

Targeted Youth Support Service

Summary – Proposal

Proposal:

- To implement a new Targeted Youth Support Service with three main elements:
 - A call-in service to work with Social Care teams to support in cases where extra-familial risk is a significant presenting need for an adolescent
 - A detached youth work offer to contribute to the implementation of a contextual safeguarding approach to adolescent risk
 - Return home interview service for young people who go missing from home or care (relocation of existing team)
- The service builds on the wider system offer for young people, filling identified gaps in CS by introducing youth work methodology

Drivers for Change – Local Context

- Social work and other teams/services feeling overwhelmed:
 - Approx. 70 screening requests per month
 - Average 113 individual young people with missing episodes each month
 - 170 permanent exclusions of young people 11-16 in 2019
 - Rise in arrests of young people despite a drive to avoid criminalisation
- Number of known county lines into Norfolk has risen sharply in recent months to approx. 80.
- Focused visit by Ofsted in October 2019 highlighted poor systems and practice in relation to extra familial risk and advised to strengthen the offer to young people and families affected by these issues.
- NCC Vulnerable Adolescents Strategy outlines key principles and outcomes regarding this cohort. This proposal seeks to contribute toward operationalising the strategy.
- Need to support the development of robust and effective safety and disruption plans for young people who are exploited.
- Need to introduce specific skill sets required to achieve effective relationship based practice with Adolescents.
- Requirement to add capacity that enables intensive and flexible direct support to young people.
- Need to work more closely with non-familial contexts using a range of methodologies in order to effectively address risk.
- The imperative to deploy our resources where they can make an impact. Key areas would include, prevention in targeted communities or spaces and flexible, responsive work at 'teachable moments'.
- Requirement to facilitate effective multi-disciplinary working and information sharing.
- Requirement to ensure all localities develop and maintain knowledge and 'grip' of locality problem profile in relation to exploitation and serious youth violence.
- Requirement to increase capacity and skills to work with the range of extra familial modes of abuse rather than addressing single issues.

Recommendations from Research

Key features of effective practice models to respond to children at risk of exploitation:

- Transitional, contextual and participative
- Prevention and early intervention initiatives
- Intensive, long-term, dedicated work with individual children and their families to build trusted relationships
- Multi-disciplinary skill mix
- Work with courts/ youth justice/police to identify and implement disruption techniques (e.g. electronic tags, intensive supervision orders, curfews, perpetrator disruption etc.)
- Good understanding of adolescent development and youth culture and experience
- Ability to respond to 'critical moments' i.e. exclusion, custody, hospitalisation
- Frequent review of plans
- Dedicated budgets and permission to work flexibly
- Access to trauma-informed therapeutic support
- Work with communities and partners to establish safeguarding partnerships
- Support to avoid exclusion and fast, high quality education placements/timetables at point of permanent exclusion
- Approaches that support and empower parents as safeguarding partners (inc FGC)

Views from Young People

- As part of the design process, a number of interviews were undertaken with young people who have experienced exploitation and extra-familial harm to gather their views.
- These conversations highlighted the need for a methodology that takes account of the value of trusted relationships and clear understanding of the nature of adolescence.



Logic Model

Impact Statement	Outcomes	Determinants on outcomes	Service-level measures	System measures
Reducing the likelihood of vulnerable adolescents' involvement in exploitation	1. YP are less vulnerable to exploitation – reduced risk	<ul style="list-style-type: none"> • Communication, training and guidance for professionals, YP and communities to identify YP at risk and take appropriate action (inc. community guardianship) • Early identification, assessment and intervention • Effective early help activity reducing likelihood and impact of ACES 	1. Identification, assessment and allocation numbers (incl referrals and sources)	1. Risk screening numbers and tiers
	2. Professionals and communities understand and carry out their role in preventing/reducing extra familial harm	<ul style="list-style-type: none"> • Prevention, support to develop esteem, belonging critical thinking, resilience , life skills. • Effective safety planning , swift responses to identified risks 	2. Risk level trajectory tracking	2. Missing episodes (incl LAC unauthorised absences)
	3. Reduced number of missing episodes	<ul style="list-style-type: none"> • Understanding of the scope and shape of the issue (effective targeting of resource) 	3. Activity reporting incl referrals for additional third party/NCC support	3. Criminal justice first and repeated contact figures for cohort
	4. Reduced offending/re-offending	<ul style="list-style-type: none"> • Tracking dynamic nature of modes of abuse. • Effective multi-agency cross-sector collaboration and information sharing at all levels 	4. Response timescales	4. Violence, PWITS and knife carrying figures for cohort
	5. YP know where to get help when they need it	<ul style="list-style-type: none"> • Trusted relationships with adults, including professionals • Identification, disruption and conviction of those seeking to exploit YP 	5. Joint working records- numbers, type, outcomes	5. County Lines data for cohort
			6. YP engagement numbers including length and type of engagement	6. ASB data for cohort
			7. YP file audits and case studies	7. YOT involvement for cohort
			8. Workforce training figures and longitudinal feedback on impact	8. Data analysis and findings – scope and shape of issue – baselining and review
			9. Community outreach and initiatives	9. Disruption and conviction data
			10. YP and stakeholder feedback	

Logic Model

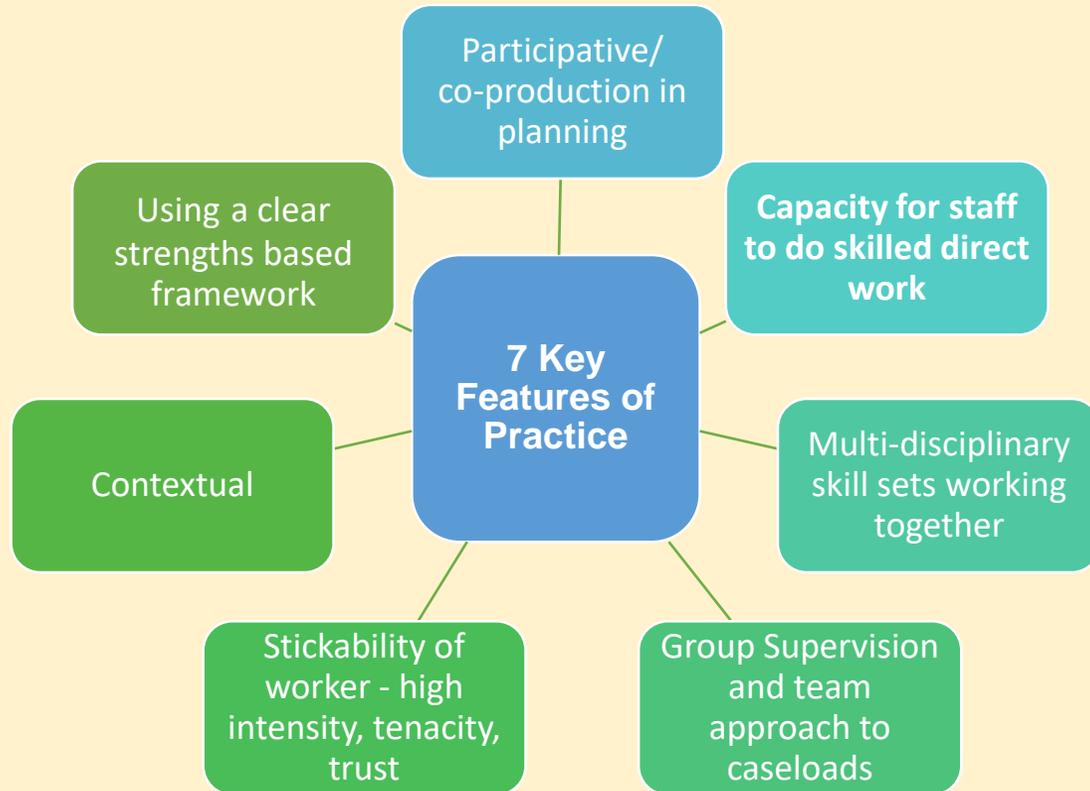
Impact Statement	Outcomes	Determinants on outcomes	Service-level measures	System measures
Improving the safety, health and emotional and mental wellbeing outcomes of adolescents vulnerable to or suffering from exploitation and extra familial harm.	<ol style="list-style-type: none"> 1. Reduced family breakdown 2. Improved family understanding and support 3. Reduced requirement for social care and crisis interventions 4. Improved mental health and wellbeing outcomes 5. YP have access to safe local spaces 6. YP are able to identify and develop positive extra-familial relationships 7. Young people are able to safely disengage with perpetrators 	<ul style="list-style-type: none"> • Informed, confident workforce • Trusted relationships with adults, including professionals • Involvement of parents as key partners • Healthy peer and community relationships • Adoption and embedding of 'whole family practice' • Effective safety planning , swift responses to identified risks • Effective action to address risk in locations and contexts. • Flexible access to therapeutic support • Flexible, adaptable professional practice including out of hours (critical moments) • Regular risk monitoring • Access to appropriate residential care options • Support to avoid school exclusion 	<p>Risk level trajectory tracking</p> <p>Parental/family engagement numbers including length and type of engagement</p> <p>Assessments</p> <p>Joint working records- numbers, type, outcomes</p> <p>Progress against evidence-based distance travelled tools incl support/action plans</p> <p>Activity to create safer spaces/communities and outcomes ie context assessments and plans.</p> <p>Referrals and support to access additional third party/NCC support</p> <p>File audits and case studies</p> <p>YP, family and stakeholder feedback</p>	<ol style="list-style-type: none"> 1. Social care interventions where CCE/CSE is a contributing factor for cohort 2. CYPMH interventions where CCE/CSE is a contributing factor for cohort 3. Constabulary case investigations relating to CE.

Logic Model

Impact Statement	Outcomes	Determinants on outcomes	Service-level measures	System measures
<p>Increasing the resilience, aspirations and life chances of adolescents vulnerable to or suffering from exploitation and extra familial harm.</p>	1. Increased engagement with EET opportunities	Embedding of a strengths-based approach	<ol style="list-style-type: none"> EET engagement figures and outcomes Engagement activity with schools/colleges Positive activity (incl volunteering) engagement figures and outcomes Referrals and support to access additional third party/NCC support Progress against evidence-based distance travelled tools incl support/action plans YP/family and stakeholder feedback YP involvement and influence in shaping service File audits and case studies 	<ol style="list-style-type: none"> School inclusion data for cohort Educational attainment for cohort Transitional safeguarding/social care information
	2. Increased engagement with positive activities	Enabling and empowering YP to take the lead in decision-making about their lives		
	3. Improved sense of agency and identity	Involvement of schools and colleges		
	4. YP know their rights and where to go for help	VSCE and local businesses as key partners		
	5. YP have the skills and confidence to make positive decisions	Effective transitional safeguarding (11, 16,18)		
	6. YP are active and respected members of their community	Positive, capable support networks including family		
	7. YP are actively involved in shaping services.	Support and opportunities to engage/re-engage with EET		
		Support to engage with positive activities and community resource and opportunity		

Service Principles and Methodology

Service Principles



Methodology

Relationship building

To support:

- brokering of engagement with services and networks
- wellbeing
- active participation
- disclosure

Informal learning

To develop:

- critical thinking
- resilience
- problem solving
- self efficacy
- harm reduction

Positive activities

To facilitate;

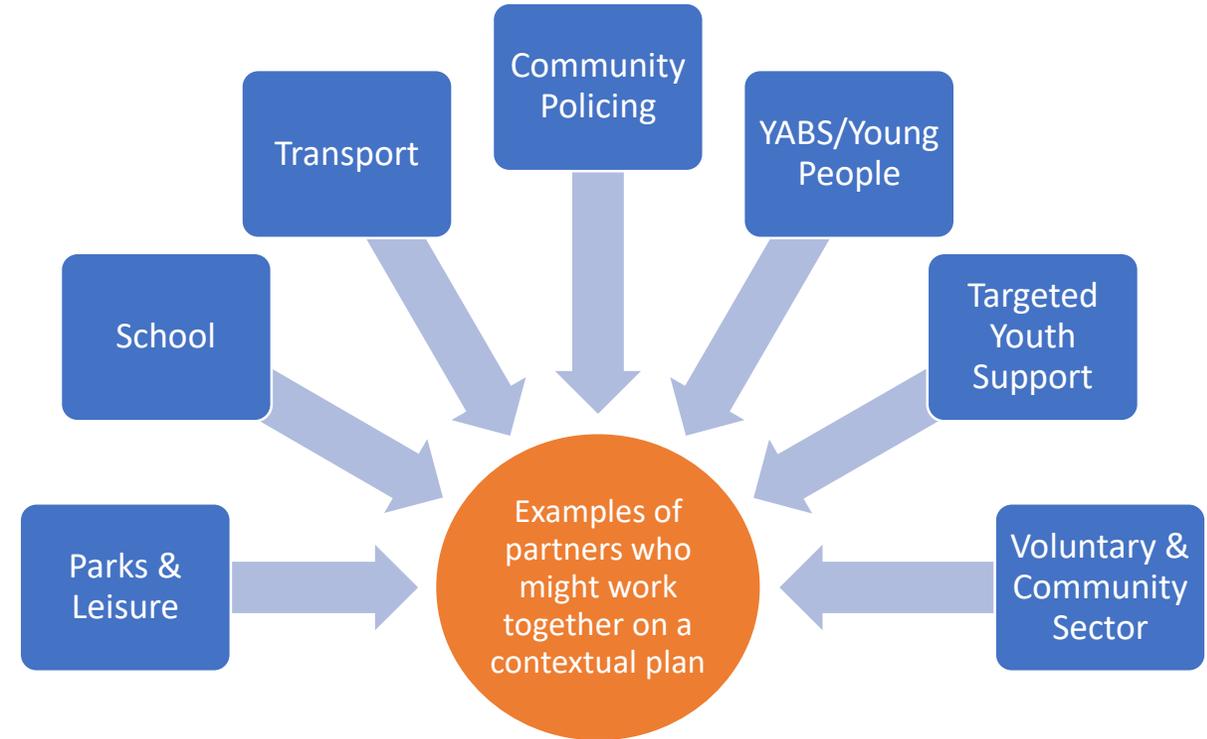
- enhanced wellbeing and self esteem
- Experiential learning
- diversionary activity
- positive connection with community

Transition support – inc avoidance of cliff edge at 18

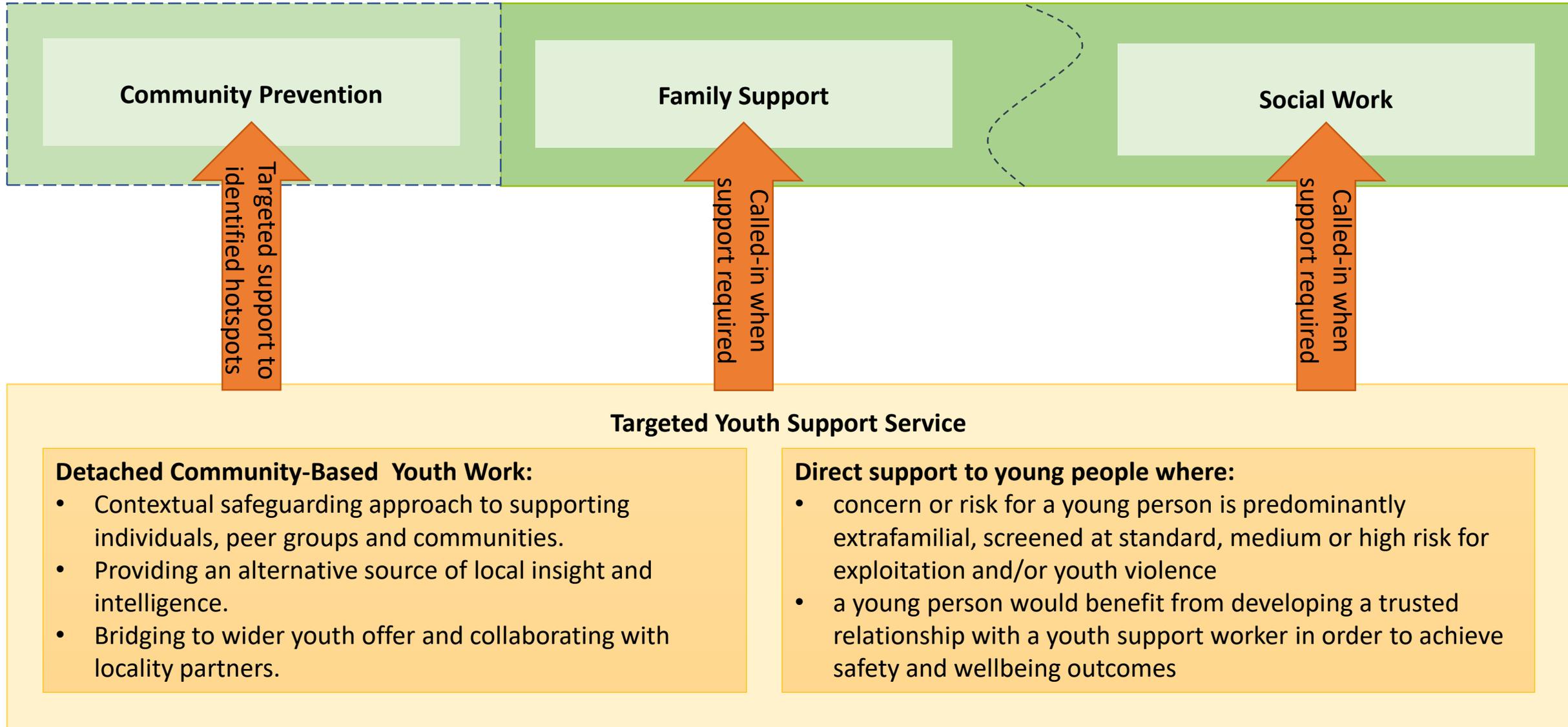
Contribution to assessment, safety planning, peer group mapping

Contextual Safeguarding Approach

- TYS will be required to support coordination and contribution to multi-agency responses to emerging thematic concerns in extra familial contexts.
- Success in this area is measured not purely through individual behavior change but through identified safety in groups or locations.
- Clear links to existing mechanisms for multi agency early help collaboration will be required.
- This would necessitate expansion of referral to peer groups/ places and spaces where harm occurs.



Model



Team Roles

Clinical Psychologist:

- To facilitate/ support initial formulations
- To provide graduated support – provision of tools for universal use/ team around worker/ direct specialist
- Group supervision

Senior Practitioner:

- To provide professional youth work expertise to the young people's support team. And associated safeguarding partnerships
- To support design, delivery and evaluation of youth work activity.

Youth Support Worker:

- To provide direct engagement work to young people 1:1/in groups in order to increase resilience, increase protection
- Brokering engagement with services

Missing Practitioner:

- Undertaking return home interviews and working to reduce further missing episodes

Detached Youth Worker:

- To provide targeted community-based intervention/prevention
- To provide group work support
- To contribute to safeguarding partnerships using a Contextual Safeguarding Approach
- Brokerage to wider youth offer

No Wrong Door Hub Worker:

- Supporting community –based and group work interventions
- Conduit for expertise across the systems
- Supporting fluidity for escalation and de-escalation from NWD

Caseload and Prioritisation

Caseload:

- It is approximated that Youth Support Workers and Senior Practitioners would work with 6/7 families (approximately 24 - 28 individuals per team) at any one time
- On average, there are 210 cases open to social care that have been assessed as at risk of exploitation – the Targeted Youth Support Service would therefore be working with 35 - 40 % of these cases
- Detached Youth Work team have average contacts per quarter of 750 equating to approx. 450 individuals

Prioritisation of Cases:

- Support would be offered across the continuum of risk
- Prioritisation will be given to cases where youth work methodology is most likely to bring about change
- Cases will be accepted where:
 - Identified risk is **complex** and/or a **contextual** safeguarding approach is required
 - The individual would benefit from a youth work methodology
- Decision will be made through consultation between social care and TYS teams

Contextual safeguarding:

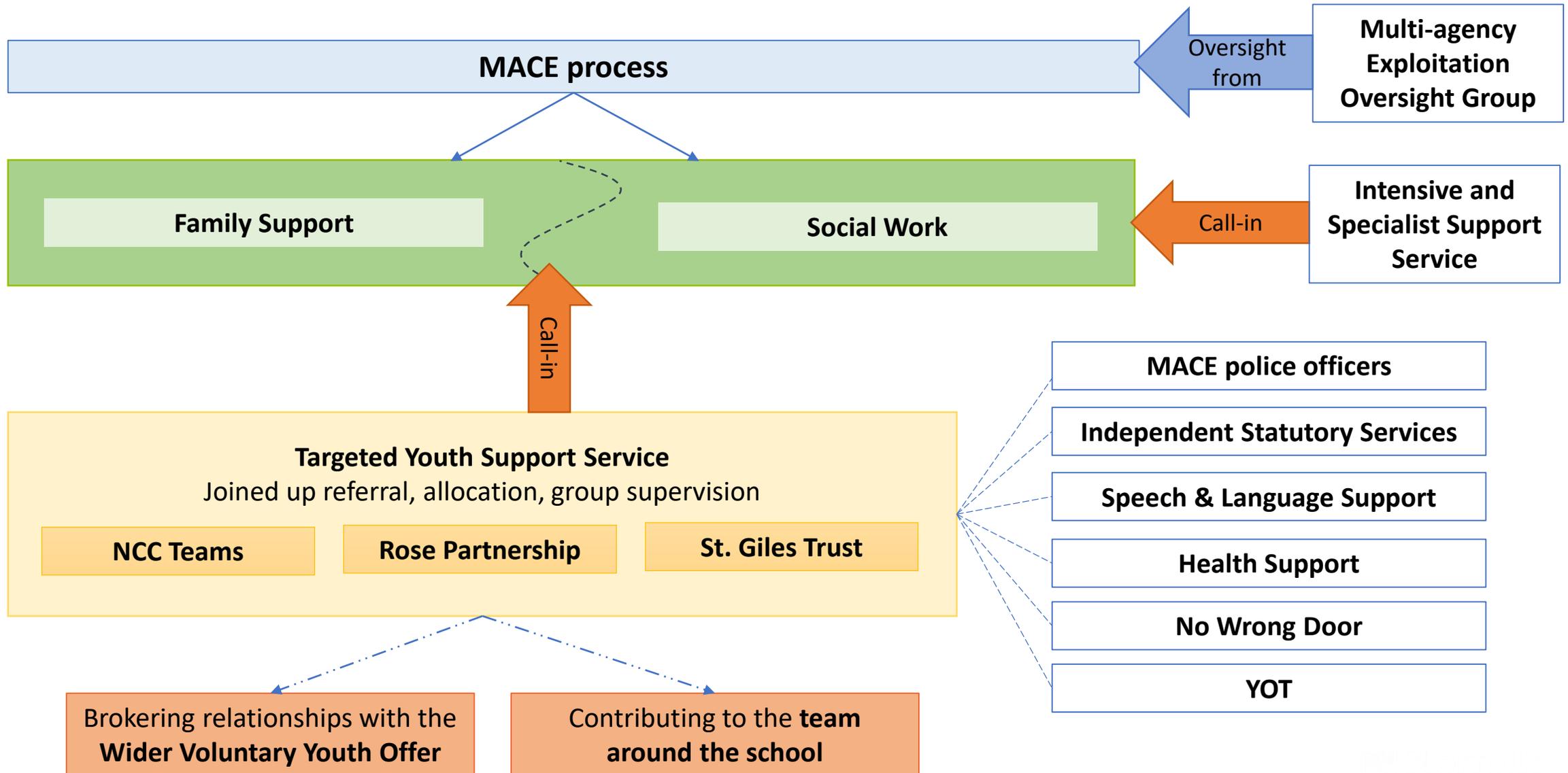
An approach to safeguarding adolescents on two levels;

- Recognising contextual risks as part of individual child and family work
- Addressing risk and intervening in the contexts themselves. This might include assessment, planning and intervention in a place, space or group.

Complex safeguarding:

Used to describe criminal activity (often organised) or behaviour associated to criminality, involving often vulnerable children where there is exploitation and/or a clear or implied **safeguarding** concern.

Multi-Disciplinary Approach



Multi-Disciplinary Approach – Further detail

Roles	Involvement in Model
Family Support/ Social Work	<ul style="list-style-type: none">• Family Support or Social Work Practitioner to remain the lead practitioner and will be named as allocated worker• Allocated worker will have overall responsibility for the plan and direction of the work• Allocated worker will be responsible for calling in the TYSS in the event that (after a period of time) the work they and the existing TAC are doing with the young person is not having the desired outcome• Manager of the allocated worker will be the manager with overall responsibility for the case and will ultimately make the decisions about its direction
Community and Partnerships Service	<ul style="list-style-type: none">• Proposed leadership and co-ordination of safeguarding partnership to address contextual risk in localities
Rose Partnership	<ul style="list-style-type: none">• Provide commissioned specialist CSE work for young women• Proposed joint allocation, group supervision and mapping
St. Giles Trust	<ul style="list-style-type: none">• Commissioned by OPCC to provide school-based exploitation work• Proposed joint allocation of individual case work, group supervision and mapping• Joint work would facilitate clear links into schools identified as most at risk in relation to exploitation
MACE police officers	<ul style="list-style-type: none">• Case work in medium and high-risk cases• Contribution to single plans for a child• Key relationship for intelligence sharing, disruption and safeguarding activity• Proposed partial co-location with named officers linked to localities
No Wrong Door	<ul style="list-style-type: none">• Practice lead from NWD whose portfolio includes a link to TYSS in order to understand and provide support and familiarity to young people who are going in to NWD
Independent Statutory Services	<ul style="list-style-type: none">• Ensuring contextual factors are considered appropriately in the safeguarding system• Named lead CP Chair, IRO, FGC Co-ordinator in cases where extra-familial harm is the main presenting factor

Multi-Disciplinary Approach – Further detail

Speech & Language Support	<ul style="list-style-type: none">• Proposed -Called in by the TAC to work with young people identified as having language and communication difficulties that may be affecting their capacity to learn, life chances and in turn their relationships and choices• Further work required to define this area
YOT	<ul style="list-style-type: none">• Collaboration with TYSS to ensure young people known to YOT but who are not subject to statutory orders receive the right support• Ensure that there is thought about which service is best placed to provide support
Health	<ul style="list-style-type: none">• Proposed link worker to deliver professional health expertise and supervision to the team• Ensuring effective and timely referrals and coordination of support where there are identified health needs• Link with CAMHs and specialist health services
Districts	<ul style="list-style-type: none">• Collaboration in multi-agency forums to address identified need relating to the places and spaces over which they have guardianship• Contribution to contextual safeguarding approaches
Wider Voluntary Youth Offer	<ul style="list-style-type: none">• Collaboration in multi-agency forums to address identified need.• Building on trusted relationships with young people to broker relationships to engage young people with the their local community offer.• Developing team around the worker to maximise positive impact through existing relationships young people have in their community.
Team around the school	<ul style="list-style-type: none">• Proposed contribution to developing team around the school/ PIE approach in order to support reduction in school exclusion