

**Location Risk Assessment**

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| **Placement** | Park Road | **Lead Local Authority** | Wolverhampton |
| **Risk Assessor** | Lee Smith | **Date of Assessment** | April 2019 |

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| **Key Placement Information** | |
| **Address** | 22 Park Road West, West Park, Wolverhampton, West Midlands, WV1 4PN |
| **Telephone** | 01902 854259 |
| **Registered Manager** | Edleen Mathodze |
| **Nominated Individual** | Beverly Cyrus |
| **CQC Reference** | 1-6809185747 |

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| **Key Local Area Professionals: the following are key stakeholders in maintaining the safety of the placement within the local area:** | |
| **Police** | Local Station: Wolverhampton St Peters, Park & Graiseley;  Local Policing Team: Sgt Simon Bott; PC Michelle Churm; PC Adrian Chandler; PC Helen Mountford; PC Christopher Seymour; PCSO Matthew Pilsbury; PCSO Stella Stewart; PCSO Rebecca D’Cruz  T: 101; E: [stpeterspark@west-midlands.pnn.police.uk](mailto:stpeterspark@west-midlands.pnn.police.uk) |
| **Local Authority** | LADO: Paul Cooper, T: 01902 555392; out of hours 01902 552999; for Positions of Trust referrals 01902 550661; email [paul.cooper@wolverhampton.gcsx.gov.uk](mailto:paul.cooper@wolverhampton.gcsx.gov.uk) |
| **CQC Lead Inspector** | TBA |

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**Introduction**

From April 2014 all providers of children’s residential care services are required to conduct a local area risk assessment, reviewed annually, which examines the potential concerns or risks associated with the area on the young people within the placement (Children’s Homes and Looked After Children (Miscellaneous Amendments) (England) Regulations 2015). This is the local area assessment for Park Road placement in Wolverhampton.

***Method***

We have divided the assessment into two sections: Section 1, assessing and managing the risks associated with the immediate physical area; and Section 2, assessing and managing the risks associated with the wider, social and demographic aspects of the area. This includes social, educational, health, crime and disorder, and the accessibility of Key Local Resources, which we have strated to source and list under each area. We expect these resources to grow as the placement becomes established and further links are made.

***Risk Management Process***

The main body of this document is a discussion of the specific potential factors within each area, along with a comprehensive examination of their assessment and management. Wherever applicable, references to the sources of information that informs data or supports best evidence for management are given. Following the discussion, Cove’s risk assessment proforma, that sets out the full numerical rating of each specific risk factor, is given.

As this assessment has been written during the early commissioning phase of the placement, it is based on early observations, research, and discussions with some stakeholders and local agencies. We have also reached out to several relevant stakeholder agencies, including the police in Wolverhampton; the Local Authority Designated Officer (LADO); the Safeguarding Team at Wolverhampton; CAMHS; CMHT; the local Clinical Commissioning Group; and the local Youth Offending Team (see Appendix 1 for a full list of stakeholder contacts and the status of their responses). We have also extensively researched the geography of the local area, by scoping the potential factors in interviews with staff and young people (both groups have individuals with good local knowledge). We have examined demographic statistics in social factors, crime and disorder, social and data, health and education (Health Profile 2009; Lsc 2010). We have made use of guidance from the Independent Children’s Homes Association (ICHA 2014), Ofsted (2013) and the Department for Education (DfE 2014a).

***Review***

As this is still quite a new industry development, we will be actively seeking early feedback from stakeholders, including placing authorities, to refine it further on an ongoing basis. The legislation requires an annual review but we intend to review it more frequently if new evidence / information comes to light in the interim. It seems likely we will make several early reviews to Park Road’s assessment as new links are made and information is gathered.

**Risk Assessment Section 1: Immediate Physical Area**

**Discussion**

The placement at Park Road is well situated in the quiet location of West Park, about a mile outside the City Centre. The house itself is pleasantly positioned overlooking the large, well-kept park. The park is surrounded by a quiet ring road, well-stocked with speed bumps, the road known both as ‘Park Road West’ on the West and becomes known as ‘Park Road East on the other side of the park.

The placement itself is a large, detached property, built in the early 1900s built in a traditional construction. It is approached from Wolverhampton City Centre, through an area known as ‘Chapel Ash’ from Tettenhall Road (A41) for around 200 meters, then right turn onto Connaught Road, and situated immediately on the left as merges onto Park Road West. Access for cars opens between a pair of timber gates into a concrete surfaced yard at the front of the property, where there is comfortable space for 5 cars.

The property is set in a proportionate site, of a rectangular shape around 0.25 acres and is reasonably level. Gardens to the rear of the property are simple and well-maintained, consisting mainly of lawn, and there is a useful sheded and garage area at the rear which will convert to excellent spaces for use by the young people and staff (this will be part of the Placement Development Plan; early discussions have been around converting to an education area; ‘chill-out’ area; and training.

The property has been recently extensively independently inspected for business and service development purposes. During this process it has been identified that the life span of the property, in accordance with our existing planned programme of maintenance and cyclical internal and external refurbishment, is estimated at in excess of 25 years. All essential services (gas, water, electricity, drainage) are in place; the property is fitted throughout with smoke / fire detectors, emergency lighting and regulation door fittings, in accordance with statutory requirements. All hot water outlets are fitted with valves to regulate water temperature. The Environment Agency does not identify the property to be at any risk of flooding.

There is one immediate neighbour to the north, a friendly lady with no other residents. To the south is a church. Early relationships with these residences are convivial; and invites to open days and meeting the management and staff are planned in the early commissioning and development of the placement.

The overall ecology of the local area can be seen as compatible with the positioning of a residential home in many ways. It is in a quiet residential area, but has the vibrancy of Wolverhampton within easy reach. There is no significant criminal activity in the immediate area, although as the police indicate in their reports to us there is the potential for violence, anti-social behaviour, alcohol or substance misuse familiar to many town centres presently in the nearby City Centre. We should also acknowledge the risks associated with this should a resident from the placement have authorised or unauthorised access to the centre. Other reachable ‘hot spots’ include an area known as Whitmore Reans, which is around a mile or so away directly across the park, or slightly further accessed via the ring road. This area has statistically slightly higher substance misuse and anti-social behaviour figures, although in many other ways is quite a quiet, multi-cultural area. The ‘smalltown’ infrastructures of Chapel Ash, Whitmore Reans and slightly further afield, Compton and Tettenhall, allows young people many opportunities to engage in community life with the support of staff, and this has often proven safely scaled-down for some young people from larger city locations, requiring less environmental hazards due to their needs; or of a manageable size for those young people who may have been isolated from communities for sustained periods of time, i.e. after a hospital admission.

**Immediate Physical Area: Risk Factors**

The following have been identified as Immediate Risk Physical Area potential Risk Factors (for full numerical assessment see Proforma on p 15):

**1. West Park**

This is a well-known and nationally-aclaimed Victorian Municipal Park, established in 1879. There are many factors that promote this large, well-kept area as a positive feature for the placements location rather than a risk, including a very picturesque outlook, and resources such as tennis courts, boating lake, picnic facilities, café and children’s play areas. A ‘Parkrun’ (5k run) event is held there ever Saturday morning, and several local walking and running clubs hold events and train here. The Wolverhampton City Marathon starts and finishes on Park Road East. However, the risks associated with it as a potential route for young people running away should be highlighted. Other aspects that one might associate with parks, e.g. youths gathering, substances and anti-social behaviour, are not really associated locally with West Park. It is well-staffed and marshalled, and reports of disturbances are very few.

West Park has a rough circular shape, surrounded by the quiet ring road, and has 12 gates spaced around its circumference leading into the park. On the internal aspect the park itself has a pathway that also circles the park space (about 1 mile in circumference) and from this many paths head inwards to the various areas and amenities within the park. The park is about 1000 meters across at it widest point. As a park established for almost 150 years, it has an abundance of green spaces, many large trees and bushes. This layout would have clear opportunities for a resident ‘losing’ a member of staff whilst on a walk; or for running directly from the door into the park via the nearset gate (about 100m south along the ring road).

In terms of management, the issue of running away is managed generally through 1:1 staff care and support and the range of measures we have in placement which minimises this risk, including window restrictors in resident areas and night time support through night wake and sleep-in staff. Furthermore, if a resident is identified as a high risk of going missing and getting placed in highly vulnerable situations (i.e. Child Sexual Exploitation, CSE) we would likely not agree admission, or if other issues suggest admission is indicated, would work closely with the local authority in establishing a specific CSE risk assessment and management plan for that resident. Finally, a familiarisation of the park and local area generally should be included in all new members of staff key induction to the placement which would assist them in attempting to locate a resident in the event of this route being used as a running away attempt.

Staff are also aware of the higher risks associated with the opening times of the parks, after which all gates are locked, and fences inaccessible, reducing the specific risks of access to minimal. Park closing times are: May – August, 10:00pm; Sept – October, 8:45pm; October – November, 7:30pm; November – February, 5:00pm; February – April, 7:30pm. In the event of a resident running away after these closing times access to the park is highly unlikely.

**2. Risks associated with adjacent local areas: City Centre, Whitmore Reans, Chapel Ash**

As discussed above, Wolverhampton has a busy centre with many pubs together within the location, several night clubs, a university, several takeaways and 2 popular theatres. At weekends the city is busy, and while the local police figures and statistics report typical drug, alcohol and antisocial issues. Similar issues are potentials within Whitmore Reans to the north along the ring road or directly across the park; and also in Chapel Ash, accessed to the south along the ring road and as the A41 enters town. The risks are exacerbated not just for young people actively seeking out, say, drugs or alcohol, but also through raised vulnerability through the potential of a resident coming to some harm if unaccompanied by staff late at night in the area.

Management of these risks is as indicated above (a), and also to provide a familiarisation of the area for all new staff.

**3. Proximity of railway station as means of unauthorised exit.**

The railway station in Wolverhampton is a 30 minute minute walk from the placement, accessed by turning out of the placement south, either turning immediately right after the church along Connaught Road, then left onto Tettenhall Road; or straight south along the ring road, straight past the park along Summerfield Road, crossing Bath Road and then straight through Chapel Ash, across the roundabout and into the city; when the railway station is straight across town for a further 15 minutes and is clearly signposted. We highlight this risk in terms of the proximity of the station and the high likelihood of it being utilised by any resident with planned running away as a risk factor.

Management of this is as indicated above, and also to provide a familiarisation of the area for all new staff. We have also installed links for the train station:

<https://www.thetrainline.com/stations/wolverhampton>

for quick access to the stations’ train times in the event that this is required for an emergency search. Finally, we have reviewed our local placement policy for the management of missing children in line with local area and national guidance.

**4. Busy Road Network**

The placement itself is a large, detached property, built in the early 1900s built in a traditional construction. It is approached from Wolverhampton City Centre, through an area known as ‘Chapel Ash’ from Tettenhall Road (A41) for around 200 meters, then right turn onto Connaught Road, and situated immediately on the left as merges onto Park Road West.

Park Road is approached by several main and busy roads which should be taken into account in this assessment. Specifically, it is approached from Wolverhampton City Centre, through an area known as ‘Chapel Ash’ from Tettenhall Road (A41) for around 200 meters, then right turn onto Connaught Road, and situated immediately on the left as merges onto Park Road West. Straight up north past Connaught Road the A41 heads directly through to the outskirts of Wolverhampton, through sought-after residential areas known as (in order) Compton, Tettenhall and the Wergs before several other more rural locations take you directly to the M54, a full 16 miles from the placement. While this is unlikely to be reached on foot, the proximity should be noted.

Nearer to the placement, straight across West Park Wolverhampton Football Club’s stadium (Molyneux) is located, around a mile away. The immediate area – including Park Road itself and all adjoining streets – are used extensively on match days for parking and therefore trafiic – both vehicle and pedestrian – are usually quite heavy.

**Risk Assessment Section 2: Social & Demographic Factors**

**Discussion**

Quite comprehensive research has been conducted into the local area’s socio-demographic factors and these can be found in Appendix i. The following are the key factors that arise and the risks identified from this data.

**Risk Factors:**

**1. Health**

1. **Young People General Health**

Key local factors include slightly elevated levels from national figures of illness and death occurring from alcohol, substances, lung cancer and suicide. Regarding ensuring that the young people’s complex medical needs are met, Cove as a company has qualified nurses at a senior level who oversee each resident’s health plan and needs. We also have in place a service-level agreement with Lloyds Pharmacy locally, who provide all our dispensing needs with a well-organised and structured approach. All administration records are clearly recorded by Lloyds, minimizing the likelihood of error. The equipment we have for storage and administering is supplied through Lloyds and is of good quality; and Lloyds also supply all staff’s medication competency training, and the audit of the placements medication system.

**Key Local Resources:**

GP: The Newbridge Surgery, 255 Tettenhall Road, Wolverhampton WV6 0DE, Tel 01902 751420

Dentist: Parkside Dental, 7 Park Road West, Wolverhampton WV1 4PS, 01902 421291

Hospital: New Cross, Wolverhampton Road, Heath Town, Wolverhampton WV10 0QP, Tel 01902 307999

1. **Staff Health & Employment**

While there are some areas of concern in the local trends, the company uses Citation, a specialist provider of Health & Safety and Employment Law policies and training which, in effect, is our Health & Safety and HR ‘department’. This provision ensures best practice and legally sound measures and policies and procedures for all staff.

The placement has a comprehensive induction and in-house training program which includes the mandatory attainment of the Level 3 Diploma, in line with statutory requirements and exceeding the local adult levels of achievement.

**Key Local Resources:**

HR: Cove Care: 16 Waterloo Road, Wolverhampton WV1 4BL

1. **Young People Mental Health**

Local suicide levels are slightly elevated from the national picture, which is the key statistic in this area when examing local trends. The placement is a registered provider of residential care for young people with emotional, behavioural and mental health difficulties. The senior management team have a range of specialist qualifications and extensive experience in mental health, including Registered Mental Health Nurses, MSc Psychotherapy, provision of specialist therapeutic interventions e.g. Cognitive Behavior Therapy (CBT) or Eye Movement Desensitization and Reprocessing (EMDR), the best-evidence approach for working with young people with trauma-related difficulties (Spector & Read, 1999). Furthermore, all staff have Mental Health First Aid (for children and adults) training, delivered annually by in-house registered trainers, which provides excellent front-line skills in working in face-to-face contexts with young people experiencing distressing symptoms. Also, Young Minds has awarded Cove Care a ‘Mental Health Champion’ award for its services within the sector.

Our specialist mental health provision and expertise ensure that the shortfalls and delays in accessing CAMHS or CMHT’s locally are not a significant problem at the placement. Much of the assessment, monitoring and intervention work can be completed with the specialist professionals in-house, and our knowledge and experience ensures quality communication between agencies. We have had extensive experience of working with young people having been subject to detention under the Mental Health Act 1983 and subsequently subject to section 117 (After Care), and are comfortable and confident in operating within this multi-agency network.

If issues such as substance or alcohol misuse become apparent within the placement, each resident has a key worker at placement who can provide in-house monitoring and support of these issues and to help them identify potential resources to obtain relevant help. Furthermore, all young people at the placement will receive a Resident’s Guide on admission with a comprehensive list of local contacts (many of these are listed below) for specialist health services, i.e. substance misuse, sexual health etc. This ensures that the young people can access external agencies for their health in confidence without having to raise these sensitive issues with the staff.

**Key Local Resources:**

CAMHS: Wolverhampton CAMHS Child & Family Service, Gem Centre, Neachells Lane, Wolverhampton WV11 3PG, 01902 444021

CMHT: 300 Dunstall Road, Whitmore Reans, WV6 0NZ, tel 01902 553446

Early Intervention Team: Whitburn Avenue, Pendeford, Wolverhampton WV9 5NJ; Service Manager Lisa Hill

**2. Resident Educaton, Learning & Development**

The local picture of educational attainment and needs is broadly in line with national figures, with some notable shortfalls (see Appendix).

Finally, the placement has a contract with Next Steps, who provide several of our in-house staff with ‘train-the-trainer’ level training for the delivery of AQA certified skills training for the young people. This innovation has been introduced from the start of this calendar year and has proven highly successful with the young people, who can work on skills depending on their needs. The AQA structure can ensure that young people attend to various aspects of the practical and vocational independent living skills, and essential part of their development as they progress through adolescence. Maintaining safety can be covered in a range of modules, e.g. making use of public transport; healthy eating and lifestyle choices, etc.

**Key Local Resources:**

West Park Primary, Devon Road, Whitmore Reans, Wolverhampton WV1 4BE, 01902 558238

East Park Primary, Hollington Road, Wolverhampton 01902 558899

St Matthias School, Deans Road, Wolverhampton, WV1 2BH, 01902 556400

City of Wolverhampton College, Paget Road, Wolverhampton WV6 0DU, Tel 01902 836000

**3. Crime & Disorder**

These officers are occasional visitors to the placement either if a resident requires some level of contact due to their behaviour, or on an informal ‘friendly’ level. The senior management team at Cove (and the current registered manager of the placement) has a post graduate qualification and extensive experience in Child Forensic Practice (Psychology & Law), and contributes to case work in this area on a staff development and supervisory level, or directly with young people if these needs are prevalent. The placement has a clear policy on managing actual or potential criminality from the young people whilst in placement, and will avoid ‘criminalising’ young people if there is a more restorative solution or Positive Behavioural Strategy (PBS: see below) approach. For most young people, this is an excellent strategy for avoiding unnecessary disposals into the criminal justice system. However, we are also aware that, for some young people, their behaviours are at such a level that this strategy can be unhelpful, and a management plan that includes appropriate reporting through proper channels of specific behaviours is put in place.

**Key Local Resources:**

Local Police Station: Wolverhampton Central, St Peters, Park & Graisley, Tel: 101, Email [stpeterspark@west-midlands.pnn.police.uk](mailto:stpeterspark@west-midlands.pnn.police.uk); Sgt Simon Bott

Youth Offending Team: Beckminster House, Birches Barn Road, Wolverhampton WV3 7BJ, 01902 553722; Head of YOT Sally Nash

**4. Child Sexual Exploitation (CSE)**

As discussed above, the senior management training profile includes PG Diploma Child Forensic Practice (Psychology & Law) which significantly supports this area of practice and, while the placement does not identify as a specialist CSE service, it has done much work recently under the supervision of this practitioner in establishing a comprehensive CSE policy and risk assessment proforma. This gives us the confidence that in certain circumstances we would consider, in full consultation with the local authority and in consideration of the impact risk assessment, working with young people with these needs if these conditions are met.

**5. Local Resources**

It is well recorded in the literature that children’s homes that operate independently from the local community, the spread of resources and the amenities available are at risk of alienating the young people they care for, reducing their outcomes and risking the residential experience of the child becoming potentially isolated and unfulfilled. The potential impacts of this are difficult to quantify in terms of statistics or demographics, but undoubtedly are present, hidden or overtly, in the health, education and all other categories listed above. We feel the potential risk likelihood and severity of this area should be listed in its own right, attempts made to quantify it for individual children and it is the job of a good manager to provide integration for each resident in line with skilled, dynamic risk assessments that promote the child’s growth and development, and we have included it as a separate area in this assessment.

This category will be examined regularly to monitor the local resources available to the placement, and the extent to which the placement is utilising them safely, to reduce these risks. The list of resources can be found in Appendix 3.

**Conclusion**

This concludes our initial local area risk assessment for Park Road, Wolverhampton. We have conducted this assessment by gathering a body of information available locally through local agencies and national databases; have consulted with external key stakeholder groups, staff and young people.

An issue that has been raised (see in Stothart’s article, 2014) is that, as a newly implemented requirement, children’s residential providers have ‘all the responsibility and no authority to get the information they need to meet the requirements made of them’. While this has been a useful exercise for us to compile, and is undoubtedly a crucial project in scrutinising all aspects of the local area, it’s limitations should be acknowledged in the absence of in-depth contributions from other agencies.

The main findings for Park Road are that the immediate physical location has many advantages for placing young people, i.e. the location and therapeutic nature of the park-front setting, the balance between it’s quiet, residential positioning and it’s proximity to cities both locally and further afield, and it’s emphasis on physical space, therapeutic containment and mental health specialisation.

The main areas for attention and provision of risk management strategies include the potential for young people running away, especially using the proximity of the park, and proximity of various ‘hotspots’, the proximity of the city and train station to effect these incidents, and the vulnerabilities young people may experience within the local city centre areas. A comprehensive Resident Missing Policy, based on the West Mercia Constabulary Protocol (2011), is the central measure to prevent this factor, along with comprehensive internal risk assessments and management planning strategies and good levels of staff care and support at all times.

In terms of the wider social and demographic factors in the area, we are discussing these factors with local stakeholders and we have examined the local area statistics within health, education and crime and disorder and (with the exception of CSE), there are no alarming trends that require particular attention. Our in-house resources of qualified nurses and specialist staff training; and joined up working with Lloyds Pharmacy, NT&AS, and Next Steps AQA, provide for a satisfactory management of external local trends not impacting adversely on our provision of the health and education of the young people in our service.

The legislation requires this assessment to be reviewed annually, although we will actively obtain early feedback and review when necessary, or in the event of a significant change either within the local area or within the placement. This is a new industry requirement and we will monitor this feedback and any further guidance issued to ensure we are establishing best practice.

**Lee Smith**

**Director, Cove Care**

**4/4/19**

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| **Placement** | Park Road | **Lead Local Authority** | Wolverhampton |
| **Risk Assessor** | Lee Smith | **Date of Assessment** | April 2019 |

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| **Section 1: Immediate Physical Area** |

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| **Hazard & Source** | **Risk to Resident / Others / Property** | **Risk Severity** | **Risk Probability** | **Risk Score (see Table 1 for scoring)** |
| 1. Young people running away via park footpaths / cycle paths | i. Risk of young people losing staff in network of secluded paths and accessing adjacent hotspots / train station | 4 | 2 | 8 |
| 2. Local areas, especially City Centre, Whitmore Reans, Chapel Ash | i. Risk of resident attempting to obtain alcohol / source drugs from high street bars / local youths | 3 | 2 | 6 |
| 3. Proximity of railway station | i. Risk of resident losing staff and boarding train as a means of unauthorised exit | 3 | 3 | 9 |
| 4. Busy main road network | i. Risk of resident / staff coming to harm either by misadventure or otherwise on busy roads | 3 | 2 | 6 |

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| **Risk Management Plan: Section 1: Immediate Physical Area** |

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| **Risk Measures Already In Place** | **Remaining Risk** | **Additional Risk Measures Needed** | **Actions Taken** |
| 1.   * All young people have 1:1 care and support which offers good levels of containment * Staff have good awareness of local area | Unpredictable escape via park | To ensure all staff have familiarisaion of park, pathways and train stations: closing times to be displayed, e-link to train station on office desktop | Induction in place. |
| 2.   * As both above points | Unpredictable escape to centre. | All staff to have familiarisation of City, Whitmore Reans and Chapel Ash | Induction in place. |
| 3.   * As both above points | Unpredictable escape via train stations. | All staff to have familiarisation of station location and platforms. | Induction in place.  NB useful link for train station:  <https://www.thetrainline.com/stations/wolverhampton> |
| 4.   * As both above points | Unpredictable escape / access to busy road | All staff to have familiarisation of immediate road network | Induction in place. |

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| **Section 2: Social & Demographic Factors** |

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| **Hazard & Source** | **Risk to Resident / Others / Property** | **Risk Severity** | **Risk Probability** | **Risk Score (see Table 1 for scoring)** |
| 1.a. Young people’s health | Lifestyle and local factors impacting adversely on young people in placement | 3 | 3 | 9 |
| 1.b. Staff health & employment | Lifestyle and local factors impacting adversely on staff group | 3 | 3 | 9 |
| 1.c. Young people’s mental health | Combination of local factors and speciality of placement may lead to high risk of mental health problems for young people in placement | 4 | 3 | 12 |
| 2. Resident’s learning and development | Combination of local factors and nature of admitted young people may heighten risk of learning and development deficits | 3 | 3 | 9 |
| 3. Crime and disorder | Combination of local factors and speciality of placement may lead to higher risk of young people in placement engaging in crime | 3 | 3 | 9 |
| 4. Child Sexual Exploitation (CSE) | Combination of local factors and speciality of placement may lead to higher risk of CSE | 4 | 3 | 12 |
| 5. Local resources | Young people may become isolated within residential setting and detached from local area resources, adversely impacting on development | 3 | 3 | 9 |

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| **Risk Management Plan: Section 2: Social & Demographic Factors** |

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| **Risk Measures Already In Place** | **Remaining Risk** | **Additional Risk Measures Needed** | **Actions Taken / Date** |
| 1a.   * GP registration * Qualified nurses in SMT in placement * Lloyds pharmacy service-level agreement | New Lloyds system recently implemented | Lloyds training programs to be completed by all staff and compliment in house training | In house training TBA |
| 1b.   * RM to monitor sickness / absence levels * Return to work interviews in place * Exit interviews in place * Citations service-level agreement * In-house induction and training program | Staff training to be continuously assessed that meeting service needs | Training Needs Assessment to be completed | All measures in place in company to be applied to Park Road |
| 1c.   * CQC registered specialist placement * Young Minds award ‘Mental Health Champion’ * Mental health qualifications of senior and management staff * Mental health 1st Aid qualifications all front-line staff * YP Guide contains important mental health contact information | Higher level of front-line training may indicate ‘Outstanding’ practice | Senior Management to consider additional higher level training | RM to monitor: Ongoing |
| 2.   * Next Steps AQA service-level agreement in place * Good knowledge and use of local area resources in place | RM to monitor efficacy of NT&AS and Next Steps provision | SMT to regularly consider efficacy and suitability of provisions | RM to monitor: Ongoing |
| 3.   * Police liaison officers in place and familiar with placement and young people * RM / SMT specialist experience and Child Forensic Practitioner qualification * Comprehensive PBS system in place * Clear policy in place for YP admission criteria not including high risk of offending | Young people may require higher levels of support  Lack of YP information on referral / admission | Review relationship with police liaison officers regularly through meetings  Emergency internal transfer policy in place if particular YP has unmet offending needs | All company measures in place to be applied to Partk Road when operational  Meetings to be arranged with police: ongoing  Impact assessment to consider offending risks prior to all admissions: ongoing |
| 4.   * RM / SMT specialist experience and Child Forensic Practitioner qualification * Good guidance and policy in place for CSE * Clear policy in place for YP admission criteria not including high risk of CSE | Young people may require higher levels of support  Lack of YP information on referral / admission | Emergency internal transfer policy in place if particular YP has unmet CSE needs | Impact assessment to consider CSE risks prior to all admissions: ongoing |
| 5.   * Good awareness of local resources including social, activity, local authority, health and substances agencies * YP guide contains list for YPs to use discretely * Good use of PBS in tandem with local resources | Particular YPs may become isolated due to their mental health / developmental needs and not access local area resources | RM to explore any agencies that provide in-reach in event of this occurrence | RM to monitor: ongoing |