



Youth Justice Board
Bwrdd Cyfiawnder Ieuenctid

Integrated Resettlement Support (IRS)

Management Guidance

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Purpose of the guidance

In July 2009, the Youth Justice Board for England and Wales (YJB) made additional funding available through the *Youth Crime Action Plan* to expand the resettlement programmes for young people leaving custody beyond the original 59 areas offering such programmes.

Building on the lessons learned from the first 59 Resettlement and Aftercare Provision (RAP) schemes, the YJB launched a new approach to tackle the problems faced by young people coming out of custody. Known as 'Integrated Resettlement Support' (IRS), the new approach aims to ensure that all young people coming out of custody are given the best possible help in a co-ordinated way, enabling them to lead crime-free lives.

The aims of this guidance are to:

- provide a framework that enables youth offending teams (YOTs) to operate IRS schemes in line with YJB objectives
- share emerging practice that has been developed to date.

This guidance provides:

- information on the contextual framework and background to RAP
- information on why IRS was created, with an overview of the programme and an outline of how it contributes to the YJB strategic objectives 2008–11
- organisational guidance for managing an IRS scheme
- information about what is expected of schemes, in terms of programme development and performance management.

Introduction

RAP has played a major role in providing services for young people since it was launched in June 2005. Since then, 59 YOTs across England and Wales have received funding to provide a wide range of resettlement services to young people through RAP.

In order to signal a change in the future direction of resettlement services, RAP has been rebranded to IRS (Integrated Resettlement Support), with a holistic approach now being taken in offering resettlement services to all young people leaving custody. The primary focus is no longer on substance misuse and mental health but on covering all resettlement issues in order to reduce reoffending.

To ensure this is achieved, IRS schemes need to develop an integrated approach to working with crime and disorder reduction partnerships/Community Safety Partnerships, children's trusts/Children and Young People's Partnerships and local authorities. These partnerships are not only crucial in terms of the long-term sustainability of the programme but also in ensuring the buy-in of all partners.

Youth Crime Action Plan

The Department for Children, Schools and Families (DCSF) published the *Youth Crime Action Plan* in July 2008. This plan made a commitment to expand resettlement support for all young people leaving custody, through the provision of specialist support in the period immediately following custody.

An additional £6 million was therefore made available through the *Youth Crime Action Plan* to develop IRS between 2009–11 and there are now a total of 107 IRS schemes running in England and Wales (details can be found in the appendices).

The *Youth Crime Action Plan* focuses resources on young people leaving custody and provides commitment to:

- improve education and training for young offenders, by giving local authorities a statutory duty to fund and commission education services
- reinforce the role of children's services in overseeing resettlement provision
- expand resettlement provision for young people leaving custody
- develop a more comprehensive package of support for young people leaving custody.

Key elements of a more comprehensive support package could include:

- identifying a lead professional to take responsibility for each young person, both during and after their sentence
- conducting ongoing assessments of a young person's reoffending and their underlying needs (including family factors) to shape the provision they receive
- providing more intensive support immediately after their release from custody and at other key points in their lives through mentoring (DCSF, 2008).

Support services can be further strengthened by offering IRS to all young people leaving custody. We expect YOTs to deliver resettlement services in partnership with local providers, such as children's services, housing authorities, primary care trusts/local health boards, Child and Adolescent Mental Health Services (CAMHS), substance misuse services, third-sector organisations and targeted youth support,¹ etc.

The All Wales Youth Offending Strategy and resettlement provision in Wales

Published in 2004 and updated in 2009, the *All Wales Youth Offending Strategy: Delivery Plan 2009–11* (Welsh Assembly Government and YJB, 2009) has identified a range of priority areas that will support effective resettlement. The Welsh Assembly Government and the YJB are working together to implement this plan, which includes measures to encourage expansion of the IRS model across Wales.

There are four existing resettlement schemes which have been rebranded to IRS. Furthermore, the YJB and the Assembly Government are also supporting six pilot Resettlement Support Panels (RSPs) in Wales. These will provide a new local way of co-ordinating the multi-agency delivery of resettlement support to all young people leaving custody. RSPs are based on the principles behind the youth inclusion and support panel (YISP) methodology, relying on the development of an individual support plan which is owned and resourced by a range of partners that all have a stake in positive outcomes for children and young people.

Building upon existing panel arrangements and infrastructure, funding will be used to explore ways in which the YISP methodology can be extended to the benefit of those leaving custody.

Separate guidance will be produced to guide RSP pilot areas during the early stages of this project.

¹ Targeted youth support operates in England only.

YJB strategic objectives 2008–11

IRS contributes to meeting the following government public service agreements (PSAs) and delivering local performance indicators (YJB, 2008a).

YJB strategic objectives	Government PSA	Indicators (England)	Indicators (Wales)
Preventing offending	Increasing the number of children and young people on the path to success (PSA 14)	Accommodation (NI 46) Young offenders' engagement in education, training and employment (NI 45)	Access to suitable accommodation (WYJI 5) Engagement in learning and employment (WYJI 4)
Reducing reoffending	Make communities safer (PSA 23)	Young people within the youth justice system receiving a conviction in court who are sentenced to custody (NI 43)	Access to timely substance misuse assessment and treatment (WYJI 6) Reduction in the use of custodial sentences (WYJI 3)
Increase victim and public confidence	Deliver a more transparent and responsive Criminal Justice System for victims and the public (PSA 24)	Ethnic composition of offenders on youth justice system disposals (NI 44)	

Improving resettlement outcomes for those young people who are at high risk of reoffending will make a significant contribution to these strategic objectives.

Research

In 2006, Galahad SMS Ltd commenced an evaluation of RAP, focusing on how well the programme was meeting its aims in addressing young people's complex needs. Researchers also assessed the influence RAP has had on young people's offending behaviour and substance misuse. This study has now been completed and should be published in 2010.

Accommodation

Safe, supportive and sustainable accommodation is critical to resettlement. It is an important element in:

- maintaining employment, education and training
- accessing benefits and healthcare
- sustaining family support.

Research shows that inadequate accommodation is likely to have a significant negative impact on reoffending and there is a documented link between severe accommodation problems or homelessness and recidivism (Hagan and McCarthy, 1997). It is therefore important that all IRS schemes forge links with their local housing providers and Supporting People teams, in conjunction with the YOT accommodation officer. YOT staff should refer to *Key Elements of Effective Practice – Accommodation* (YJB, 2008b) for further guidance.

Family contact and mediation

Family and partner visits are associated with effective resettlement. Young people who maintain contact and receive regular visits from their parents are more likely to have accommodation arranged on release than those who do not (Niven and Stewart, 2005). Additionally, Eagle and Gammampila (2005) found that family mediation with young people could result in accommodation being provided where there had previously been resistance, even if only on an initial and temporary basis.

Assessment

A young person's social and developmental needs should play a major part in assessment and planning. These should therefore be addressed from the outset.

Asset and pre-sentence reports will give an early indication of what the young person's living arrangements were prior to custody, what they are likely to be on

release and whether there appear to be any difficulties (Nacro, 2005; and Arnull et al, 2007). Additionally, transition documents have been used effectively as a way of ensuring transferral of *Asset* and pre-sentence reports between establishments or to the adult Criminal Justice System (Cooper et al, 2005).

The young people who were surveyed for Cooper's study assessed the suitability of temporary housing using different criteria to adult practitioners and stakeholders. They placed significantly greater emphasis on safety and cleanliness and less emphasis on the nature of the provision. The role of staff in enforcing rules which made young people feel safe was seen as important and positive (Arnull et al, 2007).

Assistance and support

Good practice indicates that addressing housing needs should be an integral part of resettlement, with needs being identified early on and appropriate plans and actions initiated to address them well before release dates (YJB, 2008b).

Eagle and Gammampila (2005) and Arnull et al (2007) also found that advocacy was beneficial in enabling repeated attempts to be made to contact relevant agencies and individuals. Without advocates, those in custody often found this more difficult to sustain and some would not attempt to do so because they were distrustful of official processes.

Evidence taken from numerous evaluations of multi-dimensional treatment foster care – which works intensively with young people in foster care (out-of-home) settings – suggests that a young person's out-of-home setting should have a high degree of similarity to their home environment, thus easing transition from a treatment setting back into the home (Chamberlain et al, 2002).

Multi-agency co-operation

Securing inter-agency co-operation is vital to effectively resettling young people (Hazel et al, 2002). Ultimately, young people receiving 'wraparound services' were more likely to stay in school and less likely to run away from home, assault other people or be picked up by the police (Carney and Buttell, 2003).

Establishing local resettlement Steering Groups can also help to ensure that the measures agreed in protocols are delivered (Foster, 2006).

Organisational guidance

This section provides guidance on the establishment, organisation and management of IRS schemes. Please note that this guidance is subject to the details set out in the individual conditions of grant.

Structure

IRS schemes are organised at YOT level and there is no prescription about where in the YOT structure they should fit – IRS can be delivered across all YOT sizes and structures (its flexibility in organisational models is designed to enable this).

IRS can be delivered:

- by a team within a YOT
- across various parts of a single YOT (by a ‘virtual team’)
- between the YOT and partner agencies
- across a consortia of YOTs
- by a team run by a third-sector partner but connected with the YOT.

Regardless of the model used, there should be some fixed elements:

- one manager should have accountability for the delivery of IRS, and their relationship with wider YOT management should be clear
- within IRS schemes, one worker should have lead responsibility for each young person and act as a link with the YOT case manager
- where IRS is delivered across various parts of the YOT, responsibilities for IRS line management, supervision, performance monitoring and continuing service development should be clear
- where a partner agency delivers parts of IRS, a service level agreement should be in place which includes clear information-sharing protocols.

Each YOT’s proposal for the design and delivery of the IRS scheme must be agreed with the YJB. These proposals are the basis on which funds are allocated to YOTs and so any significant changes to the approaches outlined in the proposal must therefore be first agreed with the YJB.

Case management and IRS

The YOT should provide a case manager for every young person in custody and they should not be funded through the IRS scheme. In some YOTs, there may be an overlap of staffing; for example, the case manager for the custody cases may be in the same team as IRS staff or – in a small YOT – the IRS service may be managed by the custody caseholder. However, even if there is an overlap, the following distinctions should be in place.

- Case-holding/management functions should be applied consistently to young people, regardless of whether or not they are receiving IRS support.
- The caseholder/manager remains responsible for a young person's full range of activities/interventions until their order has ended, after which time the case management responsibility should be determined locally. The case manager can continue to have overall responsibility and complete the end *Asset* assessment once IRS has been completed or (where appropriate) the IRS team can take responsibility when the order has ended and complete the end *Asset* assessment.
- IRS resources should be used to fund additional services to those funded by existing case management resources.
- IRS resources should not be used as a holding facility to cover short-term gaps in case management (for example, caused by staff leave) unless on a fully reciprocal basis.
- There should be clear guidance that sets out the relationship between the IRS team and case managers, and also other key resources (such as YOT substance misuse worker/s and accommodation officer/s).

IRS is a voluntary provision and not an order, sentence or condition of bail. This presents challenges in terms of engaging young people and keeping them enrolled in the scheme. Ultimately, the success of IRS schemes depends on their ability to engage and motivate the most challenging young people.

Integrated Resettlement Support and Intensive Supervision and Surveillance

IRS services can be provided to a young person on Intensive Supervision and Surveillance (ISS), although two main principles apply:

- IRS contact is voluntary
- IRS funding can only be used to provide additional resources, not to make up the ISS contact hours for which YOTs are already funded.

IRS input should therefore be additional to ISS-scheduled activities.

Some YOTs target IRS at different stages of ISS, for instance:

- making IRS provision towards the end of ISS, or beyond the end of Detention and Training Order supervision
- using IRS resources for young people going through ISS transition points (from high to low intensity, or finishing the programme) who are facing a reduction in attention and support.

IRS can share management and resources with ISS, but policy and procedures for both IRS and ISS must be clear about how the important distinctions between the two will be maintained.

IRS programmes should apply a scaled approach to the package of interventions so that they are tailored to the individual, based on an assessment of their risk and needs. However, IRS should not replace statutory appointments which are in line with national standards. It should be an additional service in assisting young people to resettle.

Risk management

Case managers/holders must retain overall responsibility for risk assessment and management, including child protection and mental health aspects. The IRS team should contribute to this through local YOT processes, highlighting any issues which arise during supervision.

There should be a written protocol that covers risk management in relation to the IRS service and aspects of this should be written into job descriptions, as required.

Staffing

Due to differences in funding and local circumstances, there is no rigid staffing structure for IRS schemes.

Management of the IRS programme

Management and administration costs should amount to no more than 10% of the overall IRS budget. IRS can share management and resources with ISS but – as stated above – the policy and procedures of both must be clear and the important distinction between the two programmes should be maintained. One manager should be accountable for the delivery of IRS, and the scheme's relationship with the YOT management must be clear.

Paid staff

IRS funding can be used to pay for resettlement staff, substance misuse workers, accommodation officers, mentors and the support services/facilities these require to operate (since some of these workers may be employed on a sessional basis).

Voluntary staff

It is likely that a mixture of full-time and voluntary staff will be employed and voluntary staff can be used as:

- sessional staff – providing specific skills to run a period of activity
- mentors – providing one-to-one support for young people on a regular basis.

Supervision

All IRS workers must receive regular (at least once a month) supervision, which should be documented and signed off by both the worker and the supervising officer. Appropriate supervision arrangements must also be established for mentors, voluntary and sessional staff.

Job descriptions

It is recommended that schemes use IRS-specific job descriptions, for the following reasons:

- there may be a different balance of skills required for IRS to those for generic YOT roles (for example, the ability to engage young people on a voluntary basis)
- it can act as a starting point for identifying particular IRS needs
- YOTs can specify particular IRS requirements, such as out-of-hours working.

Training

Where possible, job descriptions should outline skill requirements and an induction/training programme should address priority gaps in recruitment.

Training may include:

- any of the core training which applies to all YOT workers (for example, risk management and child protection, or how to use core IT systems such as YOIS and CareWorks)
- guidance on substance misuse
- guidance on self-harm, suicide and mental health

- instruction on relevant techniques such as motivational interviewing, solution-focused brief therapy, etc.

IRS workers should be enabled to work towards the Professional Certificate in Effective Practice (Youth Justice).² Schemes should also consider joint training with partner agencies (such as substance misuse services) and with the secure estate.

The YJB recommends that all IRS workers:

- have access to the full range of YOT, YJB and relevant local authority training provision
- have a training plan and appropriate appraisal system in place
- have their training needs reviewed regularly
- go through a clear induction process
- are trained alongside YOT staff whenever possible
- receive regular supervision
- use the Youth Justice Interactive Learning Space (YJILS), with its range of professional development resources and detailed assessment training
- are enabled to work towards the Professional Certificate in Effective Practice and Youth Justice Foundation Degree modules.

IRS Steering Group

YOTs are not obliged to establish a specific IRS Steering Group. However, the scheme should be accountable and provide progress reports to the YOT management board.

Performance management

The performance management framework for IRS is based on the quantitative data contained in the quarterly data return forms, which each scheme must submit to the YJB. The framework is designed to:

- help IRS managers identify where their schemes are performing effectively and where improvements are necessary

² For further information, see: www.yjb.gov.uk/en-gb/practitioners/WorkforceDevelopment/HRandLearning/NationalQualificationsFramework/FoundationDegree/ProfessionalCertificateinEffectivePractice/default.htm

- help strategic managers (e.g. management boards) oversee the performance of the scheme and support or drive improvement activities
- provide the YJB with an understanding of how effectively schemes are performing, where there are examples of emerging practice and where resources should be focused.

Every effort is taken to limit changes to the data required on these forms. However, over time it is likely that the process will be reviewed and enhanced to provide the best possible information. Please see the section on data (Appendix D) for further information.

The more qualitative elements of the scheme will be monitored via the Youth Justice Performance Improvement Framework which was launched in January 2010.

Other reviews

The YJB can request any other quantitative information relevant to the scheme's performance. In the event of unsatisfactory scheme progress, the YJB reserves the right to convene a meeting between the funding recipient, the YJB and any other representatives it sees fit.

Financial guidance: what can the funding be used for?

IRS resources can be allocated to the following projects in order to meet the resettlement needs identified for a young person.

- Funding substance misuse and community/resettlement staff, mentors and volunteers, and the support services/facilities they require.
- Improving access to early intervention, treatment and crisis support services to address substance misuse, health and mental health needs.
- Working with parents, carers, families and peers.
- Providing support to the young person in accessing and maintaining appropriate accommodation, in both in the short and long term.
- Improving access to education, training and employment opportunities, including the support and resources required to participate and progress.
- Developing better use of leisure time by identifying – and encouraging the young person's participation in – positive leisure pursuits.
- Developing the young person's life skills, such as budget management, maintaining healthy living/a healthy diet, improving self-esteem and building the confidence to make positive decisions.

- Developing effective partnerships with key local stakeholders such as children's services, education, housing authorities, primary care trusts, Child and Adolescent Mental Health Services (CAMHS) substance misuse services, third-sector organisations and targeted youth support, where applicable.

Due to differing local circumstances and the individual and varied needs of the young people engaged in IRS, it would be inadvisable to dictate exactly how resources should be used. However, funding should not be used for:

- funding resources/services which are statutory
- core YOT work
- funding other programmes/initiatives within a YOT which are already funded by the YJB, such as ISS and Keeping Young People Engaged.

Other restrictions on funding are:

- management and administration costs should amount to no more than 10% of the overall IRS budget
- a maximum of 10% of the overall IRS budget can be reserved for the flexible fund.

The flexible fund is a resource intended to meet the specific needs of individual young people. IRS schemes can have a flexible fund and decide locally how much funding should be allocated to it (up to 10%), or choose not to have one at all. If IRS schemes do not allocate the full 10% to their flexible fund, this funding can be moved to other parts of the IRS budget, such as staffing or buying in professional services.

The flexible fund appears to have been a key success in many areas and is a unique resource for responding to needs, such as crisis situations. If the decision is made to have a flexible fund, this must be used on expenditure for specific young people that will contribute to addressing their needs in order to reduce reoffending. It should not be used to provide incentives for young people to engage with IRS or to provide services that should normally be provided by other statutory agencies, or for any other purpose which could not be justified.

Operational guidance

Providing a resettlement package to all young people leaving custody is crucial in ensuring continuity of care. It will enable many more young people to receive resettlement services and should contribute towards reducing reoffending. In order to provide these services to a wider group, a multi-agency approach is vital.

The aim of IRS is to provide an integrated approach to resettlement in the following ways.

- IRS will be delivered in partnership with local services and secure accommodation providers. It will include children's services, education, housing authorities, primary care trusts/local health boards, Child and Adolescent Mental Health Services (CAMHS), substance misuse services, third-sector and private-sector organisations and targeted youth support, where applicable.
- IRS will provide evidence of strategic links to local criminal justice boards, crime and disorder reduction partnerships/Community Safety Partnerships and Government Offices for the regions in England – as part of overall governance arrangements.
- IRS will be offered to all young people leaving custody and, where there is any additional capacity, to those under supervision in the community.

The objective of IRS is to support the resettlement of young people leaving custody through:

- reducing reoffending
- addressing substance misuse issues
- addressing other needs and vulnerabilities, for example, those surrounding accommodation, mental health, education, training and employment
- working with parents, carers, families and peers
- working on safeguarding issues with young people who are parents themselves
- developing better use of leisure time by identifying – and encouraging young people's participation in – positive leisure pursuits
- developing young people's life skills, such as budget management, maintaining healthy living/a healthy diet, improving self-esteem and building the confidence to make positive decisions.

Eligibility

IRS will be available to all young people on custodial sentences. It will address the needs listed above – all of which evidence shows are key to effective resettlement. This enables a more holistic approach to resettlement. Each young person will be offered a tailored package of support to meet their needs and this programme will continue for up to six months after their order has finished. The IRS team will engage the young person from the beginning of the Detention and Training Order, in order to build a relationship and develop a plan of work before the young person is released from custody.

IRS can be provided alongside other services and programmes, such as Intensive Supervision and Surveillance (ISS) and Keeping Young People Engaged. However, two main principles apply:

- IRS contact is voluntary
- IRS funding can be used to provide additional resources but should not be used as a substitution to fill gaps that should be filled by statutory services.

The *Youth Crime Action Plan* has committed to focusing resources on young people leaving custody and therefore IRS schemes will focus on these young people. However, priority should be given to those who are:

- receiving (or assessed as needing) specialist substance misuse interventions
- in need of specialist substance misuse interventions and identified as being at high risk of substance misuse. Factors contributing to high risk include (in no particular order):
 - dual diagnosis (co-existing mental health/substance misuse/physical health issues)
 - education, training and employment needs
 - parenting/family/carer/peer group needs
 - learning difficulties
 - speech, language and communication difficulties
 - Drug Testing Requirement (as part of a Youth Rehabilitation Order)
 - eligibility for Intoxicating Substance Treatment Requirement
 - accommodation needs
 - long-term sentences.

What counts as an open case?

To be counted as an open IRS case, there must be an agreed IRS plan between the young person and the YOT. IRS cannot function in isolation – multi-agency

working is essential, so each scheme must ensure that it has appropriate arrangements with partners in the youth justice arena.

Key partners should include:

- the secure estate
- providers of substance misuse services
- accommodation providers
- social services
- CAMHS
- speech and language therapists
- health services
- Connexions (England)
- Careers (Wales)
- youth services
- volunteer providers.

Engaging partners and promoting joint working Steering Groups

During the development stage of IRS, YOTs may find that setting up a Steering Group will promote a joint approach to designing the programme. The Steering Group would take responsibility for setting the scheme's strategy and linking this with the strategic objectives of partner agencies.

By identifying where priorities for partner agencies overlap with those of IRS, themes can be identified for meetings to ensure that the focus is not simply on reporting IRS progress. The aim must be to engage partner agencies – not for them to be at meetings merely as passive attendees – because this is the forum for discussing resources and any gaps in service provision.

Encouraging engagement

IRS schemes need a clear approach in how they encourage young people to participate in the schemes. This should include:

- ensuring that programmes are tailored to meet individual needs/preferences
- fostering a sense of programme ownership for the young person.

The approach to motivating and engaging each young person should be identified in their IRS plan. This will be based on a range of factors, including the

tools and techniques used by each YOT. The early stages of the plan may focus on relationship-building, with initial activities specifically designed to promote this.

YOTs should clearly identify the staff skills (for example, motivational interviewing) required to manage the voluntary nature of IRS and facilitate the engagement process. IRS staff should consider *Key Elements of Effective Practice – Engaging Young People Who Offend* (YJB, 2008c), when developing and reviewing practices and approaches for working with young people.

What if a young person refuses IRS?

YOTs should have a process in place for when a young person refuses IRS – which would include offering the opportunity again at a later date. For example, a young person may be offered and refuse IRS just after being sentenced to custody. They should then be offered the service again before they are released from custody and – where necessary – offered it again, when they are serving the community part of their sentence.

What if a young person stops attending?

The group of young people eligible for IRS may find regular involvement particularly challenging and it is anticipated that some young people may attend sporadically or drop out for long periods. This does not in itself mean that a case should automatically be closed, and all efforts should be made to ensure engagement and re-engagement of these young people. The success of IRS and future funding will depend on the most challenging young people being engaged.

Involvement of parents/carers

The involvement of parents/carers is critical throughout all stages of IRS and they can be successfully engaged in the following ways:

- **working with parents/carers first**
In cases where the young person is unwilling to engage with IRS at the outset, parents and carers can be supported during custody visits.
- **promoting family contact while in custody**
Making additional custody visits can be financially challenging for some families. However, financial assistance may be available from other sources so IRS schemes should ensure these are explored before committing IRS funds to this.
- **involving parents/carers in developing IRS plans**
This includes obtaining the agreement of parents/carers to specific activities.

- **ensuring a good ‘handover’ to parents/carers at the end of activities**
For example, phoning to say that the IRS worker and young person are returning from their activity.
- **linking with other parental interventions in the YOT**
Please refer to *Key Elements of Effective Practice – Parenting* (YJB, 2008d) for further guidance.

Young people in custody who are parents

Young people who are parents may, by the very nature of the separation from their children, present specific needs, including safeguarding issues. These needs should be discussed and addressed through YOTs and children’s services.

Looked-after children

For looked-after children, it is important that IRS workers keep up contact with the allocated social worker and ensure a consistent approach. Schemes also need to consider:

- the involvement of residential care staff, or others in a caring role (for example, if the young person is living with friends or siblings)
- how best to involve parents when the young person is in care but the parents retain parental responsibility.

Community cases and remands

The priority is to offer IRS to all those leaving custody. However, provided that all those leaving custody are on the programme – or have been offered it – any remaining places can be offered to community cases or those on remand.

Lead professional

As referenced in the *Youth Crime Action Plan*, a lead professional should be identified to take responsibility for each young person from when they enter custody, through to the end of their sentence and beyond. This person will be the link to all other professionals involved with the young person and will therefore provide consistency. The lead professional should develop a pathway plan once the young person enters custody, which will identify all the resources required for successful resettlement. This plan should be reviewed regularly with the young person, their parents/carers and other professionals.

Visiting young people in custody

The resettlement plan should begin as soon as the young person has started their custodial sentence. IRS programmes should ensure that the young person is visited and offered the package of support soon after sentencing. If the young person refuses, this should be offered again at a later date. Where appropriate, families should be engaged and involved in the early planning.

Community element of IRS (post release from custody)

Schemes should continue to ensure that there are appropriate arrangements in place to meet/collect children and young people on their release from custody. IRS schemes should have the capacity to collect all young people if no other appropriate arrangements are in place, since an IRS worker must have a face-to-face meeting with the young person on the day of release.

Young people require intensive support immediately after release from custody and this is reiterated in the *Youth Crime Action Plan* and the *All Wales Youth Offending Strategy: Delivery Plan 2009–11*. Schemes should therefore consider using mentors to provide additional support. Access to weekend provision should also be made available and monitored.

The level of support must be tailored according to individual needs (identified when the young person was in custody), using the scaled approach to provide interventions based on risk and need. Therefore, the number of contact hours for each person will be specified on an individual basis. However, schemes should be able to offer an appropriate level of support throughout the Detention and Training Order supervision and up to six months beyond. Where possible, schemes should seek to engage young people in activities that will, where appropriate, be sustainable beyond the end of the period of IRS.

Community provision

If the need has been identified, IRS should continue once the young person's Detention and Training Order supervision has ended. The key elements of this are:

- continuation of support from the end of the sentence, order or licence for up to six months (length of time to be determined through review and assessment)
- continuation of access to drop-in and crisis support.

Community provision runs from the end of the licence for up to six months, during which time:

- scheduled activities should be carried out, as determined by assessment and based on risk and need

- ongoing assessments of a young person's risk of reoffending and their underlying needs (including family factors) should be undertaken to shape the provision the young person receives
- the YOT must keep the case file open. At this point, case management responsibility may be transferred to the IRS team. Case management responsibility should be determined by YOT management – the case manager may retain overall responsibility until the end of the IRS, or the IRS team may take this over once the statutory order has been completed
- quarterly reviews should continue until the end of the IRS programme
- the scheme must continue to offer drop-in access and crisis support as defined above. This should remain available to the young person for the full six-month period, even if they are not involved in any other IRS activities
- schemes should look at related programmes which may be extended to work with the IRS caseload
- schemes may also consider longer-term activities via third-sector organisations, which may continue beyond the six-month period.

Closing an IRS case

An IRS case should only be closed when the YOT and the young person both consider that further contact would not help to achieve IRS objectives, such as addressing offending-related needs or reducing the likelihood of reoffending. An *Asset* assessment should be completed at the end of the programme, which is in addition to the *Asset* assessment completed by the case manager at the end of the statutory order.

What if a young person returns to custody while still on IRS?

Some young people on IRS may return to custody; for example, for breaching the conditions of their licence or if they are convicted for earlier offences. This does not mean an IRS case is automatically closed. The main principles to be considered in such instances are:

- the young person should remain on the IRS caseload until they can benefit no further from the programme
- the overall YOT case file should be kept open until IRS contact has ceased (and so potentially beyond the end of the licence).

Inactive cases

If a case has been inactive for a long period of time (approximately three months or more) the scheme should review their position and contact the young person before closure.

Disengagement from IRS

Disengaging young people from IRS in a sensitive way is as important to their stability as engaging them onto the scheme in the first place. All staff and volunteers should receive training in how to end professional relations with young people positively. Where possible, all relationships should be ended in a structured way, with the young person directly involved in a closure plan.

It is vital that IRS schemes have good links with their local authority to ensure continuity of care once IRS has finished. Schemes will need to devise strategies to reintegrate young people with local authority services that will continue beyond the IRS programme.

Links with the secure estate

Joint working with the secure estate is critical to the success of IRS for those in custody. It is imperative to maintain contact once the young person is serving the community part of their sentence. Feedback on the young person's progress should be given to the secure establishment so that any specific issues can be addressed.

IRS protocol

There is a national working protocol between the secure estate and the YOTs involved in the delivery of IRS, which aims to facilitate communication between all parties. This can be found on the YJB website.³

Manager's forum – the English regions and Wales

In Wales and most of the English regions, there are quarterly meetings which IRS managers and representatives from the secure estate attend. The YJB strongly recommends that a representative from each YOT/secure establishment attends these meetings because this is a good opportunity for YOTs and the secure estate to exchange information and share emerging practice. These meetings are organised locally and hosted by the YOTs.

³ See: <http://www.yjb.gov.uk/en-gb/practitioners/ReducingReoffending/Resettlement/IntegratedResettlementSupport/>

YOT integration

Most schemes are fully integrated within the YOT and – as stated in the Training section ('Organisational guidance' chapter) – IRS staff should be able to access the same training available to core YOT staff. IRS staff may be required to undertake core YOT duties from time to time, although this is to be determined by local arrangements and will not be specified by the YJB.

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Appendix A – Financial management

The guiding principle of YJB funding for IRS is that it is allocated only to deliver the IRS service and may not be used for any other activity without the express written permission of the YJB. The YJB will reclaim part or all of the grant if it is not wholly used for the purpose intended and agreed. Should the service be halted for any reason, the YJB will consider reclaiming the funding for the period the service was not offered.

As with any funding, there are clear requirements to monitor and report on how the money is spent and these will be outlined in the conditions of grant. The YJB carries out formal audits of IRS expenditure and specific reporting requirements include:

- all invoices, receipts, accounting records and any other relevant documents relating to the expenditure of the grant money should be kept for a period of at least two years after the completion of the activity being funded
- grant recipients are required to supply – no later than 30 September in each funding year – an audit certificate to the YJB that is signed by the chief financial officer of the recipient organisation and which has been formally and independently audited. A pre-audit certificate must also be submitted to the YJB by 30 June in each funding year – schemes are required to submit to the YJB the financial governance information (which details projected spend for the next quarter)
- an asset register must be maintained and submitted to the YJB every quarter, according to the instructions set out in the financial reporting guidelines (even if no assets have been purchased in the quarter)
- where financial administration for the scheme is outsourced, schemes must ensure that the company or individual offering accounting services is properly registered and has an operating licence that demonstrates full qualification.

The YJB reserves the right to:

- withhold payment on any invoice until the scheme providing it is up to date with the submission of all financial governance forms to the YJB
- request any additional financial and operational information (in any medium) regarding IRS and YOTs – failure to provide the necessary information may result in the IRS grant being reduced and/or withdrawn

- alter or cease the funding of a scheme following any significant change in the operation or organisation of that scheme – the YJB must be immediately informed of any change within the organisational structure and accountability for project financial management.

Penalties

In the case of any failure to comply with the full terms and conditions of this grant, the YJB reserves the right to:

- reclaim payments
- review, suspend or withdraw the grant
- deduct any unspent money from subsequent payments.

Appendix B – Resettlement initiatives in England and Wales

Resettlement consortia pilots

There are three regions piloting a consortia approach to resettlement: the North West, the South West and London. This initiative should provide a more consistent approach to resettlement and improve relationships/communication between local authorities, YOTs and secure establishments – thus creating a more holistic/co-ordinated service for young people with improved continuity of care.

Joint ownership of resettlement from stakeholders and these improved links would provide an opportunity to reshape services within custody, with involvement from participating local authorities.

Appendix C – IRS schemes in England and Wales

Original 59 IRS schemes

Wales/English Region	YOTs
1. East	Peterborough
2. East Midlands	Leicester City
3. East Midlands	Nottingham
4. East Midlands	Nottinghamshire
5. London	Brent
6. London	Camden
7. London	Croydon
8. London	Ealing
9. London	Greenwich
10. London	Hackney
11. London	Hammersmith and Fulham
12. London	Haringey
13. London	Hounslow
14. London	Islington
15. London	Kensington and Chelsea
16. London	Lambeth
17. London	Lewisham
18. London	Newham
19. London	Southwark
20. London	Tower Hamlets & City of London
21. London	Waltham Forest
22. London	Wandsworth
23. London	Westminster
24. North East	Hartlepool
25. North East	Newcastle-upon-Tyne
26. North East	South Tees
27. North East	Stockton-on-Tees
28. North East	Sunderland
29. North West	Bolton

30. North West	Liverpool
31. North West	Manchester
32. North West	Oldham
33. North West	Rochdale
34. North West	Salford
35. North West	Tameside
36. North West	Trafford
37. South East	Reading
38. South East	Slough
39. South West	Bristol
40. West Midlands	Birmingham
41. West Midlands	Coventry
42. West Midlands	Dudley
43. West Midlands	Sandwell
44. West Midlands	Wolverhampton
45. Yorkshire and Humber	Barnsley
46. Yorkshire and Humber	Bradford
47. Yorkshire and Humber	Calderdale
48. Yorkshire and Humber	Doncaster
49. Yorkshire and Humber	Kingston-upon-Hull
50. Yorkshire and Humber	Kirklees
51. Yorkshire and Humber	Leeds
52. Yorkshire and Humber	North East Lincolnshire
53. Yorkshire and Humber	North Lincolnshire
54. Yorkshire and Humber	Rotherham
55. Yorkshire and Humber	Sheffield
56. Wales	Cardiff
57. Wales	Newport
58. Wales	Rhondda Cynon Taff
59. Wales	Swansea

New IRS schemes (England only)

Region	YOT
1. East Midlands	Derbyshire
2. East Midlands	Leicestershire
3. East Midlands	Lincolnshire
4. East Midlands	Northamptonshire
5. East Midlands	Derby
6. Eastern	Essex
7. Eastern	Suffolk
8. Eastern	Hertfordshire
9. Eastern	Norfolk
10. Eastern	Cambridgeshire
11. Eastern	Bedfordshire
12. London	Hillingdon
13. London	Enfield
14. London	Barking and Dagenham
15. London	Redbridge
17. North East	North Tyneside
18. North East	Northumberland
19. North East	South Tyneside
20. North East	Gateshead
21. North West	Lancashire
22. North West	Cumbria
23. North West	Cheshire
24. North West	Wirral
25. North West	Wigan
26. North West	Halton and Warrington
27. North West	Stockport
28. North West	Blackpool
29. North West	Blackburn with Darwen
30. South East	Wessex
31. South East	Kent
32. South East	Surrey
33. South East	West Sussex

34. South East	Oxfordshire
35. South East	East Sussex
36. South West	Devon
37. South West	Somerset
38. South West	Gloucestershire
39. South West	Wiltshire
40. South West	Bournemouth and Poole
41. South West	Plymouth
42. West Midlands	Worcestershire & Herefordshire
43. West Midlands	Staffordshire
44. West Midlands	Stoke-on-Trent
45. West Midlands	Walsall
46. West Midlands	Shropshire, Telford and Wrekin
47. Yorkshire	North Yorkshire
48. Yorkshire	Wakefield

For contact details for the YOTs please visit our website:
www.yjb.gov.uk/en-gb/yjs/YouthOffendingTeams/ContactDetails

Young offender institutions in England and Wales

English Region/Wales	Institution
South West	Ashfield
West Midlands	Brinsford
North East	Castington
South East	Cookham Wood
South East	Downview
South West	Eastwood Park
London	Feltham
East Midlands	Foston Hall
North West	Hindley
South East	Huntercombe
Yorkshire and Humber	New Hall
Wales	Parc
West Midlands	Stokeheath
East	Warren Hill

West Midlands	Werrington
Yorkshire and Humber	Wetherby

For contact details for young offender institutions, please visit our website:
www.yjb.gov.uk/en-gb/yjs/Custody/SecureEstateContactDetails/YOIContactDetails/

Appendix D – Data recording guidance

Integrated Resettlement Support

YOT partnerships delivering IRS must submit summary-level data on this programme on a quarterly basis via a web-form on the Youth Justice Management Information System (as described in the Performance management section of the ‘Organisational guidance’ chapter and also in the Introduction).

The YJB will also calculate data from case-level information supplied by YOTs via the Youth Justice Management Information System. If case-level data proves adequate – and calculation of this data can be done to the satisfaction of YOTs and the YJB – the YJB intends to phase out submission at summary-level.

Counting rules

Count only young people usually resident in the area of the YOT submitting the return, and who were aged 10-17 inclusive on the date of arrest (or the most recent offence). Count ethnicity according to the 2001 census. The row totals for Tables I1, I2 and I3 must be equal. The number of *Asset* sections in Table I5 should equal the number completing in Table I4.

Number starting IRS

Count the number of young people released from custody in the period – in Table I1 according to their age and gender, in Table I2 according to their ethnicity and in Table I3 according to the main offence which led to their custodial sentence. Of those released, count the number who started IRS in the period.

Count the number of young people on community sentences who started IRS in the period – in Table I1 according to their age and gender, in Table I2 according to their ethnicity and in Table I3 according to the main offence which led to their sentence.

Number completing IRS

In Table I4, count young people whose IRS programme closed in the reporting period. Of these, count the number in full-time education, training or employment (ETE), i.e. 25 or more hours per week for young people of school age and 16 or more hours per week for those above school age. Count any ETE provision that may also be counted towards the NI 45 ETE measure and, where applicable, count provision in the latest week prior to a young person becoming unable to receive ETE, for any of the reasons allowed for NI 45.

In Table I5, count end *Asset* profiles for young people completing IRS in the period. For each young person, then compare their end *Asset* section score with their start *Asset* section score to calculate an improvement or deterioration of each *Asset* section. These aggregated numbers should be counted in this table within the relevant rows and columns.

For each risk factor, in the 'numbers improved' column count the number of *Asset* sections where the end score is lower than the start score, and in the 'numbers deteriorated' column count the number of *Asset* sections where the end score is higher than the start score. The difference between column one and the sum of columns two and three will indicate the number of *Asset* sections where *Asset* scores have remained the same.

The number of *Asset* sections recorded in column one must be equal for all risk factors, and should be equal to the number of young people completing IRS in Table I4.

Further information can be found in the YJB's *Data Recording Guidance and Counting Rules*.⁴

⁴ For further information see:
www.yjb.gov.uk/en-gb/practitioners/MonitoringPerformance/DataRecordingGuidanceandCountingRules

Stock code: B451

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