

# Westmorland and Furness Youth Justice Service Plan 2024-25



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# 1. Introduction, vision, and strategy

**Jonathan Taylor**  
Assistant Director,  
Children and  
Families, Chair of  
the Youth Justice  
Management  
Board



I am privileged to present the Westmorland and Furness Youth Justice Plan 2024-2025. This statutory plan reviews the work of the service over the last year and sets out our agreed partnership priorities for the coming year. The plan has been developed and agreed with members of the Westmorland and Furness Youth Justice Management Board.

This year brought about the creation of the Westmorland and Furness Youth Justice Service Management Board. The membership has remained consistent throughout the year with good attendance and contribution from all partners. A whole service Development Day was held in January 2024, which included board members, enabled sharing of learning from the past year and future service delivery planning. The Board agreed that at each management meeting there would be a focus on hearing directly from practitioners about the work they are delivering. This has provided invaluable insight into the high quality and inspirational work being delivered by the service. We want to celebrate success and build upon what works well, using performance management information alongside young people's lived experience, to inform future decisions and priorities as we shape the new service.

As a service it was important to take time to reflect and review many of the core components of the service. Some new posts have been created to add some much-needed capacity and on-going work has taken place on the recording system. Additional training was commissioned, and a yearly auditing programme linked to social care was adopted. The outcomes of the collaborative audits evidence that the work being delivered remains of a good standard. This approach has enabled the service and management board to have a clear understanding of the quality and impact of practice.

I would like to take this opportunity, on behalf of the Board, to thank all Westmorland and Furness Youth Offending Service volunteers, practitioners and managers who have shown dedication and commitment to ensure that young people and families receive the right support, guidance, and interventions at the right time.

**Councillor Sue Sanderson**  
Cabinet Member  
for Children's  
Services,  
Education and  
Skills



As the elected member responsible for this service and after a year creating a new council with this service established within it I would like to thank everyone for all their hard work. I have worked with young people all my working life many of whom facing big challenges. The work undertaken by this service is vital in guaranteeing all young people have positive outcomes in their lives and are assisted in making the right choices. Thank you to everyone who makes this possible.

## 2. Governance, leadership, and partnership arrangements

The Westmorland and Furness Youth Justice Management Board meet on a quarterly basis. The Chair of the Board is part of the Directorate Senior Leadership team for Children's Services and a member of the Cumbria Safeguarding Children's Partnership Board. All members of the Board ensure that they promote the work of the Youth Justice Service at relevant Boards, Forums and strategic meetings.

The Youth Justice Service (YJS) is hosted within the Council's Children and Families Service Directorate. The role of Head of Service is undertaken by the Youth Justice and Prevention Service Manager. This role is currently overseen by a Senior Manager in Children and Families, Westmorland and Furness (W&F) Council. The Head of Service has additional responsibility for youth substance misuse work within the Local authority and both the prevention and youth justice substance misuse roles are integrated into the wider team.

The team is based in Barrow in Furness but covers the whole W&F footprint and has 24 staffing posts (see appendix 1). The operational team is made up of directly employed staff and seconded staff. There is a seconded Police Officer who works within the team. There are further generic Youth Justice Service Officers and Low Risk Case workers employed directly on a permanent basis. The team has a permanent Education Worker, Restorative Justice worker, Parenting Officer and support workers delivering reparation and intervention.

In addition to the core Youth Justice 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 cared for, and those young people who are Unaccompanied Asylum Seeker Children (UASC). The post is a 0.6 whole time equivalent band 5 nurse, commissioned to undertake the health assessment element of a young person's youth justice plan.

The service also has access to a probation officer sitting within the Cumberland Team. They have access to the system and manage all transitions to Probation but do not directly sit within the Team. This will be reviewed in 2024/25 after the National Probation Service and Youth Justice Board review the allocation formulation.

### Volunteers

Our Volunteers play a crucial role in supporting Young People that are starting their journey with the Westmorland & Furness Youth Justice Service. During the 2023-2024 year we have seen a total of 85 Panels, the breakdown consists of: Initial Panels, Review Panels and Final Panels.

Volunteers are recruited from the local Community with a focus to recruit people who can represent the diverse ethnic, cultural, and social backgrounds of the Young People referred to the Panels. These committed volunteers complement the work of expert staff from various services and specialist areas within the Youth Justice Service. Their contributions help stop Young People from reoffending and protect the wider public.

## A Quote from a current Volunteer

There are currently 8 people in the Volunteer Workforce. A Service Review of the Volunteers is planned for 2024-2025 to identify how we can utilise them to better effect. The focus of the review will be on the development of the following areas:

- **Supervising and Supporting Activities:** Volunteers supervise and support young people as they carry out activities in the community. These activities aim to repair the harm caused by their offending behaviour.
- **Contract Development:** Volunteers work with young people, parents/carers, and victims to agree on a contract of activities. The contracts address the young person's offending behaviour and help them make positive changes in their lives.
- **Desistance from Offending:** Volunteers establish contact with young people and their families, building relationships based on mutual trust and respect. Their goal is to support desistance from offending through mentoring and promoting the welfare of children.

"I have been involved in Youth Justice Panels for around 8 years. Coming from a background in Health and Social Care I enjoy the social interaction when meeting people for the first time, respecting their individuality and trying to break down any barriers. Each person is unique and has their own story of what has led them to offend.

On the initial meeting most are keen to get the contract started, they play an active part in agreeing the content of the contract and most just want to get it finished so they can move on with their lives.

Throughout their order we meet regularly, and individuals never fail to impress me with their personality and enthusiasm, often achieving far more than they expected.

I am often surprised with the amount of reflection individuals do throughout their order regarding the offence and / or the impact on victims. I enjoy final panels when we can look back on all the achievements, whether it be their first qualification, a letter of apology to a victim, finding a job."

## 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. Westmorland and Furness Youth Justice 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:** The Safer Cumbria Partnership provides a platform for the partner organisations involved, alongside the wider third sector and voluntary network, to work collaboratively to deliver a co-ordinated approach to Criminal Justice, Combatting Drugs, Serious Violence and Counter Terrorism across Cumbria. YJS 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.



The YJS Service manager is a member of the Criminal Justice Group and Serious Violence Group. Youth Substance misuse now sits within this service and the Service Manager is involved the delivery of the Combatting Drugs strategy. The Service Manager also is Deputy chair of the Channel Panel.

### Westmorland and Furness Community



**Safety Partnership:** The Westmorland & Furness Community Safety Partnership has been established to meet the requirements of Section 5 & 6 of the Crime and Disorder Act 1998 and any amendments made to it in subsequent legislation. The Westmorland & Furness Community Safety Partnership also fulfils the requirements of the Prevent Duty (which is part of the Counter Terrorism Act 2015).

The YJS engage and participate with the Prevent Delivery Group to fulfil the duties of the Prevent agenda which will include awareness raising ensure vulnerable young people are safeguarded.

At a local level within Westmorland and Furness we also have representation at the local focus hubs that have been refreshed this year and continue to work to strengthen the partnership in dealing with Anti-Social Behaviour (ASB).

We are currently in the process of reviewing our Out of Court Disposal (OCD) offer in line with the new OCD case management standards. As part of our prevention offer, we will be holding prevention meetings incorporating local focus hub managers to address complex ASB cases and to ensure a multi-agency approach. This will also ensure that the correct young people are referred for Prevention and Diversion intervention delivered by the YJS. All Criminal Behaviour Orders (CBO's) and Anti-Social Behaviour Injunction applications will also be heard at these meetings ensure a consistent approach across the W&F footprint.

### Cumbria Safeguarding Children's Partnership (CSCP):



The YJS is represented on the CSCP's working and strategic groups in respect of Missing, Exploited and Trafficked children. The YJS Service Manager chairs the CSCP MET Steering Group, further strengthening the partnership arrangements. The service is also represented on the main partnership board by the Assistant Director Children and Families.

### Multi Agency Public Protection Arrangements (MAPPA) SMB:

The YJS is a core member of the MAPPA Management Board which continues to provide a framework for managing the risks to the public presented by sexual and violent offenders.

**Early Help / Families Hub:**

YJS has a close Working Partnership with Early Help and the Family Hubs. Working Together 2023 defines Early Help as support for children of all ages that improves a family's resilience and outcomes or reduces the chance of a problem getting worse. It is not an individual service, but a system of support delivered by the Local Authority and their partners working together and taking collective responsibility to provide the right provision in their area. YJS have representation at the Early Help & Family Support Panels where we offer services, guidance, support and advice.



### 3. Progress on priorities in previous plan

Work on last year's plan has been monitored throughout the year via an action plan that is presented to the YJS Management Board on a quarterly basis, YJS management meetings monthly and Team Meetings. The plan for 23/24 had 3 key objectives:

#### Objective 1: Effective interventions at every level

We have strengthened our Prevention/Turnaround offer with funds from the Serious Youth Violence Duty, directly employing another worker to increase capacity within the current management structure of the team.

We have also successfully created new reparation projects within the Eden area. This geographic area was new to the Service from April 2023, and we have worked hard with the local community to deliver a range of projects.

We are continuing to review the OOC process, this is in line with the new case management guidance and assessment framework. As part of this review, we are looking wider at the prevention offer as a whole to ensure that we upstream with as many young people and families as possible in line with the Child First approach. Conversations are ongoing with Early Help to ensure, if suitable, we are a pathway from the front door.

We have been working closely with the ICBs to review the health offer to the service to ensure that there is a health offer for young people not on statutory Court Orders, this work will continue in 2024-25.



## Objective 2: Reduce reoffending

We successfully recruited a Parenting Officer who now attends all Youth Courts and works closely with case managers, with families on both statutory and prevention cases. We also worked closely with the OPFCC's commissioned schools knife crime intervention and supported in the delivery of this across the W&F footprint.

With the introduction of the Family hubs, we have been able to strengthen our step across offer to young people and families coming to an end of their order with YJS.

Substance Misuse has been integrated into the Youth Justice and Prevention Team, this is in its formative stages and will continue to be developed and reviewed in the coming year.

Performance on serious youth violence is being monitored and integrated, this will continue to be progressed in 2024-25.

Our work to ensure there is a clear pathway for mental health support for all young people will continue to be a focus and is part of the wider health review for the service.

## Objective 3: Improving outcomes

This objective aimed at working in partnership with Health and Education to understand and address the unmet needs of our young people. Young people who come through the service are not routinely having access to Speech, Language and Communication therapists. Therefore, a Health subgroup was set up to work through these challenges and create clear pathways for children to have access. The health subgroup will report back to the YJS Management Board on the progress it is making.

In relation to Education, we have set up an education subgroup which reports progress into the Board. This group has carried out a mapping of the unmet need of the young people and is devising an action plan to address this. Work is being undertaken to align education data with YJS data to ensure that the education status and needs of each child are clearly known and understood. It will be easier in future to determine the true need once the education recording system is linked to the YJS



## 4. Performance over the previous year

We have continued work to disaggregate the case management system in 2023-24. As a new service we do not have comparable data, we have included the below count as baseline data moving forward. There is a summary Dashboard in Appendix 3.

### First Time Entrants

There were 44 new entrants into the system in 2023/24. These are counted as first time Youth Cautions (13), Youth Conditional Cautions (12), or Referral Orders (19). The total number of these disposals was 73. As this is our baseline figure further analysis of this data will be undertaken.

Reoffending in Westmorland and Furness:

It is positive to see an 11.2% reduction in reoffending from last year. As this is the first year as W&F YJS as a unitary authority we will need to monitor this year on year to identify trends and impact of our work.

Age Group	23/24	22/23	Difference
Youth	33.2%	44.4%	-11.2%
Female	31.6%	35.4%	-3.8%
Male	33.6%	47.3%	-13.7%

### Custody

During the period 2023/24 one young person received a custodial sentence out of a total of 44 statutory disposals.

### Disproportionality

According to our current Data SEND are overrepresented within the W&F YJS. Within the total population of W&F 5% of 10-17-year-olds have an EHCP, within last years cohort of YJS 28% of 10-17-year-olds have an EHCP. As already mentioned, work is underway in formulated a plan in how to address and support these young people.

Out of a total of 182 young people that have been involved with the service last year, 49 are female. This is 27% of the total cohort. The YJS are part of the Cumbria Female Justice Partnership Board and work will continue to support this cohort of young people.

Of W&F's usual residents, the greatest proportion identified their ethnic group as 'White British' (94.6%); this was much higher than the national average (74.4%). For the YJS cohort 23/24 89% of young people identified as 'White British' with another 5% as 'White European' As this is the baseline figure, we will monitor this closely over the coming year.



## 5. Risks and Issues

Risk	Actions to mitigate
Case management system: Not being able to pull the data out of the system that we need. Limited staff knowledge of the system admin functions, limited IT support in managing the system.	<p>Information gathered on excel to track data but this is time consuming.</p> <p>Training being provided to staff. Inviting other areas of the council to partake in the training to share the risk</p> <p>Data split into one service, removal of Cumberland data.</p>
Future budgetary cuts or reduction in partners agency contributions.	<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. Westmorland and Furness YJS need 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> <p>Ensuing appropriate agency representation at YJS board level</p> <p>Review of SLAs, commissioned specifications and working agreements</p> <p>Ensuing YJS structure is efficient and effective.</p> <p>Building on 3rd Sector relationships and community partnerships.</p>
Education offer post 16 as there is a limited resources for young people with complex needs.	<p>Work with partners to explore and develop funding bids for new provisions.</p> <p>YJS educational representative attends both the Furness Inclusion Panel and Inclusion advocates' panel.</p> <p>YJS educational representative advocates for young people open to the service on an individual basis directly with schools.</p> <p>Holding quarterly subgroups with educational representative to discuss most complex cases and monitor data.</p>
Limited Health offer to YJS.	<p>LSC ICB has commissioned a review report into input into the YJS. The YJS health offer will be re commissioned this year and the basis of this report will inform the re commissioning arrangements.</p>
Prevention and diversion offer.	<p>Turnaround funds are due to end in March 2025.</p> <p>Need to review and strengthen our current prevention offer working with partners to secure further funding.</p> <p>Analyse data and trends to ensure resources are targeted appropriately.</p>

## 6. Child First

Child first principals are the golden thread that run throughout our work. There are 4 tenants to this which are below with examples of how we meet each of these through our operational delivery.

### Tenant 1

Prioritise the best interests of children and recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.

#### Examples of how we meet it

At W&F YJS all work, starting at the point of decision-making about disposals, centres the best interests of children and their individual needs. We work with partners including the police to make decisions about out of court disposals using relevant information about children's circumstances, maturity, individual needs and capacities, and the impact of these on their behaviours. We also consider the impact of criminal justice involvement on their future goals and chances. At court, staff work with the Crown Prosecution Service and defence solicitors as well as the court Legal Team to promote diversion from court wherever possible. Court reports, panel reports, assessments for decision making and assessments as part of disposals take into consideration diversity needs and how these may affect children's ability to engage and participate, and we plan how to address barriers that are present.

We use the Trauma Recovery Model in assessment and planning to ensure children's needs and the context of their life experiences are recognised and intervention is delivered appropriately; and use an Enhanced Case Management pathway across all disposals to identify needs with clinical input where required, plan how to meet these needs, and support divergence from National Standards where necessary.

Our assessments include the child's voice, and that of their parents and carers, and use information from a range of sources to ensure individual needs, strengths and barriers are recognised, used in our analysis of the factors underpinning offending, and taken into account in our planning. As well as direct intervention by the YJS, we work closely in partnership to ensure that children's best interests and needs are prioritised: this includes onward referrals to Strengthening Families nursing teams, the SALT service, and mental health services; we use an SLCN screening tool as part of assessment to identify potential undiagnosed needs; and our Education Representative advocates for children and requests Educational Psychology and EHCP assessment where there are identified issues.

## Tennant 2

Promote children's individual strengths and capacities to develop their prosocial identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.

### Examples of how we meet it

At W&F YJS, relational practice is central. Plans and assessments focus on the preconditions for successful intervention including plans having targets to develop working relationships with case managers ahead of targeted intervention being delivered.

Education is a key priority across the service. We work with the local authority apprenticeship team to ensure children working with the YJS are given reasonable adjustments to support their applications, as well as developing links with local private sector employers to address some of the barriers faced by our children in accessing employment opportunities locally. We also now offer accredited portfolios leading to qualifications in Maths and English, as well as an award in Bricklaying, to support the pro-social development of children who face barriers to accessing other educational provision.

Use of diversionary interventions consider the impact of the disposal on children's goals and aspirations: for example, proposing disposals that will not disrupt future career goals where practicable by avoiding children gaining criminal records where avoidable, and use of disposals that will become 'spent' by the time the child will be applying for future opportunities.

The service also develops close links with community and third-sector organisations to identify pro-social community-based opportunities and refer children into these. This includes our sitting as a member of the Furness Youth Work Consortium, referring into and promoting activities run by the Brathay Trust in South Lakeland, and developing new partnerships with youth work providers in Eden.

Our process of case audits and our case supervision tool focus on the impact of our work for children, and the progress made throughout work with the YJS, ensuring that we are continuously focused on positive progress and are future-focused, and that our work is achieving impact for children.







### Tenant 3

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

#### Examples of how we meet it

Children's participation is promoted throughout the work of W&F YJS at an individual level: children's views and voices are sought as part of assessment, using self-assessment tools and also gathering the views of children's parents or carers. Our plans are child-centred and include tools to support children to consider judgements of risk and need and give their own views about this. Children are always included in the development and sequencing of their plans. Referral Order Panel Reports have specific contributions made by the child in their words, alongside the practitioner's sections of the report. Children and parents/ carers are involved in reviewing their plans, in case audits, and their feedback is sought at the end of intervention. Non-compliance is also addressed in partnership with children and families, using their active participation at each stage to identify barriers to engagement and plans to address these.

Our work is tailored to ensure children are able to participate, whether by addressing individual needs in the design and delivery of intervention, or addressing structural barriers including poverty and deprivation, the use of translation and interpreter services to address language barriers and understand individual and cultural needs, rurality and access to transport, or lack of access to virtual methods of communication.

As well as these individual methods of participation, W&F YJS are committed to encouraging children's wider participation and social inclusion. All children open to the service are given the opportunity to take part in the Make Your Mark ballot annually, and we received a gold democracy award for the rate of involvement in 2024. Work continues to build on this in developing children's knowledge around the Youth Parliament and ways for children and young people to contribute to local and national decision making, as well as providing opportunities for children to participate in service development.

## Tennant 4

Promote a childhood removed from the justice system, using pre-emptive prevention, diversion and minimal intervention. All work minimises criminogenic stigma from contact with the system.

### Examples of how we meet it

At the earliest stages, W&F YJS and our partners are committed to diversion from the Youth Justice System. The YJS PC is located with the Child-Centred Policing Team where there is a focus on early prevention: the YJS PC also reviews all youth crimes recorded in the Local Authority area and provides guidance to investigating officers promoting early-stage diversion using community programmes and preventative intervention.

Our Prevention offer utilises the Early Help process, a holistic, multi-agency and whole family approach to assessment and planning focused on addressing needs and promoting strengths outside of statutory agency involvement. W&F YJS are also with partners implementing multi-agency Prevent and Deter panels, to ensure that more persistent ASB underpinned by complex need is addressed early, using targeted and universal services out with the Youth Justice System where possible, as well as promoting multi-agency involvement and support to reduce the need for measures such as Anti-Social Behaviour Injunctions and Criminal Behaviour Orders.

Our Court Officers identify opportunities for diversion from prosecution at Youth Court and encourage the use of Out of Court Disposals in place of prosecution. Our OOCDD decision making panel uses information from a range of sources to identify work being delivered by partners and to assess the need for formal YJS involvement, avoiding duplication of work and bringing children into the system unnecessarily while addressing factors underpinning offending behaviour. Decision making considers the minimum necessary level of disposal and intervention, taking into account assessed risks and victim and community safety.

We have implemented the use of the new Prevention and Diversion Assessment tool to support a more strengths-based and child-centred model of assessment and planning, with a planned offer of training and support for staff to ensure the quality of assessment at the prevention and diversion stage.

The YJS uses exit planning ahead of the end of formal and statutory disposals to review the impact of intervention and identify unmet need, working to ensure these needs are addressed by onward referral and signposting, to reduce children coming back into the system as a result of needs left unmet.

## Voice of the Children and Families

We 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. A total of 182 young people were involved with the Youth Justice Service last year, through 236 disposals, including statutory work, out of court work and prevention intervention.

Paper forms and links to electronic questionnaires were given in person or sent out to young people who had had a service from staff in the YOS team between 1st April 2023 and 25th March 2024.

11 completed forms were submitted during this period, including one which was completed with support from a parent. It is recognised that this was a low number, and we will aim to increase this number for the coming year.

The survey has a total of 9 questions including 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.

**Question:** On a scale of 1 to 5 how much do you think YJS helped you?

Excellent Help	Good Help	OK Help	Poor help	Very poor help
64%	18%	18%	0%	0%

### Young people quote's:

"It helped me stay out of trouble and helped me with some other issues going on."

"Being able to talk about my problems to people the YJS team are brill."

"YJS Have been really supported and I have always been treated with respect."

## Strengths in the Westmorland and Furness Youth Offending Service

The young people who responded to the questionnaire value the Youth Justice Service. 82% said the help they had received was excellent or good, and 100% said they were treated with respect and listened to throughout their intervention by the YJS Officers. 91% of young people reported feeling involved in their plan and 73% reported things in their lives improving due to the support from YJS.

Young people appreciated having someone to talk to and support them with their problems. They felt respected and appreciated receiving reminders about appointments.

Young people described how their lives had been improved in a range of ways from their work lives to their family lives and their relationships. One said they were not getting into trouble anymore, and another was now working and had stopped drinking.

Learning from the intervention was demonstrated by young people's responses on what actions or behaviours were still needed to continue their new improved approach to life. Several said that getting an education was very important to them.

## Future plans

This is the first year of operation for the Westmorland and Furness Youth Justice Service and the responses received over the past year provide a benchmark for future years. It is acknowledged that the number of responses since local government reorganisation has been relatively low, but the service plans to address this by reviewing the survey questions and working to promote completion of the survey by young people.

## Collaborative audits

The introduction of our 'collaborative practice week' approach as part of our new organisational identity and culture, is testament to our commitment to quality assurance as a collaborative, meaningful process where the lived experience of our children, young people and families (as well as our staff) takes centre stage. Practice week generates the majority of our qualitative data, telling us about the quality and impact of the work we do.

Practice Week combines direct observations of practice, auditing, coaching, appreciative inquiry and practice masterclasses. It occurs on a quarterly cycle and enables leaders at every level to come together to directly observe and experience the practice and services delivered to children, young people, and families. A coaching model and use of appreciate inquiry enables greater collaboration with front line workers. This evidence is used to inform areas of learning and development and embed a culture of reflection and 'making space for practice'. It allows us to target our practice development programme to focus on the core issues that will make the most difference in improving practice, while giving joint ownership of our quality assurance approach to practitioners and managers.

The Youth Justice Service have completed 16 collaborative audits with managers, staff, and families during 23-24. This has been a learning process for the service as it is a new way of working. The audit tool had to be adapted for the work we complete, and we are still working in adapting the moderation tool away from the Childrens Services matrix.

Since September 2023, 16 cases audited. Below is the outcome of each audit:

Outstanding	1
Good	13
Inadequate	2

### Feedback from parents during the collaborative audits includes:

"He struggles a lot communicating with people he doesn't know, anxiety from a young age. They have listened to him and heard what he's had to say".

"My child felt that the approach from his Case Manager, being consistent, clear boundaries and flexibility has helped him to engage with his Order".

"I think the interventions have helped him to look at how he is managing his relationships".





## 7. Resource and services

Youth Justice Service funding is made up of the Youth Justice Board Grant and funding directly from Westmorland and Furness Council. Additionally, the service receives contributions from statutory partners through staffing. The total Youth Justice Grant for 2023/24 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 £420,000. There will also be the Turnaround Grant of £100,686 from the MOJ. Westmorland and Furness Council contribution to the Youth Justice Service in 2024/25 is £401,233.

Cumbria Constabulary, the National Probation Service (Cumbria), Public Health and North Cumbria Integrated Care NHS Foundation Trust contribute to the Youth Justice Service through providing funds and seconding their own staff.

Partner	Cost	Note
National Probation Service	£15,809	0.4 of the seconded officer's time who sits in the Cumberland YJS team.
Cumbria Constabulary	£61,238	1.3 FTE police officer's time. 1.0 PC sat within the W&F YJS team, 0.3 of the North PC's time covering the Eden area.
North Cumbria Integrated Care NHS Foundation Trust (NCIC) as part of the Strengthening Families contract	£68,587	0.6 (22.5hrs) band 5 resource for each of the 3 local SF teams. With W&F using approx. third of this resource.
Public Health grant funding	£33,024	12-month fixed term substance misuse officer.

We use our grant, partner contributions and available resources to deliver our services and we believe they produce the following benefits and outcomes.

- Feedback from parents, young people, staff, and partner agencies informs that our Child First/ relationship-based practise is central and consistent in achieving positive impacts for families and children.
- Delivering National Open College Network vocational qualifications in Math, English and Bricklaying gives young people a tangible qualification to leave the service with.
- Shared belief with the Child Centred Policing team in delivering a child first youth justice and prevention service.
- 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.

## 8. Board Development

The YJB expects local management boards to take responsibility for all aspects of youth justice service governance; to lead strategically across relevant partners and to ensure a high-quality service is provided to all children. The Westmorland and Furness Youth Justice Service board has formed a strong working partnership since its establishment in June 2023. The membership of the board has been further enhanced with the addition of new members to add greater and wider expertise and knowledge.

During these initial months there were several individual meetings with the new service manager and board members and a board development day to increase the boards' working knowledge of the Youth Justice Service. This was followed by board members attending the staff development day at the beginning of 2024 for staff members to meet board members and learn more about each other's functions in delivering the service.

There is more development days, training and visits planned for Board members in the coming year. We are also working on a brochure of 'who's who' on the Board to share with staff, parents and new potential Board members.



## 9. Workforce Development

Westmorland and Furness YJS are committed to a culture of continuous learning and improvement. In 2023-24 there was a whole team away day, this was important for the service in creating a new identify following LGR and feedback overall was very positive. At this away day Board members and volunteers were also invited to meet the team.

- Bespoke training completed in 2023/24:
- Asset plus training
- National standards relating to court following the National Standards audit.
- Decider skills
- Domestic Abuse
- CorePlus systems training

Learning and improvement is supported by the YJS Team Practice Manager, and all Council staff receive regular supervision on a four weekly basis where training is a standing agenda item on the supervision document. In addition to this, additional training will also be discussed as part of the Council appraisal process which feeds into the below training plan for 24/25.

- All staff are planned to complete the Child First Effective Practice certificate to ensure consistency in understating and practice throughout the service.
- Harmful sexual behaviour training in terms of AIM 3 refresher course for staff who have previously completed the training; AIM 3 assessment and Interventions training as well as Technically assisted HSB. To complement this with the Childrens Service directorate AIM 3 Foundation training is also being provided for social works and targeted youth support workers.
- Manager's and Senior Practitioners are completing the new Out of Court Disposal assessment train the trainer course. This will then be disseminated to all staff.
- Explore and implement diversity and inclusion training for staff.

For next year's work development plan, we will utilise the YJB's skills audit tool to ensure we fully understand any gaps in staff's knowledge, behaviour, and skills. We will then be able to tailor and target the training more effectively.

## 10. Evidence-based practice and innovation and evaluation

### Enhanced Case Management

The Youth Justice Service have continued the successful partnership work with Cumbria, Northumberland, Tyne and Wear NHS FT on Enhanced Case Management. An evaluation was undertaken which was published in the Clinical Psychology Journal in February 2022.

In 2023 the ECM joint project identified a need for changes to ECM pathway provision given that case load numbers are changing and the weight of prevention and OOC case increasing, as in line with the national picture. These interventions are shorter typically 16 weeks and a new pathway would enable YJS to continue to embed and implement trauma informed approaches with young people, regardless of the length of their contact with YJS.

The ECM clinics have been initiated in response to the changing caseload of the Youth Justice Service. Clinics are held monthly with two slots available each month, each lasting for 1.5 hours. They are chaired by the clinical psychologist from Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust FCAMHS and attended only by the YJS case manager and senior practitioner. Consent from the child must be gained for them to be referred to a clinic, and the YJS case manager completes some preparation paperwork for the clinical psychologist to view prior to the clinic. Within the clinic, a 5P's formulation approach is adopted to structure thinking about; (i) pre-disposing factors (childhood); (ii) precipitating factors (triggers); (iii) perpetuating factors (maintaining factors); (iv) presenting problems and (v) protective factors (strengths). Using this the clinical psychologist then prepares their recommendations for the YJS/case manager.

Following the formulation clinic, one of the following recommendations will be agreed:

1. No further action required; case to be discharged from CNTW.
2. YJS to arrange a review formulation meeting in an agreed number of months.
3. YJS to refer the case to the full TIC/ECM pathway.

Evaluations will take place towards the end of this year to review the success and impact of the EMS pathways for young people.





## 11. Priorities for the coming year

During the next year we anticipate that we will have fully disaggregated the recording system allowing us to have a comprehensive and accurate understanding of our demographics. This in turn will allow us to respond to any emerging trends and utilise the data to ensure resources are allocated to achieve greatest impact.

We will continue to prioritise the improvement in both the health and education offer to our young people.

National priority areas	How we plan to address
<b>Children from groups that are over-represented:</b> There is no data to indicate children from Black or Minority Ethnic backgrounds are overrepresented in the criminal justice system in W&F. We are however seeing increases in young people with SEND and specifically EHCPs entering the system.	<ul style="list-style-type: none"> <li>• More work to be undertaken this year on our data around children and young people with SEND and EHCPs</li> <li>• Continue work with the Safer Cumbria Partnership around Reducing the Criminalisation of Children looked after to ensure this group are not overrepresented in the system</li> </ul>
<b>Policing:</b> Cumbria Constabulary has adopted a Child Centred approach to Policing. Work to reduce missing from home episodes for young people and the associated risks in relation to missing and exploitation.	<ul style="list-style-type: none"> <li>• The core purpose of this is to recognise children as “children first” in every interaction and to improve the quality of policing for children and young people by acknowledging their differences, recognising their vulnerabilities, and meeting their needs</li> <li>• We have an emphasis on early intervention to divert away from offending and prevent the unnecessary criminalisation of children</li> </ul>
<b>Prevention:</b> The YJS offer prevention intervention to children at risk of becoming involved in the Criminal Justice system in partnership with the Child Centred Policing teams	<ul style="list-style-type: none"> <li>• To strengthen the Turnaround/Prevention offer and secure funds for this moving forward</li> <li>• Growth of prevention and diversion team</li> </ul>
<b>Diversion:</b> We are currently in the process of reviewing our OOCd offer in line with new YJB Case Management standards.	<ul style="list-style-type: none"> <li>• Develop new process to assessment pre decision and extend length of time on intervention to those who need it</li> <li>• OOCd development and growth of prevention and diversion team</li> </ul>
<b>Restorative approaches and victims:</b> We have an RJ worker in the service who contacts all victims, for OOCd and Statutory Court orders.	<ul style="list-style-type: none"> <li>• To improve on feedback from victims to improve service delivery.</li> <li>• Reviewing KPI data to ensure a high standard of service to victims.</li> <li>• Complete an audit of the delivery with partners.</li> </ul>

National priority areas	How we plan to address
<p><b>Serious violence, exploitation, and contextual safeguarding:</b> W&amp;F YJS work closely in partnership with all agencies in tracking young people who can be vulnerable to significant harm outside of their homes. We also work directly with young people who are at risk to challenge and support.</p>	<ul style="list-style-type: none"> <li>• We are linked in with Safer Cumbria's Serious Violence operational group and the work of the Cumbria Safeguarding Children's Partnership around children who are exploited, trafficked, and missing.</li> <li>• Attendance at MACE meetings</li> <li>• We are key members of the CHANNEL panel</li> </ul>
<p><b>Detention in police custody:</b> W&amp;F YJS provide the Appropriate Adult service in working hours and Child Action Northwest are commissioned to provide this for out of hours calls.</p>	<ul style="list-style-type: none"> <li>• To reinstate the "Children held in police custody" meetings to review all cases where children have been detained overnight.</li> <li>• To hold biannual contract review with CANW</li> </ul>
<p><b>Remands:</b> W&amp;F YJS has a credible presence in local Youth and Crown courts, providing up to date information on interventions and support that can be offered and is in a strong position to provide robust bail packages for children at risk of Remand.</p>	<ul style="list-style-type: none"> <li>• 2023 saw no new periods of remands for any young people in W&amp;F. We will continue to offer a high-quality Court service and offer suitable bail packages when required</li> </ul>
<p><b>Use of custody and constructive resettlement:</b> W&amp;F have low custodial number with only one young person receiving a custodial sentence last year. However, there were other young people realised during this time from the previous year where resettlement could have been stronger.</p>	<ul style="list-style-type: none"> <li>• Need to increase the awareness and offer of what effective resettlement is with W&amp;F partners</li> <li>• Review housing pathway for resettlement cases</li> <li>• To work towards having a gold standard resettlement offer in terms of care, support and opportunities provided for those young people released from custody</li> </ul>
<p><b>Working with families:</b> Parenting interventions help to build self-confidence and awareness of how important effective parenting is. This is not only to prevent children from becoming involved in the justice system, but so that they may go on to lead productive and successful lives.</p>	<ul style="list-style-type: none"> <li>• Parenting worker to offer support to all families that require it. We work on a voluntary basis and do not actively pursue Parenting Orders in W&amp;F</li> <li>• Parents/guardians having input into the assessment and intervention plan</li> <li>• Collaborative audit feedback from parents as well as completing the self-assessment at initial and review stages</li> </ul>

## 12. Standards for children

The standards for children in the youth justice system define the minimum expectation for all agencies that provide statutory services to ensure good outcomes for children in the youth justice system. They are set by the Secretary of State for Justice on the advice of the YJB.

Planned activity for this year is to ensure that as a new youth justice service we review our local standards in line with the YJB standards for children. This will be to ensure that staff, young people, and their families as well as partner agencies are clear on our timeframes and expectations.

We can confirm that the standards for children audit was completed for Court this year, as per the YJB request. An overall rating of 'good' was given and any actions were put into a plan with a 'closing the loop' session delivered to YJS Court staff to ensure consistent practice.



## 13. Service Development 2024/25

When pulling together the overall objectives and priorities for the service considerations have also been given to the YJB strategic plan and W&F Ambitions for children's plan.

### Objective 1: Impactful Interventions at every level:

This will enable Westmorland and Furness Youth Justice 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.

- Further develop and expand the MoJ Turnaround Programme, with specific focus on strengthening the W&F YJS prevention offer once the MoJ funding comes to end in April 2025.
- To review in partnership with Cumbria Constabulary, specifically the Child Centred Policing Team the decision-making panel and outcomes given to children and young people.
- Implement the new YJB case management standards and OOCOD assessment tool within the service. In line with this review W&F local standards for delivery.
- Develop the prevent and deter meetings with CCPT and Local Focus Hubs to discuss complex ASB cases.
- Further develop reparation and activities for young people to provide a wide range of intervention that is meaningful and effective.
- Ensure a focus on diversity and anti-racist practice, including staff induction and investment in training to ensure a coordinated approach across the service.
- To develop a health offer at the prevention stage of intervention delivery.

### Objective 2: Reducing reoffending:

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

- Understand the data and what this is informing us of, so resources and interventions can be tailored accordingly.
- To ensure there is a clear pathway for mental health and emotional wellbeing support for all young people.
- Develop our work on Serious violent crime, understanding our data, using evidence-based programmes including Youth engagement fund evaluations.
- Work in partnership with the Constabulary and schools for a coordinated response to knife crime.
- Further develop the Youth Substance Misuse worker role within the service and it's cross over with our Complex Safeguarding team.
- To develop an effective system of step-down support at the end of intervention
- Review and develop internal risk management forums to include external agencies and safety and wellbeing cases.



### Objective 3: Improving partnerships contributions for Children, young people and their families

Ensure that our Children, young people, and families are given every opportunity to lead healthy and safe lives

- Participation, to improve our current feedback system from families and young people and how they input into service delivery.
- Review the commissioning arrangements with our health partners to ensure the correct provision is in place for all young people who encounter the service.
- Develop a 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.
- Focus on preparation for employment skills and develop the role of the education worker.



## 14. Sign off

### Chair of YJS Board:

Jonathan Taylor, Assistant Director Children and Families, Westmorland and Furness

### Signature:

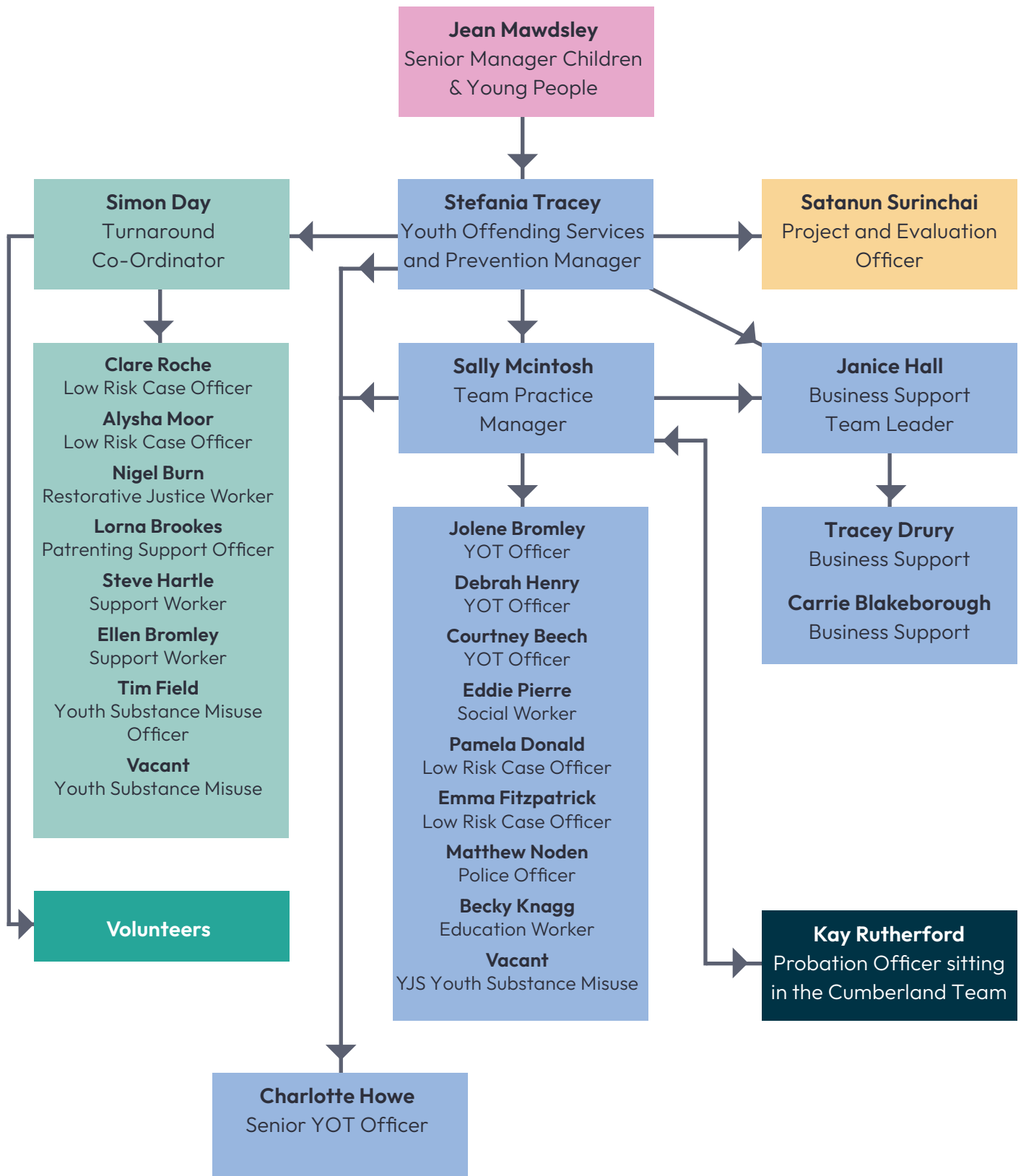
Handwritten signature of Jonathan Taylor.

### Date:

30/06/2024

## 15. Appendices

### Appendix 1 – Staffing Structure

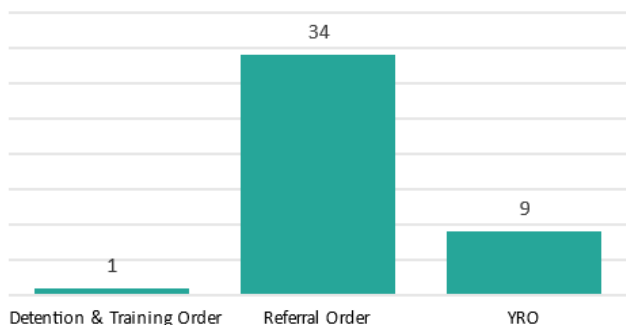


## Appendix 2 – Staffing Costs and Contributions

Agency	Staffing Costs	Payments in kind	Other delegated funds	Total
Youth Justice Board	401,233			401,233
Local Authority	420,000			420,000
Police		61,238		61,238
Police and Crime Commissioner				0
Probation		15,809		15,809
Health	33,024	68,587		101,611
Welsh Government				0
Other			100,686	100,686
<b>Total</b>	<b>854,257</b>	<b>145,634</b>	<b>0</b>	<b>1,100,577</b>

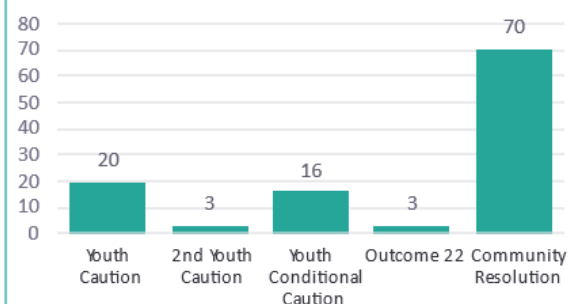
## Appendix 3 – Performance Dashboard

### Breakdown of Statutory Orders



Average age =  
16.1 years old

### Breakdown of OOCDC Orders



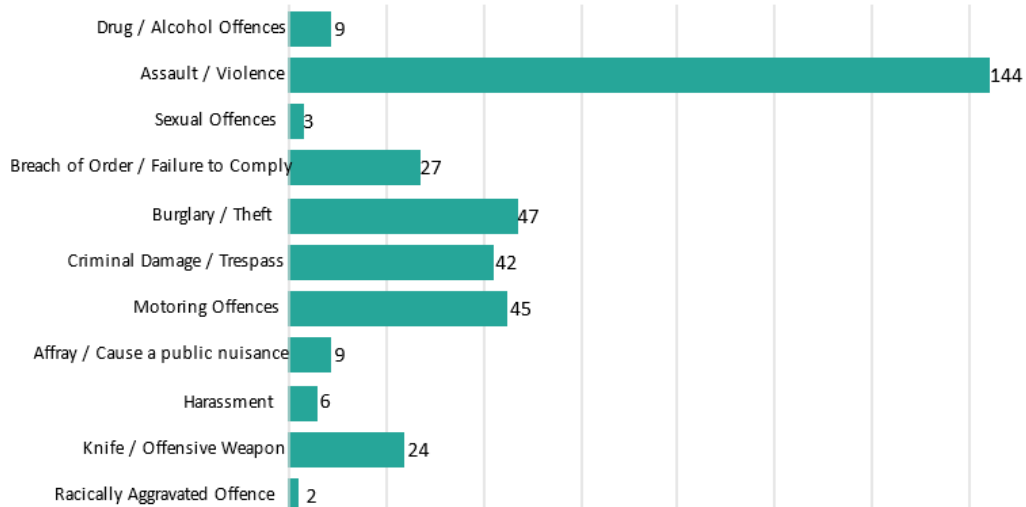
One  
Awards  
Achieved



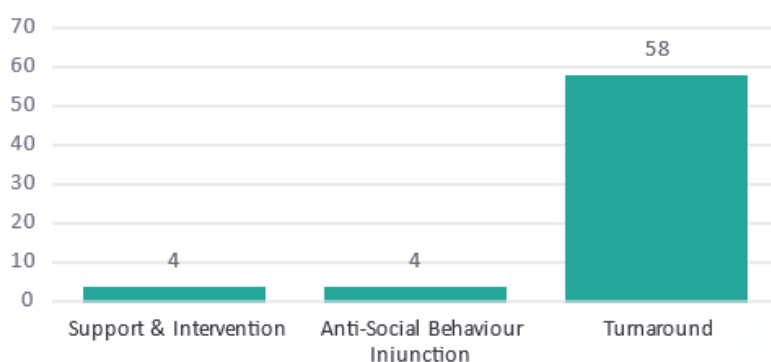
### Reparation hours



### Breakdown of Statutory Order Offence Type

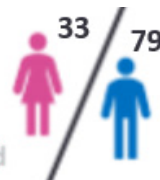


### Breakdown of Prevention



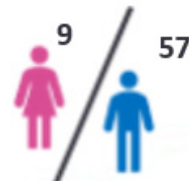
112

Average age = 13.6 years old



66

Average age = 14.5  
years old





### Breakdown of young people that have reoffended

Age Group	This year	Last year	Difference
Youth	33.2%	44.4%	-11.2%
Female	31.6%	35.4%	-3.8%
Male	33.6%	47.3%	-13.7%

**67 Health Assessments completed Strengthening Families between April 2023 & March 2024. Of those 8.9% were referred to CAMHS.**

#### Remand



0

2023/2024

#### Custody



1

2023/2024

**Number of Care experienced young people open to YJS 7**

**3 Breaches of Statutory Orders**

**19101  
10 –17 year  
olds in  
Westmorland and  
Furness**

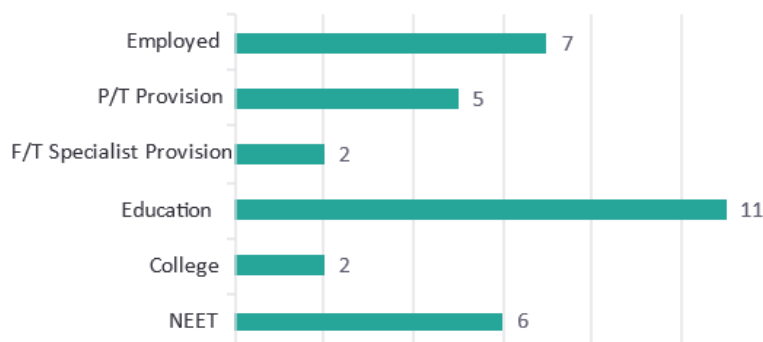
### Total Number of EHCP in the full year

	Total YP	No. of EHCP	%
Statutory Cases	33	12	36.3
O OCD	81	29	35.8
Prevention	68	10	14.7
Total	182	51	28.02

**Cavet: Above is total young people not disposals.**

**5% of young people aged 10-17 are on an EHCP in Westmorland and Furness**

### ETE Status of Statutory orders started and ending between 01/04/2023 to 31/03/2023



## Translation Services

If you require this document in another format (e.g. CD, Braille or large type) or in another language, please telephone: **0300 373 3300**.

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