

**DERBYSHIRE**  
YOUTH  
**OFFENDING**  
**SERVICE**

**OPERATING MODEL**  
**AND**  
**UPDATED PRACTICE**  
**GUIDANCE**

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## 1. Introduction

This document aims to provide clear guidance on practice for all work that the Youth Offending Service undertakes with young people and families. At the outset, it should be acknowledged that there are areas where there will be changes to practice. However, there are many positives and strengths to be built upon which gives a large degree of optimism for further improving outcomes for the young people and families we work with. Also, a lot of the detail within the Operating Model is already happening within the Service. This manual attempts to embed the good practice within a clear framework so that there is appropriate consistency in approaches throughout the service.

This manual aims to embed a Systemic and Social Pedagogy approach to our work which is aligned with the broader Derbyshire Safer Children, Stronger Families agenda. Some of the changes will apply more specifically to Court Orders but our overarching approach and culture is one that also applies to 'Pre Court' cases. This model will support work with young people to ensure that their voice is heard, that 'we do with, not to', whilst balancing the at times, conflicting approach between attempts at ensuring the welfare of young people and the demands of the justice system.

It is acknowledged that some of the practice changes in this document, could in their infancy lead to some uncertainty and ambiguity especially when as a service, we have ordinarily had rigid processes. However, this is perhaps inevitable as we move to working with young people on a more individualised basis.

### ***Derbyshire County Council – Children's Services Vision***

***“Working together to support and inspire children, young people and their families to be the best they can be; safe, healthy, happy, learning and working.”***

This also applies to the Youth Offending Service but the nature of our work can be more specific and in terms of the impact of the work, can have different consequences for young people we work with. As such, in addition to the above, a fundamental principle of practice within Derbyshire YOS is:

***‘However challenging the behaviour, we never give up on young people’***

#### **1.1 The operating model will:**

- Be child focused with young people and families involved throughout their work with the YOS.

- Assist in decision making and provide the documented evidence to support the decisions
- Inform assessments
- Develop analysis
- Assess risk and worries in a balanced way
- Safeguard the public
- Continue to ensure victim safety is upheld
- Support practitioners in engaging with families in a meaningful and appropriate way
- Be accessible for families, practitioners and partner agencies
- Be underpinned by evidence based practice
- Further reduce the number of young people in custody
- Enable compliance with Court Orders by addressing and considering barriers

## 1.2 The Stronger Families Safer Children Model (SFSC)

The Stronger Families Safer Children Model focuses on four key statements:

**‘See the Risks, Focus on the Impact, Strengthen the Positives, Create Opportunities for Change’.**

These are statements to regularly reflect upon and ensure is at the heart of YOS practice.

Derbyshire YOS will be utilising some of the documents and processes that are embedded throughout Children’s Services, whilst ensuring the niche needs of our service user group are central. This guidance seeks to clearly identify roles and responsibility for the management of cases, to establish streamlined processes, promote integration across the service, and place enduring ‘change-focused’ relationships between Practitioners and young person at the heart of our work.

## 1.3 Overarching Youth Offending Service (YOS) approach

Reviews of social work and youth work practice have emphasised the need to ‘reclaim practice’ from one which has become process driven, dominated by procedure at the expense of professional relationships which promote stability,

resilience and positive change. In fact what we know from research into young people's desistance from offending and successful participation in education, training and employment, is that it is enduring purposeful relationships with young people that are at the heart of effective practice. It is therefore our job to look to where we can create continuity in the professional relationship with young people. Workers who develop a sophisticated understanding of the young person's experience, who are with them through the highs and lows, and appreciate the journey they are on, are more likely to succeed in enabling them to make the move from adolescence to a successful adulthood.

## 1.4 Principles

Continuity of the relationship between practitioners, young person and family is central to this approach but this must be set within a framework of service-wide principles that underpin all our work. These are:

- A whole-family approach: working with the young person in isolation misses the opportunity to engage the people with whom they have the most enduring ties and who are most likely to be able to support positive change, even when the young person doesn't live with them.
- Derbyshire recognises the benefits of, where appropriate diverting young people from the formal processing of the criminal justice system and continuing to reduce the number of First Time Entrants to the Criminal Justice System.
- Following on from the above, Derbyshire is committed to the ideals of Positive Youth Justice and that young people who offend are Children First, Offender Second. (Case and Haines 2015)
- Recognising that prison does not work, risks harming young and should only be used for the most high risk young people and serious of offences, whose risk cannot be managed safely in the community.
- A particular commitment to reduce the number of Looked After Children who offend especially regarding offences committed within residential settings.
- Young person centred interventions: critical to success in this approach is "doing with", not "doing to" the young person in order to promote their engagement and ownership of the change process. Young people should not be viewed as a basket of risks but as aspiring individuals who want to participate in the goods that society has to offer. The job of the YOS is to enable them to find legitimate means of sharing in the "good life", the best way to achieve this is to co-produce solutions based upon the young person's existing strengths and aspirations.

- Restorative responses: the YOS has obligations to victims and young people involved with offending. Young people who have offended must make amends for the harm they caused and this is done most effectively where reparation to victims is direct. In this process there is the opportunity to use the power of restorative approaches to re-integrate some of our most marginalised and socially excluded young people to the heart of their communities. **This may always be achieved but we must aim not to fall back to utilising stock indirect Community Reparation sessions.** At the forefront must be other forms of reparation whether they be letters of apology (shuttle restorative justice) or other more unique interventions such as charity events, reflective pieces of work etc. These are more likely to have meaning to the young person.
- Rather than just considering Restorative Justice as discreet interventions, we need to ensure Restorative Practice principles are at the core of all our work with young people, families and other agencies.
- Equality of access: the young people with whom we work are likely to have experienced multiple disadvantage and often discrimination. Every young person has a right to access the opportunities and resources within their communities and it is the responsibility of the YOS to promote this access for all young people with whom we work.
- Professional, purposeful, boundaried relationships: YOS practitioners provide professional intervention with the clear objective of helping young people achieve their full potential and a constructive law abiding lifestyle. The relationship with young people should be based upon mutual respect, it should be one which seeks to empower the young person but it should not be confused with becoming a friend. It is ultimately a professional relationship, which should have clear boundaries and appropriate expectations. In the criminal justice system these expectations may need to be enforced through the court if other means of engagement and securing compliance fail. However, our approach to this is something we need to reflect on.
- Safeguarding and public protection: while our work should always strive for positive outcomes for the young people with whom we work, this in no way undermines the YOS's critical responsibility to protect the public. Similarly the centrality of the practitioner-young person relationship should not obscure the obligation to put safeguarding at the forefront of practice.
- We don't give up on young people: working with the most difficult and often most damaged young people in society isn't easy, the change journey will often be a marathon rather than a sprint, but whatever setbacks we, and they, experience along the way we cannot give up on them.

- Our work will be informed by assessments which gather and explicitly outline views of the young people and families. At the same time, the YOS will focus on ensuring we critically analyse and express professionals judgements grounded in evidence, theory and the views and information of other agencies. Underpinning this will be reflection from practitioners about what we can do differently when working with young people.
- A development of a feedback culture where practitioners and managers are comfortable and confident in appropriately critiquing work to develop practice.

Changes suggested within this document need to be embedded in to practice immediately. Areas of practice not covered within this document are still bound by existing policies and procedure.

## 2. Assessments

### 2.1 Initial Assessments and Service Agreement

Following allocation of a case, a home visit should be undertaken where the young person and families are involved in the assessment process. For cases not previously known to the YOS, should there be sufficient time, it is considered good practice to have two assessment visits and ensure both the young person and parent/carer are seen separately. Of course, this may not be necessary if you already have a working relationship with the young person. For Court orders, assessment documents should be completed within 15 working days of the Order being made. There may be some occasions when this is not possible or best practice. If assessments go past these timescales, managers need to put an entry on ChildView explaining the justification for this.

At the initial visit, the young person and parent should sign the YOS Service agreement.

When completing assessments use a range of sources to understand the young person's 'story' in terms of their likelihood of (re)offending or risk of harm / vulnerability. This will include identifying both barriers that may prevent the young person moving forward and positive factors that may support change. Identify any individual needs that may impact on how you work with the young person. This could include learning difficulties, medical needs, speech and language, cultural considerations etc.

All areas in a young person's life are important to focus on but we especially need to ensure the impact of familial relations, history are fully considered and analysed. This is with particular reference to early life experiences.

### 2.2 Self/Joint Assessment

The Safer Children Stronger Families handbook outlines tools to inform assessments. Some of these are outlined below but what is most crucial for YOS practitioners is to use their professional judgement as to what is the best approach to utilise – this will vary for each young person and family. For example, a genogram would not be appropriate if a Child Protection Social Worker has completed one the week before the YOS assessment visit.

**There will be a focus on ensuring the voice and views of the young person and family are evidenced in assessments. However, what is as crucial in any assessment is not just what information is gathered, more important is how this is analysed, interpreted, challenged and utilised to inform our work.**

## 2.3 Self/Joint assessment tools and frameworks

As outlined above, although there are changes to how we do assessment and self-assessment, it is even more important to ensure the views of young people and families are recorded throughout our assessments.

### **Safety and Well Being Grid**

There is an expectation that the Safety and Well Being Grid is utilised in assessments and uploaded in to the young person's file on ChildView. This is a good document to help inform the intervention plan. If it is not appropriate to use the Safety and Well Being Grid, during an assessment e.g. recently completed by YOS or other agency, this must be outlined on ChildView.

### **YJB Self-Assessment tools**

Following the implementation of AssetPlus, there are self-assessment tools within the document. Ordinarily, practitioners should not use these forms and instead focus on completion of the Safety and Well-Being grid.

### **Genograms**

Genograms provide a quick visual picture of the complexity of a family, rather like a family tree. They are important in ensuring that all family members are identified and that it is clear who is important to the child and who can support them in making progress. Used well, whole assessments can be completed utilising a genogram. Equally, it may not be appropriate to complete a genogram at the assessment stage if a relationship needs to be built first or again, if another agency has recently completed one with the family.

Genograms are particularly good for working with families to clarify complex relationships, to indicate gaps in knowledge and to make visible intergenerational issues. They can be used to gather information. As they can be powerful in raising painful and sometimes suppressed memories, it is important to explain to the family what a genogram is and what it is likely to raise before undertaking this task. Some of the 'recognised' symbols used can have a considerable but unintentional impact. Family members should be asked what symbols they would wish to use. Used well though and a genogram can be used to base a whole assessment on.

Practitioners sometimes avoid genograms because they feel the result looks a mess, or the family structure is so large that they have difficulty drawing it on one sheet of paper. But this misses the point of the exercise which is to help the family provide information which they think is important and assist them to see patterns and gain insights. Once the process is completed a neat version could be produced.

## Open, relaxed conversations

All practitioners will have experienced times when a young person or family engaged really well. Often, this comes when young people and parents are feeling relaxed. This might be whilst travelling in a car, doing an activity etc. Don't be afraid to try different methods!

## 2.4 Multi-Agency/Young Person and family contributions to YOS assessments

The following should also be undertaken to inform your assessment:

- Framework I check – Although clearly vital, a framework I check should not substitute meaningful dialogue and being part of multi-agency meetings with MAT/Social Workers, especially for LAC and children on Child Protection Plans.
- Education management system check
- Contact with probation if adults with whom the young person are known to have convictions
- Police Intelligence Check
- ChildView database check and discussion with any previous workers from YOS
- Discussion with other professionals with past or current involvement with the young person and review of their assessments. Ensure that multi agency views are outlined in our assessments. This is especially important for cases open or previously open to MAT/Social Care and even more so, if a Looked After Child.
- Input and views from YOS specialist workers.
- If the young person is a Looked After Child, Placement Plans can be a valuable source of current and historical information.
- **Self-assessment/ views of young person and family should be integrated throughout the assessments**
- Information from victim(s)

## 2.5 Assessment Review periods

AssetPlus assessments and intervention plans should be reviewed on a minimum six monthly basis. However, if there is a significant change, the assessment should be immediately reviewed unless a manager is confident that the current assessment

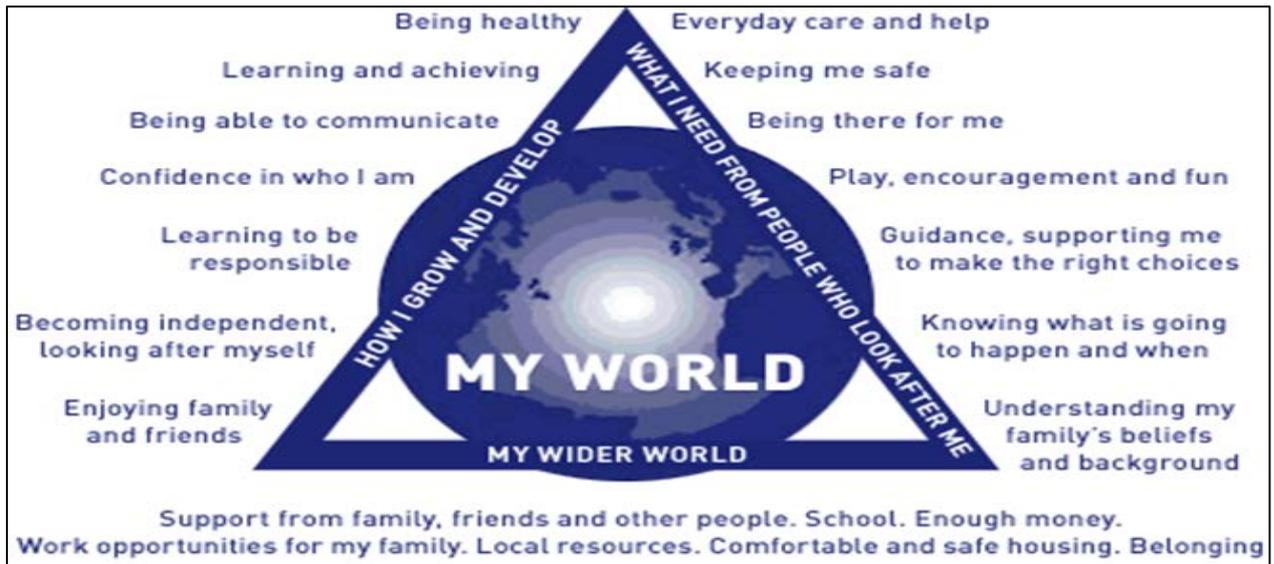
considers all key information and relevant actions (see 4.4 for more detailed guidance).

## **2.6 Service Agreement**

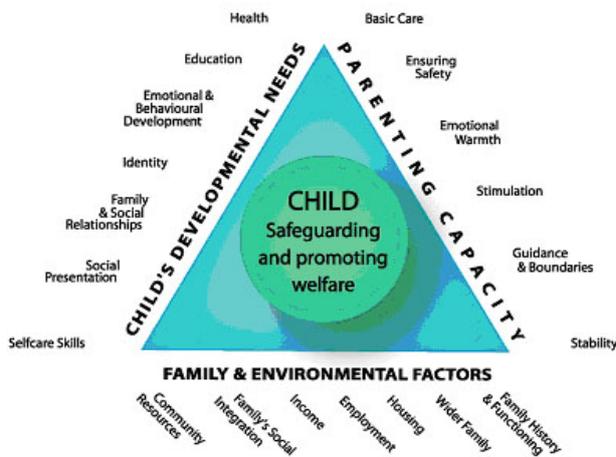
A service agreement should be signed by all young people and parent/carers we work with. This should be uploaded on to the file on ChildView. If a young person receives numerous Revoke and re-sentenced Orders or YCC's in a short period of time, a previous signed Service Agreement is acceptable up to six months.

## **2.7 Other frameworks to consider**

Practitioners may find the below assessment frameworks beneficial in helping focus assessments and supporting critical analysis.



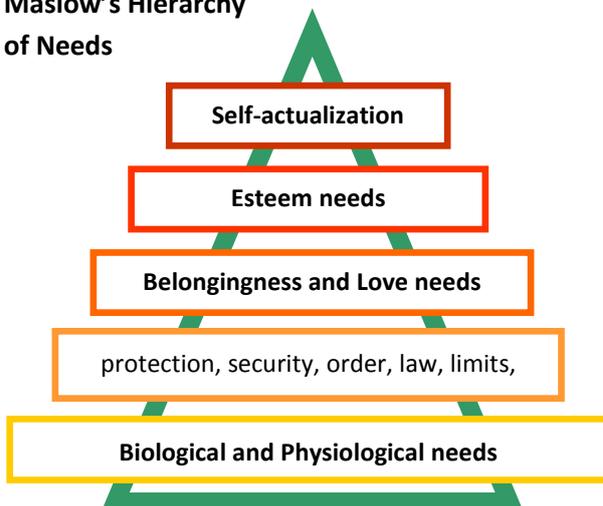
This provides holistic consideration which is more broadly linked to general development but all subject areas are likely to also underlie potential offending.



Framework for Assessing Children in Need and Their Families (Working Together 2010):

Some of the areas are covered within the asset. The parenting capacity section may provide some help in helping practitioners consider the impact of the familial situation

**Maslow's Hierarchy of Needs**



1. Biological and Physiological needs - air, food, drink, shelter, warmth, sex, sleep, etc.
2. Safety needs - protection from elements, security, order, law, stability, etc.
3. Love and belongingness needs - friendship, intimacy, affection and love, - from work group, family, friends, and romantic relationships.
4. Esteem needs - self-esteem, achievement, mastery, independence, status, dominance, prestige, managerial responsibility, etc.
5. Self-Actualization needs - realizing personal potential, self-fulfilment, seeking personal growth and peak experiences.

## 3. AssetPlus: Brief Overview of what to Complete

### 3.1. Basic Guidance

Derbyshire YOS have adopted a slightly different approach to using AssetPlus:

- The self-assessment tool should be the Safety and Well-being grid.
- It is not expected that the YJB self-assessment tools are completed. If a practitioner chooses to, they must ensure that any key areas are expanded upon within the assessment and that there is a genuine child's voice about factors such as familial relationships and emotional health. Self-assessment should have a meaningful and clear impact on our intervention.
- For end of orders assets which used the old asset form, this should be updated rather than complete a new AssetPlus.

#### **Pathways and Planning:**

- The Pathways and Planning Section will not ordinarily be completed fully. Practitioners should use the standalone **intervention plan**.
- Practitioners will need to ensure that the Scaled Approach is agreed or otherwise in Pathways and Planning.
- There is no longer a need to complete a Risk, Safety and Well-being Plan as it is covered within Asset Plus and the intervention plan.
- The Placement Alert Form should be completed when a young person is at risk of custody. Alongside the AssetPlus, this should include all key considerations for safety planning in custody. There needs to be emphasis on outlining the vulnerabilities in custody.

### 3.2 Case Transfers, in and out

When a case is transferred to Derbyshire from another YOT, it is likely that they will have completed the Pathways and Planning Section. In this instance, we would not need to complete a separate intervention plan. If we assume full responsibility for a case, reviews of assessments may then use Derbyshire's standalone intervention plan.

When a case is transferred from Derbyshire to another YOT, in the first instance managers will need to outline to another YOT that we use a standalone intervention plan. If the host YOT refuses to accept a case without a complete Pathways and Planning section, we will need to complete it in these instances.

### 3.3 Custody cases

Currently, Derbyshire YOS will use the standalone intervention plan for custody cases. Dependent on the progress of the use of AssetPlus within the secure estate

(and indeed, whether the National Review of Youth Justice will mean alternatives to AssetPlus), we may need to review completing the Pathways and Planning section for custody cases in the future.

## 4. Intervention Plans

### 4.1 Intervention Plan

**Following the implementation of Asset Plus, there has been a slight change to the YOS intervention plan. Derbyshire YOS will not use the Pathway and Planning section of the asset aside from management countersignature and agreeing or otherwise with the Scaled Approach.**

There is a section in the intervention plan which asks ‘what will we do to keep you and others safe?’ This is the section to be explicit about external actions such as attending meetings, communication with Social Worker etc.

Intervention plans will ensure strengths of the young person are considered as well as evidencing how we are meeting diversity needs of the young people we work with.

**ALL INTERVENTION PLANS SHOULD BE SIGNED BY YOUNG PEOPLE.** If young people are refusing to engage in the planning process (and subject to compliance outcomes); it may be that it is most appropriate to delay the completion of the intervention plan. A manager must agree to this and evidence this on ChildView.

### 4.2 Focus and content of intervention plans

- Plans should still be SMART but the focus will be on making them young person centred and ensuring that the young people and families we work with have direct input in to them.
- Ensure targets are written in young-person friendly language and are not too long.
- Build on the positives. Ensure that things that are already working well are outlined.
- Diversity factors (the ‘How can we make it easier for you to work us’ box?) needs to evidence specifics about what we will do. Simply stating ‘LAC’ or ‘SEN’ does not evidence this. As an example *‘Alan is a Looked After Child who lives a long way from home. He does not like meeting new people and has had lots of professionals in his life so we need to focus on building a relationship with him. Family contact is very important so we must never arrange appointments that clash with this’*
- Creative and tailored to young people. No two plans should look the same and we must ensure that we do not use stock phrases to describe interventions. The more creative the plan, the better.
- Increased focus on ensuring we evidence work to support family relationships.

- Plans should be appropriately shared with multi agency partners, especially for cases open to the MAT/Social Care and especially Looked After Children.
- Plans can, and should include work done by other agencies/professionals where appropriate.
- Once, plans have been agreed with the young person, family and manager, they should be signed by all involved.

As outlined below plans will need to be reviewed at the minimum every six months.

### 4.3 Quality Assurance of Assessment and Plans

Following the initial completion of an asset plus and intervention plan, all documents must be formally discussed with a Manager in a 'quality assurance meeting' before they are finally agreed. As part of this, the manager will give feedback on the strengths of the assessment and any areas for development. Routinely, this conversation should also unpick how you came to your findings, what methods you used, what questions you asked etc. The manager will be expected to record this meeting on ChildView and complete the management countersignature sections on Asset Plus. This will include feedback on the strengths/areas for development of the assessment.

### 4.4 Intervention plan and assessment review periods

Following Asset Plus implementation, Assessment and plans will be reviewed on a minimum **six month basis**. This includes a review AssetPlus and **new intervention plan**. As part of this process, the approach employed by the YOS, the impact of interventions and changes should be outlined, analysed and assessed. All assets should be made contemporaneous following review – e.g. there should be no updates tacked on to the original asset. The only exception to this is if a succession of reviews are undertaken in a very short period of time. In which case, given time demands, it may be acceptable to add on updates to the original asset. This will be the exception to the expected standard of practice.

**However**, there **MUST** be a more flexible approach taken to reviews in the interim six month periods. Should there be significant changes in a young person's life, new information and/or behaviour then we will need to review all documents following this. This will require practitioners to adopt a proactive approach and discuss reflectively any changes with a manager. Managers will need to focus heavily on whether a review is required early. Some possible factors which may trigger a view (these are examples only and all cases must be considered and discussed on an individual basis).

- Following accommodation change, especially for LAC.
- Information/allegations re sexually harmful behaviour.
- Alleged serious new offence

- Serious argument/incident between family members
- Potential evidence of CSE
- Self-harming behaviour
- Concerns over emotional well being
- Family bereavement

#### 4.5 Reviewing the Intervention Plan

- At the six month stage, the progress section on the original intervention plan should be completed with clear comments about whether the work was done and to include the young person's views on the work.
- Also at six months, a whole new intervention plan should be completed
- If there is a significant change in the young person's life and/or our intervention, resulting in a review, interventions can be added to the original intervention plan.

#### 4.6 Referral Order Panels and combined panel plan and intervention plan

Currently, the Referral Order panel report will remain the same. **A Referral Order contract does not substitute an intervention plan.** However, shortly, Derbyshire will be introduced an intervention plan which should be signed at the panel to avoid duplication. Staff will be notified when this comes in to practice.

At panels, Practitioners need to be confident and clear in guiding panel members in terms of contract suggestions, especially with regards to the use of reparation.

## 5. Assessing Risk of Harm and Safety and Well-being

The implementation of Asset Plus means a ROSH and separate risk-safety and well-being plan do not need to be completed. However, the standalone intervention plan now contains a section outlining what actions will be undertaken regarding reducing risk and keeping safe.

Regarding responses to and management of risk, we want to further develop a partnership approach that can identify those young people who are at risk of, or are experiencing, a combination of safeguarding and vulnerability factors that, unless addressed, make prolonged contact with the youth justice system more likely. This will require a paradigm shift where the starting point for understanding risk is analysing it through a safeguarding 'lens' where the most prolific young people are recognised as also the most 'troubled', rather than 'troublesome'. This is likely to result in the most appropriate intervention and approach being utilised.

### 5.1 Risk and Safety Assessment content

Asset Plus does not make clear analysis in this regard easy. Within the assessments, there needs to be a focus on being **specific** about the harm caused, who is at risk and analyse the underlying causes. **We also need to ensure that we consider more than just 'offending behaviour' or convictions but other potentially risky behaviour informed by Police Intelligence or where a young person has been arrested but not charged of an offence and safeguarding concerns which influence risk levels.** Historically, there has been a view that we cannot assess behaviour that is not convicted. Although it can be difficult, we can AND MUST assess what information we do know.

Similarly, the same process applies to considering a young person's safe and well-being. Assessments must be grounded in information from a range of sources, consider key factors such as familial relationships. In essence, they also should be holistic and analytical.

### 5.2 Risk Strategy Meetings

The merits of a Risk Strategy Meeting need to be considered on a case by case basis. As outlined in the introduction to this section, in any discussion about management of risk, there should also be a consideration and analysis of safeguarding and vulnerability.

If a young person is high risk, thought should be given to convening a Risk Strategy Meeting with all professionals involved and chaired by a YOS Manager. A review meeting should then take place at a date felt appropriate by participants. If there are already other meetings (e.g. Strategy Meetings, TAC meetings, CP Conferences etc.), it may be that risk considerations could be addressed in these forums. The final

decision should take place following discussion evidence between Manager and practitioner. This needs to be evidenced on ChildView.

If an RSM takes place, but stays high risk at a subsequent review meeting, an RSM does not need to continue if all parties agree there are concrete plans and information already in place.

#### **5.4 Vulnerable Young Person's Panel or Alternative**

The Vulnerable Young Person's panel is not currently taking place. There is a current directorate review as to what will replace this.

#### **5.5 Multi-Agency Public Protection Arrangements (MAPPA) cases**

MAPPA referrals are made using the below criteria

Category 1 - MAPPA cases – Register Sex Offender: There has to be an automatic referral to Youth Multi Agency Protection (YMAP). Case manager completes YMAP referral form which is emailed to Martin Gardner YMAP, Co-ordinator. They will then decide if it merits YMAP intervention and organise a meeting. If it is felt it does not, they will provide reasons for this decision.

Category 2 - Any violent or sexual offences with a custodial sentence of over 12 months: As above

Category 3 - Any Other – Risk Strategy Meeting with all YOS workers and professionals involved and a decision made as to whether the young person should be referred. As part of this, the Head of Service must also agree with the decision to refer via this route.

Completed referral forms should be emailed to: [martin.gardner.16414@derbyshire.pnn.police.uk](mailto:martin.gardner.16414@derbyshire.pnn.police.uk)

## 6. Pre- Court Cases (including assessment tool)

### 6.1 Youth Justice Panels

These are multi-agency panels attended by YOS, Social Care, Remedi (on behalf of the Police and Crime Commissioner) and Police to assess the offence and agree the most appropriate disposal. To inform this decision-making, framework I checks are undertaken. Engaging the victim in this process will be crucial and further guidance will be forthcoming regarding this. Please see separate Youth Justice terms of reference document for further details.

There is an attempt to have more consistent approaches between Prevention and Post-Court cases. As such, some above guidance is relevant to Pre-Court and prevention cases but albeit:

ALL Repay and YCC cases will now use a redesigned for Youth Justice, Early Help Assessment and Plan.

### 6.2 Early Help Assessment for Repay and Youth Conditional Caution (YCC) cases:

The Early Help Assessment and Plan should be used for all Repay and Youth Conditional Caution cases. A risk and safety section has been added to the Early help Assessment. **Thus, there is no need to complete a Risk, Safety and Well-being plan in any case.**

### 6.3 Reviewing Early Help Assessments

Although, in Repay cases, it is usually a short period of intervention, there may be some cases where we work with a young person for an extended period. For these cases, if there is significant change (see 3.4), we may need to review Early Help Assessments. This should be discussed with a manager on a case by case basis.

Youth Conditional Caution cases do not have a mandatory time period for completion of intervention. In general, LASPO guidance states that they should not exceed three months. If a longer intervention is assessed as being required, the rationale for this needs to be agreed with a manager and evidenced on ChildView.

The same criteria for Post Court cases regarding reviewing assessment and plans apply. Thus, following a significant event, (see 3.4) there will be an expectation that a full review takes place.

### 6.4 Looked After Children Quality Assurance

All assessments completed on Looked After Children should be 'quality assured' by a manager.

## 6.5 Specialist Interventions/Programmes on all cases and extended periods of intervention

Although, new assessment models are being introduced, at the heart of this manual is to enable practitioners to practice flexibility with a less 'siloed' approach to our work. As such, all interventions that are available to Court Order cases should also, where appropriate, be made available to young people in the preventative cohort.

There are some unique, creative programmes being undertaken such as the 'Support' Programme. Such interventions **can and should** be offered to Prevention cases.

Although, we are ordinarily bound by shorter time periods in Prevention cases; case managers, the use of specialists in substance use and others should be able to adopt more flexibility. By this, **subject to assessment, if a worker feels a longer period of intervention would be helpful and the young person agrees, longer term work can be carried out on all cases providing there is explicit manager agreement.**

## 7. Pre-Sentence Reports (PSR)/Sentencing

### 7.1 PSR content

Evidencing strengths and analysis needs to be evidenced in PSRs and this will be a strong consideration in the quality assurance of Pre-Sentence Reports. Other areas to focus on include:

- Ensuring there are more positives outlined in PSRs and these are utilised to evidence potential for positive outcomes.
- Analysis of underlying causes of behaviour including familial rejection, family history and attachment, especially for Looked After Children.
- Significantly less use of negative language and statements, especially the references to 'entrenched' patterns of offending or 'history of....' Often in PSRs, these statements were when the evidence suggested otherwise!
- Creative, tailored Interventions suggested.
- Analysis of reasons behind previous compliance issues.
- Clear, detailed and evidenced assessment of risk of serious harm, risk of re-offending and safety and well-being.
- Strong arguments against custody especially not introducing custody as a likely 'starting point' or 'strong option', or similar.
- Explicit, evidenced and re-enforced arguments that community options are the best option to address risk.
- Evidence of the vulnerability of a young person should they receive a custodial sentence.
- Specific, clear and creative sentencing proposals which aim to keep young people 'down tariff'
- Careful consideration about use of curfew Orders, especially when there is no 'night time' offending. A detailed assessment is required regarding suitability of the accommodation when considering Curfews.

### 7.2 The Use of Structured Assessment of Violent Risk in Youth (SAVRY) in PSRs

Completing a SAVRY and outlining this in a PSR is no longer mandatory. The SAVRY model of assessment does not sufficiently consider strengths and is not fully congruent with the Systemic and Safer Children, Stronger Families vision. Utilised and outlined negatively in the PSR, it may unwittingly contribute to an increased perception of risk from Magistrates. **As such, practitioners and managers should**

**give very careful thought to the benefits or otherwise of utilising this assessment model.**

### 7.3 Gatekeeping of PSRs

For all PSRs, prior to the PSR being completed, a formal meeting should be held between manager and practitioner to discuss the PSR. The sentencing proposal will be agreed at this meeting. This will be recorded on ChildView by the manager. If there are disagreements this should be immediately escalated to the Head of Service.

Any case where custody is considered a strong possibility should whenever possible, be gate kept by two managers, one being from another team. Explicit recording should be made by the manager/s evidencing that the PSR has been gate kept with their views on the PSR included.

For all PSRs that are to be double gate kept, PSRs **must** be completed and submitted to managers two working days before the Court date. If there is late information which needs to be added, the PSR should still be completed provisionally two days before Court.

### 7.4 Court Attendance following PSR completion

Of course, we can never predict a custodial sentence but if it is felt that it is a strong possibility, it is expected that (unless on annual leave) PSR authors attend Court and add a verbal argument to the PSR recommendation to the Court.

### 7.5 Progress Reports

Progress Reports can and should be utilised as they can be a useful mechanism to ensure quick, effective sentencing. Equally, the *Custody Analysis 2015* found that in some cases, young people were unnecessarily 'up-tariffed' at early stages through Progress Reports. **Managers need to ensure Progress Reports are gate kept with the same rigour as PSRs.** Managers will also need to evidence on ChildView that they have gate kept the Progress Report.

### 7.6 The ISS Report and use of ISS as a sentencing recommendation

Separate ISS reports should not be utilised in PSRs. The specific ISS offer can be outlined in the PSR and linked to this, the ISS intervention needs to be specific to the young person. **Thus, the need for a detailed discussion with a young person, family ISS Tracking Officer and managers still need to take place.**

We need to continue to utilise ISS when it is felt appropriate but we must also strive to keep young people down tariff. As such, there needs to be stronger arguments within PSRS that ISS is not always the most appropriate sentence. An example of

this is outlined below. **This should not be copy and pasted in to reports,** it is just an example. Again, all reports should be specific and tailored to the young person.

“As I am minded that custody is being considered and if the Court feel such a rigorous and intensive disposal is necessary, a Youth Rehabilitation Order with an Intensive Supervision and Surveillance (ISS) Requirement is available as a direct alternative to custody. However, it is suggested that a robust Youth Rehabilitation Order in this case would offer a more flexible and creative approach to supervision, allowing sufficient time and resources to focus more intensely on the areas of concern in this case. Certain elements of the Intensive Supervision and Surveillance Programme are sometimes slightly generic and this would perhaps detract from the vital interventions suggested.”

## 8. Intensive Supervision and Surveillance (ISS and ISS on DTO Licence)

### 8.1 ISS intervention and Reviews

In line with an approach that builds on strengths and recognises the need for unique, creative interventions, careful thought and improved flexibility is needed regarding ISS. That said, there have already been positive developments within the service in this regard and a demonstrable change of practice in the management of ISS cases; in a lot of respects it is a case of maintaining and building on this.

Prior to ISS intervention being formalised, a meeting is required between case manager, ISS Tracking officer and a manager to agree the ISS offer. The emphasis will be on creativity, building on strengths and improving the likelihood of compliance and engagement. As such, there is no one size fits all approach but some suggestions are outlined as examples:

- A later curfew suggested as a possibility in the PSR.
- Reduced use of reparation and/or alternative use of more genuine restorative practice. For example, letter of apology, independent living projects, a positive leisure interest or specific project.
- More interventions from other agencies utilised such as Accommodation providers key work sessions. For example a LAC young person in a residential placement will also be undertaking daily keywork sessions, meeting with his Social Worker etc. Adding 25 hours of intervention with the YOS is often not manageable.

### ISS Reviews

Although there are changes to the timescales relating to full assessment and plan reviews, it is suggested that the formal 3 month review with a manager still takes place (or at another assessed appropriate time) given the importance of maintaining a young person's engagement with ISS. Should significant changes arise from the review, it may necessitate a formal review of all documentation. However, it may be that a significant number of ISS cases require review due to changes more often than every six months.

### 8.2 ISS on licence

ISS, when used appropriately can be a vital option to keep people out of custody. However, Derbyshire YOS has seen repeated breaches of ISS on DTO licences which has resulted in some young people (and mostly, our Looked After young people) receiving little longstanding intervention in the community. In considering this alongside research from the Howard league, HMIP and Serious Case Reviews, **use of ISS on licence will be the absolute exception, rather than the norm. Any use**

**of ISS on licence will require Head of Service Agreement.** The Head of Service will be responsible for evidencing this decision on ChildView.

## 9. Safeguarding (Including Referrals)

### 9.1 Introduction

Please read the YOS Safeguarding Policy 2015 for further details. We are bound by the Children Act 1989 and 2004 which outline that 'Safeguarding is Everyone's responsibility.'

The most important factor regarding this is that it is important to bear in mind that safeguarding is not just about making a referral. It is also about the interventions and evidence that YOS practitioners undertake. This is especially the case if a referral is made to Social Care but the case is not opened.

### 9.2 Child Sexual Exploitation

If there is ANY potential concern about potential Child Sexual exploitation, this should be considered and analysed throughout assessment documents and a completed CSE toolkit should be uploaded on to the system. The CSE toolkit should be reviewed on a regular basis and to be clear, the risk of CSE cannot be considered to be reduced without a full review toolkit being undertaken. If the case is open to the Multi Agency Team (MAT) or Social Care, one agency must take the lead in completing the CSE toolkit.

If the case is only open to the YOS, and there are ANY concerns about possible CSE, an immediate referral to Starting Point should be made. However, many cases may well be already open to other agencies so effective multi agency working is vital, especially sharing of information and plans.

If a practitioner has any information that a young person may be at risk of CSE, they should immediately discuss this with their manager.

All YOS staff should have a good knowledge of specific Children's Services protocol and advice for CSE.

[Derbyshire CSE guidance](#)

### 9.3 Thresholds

All staff should have a sound working knowledge of Children's Services current thresholds.

[Derbyshire Threshold Guidance](#)

### 9.4 Referrals through Starting Point

Starting Point has replaced the Contact Centre for all Children's Social Care referrals, Starting Point is a multi-agency team set up to offer a more responsive, tailored and systemic response to referrals with a target of completing a referral

within 24 hours. Upon referral, practitioners within Starting Point will complete a genogram and chronology to assist the decision making process.

If a practitioner believes a young person requires a referral to Derbyshire Social Care, this should be first discussed and agreed with a manager. Following this, a referral should be made utilising the appropriate referral form to Starting Point. If any advice is required, practitioners can also discuss any concerns with a Starting Point Duty Manager or practitioner.

If there are concerns regarding cases already open to the MAT, these **MUST** go through the formal MAT Step Up process which the YOS **MUST** be involved in.

**Starting Point Phone number: 01629 533190**

[Starting Point Referral Form](#)

### **9.5 Escalation Policy regarding Children's Services/MAT/Starting Point decisions**

Stage 1 Practitioner to Practitioner

Stage 2 YOS Practitioner to Team Manager

Stage 3 YOS Team Manager to MAT Manager or CS Service Manager

Stage 4 YOS Team Manager to Head of Service, Localities

Stage 5 YOS Head of Service to Head of Service, Localities and/or Service Director

Stage 6 Head of Service raises issue at Safeguarding Board/YOS Management Board

## 10. Interventions and Specialist Interventions

### 10.1 Interventions

The challenge is to ensure systemic approaches, social pedagogy approaches, solution focused are not just part of assessments but on-going interventions. Another key consideration is the multi-agency network.

The changes to assessments and intervention plans may result in some changes and practitioners should consider the following when delivering interventions:

- Being as creative as possible.
- Maslow's hierarchy of needs and addressing the most pressing factors first. For example, a specific cognitive behavioural programme may not be appropriate if a young person is experiencing major family difficulties, homelessness or significant substance use. If this is case, it can still be evidenced in a plan that work is ongoing to support the young person in reaching the stage where they can complete this work.
- Consideration about the number of professionals utilised to deliver interventions.
- Ensuring work is not replicated by other agencies.
- Use of standard 'reparation' (See below).

### 10.2 Multi Agency interventions:

The YOS need to ensure that in cases open to MAT/Social Care, especially Looked After Children and children on Child Protection Plans that:

- YOS assessment and plans are shared with Social Care/MAT/Children's homes.
- There is not an overload of professionals or interventions. Other agencies interventions can be considered in our plans and can be counted as national standards, if all agree.
- YOS interventions should be discussed with the Social Worker and potentially, Independent Reviewing Officer to ensure there is no duplication and that they are appropriate.

### 10.3 Specialist Referrals and interventions

The use of Specialist workers is central to the YOS. It is expected that Specialist and Programmes Workers will have more time to do more in-depth and creative work with young people and families. Central to this must be an approach from all in the service to enable and facilitate practitioners to have the ability to practice creatively, flexibly and potentially, with more young people. A particular change in this regard

will be for Specialist Workers including Programmes Workers, ISS Tracking Officers to work with a wider group of young people. It is likely that the number of young people formally processed through the Court system will continue to remain static in the immediate future. Thus, it makes sense to widen the offer of practitioners with specialisms/certain areas of knowledge to pre-court and prevention cases where this is appropriate. **As outlined above – longer term work to complete interventions/offer support can be agreed where appropriate for both pre and post court cases when their order/disposal has finished.**

Another aim must be to ensure that these specialisms are used appropriately, where there is greatest need whilst ensuring a young person is not overloaded with intervention or professionals. All practitioners must ensure that Specialist workers are utilised where their expertise would be best used and that they are also based on enduring relationships. **‘One off’ interventions can still be utilised but this must be where there is clear need for a specific piece of work. For example, if a case manager is completing substance misuse work, a substance misuse worker should provide consultancy on this.**

The other aim is to ensure that specialist work correlates with the broad aims of the service which is focused on creative approaches, enduring relationships and practitioner flexibility. There does need to be a differentiation between roles and responsibilities of a case manager and a specialist. However, individual responses to situations and young people rather than uniform policies are more favourable. For example, a substance misuse practitioner may feel it is not appropriate to carry out a planned substance use session if there are other pressing matters the young person wishes to discuss. Similarly, attendance by specialists at multi-agency meetings such as LAC reviews, DTO reviews, CP conferences should be considered on a case by case basis with discussion with a manager about whether value is added by attendance whilst ensuring that meetings do not become too ‘professional heavy’. If there is doubt about attendance at meetings, advice can be sought from an Independent Reviewing Officer, Social Worker etc.

## 10.4 Programmes

There is no intention to reduce the interventions offered in this regard, rather quite the opposite. The challenge is for more programmes to be designed which can respond to specific needs but that there is greater thought about when they are utilised and most importantly in the case of LAC and children on Child Protection Plans agreed within the multi-agency network. There are a number of programmes being devised and we need to ensure these are shared with the service and appropriately utilised for pre and post-court cases. A good example of this is the ‘Support Programme’ which has been a positive piece of intervention with a select handful of cases and could be utilised more frequently.

In terms of Court cases, currently, THINK is well used as a sentencing proposal and this can result in a positive sentencing outcome being achieved. As outlined, the aim

is to have more Programmes that can be offered to Magistrates as robust but relevant sentencing options.

Similarly, such interventions can and should also be offered where appropriate to the pre-court young people.

### **10.5 Non Youth Justice Intervention**

Where appropriate, the YOS can offer intervention and support even if they are not currently on Court Orders, or 'Pre-Court' disposals. They are likely to be referred by the MAT or Social Workers. Such instances may include:

- Substance misuse intervention
- Programmes
- Intervention and advice around sexually harmful behaviour

Such instances will be discussed between manager and practitioner and a referral screen opened. The practitioner will complete case notes as per usual practice. At the outset of the intervention, a manager will outline how long we initially expect to work with a young person.

## 11. Enabling Compliance

### 11.1 Introduction

The Enabling Compliance Policy 2016 gives more in-depth detail and case management guidance. Our aim is to have a culture within the service where we think, consider, talk less of 'breach' and instead are focused on 'enabling compliance'. Of course, the approach to this does not mean we don't appropriately enforce Court orders and as ever, issues regarding risk and safety will still need to be at the forefront when making decisions. If there are significant risk and/or safety issues, breach action will need to be swift if appropriate. However, we must ensure that all possible eventualities are exhausted before formal processing takes place and also consider that breach can significantly heighten the risk and safety of young people.

### 11.2 YOS approach to compliance

The 'Custody Analysis' highlighted several factors which we need to address regarding our approach to compliance.

- Looked After Children being disproportionately breached.
- Breach of young people is a significant factor in contributing to young people going to custody.
- Previous compliance is accentuated in PSRs with no analysis about the reasons for it.
- Young people's specific needs are not being considered.
- Compliance panels should be genuinely restorative and strengths based
- Reparation can contribute to a significant number of formal breaches.
- Critically examining our intervention and approach when considering breach.

### 11.3 Enabling Compliance guidance

- Restorative principles to underpin our approach to compliance. Young people to be routinely offered more opportunities to make amends for missed appointments prior to Enabling Compliance panel/breach.
- Ordinarily – no breach action to be taken without at least one Enabling Compliance meeting. Breach proceedings can be expedited if there is significant risk/vulnerability but the starting point should be an Enabling Compliance meeting.
- Enabling Compliance meetings to utilise Safety and Wellbeing Grid
- Enabling Compliance meetings to consider a change in our intervention plan/approach if there is a particular block to engagement. This can be both

small factors such as appointment venues and more significant intervention changes.

- Any breach of ISS to have Head of Service Agreement.
- Any breach of a Looked After Child to have agreement from a panel consisting of Manager, peer practitioner, and other independent person such as reducing LAC Social Worker. If this cannot be arranged, Head of Service agreement is required.

## 12. Looked After Children (LAC)

Except for very few Local Authorities, Looked After Children are disproportionately represented in the criminal justice system and this is the case in Derbyshire. There was also a significantly high number of LAC young people (46% of the total) receiving custodial sentences in 2014. This is a factor which requires urgent attention and some changes have already been outlined. It is clearly and unequivocally acknowledged that alongside our approach, there needs to be a greater understanding from all parts of Children's Services about the negative impact of custody and work is ongoing. Equally, it is up to all staff to support, share and appropriately challenge colleagues from other agencies regarding views on custody or other outcomes such as breach.

All staff should have a working knowledge of Derbyshire's Joint Agency Protocol Regarding Offending by Children in Care which informs the approach to reducing criminalisation of LAC young people, particularly for children in residential homes.

### 12.1 Specific Practice Recommendations for LAC

The below is not an exhaustive list but the following should be considered.

- The use of standard 'reparation' should be the exception for any LAC. If it is unavoidable, efforts to be made to personalise the reparation project. For example, restorative sessions in their residential placement.
- Use of Curfew Orders to be thoroughly assessed and only used when they are appropriate to the nature of the offence or due to the seriousness of it.
- Aforementioned panel to agree to breach prior to formal proceedings.
- Particular consideration given to the amount of professionals formally involved from the YOS with a LAC, given potential attachment factors and the number of professionals the young person will already be working with.
- Ensure intervention regarding family is included in the intervention plan.
- Ensure birth family is included (subject to legal restrictions) in assessments and on-going work.
- **Unless there are strong reasons otherwise, allocated case manager of a LAC should not change even if the placement moves to another area of Derbyshire.**

### 12.2 LAC transfers, in and out

- Regarding out of County LAC, Derbyshire YOS practitioners should in most cases complete formal assessments and maintain contact with the young person with the 'caretaking' YOS undertaking day to day work. There may be occasions when geography makes this impossible.

- **No out of County LAC should be breached unless above criteria regarding breach of LAC is followed. All caretaking YOT's should be made aware of this policy and reminded it is Derbyshire's responsibility to decide upon breach. This also applies to non LAC who are being 'caretaken' by another YOT.**
- All Looked After assessment and plans in the pre-court cohort should be formally quality assured by a manager.
- Home 'YOT's' of LAC placed in Derbyshire by another authority should be informed of disposal and intervention. This needs particular attention on Repay/YCC cases.
- When a LAC young person is transferred in to Derbyshire, we should encourage the home YOT to undertake the assessments. If this is not possible for practical or practice reasons, we can complete the assessments.

### 12.3 Multi Agency work with LAC.

- All YOS assessments including PSRs to be shared with Social Worker and Residential Manager/lead worker/key worker.
- YOS to make pro-active attempts to receive appropriate plans from Residential placements
- Ensure work is not duplicated by agencies. Other agency tasks/work can be included in the intervention plan.

## 13. Custody cases

It is the clear aim of this YOS to continue to reduce the number of young people who receive custodial sentences. Young people are not safe in custody and the risk to themselves and the public is likely to be far higher after any period incarceration. Only 5 young people received custodial sentences in 2015 in Derbyshire and we aspire to further reduce this. Other considerations or factors to maintain are:

### 13.1 Placement Requests

Any placement suggestion made by the YOS should be to recommend a Secure Children's Home for any young person under 18 based on the concerns about the safety of young people in STC's. For remand cases, please consult your line manager for direction.

### 13.2 Vulnerability of children in custody/use of restraint

2016 has seen the broadcasting of the Panorama documentary which exposed illegal restraint and bullying by staff at Medway STC. A subsequent Independent Report outlined concerns about the practice within all STC's. Inspections and other independent reports (Howard League 2016, United Nations 2016) continue to echo concerns about how safe young people are in custody currently. The National Review of Youth Justice will bring in some challenges to the secure estate but this may take some time.

If case managers receive notification that their young person has been restrained, the line manager/QA manager/Head of Service should be immediately notified. A manager should make an immediate request that the YOS receive the incident report and also ask to observe CCTV and body camera footage.

### 13.3 Advocacy

All young people who enter custody should be referred to the Children's Services Advocacy Service. Referral forms should be emailed to the Advocacy Team.

It may be good practice to include representations made to the advocate in the intervention plan. Please note, LAC young people may already have an advocate. If they are LAC, case managers must ensure the allocated advocate is aware of the custodial sentence.

### 13.3 Planning for release/resettlement

There must be great emphasis on evidencing planning for release and this should be part of the initial custodial intervention plan and articulated in all assessments and plans. Equally, there should be a renewed focus on evidencing and undertaking work to help the young person prepare for release. This could be undertaking specific

interventions, YOS specialist doing joint work with secure establishment staff but also other factors such as accommodation, ROTL applications etc.

### 13.4 ISS on licence

Unless there is Head of Service agreement, young people should not be released on ISS licence. **ISS as a licence condition will be the absolute exception.** A very, very strong argument will be necessary for it to be a licence requirement.

## 14. Criminal Behaviour Orders

Criminal Behaviour Orders have replaced Anti-Social Behaviour Orders. In most cases, the Police will seek the views of the YOS on whether they would be supported in Court by the YOS.

As a starting point, practitioners and managers should consider that if a young person is subject to a Court Order, there is a strong argument that any conditions or interventions as part of a Criminal Behaviour Order can be addressed within the Court Order intervention, rather than necessitating a Civil Order which then becomes criminally enforceable if conditions are breached. If appropriate, practitioners may need to outline this and other relevant factors in Court. Historically, the imposition of ASBO's has played a significant contributory factor in resulting in young people going to custody.

Work is required with the Police at a strategic level to develop a shared understanding regarding Criminal Behaviour Orders. Any potential consideration of a Criminal Behaviour Order should be notified to your line manager and Head of Service. The Head of Service should also be alerted if there any disagreements with the Police.

## 15. Quality Assurance: Learning Reviews, Sharing good practice, audits and Challenge Days

### 15.1 Learning Reviews

When there are positive outcomes such as a young person avoiding a custodial sentence for a serious offence, a short learning review will be completed and shared with the service. This will be in the form a short review examining strengths and how it can positively influence practice in other areas will be completed by a peer practitioner, manager from another team or QA Manager. A similar short learning review will also be undertaken when a young person receives a custodial sentence. This will be focused solely on areas the service may need to consider and not about individual practice.

### 15.2 Sharing Good Practice

There is an abundance of good quality work being undertaken in the service and it is hoped that we can share this more. As such, there are now folders to submit pieces of good practice to. These folders are:

- Pre-Sentence Reports
- Risk, Safety and Wellbeing plans
- Intervention plans
- Any other pieces of work/practice

### 15.3 Challenge Days

Each area team will take part in a challenge day. A team of peer managers, practitioners, managers from Children's Services, partner agencies and a Service Director will spend a day within an area team. As part of this, there will be case audits, focus groups and if possible, one observed visit. These will evidence strengths and areas for further development. Following this, the team manager will complete an Action Plan which will be reviewed six weeks after the challenge day. *They will occur approximately every six months.* Advance notice is not given regarding challenge days to area teams; they will receive three days' notice.

### 15.4 Manager Audits of cases

It is expected that each completes two full case audits per month for all five teams and the findings of these are discussed with the case manager. A Children's Services Quality Assurance Manager will complete monthly reports based on the findings of these audits.

The audit forms are available to practitioners on the electronic drive.



## 16. Restorative interventions/use of Community Reparation

Restorative Practice, not just Restorative Justice should be at the heart of all YOS interventions in that we proactively build relationships and young people and families are given a sense of ownership in their work with us and as part of their community. It should be acknowledged that Derbyshire YOS has already been demonstrable progress in this regard. Derbyshire YOS has a good range of placements which can be utilised but again, this must be appropriate and fully assessed. However, equally, restorative intervention does not need to be the traditional 'community reparation'.

Letter of apologies, creative interventions could and should be practitioners first thought when considering restorative interventions. In terms of 'repairing harm' caused, we must balance the wishes of the victim whilst attempting to offer creative and tailored restorative interventions. The most meaningful interventions will be where the young person expresses an interest in a particular activity/intervention which may (but does not need to be) linked to their offence. This places a responsibility on the Youth Offending Service to ensure that our restorative work is exactly that.

Examples of restorative work carried out include:

- Family mediation work (this needs to be agreed by a Social Worker, Independent reviewing Officer if a LAC or on a CP Plan).
- Young people completing projects at their residential home
- Charity bike ride
- Charity baking and stall
- Bike maintenance course and qualification
- Presentation to a group of people regarding
- Street art

Such interventions should be strongly considered as part of any 'reparation' requirement.

To this end, the following practice recommendations are made:

- A restorative (hopefully creative, tailored and specific!) intervention should be in all intervention plans.
- Very careful consideration about the generic use of Community Reparation. In a significant number of cases, other restorative interventions can take place instead.
- Detailed assessment before making Activity Requirements consisting of Reparation with specific placement options to be considered with the young person.

- Following a new order, the Restorative Worker will consult with the case manager regarding potential restorative interventions and can offer to meet with the young person to complete a session on restorative work and to explore possible options, **although this must be communicated with and agreed with the case manager.** If it is agreed that standard restorative activity sessions will be used, the young person will be given a choice of different activities.
- 'Reparation' sessions (Restorative Activity) on 'standard' Referral Orders to only be used in exceptional circumstances. Panel members will be updated with this guidance. This places a responsibility on the case manager/manager and where appropriate, Restorative Worker to have clear restorative recommendations to panel members.
- Missing restorative sessions should not ordinarily form sole reasons for breach proceedings. For example, a young person complying with appointments with case managers and specialists should not be breached for missing reparation sessions.

## 17. Transfers to Probation

Historically, there has been an expectation that when a young person reaches 18, they are transferred to Probation (unless subject to a Referral Order or Detention and Training Order).

### 17.1 Transfers of 18 year olds subject to Youth Orders

Current guidance replaces all previous policy in that it is now the expectation that young people are **not** transferred to Probation when they reach 18. Serious Case Reviews have highlighted the transition to adult services as a factor to consider in this decision. This is particularly the case with Looked After Children who no longer have an allocated Social Worker and thus, it is important that there is a degree of continuity. **Under no circumstances should a Looked After Child be transferred to Probation.**

There may be exceptions to this policy, if, for example a young person has ongoing Court proceedings and it seems likely that they will receive an adult Order. **In such cases, this will require management agreement.**

### 17.2 Y2A Portal

Notwithstanding the above, we are bound by the Y2A protocol regarding transfer of information. For any young person who turns 18 during the Course of supervision we are required to upload the following documents to the Y2A portal:

The most recent asset, ROSH and Risk Safety and Well-being Plan, PSR or for new cases, Asset plus.

## 18. Supervision

Supervision should provide a safe environment for critical reflection, challenge and professional support and ensures competent accountable practice. It includes time for reflection on practice issues that arise in the course of everyday work and can help workers and their managers to do their jobs more effectively. It enables workers to develop their capacity to use their experiences to review practice, receive feedback on their performance, build emotional resilience and think reflectively about the relationships they have formed with young people and families.

**Derbyshire Children's Services have adopted the Safety and Well Being Grid to critically discuss cases in supervision. This should be utilised in YOS supervision** although other areas such as risk management, vulnerability in specific settings etc. still need to be considered. As importantly, underpinning all of the above changes is the need for reflective, critically analytical supervision with an aim to fulfil the recommendations of Morrison (2005)

'Supervision is not practice audit. The focus on performance management has come to dominate the process. Supervisors report that they are expected to use supervision to audit adherence to processes leaving little time to explore the quality of assessment decision making and intervention. Workers frequently report that supervision takes place in front of a computer where the priority becomes compliance checking rather than exploration of practice. Practice audit must be separated out from supervision and the prime focus of supervision must be exploration and critical analysis of practice.' (Morrison 2005)

Supervision in Derbyshire YOS will:

- Be received monthly by every member of staff including Deputy Managers/Senior Practitioners and Business Support staff.
- Ensure there is a formal supervision agreement. See appendix 3.
- Be in a neutral venue. E.g. not a manager's office unless not possible.
- Give praise and positive feedback to re-enforce good practice.
- Focus on building on strengths of practitioners, young people and families.
- Consider the emotional impact of the work.
- Critically appraise assessments with frontline practitioners.
- Critically discuss risk and safety of young people.
- Reflect on what is working well.
- Consider what needs to change in our intervention.
- Ensure case discussions are recorded on ChildView.

- Other areas of supervision such as personal factors, development plans, training and career development needs to be formally recorded on specific employee electronic file and agreed by supervisor and supervisee.

In addition to formal supervision, all teams should have the opportunity to attend a monthly peer/reflective supervision to focus on critically analysing and reflecting on cases.

## 19. Reviewing the Operating Manual

This is version 2 of the Operating Model. The next review will be following the publication of the National Review of Youth Justice by Charlie Taylor.