SETTING THE SCENE

Manager: Deborah Royston, Cumbria YOS County Manager

Amrik Panaser, Cumbria YOS County Manager (interim)

The Principle aims of the Youth Offending Service are to:

- Prevent Offending and reoffending by young people.
- Deal appropriately with those who offend including encouraging them to make amends for their crimes
- Support Victims of Crime

Our Vision
To reduce youth crime, its impact on the community and in doing so contributes to developing the potential of young people in Cumbria.

We will achieve our vision by:

- Working in partnership with statutory and third sector organisations
- Adopting a restorative approach wherever possible and helping young people to understand the consequences of their behaviour
- Ensuring that we have a competent and committed workforce
- Placing the reduction of youth crime and prevention at the heart of all resource decisions made
- Providing a quality service which is fit for purpose and provides value for money
- Engaging with and listening to the voice of children, young people, their families, and victims in shaping our services
- Joining up work with Children’s Services in particular, to exploit the collaborative advantage of partnership working
- Whole service restorative justice approach
- Establish a Peer review through using the Youth Justice Board Framework

The Aspiration for Children and Young people

The Council’s aspiration for children and young people in Cumbria is:

“We want Cumbria to be a great place to be a child and grow up in; a place of opportunity where young people are able to live happy and productive lives; a place where young people will want to live and work in the future”

The priorities

The key priorities of the County Council are:

- Challenging poverty in all its forms
- Ensuring that the most vulnerable people in our communities receive the support they need
- Improving the chances in life of the most disadvantaged in Cumbria
The Priorities for the Cumbria Children’s Trust Board (CTB) are

- No avoidable child deaths
- No children living in poverty
- All children be ready for school at 5
- Young people ready to be proactive, productive citizens
- Children and young people value and respect themselves and each other

At the heart of its priorities the CTB aims to improve children’s life chances, encourage responsibility, provide support for the most vulnerable and promote joint delivery across agencies.

The strategic priorities detailed in the delivery plan for the county’s Safer Cumbria Direction Group are:

- … focussing on innovative ways to prevent offending and support initiatives designed to reduce reoffending.
- … make best use of nationally recognised tools to produce more efficient systems and processes, designed to strip out wasteful practices in all of our organisations and provide a better service to the public.
- …continue to give careful consideration to Victims needs in designing and agreeing new systems and processes to support these outcomes”.

The CYOS Priorities in 2012/2013

Cumbria Youth Offending Service (CYOS) 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 the county in partnership with core agencies (Police, Probation and Health).

Therefore in setting the YOS priorities for 2012-2013 we have decided to retain the key focus from 2011-12, as the priorities remain highly relevant for the work of the YOS and its partners.

Alongside the overarching priority to prevent Youth Crime (through reduction of the onset of offending as well as re-offending) the priorities for 2012-13 will be:

- **Supporting vulnerable groups of young people to achieve their full potential**, through increasing the engagement by young people who offend in suitable education, employment, and training (EET); reducing the use of custody; and, reducing the misuse of substances (especially alcohol) through supporting young people to make healthy choices in their lifestyles
- **Work with Families and Carers to support young people to make better life choices**, through increasing the support offered to parents and carers of those young people subject to YOS supervision
- **Increase Public Confidence in CJS**, through increasing the use of Restorative Interventions, and, increasing the number of positive Victim satisfaction questionnaires received

The Demographic Context

The Youth Offending Service works primarily with children and young people age 10-17 yrs although some of our prevention programmes will take referrals from those aged 8 years upwards, and some Court orders require us to supervise young people after they have reached their 18th birthday. In Cumbria there are approximately just under 50,000 10-17 year olds living in the county. During 2011-12, just over 850 were involved in criminal activity; this represents approximately 1.7% of the youth population.
Performance

The performance for the data below has been against the backdrop of very significant local and national issues and great uncertainty.

Context Local

1. A 22% reduction in finances for 2011-2012 from the previous Year
2. First restructure within the Cumbria Youth Offending Service since its inception 12 years ago.
3. Single Status implementation within the Cumbria County council

Context National

There was some debate about the role of the Youth Justice Board and whether it would be abolished or not; until December 2011, this was not clear. Now that the outcome has become clear the Youth Justice Board will continue to provide national support and overall performance monitoring against the three National indicators

The previous six youth justice national indicators (NI) came to an end in March 2011. The Government’s response to the Green Paper ‘Breaking the Cycle’ signals a move towards a risk-based monitoring program, centered on three key outcomes: Therefore, the performance for 2011/2012 against which the Youth Offending Service was measured is the following.

- Reducing the number of first time entrants (FTE) to the youth justice system: These are classified as young people living in England and Wales who receive their first reprimand, final warning or conviction based on data gathered by the Police.
- Reducing reoffending: Again this measure is derived from the Police and determines the frequency of offending for young people
- Reducing custody numbers: this explains the rate of custodial disposals per 1000

These indicators are applied to all Youth Offending Teams within the country and are nationally determined.

The Data

The reoffending data that has been collected to date shows positive performance against the targets that we have been nationally derived.

- Cumbria remains one of the lowest areas in the country for sentencing young people to a custodial sentence when they have committed crimes so serious that they have been sentenced to custody (the rolling rate for this is 0.38 per 1000 young people as distinct from 0.58 for the previous year comparison).
- There are less young people entering the criminal justice for the first time (979 as distinct 1298 for the same period last year).
- The reoffending rate for the county again remains low at against Youth Justice Board Performance Framework

Partnership working

The YOS works closely with a range of other agencies, seeing this as a key method of ensuring that our priorities and objectives are closely aligned with those of the key strategic partnerships in the county as well as ensuring the most effective use of resources.
As a statutory ‘relevant’ partner within the Children’s Trust partnership, the Trust’s Partnership Board is fully aware of its role in preventing youth crime and reoffending. The YOS has a key role to play in making the link between criminal justice and social welfare systems.

In the new Safer Cumbria Direction Group (an amalgamation of the Criminal Justice Board, the Stronger Thematic Partnership in Cumbria and Domestic Violence Board) the YOS remains a key and valued partner that works closely with other CJS 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.

The CYOS Management Board

Governance and leadership
The leadership, composition and role of the management board are critical to the effective delivery of local youth justice services. The YOS Management Board is made up of senior management representatives form both statutory and other key partners. Board Members are:

- Assistant Director, Children’s Services, Children & Families (Chair)
- Assistant Director, Children’s Services, Strategy & Commissioning
- Assistant Chief Police Officer
- Chief Executive of Inspira (formerly Connexions Cumbria)
- Service Manager; Children and Young Peoples Service, Cumbria Partnership NHS Foundation Trust
- Head of Local Delivery Unit – Cumbria Probation Trust
- Deputy Justices Clerk – HMCS

The YOS Management Board meets quarterly and receives reports form the YOS to facilitate scrutiny and discussion around key service delivery and performance areas. The Board is directly responsible for:

- delivering the principal aim of reducing offending and reoffending
- strategic performance oversight
- ensuring the effective delivery of justice services for children and young people.
- accountability and representation of youth justice issues within the local authority
- ensuring that children and young people involved in the youth justice system have access to universal and specialist services delivered by partners and other key agencies for
- ensuring local authorities discharge their duties under the Children Act 1989, in particular those in Schedule 2, paragraph 7, to:
  - discourage children and young people within their area from committing offences
  - take reasonable steps designed to reduce the need to bring criminal proceedings against children and young people in their area
  - avoid the need for children within their area to be placed in secure accommodation.
- Partnership arrangements to ensure effective work across services to improve outcomes for young people

Geographical locations
We have four locations; three of these are operational teams (that are co-terminus with the Children’s services district delivery teams), and one accommodates staff who have a county-wide remit. The Operational teams are based in Carlisle (which covers Carlisle & Eden), Maryport (which covers Copeland and Allerdale), and Barrow in Furness (which covers Barrow and South Lakeland). The Operational Teams are made up of a number of directly employed staff and seconded staff.
Each Operational team has seconded staff in them in line with the Crime and Disorder Act requirements and national guidance. These are

- Probation Officer
- Social Worker(s)
- Education Representative
- Health (CAMHS) practitioner
- Police Officer

Alongside this there is a range of other specialist staff employed directly to the YOS and we commission a range of services from third sector partners.

**The Budget 2012/2013**

The overall budget for the CYOS in 2012-13 will be made up of a direct grant from the national Youth Justice Board/ Ministry of Justice and a pooled budget from our statutory partners. This pooled budget is via cash, in-kind and staffing contributions.

The Youth Justice Board have confirmed the 2012/13 grant for Cumbria YOS will be £1.072m. This represents a 5% reduction in grant funding from 2011/12.

Partnership contributions from, Cumbria County Council (Children’ Services); Cumbria Constabulary; Cumbria Probation Trust; Cumbria PCT are also to be finalised; however staffing contributions will remain at their present level for the next financial year.

The CYOS has made efficiency savings in 2011-12 through undertaking a restructure, improved financial management and budget control which enabled the service to identify areas for savings. Similarly we have continued to review the range of services this year and ensured that we continue to deliver effective services against a budget that has been significantly reduced as a result of the national and local economic climate.

The effective and efficient use of resources is also dependent on effective commissioning arrangements. Effective commissioning means ensuring the right services and the right people are in the right place at the right time for children and young people. The CYOS directly commissions a number of services from the 3rd sector (for example to deliver Integrated resettlement, Intensive Supervision and Prevention).

**Impact**

The likely impact on services to children and young people will centre on non statutory services. Whilst statutory court orders will continue to be supervised and managed, the levels of general support and effectiveness of wider interventions with young people on those orders will be affected. Services provided in terms of prevention, engagement in education, training and employment, and, substance misuse is likely to be reduced further as these are not statutory requirements. These are all, however vital elements to enhancing services to “wrap around” statutory work.

The YOS is committed to working with partners both in the statutory and voluntary sector to ensure all opportunities for more effective and efficient partnership service delivery models are reviewed and implemented where possible.
# Future Delivery

<table>
<thead>
<tr>
<th>2012/13</th>
<th>Performance and any issues</th>
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<tbody>
<tr>
<td><strong>Key Objectives</strong></td>
<td><strong>Reduce Youth Crime:</strong></td>
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<td>❖ Both First Time Entrants and Re-offending have reduced (at least) in line with set targets in 2010/2011. However, whilst crime levels have fallen across the majority of the county, there have also been a number of serious crimes committed by young people with little previous history of offending. We need to review these cases and respond to any lessons that can be learnt from them, alongside the work of the Cumbria Local Safeguarding Children’s Board.</td>
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<td>❖ Improve the QA and development processes in relation to Assessment and Planning skills. Imbedding the new YOS restructure should enable this to be supported and provide consistency.</td>
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<td><strong>Support Vulnerable groups of young people to achieve their potential:</strong></td>
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<td>❖ Work with partners to increase sustainable EET opportunities for clients</td>
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<td>❖ Continue to develop “lead professional” and multi agency support for more those with more complex needs</td>
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<td>❖ Support and Develop young people’s emotional resilience.</td>
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<td>❖ Whilst new initiatives have seen individual examples of very positive outcomes for children and young people in respect of EET, young people working within the YOS system do still have a high proportion of NEET in the county.</td>
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<td>❖ Work to develop integrated working in relation to CAF and Lead professional roles has continued. Again the YOS restructure should ensure that this work is continued.</td>
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<td>❖ We have worked closely with Health colleagues to review and develop the role of the CAMHS practitioner in the teams, although further developments are still required to ensure this is integrated effectively into the wider health services. This will ensure that every young person is screened for health issues and that interventions are identified and targeted at an early stage.</td>
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<td><strong>Work with Families and Carers to support young people to make better life choices:</strong></td>
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<td>✤ Developing staff skills and confidence in working with families</td>
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<td>✤ Work closely with other providers to jointly deliver interventions</td>
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<td><strong>Increase Public Confidence in the CJS:</strong></td>
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<tr>
<td>✤ Continue to Develop Restorative Interventions</td>
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<td>✤ Maintain high levels of victim satisfaction</td>
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<td>✤ Provide training for volunteers</td>
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<td><strong>We have continued to work closely with partners to address the support needs of families and have had some staff develop specifically working in this area to develop their skills further.</strong></td>
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<td><strong>The use of Restorative Interventions has been increased both pre Court and post sentence. The YOS has initiated a clear strategy within the service to ensure a partnership approach to restorative practices.</strong></td>
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<td><strong>We continue to have very positive feedback from victims in respect of the work we undertake. We need to increase the feedback we receive (approximately 1% of current workload)</strong></td>
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<td><strong>We have provided a set of in house training for all volunteers within the service.</strong></td>
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Conclusion

Against a backdrop of financial austerity, the first restructure since the service’s inception and national debate regarding the role of the Youth Offending Services; the Cumbria Youth Offending Service has shown itself to be an effective partnership which has contributed to a significant reduction in the number of children and young people coming into the youth justice system; whilst providing value for money.

The most likely risks to future delivery arise from the financial situation and the renewal of grant streams. The Service will be expected to be responsible for efficiency savings in line with all public sector organisations. Priority will be given to ensuring that risk of harm to others is reduced and that the safeguarding of vulnerable children and young people is maintained.

The Cumbria Youth Offending Service prevention activities are dependent on fixed term central and local government grants. The prevention schemes have been successful in reducing the number of young people who come into the youth justice system. The advent of the Police Crime Commissioner will mean that some of the funds from the Home office grant will be realigned with their role and reduced from the Cumbria Youth Offending Service overall budget.

Our victim feedback whilst small, continues to highlight the positive approach that we have to restorative justice and the service: comments from clients have included

“… an excellent Scheme that on this evidence is being run well”
“… I have been in bother myself I learned my lesson x did a good job”

The Cumbria Youth Offending Service has a strong record of managing young people who have offended, significantly reducing their risk of reoffending and helping to improve safeguarding outcomes. It has made a strong contribution to improving the life chances of children and young people and to promoting safer communities who have confidence in the Youth Justice System. Delivering high quality services in the context of further resources constraints will be a principal feature of next year.

A Peer Review in 2012 /2013 via the Youth Justice Board framework will ensure that the Cumbria Youth Offending Service is fit for purpose and continues to deliver a high quality service for Children and Young People in Cumbria
In line with the County Council’s Aspiration for its Children & Young People:

WE WANT CUMBRIA TO BE A GREAT PLACE TO BE A CHILD AND GROW UP IN; A PLACE OF OPPORTUNITY WHERE YOUNG PEOPLE ARE ABLE TO LIVE HAPPY AND PRODUCTIVE LIVES; A PLACE WHERE YOUNG PEOPLE WILL WANT TO LIVE AND WORK IN THE FUTURE

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<td>CHILDRENS SERVICES DIRECTORATE PRIORITIES</td>
<td>TARGETING RESOURCES TO SUPPORT THE MOST VULNERABLE, AND KEEPING CHILDREN AND YOUNG PEOPLE SAFE</td>
<td>MAXIMISING OPPORTUNITIES AND RAISING ASPIRATIONS</td>
<td>STRENGTHENING SERVICES AND IMPROVING PARTNERSHIPS</td>
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<td>YOUTH OFFENDING SERVICE PRIORITY WORK AREAS FOR 2012/13</td>
<td>Work with Families and Carers to support young people to make better life choices</td>
<td>Supporting vulnerable groups of young people to achieve their full potential</td>
<td>Increase Public Confidence in CJS</td>
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<td>Key Actions</td>
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<td>❖ Work with wider Children’s Services to ensure effective links are developed within their new structures e.g. new delivery methods such as Triage and Early Intervention services  ❖ Develop services to support the most hard to reach families where young people are at risk of custody or care</td>
<td>❖ Develop further work to increase take up / engagement in EET  ❖ Review and refresh Assessment and Planning in the Service in line with the national review by MoJ/YJB  ❖ Further integration of Restorative interventions across the range of services  ❖ Work closely with partners to continue to develop Integrated Offender management, with particular reference to the transition needs of 17-18 year old persistent offenders</td>
<td>❖ Improved analysis of crime types/patterns to ensure resources are effectively targeted  ❖ Work with partners to develop Neighbourhood Justice Panels</td>
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