



Lancashire Youth Offending Team

Effective Case Management Oversight Framework

Contents

Page

1. Introduction
2. The Model
3. Learning and Development
4. Case Management Processes
5. Performance management, Quality and Feedback

3
4
5
6
9

1. Introduction

Lancashire Youth Offending Team Effective Case Management Oversight Framework covers three main areas:

- Learning and Development
- Case Management processes
- Performance Management, Quality and Feedback

This framework has been established to systematically monitor and evaluate practice, policies and procedures with overall aim to continue improve service delivery to achieve good outcomes for children young people, their families, victims and the community. Effective Case Management Oversight Framework is not an additional activity but an integral part of day to day practice, and has been established to capture all case management activity under one operational framework.

The framework has been developed to allow for flexibility which will be informed by professional judgement, providing the workforce a framework that will demonstrate continuous effective case management oversight of all cases. All case management activity should be informed and based on the assessed need and risk of the young person and the professional support required for the case manager.

2. The Model

Please see attached for the model – <http://lccintranet2/corporate/web/?siteid=4936&pageid=50439&e=e>

You will see that the model consists of three key areas:

- Learning and Development
- Case Management processes
- Performance Management, Quality and Feedback

Each area has sub-headings which form the activity of the Effective Case Management Oversight Framework. All guidance for each activity is based and informed by the following national guidance:

- YJB AssetPlus guidance:
<http://lccintranet2/corporate/web/?siteid=4936&pageid=47663&e=e>
- YJB Case Management Guidance:
<https://www.gov.uk/government/collections/case-management-guidance>
- Referral Order Guidance:

<https://www.gov.uk/government/publications/young-offenders-referral-orders>

- National Protocol for Case Responsibility:
<https://www.gov.uk/government/publications/national-protocol-for-case-responsibility>
- LYOT Transfer Procedure:
<http://lccintranet2/corporate/web/?siteid=4936&pageid=50439&e=e>
- HMIP Case Assessment Rules and Guidance (CARaG):
<https://www.justiceinspectorates.gov.uk/hmiprobation/about-our-work/documentation-area/youth-offending-services-inspection/>
- Working Together to Safeguard Children 2018:
<https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>

3. Learning and Development

Supervision

One to one supervision is essential for the personal and professional development and support of all LYOT employees. Conducted in a supportive environment, supervision can build open and honest two-way communication, which facilitates mutual learning and improved practice between employees; enhancing clearer accountability. One to one supervision should take place between the supervisor and the supervisee once per month and may include reflective case discussion for the purposes of continuous professional development. This will not include all cases in every supervision (case planning provides a forum for management oversight of cases), and will be guided by the needs of the case manager/ YOT worker. Supervision sessions should be in line with the LYOT policy and guidance and supervision template. Where case discussions generate actions for the case, these should be recorded on CareWorks under a contact entry of 'ECMO formal'. For further information please see link:
<http://lccintranet2/corporate/web/?siteid=4936&pageid=28300&e=e>

Performance Engagement

The Performance Engagement process is an integral part of Lancashire County Council's commitment to engaging all employees. It provides the opportunity for the individual employee to spend quality time with their manager to discuss achievements and to collaboratively set objectives during the course of the year.
<http://intranet.ad.lancsccl.net/how-do-i/hr-pay-employment/performance-engagement-process-employees-guidance/>

Performance development/appraisal for partner agencies placed within LYOT are detailed in the specific service level agreements and partnership arrangements.

Observation of Practice

Managers will complete a minimum of one practice observation per year with each practitioner. Additional observations can be completed based on the needs of the employee and/or during the period of ASYE. Observations of practice should be linked to the Performance Engagement process.

<http://lccintranet2/corporate/web/?siteid=4936&pageid=50439&e=e>

Professional codes of practice

LYOT work with staff members around the various professional codes of practice which need to be adhered to by the different professions. LYOT are currently working with the LCC Principle Social Worker to plan for the implementation of the social work knowledge and skills statements.

4. Case Management processes

Quality Assurance of Assessments and Reports

All assessments and reports completed by Case Managers are quality assured by a Manager. The manager should record this on Careworks under the contact entry of 'ECMO formal'. Tools are available to assist with the quality assurance of reports and case managers and managers are encouraged to use these to provide consistency in the standards across LYOT.

Remand/Pre-sentence discussion

When a Young Person is remanded into Youth Detention Accommodation or where custody is being considered as a sentencing option, a review discussion must be convened between the Manager and Case Manager to ensure all alternatives to custody have been considered.

Case Planning - Initial, review and exit stages

The case planning forum serves to provide effective management oversight which will give LYOT staff the opportunity for reflective case discussion to:

- consider the key areas of intervention for the child;

- guide decisions about most appropriate forum for future risk management;
- to ensure the voice of the child/ parent and carer is considered in planning by building upon the self-assessment responses.

All cases, with the exception of Out of Court Disposals, will be discussed within the case planning forum within 15 working days of the Court outcome. The Out of Court Disposals will be subject to a case planning discussion as part of the quality assurance process in line with National Standards prior to the Youth Disposal Panel meeting.

Case planning forums take place at review and exit stages. The child and their parent/ carer are invited to attend the review and exit meetings. Case planning documentation/templates can be found on the LYOT intranet - <http://lccintranet2/corporate/web/?siteid=4936&pageid=50439&e=e>

Case Recording

The LYOT contact aide memoire is to assist practitioners when recording on Careworks. The contact aide memoire can be found on the LYOT intranet - <http://lccintranet2/corporate/web/?siteid=4936&pageid=50424&e=e>

To assist staff in case recording, a set of principles have been developed and can be found on the LYOT intranet - <http://lccintranet2/corporate/web/?siteid=4936&pageid=50424&e=e>

Multi-Agency Risk Management Meeting (MARMM), MAPPA and High Risk Review process

Consideration should be given as to whether the young person meets the criteria for a referral to MAPPA and/or whether a CSC referral form should be submitted and if relevant a MARMM convened.

Consideration should be given as to whether the case requires additional management oversight. The following should be reviewed in line with the LYOT high risk review process:

- All cases assessed as high or very high risk of serious harm to others;
- All cases assessed as high or very high risk of harm to self, safety and wellbeing concerns and/or any other safeguarding concerns;
- Young people with a history of self-harm in the last 12 months;

Further details regarding these processes can be found in the LYOT *Managing Risk in the Community Procedures*. These are currently under review however can be found by following the link below:

<http://lccintranet2/corporate/web/view.asp?siteid=4936&pageid=50420&e=e>

Sexually harmful behaviour

The North West Sexual Abuse Consultancy (NWSAC) is commissioned by LYOT to provide an individual case consultation service for LYOT staff working with young people who display sexually harmful behaviour. Practice guidance provides details of the criteria and process for referrals to NWSAC - <http://lccintranet2/corporate/web/?siteid=4936&pageid=50450&e=e>

The Pan Lancashire Procedure for Children and Young People Who Display Sexually Harmful Behaviour can be found on the LYOT intranet - <http://lccintranet2/corporate/web/view.asp?siteid=4936&pageid=50420&e=e>

Compliance Case Review meeting

When a child's compliance reduces a compliance case review meeting is held. The meeting is attended by the child and their parent/carer, the Case Manager, Practice Manager and other agencies that are closely involved. During the meeting the young person's engagement and compliance are reviewed, an action plan is draw up and a review date is identified. LYOT practice information and the YJB guidance can be found by following the link below.

<http://lccintranet2/corporate/web/view.asp?siteid=4936&pageid=50439&e=e>

5. Performance Management, Quality and Feedback

Performance Management & Compliance

The LYOT Performance Management Framework includes various aspects of performance management, quality assurance and service user feedback. This document is maintained by LCC Business Intelligence Team.

<http://lccintranet2/corporate/web/?siteid=4936&pageid=28323&e=e>

National Standards

The National Standards set the Secretary of State's minimum expectations for youth justice service delivery and practice, consistent with ensuring:

- Delivery of effective practice in youth justice services;
- Safeguarding of children and young people who come into contact with youth justice services;
- Protection of the public from the harmful activities of children and young people who offend.

The National Standards for Youth Justice Services (2013) can be found at:
<https://www.gov.uk/government/publications/national-standards-for-youth-justice-services>

The Lancashire Youth Justice Management Board and LYOT are developing a working group to develop a plan for the implementation of the new standards and ongoing monitoring arrangements.

The new National Standards can be found on the following link - <https://www.gov.uk/government/publications/national-standards-for-youth-justice-services>

Audit

LYOT complete a variety of auditing activity. Further details can be found in the LYOT audit framework – <http://lccintranet2/corporate/web/?siteid=4936&pageid=50511&e=e>

Inspection

LYOT will keep up-to-date with developments around YOT single, joint and thematic inspections. This includes reviewing inspection reports from other YOTs to identify learning for the service. Further information regarding Her Majesty's Inspectorate of Probation's (HMIP) Youth Offending Service inspection approach can be found on the HMIP website - <https://www.justiceinspectorates.gov.uk/hmiprobation/>

HMIP continue to work with Ofsted, the Care Quality Commission and HMI Constabulary to deliver the Ofsted led Joint Targeted Area Inspections (JTAs) in England. HMIP's role in the JTA programme involves inspecting YOTs alongside adult probation providers. <https://www.gov.uk/government/collections/joint-inspections-of-local-area-services>

LYOT will continue to contribute to partner agencies' inspections where the inspection criterion involves young people open to YOT.

Self-Assessments

During 2017 LYOT reviewed a number of self-assessments which have been designed and produced by the Sector Led Improvement Governance Group (SLIGG) and the Youth Justice Board. These self-assessments have assisted LYOT in reviewing progress against key performance areas including governance, First Time Entrants, Likelihood of reoffending and

risk of harm, Use of Custody, Safeguarding and Victims and Restorative Justice. LYOT will review progress against these self-assessment in 2019.

Youth Justice Peer Review programme

In October 2017 LYOT took part in the Sector Led Improvement Governance Group (SLIGG) Youth Justice Peer Review (YJPR). The primary purpose of the YJPR was to help the YOT and its partners identify their strengths and to highlight areas for potential improvement in the current provision of youth justice services. The LYOT YJPR focused on identifying strengths and potential areas for improvement around the current provision of assessment, planning, intervention and supervision and also governance/partnership arrangements. The final report and actions for developments have been reviewed by the service and Youth Justice Management Board. Actions for service developments were incorporated into the LYOT Business Plan 2018/19.

Learning from serious incidents, significant events and Serious Case Reviews

Lancashire YOT will review all themes, recommendations and actions from relevant reviews. These will be scheduled into Strategic Management Meetings and shared with the service through the appropriate communication channels, for example the YOT team meeting.

Closure forms

Case managers are expected to complete a case closure form when a young person's order ends. This document provides the team's business support officers with the relevant evidence that checks have been made and provides information to close the order on Careworks. The closure form can be accessed via the LYOT intranet (cited on the right hand side of the screen under the heading Useful forms for Careworks)

<http://lccintranet2/corporate/web/?siteid=4936&pageid=28275&e=e>

Feedback

As part of AssetPlus, at the end of the order, there is a requirement to complete the Young Person's consultation form and the Parent/Carer consultation form. Once completed these forms are entered onto Careworks by local business support teams. The YOT Performance Development Research Officer (PDRO) will use the feedback forms to produce a quarterly report which is shared with the Youth Justice Management Board, managers and practitioners.