

Cabinet – 17 December 2014

Statements of Purpose: Children's Homes

Portfolio: Councillor Barbara Cassidy

Related portfolios: No

Service: Children's Residential Services

Wards: All

Key decision: No

Forward plan: No

1. Summary

- 1.1 Walsall Council is currently registered with Ofsted to operate five children's homes. The National Minimum Standards for Children's Homes 2011 and the Children's Home (Amendment) Regulations 2011 require that the registered person of a children's home, or in the case of a local authority, the elected members, approve the Statement of Purpose for the home, and review, update and modify it where necessary, at least annually.
- 1.2 In accordance with statutory requirements an annual review of the Statements of Purpose for each of Walsall's Children's Homes was completed during June to August 2014. This report sets out and seeks approval for the revised Statements of Purpose for each home.
- 1.3 Copies of the Statement of Purpose are available on the Committee information pages of the Council's website and have been deposited in political group rooms. Cabinet members have copies with their report.

2. Recommendations

- 2.1 That cabinet is asked to approve the Statements of Purpose for each of the five Children's Homes operated by Walsall Council

3. Report detail

- 3.1 Walsall has five Children's homes each of which is registered, inspected and regulated by Ofsted in accordance with the provisions of the Care Standards Act 2000, the Children's Home (Amendment) Regulations 2011 & 2014 and the National Minimum Standards for Children's Homes
- 3.2 In accordance with the Children's Home (Amendment) Regulations 2011 (Regulation 4 Schedule 1) (**Appendix 1**) each Children's Home must have a written Statement of Purpose describing what the home sets out to do for the

children it accommodates, the range of children the home accommodates and the manner in which care is provided.

- 3.3 Walsall council is currently registered with Ofsted to operate the following children's homes; Bluebells, Hilton Road, Lichfield Road, Redruth Road and Spindle Tree Rise. In accordance with statutory and regulatory requirements of the Children's Home (Amendment) Regulations 2011 each home has compiled, kept and annually reviewed its Statement of Purpose.

- 3.4 An annual review of each of the Statements of Purpose was completed between June to August 2014. For the information and approval of Cabinet the following information outlines the overall purpose and function for each home and any significant changes made to the Statements of Purpose as a result of the review.

3.5 Bluebells

Bluebells provides residential short term breaks for up to six children and young people with a disability. The home aims to work in partnership with Children and Young People, their families and a multi-disciplinary team of professionals in the formulation of an individual care plan. The objective of this is to identify, co-ordinate and ensure the delivery of services to meet the care, communication, emotional, physical, social, educational and spiritual needs of the individual child or young person.

Their overarching objective is to ensure that the children within their care are provided with needs led and planned services which will secure their future well being, and that care is provided in an environment which is homely, safe, empowering and nurturing.

3.6 Hilton Road

The home is a medium to long term home, operating within a therapeutic framework, offering care for up to four young people who have suffered physical, sexual or emotional abuse and who otherwise would possibly require specialist out of borough placements.

The overarching purpose of the home is to ensure that the young people within their care are provided with needs led and planned services which will secure the best possible outcomes now and into adult life and that care is provided in an environment which is homely, safe, empowering and nurturing.

There has been no significant change to the Statement of Purpose as part of the Statement of Purpose review.

3.7 Lichfield Road

Lichfield Road children's home provides care and support for up to 4 children and young people with a range of needs who are unable to live at home or remain in their current placement.

The aim of Lichfield Road is to work in partnership with the relevant agencies and significant others in providing consistent and good quality needs led

packages of care, with the aim of rehabilitating the child or young person back to their families or to allow residential assessments to be made to underpin the identification of long term placements.

There has been no significant change to the Statement of Purpose as part of the Statement of Purpose review.

3.8 Redruth Road

Redruth Road is a community based home whose purpose is to provide long-term care, support and accommodation for up to four children who have a range of physical and or learning disabilities.

The home aims to work in partnership with children, their families and a multi-disciplinary team of professionals in creating an individual care plan to identify, co-ordinate and ensure the delivery of services to meet the care, communication, emotional, physical, social, educational and spiritual needs of the individual child.

Their overarching objective is to ensure that the children within their care are provided with needs led and planned services which will secure their future well being, and that care is provided in an environment which is homely, safe, empowering and nurturing. Redruth Road aims to provide this service regardless of the child's race, gender, culture, religion or sexual orientation

There has been no significant change to the Statement of Purpose as part of the Statement of Purpose review.

3.9 Spindle Tree Rise

Spindle Tree Rise is a community based home that sets out to help and support up to six young people between the ages of 13 – 18 to achieve the best they can in relation to their health, wellbeing and education.

The aim of Spindle Tree Rise is to work in partnership with the young people, their parents, social workers or personal advisors, other professionals, and significant others to assist in planning and facilitating consistent and good quality care for the young person whilst planning for their long term needs.

At Spindle Tree Rise one of the primary aims is to support young people to work towards gaining and embedding practical and emotional skills, which will help them to live successfully in adulthood. Young people are actively encouraged and supported to seek out positive opportunities and help them strive to get the very best out of life. Spindle Tree Rise work to ensure that the young people have opportunities and experiences, which enable them to develop emotionally, mentally and physically so that they can grow into fulfilled independent adults who are able to contribute to their community in a positive way.

Spindle Tree Rise offers young people stability within an environment that is homely, safe, empowering and nurturing. The staff group strive to be sensitive and respectful in their approach.

There has been no significant change to the Statement of Purpose as part of the Statement of Purpose review.

4. Council priorities

- 4.1 The main objective is to provide placement stability, care and protection and to support good permanency plans for all our Looked After Children. Our key driver is to improve the life outcomes of all Looked After Children including those who are placed within our local children's homes.
- 4.2 Residential Services aim to provide quality care which meets and exceeds good care standards. Services are delivered in partnership with the Social Worker, Independent Review Officers and key partners including education, schools and health.

5. Risk management

- 5.1 There are no identified risks arising from the review of the Children's Homes Statements of Purpose.

6. Financial implications

The financial implications for the Council in securing best possible outcomes for children living within Walsall's children's homes are considered during the annual budget setting process and are in line with the Council's medium term financial plan.

7. Legal implications

- 7.1 Each of the Statements of Purpose reflects statutory and regulatory requirements, current practice and future service developments.
- 7.2 In accordance with statutory requirements Ofsted have been notified of the changes to the Statement of Purpose.

8. Property implications

- 8.1 The National Minimum Standards for Children's Homes 2011 and the Children's Home (Amendment) Regulations 2011 & 2014 place duties on service providers to ensure good premises and environmental standards.

9. Health and wellbeing implications

- 9.1 Comprehensive health and safety audits have taken place throughout this year, all key areas of concern are in the process of being addressed.

10. Staffing implications

- 10.1 The employer is fair and competent, and operates sound employment practices and good support for its staff. The staff and the registered person are properly managed, supported and understand to whom they are accountable. They are easily able to access the advice needed to provide a comprehensive service for children and young people.
- 10.2 Suitable arrangements exist for professional supervision of the registered person. Also, staff have access to support and advice and are provided with regular supervision by appropriately qualified and experienced staff. A written or electronic record is kept by the home detailing the time, date and length of each supervision held for each member of staff, including the registered person. The record is signed by the supervisor and the member of staff.
- 10.3 All members of staff have their performance individually and formally appraised at least annually and this appraisal takes into account any views of children the service is providing for.
- 10.4 All members of staff have their practice observed by appropriately qualified and experienced staff on twice a year.

11. Equality implications

- 11.1 Looked after Children are a vulnerable group at risk of social exclusion and poor life chances. Continued development of the Statements of Purpose for Children's Residential Services ensures a relevant range of appropriate internal placement options for looked after children and supports the focus on outcomes that form a critical part of the regulatory assessments of Children's Services by Ofsted and the objectives within the Children and Young People Plan.
- 11.2 This review of the Statements of Purpose for Walsall's children's homes informs and complements the continued development and expansion of the range of placement options and services available for children and young people within Walsall and ensures that local placements are available, appropriate to current need and meet regulatory requirements. Developing and maintaining positive living environments for children and young people in residential care will have a direct impact on children's placement stability, emotional health and their educational achievement and attainment in accordance with the requirements of the Children's Act 2004. As such the Statements of Purpose reflect the Council's commitment to providing equality of opportunity for Looked after Children living within the residential care within Walsall.

12. Consultation

Ofsted, Children, Staff Group, and Finance have been consulted as an aspect of the review of the Statements of Purpose.

Background papers

Statement of Purpose Bluebells	August 2014	Appendix A
Statement of Purpose Hilton Road	July 2014	Appendix B
Statement of Purpose Lichfield Road	June 2014	Appendix C
Statement of Purpose Redruth Road	August 2014	Appendix D
Statement of Purpose Spindle Tree Rise	August 2014	Appendix E

A copy of the full appendices can be found on the Council's Committee Management Information Systems (CMIS)

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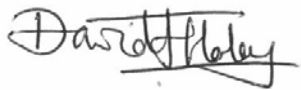
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9 December 2014



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9 December 2014

Statement of purpose and function

Better Together

Bluebells



Children and Young People's Services

"My Walsall, my future"



Walsall Council

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Introduction

Welcome to Bluebells

As you may already know, organisations that provide residential care for children and young people are required by the Care Standards Act 2000, to produce a written guide about the service that they offer. This written guide is called a statement of purpose. It is seen by the inspectors and is also available to the children staying in the home, parents, staff and social workers, if they wish to see it.

During the admission process service users, parents and carers are provided with a copy of this document and kept updated of significant amendments annually.

This is our statement of purpose Bluebells. We have divided it into several different sections to make it easy to pick on the bits that most interest you. If you have any questions about Bluebells, the service we provide or this guide, please ask. Any member of our team will be more than happy to help.

The current document is also available to view via Walsall Council's Children's Services intranet site.

We also have a Welcome Pack available for all children, which outlines the homes Statement of Purpose.

Happy reading

Our purpose aims & objectives

The home aims to work in partnership with Children and Young People, their families and a multi-disciplinary team of professionals in the formulation of an individual care plan. The objective of this is to identify, co-ordinate and ensure the delivery of services to meet the care, communication, emotional, physical, social, educational and spiritual needs of the individual child or young person.

Our overarching objective is to ensure that the children within our care are provided with needs led and planned services which will secure their future well being, and that care is provided in an environment which is homely, safe, empowering and nurturing.

At Bluebells our aims and objectives are to:

- Ensure that each child receives a planned and consistent short term break in a homely and comfortable environment, which is appropriate to and meets their individual needs.
- Provide a structured, stimulating, safe and nurturing living environment where acceptance and sensitivity to the individual needs of disabled children are a priority.
- Ensure that assessments of need are on-going and that they inform service delivery, with each child being assessed according to 'their' needs.
- Provide a service that gives due consideration to the wishes and feelings of the child and their religious persuasions, dietary needs, gender, racial origin and cultural and linguistic heritage.
- Ensure that children within our care are securely attached to carers capable of providing safe and appropriate care through ensuring that all levels of staff are appropriately skilled, trained and qualified.
- Enable children to reach their full potential and to ensure they are encouraged to develop in all areas by facilitating access to a variety of education, health, leisure, social and communication opportunities aimed to meet individual needs.
- Working in partnership with the young person, family, health, education and other relevant professionals, in the formulation and facilitation of development programmes to enable young people to achieve their maximum capacity for independence and adulthood.
- Allocating each child a key worker, who will provide an individual source of support for the child and who is responsible for monitoring and recording

the young person's progress, and ensuring that the objectives as set out in the care plan are being worked towards and attend review of arrangements meetings.

- Ensuring that there is a system in place by which complaints and representations can be made and dealt with promptly.
- Ensuring that each child and young person has the opportunity to express their wishes and feelings and for these to be acknowledged with children having access to people who can represent them and their wishes and feelings.
- Encouraging a positive sense of self image through responding to children individually, treating them with dignity and respect and providing them with the range of opportunities that other children in the local community have access to.
- Working within a framework of anti-oppressive practice, actively promoting positive attitudes to disability issues, cultural diversity, gender equality and special needs of all kinds.

Our underlying Ethos and Philosophy

The home's underlying philosophy and ethos is to work in partnership with children and their families in enabling disabled children to achieve their full potential emotionally, educationally and physically.

The home recognises the importance of choice, dignity and respect for people with a physical or learning disability and the need for them to be valued members of society. The team at Bluebells therefore recognise that the needs of our children and young people are similar to those of young people everywhere, and acknowledge that children and young people should be treated in a way that is suitable for their chronological age and that they should be allowed to take reasonable risks and to speak for themselves.

What it's like at Bluebells?

Bluebells is a single storey, purpose built detached property located in Alumwell, Walsall. It is approximately 2 miles from Walsall town centre, shops and leisure facilities and is in close proximity to the main bus routes and has quick and easy access to the M6 motorway

Physical Aspects

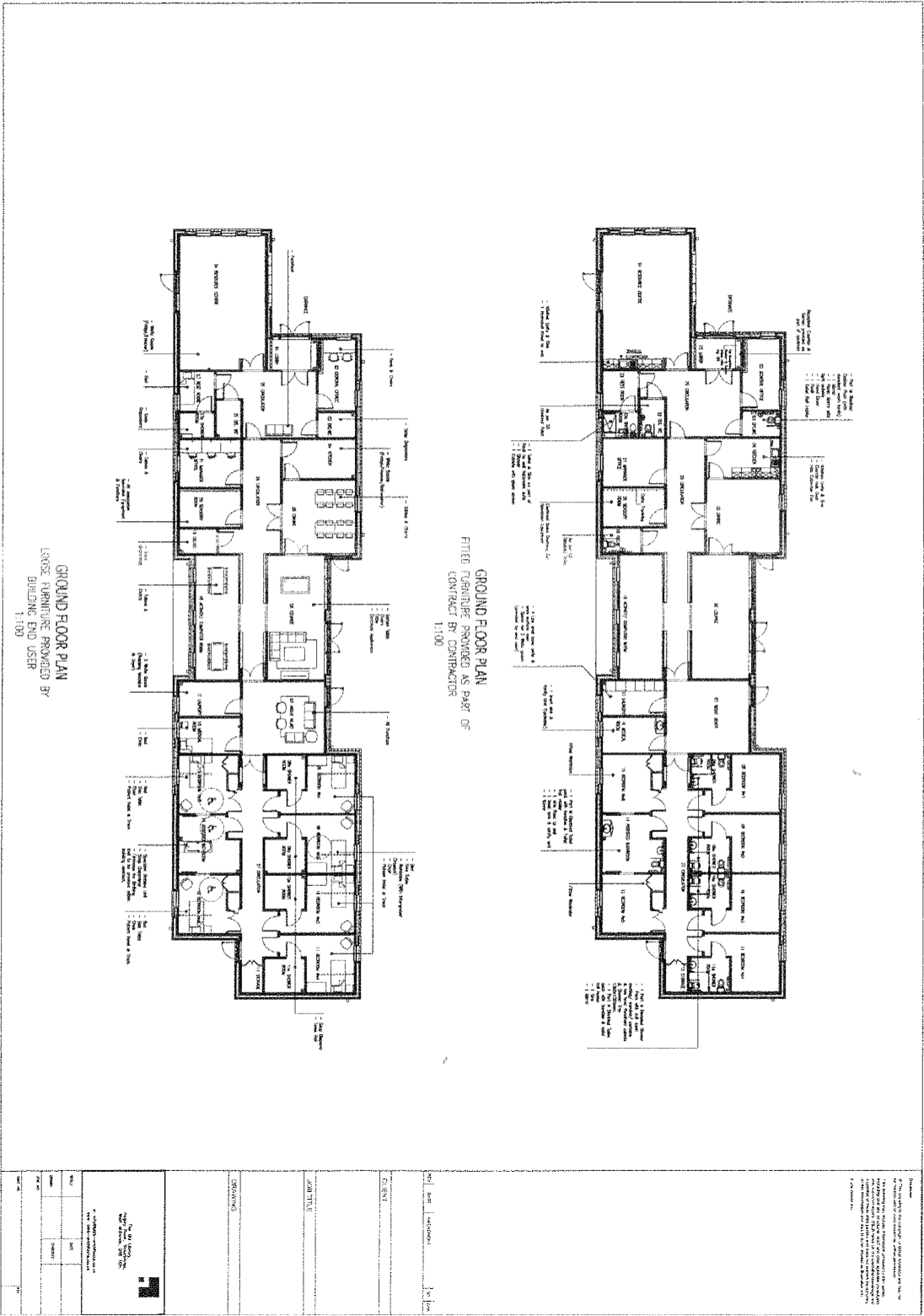
Bluebells is situated off a residential road and is adjacent to a range of school facilities. Local leisure and shopping facilities are nearby. It has an access road

off the main residential road and a driveway down to the entrance of the building. The home has its own car park area with allocated disabled spaces.

Bluebells provides short term breaks for up to six children with physical and or learning disabilities. The accommodation is based on one level.

Prior to admission and during initial visits we encourage children to bring some of their personal items to help them settle in to the home. During their stay each child has their own bedroom and children have access to TVs, DVD players and radios for use in their own rooms. Children can be encouraged to create their own personalised bedroom door name plate that is used each time they stay. They can also bring other items to personalise their bedroom such as bedding, toys, photos and posters. There are a range of spaces within the building for the completion of homework tasks or projects. The home has internet access and WIFI access and computers can be made available to children where appropriate.

As the following floor plan illustrates there are a variety of rooms at Bluebells, and an ample amount of individual and communal space for all.



Who are the children and young people at Bluebells and how do they come to stay here?

So who stays at Bluebell House and how are placements made?

At Bluebells we look after up to six children and young people with physical and/or learning disabilities between 5 and up to the day of their 18th birthday. The services we provide are individualised and take into account the needs of the child in relation to their race, gender, culture, religion or sexual orientation.

Before admissions are agreed, the suitability of proposed placements are discussed in a planning meeting and then assessed during induction visits. This takes into consideration individual needs, levels of understanding, group dynamics and any risks in relation to the individual and the wider resident group. The amount of over night care offered to new children accessing the service is dependent upon the assessment process and ensuring that the needs of all the children and young people can be met.

How are referrals for placements made?

All referrals for placements being made by Walsall Council social workers should be made to the Registered Manager of the home via the short term breaks complex needs panel (which convenes on a monthly basis) or the single referral point procedure. The child's social worker must provide a synopsis of the child, and where appropriate an initial / core assessment, a risk assessment and all relevant health and educational assessments, to ensure we are as informed as possible.

If it is determined by the Panel (including Registered Manager) and the child's Social Worker that a placement at Bluebell House is potentially appropriate, a planning meeting is arranged at which a management representative from the home, the child's Social Worker, parents/carers and the Young Person are present. This planning meeting will determine if the proposed placement is suitable and any action that is required to secure the placement for the child.

In the event that a vacancy is not currently available but may be in the short term, the child, their parents and the Social Worker are invited to visit Bluebells and their name placed on the waiting list.

Parents and children who may be interested in using the service can, in conjunction with the social worker, visit the home prior to an application to panel for an ongoing service. This can help give a greater understanding of the service and allow children and families the opportunity to make full and considered decisions about using the service.

Are there ever unplanned placements at Bluebells?

At Bluebells we do have the facilities to take one unplanned admission should a critical / safeguarding issue arise (i.e. where there are child protection concerns). Ability to provide unplanned placements will be subject to bed vacancy availability and appropriate risk assessment in relation to both the individual child and those whom are already present. In such circumstances every effort is made to allow the Young Person to visit the home before they actually move in however in some circumstances this may not be possible. Every Young Person is appointed a Keyworker who will support them in settling into the home and routines. A care manager will also be nominated as to oversee the placement and keyworker support.

In all circumstances careful consideration is given to the risk assessment process, which takes account of both individual and group needs. In order for the needs of the Young Person to be met appropriately, as with a planned admission, the Placement plan must be completed in full by the placing social worker, including authorisation for medical treatment. Under no circumstances can a Young Person be admitted without this documentation being completed in full.

In unplanned situations the managers of the home will work closely with other professional agencies on a daily basis to assess the suitability of the placement and to support the process of identifying immediate and future plans for the Child's return to carers or next placement. The home will only accommodate one unplanned placement at a time and consecutive overnight stays will not exceed 28 days.

In some cases there may be a need to rearrange the pre booked stays for children in order to accommodate an emergency placement of an urgent safeguarding nature. Where this occurs, managers in the home will make every effort to ensure that the situation is managed sensitively and fairly and not to the detriment of children and families already accessing the service.

The home will also provide unplanned / pre-scheduled stays for children already registered with the service where agreed with supporting Social Workers.

The facilities & services provided

At Bluebells we strive to provide quality short term breaks. Our approach is to maximise children and young people's life chances through providing care, which is enabling, and assists holistically in the development of skills through precise and timely planning, working together, and the facilitation of good health care, education and opportunities for leisure and play.

We have adopted a practical approach to assessment and intervention, which includes using a key worker system, using observation, and working together with others in monitoring and reviewing care plans and packages. All intervention involves the team working together with children and young people, their families, significant others and relevant professionals to ensure needs are determined as appropriate to the individual, and the care plan actively promotes the safety, fulfilment and all round development of the child in every aspect. As far as is practicable and appropriate the home consider issues in relation to safety and stability, child protection, gender, communication, culture and religion, health, education, family and social factors.

The key worker

Prior to admittance each child and young person is given the opportunity to visit the home to become familiar and comfortable with their new surroundings, and their carers and peers. To complement this and help ensure that the transition to Bluebells is anxiety free, each child and young person is allocated a key worker at Bluebells, who helps to ensure that the child's move into the home goes as smoothly as possible. The key workers work in partnership with all involved to help to prepare the child's move and room reflecting the needs, wishes and feelings of the child or young person.

The key workers role includes

- Building a realistic professional relationship with the child by getting to know him or her and befriending and supporting
- Acting as an advocate and ensuring that the child's wishes and feelings are acknowledged in planning and decision making
- Ensuring that the appropriate action is taken to meet the child's care, emotional, cultural, dietary, medical, physical, social, religious and communication needs
- Ensuring all information regarding the child is recorded in the appropriate places and is kept up to date and reports are completed as required
- Attending and contributing to reviews and meetings as required
- Developing positive professional relationships with family members, associated professionals and partner agencies involved with the child
- Monitoring and progressing care plans and "All About Me" information packs and health plans
- Ensuring that the child's health care needs are being adequately met and

monitored, and that support and assistance is being sought as appropriate.

Our partners

Additional support may be necessary and appropriate and relationships have been established with a variety of services and partner agencies to assist in ensuring the individual needs of children and young people are met. These include:

- Children with Disabilities Social Work Team
- The Children's Society, Advocacy Officer; who makes regular visits to the home and who advocates for children and young people on an independent basis
- Community nurse team from Walsall Community Health Services visits
- Special schools in Walsall and the surrounding areas
- Occupational Therapy Team

Some of the children for whom services will be provided may be technology dependant. Where children require invasive treatment or enteral feeding, nursing staff from Walsall Community Health Services train our staff to ensure their competence in the necessary procedure.

Other facilities

At Bluebells we have various adaptations including wheel chair access, to all areas including bedrooms with an en- suite walk in shower and toilets. Ceiling hoists in each bedroom and a sensory bath.

We also have well equipment, sensory room, external play spaces, music, art and play activities to help stimulate and develop the physical and emotional well-being of children and young people. All children are supervised while participating in activities to ensure their safety. There are both group and individual sessions included to assist in developing communication skills and nurture self-confidence and self-esteem.

We also have access to specifically adapted fleet vehicles for use on group outings or activities.

Resource Room

The resource room provides a large space which can be adapted for a variety of uses. This room is separate from the main home environment and can be used for pre planned, assessed and supervised activities for children using the service. The room contains a range of play and support resources for children accessing the service.

This room is also used for events such as meetings, training events and parents groups although no events of this nature are arranged to take place at times where children are accessing the service for short breaks.

Caring for Children

Meeting Individual needs

All children and young people accessing Bluebells must have an allocated social worker. This is to ensure that a pre-placement meeting and the subsequent reviews take place within statutory timescales and the child's needs are met appropriately.

Each child has a placement plan which covers the major dimensions of life, including health, education, family relationships, social and emotional development, independence, leisure and cultural needs and risk minimisation. The plan is developed in conjunction with the child, family, professionals and significant others and sets out the child's needs, how these will be met on a day to day basis and by whom.

Every child's placement plan is monitored by the child's key worker to ensure that it is being followed. The child's placement plan is also reviewed at every statutory review or more frequently if required. Any alterations to the placement plan are agreed in partnership with the child, family and relevant professionals.

After the initial planning process six monthly statutory reviews are held.

Religious and cultural needs

Each child and young person's cultural and religious observance needs are identified during placement planning and appropriate arrangements are made to ensure that the child is able to participate appropriately in their given culture and/or religion. This may mean ensuring that a child or young person is able to attend a place of worship, that dietary needs are met appropriately, personal care needs and clothing is appropriate or that they are able to continue with any customs that are part of their religion.

The team at Bluebells respect religious and cultural diversity and work in accordance with Walsall Council's policy on religious observance and cultural diversity, which celebrates difference. The policy outlines the differences between the major world religions and provides guidance for staff working with a diverse community.

Typical day at Bluebells

To ensure consistency of care the team at Bluebells ensure that each child or young person, and appropriate others, are involved in the organisation of a daily routine. A typical day for a child may be:

School days:

6.30 – 7.30 am	Woken up, personal care tasks completed supervised or unsupervised
7.00 – 7.30 am	Staff Shift change over
7.30 – 8.15 am	Breakfast and medication
8.15 – 8.30 am	collected for school
2.00 – 2.30 pm	Staff shift change over
3.30 – 4.00 pm	Children arrive at Bluebell House from school, snack, free time and choice of activities
4.30 – 5.00 pm	Tea time, medication, structured activities, sensory room, music, arts & crafts, games, garden play and homework,
6.30 – 7.00 pm	Supper and medication
7.00 – 7.30 pm	Personal care, medication, one to one time
8.00 – onwards	Story reading, listening to music, watching TV and off to sleep.
9.45 – 10.00 pm	Staff shift change over (night staff)

Weekends

7.30 – 8.30 am	Children wakened by staff (or some children prefer a weekend lie in)
7.00 – 7.30 am	Staff Shift change over
8.30 – 9.00 am	Personal care
9.00 – 9.30 am	Breakfast and medication
9.30 – 10/00 am	free time/choice of activities
10.30 – 11.00 am	mid morning snack
11.00 – 12.00 pm	Planned/structured activities
12.00 – 1.00 pm	Lunch
1.00 – 5.00 pm	Choice of activities – planned free play
2.00 – 2.30 pm	Staff shift change over
5.00 – 6.00 pm	Tea
6.00 – onwards	Play, personal care, medication, supper, quiet time
9.45 – 10.00 pm	Staff shift change over (night staff)

Safety & protection

Child protection and bullying

The children staying at Bluebells have a right to feel safe and as such, and as a way of keeping children safe, we have clear policies in respect of child protection and countering bullying. These appropriately cover matters of safe practice, including reporting and recording child protection concerns and mechanisms for ensuring and monitoring that the environment is free from bullying.

Prior to admittance to the home a risk assessment is undertaken in respect of the child, which considers and identifies any real or potential child protection or bullying concerns and sets out strategies to assist in minimising risks. Risk assessments and management action plans are reviewed regularly, after specific events and through the review process to ensure maximum safety.

All staff at the home are familiar with the local Safeguarding Board Procedures and would be prompt in raising child protection concerns and reporting to the appropriate parties i.e. Social Workers, parents and Ofsted. The team are also familiar with and can refer to the Children's Services procedures. Child protection training is included in the induction of all new staff and refresher training is periodically undertaken.

The team at Bluebells acknowledge the negative impact that bullying can have on the victim and within a group and actively discourage it through remaining vigilant at all times and taking immediate action if a situation arises within the home. Bullying behaviour is not tolerated at Bluebells and in the event that a situation arises the staff will work positively with both the victim and the perpetrator toward a good outcome.

The team also recognise that bullying takes place in a variety of settings such as school, clubs and in the community. As such, we make it a priority to advocate on behalf of and support children who are or may become the victims of bullying. We acknowledge that the children for whom we care may be more vulnerable and may more easily become the victims of bullying behaviours and name calling due to them having disabilities. In partnership with the children, parents and partner agencies the team endeavour to engage positively with the community and promote positive images of disabilities. Key workers also provide support for the child or young person by acting as an advocate and befriending and supporting.

Missing persons

At Bluebells we have an established procedure for responding to an unauthorised absence of a child or young person from the home, which has been agreed as a joint working protocol with the West Midlands Police Force. All

unauthorised absences are dealt with in accordance with the missing person's procedure. Given the vulnerability of the children living with us, any unauthorised absence would be risk assessed and reported immediately to the police. The arrangement with the local police is that any missing person from Bluebells would be treated as high risk with an immediate and investigatory response from the police.

All staff are aware of the homes statement of local arrangements for dealing with children who go missing from care and the homes manager reviews these arrangements annually or sooner if required. The statement of local arrangements includes, preventative measures, risk assessment and procedures to follow in the event of a child going missing.

Protection from fire

The home is fitted with a fire alarm system that is wired to the smoke alarms and fire doors and a sprinkler system. In accordance with fire regulations every room has a smoke alarm, there are sufficient call points and an appropriate range and number of fire extinguishers as deemed appropriate by the fire officer. Fire exits are clearly marked and the home's fire procedure sets out the action to be taken in the event of a fire and the evacuation procedure.

In accordance with fire regulations there are also clear procedures and systems in place to ensure that fire alarm tests, evacuations, equipment and system inspections and services are completed as required. All staff and children are routinely involved in fire evacuation drills which are conducted at suitable day and nighttime points.

The home has a clear workplace and fire risk assessment, which is reviewed annually or more frequently if required. The home has a nominated fire warden on duty and all staff receive fire awareness training.

Children's rights, consultation, participation & complaints

Children's rights and equality

The team at Bluebells work in ways which are consistent with and supportive of Walsall Council's policy concerning Equal Opportunities and Anti-discriminatory Practice, the Children Act 1989, The United Nations Convention on the Rights of the Child 1991, the Disability Discrimination Act 1995, the Care Standards Act 2000, Every Child Matters and the Children Act 2004.

As both provider of services to others and an employer, the staff team and management of Bluebells do not discriminate against users of the service, team members or potential staff on the basis of race, gender, religion, sexual orientation, marital status, age or disability. The team are aware of the ways in

which certain groups within society can be disadvantaged and as such actively embrace and welcome diversity, taking positive action to diminish discrimination.

In accordance with the Children Act 1989, at Bluebells, children with disabilities are seen as children first and with their disability being secondary. Our aim is to ensure that the children are able to access opportunities as would other children within the local community and their life chances are maximised within areas such as education, health, social opportunities and leisure and recreation. This is done both through enabling access to facilities and services and through advocating on behalf of individual children where their needs are not being met adequately.

In committing to providing a service that is anti-discriminatory we have developed clear values to which our whole team is committed. These include:

Working in partnership

We are committed to working in partnership with children, their families and all relevant professionals and agencies to ensure that children are provided with support and services to meet individual needs.

Ensuring dignity and respect

At Bluebells we recognise every individual's value, their uniqueness and their potential to contribute to the service. We are committed to respond to individuals with dignity and respect by listening and taking their views and opinions into consideration in service planning and decision-making. With particular reference to the children, the staff team recognise that Bluebells is their home and the team will endeavour to ensure that due respect is given to maintaining the dignity of the children and ensuring the environment remains a homely one.

To promote development and fulfilment

We encourage children to reach their full potential by working in ways that aim to help children achieve their best and improve their abilities in everyday life. We believe that children should be encouraged to make the most of opportunities for education, leisure and for the promotion of their health and we endeavour to facilitate both internal and external opportunities for children to develop.

Promoting independence

At Bluebells we are committed to ensuring that disabled children are given the opportunity to act and think independently, within a framework of planned and consistent care aimed at ensuring the safety of the child.

Children's rights

At Bluebells we work within a children's rights framework and as such recognise the children have a right to:

- Be listened to and encouraged to say what they think and feel
- Be treated in a fair way and for things to be clear and consistent
- Be with friends and family
- Be in a safe and well maintained environment where their individual needs are well cared for
- To have clear choices
- Receive care which is planned, monitored and reviewed
- Say or show if they feel unhappy about something
- An independent source of support and advocacy
- Be allowed to follow their culture or religion
- Be children

The team also expects that parents will:

- Work with us to help the child reach their goals
- Give ongoing support and encouragement to the child
- Attend meetings to help plan and review the service being provided

Externally, the independent children's rights officer from the Children's Society supports the home in its aim to promote equality and be anti-oppressive by providing an objective source of opinion on the care provided.

Consultation and participation

The children at Bluebells are consistently encouraged to express their views, feelings and thoughts about the home and contribute to decision-making regarding the operation of the home and their own lives. It is recognised that due to their disability some children may not be able to communicate orally or in writing and therefore Bluebells staff have access to a range of specialist ICT programmes, which enables children and young people to communicate with symbols, pictures and objects. Additionally, training is available for team members in communicating with children with complex needs and

communication difficulties. This can include the use of Makaton and the Picture Exchange Communication System and objects of reference.

A key worker is allocated to every child and young person prior to admission and provides the opportunity for the child to access individual support, and is a nominated person for parent(s)/carer(s) to make contact with on a regular basis. The child's key worker works with the child in ascertaining their wishes and feelings and advocating on their behalf as is appropriate. This is complemented by regular contact with parents. All children and their parents are provided with a Welcome Pack that describes the function of Bluebells and information about the care that they will be receiving.

An independent children's rights officer also supports the home via regular visits to provide independent and objective advocacy on the needs and the rights of the child. In addition allocated social workers routinely visit children at the home in order to monitor and assess placement suitability and to see the children in a different environment from home and school.

How to make a complaint

The staff team at Bluebells recognise and support the needs for and importance of ensuring that children and their families are able to make representation about any aspect of the service being provided.

The home has both internal and external arrangements for dealing with complaints.

On an in-house level children, their families or advocates are able to voice concerns or issues to the child's key worker, any member of the staff team or management. In the event that a complaint is made in this manner it is the aim of the home to respond to the individual as quickly and efficiently as possible in an effort to resolve their concerns. Through effective shift planning we aim to be able to meet individual and group needs which in turn minimises the need for complaints.

At Bluebells we endorse the view that, whenever possible, complaints should be dealt with informally. However, the team also acknowledge that where an informal resolution is not possible, the complaints process must allow for an examination by someone who is not directly involved in the care of the child. For this reason the home is attached to an external complaints officer and upon admittance to the home the child and their family are furnished with information regarding how to make a complaint. In the event that a complaint is made in this way the target is for all complaints to be dealt with within 10 days.

The home receives independent monthly visits by a regulation 33 visitor who vets the necessary arrangements for children. During these visits regulation 33 visitor

will take particular effort to communicate with and observe children at the home. Children are encouraged to express their feelings about the type and quality of the services they receive. (What they like and dislike). Significant attention is given to considered outcomes for children in relation to the services and support provided by the team. The regulation 33 visitor will then forward a written report, to which the manager responds by means of an action plan.

Children's Behaviour

Behaviour management, sanctions and rewards

Bluebells has a clear policy regarding behaviour management, acceptable measures of control and the use of physical intervention within the home. All staff are annually trained in the use of positive handling techniques (Team-Teach).

This training focuses on the significance of de-escalation techniques at times of conflict or challenging behaviour. This training and related policy guidance focuses on children's safety and maintaining the importance of trusting relationships between children and the adults caring for them.

As a staff team, we recognise that attempts to de-escalate a challenging situation are not always successful. On occasions where staff have real and reasonable concern that the child is in danger of causing serious injury to themselves, others or significant damage to property there may be a need to use physical intervention as a last resort. Following incidents where physical intervention has been required children and staff are provided with the support of a de-briefing session. Bluebells has access to a dedicated Team Teach advisor for advice and support if it is required. The overall philosophy is that physical restraint will only be used as a last resort.

At Bluebells it is recognised that consistency and an understanding of the child, their situation and needs is central to effective communication about acceptable and un-acceptable behaviour (particularly in consideration to the child's disability and or learning difficulty). In the normal day to day running of the home the children are encouraged to behave appropriately by way of frequent and consistent expressions of approval from the team and by use of positive reinforcements and rewards rather than the extensive use of sanctions.

Given the physical and learning needs of many of our children the main behaviour management approach is to give children time out with a team member to explore the difficulties that they may be experiencing.

For some of the children and young people difficulties arise through the frustration of not being able to communicate effectively. Any sanctions given are with appropriate regard to the child's level of understanding and emotional development, and where a sanction is used we ensure that it is relevant to the behaviour and that it's fair and achievable. From time to time we do implement sanctions but find that the use of rewards is a more positive method of encouraging acceptable behaviour.

All rewards, additional measures of control and incidents of positive handling are recorded and then overseen by a manager at the home. Where possible, parents are informed of any such occurrences and children are provided with the

appropriate de-brief and support by the team.

Contact

Keeping in contact

At Bluebells we recognise the importance of regular contact between children, their parents, relatives and friends.

Families, friends and significant others will always be made welcome, as long as they behave in safe and appropriate ways when visiting. Generally visits should be arranged to assist with shift planning and to ensure the needs of all the children staying at Bluebells can be met.

Regular telephone contact between parents and children is actively encouraged and children have access to a phone to contact parents and friends if they wish to do so.

Education

Education & achievement

At Bluebells we recognise the importance of education to the future personal and economic wellbeing of all children and young people. For this reason we place great significance on education both in the school setting and in the day to day life experiences of children and young people.

Each child's educational needs and routine are discussed with parents at the point of referral to Bluebells and as an aspect of the statutory review. Given the nature of the children staying at Bluebells all of them will attend special needs schools within the area and therefore are transported to and from school via the school transport service. Parents can also make their own transport arrangements if they wish.

The home has a clear education policy, which details how the education of each child will be supported and promoted by the team at Bluebells with workers specifically assisting in the following:

- Encouraging school attendance
- Ensuring that homework can be completed
- Being aware of and supporting children who are taking tests and examinations
- Attending school events

Children are assisted on an individual basis with completing homework or learning tasks, and the team have access to a dedicated officer at the Virtual School should advice or support be required.

It is also recognised that education is provided in a variety of non-school settings and activities, and as such the team give support to the children and young people with day to day tasks, play and out of school interests and activities, which promote learning. The team use positive reinforcement and rewards to help celebrate achievements that the children and young people make in day to day and non-school activities and promote learning and skills building.

Social & leisure opportunities

As an aspect of their daily and weekly routines children and young people are encouraged to participate in activities provided both in and outside of the home. This is to help increase their knowledge, confidence and esteem and expand their personal, social and communication skills.

Bluebells care staff facilitate play activities and routines as appropriate for each individual child. The children and young people are encouraged to take part in a variety of activities including arts and craft, play, dancing sessions, music sessions, cooking.

The home has a number of in house leisure facilities for use by the children, including computers, books, board games, toys, videos and DVDs, arts and craft materials and digital camera. The home has a large patio area and garden and a sensory playroom; all are accessible by wheelchair users.

The children are encouraged to take part in both group and individual activities. These activities not only take into consideration their likes and dislikes, age, ability, ethnicity, culture, communication preferences and religion, but are also aimed at helping to broaden children's interests and their experience of diversity. We actively promote and encourage children and young people to engage in different cultural activities within and outside of the home including experiencing ethnically diverse foods, music, art and film.

Our aim is to ensure that the children and young people feel a part of their local community and as such we also make good use of other external facilities within the local area such as parks and shops. As the home is located in close proximity to the town centre there is plenty of opportunity for children and young people to spend time outside of the home with team members taking a walk or exploring the local community and facilities.

Alongside the staff, the children are involved in planning a variety of occasional day trips.

Birthdays and a variety of different cultural events and religious holidays are celebrated, for example Diwali, Christmas, Easter, St Patrick's Day, Chinese New Year with special activities. Outings and parties are arranged in consultation with the children and young people. All activities take into account the children's age and level of understanding and are matched appropriately.

Health

At Bluebells we understand how important good quality physical and emotional health care is to ensuring the best possible future for all children and young people. As such at Bluebells we endeavour to ensure that:

- The physical, emotional and health needs of each young person or child are identified and appropriate action is taken to secure health services needed to meet them.
- A record is kept of medication received, administered and returned and that safe storage is provided, in addition that double signatures are obtained.
- Children and young people are provided with guidance, advice and support on health and personal care issues appropriate to their needs and wishes as required or identified.
- We comply with 'Operational procedures for the control of infection'.
- Where identified as required we provide advice and support to each child and young person, in accordance with their age, need, religion, ability, culture and wishes, this can include advice and guidance in relation to social issues, including alcohol and illegal substance abuse, smoking, sex education, HIV infection, hepatitis and sexually transmitted diseases. Confidentiality (where appropriate) is respected.
- We actively discourage young people from smoking, taking alcohol or illegal substances. The home has a no smoking policy.
- We keep a record of all significant illnesses of, accidents by or injuries to children or young people during their stay at Bluebells. We also ensure that medical attention is sought as required.
- We deal with issues of personal care and hygiene sensitively.
- The health needs of children and young people from minority ethnic and cultural groups are understood by staff and specialist advice is sought when necessary.
- We work in partnership with schools and relevant others to ensure medical examinations and written health assessments are fed back for any action needed.
- That children and young people have a varied and balanced diet, which takes into account individual likes and dislikes and medical matters.

Some of our children and young people may be technology dependent on their care and health needs. Where required staff are provided with appropriate training and support to ensure that they are confidently and competently trained to undertake these aspects of care. Competencies in this area are routinely reviewed and refreshed.

Some of the children who stay at Bluebells may need medication and therefore Bluebells has adopted a clear policy in respect of the administration of medication, which enables prescribed medication to be administered as specified by the physician to the individual young people. All team members have access to training in the administration of medication, with the procedure requiring two staff to be involved in the issuing of all medicines. All medication is labelled, named, dated and identifies the correct dosage to be given to the child and when it should be administered. All medication is held in a secure manner and a recording system is in place to identify medication held on the premises, the administration of medication and its disposal.

At Bluebells, we do not use any specific therapeutic techniques; however arrangements can be made for a representative from the local authority CAMHS team to visit the home and provide consultation and guidance to the staff team in relation to the emotional care and support of individual children. In addition staff have access and links with behavioural and specialist support staff who work in the range of special schools in the area.

Children and young people can access the homes sensory room, which is an environment that can help to provide either a calming or stimulating atmosphere.

Staffing

The team & how they are supported

The responsible individual for Bluebells is Alison Cooper, Interim Head of Service.

The Interim Operations Manager is John Branchflower.

The Registered Manager is Glen Jones.

Our staff team

The staffing complement at Bluebells consists of three main types of staff, managerial staff, social care day and night staff and ancillary staff, who all work together to ensure that the children and young people receive a good standard of care.

All permanent staff are selected in accordance with Walsall's Council's recruitment and selection procedure, which ensures successful candidates have the pre-requisite qualification and experience necessary to undertake the post applied for. All successful applications are subject to receipt of satisfactory references, medical clearance and a Criminal Records Bureau Check.

Any vacancies are covered by the use of Walsall Council's own sessional staff or by the occasional use of agency staff. Agency staff are recruited by means of Walsall Council's arrangement with Starting Point whom in conjunction with the management team of the home; ensure all temporary workers have the required experience and knowledge and that they are subject to satisfactory DBS clearance.

The rota and staffing policy

The home operates on a rota system that is monitored by the Care Managers and is overseen by the Registered Manager. The rota system enables a senior member of the team to be on duty on most shifts and the teams differing skills and abilities to adequately reflect the needs of the children and young people accessing the home.

Staffing levels are risk assessed on a day to day basis taking into account the needs of the children and young people and the activities planned for the day. The assessed staffing need can change on a day to day basis and will be relevant to the number of children attending and their individual care needs. Overnight children are supported by either two night wake staff or a combination of one night wake staff and a sleep in duty care worker on site. A risk assessment for suitability of sleep in duty is completed dependent on the needs

of the children.

Children are assessed and allocated into groups set to best meet their individual needs. Groups are not necessarily set by age, but are arranged taking into account childrens' ability / mobility, compatibility, social interaction and communication needs. Consideration is given to specific areas of disability such as Autism and complex health needs. These set groups are the focus of rota planning and staff allocation will increase or decrease based on the needs of the residents on any given day

In addition to rota planning the set groups provide children with the following:

- A suitable, stable and familiar social peer group each stay
- Leisure activities suited to their personal wishes and needs
- When ever possible, the same bedroom each time they stay
- Clear pre-planned stays

Unforeseen staff shortages (i.e. sickness) are covered in a variety of ways including split shifts, flexible rota, use of permanent and sessional staff and in some circumstances the use of agency staff. Additionally, out of hours the staff at the home have access to the on-call officer and the Emergency Response Team if advice, guidance or direction is required.

Given the need for consistent practice, information sharing and planning, three handovers per day are scheduled into the rota, and we hold monthly staff meetings. Rota planning and monitoring also takes into consideration health and safety meetings and statutory reviews, annual leave and staff training needs. In addition other considerations include ensuring team members have suitable and periodic leave breaks from the working role.

How are the team supported to do their job?

Upon commencement of employment all staff new to working within a local authority are subject to Walsall Council's six month probationary period and as such begin an induction. All new employees participate in this induction which includes a variety of elements including a general introduction to Walsall Council, Children's Services, Children's Residential Services, partner services and other significant agencies. This includes an introduction to the purpose and function of Bluebells, policy and procedure, child protection, health and safety and role and tasks.

All new staff are allocated a nominated supervisor who, in accordance with the National Minimum Standards for Children's Homes, facilitates supervision

fortnightly for the first six months and a minimum of monthly thereafter reviewing progress in accordance with probationary guidance. All staff sessions are recorded, signed by both parties and placed on the employee's personal file for reference. To complement the induction and probation processes within the first six weeks, all new employees complete our learning log which incorporates all of the modules of the Children's Workforce Development Council's (CWDC) Induction Standards.

In accordance with the National Minimum Standards, all staff that have completed their induction and foundation training. Staff who do not already hold a level 3 NVQ in caring for children and young people can then be enrolled on a level 3 Children and Young People's Workforce diploma.

The manager of the Home is currently undertaking a level 5 diploma in management with expected completion by the end of 2014.

All staff receive supervision at monthly intervals. Supervision is an essential element in supporting, managing and developing the staff team and as such it is a statutory and departmental requirement that all staff both receive and participate in the supervision process. The Operations Manager, Children's Residential Services supervises the Registered Manager who in turn supervises the care managers. The management team then ensure supervision of the remainder of the staff team through allocation of a nominated supervisor. Each team member devises a supervision agreement with his or her supervisor and both parties have a responsibility to ensure that supervision is constructive and relevant to the aims and objectives of the home. Staff supervision is recorded and generally embraces four broad areas:

- Quality management: an opportunity for the supervisee and supervisor to discuss and record quality of work and workload, including discussion regarding individual young people, care planning, service delivery and teamwork. A core aspect of supervision is the exploration of the team member's relationship with the children and young people and the key-working role to ensure day-to-day tasks are being completed appropriately and efficiently and care planning meets the needs of the young person.
- Support an opportunity for the team member to air concerns and anxieties and be provided with guidance, reassurance, encouragement and advice to empower them to do their work efficiently and effectively within the team and with children and young people.
- Development: an opportunity for training and learning needs to be discussed and learning plans to be agreed. Training may take place in supervision, within the workplace, during team days or away days or via the provision of external training.

- Representation: an opportunity for the team member to make suggestions or share ideas regarding service improvement.

On an annual basis all team members participate in an employee appraisal within which a learning plan is agreed and targets to enable achievement are set. This is reviewed half yearly to ensure learning goals are being met. The appraisal process promotes the acquisition of skills and knowledge through a variety of methods including on the job learning, having or being a mentor, the completion of exercises and assignments, the delegation and completion of specific tasks and responsibilities to progress skills, knowledge and competence or via attending internal or external training. Overall it is expected that each team member will have a minimum of thirty hours of learning time per year.

In addition to this staff development is also promoted via participation in and contribution to a variety of other processes including:

- Team meetings
- Interagency meetings
- Joint training
- Working in partnership and networking with other services and supporting agencies
- NVQ awards

The overall purpose of supervision and the process of appraisal are to promote and monitor safe and effective practice in accordance with Walsall's Performance Management Framework, the Children Act 1989 and the Care Standards Act 2000.

In accordance with the Children's Home Regulations 2001 and Walsall Councils policy and procedure, records are kept in respect of all staff employed at the home. The following information is kept confidentially at the home:

- Personal information, such as contact details and next of kin
- Job description and job specification
- Record of DBS check
- Record of qualifications and training
- Supervision notes, appraisal and learning plan
- Records of attendance at work
- Records of employment issues
- References

Useful Contacts

Ofsted

National Business Unit
PO Box 4317
Manchester
M61 0AW

Tel: 0300 123 1231
www.ofsted.gov.uk

Alison Cooper Interim Head of Service
John Branchflower – Interim Operations Manager

Zone 2D
Second Floor
Civic Centre
Darwall Street
Walsall
WS1 1TP

Tel: 01922 658356

Contracts / Commissioning & Contact Teams

Stroud Avenue Family Centre
Stroud Avenue
Willenhall
WV12 4EG

Tel: 01922 652680

NSPCC

Tel: 0800 800 500
www.nspcc.org.uk

Voice of the Child in Care

Tel: 0808 8005792
www.voiceyp.org

Customer Care Service
(Complaints & Representation)

Tel: 0800 0856018

Walkways

Tel: 01902 675393
E-mail: info@walkways.org.uk

Children with Disabilities Social work team Team

Education Development Centre
Rushall
Walsall
Ws4 1NG

Tel: 01922 654634

Education Support Team (Virtual School)

Education Development Centre
Rushall
Walsall
Ws4 1NG

Tel: 01922 686200

Child Line

Tel: 0800 1111
www.childline.co.uk

Action for Children

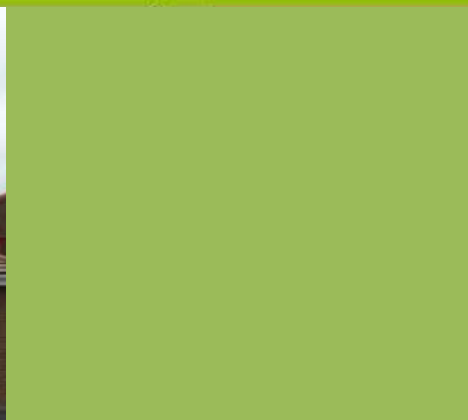
Tel: 0300 123 2112
www.actionforchildren.org.uk

The Children's Society
Black Country Children's Advocacy

Tel: 0800 6523839

Statement of purpose and function

Hilton Road



'Better Together for
Children'



Children and Young People's Services



Walsall Council

"My Walsall, my future"

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Introduction

Welcome to Hilton Road

As you may already know, organisations that provide residential care for children and young people are required by the Care Standards Act 2000 to produce a written guide about the service that they offer. This written guide is called a Statement of Purpose. It is seen by the inspectors and is also available to the young people living in the home, parents, staff and social workers, if they wish to see it.

This is our Statement of Purpose at Hilton Road. We have divided it into several different sections to make it easy to pick out the bits that most interest you. If you have any questions about Hilton Road, the service we provide or this guide, please ask. Any member of our team will be more than happy to help.

The current document is also available to view via Walsall Council's Children's Services intranet site.

We also have a welcome pack available for all children, which outlines the homes Statement of Purpose.

Location of Hilton Road Children's Home

Hilton Road is situated on a housing estate in the New Invention area. It is close to local shops, leisure facilities and bus routes into both Walsall and Wolverhampton. It has a driveway for parking and a large grassed area to the rear.

The home has good links with the Neighbourhood Police, who make regular visits to the home. During the visits the Police Officers will update us on what's happening within the local community.

At present there are no risks to the local environment and there have been no changes in the local amenities. The children can readily access all the local shops and leisure facilities within the local area.

The home has not received any complaints from the local residents within the area and has developed good relationships with all our neighbours.

The continued appropriateness and suitability of the homes location will be reviewed annually, this will be conducted by the homes Registered Manager in consultation with appropriate persons. Regulation 31(1a)

Happy reading

July 2014

Our purpose, aims & objectives

Hilton Road children's home is a medium to long term facility, operating within a therapeutic framework, offering care to young people who have suffered physical, sexual or emotional abuse and who otherwise would possibly require specialist out of borough placements.

Our overarching purpose is to ensure that the young people within our care are provided with needs led and planned services which will secure the best possible outcomes now and into adult life and that care is provided in an environment which is homely, safe, empowering and nurturing.

To make this happen we aim to:

- Ensure that assessments of need are ongoing and that they inform service delivery, with each young person being assessed according to their own needs. Their family/significant others and relevant other professionals being actively involved both within the assessment process and in planning of long term care.
- Provide a service that gives due consideration to the wishes and feelings of the young person and their religious persuasion, dietary needs, sexuality, gender, racial origin and cultural and linguistic heritage.
- Ensure that young people are securely attached to carers and that carers have the right skills, training and qualifications.
- Enable young people to reach their full potential and to ensure they are encouraged to develop in all areas by giving them access to a variety of education, health, leisure, and social opportunities aimed at meeting their individual needs.
- To work in partnership with the young person, their family, education and relevant professionals, in the formulation and facilitation of developmental plans to enable the young person to achieve their maximum potential for independence and adulthood.
- Each young person is allocated a team of key workers, who are responsible for monitoring and recording the young person's progress and making sure that the objectives set out in the care plan and residential placement plan are being worked towards and young people are developing and achieving.

- Ensure that there is a system in place by which complaints and representations can be made and are resolved promptly.
- Ensure that each young person has the opportunity to express their wishes and feelings and has access to appropriate support and advocacy.
- To encourage a positive self-image by treating young people with respect and providing them with the range of opportunities and experiences that other young people in the local community have access to.
- Work within a framework of anti – oppressive practice, actively promoting positive attitudes to cultural diversity, gender equality, sexuality, disability issues and special needs of all kinds through the home's Equality Action Plan.

Our underlying philosophy

The home's underlying philosophy and ethos is to use an approach, which supports services to young people in a therapeutic and homely environment. Our approach is based on Transactional Analysis (TA). Transactional Analysis is a theory of personality and systematic psychotherapy for personal growth and change. TA provides a clear model through which individuals can explore key areas. These include:

1. How values and attitudes learned from parents and other figures in childhood can continue to exert a powerful influence in adulthood.
2. The wide range of options each person has in managing and expressing his/her feelings.
3. How childhood experiences can lead people to failing to fulfil their potential.

Hilton Road provides a combination of Group Work/Circle Time and individual sessions. Group Work/Circle Time with young people offers the opportunity for dynamic explanation of values and feelings through exercises, which would not be possible on a one to one level.

At each session the Group Work/Circle Time is facilitated by two members of Hilton Road staff. Young people new to the home are supported individually to prepare them for joining the group. However, should a young person opt out of the group then their needs will be met individually and they are not made to feel penalised or isolated. Should young people disrupt the group through difficult behaviour, the behaviour is addressed, not the participation of the group.

The Group Work/Circle Time offers each young person the opportunity to:

- Enhance relationships between young people and to have fun
- Provide a safe environment where residents can explore who they are in relation to others
- Learn how to keep themselves and others safe and to take responsibility for their own actions
- Develop their communication skills, and learn negotiation skills with others
- Personally develop in TA terms, to develop the Adult Ego State, the Positive Parent Ego State and Free Child Ego State

None of the interventions or approaches used breach good practice outlined within the care standards and regulations.

Specific therapeutic techniques

Hilton Road's approach is underpinned by Transactional Analysis. This type of therapy guides our relationships and working styles with the young people. All assessments, group work and Assessment Action Plans are developed using Transactional Analysis Contexts.

All staff have taken part in the 101 Transactional Analysis Foundation course which is complemented by an ongoing training programme to maintain skill levels and develop staff's awareness to child behavioural and development issues. Prior to and on admission the young person is assessed using the Global Assessment of Functioning Index. This allows a clear monitoring system, which identifies progress or deterioration to prevent the placement breaking down.

An external TA trainer/psychotherapist visits the home monthly to monitor, review and advise staff on the work being carried out. He/she also reviews assessment action plans to ensure strategies are effective and positive. A representative from the CAMHS team also attends these meetings to ensure any difficulties being experienced can be discussed and appropriate actions can be taken. It also allows early effective interventions to be planned and put into place. In extreme cases when the care plan is not effective, reports can be prepared for multidisciplinary professionals meetings where access to specific resources and placements can be agreed to meet the young person's needs.

Staff at Hilton Road are not involved in one to one therapy sessions, only key worker sessions. These do not include the element of direct therapeutic work.

All young people can make a conscious decision about how much they want to participate in group work and key worker sessions, without fear of repercussion.

Our approach is based on Transactional Analysis with an underlying philosophy that underpins the work of 'I'm OK, You're OK'. This statement reflects the belief that each of us is of value, each of us has the right to seek to meet our needs, and we can behave towards others in a way that maximises our chances of getting on with each other.

Our aim is to prepare and return young people to either their family or to an identified alternative placement within a planned time scale. In addition, we offer quality care to assist young people to make responsible decisions about their own lives and to achieve their maximum potential. At Hilton Road we also work with young people to address and reduce psychological and behavioural difficulties created through experience of physical, sexual or emotional abuse.

One of the aims of Hilton Road is to provide a positive reparative parenting experience for the young people who may have experienced trauma or deficit throughout their childhood. Clearly parenting is not therapy. If therapy is identified within the young person's care plan it will be delivered by identified, qualified providers. However, while reparative parenting is not therapy, it may be therapeutic in nature. Maureen Felton, Certified Transactional Analyst (Specialisation Clinical Psychotherapy), Provisional Training Supervising Transactional Analyst (Specialisation Clinical Psychotherapy) is a consultant trainer/psychotherapist who offers monthly support/supervision sessions at the home and a training programme to underpin the philosophy and approach used within the home.

Maureen is UKCP registered psychotherapist and a professional member of the United Kingdom Association of Transactional Analysis (UKATA), the International Transactional Association (ITAA) and the European Association of Transactional Analysis (EATA).

The residential key worker

Each young person is allocated a key working team prior to their admission. These workers support and work with the young people through planned introductions and planned admission. Key workers ensure that health appointments are arranged for the young person to secure their ongoing good health and work closely with all partnering agencies. Key workers also ensure individual time with young people to help in the development of positive relationships essential for a young person's healthy development.

It is the key workers role to act on behalf of the young person in all matters, including acting as a referral point at the home for all information regarding the young person. The key worker's roles also include:

- Building a realistic professional relationship with the young person by getting to know him or her by befriending and offering support.
- Acting as an advocate and ensuring that the young person's wishes and feelings are known and acknowledged in planning and decision making.
- Ensuring all information regarding the young person is recorded in the appropriate places and is kept up to date and reports are completed as required.
- Attending and contributing to reviews and meetings as required.
- Developing positive professional relationships with family members, associated professionals and any partner agencies who are involved in securing positive outcomes for the young person.
- Ensuring the young person has regular contact with parents, carers, and significant others as appropriate.

In ensuring the young person settles into the home and the community, the key worker also ensures all the support services fundamental to meeting the individual's needs are available and can be accessed as required. These can include:

1. Dentist
2. GP
3. Optician
4. Other health services, for example hospitals
5. Education, schools, school nurses and supporting agencies
6. Social work support

Our partners

Additional support may be necessary once appropriate relationships have been established with a variety of services and partner agencies to assist in ensuring the individual needs of the young people are met. These include:

- Local education support services
- A children's society advocate makes regular visits to the home and advocates for young people on an independent basis

- The CAHMS service; offering regular visits to the home to provide advice to support individual care packages. This can include the completion of assessments with individual young people to identify if further specialist therapeutic services are required.

At Hilton Road we set out to provide a service that gives due consideration to the wishes and feelings of individual young people as well as meeting their needs in relation to their religious persuasion, racial origin, cultural and linguistic background.

During the referral, assessment and introduction period care plans and placement plans are developed based on the young person's needs. Residential planning processes are formalised through a 72 hour post placement meeting and through the young person's statutory review process.

What it's like at Hilton Road

Hilton Road was built in the 1970's; originally it was two semi-detached houses. They were then combined into a single detached property.

The home has four bedrooms for the children each with its own bathroom which helps to preserve young people's privacy and dignity. All bathrooms have both a bath and a shower; room sizes are adequate to allow sufficient bedroom furniture and enough space to ensure a comfortable and homely setting.

Each room is decorated in the colour chosen by the young person and can be personalised according to the young person's wishes. Each young person is given the opportunity to personalise their room and choose colours and soft furnishings, with staff support if needed.

Each bedroom has a lockable safe for young people to keep any personal items safe. In some circumstances young people may wish to use the home's main safe. The home provides the young people with a telephone away from the office for their use. Young people are able to use the office telephone to contact social workers, family or other agencies.

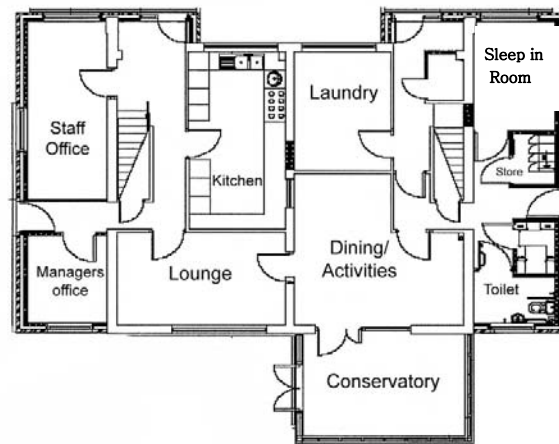
The home has recently been refurbished and the main living areas are decorated and furnished to a good standard. Colours, materials and designs are agreed through consultation with the young people and staff.

The conservatory can be used as a games/study/computer room. Young people are encouraged to pursue hobbies, and any equipment or materials can be stored away safely and securely when not in use.

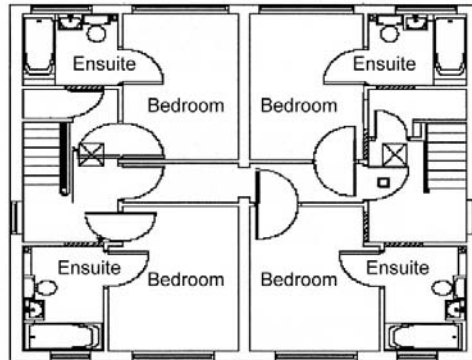
The conservatory looks onto a large rear garden and patio area where our young people can play safely away from roads and footpaths. There are real time video

cameras and security lights fixed around the home to provide security and to light the rear garden and front of the property. The home is also fitted with a security alarm.

Hilton Road



Ground Floor



First Floor

July 2014

Who lives at Hilton Road and how do young people come to live here?

Hilton Road is a home for up to four young people from the age of 11 up to 14 on admission. Hilton Road welcomes young people of any race, gender, culture, religion, or sexual orientation. Placements can continue up until a young person's 18th birthday if this is appropriate to the young person's emotional, educational and development needs and Hilton Road can continue to provide a stable, secure and safe placement that is in keeping with the young person's overall care plan.

To promote and safeguard the welfare of all young people accommodated at Hilton Road, and to maintain a safe and appropriate living environment, all admissions to the home are subject to risk assessment. Before admissions are agreed the suitability of proposed placements are assessed taking into consideration individual needs, levels of understanding and functioning, the group dynamics and any risks in relation to the individual and the wider resident group.

The home does not provide services for young people with the degree of physical disabilities that would require specific specialised equipment or assistance with their personal health care needs. However the home would consider placements for young people who have mild learning difficulties but who would be able to attend mainstream education.

Hilton Road provides a nurturing environment in which young people can feel safe, supported and respected with opportunities to rebuild confidence, regain feelings of self worth and restore trust in others. Hilton Road offers a range of support to the young people, including helping them to prepare and return to community based placements, for example a return home or a move to a family placement or a semi-independent living arrangement.

Through its Transactional Analysis approach, Hilton Road provides young people with the opportunity to participate within a weekly group work programme and key worker sessions. A community consultant therapist provides staff consultation and assists with development of placement plans.

All internal referrals for a placement should be made to the Registered Manager of the home via the single referral point. In accordance with single referral point procedure, the area social worker must provide a synopsis of the child/young person, the initial/core assessment, a risk assessment and all relevant health and educational assessments and information, to enable the decision making process regarding choice of placement (i.e. family placement, respite, residential) to be as informed as possible. If the child/young person is not already in accommodation, Head of Service approval must be given for the child/young person to be accommodated in residential care.

The admissions criteria for planned placements sets out that a pre-placement meeting must have taken place prior to admission and that the placement must meet the needs of the young person and their care plan and the needs of the group. There is a requirement that the case must be allocated to a social worker and full case history with detailed information of previous placements must be provided before admission takes place.

Following the referral an assessment will be made to determine the appropriateness of the placement in context with the young person's needs and the purpose of the home. Following the assessment, if appropriate, introductions will be carried out before an admission to ensure current residents' feelings and placement stability is taken into account during the admission procedure. In light of these safeguards there should be no unplanned admissions, and only in exceptional circumstances (for example, child protection concerns) would an emergency placement be considered. An emergency placement would only be agreed on the basis of there being a vacancy, the young person meeting the referral criteria and upon completion of assessments regarding group dynamics and risk.

Individual risk assessments are normally used to ensure referral suitability in terms of safe placements within the wider resident group for individual young people. Every effort is made to ensure that emergency admissions are only made where they are assessed to be in the best interests of both the young person and the current resident group.

Young people living at Hilton Road can often be vulnerable and may have disabilities. It is therefore not always right for a young person to leave a children's home by their 18th birthday and it may be in a young adult's interests to remain at Hilton Road.

The reasons for this may include:

- Where the young person's moving-on placement has fallen through and alternative arrangements are being made
- Where the young person is in education and wishes to finish their course
- Where the young person wishes to remain with siblings who are also accommodated at the home, or
- Where there is agreement, including the young persons, that they are not yet ready to leave and a focused plan is in place to achieve this.

Any agreement that a young person will remain at Hilton Road on and after their 18th birthday will need to be carefully planned in advance and will need to be informed by Ofsted's Guidance on inspecting and regulating children's homes

that provide care and accommodation for adults.

No admissions will be made to Hilton Road without the young person's placement information record and risk assessment being comprehensively completed and appropriately signed.

As with any admission to the home, following an emergency admission, a post placement meeting must be convened within three working days with the view of planning the future care needs of the young person.

The facilities & services provided

Hilton Road is a community based home whose purpose is to provide medium to long term care, support and accommodation for children and young people who display emotional and behavioural difficulties having suffered physical, sexual or emotional abuse and who would otherwise require a specialist external out of borough placement.

The home works in partnership with young people, their families and a multi-disciplinary team of professionals in forming an individual care plan. The aim of each plan is to identify, co-ordinate and ensure the delivery of services to meet the care, emotional, physical, educational and spiritual needs of the individual young person.

The home has external security cameras, external security lighting and an intruder alarm system

A number of facilities and services are made available to young people within and outside the home. At Hilton Road we work in close partnership with the Virtual School and the Looked After Children Team. Both services recognise the benefits and values of partnership working in promoting the attendance and attainment of looked after children. This partnership ensures all of the young people living at Hilton Road receive structured support, guidance and planning to empower them to achieve their educational potential.

From the statutory review prior to the young person's 16th birthday, we work with the Transition and Leaving Care team and connexions to ensure the development of a pathway plan which is in keeping with the young person needs and aspirations for progression in young adulthood.

The Community CAMHS service provides specific services for the young people looked after at Hilton Road, offering dedicated placement advice and consultation to the home, specifically to:

- Discuss suitability for placement including discussion around skills, resources, staffing levels and environment.

- Manage the young people within the setting.
- Aim to reduce the opportunity for breakdown and placement moves.
- Offer advice on management programmes to support staff and the young person.
- Identify mental health needs.
- Identify the route/pathway to other specialist services.

Young people can also access specialised counselling support through their own GP should they wish to.

Young people can get support from an Independent Children's Rights Officer provided via the Children's Society who advocates on an independent basis for young people.

Children's Residential Services within Walsall have developed a strong partnership with the Youth Offending Service; particularly focusing on reducing the offending of looked after children through the adoption of restorative approaches. Through this partnership young people living at Hilton Road have access to a range of preventative programmes and activities that can help to reduce the likelihood of offending or help young people in developing strategies to prevent further offending.

Caring for Children

Meeting Individual Needs

A requirement of placement at Hilton Road is that the young person has an allocated social worker. This is to ensure that the pre – placement and post placement meetings and subsequent reviews take place within statutory timescales and the young person's needs are met appropriately.

At Hilton Road we operate an ongoing process of assessment and review to ensure each young person's needs are being met and the placement is effective. Regular progress meetings (ideally monthly), which involve the young person, are arranged between the key worker and the young person's social worker. This ensures all placement plans and care plans are effective and the young person is receiving the right care and services. On receiving review dates, reports for each young person are prepared and presented at the review. The key worker completes the necessary consultation documents and provides support to the young person if required to complete their consultation document. The key worker attends the review to ensure continuity should the young person decide not to attend or only attend part of the review. Any young person has the right to request the Children's Rights Officer to attend their review as their advocate if they wish. Young people receive copies of review reports before and after the review and are supported by staff or their key workers in understanding the content and what it means.

Each young person has a residential placement plan which includes information and identified actions to ensure that all of their needs (health, education, family relationships, social and emotional development, independence, leisure, cultural) are being met. The residential placement plan also includes a risk assessment and an agreed risk management plan should it be necessary. The plan is developed in conjunction with the young person, family, professionals and any significant others.

Every individual placement plan is monitored by the key worker on a regular basis to ensure that it is being followed and to record progress. The young person's placement plan is also reviewed at every statutory review or more frequently if required. Any changes to the plan are agreed with the young person, family and relevant professionals.

Religious and cultural needs

Any specific needs in relation to religious instruction and observance are identified prior to placement or during assessment. The support necessary to support the young person's involvement is then arranged as appropriate. For instance this may include identifying or maintaining a place of worship or identifying transport to identified places.

Specific dietary requirements are also identified during assessment. Specific foods, preparation and likes and dislikes are catered for within the home's menu planning, within which young people are given the opportunity to participate. Queries about dietary needs, healthy eating and different choices on the menu can be raised with staff at any time including key working sessions and young people's meetings. Support is also provided to the team by dieticians from the health service.

As necessary, support is provided for young people who have become isolated from their cultural communities. This can involve the securing of an independent visitor, visits to places of cultural interest or securing the services of an interpreter. The key worker system and the planning and review process also support this and the home makes every effort to recruit staff from diverse backgrounds and with different skills.

Within key worker sessions young people have an opportunity to discuss cultural issues which are not being addressed and help to plan how they may be met as well as discussing the cultures of others. Sometimes it may require the Children's Rights Officer to be involved or issues may need to be raised within the young person's statutory review to achieve the best possible outcome for the young person.

Independence

During their stay at Hilton Road each young person has an Independent Living Programme which highlights specific age appropriate skills which the team will support them to develop. This booklet is signed each time a task is completed. This document then underpins any work or support offered by other agencies during the preparation for independence.

When appropriate, the team at Hilton Road work closely with the Transition and Leaving Care Team in developing a pathway plan and identifying suitable accommodation and support for young people when they are ready for independence.

A typical day at Hilton Road

The team at Hilton Road always ensure that each young person and appropriate others have the opportunity to be involved in planning a daily routine.

A typical day may be:

School Days

AM	Woken up, showers/baths, breakfast
	Off to school, buses, walking or escorted depending on arrangements
	Return from school, snacks
PM	Get changed, encouraged to sort any laundry, watch TV, get ready for tea time
	Teatime
	Homework, activities, watch TV, weekly group, family/friends contact
	Supper and settling down routine depending on age
	Bedtime, according to age

Weekends

AM	Breakfast
	Chores, tidying bedrooms, laundry, receiving pocket money Activities, family/friends contact
PM	Lunch time
	Activities, family/friends contact
	Teatime Activities, family/friends contact
	Supper
	Bedtime, according to age

Safety & protection

The children living at Hilton Road have a right to feel safe and as such, and as a way of keeping children safe, we have clear policies in respect of child protection and countering bullying. These appropriately cover matters of safe practice, including reporting and recording child protection concerns and mechanisms for ensuring and monitoring that the environment is free from bullying.

Child protection and bullying

The young people living at Hilton Road have a right to feel safe and secure; therefore, we have clear policies in respect of safeguarding and counter bullying. These appropriately cover matters of safe practice, including reporting and recording child protection concerns and mechanisms for ensuring and monitoring that an environment is anti-bullying.

Prior to admission to the home a risk assessment is done to identify any real or potential safeguarding or bullying concerns and sets out strategies to assist in minimising risks both for the new young person and the existing residents. Risk assessments and management action plans are reviewed regularly, after specific events and through the review process to ensure maximum safety.

All staff at the home are familiar with the local safeguarding children's board procedures and would be prompt in raising safeguarding concerns and reporting to the necessary parties, for example the area social worker and Ofsted. The team are also familiar with and can refer to the Residential Child Care Procedures, the National Minimum Standards for Children's Homes and the Children's Homes Regulations 2011 amended. Child Protection training is included in the inductions of all new staff.

The team acknowledges the negative impact that bullying can have on a victim and within a group and actively discourage it through remaining vigilant at all times and taking immediate action if a situation arises within the home. Bullying behaviour is not tolerated at Hilton Road and in the event that a situation arises the staff work positively with both the victim and the perpetrator towards a positive outcome.

The staff show their commitment to an anti-bullying environment by encouraging safe relationships, clear communication, working with acceptable codes of conduct, clear professional boundaries and respect. The team also recognises that bullying takes place in a variety of settings (school, clubs, the community) and as such make it a priority to advocate on behalf of and support young people who are or may become the victims of bullying. We acknowledge that the young people for whom we care may be more vulnerable and may more easily become the victims of bullying behaviours and name calling due to their looked after status. In partnership with the young people, parents and partner agencies the

team endeavour to engage positively with the community and promote positive images for looked after children. Key workers also provide support for the young people by acting as an advocate and befriending and supporting.

Within the local safeguarding children board procedures there is a protocol for accessing support for children and young people at risk of sexual exploitation. This gives clear guidance for identifying young people at risk and also the system for referral.

Missing persons

The homes procedure for dealing with missing persons and unauthorised absences is covered by the Walsall Safeguarding Children Board protocol for children and young people missing from home or care. Any unauthorised absences are dealt with immediately. The home will follow the missing person's procedure with the local police in accordance with the ACPO (Association of Chief Police Officers) approach. The home has its own guidelines of actions for staff to take when a child/ young person is reported missing, the police will complete a risk assessment on every incident of absence. The final rating will determine the level of response provided by the police.

Protection from fire

The home is fitted with a fire alarm system that is linked to the smoke alarms in every room within the home. There are sufficient call points and an appropriate range and number of fire extinguishers as deemed appropriate by the fire officer. Fire routes are clearly marked and the homes fire evacuation procedures sets out the action to be taken in the event of a fire.

In accordance with fire regulations the home has a fire risk assessment on file with all records and procedures to carry out regular alarm tests, emergency lighting tests, fire drills and equipment checks. Enhanced fire drills are carried out following new admissions, new staff in post and if the previous drills were not adequate.

Fire officers will visit the home when requested to check arrangements when the circumstances or the layout of home changes. They will also visit to check that the fire alarm system is adequate.

All staff receive fire prevention awareness training.

Security

At Hilton Road we have an intruder alarm. We also have external real time CCTV cameras and external security lighting to assist in the detection of intruders to the property.

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Children's rights, participation, consultation & complaints

The team at Hilton Road work in ways which are consistent with and supportive of Walsall Council's policy concerning Equal Opportunities and Anti-Discriminatory Practice, the Children Act 1989 and 2004, the United Nations Convention on the Rights of the Child 1991, the Disability Discrimination Act 1995, the Care Standards 2000 and the Every Child Matters agenda.

The ethos of the home is demonstrated through our working relationships with the young people, open and honest communication and taking into account each young person's individual needs and preferences. Young people's gender, race and disability are taken into account when planning their care. Anti-discriminatory and anti-oppressive practice is a standing item on the supervision agenda.

As both a provider of services to others and an employer, the staff team and managers at Hilton Road do not discriminate against users of the service, other team members or potential staff on the basis of race, gender, religion, sexual orientation, marital status or disability. The team are aware of the ways in which certain groups within society can be disadvantaged and as such actively embrace and welcome diversity, taking positive action to diminish discrimination.

In committing to providing a service that is anti-discriminatory we have developed clear values to which our whole team is committed. These include:

Working in partnership

We are committed to working in partnership with the young people, their families and all relevant professionals and agencies to ensure that the young people are provided with support and services to meet individual needs.

Ensuring dignity and respect

At Hilton Road we recognise every individual's value, their uniqueness and their potential to contribute to the service. We are committed to respond to individuals with dignity and respect by listening and taking their views and opinions into consideration in service planning and decision-making with particular reference to the young people. The staff team recognise Hilton Road is the young person's home and the team endeavour to ensure that due respect is given to maintaining the dignity of the young people and ensuring the environment remains a safe, homely one.

To promote development and fulfilment

We will encourage young people to reach their full potential by working in ways that aim to help young people achieve their best and improve their abilities in

everyday life. We believe that young people should be encouraged to make the most of opportunities for education, leisure and for the promotion of their health and we endeavour to facilitate both internal and external opportunities for young people to develop.

Promoting Independence

At Hilton Road we are committed to ensuring that all young people, regardless of their needs are given the opportunity to act and think independently, within a framework of planned and consistent care aimed at ensuring their safety.

Children's Rights

At Hilton Road we work within a children's rights framework and as such recognise that young people have a right to:

- Be listened to and encouraged to express views and feelings.
- Be treated fairly and consistently.
- Have contact with friends and family as appropriate.
- Live in a safe and well-maintained environment where all their individual needs are well cared for.
- Choices whenever they are available, and if not a reasonable explanation why.
- Receive care, which is planned, monitored and reviewed.
- Complain if they feel unhappy about something.
- An independent source of support and advocacy.
- Be supported in following their culture and religion.
- Be young people.

The team also expect that, where appropriate, parents and relatives will:

- Work with us to help the young person to reach their goals.
- Give ongoing support and encouragement to the young person.
- Attend meetings to help plan and review the service being provided.

The Independent Children's Rights Officer from the Black Country Children's Advocacy Service supports the home in its aim to promote equality by providing an objective opinion on the care provided.

The support provided by the Independent Children's Rights Officer is regular and ongoing and where required Children's Rights support on the basis of gender and race can be arranged for generic or specific reasons.

Consultation and Participation

Consultation with the young people at Hilton Road happens in a number of ways. The Young people are given the opportunity to share their views through the key worker system and young people's meetings. They can also join the Council for Children and take part in the youth congress initiatives. Young people who receive services from the Youth Offending Service are able to access the youth empowerment theatre programme to develop and maintain social and life skills.

Every young person is allocated a full key team within the first two weeks. This allows the young person themselves to have some choice in who they would like to be included in their key team. All key teams have to have one full time member of staff; and at least one part time worker is also available to offer each young person a further opportunity for individual support.

A combination of Group Work/Circle Time and individual sessions create a flexible approach of working with the young people at Hilton Road. Group work with the young people offers the opportunity for dynamic exploration of values and beliefs through exercises, which would not be possible on a one to one level.

Many young people who receive services at Hilton Road have experienced emotional trauma and, as a result, mistrust adults. One of the aims of the key team system is to provide emotional support to the young people and to provide key worker sessions. These sessions give the young person the opportunity to voice concerns or agreements and to also develop individual skills. This process enables ongoing consultation with the young people, which is reflected in key worker reports which are linked into reviews, treatment plans and any other residential reports. Key workers also keep the team updated and informed of any developmental needs or changes in behaviour strategy that will affect the care plan or daily routine.

The Children Rights Officer (CRO) visits the home on a pre-arranged basis to meet with all residents. This service can also be accessed by telephone referral, email or text message if necessary. A member of staff is the recognised co-ordinator to ensure all information from the CRO is made available to the young people.

On admission to the home every young person will receive a copy of the home's Welcome Pack. This provides all necessary information about the home and helpful telephone numbers.

How to make a complaint

The staff at Hilton Road recognise the importance of ensuring that the young people and their families are able to share their views about the service being provided, as such, the home has both internal and external arrangements for dealing with young people's complaints.

The home has procedures in place to deal with all kinds of complaints, both formal and informal. These can be raised by the young people themselves, the young person's key workers, any member of staff or directly through the managers. There is also direct access to the Customer Care Team and the Children's Rights Officer to deal with the more formal and confidential complaints. On admission to the home young people and their family members are informed of the procedure to follow to make a complaint or a compliment.

At Hilton Road we endorse the view that, whenever possible, complaints should be dealt with informally and we always endeavour to respond to complaints as quickly and efficiently as possible. However, the team also acknowledges that where an informal resolution is not possible, the complaints process must allow for an examination by someone who is not directly involved in the care of the young person.

A written record of all complaints, formal or informal, is kept at the home. Grumbles can be raised and dealt with at any time, with anyone on duty. These are also recorded using the complaint system. Such issues can be raised in young people's meetings and the weekly group. If there is a particularly difficult ongoing grumble which is not being resolved, an emergency house meeting is called to discuss it and agree a resolution.

Hilton Road is visited monthly by a regulation 33 visitor not responsible for the home who reports on the quality of care provided (Regulation 33). All types of complaints are reviewed at this visit and time is spent with the young people discussing the quality of the care provided. These processes provide a route to the local safeguarding board procedures by monitoring, recording and reviewing any ongoing complaints and ensuring complaints are followed through and resolved.

The ethos of the home and the open communication between young people and staff ensures that any grumbles, informal or formal complaints will be treated seriously and respectfully and, if appropriate, families, significant others and social workers are kept informed.

Children's Behaviour

Hilton Road has a clear behaviour management policy and the use of restraint within the home, which includes guidance on acceptable methods of control and permissible disciplinary measures. This policy not only includes information on the use of restraint, the use of de-briefing sessions and support for young people but focuses upon de-escalation techniques, ensuring safety and maintaining trusting relationships between the young people and the team. Hilton Road has access to a dedicated team teach trainer and debriefer for advice and support if it is required. The overall philosophy is that physical restraint will only be used as a last resort.

At Hilton Road it is recognised that consistency and an understanding of the young person, their situation and needs is central to effective communication about acceptable and un-acceptable behaviour. In the normal day to day running of the home, the young people are encouraged to behave appropriately by way of frequent and consistent expressions of approval from the team and by use of positive reinforcements and rewards rather than the extensive use of sanctions. However, we know that there will be times when sanctions may have to be used. In such circumstances, sanctions are relevant to the young person's age, understanding and the seriousness of the incident which may, in extreme circumstances mean police involvement.

To complement our approach to promoting acceptable behaviour we have adopted a restorative approach to incident/conflict resolution with the whole team having access to restorative approaches training and dedicated support from the Youth Offending Service. We use a Restorative Approach to help the young people to build mutual trust, mutual respect and a sense of community to ensure the young people feel that they belong which is very much a part of our Transaction Analysis work. Circle Time is part of the regular group work undertaken with the young people to repair any damaged relationships and to allow everyone to express their views and feelings and have them taken into account.

However, at Hilton Road we do have a duty to protect young people by taking all reasonable steps to ensure that they don't harm themselves, others or property. The use of, or the application of physical force upon the young people as punishment is prohibited. However, if it is necessary, to prevent the risk of injury to any person or serious damage to property, physical intervention may be used. All of the team are trained in the use of appropriate physical intervention and the skills and techniques to de-escalate situations.

Every member of staff has received Team Teach training, which is the only recognised form of managing the young people's challenging behaviour positively within Walsall's children's homes. Team Teach offers staff a variety of methods to use as a form of de-escalation to prevent physical restraint or intervention,

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which is seen as the last resort. De-briefing sessions are available to the young people and staff following any incidents of physical intervention. The home has a clear range of sanctions appropriate to age and understanding. Alongside this we have a Negotiated Reward System which identifies goals and rewards set against a weekly programme. This is devised between the young person and the key worker and reviewed to suit development.

All rewards, additional measures of control and incidents of positive handling are recorded and then overseen by the home's manager and Regulation 33 visitor. Where possible parents are informed of any such occurrences and young people are provided with the appropriate de-brief and support by the team. All risk assessments, placement plans and behaviour strategies are reviewed on a regular basis by the team to ensure a consistent and effective approach.

Restorative approach

It has been acknowledged by the team at Hilton Road that the quality of relationships between staff and young people and between the young people themselves is an important factor in ensuring safe quality care. As such the team at Hilton Road are trained in the use of restorative approaches, which underpins everyday interactions within the home. The aim of this is to encourage a listening culture based on nurturing and mutual respect. Restorative practice is both used informally as an aspect of day to day interactions and where necessary it is also used formally to help repair harm caused by more serious conflicts and disagreements. Our restorative philosophy is supported by the use of circle time to assist in nurturing mutually beneficial relationships.

The team at Hilton Road are supported in their use of restorative approaches by refresher training and support from a dedicated Rolac worker. In the case of offending behaviour this partnership assists in addressing situations at a local level and repairing any harm caused to the victim/s often averting the need for formal police or court action to be taken.

Contact

Keeping in contact

At Hilton Road we recognise the importance of regular contact between young people, their parents, relatives and friends. As such arrangements for contact are discussed and agreed during the pre and post placement process, which incorporates a comprehensive risk assessment. The home welcomes visits from friends and relatives where the risk assessment indicates it is safe and appropriate, and this can be managed accordingly.

Arrangements for contact between the young people accommodated and their parents, relatives and friends are informed by a risk assessment. Where necessary staff are identified to support supervised contact visits, as well as assisting in practical arrangements to enable regular contact.

At Hilton Road we do not usually facilitate supervised contact within the home because the young people who live here have often had traumatic experiences at the hands of adults. Given that many of our young people have difficulties in developing trusting and rewarding relationships with adults, it is essential that access by adults is limited to essential significant others only. This is seen as an essential component of the home's ethos and arrangements for safeguarding and nurturing young people. Visits with family and friends are carefully planned, taking into account any risks.

Regular telephone contact between parents and the young people is actively encouraged, where appropriate. Young people have access to a phone to contact parents and friends if they wish to.

The team at Hilton Road work constructively with the young people and their families to support contact, and young people and parents are encouraged to maintain and nurture positive relationships with each other.

Education

Education and Achievement

At Hilton Road we recognise the importance of education to the future personal and economic well being of all young people. For this reason we place a great significance on education both in the school setting and in the day-to-day life experiences of young people. We believe it is important to recognise the achievements and progress, both large and small, made by our young people both at school and in their daily lives, and to celebrate these to give them the confidence and ability to set new goals and to achieve to the highest possible levels.

In conjunction with the young person, the social worker, the young person's education provider and the Virtual School team, our aim is to ensure that each young person has a Personal Education Plan (PEP) to which they, their parents (if applicable), and the staff have contributed, and which is understood and supported by all.

At Hilton Road we have an active working relationship with the Walsall Virtual School for Looked After Children and we work together to support the young people's educational attainment. A specific focus is working in partnership to develop the young people's self-belief and esteem in their ability to achieve, and supporting young people with practical measures as part of a process of reintegration into an educational setting. These initiatives look at both academic and vocational projects and ways of providing individual young people with additional tuition support and ensuring that arrangements for private study are suitable.

In accordance with Walsall Council's policy on the Education of Young People, residential social care workers will specifically assist in the following:

- Encouraging school attendance.
- Ensuring assignments are completed satisfactorily and on time.
- Encouraging the completion of homework.
- Liaising with young person's parents/carers, designated teacher and personal adviser (where appropriate) and passing on all relevant information.
- Participating in the review of the PEP at least every 6 months.

- Participating in the completion of a new PEP when the young person changes school or placement or where there are other significant changes in circumstances, for example permanent exclusion.
- Attending the recalled PEP meeting when the plan is failing.
- Increasing the teams knowledge and understanding of admissions/exclusions procedures through training provided.
- Ensuring the young person attends all achievement events, supporting the young person by attending parent's evenings and any other school events.
- Advising the Virtual School Support Team and designated teacher of all relevant changes to a young person's circumstances as soon as possible after the event, for example change of placement/social worker/school/leaving care
- Being aware of and supporting young people who are taking tests and examinations.
- Actively working in partnership with others towards securing appropriate full – time education for any young person who is not in school.

The home has developed a positive relationship with the Virtual School Team who are able to provide advice and support, including training for the staff group on all aspects of education for the young people. Through the home there is also access to a dedicated education room, PC's with secure and safe internet access and personal laptops to help young people with their homework, specific projects or coursework for exams. All young people within the home have their own bedroom area that allows private work to be done.

It is also recognised that education is provided in a variety of non – school settings and activities, and as such the team give support to the young people with day to day tasks, play, out of school interests and activities which promote learning. The team use positive reinforcement and rewards to help celebrate achievements that the young people make in day-to-day activities that promote their learning or increase their skills.

Leisure & social opportunities

All young people are encouraged to participate in activities provided both in and outside of the home to help increase their knowledge, life experiences, confidence, self esteem, and to expand their personal and social communication skills.

The home has a number of in-house leisure activities for use by the young people, including computers, books, board games, video, DVD, Play station, Wii, plus art and craft materials. All staff and key workers encourage and support the young people to continue with or take up individual hobbies or interests.

All young people are encouraged to take part in both individual and group activities. These activities not only take into consideration their likes, dislikes, age, ability, ethnicity, culture and religion, but are also aimed at helping to broaden the young person's interests and their experience of diversity. We actively promote and encourage young people to engage in different cultural activities within and outside the home including experiencing ethnically diverse foods, music and art.

There are youth clubs and sporting facilities available locally. All young people living at Hilton Road are made aware of local amenities. The staff support the young people by transporting and accompanying if requested or, if it is appropriate, to ensure safety. Funding within the home budget is available to support individual hobbies and activities identified by the young people and key workers.

In addition young people are encouraged to become involved in planning day trips and summer holidays. With the appropriate prior arrangements the young people are encouraged to have friends visit the home and vice versa. Birthdays, cultural celebrations and religious holidays are celebrated, with special activities, outings and parties arranged in consultation with the young people.

Health

At Hilton Road we understand how important good quality physical and emotional health care is to ensuring the best possible future for all young people.

All young people's health needs are assessed at the point of referral and regularly during their stay, and appropriate action is taken as is necessary. If the young person has not had an initial looked after health assessment before moving into the home or they are in need of an up to date assessment then arrangements are made through the looked after young people's health co-ordinator.

All young people have access to a GP, which may include registration with a local surgery or keeping a young person's family GP where this is practical and appropriate. The assessment process also sets out to obtain and bring up to date a young person's full medical history. Weekly and monthly consultations with the Community CAMHS worker ensures that the young people's mental health needs are addressed routinely.

At Hilton Road we set out to make sure that we:

- Identify the physical, emotional and health needs of each young person and take action to meet these needs.
- Keep a record of medication received, administered and returned and that safe storage is provided. Also that double signatures are obtained as administered, as per regulatory requirements.
- Provide young people with guidance, advice and support on health and personal care issues appropriate to their needs and wishes and to actively discourage young people from smoking and taking alcohol or illegal substances.
- Appropriate arrangements are made to meet young people's personal needs, and to deal with issues of personal care sensitively. As such young people choose their own toiletries and personal needs items.
- The staff team at Hilton Road actively seek to understand and meet the health needs of young people from black and minority ethnic groups and specialist advice is sought as necessary.
- Young people have a varied, balanced and healthy diet, which takes into account individual likes, dislikes, any medical matters and cultural preferences.

Arrangements are made to protect and promote the health of the young people through the completion of an individual health assessment, which determines individual health needs and risks with suitable and appropriate measures. These assessments are supported through consultation with health professionals such as school nurses and the Looked After Children Health Co-ordinator. All information regarding a young person's health is recorded on their file and passed on where appropriate to all team members.

We ensure that all eye, dental and other health checks are up to date and that arrangements are in place for young people to attend routine appointments. The health and residential assessment processes and care plans determine the need for any other specialist health needs.

Staffing

Who looks after the young people and how are they supported in their role?

The Responsible Individual for Hilton Road is Alison Cooper, Interim Head of Service

The Interim Operations Manager is John Branchflower.

The Registered Manager at Hilton Road is Jason Grainger
12 years experience of various levels in residential services
NVQ Assessors Award (A1)
NVQ Level 3 in Health and Social Care (C&YP)
Diploma and NVQ Level 3 in First Line Management
Advanced Team Teach Trainer

Our staff team:

The staffing complement at Hilton Road consists of three main types managerial staff, social care day and night staff and ancillary staff, who all work together to ensure that the young people receive a good standard of care.

All permanent staff are selected in accordance with Walsall Council's recruitment and selection procedure, which ensures successful candidates have the pre-requisite qualifications and experience necessary to undertake the post applied for. All successful applications are subject to receipt of satisfactory references, medical clearance and a Criminal Records Bureau (CRB) Check.

Any vacancies are covered by the use of Walsall Council's own staff, sessional staff or by the occasional use of agency staff. Sessional staff are recruited by means of Walsall Council's staff support service, which in conjunction with the management team of the home; ensure all temporary workers have the required experience and knowledge and that they are subject to satisfactory CRB clearance.

The Rota and staffing policy

As the home provides medium to long-term care the home operates a rota that is monitored by the Care Managers and is overseen by the Registered Manager. The rota system enables a senior member of the team to be on duty on most shifts and the teams differing skills and abilities to adequately reflect the needs of the young people living at the home. This is further complimented by the use of a flexible system of rostering, which ensures staff are available at peak times such as bedtimes, the home has a sleeping –in member of staff and a waking night officer to provide support throughout the night.

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Staffing levels are risk assessed on a day to day basis taking into account the needs of the young people and the activities planned for the day.

Unforeseen staff shortages are covered in a variety of ways including split shifts and flexible rostering, by using permanent and sessional staff and in extenuating circumstances the use of agency staff. Additionally, out of hours the staff at the home have access to the On-Call Officer and the Emergency Response Team if advice, support, guidance or direction is required.

Given the need for consistent practice, information sharing and planning, three handovers per day are scheduled into the rota and there are monthly staff meetings. The rota planning and monitoring also takes into consideration health and safety matters, the routines of the young people, risk assessments, meetings / statutory reviews, annual leave and staff training needs. Other considerations include ensuring team members have adequate rests and breaks from the working environment.

How are the team supported to do their job?

Upon commencement of employment all staff new to working within a local authority are subject to Walsall Council's six month probationary period and from day one begin an induction. All new employees participate in this induction which includes a variety of elements including a general introduction to Walsall Council and the Children's Services Directorate, an introduction to Children's Residential Services, partner services and other significant agencies, as well as an introduction to the purpose and function of Hilton Road, policy and procedure, child protection, health and safety, and role and task.

All new staff are allocated a nominated supervisor who facilitates supervision fortnightly for the first six months and monthly thereafter, reviewing progress in accordance with probationary guidance. Each of these sessions is recorded, signed by both parties and placed on the employee's personal file for reference. To complement the induction and probation processes within the first 6 weeks, all new employees complete our learning log which incorporates all of the modules of the Children's Workforce Development Council's (CWDC) Induction Standards.

In accordance with the National Minimum Standards, all staff that have completed their induction and foundation training who do not already hold a level 3 NVQ in caring for children and young people can then be enrolled on a level 3 Children and Young People's Workforce diploma.

All staff receive regular supervision. Supervision is an essential element in supporting, managing and developing the staff team and as such it is a statutory and departmental requirement that all staff both receive and participate in the

supervision process. The Operations Manager for Children's Residential Services supervises the Registered Manager who in turn supervises the Care Managers. The management team then ensure the supervision of the remainder of the staff team through allocation of a nominated supervisor. Each team member devises a supervision agreement with his or her supervisor and both parties have a responsibility to ensure that supervision is constructive and relevant to the aims and objectives of the home. Staff supervision is recorded and generally embraces four broad areas:

- Quality Management: an opportunity for the team member and supervisor to discuss and record quality of work and workload, including discussion regarding individual young people, care planning, service delivery and teamwork. A core aspect of supervision is the exploration of the team member's relationship with the young people and the key-working role to ensure day-to-day tasks are being completed appropriately and efficiently and care planning meets the identified needs of the young person.
- Support: an opportunity for the team member to air concerns and anxieties and be provided with guidance, reassurance, encouragement and advice to empower them to do their work efficiently and effectively within the team and with the young people.
- Development: an opportunity for training and learning needs to be discussed and learning plans to be agreed. Training may take place in supervision, within the workplace, during team days or away days or via the provision of external training.
- Representation: an opportunity for the team member to make suggestions or share ideas regarding service improvement.

On an annual basis all team members participate in an Employee Performance Assessment (EPA) within which a learning plan is agreed and targets to enable achievement are set. This is reviewed half yearly to ensure learning goals are being met. The EPA process promotes the acquisition of skills and knowledge through a variety of methods including on the job learning, having or being a mentor, the completion of exercises and assignments, the delegation and completion of specific tasks and responsibilities to progress skills, knowledge and competence or via attending internal or external training. Overall it is expected that each team member will have a minimum of thirty hours of learning time per year.

In addition to this, staff development is also promoted through participation in and contribution to a variety of other processes including:

- Team meetings
- Team days

- Interagency meetings
- Joint training
- Working in partnership and networking with other services and supporting agencies

The overall purpose of supervision and the process of EPA are to promote and monitor safe and effective practice in accordance with Walsall's Performance Management Framework, the Children Act 1989 and the Care Standards Act 2000.

In accordance with the National Minimum Standards and Walsall Council's policy and procedure, records are kept in respect of all staff employed at the home. The following information is kept confidentially at the home:

- Personal Information, such as contact details and next of kin
- Job description and job specification
- Record of D & B check
- Record of Qualifications and training
- Supervision notes, EPA and learning plan.
- Records of attendance at work
- Records of employment issues
- References

Useful Contacts

Ofsted

Piccadilly Gate
Store Street
Manchester
M1 2WD

Tel: 0300 123 1231

www.ofsted.gov.uk

Alison Cooper - Interim Head of Service
John Branchflower – Interim Operations Manager

Zone 2D
2nd Floor, Civic Centre
Darwall Street
Walsall
WS1 1DQ

Tel: 01922 658356/8/9

Contracts / Commissioning & Contact Teams

Stroud Avenue Family Centre
Stroud Avenue
Willenhall
WV12 4EG

Tel: 01922 652680

NSPCC

Tel: 0800 800 500

www.nspcc.org.uk

Voice of the Child in Care

Tel: 0808 8005792

www.voiceyp.org

Customer Care Service
(Complaints & Representation)

Tel: 0800 0856018

Walkways

Tel: 01902 675393

E-mail: info@walkways.org.uk

Transition & Leaving Care Service & Looked After Children Service

8th Floor
Townend House
Townend Square
Walsall
WS1 1NS

Tel: 01922 650555

Education Support Team (Virtual School)

EDC
Pelsall Lane
Rushall
Walsall
WS4 1NG

Tel: 01922 686200

Child Line

Tel: 0800 1111

www.childline.co.uk

Action for Children

Tel: 0300 123 2112

www.actionforchildren.org.uk

The Children's Society

Black Country Children's Advocacy

Tel: 0800 6523839

Statement of purpose and function

Lichfield Road



'Better Together for
Children'

Children and Young People's Services



Walsall Council

"My Walsall, my future"

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Introduction

Welcome to Lichfield Road

As you may already know, organisations that provide residential care for children and young people are required by the Care Standards Act 2000 & 2008 to produce a written guide about the service that they offer. This written guide is called a Statement of Purpose. It is seen by the inspectors and also available to the children living in the home, parents, staff and social workers, if they wish to see it.

This is our Statement of Purpose at Lichfield Road. We have divided it into several different sections to make it easy to pick out the bits that most interest you. If you have any questions about Lichfield Road, the service we provide or this guide, please ask. Any member of our team will be more than happy to help.

The current document is also available to view via Walsall Council's Children's Services intranet site.

We also have a welcome pack available for all children, which outlines the homes Statement of Purpose.

Location of Lichfield Road Children's Home

Lichfield Road Children's Home is a terraced house located in a residential area of Walsall on a main road. It is in close proximity to Walsall town centre, shops, and Leisure facilities and is situated on the main bus routes. The area is well developed and new homes are being built.

The home has good links with the Neighbourhood Police, who make regular visits to the home. During the visits the Police Officers will update us on what's happening within the local community.

At present there are no risks to the local environment and there have been no changes in the local amenities. The children can readily access all the local shops and leisure facilities within the local area.

The home has not received any complaints from the local residents within the area and has developed good relationships with all our neighbours.

The home is located on a main road and we have a high level of traffic during peak times. In the evenings the traffic levels are low and this does not cause any concerns.

We have local agencies near to the home, one of them being The Hollies, which is where all the IRO's are based and where all our children go when they are having their reviews.

Happy reading

Our purpose, aims & objectives

The purpose of Lichfield Road Residential home is to provide care and accommodation for children with a range of needs who are unable to live at home or remain in their current placement.

The aim of Lichfield Road is to work in partnership with the child, Social Worker and other relevant agencies and significant others in providing consistent and good quality needs led packages of care, to rehabilitate the child back to their families or allow residential assessments to be made to underpin the identification of long term placements.

Lichfield Road offers an environment within which care, education, healthy living, acceptance, and respect for achievement and sensitivity to the individuals needs are considered a priority. Care arrangements are outlined within the child's placement plan and our overall aims for the child in our care are to:

- Ensure that each child in our care is protected from emotional, physical and sexual abuse and neglect.
- To provide a safe and caring environment in which the children are able to explore their experiences and feelings.
- Ensure that the children within our care are securely attached to carers capable of providing safe and appropriate care through ensuring that all levels of staff are appropriately skilled, trained and qualified.
- Ensure that each child is assessed according to their individual needs with the child and their families, or significant others, being actively involved not only in all aspects of the assessment process but also in the planning of long-term care.
- Ensure that each child has the opportunity and is encouraged to gain maximum life chance benefits in respect of education, health and social opportunities.
- Ensure that each child has access to people who they can speak to and who can speak on their behalf if they so wish.
- Ensure that there is a system in place by which complaints and representations can be made and dealt with promptly.
- Assist in the promotion of a positive self-image and the development of personal and inter-personal skills.
- Promote positive attitudes to cultural diversity, gender equality and special needs of all kinds.
- Promote healthy living and participation in leisure pursuits which will widen the child's interests and skills and which can be carried forward into adult life.

What it's like at Lichfield Road

Physical Aspects

Lichfield Road is a terraced house located in a residential area of Walsall, which was opened as a local authority children's residential home in July 2001. It is in close proximity to Walsall town centre, shops and leisure facilities and is situated on the main bus routes.

The accommodation is based on three levels and comprises;

Ground Floor: Entrance and hallway leading onto:

- The staff office and administration area
- The front lounge, with television, is where the children can watch TV and meet visitors.
- The communal dining area is where the children have meals and snacks.
- The payphone is situated under the stair where private calls can be made or received.
- The games room is where the children can play. The children use this room for visitors and also have access to TV, play station, stereo, books, art materials and board games, this leads onto a part paved and part grassed garden area that is enclosed by fences
- The communal kitchen is where the children are able to prepare drinks and meals with appropriate supervision.
- A staff / visitor toilet is located by the staff office.
- The Registered Manager and Care Managers office is situated at the back of the kitchen.
- A laundry facility situated at the rear of the kitchen, access is gained via the garden.

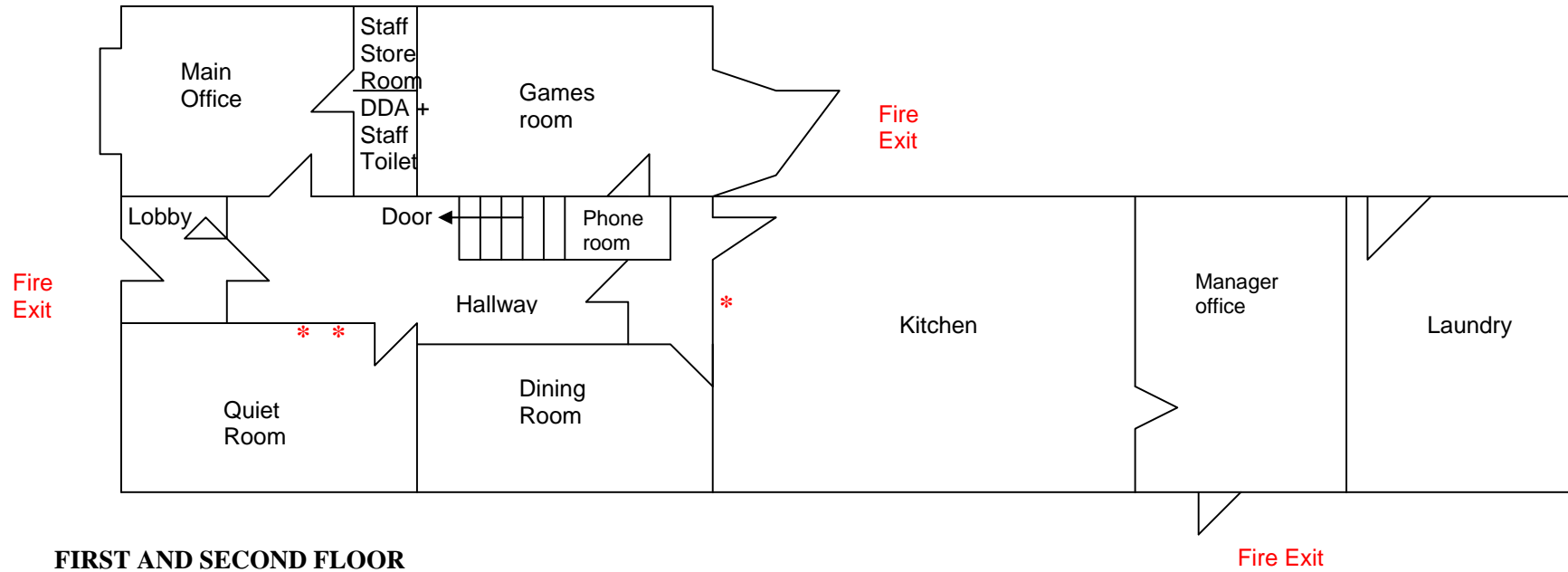
1st Floor: A flight of stairs leads from the hallway to the first floor where there is situated:

- Bathroom, comprising bath, toilet, hand basin and hand drying facilities
- A shower room
- Staff shower, with hand basin

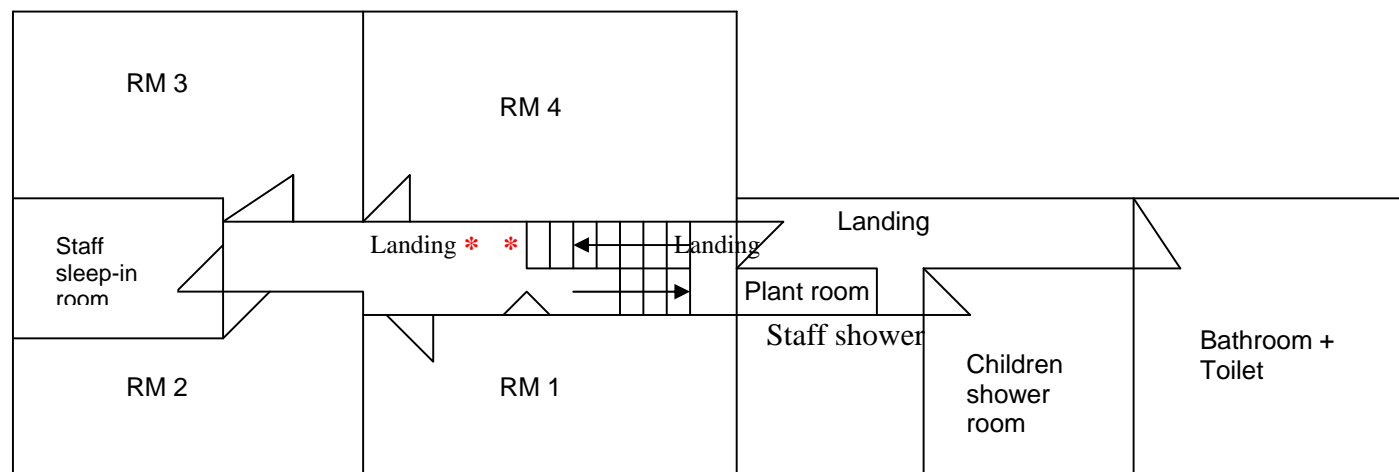
2nd Floor: A small flight of stairs leads to the 2nd floor where there is situated:

- Bedroom one, a single room with single bed, wardrobe, desk, chair, storage space, television and stereo
- Bedroom two, single room as above
- Bedroom three, single room as above
- Bedroom four as above but in exceptional circumstances with senior management approval this room can be used to accommodate a same sex sibling group of two in separate beds.
- The staff sleep-in room

GROUND FLOOR LICHFIELD ROAD



FIRST AND SECOND FLOOR



* Extinguishers

△ Call Points

Who lives at Lichfield Road and how do children come to live here?

Lichfield Road provides services for up to four children between the ages of 8 and 17 at the age of admission, this means from their **8th until their 17th birthday**; this service can be accessed by children of either gender.

To promote and safeguard the welfare of all children accommodated at Lichfield Road the age cohort is no more than four years between the youngest and the oldest child.

In exceptional circumstances and dependant on group dynamics, Lichfield Road may offer one same sex sibling group, of no more than two between the ages of 11 years and 13 years (up to 14th birthday), short-term accommodation in a shared bedroom. In accordance with Walsall's policy regarding room sharing this measure would only be taken short term whilst awaiting a room to become vacant or pending an alternative sibling placement.

The home will accept emergency placements but only following the completion of a group risk assessment. All placement decisions, plans and arrangements will be formalised at a 72 hour planning meeting where Lichfield Road will complete a Pre/Post Placement meeting and a brief Risk Assessment.

- From the point of admittance the team at Lichfield Road work in close partnership with the Family Placement Team and the Area Social Worker in identifying suitable and appropriate alternative placements for the child.

If appropriate the team also works closely with parents when looking towards rehabilitating the child back to the home environment.

The home intends to offer each child a range of services, including a professional assessment of need, to assist in the process of appropriate long term care planning. All assessments will involve working together with children, their families, significant others and relevant professionals to ensure needs are determined as appropriate to the individual and the long-term care plan positively promotes the fulfilment, safety and development of each child. As far as is practicable and appropriate, the home will assess issues in relation to child protection, safety and stability, health, education, family and social factors with the team, setting out to befriend and support the children in a benevolent and trusting manner.

The home does not provide services for children with physical disabilities although we will consider children with mild learning difficulties, depending upon the referral details, and the level of vulnerability of the child and group dynamics.

The home will provide services for children who have previously been looked after or not. Children maybe experiencing difficulties in their current placement while an appropriate alternative placement is sought the child they can remain at Lichfield Road.

All placements within office hours will be made via the family placements team and are subject to Individual Risk Assessments. This ensures that placements are safe and appropriate and take account of the welfare and needs of the group of children already resident.

Are there ever unplanned admissions at Lichfield Road?

At Lichfield Road we would take an unplanned admission in an emergency situation. In such circumstances careful consideration is given to the risk assessment process which takes account of both individual and group needs. The home will inform the current residents of any new planned arrivals and of any unplanned arrivals to the home.

All placements are subject to a 72 hour planning meeting and if possible or if required alternative placements can be arranged within in this period.

If a child is temporarily move from the home they still will be treated as if they are still living at the home until the placement is terminated.

The facilities & services provided

On admittance to Lichfield Road each child is allocated a keyworker who ensures that all of the fundamental support services are accessed as required to meet the child's needs.

Such agencies include:

- GP
- Dentist
- Optician
- Other health services such as hospitals
- Education, schools, colleges and supporting agencies
- Social work support

Additional support may be necessary as appropriate and relationships have been established with a variety of services and partner agencies to assist in ensuring the child needs are met holistically. These include:

- Local Education Support Services, provided via the Virtual School.
- Child and Adolescent Mental Health Service, who offer regular advice regarding the individual child as appropriate, this can include completing assessments on the individual child with a view to identifying if specialist therapeutic services are required.
- Connexions, who have a network of personal advisors to offer advice and support to the child, aged 13 -19 yrs regarding a range of issues including

careers, education, relationships, drugs and alcohol, emotional well being, recreational opportunities and sexual health.

- The Children's Society makes regular visits to the home and advocates for the child on an independent basis.
- The Youth Offending Service, who prepare and deliver preventative programmes for individual children to assist in addressing offending behaviour. These programmes not only encourage the child to take responsibility for their offending behaviour, but assist the child to identify the consequences of their offending behaviour and help them to develop strategies to prevent further offending.

In addition to this, throughout their stay at Lichfield Road children are encouraged to maintain links with their local community where appropriate. This includes family, friends, local groups and clubs and local leisure facilities.

Caring for Children

Meeting individual needs

Each child's religious observance needs are identified on admittance to the home and appropriate arrangements are made to ensure that the children are able to participate appropriately in their given religion. This may mean ensuring that the child is able to attend a place of worship, that dietary needs are met appropriately, clothing is appropriate or that they are able to continue with any customs that are part of their religion. Where necessary support is provided for children who are isolated from their cultural communities, which could involve the securing of an independent visitor. The keyworker system and the planning and review process support this.

The home respects religious diversity and works in accordance with Walsall Council's policy on religious observance, which celebrates difference. The policy outlines the differences between the major world religions and provides guidance for staff working within a diverse community.

A requirement of placement at Lichfield Road is that the child has an allocated Social Worker. This is to ensure that the 72 hour meeting and the subsequent reviews take place within the statutory timescales and the child's needs are met adequately and appropriately. If situations occur when reviews are not taking place within stipulated timescales advocacy is made on the child's behalf in various ways including through the complaints procedure, the Children's Society and management arrangements.

A typical day at Lichfield Road

A typical school day involves being woken in time to shower and have breakfast before going to school. If a child is not attending school they are encouraged to attend an alternative programme of education. The school day starts at 9.00 am closes at 3.15 pm and it is structured as it would be at school with set breaks and a lunch hour.

On Saturdays the children are encouraged to help clean and tidy their bedrooms and assist with helping to keep the house clean and tidy by undertaking a house chore.

Weekend and holidays are much more free and easy than school days; children are encouraged to spend time positively engaged in activities they enjoy.

A typical day

- Breakfast will be available as early as is necessary to ensure school attendance.
- If the child is not in school they should eat breakfast before 9.30 am.
- Lunch is served for those in the home.
- Tea will be served each evening and a meal will be kept if arranged or if the young person is late home.

- The evening's activities will be discussed before or during teatime.
- All homework should be completed on time with support available from the staff team.

- The children are encouraged to participate in recreational, social and leisure activities, suitable to their needs and interests, on a group and individual basis; within and outside the home.
- The children will be made aware of their bedtimes according to their ages.
- Games will end before bedtimes to allow time for settling down.
- Any bedtime extensions should only take place at weekends or holidays and only if their behaviour warrants extensions.

Safety & protection

The home has policies regarding child protection and countering bullying. These appropriately cover matters of safe practice, including reporting and recording child protection concerns, and mechanisms for monitoring and providing an environment that is 'anti'- bullying.

Specific guidance is given to staff in relation to disclosures and relationship boundaries, when working with the children who have suffered abuse, loss, separation and trauma. Additionally specific attention is given to recognising the signs of child abuse and managing this, including the sexual exploitation of the child through prostitution and racism in bullying behaviour.

The homes procedure for dealing with unauthorised absences is covered by the Walsall Safeguarding Children Board protocol for Children and Young People Missing from Home or Care. This has been agreed as a joint working protocol with West Midlands Police. All unauthorised absences are dealt with in accordance with this Missing Person's procedure and involves a thorough risk assessment being undertaken to determine the child's level of vulnerability and assist in ensuring the child returns safely to the home.

All staff are aware of the children's local missing policy and statutory guidance on children who run away or go missing from home or care. The staff team are trained and regularly refreshed in the area of safeguarding and child sexual exploitation. Staff work closely with social workers, family and public services to formulate personalised plans to protect each child.

That all children have a missing person's profile picture in their file that is updated and regularly reviewed to ensure it's accurate with the correct information. All the children have the police sixty questions attached to the profile.

The home has a Fire Risk Assessment on file that is reviewed annually or more frequently if required. There are also procedures in place to ensure that fire alarm tests, drills and emergency lighting checks are completed as necessary and fire equipment is checked and serviced as required.

All staff receive fire training as appropriate and regular contact is made with the fire service should advice be required. Upon moving into the home all children will be asked to complete a fire induction.

Children's rights, participation, consultation & complaints

Arrangements are made for consultation with the children regarding the operation of the home, through a number of initiatives, the main force being the keyworker system.

The Children are allocated a keyworker within the first two weeks of being admitted to Lichfield Road. All key Worker teams consist of 1-2 members of staff. This backup system offers the child a further opportunity for individual support.

Many of the children who receive services at Lichfield Road have experienced emotional trauma and as a result mistrust adults. One of the aims of the Key Worker system is to provide emotional support to the child and as such key work sessions are needs led and can encompass a range of issues, for example social skills, practical skills, assistance with school work, talking through worries or concerns and also activities off site. This process enables ongoing consultation with the child which is reflected in keyworker reports, which then feed into reviews, core groups and care proceedings. Key Workers also inform fellow team members of developments regarding their key-child.

The children are encouraged and supported in contributing to the review process and where the child does not feel confident enough to actually attend their meeting, their key worker advocates their wishes and feelings. The children are also given the opportunity to make written submissions if they so wish.

The children's meetings are organised by a nominated member of the team on duty and are scheduled at regular intervals. The children are encouraged to attend and the minutes are taken by the staff.

The Independent Children's Rights Officer from the Children's Society regularly visits the home to consult with the children and advocates on their behalf if they so wish.

The home has both internal and external arrangements for dealing with the children's complaints. On an in-house level the children are able to voice concerns or issues to their individual Key Worker, any member of the staff team or management. In the event that a child makes a complaint in this manner it is the aim of the home to respond to the individual as quickly and efficiently as possible in an effort to resolve their concerns. Through effective shift planning we aim to be able to meet individual and group needs which in turn minimises the need for complaints.

The home is also attached to an external Customer Care Team which is based at the Council House. Upon admittance to the home the children are furnished with information regarding how to make a complaint. When a complaint is made in this way the target is for all complaints to be dealt with in the timescales given by Customer Care Team.

In accordance with Regulation 33 of the Children's Homes Regulations there are independent monthly visits to the home to vet the arrangements for children. During these visits the regulation 33 visitor will talk with the children who are at home and will take complaints forward to the home's Managers or the Operations Manager for

Children's Residential Services if necessary. The children's views on how the house is run will also be ascertained.

Residents' meetings are held regularly and also have the capacity for monitoring complaints and issues of bullying. Children can also request resident meetings to be arranged if they have matters that they wish to raise.

All the Children are given information about and the telephone number for the Children's Society upon admittance to the home. An independent visitor from the Children's Society visits the home on a regular basis and will champion the child's complaints and advocate on their behalf as appropriate and required.

The home has a policy on Anti-Discriminatory practice and all work in accordance with Walsall Council's Equal Opportunity and Race Equality policy which sets out the service delivery needs for black and minority ethnic young people.

The Independent Children's Rights Officer from the Children's Society supports the team in its aim to be Anti-Opressive and provide equal opportunities for all young people through providing an objective source of opinion on the care provided.

The support provided by the Independent Children's Rights Officer is regular and ongoing and where required support on the basis of gender and race can be arranged for generic or specific reasons.

Children's Behaviour

Behaviour management, Sanctions, Rewards

The home has a policy regarding behaviour management and the use of restraint within the home, which includes methods of control and permissible disciplinary measures. This policy not only includes guidance on the use of restraint, the use of debriefing sessions and support for the children but also focuses upon de-escalation techniques, ensuring safety and maintaining trusting relationships between staff and children. The overall philosophy is that physical restraint will only be used as a last resort.

All additional measures of control and incidents of physical intervention are recorded by the duty staff and overseen by the Managers of the home and the children are encouraged to be de-briefed with staff when incidents have occurred.

Restorative Approach

Restorative Justice aims to achieve reducing the offending behaviour of Looked After Children within the Residential home. We have a co-ordinated multi-agency approach to reducing the offending of Looked After Children. The home will promote positive images and opportunities for children and young people. To secure, safe and positive living and working environments through the implementation of restorative justice approaches. We work together in empowering staff to use the range of tools to positively work with children and young people with complex and challenging behaviours. The home wants to make every child aware of Restorative Approach and promote the use of Restorative Approach in the home and secure and enhance partnership working with other agencies.

Social Pedagogy

Social pedagogy is an approach to caring for children which combines education and care, emphasising that bringing up children is the shared responsibility of parents and society. A key principle is that the child is in charge of his or her own life, and the social pedagogue works alongside them rather than dictating to them.

Social pedagogy starts from the premise that building a relationship is a good thing, rather than looking at it in terms of the challenges it presents. A typical training model designed to address relationship issues is known as the "three Ps". This involves social pedagogues looking at their life in three sections. The private self, which stays private; the personal self, which is areas they can share with young people; and finally their professional self, which involves information about the job which they pass on. This helps workers to ensure that relationships can be warm and close, as well as professional.

Contact

Keeping in contact

Arrangements for contact between children and their parents, relatives and friends are informed by the initial/core assessments and on-going risk assessment. Where identified, staff will support the child during supervised contact visits as well as assisting in practical arrangements to enable regular contact.

The home will facilitate contact within the living environment, given the needs of the children resident within the group, some who may have had traumatic experiences at the hands of adults. It is therefore essential that access to the home by adults is safely assessed and essentially limited to core professionals and the child only, given that many children have difficulties in developing trusting and rewarding relationships with adults. This is seen as an essential component of the home's ethos and arrangements for child protection.

However, the home encourages visits from children's friends and close relatives and overnight visits to friends and relatives where the risk assessment indicates it is safe and appropriate.

Education

Education & achievement

Each child's educational needs are assessed at the point of referral and are then regularly reviewed during their stay at Lichfield Road. In conjunction with the child, their Social Worker, the child's school and the Virtual School, our aim is to ensure that each child has a Personal Education Plan (PEP) and is encouraged to work towards this on a daily basis.

In accordance with Walsall Council's policy on the Education of the Child, the Managers of the home and the residential Social Care Workers will specifically assist in the following:

- Promoting regular school attendance
- Ensuring assignments are completed satisfactorily and on time
- Ensuring that homework can be completed
- Liaising with child's parent/carer, designated teacher and personal adviser (where appropriate) and passing on all relevant information
- Participating in the review of the PEP at least every six months
- Participating in the completion of a new PEP when the child changes school or placement or where there are other significant changes in circumstances, for example permanent exclusion
- Being proactive in recalling the PEP meeting when the agreed aims and objectives are not being met
- Increasing their knowledge and understanding of admissions/exclusions and statementing procedures through attending any training provided
- Attending at least one training event per year in relation to the education of children looked after
- Attending at least one achievement event per year
- Advising corporate parents and designated teacher of all relevant changes to the looked after child's circumstances as soon as possible after the event, for example change of placement / Social Worker / School / Leaving Care
- Ensuring there is a written education statement visible within the home
- A Connexions Personal Advisor will be invited to attend the young person's PEP meeting from the age of 13 onwards

The home has developed strong links and consults regularly with the Virtual School who provide advice and support, including training for Residential Workers, on all aspects of education for the child.

The home has computers for use by the children and a range of ICT packages with educational software to help support young people with their education. This includes support with things such as homework or projects, and also working with the child currently outside of mainstream educational provision.

The home also has a digital camera and access to a digital camcorder for the children involved in specific educational projects.

All children within the home have their own bedroom area that has a work desk, and can be used for private study.

Leisure & Social opportunities

The home has a number of in-house leisure facilities for use by the children, including a computer(Tablet), a Xbox, books, games, videos and DVDs, arts and craft materials.

The home has developed strong links with Walsall Council's Leisure and Community Services, and supports the children in engaging in and continuing with programmes at local leisure facilities such as swimming baths, sports stadiums and youth clubs. This has enabled the children to have access to a variety of leisure pursuits including swimming, ball sports and training. The home also makes use of other external facilities within the surrounding area such as the local parks, shops, Skate Park, cinema and Telford's ice skating rink.

The Children are encouraged and supported to continue with and begin individual hobbies and interests, with assistance from their key workers. Examples of this are activities such as horse riding, cadets, skating, martial arts etc.

Health

All the children's health needs are assessed at the point of referral and are regularly reviewed during their stay at Lichfield Road, with appropriate action being taken as required. During the assessment process it is our aim to obtain and bring up to date a child's full medical history.

Within twenty days of being admitted to Lichfield Road the children who are first time looked after are given the opportunity to attend an initial Looked after Health Assessment, which is co-ordinated in partnership with the Looked after Children's Health Nurse.

We ensure that dental and optical checks are up to date for each child and where required assessments and care plans will determine the need for any additional physical, emotional or specialist behavioural intervention.

The children have access to a GP, which may involve registration with a local surgery or the maintenance of a child's family GP, where this is practical and appropriate. Where needed there is consultation with the local Child and Adolescent Mental Health Service (CAMHS) to ensure that the children's emotional needs are addressed as part of a regular and ongoing process.

Staffing

The team & how they are supported

The responsible individual is Alison Cooper, Interim Head of Service.

The Interim Operations Manager is John Branchflower.

Sharon Guy is the Registered Manager.

All staff receive regular supervision. Each team member has a supervision agreement with his or her supervisor and both parties have a responsibility to ensure that supervision is constructive and relevant. Staff supervision is recorded and generally embraces four broad areas:

- Support - an opportunity for the team member to air concerns and anxieties and be provided with guidance, reassurance, encouragement and advice to empower them to do their work effectively within the team and with young people.
- Development - an opportunity for training and learning needs to be identified and allow strategies for meeting these needs to be agreed. Training may take place in supervision, within the workplace or be provided externally depending on the need identified.
- Representation – an opportunity for the team member to make suggestions or share ideas regarding improving the service provided.
- Quality Management – an opportunity for the team member and manager to discuss and record quality of work and workload, and where adherence to and knowledge of agency policy and statutory guidance is discussed and assessed.

The purpose of supervision is to monitor safe and effective practice in accordance with Walsall's Performance Management Framework, the Children Act 1989 and the Care Standards Act 2000.

A core aspect of supervision is the exploration of the team member's relationships with the children and the key-working role to ensure day-to-day tasks are being completed appropriately and efficiently and care planning meets the identified needs of the children.

In accordance with the National Minimum Standards, all staff that have completed their induction and foundation training who do not already hold a level 3 NVQ in Caring for Children and Young People can then be enrolled on a level 3 Children and Young People's Workforce diploma.

Each member of staff receives a yearly Appraisal meeting with their manager to assess individual progress and development in line with the team plan. This is reviewed six monthly. Each staff member will also have an observation of practice and this is undertaking yearly.

The rota is implemented by the managers. It is risk assessed and reflects the needs of the children residing in the home.

A four week rota pattern is available for all staff, when completing a rota we have to take into account the needs of the children and allow for sufficient numbers of staffing on duty per shift and identify any risks. We also have to look at training for staff and this will be planned into the rotas. Shift patterns are flexible to the needs of the home. The rota will always reflect the pressure periods.

With regards to operational care duties, Lichfield Road is staffed at all times, day and night. The minimum safe staffing level is:

- 1 x Waking Night Officers- 21.45 pm to 07.45 am
- 2 x Residential Child Care Workers – weekday mornings
- 3 x Residential Child Care Workers – weekday evenings
- 3 x Residential Child Care Workers – weekend mornings
- 3 x Residential Child Care Workers – weekend evenings
- 2 x Care Managers who will cover office duties and care duties

The above workers are supported by:

- 1 Registered Manager
- 1 x Domestic Assistants (Monday - Friday) 6 hours per day –
- 1 x Cook – 25 hours per week

Lichfield Road has access to the 'On Call System'. This is where another Registered Manager or Care Manager (backed up by an Operations Manager) is part of an 'On-Call' rota. This rota covers the period between 5.00 pm and 09.00 am on weekdays and for the full 24 hours of Saturdays, Sundays and Bank Holidays.

Supervisory duties are shared between the Registered Manager and the Care Managers

Useful Contacts

Ofsted

Piccadilly Gate
Store Street
Manchester
M1 2WD

Tel: 0300 123 1231

www.ofsted.gov.uk

Alison Cooper – Interim Head of Service John Branchflower - Operations Manager

Zone 2D
2nd Floor, Civic centre
Darwall Street
Walsall
WS1 1TP

Tel: 01922 658356

Contracts / Commissioning & Contact Teams

Stroud Avenue Family Centre
Stroud Avenue
Willenhall
WV12 4EG

Tel: 01922 652680

NSPCC

Tel: 0800 800 500

www.nspcc.org.uk

Voice of the Child in Care

Tel: 0808 8005792

www.voiceyp.org

Customer Care Service (Complaints & Representation)

Tel: 0800 0856018

Walkways

Tel: 01902 675393

E-mail: info@walkways.org.uk

Transition & Leaving Care Service & Looked After Children Service

8th Floor
Townend House
Townend Square
Walsall
WS1 1NS

Tel: 01922 650555

Education Support Team (Virtual School)

Odell Road
Leamore
Walsall
WS3 2ED

Tel: 01922 490230

Child Line

Tel: 0800 1111

www.childline.co.uk

Action for Children

Tel: 0300 123 2112

www.actionforchildren.org.uk

The Children's Society

Black Country Children's Advocacy

Tel: 0800 6523839

Statement of purpose and function

Redruth Road



'Better Together for
Children'

Children and Young People's Services

"My Walsall, my future"



Walsall Council

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Introduction

Welcome to Redruth Road

As you may already know, organisations that provide Residential care for children are required by the Care Standards Act 2000 to produce a written guide about the service that they offer. This written guide is called a statement of purpose. It is seen by the inspectors and is also available to the children living in the home, parents, staff and social workers, if they wish to see it. You can also access this document on Walsall MBC website and Residential Services internal pages.

This is our statement of purpose at Redruth Road. We have divided it into several different sections to make it easy to pick out the bits that most interest you. If you have any questions about Redruth Road, the service we provide or this guide, please ask. Any member of our team will be more than happy to help.

The current document is also available to view via Walsall Council's Children's Services intranet site.

We also have a welcome pack available for all children, which outline the homes Statement of Purpose.

Happy reading

Our purpose, aims & objectives

Redruth Road is a community based home whose purpose is to provide long-term care, support and accommodation for children who have a range of physical and or learning disabilities. Children are of either sex and can range in age from 0-17 years, placements will be offered after a risk and impact assessment.

The home aims to work in partnership with children, their families and a multi-disciplinary team of professionals in creating an individual care plan to identify, co-ordinate and ensure the delivery of services to meet the care, communication, emotional, physical, social, educational and spiritual needs of the individual child.

Our overarching objective is to ensure that the children within our care are provided with needs led and planned services which will secure their future well being, and that care is provided in an environment which is homely, safe, empowering and nurturing. Redruth Road aims to provide this service regardless of the child's race, gender, culture, religion or sexual orientation.

At Redruth Road our aims and objectives are to:

- Ensure that each child receives planned and consistent residential care, which is appropriate to and meets their individual needs, in a homely and comfortable environment.
- Provide a structured, stimulating, safe and nurturing living environment where acceptance and sensitivity to the individual needs of disabled children are a priority.
- Ensure that assessments of need are on-going and that they link to the services each child gets, with each child being assessed according to 'their' needs, and the individual, their family/significant others and relevant other professionals being actively involved both within the assessment process and in the planning of long-term care.
- Provide a service that gives due consideration to the wishes and feelings of the child and their religious persuasion, dietary needs, gender, racial origin and cultural and linguistic heritage.
- Ensure that children within our care are securely attached to carers capable of providing safe and appropriate care through ensuring that all levels of staff are appropriately skilled, trained and qualified.
- Enable children to reach their full potential and to ensure they are encouraged to develop in all areas by facilitating access to a variety of education, health, leisure, social and communication opportunities aimed to meet individual needs.

- Work in partnership with the child, family, education and relevant professionals, in the formulation and facilitation of developmental programmes to enable the child to achieve their maximum capacity for independence and adulthood.
- Allocate each child a key worker, who will provide an individual source of support for the child and who is responsible for monitoring and recording the child's progress, and ensuring that the objectives as set out in the care plan are being worked towards.
- Ensure that there is a system in place by which complaints and representations can be made and dealt with promptly.
- Ensure that each child has the opportunity to express their wishes and feelings and for these to be acknowledged, with children having access to people who can represent them and their wishes and feelings.
- Encourage a positive sense of self image through responding to children individually, treating them with dignity and respect, and providing them with the range of opportunities that other children in the local community have access to.
- Work within a framework of anti-oppressive practice, actively promoting positive attitudes to disability issues, cultural diversity, gender equality and special needs of all kinds.

Our underlying ethos and philosophy

The home's underlying philosophy and ethos is to work in partnership with children and their families in enabling disabled children to achieve their full potential emotionally, educationally and physically.

The home recognises the importance of choice, dignity and respect for people with a physical and/or learning disability and the need for them to become valued members of society. The team at Redruth Road therefore recognise that the needs of our children are similar to those of children everywhere, and acknowledge that children should be treated in a way that is suitable for their chronological age and those they should be allowed to take reasonable risks and to speak for themselves.

Children are continually involved in the decisions and the running of the home in the way that they shape our service, this is on both an individual and group basis, enabling us to ensure that the service we offer is needs led at all times.

We do not make use of any specific therapeutic techniques at Redruth Road.

What it's like at Redruth Road?

Redruth Road is a modern family home built in the 1980s. It is a detached property located in Park Hall, a relatively new and predominantly residential

housing estate. Redruth Road is approximately 2.5 miles from Walsall town centre, shops and leisure facilities and is close to the main bus routes.

Physical Aspects

Redruth Road is situated on a residential road. It has a small shrubbery area to the front and a sloped driveway, with an area specified for parking the home's vehicle.

Redruth Road can accommodate up to four children with physical and or learning disabilities, of either sex between the ages of 0-17 upon admission.

The home is situated in a fantastic location within the small community of Park Hall and the children are protected and safeguarded within both the home and the community. Park Hall is an established part of Walsall.

Prior to admission and during initial visits we encourage children to bring some of their personal items to help them settle in to their new home. We also encourage them to be involved in the decoration and furnishing of their room where possible. The accommodation is on two levels with the children's bedrooms being upstairs. The first floor can be accessed either via the passenger lift or by a flight of stairs. There is also a bedroom on the first floor for the staff to use during the nightly sleep in.

Children are encouraged to personalise their rooms and where appropriate children have access to personal TVs and radios for use in their own rooms. Each child has their own linen and towels stored within their own rooms. There is space within individual rooms for the completion of homework tasks or projects; alternatively the dining room or a choose room can be used if children prefer.

Monitoring

Each year the Statement and purpose for the home is reviewed and updated where necessary. This is to ensure that the home remains suitably and appropriately located. If there is a change to the local community we would undertake a review as and when changes were made.

When changes occur to both the home and the surrounding community the Registered Manager and the team ensure that the changes do not affect the safeguarding or the access to the services that the children need for their day to day care planning, this is also complemented by the annual premises location review.

When undertaking the monitoring on a yearly basis we ensure that the changes and the considerations are recorded so we can track the changes and also record the effect the changes have on the running of the home. Within the review we will ensure that we take into account the views of such local bodies or persons that we consider appropriate i.e. neighbours, local

pharmacist, Parents, Community Matrons, and most importantly the children whose home it is .

Findings

The building was obtained by the Local authority in 2005. We have therefore occupied the building for approximately 9 years at the time of this review. The location of the service puts us in close distance to Walsall town centre with all main leisure and retail facilities within easy reach. There is public transport routes stopping a short distance from the home and a little further on we are a main bus route in and out of Walsall and surrounding areas. We are also a short distance from the M6 and all connecting road transport links.

During the last year we have noted that there have been no evidential changes to the immediate environment or community. There have been no additional buildings built within the location and all facilities are as they were when we first located. The only change has been the improvement of a dentist and opticians within the local shopping area.

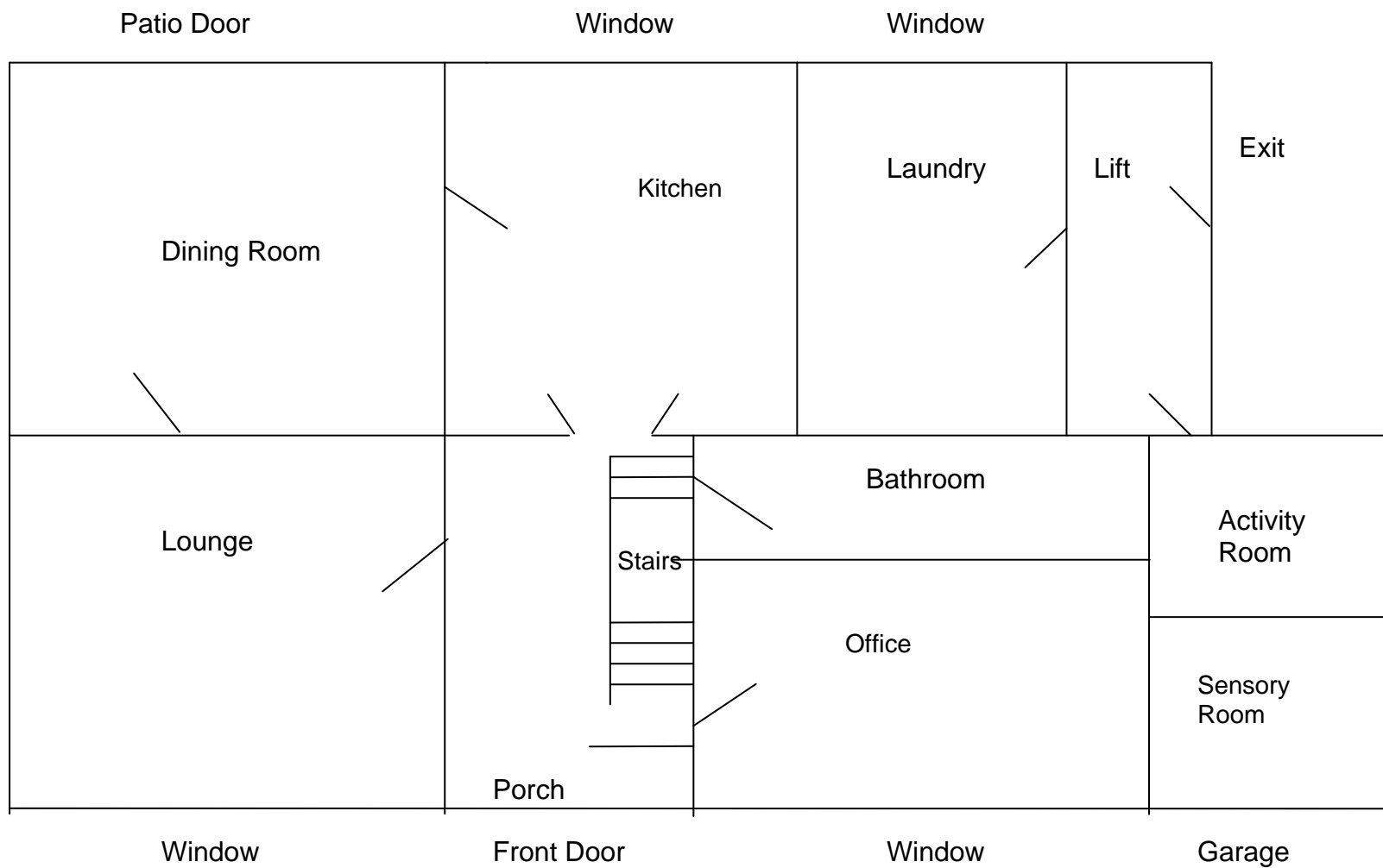
We have not experienced any crime that would be seen as impacting on our service and we are not aware of any in the wider community, crime statistics for Park Hall Estate are low.

We have operated the service through all seasons and we have noted how the changing of the seasons impact upon our service, these changes are noted within risk assessments that are reflected upon throughout the year.

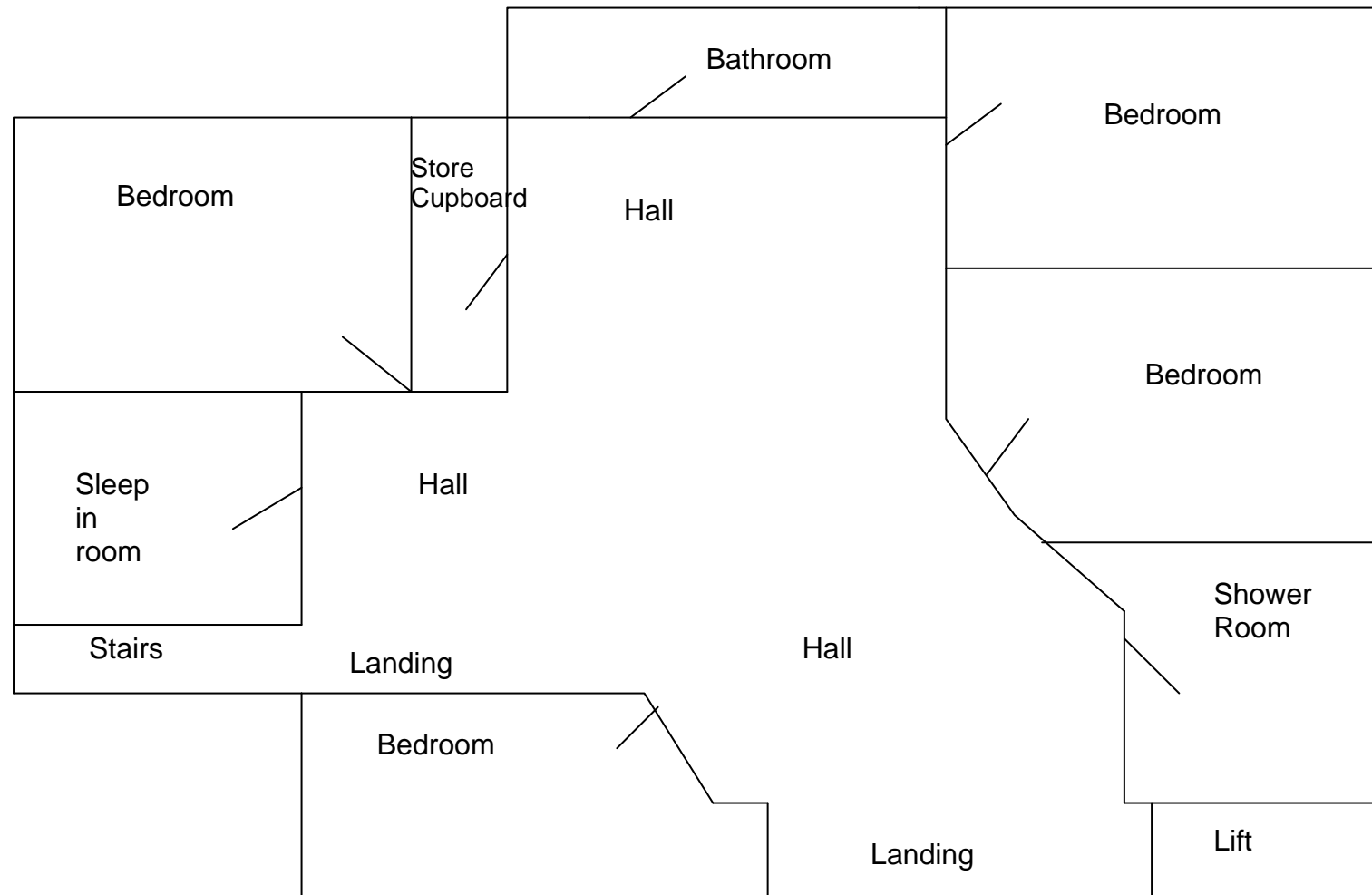
Consultation has been made with the local neighbour, pharmacist, Doctors surgery, family members and data from West Midlands Police Force, and as mentioned most importantly the children.

As the following floor plans illustrate there are a variety of rooms at Redruth Road, and an ample amount of individual and communal space for all.

Ground Floor Map



1st Floor Map



Outside the home

Access to the rear of the home can be gained both from the dining area and from the area by the lift. There is also gate access from the side of the home. At the rear of the home there is a patio area, which can be used for sitting out, exercise and barbecues. The garden area is raised and enclosed by a wall. There is a grassed area, plants shrubs and a wet pore floor holding a large trampoline with some sensory items for use by the children. This area can be accessed via a ramp and is wheelchair accessible.

Security lights monitor both the front and rear of the home to ensure the security of the occupants. The home also has a keypad system in place to exit the building via the front door and a residential alarm as a further security measure. We do not use any electronic or mechanical means of surveillance of children.



Who are the children at Redruth Road and how do they come to live here?

So who lives at Redruth Road and how are placements made?

At Redruth Road we look after up to four children of either sex with physical and/or learning disabilities that are between the ages of 0 and 17. We provide this service regardless of the child's race, gender, culture, religion or sexual orientation.

To promote and safeguard the welfare of all of the children accommodated at Redruth Road, and maintain a safe and appropriate living environment, all admissions to the home are subject to the completion of a group and individual risk assessment. Before admissions are agreed the suitability of proposed placements are assessed taking into consideration individual needs, levels of understanding, group dynamics and any risks in relation to the individual and the wider resident group. The admission of new young people is dependent upon the risk assessment process and ensuring that the needs of all the children can be met.

Children and young people living at Redruth Road can often be vulnerable and may have disabilities. It is therefore not always right for a young person to leave a children's home by their 18th birthday and it may be in a young adult's interests to remain at Redruth Road.

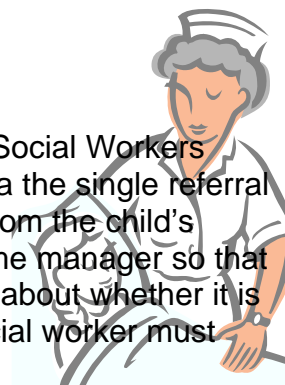
The reasons for this may include:

- Where the young person's moving-on placement has fallen through and alternative arrangements are being made
- Where the young person is in education and wishes to finish their course
- Where the young person wishes to remain with siblings who are also accommodated at the home, or
- Where there is agreement, including the young persons, that they are not yet ready to leave and a focused plan is in place to achieve this.

Any agreement that a young person will remain at Redruth Road on and after their 18th birthday will need to be carefully planned in advance and will need to be informed by Ofsted's Guidance on inspecting and regulating children's homes that provide care and accommodation for adults. Prior approval of any such arrangement will be required by Ofsted.

How are referrals for placements made?

All referrals for placement being made by Walsall Council Social Workers should be made to the Registered Manager of the home via the single referral point. The single referral point gathers all the information from the child's social worker about the child and then gives this to the home manager so that the manager has everything they need to make a decision about whether it is best for the child to move into Redruth Road. The area social worker must



provide a brief history of the child, the initial/core assessment, a risk assessment and all relevant health and educational assessments and information to make sure that the manager is as informed as possible. If the child is not already in accommodation a Head of Service must agree that it is best for the child to move into residential care.

If it is then decided that a placement at Redruth Road is appropriate, a planning meeting is arranged to which a management representative from the home, education and health services, the child's social worker, parents/carers and the child are all invited. This planning meeting will determine if the proposed placement is suitable and what needs to happen for the child to move in.

Where another local authority is making a referral, the referral would need to be made from that local authority's nominated officer, directly to the Single Referral Point. As with in-house referrals the Operation Manager, Children's Residential Services would need to be provided with a brief history of the child, the initial/core assessment, a risk assessment and any health or educational assessments and information concerning the child to make sure the manager is as informed as possible. The local authority would also need to confirm how they would be paying for the placement. As with in-house placements, if the manager decides the placement would be possible a planning meeting would then be arranged to determine if the placement is viable and can go ahead.

In the event that a vacancy were not currently available but may be in the short term, the child, their parents and the social worker are invited to visit Redruth Road. From this a series of welcome visits to Redruth Road are arranged, according to the individual child's needs. These are usually for a maximum of 2 hours, and include meeting the other children and staff, and taking part in mealtime and evening activities.

Are there ever unplanned placements at Redruth Road?

At Redruth Road we will take an unplanned admission in an emergency situation. In such circumstances every effort is made to allow the young person to visit the home before they actually move in however in some circumstances this may not be possible. Every young person is appointed a key worker who will support them in settling into the house and routines.

In all circumstances careful consideration is given to the risk and impact assessment process, which takes account of both individual and group needs. In order for the needs of the young person to be met appropriately, as with a planned admission, the Placement Information Record must be completed in full by the placing social worker, including authorisation for medical treatment. Under no circumstances can a young person be admitted without this documentation being completed in full.

The facilities and services provided

At Redruth Road we strive to provide quality residential care. Our approach is to help children to make the most of life chances by providing care, which helps them to develop useful skills through precise and timely planning, working together, and the facilitation of good health care, education and opportunities for leisure and play.

The home intends to offer a range of services, including on-going multi-disciplinary assessment, to help us continue to make long term plans for the child. We have adopted a practical approach to assessment and intervention, which includes using a key working team, using observation, and working together with others in monitoring and reviewing care plans and services. All assessments involve the team working together with children, their families, significant others and relevant professionals to make sure we are always meeting the needs of the child, and the long term care plan actively promotes the safety, fulfilment and all around development of the child in every aspect. As far as is practicable and appropriate the home considers issues in relation to safety and stability, child protection, gender, communication, culture and religion, health, education, family and social factors, with the team aiming to care for and support children in a kind and trusting manner.

The Residential key working team

Before moving in each child is given the opportunity to visit the home to become familiar and comfortable with their new surroundings, their bedroom and their carers and peers. To complement this and help make sure that the transition to Redruth Road is anxiety free, each child is given a key worker, who helps to ensure that the child's move into the home goes as smoothly as possible. The key worker and team work in partnership with everyone who works with the child and the child's family and carers to help to prepare the child's move and room, reflecting the needs, wishes and feelings of the child.

The key worker is matched with the child on the basis of the child's needs and individual worker's skills and experience. It is the key worker's role to act on behalf of the child in all matters, including acting as a referral point at the home for all information regarding the child. The key worker's role also includes:

- Building a realistic professional relationship with the child by getting to know him or her and befriending and supporting
- Acting as an advocate and ensuring that the child's wishes and feelings are acknowledged in planning and decision making

- Ensuring that the appropriate action is taken to meet the child's care, emotional, cultural, dietary, medical, physical, social, religious and communication needs
- Ensuring all information regarding the child is recorded in the appropriate places and is kept up to date and reports are completed as required
- Attending and contributing to reviews and meetings as required
- Developing positive professional relationships with family members, associated professionals and partner agencies involved with the child
- Monitoring and progressing care plans, personal education plans and health plans
- Ensuring the child's personal needs are being met, including clothing and toiletry purchasing
- Ensuring that the child's health care needs are being adequately met and monitored, and that support and assistance is being sought as appropriate.
- Ensuring that the child receives and is given support in spending pocket and other monies
- Ensuring the child has regular contact with parents, carers and significant others as is appropriate

The key worker also ensures that all of the support services that the child needs are available and can be accessed when needed. These can include:

- 1) Dentist
- 2) GP
- 3) Optician
- 4) Other health services, such as hospitals
- 5) Education, schools, school nurses and supporting agencies
- 6) Social work support
- 7) Leisure services, hobbies/interests

Our partners

Additional support may be necessary and appropriate. We have relationships with a variety of services and partner agencies to help meet the individual needs of children. These include: -

- Local Education Support Services
- Individual support in leisure and out of school activities including youth clubs and holiday play schemes
- The Children's Society's Independent Children's Rights Officer; who makes regular visits to the home and who advocates for children on an independent basis
- The CAMHS service; that offers visits to the home and provides advice to support individual care packages, where necessary. This can include the completion of assessments with individual children to identify if specialist therapeutic services are required

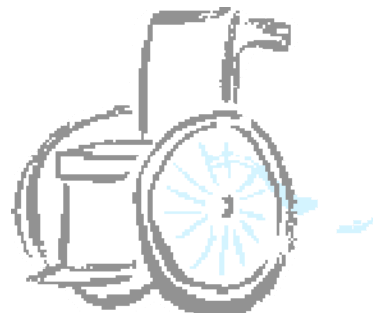
Some of the children for whom services will be provided may be technology dependent. Where children require invasive treatment, trained nursing staff from the local Foundation Trust carries out the task. Care staff are currently trained in enteral feeding. In addition to nursing support there is also access to occupational therapy and physiotherapy services as they are required.

Other facilities

At Redruth Road we have various adaptations including wheelchair access, a garden with a swing and trampoline, a walk-in shower, hoists and a lift to the first floor.

Furnishings are also purchased which are suitable for people with a disability.

We also have sensory equipment, baths, music, art and play activities to help stimulate and develop the physical and emotional well-being of children. All children are supervised while participating in activities to ensure their safety. There are both group and individual sessions offered to assist in developing communication skills and nurture self-confidence and self-esteem. Workspace in the kitchen has been adapted to ensure that children who use a wheelchair can assist in preparing their own drinks and snacks.



Caring for Children

Meeting individual needs

A requirement of placement at Redruth Road is that the child has an allocated social worker. This is to ensure that the pre-placement meeting, post placement meeting and the subsequent reviews take place within statutory timescales and the child's needs are met appropriately.

Each child has a placement plan which covers the major dimensions of life, including health, education, family relationships, social and emotional development, independence, leisure and cultural needs and risk minimisation. The plan is developed with the child, family, professionals and significant others and sets out the child's needs, how these will be met on a day to day basis and by whom.

Every child's placement plan is monitored by the child's key workers on a regular basis to ensure that it is being followed. The child's placement plan is also reviewed every six months at the statutory review or more often if required. Any changes to the placement plan are agreed with the child, family and relevant professionals.

After the initial planning process six monthly statutory reviews are held which are complemented by monthly in-house reviews of children's plans and progress.

At Redruth Road we are developing Social Pedagogy as an underpinning practice framework for work with young people.

Social Pedagogy provides a theoretical and practical framework for understanding children's upbringing. It has a particular focus on the holistic education (cognitive knowledge, emotional and spiritual learning and practical and physical skills) of children and young people through building strong relationships, providing opportunities for learning and enabling children to empower themselves. In a residential care setting it provides a particular emphasis on working with groups and using the group as a support in achieving positive outcomes for children and young people.

Social pedagogy is common place across Europe with most pedagogues being trained to degree level. The model of Social Pedagogy starts from the premise that relationship building between children and adults should not be viewed as a myriad of risks and challenges but as a springboard for achieving positive outcomes for children and young people.

Social pedagogy training programmes not only involve elements of practical training in developing skills in areas such as the creative arts and outdoor activities but also theoretical training in areas such as child development and psychology. Pedagogic practice is a holistic process that creates a balance between:

- The **professional** (theory and concepts, reflective practitioner – the ‘head’)
- The **personal** (using one’s personality, positive attitude, building personal relationships, but keeping the ‘private’ out – the ‘heart’)
- The **practical** (using certain methods and creative activities – the ‘hands’)

Religious, cultural & Linguistic needs

Each child’s religious observance needs are identified when they move into Redruth Road and appropriate arrangements are made to ensure that the child is able to participate appropriately in their given religion. This may mean ensuring that a child is able to attend a place of worship, that dietary needs are met appropriately, clothing is appropriate or that they are able to continue with any customs that are part of their religion, including access to interpreters where required .

Cultural needs are also identified when the child moves in through the planning process and areas such as diet, personal care and customs are taken into account. Where necessary, support is provided for children who are isolated from their cultural communities, which can involve the securing of an independent visitor or mentor. The key worker system and the planning and review process support this.

The team at Redruth Road respect religious and cultural diversity and work in accordance with Walsall Council’s policy on religious observance and cultural diversity, which celebrates difference. The policy outlines the beliefs of the major world religions and provides guidance for staff working within a diverse community.

Independence

As appropriate to the individual child, the team at Redruth Road work in close partnership with the Transition and Leaving Care Team in developing a pathway plan and identifying suitable and appropriate move on accommodation and outreach support for children when they reach the age of eighteen. The independent living files are personalised and specific to individual children. Staff give advice, guidance and practical assistance to all children to ensure that they have as many independence skills as possible by the time they leave Redruth. Examples of this can be viewed in the children’s News & Views Files.

A typical day at Redruth Road

To ensure consistency of care the team at Redruth Road ensure that each child or young person, and appropriate others, are involved in the organisation of a daily routine. A typical day for a child may be:

School days:

6.00 - 7.00 am –	Woken up, personal care tasks completed supervised or unsupervised
7.30 - 8.00am -	Breakfast
8.15 - 8.30 am -	Out to school
3.30 - 4.00 pm -	Children arrive home from school, change Into casual wear, snack, free time and choice of activities
1630 - 5.30 pm -	Tea time, medication, structured activities, sensory room, music, arts and crafts, games, garden play, homework, key worker time to check out how the child's day was. Youth club, disco
6.00pm - 9.00 pm	Personal care, medication, one to one time and settling
7.00 - 10.00 pm -	Story reading, listening to music and off to sleep

Weekends

7.30 - 8.30 am	Children wakened by staff
8.30 - 9.00 am	Personal care
9.00 - 9.30am	Breakfast and medication
9.30 - 10.00 am	Children help to tidy room and have pocket money
10.30-11.00am	Mid morning snack
11.00 - 12.00 pm	Planned/structured activities/out to local clubs/hobbies and activities / family contact
12.00 - 1.00 pm	Lunch
1.00 - 5.00 pm	Choice and activities – planned free play

Safety & protection

Child protection and bullying

The children living at Redruth Road have a right to feel safe. To help keep children safe, we have clear policies on child protection and countering bullying. These cover matters of safe practice, including reporting and recording child protection concerns and mechanisms for ensuring and monitoring that an environment is anti-bullying.

Before moving into the home a risk assessment is completed for each child. This considers and identifies any real or potential child protection or bullying concerns, and sets out plans to help decrease the risks. Risk assessments and management action plans are reviewed regularly, after specific events and through the review process, to ensure maximum safety.

All staff at the home are familiar with the local safeguarding board procedures and would immediately raise any safeguarding concerns and report them to the area social worker and Ofsted. The team are also familiar with and can refer to the Residential Child Care Procedures and the National Minimum Standards for Children's Homes and the Children's Homes Regulations. Safeguarding training is included in the inductions of all new staff.

The team at Redruth Road are aware of the negative impact that bullying can have on the victim and within a group. We actively discourage it through remaining vigilant at all times and taking immediate action if a situation arises within the home. Bullying behaviour is not tolerated at Redruth Road. If bullying does happen the staff will work positively with both the victim and the perpetrator towards achieving a positive outcome.

The team also recognise that bullying takes place in a variety of settings such as school, clubs and in the community. We make it a priority to advocate on behalf of and support children who are or may become the victims of bullying. We acknowledge that the children for whom we care may be more vulnerable and may more easily become the victims of bullying behaviours and name calling due to them having disabilities. In partnership with the children, parents and partner agencies the team work to engage positively with the community and promote positive images of disability. Key workers also provide support for the child by acting as an advocate and befriending and supporting.

Missing Persons

The home's procedure for dealing with unauthorised absences is covered by the Walsall Safeguarding Children Board protocol for children and young people missing from home or care. This has been agreed as a joint working protocol with West Midlands Police. All unauthorised absences are dealt with in accordance with the missing person's procedure. Given the vulnerability of the children living with us, any unauthorised absence would be risk assessed and reported immediately to the police. The arrangement with the local police is that any missing person from Redruth Road would be treated as high risk with an immediate and investigatory response from the police. We have a

missing child policy to oversee the roles and responsibilities of all involved with the safeguarding of children.

For the children who live at Redruth Road episodes of children going missing are not a regular occurrence. All of the children have individual mobility needs and do not leave the home unless accompanied by a staff member this is for their personal safety and to ensure their needs are met whilst they are within the community. All of the children have a contact risk assessment and contact arrangements are agreed at the child's pre placement meeting subsequently reviewed in the placement plan every six months or sooner if required.

For all of the children we complete a missing persons profile to ensure that all staff members are aware of the places that children may frequent should they go missing or get lost. The likelihood of the children at Redruth Road getting lost is higher than the likelihood of them intentionally absenting themselves. Regardless of children being lost, absent or missing we would always follow the missing child policy and supporting guidance from the safeguarding board.

Preventative measures

Due to the vulnerable nature of children who live at the home we have a range of safety and security measures which help ensure that the risks of children going missing, either accidentally or intentionally is very minimal.

- Access into the building is via a front entrance which is kept locked at all times.
- The side gate to the grounds are locked at all times
- Internal exits have magnetic door locks with override switches or thumb turn locks
- A security check of the premises takes place several times throughout the day with specific emphasis on a check prior to children arriving and at the night time handover period
- With the exception of the front exit all exit doors lead into an enclosed and locked garden area
- At night time the home has external lighting all around the building.
- The perimeter of the grounds has secured fencing / gates
- The identity of visitors is always checked and access to areas where children are is by appointment only
- Contractors for maintenance work are scheduled for periods where children are not present or if Emergency repairs are needed, contractors are supervised by staff
- Children are allowed out on contact with people who's identification is known and verified
- Staff to child ratios are assessed to needs – supervision is close
- Children are supported to understand how to keep themselves safe
- Only one child has authorised unsupervised time out from the service and this is risk assessed.

Risk assessment

Whilst it is recognised that it is unlikely that a child could accidentally go missing from the home, we do acknowledge that it is not impossible to leave the building without authorisation.

For example: by pressing the emergency door release / green boxes. This feature is for fire exit procedures only however some children may have the ability to work this out either due to an inquisitive nature or by intentionally making a decision to attempt to leave. With this in mind all children have a risk assessment which identifies a likelihood or potential of them going missing either accidentally or intentionally. This risk assessment will take into account the child's physical capability, level of understanding and any knowledge of previous history of absconding or going missing. Many of our children can also be inquisitive and be drawn to finding out how things work. This may increase the likelihood of them going missing however it would not change the risk category from HIGH RISK.

All children's files contain basic and essential information records and staff are quickly able to access relevant information required in the event that they needed to contact the police to report a child missing.

Staff are aware that a child who has left the building or absconded but is still in immediate line of sight are not missing. There may however be a need for immediate support and this may practically be the police who are called. Staff are aware that in these types of situations, chasing or following children can increase risks to children.

Procedure to be followed

- Staff will establish that the child has gone missing by searching the internal building and external grounds. Searches will not exceed 5 minutes.
- Staff will then immediately contact the Police to inform that a vulnerable child is missing. They will ensure that they identify the child as **"HIGH RISK"** giving clear information outlining the child's disabilities / learning difficulties.
- Staff will contact the child's parents or carers to inform them of the situation.
- Staff will inform a manager / on call manager / Emergency duty team social worker, who will support and coordinate follow on actions.
- The manager will ensure that episodes of missing children are reported to other professionals as required, in line with the Protocol for children and young people missing from home or care procedure. This will include the head of service, the child's social worker and the safeguarding lead at the Review and Child Protection team. The home manager will ensure that appropriate follow up actions are completed as necessary upon return of the child.

The procedure for children who go missing whilst out on activities away from the home will be the same, however the staff will need to consider the need to contact the police immediately if a short search of the location is not feasible or would increase risk. Staff would contact the Police constabulary for the location of the activity if outside of the West Midlands.

All staff have been briefed on and can gain access to the Protocol for Children and young people missing from home or care procedure. (Including Annex documents for recording).

Where a child has been deemed as 'at harm' there will be the instigation of a review for the child by the Local authority.

Protection from fire:

The home is fitted with a fire alarm system that is wired to the smoke alarms and fire doors. In accordance with fire regulations every room has a smoke alarm. There are sufficient call points and an appropriate range and number of fire extinguishers as deemed appropriate by the fire officer. Fire routes are clearly marked and the home's fire procedure sets out the action to be taken in the event of a fire and the evacuation procedure.

In accordance with fire regulations there are also clear procedures and systems in place to ensure that fire alarm tests, evacuations, equipment and system inspections and services are completed as required.

The home has a clear workplace and fire risk assessment, which is reviewed annually or more frequently if required. The home has a nominated fire warden and all staff receive fire awareness training. In the event of any queries in respect of fire safety our nominated team are the Safety, Health and Wellbeing service in Walsall Council's Civic Centre.

Children are also refreshed on the fire procedures by means of a 12 monthly induction and taking part in a fire drill 4 times per year.

Children's rights, consultation, participation & complaints

Children's rights and Anti discriminatory practice

The team at Redruth Road work in ways which are consistent with and supportive of Walsall Council's policy concerning Equal Opportunities and Anti-discriminatory Practice, the Children Act 1989, The United Nations Convention on the Rights of the Child 1991, the Disability Discrimination Act 1995 and the Care Standards Act 2000.

As both a provider of services to others and an employer, the staff team at Redruth Road do not discriminate against users of the service, team members or potential staff on the basis of race, gender, religion, sexual orientation, marital status, age or disability. The team are aware of the ways in which certain groups within society can be disadvantaged, and because of this we

actively embrace and welcome diversity, taking positive action to decrease discrimination.

In accordance with the Children Act 1989, at Redruth Road children with disabilities are seen as children first, their disability being secondary. Our aim is to ensure that the children are able to take advantage of the same opportunities as other children within the local community and to make the most of their life chances within areas such as education, health, social opportunities and leisure and recreation. We do this by giving them access to facilities and services and by advocating on behalf of individual children where their needs are not being met.

Our team has developed and committed to clear anti-discriminatory values. These include:

Working in partnership

We are committed to working in partnership with children, their families and all relevant professionals and agencies to ensure that children are provided with support and services to meet individual needs.

Ensuring dignity and respect

At Redruth Road we recognise every individual's value, their uniqueness and their potential to contribute to the service. We are committed to respond to individuals with dignity and respect by listening and taking their views and opinions into consideration in service planning and decision-making. With particular reference to the children, the staff team recognise that Redruth Road is the children's home and we will make sure that we maintain the dignity of the children and ensure the environment remains a homely one.

To promote development & fulfilment

We will encourage children to reach their full potential by working in ways that aim to help children achieve their best and improve their abilities in everyday life. We believe that children should be encouraged to make the most of opportunities for education, leisure and for the promotion of their health. We endeavour to help the children find both internal and external opportunities for them to develop. Keyworkers will complete a review of the children interests and hobbies to ensure that all leisure wishes are known and acted upon, where possible.

Promoting independence

At Redruth Road we are committed to ensuring that disabled children are given the opportunity to act and think independently, within a framework of planned and consistent care aimed at ensuring the safety of the child.

Children' Rights

At Redruth Road we work within a children's rights framework. We recognise the children have a right to:

- Be listened to and encouraged to express views and feelings
- Be treated fairly and consistently
- Have contact with friends and family as is appropriate
- Live in a safe and well maintained environment where all of their individual needs are well cared for
- Choices whenever they are available
- Receive care which is planned, monitored and reviewed
- Complain if they feel unhappy about something
- An independent source of support and advocacy
- Be supported in following their culture and or religion
- Be children

The team also expects that parents will:

- Work with us to help the child reach their goals
- Give on-going support and encouragement to the child
- Attend meetings to help plan and review the service being provided

Externally, the independent Children's Society advocacy Service supports the home in its aim to promote equality and be anti-oppressive, by providing an objective opinion on the care provided.

Consultation and participation

The children at Redruth Road are always encouraged to express their views, feelings and thoughts about the home and contribute to decision-making regarding the running of the home and their own lives. However, it has been recognised that due to their disability some children may not be able to communicate orally or in writing.

A key worker is allocated to the child before they move in. The key worker supports the child and is the nominated person for parents/carers to make contact with on a regular basis. The child's key worker works with the child to find out their wishes and feelings and advocates on their behalf. This is complemented by regular contact with parents weekly and monthly and residents meetings are held every month so that children can share their views on any issue which may affect their care or the running of the home.

All children and their parents are provided with a Welcome Pack that describes what we do at Redruth Road and the care that they will be

receiving. Welcome packs are also available in both written and visual formats.

An independent Children's Rights Officer, whose role is to provide independent and objective advocacy on the needs and the rights of the child, also supports the home via regular visits. In addition social work visits are within statutory requirements.

As part of the arrangements of Redruth Road, surveys are carried out which provide consultation with parents and all key partners relating to the types of services their child receives. These take place six monthly. The children are also supported to complete a monthly news and views file which shows children's involvement and participation within the home.

How to make a complaint

The staff team at Redruth Road recognise and support the need for and importance of ensuring that children and their families are able to comment or complain about any area of the service.

The home has both internal and external arrangements for dealing with children's complaints.

At Redruth Road children, their families or advocates are able to voice concerns or issues to the child's key worker, any member of the staff team or management. We aim to respond to the individual as quickly and efficiently as possible in an effort to resolve their concerns. Through effective shift planning we aim to be able to meet individual and group needs which in turn minimises complaints.

At Redruth Road we believe that, whenever possible, complaints should be dealt with informally. However, if an informal resolution is not possible, the complaint will be looked into by someone who is not directly involved in the care of the child. There is an external complaints service independent from Redruth Road. When they move into the home the child and their family are given information on how to make a complaint. In the event that a complaint is made in this way the target is for all complaints to be dealt with within 15 days.

If they so wish children, their families or advocate are also able to make a complaint, comment or compliment directly to Ofsted. This is the national organisation that monitors and inspects all homes. Please find their contact details at the end of this guide.

In accordance with Regulation 33 of the Children's Homes Regulations there are monthly visits to the home to vet the necessary arrangements for children. During these visits the regulation 33 visitor will talk with and observe children at the home and will take any concerns to the home's managers or elsewhere as is appropriate.

The Independent Children's Rights Officer visits the home on a regular basis and will champion children's complaints and advocate on their behalf when this is needed.

Children's Behaviour

Behaviour management, sanctions and rewards

Redruth Road has a clear policy on behaviour management and the use of positive handling within the home, which includes guidance on acceptable methods of control and permissible disciplinary measures. This policy not only includes information on the use of physical intervention, the use of de-briefing sessions and support for children but also focuses on de-escalation techniques, ensuring safety and maintaining trusting relationships between children and the team. Redruth Road has access to a dedicated Team Teach facilitator for advice and support if it is required. The overall philosophy is that physical restraint will only be used as a last resort.

The staff team are all trained in Team Teach which is the behaviour management training company; we have four trainers who train out of the residential workforce. Training is every 24 months however we do aim for a good practice 12 monthly training programme to promote de-escalation and minimal use of the positive handling techniques.

At Redruth Road it is recognised that consistency and an understanding of the child, their situation and needs is central to effective communication about acceptable and un-acceptable behaviour. In the normal day to day running of the home the children are encouraged to behave appropriately by way of frequent and consistent expressions of approval from the team and by use of positive reinforcements and rewards rather than the extensive use of sanctions.

Given the physical and learning needs of many of our children the main behaviour management approach is to give children time out with a team member to explore the difficulties that they may be experiencing. For some of the children difficulties arise through the frustration of not being able to communicate effectively. Any sanctions given are imposed with appropriate regard to the child's level of understanding and emotional development, and where a sanction is used we ensure that it is relevant to the offence and that it is fair and achievable. From time to time we do implement sanctions but find that the use of rewards is a more positive method of encouraging acceptable behaviour.

At Redruth Road we do have a duty to protect children by taking all reasonable steps to ensure that they do not harm themselves, others or property. The team are prevented from using any intentional application of physical force upon children as a punishment. However, where there is reasonable cause to believe physical intervention is necessary to prevent the risk of injury to any person or serious damage to property; it is permitted as a last resort. All of the team are trained in the use of appropriate physical intervention and the skills and techniques to de-escalate situations.

All rewards, additional measures of control and incidents of positive handling are recorded and then overseen by the home's managers and the operations manager. Where possible parents are informed of any such occurrences and children are provided with the appropriate de-brief and support by the team.

Contact

Keeping in contact

At Redruth Road we recognise the importance of regular contact between children, their parents, relatives and friends. Arrangements for contact are agreed via the planning process, which includes a comprehensive risk assessment. The home welcomes visits from children's friends and close relatives where the risk assessment shows that it is safe and appropriate.

The team at Redruth Road work constructively with children and families to support contact, and children and parents are encouraged to maintain and nurture positive relationships with each other.

Families, friends and significant others will always be made welcome, as long as they behave in safe and appropriate ways when visiting. Generally visits should be arranged ahead of time to help make sure there are enough staff around for the visit and to ensure the needs of all the children living at Redruth Road can be met. The team will also support arrangements for contacts, overnight stays within the family home and holidays if the child's assessment and care plan say that this would be helpful. The team will support visits as well as assisting with the practical arrangements to enable regular contact to happen.

Regular telephone contact from parents to children is actively encouraged and children have access to a phone to contact parents and friends if they wish to do so.

Education

Education & achievement

At Redruth Road we recognise the importance of education to the future personal and economic wellbeing of all children. For this reason we place a great importance on education both in the school setting and in the day to day life experiences of children. We feel it is important to recognise the achievements and progress, both large and small, made by our children both at school and in their daily lives and to celebrate these to give them the confidence and ability to set new goals and become the best that they can.

Each child's educational needs are assessed when they are first referred to Redruth Road and are regularly reviewed during their time at the home. Many of our children will attend special needs schools within the area and therefore are transported to and from school by the school transport service. All of the children who come to live at Redruth road will have a statement of special educational needs.

In conjunction with the child, the social worker, the child's school and the virtual school, our aim is to ensure that each child has a Personal Education Plan (PEP) to which they, their parents and the staff have contributed, and which is understood and supported by all.

The home has a clear education policy which explains how the education of each child will be supported and promoted by the team at Redruth Road with workers specifically assisting in the following:

- Encouraging school attendance
- Ensuring assignments are completed satisfactorily and on time
- Ensuring that homework can be completed
- Liaising with the child's parent/carer, designated teacher and personal advisor (where appropriate) and passing on all relevant information
- Participating in the review of the PEP at least every 6 months and participating in the completion of a new PEP when the child changes school or placement or where there are other significant changes in circumstances, such as permanent exclusion
- Attending the recalled PEP meeting if the plan is not working
- Increasing their knowledge and understanding of admissions/exclusions procedures through training provided
- Ensuring the child attends all achievement events
- Being aware of and supporting children who are taking tests and examinations

- Actively working in partnership with others towards securing appropriate full-time education for any child who is not in school
- Attending parents' evenings and other school events

The home has developed a positive relationship with the virtual school who are able to provide advice and support, including training for the residential team, on all aspects of education for children. Through the home there is also access to a PC for children involved in specific educational projects.

All children have their own bedroom that has workspace and children are assisted on an individual basis with completing homework or learning projects.

It is also recognised that education is provided in a variety of non-school settings and activities, and as such the team give support to the children with day to day tasks, play and out of school interests and activities, which promote learning. The team use positive reinforcement and rewards to help celebrate achievements that the children make in day to day and non-school activities, and promote learning and skills building.

Social & leisure opportunities

As an aspect of their daily and weekly routines children are encouraged to participate in activities provided both in and outside the home, to help increase their knowledge, confidence and esteem and expand their personal, social and communication skills.

The staff team at Redruth Road facilitate and advise the children on play activities and routines as appropriate for each individual. The children are encouraged to take part in a variety of activities including arts and craft, play, dancing sessions, music sessions and cooking.

The home has a number of in house leisure facilities for use by the children, including a computer, books, board games, toys, videos and DVDs, arts and craft materials and each child has their own digital camera. The home has a small garden and sensory/soft playroom, all accessible to wheelchair users. Key workers also encourage and support children to continue with and begin individual hobbies.

The children are encouraged to take part in both group and individual activities. These activities not only take into consideration their likes and dislikes, age, ability, ethnicity, culture, communication preferences and religion but are also aimed at helping to broaden children's interests and their experience of diversity. We actively promote and encourage children to engage in different cultural activities within and outside of the home including experiencing ethnically diverse foods, music, art and film. Each child also has an individualised cultural file to keep a record of their experiences. Please ask to see our News & Views file for examples of this.

The home has developed links with Walsall Council's Leisure and Community Services, and supports children to participate in programmes at local leisure

facilities, such as swimming baths and sports centres, to help them learn new skills and increase their confidence and self esteem. This includes the local youth service and access to specialist youth clubs.

Our aim is to ensure that the children feel a part of their local community and as such we also make good use of other external facilities within the local area such as parks and shops. As the home is close to the town centre there is plenty of opportunity for children to spend time outside the home with team members taking a walk or exploring the local community and facilities.

Alongside the staff, the children are involved in planning a variety of day trips and summer holidays are arranged annually. With the appropriate prior agreements children are encouraged to have friends visit the home and vice versa.

Birthdays and a variety of different cultural events and religious holidays are celebrated, for example Diwali, Christmas, Easter, Chinese New Year, with special activities, outings and parties arranged in consultation with the children. All activities take into account the children's age and level of understanding and are matched appropriately.

Health

At Redruth Road we understand how important good quality physical and emotional health care is to ensuring the best possible future for all children. As such at Redruth Road we:

- Make sure that the physical, emotional and health needs of each child are identified and appropriate action is taken to secure the medical, dental and other health services needed to meet them.
- Ensure that children are able to have regular health and dental check-ups and we have a system of recording and monitoring these.
- Ensure that a record is kept of medication received, administered and returned and that safe storage is provided, and in addition that double signatures are obtained.
- Ensure that children are provided with guidance, advice and support on health and personal care issues appropriate to the needs and wishes of each child.
- Are aware of and work within the departmental 'Guidelines on Personal Relationships and Sexual Health Policy for Children and Young People Looked After'
- Comply with 'Operational Procedures for the Control of Infection'
- Provide advice and support to each child, in accordance with the child's age, need, religion, ability, culture and wishes in relation to social issues including alcohol and illegal substance abuse, smoking, sex education, HIV infection, hepatitis and sexually transmitted diseases. Confidentiality (where appropriate) is respected and information is available at Redruth Road to enable children to obtain information without seeking out adults.
- Actively discourage children from smoking or taking alcohol or illegal substances.
- Keep a record of all significant illnesses of, accidents by or injuries to children during their placement at Redruth Road. We also ensure that medical attention is sought as required.
- Ensure that, if practicable and appropriate, children at Redruth Road can choose whether or not they are accompanied by a member of staff, when being seen by a doctor, nurse or dentist and as far as possible, to see a doctor of either gender if they wish.
- Deal with issues of personal care and hygiene sensitively.
- Ensure that appropriate arrangements are made to meet children's personal needs, so that children have a choice of toiletries that are readily available.

- Ensure that the health needs of children from minority ethnic and cultural groups are understood by staff and specialist advice is sought when necessary.
- Ensure that we work in partnership with schools and relevant others to ensure medical examinations and written health assessments are arranged for every child living at Redruth Road as appropriate to their individual needs.
- Ensure that children have a varied and balanced diet, which takes into account individual likes and dislikes and medical matters.

All of the children's health needs are assessed at the point of referral and are regularly reviewed with appropriate action being taken as required.

All children are registered with their local GP, dentist and optician when they move into the home. A member of the team will support the child at all medical appointments, and liaise with families and relevant professionals regarding all health related matters or illnesses. In case of emergency staff will accompany the child to the local accident and emergency department and contact is made with parents to inform them.

Arrangements are made to protect and promote the health of children accommodated through the completion of an individual health assessment, which determines individual health risks and hazards and suitable and appropriate precautionary measures. These health assessments are supported through consultation with health professionals such as school nurses, The Looked After Children's Rights Officer and the Looked After Children Health Co-ordinator. All information regarding a child's health needs are recorded on their file and passed on where appropriate to all team members.

As some of our children may be technology dependent, nursing cover is used, as appropriate, to support the team in meeting health needs. This is particularly true for children who require the administration of enteral feeds. Any child that requires invasive medication will not be admitted to the home until either staff have received appropriate training with regards to that specific child's needs, or nursing support has been identified.

Some of the children who live at Redruth Road may need medication and therefore Redruth Road has adopted a clear policy in respect of the administration of medication, which enables prescribed medication to be administered as specified by the physician to the individual child. All team members are trained in the administration of medication, with the procedure requiring two staff to be involved in the issuing of all medicines. All medication is labelled, named and dated, and identifies the correct dosage to be given to the child and when. All medication is held in a secure cabinet and a recording system is in place to identify medication held on the premises, the administration of medication and its disposal. As an aspect of the admission process the suitability of these for individual children is discussed and agreed.

Redruth Road does not use any specific therapeutic techniques.

The records that are maintained by the staff team at Redruth road show the Childs journey throughout their time at Redruth road. These robust records also show the effectiveness of our approach to the children's complex medical needs and positive health outcomes for children. All children will have a detailed health plan on their core files and discussion with staff members who hold a historical and current view of the progress children have made in respect of health.

Staffing

The team & how they are supported

The Responsible Individual is Alison Cooper, Interim Head of Service and

The Registered Manager is Lois Stevens.

Our staff team

The staffing complement at Redruth Road consists of four main types of staff:

- Care managers
- Residential child care Workers
- Waking night officers
- Domestic and cook

All work together to ensure that the children receive a good standard of care. There are no staff commissioned to provide Education or Healthcare.

All permanent staff are selected in accordance with Walsall Council's recruitment and selection procedure, which ensures successful candidates have the pre-requisite qualifications and experience necessary to undertake the post applied for. All successful applications are subject to receipt of satisfactory references, medical clearance and a DBS Check.

Many of the staff team at Redruth road are female and whilst this is not a concern we do advocate that the male staff are evenly distributed across the staffing rota so children's are able to experience both male and female care .in addition to this all of the children are able to have male family members visit to offer additional male role models.

Any vacancies are covered by the use of Walsall Council's own staff, sessional staff or by the occasional use of agency staff. Agency staff are recruited by means of Walsall Council's arrangement with Starting Point, which in conjunction with the management team of the home; ensure all temporary workers have the required experience and knowledge and that they are subject to satisfactory DBS clearance.

The Rota and staffing policy

As the home provides medium to long-term care the home operates a rota system that is created monitored by the Care managers and is overseen by the Registered manager. The rolling rota system means that a senior member of the team is on duty on most shifts and team members differing skills and abilities adequately reflect the needs of the children and young people living at the home.

Staffing levels are risk assessed on a day to day basis taking into account the needs of the children and the activities planned for the day. At peak times such as evenings and weekends there are always at least two residential care staff on duty to ensure the needs of individual children can be met, which is

complemented by the support of a cook and a domestic assistant. Day staff sleep in alongside one waking night officer to offer consistency of care to all children.

Unforeseen staff shortages are covered in a variety of ways including split shifts and flexible rostering, by using permanent and sessional staff and in rare circumstances the use of agency staff. Additionally, out of hours the staff at the home have access to the on-call officer and the emergency response team if advice, support, guidance or direction is required.

To make sure that staff are aware of any new information staff have handover meetings to update one another before they start their shift. There are also meetings with the CAMHS service and monthly staff meetings. Rota planning and monitoring also includes health and safety matters, the routines of the children, risk assessments, meetings and statutory reviews, annual leave and staff training needs. Other considerations include ensuring team members have adequate rests and breaks from the working environment.

How are the team supported to do their job?

When they start work all staff new to working within a local authority are subject to Walsall Council's six month probationary period and as such begin an induction. All new employees participate in this induction which includes a variety of elements including a general introduction to Walsall Council and the Children Services, an introduction to Children's Residential Services, partner services and other significant agencies, as well as an introduction to the purpose and function of Redruth Road, policy and procedure, safeguarding, health and safety, and role and task.

All new staff are supervised, in accordance with the National Minimum Standards for Children's Homes 2001 & 2011, facilitates supervision fortnightly for the first six months and monthly thereafter, reviewing progress in accordance with probationary guidance. Each of these sessions is recorded, signed by both parties and placed on the employee's personal file for reference. To complement the induction and probation processes within the first 6 weeks, all new employees complete our learning log which incorporates all of the modules of the Children's Workforce Development Council's (CWDC) Induction Standards. The CWDC must be commenced within 7 days and completed within 6 months.

In accordance with the National Minimum Standards, all staff that have completed their induction and foundation training who do not already hold a level 3 NVQ in caring for children and young people can then be enrolled on a level 3 Children and Young People's Workforce diploma.

All staff receive regular supervision. Supervision is an essential element in supporting, managing and developing the staff team and as such it is a statutory and departmental requirement that all staff both receive and participate in the supervision process. The Operations Manager for Children's Residential Services supervises the Registered Manager and the Registered Manager supervises the Care Managers. The management team then ensure supervision of the remainder of the staff team through allocation of a

nominated supervisor. Each team member devises a supervision agreement with his or her supervisor and both parties have a responsibility to ensure that supervision is constructive and relevant to the aims and objectives of the home. Staff supervision is recorded and generally embraces four broad areas: -

- Quality Management: an opportunity for the team member and supervisor to discuss and record quality of work and workload, including discussion regarding individual children, care planning, service delivery and teamwork. A core aspect of supervision is the exploration of the team member's relationship with the children and the key-working role to ensure day-to-day tasks are being completed appropriately and efficiently and care planning meets the identified needs of the child.
- Support: an opportunity for the team member to air concerns and anxieties and be provided with guidance, reassurance, encouragement and advice to empower them to do their work efficiently and effectively within the team and with children.
- Development: an opportunity for training and learning needs to be discussed and learning plans to be agreed. Training may take place in supervision, within the workplace, during team days or away days or via the provision of external training.
- Representation: an opportunity for the team member to make suggestions or share ideas regarding service improvement.

On an annual basis all team members participate in an Employee Performance Assessment (EPA) within which a learning plan is agreed and targets to enable achievement are set. This is reviewed half yearly to ensure learning goals are being met. The EPA process promotes the acquisition of skills and knowledge through a variety of methods including on the job learning, having or being a mentor, the completion of exercises and assignments, the delegation and completion of specific tasks and responsibilities to progress skills, knowledge and competence or via attending internal or external training.

In addition to this, staff development is also promoted through participation in and contribution to a variety of other processes including:

- Team meetings
- Team days
- Interagency meetings
- Joint training
- Working in partnership and networking with other services and supporting agencies

The overall purpose of supervision and the process of EPA is to promote and monitor safe and effective practice in accordance with Walsall's Performance

Management Framework, the Children Act 1989 and the Care Standards Act 2000.

In accordance with the National Minimum Standards 2001 and Walsall Council's policy and procedure, records are kept in respect of all staff employed at the home. The following information is kept confidentially at the home:

- Personal information, such as contact details and next of kin
- Job description and job specification
- Record that a DBS check has been undertaken and is deemed as appropriate
- Record of qualifications and training
- Supervision notes, EPA and learning plan
- Records of attendance at work
- Records of employment issues

Useful Contacts

Ofsted

Piccadilly Gate
Store Street
Manchester
M1 2WD

Tel: 0300 123 1231
www.ofsted.gov.uk

Alison Cooper - Registered Provider / individual

Childrens Residential Services
Zone 2D 2nd Floor
Civic Centre
Darwall Street
Walsall

Tel: 01922 658356

Lois Stevens – Registered Manager

43 Redruth Road
Park Hall estate
Walsall
WS5 3EJ

TEL :01922 700 810

Contracts / Commissioning & Contact Teams

Stroud Avenue Family Centre
Stroud Avenue
Willenhall
WV12 4EG

Tel: 01922 652860

NSPCC

Tel: 0800 800 500

www.nspcc.org.uk

Voice of the Child in Care

Tel: 0808 8005792

www.voiceyp.org

Customer Care Service

(Complaints & Representation)

Tel: 0800 0856018

Walkways

Tel: 01902 675393
E-mail: info@walkways.org.uk

Transition & Leaving Care Service & Looked After Children Service

8th Floor
Townend House
Townend Square
Walsall
WS1 1NS

Tel: 01922 650555

Children with Disabilities Social work team

Education Development Centre
Rushall
Walsall
Ws4 1NG

Tel: 01922 654634

Education Support Team (Virtual School)

Education Development Centre
Rushall
Walsall
Ws4 1NG

Tel: 01922 686200

Action for Children

Tel: 0300 123 2112

www.actionforchildren.org.uk

The Children's Society

Black Country Children's Advocacy

Tel: 0800 6523839

Statement of purpose and function

Spindle Tree Rise



'Better Together for Children'
Children and Young People's Services

"My Walsall, my future"



Walsall Council

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Introduction

Welcome to Spindle Tree Rise

As you may already know, organisations that provide residential care for children and young people are required by the Care Standards Act 2000 to produce a written guide about the service that they offer. This written guide is called a statement of purpose. It is seen by the inspectors and also available to the young people living in the home, parents, staff and social workers, if they wish to see it.

This is our statement of purpose at Spindle Tree Rise. We have divided it into several different sections to make it easy to pick out the bits that most interest you. If you have any questions about Spindle Tree Rise, the service we provide or this guide, please ask. Any member of our team will be more than happy to help.

The current document is also available via Walsall Council's Children's Services intranet site.

We also have a welcome pack available for all children, which outlines the homes Statement of Purpose.

Happy reading.

Our purpose, aims & objectives

Spindle Tree Rise is a community based home that sets out to help and support young people to achieve the best they can in relation to their health, wellbeing and education.

The aim of Spindle Tree Rise is to work in partnership with the young people, their parents, social workers or personal advisors, other professionals, and significant others to assist in planning and facilitating consistent and good quality care for the young person whilst planning for their long term needs.

At Spindle Tree Rise one of our primary aims is to support young people to work towards gaining and embedding practical and emotional skills, which will help them to live successfully in adulthood. We actively encourage and support young people to seek out positive opportunities and help them strive to get the very best out of life. We work to ensure that the young people have opportunities and experiences, which enable them to develop emotionally, mentally and physically so that they can grow into fulfilled independent adults who are able to contribute to their community in a positive way.

Spindle Tree Rise offers young people stability within an environment that is homely, safe, empowering and nurturing. The staff group strive to be sensitive and respectful in their approach.

Our aims and objectives are to:

- Provide a service that gives due consideration to the wishes and feelings of the young person and their religious persuasion, dietary needs, gender, racial origin, sexuality and cultural and linguistic heritage.
- Ensure that young people within our care are securely attached to carers capable of providing safe and appropriate care through ensuring that all levels of staff are appropriately skilled, trained and qualified.
- Enable young people to reach their full potential and to ensure they are encouraged to develop in all areas by facilitating access to a variety of education, training, employment, health, leisure, social and communication opportunities aimed to meet individual needs.
- Work in partnership with the young person, family, education and relevant professionals, in the formulation and facilitation of developmental programmes to enable young people to achieve their maximum capacity for independence and adulthood.
- Have a restorative approach to behaviour management.
- Ensure each young person has a key worker, who will provide an individual source of support and who is responsible for monitoring and

recording the young person's progress, and ensuring that the objectives as set out in the care plan are being worked towards.

- Ensure that there is a system in place by which complaints and representations can be made and dealt with promptly.
- Ensure that each young person has the opportunity to express their wishes and feelings and for these to be acknowledged, with young people having access to people who can represent them and their wishes and feelings.
- Encourage a positive sense of self image through responding to young people individually, treating them with dignity and respect, and providing them with the range of opportunities that other young people in the local community have access to.
- Work within a framework of anti-oppressive practice, actively promoting positive attitudes to disability issues, cultural diversity, gender equality and special needs of all kinds
- Access to specialist help, support and treatment if suffering from any conditions preventing normal development.
- To provide continuity of care and the maintenance wherever possible of positive links while the young people are looked after.
- To promote and maintain relationships with carers/families where appropriate.
- Prepare young people gradually to be ready to leave care, paying attention to both practical self care i.e. – health, budgeting, domestic skills and on-going emotional good health i.e. maintaining positive relationships, promoting self esteem and confidence.
- Provide time limited personal support to the young person upon leaving care in conjunction with other agencies.
- Involve young people in all assessments, planning, review and decision making.
- Work in partnership with a number of agencies to ensure young people are informed of the services available to them when they leave care.

Our underlying Ethos and Philosophy

The home's underlying philosophy and ethos is to work in partnership with young people, and appropriate others, to enable young people to achieve their full potential emotionally, physically, and educationally.

The home recognises the importance of choice, dignity and respect for looked after young people and the need for them to become valued members of society. The team at Spindle Tree Rise therefore acknowledge that the needs of our young people are similar to those of young people everywhere, and acknowledge that they should be allowed to take reasonable risks and to speak for themselves.

We do not make use of any specific therapeutic techniques at Spindle Tree Rise.

What it's like at Spindle Tree Rise

Spindle Tree Rise is a large detached house built during 2005. It is located on a residential estate in Willenhall and is within easy access of local schools, shops, bus routes and amenities.

Physical Aspects

Spindle Tree Rise is situated at the end of a residential road. At the front of the home there is a small grassed area, with flower beds and an area for parking cars.

Spindle Tree can accommodate up to six young people. The accommodation is on two levels with the young people's bedrooms being situated upstairs. Directly in front of the house is a large area of grassed common land, popular with dog walkers, this area is popular with our young people for playing football or cricket.

Spindle Tree is situated very close to the border with Wolverhampton giving easy access to both Walsall town centre and the city of Wolverhampton.

Monitoring

Each year the statement of purpose for the home is reviewed and updated where necessary. This is to ensure that the home remains suitably and appropriately located. Should there be a change to the local community we would undertake a review as and when changes were made.

When changes occur to both the home and the surrounding community the Registered Manager and the team ensure that the changes do not affect the safeguarding or the access to the service that the children need for their day to day care planning.

When undertaking the monitoring on a yearly basis we ensure that the changes and the considerations are recorded so we can track the changes and also record the effect the changes have on the running of the home. Within the review we ensure that we take into account the views of such local bodies or persons that we consider appropriate such as the local family centre, local school, local community police, social workers and our neighbours.

Findings

Spindle Tree was purpose built by the local authority in 2005 we took possession in January 2006. We have therefore occupied this home for approximately 8 years at the time of this review.

Shortly after the house was built approximately 29 other houses were built, the new development became known as the street Spindle Tree Rise.

Spindle Tree has the benefits of belonging to the local community of Short Heath and has direct access to public transport to both Walsall and Wolverhampton. Spindle Tree is 2 miles from junction 10 of the M6 motorway. There have been no changes evident to the local community this past year; however an area of land in front of the house has started to be developed to build some houses.

There is space within individual rooms for the completion of homework tasks or projects; alternatively the computer room or dining room can be used if young people prefer.

As the following floor plans illustrate there are a variety of rooms at Spindle Tree Rise, and an ample amount of individual and communal space for all.

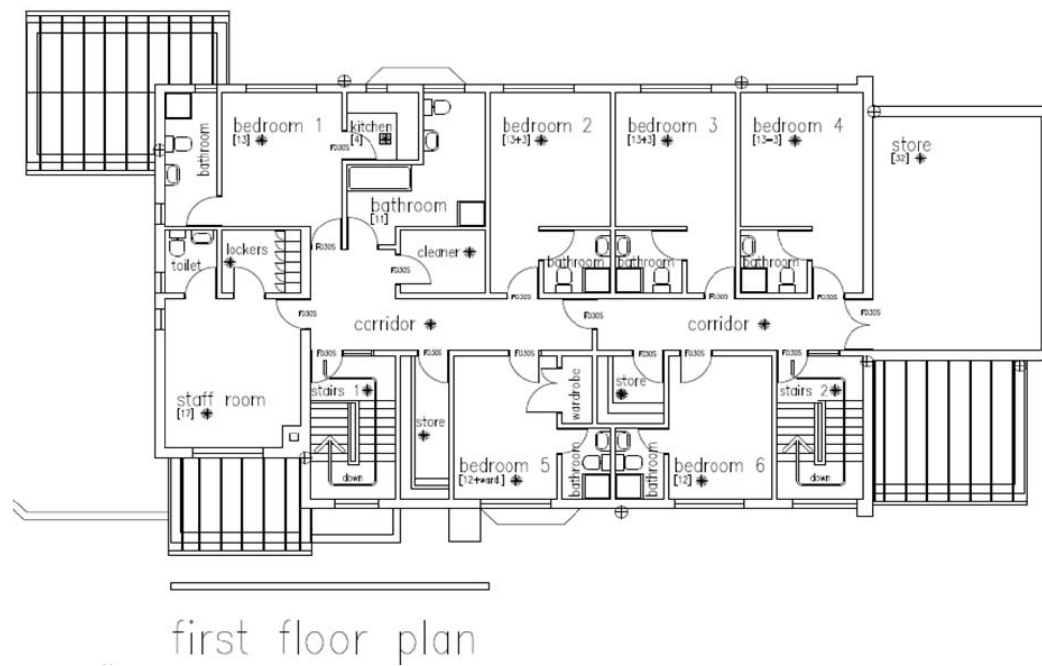
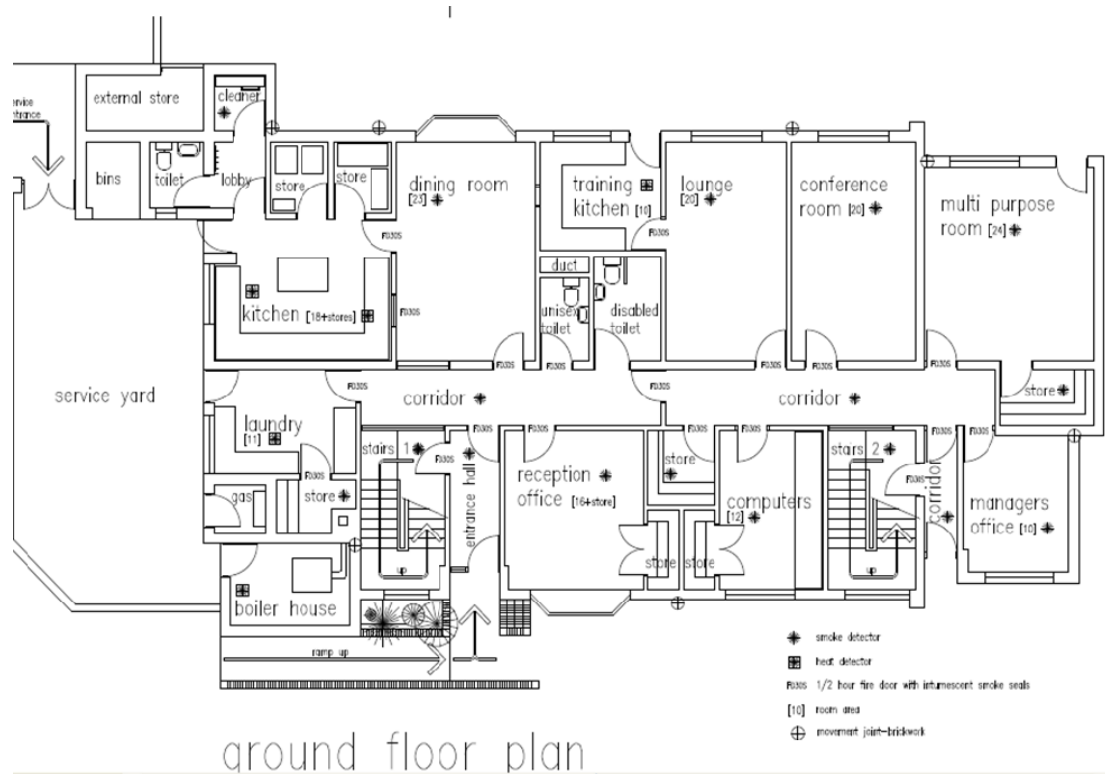
The garden area

Access to the rear of the home can be gained from the lounge and the training kitchen. There is also gate access from the side and the rear of the home.

Once outside there is a large grassed garden area and a patio area, which can be used for sitting out, games, exercise and barbecues. The grassed garden area is raised and enclosed by a wall.

At the side of the garden is a garage for the home's people carrier. The whole of the garden is enclosed by a wall to assist with privacy and security.

Security lights monitor both the front and rear of the home to ensure the security of the occupants. The home also has a residential alarm system as a further security measure. We do not use any electronic or mechanical means of surveillance.



Who lives at Spindle Tree Rise and how do young people come to live here?

At Spindle Tree Rise we look after up to six young people, both boys and girls, from the age of 13 up to the age of 17. We provide a service to young people regardless of gender, race, sexual orientation, culture or religious beliefs.

To promote and safeguard the welfare of all of the young people accommodated at Spindle Tree Rise, and maintain a safe and appropriate living environment, all admissions to the home are subject to the completion of a group and individual risk assessment. Before admissions are agreed the suitability of proposed placements are assessed taking into consideration individual needs, group dynamics and any risks in relation to the individual and the wider resident group. The admission of new young people is dependent upon the risk assessment process and ensuring that the needs of all the young people can be met.

The home does not provide services for young people who have the degree of physical disability that requires the use of specialised equipment or for those who require assistance with intimate personal care, but we do consider admissions for young people who have mild learning difficulties whose educational needs are currently being met within mainstream provision.

How are referrals for placements made?

All referrals for placement are made by Walsall Council social workers or personal advisors and should be made to the registered manager of the home via the Single Referral Point. In accordance with the Single Referral Point procedure, the area social worker/personal advisor must provide a synopsis of the young person, the initial/core assessment, a risk assessment and all relevant health and educational assessments and information, to enable the decision making process regarding choice of placement (i.e family placement, residential) to be as informed as possible. If the young person is not already in accommodation the service manager's approval must be given for the young person to be accommodated in residential care.

If it is determined by the single referral point and the young person's social worker that a placement at Spindle Tree Rise is appropriate, a planning meeting is arranged at which a management representative from the home, the young person's social worker, parents/carers and the young person are present. This planning meeting will determine if the proposed placement is suitable and whether any action is required to secure the placement.

Where another local authority is making a referral, the referral would need to be made from that local authority's nominated officer, directly to the Single Referral Point. As with in-house referrals the Residential Operations Manager would need to be provided with a synopsis of the young person, the initial/core assessment, a risk assessment and any health or educational assessments concerning the young person to enable the decision making

process to be as informed as possible. Confirmation of the funding agreement would also be required. As with in-house placements, if the placement criteria is well matched, a planning meeting would then be arranged to determine if the placement is viable and can go ahead.

In the event that a vacancy were not currently available but may be in the short term, the young person, their parents and the social worker/personal advisor are invited to visit Spindle Tree Rise. From this a series of welcome visits to Spindle Tree Rise are arranged, according to the individual young person's needs. These are usually for a maximum of two hours, and include meeting the other young people and staff, and taking part in a mealtime and evening activities.

Children and young people living at Spindle Tree Rise can often be vulnerable and may have disabilities. It is therefore not always right for a young person to leave a children's home by their 18th birthday and it may be in a young adult's interests to remain at Spindle Tree Rise.

The reasons for this may include:

- Where the young person's moving-on placement has fallen through and alternative arrangements are being made
- Where the young person is in education and wishes to finish their course
- Where the young person wishes to remain with siblings who are also accommodated at the home, or
- Where there is agreement, including the young persons, that they are not yet ready to leave and a focused plan is in place to achieve this.

Any agreement that a young person will remain at Spindle Tree Rise on and after their 18th birthday will need to be carefully planned in advance and will need to be informed by Ofsted's Guidance on inspecting and regulating children's homes that provide care and accommodation for adults. Prior approval of any such arrangement will be required by Ofsted.

Are there ever unplanned placements at Spindle Tree Rise?

At Spindle Tree Rise we will take an unplanned admission in an emergency situation. In such circumstances every effort is made to allow the young person to visit the home before they actually move in however in some circumstances this may not be possible. Every young person is appointed a key worker who will support them in settling into the house and routines.

In all circumstances careful consideration is given to the risk assessment process, which takes account of both individual and group needs. In order for the needs of the young person to be met appropriately, as with a planned admission, the Placement Information Record must be completed in full by the placing social worker, including authorisation for medical treatment. Under no

circumstances can a young person be admitted without this documentation being completed in full.

The facilities & services provided

At Spindle Tree Rise we offer a range of services, including on-going multi-disciplinary assessment, to assist in the process of appropriate long-term care planning. We have adopted a practical approach to assessment and intervention, which includes using a key working system, using observation, and working together with others in monitoring and reviewing care plans and packages. All assessments involve the team working together with young people, their families, significant others and relevant professionals to ensure needs are determined as appropriate to the individual, and the long term care plan actively promotes the safety, fulfilment and all round development of the young person in every aspect. As far as is practicable and appropriate the home consider issues in relation to safety and stability, child protection, gender, communication, culture and religion, health, education, family and social factors, with the team aiming to care for and support young people in a benevolent and trusting manner.

The residential key worker

Prior to admission each young person is given the opportunity to visit the home to become familiar and comfortable with their new surroundings, their bedroom and their carers and peers. To complement this and help ensure that the transition to Spindle Tree Rise is anxiety free, each young person has a key-working team, who help to ensure that the young person's move into the home goes as smoothly as possible. The key workers work in partnership with all involved to help to prepare the young person to move, reflecting his or her needs, wishes and feelings.

The key workers are matched with the young person on the basis of the young person's needs and the individual workers' skills and experience. It is the key workers roles to act on behalf of the child in all matters, including acting as a referral point at the home for all information regarding the young person. The key workers roles also include:

- Building a realistic professional relationship with the young person by getting to know him or her and befriending and supporting
- Acting as an advocate and ensuring that the young person's wishes and feelings are acknowledged in planning and decision making
- Ensuring that the appropriate action is taken to meet the young person's care, emotional, cultural, dietary, medical, physical, social, religious and communication needs.

- Ensuring all information regarding the young person is recorded in the appropriate places and is kept up to date and reports are completed as required
- Attending and contributing to reviews and meetings as required
- Developing positive professional relationships with family members, associated professionals and partner agencies involved with the young person
- Monitoring and progressing Care Plans, Personal Education Plans and Health Plans
- Ensuring the young person's personal needs are being met, including clothing and toiletry purchasing
- Ensuring that the young person's health care needs are being adequately met and monitored, and that support and assistance is being sought as appropriate.
- Ensuring that the young person receives and is given advice in spending/budgeting pocket and other monies
- Ensuring the young person has regular contact with parents, carers and significant others as is appropriate

In ensuring the young person settles into the home and the local community, the key worker also ensures that all of the support services fundamental to meeting the individual's needs are available and can be accessed as required. These can include: -

- 1) Dentist
- 2) GP
- 3) Optician
- 4) Other health services (hospitals)
- 5) Education, schools, school nurses and supporting agencies
- 6) Social Work/Personal Advisor Support

Our partners

Additional support may be necessary and appropriate, and relationships have been established with a variety of services and partner agencies to assist in ensuring the individual needs of young people are met. These include: -

- Local Education Support Services.
- An Independent Children's Rights Officer; who makes regular visits to the home and who advocates for young people on an independent basis.
- The CAMHS service; that offers consultations with the key-working team and provides advice to support individual care packages. This can include the completion of assessments with individual young people to identify if specialist therapeutic services are required.

Children's Residential Services within Walsall have developed a strong partnership with the Youth Offending Service; particularly focusing on reducing the offending of looked after children through the adoption of restorative approaches. Through this partnership young people living at Spindle Tree Rise have access to a range of preventative programmes and activities that can help to reduce the likelihood of offending or help young people in developing strategies to prevent further offending.

Other facilities

The training flat

The Spindle Tree Rise team works closely with the Transition and Leaving Care Team to make sure we are working towards the same goals.

Spindle Tree Rise has its own training flat, which is located on the first floor of the main house. The training flat comprises a bedroom/living area, kitchen and shower area. The training flat is used to support young people at arms length to undertake daily living tasks in a safe environment. Young people undertake a graduated skills building programme during which they learn to budget and shop for their requirements and undertake other tasks which they will need to do as an aspect of living on their own, such as travelling, washing and various other tasks. Within the flat young people are given the responsibility to learn to look after themselves as they would do if they lived on their own and as such are supported to deal with consequences of actions such as not budgeting effectively. Whilst we assist young people in building the skills to ensure they manage their resources well, we also try to plan for when things don't go so well and as such have put systems into place such as an 'emergency' rations system which the young people have to manage themselves.

Caring for Children

Meeting individual needs

A requirement of placement at Spindle Tree Rise is that all young people have an allocated social worker or personal advisor. This is crucial to ensuring that post placement meetings and reviews take place within statutory time scales. If situations occur when reviews do not take place within stipulated time scales advocacy can be made on the young people's behalf through the complaints, Children's Rights and management arrangements.

Each young person has an in-house placement plan which covers the major dimensions of life, including health, education, family relationships, social and emotional development, independence, leisure and cultural needs and risk minimisation. The plan is developed in conjunction with the young person, family, professionals and significant others and sets out the young person's needs, how these will be met on a day to day basis and by whom.

Every young person's in-house placement plan is monitored by their key workers on a regular basis to ensure that it is being followed. The young person's placement plan is also reviewed at every statutory review or more frequently if required. Any alterations to the placement plan are agreed in partnership with the young person, their family and relevant professionals.

After the initial planning process six monthly statutory reviews are held which are complemented by in-house reviews of placement plans and progress.

The home's underlying philosophy and ethos is to enable young people to have experiences to help them to develop emotionally, mentally and physically so that they grow into fulfilled independent adults who are able to contribute to themselves and the community and live in a positive way.

As part of growing up young people are specifically supported in the following areas; education, developing relationships with; housing providers, further education training providers and potential employers. We also actively support and encourage them to maintain good relationships with family and friends as is appropriate for the individual.

The staff in the home believe in developing good relationships using a restorative approach with young people as a strategy for engaging and supporting them. No specific therapeutic techniques are used other than eclectic models of practice.

Where young people receive individual support from the Child and Adolescent Mental Health Service in relation to emotional or behavioural issues, this is monitored through staff consultation and the statutory review process.

At Spindle Tree Rise we are developing Social Pedagogy as an underpinning practice framework for work with young people.

Social Pedagogy provides a theoretical and practical framework for understanding children's upbringing. It has a particular focus on the holistic education (cognitive knowledge, emotional and spiritual learning and practical and physical skills) of children and young people through building strong relationships, providing opportunities for learning and enabling children and young people to empower themselves. In a residential care setting it provides a particular emphasis on working with groups and using the group as a support in achieving positive outcomes for children and young people.

Social pedagogy is common place across Europe with most pedagogues being trained to degree level. The model of Social Pedagogy starts from the premise that relationship building between young people and adults should not be viewed as a myriad of risks and challenges but as a springboard for achieving positive outcomes for children and young people.

Social pedagogy training programmes not only involve elements of practical training in developing skills in areas such as the creative arts and outdoor activities but also theoretical training in areas such as child development and psychology. Pedagogic practice is a holistic process that creates a balance between:

- the **professional** (theory and concepts, reflective practitioner – the 'head')
- the **personal** (using one's personality, positive attitude, building personal relationships, but keeping the 'private' out – the 'heart')
- the **practical** (using certain methods and creative activities – the 'hands')

Independence

The work undertaken with the young people at Spindle Tree Rise aims to empower and provide them with the practical, emotional and social skills needed to cope with living independently in the community.

At the age of 16 young people are allocated a personal advisor by the Transition and Leaving Care Team who gradually take over the young person's case from their social worker. The team at Spindle Tree Rise work in close partnership with the Transition and Leaving Care Team, the personal advisor and the young person in developing a pathway plan. The pathway plan identifies what needs to be done to help the young person to leave care with the necessary skills for adult life in a planned and supported way. Pathway plans identify things such as suitable move on accommodation and outreach support for young people when they move into the community.

Religious and cultural needs

Each young person's religious observance needs are identified on admission to Spindle Tree Rise and appropriate arrangements are made to ensure that

the young person is able to participate appropriately in their given religion. This may mean ensuring that the young person is able to attend a place of worship, that dietary needs are met appropriately, clothing is appropriate or that they are able to continue with any customs that are part of their religion.

Cultural needs are also identified on admission through the planning process and areas such as diet, personal care and customs are taken into account. Where necessary, support is provided for young people who are isolated from their cultural communities, which can involve the securing of an independent visitor or member. The key worker system and the planning and review process support this.

The team at Spindle Tree Rise respect religious and cultural diversity and work in accordance with Walsall Council's policy on religious observance and cultural diversity, which celebrates difference. The policy outlines the beliefs of the major world religions and provides guidance for staff working within a diverse community.

Safety & protection

Child protection and bullying

The young people living at Spindle Tree Rise have a right to feel safe and as a way of keeping young people safe, we have clear policies in respect of child protection and countering bullying. These appropriately cover matters of safe practice, including reporting and recording child protection concerns and mechanisms for ensuring and monitoring that an environment is anti-bullying.

Prior to admittance to the home a risk assessment is undertaken in respect of the young person, which considers and identifies any real or potential child protection or bullying concerns and sets out strategies to assist in minimising risks. Risk assessments and management action plans are reviewed regularly, after specific events and through the review process to ensure maximum safety.

All staff at the home are familiar with the Safeguarding Board Procedures and would be prompt in raising child protection concerns and reporting to the necessary parties such as the area social worker and Ofsted. The team are also familiar with and can refer to the Residential Child Care Procedures and the National Minimum Standards for Children's Homes 2011 and the Children's Homes Regulations 2001. Child protection training is included in the inductions of all new staff.

The team at Spindle Tree Rise acknowledge the negative impact that bullying can have on the victim and within a group and actively discourage it through remaining vigilant at all times and taking immediate action if a situation arises within the home. Bullying behaviour is not tolerated at Spindle Tree Rise and in the event that a situation arises the staff will work positively with both the victim and the perpetrator towards a good outcome.

Missing Persons

The home's procedure for dealing with unauthorised absences is covered by the Walsall Safeguarding Children's Board protocol for children and young people missing from home or care. All unauthorised absences are dealt with immediately, in accordance with the missing person's procedure, which has been agreed with the West Midlands Police. In the event that a young person fails to return to the home, a missing person's risk assessment is completed which uses a system of scoring to identify levels of risk. If it is identified that a young person is at risk an immediate report is made to the police.

Spindle Tree provides a home for young people (boys and girls) aged thirteen and upwards who are not able to live at home, they all have some degree of emotional and behavioural difficulties. The young people are all cared for by the local authority either under section 20 or section 31 of the Children Act 1989.

The young people are all vulnerable by virtue of their age and the fact they are looked after, their degree of vulnerability, any additional needs they may have and influence of peer groups and all have an influence on their missing person risk assessment.

A high number of young people when they come to live at Spindle Tree frequently absent themselves from the home or previous placements. Each young person has an individual missing person protocol based on the joint Police and Children's services protocol; this is reviewed regularly in accordance with the young person's care plan and risk assessment.

Preventative measures

Due to the vulnerable nature of the young people who live at Spindle Tree there are ranges of safety and security measures which help reduce the incidents of young people leaving home without permission.

- Access into the building is via a front entrance which staff encourage the young people to lock the front door behind them when they come in
- The side gate to the grounds are locked at all times
- Internal exits have magnetic door locks with override switches or thumb turn locks or key lock
- When it gets dark a security check of the house is made, all exterior doors are locked and windows closed
- With the exception of the front doors all exit doors lead into an enclosed and locked garden area
- The perimeter of the grounds has secured wall / gates
- The identity of visitors is always checked and access to areas where children are is by appointment only

- Contractors for maintenance work are scheduled for periods where children are not present or if Emergency repairs are needed, contractors are supervised by staff. Contractors used by Spindle Tree are approved for use by the local authority; contractors make their own arrangements for their staff to have undertaken the vetting and barring procedure
- Children are allowed out on contact with people whose identification is known and verified
- Staff to child ratios are assessed to individuals needs
- Children are supported to understand how to keep themselves safe
- The home aims to provide a warm, welcoming environment that is pleasant to spend time in
- Each young person has their own ensuite room to provide a personal space to enable the young person to have privacy
- Young people have the opportunity to spend time with friends and family including overnight visits, all of which are risk assessed
- Staff build nurturing relationships with the young people and young people grow to understand that they are cared for and missed when they do not return home
- When young people return home after being absent staff welcome them home and attend to their needs; they are not chastised for going missing. At an appropriate time and with the appropriate people a discussion is held with them about keeping safe and how much their absence was felt

Risk assessment

All young people's files contain basic and essential information records and staff are able to quickly access relevant information when required in the event that they need to contact the police to report a young person missing.

Upon admission staff encourage young people to agree to keep an up to date photograph on file to be shared with the police if the young person does not return home.

Procedure to be followed

- Staff will establish that the young person has not returned home at the agreed or usual time
- Staff will make an immediate search of the house this includes checking every room, the garden, and the immediate surroundings of the house, checking in with all staff and young people as they do so
- Staff will refer to the young person's individual missing protocol and will follow the advice given, unless another immediate piece of knowledge takes precedent such as the young person has left the house and is

upset, threatened to harm themselves or commit suicide or under the influence of alcohol or illegal substances, or there is evidence that they are about to be sexually exploited or trafficked

- Staff will try to contact the young person via their mobile phone, if they are not successful staff will then begin to work through all the contact numbers for known friends, family or associates, the staff will also talk to the other young people resident at Spindle Tree, letting them know we are concerned for X who is missing and they are able to help with passing on any information about X's welfare and whereabouts.
- Should circumstances permit staff will search the locality or drive to areas the young person may have known to frequent
- Staff will then immediately contact the Police to inform that a vulnerable young person is missing. They will ensure that they identify the young person giving clear information outlining their details, risks and vulnerabilities.
- The on duty police Inspector will make a decision as to whether the young person is absent without permission or missing. If absent staff will ask at what time the decision is due for review by the inspector, this information will be added to the mispa log. Staff will keep in close contact with the police, letting them know if any new information comes to light, staff will contact police as a minimum at the point of review.
- Throughout the period of time the young person is absent or missing staff will continue to make efforts to find the young person by continuing to try to contact them via their mobile phones, contacting their friends and known associates and keeping a watchful eye and open ear about the house.
- Staff will inform a manager and the young person's social worker; if outside of office hours they will contact an on-call manager and ERT.
- The emergency duty team social worker, who will support and coordinate follow on actions.
- The manager will ensure that episodes of missing children are reported to other professionals as required in line with the Protocol for children and young people missing from home or care procedure.
This will include the head of service, the child's social worker and the safeguarding lead at the Review and child protection team. The home manager will ensure that appropriate follow up actions are completed as necessary upon return of the child.

The procedure for young people who go missing whilst out on activities away from the home will be the same, however the staff will need to consider the need to contact the police immediately. If a short search of the location is not feasible or would increase risk, staff would contact the Police constabulary for the location of the activity if outside of the West Midlands.

All staff has been briefed on and can gain access to the Protocol for Children and young people missing from home or care procedure. (Including Annex documents for recording)

Where a child has been deemed as 'at harm' there will be the instigation of a review for the child by the Local authority

Protection from fire

The home is fitted with a fire alarm system that is wired to the smoke alarms and fire doors. In accordance with fire regulations every room has a smoke detector, there are sufficient call points and an appropriate range and number of fire extinguishers as deemed appropriate by the fire officer. Fire routes are clearly marked and the home's fire procedure sets out the action to be taken in the event of a fire and the evacuation procedure.

In accordance with fire regulations there are also clear procedures and systems in place to ensure that fire alarm tests, evacuations, equipment and system inspections and services are completed as required.

The home has a clear workplace and fire risk assessment, which is reviewed annually or more frequently if required. All staff receive fire awareness training. In the event of any queries in respect of fire safety our nominated Fire Safety Officer can be contacted at Wolverhampton Fire Safety Centre.

Young People's rights, participation, consultation & complaints

Arrangements are made for the young people accommodated at Spindle Tree Rise to actively participate and be consulted about the operation of the home. This is done through a number of initiatives, including the key worker system and the reviewing process.

Every young person is allocated a keyworker team prior to admission and whenever possible young people can comment on whom they would prefer their keyworkers to be.

Key workers are responsible for:

- Developing a trusting relationship with the young person with regular individual time allocated
- Contributing to the care plan
- Recognising difficulties or concerns as they arise, and communicating as appropriate
- Attending to health needs, for example dentist, opticians, regular medication, basic sex education and so on

- Buying clothes, equipment, presents and so on
- Reporting to Statutory Reviews
- Involvement in contact arrangements and liaising with the family if appropriate
- Maintaining planned contact after leaving Spindle Tree Rise for a time limited period as agreed in the pathway plan.

Many young people who receive services at Spindle Tree Rise have experienced emotional trauma and as a result mistrust adults. One of the aims of the key worker system is to provide emotional support to young people and identify specific areas of concern. This process enables ongoing consultation with young people, which is reflected in key worker reports, which links into reviews, core groups and the planning process. Key workers also inform the wider staff team of developments regarding their young people.

Young people are also encouraged to take an active role in the Statutory Review process. If they do not feel confident to do this their key worker will advocate on their behalf. They can also submit their wishes and feelings in writing by making use of the consultation document available from their social worker/personal advisor. They also have the option of asking the Children's Society Officer to accompany or represent them. On admission young people receive a Welcome Pack, giving basic information about the home, which contains a directory of useful numbers.

Resident's meetings are planned to take place on a monthly basis. Provision can be made for these to be held more frequently, if required. Young people are encouraged to contribute to the agenda, chair the meeting and take minutes.

Monthly resident's meetings also have the capacity for monitoring complaints and issues of bullying including issues relating to race, gender or disability bias.

Children's rights and equality

The team at Spindle Tree Rise work in ways which are consistent with and supportive of Walsall Council's policy concerning Equal Opportunities and Anti-discriminatory Practice, the Children Act 1989 and 2004, the United Nations Convention on the Rights of the Child 1991, the Disability Discrimination Act 1995 and the National Minimum Standards for Children's Homes.

As both a provider of services to others and an employer, the staff team and management of Spindle Tree Rise do not discriminate against users of the service, team members or potential staff on the basis of race, gender, religion, sexual orientation, marital status, age or disability. The team are aware of the ways in which certain groups within society can be disadvantaged and as

such actively embrace and welcome diversity, taking positive action to diminish discrimination.

In committing to providing a service that is anti-discriminatory we have developed clear values to which our whole team is committed. These include:

Working in partnership

We are committed to working in partnership with young people, their families and all relevant professionals and agencies to ensure that young people are provided with support and services to meet individual needs.

Ensuring dignity and respect

At Spindle Tree Rise we recognise every individual's value, their uniqueness and their potential to contribute to the service. We are committed to respond to individuals with dignity and respect by listening and taking their views and opinions into consideration in service planning and decision-making. With particular reference to the young people, the staff team recognise that Spindle Tree Rise is their home and the team will endeavour to ensure that due respect is given to maintaining the dignity of the young people and ensuring the environment remains a homely one.

How to make a complaint

The staff team at Spindle Tree Rise recognise and support the need for and importance of ensuring that young people and their families are able to make representation about any aspect of the service being provided.

The home has both internal and external arrangements for dealing with young people's complaints.

At Spindle Tree Rise young people, their families or advocates are able to voice concerns or issues to the young person's key worker, any member of the staff team or management. In the event that a complaint is made in this manner it is the aim of the home to respond to the individual as quickly and efficiently as possible in an effort to resolve their concerns. Through effective shift planning we aim to be able to meet individual and group needs, which in turn minimises the needs for complaints.

At Spindle Tree Rise we endorse the view that, whenever possible, complaints should be dealt with informally. However, the team also acknowledge that where an informal resolution is not possible, the complaints process must allow for an examination by someone who is not directly involved in the care of the young person. For this reason the home is attached to an external complaints service based at the Civic Centre, Walsall and upon admittance to the home the young person and their family are furnished with information regarding how to make a complaint. In the event that a complaint is made in this way the target is for all complaints to be dealt with within 10 days.

If they so wish young people, their families or advocate are also able to make a complaint, comment or compliment directly to the Ofsted. Please find their contact details at the end of this guide.

In accordance with regulation 33 of the Children's Homes Regulations there are independent monthly visits to the home to vet the necessary arrangements for the young people. During these visits the regulation 33 visitor will talk with and observe the young people at the home and will take any concerns to the home's managers or elsewhere as is appropriate.

Children's Behaviour

Restorative Approach

It has been acknowledged by the team at Spindle Tree Rise that the quality of relationships between staff and the young people and between the young people themselves is an important factor in ensuring safe quality care. As such the team at Spindle Tree Rise are trained in the use of restorative approaches, which underpins everyday interactions within the home. The aim of this is to encourage a listening culture based on nurturing and mutual respect. Restorative Approaches are both used informally as an aspect of day to day interactions and where necessary they are also used formally to help repair harm caused by more serious conflicts and disagreements. Our restorative philosophy is supported by the use of circle time to assist in nurturing mutually beneficial relationships.

The team at Spindle Tree Rise are supported in their use of restorative approaches by refresher training and support from a dedicated Rolac worker and local police officers who are also trained in the approach. In the case of offending behaviour this partnership assists in addressing situations at a local level and repairing any harm caused to the victim/s often averting the need for formal police or court action to be taken.

Behaviour management, sanctions and rewards

Spindle Tree Rise has a clear policy regarding behaviour management and the use of physical intervention within the home, which includes guidance on acceptable methods of control and permissible disciplinary measures. This policy not only includes information on the use of physical restraint, the use of de-briefing sessions and support for young people but primarily focuses on de-escalation techniques, ensuring safety and maintaining trusting relationships between young people and the team. Spindle Tree Rise has access to a dedicated Team Teach facilitator for advice and support if it is required. The overall philosophy is that physical restraint will only be used as a last resort.

At Spindle Tree Rise it is recognised that consistency and an understanding of the young person, their situation and needs is central to effective communication about acceptable and unacceptable behaviour. In the normal day to day running of the home the young people are encouraged to behave appropriately by way of frequent and consistent expressions of approval from the team and by use of positive reinforcements and rewards rather than the extensive use of sanctions.

Any sanctions given are imposed with appropriate regard to the young person's ability and emotional development, and where a sanction is used we ensure that it is relevant to the offence and it is fair and achievable. From time to time we do implement sanctions but find that the use of rewards is a more positive method of encouraging acceptable behaviour.

At Spindle Tree Rise we do have a duty to protect young people by taking all reasonable steps to ensure that they do not harm themselves, others or property. The team are prevented from using any intentional application of physical force upon young people as a punishment. However, where there is reasonable cause to believe physical intervention is necessary to prevent the risk of injury to any person or serious damage to property; it is permitted as a last resort. The team are trained in the use of appropriate physical intervention and the skills and techniques to de-escalate situations.

All rewards, additional measures of control and incidents of positive handling are recorded and then overseen by the home's managers and the Operations Manager. Where possible parents are informed of any such occurrences and children are provided with the appropriate de-brief and support by the team.

Contact

Keeping in contact

At Spindle Tree Rise we recognise the importance of regular contact between young people, their parents, relatives and friends. Arrangements for contact are informed and agreed via the planning process, which incorporates a comprehensive risk assessment. The home welcomes visits from young people's friends and close relatives where the risk assessment indicates it is safe and appropriate.

The team at Spindle Tree Rise work constructively with the young person and families to support contact, and young people and parents are encouraged to maintain and nurture positive relationships with each other.

Families, friends and significant others will always be made welcome, as long as they behave in safe and appropriate ways when visiting. Generally visits should be prearranged to help make sure there are enough staff around for the visit and to ensure the needs of all the young people living at Spindle Tree Rise can be met. The team will also support arrangements for contacts, overnight stays within the family home and holidays if it is identified as appropriate by the care planning process. If it is felt necessary that contacts should be supervised, where practicable the team will support visits as well as assisting with the practical arrangements to enable regular contact to happen.

Regular telephone contact from parents to young people is actively encouraged and young people have access to a phone and a payphone to contact parents and friends if they wish to do so.

Education

Education & achievement

The home has a range of ICT software packages, which provide help to support young people in their education. This could be in terms of educational support such as homework projects or indeed working with young people currently outside of mainstream educational provision.

The home also has access to a digital camera/camcorder and laptops for those young people involved in specific projects.

At Spindle Tree Rise we work together with the Virtual School to support young people's educational attainment. A specific focus is on developing young people's self-belief and esteem regarding their ability to achieve and supporting them with practical measures as part of a process of reintegration into an educational setting. These initiatives look at academic and vocational projects. The partnership arrangement also looks at initiatives for providing individual young people with additional tuition support and ensuring that arrangements for private study are suitable. Young people are rewarded for their performance and effort in education in planned award ceremonies to celebrate young people's achievements.

In accordance with Walsall Council's policy on the education of young people in public care, the management team of the home and the residential social care workers will specifically assist in the following:

- Encouraging school attendance
- Ensuring assignments are completed satisfactorily and on time
- Ensuring that homework can be completed
- Liaising with young person's parents/carers, designated teacher and personal adviser (where appropriate) and passing on all relevant information.
- Participating in the review of the PEP at least every six months
- Participating in the completion of a new Personal Education Plan (PEP) when the child changes school or placement or where there are other significant changes in circumstances, for example permanent exclusion
- Attending the recalled PEP meeting when the plan is not working
- Increasing their knowledge and understanding of admissions/exclusions procedures through training provided
- Attending at least one achievement event per year

- Advising all relevant parties of **all** changes to the young person's circumstances as soon as possible after the event, for example change of placement/social worker/school/leaving care and so on
- Ensuring there is a written education statement available within the home

Sometimes tutoring takes place at the Virtual School, depending on the situation and circumstances of the residents. Staff endeavour to seek alternatives in the community, such as Juniper, Nova and MAP to allow the young person some form of education until a school or college placement can be identified.

All young people within the home have their own bedroom area that provides private work desks. Laptop computers are also available.

As the young people approach school leaving age they are actively encouraged to make use of the Connexions service and Career Advisors to obtain advice on further education, training and employment opportunities available to them.

Leisure & social opportunities

The home makes full use of leisure and community services available in the region. This enables the young people to have access to sports facilities such as swimming baths, gymnasiums and training grounds.

The young people are also encouraged to get involved in activities in the community such as youth clubs and cadets. This helps develop communication and social skills enhancing life chances.

The young people are also supported by the staff team to pursue individual hobbies and interests. Specific items of clothing or equipment are purchased or supplied as necessary.

The home is involved in initiatives such as MAPP whereby the young person undertakes a series of time based challenges that can be linked to recreational activities, academic or practical competencies earning points and receiving certificates of achievement.

Health

At Spindle Tree Rise we understand how important good quality physical and emotional health care is to ensuring the best possible future for all young people. As such at Spindle Tree Rise we set out to make sure that we:

- Endeavour to ensure that the physical, emotional and health needs of each young person are identified and appropriate action is taken to secure the medical, dental and other health services needed to meet them.
- Ensure that residents are able to have regular health and dental check-ups and we have a system of recording and monitoring these.
- Ensure that a record is kept of medication received, administered and returned and that safe storage is provided, and in addition that double signatures are obtained.
- Ensure that young people are provided with guidance, advice and support on health and personal care issues appropriate to their needs and wishes.
- Are aware of and work within the departmental 'Guidelines on Personal Relationships and Sexual Health Policy for Children and Young People Looked After'.
- Comply with 'Operational Procedures for the control of infection'.
- Provide advice and support to each young person, in accordance with their age, need, religion, ability, culture and wishes in relation to social issues including alcohol and illegal substance abuse, smoking, sex education, HIV infection, hepatitis and sexually transmitted diseases. Confidentiality (where appropriate) is respected and information is available at Spindle Tree Rise to enable young people to obtain information without seeking out adults.
- Actively discourage young people from smoking or taking alcohol or illegal substances.
- Keep a record of all significant illnesses of, accidents by or injuries to young people during their placement at Spindle Tree Rise. We also ensure that medical attention is sought as required.
- Ensure that, if practicable and appropriate, young people at Spindle Tree Rise can choose whether or not they are accompanied by a member of staff, when being seen by a doctor, nurse or dentist and as far as possible, to see a doctor of either gender if they wish.
- Deal with issues of personal care and hygiene sensitively.
- Ensure that appropriate arrangements are made to meet young people's personal needs. Each young person has a weekly allowance to purchase toiletries of their choice

- Ensure that the health needs of young people from minority ethnic and cultural groups are understood by staff and specialist advice is sought when necessary.
- Ensure that young people have a varied and balanced diet, which takes into account individual, likes and dislikes and medical matters.

All of the young person's health needs are assessed at the point of referral and are regularly reviewed with appropriate action being taken as required.

All young people are registered with their local GP, dentist and optician on admission of the home. A member of the team will support the young person on all medical appointments should they so wish, and liaise with families and relevant professionals regarding all health related matters or illnesses. In case of emergency staff will accompany the young person to the local accident and emergency department and contact would be made with parents to inform them.

Arrangements are made to protect and promote the health of young people accommodated through the completion of an individual health plan, which determines individual health risks and hazards and suitable and appropriate precautionary measures. These health plans are supported through consultation with the young person and health professionals such as the Looked After Children Health Co-ordinator. All information regarding a young person's health needs is recorded on their file and passed on where appropriate to all team members.

Some of the young people who live at Spindle Tree Rise may need medication and therefore Spindle Tree Rise has adopted a clear policy in respect of the administration of medication and the adult administration of medication, which enables prescribed medication to be administered as specified by the physician to the individual young person. All team members are trained in the administration of medication, with the procedure requiring two staff to be involved in the issuing of all medicines. All medication is labelled, named and dated, and identifies the correct dosage to be given to the young person and when. All medication is held in a secure cabinet and a recording system is in place to identify medication held on the premises, the administration of medication and its disposal. The medication policy also identifies a range of homely remedies, which can be administered to young people. As an aspect of the admission process the suitability of these for individual young people is discussed and agreed. Keyworkers are supported by the TLC nurse who advises both the young people and the staff team about health matters.

Spindle Tree Rise does not use any specific therapeutic techniques; however a representative from the local CAMHS team does visit the home on a regular basis and provides consultation and guidance to the staff team in relation to the emotional care and support of individual young people.

Staffing

The team & how they are supported

The Responsible Person is Alison Cooper, Interim Head of Service
John Branchflower is the Interim Operations Manager.

The Registered Manager is Christine Atkinson-Rose.
NVQ 4 RMA & VI

Our staff team

The staffing complement at Spindle Tree Rise consists of three main types, managerial staff, social care day and night staff and ancillary staff, who all work together to ensure that the young people receive a good standard of care.

All permanent staff are selected in accordance with Walsall Council's recruitment and selection procedure, which ensures successful candidates have the pre-requisite qualifications and experience necessary to undertake the post applied for. All successful applications are subject to receipt of satisfactory references, medical clearance and a Disclosure and Barring Service (DBS) Check.

Any vacancies are covered by the use of Walsall Council's own staff, sessional staff or by the occasional use of agency staff. Sessional staff are recruited by means of Walsall Council's central clearing house, which in conjunction with the management team of the home; ensure all temporary workers have the required DBS clearance.

The rota and staffing policy

As the home provides medium to long-term care the home operates a rota that is monitored by the Care Managers and is overseen by the Registered Manager. The rota system enables a senior member of the team to be on duty on most shifts and the teams differing skills and abilities to adequately reflect the needs of the young people living at the home. This is further complimented by the use of a flexible system of rostering, which ensures staff are available at peak times such as bedtimes.

Staffing levels are risk assessed on a day to day basis taking into account the needs of the young people and the activities planned for the day. When the home is fully occupied, at peak times such as evenings and weekends there is always a minimum of two residential day care staff on duty to ensure the needs of individual young people can be met, which is complemented by the support of a cook and a domestic assistant.

Unforeseen staff shortages are covered in a variety of ways including split shifts and flexible rostering, by using permanent and sessional staff and in

extenuating circumstances the use of agency staff. Additionally, out of hours, the staff at the home has access to the On-Call Officer and the Emergency Response Team if advice, support, guidance or direction is required.

Given the need for consistent practice, information sharing and planning, three handovers per day are scheduled into the rota and monthly staff meetings. Rota planning and monitoring also takes into consideration health and safety matters, the routines of the young people, risk assessments, meetings / statutory reviews, annual leave and staff training needs. Other considerations include ensuring team members have adequate rests and breaks from the working environment.

How are the team supported to do their job?

Upon commencement of employment all staff new to working within a local authority are subject to Walsall Council's six month probationary period and as such begin an induction. All new employees participate in this induction which includes a variety of elements including a general introduction to Walsall Council and the Children's Services Directorate, an introduction to Children's Residential Services, partner services and other significant agencies, as well as an introduction to the purpose and function of Spindle Tree Rise, policy and procedure, child protection, health and safety, and role and task.

All new staff are allocated a nominated supervisor who, in accordance with the National Minimum Standards for Children's Homes, facilitates supervision fortnightly for the first six months and monthly thereafter, reviewing progress in accordance with probationary guidance. Each of these sessions is recorded, signed by both parties and placed on the employee's personal file for reference. To complement the induction and probation processes within the first 6 weeks, all new employees complete our learning log which incorporates all of the modules of the Children's Workforce Development Council's (CWDC) Induction Standards.

In accordance with the National Minimum Standards, all staff that have completed their induction and foundation training who do not already hold a level 3 NVQ in caring for children and young people can then be enrolled on a level 3 Children and Young People's Workforce diploma.

All staff receive regular supervision. Supervision is an essential element in supporting, managing and developing the staff team and as such it is statutory and departmental requirements that all staff both receive and participate in the supervision process. The Operations manager supervises the Registered Manager who in turn supervises the Care Managers. The management team then ensure the supervision of the remainder of the staff team through allocation of a nominated supervisor. Each team member devises a supervision agreement with his or her supervisor and both parties have a responsibility to ensure that supervision is constructive and relevant to the aims and objectives of the home. Staff supervision is recorded and generally embraces four broad areas:

- Quality Management: an opportunity for the team member and supervisor to discuss and record quality of work and workload, including discussion regarding individual young people, care planning, service delivery and teamwork. A core aspect of supervision is the exploration of the team member's relationship with the children and young people and the key-working role to ensure day-to-day tasks are being completed appropriately and efficiently and care planning meets the identified needs of the young person.
- Support: an opportunity for the team member to air concerns and anxieties and be provided with guidance, reassurance, encouragement and advice to empower them to do their work efficiently and effectively within the team and with children and young people.
- Development: an opportunity for training and learning needs to be discussed and learning plans to be agreed. Training may take place in supervision, within the workplace, during team days or away days or via the provision of external training.
- Representation: an opportunity for the team member to make suggestions or share ideas regarding service improvement.

On an annual basis all team members participate in an Employee Appraisal within which a learning plan is agreed and targets to enable achievement are set. This is reviewed half yearly to ensure learning goals are being met. The Appraisal process promotes the acquisition of skills and knowledge through a variety of methods including on the job learning, having or being a mentor, the completion of exercises and assignments, the delegation and completion of specific tasks and responsibilities to progress skills, knowledge and competence or via attending internal or external training. Overall it is expected that each team member will have a minimum of thirty hours of learning time per year.

In addition to this, staff development is also promoted through participation in and contribution to a variety of other processes including:

- Team meetings
- Team days
- Interagency meetings
- Joint training
- Working in partnership and networking with other services and supporting agencies

The overall purpose of supervision and the process of Appraisal are to promote and monitor safe and effective practice in accordance with Walsall's Performance Management Framework, the Children Act 1989 and 2004 and the Care Standards Act.

In accordance with the National Minimum Standards and Walsall Council's policy and procedure, records are kept in respect of all staff employed at the home. The following information is kept confidentially at the home:

- Personal Information, such as contact details and next of kin
- Job description and job specification
- Record of DBS check
- Record of Qualifications and training
- Supervision notes, Appraisal and learning plan.
- Records of attendance at work
- Records of employment issues
- References

Useful Contacts

Ofsted

Piccadilly Gate
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Manchester
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Tel: 0300 123 1231

www.ofsted.gov.uk

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Tel: 01922 658356

Contracts / Commissioning & Contact Teams

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WV12 4EG

Tel: 01922 652680

NSPCC

Tel: 0800 800 500

www.nspcc.org.uk

Voice of the Child in Care

Tel: 0808 8005792

www.voiceyp.org

Customer Care Service (Complaints & Representation)

Tel: 0800 0856018

Walkways

Tel: 01902 675393

E-mail: info@walkways.org.uk

Transition & Leaving Care Service & Looked After Children Service

8th Floor
Townend House
Townend Square
Walsall
WS1 1NS

Tel: 01922 650555

Education Support Team (Virtual School)

Education Development Centre
Pelsall lane
Rushall
Walsall

Tel: 01922 686200

Child Line

Tel: 0800 1111

www.childline.co.uk

Action for Children

Tel: 0300 123 2112

www.actionforchildren.org.uk

The Children's Society

Black Country Children's Advocacy

Tel: 0800 6523839