



# **WOKINGHAM BOROUGH COUNCIL**

## **Wokingham Prevention and Youth Justice Service**

### **Case Management Guidance: Prevention work Stand Alone interventions from Early Help Hub referrals and “Step downs” from Children Social Care Referrals & Assessment Team**

**Document Control Information**

**Title:** Case Management Guidance - Prevention work: Stand Alone interventions from Early Help Hub referrals and “Step downs” from Children Social Care Referrals & Assessment Team

**Date:** January 2024

**Review date:** January 2025

**Version:** 1.0

**Classification:** Public

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Version	Date	Description
1.0	January 2024	Case Management Guidance last reviewed in January 2024.

## Acronyms

**EHH:** Early Help Hub: weekly panel where early help support request made by different agencies is discussed.

**IYSS:** case management information system utilised to record our work

**PYJS:** Wokingham Prevention and Youth Justice Service

**ATM:** Assistant Team Manager

**TM:** Team Manager

**Contact Form:** Referral form used to capture the concerns and to refer a case to the Early Help Hub.

The PYJS is a multi- agency team with a skilled set of workers who can work with children utilising a strengths-based approach to divert or prevent offending in the future. To ensure our work is starting at the earliest opportunity there is a preventative programme of support offer for children on the cusp of offending. This offer will be delivered as a targeted intervention either as a stand- alone piece of work or as part of a Team Around the Family or Social Care Plan. This guidance refers to stand-alone pieces of work.

Wokingham PYJS will offer a 14-week programme to any child where behaviours linked to the onset of offending/criminal behaviour have been identified and a request for support has been made via the EHH. The intervention is voluntary and will consist of an assessment, a plan underpinned by the assessment and the delivery of tailored and targeted interventions. A closure/exit interview with the child and parent/carer will identify the ongoing support and allow us to obtain feedback about PYJS work and allow us to provide feedback to the PYJS Management Board.

Prevention programmes are subject to the same level of quality assurance than statutory interventions, including quality assurance of assessment and plans and monthly line supervision of the case. Where applicable, the case worker should also consult with CAMHS about the Trauma Recovery Model support.

## Overarching principles underpinning Prevention programmes

**First and foremost we should always remember that we are working with children. Our practice is driven and underpinned by Child First practice.**

**1. Engagement:** case workers will seek to engage with the child and parents/carers throughout the duration of our involvement with them and will work to ensure their meaningful participation, including the co-production of plans.

**2. Trust:** case workers will seek to establish meaningful and trusting relationships with the children they work with, adopting a trauma informed approach to their practice.

**3. Diversity:** case workers will take into account the diverse needs of each child and will promote equality in access and engagement. Case workers will be culturally aware of children's cultural and ethnic background and consider how they may impact on the child's engagement.

**4. Identity:** intervention plans should contribute to building a child's a pro-social identity, underpinned by the Good Lives Model.

**5. Understanding:** case workers will ensure that the child is aware of their rights and responsibilities throughout their involvement with the service. Language and communication should adapt to meet the child's needs and level of maturity. Where the case worker identifies some barriers with language and communication they should consult with the speech and language worker for support and guidance in working with that child.

**6. Effective intervention:** case workers will consider targeted interventions based on the predisposing, precipitating, perpetuating and protective factors of case formulation. Within the time constraints of a prevention work, interventions will also be prioritised based on where the child is within the cycle of change. The role of other agencies that might be involved with the child and their scope to deliver some of the identified interventions should also be considered.

**7. Effective multi-agency work:** case workers will co-ordinate interventions with any other relevant specialist agencies with specified intended outcomes, prioritised based on need.

**8. Consistency in practice:** case workers will ensure that cases are managed and supervised in line with the relevant Wokingham Borough Council Practice Standards, as well as the Youth Justice Board's National Standards, where relevant.

**9. Safety:** case workers will ensure that any risk to the public and the child's safety and well-being are assessed and managed effectively.

### **Generic guidance on attendance and compliance**

- There will be an expectation for a **minimum 4 supervision sessions** to be delivered to every child (excluding the planning meeting).
- All appointments must be given in writing (reminders are always a good idea, and these could be in text, WhatsApp, phone call etc).
- Appointments for at least the month ahead should be scheduled at the beginning of the month (the case worker can then decide whether the letter goes out weekly, monthly or one letter for the whole order).
- Appointment letters must be sent out to the child, and it is good practice for parents/carers to also receive a copy of appointments. The case worker may also

want to consider sharing their appointments with the network, particularly if it is a large one, to avoid clashes with other professionals.

- Appointments can be “rescheduled” before they take place and the reasons for rescheduling should be clearly indicated. If a child misses an appointment the absence must be recorded as either “Not Kept Sufficient Explanation” or “Not Attended Prevention”. Missed appointments **should not** be recorded as “rescheduled” appointments.
- It is good practice that if a child misses an appointment at the office or at school, a home visit follows to check on the reasons for the absence and on the child’s wellbeing.

## Referrals in/Allocations

### EHH

- EHH agenda is sent to PYJS on Wednesdays prior to Thursdays meeting. Each referral is recorded on a Contact Form.
- TM/ATM triage cases on the agenda to ensure they meet PYJS criteria and discuss potential allocations.
- Referrals that meet criteria are saved to an EHH spreadsheet on the Z drive in the management folder and with an initial view about PYJS role.
- TM/ATM attends EHH on a Thursday afternoon and record the outcome of the meeting on the EHH spreadsheet.
- TM/ATM send Contact Form for accepted cases to admin for file creation and for Contact Form to be uploaded to IYSS multimedia.

### Step-Downs

- “Step-Downs” from the Referral and Assessment team are discussed between the social worker and the ATM/TM to establish whether the PYJS prevention criteria is met. If there is agreement for the PYJS to deliver a prevention intervention, the social worker will list the case for the transfer meeting. The social worker must discuss the referral with the child/parent and have their agreement and consent before the case is progressed to the Transfer Meeting.
- The Transfer Meeting takes place on Fridays and is attended by the ATM who will formally accept the “step-down” and pre-agree the sessions that the PYJS will deliver.
- The ATM will send details of the case to admin for file creation on IYSS, including the behaviour of concern that will be addressed by the intervention.



- EHH and Step-Down cases are allocated to a PYJS case worker and shared with the team the following Thursday morning. Specialist workers are also copied in so that they can conduct an initial screening of each child and share outcomes with the allocated case worker.

### **Week 1-4 Assessment & QA**

- **First Contact:** It will be a phone call to the parent to arrange a home visit the following week. This contact must be within **3 working days** of allocation. The initial phone contact will be with the parent/carer. Any subsequent letters will be sent to both the child and the parent/carer.
- If the initial telephone contact is unsuccessful, an unannounced home visit should be completed within **10 working days** of allocation.
- **NOTE:** where the case is a step-down no mini-asset will be required and the work will be guided by the recently completed Child and Family Assessment which should be downloaded and saved onto multi-media.

### **Assessment**

- The Mini Asset must be completed within **3 weeks** of allocation (with acknowledgement that for part-time workers, this will be a **4 week** process instead).
  - The assessment should include:
    1. A minimum of 2 sessions with the child, one of which must be a home visit.
    2. Evidence of the initial screening information received by specialist workers, including education.
    3. Evidence of MOSAIC checks and any additional information provided by the relevant social worker (or absence thereof).
    4. As part of the assessment process the case worker will consider the Asset SLCN tool and where there are multiple “sometimes” or “yes” answers, consultation with the SAL worker will take place.
- **Quality Assurance:** On **week 4**, the assessment must be QA'd by a line manager and finalised by the case worker. The QA will include oversight of the proposed intervention plan, which should be informed by the factors for and against desistance identified in the assessment.
- The case worker will upload the final document to IYSS multimedia.

### **Week 5 – 6 Intervention Plan**

- The case worker co-produces the plan with the child/parent/carer using the intervention plan template and the identified areas for intervention/targets pre-agreed at

the transfer meeting. The plan must be signed by the child (and parent/carer) and uploaded to IYSS multi-media.

- If the parent/carer was not present when the plan was co-produced, a copy of the plan must be posted to the parent/carer and this must be evidenced on IYSS as a case note.
- The case worker must complete the Process tab on IYSS indicating the date that the Intervention Plan has been completed.

### Week 7 – 14 Programme Delivery

- **Recording:** The case worker must record all supervision sessions (and contacts) on IYSS and within **2 working days** of occurrence. For supervision sessions, the relevant template must be used.
- **Serious incident:** Where the case worker becomes aware of a serious incident involving or linked to the child (for example being the victim/perpetrator of serious violence; school exclusion; homelessness; serious family incident) the recording of the event must be done by the end of that working day.
- **Frequency of contact:** Most children will need to be seen weekly to ensure all sessions are delivered within the 14-week programme duration. There may be children whose context or needs may require they are seen less frequently. This variation will require management oversight by way of discussion in supervision. There will be an expectation for a **minimum of 4 supervision sessions** to be delivered to every child.
- **Risk Levels:** It is anticipated that all Prevention cases will present low-medium risk of serious harm equivalent and/or likelihood of re-offending equivalent. If during the course of the programme a change of circumstances indicate a variation in risk levels, it must be raised with the line manager within **2 working days** to assess, discuss and implement the risk management plan variation. Where the child has been assessed as presenting high safety and well-being concerns (or circumstances change to this effect during the delivery of the programme) this should also be raised with the line manager within **2 working days** to assess, discuss and implement the safety and well-being management plan variation. It is expected that a child who presents as high safety and well-being concerns would have an allocated social worker who would lead on their safeguarding. Where this is not the case and the concerns are high, the concerns must be documented in a MARF sent to the Front Door for safeguarding screening.
- **Victim work:** Taking into account the behaviours of concern, case workers should consider including at least one session to discuss victim impact and awareness.



- **Inappropriate sexual behaviour:** If the behaviour of concern relates to inappropriate sexual behaviour or communication, there **must** be a referral to and an intervention by the PYJS nurse around consent and healthy relationships.
- **Substance Misuse:** If substance misuse has been identified in the assessment as a risk factor to further offending, the case worker should discuss with the Cranstoun worker whether it warrants a referral for an intervention or Cranstoun will support the PYJS worker to deliver such intervention (if introducing a new worker during such a short period of work is deemed not appropriate or conducive for effective relationships).

### Closure/Exit Interview

- **Booking the exit interview:** It must be booked with the child and parent with 3-week notice. The exit interview must take place **within 5 days** of the final session with the child. The worker will also invite a PYJS manager to the meeting, who will conduct the exit interview.
- Further guidance on this process can be found on the “Exit Interviews: Guidance for workers and Managers” document saved on the Z drive.

### NON-ENGAGEMENT

#### 1. Closure no contact

- If the initial telephone contact is unsuccessful, an unannounced home visit should be completed within **10 working days** of allocation.
- If the home visit is unsuccessful, the case worker must post a “Prevention Initial Contact Final Attempt” letter through the door offering a final opportunity to engage with an office appointment.
- If the office appointment is not kept, the case worker should request closure of the programme to their line manager within 3 working days, indicating the steps taken to engage with the child.
- If closure is agreed by the line manager, closure should be recorded as a contact on IYSS and case/case worker ended by the line manager.
- A “Closure No Contact” letter must be sent to the parent/carer.

#### 2. Closure Disengagement

- **First Missed appointment:** When a child misses one session without notice/reasonable explanation, the case worker should explore non-attendance with both child and their parent/carer. This exploration should include any barriers to engagement and how to overcome them. The case worker must also offer the child the



opportunity to make up for the missed session by increasing the frequency of the sessions (rather than extending the term of the intervention). **Your next appointment should be within a week of the missed one.**

- **Second Missed appointment:** If a child misses two consecutive or three alternate sessions with or without notice/ reasonable explanation, the case worker should discuss ongoing engagement and impact of non-engagement with both the child and the parent. **This discussion should take place as a home visit.** If ongoing engagement is agreed, the case worker must also offer the child the opportunity to make up for the missed sessions by increasing the frequency of the sessions (rather than extending the term of the intervention).
- **Closure:** If the child/parent confirm that there will be no further engagement, the case worker will record the reasons given by the child/parent and send a case closure request to the line manager within **3 working days** and indicating the steps taken to engage with the child.
- If ongoing engagement was agreed but the child fails to attend further sessions, the case worker will discuss case closure with the child/parent and proceed to request closure from their line manager unless exceptional circumstances are identified.
- If closure is agreed by the line manager, closure should be recorded as a contact on IYSS and case/case worker ended by the manager.
- Following closure, the case worker must send a “closure disengagement” letter to the child and parent/carer, within **5 working days** of closure.

### **3. Closure Service Declined**

- When initial contact is successful, but child and parent/carer decline to engage with PYJS service offer, the case worker will record the discussion as a contact on IYSS and discuss the closure with their line manager.
- If closure is agreed by the line manager, closure should be recorded as a contact on IYSS and case/case worker ended by the manager.
- Following closure, the case worker must send a closure/service declined letter to the child and parent/carer, within **5 working days** of closure