

# Cumbria Youth Justice Plan 2019-2020



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## Executive Summary:

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 Offending Service Strategic Plan needs to be informed by the priorities and cross cutting themes of a range of organisations and partnerships, and in particular:

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

Local authorities continue to have a statutory duty to submit an annual youth justice plan relating to their provision of youth justice services. Section 40 of the Crime and Disorder Act 1998 sets out the youth offending partnership's responsibilities in producing this plan.

This plan will set out:

- how the Youth Offending service will be composed and funded, how it will operate, and what functions it will carry out.

In line with the County Councils priorities, the golden thread running through this plan is early intervention and working together. 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.

The plan aims to set out how ensure we identify early, children and young people who need intervention to prevent escalation into statutory services.

## Section 1: Introduction

Cumbria Youth Offending Service has had a successful year, delivering positive performance against our key indicators and ensuring effective delivery of youth justice services for children and young people in Cumbria.

Over the last year there have been further structural changes to the service. The interventions teams, who deliver tailor made packages of activity for young people at prevention and statutory stages have now moved back into Cumbria Youth Offending Service. This now means that all services, including prevention and restorative justice sit within Cumbria Youth Offending Service. This is a much welcomed and positive move as it allows Cumbria Youth Offending Service to further develop these strands of work and increases the scope of delivery as discussed in Section 3: *Resources and value for money*

There has also been a change to the organisational delivery of the service. Prior to March 2019 there were three teams located in Barrow, Workington and Carlisle with three Team Practice managers overseeing these teams. Changes needed to be made in order to respond to a changing picture in youth justice, namely the increase in preventative and out of court work, the fall in numbers of children and young people subject to statutory orders and a continued demand in the south of the county. There are now two teams to cover the county although still based in the three locations, with two Team Practice managers. In order to ensure management cover and support for staff, the role of senior practitioner introduced temporarily in the south of the county, has been replicated for the north and west team and made a permanent addition. This can be seen on the structure chart, at Appendix b.

As is noted in Section 2: *Structure and governance*, there have been changes across the Early Help and Partnerships area of the directorate following a service review. The Youth Offending Service Manager has now become the Youth Offending and Prevention services manager and has the additional areas of Focus Families and Prevention services for Youth Homelessness and health and well-being.

## Key achievements:

In terms of developments and key achievements 2018-2019 has been a busy year. In addition to continued positive performance in relation to First Time Entrants, Reoffending Rates and custodial sentences, the following achievements are worthy of highlighting:

- All staff have received training in Trauma informed practice following a successful bid to NHS England under the 5 year Transforming children and young people's mental health programme. Cumbria YOS is now ready to roll out the Enhanced Case Management approach in partnership with Northumberland Tyne and Wear NHS Foundation Trust.
- Implementation of the Speech, Language and Communication screening tool for all children and young people working with Cumbria Youth Offending Service – from those receiving Out of Court Disposals to those subject to statutory intervention – this was recognised as good practice in the recent OFSTED Inspection of Cumbria County Council's SEND services.
- An increased level of parenting support and holistic work within families following the recruitment of the Parenting Support and Family Group conferencing workers.
- The continued development of the ONE Award, providing a variety of tailor made accredited programmes for those young people subject to Junior Attendance Centre or Unpaid work requirements.
- Refresh and relaunch of the Youth Crime Prevention strategy which widens the Prevention offer, ensuring a more robust, consistent approach for those subject to out of court disposals.
- The continued development of innovative diversion and reparation activities including three allotment sites throughout the county.
- Launch of Cumbria YOS Participation strategy – with the use of personalised questionnaires via survey monkey to ensure children, young people and victims have an opportunity to contribute to shaping service delivery.
- Refreshed Restorative Practices policy to ensure that Restorative Justice runs through the heart of all work within Cumbria Youth Offending service.
- Introduction of collaborative auditing within the service – with the formulation of peer auditing teams led by Senior Practitioners county wide, to enable reflection and service improvement around case management and practice.
- Development of positive partnership working with Forensic CAMHS services, resulting in increased access to assessment and support services for children and young people.

There have been many achievements over the last 12 months and positive performance in our key areas. Despite the challenges that the public sector faces Cumbria Youth Offending Service continues to be well supported by partners and better aligned than ever before

to work to deliver improved outcomes for children and young people. However there are still priority areas that need attention in the next 12 months. Although there has been a huge change in the demand for Youth justice services, with national reductions in the number of First Time Entrants into the system and numbers of young people receiving custodial sentences, we are seeing children and young people presenting with more complex mental health needs, speech and language difficulties and associated vulnerabilities, including a rise in self harm, Child sexual exploitation and risks from violence and county lines criminality.

Although there has been a positive shift in reoffending rates we are still seeing a cohort made up of harder to reach young people – *The ones in the middle* ; a complex cohort of young people with entrenched criminal behaviours, repeatedly re-entering the system.

## Section 2: Structure and Governance:

Structure of the service:

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.

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).

The operational teams are made up of a number 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, Youth Crime Prevention Officers and Interventions teams with sessional workers.

Currently Cumbria Youth Offending Service has the following staff: The staff group is made up of a total of:

- ✚ 43 staff members
- ✚ A "headcount" as at 1<sup>st</sup> June 2019 of 40 staff members (1 vacant Social Worker posts plus 2 vacant sessional support worker posts)
- ✚ 10 (25%) are male and 30 female (75%)
- ✚ 38 are white and 2 are black British

The Organisational Chart for the YOS is attached at Appendix B

In addition to the core Youth Offending Service staff, health support is provided by Cumbria Partnership NHS Foundation Trust, 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 who are Looked After, and those families who are in Cumbria as part of the Syrian Refugee Resettlement Programme (SRRP).

Cumbria Youth Offending Service currently has a volunteer workforce in each local area. Numbers as of 1<sup>st</sup> June 2019 are as follows:

- ✚ 26 operational volunteers county wide, trained in Panel matters and Restorative Justice
- ✚ 20 Female volunteers and 6 Male
- ✚ 26 White British volunteers

## 2.1 YOS Management Board

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 senior management representatives from both statutory and other key partners. For the last 4 years the role of Chair has been undertaken by the Assistant Chief Constable of Cumbria Constabulary. This is an arrangement that has worked extremely well to date and has only served to strengthen the close working relationship between the Youth Offending Service and Cumbria Police.

The current chair of the Board is Assistant Chief Constable Andy Slattery, who has undertaken the role since April 2018.

Current board members are:

- ❖ Cumbria Constabulary Assistant Chief Constable, Andy Slattery
- ❖ Cumbria County Council, Assistant Director, Children and Families Service, Lynn Berryman
- ❖ Cumbria County Council, Assistant Director, Education and Skills, Dan Barton
- ❖ Cumbria Partnership NHS Foundation Trust, Associate Director of Operations, Children and Families, Lyn Moore
- ❖ Head of Cumbria National Probation Service, Sarah Ward
- ❖ HMTCS, Justices Clerk, Rachel Bates
- ❖ Office of the Police & Crime Commissioner, Head of Partnerships and commissioning, Vivian Stafford
- ❖ CRC Service Manager Elaine Seed

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.

### Section 3: Resources and value for money:

The Youth Offending Service funding is made up of the Youth Justice Board Grant and funding directly from Cumbria County Council. The Youth Justice Board will issue one grant for 2019 - 2020, which includes money to provide a Junior Attendance Centre. Additionally the service receives contributions from statutory partners through a combination of cash in kind and staffing.

The total Youth Justice Grant for 2019/20 has been confirmed at £0.738m. This is a slight reduction from the funding that was received last year (0.745m).

The Youth Justice grant is utilised to ensure delivery of all requirements as detailed in the Youth Justice Board Conditions of Grant: ensuring effective delivery of Youth Justice Services as required under the Crime and Disorder Act 1998.

Cumbria County Council Children's Services contribution to the Youth Offending Service in 2019/20 is £0.513m, which has remained the same as the funding for 2018/2019.

The Police and Crime Commissioner have committed to funding Cumbria Youth Offending Service across a three year period from 2017- 2020. The grant received for 2017/18 and 2018/2019 was £0.065m, which has stayed the same for 2019/20. This grant has been used to fund two additional posts county wide, one based across the North and West and one based in the south. Cumbria Youth Offending Service have developed the support and interventions offered to parents and carers, as part of statutory Parenting Orders, Education Supervision Orders and through voluntary support. The new posts, Parenting Support and Family Group conference coordinators, work across Early Help, Education and Skills and the Youth Offending Service offering specialist interventions for parents and carers where this has been identified as needed by appropriate assessment, in addition to coordinating family group conferences.

Cumbria Constabulary, the National Probation Service (Cumbria) and Cumbria Partnership 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. The offer from Cumbria Partnership NHS Foundation Trust has changed. Historically, Child and Adolescent Mental Health nurses were seconded to the Youth Offending Service; however in August 2017 these nurses were withdrawn and were replaced by practitioners from the newly commissioned 0-19 Strengthening Families team. These posts are 0.6 in each of the three areas of the county resulting in a reduced staffing contribution. Cumbria Partnership NHS Foundation Trust has allocated additional resources and therefore additional capacity to the Child and Adolescent Mental Health service, (CAMHS) following this change, to allow a fast track referral route into the service for those young people open to Cumbria Youth Offending Service.

In terms of Remand allocation, this has decreased slightly from 2018 – 2019 when the allocated amount was £0.052m. The allocation for 2019-2020 is set at £0.050m. Due to the low number of remand bed nights for 2018-2019, this budget was not exceeded, which is reflected in the lower amount allocated for this year.

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

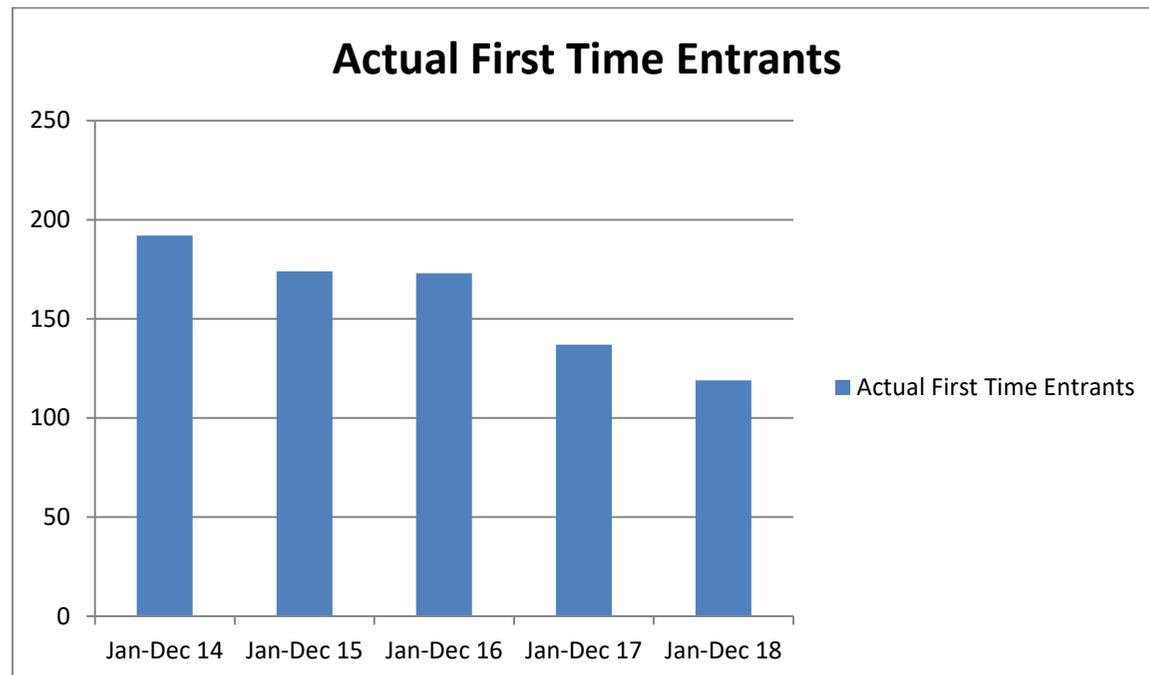
In terms of providing an effective and value led Youth Justice Service, Cumbria is in a positive position without having to enter any service review this financial year.

## Section 4: Performance Outcomes

The Youth Offending Service works primarily with children and young people age 10-17 years 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 18<sup>th</sup> birthday.

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 January 2018 - December 2018, when there were 119 First Time Entrants, compared to 137 in the same period for 2017.*



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 Police and more effective prevention programmes have diverted young people at an earlier stage. A recent evaluation of the Triage scheme has highlighted low reoffending rates and high levels of engagement.

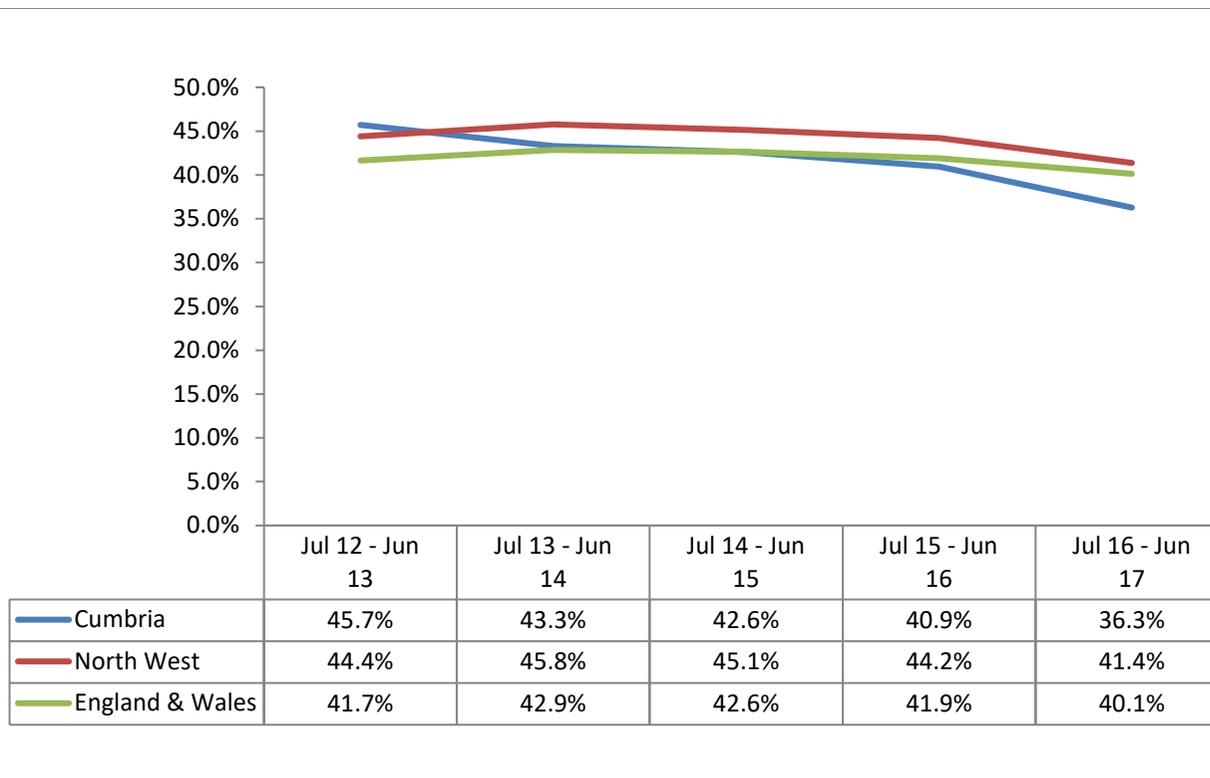
Additionally Cumbria Youth Offending Service have become more involved in out of court decision making through regular weekly meetings with the Community Safety unit in all three areas of the county, to share information and make joint decisions on out of court disposals. This has proved invaluable to 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. The 12 month reoffending rate for the July 2016 – June 2017 cohort is presented; this is the latest available data. The cohort consists of all young people who received a pre-court or court disposal or were released from custody in that date range.*

As shown in the chart below, Cumbria is actually now showing a year on year reduction in reoffending and demonstrating a lower reoffending rate than the North West region and England average. Although historically the rate for Cumbria has remained fairly static and difficult to reduce we are now starting to see a fall in this rate.

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 now being rolled out across the county which should further improve outcomes in this area. 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.



Cumbria Youth Offending Service has started to track reoffending rates amongst the cohort of children and young people receiving intervention through our Triage scheme. This will assist us in gaining a more accurate picture of the effectiveness of this programme and should therefore impact on First Time Entrant rates as well as reoffending rates in the future. The evaluation of Out of Court disposal work was identified in thematic Inspection, as an area that Youth Offending Teams needed to develop.

The table below shows the reoffending rates for those children and young people who have been subject to a Triage intervention between the 1<sup>st</sup> January 2018 and 30<sup>th</sup> June 2018. This cohort of children and young people have been tracked in order to provide the most up to date reoffending data.

The data shows an overall reoffending rate for this cohort of 17%. Children and young people subject to Triage will now be tracked every 6 months so that the most up to date reoffending data for this out of court disposal can be monitored. 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.

	Number of children subject to Triage disposal	% Reoffended following intervention
West	39	13% (5)
North	34	18% (6)
South	23	22% (5)
<b>Total</b>	<b>96</b>	<b>17% (16)</b>

## 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.*

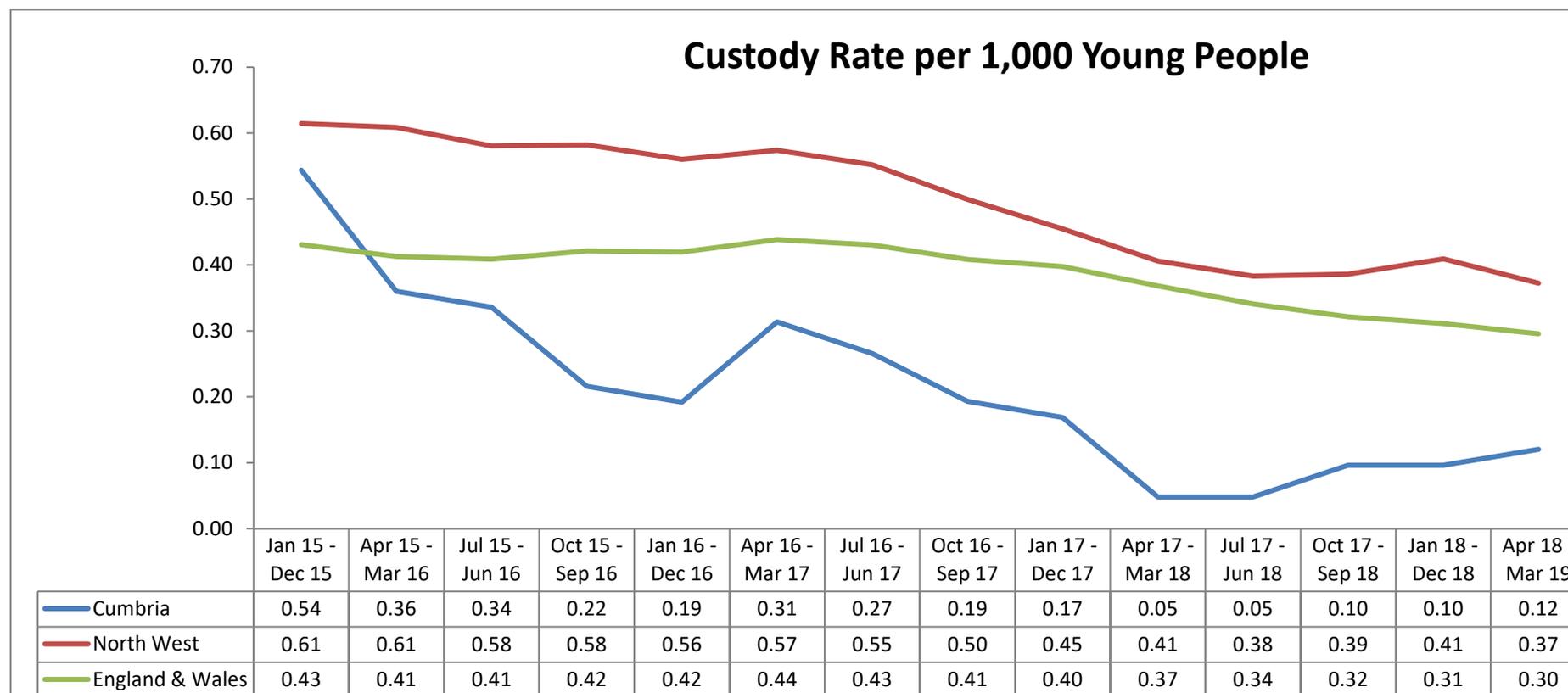


2017-2018 saw one of the lowest ever custody rates for Cumbria with only two custodial sentences imposed. As can be seen above 2018-2019 has seen 6 custodial sentences imposed, on 5 Cumbrian children. These sentences ranged from 12-18 months and for serious offences including some sexual and violent offences. Although this is a slight increase on last year, overall custody figures remain lower than they have been. There are many contributory factors for this reduction. One of these has to be the overall changing cohort of children and young people

– we have made reductions in first time entrants and custody rates but are left with this complex group of young people, whose offending does not meet the threshold or warrant a custodial sentence.

Compliance and engagement has 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. When young people complete unpaid work and junior attendance centre requirements, they work through various modules with the aim of achieving a One Award – we have seen 47 young people achieve this in 2018-2019.

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.



## Section 5: Partnership Arrangements

The YOS has 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:

- ✚ The work of the YOS is represented at the Children’s Trust Board, through key partner and line management representation
- ✚ In the Safer Cumbria Delivery Board, the 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. The Safer Cumbria board is chaired by the Police and Crime Commissioner for Cumbria.
- ✚ The YOS is also a core member of the MAPP (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.
- ✚ As a member of the Local Safeguarding Children’s Board, the YOS is fully engaged in ensuring the safety of children and young people in Cumbria and has been heavily involved in learning and development around Multi Agency Safeguarding training and Learning from Serious Case Reviews. The YOS is represented on the LSCB’s working and strategic groups in respect of Missing, Exploited and Trafficked children.
- ✚ 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.
- ✚ The YOS works in partnership with the Focus Families initiative in Cumbria. Focus Families workers are fully involved in the Prevention strategy and are also well established within the Early Help panels. The Youth Offending Service Manager currently chairs one of the Early Help panels to ensure a reach across into this service and also has management oversight of the Focus Families programme.
- ✚ Cumbria Youth Offending Service is a member of the Liaison and Diversion Board, overseeing the work of the Criminal Justice Liaison and Diversion teams across the county.

## Section 6: What do we want to achieve? Priority work areas for 2019-2020

	Objective 1: An effective Prevention strategy	Objective 2: Reducing reoffending	Objective 3: Improving outcomes for Children, young people and their families
The vision	<i>This strategy will enable Cumbria Youth Offending Service to strengthen the Early help offer and reach children and young people before they enter the formal criminal justice system.</i>	<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>	<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	<b>Acting early to achieve better outcomes People will be able to access advice and support to help keep themselves safe</b>	<b>Children, young people and the most vulnerable will be protected from harm</b>	<b>Everybody will be supported to achieve their aspirations</b>
How will we achieve this?	<ul style="list-style-type: none"> <li>• Integration of preventative services across areas – i.e.: greater co working with Health and Wellbeing services, including joint intervention</li> <li>• Focus on community safety – more joined up approach with Community focus hubs</li> <li>• Evaluation of prevention work with the University of Central Lancashire to ensure outcomes are being achieved</li> <li>• Intervention offer for children missing from home</li> </ul>	<ul style="list-style-type: none"> <li>• Launch of the Enhanced Case Management approach in July 2019 to target those most complex children and young people</li> <li>• Focus on intergenerational work and whole family approaches through parenting support</li> <li>• Project work around serious violent crime – group and targeted work aimed at those committing violent offences</li> </ul>	<ul style="list-style-type: none"> <li>• Roll out of Family Group Conferencing across the Youth Offending Service</li> <li>• Evaluation of the Parenting Support worker roles to look at outcomes and impact</li> <li>• Expansion of volunteer workforce, to ensure more targeted support can be offered across preventative and statutory intervention</li> </ul>

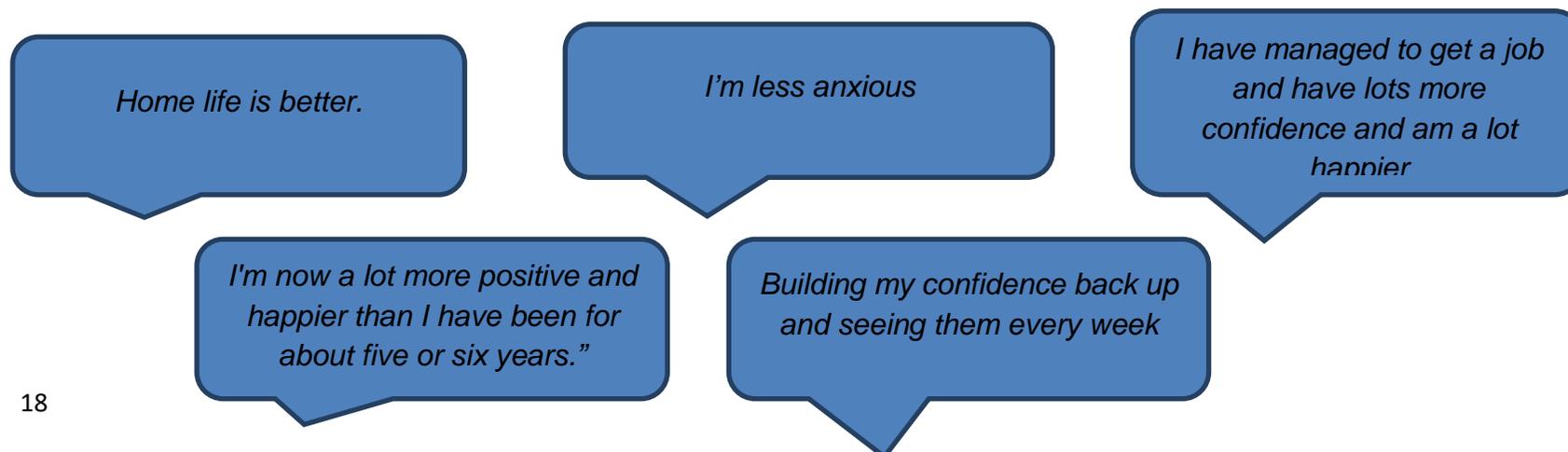
	<ul style="list-style-type: none"> <li>• Develop preventative programmes for community resolution targeted on specific areas – i.e.: Hate crime</li> </ul>	<ul style="list-style-type: none"> <li>• Continued development around data collection to ensure resources are targeted in the right areas</li> <li>• Involvement in strategic work on County lines and criminally and sexually exploited children.</li> </ul>	<ul style="list-style-type: none"> <li>• Drive on performance around ETE to ensure children and young people have aspiration and attainment to match</li> </ul>
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## Survey Monkey feedback: Voice of service users

In October 2018 Cumbria Youth Offending Service launched a Survey Monkey questionnaire to capture the voices and views of children and young people at the end of their involvement with the service.

Feedback:

- 90% 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 things had changed for the better since they started working with Cumbria Youth Offending Service



## Section 7: Risks to Service delivery

As already noted in the plan, there is a changing landscape within youth justice. Nationally we have seen:

- Success of Youth Offending teams
- Reduction in overall number of young people in the criminal justice system
- Reduction in custody rates nationwide
- Enhanced multi agency working between partners
- Greater emphasis on prevention and Early help
- Increase in skilled and professional workforce

This is certainly the case for Cumbria, with our reduced cohort size and low custody rates, however, with these successes come new challenges. As noted in the 2016 SQS Inspection report, many of the children and young people working with Cumbria YOS have significant and complex needs which impacts on our reoffending rate:

***“Despite much good quality work, the YOS faced challenges in trying to reduce reoffending. Many of the children and young people had significant welfare needs that the YOS was too often addressing in isolation from other agencies. These complex needs were coupled with entrenched family attitudes to offending in many cases.”***

Given the complexities of some of the young people we are working with, Cumbria YOS needs to ensure that we continue to supervise young people with skilled and motivated teams, who are equipped to manage risk and vulnerability, to carry out the statutory aims of the service whilst ensuring the voice of the child is heard, valued and used to inform future practice.

Identified risks going forward include:

- 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. Geographically within the county we are seeing

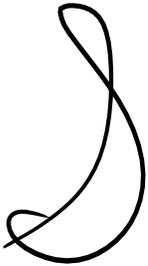
disproportionate numbers of young people in the system, in the south of the county in comparison to the north and west and it is crucial that we have the right information from data collection to inform future service development and delivery.

***In 2018-2019, there was a change to the operational delivery of the teams – to reflect shifts in demand. Although there has been a reduction in the number of Team Practice Managers, there has been an additional Senior post created to duplicate the model in South Cumbria.***

- Complacency - Should we do nothing to try and tackle our reoffending rates; we will see the numbers of young people back in the system further increase and ultimately impact on our custodial figures. 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.  
***It is envisaged that the objectives identified in this year's plan will have a read across and impact on other areas of the directorate – i.e.: reducing potential numbers of children becoming Looked After and intervening earlier to prevent risks escalating and children becoming at risk of significant harm.***
- Not losing sight of outcomes: We need to focus on improving outcomes for those in the system and evidencing how we have done this – performance outcomes are positive but we need to look more holistically and widen the success criteria.  
***Work has been done in 2018 to strengthen the quality assurance programme in place, we need to ensure that learning from this programme is disseminated and acted upon appropriately, to ensure improvements in practice are made.***
- Being aware of pressures on external partners and ensuring the Youth Offending Service Management board remains a strong presence, giving direction and challenge and ensuring that partners are fully committed to help support our key objectives.  
***Work has been ongoing in 2018 to ensure the board remains strong, all agencies are represented and that there is a commitment in terms of partner contributions to the service – this has included the Board undertaking a self-assessment and developing a risk register.***
- Ensuing Cumbria is Inspection ready – especially given the new HMIP Inspection framework, which has Prevention as a key area of interest. ***Work started in 2018 to ensure the service is inspection ready must continue moving forward. Much work has been undertaken on the prevention element but this now needs to embed throughout the service and we must ensure that there is a consistent approach to this across the county.***

## APPROVAL & SIGN OFF

The Plan has been taken through the formal approval routes for all partner organisations, including full County Council. Approval was provided at the YOS Management Board on 1<sup>st</sup> August 2019 with the signature of the Chair of the Board below confirming this:

A handwritten signature in black ink, appearing to be 'A. Slattery', written in a cursive style.

Andrew Slattery: Assistant Chief Constable, Cumbria Constabulary and Chair of the YOS Management Board

**TO BE SIGNED ONCE ALL PARTNERS APPROVE THE PLAN**

<b>Funding Source:</b>	<b>2018/19 (£000)</b>	<b>2019/20 (£000)</b>	<b>Variance (£000)</b>
Youth Justice Board Grant	745	738	(7)
Cumbria County Council	513	513	0
Police Commissioner	65	65	0
National Probation Service (NPS) cash contribution	5	5	0
<b>YOS Budget</b>	<b>1328</b>	<b>1321</b>	<b>7</b>
NHS Cumbria	59	59	0
Cumbria Police	157	157	0
National Probation Service	45	45	0

Appendix

A

<b>Total Contributions to the YOS</b>	<b>1589</b>	<b>1582</b>	<b>7</b>
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Appendix b

**Cumbria Youth Offending and Prevention Service Structure**

