



SC442778

Statement of Purpose

MAY 2013

Every child has a right to their childhood - a hopeful existence free of exploitation, violence, neglect, and extreme poverty. Children need education, health services, consistent support systems as well as love, hope and encouragement; all these things and more are required in order to experience childhood to the fullest, and to eventually develop into healthy, capable adults.



STATEMENT OF PURPOSE

SC442778

RESPONSIBLE INDIVIDUAL:

Paul Connolly

Assistant Director Families and
Wellbeing

CONTACT ADDRESS:

Children and Young People's

Services Directorate

New Town House

Buttermarket Street

Warrington

WA1 2NJ

01925 443900

REGISTERED MANAGER:

Julia Elizabeth Donnelly

MAY 2013

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Persons to whom this statement is to be made available are:

- a) The person in charge of the children's home
- b) The people who are employed to work in the home
- c) The children and young people who live in the home
- d) The parent (s) or person (s) with parental responsibility for the child or young person.
- e) The social worker that holds case responsibility for a child or young person who is planning to live at the home
- f) Ofsted
- g) Regulation 45 Visitor

The Care Standards Act 2000

The Care Standards Act 2000 requires the Provider of any Children's Home to meet National Minimum Standards. A copy of the Care Standards Act can be made available to parents, carers, children and young people as a guide to what services and level of care they can expect to be provided with.

Ofsted

Ofsted are responsible for ensuring that the Home operates within the Care Standards Act 2000 and that the home meets the Requirements of the Quality Care Standards 2015. The inspectors have the responsibility to inspect SC442778 twice a year and report their findings in line with evidence from visual observation; written documentation; discussion with young people, staff and management; and feedback from parents and other professionals. They operate as a registration and regulatory body, with the responsibility to ensure the standard of care within all the homes where young people reside, is safe and providing the service to the young people that give them every opportunity in line with their own abilities as they develop into adult life.

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1. Introduction to SC442778

SC442778 is a Warrington Local Authority Residential Children's Home that provides residential care for a maximum of two young people of either gender aged eight to eighteen at any one time. The home is registered under the category of caring for young people with emotional and behavioural difficulties.

A placement with Warrington Local Authority Residential Service is the preferred choice for the children of Warrington who are unable to live with their birth parents, relatives or foster carers. The provision of a high quality effective child centred care in an in- house residential service is a core objective in Warrington's strategy for improving outcomes for children and young people.

We at SC442778 seek to support the children and /or young people to achieve exceptional outcomes in all aspects of their lives. We strive to ensure that children and young people's needs and views are central to all aspects of the home and how it is run.

We are committed to working in partnership with the young people, their families (where possible) and other professionals and services to ensure the child's or young person's needs are met. We endeavour to involve all relevant professionals, services and organisations in the planning for, the protecting of and the safeguarding of the child or young person in our care.

2. SC442778 Provision Details

SC442778 is situated in a residential area of Orford in Warrington. The homes location and environment is one that aims to reduce stigma in relation to the young people feeling 'different'. The house sits in a quiet road and is no different than any other house in the road.

The home is situated in an area which hosts a variety of schools including state education in primary and secondary education together with schools for designated religions and alternative education provision for meeting the needs of young people with special educational needs. The town also has three education provisions for young people above the age of 16 years which cater for academic and vocational qualifications.

The home is approximately 3 miles from the town centre where there are large department stores as well as small individual shops. Local facilities include a local library, museum, indoor ice skating rink, ten pin bowling, go karting, rugby and football stadiums and a community hall which houses concerts and local theatre productions.

In the event of emergency the hospital is approximately 3.5 miles and the local GP and dental services are within walking distance.

The home is created with a décor that sets out an environment with a homely ambiance, where young people can enjoy relaxation or an opportunity to be involved in activities supported by staff in line with their own preferences. There are a variety of interior recreational activities provided including T.V. DVD, Wii, Board games, and arts and crafts. There is also a variety of sports equipment and games to encourage interactive play.

SC442778 is designed as a domestic setting consisting of;

Ground floor: lounge, dining room, kitchen. In the event of young people wishing to make calls to family or social worker a cordless phone is available.

First Floor: three bedrooms two for young people and a staff sleep in room that is also used as an office, bathroom with bath and over bath shower and toilet.

Each young person's room is decorated in the chosen colours by the young person and personalised with pictures, cushions and the young person's personal possessions.

SC442778 has a back garden for outdoor games or gardening.

The communal areas have a variety of fixtures and fittings which are modern and all meet health and safety requirements.

The young people have access to a computer which is protected by Netopian System. Netopian is a powerful web protection service specially built to support the safeguarding of children in care throughout the United Kingdom. The system removes the risk of exposure to abuse or inappropriate material online with products that do not restrict or limit young people's social interaction or limit their growth potential.

The young people have their own lockable bedrooms. Each young person will be given their own key. In addition to the locked door young people also have a lockable space to keep all their personal possessions. The young people are able to personalise their bedrooms and have their own T.V.

3. Our Ethos, Aims and Objectives

Residential child care has often been perceived as a last resort for children and young people whose needs, experiences and difficulties are such that they cannot remain with their own families or be safely cared for in alternative families. We believe that residential child care can be the first and best placement of choice for the children and young people whose it needs will serve through effective assessment and planning.

Ensuring that the children and young people have a stable and nurturing environment is at the heart of everything we do. We value and nurture each child and young person as an individual, respecting them and believing in their potential. We have high yet realistic

aspirations for the children and young people in our care and encourage and empower them to reach their full potential in every aspect of their lives.

We are dedicated to providing a high individualised quality of care to children and young people who, due to the circumstances and experiences in their young lives, have led them to live in a residential home.

Our Key Principles and Aims

- The home is outward facing, working with all involved in the child or young person's care and daily life to ensure 'a team around the child' approach.
- The young people living in the home will feel loved, be happy and healthy and safe from harm.
- The home will value and nurture each child or young person as an individual and able them to reach their potential in all aspects of their lives.
- The home will foster positive relationships, encouraging trusting bonds between the children and the staff in the home by sharing daily life, activities and routines.
- The home will nurture the child or young person's education and learning, empowering them to be ambitious and achieve their potential.
- The home will be attentive to the child or young person's needs, supporting emotional, mental and physical health needs.
- The home will encourage and support the child or young person to make and sustain friendships, make a positive contribution to the community and have access to a range of appropriate activities.
- The home acknowledges the significance of transition for young people and works to provide plans to ensure gradual empathic and individual transition plans are in place for both admission to the home and when the young person is leaving the home.
- The home embraces the significance of emotional resilience in residential child care and we believe it is a productive way of supporting children and young people challenged by adversity to become successful and happy adults.

We believe that the nurturing environment and care provided to the child or young person promotes the emotional and social conditions for the development of secure attachments. The provision of reliable, consistent, warm and affectionate care creates a feeling of safety and relaxation within the home that we believe encourages safe exploration and independence.

We recognise that for many children and young people, residential care workers can become significant attachment figures. We believe that the building of positive relationships that are characterised by consistency and unconditional positive regard is one of the main factors in exceptional quality of care. These relationships are critical to the lives of the children and young people living in the home and provide a sound foundation for them to achieve their potential by building their self-confidence and self-worth. The home

uses a number of techniques to help young people on their journey, perhaps the most important of these is simply carers spending 'quality' time with them both by listening to the child or young person, helping them with homework and joining in activities together. The staff at SC442778 are prepared and able to listen to children who want to talk about their past experiences.

The home is absolutely focused on the child's experience of care whilst living in the home. The home focuses on the child's individual journey from their starting point to when the child is moving on from the home, to record the child or young person's experiences and outcomes but also to identify vulnerabilities or experiences. This is then used to prioritise and develop a range of support and need to assist staff to identify the most appropriate service response intervention strategies matched to the needs of the child or young person.

The preparation of young people to play a full and successful role in the adult world is an intrinsic part of the vision of the home. A key focus of the home is developing young people's resilience and independent living skills. This is achieved through interaction with members of staff, by engaging in activities and working on practical independence skills. The timing of the planning for independence is dependent on the young person's age and/or ability. There are three stages of the planning, bronze, silver and gold. The planners record what needs to be done, how it will be achieved and the achieved outcomes. Staff are aware that they have a valuable contribution to make to the pathway planning process and seek to make the fullest contribution.

We follow a guide to develop and maintain resilience in the home, exploring the various definitions of childhood resilience, outlining factors affecting children's resilience, recognising and assessing resilience and practice implications for developing and maintaining resilience for children and young people living in residential care.

We plan a 'leaving plan' with the local authority to ensure we have deliberate arrangements in place to keep supporting young people once they leave the home wherever possible. The young person is given a 'lifetime' booklet which details the young person's stay at the home, including photographs of the home and of staff members, and of the young person's participation in various activities. The booklet is given to the young person when they move on from the home.

We focus on continual improvement, embrace feedback and we are always striving to do better for the children and young people who live in the home. We are curious about and learn from excellent practice elsewhere and we are active in seeking out good practice in the other Warrington Borough Council homes, homes in other regions and wider training events. We also realise the important role of Ofsted inspection in our learning as in what more we can be doing to consistently improve and develop our service.

4. Care Planning

The home is dedicated to good care planning to ensure the child or young person has a positive experience of admission into and transition from the home.

From settling new children and young people in to the home and sending them on to alternative placements, the combination of a clear plan is essential. This plan will be informed firstly by the care plan but also via multi-agency assessments and all other relevant plans for the child or young person. The home ensures that transition is smooth, and children are confident and very well prepared when they move on to the next stage in their transition and/or learning.

We recognise the difficulties that children and young people may undergo during any transition. Moving to a new placement can be extremely difficult in any situation and the staff at SC442778 work to provide a welcoming, supportive and nurturing environment where the child or young person feels valued from the first time they enter the home. Whilst the home complies with relevant health and safety legislations, it has an extremely homely and relaxed feel where children and young people can feel comfortable and relaxed.

Young people will only be accommodated in the home after careful consideration of their needs. Consideration will be given to the impact of any other young person in residence. Prior to any agreement of a placement an impact risk assessment will be completed by the Registered Manager. Any judgement in relation to the acceptance of a referral will be made by those with in-depth knowledge and understanding of the current young person living in the home.

Once a placement has been identified arrangements are made for the young person to visit the home and meet as many of the staff as possible and the other young person who lives in the home.

During this visit the young person will be given a young person's guide, complaints procedure and information on advocacy support and/or services available to them along with some basic information about the house. Young people will be given the option of an overnight stay prior to their admission, if this is appropriate. The child or young person will be talked through the fire procedure on their first overnight stay.

The home will work with the local authority to ensure all planning meetings are completed within government and local policies and timescales. The local authority will highlight the young person's areas of individual need and ways in which the staff and other professionals can meet them. A written care plan, health assessment and Personal Education Plan will be available on file within 10 working days in addition to leisure plans and contact arrangements.

The key worker and the young person will commence working on the home's 'All about me' individual plan when the young person is relatively settled in the home. The plan reflects the needs in the overall care plan and sets out the requirements of the home to meet them. The young person is fully involved in the process.

Placements which may be required at short notice can only be authorised by the Registered Manager or the Responsible Individual. It is expected that the majority of admissions to SC442778 will be on a planned basis and only in extreme circumstances will this be an exception to the rule. The home will ensure that as much information is received to safeguard and care for the young person on admission and will then work with the local authority to adhere to all planning timescales.

The home seeks to ensure that the local authority consults with the child or young person in respect of their care plans and placements. The registered manager is pro-active in calling professionals meetings where there are concerns with regards to the safety of the child or young person living in the home.

The majority of Statutory Care Reviews are held in the home and the child or young person is encouraged to speak to their Independent Reviewing Officer (IRO) before their review. They are also encouraged to contact their IRO should they have any concerns with any aspects of their care.

The home promotes contact with the child or young person's families wherever possible and understands the significance of this in the child's life and journey. The nature of engagement with families varies depending on the nature of the care plans that are in place. Carers have made positive relationships with the young people's families in all cases where it is appropriate and communication is excellent between the staff and the parents or guardians of the young people.

Contact is promoted and arranged on the specific detail of the individual care plan that is completed by the young person's social worker. Carers will always supervise contact if necessary and contact can be facilitated in the home where appropriate. All other appropriate contact is promoted in the home where appropriate; visits to relatives and friends, letters, e-mails and text. The use of social media is considered and used if there are no safety concerns for the child or young person.

We are aware of the difficulties that contact can bring to the young person and we are dedicated to ensure contact is managed well and the young person is supported in a highly sensitive manner.

As well as helping young people to maintain contact with their families, we place a significant emphasis on enabling young people to lead normal lives in terms of establishing new relationships and friendships. The home provides the support to enable the young people to engage in out of school activities such as sports, dance and groups to develop healthy relationships outside the home. We welcome young people to invite friends to the

home and by prior arrangement are welcomed to join us for a meal. Such visits are managed to ensure the other young person in the home is not at any disadvantage.

All transitions from the home are planned. A transition plan is put into place that is individual to the young person to enable a sensitive and smooth transition. The transition plan will be agreed at a care planning meeting allowing for ongoing contact with the home and staff wherever possible and/or appropriate.

If it is not possible to prevent a placement breakdown through care planning and intensive support, any unplanned discharges should be followed by a disruption meeting if the disruption occurred during permanence planning or long term placement.

5. Equality, Diversity and Inclusivity

Consideration is given to any additional requirements in relation to race, religion, culture or methods of communication prior to a young person coming to live at SC442778. Any additional support which is identified will be explored to ensure that the service can be delivered prior to the acceptance of the referral for placement.

When the referral has been accepted, all practical support will be in place to ensure the young person has all the requirements that meet their cultural, linguistic and religious needs. Any dietary requirements based upon religious grounds will be adhered to and young people will be offered support to access cultural events of their choice within and outside of the community.

The young people in the home are given the choice to enhance their knowledge around equality and diversity and are offered a variety of cultural activities. These include activities within the home of visiting places of cultural interests and celebration events.

Poverty and deprivation are also strands with regards to equality and also contribute to the promotion of equality and diversity within the home as are age, disability, gender and sexual orientation. Again, work with the young people in the home with regards to these strands of equality allows them to reflect on the impact of discrimination and the difficulties that can be faced because of it.

Children within the care system will, to varying degrees, be viewed and treated differently due to their being children in care. Within this group of children and young people, some will face further discrimination due to their racial identity, religion, culture and/or sexuality. The home consistently promotes equality and diversity with regards to the outcomes that young people can achieve and all carers are focused on narrowing the achievement gap that children in care can encounter.

All carers are supported to challenge other services and /or professionals when they believe the young people in their care are being discriminated against, harassed or bullied due to their looked after status, disability, gender or race.

6. Complaints Procedure

The complaints procedure that is in place within the home is child friendly with clear details of what will happen and the timescales involved. The procedure is given to the young person when they come to live in the home and a copy is kept in the Young People's Meetings File as it is regularly reviewed within the meetings.

The home acknowledges the significance of young people feeling able and comfortable when raising any concerns or submitting a complaint when they are unhappy with a situation or issue within the home and as such the young people are encouraged to make their views known to management if they are unhappy about anything in the home.

If young people are not happy about any aspect of the care they receive they will be supported to make a complaint. The complaint can be verbal or written and both methods will be taken seriously and dealt with under the complaints procedure. All complaints are dealt with by the registered manager and in a transparent manner with all outcomes relayed to the complainant in a level of understanding appropriate to their age and ability. If the young person is not happy with the outcome they have the opportunity to appeal and seek independent guidance to which they will be supported. Any grumbles that the young people have are also recorded to ensure transparency and all complaints and grumbles are completed within the timescale set out in the complaints policy.

Complaints and grumbles from the young person's family, neighbours or others are dealt with through Warrington Borough Council's Corporate Policy.

The Young People's guide holds the following with regards to other contacts with regards to complaints:

National Youth Advisory Service Tel: 07768793200

OFSTED Royal Exchange Buildings St Anne's Square, Manchester M2 7LA Tel: 0300 123 1231

Paul Connelly, Service Manager Children in Care, 2nd Floor New Town House, Buttermarket Street Warrington WA1 2NJ – Telephone 01925 443537

7. How we consult with children and young people

The views of the young people we work with are crucial in helping us to understand where we need to improve and develop the service.

The home aims to ensure that young people who live there feel that their views, wishes and feelings are actively sought and that they influence the running of the home.

The home uses several means to consult with the young people. These include Young Peoples Meetings, One to One Meetings and Questionnaires. Questionnaires have been devised to ensure that young people can air their views privately and these will be given

directly to the registered manager if they wish. One to one meetings are held with the registered manager. Again, this is in consultation with the young person as to whether the meeting is in the home or is out in the community by eating out or an activity.

The feedback that we receive from the young people themselves usually include: the interactions between young people and carers in the home; any incidences of conflict; the relationships with the other young person in the home; their experience at school; the facilities available in the home; access to activities in and outside the home; the home's decor and furnishings and the quality of the meals.

Consultation, as with all aspects of the care in the home, is based on the individual young person, their communication skills and the significance of the relationships they have with adults in their lives. Consultation may be tailored through the young person speaking to other adults in their lives including social workers, family members or other professionals.

The young people are given feedback in written form from the registered or assistant homes manager to ensure they are aware of how we have acted upon their suggestions for improvement, explaining how changes were going to be implemented or why other changes may not be possible.

8. Anti-Discriminatory Practice

The home is committed to anti-discriminatory practice to promote equality of opportunity and valuing diversity for all children and families.

We aim to:

- provide a secure and accessible environment in which all children can flourish and in which all contributions are considered and valued;
- include and value the contribution of all families where appropriate to our understanding of equality and diversity;
- provide positive non-stereotyping information about gender roles and diverse family structures, diverse ethnic and cultural groups and disabled people;
- improve our knowledge and understanding of issues of anti-discriminatory practice, promoting equality and valuing diversity;
- challenge and eliminate discriminatory actions;
- foster good relations between carers and families where appropriate

9. Children's Rights

The young people who come to live in SC442778 are made aware of their rights as a child in care and that they have a right to be consulted about what is happening to them. They are informed that this does not mean that they will always get what they want but that their views must be taken seriously. Young people have the right to be told that information has

been written about them, and depending on their age and understanding, for that information to be explained to them.

We believe that all children and young people who live in care or are leaving care have the right to have their say and to make a difference to the services they receive. The home encourages the young people to access independent advocacy or an independent visitor if they are unhappy about the care that they receive and/or their overall care plan. The carers have the contact details for the advocacy service and it is also held in the young people's guide to SC442778 and in their welcome packs.

10. How we promote learning

Education is a very high priority and is central to the home's vision and its aspirations for the young people living in the home. We recognise that the children or young people who come to live at SC442778 will likely have experienced a different and often a more difficult start in life. Those experiences in themselves can create barriers and so need to be understood in the context of learning and education. We also recognise that some children or young people who come to live at SC442778 will have Special Educational Needs or Health needs that could also create barriers to learning.

The home seeks to actively work in partnership with all professionals including, education, social care, health professionals, voluntary agencies and families (where appropriate) to promote a more cohesive system where education is an intrinsic part of the care environment and where all key people in a looked after young person's life understand and actively participate in their education. We believe that with this approach we can support the child or young person to achieve their learning and educational potential on the basis that takes into account their own ability and attainment.

We are very proud of the positive working relationships we share with educational professionals. We are pro-active in seeking out the relevant professionals within educational settings to ensure effective partnership working and communication. Carers from the home maintain regular contact with the young person's school/college/training programmes to strengthen relationships and work together to ensure the best educational outcomes for the children and/or young people. If concerns arise, we endeavour to support the young person to resolve them with the school. We challenge exclusions where necessary and if a young person is excluded we undertake immediate planning with the local authority to ensure another full-time education place is available quickly.

As well as ensuring that young people attend school and advocating on their behalf in terms of getting a good education, we also place a strong emphasis on supporting young people's progress in learning. The staff in the home are dedicated to ensure the children and young people in the home participate in education or training and have the knowledge and skills to

understand each child or young person's targets, their potential and their progress in learning.

The young person's key worker plays a significant part in supporting progress in learning. She or he will attend meetings about the personal education plan with the social worker, develop close relationships with the young person's tutor and/or other relevant professional and have monthly discussions of progress and achievement with the young person to agree what support she or he might need. Their progress is monitored through monthly updates and quarterly placement review meetings. The young person's progress is celebrated through recognition of achievements through rewards and certificates.

Practical support is offered by carers, help with homework and ensuring that student planners and homework diaries are checked and signed. Young people are encouraged to play an active role in school life including attending extra school activities, to enhance their opportunities to develop their social networks and form appropriate friendships and relationships.

The home supports the children and young people with both formal and informal learning. Through informal learning the children and young people in the home enjoy learning activities, learn independent skills, practical skills and social development from a team of staff with a consistent approach. The young people have the use of a computer and can access the internet to support their studies. All young people are encouraged to join the local library, and supported to visit places of educational interest.

11. How we promote participation in activities

We believe that the involvement of children and young people in positive leisure pursuits plays a key part in residential provision and helps to promote a sense of self-worth, social integration independence and achievement.

The home works in partnership with the child or young person's social worker to ensure the child or young person has the opportunity to be involved in the same positive activities as their peers such as school trips, sleep overs and involvement in sporting, leisure and cultural activities. Individual need and safeguarding of the child or young person will be taken into account at all times.

Before and on admission, the home works with the child or young person and other professionals and/or agencies to identify their talents, interests and hobbies so that they can be understood and nurtured whilst living at SC442778.

Planned activities are set out in an activity planner. These give the child or young person the opportunity to engage in educational, cultural, fun, sedentary, physical activities.

The young people that live at SC442778 are encouraged to join local organisations. Such activity has enhanced the quality of life of the young people and enabled a sense of belonging and achievement. The home promotes the use of other leisure facilities such as sport, music and other cultural activities and has links with the Youth Service and The Children in Care Council.

The young people have annual holidays and are consulted and involved in all the exciting decisions and planning for the holiday.

The child or young person is encouraged to make a positive contribution to the home and the community. Local charity events and organisations will be recognised and the child or young person will be supported to attend. Voluntary work will be encouraged where it is age appropriate and the home will work in partnership with other agencies to identify suitable and effective placements.

12. How we promote good health and well-being

Each young person is registered with a local dentist, general practitioner and optician and has a health care plan designed around their individual health needs including their physical, emotional, sexual, psychological and long term health needs. The plan outlines identified health areas of concerns or development and how positive outcomes will be achieved, and measured. The plan is written in consultation with the young person, and with their consent the involvement of other relevant professionals and adults who care about them. This is kept in the young person's file and is accessible to all members of staff.

All medication is ordered, stored, administered and disposed of in line with the General Pharmaceutical guidelines for care homes, and only administered by staff that are fully trained to administer medication safely. Stringent records of administration and any medication which is refused will be kept in line with the National Minimum Standards and Children's Homes Regulations guidelines. The exception to this guidance is the use of homely remedies which are only administered when the person with parental responsibility for the young person has agreed and signed the consent form.

There may be occasions when it is considered that the young person has an understanding and competency to administer their own medication. Prior to this being permitted a full risk assessment will be completed to ensure the young person understands the implications of over or under administration of the medication. Records will be kept in line with requirements of the Care Standards Act and storage of any self-administered medication will be reflected in the risk assessment.

The home supports young people in undertaking activities that would promote their long-term health, such as taking part in team sports or attending a gym. It also actively promotes healthy eating. Menus are planned and we provide good-quality, home cooked meals, taking time to eat meals together as a 'family', and teaching young people to cook.

We have developed strong partnerships with local services such as The Children and Adolescent Mental Health Service, The local authorities designated Children in Care nurse and the local drug and alcohol service and draw on these to ensure that staff are trained in key health issues and can draw on professional support and advice when it is needed. Professionals from local health services are invited to team meetings on a regular basis and this forum is used to inform practice, gain knowledge and ensure consistency.

Medication Administration Records are audited each day by staff that are on duty and any errors are reported to the registered manager immediately or as soon as is possible. All health related plans and records are audited through the Regulation 34 process by the Registered Manager. The effectiveness of all health matters are monitored within the regulation 45 process.

13. How we promote positive relationships

We believe that the experience of a young person in a children's home is determined in part by the suitability of the placement both for the young person and the home involved. We are clear about the importance of suitability with regards to the behaviour of both the young people that are living in SC442778. We believe we have a duty to ensure that the placement has the best chance of benefiting the young person concerned, as well as avoiding any detrimental impact on the young people already in the home. The completion of thorough impact risk assessments allow us to determine any behaviours that may not be managed effectively within the home.

The home works to a clear consistent approach to managing behaviour. The preventative approach relies on reinforcing positive behaviour, actively managing challenging behaviour and using sanctions as a last resort. The behaviours and triggers of the young people in the home are discussed within team meetings to ensure a consistent approach.

In managing young people's behaviour, we believe that 'knowing' the young people well would allow carers to read their moods. This then allows the carers to spot potential causes of conflict and intervene earlier which is more likely to de-escalate and reduce the likelihood of aggressive conflict.

The home does not tolerate any form of bullying. Carers at the home play an important role in the early detection of bullying and it is their responsibility to act quickly to minimise any distress that others may be causing residents in our care.

Carers are trained to be aware of all types of bullying and the way that bullies operate including the bully who often puts up pretence that they are the young person's friend in order to get close to them and then intimidate or force them to become involved in immoral or illegal actions.

We believe that young people accused of bullying may need help just as much as those being bullied. Their behaviour may be connected to hidden personal and social problems. Other children may manipulate them, or they may be falsely accused. Working with a team of professionals around the young person both bullies and those who are being bullied can be supported to have a positive outcome to the events.

14. How we safeguard and protect

Safeguarding young people is a main priority of the home and with that in mind all policies and procedures are linked to the safety and well-being of each individual young person and the safety of the home and environment. The home works in partnership with the local authority, the police and all other relevant agencies to ensure the young people living in the home are protected from harm and have the opportunity to learn how to keep themselves safe.

All staff undertake safeguarding training. This training is mandatory and updated annually to ensure their knowledge is up to date and relevant. Multi agency child protection courses are held with our colleagues from the police, education and health service and this gives staff a good understanding of each other's roles and the significance of multi-agency working to safeguard children and young people.

All staff attend Local Authority Designated Officer (LADO) training to ensure they are aware of the LADO procedure. Recently an emphasis has been around the awareness of the vulnerabilities of young people in care and its relevance to young people who are vulnerable to sexual exploitation. All staff have received training on this subject.

Pan Cheshire Safeguarding Procedures are upheld in SC442778 and are available to staff to act as point of reference at all times. Safeguarding procedures are a regular topic of discussion through team meetings and there is an expectation that all staff know and understand without reference, the principles of safeguarding and the immediate actions to follow in the event of concern for a young person's safety including the whistle blowing policy relating to concern around the practice of a colleague.

The home works to the Pan Cheshire Joint Protocol for children and young people who run away or go missing from home or care. This protocol is important for the safeguarding of children and families across Cheshire, or those using services in the area. It is read and implemented by all practitioners and managers working with children or young people who are at risk of going missing from home or care or who are already doing so. It is intended that this protocol will assist in developing robust responses to running away, which mirror the good practice already established across Cheshire. It should be used to engage partner agencies in developing preventative services for children and young people who are at risk of running away.

The care plan takes account of any risk that the child may go missing in future and any factors which may increase the risk to the child should they go missing. The carers in the home contribute to this assessment. All information should also be included in the placement plan. A missing from home risk assessment is completed by the young person and their key worker and is to be reviewed on a monthly basis or as incidents occur.

Electronic or mechanical monitoring devices are not used in the home unless imposed by a court for example an electronic tagging device when a young person is on a Youth Offending Order.

The home is no more restrictive with regard the young person's need of privacy than is necessary to ensure their care and safety. When young people come to live at SC442778 they are advised that their carers have a responsibility and duty of care to them. Carers will ensure that the young people understands that if there are any health or safety concerns or safeguarding concerns they may have to use monitoring such as room checks to ensure safety regulations are met. The examples being the health and safety issues from an unclean bedroom, young people having substances or articles that are illegal or harmful.

Young people are made aware that if there are reasons to believe that they have substances or articles in their rooms which are illegal or harmful, or if it is believed that they are keeping something that does not belong to them, carers have the permission to search their room. This will happen when the young person is present and the outcome of the search will be recorded.

The 'All about Me' plan is completed with all the young people when they come to live at SC442778. This allows the young person to be fully involved in developing their own behaviour management plan. The young people sign their plans to promote the taking of responsibility for their behaviour and to have a say in any consequences or sanctions that are used.

Examples of consequences used in SC442778 can be the loss of an activity, delay of pocket money, restricted use of the internet or paying for damage caused. The effectiveness on consequences is extremely significant within the home and the young people are asked to respond to the consequence (in appropriate timing) and are involved in determining what an appropriate sanction would be so that it would have more meaning. Consequences and their effectiveness is a regular agenda item in team meetings.

All the staff at SC442778 have attended SPACE training. SPACE Training has been a trusted name in conflict training for over 20 years and is accredited by 'bild' Physical Interventions Accreditation Scheme. They specialise in Positive Behavioural Support including conflict resolution, challenging behaviour and physical interventions. The proactive approach to conflict training offers a real alternative to carers working with children and young people

with complex needs and challenging behaviours. The core philosophy behind the teachings is that by 'proactive working' the need for physical interventions can be avoided.

The homes reward good behaviour in a range of different ways including time with staff doing extra activities, verbal praise or the chance to earn extra pocket money through a weekly reward chart.

15. Leadership and Management

The registered provider of the home is:

Warrington Borough Council

Families and Wellbeing Directorate

New Town House

Buttermarket Street

Warrington WA1 2NJ

The responsible individual is:

Paul Connelly Service Manager Children in Care

Warrington Borough Council

Families and Wellbeing Directorate

New Town House

Buttermarket Street

Warrington WA1 2NJ

The registered manager is:

Julia Donnelly

The Registered Manager is responsible for ensuring that there is sufficient numbers of experienced and trained staff in order to ensure that the needs of the young people in the home can be met. The rotas are completed on a six week basis giving the carers six weeks' notice of their rota. This also allows for flexibility with the rota with regards to the needs of the young people in the home and the needs of the service.

The staff group at SC442778 consists of three female workers and three male workers. All staff working within the home are employed by Warrington Borough Council and are appropriately trained and qualified to undertake the various tasks and responsibilities

associated with providing an excellent residential service. The carers in SC442778 have a passion for their work and an overriding commitment to the children and young people in their care.

We intend to keep the use of agency staff to a minimum to ensure a consistent approach to supporting the young people and there will be no more than half the staff from an external agency in line with National Minimum Standards. Members of the casual staff team support the regular staff team in the event of annual leave and sickness

Sleeping in hours is 11.00pm to 7.00 am and there will be one carer on sleep in duty. In the event of a young person requiring assistance during the night the sleep in staff member will provide assistance until that young person returns and settles in their bedroom. There is a lone working protocol in place and carers on duty have access to the Out of Hours team that can be called upon for out of normal hour's advice in relation to child care and health and safety issues.

All the carers in the home receive regular supervision (monthly where possible) from the registered manager of the assistant home manager. Supervision is the opportunity to discuss in detail the needs of the children and young people and how they could best be met, how well staff are meeting the expectations of their performance, and what support they might need to support children even more effectively. Regular supervision is reinforced through more formal appraisals that take place at least annually, but often more frequently.

Training is not limited to the achievement of specific qualifications, important though these are. SC442778 has a clearly articulated training matrix, extending over a one to three year period, which is maintained and built on staff's knowledge. Specialist training is offered to ensure that the carers are able to meet the evolving needs of the young people in their care, as well as keeping the staff up-to-date with the latest developments.

We ensure that all the carers in the home receive the same training so that absolute consistency is maintained in terms of how they work with and apply the knowledge to the young people. This is achieved in some cases through staff receiving training, for example from healthcare professionals or specialists from the Child and Adolescent Mental Health Services (CAMHS), in whole-staff groups. In some cases, a small number of staff will receive training and will then train all the other staff at the home.

Carers are also given the opportunity to develop professionally and explore particular areas of interest or expertise which would benefit the children in the home. This active approach to career management and upward progression ensures that the carers continue to be challenged, engaged and fulfilled. This also contributes significantly to staff stability.

Our staff meetings occur on a monthly basis, where possible. Meetings have an agenda that staff are actively encouraged to participate in, with part of the meeting dedicated to the

young people and their progress. Guest speakers are invited to the meetings to support multi-agency working. This makes for positive working relationships between professionals. The meetings also focus on all members of staff identifying areas of their service which can be improved and to develop solutions through reflective practice. All meetings are recorded and the minutes signed by all staff working in the home.

The home invests time and attention to the recruitment of staff. Young people are invited to join in the interview panel and their views are significant in successful applicants. We intend to improve our recruitment process by having multiple interviews and observations of how applicants interact with the young people in the home, and meetings with current staff.

16. SC442778- Staff Team

Job Title and Name	Professional Qualifications	Relevant Experience
<p>Responsible Individual</p> <p>Paul Connelly</p>	<p>CQSW 1990</p> <p>Diploma in Management 2001</p> <p>NVQ5 Strategic Management 2005</p>	<p>Six years fieldwork social worker in Bolton and Wigan.</p> <p>Two years as Review Co-ordinator (IRO)</p> <p>Paul has Sixteen years' experience as a manager in children's social care as Team manager, Group Manager and Service Manager, including ten years as Group Manager and Service Manager for Residential Services (Wigan Council, 2003-2013).</p>
<p>Ruth France</p> <p>Senior Principal Manager of Registered Services and Placement Team.</p> <p>Post taken in November 2013</p>	<p>BA (hons) Applied Social Studies.</p> <p>MA Social Work.</p> <p>Graduate Diploma Specialist Award.</p> <p>PQ specialist award.</p> <p>Level 5 diploma in Leadership for health and social care.</p>	<p>Eight years qualified experience in social work.</p> <p>Managing Out of hours service</p> <p>Foster carer training</p> <p>Fostering services</p> <p>Fostering panel</p> <p>Adoption panel</p> <p>Children in Care</p> <p>Safeguarding Children</p>
<p>Registered Manager</p> <p>Julia Donnelly</p>	<p>Diploma in Social Work</p> <p>PQ Social Work Award</p> <p>Level 5 diploma in Leadership for health and social care.</p>	<p>June 2003 to June 2006 - Social Worker Duty and Assessment</p> <p>June 2006 to September 2009 - Social Worker Leaving Care Team</p> <p>September 2009 - March 2010 - Acting Team Manager Leaving Care Team</p> <p>March 2010 - August 2011 - Principal Manager Young People's Team.</p>

Residential Admin Caroline Cook 18.5 hours	CLAIT Word Processing and text processing 1 and 2 RSA	School Secretary for 10 years Residential administrator for 8 years
Assistant Home Manager Mike Owens	NVQ3 CCYP Level 5 diploma in Leadership for health and social care.	Mike has 14 years' experience in residential care with Warrington Borough Council
Residential Child Care Worker Tracy Allen	Working towards QCF Level 3	Tracy has five years' experience in residential care with Warrington Borough Council
Residential Child Care Worker Nicola Birds	NVQ 3 in care of children and young people Safe Administration of Medication Level 2	Nicola has 11 years residential experience with Warrington Borough Council.
Residential Care Worker Kimberley Bolton	NVQ Level 3 in Management NVQ Level 4 in Health and Social Care – Children and Young People.	Kim has worked as residential support worker for eighteen months. She has been promoted to Residential Care Worker. Previously she had 10 years' experience working with children and young people with complex medical and behavioural needs.
Residential Care Worker Nic Antrobus	City and Guilds recreational sports management NVQ 3 care of children and young people	Nick has six years' experience in residential care Youth support worker in a variety of recreational areas. Winner of National Award 'Volunteer Contribution Award 2012'. Winner of Warrington Sports Personality Volunteer of the year.
Residential Care Worker Gareth Reynolds	NVQ in Care of Children and Young People.	Gareth has seven years' experience in residential care.

Residential Child Care Worker Gaynor Kempster	NVQ 3 in care of children and young people Safe Administration of Medication Level 2	Gaynor has twenty eight years' experience in residential care.
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