



*Youth Justice Service*

# YJS Management Oversight Guidance

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# Management Oversight Guidance

## 1. Purpose

Key purpose of this policy is to provide practice guidance for management oversight within delivery of Youth Justice Services. It sets out clear expectations for our local practice whilst helping case workers and managers to understand their responsibilities thus enabling consistent and purposeful management oversight of our case work practice.

## 2. What is effective management oversight?

Effective management is much more than countersigning. It includes elements of quality assurance and staff supervision dealing with emerging areas of concerns/risk in individual cases and supporting the practitioner to improve their practice. It should be focused on:

- safeguarding the offending young person and preventing further re-offending;
- ensuring that actual or potential victims and the young people known to the offending young person are sufficiently protected from harm

Case records / supervision actions should show challenge with case managers and should provide an analysis of the case. Management oversight must be responsive, timely and purposeful and recorded on child's file. Whilst all cases should have a purposeful management oversight, it is critical that management oversight is specifically focused on cases that have been assessed as medium or high risk to others. That said it is important for management oversight to be vigilant and monitor cases that may not be assessed at these levels of risk but have the potential to increase in the level of risk.

For management oversight to be effective, it should:

- assess the sufficiency of practice in the context of the current intervention/risk management plan.
- identify any practice concerns and provide management guidance and support to the practitioner to effectively address the concerns/reduce risks thus enabling effective case progression.
- ensure that confirmed actions have taken place and made positive impact for the young person.

- victim safety and the key requirements of RJ work must be considered and evidenced in assessment and plans.

A primary focus for Youth Justice Services is to ensure that our practice meets the HMIP requirements and observed as in line with National Standards from the Youth Justice Board. Given the multi-disciplinary nature of the work we do with young people and their families we also need to satisfy OFSTED requirements.

During the current climate of increased complexities in society the need for good leadership is critical for the Youth Justice Service to sustain and increase effectiveness. There are several types of management oversight. These include:

- Supervision
- Appraisal
- Quality Assurance of case files/ audits
- Performance Management
- Team Meetings / Training / Action Learning sets
- Chairing Safeguarding Meetings / Risk panels
- Gatekeeping
- Escalating any issues /concerns

Whilst the list above provides many opportunities for management oversight, the most crucial factor is that the management oversight is effective. Effective management oversight is much more than overseeing or practice. For managers to be effective, they should have enough knowledge relating to the complexities of working within a youth justice setting. This requires a great understanding of all YJS assessments relating to re-offending / risk of harm to others and safety and well-being, planning and intervention delivery. Effective management oversight is underpinned by the supervising manager's ability to distinguish both good and insufficient practice. A skilled and experienced YJS manager can take a fresh look at the case and provide a supportive challenge and case progression guidance to enable practitioners to take a more balanced and informed view of the case and identify new interventions and responses than through working in isolation.

### **3. Additional management oversight mechanisms in Enfield**

YJS has an internal risk management panel that provides management oversight for high risk cases, chaired by Head of Service. Further on, there are the following external additional management oversight mechanisms that should be invoked appropriately according to the local policy and in line with agreed thresholds of risk:

- Missing and Child Exploitation (MACE) Strategic Meeting
- High Risk multi-agency panel chaired by the Executive Director of People
- SAFE Panel -Exploitation cases
- Multi Agency Public Protection Arrangements (MAPPAs)

### **4. Difference between supervision and management oversight**

Whilst there is management oversight inherently built into the case management supervision process, the management oversight of risk and harm is different from the regular case management supervision and the general oversight of the practice although sometimes it may be undertaken at the same time and discussion during case supervision may support identification of the need for management oversight.

### **5. Responsibilities and accountabilities of supervising managers for effective management oversight**

- Good management oversight starts with case allocation. Managers are responsible for making sure that cases are allocated to staff with appropriate skills and experience and caseload capacity
- Managers are accountable for ensuring the quality of case work and ensuring that risk and vulnerabilities have been appropriately assessed and managed by the case worker
- Managers should assure themselves, in cases with raised risk of harm or safety and well being that:

- The risk of harm or safety and well being is managed in such a way that themselves and actual or potential victims are protected
- As a minimum, assessment and planning is effective and appropriate to the needs of the case
- Work is undertaken timely and is planned and responsive to changing circumstances
- Escalation or other agencies is taken as appropriate to ensure that required services are delivered

Note: insufficient assessment and planning for cases with a recognised raised risk of harm to others or safety and well being or insufficient action to address gaps in provision of relevant services, where the deficits have not been addressed in a timely manner, would be deemed as an indicator that management oversight is not effective in that case.

## **6. Case worker responsibilities in relation to management oversight**

Case workers should be clear about:

- purpose and importance of management oversight.
- their responsibilities for referring cases to their managers for oversight where they have concerns about risk and vulnerabilities or where the risk and vulnerabilities indicators have declined or are about to decline.
- their responsibilities to respond to the guidance provided by management oversight in a timely and due-diligent manner.

## **7. Recording practice requirements for management oversight**

The management oversight 'footprint' must be evident across all decision making and easily found on the child's case file. Management oversight should be recorded and provide a clear rationale for decision making backed up by smart planning, that this followed up in line with deadlines/timelines.

Good management oversight will be recorded in a way that it will evidence challenge and discussion informed by analysis of the risk and vulnerabilities of the case and record the actions to be taken in a SMART way.

Where the case is referred for the oversight of risk management panels noted in section 3 of this document, this should be recorded on case file clearly as Management Oversight by [insert panel name] and include action agreed.

Where the case is subject to case management supervision this should be recorded on case file as Management Oversight - Supervision.

Where there are concerns about how risk and vulnerabilities are managed through multi-agency approach, these should be picked up by management oversight and should be recorded as Management Oversight. Where there are concerns about multi-agency response that have to be escalated, this should be recorded as a Management Oversight.

Cases that have been subject to an audit, Management Oversight should be placed on file alongside of the audit and provide clear case direction in response to audit findings.

### **7.1 Recording timeframe**

Supervision Actions	Within 48 hours
Management oversight	Within 48 Hours

## **8. Support for managers to deliver effective management oversight**

We are committed to providing our managers with relevant training and CPD opportunity.

Individual training requirements should be discussed and agreed with their respective managers/ Head of Service.

All staff with management responsibilities of case workers must familiarise themselves with this protocol and adhere to the expectations set out for effective management oversight.

## **9. Assurance mechanisms for effective supervision**

To help us assure the effectiveness of management oversight practice, we have developed the following:

- Auditing programme testing and checking the effectiveness of management oversight (from July 2020).
- Implementing new case management supervision template (from July 2020).
- Supervision training and support for managers through practice meetings
- Recording guidance.
- Audit Moderation Meetings