

Trusted Relationships Project – Delivery Plan & Support Offer



'Building stronger relationships, achieving positive outcomes'

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1. Trusted Relationships Offer

This document sets out the delivery model and support offer for children, young people and their families as part of the Trusted Relationships project within North Yorkshire and York. Throughout this document references are made to “children” and “young people” – these terms are interchangeable and refer to children who have not yet reached their 18th birthday.

2. Background

The £11 million Trusted Relationships Fund was launched by the Home Office in 2018 and provided opportunity for local authorities to apply for funding to deliver and evaluate initiatives to improve support to young people at risk of exploitation and abuse. An underlying aim of the fund is to foster positive and protective relationships between frontline staff or other trusted adults and at-risk children and young people.

Different forms of exploitation can be interlinked and young people can be vulnerable to becoming victims or perpetrators of multiple harms at the same time. Being a ‘victim’ or ‘perpetrator’ is not clear cut – victimisation can be linked to offending in the future and we know that vulnerable young people can be coerced into offending behaviour. Young people who have been victims to forms of exploitation and abuse often cite that they did not have a consistent, trusted adult with whom they could share concerns, either in their family or community network or a professional, and that this led to harm escalating in their lives.

A review carried out by the Early Intervention Foundation, commissioned by the Home Office in 2017, also found that a trusted relationship with an adult is a significant protective factor and an essential part of programmes to support vulnerable children. It found that this kind of social support can help children avoid risky situations, as well as help them overcome adverse circumstances in their lives.



3. North Yorkshire and York Project Summary

The successful 'Trusted Relationships' bid which was developed by a North Yorkshire and York partnership group centres on the implementation of a multi-agency collaborative approach to identification and support for children and young people (principally aged 10 – 17) who are **primarily at risk of or subject to Child Criminal Exploitation (CCE)**, including County Lines, Child Sexual Exploitation (CSE) and Modern Slavery. County Councillor Janet Sanderson said: *"North Yorkshire and York councils welcome this funding as it will enable us to extend our already established innovative, multi-agency work in supporting children at risk of exploitation."*

The exploitation of young people due to County Lines criminal networks is a growing issue in North Yorkshire and York. There is evidence of active networks operating in Scarborough, York and in the rest of the county. Networks from Liverpool, Birmingham, Leeds, Sheffield and Manchester continue to feature.

Intelligence shows that children are being trafficked to different parts of the country in order to supply drugs. Violence and threats are associated with most County Lines networks within North Yorkshire and York, and the carrying of weapons, such as knives and machetes is a feature. Central to the North Yorkshire and York project is the ambition to disrupt the County Lines network by diverting the most vulnerable young people away from risk through effective support networks.

Minister for Crime, Safeguarding and Vulnerability, Victoria Atkins, said: *"Early intervention is so important to steer vulnerable young people away from abuse and harms. I am delighted that the Trusted Relationships fund will provide vital support to children in the North Yorkshire and York areas."*



4. Delivery Model

At the heart of the delivery model for the North Yorkshire and York project is the ambition to foster positive, persistent and long-term relationships and develop protective factors that build resilience in this highly vulnerable population. The funding will also be used to further develop multi-agency panels to allow them to receive referrals/nominations, complete multi-agency screening and develop a multi-agency support plan for children and young people who are at risk of or already subject to CCE (including County Lines, CSE and Modern Slavery).

Furthermore, a 'Trusted Relationship' (trained individuals including service experienced young adults, specialist trained adult mentors, and trusted adults already known to the children) will be identified for each young person.

Support through the Trusted Relationships project will be delivered through the two following strands:

- **Strand 1:** Support for children and young people who are **identified as being at risk of CCE** (including County Lines, CSE and Modern Slavery). Delivery is through:
 - **North Yorkshire: Restorative Practice (RP) Relief Workers** – young people aged 16 - 24 who are trained to facilitate restorative practice. These young people have all had previous involvement with Children and Families Services and would become the 'Trusted Relationship'
 - **York: Volunteer Mentors** – specialist adult volunteer mentors who will become the 'Trusted Relationship' with the young person
- **Strand 2:** Network/family finding approach for young people **identified as being subject to CCE** (including County Lines, CSE and Modern Slavery). Delivery across North Yorkshire and York is through Family Network Coordinators (FNCs) who are trained to effectively deliver a continuum of restorative approaches to support children, young people and their families. The FNCs will be responsible for building a positive relationship with the young person, the identification of connections with trusted adults, referral to the Family Group Conference/Lifelong Links process if necessary, and to develop resiliency within young people and their family/wider network to build sustainability post-conference. Cases will be allocated via the relevant service manager.

The primary role of the RP Relief Workers and Volunteer Mentors is to develop a 'Trusted Relationship' to help build resilience, self-esteem and self-efficacy in young people at risk of CCE and exploitation generally. The RP Relief Workers and Volunteer Mentors are appropriately trained and supervised and the relevant operational manager is responsible for matching the young people to suitable RP Relief Workers/Mentors.

5. Service Principles and Theory of Change

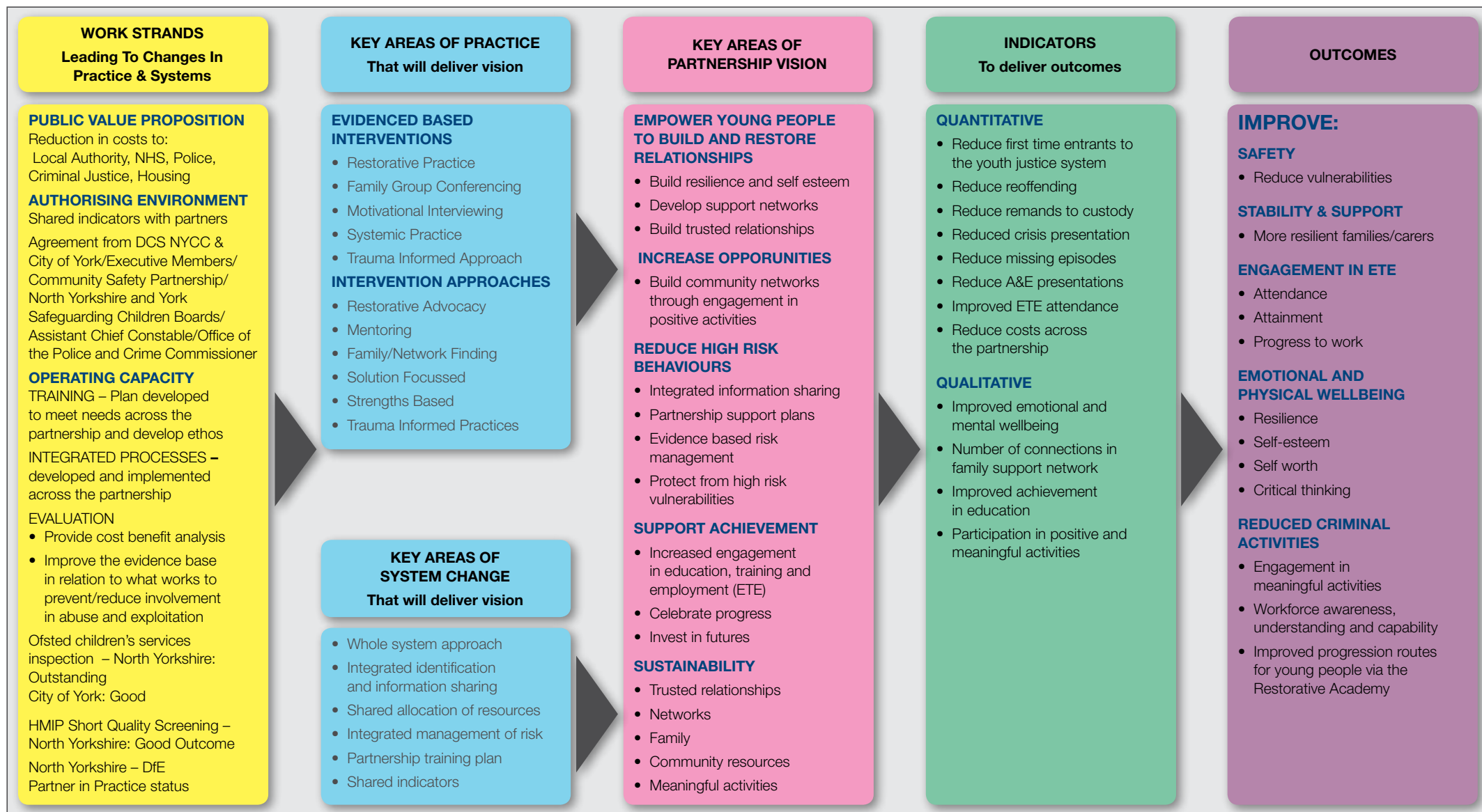
In order to deliver change and achieve positive outcomes for children at risk of or subject to exploitation, a set of service principles have been developed and will be embedded in to the Trusted Relationships project.

The different strands of the Trusted Relationships project are underpinned by the following service principles:

- At the heart of the delivery model is the ambition to foster positive, persistent and long-term relationships and develop protective factors that build resilience in children/young people at risk of or subject to exploitation
- A flexible and responsive service which delivers our priorities (identification and tackling CCE, including County Lines, CSE and Modern Slavery)
- We will empower young people to build and restore positive and trusted relationships
- Active engagement and participation with young people is the foundation of the work and the different strands of the Trusted Relationships project will ensure that the voice of the child or young person is embedded in work undertaken
- The different strands of the project will embed new ways of working, utilising a range of evidence based interventions and approaches
- We will deliver interventions where and when young people and families need them (including early mornings, evenings and weekends)
- The service will be outcome focussed
- We will build on family and network strengths, retain a solution focus and enable effective support plans to be developed to secure sustainable outcomes
- The project will promote community awareness and response to CCE, as well as building social capital to create trusting relationships and opportunities
- The service will deliver value for money

The 'Theory of Change' diagram on the following page outlines the key interventions/approaches that will be utilised across the different strands of support, as well as system changes which will be implemented across the partnership in to deliver the Trusted Relationships project in North Yorkshire and York.

Theory of Change – Trusted Relationships



6. Support Offer

At the very core of the North Yorkshire and York Trusted Relationships project is a relationship-based practice model. The Trusted Relationships project utilises a strengths-based and solution focussed approach and offers a range of accredited and evidenced informed interventions including Restorative Practice and Motivational Interviewing. The service will deliver flexible packages of support to foster positive, long-term relationships, promote protective factors and build resilience in children/young people at risk of or subject to exploitation and enable vulnerable young people and families to achieve positive and sustained outcomes. The table below outlines the support offer for children, young people and their families as part of the Trusted Relationships project within North Yorkshire and York.



	SERVICE	NEED	OFFER
STRAND 1: Support for Children and young people who are identified as being at risk of CCE (including County Lines, CSE and Modern Slavery)	Restorative Practice Relief Workers (North Yorkshire) – Young people aged 16 - 24 who are trained to facilitate restorative practice. These young people have all had previous involvement with Children and Families Services and would become the 'Trusted Relationship'	<ul style="list-style-type: none"> • The young person will have presenting difficulties and poor peer relationships which has led to low levels of criminal activity in the community, connecting within an adverse peer group or with older young people and young adults • The young person may have problems with substances such as cannabis and offending may be connected to funding their substance use • The young person may be struggling to maintain stable school placement and find it difficult to connect to professionals/teachers, and may experience poor relationships with other agencies • The young person may go missing from home and demonstrate challenging behaviour within the family environment • The young person may be in a relationship where there are potential concerns around sexual exploitation. • A RP Relief Worker wouldn't be allocated to work with a young person if there is identified known perpetrators of sexual exploitation, known perpetrators of criminality involving serious assaults e.g. knife crime or organised crime related to gang violence 	<ul style="list-style-type: none"> • A dedicated RP Relief Worker will be allocated to the child/young person • RP Relief Workers will be responsible for building a positive relationship with the child/young person • Assist in the development of a multi-agency support plan for the child, young person and family • Undertake direct work with children and young people as defined in their overall plan • Deliver one to one peer mentoring sessions, support young people with professional appointments • The RP Relief Worker will work towards moving the young person into positive activities and direct them away from the negative influences in their lives • Support young people in schools or any education setting, as well as to support young people in developing community presence (youth clubs/activities) • Offer advice and guidance to young people post-conflict within the home, school or residential environment • Develop young person's confidence by participating in group work and within the community (e.g. attending community events such as youth clubs, activities run by schools, using leisure facilities) • Support the young person in developing safety plans and their own personal safety • Liaise with key professionals, advocating the young person's voice, thoughts, wishes and feelings.

	SERVICE	NEED	OFFER
	Volunteer Mentors (City of York) – Specialist adult volunteer mentors who will become the 'Trusted Relationship' with the young person	<ul style="list-style-type: none"> • The young person will have presenting difficulties and poor peer relationships which has led to low levels of criminal activity in the community, connecting within an adverse peer group or with older young people and young adults • The young person may have problems with substances such as cannabis and offending may be connected to funding their substance use • The young person may be struggling to maintain stable school placement and find it difficult to connect to professionals/teachers, and may experience poor relationships with other agencies • The young person may go missing from home and demonstrate challenging behaviour within the family environment • The young person may be in a relationship where there are potential concerns around sexual exploitation. • A mentor wouldn't be allocated to work with a young person if there is identified, known perpetrators of criminality involving serious assaults e.g. knife crime or organised crime related to gang violence • A mentor will be supervised by the Mentor Co-ordinator and will share information if it is to protect the young person and safeguard them from harm 	<ul style="list-style-type: none"> • A dedicated mentor will be allocated to the child/young person • Mentors will be responsible for building a positive relationship with the child/young person • Assist in the development of a multi-agency support plan for the child, young person and family • Undertake direct work with children and young people as defined in their overall plan • The mentor will meet with the young person once a week to provide some time and space to allow the young person to talk to a trusted adult • The mentor will work towards moving the young person into positive activities and direct them away from the negative influences in their lives • Mentors may engage the young person in education/employment or training and support them with this • Mentors will be available through the week to offer 1:1 support via a mobile phone and weekly meeting • Mentors will take a solution focussed approach by supporting the young person to find their own solutions rather than focussing on problems • Strengths based – the mentor will build on strengths rather than weaknesses in order to find positive ways forward

	SERVICE	NEED	OFFER
STRAND 2: Support for children and young people who are identified as being subject to CCE (including County Lines, CSE and Modern Slavery)	Family Network Coordinators (North Yorkshire and City of York) – Specialist workers who are trained to effectively deliver a continuum of restorative approaches including Restorative Practice and Family Finding to support children, young people and their families	<ul style="list-style-type: none"> • The young person will have presenting difficulties and poor peer relationships which has led to medium/high levels of criminal activity in the community, connecting within an adverse peer group or with older young people and young adults • The young person is likely to have problems with substances such as cannabis and offending may be connected to funding their substance use • The young person is likely to be struggling to maintain stable school placement and find it difficult to connect to professionals/teachers, and may experience poor relationships with other agencies. The young person is likely to have had incidents of school exclusion • The young person is likely to have had episodes of going missing from home and demonstrates challenging behaviour within the family environment • The young person may be in a relationship where there are potential concerns around sexual exploitation. 	<ul style="list-style-type: none"> • A dedicated coordinator will be allocated to the child/young person. • Coordinators will be responsible for building a positive relationship with the child/young person • Identification of positive connections with trusted adults within the family/wider network • Facilitation of Family Finding and Family Network Meetings – the goal of the meeting is for the family and the network to come up with the solutions and to work out how workers and other professionals can support them to deliver that change. • Referral to the Family Group Conference / Lifelong Links process (if required) • The coordinator will facilitate the development of resiliency within young people and their family/wider network to build sustainability • The coordinator will focus on establishing emotional stability (establishment of a long-term connections with adults who will unconditionally support and maintain positive contact with the young person beyond the age of 18) • The coordinator and trusted relationship will work towards moving the young person into positive activities and direct them away from the negative influences in their lives • The coordinator will take a solution focussed approach by supporting the young person to find their own solutions rather than focussing on problems. • Strengths based – the coordinator will build on strengths rather than weaknesses in order to find positive ways forward • By taking a solution focussed and strengths based approach, the coordinator will educate the young person as to the potential long-term impact of their behaviours.

7. Intended Outcomes

Through the Trusted Relationships project we aim to deliver a wide-ranging set of positive outcomes, whilst also implementing improved integrated working arrangements and practice in terms of awareness, identifying and addressing CCE (including County Lines, CSE and Modern Slavery) across the partnership workforce.

Core outcomes of the local Trusted Relationship project are to achieve the following in vulnerable young people:

Improved Relationships	<ul style="list-style-type: none"> • Greater quantity and quality of trusted relationships/connections within the family support network
Improved Safety	<ul style="list-style-type: none"> • Reduced vulnerabilities in young people
Improved Stability and Support	<ul style="list-style-type: none"> • More resilient families/carers/networks of support
Increased Engagement in Education, Training and Employment (ETE)	<ul style="list-style-type: none"> • Improved attendance • Improved attainment • Progress to work
Improved Emotional and Physical Wellbeing	<ul style="list-style-type: none"> • Improved resilience • Improved self-esteem • Improved self-worth • Improved critical thinking
Reduced Criminal Activities	<ul style="list-style-type: none"> • Reduced first time entrants, reoffending and remands to custody • Improved engagement in meaningful activities • Improved progression routes for young people via the Restorative Academy

An overarching aim of local Trusted Relationships projects is to strengthen the evidence base on what works to protect young people from exploitation and abuse to improve services over the course of the programme and beyond. A full outcome and performance framework will be developed for the North Yorkshire and York project to ensure there is an effective evaluation of local programme delivery.

We will also liaise closely with Home Office's independent evaluation partner(s) to robustly monitor and evaluate outcomes. We will participate fully and collate required data and evidence to enable the independent partner to effectively evaluate the approach, and use this data to build a business case that assesses the future value of this model of working and whether the project is effective in delivering cost savings across the partnership.

The learning and evaluation from the project will also potentially inform the development of a 'scale and grow' toolkit, enabling the approach to be implemented in other areas and maximising the outcomes and benefits which can be achieved through the delivery model.

8. Nominations/Referrals to the Trusted Relationship Programme

In order to access support through the Trusted Relationships project, the case must first be routed through the designated 'Child Exploitation' pathway for the relevant local authority area. Within North Yorkshire this is the Multi-Agency Screening Team (MAST) Child Exploitation process and within York it is the Multi-Agency Child Exploitation and Missing (MACEM) Meeting pathway.

Case-holders will be required to complete a child exploitation risk assessment. The risk assessment and case will then be discussed in a multi-agency forum who will make recommendations, and 'Trusted Relationships' will be considered as one potential support option. If an outcome of the MAST/MACEM discussion is that the case would be suitable for and would benefit from Trusted Relationships support, the case-holder will then be notified and will be asked to complete a Trusted Relationships nomination form. Following submission of the nomination by the case-holder, the case will be considered by the Trusted Relationships Coordinator/Panel, who, if appropriate will allocate to case to receive either Strand 1 or 2 support.

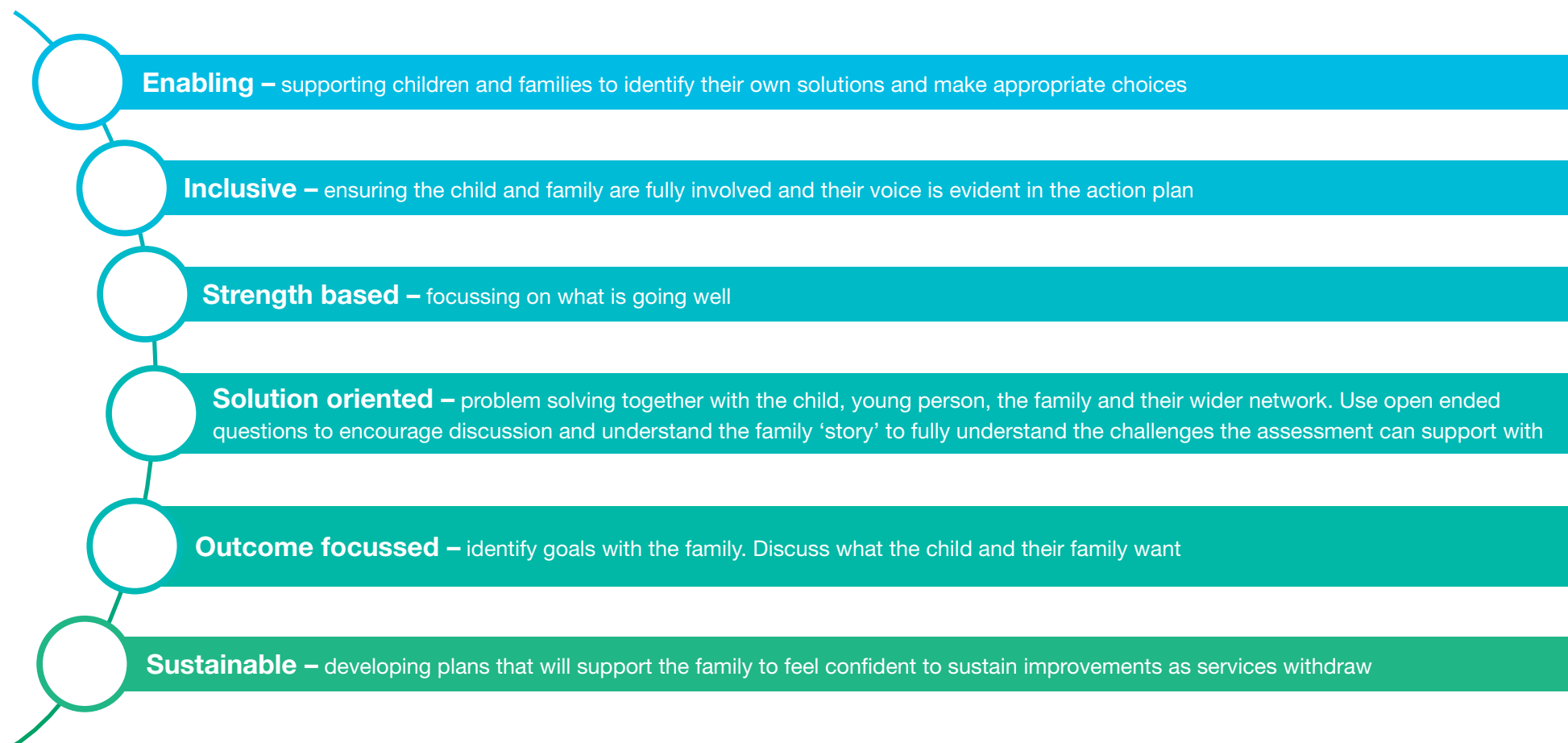
Appendix 1 provides an overview of the process which is in place.

The above pathway/approach has been implemented to promote consistency in terms of how cases are considered, nominated and then allocated to the Trusted Relationships project. It will also ensure there is multi-agency agreement as to the appropriateness of Trusted Relationship support in the context of a range of support options/interventions available to children and young people vulnerable to or subject to different forms of exploitation. It is also important that the Trusted Relationships project is not viewed in isolation, but instead is seen across the partnership as one of a number of services which aims to achieve positive outcomes for young people at risk of or subject to exploitation.

Although this project is new and innovative, it is essential we build on the strong partnership foundations that already exist in North Yorkshire and York. All partners must retain 'accountability' for the children, young people and families that we support. The Trusted Relationships project aims to supplement the work of other agencies/services involved with the case and will not have 'case-holding' responsibility.

9. Engagement, Information Sharing and Consent

We have agreed across the partnership that we need to take a proactive and assertive approach towards engaging young people and, building on the Troubled Families programme, accept that engagement and non-engagement is our issue. Through the nomination panel process we will look to identify services already working with the young people and utilise these relationships to introduce the Trusted Relationships project, sell the benefits and secure engagement. As taken from the 2019 North Yorkshire Early Help Strategy, 'top tips' for engagement and an effective conversation are:

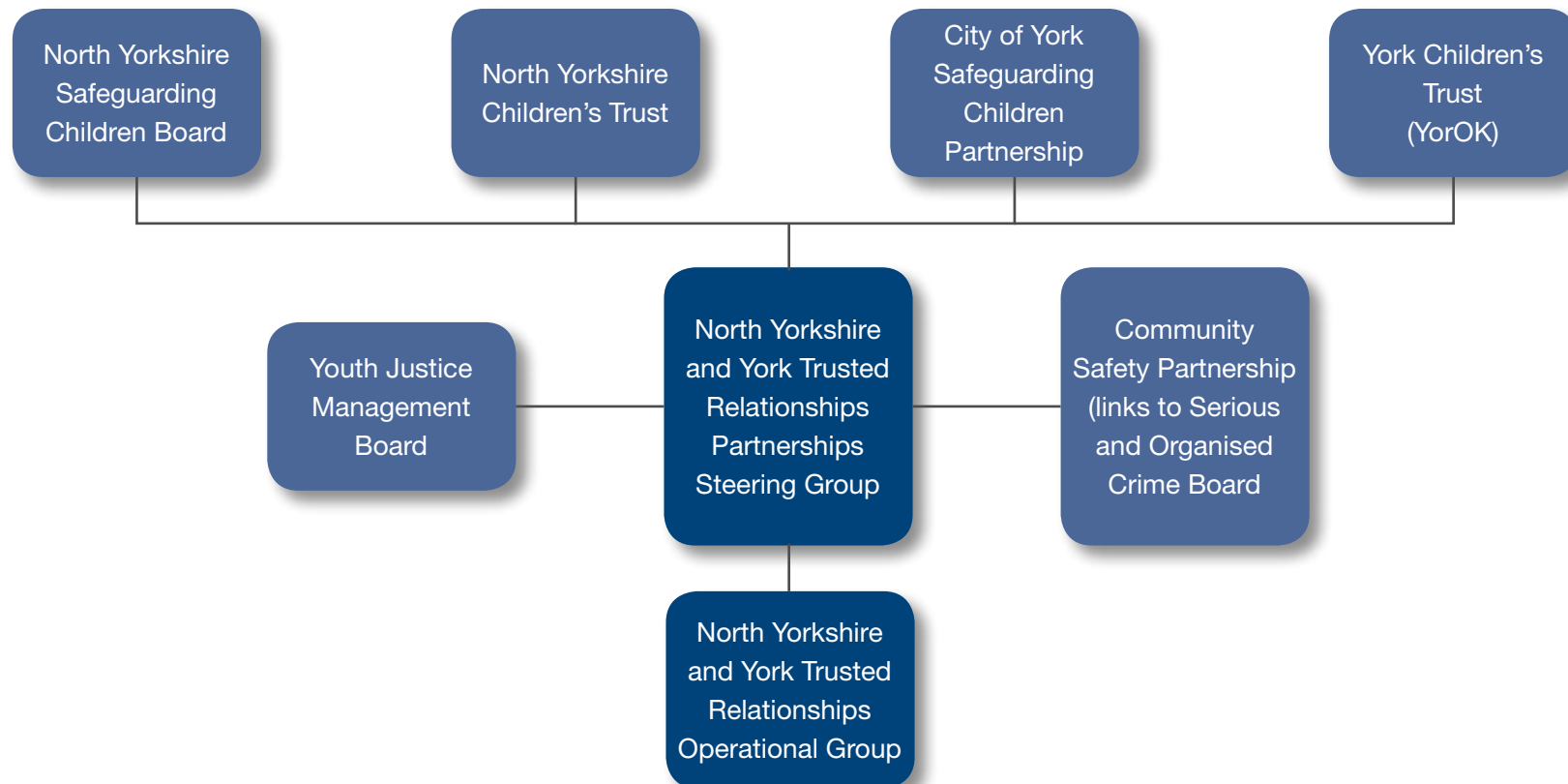


Information sharing is key factor in delivering better, more efficient services that are coordinated around the needs of an individual or family. It is essential to enable early intervention and preventative work, for safeguarding and promoting welfare and for wider public protection. Success for those at risk of poor outcomes depends upon effective partnership working and appropriate information sharing between services. For the North Yorkshire and York Trusted Relationships project, consent for information sharing will be sought from relevant individuals at the earliest opportunity (at the start of involvement with the Trusted Relationships project). Consent must be 'informed', meaning that the person giving consent needs to understand why information needs to be shared with other agencies, and existing 'Children and Families Services' consent forms will be utilised for the purpose of securing consent.



10. Governance

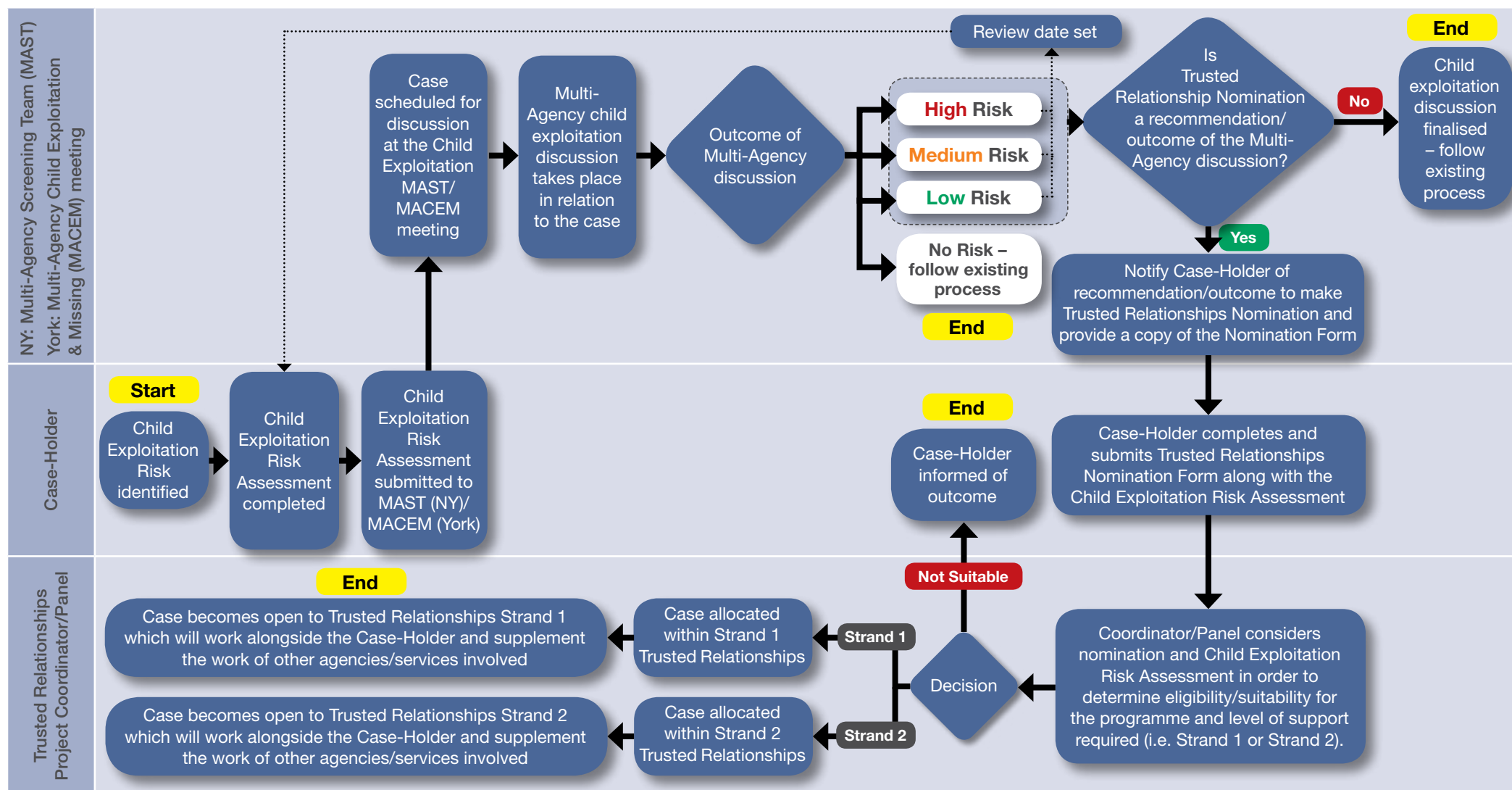
Multi-agency Trusted Relationships Operational and Steering Groups have been established to put in place effective arrangements for the implementation and delivery of the project within North Yorkshire and York. The following diagram outlines the governance structure for the local Trusted Relationships project:



The Trusted Relationships Operational Group is responsible for operational implementation of Trusted Relationships project within North Yorkshire and York, ensuring delivery of the project in accordance with the strategic project plan. The Operational Group reports directly to the Trusted Relationships Steering Group, which provides strategic oversight to the Operational Group and strong multi-agency leadership, ensuring all agencies work together to achieve the objectives of the project.

Appendix 1

Summary – Child Exploitation and Trusted Relationships Pathway (North Yorkshire and York)



Strand 1: Support for children and young people who are **at risk of CCE** (including County Lines, Child Sexual Exploitation (CSE) and Modern Slavery) – in North Yorkshire delivery through Restorative Practice Relief Workers, in City of York delivery through Volunteer Mentors

Strand 2: Network/family finding approach for young people identified as being **subject to CCE** (including County Lines, Child Sexual Exploitation (CSE) and Modern Slavery) – delivery through Family Network Coordinators

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