

**Location Risk Assessment**

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| **Placement**  | Avenue House | **Lead Local Authority** | Worcestershire County Council |
| **Risk Assessor** | Bev Cyrus / Lee Smith / Heidi Pierce Sarah-Jayne Garbett | **Date of Assessment** | Completed August 2014; Reviewed August 2015Aug 2016May 17May 18April 19 |

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| **Key Placement Information** |
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| **Responsible Individual**  | Rachel Oliver  |
| **Ofsted SCN** | SC403789 |

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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**  | Station: Habberley Road, KidderminsterGreenhill Team:Inspector Jake Wright 1000Sergeant Neil Jarvis 22083Police Constable Andrew Forbes 220517PCSO Niall Ryland 226472PCSO Rebecca Jones40352PCSO Mathew Newey 40379 |
| **Local Authority**  | Worcestershire Children and Families Team: Fred Whiston, Children & Families Team Manager, 01527 579824Safeguarding Team: Susan Haddon, SGB Manager, 01905 843316; shaddon@worcestershire.gov.uk  |
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**Contents**

**Introduction**

 ***Method* p3**

 ***Risk Management Process* p3**

***Review* p3**

**Kidderminster: Location Background p4**

**Risk Assessment Section 1: Immediate Physical Area p3**

 ***Discussion* p3**

***Risk Factors:***

1. ***Risks Associated with Annexe* p6**
2. ***Risk of Accidental / Deliberate Harm from***

***Proximal Main Roads, Canal Network Local***

***Parks & Subway Network* p6**

1. ***Surrounding Area of ‘Horsefair’* p7**
2. ***Train Station* p7**
3. ***Local Pubs & Clubs* p8**

**Risk Assessment Section 2:Social / Demographic Factors p8**

 ***Discussion***

 ***General Demographic Data* p8**

***Health* p9**

***Education* p10**

***Crime and Disorder* p10**

***Child Sexual Exploitation (CSE)* p11**

***Risk Factors:***

1. ***Young Person General Health* p12**
2. ***Staff Health & Employment* p12**
3. ***Young Person Mental Health* p12**
4. ***Young Person Learning & Development* p13**
5. ***Crime & Disorder* p13**
6. ***Child Sexual Exploitation (CSE)* p14**
7. ***Knowledge & Use of Local Resources and Positive Behavioural Strategies (PBS’s)* p14**

**Conclusion p18**

**Cove Care Risk Assessment Rating p20**

**References p24**

**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 2013, Regulation 31). This is the local area assessment for Avenue House placement, Greenhills, Kidderminster, reviewed in April 2019.

***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 local resources.

In conducting this assessment we have 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 also examined data and existing reports from Worcestershire around the particular risk areas of young people going missing and being at risk of particular exploitative factors whilst missing. We have made use of guidance from the Independent Children’s Homes Association (ICHA 2014), Ofsted (2013) and the Department for Education (DfE 2014a); and we have also sought the views of key local area professionals including the police, safeguarding and the health authority.

Cove has also commissioned a comprehensive independent surveillance exercise of all its placements and has used data from this report, particularly various local area searches, within the body of this assessment.

***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 can be found on p 20-23.

***Review***

As this is a new industry development, we will be actively seeking early feedback from stakeholders, including placing authorities and Ofsted, 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.

**Kidderminster: Location Background**

Kidderminster is situated in the Wyre Forest district of the county of Worcestershire. It has traditionally been associated with industry, manufacturing and retail sectors, historically carpet manufacturing was a significant industry in the area and remnants of this remains to the present day, with several major carpet suppliers and a museum dedicated to carpet manufacturing in the town.

The placement is located approximately 17 miles (27 km) south-west of [Birmingham](http://en.wikipedia.org/wiki/Birmingham) City Centre; approximately 15 miles (24 km) north of [Worcester](http://en.wikipedia.org/wiki/Worcester) City Centre and 16 miles from Wolverhampton City Centre. The 2011 [census](http://en.wikipedia.org/wiki/Census) recorded a population of 55,530 in the town.

Kidderminster has good transport links. Two railway stations in the town share the same approach road and are located less than fifty metres apart. The main [Network Rail](http://en.wikipedia.org/wiki/Network_Rail) station operated by London Midland is [Kidderminster](http://en.wikipedia.org/wiki/Kidderminster_railway_station), from where trains run to [Birmingham](http://en.wikipedia.org/wiki/Birmingham), [Worcester](http://en.wikipedia.org/wiki/Worcester) and London. The other station, [Kidderminster Town](http://en.wikipedia.org/wiki/Kidderminster_Town_railway_station), is the terminus of the preserved Heritage Railway line, [Severn Valley Railway](http://en.wikipedia.org/wiki/Severn_Valley_Railway) from where trains run to [Bridgnorth](http://en.wikipedia.org/wiki/Bridgnorth).

Several major road routes run through the town including the [A456](http://en.wikipedia.org/wiki/A456) which runs from Birmingham to [Woofferton](http://en.wikipedia.org/wiki/Woofferton), [Shropshire](http://en.wikipedia.org/wiki/Shropshire), a few miles south of [Woofferton](http://en.wikipedia.org/wiki/Woofferton), the [A451](http://en.wikipedia.org/w/index.php?title=A451&action=edit&redlink=1) which runs from Stourbridge to [Abberley](http://en.wikipedia.org/wiki/Abberley), the [A442](http://en.wikipedia.org/wiki/A442_road) which runs from [Droitwich](http://en.wikipedia.org/wiki/Droitwich) to [Hodent](http://en.wikipedia.org/wiki/Hodent), [Shropshire](http://en.wikipedia.org/wiki/Shropshire), a few miles north of [Telford](http://en.wikipedia.org/wiki/Telford), the [A449 road](http://en.wikipedia.org/wiki/A449_road) which runs from [Newport](http://en.wikipedia.org/wiki/Newport%2C_Wales) in south Wales to [Stafford](http://en.wikipedia.org/wiki/Stafford) and crosses the A456 at the Land Oak, and the [A448 road](http://en.wikipedia.org/wiki/A448_road) which starts in the town and goes to [Bromsgrove](http://en.wikipedia.org/wiki/Bromsgrove). A major change in the town centre road infrastructure was the construction of the ring road in the 1970s and 1980s, which relieved the town's growing congestion problem. Unusually, the final phase of the ring road was never completed which results in it having a ring road that does not form a complete ring.

There are direct bus links with towns including [Worcester](http://en.wikipedia.org/wiki/Worcester), [Halesowen](http://en.wikipedia.org/wiki/Halesowen), [Bewdley](http://en.wikipedia.org/wiki/Bewdley), [Stourport](http://en.wikipedia.org/wiki/Stourport-on-Severn), [Bridgnorth](http://en.wikipedia.org/wiki/Bridgnorth), [Bromsgrove](http://en.wikipedia.org/wiki/Bromsgrove) and [Redditch](http://en.wikipedia.org/wiki/Redditch). The majority of the services in Kidderminster are operated by [Diamond Bus](http://en.wikipedia.org/wiki/Diamond_Bus) (previously [First Midland Red](http://en.wikipedia.org/wiki/First_Midland_Red)), with the rest operated by Whittle's.

The Staffordshire and Worcestershire Canal passes through the town.

With the opening of the commercial retail area of "Weaver's Wharf" in March 2004, the town centre area had been substantially redeveloped. Shops include [TK Maxx](http://en.wikipedia.org/wiki/TK_Maxx), [Next](http://en.wikipedia.org/wiki/Next_%28retailer%29),Th Baker [Marks and Spencer](http://en.wikipedia.org/wiki/Marks_and_Spencer), [SportsDirect.com](http://en.wikipedia.org/wiki/SportsDirect.com), [DW Sports Fitness](http://en.wikipedia.org/wiki/JJB_Sports) & [Clarks](http://en.wikipedia.org/wiki/C%26J_Clark). Eateries [Frankie & Benny's](http://en.wikipedia.org/wiki/Frankie_%26_Benny%27s), [McDonald's](http://en.wikipedia.org/wiki/McDonald%27s) and [Pizza Hut](http://en.wikipedia.org/wiki/Pizza_Hut). 'Slingfield Mill', a Grade II [listed building](http://en.wikipedia.org/wiki/Listed_building), houses a [Debenhams](http://en.wikipedia.org/wiki/Debenhams) store. There is [The Co-operative Food](http://en.wikipedia.org/wiki/The_Co-operative_Food) and a doctor's surgery on Franche Road ([A442](http://en.wikipedia.org/wiki/A442_road)) in Franche, a [Morrisons](http://en.wikipedia.org/wiki/Morrisons) on Green Street in the centre of the town, a [Sainsburys](http://en.wikipedia.org/wiki/J_Sainsbury) and [The Range](http://en.wikipedia.org/wiki/The_Range) on Carpet Trades Way near the river, and [Tesco](http://en.wikipedia.org/wiki/Tesco), [Asda](http://en.wikipedia.org/wiki/Netto_%28store%29) and [Aldi](http://en.wikipedia.org/wiki/Aldi) are in the town centre on either side of New Road.

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

**Discussion**

The placement at Avenue House is well situated in the quiet, residential area of Greenhill, Kidderminster. This area originally was residence to several wealthy landowner families, and has been developed into a quiet, suburban area over the past 200 years. Avenue House is on the corner of Birmingham Road and Roden Avenue, amongst a neighbourhood of detached and semi-detached Victorian residences.

In terms of the environmental and ground conditions, the following conditions have been assessed by independent surveyors during a recent (August 2014) extensive report. All local checks and searches evidence that appropriate planning permission is in place. Independent surveillance estimates that the property has a remaining lifespan of in excess of 25 years. Statutory fire risk assessments, equipment, maintenance and drills are in place. The Environment Agency’s records indicate that the property is not within an area potentially affected by flooding. The Coal Authority records show that the property is not within an area affected by historic mining. The property is not listed and is not in a conservation area. There are no major planning proposals currently in place in the local area as evidenced within the local authority Development Plan, the adopted Core Strategy (2010); Site Allocations and Policies Local Plan (2013) and Kidderminster Central Area Action Plan (2013).

Avenue House has been operational from 2010 and is now well-established in the area. It is detached and set back in a sizeable driveway, with one neighbour adjacent to the driveway and none immediately to the other sides. This neighbour has a convivial relationship with the placement, staff and young people. Running from the main driveway is Roden Avenue, a quiet suburban road with similar residences situated. The lesser used front entrance is around the other side of the property, leading through a gateway onto the main Birmingham Road.

Avenue House has a main residence, with four registered beds and a sleeping area; and a separate annexe area, which can be used. The annexe is physically connected to, although locked off and separate from, the main residence, and consists of a bedroom, kitchen/living area, and bathroom and toilet. The annex has multi-purpose use, either as an area to facilitate young people’s independence, or alternatively to offer more individualized 1 or 2:1 care and support. The nature of this provision is discussed with the young person’s Social Worker and carefully risk assessed and care planned in every case.

The overall ecology of the local area can be seen as compatible with the positioning of a children’s home in many ways. It is in a quiet area, but has the proximity of Kidderminster as a shopping and leisure hub within walking distance. There is no significant criminal activity in the area, although as the police indicate in their reports to us there is the potential for alcohol or substance misuse familiar to many town centres presently, and we should acknowledge the risks associated with this should a young person from the placement have authorised or unauthorised access to the centre. The average age of the residents in Greenhills is perhaps higher than in many inner-city areas, but this should be contrasted with the lack of opportunity to engage in many of the risk-related behaviours that many of the young people have difficulties with. Avenue House is in a tranquil suburban avenue away from the centre, which has proven therapeutic for many young people over the past few years. As a large, spacious Georgian detached it has excellent use of space and light. The ‘smalltown’ infrastructure of Kidderminster 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.

**Risk Factors**

The following have been identified as Immediate Risk Physical Area potential Risk Factors (for full numerical assessment see Proforma on p 20):

1. **Risks associated with the Annexe area**

Used as a separate, 1:1 area, either for young people requiring close levels of intensive care, or indeed for those moving towards independence, used with minimum 1:1 support there are no risks associated with this facility. However, we include it as a potential ‘local’ risk in the less likely associated independent or supported lodgings use, when staff support levels might be agreed as reduced and the young person’s care plan might indicate several hours per day of staff supervision is sufficient, and long spells of time where a young person is self-caring. In these circumstances, the Annexe is potentially at risk from unplanned visitors, either at the unauthorised invite of the young person or from those taking advantage of any lapses in security the young person might make (doors / windows left open, for e.g.). The young person, also, would have more access to (and therefore be subjected to potential risks from) the local area, in excess of those involving young people benefiting from full staff support, as listed below.

The management of this risk will be informed by the company policy we have in place which provides comprehensive guidelines around the use of the area and the role of the staff in risk management. This includes carefully assessing the needs of the young people who are placed in the Annexe, and clearly include potential risks to and from the local community. There should be an additional ‘Supported Living’ risk assessment in addition to the Generic Risk Assessments done routinely at Cove, which will inform a comprehensive ‘Supported Living Care Plan’ which will clearly outline the levels of care and support the young person will receive, and identify all risks along with measures taken to how these are minimised.

1. **Risks of Accidental / Deliberate Harm from Proximal Main Roads; Canal Network; Local Parks & Subway Network**

Avenue House is situated on the A456 (Birmingham) road to Birmingham. This is a very busy road and is the main entrance / exit to Kidderminster from Bromsgrove and Birmingham. The proximity of several local schools in and around this thoroughfare can cause heavy congestion at peak times. The A449 main road to Wolverhampton lies adjacent to this and is also very busy throughout the day, and the A449 / A456 crossroads is a very busy intersection at peak times.

Also, Kidderminster has a network of canals that are easily accessible by foot from Avenue House. The nearest canal is a ten minute walk down St Mary’s Ringway and can be very secluded and leads to the edge of Stourport. On this route there is an aqueduct which runs through main Kidderminster town and is known locally to be frequented by alcoholics and the homeless. There have been a number of cases of assaults and muggings along this route therefore can potentially be a risk to any young person.

In addition, there are two parks within five minutes walk of Avenue House. These are generally a positive resource for a young person, however they can also both pose potential risks. Baxter Gardens is the closest to Avenue house and has paths that can ultimately lead out to the Horsefair and also places for a young person to hide if they were to abscond. St Georges Park is further down Birmingham Road and is more open to the public eye. This park can be known for having gangs of youths sitting in the park. Substances and alcohol can not be ruled out of these activities, and a young person could potentially be influenced by this behaviour if they were to be there alone.

Finally, within walking distance of Avenue House there is a traffic island that has a subway system for pedestrians. This is located at the bottom of the Birmingham Road heading towards Kidderminster town centre. These subways are known to be secluded and a number of assaults have been reported within the past two years. This poses a potential risk to any young person who has any freetime and alternative routes should be advised. Also if a young person runs away from the placement using these routes they might also be at risk of harm from these sources.

We would generally assess these risks as moderate in likelihood and severity, although clearly this would be dependent on the specific needs and risks of young people. Our general management plan for protecting young people from deliberate or accidental harm through placing themselves at risk on the immediate main roads, form the canal or subway networks are to provide 1:1 care and support through the day; to carefully assess and manage out-of-placement activities by the young people; to skilfully assess additional risk factors dynamically (i.e. that may include mental health factors, for e.g.).

1. **Surrounding area of Horsefair**

Avenue house is situated proximal to an area locally known as the Horsefair. This area is notorious for crime and substances. This area is heavily patrolled by the local police, however there are alleged to be cafes in this area where people will go to purchase and take drugs. This is a known risk area in Kidderminster.

Again, we would generally assess these risks as moderate in likelihood and severity, with the same caveat to factor in the specific needs and risks of young people. Our general management plan for protecting young people from deliberate or accidental harm through placing themselves at risk in this local area would be the same strategies as outlined above.

1. **Train Station**

The local train station is within ten minute walking distance; this station has a high bridge and is not manned 24 hours a day. The trains run to Birmingham and Worcester frequently throughout the day and evening therefore easily accessible to any young person if they try to run away or leave the supervision of staff at the placement.

Generally, we know that young people in care generally are 3 times more likely to run away than the general population (Department for Education, 2014b). We note this risk despite having experienced few incidents of the specific risk factor. Of the few runaway incidents we have had, the young people have left the area via the main roads (see above).

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 young person areas and night time support through sleep-in staff. Furthermore, if a young person 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 young person. Finally, a familiarisation of the train station and local area should be included in all new members of staff key induction to the placement which would assist them in attempting to locate a young person in the event of this route being used as a running away attempt. We have also installed a link: (<http://www.thetrainline.com/stations/kidderminster>) for quick access to the station 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.

1. **Local Pubs and Clubs**

In the main town centre there are a number of pubs and clubs that are very busy at weekends. At weekends the centre is quite busy, and while the local police liaison officers report no significant drug issues in the area the typical issues are apparent with alcohol use. We have had several incidents of young people heading to Kidderminster and, while this has never resulted in significant difficulties or risks to the young people, the issue is again highlighted due to the potential of a young person coming to some harm if unaccompanied by staff late at night in the area.

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

**Section 2: Social / Demographic Factors**

**Discussion**

***General Demographics***

The placement is situated in Kidderminster, within the Wyre Forest district of Worcestershire. The county of Worcestershire is located in the heart of England towards the south of the West Midlands Region. The county borders Herefordshire, Shropshire, Staffordshire, the West Midlands Metropolitan Area, Warwickshire and Gloucestershire. The county has two main rivers running through it, the Severn and the Avon. To the west of the county are the Malvern Hills, and to the south-east are the Cotswolds, both designated Areas of Outstanding Natural Beauty. The north of the county borders the West Midlands conurbation (Worcestershire County Council, 2014).

Worcestershire consists of six districts, namely: Bromsgrove; Malvern Hills; Redditch; Worcester City; Wychavon; and Wyre Forest. Worcester City is the main administrative and employment centre in Worcestershire, but the county also contains the towns of Kidderminster, Redditch, Bromsgrove, Stourport-on-Severn, Malvern, Evesham and Droitwich

Spa. By area Worcestershire is largely a rural county, although around 70% of the population lives in urban areas. Wychavon and Malvern Hills are the two most rural districts.

In 2009, the population of Worcestershire was an estimated 556,500. The local authority with the most residents is Wychavon with 116,700, whilst Malvern Hills has just 74,700 residents. Kidderminster has 55,182.

The age structure in Worcestershire is rather different to both the regional and national averages, with a noticeably lower proportion of children aged 0-5, adults between 19-34 age ranges, and a notably higher percentage aged 45-plus. The most pronounced difference between the age structure in the county and that seen in the national figures is amongst young adults. The 19-34 age group in Worcestershire represents 16.4% of the total population, compared to

21.3% nationally and 20.2% regionally. This is due to high levels of out-migration from Worcestershire, especially amongst those aged 19-24 years, in favour of larger towns and cities, to access higher education or better employment prospects.

Worcestershire also has a slightly lower proportion of children aged 0-5 than the national average; since the county experiences a net gain in terms of young children due to the migration of families, this is due to there being a lower proportion of women of child-bearing age in the county, especially in the 19-34 age range.

The other noticeable difference is amongst people aged over 45, which is consistently higher in Worcestershire than either national or regional figures across all ages. People aged 45-plus in Worcestershire constitute 46.8% of the total 4 population, compared to 41.5% and 42.1% respectively in England and the West Midlands. Worcestershire therefore has an older age profile than the national average. This is due to people tending to settle in Worcestershire (and other areas that are more rural) when raising a family, or later in life, for example around retirement age.

Worcestershire, in line with national and regional patterns demonstrates a population ‘spike’ amongst those in their early 60's. This is a product of the large increase in births seen just after World War II, known as the ‘baby boom’. As these people start to move into retirement, this will have a marked impact upon the size of the working age population, whilst demand for services used by older people is likely to increase (Worcestershire County Council, 2014).

***Health***

The general health outcomes in the Wyre Forest district are reported as varying from national averages in some areas. Overall social and economic deprivation is lower than average; however a significant level of the districts children (just under 20%) are reported to live in poverty. Men and women in the district life expectancy is on par with national average (PHE, 2014a).

Some areas of child health are reported as varying to national and regional averages. For example, infant mortality rates are better than national average; child mortality rates are similar. By the time they get to year 6, 20% of children in the district are obese. Furthermore, there were 14 hospital admissions for under-18’s related to alcohol abuse in 2013. However, this rate is lower than the national average. Less children than the national average are killed in the districts road traffic accidents (PHE, 2014b).

The rate of hospital admissions as a result of deliberate self harm is slightly higher than the national average (PHE, 2014b).

1.5% of women giving birth in the district in 2012 were under 18 years, around the same as the regional average, but higher than both the national and European averages.

Some adult health outcomes also warrant attention. 22.0% of adults are classified as obese. The rate of alcohol-related hospital stays was 620, which represents 618 stays per year. The rate of self-harm hospital stays was 243.7, worse than the average for England. This represents 223 stays per year. There are more encouraging areas: the rate of smoking related deaths was 248, better than the average for England. This represents 155 deaths per year. Rates of sexually transmitted infections, people killed and seriously injured on roads are also better than average. Rates of statutory homelessness and violent crime are worse than average. The rate of long term unemployment is better than average (PHE, 2014a).

Priorities in the report include older people, the management of long-term problems, mental health and well-being, obesity and alcohol (PHE, 2014a).

Young people in the district misuse substances slightly higher than the national average, although alcohol misuse is less than average.

Significant numbers of our young people admitted to the placement arrive through the mental health framework, often directly from an in-patient unit and having been recently subject to the Mental Heath Act 1983. As a result, these young people will require the ongoing support of Child and Adolescent Mental Health Services (CAMHS). There are significant waiting lists in CAMHS teams nationally (reference) and currently at Worcestershire (PHE, 2014b).

It is known that Looked After Children generally have higher levels of medical needs, both in their general and mental health, than other children. Due to the complex needs of our young people, many of them will be admitted to the placement on sizeable quantities of medication, often neuroleptic or psychotropic and occasionally Controlled Drugs (CD’s).

The local hospital is Kidderminster Hospital & Treatment Centre, Bewdley Road, Kidderminster, DY11 6RJ, very close to the placement. The GP Practice, which all young people are registered with on admission to the placement, is at Stanmore House Surgery. Linden Avenue, Kidderminster, tel: 01562822647.

The local Child and Adolescent Mental Health Service (CAMHS) Team is based at Kidderminster Health Centre, tel: 01562 820 091, ext 212. Worcestershire CAMHS have recently developed a single point of access for referrals, and their contact is: Worcestershire CAMHS Single Point of Access, Covercroft, Colman Road, Droitwich, Worcestershire WR9 8QU, tel: 01905 681 087 (ext: 51087). SPA Email Address: WHCNHS.CAMHS-SPA@nhs.net. Additionally we liaise with Heather Grubb (LAC lead CAMHS) Bromsgrove Street, Kidderminster. DY10 1PG. 01562 820091.

Other local health agencies used routinely at the placement include: Dentist, Emergency Treatment Team, Crown House Access Centre, Kidderminster, Tel; 01562 864 949; Opticians, Specsavers, Kidderminster, tel; 01562 823 552.

***Education***

Good GCSE (i.e. A\* - C passes) results in Worcestershire are reported as lower than national average, although if we take all passes the local rate is higher. Also, numbers of young people engaged successfully in local apprenticeships is higher than national average.

Adult education is reported as lower than the national average, with less people educated to level 2.

There are many schools within the immediate (2 mile) area to the placement.

* Stourminster Special School is a mixed community special school, rated as Satisfactory by Ofsted (November 2010).
* Kidderminster College is a mixed college, rated as overall Satisfactory by Ofsted (November 2011), although Ofsted identify that it has Good outcomes for 16 year olds in work vocational courses.
* The Madinatul Uloom Al Islamiya School is an idependent Muslim school, ‘Good’ Ofsted (October 2010).
* The Sladen Cofe Middle Sxhool is a general secondary school.
* Foley Park First School is a general mixed primary school.
* Blakebrook School is a mixed urban community special school, Ofsted ‘Good’ October 2009.
* Kidderminster Pupil Referral Unit is a small, mixed PRU.
* The Habberley Pupil Referral Unit is a mixed urban PRU.

***Crime and Disorder***

Crime rates in the local areas of Redhills and Kidderminster are reported as at slightly higher levels than regional averages and averages according to similar areas nationally (see <http://www.police.uk/west-mercia/PAD14/>). These equivalents use data from different local authority Community Safety Partnerships (consisting of Police, local council, fire, health and probation services) of ‘similar’ areas in terms of demographic, economic and social factors across the UK.

Generally, anti-social behaviors and more petty theft crimes account for the majority of crimes reported in the area. Violent crime is another, less-prevalent reported feature, and criminal damage, drugs-related and vehicle-related crimes are reported occasionally.

***Child Sexual Exploitation (CSE)***

Whilst not given specific, media attention within Kidderminster, CSE, specifically the organised abuse and exploitation of young females by older males within a specific locality, is an increasing concern and recognised as a growing risk factor nationally, amongst care and health professionals, politically and legally (see Berelowitz *et al*, 2013; BBC 2014). A well-publicized significant investigation and prosecution recently in Telford & Wrekin, neighbouring Worcestershire, has received much attention, and a general understanding of this issue and how the local work has evolved might be useful in any assessment of location.

Telford & Wrekin professionals identified potential problems with CSE in 2006, specifically concerning Asian men targeting young girls. Connexions4Youth worked in a targeted way in attempting to outreach to the girls involved and this was known as the Children At Risk Through Exploitation (CATE) project. Initially CATE reported several problems in obtaining relevant disclosures from the girls who would often refuse to see, or deny, any wrong-doing. However in time relationships with CATE practitioners improved, intelligence in the activities grew and this became Operation Chalice, the West Mercia Constabulary operation that led to the successful prosecution of 9 men in December 2012.

In their Overview Report into the project, Telford & Wrekin Safeguarding Board list the following factors as key ‘learnings’ from the process (Knight, 2014):

* The development of a CSE Pathway Group which provides local prevention strategy, identify individual children and young people at CSE risk, take safeguarding action to prevent CSE activity, and to take action regarding individuals intent on engaging in CSE activity.
* The understanding, education and prevention of the ‘boyfriend’ model used by the perpetrators, which involves the preliminary use of younger males to befriend and engage the children and young females and to later introduce them to older males.
* CATE has been mainstreamed and now includes Youth Work practitioners working alongside safeguarding professionals, as this seems to have improved access to the victims.
* NewStart operationalized: this project identifies joined-up working as essential in the work around CSE. It also aims to provide more targeted preventative education in the education of families of victims around issues such as grooming; for young men in specific areas in education around attitudes towards women and sexuality; and for young girls and women in the formation of Women’s Groups in Youth Clubs and working with other organisations. Furthermore, NewStart are examining the therapeutic needs of the CSE victim group, and have started providing a comprehensive training program for professionals in the area.

**Risk Factors**

**a. Young People General Health**

Regarding ensuring that the young people’s complex medical needs are met, we have qualified nurses at a senior level who oversee each young person’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.

**b. Staff Health & Employment**

While there are some areas of concern in the local trends, the rates for staff at the placement show there has consistently been low rates of sickness, losing only 1 day in the past 6 months through absence. The staffing team has remained consistent throughout, with only 2 members of staff leaving employment in the past 6 months, and both for personal reasons rather than due to any significant performance or disciplinary issue. The placement has Return to Work interviews in place for members of staff who may have had extensive periods of time off work, and Exit Interviews to collate the views of members of staff leaving the company. Finally, 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 NVQ level 3, in line with statutory requirements and exceeding the local adult levels of achievement.

**c. Young People Mental Health**

The placement is a registered provider of residential care for young people with emotional, behavioural and mental health difficulties. It is rated ‘Good’ by Ofsted (December 2014). The senior management team and current Registered Manager have a range of specialist qualifications and extensive experience in mental health, including Registered Mental Health Nurses, Child 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 training, delivered annually by Young Minds, which provides excellent front-line skills in working in face-to-face contexts with young people experiencing distressing symptoms.

Our specialist mental health provision and expertise ensure that the shortfalls and delays in accessing CAMHS locally are not a significant problem at the placement. This situation is further boosted by the excellent working relationship the staff have with the CAMHS team, having worked with many young people jointly and achieved excellent outcomes with some complex mental health needs. 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.

No young people at Avenue House have, or have had, significant substance misuse or alcohol-related difficulties. If these become apparent, each young person 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 receive a Young Person’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.

**d. Young Person Learning & Development**

The placement uses the National Teaching and Advisory Service (NT&AS) as a co-provider of educational services for it’s young people who are currently not able to access mainstream education, i.e. after a lengthy absence or exclusion due to highly complex needs. NT&AS work with these young people often with an inclusion plan, i.e. the provision of 1:1 in-house education in the short term working towards reintegration into mainstream education. Many young people at the placement have worked highly successfully with this provision.

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.

**e. Crime & Disorder**

The local station to the placement is at Habberley Road, Kidderminster. The placements’ police liaison officers are named earlier in the report and these officers are occasional visitors to the placement either if a young person 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.

**f. 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. Indeed, the young person referred to above, transferred out of service due to anti-social behaviour and leading to the serving of the noise abatement notice, did have CSE highlighted and that aspect of our work was successful.

**g. Knowledge and Use of Local Resources and Positive Behavioural Strategies (PBS’s)**

There is a range of local resources which the young people can access as a means of engaging safely with the community and in promoting their health, emotional and physical development.

These include:

**Educational:**

* [Severn Valley Railway](http://www.svr.co.uk/), based on the site of the old goods yard next to the main line station on Comberton Hill, attracts many thousands of tourists annually.
* [Museum of Carpet](http://www.carpetmuseum.co.uk/) was opened in the Grade 2 listed Stour Vale Mill in Green Street
* Young People’s Forum
* Young People’s Support

**Activities:**

Young people at the placement can access a range of social and leisure activities in the area, including:

* Go Ape Wyre (6 miles from placement). Forest adventure playground with swings, slides and crossings. Bewdley
* The Sun Valley Canoeing Co (8 miles from placement). Canadian style canoe trips, supported, tuition and risk-assessed.
* Quasar Elite Birmingham (18 miles from placement). Laser-pistol games in maze complexes. Perfect for small groups / teams. Described ad ‘bruise free’.
* Ladene Golf Centre, Wolverhampton (18 miles from placement). Golf with child and family focus, available for 3 year olds +. Heated driving range, pitch and put, small par 3 golf course, skilled tuition / lessons.
* Adventure Island Mini Golf, Birmingham (18 miles from placement). Provides fun cross between adventure activities and golf.
* Rampz Skate Park, Cannon, 22 miles from placement. Child- and beginner friendly skateboarding, tuition given.
* Evesham Leisure Centre Climbing Wall, Evesham (24 miles from placement). 17 rope climbing wall with 50 coloured routes. Junior climbs available, ages 5 years and up.
* Oaker Wood Leisure Centre, Leominster (25 miles from placement). Offsres wide range of children’s adventure activities including Junior Quad Bike Treks through extensive picturesque woodland, Paintball for over 8s, High Rope Tree Trekking, Super Swings, Climbing, Target Shooting, Low Rope Challenge Course, Raft Buidling, Holiday Activity Days / Breaks and birthday parties available.

**Clubs / Venues:**

* Leisure Centre: Wyre Forest Glades, Bromsgrove Street, 01562 515151
* Parkwood Leisure Centre, Wlaton Rd, Kidderminster 01299 253400
* Rose Theatre, Stourbridge Road DY10, 01562 743745
* Brinton Park: DY11 6QT
* St Georges Park: DY10 2SE
* Reel Cinema: Green Street, Kidderminster DY10, 01562 747773
* Stagecoach Group Kidderminster: Habberley Road, Kidderminster DY11 5PQ, 01562 66194
* Youth Club: Kidderminster & District Youth Trust: Bromsgrove Street, Kidderminster DY10 1PF
* Duke of Edinburgh: Kidderminster College DY10 1AB, 01562 820811
* TA Volunteer Reserves: Birmingham Road, Kidderminster DY10 2BY
* Stourport Pl Army Cadets, Stourport DY13 9HD 01432 359917
* Hollywwod Bowl Birmingham: 0844 8261452
* Solihull Ice Rink, 0121 742 5561
* Access 2 Activities (A2A)

A club that organises and supports young people with disabilities to access activities within the local area. See: ican2.org.uk.

**Health / Counselling:**

* Pathways To Recovery Worcestershire

An integrated and comprehensive drug and alcohol recovery programme for adults and young people. The dedicated service for Young People is called SPACE.

Countywide in Worcestershire, with Recovery Centres in Worcester, Malvern, Kidderminster, Redditch and Evesham, tel: 08081 783 295.

[See the Pathways to Recovery page for contact details and more information](http://www.worcestershire.gov.uk/cms/drug-and-alcohol-action/help-and-support/pathways-to-recovery.aspx).

* SPACE

Worcestershire's Young People's Drug and Alcohol Service (part of Pathways to Recovery), providing information, advice and support.

 Tel: 0800 169 6064; [Space - Young People's Substance Misuse leaflet (PDF 503 KB)](http://www.worcestershire.gov.uk/cms/pdf/Pathways-WorcsSpaceYoungPeoplesLeaflet.pdf)

* Pathways to Recovery Family Project and Pressure Point Helpline

Advice, support, one to one and group work for parents, friends or siblings concerned about someone else’s drug use.

Free phone: 0800 652 96 64; [Pathways to Recovery Pressure Point leaflet (PDF 716 KB)](http://www.worcestershire.gov.uk/cms/pdf/PathwaysPressurePointA6Leaflet.pdf)

* Inside Out

Confidential advice, support and one to one sessions for young people under 19 years of age who are affected by their carer or parents' drug or alcohol use. The service that can meet young people where and when it is convenient for them. Professionals can make referrals as long as the young person knows the service is being contacted.

 Free phone: 0800 652 96 64

* Narcotics Anonymous (NA)

Narcotics Anonymous is a non-profit fellowship of recovering addicts who meet regularly to help each other stay clean.

Tel: 0300 999 1212; Email: NAHelpline@ukna.org; Website: [www.ukna.org/](http://www.ukna.org/)

* Time 4 U

Information and support for any issue for young men and women under 21 years of age. Free contraception, pregnancy testing, chlamydia screening and advice. Under 16’s welcome. No appointment needed.

Tel: 0800 783 2936; Website: [www.sexualhealth.org.uk/](http://www.sexualhealth.org.uk/)

* Message Home

If you have left home or run away and want to get a message home- no questions asked.

Tel: 01527 66036

* Redditch Nightstop

Provides emergency accommodation to young (16-25) single homeless people in the homes of volunteers and a floating support service.

Tel: 01527 66036

* Wyre Forest Nightstop

Wyre Forest Nightstop provide emergency accommodation to young (16-25) single homeless people in the homes of volunteers and a family mediation service.

Tel: 01562 820110

* Worcestershire Young Carers (part of Youth Support Services)

Supporting young carers aged 0-25 and their families.

Tel: 01299 252320; Email: youngcarers@yss.org.uk; Website: [www.yss.org.uk/](http://www.yss.org.uk/)

* Beat: Beating Eating Disorders

Provides help lines, online support and a network of UK-wide self-help groups to help adults and young people in the UK beat their eating disorders.

Tel: 08456 347650; Website: [www.b-eat.co.uk/](http://www.b-eat.co.uk/)

* Healthy Lifestyles Hub

Information on healthy eating, keeping fit, drinking in moderation, how to stop smoking, details of campaigns, detailed health information and lots more.

Tel: 01905 363909; Website: [www.worcestershire.nhs.uk/public-health/](http://www.worcestershire.nhs.uk/public-health/)

* ChildLine

A counselling service for children and young people. If you are worried about anything, it could be something big or something small - don't bottle it up. It can really help if you talk to someone.

Tel: 0800 11 11; Website: [www.childline.org.uk/](http://www.childline.org.uk/)

* Relate Young Person’s Counselling

For young people between 11 and 18 years old who are suffering as a result of parental conflict, separation or divorce, violence at home, bullying, parents who are dependent on drugs or alcohol, poor relationships or bereavement. In some cases subsidised or free sessions are available.

Tel: 01905 28051; Email: help@worcsrelate.plus.com; Website: [www.relate-worcestershire.org/](http://www.relate-worcestershire.org/)

* Early Help Hub

A first point of contact for families and young people aged 0 to 19 looking for advice and support.

Tel: 01905 822666; Email: earlyhelphub@worcestershire.gov.uk; Website: <http://www.earlyhelphub.co.uk/>

* Lesbian, Gay, Bisexual and Transgender (LGBT)

Various organisations providing support and information.

[Download the LGBT contact list for more info (PDF 101 KB)](http://www.worcestershire.gov.uk/cms/pdf/LGBT%20Contacts%20List.pdf)

* Connexions Direct

A national helpline for young people in England aged 13 to 19 years old (or up to the age of 25 with a disability), for free, confidential, non-judgemental, impartial and young-person centred information, advice and support on a range of issues including careers, education and learning.

Tel: 080 800 132 19 or Text on 07766 41 32 19; Website: [www2.cxdirect.com](https://www2.cxdirect.com/home.htm)

* Talk to Frank

Free and confidential information on illegal drugs and 'legal highs', and signposting to services

Tel: 0800 77 66 00 or Text 82111; Website: [www.talktofrank.com/](http://www.talktofrank.com/)

**Positive Behaviour Strategies (PBS)**

The placement uses PBS’s preferentially, or alongside, the application of sanctions as a consequence to negative, harmful or disruptive behaviour by a young person. This might take the form of a young person working towards a positive outcome (i.e. a beauty / pampering session) following an agreed absence of a specific harmful behaviour (i.e. going missing or self harming).

Examples of PBS’s used at the placement are:

* [West Midlands Safari Park](http://www.wmsp.co.uk/) on the Kidderminster to Bewdley Road
* Dog walking
* Horse riding Wood
* Drayton Manor Park
* Alton Towers

**Conclusion**

This concludes our 2019 review local area risk assessment for Avenue House, Kidderminster. 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. We have also used published guidance to inform the methodology and format of the assessment in this newly introduced requirement.

An issue that has been raised (see in Stothart’s article, 2014) is that, as a recently implemented requirement, children’s residential providers have ‘all the responsibility and no authority to get the information they need to meet the requirements mace of them’. While this has been a useful exercise for us to compile, and is in doubt 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 Avenue House are that the immediate physical location has many advantages for placing young people, i.e. the therapeutic nature of the setting, the balance between it’s quiet, suburban positioning and it’s proximity to town centres both locally and further afield, and it’s therapeutic functionality given it’s spacious, Georgian design, location and careful selection of it’s young person group, screening out young people with a clear risk of negative and / or disruptive impact on the placement and the local community.

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 local travel networks to the placement and the train station to effect these incidents. A comprehensive Young Person Missing Policy, based on the West Mercia Constabulary Protocol (2011), is the central measure to prevent this factor.

In terms of the wider social and demographic factors in the area, we have discussed these factors with local stakeholders and examined the local area statistics within health, education and crime and disorder and 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. Regarding CSE, it is clear that while locally there is no overt problem with this issue, that in another area of the West Midlands there recently has been, and that nationally this problem is increasingly acknowledged as a significant concern. The outcome of this case, and the available literature from the local authority and other agencies, has been referred to in this Local Area Assessment, and indicates that much good work has been done to address the problem locally and there seems to be some excellent local initiatives in place. For the placement, while we do not identify as a specialist CSE service, due to the increased recognition of the problem and the increase and prevalence, we have utilised the senior management speciality post-graduate qualification of Child Forensic Studies (Psychology & Law) to develop our policies and assessment in this area and we are confident that we could provide a good service for a young person with these needs as long as other needs, i.e. impact and disruption levels and manageability of the CSE risks, were clearly met. Good outcomes in this area have been achieved with one such young person recently.

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 / Bev Cyrus**

**Directors / Cove Care**

 **Sarah-Jayne Garbett Acting Manager / Avenue House**

**16.04.19**



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| **Local Area Risk Assessment Proforma** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Placement**  | Avenue House | **Lead Local Authority** | Wyre Forest |
| **Risk Assessor** | Lee Smith /Sarah-Jayne Garbett | **Date of Assessment** | Initial: June 2014Reviewed April 2019  |

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Hazard & Source** | **Risk to Young Person / Others / Property**  | **Risk Severity**  | **Risk Probability**  | **Risk Score (see Table 1 for scoring)** |
| a. Risks associated with the Annexe area | * Risks to young person / property of trespass / break in due to potential lack of security
* Risks to young person from community risks if unsupervised
* Risks to community if young person unsupervised engages in risk-related activities
 | 433 | 222 | 866 |
| b. Risks of Accidental / Deliberate Harm from Proximal Main Roads; Canal Network; Local Parks & Subway Network | * Risks to young person of going missing in park and exposed to local area risks
 | 3 | 2 | 6 |
| c. Surrounding area of ‘Horsefair’.  | * As above
 | 3 | 2 | 6 |
| d. Train Station | * Risk of young person using rail as means to run away
 | 3 | 3 | 9 |
| e. Local Pubs and Clubs | * Risks to young person of heading to area and exposed to local area risks
 | 3 | 2 | 6 |

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

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk Measures Already In Place** | **Remaining Risk**  | **Additional Risk Measures Needed** | **Actions Taken / Date**  |
| 1. Annexe
* Policy in place
* Comprehensive Risk Assessment for all young people
 | Lack of information to inform risk assessment | Careful liaison with all social workers prior to placement | Policy reviewed and in place. |
| 1. Roads, Canals, Parks and Subways
* Close staff supervision
* Risk and Care Plans
 | Unpredictable escape via these routes | To ensure all staff have familiarisaion of routes. | Induction in place. |
| 1. Horsefair
2. Close staff supervision

Risk and Care Plans  | Unpredictable escape to Horsefair area | All staff to have familiarisation of Horsefair. | Induction in place.  |
| 1. Train Station
2. Close staff supervision

Risk and Care Plans | Unpredictable escape via train station. | All staff to have familiarisation of station location and platforms. | Induction in place. NB useful links for Kidderminster station in event of running away: (<http://www.thetrainline.com/stations/kidderminster> |
| 1. Local Pubs & Clubs
2. Close staff supervision

Risk and Care Plans | Unpredictable escape via town centre | All staff to have familiarisation of Kidderminster centre | Induction in place. |

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Hazard & Source** | **Risk to Young Person / Others / Property**  | **Risk Severity**  | **Risk Probability**  | **Risk Score (see Table 1 for scoring)** |
| a. Young people’s health | Lifestyle and local factors impacting adversely on young people in placement | 3 | 3 | 9 |
| b. Staff health & employment | Lifestyle and local factors impacting adversely on staff group | 3 | 3 | 9 |
| 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 |
| d. Young person’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 |
| e. 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 |
| f. Child Sexual Exploitation (CSE) | Combination of local factors and speciality of placement may lead to higher risk of CSE | 4 | 3 | 12 |
| g. 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** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk Measures Already In Place** | **Remaining Risk**  | **Additional Risk Measures Needed** | **Actions Taken / Date** |
| a. * 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 | Training commenced July 2014; refreshed annually  |
| b. * RM monitors 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  | Commenced July 2014; reviewed annually  |
| c. * Ofsted 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 | TNA commenced July 2014, courses to be identified / considered as part of Placement Development Plan  |
| d. * NT&AS service-level agreement in place
* 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 |
| e. * 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 supportLack of YP information on referral / admission  | Review relationship with police liaison officers regularly through meetingsEmergency internal transfer policy in place if particular YP has unmet offending needs  | Meetings to be arranged with police: ongoing Impact assessment to consider offending risks prior to all admissions: ongoing  |
| f. * 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 supportLack 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  |
| g. * 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 |

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