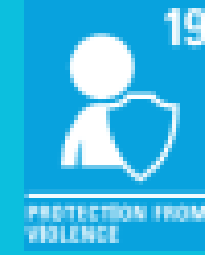
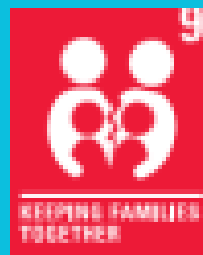
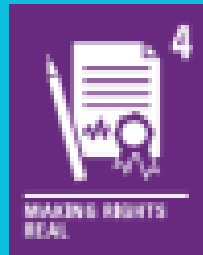
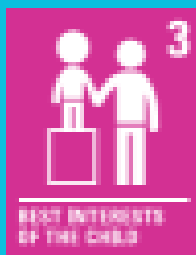
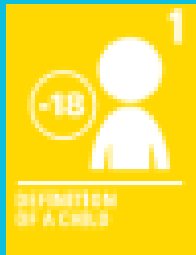


# CARE AND RISK MANAGEMENT

## CHILD FRIENDLY VERSION



This document is to help agencies such as Social Workers, Police Officers, Healthcare staff (nurses), Housing staff and Education (teachers) provide the best support we can to children and young people in Clackmannanshire when we are concerned that they may cause serious harm to others. This is for children and young people aged between 12 and 18 years.

At times the way we protect children and young people is not enough to support those who are at risk of being harmful to others in a serious way. This is our process for key agencies to share information about that child and young person and put in place an agreed plan that provides the support required that reduces the risk of harm.

We want the child or young person and their parent / carer to be involved in our decision making and understand their lawful rights.

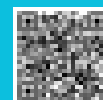
We care about the child and young person and we want them to live a healthy and happy life without the need of this plan, therefore this document also details how we will regularly review things to ensure the plan doesn't last longer than required.

### Resources to Help

CYCPS - 7 Golden Rules for Participation



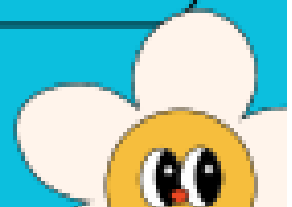
Education Scotland - Empowering Youth Voices Toolkit



Within Forth Valley, you can access advocacy and legal support via Who Cares? Scotland (Forth Valley wide) and Quarriers in Falkirk if you disagree with our decisions.



STIRLING  
Child Protection  
Committee





## **Clackmannanshire Council**

# **Managing Children & Young People Who Present A Risk Of Serious Harm To Others Through Care & Risk Management (CARM) Operating Procedure**

<b>Date</b>	<b>September 2024</b>
<b>Review Date</b>	<b>September 2025</b>

## 1. Introduction

Clackmannanshire's Care and Risk Management is concerned with ensuring the risks presented by children and young people are managed effectively and minimised through effective communication, information sharing, assessment, multi-agency decision making and the implementation of effective risk management plans. This will only be applicable to a small number of children and young people due to the serious nature that is needed for CARM procedures to be set in motion.

Meeting the needs of children and young people, in addition to implementing what is necessary to protect individuals and manage the risks they present is necessary to safeguard them and their communities.

It is imperative that those children and young people who pose a risk of serious harm to others have support and opportunities to grow, develop and reach their full potential. This must be aided by proportionate and effective risk management strategies which will include interventions that minimise risk presented by the child and reduce the likelihood of further harm.

This operating procedure has been produced for Clackmannanshire to ensure that Children and Young People who present a risk of serious harm to others as a result of their potential for damaging sexual or violent behaviour, are managed effectively to minimise those risks. This operating procedure implements the guidance on the Care & Risk Management (CARM) planning for children and young people who present a risk of serious harm to others and the Framework for Risk Assessment Management Evaluation (FRAME).<sup>1</sup>

Children and Young People's Centre for Justice (CYCJ) recent Managing Risk of Serious Harm report [Children and Young People in Conflict with the Law: Policy, Practice and Legislation dated June 2024](#) is also considered under this procedure. [United Nations Convention on the Rights of the Child](#) (UNCRC) is underpinned throughout.

This procedure comes under the governance of Clackmannanshire's Child Protection Committee.

Whilst this is specific to the Clackmannanshire Council area, it is noted that Police Scotland operate one service across the Forth Valley area. Where possible Care and Risk Management (CARM) processes will seek to align across the three local authorities and this is why Clackmannanshire has acknowledged Stirling Council's CARM guidance.

This operating procedure for the management of children and young people who present a serious risk of harm to others is effective from 6<sup>th</sup> June 2024.

To ensure consistency with a national agenda relating to children and young people who present a risk of serious harm to others, this procedure adopts the use of the term "Care and Risk Management (CARM) Meetings".

See CARM flowchart – Appendix A.

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<sup>1</sup> [Section 2: Operational requirements for implementing Care and Risk - Youth justice: risk assessment management framework and evaluation guidance - gov.scot \(www.gov.scot\)](#)

## 2. Purpose of CARM Model

The National Guidance for Child Protection in Scotland 2021 (updated 2023) <sup>2</sup> and the Getting it Right for Every Child (GIRFEC) <sup>3</sup> approach provide a national framework to promote the welfare and safety of children and young people. There are circumstances in which children and young people may present a risk of serious harm to others, these can include harmful sexual or violent behaviours. Practitioners should:

- Put the child at the centre and develop a shared understanding within and across agencies,
- Use common tools, languages and processes,
- Consider the child as a whole,
- Promote closer working where necessary with the other practitioners.

Clackmannanshire's Care and Risk Management (CARM) operating procedure is applicable in those situations where there is risk of serious harm to others presented by children and young people. This procedure outlines the need for effective communication, information sharing, informed assessment, multi-agency decision making and the implementation of effective risk management plans to minimise the impact of any potential risk.

This procedure seeks to achieve a balance between addressing the risk presented by children and young people whilst ensuring that their needs (which ultimately support their behaviours) are similarly addressed.

## 3. Who is the Protocol for?

This protocol is applicable with children aged 12 to 17 years where any or all of the following is present:

- sexually harmful behaviour and/or violence is displayed
- intent and potential for harm to others requires formal risk management processes
- a pattern of behaviour suggests a more serious incident may be imminent
- where a child or young person has been involved in an incident of a serious nature (irrespective of the legal status of the incident)

*This guidance replaces the previous FRAME for under 18s (2014) and uses the definition of risk of serious harm: 'there is a likelihood of harmful behaviour, of a violent or sexual nature, which is life threatening and/or traumatic and from which recovery, whether physical or psychological, may reasonably be expected to be difficult or impossible' (RMA, 2011)*

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<sup>2</sup> [Supporting documents - National Guidance for Child Protection in Scotland 2021 - updated 2023 - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/supporting-documents/national-guidance-for-child-protection-in-scotland-2021-updated-2023/pages/1-10.aspx)

<sup>3</sup> [Getting it right for every child \(GIRFEC\) - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/getting-it-right-for-every-child/girfec/pages/1-10.aspx)

(RMA, 2011). Where there are significant concerns in relation to the behaviour of a young person under the age of criminal responsibility, risk management processes should be facilitated by the Child Protection System.<sup>4</sup>

Where a young person meets the criteria noted above, they should be considered as part of the Clackmannanshire's CARM Approach. This should not prohibit the young person's needs being considered as part of other child's planning forums such as LAC (Looked After Child) or Child Protection, rather the CARM approach will sit alongside this. This ensures that plans are in place to assess and manage potential risk to and from the young person being considered.

The CARM process supports the multi-agency management of risk and is applicable irrespective of whether the child is subject to the Children's Hearing System (CHS) or the criminal justice system. CARM provides practitioners with a template for child-centred practice in risk assessment, management and reduction with children who present a risk of serious harm to others within the context of GIRFEC and the [Whole System Approach](#).

#### **4. Source of Referrals**

Referrals to Care and Risk Management (CARM) may come via a number of channels:

- From the Police on receipt of information about the alleged involvement of a child or young person under the age of 18 in an offence of a serious nature;
- From the lead professional who holds case management responsibilities for a child or young person where there are significant concerns about the escalation in the frequency and/or seriousness of a child or young person's offending behaviour which is likely to include violence and/or sexually harmful behaviour;
- From any professional working with a child or young person through child protection processes where their behaviour requires them to be moved to CARM measures;
- From any professional co-ordinating a child protection investigation into the victimisation of a child or young person where harmful behaviour of a serious nature by another child or young person under the age of 18 is identified;
- From any professional co-ordinating an adult protection investigation into the victimisation of a vulnerable individual over the age of 16 where harmful behaviour of a serious nature by a child or young person under the age of 18 is identified;
- From the Early Help Team Leader in conjunction with Barnardo's, multi-agency screening groups or equivalent who have significant concerns about the escalation in the frequency and/or seriousness of a child or young person's offending behaviour which is likely to include violence and/or sexually harmful behaviour.

#### **5. Referral to CARM & Timescales**

When there is concern that the behaviour of a child or young person meets the necessary threshold for Care and Risk Management consideration they should contact the identified senior CARM representative in the authority. In Clackmannanshire this is the Service Manager with responsibility for Youth Justice.

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<sup>4</sup> [Child Protection Policies, Procedures and Guidelines – Forth Valley Practitioner Pages \(glowscotland.org.uk\)](#)

Where these risks are identified the discussion with the Service Manager should take place within 24 hours.

This discussion will form an initial screening as to whether or not an Inter-Agency Referral Discussion (IRD) should be convened to discuss the risks and consider progressing to an initial CARM meeting.

In addition to screening these referrals the CARM representative Service Manager in conjunction with the CARM Chair, who will be an Independent Reviewing Officer (IRO), will take responsibility for ensuring that the discussion and outcomes are documented within a child's record, to demonstrate transparent decision making.

As with the identification of Child Protection concerns, holding an IRD to consider CARM would enable collaborative decision making in response to the needs of children and young people.

In Clackmannanshire, where possible, the Team Leader responsible for Youth Justice would attend all IRDs where CARM is being considered for a child or young person.

The IRD function will allow the sharing of proportionate and relevant information that would inform interim safety planning, and enable a decision to be made about the proportionality of progressing to Initial CARM meeting.

Where appropriate risk management plans will be implemented from the IRD and there will be continued support from agencies. IRDs may not always require progression to CARM.

Care and Risk Management Processes should not be delayed as a result of Police Investigation. Any intervention should be proportionate and balance the young person's rights against public protection.

Where an IRD is held that considers progression to CARM, a child, young person and their parents should be informed.

## **6. Decision to Arrange an Initial CARM Meeting**

Where an IRD agrees that CARM discussion is required, the CARM Chair (IRO) should be notified and an Initial CARM meeting should be held within 21 days.

However, interim safety planning and preventative actions should not await the initial CARM meeting. Interim tasks may include:

- Development of safety plans in relation to particular settings (home, school, residential unit) outlining interim risk management measures to be put in place;
- The need for a case to be referred to the Children's Reporter;
- The need for a case to be referred to specialist services (e.g. for completion of relevant offence-related risk assessments); and,

- Identification of Lead Professional (if this has not already occurred) to coordinate the development of the risk management plan.
- A visit by the Lead Professional to the child/young person and family (this is an expectation).

Ahead of the Initial CARM meeting, information pertinent to the referral should be gathered. This may include:

- A copy of the Child and Young Person's Integrated Assessment (Clacks GIRFEC report template) and My Plan for the relevant child or young person;
- Copies of any completed risk assessments; and,
- Copies of any specialist assessments or assessments from other practitioners/agencies e.g. Child and Adolescent Mental Health Service (CAMHS) or Education.
- Multi-agency chronologies.

If a child or young person is subject to Police investigation this should not delay the convening of a Care and Risk Management meeting, but may have a bearing on discussion with the child or young person and/or within the CARM meeting.

Children and young people will be encouraged to seek legal advice & representation if they are subject to a Police investigation.

Assessment and intervention processes will need to be proportionate to the legal status of the case, balancing the child or young person's rights alongside any identified issues in relation to public safety.

## **7. Initial CARM Meeting**

### ***7.1 Child/Relevant Person Attendance***

The child and parent/carers should be informed that the Initial CARM meeting is being convened.

The child and their parents/carers should be offered the opportunity to share their views with the CARM Chair (IRO) in advance of the meeting.

The child will be an important source of information and building a relationship with them will be critical to identify the following:

- An exploration of beliefs and attitudes that may underpin their harmful behaviour,
- The child's understanding of their own history and any prior experiences of victimisation,
- Analysis of the function of violence and/or harmful sexual behaviour,
- Future plans and goals,
- Exploration of learning style,
- Experience of previous interventions/support – what was helpful / unhelpful?

Attendance at the Initial CARM should be discussed with the child and parents/carers. Consideration should be given to full or partial attendance, with an emphasis on providing a means of participating in the process even if not in attendance.

## **7.2 Group Membership**

While the standing membership of a Care and Risk Management meeting will vary according to case specific circumstances it is anticipated that the following agencies (in addition to the Chair and minute-taker) will be represented:

- Referrer;
- Education – named person
- Youth Justice Social Work / Locality Social Work
- Police;
- Health (e.g. CAMHS);
- Housing, including the Sex Offender Liaison Officer.
- Justice Social Work.

Consideration may also be given to the inclusion of a range of other agencies, depending on the needs and circumstances of the child/young person.

## **7.3 CARM Considerations**

The CARM meeting should consider the following:

- Whether or not a child or young person is subject to any form of statutory order(s) (e.g. Compulsory Supervision Order (CSO), Community Payback Order (CPO), contact requirements, bail conditions etc.) and the implications of related legal obligations.
- The home circumstances, educational arrangements and community integration of the referred child or young person in order to identify any on-going and potential protection issues.
- Is parental substance use, a domestic abuse perpetrator and neglect present.
- The potential negative impact of a sudden change to a child or young person's living arrangements.
- The nature and level of risk to others (particularly other children and young people) in the home environment;
- The impact of family dynamics in either sustaining or preventing further behaviour of a harmful nature;



- The nature and level of risk to others in educational establishments and the community;
- The relationship between the referred child or young person and the victim(s);
- The views of the referred child or young person and their parents/carers

#### **7.4 CARM Meeting Menu of Options**

The CARM meeting options are:

- No further action required – minimum intervention principle; or
- Further action required:
  - What action (if any) needs to be taken to keep the referred child or young person safe?
  - What further action (if any) needs to be taken to keep the referred child or young person’s family member(s)/carer(s) safe?
  - What further action (if any) needs to be taken to keep other members of the community safe (e.g. peers, teaching staff, victim(s), residential care staff etc.)?
  - Which Risk assessments need to be taken if parental substance use, domestic abuse and neglect are present ie: IPSU Assessment, Safe and Together Perpetrator Pattern Approach Assessment, Neglect Toolkit Assessment or the use of the National Risk Assessment Indicators as part of the national practice model or AIM 3 and START – AV.

#### **7.5 Risk Assessments**

If a full and detailed risk assessment has not been completed in advance of a CARM meeting, the Chair (IRO), in conjunction with the senior CARM representative Service Manager, must identify an appropriate agency/individual to complete the necessary risk assessments, as appropriate to the legal status of the case, prior to any further CARM meetings. The Chair (IRO) ought to stipulate those which are required with respect to the child or young person’s age, behaviour, circumstances and capacity. In the Scottish Youth Justice context those most likely to be appropriate include:

- AIM 3: Assessment of Adolescents who display Harmful Sexual Behaviour
- START-AV Short -Term Assessment of Risk and Treatability: Adolescent Version
- LSCMI.

A comprehensive assessment should end with not just recommendations, but clear actions attributable to individuals and/or agencies with discernible timescales. These should be drawn from a clear analysis of the behavioural concerns in a developmental context, a careful needs assessment and a detailed assessment of risk specific to that individual. The final report should include the following:

- A description of the presenting behaviour/s (summarising the nature of the harmful behaviour and the likely risk scenarios that need to be managed)
- A description of the process of assessment that has been followed (i.e. details of the sources that have informed the report, any risk assessment tools that have been used, and any particular methodology that has been applied).
- A summary of the relevant background information. This should include, but not be limited to: details about family structure and function; education; social, relational and sexual development; physical and mental health issues; substance use, any history of trauma and resilience factors.
- Findings from any risk assessment tools
- An analysis of previous harmful, concerning or inappropriate sexual behaviour and any attempts to modify it.
- A risk formulation which explains how and why the behaviour developed and how it is maintained.
- A summary of the likely and plausible future risk scenarios outlining who is at potential risk, the nature of the risk, the likelihood of the event occurring, and the possible triggers and outcomes.
- A summary of risk recommendations and actions, with a note of who is responsible for carrying these out (and associated timescales) that indicates how such measures will seek to manage the risks posed.
- Gaps and limitations to the assessment and what has been attempted to bridge these.

### **7.6 Risk Management Strategies**

The Chair (IRO) should ensure that consideration is then given to the following risk management strategies:

- Monitoring, or repeat assessment - aims to look for factors indicating changes in risk over time.
- Supervision - aims to decrease the likelihood of violence or offending by restricting an individual's freedom.
- Intervention - covers all aspects of the Single Plan that are designed to reduce risk over time.
- Community disclosure - involves sharing information with individuals, agencies or organisations to help them manage risk more effectively.
- Victim safety planning - aims to reduce the likelihood and impact of psychological and physical harm to known previous and potential victims.
- Contingency Planning - gives particular prominence to key factors which may indicate that risk of violence is escalating or imminent.
- Consultation with - CAMHS and or NHS Community Sexual Health Educator in cases of Harmful Sexual Behaviour or other specialised services

### **7.7 Actions Incorporated to My Plan**

Where a referred child or young person already has a My Plan in place, it will be the responsibility of the Social Worker to update the plan and for the Chair to sign off the child's My Plan to reflect the risk management strategies agreed at the care and risk management meeting.

When a My Plan has not yet been drafted or is in the process of being drafted, it will be the responsibility of the meeting to set out the risk management strategies agreed at the care and risk management meeting.

The young person's CARM My Plan will be distributed within 5 working days of the meeting. The minute of the meeting will be distributed within 5 working days.

A risk management plan should contain a number of core elements:

- A risk assessment
- Identification of the type of risks to be managed
- The risk factors/vulnerabilities to be addressed and protective factors/strengths to be developed
- Risk management strategies - monitoring, **supervision**, victim safety planning and intervention
- Identification of early warning signs or measures of positive change
- Contingency measures
- Limitations

## 7.8 Supervision

This is the activity of overseeing or administering an order or sentence in a manner consistent with legislation and procedures, ensuring that any requirements/conditions or restrictions of liberty are applied and compliance with such requirements is monitored. It is also a means by which a relationship is established with the individual, to ensure that the individual is engaged through dialogue in a process of change and compliance (Risk Management Authority, 2011). Examples include:

- Building a relationship with an individual
- Motivating an individual to complete an intervention programme
- Allowing activities, on the condition that the individual is supervised by a responsible adult
- Restricting association, preventing contact with specific peers or adults (including previous or potential victims)
- Restricting activity e.g. preventing a child from attending classes unsupervised
- Restricting movement e.g. curfews, travel bans and prevention from going to certain areas
- Restricting internet use and the use of mobile technology
- Preventing telephone or postal contact with previous victims
- A secure placement or custody

A balance must be struck between the child's rights and the safety of others, and this can only be done through a detailed individualised assessment of risk and need, leading to tailored and necessary supervision arrangements.

Thought needs to be given to whether risk management becomes so restrictive that the child loses out on significant life experiences. That is to say, that they miss out on 'positive' risk taking experiences, similar to those that most children experience in an age and stage appropriate way, or that risk is inadvertently increased through missed developmental opportunities e.g. restricted opportunities to develop social/relationship skills.

Supervision needs to be linked with monitoring, as breaches in supervision requirements must be ascertained and acted on appropriately. Conversely, the more evidence there is that an individual is able to self-manage and that external circumstances are stable and supportive, then the less need there should be for supervision. This is obviously a dynamic balance that may change over time and there must be evidence across all the systems within which a child exists to support assessment of risk reduction.

### **7.9 Recording**

The child/young person's details, nature of behaviour (sexual/violent/both) and category of risk shall be recorded on the CARM register within Clackmannanshire Local Authority.

### **7.10 Need to Review – Core Group**

A young person placed on the Care and Risk Management Register will be reviewed initially after 3 months with a date for this being agreed at the end of the initial meeting. Subsequent reviews and frequency will be informed by the risk and need as identified within the CARM meeting. Following a young person's name being placed on the CARM Register, CARM Core Groups should take place at least on a monthly basis and will be chaired by the Youth Justice Team Leader. The Core Group will:

- To review the contingency plan and early warning signs/triggers;
- To ensure that the child and their parent(s)/carer(s) are active participants in the process of risk management and risk reduction;
- To ensure ongoing assessment of the needs of, and risks to, a child subject to the CARM process;
- Implementing, monitoring and reviewing risk management strategies so that the focus remains on improving outcomes for the child. This will include evaluating the impact of work done and/or changes within the family in order to decide whether risks have increased or decreased;
- Activating contingency plans promptly when progress is not made or circumstances deteriorate;
- Reporting to CARM review meetings on progress;
- Referring any significant changes to risk management strategies, including non-engagement of the family, to the chair of the CARM meetings;
- To determine whether meeting more frequently than monthly is both necessary and proportionate;
- Ensuring appropriate representation and engagement of key partners;
- Ensuring the minute is recorded and circulated; and
- Ensuring decisions are taken to address any obstacles to the delivery of the plan.

Where a young person is already within the Looked After process, CARM meetings would be aligned to prevent duplication.

Should a significant incident occur out with these timescales, a CARM review would be reconvened.

## **8. CARM Review Meetings**

## **8.1 CARM Chair**

The role of the Chair (IRO) at any CARM review meeting will be to direct attendees:

- To consider any further offences or incidents of concern involving the referred child or young person in the intervening period since the previous care and risk management meeting;
- To review the risk management elements of the Clacks My Plan and to identify what progress has been made, if any, as regards the implementation of agreed risk management strategies particularly with respect to interventions with the referred child or young person;
- To consider whether modifications or additions to the existing risk management strategies as encompassed in the Clacks My Plan are necessary and to ensure that the lead professional records any such changes; and,
- To evaluate progress in relation to risk reduction.
- To assess that the child or young person's behaviour is to be managed through CARM.
- To consider if other specialist services are required.
- To determine if CARM registration is still proportionate.

## **8.2 Recording of the CARM Review**

A minute will be taken of the meeting. Review of the actions will be recorded on the child's My Plan. The actions from the meeting shall be circulated within 5 working days.

## **9. CARM Links to Multi-Agency Public Protection Arrangements (MAPPA)**

When risk management strategies are in place for a child or young person charged but not yet convicted of an offence of a serious nature, it is possible that during the course of the CARM process his/her legal status will change.

As a result of a conviction in the Adult Justice system, a child or young person under the age of 18 may become subject to multi-agency public protection arrangements (MAPPA).

It will be the responsibility of the CARM chair (IRO) to liaise with the local MAPPA Co-ordinator to agree on the most appropriate local arrangements by which to safely manage any risks presented by the child or young person, and where appropriate will agree a plan for transition from CARM to MAPPA.

For all young people aged 17 and above, Adult Justice Social Work shall be invited to attend CARM meetings pre-conviction.

## **10. Reintegration & Transition**

### **10.1 Exit planning**

In accordance with the principle of minimum intervention, every effort should be made to ensure that a child or young person is retained within the CARM process for no longer than

is absolutely necessary. The overriding objective in managing a child or young person's transition out of the CARM process to an environment with reduced supervision. Monitoring must be to ensure that there is continuity in the provision of support, advice and guidance to the child or young person.

### **10.2 Case Transfers / Accommodated Outwith Area**

When a child or young person who is being actively managed through CARM processes moves from Clackmannanshire to another authority area, there should be direct liaison between CARM Chairs.

The receiving authority should be informed of the relevant information including legal status, risk assessments, background reports and the risk management plan.

## **11. Accountability, Performance Management and Quality Assurance**

Clackmannanshire's Child Protection Committee shall provide the governance structure for CARM procedures in Clackmannanshire.

The Child Protection Lead Officer shall include CARM statistics in their quarterly and annual reports to the Child Protection Committee. This will include the following dataset:

- Total number referrals received;
- Age;
- Gender;
- Origin of referrals;
- Number of Initial CARM meetings held;
- Number of Review CARM meetings held;
- Nature of concerning behaviour (e.g. sexual, violent or both);
- Re-offending by the child or young person in the care and risk management process (within six months of the entering the process) and
- Number of children or young people exiting the CARM process.

## **12. Staff Supervision and Support**

Both front line practitioners and their line managers working with children and young people involved in serious violent or sexual offending should:

- Be appropriately qualified and experienced for the role they are required to undertake
- Have access to training to support their role and which enhances their skills
- Have regular supervision (1:1 and group)
- Have access to appropriate support mechanisms
- Have access to counselling if required

More information on the CYCJ Managing Risk of Serious Harm Procedure can be found [here](#).

## Care and Risk Management (CARM) Process

