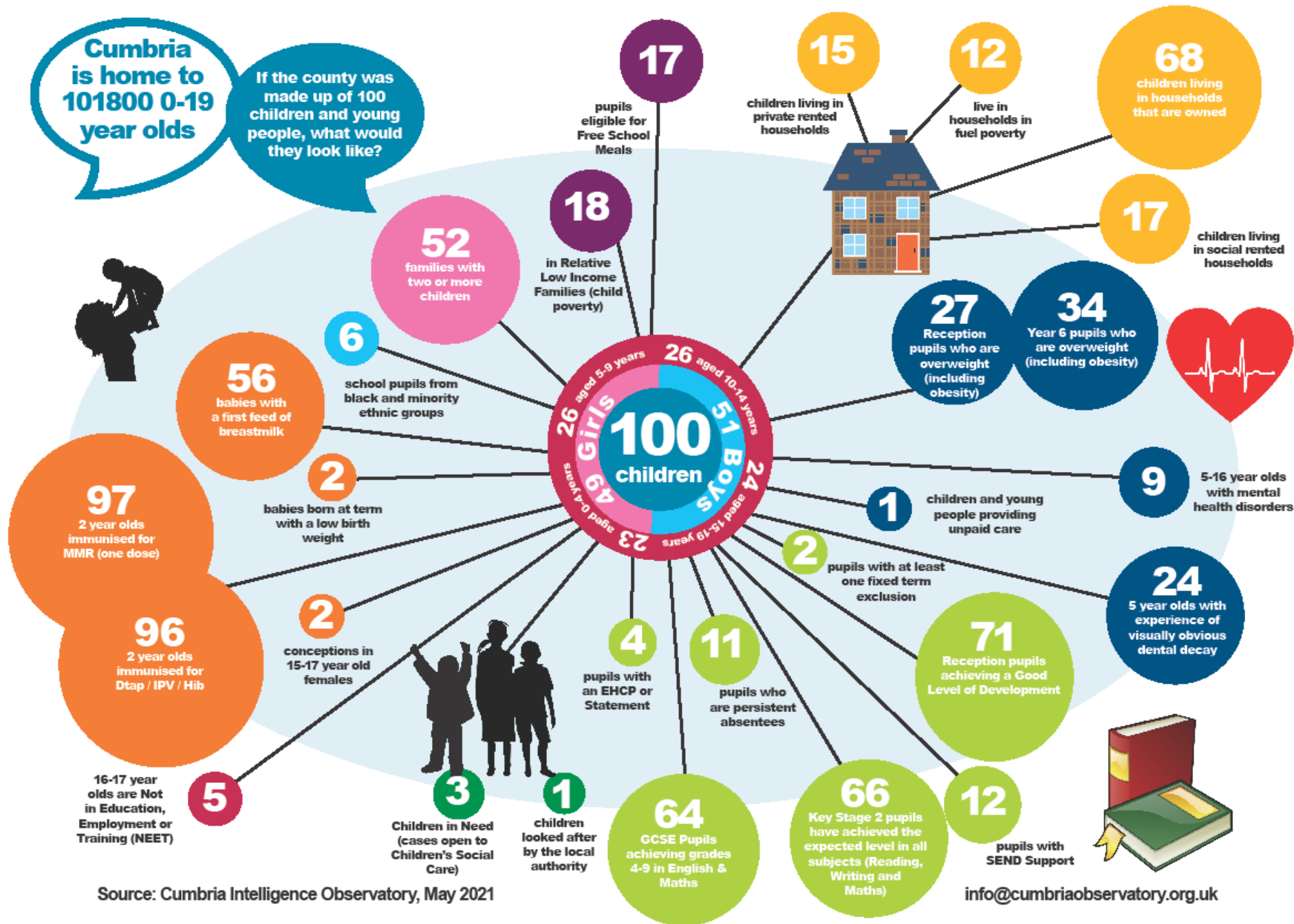
Cumbria Youth Offending Service is a partnership, created by the Crime and Disorder Act 1998 and made up of a range of statutory and other key partners. The County Council, under the auspices of the Crime and Disorder Act 1998, are responsible for establishing and maintaining a Youth Offending Service in partnership with core agencies (Police, Probation and Health). As such, the Youth Justice Plan needs to be informed by the priorities and cross cutting themes of a range of organisations and partnerships, and in particular:

- Cumbria County Council.
- Cumbria Children's Trust Board.
- Cumbria Safeguarding Children's Partnership.
- Safer Cumbria Partnership and
- MAPPA Strategic Management Board.

Cumbria is a large county geographically with a relatively small population. This can present challenges in service delivery and connectivity across the county. Over half of Cumbria's population live in rural areas with urban centres across the periphery of the county, compared to 17.9% in England and Wales.

The service must demonstrate that it can work with enterprise and efficiency, working together with partners and communities to ensure an effective service that offers value for money. In line with Cumbria County Council's plan for 2018-2022, we need to:

- **Support communities to thrive:** By delivering quality services that meet the needs of our service users.
- **Focus on the most vulnerable:** By understand our communities, the issues affecting them and providing high quality interventions, early on.
- **Manage demand:** Use resources carefully to deliver best outcomes to ensure children and young people are prevented from entering the criminal justice system and reoffending is reduced.



Source: Cumbria Intelligence Observatory, May 2021

**Dashboard
2021-22**

Remand

Year	No. of remand nights	No. of young people
19/20	121	4
20/21	220	5
21/22	117	2

One Awards Achieved 

Reparation hours


264 hours

Breakdown in Statutory Orders



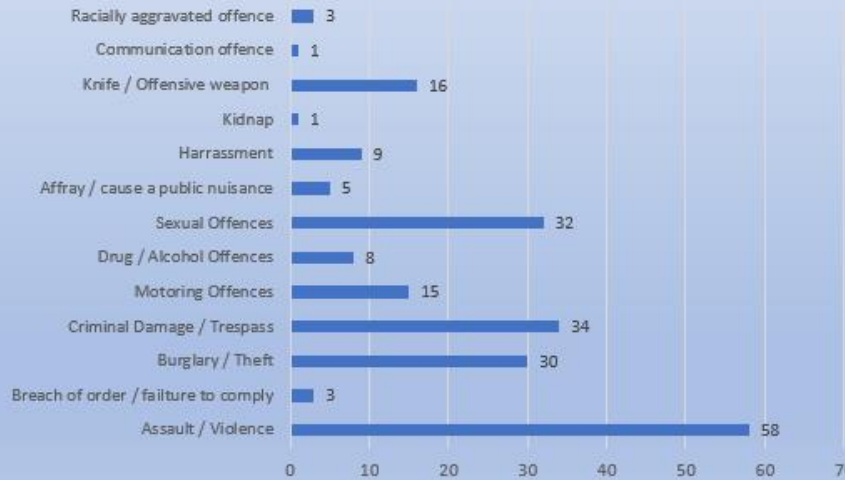
Average Age
15.6 years old

Breakdown of OOCD Orders



Average Age
14.5 years old

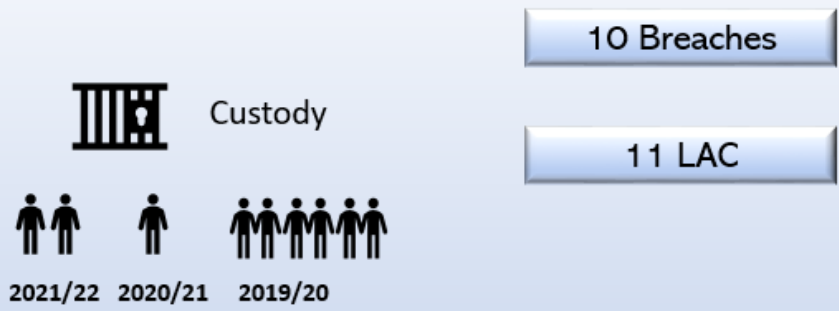
Breakdown of Statutory Order Offence Type



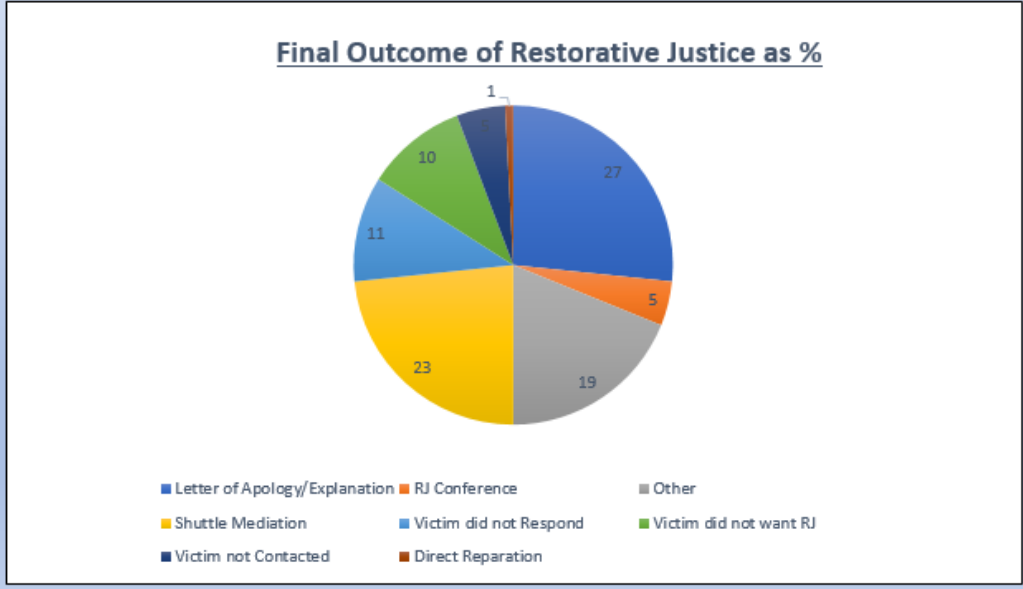
Breakdown of Prevention Orders



Average Age
13.8 years old



Total Number of EHCP in full year			
	Total YP	No of EHCP	%
Statutory Cases	67	12	17.9
OOCD	148	16	10.8
Prevention	74	10	13.5
Total	289	38	13.1

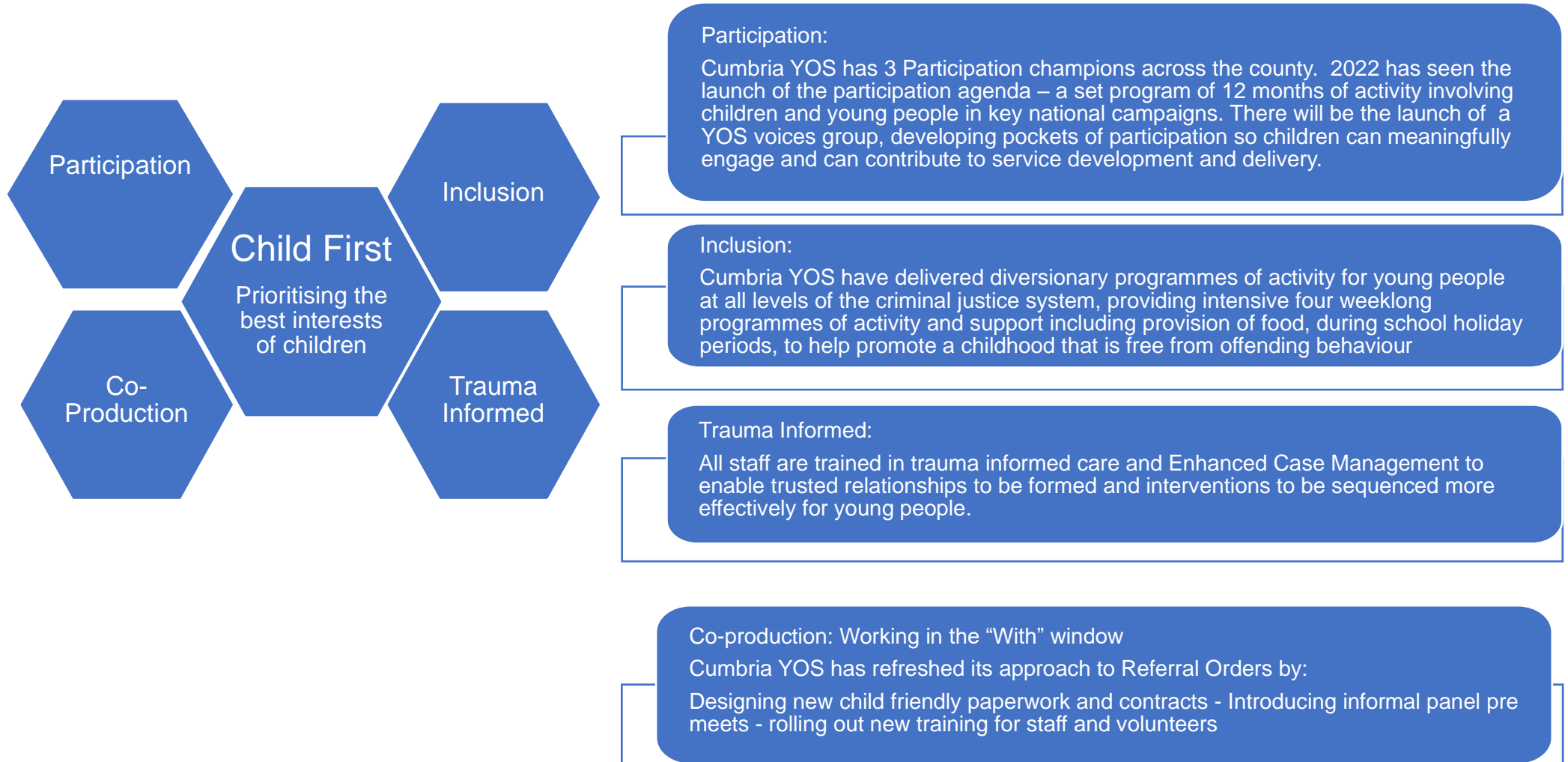


125 Health Assessments completed by Strengthening Families between April 2021 & March 2022. Of those 8% were referred to CAMHS

43,059 10-17 year olds in Cumbria

3. Child First Child First – The Cumbria Approach:

Cumbria YOS is committed to developing and improving its Child First Approach. Child First is the golden thread underpinning and reflected in the work we deliver directly with children and young people, through our partnership working and staff training. Feedback and participation are crucial in ensuring this agenda is achieved. The YOS Management Board hears from staff and young people at each quarterly meeting, with a standing agenda item. In the last year we have presented artwork, video footage, photography and soundbites.



4. Voice of the child:

Cumbria Youth Offending Service worked with approximately 289 young people last year, through 334 disposals, including out of court and statutory work. Cumbria Youth Offending Service gather feedback from the young people we have worked with to make sure we are helping young people in the ways that they need and to improve the service. Paper forms and links to electronic questionnaires were given in person or sent out to all young people who had received a service from staff in the YOS team between August 2020 and January 2021.

23 completed forms were submitted by those young people during this period. On the survey, there are a total of 9 questions, a range of closed and open questions, designed to measure satisfaction with the quality of the service, the level of service provided by the staff and the ways the service could be improved.

- 82% of those asked said that the Youth Offending Service had given them excellent or good help
- 100% of those asked felt they were treated with respect by their case officer
- 100% of those asked felt they were listened to during their time with Cumbria Youth Offending Service
- 95% of those asked said that they felt they were involved in their intervention plan
- 90% of those asked said that things had changed for the better since they started working with Cumbria Youth Offending Service

I like myself a bit more.

Got my head down, got a job and kept out of trouble.

Lisa spoke to me right through it all and tried to make it easy for me to get there and make sure it was interesting.

Yes, fully involved in all parts, helpful and caring.

I felt listened to in every session.

Last year we asked children and young people how they would like the service to develop and how we could do things differently. This response fed directly into our Youth Justice Service plan and a leaflet was produced to let young people know that we had listened to them. This leaflet was sent to all young people open to the service. In 2022 it is hoped that the YOS Voices group will be firmly established in each area of Cumbria, allowing service users a chance to shape development in the service, be involved in recruitment and to carry on speaking for young people after their intervention has finished. [This leaflet is attached at Appendix 1](#). One of the key changes made in response to this feedback was the introduction of more vocational programmes of Reparation with two new accredited One Award portfolios developed, one in constructions skills and the Evoke Arts award.

5. Governance, leadership and partnership arrangements

The Youth Offending Service is hosted within the Council's Children and Families Service Directorate. The role of Head of Service is undertaken by the Youth Offending and Prevention Services Manager. This role is currently overseen by the Assistant Director, Children and Families, Cumbria County Council. The Head of Service has additional responsibility for youth homelessness and youth substance misuse work within the Local authority, in addition to managing Cumbria County Councils Supporting Families programme.

There are two operational teams based across the county, one split between Carlisle (which covers Carlisle & Eden) and Workington (which covers Copeland and Allerdale), and one in Barrow in Furness (which covers Barrow and South Lakes). Cumbria Youth Offending Service has 41 staffing posts across the two teams and county wide. The operational teams are made up of directly employed staff and seconded staff. Each operational team contains seconded staff in line with the Crime and Disorder Act requirements and national guidance. In addition to these seconded staff, generic Youth Offending Service Officers and Low Risk Case workers are employed directly on a permanent basis. The teams have permanent Education Workers and support workers delivering reparation and intervention.

The Organisational Chart for the YOS is attached at Appendix 3

In addition to the core Youth Offending Service staff, health support is provided by North Cumbria Integrated Care NHS Foundation Trust (NCIC), from the 0 -19 Strengthening Families team. This team provides intensive health support to families where children and young people are subject to statutory process, i.e., those on Section 47 and Section 17 plans, those children and young people who are Looked After, and those young people who are Unaccompanied Asylum Seeker Children (UASC). These posts are 0.6 whole time equivalent band 5 nurse in each of the three areas of the county and they are commissioned to undertake the health assessment element of a young person's youth offending plan. The Child and Adolescent Mental Health Service, (CAMHS) offers a fast-track referral route into the service for those young people open to Cumbria Youth Offending Service.

Volunteers

Cumbria YOS recognises that volunteers bring new skills, enthusiasm and a different perspective to our organisation. We believe that the support and commitment of volunteers is invaluable to the Youth Offending Service and the young people we work with. Volunteers enhance the services we can offer to young people and play an important role in helping to reduce youth crime and create safer communities.

As of 31st March 2022, Cumbria YOS has 15 volunteers based throughout the county. These volunteers vary in age and have a valuable mixture of skills and experience. Long standing volunteers are paired alongside newly recruited volunteers to ensure knowledge and information is shared. Volunteers are supported by the Youth Offending Project and Evaluation Officer, to ensure regular oversight, supervision and development.

2022 has seen new recruitment of volunteers, post Covid-19 and Panel Matters refresher training for all Volunteers, in addition to additional training around Harmful Sexual behaviour and Trauma informed working.

YOS Management Board

The YOS Management Board meets quarterly and receives reports from the Youth Offending Service to facilitate scrutiny and discussion around key service delivery and performance areas. The Board's key purposes are

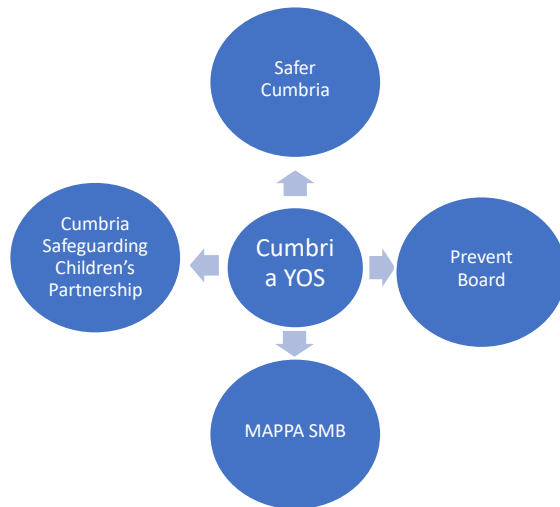
- To determine the strategic direction of the Youth Offending Service.
- To oversee and monitor the work of the Youth Offending Service.
- To ensure the service is adequately resourced to carry out its statutory function of preventing offending by children and young people.

The leadership, composition and role of the management board are critical to the effective delivery of local youth justice services. The Youth Offending Service Management Board is made up of management representatives from both statutory and other key partners. In 2020 there was a change to the Chair of the Board. Helen Johnstone, the Clinical Service Manager for the Strengthening Families service, who provide the health offer into Cumbria Youth Offending Service took this role on and has worked with the Head of Service over the last two years to refresh the Board and ensure it provides strong strategic direction and partnership support.

As a result of this change of chair, we have seen increased links and stronger relationships between youth justice and health services – there is now regular CAMHS representation at the YOS board which is a welcome development. This has already improved opportunities for closer working between YOS and CAMHS in the north and south of the county.

Partnerships:

We have a key role to play in making the link between criminal justice and social welfare systems – it is only by working together that we can achieve the best outcomes for children, young people and their families in Cumbria. Cumbria Youth Offending Service takes part in this partnership working formally, through representation on numerous partnership boards and through the multi-agency working that takes place via more informal partnerships:



Safer Cumbria: YOS remains a key and valued partner that works closely with other criminal justice and community partners to support the reduction of crime in the county. This in turn improves victim satisfaction, and works towards supporting a more effective, transparent and responsive criminal justice service for victims and the public.

Prevent Board: Cumbria YOS is represented on the PREVENT board (overseen by Cumbria's CONTEST board, hosted by Safer Cumbria) and are core members of Cumbria's Channel panel, where young people who are at risk of radicalisation are referred into.

MAPPA SMB: The YOS is also a core member of the MAPPA (Multi Agency Public Protection Arrangements) Senior Management Board which continues to provide a framework for managing the risks to the public presented by sexual and violent offenders

CSCP: The YOS is represented on the CSCP's (Cumbria Safeguarding Children's Partnership) working and strategic groups in respect of Missing, Exploited and Trafficked children.

6. Resources and services

The Youth Offending Service funding is made up of the Youth Justice Board Grant and funding directly from Cumbria County Council. Additionally, the service receives contributions from statutory partners through a combination of cash in kind and staffing.

The total Youth Justice Grant for 2022/23 has yet to be confirmed but indicative figures enable us to proceed with service planning on the basis that funding will remain the same as last year, in the region of £827m.

Cumbria County Council Children's Services contribution to the Youth Offending Service in 2022/23 is £0.632m, the same funding as received in 2021/22.

Cumbria Constabulary, the National Probation Service (Cumbria) and North Cumbria Integrated Care NHS Foundation Trust contribute to the Youth Offending Service through seconding their own staff. The overall value of the seconded staff from these partners is £0.261m.

There is a variance of £31k due to funding from the Office of the Police and Crime Commissioner and NHS England which was carried over and spent in 2021-2022.

Cumbria YOS will use funding to

- Ensure we have a well-trained, supported and motivated staffing team, with the specialist skills to engage children and young people
- Continue to fund our partnership working with North Tyne and Wear, who provide our Psychology led Enhanced Case Management approach
- Look at in house mental health support for our young people
- Continue to develop diversionary and participatory interventions

7. Progress on Previous Plan:

What have we delivered?

- School holiday inclusion programmes delivered by staff in partnership with the 3rd sector
- Introduced new vocational One Awards in Construction and Arts
- All staff and volunteers trained in Aim 3
- Increased support and oversight of volunteer workforce with new training and development opportunities
- Continued Enhanced Case Management Approach in partnership with CNTW Foundation Trust.
- Participation agenda rolled out across the service, with a youth voices group established in Barrow
- Parenting support workers more embedded within teams
- Serious violent crime review group established
- Data collection has improved and helped target intervention, i.e., Knife crime work
- New processes set up around Transitions following peer review in August 2021
- Referral Orders refreshed, including retraining for all staff and volunteers, roll out of Pre panels and child friendly paperwork.

What difference have we made?

- Reduction in First Time Entrant rate
- Reduction in reoffending rate
- Low reoffending rates for Out of Court disposals
- 22 Young people have successfully gained a One Award qualification as part of their Court order
- 24 Young people accessed the Knife Angel Arts intervention and 13 gained an accredited award from this work
- 12 Young people took part in our holiday inclusion programmes
- More bespoke inhouse support for young people i.e.: YOS Youth Substance Misuse workers
- Staff trained and skilled to deliver interventions and support their young people
- Use of Enhanced Case Management has increased the confidence and skills of YOS staff and other agencies working with complex young people

What have been our challenges?

- Working with schools and ETE Provision to support young people has been a challenge due to the pressures of Covid 19
- Returning to a face-to-face way of working with staff and volunteers
- Supporting team cohesion and new staff joining the service throughout the pandemic
- The loss of NSPCC provision for Sexually Harmful behaviour work
- Ensuring transitions process in place whilst there has been a gap in NPS provision of seconded worker
- Developing links with the 3rd sector and local business has been slower to progress due to the challenges of Covid 19 for this sector.

What do we still need to do?

- Drive on performance around ETE to ensure children and young people have aspiration and attainment to match – and the right provision
- Develop links with the 3rd sector and improve relationships with local communities and businesses to aid reintegration and provide more opportunities for work placements
- Further develop intergenerational work and whole family approaches through parenting support
- Continue to develop innovative reparation and activities for young people to provide a wide menu of intervention that is meaningful and effective
- Continue to embed the Child First approach with our partners

8. Performance and priorities

Performance against our three nationally measured targets continues to be strong. There are fewer children and young people entering the system, fewer children going to custody and our reoffending rates are falling. We are also seeing good results for those children and young people subject to Out of Court disposals, in terms of engagement and reoffending rates.

There is no data or intelligence to suggest that there are any groups of children who are overrepresented in the system in Cumbria.

Reducing First Time Entrants (FTE):

This data comes from the Police National Computer and is published by the Ministry of Justice (MOJ). The data is shown in rolling full years for 12 months to March, July, September, and December of each year. The most recent reporting period is for October 2020 – September 2021 when there were 60 First Time Entrants, compared to 88 in the same period the previous year.

The First-Time Entrant rate continues to fall in each rolling period. This demonstrates the continued improvement in our Out of Court disposal work, including our Youth Triage scheme and improved decision-making processes. The increase in Community Resolutions, delivered by Cumbria Constabulary and more effective prevention programmes have diverted young people at an earlier stage. Evaluation of the Triage scheme continues to show low reoffending rates and high levels of engagement.

Additionally, Cumbria Youth Offending Service have an established process for out of court decision making through meetings with the Child Centred Policing Team to share information and make joint decisions on out of court disposals. This has proved invaluable to aid good, defensible joint decision making, which has improved outcomes for children and young people and ultimately reduced first time entrants to the system.

Reducing Reoffending:

The data for this indicator comes from the Police National Computer and is published by the Ministry of Justice. A 3-month cohort rather than a 12-month cohort is used and tracked over a 12-month period. The cohort consists of all young people who received a pre-court or court disposal or were released from custody in that date range.

The Binary reoffending rate for the January 2020 – March 2020 cohort is 30.2%, a reduction on the same period the previous year, from 33.8%. Although historically the rate for Cumbria has remained fairly static and difficult to reduce, we are now starting to see a noticeable fall in this rate and are showing a lower rate than the England and Wales average for the same period which stands at 34%.

There has been a real focus over the last three years in trying to reduce reoffending for Cumbrian children and young people. Work around compliance panels, intervention sequencing, ensuring engagement and an innovative approach to intervention has all contributed to the results we are now starting to see. Trauma Recovery and Enhanced Case Management is embedded in our work across the county and staff within the service have received training around trauma informed practice and ACES (Adverse Childhood Experiences) which has further equipped them with the skills to engage children and young people with complex lives.

Reoffending after Out of Court Disposal:

Cumbria Youth Offending Service tracks reoffending rates amongst the cohort of children and young people receiving intervention through our Out of Court Disposal scheme, Youth Triage. This assists us in gaining a more accurate picture of the effectiveness of this programme and allows us to monitor the impact on First Time Entrant rates as well as reoffending rates in the future.

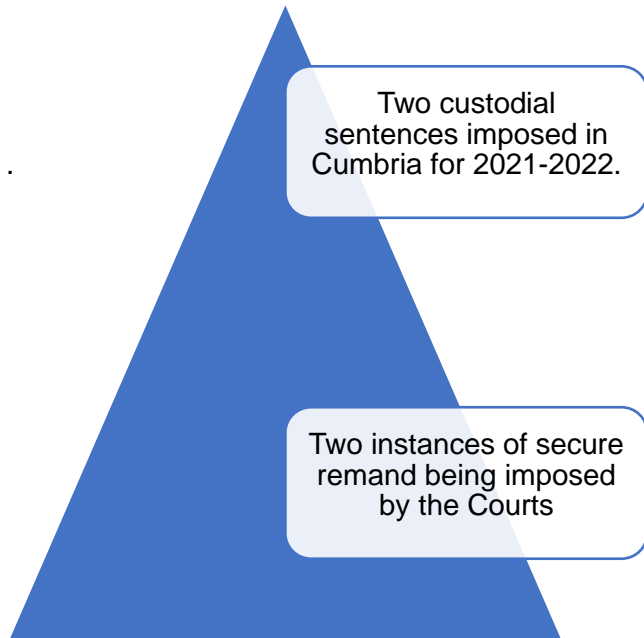
The table below shows the reoffending rates for those children and young people who have been subject to a Triage intervention between the 1st April 2021 and 30th September 2021. This cohort of children and young people have been tracked to provide the most up to date reoffending data. The data looks at whether offences have been committed up to 6 months after completing Triage intervention. This is shown compared with a similar period, 1st October 2020 – 31st March 2021.

The data shows an overall reoffending rate for this cohort of 6.3% - a decrease from the previous cohort. We are seeing a high level of engagement with the scheme, but it is of note that there are high numbers of young people with complex needs coming through to the service at this stage – hence the need for robust assessment and consistent, family focused interventions. Children and young people being dealt with out of the court arena are still very much in need of the support and range of services offered by Cumbria Youth Offending Service.

	1 st October 2020 to 31 st March 2021	1 st April 2021 to 30 th Sept 2021
Number of YP subject to triage scheme	59	63
Number of YP reoffended following intervention	5 (8.5%)	4 (6.3%)

Use of Custody:

The indicator uses case level data from the Youth Justice Application Framework and is the number of custodial sentences in the period given to young people with a local residence aged under 18 years on the date of their first hearing related to the outcome. Successfully appealed sentences are discounted. If a young person was given the same type of custodial sentence on the same day to be served concurrently or consecutively, they will only be counted once.



2021-2022 saw custody rates for Cumbria remain very low with only two custodial sentences imposed.

There were two instances of Court imposed Secure Remand, for serious offences of violence. These have equated to 117 remand bed nights. This is a reduction from last year when we saw 220 remand bed nights.

Compliance and engagement have been a key focus of practice within the service for the last 4 years, finding innovative ways to engage with those on community orders to prevent breach and return to court. More tailored, needs led interventions for court orders have contributed to a reduction in non-compliance. Cumbria Youth Offending Service has built strong and consistent relationships with sentencers, and we are able to offer courts credible and robust options for those offending in Cumbria.

Local Targets and Key Priorities:

This year we will focus on three priority areas in terms of local performance in addition to the national indicators set out above:

ETE:

- To ensure that young people are fully engaged in ETE at the end of their intervention

REOFFENDING:

- To continue to monitor our reoffending rate for Triage Intervention and maintain this at under 10% (OOCd)

OUTCOMES:

- To monitor the effectiveness of our Interventions approach including our accredited Award work and reparation activities

Education: We need to drive up performance in this area and make sure children and young people have the right opportunities and access and are engaged at the end of their interventions	Two Education workers have strong links with the Local Authorities Access and inclusion teams. We are well supported at YOS management board level by the Assistant Director for Education
Prevention: Cumbria YOS offer Support and Intervention to children at risk of becoming involved in the Criminal Justice system in partnership with the Child Centred Policing teams	83 Preventative interventions were delivered by Cumbria YOS in 2021-2022 – in the next year we will build on this work and develop clearer referral pathways.
Diversion: Cumbria has a two-tier approach to diversion. Cumbria Constabulary deliver Community Resolutions whilst Cumbria YOS deliver Youth Triage, an Out of Court disposal.	174 Out of court disposals were delivered in 2021-2022 121 of these were Youth Triage
Children Looked after: Cumbria YOS are working with the Constabulary to ensure that children who are looked after in Cumbria are diverted from the criminal justice system	Work is ongoing with key partners around Reducing the criminalisation of Children looked after to ensure this group are not overrepresented in the system.
Serious Violence and Exploitation: Cumbria YOS have established a serious violence review group to look at commonalities and learning around children who commit this type of offence. We work with children referred under PREVENT and with the partnership around CE and County lines	Cumbria YOS is linked in with Safer Cumbria's Serious Violence needs assessment and the work of the Cumbria Safeguarding Children's Partnership around children who are exploited, trafficked and missing. Cumbria YOS are key members of the CHANNEL panel.
Knife Crime offences: Improved data around patterns of offending have enabled us to identify where preventative work is needed to reduce the number of young people carrying knives.	Work with key partners including schools, colleges and the Child Centred Policing team is a priority area for 2022-2023.
Restorative Justice and Victims: Cumbria YOS has 3 RJ workers across the service who contact all victims, for OOCd and Statutory Court orders.	This approach is quality assured annually with partners and the OPCC as part of the Quality Assurance Framework

9. National standards

Cumbria YOS have developed an internal auditing team led by Senior Practitioners and including staff from across the service. The team meets monthly and undertakes audits of casework and themed reviews into practice. Findings from these audits are disseminated to individual staff members and to the staffing group, through team meetings. Reflection sheets are completed for each audit which contain recommended actions and improvements. As a result of these audits, the following practice sessions have been delivered:

- Completion of asset plus assessment and the planning of interventions.
- Focus on Explanations and Conclusion section of the Asset plus – predominantly around desistance factors, ROSH and safety and well-being ratings.
- Managing risk and how to ensure this is recorded in the pathways and planning section of Asset plus to ensure a clear risk management plan is in place
- Incorporating trauma informed practice into assessments and delivery

In addition, we have:

- Reviewed the plans that are used with young people to ensure more child friendly
- Reviewed the paperwork initially required and incorporating this into delivery
- Reviewed and updated the OOC assessment, specifically more the risk assessment and risk management section

Additionally, we have implemented recommendations from our last National Standards Self-assessment: such as better identification of transition points, including those at resettlement and a focus on Out of Court disposal impact and effectiveness.

In August 2021, Cumbria YOS were part of a peer review around transitions, with Youth Justice services from the Northeast, which led to a new Transitions policy being developed with clearer more robust processes in place for transitions between Cumbria YOS and the National Probation Service.

In 2022-2023 there will be a new Self-Assessment undertaken by the audit team and members of the YOS Management Board. Additionally, we are planning to have a volunteer take part in some of our themed audits.

Following the recent HMIP Thematic Inspection report into the experiences of Black and Mixed heritage boys in the criminal justice system, an action plan has been developed to ensure our service is responsive to this area of work and to further translate the recommendations in the report across our service ensuring issues around disproportionality and diversity are understood and to ensure staff are trained and supported to deliver effective interventions with all young people.

10. Challenges, risks and issues

Challenges, Risks and Issues	Action to Mitigate
<p><i>Local Government Reorganisation: Cumbria County Council will change to two new Unitary Authorities in April 2023</i></p>	<ul style="list-style-type: none"> • Options appraisal submitted for Cumbria YOS to remain as one service across a whole of Cumbria footprint • Preparatory work with Cumbria County Council programme board to look at contingency planning if disaggregation occurs <p>Work with YOS Board and partners to ensure robust planning around both scenarios</p>
<p><i>Ensuring staff welfare and motivation</i></p>	<p>Given the impending Local Government Reorganisation, Cumbria YOS needs to support all staff as we move into this uncertain time. This will mean:</p> <ul style="list-style-type: none"> • Working with People Management to ensure staff are informed and supported • Ensuring staff are aware of the level of support available to them • Making sure clear and consistent information is disseminated in a timely and considered fashion.
<p><i>Future budgetary cuts or reduction in partners agency contributions</i></p>	<p>Being aware of the financial challenges that all authorities are facing and ensuring that our structure is fit for purpose and that we can continue to deliver a service that meets the needs of children and young people. Cumbria YOS needs to ensure that resources are deployed in the right areas to ensure the right interventions are used and gaps in service provision must be picked up and acted upon.</p> <ul style="list-style-type: none"> • Ensuing appropriate agency representation at YOS board level • Review of SLAs, commissioned specifications and working agreements • Ensuing YOS structure is efficient and effective

	<ul style="list-style-type: none">• Building on 3rd Sector relationships and community partnerships
<i>Increase in Remands impacts on YOS budget</i>	<ul style="list-style-type: none">• Review of all Remand cases and ensuring YOS Management Board is sighted on all remand cases and updated with regard budget monitoring

11. Service improvement plan

Feedback from partners, staff, young people and volunteers

In addition to our usual consultation with our statutory partners at a Management Board level, last year we moved to a more participatory approach when developing our priorities. Following successful involvement from our staff, volunteers and young people last year, we again consulted with these groups to ask what they would like to see moving forward – what would be their priority areas. There were crossovers within the feedback received, which we have used to develop the service plan for the year ahead.

Staff

- *More Mental Health resources for professionals and young people to access*
- *Opportunities for young people in the community – with employers and the 3rd sector*
- *Being able to be responsive to emerging patterns of behaviour or criminality*
- *Improve on Education, Training & Employment opportunities for post 16*

Volunteers

- *Would like to see formal step down work with young people receiving support and after care*
- *More widespread reparation projects – increased involvement from local businesses and other organisations*
- *Focus on preparation for employment – CV writing and other skills for young people to access*
- *Access to mentoring*

Young People

- *More group activities and sessions*
- *Less paperwork to do*
- *Doing reparation to help me get a job*
- *Mental health support in the YOS so I don't have to see different people*
- *YOS going into schools and talking about things like bullying*
- *Getting qualifications*

The vision	Objective 1: Effective Interventions at every level: <i>This will enable Cumbria Youth Offending Service to reach children and young people before they enter the formal criminal justice system and to provide positive intervention for those in the criminal justice system.</i>	Objective 2: Reducing reoffending: <i>We will target the hard to reach group of children and young people in the middle, those families entrenched in criminal behaviour, breaking the cycle of offending and adverse childhood experiences</i>	Objective 3: Improving outcomes for Children, young people and their families <i>We will ensure that children and young people are helped, that they are given every opportunity to lead healthy and safe lives</i>
The County Council plan 2018-2022	Acting early to achieve better outcomes People will be able to access advice and support to help keep themselves safe	Children, young people and the most vulnerable will be protected from harm	Everybody will be supported to achieve their aspirations
How will we achieve this?	<ul style="list-style-type: none"> • Work in Partnership with the Constabulary to review the approach to diversion in Cumbria • Review the Support and Intervention offer, ensuring clear referral pathways are in place and align more closely with Local Focus Hubs • Continue to develop innovative reparation and activities for young people to provide a wide menu of intervention that is meaningful and effective • Ensure effective roll out of the V-learn system which will allow young people greater freedom to complete portfolio work online • Ensure a focus on diversity and anti-racist practice, including staff induction and investment in training to ensure a coordinated approach across the service 	<ul style="list-style-type: none"> • To ensure there is a clear pathway for mental health support for all young people • To introduce an effective system of step-down support at the end of intervention • Develop our work around Substance Misuse and criminality including County lines • Work on Serious violent crime, building on the review work already started in 2021 • Ensure accurate data can help us be responsive to patterns and trends and direct resources appropriately • Work in partnership with the Constabulary and schools for a coordinated response to knife crime • Further embed holistic whole family working and introduce targeted group work support for parents 	<ul style="list-style-type: none"> • Build on partnership working with Speech, Language and Communication therapists to ensure staff can identify these needs accurately • Drive on performance around ETE to ensure children and young people have aspiration and attainment to match – and the right provision • Develop links with the 3rd sector and improve relationships with local communities and businesses to aid reintegration and provide more opportunities for work placements • To ensure the new Transitions process is well supported and embedded into practice • Focus on preparation for employment skills

12. Evidence-based practice and innovation

Enhanced Case Management


Cumbria YOS have continued the successful partnership work with North Tyne and Wear on Enhanced Case Management. In 2021- 2022 11 young people were referred to be managed using Enhanced Case Management. An evaluation was undertaken in late 2021 which was published in the Clinical Psychology Journal in February 2022.

Cumbria have been committed to using a Trauma Informed approach since starting this work back in 2019.

What difference does this make for our young people?

- Managers will support practitioners to phase and prioritise interventions for young people in a way that meet that young person's immediate needs and their development level according to the Trauma Recovery Model
- Managers should enable staff to take a more flexible approach to non-compliance by young people with the conditions of their order in light of any extenuating circumstances.
- Staff should have a better understanding about young people's underlying needs and will be better equipped to understand the impact of childhood attachment and trauma on young people's lives. Intervention plans will be better tailored to the needs of young people.
- There will be an increased focus on the way staff engage and support young people. The improvement in relationships that working in a trauma informed way can bring, is seen as a particular benefit.
- The ECM approach will help improve the understanding, skills and practice of YOS workers as well as the way agencies as a whole work with young people, leading to increased confidence levels amongst YOS staff and partner agencies.

13. Sign off, submission and approval

Chair of YJS Board - name	Helen Johnstone
Signature	
Date	30/06/2022

14. Appendices

Appendix 1 - *Young people feedback leaflet*

Appendix 2 - *Outline of full board membership, including attendance, job title of the board member and dates of board meetings*

Appendix 3 –*Service Structure Chart should include details of the staff roles in the YJS and the reporting arrangements for the Head of Service. Information on the links to the data analyst should also be included. There should be a separate table in the appendix recording the ethnicity, sex and known disability of staff.*

Appendix 4 – *Finance table*



WE ASKED YOU WHAT YOU THOUGHT OF CUMBRIA YOUTH OFFENDING SERVICE AND YOU SAID YOU WANTED.....

Other types of community service (reparation)

*Would rather do things that is useful to me....
Work experience or help getting a job*

Seeing too many people

Knowing when our appointments are a week in advance

Doing different things in sessions -

*If you would like to be involved in a young person "YOS Voices" group -
Please contact your YOS worker*

WE LISTENED AND WE PROMISE.....

To look for increased reparation

We are going to give you more chances to have a say into how the service works

We are going to make links with local business to look at work experience and work placements

We will work hard to make sure you have good education and training opportunities

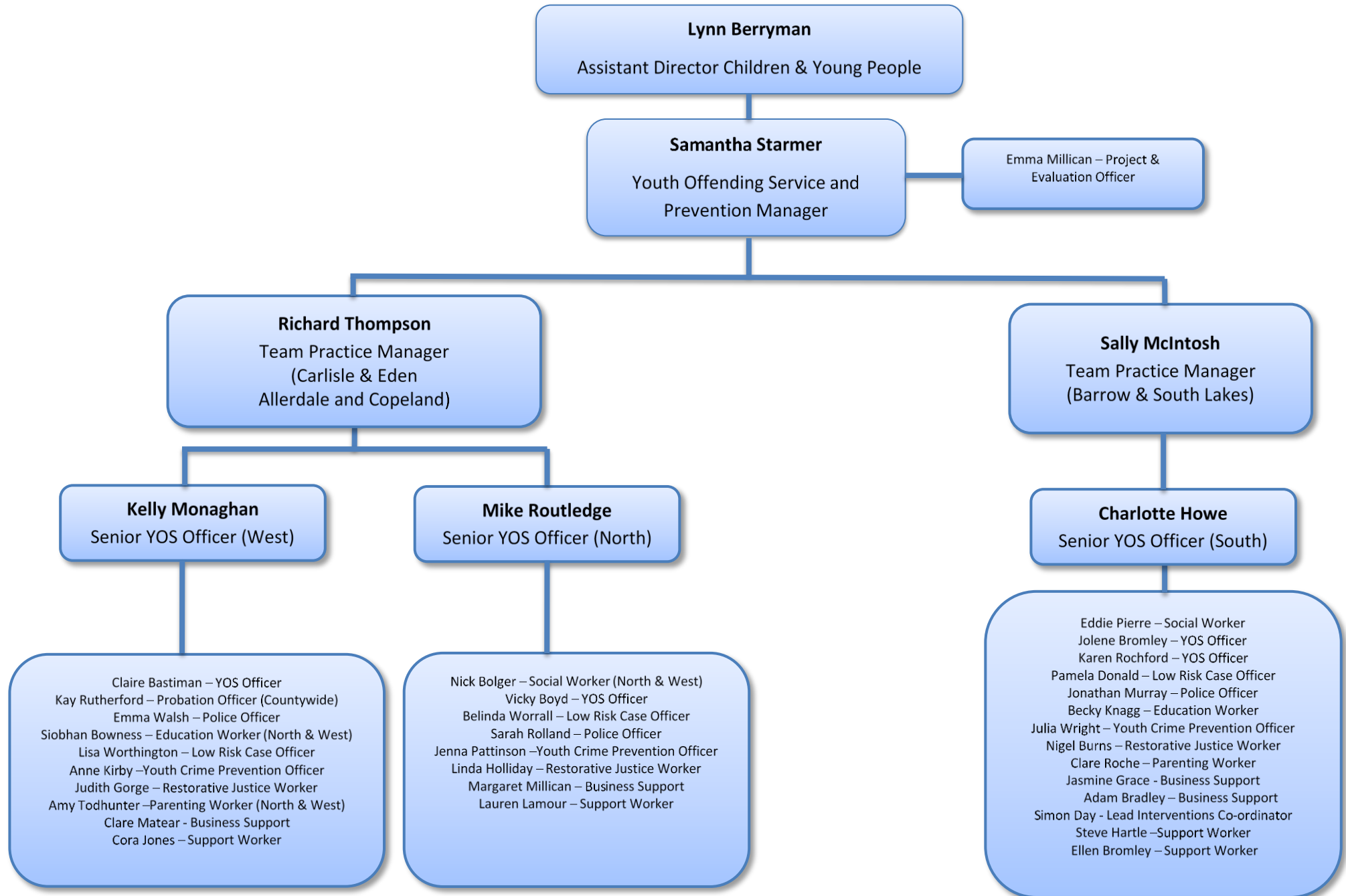
We will help you when you are leaving us and moving on to other services

We will make sure our staff are well trained to listen and support you

Appendix 2

Board Member	Agency:	Attendance			
		23 rd June 2021	23 rd Sept 2021	6 th Dec 2021	30 th March 2022
Helen Johnstone (Chair)	Clinical Service Manager – Strengthening Families, North Cumbria Integrated Care NHS Foundation Trust	✓	✓	✓	✓
Lynn Berryman	Cumbria County Council, Assistant Director, Children and Families Service	✓	✓	✓	✓
Inspector Gemma Hannah	Cumbria Constabulary	✓	✓	✓	✓
Lisa Thornton	Head of Cluster Cumbria National Probation Service	✓	✓	✓	✓
Vivian Stafford	Head of Partnerships and Commissioning, Office of the Police & Crime Commissioner for Cumbria	X	✓	X	✓
Dan Barton	Cumbria County Council, Assistant Director, Education and Skills	X	X	✓	X
Rachel Bates	HMTCS, Justices Clerk	✓	X	✓	✓
Jean Hamilton	CAMHS Manager, North and West	✓	✓	✓	✓
Jennie Wynn / Maria Fresneda	CAMHS Manager, South	X	X	X	✓
Linda Bush	Youth Justice Board Rep	X	✓	X	X
Ruth Threfall	South - Morecambe Bay CCG	X	X	✓	✓

Cumbria Youth Offending and Prevention Service Structure as at May 2022



Staffing breakdown

Gender		Ethnicity		Disability	
Male	Female	White/British	Mixed	Yes	No
9	30	38	1	2	37

Volunteer breakdown

Gender		Ethnicity		Disability	
Male	Female	White/British		Yes	No
2	13	15		2	13

Appendix 4

Funding Source:	2021/2022 (£000)	2022/2023 (£000)	Variance (£000)
Youth Justice Board Grant	827	908	81
Cumbria County Council	632	632	0
National Probation Service (NPS) cash contribution	5	5	0
Office of Police & Crime Commissioner	16	0	(16)
NHS Funding	15	0	(15)
YOS Budget	1495	1545	50
North Cumbria Integrated Care NHS Foundation Trust	59	59	0
Cumbria Constabulary	157	157	0
National Probation Service	45	45	0
Total Contributions to the YOS	1756	1806	50

Common youth justice terms, please add any locally used terminology

ACE	Adverse childhood experience. Events in the child's life that can have negative, long lasting impact on the child's health, and life choices
AIM 2 and 3	Assessment, intervention and moving on, an assessment tool and framework for children who have instigated harmful sexual behaviour
ASB	Antisocial behaviour
AssetPlus	Assessment tool to be used for children who have been involved in offending behaviour
CAMHS	Child and adolescent mental health services
CCE	Child Criminal exploitation, where a child is forced, through threats of violence, or manipulated to take part in criminal activity
Children	We define a child as anyone who has not yet reached their 18th birthday. This is in line with the United Nations Convention on the Rights of the Child and civil legislation in England and Wales. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Child First	A system wide approach to working with children in the youth justice system. There are four tenants to this approach,

	it should be: developmentally informed, strength based, promote participation, and encourage diversion
Child looked-after	Child looked-after, where a child is looked after by the local authority
CME	Child Missing Education
Constructive resettlement	The principle of encouraging and supporting a child's positive identity development from pro-offending to pro-social
Contextual safeguarding	An approach to safeguarding children which considers the wider community and peer influences on a child's safety
Community resolution	Community resolution, an informal disposal, administered by the police, for low level offending where there has been an admission of guilt
EHCP	Education and health care plan, a plan outlining the education, health and social care needs of a child with additional needs
ETE	Education, training or employment
EHE	Electively home educated, children who are formally recorded as being educated at home and do not attend school
EOTAS	Education other than at school, children who receive their education away from a mainstream school setting
FTE	First Time Entrant. A child who receives a statutory criminal justice outcome for the first time (youth caution, youth conditional caution, or court disposal
HMIP	Her Majesty Inspectorate of Probation. An independent arms-length body who

	inspect Youth Justice services and probation services
HSB	Harmful sexual behaviour, developmentally inappropriate sexual behaviour by children, which is harmful to another child or adult, or themselves
JAC	Junior Attendance Centre
MAPPA	Multi agency public protection arrangements
MFH	Missing from Home
NRM	National Referral Mechanism. The national framework for identifying and referring potential victims of modern slavery in order to gain help to support and protect them
OOCD	Out-of-court disposal. All recorded disposals where a crime is recorded, an outcome delivered but the matter is not sent to court
Outcome 22/21	An informal disposal, available where the child does not admit the offence, but they undertake intervention to build strengths to minimise the possibility of further offending
Over-represented children	Appearing in higher numbers than the local or national average
RHI	Return home Interviews. These are interviews completed after a child has been reported missing
SLCN	Speech, Language and communication needs
STC	Secure training centre
SCH	Secure children's home
Young adult	We define a young adult as someone who is 18 or over. For example, when a

	young adult is transferring to the adult probation service.
YJS	Youth justice service. This is now the preferred title for services working with children in the youth justice system. This reflects the move to a Child First approach
YOI	Young offender institution