

DELIVERING RISK LED YOUTH OFFENDING SERVICES

**Revised Policy, Procedures and Practice
Guidance for the Management of Risk and
Vulnerability**

Islington YOS



Reviewed by	Name	Organisation	Date
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Approval

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INTRODUCTION TO THIS GUIDANCE:

This guidance has been produced as a guide for Islington YOS practitioners implementing the risk led approach to delivering youth offending services. It has been prepared to accommodate the Scaled Approach.

The guidance sets out:

- the tools required to undertake a comprehensive risk assessment
- the process for managing high risk young people
- the processes for managing medium and low risk young people
- important effective practice, quality assurance (EPQA) and recording processes relating to implementing the risk led approach

The guidance is organised into sections as follows:

- **Section 1** introduces the risk led approach and identifies the aims, objectives and underlying principles. It also highlights associated training and essential further reading.
- **Section 2** describes the process of completing a risk assessment including introducing the risk assessment tools to be used, when to complete a risk assessment and the outcomes from the assessment process.
- **Section 3** describes the planning and intervention stage including defining the principles of case management and the separate processes to be adopted when working with high and medium/low risk young people
- **Section 4** identifies essential recording associated with the risk led approach including both electronic (YOIS) and manual recording. The appendices have examples of all paperwork associated with implementing the approach

This guidance will be reviewed on an annual basis and updated as required. Any suggestions on changes, additions or improvements to the guidance should be submitted in writing to the YOS Senior Management Team. Any questions about the risk led approach should be posed to a member of the Management Team.

1.0 INTRODUCTION.

This policy and practice guidance document is a comprehensive guide to the delivery of risk led youth offending services. It covers:

- The process of risk assessment
- Intervention planning and risk management for young people of all levels of risk
- Guidance to the Case Manager, YOS specialists, YOS Managers and Administrators regarding roles, responsibilities and recording required

The guidance has been devised to assist all YOS practitioners in delivering risk led services. It is therefore intended to be short and focused with reference to other guidance and reading materials as required.

Early identification of potential risk not only reflects good practice but also promotes the preventative aims of the Youth Justice System – to reduce offending and to protect the public. It is the responsibility of managers to provide clear guidelines, training and support for staff. It is the responsibility of individual staff to take necessary steps to adhere to these guidelines and therefore ensure their own safety and that of others is maintained.

All members of staff should receive a copy of this policy and receive in house training with regard to its implementation.

1.1 Aims of the Policy

The following aims are central to this policy:

- To provide staff of Islington Youth Offending Service with a comprehensive framework for the identification, assessment and management of risk
- To work with young people to manage and reduce their risk
- To provide staff, outside agencies and the general public with clarity regarding Islington Youth Offending Service's approach to managing young people presenting with different levels of risk
- To work in conjunction with our partner agencies and relevant individuals, including parents and carers, to manage and reduce risk
- To enable risk-led decisions about resources to be targeted effectively.

1.2 Objectives

Linked to the identified aims, the objectives of the policy are:

- ❖ To define and promote best practice in the assessment and management of risk
- ❖ To provide clear definitions of terms, to enable practitioners to share a common language and understanding. This will also enable clarity in communication to other professionals.

- ❖ To ensure the responsibility for decisions taken regarding risk is shared and not held solely by individual team members
- ❖ To highlight the necessity for effective and accurate communication and recording to case managers and other key agencies/staff.
- ❖ To embed tools central to assessing risk and develop an understanding of the process of risk assessment.
- ❖ To give staff a clear framework within which to work with young people and agencies to manage and reduce risk.
- ❖ To give a clear line of accountability for practitioners and managers in decision making and recording; also, to define the process of managing high-risk offenders within a multi-agency forum, in line with local policy and procedure.

1.3 Essential Associated Reading

It is imperative that this document is read and used in conjunction with the following guidance, policies and procedures and that all staff familiarise themselves with the contents and requirements incorporated within these:

Managing Risk in the Community: *YJB Reader on the principles of Risk Assessment and Management.* .

Assessment, Planning Interventions and Supervision: *YJB Reader on effective assessment and intervention planning..*

YJB Effective Practice Readers

Islington Safeguarding Policies and Procedures: *In particular the definition of significant harm and the thresholds for making a child protection referral incorporating Sexual Exploitation, Domestic Violence, Forced Marriages, Asylum Seekers, Prostitution, Child in Need: this is an ongoing document which will be regularly updated and reviewed*

Common Assessment Framework - *Guidance for completing the CAF form. Including making a request for service.*

Policy and Procedures for MAPPA, managing dangerous offenders in the community: - *including the procedures for making referrals through this multi-agency risk forum, the types of young people to be referred and the responsibilities of individual staff and managers*

Islington Borough Council Health & Safety Guidance: *incorporating Safety Policy and Procedures and relevant Health and Safety Policy and Procedures.*

YJB Guidance on Managing Serious Incidents 2005

YJB Guidance on Dangerousness 2010

Sentencing Guidelines Council's Dangerous Offenders – Guide for Sentencers and Practitioners (2008).

YJB National Standards for Youth Justice 2010 – *Include the requirements for YOTs to:*

- (a) *Prioritise the protection of the public from re-offending, harm and fear of crime;*
(b) *protect the rights of children many of whom may also be the victims of crime themselves.*

YJB Case Management Guidance Sections 1-8 2010 (inclusive)

1.4 Essential/Recommended Associated Training

It is important that all staff have are aware of the practice requirements in the delivery of risk led services. The following training is recommended as minimally required:

- YJB INSET APIS (Assessment, Planning, Intervention and Supervision) - 2 days.
- YJB INSET “Managing Risk in the Community” 2 days.
- Islington Safeguarding
- Specific training on using YOS risk assessment tools

These training courses should be available on a rolling basis so that new members of the YOS have access to these courses within a short time of joining the YOS. It is also recommended that staff take part in regular refresher course, as required in line with Islington Borough Council's policies and procedures.

INVOLVING YOUNG PEOPLE IN THE RISK LED APPROACH

The young person and their family/carers should be involved at each stage of the process to ensure :-

- An honest and open dialogue with the young person and their family/carer throughout the process
- Understanding of the process – information outlining the ‘risk led approach’ should be given in a jargon-free manner to both the young person and their family/carer. The young person should be fully informed of their assessed risk levels and the reasons for these
- Expectations are explained in a child/young person-friendly format
- The views of the young person and their family/carers are taken to the Risk Management Meeting
- Young people are involved as much as possible in intervention planning and review to encourage ownership

The following processes should be followed to ensure the young person is engaged and participates in the process:

- The young person should always be invited to complete a What Do You Think Asset as part of the initial assessment. The young person should be invited to update the What Do You Think Asset at closure but also at key review points, the data collected from this should be

recorded by the practitioner on the intervention screen, in the relevant sections.

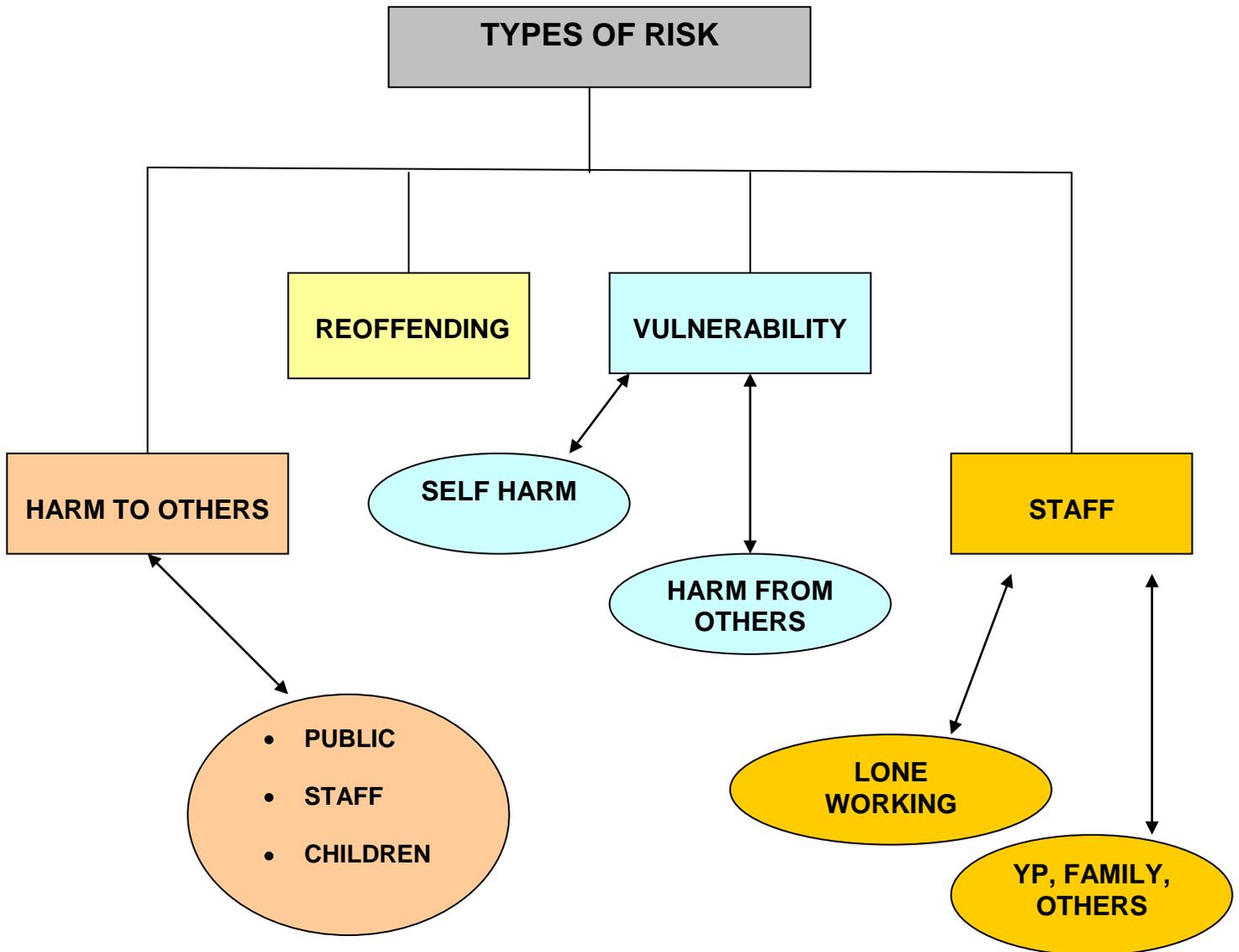
- Any report proposal and draft intervention plan should be discussed and agreed with the young person where appropriate.
- The intervention plan must always be signed by the young person and they should always be given a copy and further copies to parents wherever possible.
- Young people should be informed that a Risk Management Meeting is occurring, their views should be considered and they should be informed of the outcome unless a prior agreement not to share has been made and agreed by the Panel.
- Reviews involving the young person should always be held including an end of intervention review which identifies an exit strategy
- The views of the young person and their parents/carers should be obtained at the end of the intervention and recorded in the feedback section of their YOIS intervention screen.

2.0 TYPES OF RISK

2.1 Aspects of Risk

For a full description of these risk types please refer to the YJB reader on 'Managing Risk'.

The flow chart below summarises the different aspects of risk which practitioners in Youth Offending Services are required to assess and manage as part of their core work:



2.2 Definitions of Risk:

For the purpose of this guidance the term ‘risk’ is taken to mean :-

‘the probability that an event or behaviour carrying the possibility of an adverse or negative outcome will occur’.

Specific definitions for the three types of risk covered by this guidance are:

Re-offending:

“the likelihood that an individual will commit further offences”

There are Three levels of risk as described within ASSET, based on the likelihood of further offending, which are linked through the scaled approach to the level of intervention required:

RISK BAND	PREDICTED RISK OF RE-OFFENDING	SCALED APPROACH INTERVENTION LEVEL
LOW RISK	0 – 14	Standard
MEDIUM RISK	15 – 32	Enhanced
HIGH RISK	33 – 64	Intensive

Vulnerability:

“the risk that a young person might be harmed in some way, either through their own behaviour or because of the actions or omissions of others”

There are four levels of risk described by the YJB relating to vulnerability. These are as follows:

RISK BAND	DESCRIPTION
LOW RISK	No specific behaviours, events or people currently indicating risk
MEDIUM RISK	Some specific vulnerability which can be addressed as part of the normal supervision process
HIGH RISK	Clear indications of specific vulnerability requiring attention in the near future and which may require involvement by other agencies or people. The case may need additional supervision and monitoring (eg local registration, oversight by the middle/senior management). Consideration will need to given to completing the eCaf, and referring to Social Care in line with Islington Safeguarding procedures. If the usual checks do not reveal that there is already a CAF in place or a lead professional identified. *
VERY HIGH RISK	Statutory thresholds (child protection) or immediate action needed to prevent imminent harm to the young person (eg suicide/self harm). Immediate action is required and may involve intensive multi-agency support and monitoring. Practitioners will need to complete the eCaf, and refer to Social Care in line with Wokinghams Safeguarding procedures, if the usual checks do not reveal that there is already a CAF in place or a lead professional identified *

** practitioners are advised to use the relevant YJB CAF mapping Tool to complete this task to avoid duplication of work*

Serious Harm to Others:

“the risk that a young person might inflict serious harm on other people (eg., serious violent or sexual offences). Serious harm means death or injury (either physical or psychological) which is life threatening and/or is expected to be difficult incomplete or impossible)”

There are four levels of risk described by the YJB relating to serious harm to others. These are as follows:

RISK BAND	DESCRIPTION
LOW RISK	No evidence at present to indicate likelihood of seriously harmful behaviour in the future. No specific risk management work needed.
MEDIUM RISK	Some risk identified, but the young person is unlikely to cause serious harm unless circumstances change. Relevant issues can be addressed as part of the normal supervision process.
HIGH RISK	Risk of harm identified. The potential event could happen any time and the impact would be serious. Actions should be taken in the near future and the case will need additional supervision and monitoring (e.g. local registration, oversight by middle/senior management).
VERY HIGH RISK	Imminent risk of harm identified. The young person will commit the behaviour in question as soon as an opportunity arises, and the impact would be serious. Immediate action is required and is likely to involve intensive multi-agency support and surveillance.

3.0 RISK ASSESSMENT & MANAGEMENT TOOLS

3.1 Summary of Risk Assessment & Management Tools

There are a range of checklists, questionnaires, information gathering and planning forms that are available to assist practitioners in assessing and managing risk. For ease of reference these are referred to as 'Risk Assessment and Management Tools'.

The core sources of information for assessing risk can be summarised as follows:

Risk Of Re-Offending:

- Core ASSET
- YP 'What Do You Think?' Assessment for young people with a score of 4 in any one section or an overall score of 12 or more for Final Warning, and all other prevention cases
- Risk of Re-Offending (Scaled Approach)
- YOIS Intervention Plan
- Caf/Request for Service (for referring to outside agencies).

Vulnerability/Self Harm:

- Core ASSET
- YP 'What Do You Think?'
- Mental Health and Substance Misuse Screening Tools as appropriate
- Vulnerability checklist (Asset)
- Vulnerability Management Plan
- Caf/Request for Service (for referring to outside agencies).

Risk of Harm to Others:

- Core ASSET
- YP 'What do you think?'
- Serious Harm ASSET (ROSH)
- Serious Harm Risk Management Plan
- Caf/Request for Service (for referring to outside agencies).

Practitioners need to be familiar with and have received training in using all of these risk assessment and management tools in order to be able to manage risk effectively.

Each of these is described in more detail – where required there are further references to other documents and guidance required for completion.

3.2 Core ASSET

ASSET is the standard YOS assessment tool developed by Oxford University and the Youth Justice Board. It creates a framework for practitioners to collect information regarding the main risk factors associated with a young person's offending. These include:

- Static 'criminogenic' risk factors – for example the type of offences committed, the frequency of offending, the age at first conviction etc. Identifying the appropriate static risk factors is an essential aspect of any assessment process
- Dynamic risk factors – this covers twelve aspects of the young person's life ranging from individual factors (e.g. thinking and behaviour, attitudes to offending, substance use) through to more social and environmental factors (e.g. education, family relationships). Identifying these factors is an essential aspect of devising interventions to reduce risk
- Positive/protective factors – these are factors in the young person's life that may reduce the likely risk of further offending. It is equally important that any positive factors in the young person's life are identified. It is essential to incorporate these into the intervention plan and where possible build and develop any influences that may reduce further offending (e.g. positive relationships, good education/work placement etc).

The information gathered is used to make both an offence and offender analysis identifying the key risk factors underpinning the young person's offending. Professional judgement, underpinned by answers to key questions and evidence of behaviour, is used to determine a score for each of the twelve dynamic factors based on their association with the young person's offending. The score can be used to indicate areas that are likely to require intervention to reduce the risk of further offending. The overall score can also be used as a guide to the overall presenting level of risk of this young person compared to others.

The sections in ASSET reflect the criminogenic needs of young people; if these needs are addressed then the likelihood is that the risk of re-offending will decrease. The ASSET assessment underpins both the proposed intervention and the detail of the intervention plan. ASSET is completed at both the start and end of an intervention - a reduced ASSET score may indicate an effective intervention and a possible reduced risk of further offending.

In addition, there are two sections of ASSET that focus specifically on risk and vulnerability. These are:

- Indicators of Serious Harm
- Indicators of Vulnerability

These must be completed in every case and present a series of questions, which act as a 'screening' process for the initial identification of harm/vulnerability.

In relation to vulnerability, young people remain vulnerable by nature of their age, however it is vital that any factors that influence or increase their vulnerability are identified and analysed as part of the assessment of risk. Past behaviour is the biggest predictor of behaviour e.g., previous suicide attempts or self-harm is significant and influential pieces of information, particularly if a young person goes to custody.

If the practitioner answers 'Yes' to any question in the 'Indicators of Serious Harm' ASSET they are required to go on and complete a full 'Risk of Serious Harm' ASSET.

3.3 Bail ASSET & Bail Risk Assessment

When completing the bail Asset Staff should go through the same stages as with the core Asset. Practitioners should be mindful of proposing Bail support packages where the indications around risk are high.

If a young person is presenting a medium to high Risk of re-offending on a Bail Asset discussion should be had with a member of the Management Team before proposing Bail to the courts, and consideration should be given to Bail ISS, as part of the Risk Management Plan.

3.4 What Do You Think?

Completion of the Young Person's assessment.

'What Do You Think?' is structured in a similar way to Core ASSET in covering the same areas of the young person's life. The value of the assessment is that it provides a young person's perspective on the factors influencing their offending. This can provide essential additional information to supplement the practitioner's assessment and ensures that the young person participates in the assessment process. It also provides valuable information that can be used in targeting interventions and in developing an intervention plan that reflects the young person's priorities as well as the practitioners.

This has been reinforced in the YJB 2010 National Standards, which identifies that all young people **must** be given the opportunity to complete a 'What Do You Think?' assessment as part of the initial assessment process. In a similar way to core ASSET, 'What Do You Think?' can also be completed at the end of the assessment to identify any change in the young person's views. 'What Do You Think?' is available both as a paper assessment document and electronically on YOIS.

Guidance on completing 'What Do You Think?' can also be found in the latest YJB Guidance in each of the YOT office.

3.5 The Risk of Re-offending & The Scaled Approach

Scaled Approach is a tool used to predict the likelihood of further offending by the young person, and defines the level of intervention that should be delivered as a direct result. It is based on research undertaken by the Institute of Criminology, University of Oxford into the predictive qualities of ASSET and uses a combination of static and dynamic factors to band the likelihood of further offending across 5 bands of risk from 'low risk' to 'high risk'.

The tool uses the information gained from ASSET on both the static and dynamic risk factors present in a young person's life:

- The static risk factors are the four areas identified in the Core Asset (e.g. seriousness of offence; age at first reprimand/final warning; age at first conviction; number of previous convictions). A young person can score a total of 16 points linked to the static risk factors

- The dynamic risk factors are the twelve areas identified in Core ASSET (i.e. living arrangements, family and personal relationships etc). A young person can score a maximum of 48 points linked to these dynamic risk factors

The young person is allocated a band of risk dependent on their total score across the static and dynamic risk factors. These are as follows:

RISK BAND	PREDICTED RISK OF RE-OFFENDING	SCALED APPROACH INTERVENTION LEVEL
LOW RISK	0 – 14	Standard
MEDIUM RISK	15 – 32	Enhanced
HIGH RISK	33 – 64	Intensive

The importance of professional judgement is recognised and if the practitioner completing the assessment disagrees with the risk band they are able to allocate the young person a different band following discussion with their line manager. The reasons for this movement should be clearly recorded on YOIS, and all relevant documents i.e ROSH will still need to be completed to evidence the reasoning behind the decision.

The band of risk will be an essential factor in deciding both the type and intensity of intervention the young person should receive and also the degree of formal planning and review required.

The Risk of Re-Offending Scale should be completed during the initial assessment for every young person and be updated at appropriate review points. It requires a core ASSET to be completed.

3.6 Risk of Serious Harm ASSET

The 'Risk of Serious Harm ASSET' enables practitioners to analyse the Risk of Harm in greater detail if factors have been identified during completion of the 'Indicators of Harm' screening undertaken as part of core ASSET.

If a practitioner answers 'Yes' to any of the questions in the 'Indicators of Harm' section a full Risk of Serious Harm ASSET should always be completed. The Risk of Serious Harm ASSET gathers further information on the **risk of harm the young person presents to others**. It is not a further assessment of the young person's vulnerability.

The Risk of Harm ASSET requires practitioners to rate and evidence aspects of risk and then place the young person at one of four levels:

- 'Low Risk'
- 'Medium Risk'
- 'High Risk'
- 'Very High Risk'.

The band of risk will be an essential factor in deciding both the type and intensity of intervention the young person should receive and also the degree of formal planning and review required. It will also be used as an indicator as to whether MAPPA procedures need to be instigated (typically speaking all 'very high' risk young people should be considered for MAPPA).

All completed Risk of Harm ASSETs **must** be countersigned within two weeks by the Quality Assuring Manager (QA)

3.7 Vulnerability Checksheet

Whilst ROSH provides a more detailed assessment of risk to others, there is no additional vulnerability assessment other than that found in the 'Indicators of Vulnerability'. This is because much of the information on potential vulnerability has already been recorded in the other sections of ASSET and a further detailed vulnerability assessment would inevitably result in duplication of information. In particular the 'What Do You Think?' ASSET can be a valuable source of information on potential vulnerability and requires practitioners to rate and evidence aspects of risk and then place the young person at one of four levels:

- 'Low Risk'
- 'Medium Risk'
- 'High Risk'
- 'Very High Risk'

The band of risk will be an essential factor in deciding both the type and intensity of intervention the young person should receive and also the degree of formal planning and review required.

3.8 YJB Vulnerability & Serious Harm Risk Management Plans

A Risk or Management Plan is required for all young people considered either:

- Medium/high/very high risk of serious harm to others
- Medium/high/very high risk of vulnerability

It may also be appropriate on occasions to complete a separate risk management plan for young people assessed as low risk although actions to address this level of risk might instead be included in the wider intervention plan.

Risk Management Plans will typically be only written on a young person whose case is presented to the Risk Management Panel. The Risk Management Plan will be drafted at this forum based on the case discussions. It is the responsibility of the Chair of the Risk Management Panel to ensure the final Risk Management Plan is typed up and signed ready for implementation. It is the responsibility of the Case Manager to ensure the plan is implemented and to monitor the implementation of the plan between reviews.

There are two versions of the YJB Risk Management Plan – one to cover risk associated with serious harm to others and the other associated with the young person's vulnerability. The Practitioner will complete the appropriate version of the plan depending on the type of presenting risk or both if appropriate. This will be presented at the Risk Management Panel where it will be discussed, amended and countersigned by the Chair

Progress against a Risk Management Plan will typically be assessed at a scheduled Risk Management Review meeting. At this point, the plan will typically be updated and amended as required. However, it is possible to review and update a Risk Management Plan at any time and this is essential if risk factors change in any significant way. If this

situation arises the Case Manager should discuss the need to review and update the plan with their line manager.

All completed Vulnerability and Serious Harm Risk Management Plans **must** be countersigned within two weeks by a manager.

3.9 The Intervention Plan

An Intervention Plan is required for all young people completing a YOS Intervention regardless of their level of risk. The plan will be drafted by the Case Managers and taken to the Risk Management Panel for discussion where the risk has been identified as medium or above. The Intervention Plan will be entered directly onto YOIS and printed for signing by the young person. Case Managers must ensure that they use SMART targets in all young people's intervention plans.

The Intervention Plan will identify all actions required to address the risk of re-offending together with any other actions considered appropriate to either reinforce positive aspects of the young person's life or to address low vulnerability or harm factors (medium/high risk factors will be addressed in a separate Risk Management Plan).

It is the Case Manager's responsibility to write the Intervention Plan and to review and update this on YOIS either as a result of discussions held at the Risk Management Review meeting or as part of the typical case management process.

3.10 Assessing Staff Safety

There is no specific assessment tool for assessing staff safety. However, issues regarding the safety of staff are addressed in a number of the other Assessment Tools identified above. This includes:

- Core ASSET
- Bail ASSET and the Bail Risk Assessment
- Serious Harm ASSET
- What Do You Think ASSET
- Risk Management Plan
- Islington Lone Working Policy (including home visit)
- YOIS Characteristics

It is essential that sufficient attention is given to the issue of ensuring staff safety throughout the whole process of direct work with a young person and their family. In addition to information collected from interviews with young people and their family, staff are required to check out other sources of information which may provide vital information on staff safety. As a minimum requirement the case manager should ensure that they are working to the Health and Safety Policy and adhere to the YOS guidance in respect of lone working/home visits.

Any relevant concerns regarding staff safety should be recorded within young person's Characteristics section with additional information in the Case Notes where appropriate. In addition, staff should raise these concerns immediately with their line manager and agree appropriate action. These issues should also be discussed in regular supervision. All actions and decisions should be recorded both on the supervision form and the young person's record as appropriate and details shared with colleagues and partner agencies.

It is the responsibility of each staff member to ensure they are familiar with the procedures defined in these policies, and that any concerns relating to the risk or vulnerability of a young person are shared with the team.

4.0 COMPLETING A RISK ASSESSMENT

4.1 When to complete a Risk Assessment

Risk assessment will be integrated into the wider assessment process undertaken by YOS practitioners at key points in the Criminal Justice Process. Whilst this integration is important, it is essential that the practitioner gives dedicated time to ensure any appropriate risk assessment tools have been applied as part of this process and that risk factors are clearly identified as part of the wider assessment.

Whilst the assessment of risk should always be an ongoing, constant process, there are key points at which an assessment should be completed and clearly recorded. These can be summarised as follows:

- A) At the first point (and on any subsequent re-entry point) of assessment for a young person coming into contact with Islington Youth Offending Service in preparation for presentation at the Risk Management Review meeting.**
- final warning assessment
 - bail/remand assessment
 - court appearance and referral order/court report writing process
 - at release from DTO
 - transfer in of cases from other areas
- B) At key stages in the delivery of YOS work with a young person including:**
- At formal review points of any intervention
 - At exit from ISS back to the YOS Teams
 - At closure of any intervention
 - At any crisis point or time of significant change

This policy requires a risk assessment to be undertaken and the outcomes of this clearly recorded **AT EACH** of these stages. Any practice of deviation from this policy should be discussed on a case-by-case basis with the line manager and the reasons for this clearly recorded on YOIS.

The following assessment and risk assessment documents should always be completed as part of this process:

- Core ASSET
- 'What Do You Think?' ASSET
- Scaled Approach
- Serious Harm ASSET (where appropriate)
- Vulnerability Summary (where appropriate)

4.2 Summarising a Risk Assessment

Recording of types and levels of risk occurs across several assessment documents. To ensure that this information is available for all practitioners case managers should ensure that the YOIS file contains the following information.

- The assessment band of risk in line with the scaled approach, risk of harm and vulnerability
- The evidence supporting the assessed band of risk for each of these
- The identification of any other staff safety issues that are relevant to this case
- Decisions taken as an outcome to the risk assessment e.g. decisions to present the case to the Risk Management review meeting; referral to MAPPA etc.

4.4 The Principles of Mapping Intervention to Risk:

One of the most important outcomes of the risk led approach is to ensure that the proposed intervention maps closely to the presenting levels and types of risk both in terms of:

- the intensity of the intervention
- the types of interventions included

The Intensity of Intervention

This relates particularly to the frequency of contact with the young person and their family during the course of the intervention. The Scaled Approach Calculator contained with YOIS will automatically place the young person in the appropriate Band, any decision to deviate from this must be recorded in the appropriate intervention screen by a manager.

- **High risk young people** - should be seen most frequently and the level of contact will be defined by the actions required to achieve both the Intervention and Risk Management Plan. The Risk Management Review meeting will assist the Case Manager in making decisions regarding the frequency and number of contacts but it is likely that high risk young people will be in contact with the YOS on a frequency that will exceed national standards
- **Medium risk young people** – again the frequency of contact will be defined by the required tasks identified within the Intervention Plan and, where relevant, the Risk Management Plan. Level of contact should be discussed during supervision but it is likely that medium risk young people will be in contact with the YOS on a frequency that achieves national standards
- **Low risk young people** – the principle to be applied with low risk young people is to achieve the minimum contact required to address the presenting risk factors. This will differ from case to case but on average might be lower than minimum national standards. Where this occurs, this should follow a discussion with the line manager with the outcome clearly recorded on YOIS.

TABLE 1 - SUMMARY OF CHANGES TO NATIONAL STANDARDS

1 Levels of Contact

Risk Level	First 3 Months	Remainder of Intervention
Very High/ High Risk (except vulnerability)	3 times per week (one per week with Case Manager)	Once per week (one per fortnight with Case Manager)
Medium Risk (except vulnerable)	Once per week (one per fortnight with Case Manager)	Once per fortnight (one per month with Case Manager)
Low Risk (except vulnerability)	Once per fortnight (one per month with Case Manager)	Once per month (one per month with Case Manager)
DTOs	Once per month in custody On release as above.	

2 First Contact

Risk Level	Working Days for first contact
Very High/ High Risk (except vulnerability)	Within 1 working day of start of intervention
Medium Risk (except vulnerable)	Within 3 working days of start of intervention
Low Risk (except vulnerability)	Within 5 working days of start of intervention

3 All High Risk Cases

Number of Working Days from Intervention start to initial Risk Management Meeting.	To be scheduled for next meeting
--	----------------------------------

4 Intervention Plans

Number of Working Days from Intervention start to completion and signing of Intervention Plan	15
---	----

5 Intervention Reviews

Risk Level	Review Level Required
Very High and High Risk	Review date determined by individual case at Risk Management Review meeting. Case Manager review of ASSET etc on a 3 monthly basis Review Documents to be returned to the Risk Management Review meeting, for signing off at each occasion.
Medium and Low Risk	Case Manager review on minimum three monthly basis, if risk increases Case should be returned to the Risk Management review meeting for further consideration

6 Enforcement

DTO License and Community Order enforcement procedures within YJB National Standards apply
--

4.5 Quality Assurance of the Risk Assessment Process

The following must always be discussed by the Line Manager:-

- Instances where the practitioner recommends an over-ride the Risk Scale scoring using Professional judgement
- All Risk of Serious Harm Assets
- A sample of other assessments throughout the supervision process
- All Bail Assets where a young persons risk is medium or higher.

5.0 OUTCOME OF A RISK ASSESSMENT

5.1 Outcome of a Risk Assessment:

The most important outcome of the completed risk assessment will be the allocation of a young person into the appropriate risk band across the three types of risk. Any young person assessed as falling into any one of the following categories is considered high risk and their case will be managed via a more formal case management process:

- High Risk of Re-Offending
- Very High Risk or High Risk of Harm to Others
- High Risk of Vulnerability/Self Harm

Section 7 describes the management of High Risk cases in detail.

All other young people will be worked with via the traditional case management process that the YOS has typically as a framework for direct work. Section 8 describes this process in more detail.

5.2 The YOS Risk Register and Referrals to MAPPA:

As an integral part of the implementation of the Risk Led approach a YOS Risk Register will be maintained identifying known young people who have been assessed as presenting a risk and the type of risk concerned. The Risk Register will be stored on the Share Drive, and will show the next date for review, and date that cases are closed to risk panel.

It will be the responsibility of the Case Manager to flag the level of risk on the YOIS characteristics screen at the point of allocation. Maintenance of the characteristics screen will also be the responsibility of the case manager. Case managers will equally be responsible for flagging characteristics for final warning cases. The Risk Register should always be checked when a case is allocated to any staff member and then periodically checked for any update on currently worked with young people.

The Risk Panel Coordinator will be responsible for closing the risk characteristics and should ensure that any relevant party has been notified of the outstanding risk concerns at the end of the intervention. The intervention end date and notes regarding who has been informed should be entered on YOIS.

Confirmation of MAPPA levels will occur via the completion of the risk of serious harm Asset which will always be discussed by the line manager. The Line Manager and Case Manager will agree whether a level 2 referral is required. The ongoing need to be referred to MAPPA will be discussed in supervision and in Risk Management review meeting.

MAPPA CATEGORIES :-

CATEGORY 1 – REGISTERED SEX OFFENDERS
CATEGORY 2 – VIOLENT AND OTHER SEX OFFENDERS

Definitions of young people who fall into either of these categories can be found in local MAPPA guidance. Note: – these young people must be referred via the MAPPA process and it is not necessary for the Case Manager to await presentation of the young person at the Risk Management Meeting before making the required referral.

All staff will be given written guidance on referring to the MAPPA process. Staff should also be familiar with the Thames Valley MAPPA memorandum of understanding.

5.3 Discussing Risk in Supervision

Whilst there are formal processes for managing young people of all risk levels within this guidance, it is also important that staff make use of supervision and other opportunities to consult with their managers to discuss any issues relating to risk. All risk and health and safety issues should be clearly recorded on the supervision form and, where appropriate, the young person's file.

In order to ensure regular management of cases, these case discussions should be recorded in the key process stage of the young person's intervention under the drop down heading of discussed with manager, and required actions noted.

Supervisors must ensure that supervision discussions on cases are clearly recorded in the Key Process stage of YOIS under the heading of "discussion with Manager" and actions clearly noted in a linked diary sheet.

6.0 THE PRINCIPLES OF CASE MANAGEMENT

6.1 Introduction

Whether working with high, medium or low risk young people, effective case management remains at the heart of delivering high quality youth offending services. The principles and responsibilities outlined should be applied by all staff within the YOT in all cases. In addition, Sections 7 and 8 provide further guidance specific to the level of risk presented by the young person.

The purpose of case management is to ensure the delivery of high quality services to young people and their parents and carers. Case management also promotes practice that effectively safeguards both young people and the communities in which they live.

All young people will be subject to the existing Assessment Planning and Review process regardless of their level of risk.

Core principles that underpin the case management model are:

- **All young people will be allocated a case manager**
- **Case managers will plan and co-ordinate interventions designed to prevent offending and reduce risk of harm and vulnerability across a spectrum that depends upon assessed risk and need (for young people assessed as high risk case management planning will be assisted by the Risk Management Review meeting)**
- **Case managers will be involved in the delivery of Interventions where appropriate**
- **Case managers are accountable for the commissioning and delivery of the Intervention**
- **Interventions and programmes should be founded in practice that is based on evidence of ‘what works’ and principles of effective practice**

The case management system is in place to ensure:

- Clearly defined roles and responsibilities for the management of cases
- An effective use of skills and resources within the team
- That specialists and support staff have clear responsibilities for the development and delivery of programmes
- Equity in workloads

Detailed below are the key responsibilities of all staff members. There is collective responsibility for:

- Delivery of “SMART” interventions to high standards
- Good communication and recording
- Flexible working practices to meet the needs of the Service
- Maintaining compliance and adherence to National Standards.
- Recognition of issues relating to diversity

6.2 Responsibilities of Case Managers

Case managers form the key relationship with the supervised offender. In this way they come to represent the Service to the individual. They must embody the values, the authority and the integrity of the supervision process (Chapman and Hough – Evidence Based Practice, 1998).

All allocated cases will have a named case manager. The case manager's responsibilities include:

- Being the first named contact for the young person and their family/carers
- Holding overall case responsibility
- Being responsible for co-ordination of the initial and ongoing assessment – this includes completing ASSET and all risk documentation at the initial, review and programme end
- For high risk young people – presenting cases at the Risk Review Management meeting
- Co-ordinating the delivery of offending behaviour programmes
- Co-ordination and sequencing of service delivery by others including both YOS resources and external providers in conjunction with specialists
- Ensuring appropriate internal referrals are followed up with planning discussions with specialists on an ongoing basis
- Motivating the young person, providing an adult role model and reinforcing learning and change
- Monitoring progress, recording contact and where required responsibility for enforcement
- Responsibility for liaison with other key professionals involved with the young person
- Obtaining service user feedback (young people and their parents/carers)
- A shared responsibility for protecting the public by reducing the risk of offending and managing the risk of harm to others
- A shared responsibility for protecting the young person by managing the risk of vulnerability
- Communicate promptly to the specialists on progress and further issues identified
- Production of / contribution to reports.
- Appropriate contributions towards any Serious Incidents and associated Local Management Reports

Risk Review Management meeting and reviews will be held on medium, high and very high risk young people as defined in Section 7.

These forums are designed to assist the case manager in planning their interventions and managing the presenting risks of the young person, with added support from the specialist workers, and partner agencies where deemed appropriate.

6.3 Responsibilities of Specialist Workers and Sessional Workers in the Case Management Process

Specialists and other YOS workers and/or support workers will:

- Complete appropriate Specialist Assessments
- Jointly plan the interventions for high risk young people as required by attending the Risk Management Review meeting
- Jointly plan interventions for medium/low risk young people on request from the case manager (medium and low risk)
- Deliver agreed specialist interventions and programmes
- Record direct delivery and contacts
- Communicate promptly to the case manager on progress and further issues identified
- Support the risk management process in the absence of the allocated case manager.

6.4 Responsibilities of the Senior Management Team and Practice Manager

The Managers are responsible for the overall management and effectiveness of case management. Their responsibilities include:

- A shared responsibility for protecting the public by reducing the risk of offending and managing the risk of harm to others
- A shared responsibility for protecting the young person by managing the risk of vulnerability
- Signing off risk assessment on high risk cases
- Ensuring relevant risk reports are produced and of an acceptable level
- Chairing the Risk Management Review meeting on a rota
- Providing regular supervision and ongoing support for staff
- Implementing YOS quality assurance processes
- Agreeing decisions on enforcement and closure

7.0 WORKING WITH MEDIUM & HIGH RISK YOUNG PEOPLE

7.1 Introduction

The risk led approach will ensure that the planning and resource allocation given to each young person is primarily driven by the level of risk they present. The Service believes that greater effectiveness in practice can be achieved by ensuring that more formal planning is adopted for higher risk cases and that these young people should be worked with more intensively to increase chances of reducing the risk presented.

To assist planning for medium and high risk cases and to ensure the Case Manager is given support in devising and delivering interventions for high risk cases, all young people considered medium, high, or very high risk will be presented at the Islington YOS Risk Management Review meeting. This is a formal meeting, chaired by a member of the Management Team and with the relevant YOS professionals in attendance, where the Case Manager can present the assessment outcome for a young person and be given assistance and guidance in planning the intervention.

This section describes the Risk Management Review meeting process in detail and identifies the roles and responsibilities of the YOS workers involved.

7.2 Who is presented to the Risk Management Panel

The Risk Management Panel process is triggered as a result of the risk assessment completed on each young person accessing a YOS service. The following cases MUST always be presented to the Risk Management Review meeting:

- High Risk of Re-Offending
- Very High/High/Medium Risk of Harm to Others
- Very High/High/Medium Risk of Vulnerability/Self Harm
- Young People in Custody/on Remand
- Young people at Risk of receiving a custodial sentence

In the event of any doubt, or professional over-ride, the allocated Case Manager will discuss the case with their Line Manager to confirm the level of assessed risk and agree whether the case is appropriate for the Risk Management Review Panel.

7.3 Scheduling a case for the Risk Management Panel

The assessor should book a case on to a Risk Management Panel through the Risk Panel Co-ordinator once it has been identified that the case triggers one or more of the key criteria above. The Risk Panel Co-ordinator will then inform the Service Manager, a case manager will be allocated and they would be invited to the Risk Management Panel along with the assessor

The Risk Panel Co-ordinator will typically aim to schedule a case at the next available meeting, where this is likely to be more than 10 working days, an internal risk meeting can be held, if deemed appropriate.

For High/Medium Risk young people subject to a Referral Order their case should be presented at Risk Management Risk meeting before the Referral Order Panel. For young people coming to the end of the custodial period of a DTO, the Risk Management Review Panel needs to be scheduled before the DTO pre-release planning meeting.

Cases can also be put forward for the Risk Management Review Panel at any point when a Case Manager might undertake a re-assessment - either at a scheduled review point or as a result of an unscheduled review due to the changing circumstances of the young person. In these circumstances the Case Manager will discuss the re-assessment with their Line Manager and agree whether the young person should be taken to the Risk Management Review meeting.

7.4 Paperwork required for the Risk Management Panel

Once notified of the Risk Management Review meeting the case manager will be responsible for gathering the required paperwork. This requires the Case Manager to ensure all relevant paper work has been completed as part of the assessment process. The required paperwork is as follows:

- Asset
- Draft of the intervention plan
- Risk of Serious Harm Asset (where appropriate)
- RMP/VMP where required

The Risk Panel Co-ordinator will liaise with the Case Manager to ensure paperwork is available electronically for the Chair on the day before the Risk Management review Panel. All attendees will be provided with paperwork at the Risk Management Review meeting.

7.5 Notification of a Risk Management Panel

The Risk Panel Co-ordinator will schedule all cases in the Risk Management review Panel diary once notified by the Case Manager and will identify the appropriate date and time slot to the Case Manager as part of this process. The Risk Panel Co-ordinator will produce a time schedule of cases to be presented at that week's forum by mid day on the day before the forum and circulate this to all relevant attendees for that week. Risk Management Review Panel review dates will be identified at the initial Risk Management Review Panel.

7.6 Flagging initial risk levels and the Risk Management Panel

It is the Case Manager's responsibility to flag the level of risk on YOIS characteristics – they should also record the date the risk characteristics were flagged in YOIS . Through the QA process, Managers will check that the correct level of risk has been flagged and amend as appropriate.

The Risk Panel Co-ordinator flags the fact that a Risk Management Review Panel is scheduled and the appropriate date on YOIS in the Key Process Stage of the young person's Intervention record.

7.7 Preparing to present a case at the Risk Management Panel

The Risk Management Panel will be a focused case discussion with 20 minute times allocated for cases with the exception of High/Very High cases where a time allocation of 40 minutes will be allowed if deemed required. It is therefore essential that the Case Manager/Assessor comes well prepared to present their case aiming to be concise whilst presenting all relevant information that is required to complete a Risk Management and Intervention Plan. The Chair will expect that the Case Manager has already given thought to both of these plans and comes prepared with a draft intervention plan, RMP & VMP as required.

It is also anticipated that in preparation for the Risk Management Review meeting, the Case Manager is likely to have already made any initial referrals to the YOS specialists. The progress of these will be checked at the Risk Management Review meeting.

7.8 Attending the Risk Management Panel

The following staff attend the Risk Management Review meeting:

- Chair (Head of Service)
- Case Manager/Assessor for their cases
- Representative from the relevant specialism within the YOS if appropriate
- Risk Panel Co-ordinator
- Partner agencies where appropriate i.e Social Care, Police etc..

In the event the case manager/assessor is unable to attend due to sick/special leave, the case managers supervisor will present the case.

Each case is allocated a 20 minute slot. In the event that a case is intensive, a 40 minute slot is allocated. It is essential for the efficient running of the Risk Management Review meeting that all attendees adhere to the time schedules and are ready to participate as required. All attendees **MUST ATTEND at their allocated time** and show consideration for other case discussions by waiting until invited in by the Risk Panel Co-ordinator. All relevant paperwork relating to each case must be available to the Risk Management Review meeting chair one working day before the meeting. This will allow the Chair to review the paperwork prior to the meeting and make the chairing of the meeting a more efficient process.

7.9 The Role of the Chair

It is the responsibility of the Chair to ensure the efficient and effective running of the Risk Management Review Panel. The Risk Panel Co-ordinator will call forward cases at the allocated time and the Chair will co-ordinate the case discussion to an agreed format. The Chair will ensure times are adhered to, only allowing additional time if an individual case requires this due to its complexity or presenting level of risk. The chair will:

- invite the Case Manager/Assessor to provide a brief summary of the case – typically no more than 5 minutes (see below)
- co-ordinate the Review of the RMP/VMP (if required)

- confirm areas to be covered in the Intervention Plan
- confirm which referrals are to be made
- agree a review date

The Chair has the authority to override YOIS and change any previous risk banding as part of the meeting. Where a YOIS override takes place this must be clearly evidenced in the YOIS Asset.

7.10 The Role of the Case Manager

It is the responsibility of the Case Manager/Assessor to ensure they come well prepared to present their case with a draft Intervention Plan and, where appropriate, ROSH, RMP and VMP.

Case discussions should be focused and initially the Case Manager should present:

- the identified level of Risk for the Young Person in each of the 3 areas of Offending, Serious Harm and Vulnerability
- the associated risk factors and evidence that led to the assigned level of risk
- other risk factors or factors that scored high on ASSET

The Chair will review the draft RMP/VMP. The Risk Management Review Panel will make any amendments or additions agreed in the discussion. A copy of the RMP/VMP will be provided to relevant professionals in other agencies with the covering letter in Appendix B where requested or deemed appropriate.

The Chair will then invite the Case Manager to share the draft intervention plan and the forum will agree and confirm areas for inclusion which should be clearly linked to ASSET risk factors. The forum will give guidance to the Case Manager on likely frequency of contact which should be in line with the Scaled Approach, where a decision is made to vary this, this must be recorded by the Chair on the young persons YOIS file, with clear reasons why this has been deemed appropriate.

It is the responsibility of the Case Manager to update the draft Intervention Plan following the Risk Management Review Panel. The Risk Panel Co-ordinator will check that the Intervention Plan has been updated within ten working days of the Forum. If the plan has not been updated the Risk Panel Co-ordinator will email the Case Manager, reminding them of the need to do so, with a copy to the appropriate Line Manager.

Appropriate referrals will then be agreed and paperwork completed:

- The Case Manager will complete any required referral to MAPPAs and other external agency e.g. Children's Services (Social Care). Any referral to MAPPAs **must** be copied to the YOS Manager

7.11 The Role of other Attendees

A representative from other YOS specialist services will attend when appropriate. If for any reason the specialist is unable to attend the Forum they should provide a written summary of involvement together with any relevant information in advance of the meeting – this should be passed to the Risk Panel Coordinator on the day before the Meeting.

Other attendees will be by invitation only and will participate in the general case discussion as appropriate.

7.12 The Role of the Risk Panel Co-ordinator

The Risk Panel Co-ordinator will work closely with the Chair to ensure all decisions and actions are recorded during the Risk Management Review meeting. In particular the Risk Management Review Lead will ensure the following:

- that Risk Levels have been agreed and confirmed on YOIS
- coordinating allocations of Meeting Slots.
- that the date of the next review has been entered on the young person's YOIS Intervention record
- that a Case Diary has been created evidencing that the Risk Management Review meeting was held and any relevant comments included

7.13 Following the initial Risk Management Panel

The following tasks are required following the Risk Management Review Panel:

- The Case Manager will ensure any MAPPA, other external referrals and any other actions are processed. The Case Manager will also update the draft Intervention Plan, and implement the actions from both the Risk Management and Intervention Plans
- The Chair of the meeting will ensure that the next review is scheduled and that all paperwork is gathered for the review

7.14 Preparing for a Risk Management Review Panel

Most cases discussed at an initial Risk Management Review meeting will be brought back for review either at closure or at an identified review point, with the exception of 3 month interventions where it is deemed unnecessary to review at closure. Although some longer orders may not always be scheduled for a 3 month review, the expectation is that ASSET will always be updated at the 3 month point. Risk Management Review Panel should be scheduled to occur in advance of Referral Order Reviews and intervention Reviews. The date of the Risk Management Review Panel will be identified at the initial Risk Management Panel and scheduled in the diary by the Risk Management Lead. The date of review will also be logged on YOIS and the Risk Register.

On a monthly basis the Risk Management Lead will notify all practitioners present at the initial Risk Management Review meeting that a review is scheduled and request all updated paperwork from the Case Manager. In the event the case manager becomes aware they are unable to attend the pre-planned review date, the Risk Management Lead must be notified of the need to rearrange at the earliest opportunity. Should the rescheduled date fall vastly outside the planned date, the Risk Management lead will inform the Service Manager.

In preparation for the review the Case Manager will:

- update all assessment documentation including a re-assessment of all areas of risk
- review the original Intervention Plan, update ASSET, record progress and draft a revised Intervention Plan for discussion at the review (this will be completed on YOIS)
- liaise with the Risk Panel coordinator to ensure invitations are sent to any practitioner who did not attend the initial RISK MANAGEMENT MEETING whose attendance is required at the review
- ensure that the Risk Panel coordinator has all required paperwork for the review by mid day before the review date

The Case Manager should come to the meeting prepared to summarise progress on all plans.

7.15 The Risk Management Review Panel

As with the initial review the Chair will co-ordinate the presentation of the Case. The Case Manager will be invited to:

- Provide a brief general overview
- summarise changes to the young person's circumstances, changes to risk levels and risk factors and the evidence supporting these changes
- share the revised draft Intervention Plan and proposed changes to the RMP/VMP

The Chair will lead any additional discussion reviewing progress against actions in each plan and agreeing new/revised actions for updated intervention and risk management plans. The Chair will draft a new RMP/VMP using the YJB template.

The Case Manager will be responsible for updating the revised draft Intervention Plan following the review and ensuring all appropriate parties have copies of this updated plan.

If appropriate, the date for the next Risk Management Review meeting review will be agreed and scheduled by the Risk Management Lead.

7.16 Subsequent Risk Management Review Panels and Closure

The process described in 7.12 to 7.14 will be repeated for subsequent reviews culminating in a final review (where appropriate) scheduled four weeks before the intervention is due to end. The Chair will lead a discussion on referrals needed and action required to constitute an Exit Strategy. This will include identification of outstanding risk factors arising from a review of both the Intervention and RMP/VMP. An exit strategy will be agreed at the penultimate review. The Panel will decide whether a 'step-down referral' should be made to Islington's CAF Panel to enable multi-agency support to continue being provided by agencies other than the YOS.

In preparation for this final review, the Case Manager will update the assessment and intervention documentation as before and ensure these papers are available for the review.

As part of the planning for this final review, it is essential that the Case Manager considers which professionals might continue to work with the young person following the end of the YOS Intervention and that these professionals are invited to

the review. If possible consideration of professionals to be invited to a final review should be given at the previous Risk Management Review Panels. It is the responsibility of the Case Manager to ensure invitations are sent to these professionals in advance of the review.

At the Risk Management Review Panel, the Chair will invite the Case Manager to make a final presentation of the case. As well as providing the updates and changes in circumstances described in 7.14, the Case Manager will also propose an exit strategy to continue to address risk factors or to maintain achievements made in risk reduction during the period of the intervention.

The Case Manager will be responsible for conducting an end of order review with the young person and ensuring that plans for any ongoing issues/referrals to other agencies.

7.17 Procedures for transferring Cases to and from YOT / YOS

If a high risk case is to be transferred to Probation or another YOS, the case should be discussed with the receiving Probation Office, in line with the TVP/YOT working protocol.

If a case is transferred in to or out of Islington YOS, this should be completed in line with the YOT transfer protocol.

8.0 WORKING WITH LOW RISK YOUNG PEOPLE

8.1 Introduction

Islington YOS has implemented the risk led approach to ensure that the planning and resource allocation given to each young person is primarily driven by the level of risk they present. Whilst a distinction is made between some of the processes involved in working with high risk versus medium/low risk young people, in practice the importance of working with lower risk young people is considered essential to the core work of the Service.

For the purposes of this guidance the following young people do not meet the Risk Management Panel threshold:

- Young people scoring Low/Medium risk or below on the Risk of Reoffending (*Scaled Approach*)
- Young people Low of vulnerability
- Young low risk of serious harm

8.2 Completing the Risk Assessment

The Risk Assessment process is identical for all young people referred to the YOS so the guidance laid out in section 4 of these procedures should be followed.

8.3 Delivering the Intervention

The cases of Medium to Low Risk young people will not be presented at the Risk Management Meeting at the start of the Intervention. **However, if at any point during the Intervention any change of circumstance or event results in the re-assessment of that young person as high risk; their case should be discussed with the line manager.**

The Case Manager will be responsible for drafting the Intervention Plan and discussing this with the young person and their family within current national standards timescales. The Intervention Plan should address risk factors associated with the young person's risk of further offending and other statutory requirements of the Order.

Low risk cases will be discussed and reviewed during supervision and Case Managers should be pro-active in raising any issues relating to these cases with their line manager as they will not have the assistance provided via the Risk Management Review meeting. The reviewing of intervention plans will be monitored by the Risk Lead, to ensure they are being carried out in line with National Standards.

8.4 The need for a Risk Management Plan

If the young person has been assessed as low risk with regard to serious harm to others or vulnerability, any risk factors that might be associated with these risk types should be addressed in the Intervention Plan, there is no requirement for a separate RMP/VMP to be devised for these young people.

8.5 Review and Closure

Cases relating to low risk young people should be reviewed by the Case Manager following current national standards guidance. If, as a result of the review and update of the initial assessment the Case Manager **re-assesses that young person as Medium/high/very high risk, their case should be discussed with the line manager.**

Young people subject to a Referral Order will have a review of their intervention by a referral order panel. Young people who are subject to a YRO will have a review meeting chaired by a member of the YOS management Team. Parents should be encouraged to attend these meetings where ever possible.

The Case Manager will be responsible for drafting an Exit Strategy with the young person following the final review and ensuring that all relevant parties have a copy of this.

NOTE:

Case managers and their line managers must use their professional judgment in making decisions relating to risk management, where a case is rated as Low risk, but the case manager and/or line manager feel that it may still be worthy of oversight by the risk management meeting, they should schedule an initial Risk panel meeting, the chair of this meeting will make a decision as to whether or not it should be managed through the risk management process, or normal case management procedures.

9 RECORDING CHECKLIST

Case Managers should ensure the following recording has been achieved for each case:

RECORDING REQUIRED	WHO BY	COMMENTS
1. DURING ASSESSMENT		
Core / Final Warning / Asset	CM	YOIS
What Do You Think Asset	CM	YOIS / Paper
Risk of Re-Offending Scale	CM	As defined by the young persons Asset
Vulnerability Management Plan	CM	YOIS
Risk of Serious Harm	CM	YOIS
Staff Safety Issues	CM	YOIS characteristics Screen
2. AT END OF ASSESSMENT		
Risk Levels flagged	CM / RISK MANAGMENT MEETING Admin	In YOIS
Intervention Plan produced	CM	YOIS - final draft created and presented to RISK MANAGMENT MEETING for agreement by Chair for High Risk Cases
Risk and Vulnerability Management Plans written	Chair of RISK MANAGMENT MEETING / CM	YOIS-. FOR HIGH RISK CASES – presented at Risk Management Meetings. FOR MEDIUM RISK CASES – Completed by CM.
Referral paperwork	CM	Paperwork associated with any agreed referral (e.g. MAPPA, CP, YOT Specialists)
3. IN PREPARATION FOR A REVIEW		
Intervention plan reviewed and updated	CM	FOR HIGH RISK CASES – To be achieved and presented at Risk Management Meetings
Risk and Vulnerability Management Plans reviewed and updated	Chair of RISK MANAGMENT MEETING / CM	FOR HIGH RISK CASES – Plans reviewed and updated at RISK MANAGMENT MEETING by Chair. FOR MEDIUM RISK CASES – Plans reviewed and updated by CM
4. FINAL REVIEW & CLOSURE		
As per Section 3 above	CM / Chair	To include final review of assessment and all plans and notification of relevant parties to be involved with YP following YOT closure

APPENDIX B

COVERING LETTERS

CONFIDENTIAL

Team Manager
Social Services

Our ref:

[DATE]

Re: [NAME OF YP] [D.O.B]

Risk Management Meeting

Islington Youth Offending Service now holds Risk Management Review meetings in order to identify and develop risk management plans where a young person presents either a very high risk of re-offending, high risk to the public or high level of vulnerability.

In developing the plan for [NAME OF YP] , the Chair of the Risk Management Review meeting has agreed that you should receive a copy of the plan in order for the risk to be managed effectively. This information is confidential and closed under the Freedom of Information Act 2000 under one or more of the following exemptions:

- Public Authorities (S.30 (1)(B))
- Health and Safety (S.39)
- Personal Information (S.40)
- Information Provided in Confidence (S.41)

The information shared is subject to Data Protection legislation and information sharing agreements and Protocols. It is hoped that over the coming months these agreements and protocols will be updated, enabling Risk Management Review Meetings to involve other agencies and services.

Should you wish any clarification regarding the risk management plans please do not hesitate to contact me.

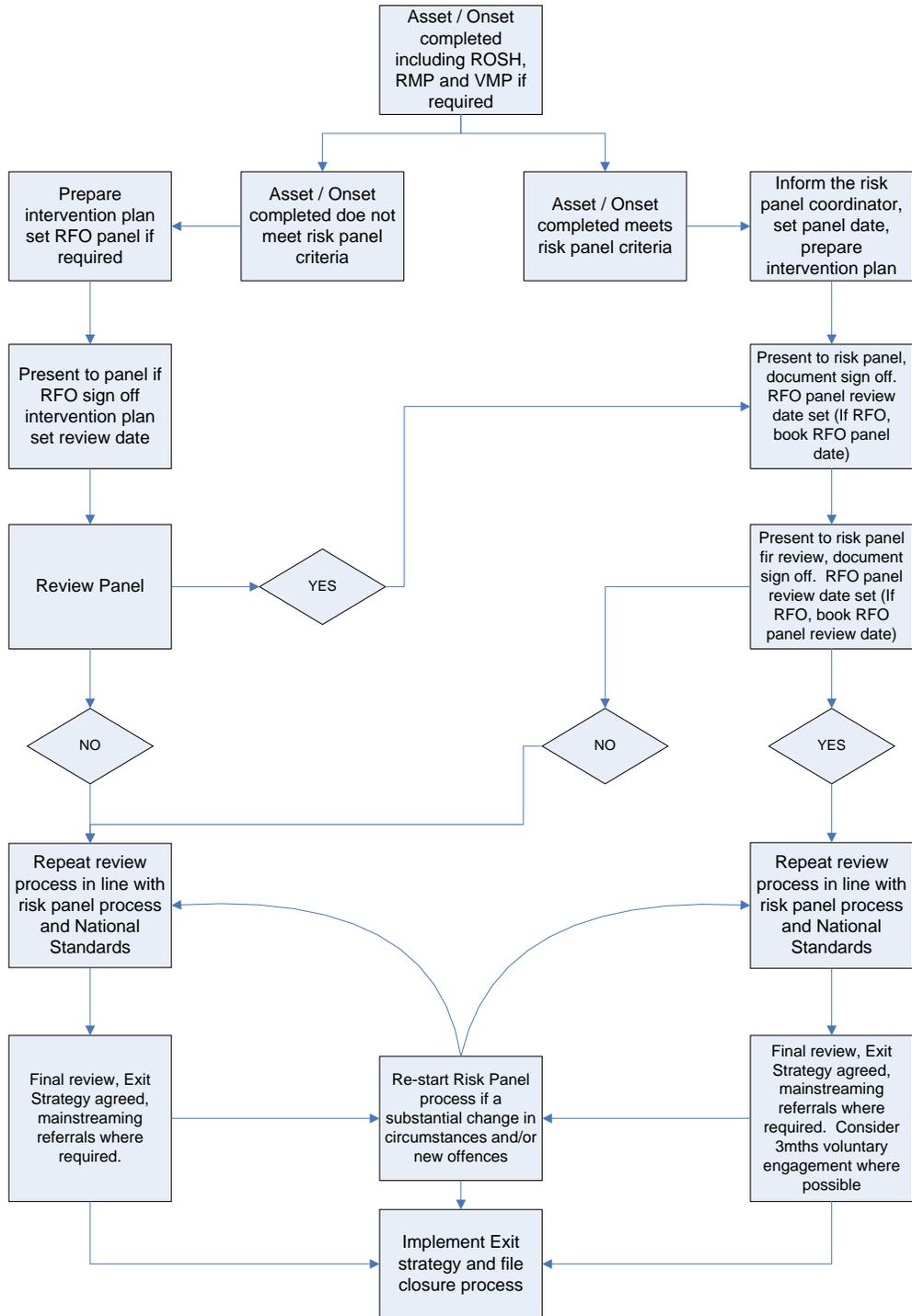
Yours sincerely

(Chair of the Risk Management Meeting)

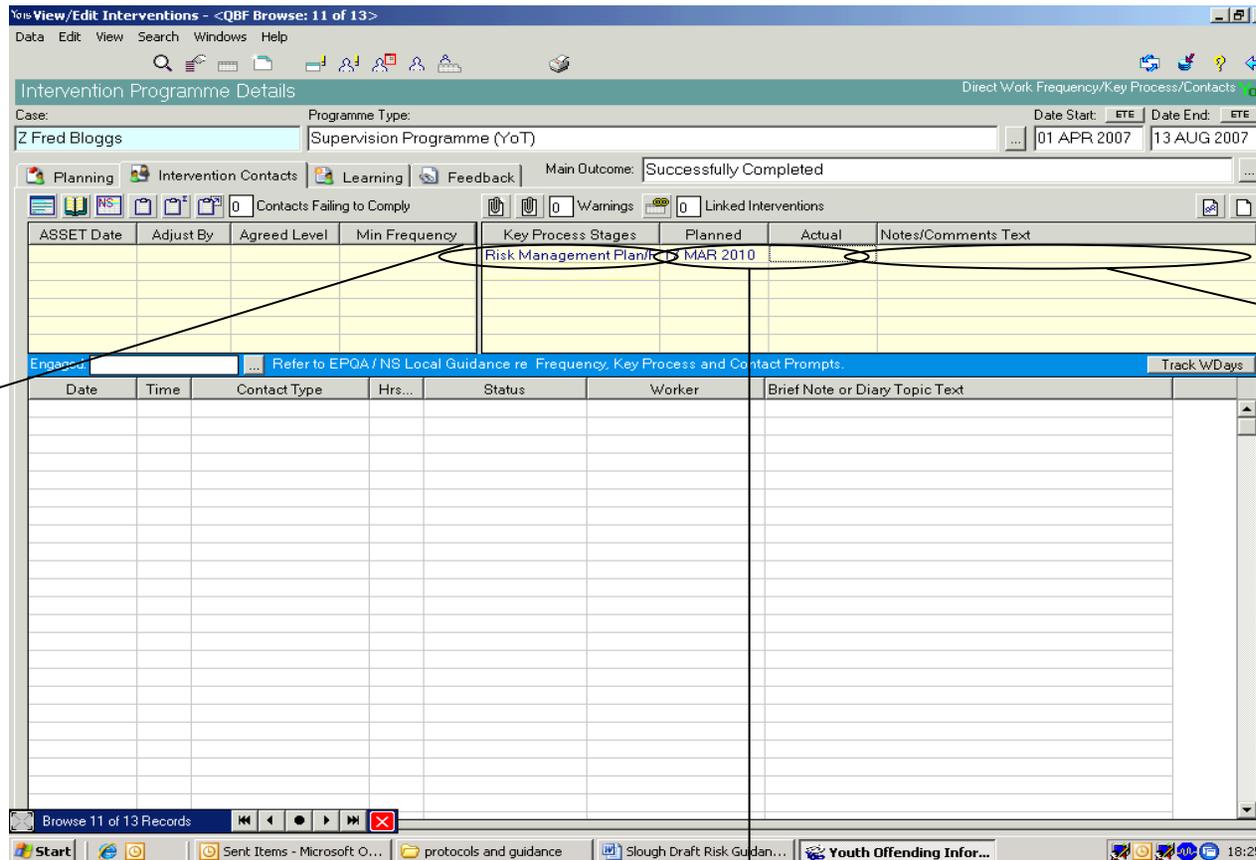
APPENDIX C

Risk Led Approach Flow Chart

Tuesday, February 01, 2011



Recording a risk management Meeting on YOIS



1) Risk Management Must be recorded in the key process stage on the intervention screen under the heading of Risk management planning forum

2) enter both the planned and actual date's in the screen, even if they are the same

3) Double click in the note box to create a dairy sheet that will automatically be linked to the risk meeting if you have followed steps 1 & 2 correctly.

This should highlight a summary of discussion. And a list of actions, referrals and tasks that have been agreed, and the name of the responsible person for carrying them forward.