



## **South Gloucestershire's Risk Management Pathway (RMP)**

### **Introduction**

This document will set out the newly agreed process that must be followed when responding to South Gloucestershire children and care leavers who are identified as being at risk of significant harm, where the harm is not attributable to the care they receive from parents/ carers. (This will include extra-familial harm and some specific cases of harm to self or others within the family/ home). This document will explain the process that should be followed for an individual young person at risk of significant harm, which is not attributable to the care they receive from parents/ carers. It will also explain the process when a number of young people are identified as being at risk of extra-familial harm in the same place/ location and/ or from the same perpetrator/s.

### **Significant harm which is not attributable to the care provided by parents/carers**

The term extra-familial harm refers to harm that young people experience beyond the family/ home environment. The risks young people face during adolescence, compared with those faced by younger children, are more likely to be situated outside of the home environment and in public places where young people socialise. These extra-familial threats might arise at school and other educational establishments, from within peer groups, or more widely from within the wider community and/or online. Sexual exploitation, criminal exploitation, radicalisation, trafficking and peer on peer violence (gangs) (where parents/ carers are not perpetrators/ involved in the exploitation of the young person) are examples of extra-familial harms that young people may suffer. These extra-familial harms are safeguarding issues and require a safeguarding response as they pose a direct risk to young people. Extra-familial harm can lead to further risks at the home for the young person or their family members. In some situations physical harm/ threats may be made towards the young person or family as a punishment, to try and ensure silence or in response to a real or perceived debt. Although these harms may occur in the family/ home context the risks are linked to the extra familial harm rather than something that is within the family.

There are other situations whereby young people may be at risk of significant harm which is not attributable to the care they receive from parents/ carers but which is also not extra-familial. This will include situations where young people are at significant risk of harm due to their mental health or due to their disability and parents/carers are supportive of the young person and are acting to try and protect them. An example would be a young person who poses a risk of physical harm to others within their family and these acts of aggression/ violence are linked to their disability.

### **South Gloucestershire's response to significant harm which is not attributable to the care provided by parents/carers.**

Within South Gloucestershire it has been identified that young people who are suffering or at risk of suffering significant harm whereby the harm is not attributable to the care they receive from

parents/ carers, do not fit well into our current child protection procedures and processes which were created nationally to respond to abuse and neglect that children experience within their family/ home environment and is directly attributable to the care provided by parents/ carers. Child Protection Plans generally set out what parents need to do to ensure the safety of their child. For families where the harm is not due to the parents' actions or behaviours this can lead to parents feeling unsupported and blamed. In these situations carers are often feeling at a loss as to how to support or protect their child having tried a range of actions. In many of these situation the risks are beyond the control of parents/ carers as the risks are outside of the family/ home or are internal to the young person.

The South Gloucestershire Risk Management Pathway (RMP) will avoid the need for a Child Protection Plan when the risks to a young person are not attributable to the care they receive from parents/carers.

For young people in these circumstances a different approach is needed which:

- recognises the young person's vulnerabilities
- recognises the seriousness of the situation and the need for a safeguarding response
- does not place blame on the young person but recognises them as a victim
- involves the young person and their family/ carers and builds on their strengths
- provides a multi agency response which is focused on support, disruption and which includes addressing the cause of the harm e.g. actions relating to a location or perpetrator

## **Scope**

This process applies to all South Gloucestershire children who are looked after by the Local Authority (up to the age of 18), children living within their families (up to the age of 18) and South Gloucestershire young people who are care leavers (up to the age of 25) who are at risk of significant harm whereby the harm is not attributable to the care they receive from parents/ carers.

## **Process for a young person under 18**

### **Strategy discussion**

Whenever there is reasonable cause to suspect that a child under 18 is suffering or is likely to suffer significant harm there should be a strategy discussion regardless of whether the suspected cause of the harm is external or internal to the family/ home. There should be consideration of which additional or external partner agencies are key within this process and relevant invitations sent.

### **Section 47 enquiries**

The possible outcomes that can be agreed at the strategy discussion remain unchanged. When completing enquiries under section 47 of the Children Act 1989 if the social worker's assessment is that the risks are not attributable to the care they receive from their caregivers they will have a discussion with their Team Manager who will consult with a Service Manager as to whether the RMP should be followed. This decision will be recorded on the sec 47 enquiries form by the Team Manager, noting the Service Manager's agreement. (The social worker will record whether threshold is assessed to be met. The Team Manager will record how the case will be managed –

Child Protection Procedures, Child in Need Procedures, RMP, step down or closure). The Team Manager will advise Consultant Social Workers of all young people where it is agreed that the RMP will be followed in order to ensure young people are tracked through the process.

### **Multi-Agency Risk Management Meeting (MARMM)**

If the decision is made to proceed along the RMP, the initial MARMM will be convened within 15 working days of the strategy discussion. Relevant professionals will be invited. This will include police, education, any specialist support and other involved professional. If an individual is unable to attend it is expected they will find a representative who is able to attend in their place. Any concerns regarding any partner agency not attending these meetings must be raised with the relevant Service Manager and Catherine Boyce, Head of Safeguarding. This meeting will be chaired by a trained Child Protection Conference Chair/ Independent Reviewing Officer. Business Support will attend and take notes. In most circumstances the young person and their carers/ family network will be invited to attend part or all of the meeting. There will be the opportunity to have a “confidential slot” in the meeting allowing information to be shared which cannot be shared with the young person and their family/ caregivers. This meeting will be used to share information; analyse risk; consider connectivity; explore push and pull factors; and to enable further actions for the child or young person to be decided. Within the meeting a Multi-Agency Risk Management Plan (MARMP) will be produced which should include actions that cover support of the young person and their family, disruption of perpetrators/ activities/ locations linked to exploitation. Consideration must be given as to whether a missing person’s trigger plan is required and whether an NRM (National Referral Mechanism) referral should be made and if it is required who will complete the referral. It is important to remember that only First Responders are able to do this (refer to NRM guidance if unsure). (The minutes and action plan from the MARMM will be produced within 2 working days and circulated to all attendees and added to the young person’s Mosaic record.)

### **Process for a young person 18 - 25 (care leavers)**

Whenever there is reasonable cause to suspect that a South Gloucestershire care leaver is suffering or is likely to suffer significant extra familial harm a Care Leavers Safeguarding meeting will be convened. This meeting will be chaired by a Team Manager within Children’s Social Care. This meeting will follow the format of a strategy discussion for young people under the age of 18. Information will be shared across agencies present. Decisions will be made by the multi-agency group about;

- any immediate actions required
- possible disruption opportunities
- whether to proceed along the RMP (this decision will be based on the level of risk)

(If there are concerns that a care leaver is at risk of or experiencing significant extra-familial harm consideration must always be given to making a referral to adult safeguarding.)

### **Multi-Agency Risk Management Meeting (MARMM)**

If the decision is made to proceed along the RMP, the initial MARMM will be convened within 15 working days of the Care Leavers Safeguarding Meeting. The MARMM will be recorded on the same

template as for a young person under the age of 18. This meeting will be chaired by a trained Child Protection Conference Chair/ Independent Reviewing Officer.

### **Process for under 18s and over 18s following a MARMM**

#### **Multi-agency flags**

When a Multi- Agency Risk Management Plan (MARMP) is agreed a flag must to be added to Social Care, Police and Health systems. For Social Care this will mean a flag being added on the front page of a child's Mosaic record stating "subject to multi- agency risk management plan – see documents for plan".

#### **Informing consultant social workers**

If a MARMP is in place the consultant social workers must be informed so that individual young people can be tracked and to ensure data regarding young people at risk of/ being exploited in South Gloucestershire is accurate and can be used to inform the strategic response to child exploitation and the safeguarding response to children.

#### **Review and ending multi-agency risk management plans**

Risk management plans must be reviewed by way of a MARMM which should be held a minimum of every 12 weeks. If risks escalate or a plan is not working an earlier review can and should be convened. The decision to end a MARMP can only be made at a MARMM when the decision is made that the risks have decreased and no longer warrant a MARMP and after the Children's Services Team Manager has the agreement of the relevant Children's Services Service Manager. Consultant Social Workers must be informed at this point. Flags will need to be removed/ updated on Social Care, police and health systems at this point.

#### **Quality Assurance Group**

The Quality Assurance Group is intended to be a time limited, multi-agency group that quality assures the MARMMs and MARMPs. It is envisaged that a specific quality assurance focus will be necessary whilst the new arrangements are being embedded. Once fully integrated into business as usual they can be reviewed as part of normal quality assurance activity. This quality assurance will take place via reviewing the meeting minutes and if necessary, discussion with the independent chair and key members of the meeting. The quality assurance discussion amongst the members of this group can be done virtually or as a meeting.

The group will feedback to the independent chair of the meeting and escalate any issues or highlight good practice to the manager of the relevant organisation. Any immediate concerns will be fed back to the Local Authority Service Manager, with social care responsibility for the child/young person. The group will submit quarterly audit reports to inform the Multi Agency Extra Familial Strategic Panel of the quality of the MARMMs and MARMPs as a multi-agency system

The group will meet as required, dependent on the number of MARMs to quality assure and the timing of these meetings. It is key that the meetings are quality assured within a short timescale of them happening, particularly in the early stages of adoption. The group will be organised and chaired by the Service Manager for Children's Improvement (Beverly Mann). The vice chair will be the Quality Assurance and Reviewing Manager (Doreen Luff).

Core Membership will consist of Representatives from:

- Strategic Safeguarding, South Glos Local Authority
- Operational Children's Social Care, South Glos Local Authority
- Education, South Glos Local Authority
- Topaz, Avon and Somerset Constabulary
- Designated Nurse for Safeguarding Children
- Independent Chairs Manager, South Glos Local Authority
- Violence Reduction Unit Manager, South Glos Local Authority
- Youth Offending Service Manager, South Glos Local Authority
- Manager, Barnardos BASE

It is essential that all core members participate in each meeting. If a regular member is unable to attend they will ensure that they nominate a deputy to attend to represent their organisation.

### **Partnership Intelligence Management Meetings (PIMM)**

The purpose of the PIMM is to:

- Ensure the earliest possible identification of; young people who may be at risk of extra familial harm; possible perpetrators; locations or hotspots.
- Ensure that young people are supported at the earliest opportunity and at the right level to respond to the degree of risk/ need. This will include signposting active cases to lead professionals, and ensuring referrals to children's social work service are made where there is known or suspected significant harm.
- Ensure that information and intelligence is shared across partner agencies to develop an understanding of themes, emerging trends and links between a number of young people, possible perpetrators and locations/ places where young people may be experiencing extra familial harm.

The PIMMs will take place fortnightly and will be chaired by the South Gloucestershire Violence Reduction Unit. The meetings will have a vice chair from YOT. The agenda for each meeting will be set by the chair.

Information/ intelligence will be brought and shared by all core members regarding emerging concerns about children or young people, possible perpetrators and locations/ hotspots and trends linked to extra familial harm of young people in South Gloucestershire. This information/ intelligence will come from a number of sources for the two week period prior to the meeting including from police missing persons reports, from the VRU app and other VRU data, from Topaz multi agency meetings, from allocated social work staff, ASB panel and the Education High Risk Group meetings. The PIMM will manage and monitor a cohort based upon risk.

Actions will be agreed at the meeting which may include;

- The need for a mapping exercise to understand links/ associations.

- Information to be shared with organisations e.g. about a location identified as of concern.
- Referrals for individual young people e.g. Children's Social Care, YPDAS, BASE etc.
- The need for a Complex Risk Management Meeting in the case of significant concerns about a group of young people being exploited (see below).

All agreed actions will be reviewed at the subsequent meeting and thereafter. Any action plan relating to a community/location will be subject to the same review.

Core Membership will consist of Representatives from:

- Strategic Safeguarding, South Glos Local Authority
- Operational Children's Social Care, South Glos Local Authority
- YPS (Young People's Support), South Glos Local Authority
- Education, South Glos Local Authority
- Lighthouse Safeguarding Unit, Avon and Somerset Constabulary
- MASH health
- Violence Reduction Unit, South Glos Local Authority
- Youth Offending Team, South Glos Local Authority
- BASE (Barnardos Against Sexual Exploitation)
- YPDAS, South Glos Local Authority

Administration (setting meeting dates, venues, note taking, report circulation) will be undertaken by the Safer Stronger Communities Technical Admin Support staff within the ECS Division in South Gloucestershire Council. Agenda and papers will be circulated electronically in advance of the meetings.

An overview from the fortnightly PIMMs will feed into the Extra Familial Harm Multi-Agency Strategic Panel to provide senior management with information regarding emerging trends and themes regarding extra familial harm in South Gloucestershire.

The meeting will not make detailed individual plans for children who have a lead professional. These plans will be made as part of a strategy discussion, MARMM or other specific meeting for the individual child.

### **Groups/ cohorts / organised exploitation**

In South Gloucestershire one of the most challenging situations that has been encountered in the past few years is identifying and responding to concerns about a group of children being exploited/ multiple perpetrators working together/ organised exploitation. In these situations it has been difficult to know how to organise/ manage the volume and content of the information received, where to store this and how to respond to the entire situation, rather than just responding individually to the individual children and families involved. This section of the document will detail the required action/ responses when there are concerns regarding a group of children potentially being exploited or a group of perpetrators who are thought to be working together.

### **Targeted Partnership Intelligence Management Meetings (Targeted PIMM)**

A Targeted PIMM may be required. This is needed where support is requested, for example from a school to understand if there is a problem regarding exploitation, who it may involve and how to respond. (It should be noted that this is in relation to low level, untested concerns). The PIMM, Violence Reduction Officer or consultant social workers can provide advice regarding whether information should come to a PIMM or if a Targeted PIMM should be convened. Names and information will be shared and checks made across Children's Services files and police information to ascertain what level of response is required. Plans coming from such a meeting may involve a referral for services for individual young people, a plan to do some targeted/ specific work with an individual or group work for a number of children. If the meeting highlights significant concerns regarding the exploitation of a number of young people or complicating issues such as cross border issues a Complex Extra Familial Safeguarding Meeting may be required (see below).

### **Mapping meetings, maintaining oversight of a 'cohort'**

The next step after identifying concerns regarding extra familial harm involving a number of children is to complete some case mapping work to identify who is involved and what the links are. Consultant social workers/ Violence Reduction Officer can be called on to provide advice and to assist in the mapping of information regarding links/ associates etc. If a cohort is identified and the concerns are at early stage/ low level/ require preventative response, a lead professional will be assigned to ensure there is a plan in place for children/ locations and that there is oversight of the group issues. This is likely to be the Violence Reduction Officer or a Consultant Social Worker.

### **Complex Extra Familial Safeguarding Meeting**

A Children's Social Care Service Manager will make the decision to convene a Complex Extra Familial Safeguarding Meeting. The decision will be made if there is information that a number of young people are identified to be at risk of extra-familial significant harm from a single or multiple perpetrators, or if there are concerns that young people are experiencing extra-familial significant harm at a specific location/ through a specific activity. In order for a Service Manager to make the decision to convene a Complex Extra Familial Safeguarding Meeting mapping work should be presented outlining the concerns and who is known to be involved. If a Service Manager makes the decision that a Complex Extra Familial Safeguarding Meeting is required a Service Manager will be allocated to lead the co-ordination and chairing of the meeting. A 'lead' Team Manager will be identified to complete the convening form. Consultant Social Workers will be able to support with this. The meeting will be used to share relevant information regarding young people, locations and suspected perpetrators. Information will be "mapped" to understand the concerns and to consider whether all involved young people, suspected perpetrators and locations are known of and receiving an appropriate response from agencies. An action plan will be developed covering these areas and should include disruption, investigation tactics as well as actions regarding young people and their families. These meetings will not replace individual safeguarding meetings and decisions regarding threshold for section 47 enquiries will not be made at these meetings. Review meetings should take place until the risks have diminished. The minutes and action plans will be sent to the Extra Familial Harm Multi-Agency Strategic Panel for oversight.

## **Cross border issues**

If a professional identifies that an issue regarding group/ organised exploitation also involves young people from neighbouring authorities this should be raised with a consultant social worker. A discussion will then take place with a Service Manager in Children's Services who will discuss how to proceed with their counterparts in the relevant neighbouring authority. If a multi agency meeting is needed it will be decided which authority will host but a full contribution will be made by the other involved authority.

## **Extra Familial Harm Multi-Agency Strategic Panel**

The purpose of the Extra Familial Harm Multi-Agency Strategic Panel is to ensure that:

- There is senior strategic management oversight of the prevalence of all forms of extra familial harm in South Gloucestershire.
- To ensure that senior strategic managers across the partnership have an accurate profile of the concerns in South Gloucestershire and can work together to facilitate sustainable solutions.
- There is an effective multi-agency assessment and response where there are concerns that young people are at significant risk of extra-familial harm.
- There is multi agency senior strategic management oversight of young people who are assessed to be at very high risk of extra-familial harm.
- There are sufficient resources and policy direction to enable operational lead officers to undertake work to prevent exploitation, protect victims and to prosecute offenders. This is put into action by responding to themes, trends, emerging risks and practice issues. This may require the allocation of or re-direction of resources.

The Extra Familial Harm Multi-Agency Strategic Panel will meet quarterly (but with the ability to convene an urgent meeting if required). The panel will be chaired by Jo Cross, Head of Integrated Children's Services. The chair will review, vet for appropriateness and prioritise all agenda items.

Core members are:

Jo Cross, Head of Integrated Children's Services, South Glos Council  
Larisa Hunt, Detective Chief Inspector, Avon and Somerset Constabulary  
Catherine Boyce, Head of Safeguarding, South Glos Council  
Anne Fry, Designated Nurse for Safeguarding Children, CCG  
Michelle Blackler, Clinical Service Manager, CAMHS  
Robert Walsh, Head of Safe and Stronger Communities, South Glos Council  
Mark Dee, Strategic Lead for Achievement, South Glos Council  
Anne Clarke, Director of Adult Social services, South Glos Council  
Beverley Mann, Improvement Manager, South Glos Council  
Public Health representative  
Tracy Warburton, YOT and YPS manager, South Glos Council  
Emma Collings, Consultant Social Worker, South Glos Council (advisor to the panel)  
Robert Evely, Violence Reduction Officer, South Glos Council (advisor to the panel)

Core members will:

- come prepared to share and discuss any strategic concerns regarding extra familial harm.
- have sufficient authority within their organisations to recommend and influence agency actions and priorities, research names, addresses and locations circulated and bring the information to the meeting.
- ensure if they are unable to attend that a suitable representative attends.
- ensure agency actions are completed within timescales and feedback to the Extra Familial Harm Multi-Agency Strategic Panel.
- share themes/ trends/ patterns/ best practice and learning throughout their organisation.

The chair will make the decision to invite additional representatives to individual Panels as necessary e.g. Adult Social Care and housing.

The Extra Familial Harm Multi-Agency Strategic Panel will consider themes, issues and strategic matters related to harm that young people experience which isn't attributable to the care they receive from parents/ carers. The reports that will be discussed in the panel will include:

- Quarterly reports from the consultant social worker leads for child exploitation and children who have been reported missing
- Quarterly reports from the Violence Reduction Unit
- Quarterly overview from the fortnightly PIMM
- 6 monthly multi agency exploitation audits
- Quarterly reports from BASE
- Minutes and action plans from all Complex Extra Familial Safeguarding Meeting
- Information from Organised Crime Groups this would be a 2 way process with the panel potentially providing information to the OCG

The agenda for each Extra Familial Harm Multi-Agency Strategic Panel will include individual young people who are at very high risk of significant harm which is not attributable to the care received from parents/carers. Where risks remain very high following the making of a MARMP or risks are escalating significantly the individual young person will be referred to the Extra Familial Harm Multi-Agency Strategic Panel (with Children's Social Care Service Manager agreement).

**Flow chart**

**(see below)**

