

Bolton Council

Greater Manchester Youth Justice Services

**Joint Risk Management
Policy, Procedures and Practice Guidance**

**Localised to Bolton Youth Offending Service
– September 2021**

CONTENTS

1.0 INTRODUCTION

- 1.1 Aims and Objectives
- 1.2 Policy Context and Associated Guidance and Standards
- 1.3 Key Responsibilities
- 1.4 Diversity
- 1.5 Partnership Working

2.0 TYPES AND DEFINITIONS OF RISK

- 2.1 Aspects of Risk
- 2.2 Definitions of Risk
- 2.3 Defensible Decision Making
- 2.4 Principles of Risk Led Practice

3.0 RISK ASSESSMENT AND MANAGEMENT TOOLS

- 3.1 Assessing Risk of Harm to Others
- 3.2 When to Assess for Risk of Harm to others
- 3.3 How to determine the level of Risk of Harm
- 3.5 Assessing Safety and Wellbeing
- 3.6 When to Assess for Safety and Wellbeing
- 3.7 Additional Actions for Specific Categories of Safety and Wellbeing
- 3.8 Staff Safety
- 3.9 PREVENT – Young People Vulnerable to recruitment by Violent Extremists

4.0 WORKING WITH HIGH RISK YOUNG PEOPLE

- 4.1 Multi-Agency Risk Management Meetings (MARMs)
- 4.2 Involving Young People in the Risk Based Approach
- 4.3 The Protection of Victims

5.0 QUALITY ASSURANCE AND MONITORING

5.1 Quality Assurance of the Risk Assessment/Risk Management Process

6.0 WORKING WITH MAPPA ELIGIBLE YOUNG PEOPLE

6.1 MAPPA Processes

6.2 MAPPA Categories

6.3 MAPPA Levels

6.4 MAPPA Recording

6.5 MAPPA Case Transfers

7.0 WORKING WITHIN MARAC (HIGH RISK DOMESTIC VIOLENCE CASES)

7.1 MARAC Aims

7.2 MARAC Referrals

8.0 COMMUNITY SAFEGUARDING AND PUBLIC PROTECTION INCIDENTS

1.0 INTRODUCTION

This policy and guidance seeks to provide a robust and clear framework for Greater Manchester Youth Justice Services (GMYJS), which incorporates all the Youth Offending Teams/Service from the Local Authorities within the Greater Manchester area. It will provide guidance to ensure that the potential for risk of harm to others is minimised; the public and individual victims are protected and children and young people are kept safe and supported in making meaningful changes for the future.

This Policy, in principle, is a generic document with each individual Youth Offending Service populating local guidance and protocol in sections appropriate and necessary to manage Risk within their own local area.

The guidance sets out:

- The tools required to undertake a comprehensive risk assessment
- The process for managing high risk young people
- Important recording processes relating to implementing risk management procedures

The guidance is organised into sections as follows:

- Section 1 introduces aims, objectives and responsibilities and identifies recommended reading and associated policies
- Section 2 identifies types and definitions of risk and outlines the principles of a risk led approach and defensible decision making
- Section 3 describes the process of completing risk assessments. It also considers issues pertaining to staff safety and guidance around police involvement
- Section 4 provides operational guidance for working with high risk young people in Greater Manchester (localised for each Local Authority area) including the process for scheduling, chairing and presenting cases at Risk Management Meetings
- Section 5 outlines Quality Assurance and Monitoring of Risk Management
- Section 7 outlines MAPPA and MARAC

The policy and procedures apply to all elements of service delivery across the full spectrum of youth justice delivery from prevention through to statutory orders and including bail and remand management. The practice guidance contained within provides a comprehensive guide to the assessment and management of risk across two of the three risk domains; risk of harm to others and safety and wellbeing.

1.1 Aims and Objectives

The following aims are central to this policy:

- To provide staff of GMYJS 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 GMYJS approach to managing young people presenting with different levels of risk
- To work in conjunction with other agencies and relevant individuals, including parents and carers, to manage and reduce risk
- Enable risk-led decisions about resources to be targeted effectively.

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 service members
- To highlight the necessity for effective and accurate communication and recording to managers and other key agencies.
- To introduce risk assessment 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.

1.2 Policy Context and Associated Guidance and Standards

Management of risk sits within the context of each individual Youth Justice Services across Greater Manchester vision to make Greater Manchester a safer place for everyone. It also part of our obligation under 'Every Child Matters' to contribute to improved outcomes for children.

The following underpins the implementation and content of this document:

Legislation

- Crime and Disorder Act 1998
- Criminal Justice Act 2003
- Sexual Offences Act 2003
- Children Act 2004
- Criminal Justice and Immigration Act 2008
- Legal Aid, Sentencing and Punishment of Offenders Act 2012

Guidance and Standards

- Youth Justice Board (YJB) (2009) 'Scaled Approach: Post Consultation Document Version 2'
- YJB (2005) 'Effective Practice Reader: Managing Risk in the Community'
- YJB AssetPlus Guidance
- National MAPPA Team MAPPA Guidance – see link for latest version www.mappa.justice.gov.uk
- Youth Justice Board (2010) 'Multi-Agency Public Protection Arrangements (MAPPA) – Guidance for youth offending teams'
- Youth Justice Board (2006) 'Risk Management Policies of Youth Offending Teams'
- Youth Justice Board (2006) 'Offences Against Children' guidance
- Youth Justice Board (2010) 'Public Protection Sentences and 'Dangerousness' – Guidance for youth offending teams'
- Youth Justice Board (2017) 'Community Safeguarding and Public Protection Incidents (CSPPI) – Notification and Learning'
- Local Standards for Youth Justice Services (2013)
- YJB Assetplus Guidance

Bolton Council Youth Offending Team Local Policies and Guidance

Bolton YOT have their own operational processes and guidance in place. These have been written to comply fully with legislation, national guidance and to endorse the practices in Bolton Youth Offending Team and links to Greater Manchester Youth Justice protocols. The operational processes and guidance are available on the [Bolton Council Tri.x Manual](#).

1.3 Key Responsibilities

Everyone in the YOT has a responsibility to recognise risk and act upon any concerns in relation to children, young people and families/carers with whom they come into contact or receive information about as part of their professional role.

Head of Service and Management Board Responsibilities

- Approve and sign off GMYJS Risk Management Policy, Procedures and Practice Guidance
- Review the Risk Management Procedures and Practice Guidance on an annual basis.
- Ensure the appropriate partnership resources and arrangements are in place to effectively deliver the Risk Management Procedures and Practice Guidance
- To ensure representation at key meetings to ensure influence on related planning by statutory partners

Head of Service Responsibilities

- Promote a culture of risk-led decision making enabling practitioners and managers to make defensible decisions
- Have policies and procedures in place to provide clarity, direction, confidence and consistency in risk assessment and management and to promote effective practice
- Ensure the risk policy is reviewed and takes account of changes in legislation or policy
- Ensure the appropriate training in assessment and the use of assessment tools is provided for all relevant staff
- Ensure appropriate training in managing risk in the community is provided for all relevant staff
- Monitor and evaluate the service in terms of the quality of assessments, reviews and interventions and to deploy services accordingly
- Make use of strategic performance information to ensure resources are deployed effectively
- Allocate and oversee completion of Critical Learning Reviews and Extended Learning Reviews arising as a result of Serious Incidents (meeting YJB definition)
- Oversee any action plans produced as a result of the YJB Serious Incident Procedure or the LSCB Serious Case Review Procedure.
- Be aware of the relevant policies and operational guidance
- Chair occasional internal risk management meetings – where deemed necessary
- Attend MAPPA meetings as required
- Resolve risk issues escalated due to non-resolution at lower levels
- In unplanned absence of line managers ensure that adequate arrangements are made for supervision and support of staff

Operational Manager Responsibilities

- Ensure staff receive regular training to develop their skills in working with young people who offend
- Ensure that the Local National Standards are adhered to in all cases
- Provide regular supervision and support and to provide guidance and direction with regard to specific high risk cases
- Chair Multi-Agency Risk Management Meetings on high risk cases
- Arrange, in the planned absence of the usual line manager, for management supervision and support to be available

- Promote and sustain a culture of risk-focused practice which is evidence led, unbiased and objective – supporting staff to make defensible decisions
- Promote a culture in which information is gathered, maintained and evaluated carefully and shared according to information sharing principles with other agencies
- Ensure that the policy and processes developed by GMYJS are applied in the assessment, recording and management of risk
- Deploy resources proportionately and in accordance with risk assessments and risk management plans
- Ensure that resources are in place for young people to be adequately supervised in the event of absences of the Case Manager
- Countersign all Explanations and Conclusion sections of AssetPlus (statutory) in line with Assetplus Local Guidance
- Countersign all Pathways and Planning Sections of AssetPlus (statutory) in line with Assetplus Local Guidance

Case Manager Responsibilities

- Be aware of and adhere to relevant policies and operational guidance
- Complete all relevant assessment and risk documentation, highlighting any gaps and actively pursue missing information
- Use assessment tools to assign risk categories for young people, complete the relevant sections of Explanations and Conclusions where there is harm related behaviour and ensure this is countersigned by a Team Leader.
- Ensure assessments are based on information from a variety of sources making full use of partner agencies, local information systems and information sharing
- Involve parents/carers and families in the assessment process, by way of the Self-Assessment in Assetplus, and reflect their views in the assessment document, sharing this with them if appropriate
- Review cases regularly according to National Standards and dates identified in assessments and plans or in response to significant events and/or behaviours
- Review cases (assessments, plans and interventions) when events or incidents occur that result in a likely escalation in risk levels
- Clearly record information, keep it up to date (normally within 24 hours) and accessible to Professionals working on that case. This includes updating Social Care databases as required.
- Inform and update line managers of all high and very high risk cases (including when a young person is charged with a serious offence) and prioritise the needs of these cases
- Inform and update line managers of the death or attempted suicide of young people being supervised by the YOT
- Inform and update line managers if a young person being supervised by the YOT is the victim of serious offence
- Ensure young people receive an intervention that is proportionate to their assessed risk and in line with the principles of the Scaled Approach
- Ensure that plans for cover are in place to enable supervision to continue at an appropriate level in the event of planned absence
- Identify and make best use of training opportunities
- Follow and use the processes for calling Multi-Agency Risk Meetings (see Chapter 4)

1.4 Diversity

Interventions to manage risk of serious harm and safety and wellbeing should be individualised and take full account of diversity.

Whilst there may be common risk factors, assessment, planning and the delivery of interventions must take into account differences and diversity needs.

Experiences of marginalisation or discrimination can be included in a risk assessment but this must be specific in outlining the impact it has had upon the young person and the risk they present.

A young person assessed and managed as high risk may legitimately be excluded from supervisory opportunities for reasons associated with risk of safety and wellbeing or public protection. However, a high risk offender may be subject to special provisions for the purpose of managing the particular risk presented.

1.5 Partnership Working

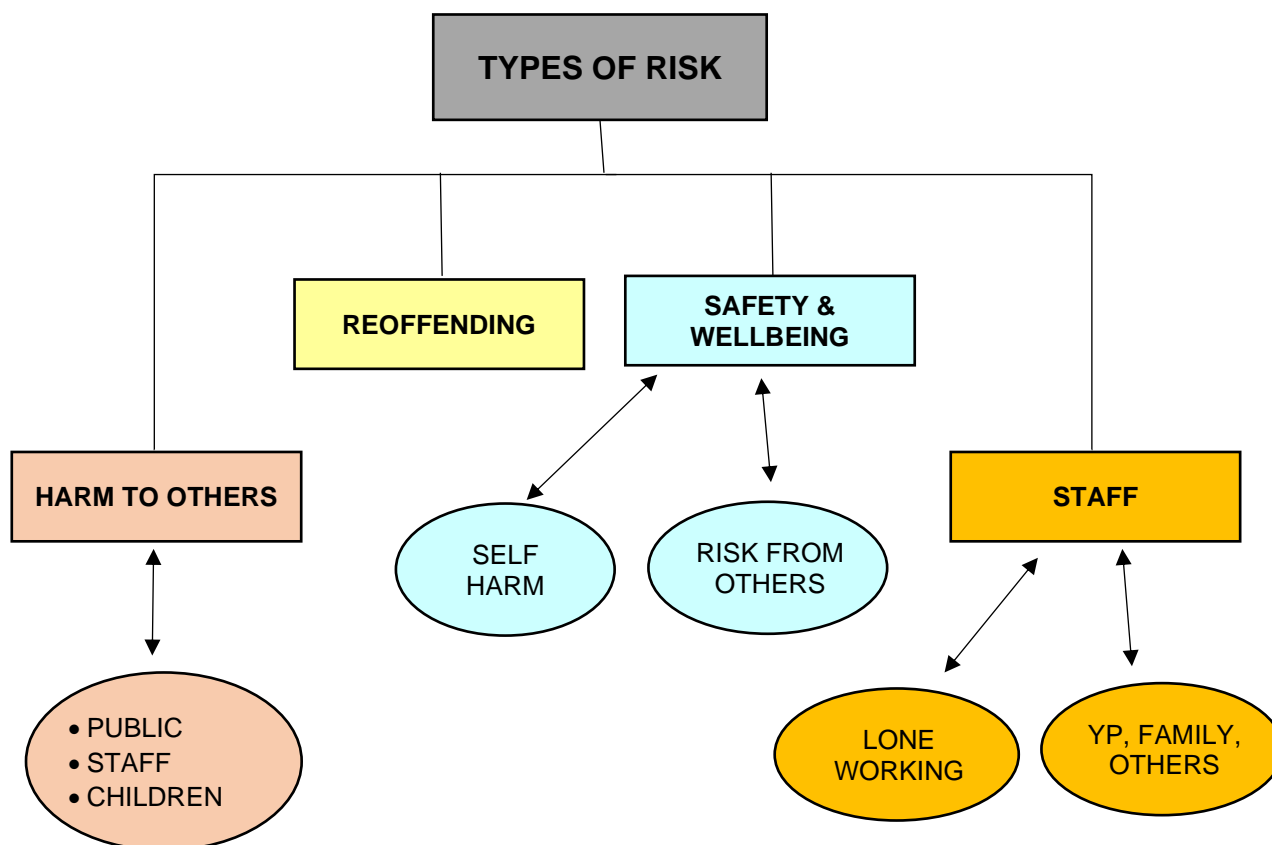
The Case Manager and their Line Manager should consider who needs to be informed about the young person and the identified risks. The Youth Justice Board Guidance on Information Sharing should be used as a reference for this. In addition, the Crime and Disorder Act 1998 (s115) allows for information to be shared without consent when there is reason to believe that sharing it may prevent or detect a crime. The Children Act 2004 allows for information to be shared without consent when there are concerns about the safety of a child or young person. The YOT is also governed by the Data Protection Act and the Human Rights Act 1998.

Additionally, Bolton YOT has a Data Sharing Agreement with The Greater Manchester Mental Health NHS Foundation Trust and Bolton Foundation Trust which facilitates the sharing of information.

2.0 TYPES AND DEFINITION OF RISK

2.1 Aspects of Risk

The flow chart below summarises the different aspects of risk which practitioners in GMYJS 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:

Serious Harm to Others:

"The risk that a young person might inflict serious harm on other people (e.g. serious violent or sexual offences). Serious harm means death or injury (either physical or psychological) which is life threatening and/or traumatic and from which recovery 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	<i>No evidence at present to indicate likelihood of seriously harmful behaviour in the future.</i>
MEDIUM RISK	<i>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.</i>
HIGH RISK	<i>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).</i>
VERY HIGH RISK	<i>Imminent risk of serious harm identified. The young person will commit the behaviour in question as soon as the opportunity arises and the impact would be serious. Immediate multi-agency action is likely to be required. The potential event is more likely than not to happen imminently</i>

Safety and Wellbeing:

Safety and well-being focuses on identifying potential adverse outcomes for a young person's safety and well being. These can be defined as those outcomes where the young person's safety and wellbeing may be compromised through their own behaviour, personal circumstances or because of the acts/omissions of others.

There are four levels of risk described by the YJB relating to Safety and Well being. These are as follows:

RISK BAND	DESCRIPTION
LOW RISK	<i>No risks to the young person's safety and well-being have been identified or the risks identified are unlikely to occur and would not impact on the young person's immediate safety and well-being.</i>
MEDIUM RISK	<i>Some risks to the young person's safety and well-being have been identified and are likely to occur. The young person's immediate safety and well-being is unlikely to be compromised provided specific actions are taken.</i>
HIGH RISK	<i>Clear risks to the child or young person's safety and well-being have been identified, are likely to occur and the impact would compromise the young person's safety and well-being. Actions are required in the near future and are likely to involve other agencies in addition to youth justice services.</i>

VERY HIGH RISK	Clear risks to the young person's safety and well-being have been identified, are imminent and the young person is unsafe. Immediate actions are needed to protect the young person, which will include (or have already included) a referral to statutory child protection services.
-----------------------	---

2.3 Defensible Decision Making

Defensible decision making is integral to all aspects of risk assessment and management. Despite the best endeavours of Staff, by the very nature of working with such a vulnerable age group and by the nature of the risk taking behaviour, undesirable outcomes and serious incidents will at times occur. It is important therefore that staff are able to account not simply for the decisions they have made, but also for the process they went through in reaching a given decision.

This process must be clearly evidenced on IYSS – in assessments, in contact entries and in plans.

Defensible decisions are those for which it is possible to demonstrate that:

- Information has been collected from a variety of sources and thoroughly evaluated
- Practitioners and managers have adopted an investigative approach and are proactive
- Consideration has been given to all information known available at the time
- There is a clear link between the evidence available and the conclusions reached
- All reasonable steps have been taken and reliable assessment methods have been used
- Decisions are recorded and carried out

2.4 Principles of Risk Led Practice

The following principles are common to all risk led practice:

- Risk must be assessed and managed from the first point of contact with the young person.
- Assessment tools should be used in all cases to ensure that decision making is evidence based.
- Risk management should be understood as harm reduction either through the reduction of the likelihood of a risk occurring or the reduction of its impact should it occur.
- The focus of engagement with the young person should be the reduction of risk.
- Public protection, in particular the protection of victims and vulnerable young people, must be central to risk management and risk led practice.
- Practice should be risk led and needs that are most closely connected with reducing risk should be given priority.
- Risk led practice should be based upon descriptions of risk in terms of behaviour and circumstances and an identified potential outcome.
- Risk is dynamic and should be under constant review.
- Risk assessment and management are the responsibility of the organisation as a whole and require appropriate policies, systems and procedures to be in place. However, each individual member of staff must also take personal responsibility for their own practice.
- Risk assessment must be informed by multi disciplinary assessments and information sharing.

3.0 RISK ASSESSMENT AND MANAGEMENT TOOLS

3.1 Assessing Risk of Harm to Others

The task of completing serious harm assessments should not be allowed to cause any delays to appropriate urgent action necessary to manage the risk of serious harm.

The following assessment and risk assessment tools are used to assess the risk of a young person causing serious harm to others:

- Self Assessment
- Assetplus – specifically in the Future Behaviour section of Explanations and Conclusions
- AIM3

In addition, validated additional tools to assess harmful sexual behaviour are available under the guidance of a Social Work Consultant to Bolton YOT:

- PROFESOR (Worling, 2017)
- J-SOAP-II (Juvenile Sex offender Assessment Protocol, Prentky & Righthand, 2—3)
- JSORRAT-II (Juvenile Sexual Offence Recidivism Risk Assessment Tool, (Epperson et al., 2009)

Purpose of Explanations and Conclusions section

The band of risk will be the essential factor in deciding the type and intensity of intervention, as well as whether the young person will need further risk management planning and risk management meetings. However, practitioners should bear in mind that risk should always be assessed and managed at the lowest level possible.

The Future Behaviour sub section of Explanations and Conclusions is where staff will identify all future harmful behaviours that a young person may engage in not just those that meet the threshold for serious harm. It is through the use of professional judgement and the information gathered to date that will assist in making an informed judgement about what will reasonably happen in the near future i.e. a 6-month period.

3.2 When to Assess for Risk of Harm to others

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

- During the initial assessment
- When a 'dangerousness' assessment is required
- At formal review points (3 month reviews for all cases)
- Following a significant change or event in the young person's life (i.e. reoffending, crisis event etc.)
- When new information is received i.e. after police intelligence to suggest concerns around risk presented, activities or associates

Key Factors:

Protection of the public is of paramount importance and appropriate identification, assessment and management of risk will benefit young people and those who may be at risk from them.

Young people may pose a risk to others for a number of reasons including:

- Type of offences committed
- Patterns of harmful behaviour
- Information received from other agencies
- Drug/Alcohol abuse

- Victim Abuse
- Targeting of victims/groups

The risk of serious harm may be evident through deliberate, targeted behaviour or through unintentional, reckless behaviour.

The following points are important in the assessment of serious risk of harm:

- Information must be collated and viewed as a whole picture
- Assessment must be individualised and contextualised and take into account who is at risk and the circumstances in which risk is present
- Assessments must take into account the likelihood of the harmful behaviour occurring and how quickly the behaviour is likely to occur
- Risk classifications can change over time and can decrease or increase

3.3 How to determine the level of risk of harm?

Within AssetPlus for each behaviour or offence that is identified, the practitioner should indicate who would be the potential victim of that behaviour or offence. This is not asking for a list of specific individuals but the likely types of victim that may be involved. An impact rating for the victim will be chosen, based on the definitions and table below and whilst considering the following factors:

- Whether the impact would be personal or non-personal
- Whether the impact would be physical, psychological, financial or combination
- The length of the recovery time for the victims.

Where there is evidence that the young person may commit offences and/or behave in ways that hurt/harm other people in the near future the practitioner should identify the behaviours that the young person might realistically commit, whether harmful or seriously harmful to others whilst considering the following possibilities:

- The young person committing offences or behaving in ways similar to their current offence or behaviour in the near future.
- The young person committing other types of offences or behaving differently, either more or less seriously, in the near future.
- Other behaviours that would hurt or harm other people, e.g. bullying or aggression within the family or home setting.

A behaviour or offence should only be selected based on some justification, e.g. past behaviour, police or other relevant intelligence, threats the young person has made or their involvement with a group known to be involved in particular types of offending.

For the purposes of AssetPlus the definition of recovery is '**the point where the victim is able to return to everyday functioning as it was before the behaviour or offence**'.

AssetPlus ratings guidance

Impact Rating	Suggestion
Slight	Recovery immediate or no recovery required
Minor	Recovery in the short term (<1 month)
Medium	Recovery in the medium term (1 to 6 months)
Major	Recovery in the long term (>6 months) or incomplete
Critical	No recovery possible

Likelihood Rating	Percentage
Unlikely	<20%
Possible	20-40%
Likely	41-70%
Very likely	71-90%
Almost certain	>90%

If the only behaviours or offences that have been identified have impact ratings of **slight, minor or medium** they would not meet the threshold for serious harm and therefore, a 'low' judgement for risk of serious harm would apply. These behaviours still need to be addressed in intervention plans. Discussion should take place between Case Manager and Operational Manager if a higher risk level is felt necessary for individual cases, and this should be recorded with clear rationale for rating.

If there are behaviours that have been identified with a major or critical impact, you should use your professional judgement and consider not just the likelihood but also the imminence of those behaviours when making a final RoSH judgement.

		Community				
		Likelihood				
		Unlikely	Possible	Likely	Very Likely	Almost Certain/Certain
Impact	Slight					
	Minor			LOW ROSH		
	Medium					
	Major	MEDIUM/HIGH/VERY HIGH ROSH – based on likelihood/imminence				
	Critical	MEDIUM/HIGH/VERY HIGH ROSH – based on likelihood/imminence				
		Custody				
		Unlikely	Possible	Likely	Very Likely	Almost Certain/Certain
Impact	Slight					
	Minor			LOW ROSH		
	Medium					
	Major	MEDIUM/HIGH/VERY HIGH ROSH – based on likelihood/imminence				
	Critical	MEDIUM/HIGH/VERY HIGH ROSH – based on likelihood/imminence				

To be high or very high risk of serious harm the young person's offending or future offending would need to trigger concerns about the gravity of harm that has been or could be caused and have significant imminence features too. Once this has been determined judgements should be fully recorded in the final box on the assessment:

For example:

'Danny has now become a young man who is serious cause for concern. The escalation of the seriousness in his offending in the community, and his violent and troubled behaviour in custody, merit a high risk rating. This is exacerbated by his total lack of victim empathy, lack of concern for himself and total refusal to make any changes. The likelihood that he will reoffend imminently on release is very high. He has offended within days of release on the last 3 occasions he was released. Serious consideration was given to a level 3 meeting - but the MAPPA Co-ordinator indicated that the case could be managed at Level 2'

3.4 The 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. Any young person assessed as falling into one of the following categories is considered high risk and their case will be managed via a more formal Case Management Process (MARMs:)

- Very High Risk or High Risk of Harm to Others
- Very High or High Risk of Safety and Wellbeing

Section 4 describes the management of High Risk cases and the processes for MARMs in more detail.

All other young people will be worked with via the traditional case management process through Pathways and Planning.

Pathways and Planning section is an integrated youth justice plan that replaces all previous intervention planning and custodial sentence planning documentation, including that used for remands. Practitioners will pull together priority behaviours, desistance factors, future harmful behaviours and safety and well-being concerns in order to inform the key areas of intervention. These will then inform the targets, actions and external controls within Pathways and Planning.

3.5 Assessing Safety and Wellbeing

When assessing a young person's safety and well-being. Consider:

- Whether the impact would be physical, psychological and/or emotional
- The length of the recovery time for the young person where recovery means their ability to return to everyday functioning as before
- The impact on the everyday functioning of the young person, e.g. relationships, mental or physical health.

In cases where the initial trigger question '*Based on your assessment do you have any concerns about the young person's safety and well-being?*' is answered 'No', the judgement will be pre-populated as '**Low**'.

In all other cases practitioners should consider the information contained within the matrices - specifically likelihood and impact - as well as details from the remainder of the assessment, including the imminence of the identified circumstances, to inform this judgement. The judgement should reflect the highest level of concern identified.

The task of completing assessments should not be allowed to cause any delays to appropriate or urgent action necessary to manage the safety and wellbeing of young people.

The following assessment and risk assessment tools are used to assess the young person's safety and wellbeing:

- AssetPlus particularly Safety and Wellbeing sections, Emotional and Mental Health section in Personal Social Factors
- Self Assessment
- Health Assessment and or CHAT completed by Health Staff
- Alcohol Screening Tool and Substance Misuse questions
- SDQ screening tool
- SAL assessment

3.6 When to Assess for Safety and Wellbeing

Safety and Wellbeing should be looked at as a whole and not just focussed on self-harm and/or suicide. Staff should give consideration to a wider picture of the child/young person's life, their behaviour and the impact of others on them.

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

- During the initial assessment
- At formal review points 3 month reviews for all cases

- At closure of the intervention
- Following a significant event in the young person's life (i.e. reoffending, crisis event etc.)

For those young people where an immediate safeguarding referral is necessary the case manager should discuss appropriate actions with their line manager at the earliest opportunity and appropriate Bolton Council Safeguarding Procedures followed.

Key Factors:

Many young people involved with the service have elements of Safety and Wellbeing concerns and this may be influenced by the following factors:

- Child/Young person indicators (e.g. depression, self harm)
- Family indicators (e.g. parental criminality, neglect)
- Environmental indicators (e.g. inadequate housing)
- Trauma/ACE's

In addition, practitioners assessing Safety and Wellbeing should take account of the wider picture and the child/young person's behaviour. These could include:

- Weapon carrying
- Types of offences committed
- Associates, especially if involved with older known criminals
- Staying out late
- Use of substances
- CSE/CCE concerns
- Known or suspected to be placed in risky situations

Key factors in the assessment of self-harm and suicide are:

- Family dysfunction
- Physical or sexual abuse
- Drug and alcohol misuse
- Significant life events
- Custody
- School non-attendance
- Unemployment
- Economic Deprivation
- Physical or mental illness

Although many of the risk factors are similar there is a difference between suicide and deliberate self-harm as shown by the following definitions:

- Self-harm – intentional self-injury or self-poisoning, irrespective of the apparent purpose of the act
- Attempted suicide – self-injury or self-poisoning with the intent to kill themselves

3.7 Additional Actions for Specific Categories of Safety and Wellbeing

Self-harm or suicide

In addition to following the above procedures, concerns about a risk of self-harm or suicide should be referred to health colleagues. In addition, where a young person has attempted suicide, discussion should take place with Head of Service, and a Senior Management Alert form completed and sent to AD Staying Safe and YOT HOS. Process around reporting of CSPPI incidents awaiting review.

Child Protection

Any concerns about possible abuse or neglect must be dealt with promptly in accordance with Bolton's Safeguarding Procedures. Staff at all levels and designations need to be familiar with these and ensure that they are clear about the referral process and that the procedures are applied. Staff should ensure that any work they undertake in respect of such referrals is clearly recorded in the young person's file on IYSS and communicated with other professional working with the case.

Entry of Young Person into the Secure Estate

When a young person is remanded or sentenced to custody and is judged to be vulnerable then this assessment must be communicated verbally and in writing to the YCS and staff in the secure estate. Relevant information should be contained in the Bail Recommendation/Custody Module/Post Court Report Module. When a young person is sentenced to custody or remanded into Youth Detention Accommodation a Post Court Report Stage must be completed and sent to YCS by midnight of the same day. Children's Services must also be notified when a young person is remanded into Youth Detention Accommodation as the child/young person will automatically become Looked After as per Section 20 of the Childrens Act 1989.

Other Children and/or Young People

In addition to concern with the Safety and Wellbeing of young people subject to YOT supervision and the risks of harm that they may cause, staff and managers must also be acutely aware of the duty to protect the safety and welfare of other children and young people who come to the attention of the YOT and who may be placed at risk by the behaviour of others.

Child Exploitation

In addition to following the above procedures, concerns around Child Sexual and/or Criminal Exploitation should follow the Bolton Exploitation Operational Guidance (currently under review following feedback from the GM Complex Safeguarding Hub Peer Review). The Bolton Exit Complex Safeguarding Team is a dedicated Team of specialist Social Workers, Support Workers and Police Officers working with Complex Safeguarding cases.

Referral to National Referral Mechanism may necessary and appropriate for those young people who may be subject to trafficking or Modern Day Slavery. Referral or consultation with Barnardo's Independent Child Trafficking Service may also be appropriate.

3.8 Staff Safety

Bolton YOT have a Lone Working Policy which must be followed when working in a lone setting or environment. A copy of this Policy can be found on Tri-X under YOT Policies and Procedures. In addition, Bolton YOT have risk management policies relating to in and out of office working which must be adhered to.

3.9 PREVENT – Young People Vulnerable to recruitment by Violent Extremists

The police service and partners have an integral role to play working with local communities to support people who are vulnerable to being drawn into criminal activity. PREVENT provides a mechanism for supporting people who may be vulnerable to all forms of extremism by assessing the nature and extent of the potential risk and, where necessary, providing an appropriate support package tailored to an individual's needs. If you have concerns about someone who may be vulnerable to recruitment or exploitation of this nature, please contact the local PREVENT coordinator: For Bolton Youth Offending team contact relevant Operational Manager

4.0 WORKING WITH HIGH RISK YOUNG PEOPLE

4.1 Multi-Agency Risk Management Meetings (MARMs)

Multi-Agency Risk meetings (MARMs) take place for all cases assessed as:

- high risk of re-offending
- high or very high risk of safety and well-being
- high or very high risk of serious harm to others

The MARM process is ultimately there to ensure that all concerning behaviour(s) presented by a young person that could have an impact on their Risk of Harm and/or Safety and Wellbeing has been addressed, planned for and action taken to minimise and hopefully reduce the impact it may have should it occur. Relevant external agencies involved in the management of risk are included.

MARM's are chaired by the Operational Manager with line management responsibility for the allocated Case Manager, to ensure adequate management and multi-agency oversight of cases where there are specific and current risk factors which need addressing. Cases are brought when they are initially assessed and then reviewed at no longer than three month intervals.

Where young people who fit the above criteria are in custody, MARMs are amalgamated into the Custodial Sentence Planning Meetings with additional focus on risk management.

All attendees at these meetings have clear roles and responsibilities in the MARM process and this supports shared accountability and the making of defensible decisions and actions in working with young people who pose a risk to others, or who are at risk themselves.

Bolton Marm process is awaiting review and this policy will be updated on completion of this.

4.2 Involving Young People in the Risk Based Approach

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

- An honest and open dialogue
- An understanding of the process – information outlining the 'risk led approach' should be explained in a jargon-free manner and young people should know what is expected of them and the reasons for this
- Young people's views are represented and reflected in the meeting
- Ownership of their own risk and/or safety and wellbeing

The child/young person and their parents/carers should always be aware that the aim of the risk approach and the subsequent assessment, planning and interventions is to reduce any risks to them or others. Young people should be invited to air their own views about how risky or vulnerable they are and their views on how they can be reduced can be taken into their plan. Practitioners should also seek to include young people in the plans to reduce the risk of harm to others. This is completed as part of the Assetplus and MUST be reviewed as and when the Assetplus is reviewed.

The young person should always be aware that the aim of the scaled approach and the subsequent assessment, planning process and intervention delivery is aimed at reducing the risks they present. The participation process should include an evaluation via parent/child self-assessments with the young person and their parent/carer regarding the extent to which this is being achieved.

4.3 Protection of Victims

Protection of identified and potential future victims is paramount within the risk management process and should always be given consideration in the Pathways and Planning Intervention Plan and during intervention sessions.

A specialist Victim Worker is available within the service and should contact victims in line with the Victim Code of Practice. The Victim Worker should be mindful of any concerns the victim may have for future safety and actively liaise with the Case Manager to ensure that these concerns inform the Integrated Plan, both in Community and Resettlement cases .

5.0 QUALITY ASSURANCE AND MONITORING

5.1 Quality Assurance of the Risk Assessment/Risk Management Process

Case Managers are primarily responsible for the quality oversight of their own work. These responsibilities should be taken seriously given the public protection issues which are inherent. All staff involved in the case are also responsible for reducing risk and should have a solid awareness of the risk issues involved in each case.

Operational Managers also play an active role in risk management. Risk of Serious Harm is a standing agenda item in monthly staff supervision, managers have oversight of Dangerousness Reports, Explanation and Conclusions section and Pathway and Planning Sections of AssetPlus, and managers chair all the Multi-Agency Risk Management Meetings for high or very high risk cases. Managers should also record any advice given on any risk cases and also record their attendance at MAPPA Meetings.

Bolton YOT have an agreed QA process with 3 cases per month being subject to QA by an Operational Manager plus each Case Manager is expected to complete a self-assessment QA on one case per month which should then be brought into supervision for discussion with line manager.

6.0 WORKING WITH MAPPA ELIGIBLE YOUNG PEOPLE

6.1 MAPPA Processes

For a small number of cases Multi Agency Public Protection procedures will be relevant and need to be implemented. MAPPA was introduced under the Criminal Justice and Court services Act 2000 to meet the public's need for protection from offenders who present a risk of serious harm to others. MAPPA is run and managed locally and ensures that decisions are defensible, that risk assessments are rigorous and risk management plans robust. All staff should be aware of the MAPPA processes and procedures and should refer to the national MAPPA guidance www.mappa.justice.gov.uk

The main sections relating to young people is summarised below

6.2 MAPPA Categories

Young people fitting into the following categories are MAPPA eligible and therefore must be flagged on the National ViSOR (Violent and Sexual Offender Records) database which is maintained by Probation and the Police (YOTs do not have access to ViSOR but are required to ensure relevant young offenders are flagged on it). This is done by sending MAPPA notification form H (see Appendix 3) to the MAPPA Coordinator. Note this is not a referral into MAPPA at this point but just to notify that the YOT is supervising a MAPPA eligible young person.

Category 1 – All registered sex offenders

Category 2 – young people who receive a custodial sentence of 12 months or more or a Hospital Order with restrictions for a specified violent or sexual offence* under schedule 15 of CJA 2003

There are a small number of “other” sexual offenders who fall to be managed under MAPPA as category 2 offenders. i.e. where the sexual offence does not require registration. There have been recent queries about whether a 12 month sentence is required to manage this group of offenders as a category 2 offender. The MAPPA guidance has remained consistent on this and stipulates that the offender must be managed as a Category 2 offender irrespective of the sentence length.

Category 3 – other dangerous young people who are assessed (via ROSH) as presenting a high or very high risk of serious harm and who have committed an offence that indicates that he/she is capable of causing serious harm to the public and they require the active participation of other agencies to manage the risk.

6.3 MAPPA Levels

There are three levels at which risk is assessed and managed via MAPPA:

Level	Defined as (pp 7-8 of YJB MAPPA Guidance)	Relationship to four levels of Risk in ROSH (p9 of YJB MAPPA Guidance)
Level 1: Management by YOT	The risks posed by a young person can be managed by the YOT through normal supervision procedures as set out in <i>National Standard for Youth Justice Services</i> . There may, however, be some form of liaison and information exchange with other appropriate agencies.	This level will be appropriate for young people assessed as low or medium risk but may also be appropriate for a number of young people assessed as High As the YOT is a multi-agency unit, it is likely that the team will be able to manage the majority of its MAPPA eligible cases at level 1 – ‘ordinary agency management’.
Level 2: Multi-Agency Public Protection Meeting	This applies to cases where a) the active involvement of more than one agency is required in order to produce a coordinated plan to manage the risk of serious harm to others because b) there are deficits/unmet need in the case that would benefit from escalation to a Level 2 MAPPA. Referral (to Level 2 or 3) must include information as to why the case would benefit from active multi-agency management beyond that which the YOT and current arrangements can offer.	This would be appropriate in cases where either of the two following circumstances occur: - The level of risk or the complexity of managing that risk is not so great as to require Level 3 – for example, where a young person is assessed as high risk, but where the risk management plan involves a small number of agencies following typical procedures. - The case has previously been managed at Level 3, but the risk to others has decreased and/or the complexity of the multi-agency management of the risks have been brokered, and a Risk Management Plan has been firmly established
Level 3: Multi-Agency Public Protection Meeting	This is intended for the ‘critical few’ young people who present a particularly significant risk of serious harm to others.	This level should be restricted to the very few people who meet either of the following: - Assessed using <i>AssetPlus</i> as posing a high/very high risk of causing serious harm to others, and the risks have to be managed by a plan that necessitates close co-operation at a senior level, due to the complexity of the case, or a need for the commitment of additional resources.

		- Although not assessed as being high or very high risk, the case is exceptional because the likelihood of media scrutiny and/or public interest is very high, and there is a need to ensure that public confidence in the Criminal Justice System is maintained.
--	--	---

The level of management required for MAPPA eligible cases will normally be determined at the initial Multi-Agency Risk Management Meeting unless it is a MAPPA eligible case that has been assessed as Low or Medium ROSH and has therefore not been referred in for a Multi-Agency Risk Management Meeting. Case managers should use the MAPPA screening tool form to assist them in thresholding MAPPA eligible cases and discuss these with a manager and/or bring into Multi-Agency Risk Management Meetings for high risk cases.

Where a decision is taken (normally at a MARM or within supervision discussion) that a Level 2 or Level 3 meeting is required the case manager should have a telephone discussion with the Mappa Support Unit to discuss the case and, following approval from MSU, then complete MAPPA thresholding form A and send in to the MAPPA coordinator who will then gate keep the referral and if in agreement coordinate an initial MAPPA meeting. Line manager and MAPPA lead for GMYJS should also be cc'd into all MAPPA Level 2 referrals. www.mappa.justice.gov.uk

6.4 MAPPA Recording

MAPPA related records (e.g. minutes of meetings) are confidential and MAPPA guidance states they need to be kept securely and not as part of the young person's case record file (because the young person can request to see their own case file recording). Therefore the MAPPA document set should not be available electronically on IYSS and should not be attached to the paperclip either. All MAPPA documentation including minutes should be password protected and kept in a confidential section of the Client's file. Case records should not detail any of the content of MAPPA meetings either, although it is acceptable to record process issues. For example, 'Attended MAPPA Level 2 meeting minutes in Client file'.

6.5 MAPPA case transfers between YOTs

This is a complex area and new guidance was recently issued by the YJB in their MAPPA guidance to YOTs and this is where the following guidance is drawn. The overriding consideration when transferring a MAPPA case is the protection of the public and which YOT is best placed to manage the overall risk. Both YOTs have a responsibility to make sure that the transfer is properly planned and managed. The National Standards and *Case Management Guidance* set out the expected minimum level of practice, but with MAPPA cases it is particularly important that:

- The need to protect the public is emphasised throughout the transfer process
- All necessary information is transferred on case files to manage the assessed risk presented by the young person
- National Standards for reporting and enforcement are maintained
- Seamless supervision is provided in the community.

Should there be any concerns, or doubts then contact the MAPPA Co-Ordinator for agreed policies and protocols

7.0 WORKING WITH MARAC CASES

7.1 MARAC Aims

- Share information to increase the safety, health and well-being of victims – adults and their children
- To share information about the perpetrator of domestic abuse so as to reduce the risk they pose to any particular individual or to the general community
- To jointly construct and implement a risk management plan that provides professional support to all those at risk and that reduces the risk of harm
- To reduce repeat victimisation
- To improve agency accountability by ensuring that all agencies have acted individually to reduce the risk and maximise safety before a Marac and undertake any actions in accordance with the Marac plan.
- Improve support for staff involved in high risk domestic abuse cases.

The Marac process is for the **highest risk** domestic violence cases. It is focused around the victim rather than the offender. It is the **victim** that should trigger the referral not the offender.

A designated YOT Operational Manager receives details of Marac cases for discussion and cross references this with YOT database to ensure YOT are represented at relevant meetings.

7.2 MARAC Referrals

If you have concerns relating to Domestic Abuse and feel that MARAC could be a process that could assist, then in the first instance speak with the designated link Operational Manager to MARAC to discuss the case in detail and whether or not a referral is to be made.

8.0 COMMUNITY SAFEGUARDING AND PUBLIC PROTECTION INCIDENTS

[The Serious Incidents Notification - Standard Operating Procedures for Youth Offending Teams](#) sets out what staff working in the youth justice system are invited to do in order to report information to the YJB if a child is involved in one of the 5 categories of safeguarding or public protection incident whilst under YOT supervision or on a YOT's caseload, or if they are charged with certain serious offences whilst not under YOT supervision or on a YOTs caseload.

The YJB provides support and guidance to Youth Offending Teams on how to report an incident and the [notification form](#) for completion.