

The logo for Salford Safeguarding Children Partnership is a green rectangle with white text. The text is arranged in three lines: "Salford", "Safeguarding", and "Children Partnership".

Salford
Safeguarding
Children Partnership

YOUNG PERSONS PLANS

**This guidance has been co-produced by young people and
the Young Persons Plan Coordinator Team**

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Content

• Introductions.....	3
• Research and Theory	3
• Values and Principles	5
• Practice Guidance	6
• Expected timescales	8
• Role of a key professional	10
• Ending a YPP	10
• Information sharing	12
• Parallel Planning	13
• Transferring to another Local Authority.....	14
• Roles and responsibilities of all agencies	15
• Audit and Quality Assurance	16
• Governance	16
• Appendix	17

The Young Person's Plan (YPP) in Salford

Introduction

The Young Persons Plan was developed as a response to the outcome of a Salford Serious Case Review, Child N and research which evidences that the dynamics of adolescents is important to consider when effectively safeguarding young people from significant harm. Adolescence is a time of increased desire for autonomy, whereby emotional regulation is developed, at the same time as an increasing need for risk and thrill seeking with the aim of experiencing short term gains. Therefore adolescents are vulnerable to negative external influences and require safe and secured environments and systems around them to protect from harm.

This guidance and the YP plans have been developed in partnership with young people, their feedback and views will continue to be central in achieving meaningful change and risk reduction, using a whole systems approach. It should be viewed as a tool to strengthen existing professional inter-agency working and to enhance the support already available to young people with an increased emphasis upon relationship building that may require persistence with the young person and systems around them.

The YPP pathway flowchart and most recent YP participation document is attached to this guidance as additional information.

Research and Theory:

To ensure meaningful evidenced based work the YPP model is underpinned by the following research and theoretical perspectives.

- Social Pedagogy Theory- the young person's views and lived experiences are central to all assessments, plans and interventions (Eichsteller, G and Holthoff's, 2011).
- That Difficult Age: Developing a more effective response to risks in adolescence (Research in Practice, 2014)
- Seriously Awkward: How vulnerable 16-17 year olds are falling through the cracks (The Childrens Society, June 2015)

- 1.1 The Young Persons Plan follows the ethos of Social Pedagogy and Restorative Practice approaches, focusing on a Young Person's individual strengths and the responsibility of the systems surrounding them to keep them safe from harm.
- 1.2 Whilst assessed as meeting the threshold of Significant Harm, the Young Person's Plan offers a more flexible approach, compared to the traditional Child Protection Plan, taking into account the young person's views on venue, timing and participants of their meeting and who is important to them, with the young person being encouraged to identify who they want to attend their meeting and be part of their planning.
- 1.3 The young person is seen as an active agent in their meeting and the planning process. Listening, asking what they think and what they want to happen. The YPP approach offers the young person a degree of control, an opportunity to make decisions about their own lives, to take responsibility for their actions and prepare them for adulthood. This shifts the power imbalance from a traditional Child Protection approach.
- 1.4 It is intended that the YPP shall be considered for young people of 15 years old and above but exceptionally to include children as young as 14. The guidance does not seek to replace existing policies or procedures and aims to assist professionals in reducing the risk of harm to the young person.

The child protection system typically relies on mechanisms which can alienate young people – for instance, routes to participation, such as attending child protection meetings, are intimidating

(Gorin and Jobe, 2013)

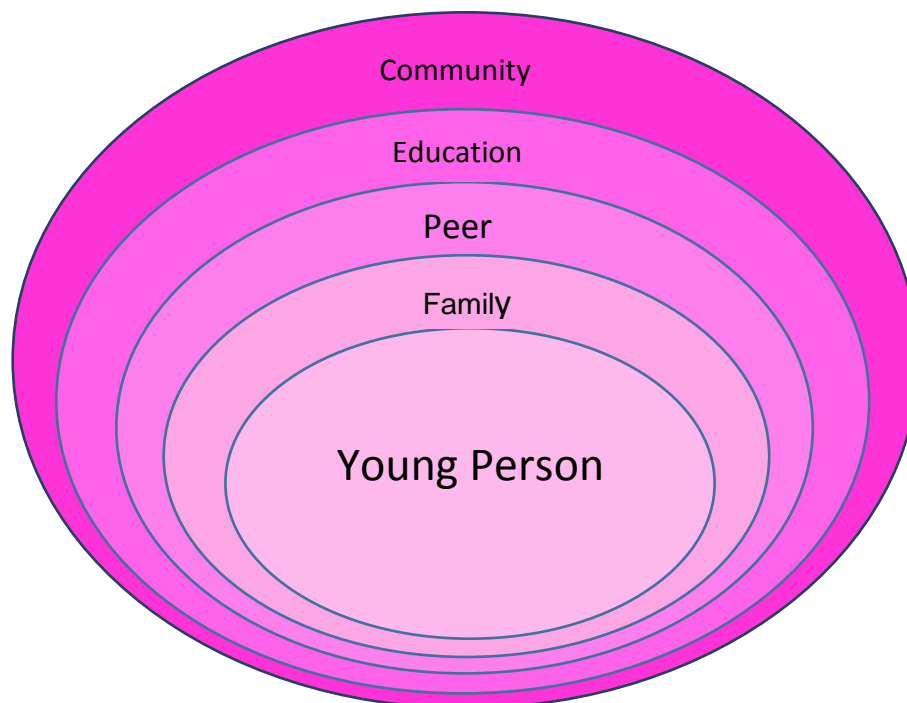
This may inadvertently lead to young people feeling stigmatised by their risks and problems

(That Difficult Age: Research in Practice, 2014)

2. Values and Principles:

- Strength based, Restorative Practice- building on what's working well, and increasing the resilience of the young person and the systems round them. Utilising the Signs of Safety Model.
- Asset based, Systemic Practice- starting with the family first and ensuring the systems around the child are working together effectively to reduce the risk of harm (Bronfenbrenner, 1979).
- Understanding the risk of significant harm in the context of systemic influences and external risk factors, beyond the family. Often referred to as contextual Safeguarding (Research in Practice, 2019 and Firmin, 2017).
- Practice that is informed by adolescent development and the understanding of the impact of adverse and traumatic experiences upon the young people's development and presenting emotional and behavioural needs.

3. How do we put our research, values and principles into practice?



Systemic Practice

The above graphic shows how the YPP aims to work systemically, with the young person being at the centre and the systems around them being connected. The YPP

remains young person focused with an understanding that all assessments, plans and intervention require consideration of how and curiosity in why, the systems are influencing and impacting upon the outcomes for the young person and presenting risk. This enables areas of strength and resilience to be built upon as well as targeting the specific areas of risk.

Resilience Framework

Resilience has been formed to explain the differences in how well individuals cope with difficult situations and adverse experiences. There are various definitions of resilience, the YPP has adopted the following definition:

Overcoming adversity, whilst also potentially changing, or even dramatically transforming (aspects of) that adversity

(Hart et al, 2016,p.3)

To meaningfully increase resilience factors, the YPP coordinators utilise the resilience framework within YPP meetings.(Haert, Blincow and Thomas, 2007).**See Appendix 2.** Using the resilience framework support trauma informed practice through a strength focused approach.

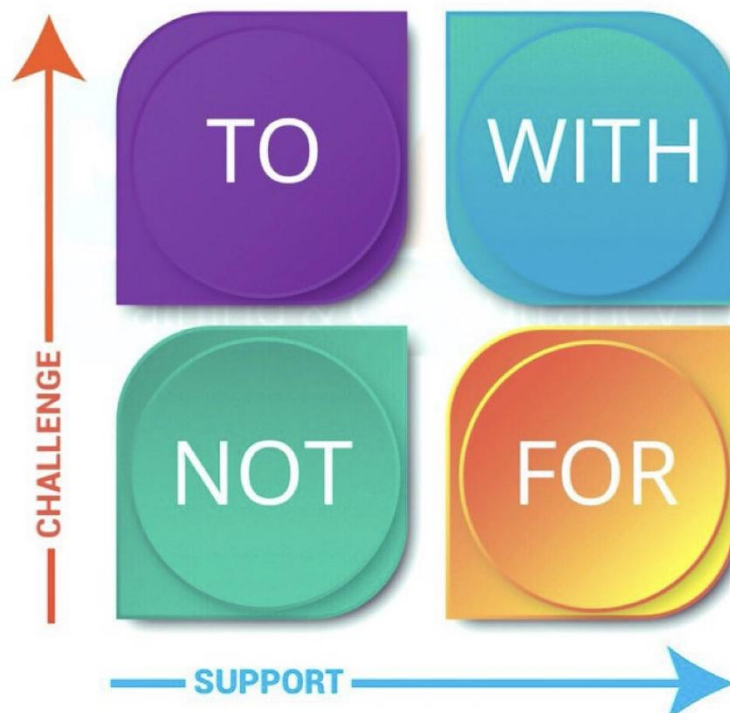
Social Pedagogy

Social Pedagogy tells us that building trusting and authentic relationships is vital when working with young people. Looking for hidden talents, and finding out what brings them joy or brings them sorrow. Using the 'Common Third' which is about using an activity to strengthen the bond between the worker and child to develop new skills. This is so much more than merely doing something. It is about a commonly shared situation that becomes a symbol of the relationship, using the model below:

- Head - Professionals to use their reflective skills **and** understanding of theoretical knowledge and research to underpin any work with the Young Person
- Heart - Establishing a trusting relationship between the Young Person and the Practitioners working with them
- Hands - Using practical skills within the risk management plan to try and reduce risks to the Young Person.

Strength Focused, Restorative Practice

Below is the social Discipline window, a restorative approach which requires a high level of challenge (setting limits, boundaries and expectations and consequences), with a high level of support (encouragement compassion, listening and empathy). The YPP aims to provide high challenge to all systems and the young person, which high support through the development and implementation of a meaningful YPP.



4. Practice Guidance

Each YPP is allocated an independent chair from the Safeguarding and Quality Assurance Unit. They do not case work or make decisions. Their role is to provide case oversight and give recommendations as an independent chair.

The expectations for YPP Coordinators is

- That they will meet with the young person prior to the initial YPP meeting
- That all cases have a Genogram on file and Culturgrams will be explored as part of the YPP
- To provide recommendations to ensure the safety and welfare of young people is addressed

4.1 The YPP aims to achieve the following:

1. Meaningful reduction of the presenting risk
2. Ensure that the young person is residing in a safe and secure environment.
3. Meaningful increase in the young persons protective and resilient factors
4. Meaningful increase in the young person's capacity to make safe and positive choices in the short and long term

4.2 When can a Young Person's Plan be put in place?

A Young Persons Plan should be considered for young people aged 15 and above, whereby risk is assessed to be at the level of significant harm and predominantly where that risk is not solely due to deficits of parenting capacity.

Risks may come from the young persons own system, vulnerabilities or choice based behaviours.

There may also be a rationale to consider a young person who may have been subject to a CP plan for a significant period with limited change or engagement where a different approach may evoke a reduction in risk using a relationship and systems model of intervention with that young person.

The focus of all decision making regarding the use of the YPP should be centred on how the approach of the YPP would be the most appropriate way to engage the young person in their plan in order to achieve the above aims.

To assist in decision making, a consultation is available with the Practice Manager of the YPP Coordinators. The YPP may be used (but not restricted to), the following situations:

- i. Where the risk of significant harm is outside of the family home:
 - Child Sexual Exploitation
 - Criminal Exploitation
 - Missing from home
 - Missing from Education (with additional concerns)
 - Misusing illicit substances and/or alcohol
 - Young People with mental health difficulties and concerns about self-harm or attempted suicide.
 - Young people who are on the edge of care or at risk of being homeless
 - Young people who may be drawn into extremist activities

- Young people who are leaving secure accommodation or custody
 - Where the Young Person's behaviour causes risks to others
 - Young people who are in unhealthy relationships, for example where domestic abuse may be present
- ii. If younger siblings are subject to Child Protection Plans, there will be an expectation that the same Coordinator would cross check this information to ensure any actions or information pertinent to all children is considered and fed into the YPP if required. This would ensure that all relevant information is shared and contribute to a comprehensive plan, encompassing the whole family.

4.3 The YPP should **not** be used for the following reasons:

- When the young person is under the age of 15, unless there are exceptional circumstances in respect of a 14 year old young person and the Heads of Service (Safeguarding and of Child Protection/Child in Need) agree to this. In such case a management decision should be placed on Care First.
 - Where there are significant issues regarding the capacity of the young person to make informed decisions.
 - A young person is accessing support via ACCT.
- 4.4 Where a Young Person becomes subject to YPP, and their siblings are **not** open to Children's Services, this should be accompanied by a clear management decision recorded on the child's case file. If there is a significant incident or information to suggest the risk to siblings has changed, it would be an expectation that assessments by the relevant social care team would be undertaken in respect of all other children in the home, to ensure the right support and intervention is in place for the child/ren as a family unit.

5. Implementation and timescales for a Young Person's Plan

There are 2 routes for requests for YPPs: See attached – Pathway flowchart

- i. Following a strategy meeting whereby significant harm (or risk of) has been evidenced and YPP has been identified as the appropriate way to coordinate the safeguards the lead professional will undertake a telephone consultation with the YPP Practice Manager to rationale the above and gain agreement/ratification.
- ii. Via an Initial Child Protection Conference or Child Protection Review. If a young person's younger Siblings are being brought to a Children Protection

conference, a decision regarding YPP would be made at the initial conference to ensure all information is discussed and shared in one forum.

- 5.1 The first YPP should commence within **10 working days** of the decision for a YPP to be implemented. If this does not happen a Management Decision from both the Safeguarding and Quality Assurance Unit and Operational team will record the reason on the case file with a clear risk analysis. This will include evidence of the interim safety plan for the young person and reasons for the delay.
- 5.2 If the YPP is commenced from a Child Protection Review the YPP process will also begin within **10 working days**. This is due to the fact that while a multi-agency plan will already be in place, this is likely to need addressing as the YPP plan will be different.
- 5.3 The YPP can commence as a series of meetings, ensuring all relevant professionals and family/friends have informed the YPP, whilst respecting the views of the young person in respect of who they want to be present. If the YPP is managed as a series of meetings, the start date should be when the young person has been met with and updated risk analysis obtained from the allocated social worker / key professional and it must be concluded within 5 working days.
- 5.4 The YPP will be reviewed by the independent YPP coordinator every 6 weeks. The meetings can be held more or less frequently if the risk assessment warrants this. If the interval between meetings is more than every 2 months it raises the question of whether there is a need for a YPP as the presenting risk is likely to require a more frequent coordinated and systemic response.

Please see Appendix 1 for a checklist of issues which may be discussed within the YPP.

- 5.5 The YPP will be distributed to everyone involved in the YPP within 20 working days of the meeting. Actions from the Initial YPP meeting will be sent/e-mailed out to the YP and involved professionals within 1 working day to facilitate initial plan progression however all practitioners at subsequent YPP meetings will make their own record of review actions specific to their agency and are accountable for progressing said actions within agreed timescales.
- 5.6 If a young person does not attend the YPP meeting, it will continue as a series of meetings and the key professional or Social Worker with the YPP coordinator will arrange a follow up visit to the young person. This ensures that young person's participation remains central to assessment, planning and intervention.
- 5.7 The YPP begins at the threshold of significant harm (Child Protection) and the Police enter a marker in their records in respect of the young person (by name, not by address). The threshold of Child Protection is also recorded on the NHS England system, ensuring the level of risk is known.

- 5.8 The authorisation of the YPP on the child's file will be completed by the YPP Practice Manager. Before authorisation takes place, the Social Worker and operational Practice Manager will be notified by the YPP coordinator of the completion of the latest Plan/ Minutes and they then have 5 working days within which to comment on the Plan/Minutes before authorisation takes place. This 5 working days gives time for any disagreements to be resolved. After the 5 days, the YPP plan will be agreed.

6 The role of the Key Person

- 6.1 All young people who require integrated support from more than one practitioner should experience a seamless and effective service where one practitioner takes the lead to ensure that this happens. This will be the responsibility of the Key Person. The Key Person should also ordinarily be the person with the best working relationship with the young person.
- 6.2 The Key Person is responsible for co-ordinating the service response to the young person's situation. Chairing will be by the YPP coordinator who co-ordinates the plan. This is an important distinction in the two functions of co-ordination. The Key Person is likely to also have individual responsibility for delivering a specific service to the young person but cannot be responsible for the delivery of all specific services. This responsibility remains with each individual practitioner/agency.
- 6.3 The Key Person may change in the course of work with the young person but such changes should be minimised and should only be made with agreement from the YPP group and in consultation with the Young Person. The decision should be driven by the best interests of the young person and not by individual agency allocation processes.
- 6.4 In summary the functions of the Key Person are as follows:
- Act as a single point of contact for the young person has a trusting relationship with who can support and engage them in making choices, navigating their way through the process and effecting change.
 - Co-ordinate the delivery of the agreed actions. Hold accountable the practitioners involved in the multi-agency YPP to ensure that the young person receives an effective integrated service which is regularly reviewed.
 - Where a Social Worker continues to be involved then the key person should liaise directly with the Social Worker on the case management arrangements (including the recording of case management decisions)
 - Reduce overlap and inconsistency in the services received by the young person

- Consult and liaise with the YPP Coordinator on a regular basis informing of any significant changes that may effect the young person's outcomes.
- 6.5 The Key Professional should be supervised by their manager in their role in respect of the YPP. Where the Key Professional is a Social Worker the decision making and management oversight should be recorded on CareFirst
- 6.6 Where the Key Professional is from an agency without access to CareFirst, the information on case management decision making and management oversight should be shared with the YPP Co-ordinator who will record the information on CareFirst via Documentum and will distribute the information to the YPP team around the young person.

Ending a YPP:

- 6.7 While the initial threshold for a YPP is equivalent to risk of significant harm (Child Protection), it is recognised that this may change as the aim is to reduce the presenting risk. The YPP does not end immediately when the risk of harm has decreased below the threshold of Child Protection. The ending of a YPP will be discussed with the young person and YPP members to ensure sustained improved outcomes are achieved. During review meetings the threshold will be considered, clearly evidenced and recorded in the minutes.
- 6.8 If it is in the best interest of the young person to continue to receive a coordinated approach through a YPP coordinator, when the threshold of significant harm is no longer met (evidence through an updated risk assessment), the young person can continue to be supported through a **Young Persons Support Plan**. This will ensure it is clear in respect of which young people are at the threshold of child protection and which are not.
- 6.9 A YPP cannot end until a YPP meeting has taken place to agree this. The YPP Coordinator must be provided with the evidence that the risk has reduced and relevant ongoing supports are in place to support long term sustained outcomes for the young person.
- 6.10 The ending of a YPP will be authorised by the YPP Practice Manager. The YPP Coordinators will complete a YPP outcome statement, evidencing the progress and rationale for closure. This will include if appropriate details of a step down plan, professional views and what assessments for the YP have been completed for example Warwick Edinburgh MH well-being scale, Brook Traffic Light Tool, MARAM Graded Care Profile, family assessment tool and risk analysis/outcome template.

7 Information Sharing

- 7.1 As the threshold status of the Young Person's Plan starts as equivalent to the Child Protection Plan, the same information sharing protocols apply. See http://greatermanchesterscb.proceduresonline.com/chapters/p_info_sharing.html
The GM guidance should be read in full but as a starting point to considering when to share information the following points can be made.
- 7.2 Wherever possible, you should seek consent or be open and honest with the individual (and/or their family, where appropriate) from the outset as to why, what, how and with whom, their information will be shared. You should seek consent where an individual may not expect their information to be passed on and they have a genuine choice about this.
- 7.3 It is possible to identify some circumstances in which sharing confidential information without consent will normally be justified in the public interest. These are:
- When there is evidence that the children is suffering or is at risk of suffering Significant Harm; or
 - Where there is reasonable cause to believe that a child may be suffering or at risk of significant harm; or
 - To prevent Significant Harm arising to children or serious harm to adults, including through the prevention, detection and prosecution of serious crime, i.e any crime which causes or is likely to cause significant harm to a child or serious harm to an adult.
- 7.4 It is good practice when working with young people to explain these aspects of information sharing as soon as reasonably possible in working with the young person.
- 7.5 It is expected that professionals involved in the YPP update the YPP coordinator of any significant event in the young person's life that is relevant to the YPP.
- 7.6 As the Young People are assessed as having met the Child Protection Threshold, it is agreed that information sharing from Health will take place as currently agreed for Children subject to Child Protection Plans. At present this takes place where a child or young person has accessed an unscheduled health appointment; such as attendance at Accident and Emergency.

8 Parallel Planning

- 8.1 There are a small number of circumstances in which parallel planning may be appropriate.
- 8.2 **Looked After Children (LAC) Children Act 1989** – when a young person is looked after by the local authority (voluntarily via s20 or via a court order- s31 or 38) Children Act 1989 and the young person is already subject to a YPP. The needs for the YPP plan will be reviewed at the first LAC review or YPP meeting, depending on which one is planned to happen first. Where appropriate, the YPP coordinator can act as the IRO for the young person. The need for a YPP will also be considered at the point of planning for discharge from care.
- 8.3 **Child Protection Plans (CP Plans) / Child in Need Plans (CIN Plans) / Team Around the Family (TAF) plan** – Without exception it should never be the case that a young person is subject to both a YPP and any of these plans. Where younger siblings are subject a CP plan, it is recommended that the same Coordinator chairs both the CP conferences and the YPP meetings, to ensure that relevant information is shared and referenced in both plans.
- 8.4 **Supervision Orders s31(2) Children Act 1989** – Any Supervision Order made by the courts to Salford City Council should have the benefit of multi-agency oversight from a Supervision Order Review meeting (SORM) with a Child in Need Coordinator appointed for this purpose. In such circumstances a YPP would not be appropriate because any escalation in concerns would be subject to the Legal Planning process.
- 8.5 **ACT-** A YPP will not commence if the young person is already open to the ACT service. If a YPP is already in place and risk escalates to the point of being referred to the ACT team, a discussion will take place between the practice manager for ACT and the YPP Practice manager to agree the best way forward- with the views and experience of the child at the centre of the decision making. A management decision will be recorded on the child's file and will include the views of the young person.

9 Transfer of YPP to another authority

- 9.1 The YPP is a Salford initiative. When transferring a case involving a young person subject to a YPP out to another local authority, the social worker / Key professional will do this by following the procedure set out in the Greater Manchester Safeguarding procedures, making it clear that the young person has been supported at the threshold of significant harm:

http://greatermanchesterscb.proceduresonline.com/pdfs/cpp_moving_across_la_pro_b.pdf.

It will be the responsibility of the receiving local authority to make a decision on the threshold of their intervention with the young person.

- 8.2 Where Social Workers are having difficulties in transferring cases to neighbouring authorities, these should be escalated to the Head of Safeguarding in Salford to ensure that there is no delay for young people in accessing services where a need has been identified.

9. Management and YPP Coordinators (YPPCO) roles and responsibilities

9.1 The YPPCO Managers role:

- The role of the YPPCOs Manager is to ensure that a safe and effective service is being provided.
- To understand and effectively implement research into practice, supporting the YPP to be fully informed and evidenced based.
- To ensure all YPPCOs have the skills and ability to fulfil their roles, including accessing the relevant training.
- To model and embed the values and principles of the YPP into every day practice through ad hoc, case and reflective supervisions.
- To ensure caseloads are manageable
- To ensure all aspects of the YPP are young person focused, including the co design of YPP plans and guidance.
- To embed a QA / outcomes framework to evidence the ongoing impact of the YPP upon outcomes for the young person.

9.2 The YPP CO roles:

- To implement the YPP in practice.
- Every young person has the right to be supported by an advocate. It is the YPPCO role to ensure that this is explored with the young person as appropriate and that their full views and experiences are evidenced within the YPP and impact of progress.
- To prepare for YPP meeting at least two working days prior to the planned meeting. This includes reviewing the case file and speaking with the SW and/or key professional.
- To ensure the YPP is always underpinned by an updated assessment of risk and that safety planning is evidenced within all YPP. Safety plans

should address immediate risks to the welfare of the young person and set out explicitly what should be done in the event of any critical incident that may cause harm to a young person.

- To speak with the young person prior to the review, undertaking visits when required.
- The YPP coordinator is not responsible for case management but may have to use the Outcome Resolution process to escalate concerns about case management if practice falls short of expected practice and has a negative impact on outcomes for the young person.
- To implement the Outcome Resolution process informally and formally, as required. To ensure good practice is consistency recognised and build upon and challenge is in place when this is required in order that outcomes for the young people are improve.

9.3 Other Professionals roles and responsibilities:

- The allocated social worker and their line manager are responsible for the case management and undertaking of visits (which are conducted in line with the needs of the young person and statutory guidance in respect of child protection).
- The multi agency YPP group are responsible for undertaking the agreed plan and evidencing how meaningful progress has or has not been achieved.
- Each agency is responsible for utilising the escalation policy where they have agreed it is appropriate to do so with their line manager.

9.4 Audit and Quality Assurance:

The YPP was evaluated in 2019 by the Safeguarding and Quality Assurance unit. It is planned an independent organisation review the YPP and its effectiveness in 2019, giving an independent perspective on its ability to fulfils its aims and further support the development of the YPP.

The following Quality Assurance takes place for YPP:

- YPP plans are signed off by a practice manager
- When a YPP ends, the service manager reviews the case and signs off the final YPP whereby the decision for the YPP to end has been recommended.

- Dip sample auditing takes place through Childrens Services QA framework, including direct observation of practice.
- All YPPCO are observed in practice at least once a year and the outcome is fed into the team meetings and personal development plans.
- Focus areas to audit and observed are agreed through monthly performance management meetings (children's service).
- Assurance reports and audits are fed into the Safeguarding Children Partnership – Safeguarding Effectiveness Framework for multi agency scrutiny.
- Case Reviews: planned reflective sessions with the YPPCO and case reviews through the SSCP Practice review sub group.

9.5 Governance arrangements

The YPP reports directly to Salford's Safeguarding Childrens Partnership, due to the threshold of Child Protection. This is achieved through the submitting of annual reports, and assurance reports as and when requested.

The YPP data and outcome report to monthly children's service performance management meetings- supporting children's service in obtaining a whole picture of demand and how we effectively respond to this.

Appendix 1

Checklist of Issues to be discussed within the context of a Young Person's Plan

- Purpose & Objectives of meeting
- Analysis of historical information
- Incident(s)/cause for concern – risky behaviour
- Identify needs of young person:
 - o Health
 - o Education/training/employment
 - o Accommodation
 - o Recreation
- Family/social network/support
- Are there issues in respect of the young person's relationships
- Relevant police information
- Young person's view of concern
- Views of family/significant others
- Analysis of risk

Action plan and outcomes to address:

- Emotional/mental health support
 - o Referrals to therapeutic social worker / CAMHS / Emerge
 - o Protect referral
- Other health needs e.g. substance misuse, sexual health
 - o Achieve YPS
- Family, social & community support
 - o Family Group Conference
- Support re ASB/offending behaviour
 - o Referrals to Young Person's Domestic Abuse Meeting (YPDAM) if appropriate / Step up Program
 - o Consider if Sexually Harmful Behaviour Meeting appropriate
- Accommodation
- Training/education/employment
 - o Are Connexions involved?
- Recreation
- Transition to adult services

Action plan and outcomes to include who, will do what and by when

- Date of Review Meeting

Appendix 2

Resilience Framework (Children & Young People) Oct 2012 –
adapted from Hart & Blincow 2007 www.boingboing.org.uk

Resilience Framework (Children & Young People) Oct 2012 – adapted from Hart & Blincow 2007 www.boingboing.org.uk					
	BASICS	BELONGING	LEARNING	COPING	CORE SELF
SPECIFIC APPROACHES	Good enough housing	Find somewhere for the child/YP to belong	Make school/college life work as well as possible	Understanding boundaries and keeping within them	Instil a sense of hope
	Enough money to live	Help child/YP understand their place in the world		Being brave	Support the child/YP to understand other people's feelings
	Being safe	Tap into good influences	Engage mentors for children/YP	Solving problems	
		Keep relationships going		Putting on rose-tinted glasses	Help the child/YP to know her/himself
	Access & transport	The more healthy relationships the better	Map out career or life plan		
		Take what you can from relationships where there is some hope		Fostering their interests	
	Healthy diet	Get together people the child/YP can count on	Help the child/YP to organise her/himself	Calming down & self-soothing	Help the child/YP take responsibility for her/himself
	Exercise and fresh air	Responsibilities & obligations		Remember tomorrow is another day	Foster their talents
	Enough sleep	Focus on good times and places	Highlight achievements	Lean on others when necessary	
	Play & leisure	Make sense of where child/YP has come from			
	Being free from prejudice & discrimination	Predict a good experience of someone or something new	Develop life skills	Have a laugh	There are tried and tested treatments for specific problems, use them
		Make friends and mix with other children/YPs			
NOBLE TRUTHS					
ACCEPTING		CONSERVING	COMMITMENT	ENLISTING	

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