

The Statements of Purpose for all Residential Homes in Calderdale

Report of the Director Children & Young People's Service

1. Issue

The Statements of Purpose for all the residential homes in Calderdale, have been reviewed as part of our Residential Development Plan (May 2010-2011). We have included Linden Brook as a short stay Unit. They are presented to Cabinet for approval and will be brought on an annual basis thereafter or sooner if there are required changes.

2. Need for a decision

2.1 Cabinet are asked to agree the contents of the Statements of purpose.

3. Recommendation

3.1 That the Statements of Purpose for Linden Brook, Alloefield View, Cousin Lane, and Westgarth Children's Homes are adopted in compliance with statutory requirements.

4. Background and/or details

- 4.1 All activity within the Residential Children's Homes relates to the Children Act 1989 Guidance and Regulations (Volume 5 – Children's Homes) and the DfE minimum Standards for Children's Homes and Short Breaks. Ofsted retain a copy of the Statement of Purpose and will recommend changes if improvement is needed.

Created

27 October 2008

- 4.2 This is the first time that Residential Homes in Calderdale have written their Statement of Purpose as a whole residential service for Calderdale, thus improving consistency, quality and ensuring that all Homes work to the same ethos and standards. Our aim has been to create a service ethos rather than an individual unit ethos, sharing expertise, improving standards, creating flexibility, and strengthening leadership, ensuring that residential care in Calderdale is good quality care, offering best value, and fit for the future.
- 4.3 The revised residential regulations and associated guidance informs us what the Statement of Purpose should contain and we are compliant with that Guidance. The Statement of Purpose sets out the home's overall ethos, values and principles which play a core part in promoting a child's safety and welfare. It should be child focussed and able to demonstrate how the home will address their social, emotional educational and behavioural needs. It includes the Home aims and objectives and the services and facilities provided.
- 4.4 Regulation 4(1) and schedule 1 require the children's home Statement of Purpose to include the homes underlying ethos and theoretical approach, and whether this is based on a therapeutic model involving specific interventions. Local Authorities are required to assure themselves that the children's homes deliver the services to children that correspond to the ethos and interventions outlined.
- 4.5 In Calderdale we have agreed that our underlying values and ethos relate to the following models of intervention:

Social Pedagogy, which has been researched and accepted by the Government as an appropriate model in residential care, Solution Focussed therapy, Restorative Practice, and Therapeutic Crisis Intervention (Team Teach for Linden Brook). All these models are evidence based and recognised forms of practice. The Workforce Development Team have been asked to include these interventions, as part of the training and development programme for Children and Young People's Services.

5. Options considered

Not applicable

6 Consultation

Young people in the residential homes have not been consulted specifically on the Statement of Purpose as yet but a Children's Guide is available and they will contribute to its development. They will do this through regular residents meetings which are now established in all the homes. In Cousin Lane which is a home for older young people, there will be a lead 'participation worker' for the home. This person will be looking at evaluating how we involve young people in all aspects of their lives, establishing processes so that opportunities such as the residents meeting, and contributions to reviews, for example, are effective.

7 Financial implications

None

8. Equality and Diversity

An Equality Impact Assessment in residential care has been completed with Actions as follows:

Contribute to development of electronic records in Residential Care in order to improve information sharing and assessment of need.

Undertaking a Skills Audit of all staff to highlight their development areas.

Receive regular feedback from IRO/Safeguarding and Children's Rights Officers.

The Residential Unit Managers monitor and report progress on a monthly basis. The Principal Officers for Placements, Safeguarding and Senior IRO meet to report and analyse any incidents and concerns on a quarterly basis in order to provide feedback and learning.

9. Contribution to Delivering Population Outcomes

9.1 Children and young people flourish as a place where every child and young person thrives, is happy and safe.

10. Corporate implications

10.1 The running of the Children's homes will have an impact on the local community as well as for the economy and social environment in that the achievements of young people leaving care will contribute to the stability their future employment and social relationships including ability to parent successfully should they choose to do so. This will have an impact on demand for future services.

10.2 The underpinning values and theoretical basis for the work undertaken by residential care staff will require the support of staff at all levels of the organisation and there may be a training and development need for some staff

11. Conclusion

11.1 The Statement of Purpose is a public document and subject to scrutiny by Ofsted, and the young people in the care of the home. It is intended that the quality of the Statement of Purpose reflects the quality of care that is offered, and Cabinet are asked to agree the contents on this basis.

Printed	7 July 2011
Located at	document1
Template version	2.05 (September 2002)

For further information on this report, contact:

Sheila Barton	Service Manager , Provider Services
Telephone:	01422 392813
E-mail:	Sheila Barton @calderdale.gov.uk

The documents used in the preparation of this report are:

1. Ofsted Outstanding Children's Homes
2. Ofsted reports 2011
3. Children Act regulations and guidance Volume 5 Children's homes.

The documents are available for inspection at:

Northgate House and Residential care units

METROPOLITAN BOROUGH OF CALDERDALE

DIRECTORATE OF CHILDREN AND YOUNG PEOPLE'S SERVICES

CHILDREN'S SOCIAL CARE
Northgate House
Northgate
Halifax
HX11UN

STATEMENT OF PURPOSE

Pertaining to

Alloefield View

CHILDREN'S THERAPEUTIC CARE RESIDENTIAL HOME



INTRODUCTION

Residential care provided by Calderdale Council represents a positive placement choice for some children and young people based upon good innovative support and the achievement of positive outcomes.

It is a valued choice for those young people who have experienced family breakdown or numerous foster placements, and who do not want to live with another family.

For some young people who have strong links with their family and friends residential care is way of maintaining those links in a safe and stable environment. It is also an environment where older young people can to prepare for independence, establishing positive relationships and support networks while learning independent living skills

ALLOEFIELD VIEW

GENERAL DETAILS OF CHILDREN TO BE ACCOMMODATED

Alloefield View accepts children and young people aged between 12 and 17 years old.

All Calderdale children's residential homes admit young people in a planned way. The process for deciding on the placement in a particular home is via a Children's Gateway Panel. This meeting monitors and agrees plans for the placement of Looked After Children and Young People in Calderdale.

Through the Gateway Meeting, a placement in a particular residential home may be suggested. Following this, a joint discussion will take place by the social worker and the unit manager/ other staff as to whether that unit can appropriately meet that young person's assessed needs. Part of this discussion will be around the probable impact on the other young people in residence.

Their care and placement plans will demonstrate achievable goals against the five key outcomes under 'Every Child Matters' and will identify clearly, the role Alloefield View will play in the planning and implementation of the young person's care plan. Clear objectives of the placement and the ability of Alloefield View to be able to meet most if not all the assessed objectives, will be identified.

The resident group and their needs are important considerations within this context.

Care will be provided in the following circumstances: -

- **For young people who need a stable placement until they can achieve independence or reach the age of 18 years including young people from over seas**

- For young people who are in the process of being reunited with their families or carers
- For young people who are waiting for an alternative family placement or foster placement

ADMISSION AND LENGTH OF STAY

Admissions to Alloefield View should be on a planned basis and will include introductory visits for the young person, their parents and social worker. Young people will be invited for tea and have an overnight stay pre-admission.

A planned placement will ideally provide 2 weeks' notice to the unit to enable staff, resident young people and other agencies to adequately prepare for the new young person.

In exceptional circumstances any unit may be required to take an unplanned admission. In these circumstances staff will work to **"Unplanned Admission Guidance – 2011"**. See appendix 2

A Placement plan will be made for all young people on admission. This will state how the Care Plan will be carried out including who is responsible for what tasks, and what purpose this placement serves in the Care Plan.

We endeavour to ensure the stability and security of all placements, any decision on admission will take into account the impact of the current young people resident in order to minimise the impact on their stability and security.

All young people will be allocated a key worker who will assist with reviews, planning meetings etc. The key worker's role is to befriend and directly support the young people. The Key worker will also monitor, update and ensure that the placement plan is achieved through consultation with young people, that appropriate person's such as their social worker, parent/carer and their social worker, are included.

ACCOMMODATION AT ALLOEFIELD VIEW

Alloefield View is a large detached modern house in a small housing estate about 3 miles from Halifax. There are regular buses to Halifax within 5 minutes walk.

Alloefield View provides 6 bedrooms for young people on the first floor. Each room is lockable by the young person and has the facilities of a desk and electric sockets for a personal music systems etc. There are shared showers, bathrooms and toilet on this floor and a bedroom for a member of staff.

Alloefield View can accommodate a maximum of 6 children. In exceptional circumstances this could be increased to 7 if one bedroom is used as a shared room for same sex siblings of a similar age. Careful consideration will be given to the

needs, risk and relationship of any children required to share a bedroom. This process will include the views and wishes of the children themselves.

On the ground floor there are family rooms including a large T.V. lounge, a kitchen/dining room, and a games room. There is also an office and a further staff bedroom on this floor and a separate room in which children can make and receive private phone calls.

DOMESTIC ARRANGEMENTS

Young people are expected to keep their own rooms clean and tidy. They are encouraged to help with simple household chores, including preparation of meals, washing up etc. They are also expected to be responsible for their own laundering and maintenance of clothing. Staff will assist young people wherever necessary as agreed in their care plan.

CONSULTATION ABOUT THE OPERATION OF THE UNIT

As residents young people and, where appropriate, their families will be consulted and involved in decisions that affects their lives. Consultation, participation and involvement will take place informally and through written agreements, individual interviews, key worker sessions and residents meetings. Staff encourage young people to participate fully in all aspects of group living, refurbishments, menus, placements etc.

RESIDENTS' MEETINGS

Residents' meetings are held monthly. These can be formal meetings with a set agenda to plan a holiday or consider issues of good behaviour or discipline. Residents can invite advocates, senior managers or others to the meeting. Issues of group living are explored to identify positive and negative experiences in order to be able to address them through collaboration. Staff will actively seek to involve young people in decisions regarding activities of daily living. Other meetings may be informal and held, for example, around the tea table. Sometimes the Children's Rights Worker attends these meetings to act as an advocate for young people.

Notes will be made of the meeting including how many young people attended, the issues discussed and decisions made, requests from these meetings are fed into monthly team meetings and any decisions/outcomes from here go directly back to resident group same evening.

FACILITIES

Young people are encouraged to take part in community leisure activities as individuals or as a group. Individual young people are also encouraged and

supported to develop their own interests and hobbies both inside and outside the home.

Young people will also be able to take part in leisure activities organised by staff. The aim is to provide stimulating activities appropriate to the group from which the young people can learn a variety of skills as well as the enjoyment to be found in group activities. Young people are encouraged to participate in school activities and trips and the unit arranges an annual holiday.

A television room is provided for general viewing and young people are able to listen to their own music systems or watch television in their own rooms.

A room dedicated to quiet work / relaxation is also available. A computer is available to support learning and schoolwork along with other pastime activities such as computer games.

Within the unit a number of age-appropriate board and computer games and art materials are available, as are books, newspapers, comics, television and video.

There is a large garden, which is used for ball games and other organised recreational activities.

SECURITY MEASURES

The property has a fully operational House system with smoke detectors, carbon monoxide detectors Emergency lighting and outside lighting. Each landing and all communal/office spaces are equipped with H2O and CO2 fire extinguishers. There is a dry powder extinguisher and a fire blanket in the kitchen to cover electrical and oil fires.

Each floor is fitted with regulation fire doors and there is access to a fire escape. In addition, regular fire drills are in place to ensure that staff remain trained in all aspects of the emergency procedure.

Exit front door are monitored by a door chime, the rear door is locked when not in use measures have been taken in the interests of child protection.

APPROACHES TO CARE

We believe ALL young people have a right to achieve their full potential. We recognise that often young people need our services as a result of circumstances outside their control. We commit to work with young people to find ways to address issues related to their circumstances in ways that provide them with the skills, attitudes and behaviours to develop self management and self determination. We will provide opportunities for young people to understand what choices they have and take responsibility for the choices they make.

AIMS AND OBJECTIVES

Staff at Alloefield View work with young people aged between 12 and 18 years, and we aim to work in a planned and constructive way, meeting the individual needs of the young people we support in conjunction with **Every Child Matters**, so that every young person has the opportunity to

Stay safe

Be Healthy

Enjoy and achieve

Make a positive contribution

Achieve economic wellbeing

The objectives of the establishment are to support a Young Person as follows:

STAY SAFE

- Provide a comfortable, well ordered home that feels safe and secure for young people who are being looked after by the Local Authority.
- Provide a caring and nurturing environment which enables them to minimise risk to themselves and others through good working and personal relationships.
- Facilitate contact with family and friends in a planned and safe way by promoting, maintaining and developing links with family and extended networks where it is safe to do so.
- Deal with allegations, complaints and concerns in a sensitive and timely manner, ensuring that correct procedures and processes are followed.

BE HEALTHY

- Provide good health information and support, through regular contact with the Designated or Named Nurse as appropriate, or through other services that are available for young people.

- Assisting them in making choices and making appropriate positive changes to their lives in a planned way

POSITIVELY CONTRIBUTE

- Work collectively and creatively with other professionals and within the community to ensure that young people looked after have positive experiences in the home and its environment.
- Ensure that young people feel able to participate fully in decisions which impact upon them and their families
- Create opportunities for participating in the running of the home, and for involvement in voluntary work or similar activities where appropriate.
- Promote involvement in voluntary work or similar activities that are community based

ENJOY AND ACHIEVE

- Take full advantage of services, activities and opportunities, which enables a young person to maximise their potential on all levels,.
- Taking active involvement in supporting a young person's education, training or employment, contributing to their personal education plan or pathway plan and assessment of need
- Enhancing their emotional well being, and improving self esteem through social and educational achievements, and the pursuit of special talents and interests

ACHIEVE ECONOMIC WELL BEING

- Support young people through care and into independence when this is part of their care plan/pathway plan.
- Support all young people to manage their finances effectively and gain a greater understanding of their economic situations..
- Support all young people to make the best use of educational, training and employment opportunities.
-
- Support young people to find suitable accommodation

VALUE STATEMENT AND PRINCIPLES OF CARE

Children cared for within Calderdale Residential Services will experience care based upon a range of principles and values using the following theoretical models and frameworks, all of which are evidenced as good practice.

Social Pedagogy

The upbringing or education of the child in its broadest sense by working with children and young people to develop their emotional, practical and intellectual skills and to help them achieve life-long well being using the 'Hearts, Hands and minds' approach to care. This entails

- A focus on the child as a whole person with support for overall development
- Children and carers in the same life space not a hierarchical domain
- Reflection on work with theoretical knowledge underpinning all areas of work
- Practical support, sharing in all aspects of a child's daily life

Solution focused brief therapy – helping children and young people to find their own solutions

- Through conversations with young people, which will help them to recognise positive aspects of their lives, and work with them to identify how to build on these strengths.

Therapeutic crisis intervention and Team Teach

- Supporting young people within their home to manage their emotions and concerns, and to teach them appropriate ways of recognising and dealing with stress and upset

Restorative practice 'repairing harm done to relationships and people over and above the need for assigning blame and dispensing punishment'

- Create an ethos of respect, inclusion, accountability and taking responsibility, commitment to relationships, impartiality, being non-judgemental, collaboration, empowerment and emotional articulacy.
- Include active listening, facilitating dialogue and problem-solving, listening to and expressing emotion and empowering others to take ownership of problems.

ELEMENTS OF CARE

PROMOTING POSITIVE BEHAVIOUR AND REALTIONSHPIS

The underpinning values of how we work with young people and manage behaviour are **described in our residential services commitment to behavioural standards.**

(App 2)

The focus of the Home is to help children and young people develop relationships for the future. Staff use reflective practice and we have clear expectations in terms of acceptable and none acceptable behaviour for both staff and young people. This is explained to all new residents as part of their introduction to the home or at the time of admission.

There are some types of behaviour that are unacceptable and will be challenged. These include: -

- Bullying
- Racist, homophobic, sexist and any other form of discriminatory behaviour.
- Physical intimidation of other residents or workers.
- Malicious damage to property
- Young people placing themselves at risk by absconding

Sanctions imposed will be clearly recorded in the sanction book and on the young person's file.

It is recognised that disciplinary measures affect different young people in different ways and that a sanction must be appropriate to that young person and the situation. It is also accepted that rules and routine are required in a group living situation and also provide a structure for young people but it is recognised that a degree of flexibility is necessary to accommodate individual needs.

Restraint is not used in residential care homes in Calderdale. Therapeutic crisis intervention is our chosen method to deal with conflict or challenging situations. Incidents of challenging behaviour will be reviewed and examined by the manager to promote reflective learning and to inform future practice.

EMOTIONAL WELLBEING

Building resilience through the promotion of educational achievement, involvement in leisure activities and participation, as well as forming positive and sustainable relationships within the home, are key aspects of our care.

We will actively encourage young people to participate in key aspects of their care, provide feedback on services offered and to participate in service development, through the support of the Children and Young People's Participation team and the Children's Right's worker.

All children and young people may access the website www.rights4me.org

We have strong and positive links with the Looked After and Adopted Children's Health team (LAACH) who are able to provide regular consultations for staff, offer support in the management of behaviour, with access to a psychologist and experienced mental health practitioners.

Staffs receive training and support in delivering appropriate therapeutic intervention. Specific interventions are only used where they are widely accepted or have a strong evidence base underpinning their effectiveness.

Alloefield View offers young people various forms of support to assist emotional wellbeing : -

One to one support work	Group living
Creative Leisure / Play activities	Basic living and independence skills
Assertiveness	Cultural awareness
Family work	Setting boundaries/discipline
Group work	Counselling
Sexual awareness	Anger management
Health needs and health self assessment	Established links with other professionals/agencies
Menu and dietary advice	Support young people manage income
	placement planning

HEALTH CARE

Alloefield View aims to promote a healthy lifestyle for all young people in residence.

Prior to a planned admission or immediately after, young people are encouraged to attend a health assessment. It is the right of any young person of sufficient age and understanding to refuse to attend a health assessment. However, they are encouraged to take up the opportunity and to be responsible for their health.

Anyone who is to remain for a period of more than 15 days or is likely to require medical treatment, will continue to be registered with their own GP or will be registered with the local doctor close to the Unit.

Arrangements will be made to accompany young people to their GP, hospital or dental appointments. The preference is that the young person's family should attend for planned appointments and this will be negotiated as part of the placement agreements.

All prescribed medication is kept in a locked medication cupboard in an area not used by young people. Only staff who have demonstrated their competency will administer medicines as per the policy and guidance of the authority. The Unit will

also maintain a stock of household preparatory medicines e. g. cough linctus and paracetamol.

Health promotion is a constant topic of discussion at Alloefield View. At an age of understanding, young people are encouraged to take a responsible attitude to their own health matters and encouraged to take advantage of any health promotions. Up to date appropriate health promotion literature and information is available for young people at the unit

Dietary needs are respected according to health, religious, cultural or ethnic needs. We ensure that diets are nutritious and encourage young people in the preparation of their own food as far as possible.

SMOKING

No smoking will be permitted by staff or young people within the grounds. In exceptional circumstances an agreement between the young person and the unit manager may result in an adaption to this rule which will be reflected in the young person's care plan designating where and when smoking may be allowed. The unit manager must balance the risk considering the well being of the young person, the physical effects and the emotional anxiety a smoking ban may cause. Non- smoking initiatives are regularly available and can be accessed through LAC nurse/GP.

EDUCATION

All young people should attend their designated school or place of education. There are no educational facilities on premise but space is set aside for private study and the undertaking of homework. Young people are encouraged to improve their educational standards.

If education provision has broken down every effort will be made to reinstate the young person as soon as possible at their school and if this is not possible, alternatives will be negotiated through the Looked After Children Education team. If young people not allocated educational provision or refuse to access it, an individual education plan will be devised. This will encourage young people to have structured day involving some form of educational activity.

Education achievement is a priority for young people resident at Alloefield View and every effort / encouragement is given towards young people realising their potential.

Every young person in residential care will have a personal education plan (PEP) as a part of their Care Plan and we will support them in developing their plan.

We will support a young person's involvement in school or college by attending parents evenings, school meetings, college interviews etc as appropriate or as outlined in the placement plan.

RELIGIOUS OBSERVANCES

Prior to admission any religious requirements expressed will be discussed with the young person. Arrangements will be made to assist and support any young person to fulfil any religious obligations and observances they choose. This would include making arrangements to attend the chosen place of worship, use of a room for private prayer or reading and the provision of any special diet as required. The family of the young person and members of their religious community are requested to assist where lack of the specific knowledge is recognised.

REVIEW ARRANGEMENTS

The first Child Care Review will take place within 20 days of placement at Alloefield View and then at three months and then at regular six monthly intervals. Consultation with the child or young person will take place at least 20 days prior to the review

Each young person has their own placement plan (or short breaks care plan). This outlines the day to day issues which will affect their life in the Residential Care Home

The young person is encouraged and supported to attend and contribute to the meeting. If they feel unable to do so they are encouraged to put their thoughts / wants into writing. Key workers play a crucial role and will assist young people in whatever way they can.

All parties who play a role in the life of the young person will be consulted prior to reviews and, where appropriate, invited to attend. This would include parents, carers or those with parental responsibility as well as a representative from the young person's school/LACE team, their key worker, social worker, Pathway Team worker (where appropriate) and any other relevant professional agency representative.

A young person can talk to the Children's Rights' Officer at any time if there are issues which they wish to discuss with an independent person,

Individual Placement Plans will be completed prior to the placement starting or within 5 working days of the start of the placement. They will be updated regularly in conjunction with the child or young person and their allocated social worker.

In Calderdale children's social care all placement plans are reviewed at least monthly and more frequently as required.

A review will take place prior to a young person ceasing to be looked after or before a move to independence.

CONTACT- family and friends

Contact between children and their parents, families and friends is always promoted and encouraged unless there is evidence that such contact would be damaging or detrimental to the young person. Siblings and other relatives are also important and contact is encouraged through letter writing or sending cards on special occasions etc. Contact with other professionals, such as Social Workers, will not be restricted.

Parents, relatives, carers and friends are welcome to visit Alloefield View

An appropriate private space is available for young people to receive adult visitors and young people are encouraged to show parents or carers the facilities available at Alloefield View

Visitors are not allowed in the bedroom areas unless accompanied by a member of staff.

A private telephone/telephone room is available for young people to contact family or friends.

Contact arrangements will be detailed in the current placement plan.

Children and young people are encouraged to take part in age appropriate peer activities, and are encouraged and enabled to sustain friendships. This may involve friends visiting the home or visiting friends homes. Overnight stays are possible subject to the requirements of the Care Plan and Placement Plan.

SAFE CARE

The overriding aim is to provide a “safe enough” environment that enables young people to be and feel safe within the home. Each young person will have a risk assessment and there will be planned strategies to minimise risk to themselves or others.

Staff will actively promote the welfare of children and young people living within the home.

All staff are trained and are familiar with and follow the Safeguarding Board's Procedures.

Visitors to the home will be chaperoned when on the premises, and friends are not allowed in the bedroom unless accompanied by staff

ANTI-DISCRIMINATORY PRACTICE.

Alloefield View will continuously try to ensure that everyone is treated with respect and dignity. Each person will be given fair and equal opportunities to develop their full potential with positive regard to gender, ethnicity, cultural and religious background, sexual or disability.

BULLYING

The unit responds strongly to bullying and follows the behaviour management policy and guidance of the authority on such matters. Bullying will not be tolerated and young people who are bullied are supported. Young people who engage in bullying receive the message that it is the behaviour, not the person that is unacceptable and receive support and guidance to change. A bullying risk assessment is maintained on the unit to monitor incidents of bullying and strategies to manage them. Residents contribute to establishment and maintenance of an anti-bullying slogan and general ethos on site.

A copy of the Residential Policy on Bullying is available on request

ABSENCE WITHOUT CONSENT

The authority has a joint protocol with West Yorkshire Police for assessing and managing unauthorised absences from the unit. This protocol is part of the procedure manual and is available at the unit. It is followed in all cases of unauthorised absences. The Police become involved if the young person is classified as “missing” and will attend to formalise procedures but this is dependent on assessment made by home staff in consultation with Police.

Where a child fails to return at a reasonable time, staff are concerned about their safety and whereabouts. According to age, vulnerability, individual situation and understanding, the child maybe reported to the Police as missing. If the situation is assessed as an unauthorised absence staff are responsible in ascertaining where the young person maybe and attempt to return them to the home. This will involve several calls to young person, family and other contacts. If the young person is not located or unwilling to engage with staff the young person will be reported to Emergency Duty Team. All unauthorised absences are recorded and closely monitored and meetings established where necessary if ongoing issue.

The Independent Reviewing Officer and social worker are kept informed.

FIRE PRECAUTIONS

A member of staff is appointed as unit Fire Officer and has responsibility for ensuring that fire equipment is correctly maintained and that regular practices are carried out with the results clearly recorded in line with the Authority’s recognised procedure.

Fire drills are held on a regular basis at Alloefield View and all the young people have the arrangements for building evacuation are explained to them as close to the point of admission as is reasonable. Young people are also required to take fire drill and building evacuation seriously.

A serious view is taken by the Authority if any emergency equipment is interfered with or damaged and appropriate measures / action will be taken in the event of serious damage.

COMPLAINTS

All young people have access to and are informed about the Council's complaints procedure. They can also request consultation with someone outside the direct management structure of the unit. Young people at Alloefield View are invited / encouraged to discuss any issues they feel are of concern to them with both the Regulation 33 visitors and the Commission for Social Care Inspection. Young people can also contact the Children's Rights Worker.

Ofsted are an independent body and are available to hear complaints about service delivery. You can contact them, as well as completing a Calderdale Council Complaints form, or you can contact them if you are dissatisfied with the treatment of your complaint. The current Inspector can be contacted on 08456 404049 at North, 3rd floor, Royal Exchange Buildings, St. Ann's Square, Manchester, M2 7LA.

Alloefield View is fully compliant with Calderdale Council's complaints procedure and young people are made fully aware of their rights, both on admission and throughout their stay here.

ORGANISATIONAL STRUCTURE

Director of Children and Young People's services

Head of Children's Social Care

Service Manager

Unit Manager

Assistant Unit Managers X 2

8 Residential Care Workers - Admin support – Domestic cleaner

All staff are appointed under Calderdale's equal opportunities recruitment policy which also follows the Warner guidelines for safe recruitment. All applicants undergo a rigorous selection procedure.

STAFFING REQUIREMENTS AND DUTIES

What children in care say about staff in Children's homes

[\(www.rights4me.org\)](http://www.rights4me.org)

“The best staff are caring, good listeners and helpers, fun, happy, easy to get on with, supportive, understanding, and encouraging and keep us safe. Poor staff are moody, too strict, shout, or have favourites”

Staff make the difference between a good or bad children's home.

The staff team at Alloefield View are experienced and trained in the essential elements required in caring for young people looked after by the local authority. Staff are supervised on a regular basis and training needs are assessed periodically. A copy of Calderdale Council's supervision policy is available at the unit.

The staff team provides no less than 2 members of staff on duty at key times which are 3p.m. – 10p.m. Monday to Sunday and school holidays. Staffing levels will aim to reflect the assessed need in the unit at critical times or if there are fewer residents. At night there is a minimum cover of 2 sleep-in staff. Rotas will be compiled to show an appropriate mix of age, gender and experience.

Each shift incorporates a shift leader, who is responsible to manage the shift. If a situation is urgent, Calderdale operates an on call facility where the on call Service manager would be contacted.

The unit also has access to a bank of casual workers who have been recruited under the same rigorous standards as permanent staff. Casual workers are assigned to a residential unit for their induction programme, support and general supervision. They assist in providing cover for Annual Leave and Sickness etc., for the regular staff and also provide additional cover for specific tasks.

ROLES AND RESPONSIBILITIES OF STAFF

Unit Manager provides leadership and ensures that individual and collective needs are met whilst keeping within, local, national and international legislation, policies, procedures, and minimum standards.

The Manager will:

- Manage and monitor quality of care
- Manage and monitor administration of all duties relevant to the smooth running of the unit
- Monitor and maintain the high standards of care provision
- Create opportunities for young people to fulfil their own needs
- Create a home that provides quality of life experience

- Liaise with social workers, education, health services and other agencies in involved in services to the young person
- Work in partnership with parents/those with parental responsibilities
- Recruitment
- Supervision of staff
- Provide support and guidance
- Ensure policies and procedures are disseminated to staff and implemented
- Promote ongoing professional development
- Maintain good community relationships
- Attend meetings and represent the unit
- Assess training needs and monitor the effectiveness/needs of the home/ young people
- Assist in the provision of training
- Maintain accurate records of staff, health and safety/fire safety etc
- Monitor health and safety practices
- Comply with financial instructions/ procedures and work within allocated budget
- Ensure the environment is maintained to a high standard
- Ensure effective use of resources
- Assist in investigations (child protection /disciplinary)
- Respond to staff and young peoples grievances

Assistant Unit Managers - managing and supervising the day to day running of the residential care home in the absence of the unit manger, with full delegated responsibility to manage within agreed policies and procedures.

Managing care – plan, implement, monitor and review care plans

- Ensure the protection of young people utilising their applied knowledge of safeguarding practice and procedure
- Assess individuals needs
- Ensure involvement of young people in decisions which affect them
- Promote equality and diversity

Managing the Service - review process for delivering service through ongoing monitoring of the quality of care

- Review the demands of the service making necessary changes when required
- Manage the implementation of change
- Contribute to developments
- Co-ordinate staffing
- Monitor budget
- Comply with all council policies and procedures

Managing people – promote effective relationships and team working

- Contribute to selection and recruitment
- Lead and manage staff to achieve team/unit objectives
- Supervise and appraise staff

- Monitor training and attendance
- Chair relevant meetings
- Promote knowledge of policies and procedures

Residential care workers - acting as key workers and providing care and support to individual children and young people.

Residential care workers will:

- Support the provision basic care needs to young people
- be aware of issues relating to the young person, assess, monitor and develop personal plans
- Liaise with the young person's social worker, family , colleagues etc
- Support and develop; practical, social, physical, emotional , personal, educational, leisure, cultural, contact needs, practical living skills in the young person
- Report to Assistant Unit Manager or Unit Manger
- Comply with all policies and procedures – especially safeguarding
- Keep legible and precise written records
- Attend meetings as required
- Maintain the property , furniture, grounds to a high standard
- Participate in 24 hour rota a s required to meet the needs of the service
- Demonstrate good communication skills
- To demonstrate a non-judgemental, sensitive, approachable persona
- Manage crisis in line with agreed policy and procedure

TRAINING AND DEVELOPMENT

All staff have access to continuing and post qualifying training. Training is promoted through supervision and the performance appraisal scheme so as to enhance personal and professional development and ensure that the needs of children are met and their outcomes are improved

New staff are given an induction pack which evidences that they meet the required Calderdale Standards. A member of the management team will confirm that the standards are met during supervision.

There is a commitment to ensure that all the staff have relevant and appropriate qualifications including 80% of total staff to hold a recognised qualification i.e NVQ Child Welfare

The staff at Alloefield View have the opportunity to obtain in-house training and apply for courses in the training programme. Courses taken are relevant to working roles and identified by the National Minimum Standards.

SUPERVISION

Formal Supervision occurs monthly for all staff for a period of 1-2 hours. Staff will be supervised fortnightly for the first six months. A written record of agreed action is kept confidentially on the person's supervision file. All staff have their performance formally appraised each year.

Informal supervision supports daily practice and is exercised according to situational requirements.



Residential Service Commitment **to** **Behavioural Standards**

What are our Behavioural Commitments?

The Code of Practice for the Residential Service Workers sets down the responsibilities of employers in the line with regulation of social care workers as stated in the General Council Social Care. The code requires that workers adhere to the standards set out in these codes, support other workers in meeting their code and take appropriate action when workers do not meet expected standards of conduct. These behavioural standards have been developed by the senior managers within Calderdale Residential Services to assist staff in 'living' the code of practice, thereby improving standards and the quality of service to young people in residential accommodation.

The Code of Practice for Residential Care Workers is a list of statements that describe the standards of professional conduct and practice required of all workers as they go about their daily work. The intention is to confirm the standards required in the Residential Service and ensure that workers know what standards of conduct Calderdale, colleagues, and Young people expect of them.

The behavioural standards are intended to reflect existing good practice and it is anticipated that workers and employers will recognise in these commitments the shared standards to which they already aspire. The Residential Service will promote these standards through making the behavioural commitments widely available.

How will the commitments be used?

The behavioural commitments are a key step in the introduction of a standardised expectation of behavioural conduct for the Residential Service in Calderdale, and will support the guidance and understanding for all its workers outlining minimum expectations of practice when employed in the Residential Service. As a worker you will have criteria to guide your practice and be clear about what standards of conduct and behaviour you are expected to meet. You are encouraged to use the commitments to examine your own practice and to look for areas in which you can improve.

Young people using the service will be helped to understand how a worker will behave towards them and how the Residential Service should support workers to do their jobs well.

These behavioural standards are intended to complement and recognise the good practice in existence within the Children's homes of Calderdale as well as give clear guidance to all Workers what behavioural standards are expected.

The Behavioural Commitments

The core underpinning value is Respect: this encompasses many facets for the Young People, fellow workers, and the role & responsibilities the worker has within their role to support service delivery should be shown at all times while on duty at the designated home's of Calderdale Council.

Some aspects of Respect to be considered:

Greetings – When a worker, young person or relative other person is attending or leaving the home, they are to be greeted appropriate to the relationship the worker has with the individual. i.e. (colleague, carer, fellow professional)

Honesty – Open & honest with your colleagues and young people you work with about all matters related to work practice

Support others – Support to be pro-actively offered to fellow workers when needed to support their own practice, to include feedback when something positive is observed and when something could be improved.

Listen – When a fellow worker or young person is communicating then respect must be shown by listening to what they have to say, respecting views, opinions, and

ideas demonstrated through eye contact, being with the person not doing other things which could be a distraction and giving verbal and non-verbal feedback ie nodding, smiling , use of active listening skills etc.

Challenge/Inform – It is the duty of all workers to provide and receive constructive criticism and information which is in the best interest of the young people and service, this includes addressing issues firstly with the person involved, not gossiping or discussing with others first.

Praise – Positive praise to be given to fellow workers for promoting practice that best meets the needs of the young people and service. Workers should demonstrate appreciation for colleagues specifically identifying positive attributes or actions.

Constructive Use of Time – Workers are expected to be committed to developing the service by taking responsibility for developing own knowledge and practice, and using time constructively.

Solution Focused: Residential services want to have the reputation of ‘If we can – we will’ - Show commitment to solving problems with service delivery issues and support team dynamics as an individual worker and team member.

Proximity – The worker must make effective use of appropriate body language, eye contact and proximity to make a colleague or Young Person feel that they are being listened to and cared for.

Expectations of Behaviour: All worker's are expected to display practice that conveys the person centred thinking qualities that are integral to working as part of a team caring for young people in the residential service of Calderdale Council, the following points are specific requirements to support each identified areas:

When working with Young people

- Interaction in a morning when the young people are getting out of bed and preparing for the day offers a great opportunity to demonstrate respect - i.e. staff out of the office and to be around the home with the young people
- Workers to be aware of using positive greetings and language, providing positive interaction and appropriate support whilst young people get ready to leave for school, training etc
- Workers strive to establish and maintain the trust and confidence of young people actively seeking to promote a positive relationship
- Workers to promote, understand, and use, the impact of proximity to convey emotional warmth/ physical affection/ intimacy e.g. when a young person is leaving or entering the home, and when young person is in need of emotional & physical support.

- The image and reputation of the service and it's young people to be promoted within the children's workforce and wider context
- Workers to record all relevant information as role requires in a non judgemental way, stating factual information which enables the young people to have access to their identity/plans (follow Calderdale procedures for access to information)

Change -over period/Team meetings/entering & leaving home:

- Acknowledgement of colleagues entering workplace, face-to-face interaction. i.e. (socially polite norms)
- Shift leader to conduct hand over (unless otherwise arranged/ agreed), other staff member finishing shift to support young people if in the home
- Workers to remain focused on service delivery issues, no personal conversations between colleagues to happen once changeover has started that will impair effective communication of information or attention to the needs of young people.
- All topics and debates in team meetings are to be relevant to service delivery issues and the measured outcomes for young people

Being an effective Team Member:

- Worker to be punctual and dressed appropriately to perform planned duties, arriving and leaving work during agreed hours
- To work effectively during agreed hours
- Personal phones not to be used which will distract from work practice, and no personal internet use that will distract from role & responsibilities while on duty
- Worker to be accountable for the quality of own work and take responsibility for maintaining and improving their knowledge and skills
- Support others to solve problems and address issues
- Worker to identify issues at work and take action to remedy them
- Worker to present positive impression of the team and service to young people and workers from outside the service.
- To react constructively to changing circumstances

- Worker must recognise, respect and promote different roles individuals have within the team.
- Recognise, respect and promote diversity within the team
- To seek, offer and reflect on feedback.
- To support other team members in all aspects of work.
- Have a shared approach to teamwork taking personal responsibility to address issues.
- Worker to understand own role within the team and wider organisation.
- No negative comments to be made about a fellow worker or relevant others.
- Worker to declare issues that might create conflicts of interest and make sure that they do not influence their judgement or practice

Responsibility of the Residential Service:

- Provide training and development opportunities to enable workers to strengthen and develop their skills and knowledge
- Promote the GSCC's codes of practice to workers and Young People
- Manage the performance of workers and the organisation to ensure high quality services and care.
- Give workers clear information about their roles and responsibilities
- Effectively manage and supervise workers to support effective practice and good conduct and support workers to address deficiencies in their performance
- Inform workers about the Code of Practice and their personal responsibility to meet that code

Emergency/Unplanned Admission Checklist

Involving the young person and the family in the information gathering and the planning will aid the young person to feel that they are understood and the care they will receive is planned for them as a unique individual.

Emergency admissions can only be agreed by the Unit Manager/Assistant Unit Manager, and the on duty Service Manager. In situations where a Manager of a home is unavailable the Service Manager can direct the residential unit to accommodate.

The core assessment is completed within 6 weeks of admission date.

	Information Required	Received (tick)
1.	<ul style="list-style-type: none"> Reason and context for admission 	
2.	<p>To support an essential child-centred approach there are some assessments that are applicable to all Children, If they are completed they must be forwarded to the home:</p> <ul style="list-style-type: none"> Any assessment paperwork (Core, CAF, Asset) Care Plan Behavioural information Therapeutic /Interventions plan (If available) 	
3.	<ul style="list-style-type: none"> Medical consent 	
4.	<ul style="list-style-type: none"> Placement Plan (LAC doc's) Health (including psychological and psychiatric) Education (PEP) 	
5.	<ul style="list-style-type: none"> Placement history if available Placement history of other family members if appropriate 	
6.	<ul style="list-style-type: none"> Family contact information, including prohibited contact 	
7.	<ul style="list-style-type: none"> Genogram (family connections of significant relationships) Chronology (of significant events) 	
8.	<ul style="list-style-type: none"> Planning Meeting to happen within 72 hrs of admission, Social Worker to chair. 	
9.	<ul style="list-style-type: none"> Medical history to identify any allergies or medication information to support health needs. 	
10.	<ul style="list-style-type: none"> To support the assessment of placement suitability, the Unit Manager of the home will complete 'Placement Suitability Assessment'. This will help identify the needs of the individual, which can be contributed to the completion of the core assessment, and placement plan and risk assessments documents 	

METROPOLITAN BOROUGH OF CALDERDALE

DIRECTORATE OF CHILDREN AND YOUNG PEOPLE'S SERVICES

CHILDREN'S SOCIAL CARE

Northgate House
Northgate
Halifax
HX11UN

STATEMENT OF PURPOSE

Pertaining to

Cousin Lane

SHORT TERM RESIDENTIAL CARE HOME FOR YOUNG PEOPLE AGED 15-18



INTRODUCTION

Residential care provided by Calderdale Council represents a positive placement choice for some children and young people based upon good innovative support and the achievement of positive outcomes.

It is a valued choice for those young people who have experienced family breakdown or numerous foster placements, and who do not want to live with another family.

For some young people who have strong links with their family and friends residential care is way of maintaining those links in a safe and stable environment. It is also an environment where older young people can to prepare for independence, establishing positive relationships and support networks while learning independent living skills

COUSIN LANE

GENERAL DETAILS OF CHILDREN TO BE ACCOMMODATED

Cousin Lane accepts young people aged between 15 and 18 years old. All Calderdale children's residential homes admit young people in a planned way. The process for deciding on the placement in a particular unit is via a Children's Gateway Panel. This meeting monitors and agrees plans for the placement of Looked After Children and Young People in Calderdale.

Through the Gateway Meeting, a placement in a particular residential home may be suggested. Following this, a joint discussion will take place by the social worker and the unit manager/ other staff as to whether that unit can appropriately meet that young person's assessed needs. Part of this discussion will be around the probable impact on the other young people in residence.

Their care and placement plans will demonstrate achievable goals against the five key outcomes under 'Every Child Matters' and will identify clearly, the role Cousin Lane will play in the planning and implementation of the young person's care plan. Clear objectives of the placement and the ability of Cousin Lane to be able to meet most if not all the assessed objectives, will be identified.

The resident group and their needs are important considerations within this context.

Care will be provided in the following circumstances: -

- **For young people who need a stable placement until they can achieve independence or reach the age of 18 years including young people from over seas**
- **For young people who are in the process of being reunited with their families or carers**

- **For young people who are waiting for an alternative family placement or foster placement**

ADMISSION AND LENGTH OF STAY

Admissions to Cousin Lane should be on a planned basis and will include introductory visits for the young person, their parents and social worker. Young people will be invited for tea and have an overnight stay pre-admission.

A planned placement will ideally provide 2 weeks' notice to the unit to enable staff, resident young people and other agencies to adequately prepare for the new young person.

In exceptional circumstances any unit may be required to take an unplanned admission. In these circumstances staff will work to "**Unplanned Admission Guidance – 2011**".

See appendix 3

A Placement Plan will be made for all young people on admission. This will state how the Care Plan will be carried out including who is responsible for what tasks, and what purpose this placement serves in the Care Plan.

We endeavour to ensure the stability and security of all placements, any decision on admission will take into account the impact of the current young people resident in order to minimise the impact on their stability and security.

All young people will be allocated a key worker who will assist with reviews, planning meetings etc. The key worker's role is to befriend and directly support the young people. The key worker will also monitor, update and ensure that the placement plan is achieved through consultation with young people, that appropriate person's such as their social worker, parent/carer and their social worker, are included.

The length of stay for a young person at **Cousin Lane** will depend on their assessed need. Stability and security of placement are important to young people who may have suffered rejection from previous placements. **Cousin Lane** endeavours to offer this stability and security.

ACCOMMODATION AT COUSIN LANE

Location: Cousin Lane is situated in Ovenden in Halifax. The town has main line rail services with direct bus routes into Leeds Huddersfield and Bradford, the local community's have varied leisure facilities include various take away's, cafes, a swimming pool and sport centre. There is good access to the countryside with some excellent parks and gardens within walking distance.

An overview of the house: The home is a detached property providing accommodation on two floors with an attic with access steps to a storage area.

Ground Floor - Communal Areas: The ground floor comprises of a staff office, utility room with washer and dryer, a downstairs toilet and rear porch. There is a modern fully fitted kitchen with a range of units and an electric oven and gas hob.

First Floor: Sleeping Accommodation: The first floor comprises of three bathrooms and 7 bedrooms, 2 of which are used by staff members for sleep over duties.

Second Floor: Attic and storage area

Gardens & Recreational Areas: There are gardens to all sides of the property with lawns and flower beds, there is also wooden garden furniture, including a table and seating areas.

Security Measures: The property has a fully operational house system with smoke detectors, carbon monoxide detectors, emergency lighting and outside lighting. Each landing and all communal/office spaces are equipped with H2O and CO2 fire extinguishers, there is a dry powder extinguisher and a fire blanket in the kitchen to cover electrical and oil fires.

Each floor is fitted with regulation fire doors and there is access to a fire escape. In addition regular fire drills are in place to ensure that staff team remain trained in all aspects of the emergency procedure.

The front door is monitored by a door chime; the rear door is locked when not in use to ensure measures have been taken in the interests of child protection.

DOMESTIC ARRANGEMENTS

Young people are expected to keep their own rooms clean and tidy. They are encouraged to help with simple household chores, including preparation of meals, washing up etc. They are also expected to be responsible for their own laundering and maintenance of clothing. Staff will assist young people wherever necessary as agreed in their Care Plan.

CONSULTATION ABOUT THE OPERATION OF THE UNIT

As residents young people and, where appropriate, their families will be consulted and involved in decisions that affects their lives. Consultation, participation and involvement will take place informally and through written agreements, individual interviews, key worker sessions and residents meetings. Staff encourage young people to participate fully in all aspects of group living, refurbishments, menus, placements etc.

RESIDENTS' MEETINGS

Residents' meetings are held monthly. These can be formal meetings with a set agenda to plan a holiday or consider issues of good behaviour or discipline. Residents can invite advocates, senior managers or others to the meeting. Issues of group living are explored to identify positive and negative experiences in order to be able to address them through collaboration. Staff will actively seek to involve young people in decisions regarding activities of daily living. Other meetings may be informal and held, for example, around the tea table. Sometimes the Children's Rights Worker attends these meetings to act as an advocate for young people.

Notes will be made of the meeting including how many young people attended, the issues discussed and decisions made, requests from these meetings are fed into monthly team meetings and any decisions/outcomes from here go directly back to resident group same evening.

FACILITIES

Cousin Lane has a living room with a Flat screen television and DVD player, it is furnished with comfortable seating and modern fixtures, there is also a chill out room that has a projector screen and a Sony games console, and it is again furnished with comfortable seating. There is a collection of DVD's for the young people to watch.

The kitchen is modern with a large range cooker, general kitchen appliances, each young person has a fridge freezer, storage for dry food and crockery and pans.

At **Cousin Lane** young people's bedrooms are fitted with wooden furniture and have a small flat screen TV with built in free view. Bathrooms are modern, one is fitted with a bath, sink and toilet, and there is a separate shower room and toilet.

Security Measures

The property has a fully operational Hhuse system with smoke detectors, carbon monoxide detectors Emergency lighting and outside lighting. Each landing and all communal/office spaces are equipped with H2O and C02 fire extinguishers. There is a dry powder extinguisher and a fire blanket in the kitchen to cover electrical and oil fires.

Each floor is fitted with regulation fire doors and there is access to a fire escape. In addition, regular fire drills are in place to ensure that staff remain trained in all aspects of the emergency procedure.

Exit front door are monitored by a door chime, the rear door is locked when not in use measures have been taken in the interests of child protection.

APPROACHES TO CARE

We believe all young people have a right to achieve their full potential. We recognise that often young people need our services as a result of circumstances outside their control. We commit to work with young people to find ways to address issues related to their circumstances in ways that provide them with the skills, attitudes and behaviours to develop self management and self determination. We will provide opportunities for young people to understand what choices they have and take responsibility for the choices they make.

AIMS AND OBJECTIVES

Staff at Cousin Lane work with young people aged between 15 and 18 years, and we aim to work in a planned and constructive way, meeting the individual needs of the young people we support in conjunction with **Every Child Matters**, so that every young person has the opportunity to

Stay safe
Be Healthy
Enjoy and achieve
Make a positive contribution
Achieve economic wellbeing

The objectives of the establishment are to support a young person to –

STAY SAFE

- Providing a comfortable, well ordered home, that feels safe and secure, for young people who are being looked after by the Local Authority.
- Providing a caring and nurturing environment which enables them to minimise risk to themselves and others through good working and personal relationships.
- Facilitating contact with family and friends in a planned and safe way by promoting, maintaining and developing links with family and extended networks where it is safe to do so.

Dealing with allegations, complaints and concerns in a sensitive and timely manner, following correct procedures and process.

BE HEALTHY

- Provide good health information and support, through regular contact with the designated or named nurse as appropriate, or through other services that are available for young people.
- Assisting them in making choices and making appropriate positive changes to their lives in a planned way

POSITIVELY CONTRIBUTE

- Work collectively and creatively with other professionals and within the community to ensure that young people looked after are have positive experiences in the home and its environment.
- Ensure that young people feel able to participate fully in decisions which impact upon them and their families
- Create opportunities for participating in the running of the home, and for involvement in voluntary work or similar activities where appropriate.
- Promote involvement in voluntary work or similar activities that are community based

ENJOY AND ACHIEVE

- Take full advantage of services, activities and opportunities, which enables a young person to maximise their potential on all levels,.
- Taking active involvement in supporting a young persons education, training or employment, contributing to their personal education plan or pathway plan and assessment of need
- Enhancing their emotional well being, and improving self esteem through social and educational achievements, and the pursuit of special talents and interests

ACHIEVE ECONOMIC WELL BEING

- Support young people through care and into independence when this is part of their care plan/pathway plan.
- Support all young people to manage their finances effectively and gain a greater understanding of their economic situations.

- Support all young people to make the best use of educational, training and employment opportunities.
- Support young people to find suitable accommodation

VALUE STATEMENT AND PRINCIPLES OF CARE

Children cared for within Calderdale Residential Services will experience care based upon a range of principles and values using the following theoretical models and frameworks, all of which are evidenced as good practice.

Social pedagogy

The upbringing or education of the child in its broadest sense by working with children and young people to develop their emotional, practical and intellectual skills and to help them achieve life-long well being using the 'hearts, hands and minds' approach to care. This entails

- A focus on the child as a whole person with support for overall development
- Children and carers in the same life space not a hierarchical domain
- Reflection on work with theoretical knowledge underpinning all areas of work
- Practical support, sharing in all aspects of a child's daily life

Solution focused brief therapy – helping children and young people to find their own solutions

- Through conversations with young people, which will help them to recognise positive aspects of their lives, and work with them to identify how to build on these strengths.

Therapeutic crisis intervention and Team Teach

- Supporting young people within their home to manage their emotions and concerns, and to teach them appropriate ways of recognising and dealing with stress and upset

Restorative practice 'repairing harm done to relationships and people over and above the need for assigning blame and dispensing punishment'

- Create an ethos of respect, inclusion, accountability and taking responsibility, commitment to relationships, impartiality, being non-judgemental, collaboration, empowerment and emotional articulacy.
- Include active listening, facilitating dialogue and problem-solving, listening to and expressing emotion and empowering others to take ownership of problems.

ELEMENTS OF CARE

PROMOTING POSITIVE BEHAVIOUR AND REALTIONSHPIS

The underpinning values of how we work with young people and manage behaviour are **described in our residential services commitment to behavioural standards.**

(App 2)

The focus of the Home is to help children and young people develop relationships for the future. Staff use reflective practice and we have clear expectations in terms of acceptable and none acceptable behaviour for both staff and young people. This is explained to all new residents as part of their introduction to the home or at the time of admission.

There are some types of behaviour that are unacceptable and will be challenged. These include: -

- Bullying
- Racist, homophobic, sexist and any other form of discriminatory behaviour.
- Physical intimidation of other residents or workers.
- Malicious damage to property
- Young people placing themselves at risk by absconding

Sanctions imposed will be clearly recorded in the sanction book and on the young person's file.

It is recognised that disciplinary measures affect different young people in different ways and that a sanction must be appropriate to that young person and the situation. It is also accepted that rules and routine are required in a group living situation and also provide a structure for young people but it is recognised that a degree of flexibility is necessary to accommodate individual needs.

Restraint is not used in residential care homes in Calderdale. Therapeutic crisis intervention is our chosen method to deal with conflict or challenging situations. Incidents of challenging behaviour will be reviewed and examined by the manager to promote reflective learning and to inform future practice.

EMOTIONAL WELLBEING

Building resilience through the promotion of educational achievement, involvement in leisure activities and participation, as well as forming positive and sustainable relationships within the home, are key aspects of our care.

We will actively encourage young people to participate in key aspects of their care, provide feedback on services offered and to participate in service development, through the support of the Children and Young People's Participation team and the Children's Right's worker.

All children and young people may access the website www.rights4me.org

We have strong and positive links with the Looked After and Adopted Children's Health team (LAACH) who are able to provide regular consultations for staff, offer support in the management of behaviour, with access to a psychologist and experienced mental health practitioners.

Staffs receive training and support in delivering appropriate therapeutic intervention. Specific interventions are only used where they are widely accepted or have a strong evidence base underpinning their effectiveness.

Cousin Lane offers young people various forms of support to assist emotional wellbeing: -

One to one support work	Group living
Creative Leisure / Play activities	Basic living and independence skills
Assertiveness	Cultural awareness
Family work	Setting boundaries/discipline
Group work	Counselling
Sexual awareness	Anger management
Health needs and health self assessment	Established links with other professionals/agencies
Menu and dietary advice	Support young people manage income
	placement planning

HEALTH CARE

Cousin Lane aims to promote a healthy lifestyle for all young people in residence.

Prior to a planned admission or immediately after young people are encouraged to attend a health assessment. It is the right of any young person of sufficient age and understanding to refuse to attend a health assessment. However, they are encouraged to take up of the opportunity to attend and to be to be responsible for their health.

Anyone who is to remain for a period of more than 15 days or is likely to require medical treatment will continue to be registered with their own GP or will be registered with the local doctor as a temporary patient as appropriate.

Arrangements will be made to accompany young people to their GP, Hospital or Dental appointments. The preference is that the young person's family should attend for planned appointments and this will be negotiated as part of the placement agreements.

Prescribed medication is kept in a locked medication cupboard in staff office. Young People over the age of 16yrs where appropriate will be responsible for their own medication. This will be kept in a locked drawer in their bedroom. Staff are to be informed if any young person in the receipt of medication so they can be helped and supported with this, also if needed we can inform the emergency services of the exact medication, due to such events as an allergic reaction. Staff will administer medicines as per the policy and guidance of the authority.

Health promotion is kept on the agenda for all young people at Cousin Lane. Young people are encouraged to take a responsible attitude to their own health matters and encouraged to take advantage of any health promotions. Up to date health promotion literature and information is available for young people at the unit along with access to additional local services such as HX1, Sexual Health, Teenage Pregnancy Advisor, Young Person's 'One Stop Shop', Laura Mitchell Clinic.

SMOKING

No smoking will be permitted by staff or young people within the grounds. In exceptional circumstances an agreement between the young person and the unit manager may result in an adaption to this rule which will be reflected in the young person's care plan designating where and when smoking may be allowed. The unit manager must balance the risk considering the well being of the young person, the physical effects and the emotional anxiety a smoking ban may cause. Non- smoking initiatives are regularly available and can be accessed through LAC nurse/GP.

EDUCATION

All young people should attend their designated school or place of education. There are no educational facilities on premise but space is set aside for private study and the undertaking of homework. Young people are encouraged to improve their educational standards.

If education provision has broken down every effort will be made to reinstate the young person as soon as possible at their school and if this is not possible, alternatives will be negotiated through the Looked After Children Education Team. If young people not allocated educational provision or refuse to access it, an individual education plan will be devised. This will encourage young people to have structured day involving some form of educational activity.

Education achievement is a priority for young people resident at Cousin Lane and every effort / encouragement is given towards young people realising their potential.

Every young person in residential care will have a personal education plan (PEP) as a part of their Care Plan and we will support them in developing their plan.

We will support a young person's involvement in school or college by attending parents evenings, school meetings, college interviews etc as appropriate or as outlined in the placement plan.

RELIGIOUS OBSERVANCES

Prior to admission any religious requirements expressed will be discussed with the young person. Arrangements will be made to assist and support any young person to fulfil any religious obligations and observances they choose. This would include making arrangements to attend the chosen place of worship, use of a room for private prayer or reading and the provision of any special diet as required. The family of the young person and members of their religious community are requested to assist where lack of the specific knowledge is recognised.

TRANSITION TO INDEPENDENCE

Cousin Lane seeks to ensure that Pathway plans are in place as part of a young persons care plan .We will contribute to their assessment of need and help to identify options that might be available for them. Wherever possible we will accompany young people to visit colleges, accommodation, and support them in deciding their next steps.

We will ensure that young people have the right support and guidance and information available to them and value our links with the Connexions Worker in the Pathway Team.

A key focus of our work relating to transition is the building of resilience and independent living skills

Tasks around the home are used to develop the life skills young people need in order to leave care successfully and there is an emphasis on cooking and healthy eating. There is support to manage finances well.

Cousin Lane recognises a young person's achievements, tries to make the young person feel part of the home while they are there, and contributes to the young persons journey through care by ensuring that they have photos' and mementos of their time at Cousin Lane as this contributes to their life story.

We will support young people once they move out into the community and welcome ongoing contact from young people once they have left.

We are mindful of the impact upon other residents when a young person leaves the home.

REVIEW ARRANGEMENTS

The first Child Care Review will take place within 20 days of placement at Cousin Lane and then at three months and then at regular six monthly intervals.

Consultation with the child or young person will take place at least 20 days prior to the review

Each young person has their own placement plan (or short breaks care plan). This outlines the day to day issues which will affect their life in the Residential Care Home

The young person is encouraged and supported to attend and contribute to the meeting. If they feel unable to do so they are encouraged to put their thoughts / wants into writing. Key workers play a crucial role and will assist young people in whatever way they can.

All parties who play a role in the life of the young person will be consulted prior to reviews and, where appropriate, invited to attend. This would include parents, carers or those with parental responsibility as well as a representative from the young person's school/LACE team, their key worker, social worker, Pathway Team worker (where appropriate) and any other relevant professional agency representative.

A young person can talk to the Children's Rights' Officer at any time if there are issues which they wish to discuss with an independent person,

Individual Placement plans will be completed prior to the placement starting or within 5 working days of the start of the placement. They will be updated regularly in conjunction with the child or young person and their allocated social worker.

In Calderdale Children's Social Care all Placement Plans are reviewed at least monthly and more frequently as required.

A review will take place prior to a young person ceasing to be looked after or before a move to independence.

CONTACT- family and friends

Contact between children and their parents, families and friends is always promoted and encouraged unless there is evidence that such contact would be damaging or detrimental to the young person. Siblings and other relatives are also important and contact is encouraged through letter writing or sending cards on special occasions etc. Contact with other professionals, such as Social Workers, will not be restricted.

Parents, relatives, carers and friends are welcome to visit Cousin Lane
An appropriate private space is available for young people to receive adult visitors and young people are encouraged to show parents or carers the facilities available at Cousin Lane

Visitors are not allowed in the bedroom areas unless accompanied by a member of staff.

The office telephone is available for young people to contact family only.

Contact arrangements will be detailed in the current placement plan.

Children and young people are encouraged to take part in age appropriate peer activities, and are encouraged and enabled to sustain friendships. This may involve friends visiting the home or visiting friends homes. Overnight stays are possible subject to the requirements of the care plan and placement plan

SAFE CARE

The overriding aim is to provide a “safe enough” environment that enables young people to be and feel safe within the home. Each young person will have a risk assessment and there will be planned strategies to minimise risk to themselves or others.

Staff will actively promote the welfare of children and young people living within the home.

All staff are trained and are familiar with and follow the Safeguarding Board's Procedures.

Visitors to the home will be chaperoned when on the premises and friends are not allowed in the bedroom unless accompanied by staff.

ANTI-DISCRIMINATORY PRACTICE.

Cousin Lane will continuously try to ensure that everyone is treated with respect and dignity. Each person will be given fair and equal opportunities to develop their full potential with positive regard to gender, ethnicity, cultural and religious background, sexual or disability.

BULLYING

The unit responds strongly to bullying and follows the behaviour management policy and guidance of the authority on such matters. Bullying will not be tolerated and young people who are bullied are supported. Young people who engage in bullying receive the message that it is the behaviour, not the person that is unacceptable and receive support and guidance to change. A bullying risk assessment is maintained on the unit to monitor incidents of bullying and strategies to manage them. Residents contribute to establishment and maintenance of an anti-bullying slogan and general ethos on site.

A copy of the Residential Policy on Bullying is available on request

ABSENCE WITHOUT CONSENT

The authority has a joint protocol with West Yorkshire Police for assessing and managing unauthorised absences from the Unit. This protocol is part of the procedure manual and is available at the Unit. It is followed in all cases of unauthorised absences. The Police become involved if the young person is classified as “missing” and will attend to formalise procedures but this is dependent on assessment made by home staff in consultation with Police.

Where a child fails to return at a reasonable time, staff are concerned about their safety and whereabouts. According to age, vulnerability, individual situation and understanding, the child maybe reported to the Police as missing. If the situation is assessed as an unauthorised absence staff are responsible in ascertaining where the young person maybe and attempt to return them to the home. This will involve several calls to young person, family and other contacts. If the young person is not located or unwilling to engage with staff the young person will be reported to Emergency Duty Team. All unauthorised absences are recorded and closely monitored and meetings established where necessary if ongoing issue.

The independent reviewing officer and social worker are kept informed.

FIRE PRECAUTIONS

A member of staff is appointed as unit Fire Officer and has responsibility for ensuring that fire equipment is correctly maintained and that regular practices are carried out with the results clearly recorded in line with the Authority’s recognised procedure.

Fire drills are held on a regular basis at Cousin Lane and all the young people have the arrangements for building evacuation explained to them as close to the point of admission as is reasonable. Young people are also required to take fire drill and building evacuation seriously.

A serious view is taken by the Authority if any emergency equipment is interfered with or damaged and appropriate measures / action will be taken in the event of serious damage.

COMPLAINTS

All young people have access to and are informed about the Council’s complaints procedure. They can also request consultation with someone outside the direct management structure of the unit. Young people at Cousin Lane are invited / encouraged to discuss any issues they feel are of concern to them with both the Regulation 33 visitors and the Commission for Social Care Inspection. Young people can also contact the Children’s Rights Worker.

Ofsted are an independent body and are available to hear complaints about service delivery. You can contact them, as well as completing a Calderdale Council Complaints form, or you can contact them if you are dissatisfied with the treatment of your complaint. The current Inspector can be contacted on 08456 404049 at North, 3rd floor, Royal Exchange Buildings, St. Ann's Square, Manchester, M2 7LA.

Cousin Lane is fully compliant with Calderdale Council's complaints procedure and young people are made fully aware of their rights, both on admission and throughout their stay here.

ORGANISATIONAL STRUCTURE

Director of Children and Young People's services

Head of Children's Social Care

Service Manager

Unit Manager

Assistant Unit Managers X 2

8 Residential Care Workers - Admin support – Domestic cleaner

All staff are appointed under Calderdale's equal opportunities recruitment policy which also follows the Warner Guidelines for safe recruitment. All applicants undergo a rigorous selection procedure.

STAFFING REQUIREMENTS AND DUTIES

What children in care say about staff in Children's homes

www.rights4me.org

"The best staff are caring, good listeners and helpers, fun, happy, easy to get on with, supportive, understanding, and encouraging and keep us safe. Poor staff are moody, too strict, shout, or have favourites"

Staff make the difference between a good or bad children's home.

STAFFING REQUIREMENTS AND DUTIES

The staff team at Cousin Lane are experienced and trained in the essential elements required in caring for young people looked after by the local authority. Staff are supervised on a regular basis and training needs are assessed periodically. A copy of Calderdale Council's supervision policy is available at the Unit.

The staff team provides a members of staff on duty at all times, with ability to call on a duty manager and to increase staff at key times in order to reflect the assessed need in the unit at critical times. At night there is a minimum cover of 2 sleep-in staff. Rotas will be compiled to show an appropriate mix of age, gender and experience wherever possible.

Each shift incorporates a shift leader, who is responsible to manage the shift. If a situation is urgent, Calderdale operates an on call facility where the on call service manager would be contacted.

The Unit also has access to a bank of casual workers who have been recruited under the same rigorous standards as permanent staff. Casual workers are assigned to a residential unit for their induction programme, support and general supervision. They assist in providing cover for annual leave and Sickness etc., for the regular staff and also provide additional cover for specific tasks.

ROLES AND RESPONSIBILITIES OF STAFF

Unit Manager- providing leadership and ensuring that individual and collective needs are met whilst keeping within, local, national and international legislation, policies , procedures, and minimum standards .

The Manager will:

- Manage and monitor quality of care
- Manage and monitor administration of all duties relevant to the smooth running of the unit
- Monitor and maintain the high standards of care provision
- Create opportunities for young people to fulfil their own needs
- Create a home that provides quality of life experience
- Liaise with social workers, education, health services and other agencies in involved in services to the young person
- Work in partnership with parents/those with parental responsibilities
- Recruitment
- Supervision of staff
- Provide support and guidance
- Ensure policies and procedures are disseminated to staff and implemented
- Promote ongoing professional development
- Maintain good community relationships
- Attend meetings and represent the unit
- Assess training needs and monitor the effectiveness/needs of the home/ young people
- Assist in the provision of training
- Maintain accurate records of staff, health and safety/fire safety etc
- Monitor health and safety practices
- Comply with financial instructions/ procedures and work within allocated budget

- Ensure the environment is maintained to a high standard
- Ensure effective use of resources
- Assist in investigations (child protection /disciplinary)
- Respond to staff and young people's grievances

Assistant Unit Managers- managing and supervising the day to day running of the residential care home in the absence of the unit manger, with full delegated responsibility to manage within agreed policies and procedures.

Managing care – plan, implement , monitor and review care plans

- Ensure the protection of young people utilising their applied knowledge of safeguarding practice and procedure
- Assess individuals needs
- Ensure involvement of young people in decisions which affect them
- Promote equality and diversity

Managing the Service- review process for delivering service through ongoing monitoring of the quality of care

- Review the demands of the service making necessary changes when required
- Manage the implementation of change
- Contribute to developments
- Co-ordinate staffing
- Monitor budget
- Comply with all council policies and procedures

Managing people – promote effective relationships and team working

- Contribute to selection and recruitment
- Lead and manage staff to achieve team/unit objectives
- Supervise and appraise staff
- Monitor training and attendance
- Chair relevant meetings
- Promote knowledge of policies and procedures

Residential care workers -acting as key workers and providing care and support to individual children and young people.

Residential care workers will

- Support the provision basic care needs to young people
- be aware of issues relating to the young person, assess, monitor and develop personal plans
- Liaise with the young person's social worker, family , colleagues etc
- Support and develop; practical, social, physical, emotional , personal, educational, leisure, cultural, contact needs, practical living skills in the young person
- Report to Assistant Unit Manager or Unit Manger

- Comply with all policies and procedures – especially safeguarding
- Keep legible and precise written records
- Attend meetings as required
- Maintain the property , furniture, grounds to a high standard
- Participate in 24 hour rota as required to meet the needs of the service
- Demonstrate good communication skills
- To demonstrate a non-judgemental, sensitive, approachable persona
- Manage crisis in line with agreed policy and procedure

TRAINING AND DEVELOPMENT

All staff have access to continuing and post qualifying training. Training is promoted through supervision and the performance appraisal scheme so as to enhance personal and professional development and ensure that the needs of children are met and their outcomes are improved

New staff are given an induction pack which evidences that they meet the required Calderdale Standards. A member of the management team will confirm that the standards are met during supervision.

There is a commitment to ensure that all the staff have relevant and appropriate qualifications including 80% of total staff to hold a recognised qualification i.e NVQ Child Welfare

The staff at Cousin Lane have the opportunity to obtain in-house training and apply for courses in the training programme. Courses taken are relevant to working roles and identified by the National Minimum Standards.

SUPERVISION

Formal Supervision occurs monthly for all staff for a period of 1-2 hours. Staff will be supervised fortnightly for the first six months. A written record of agreed action is kept confidentially on the person's supervision file. All staff have their performance formally appraised each year.

Informal supervision supports daily practice and is exercised according to situational requirements.



Residential Service Commitment **to** **Behavioural Standards**

What are our Behavioural Commitments?

The Code of Practice for the Residential Service Workers sets down the responsibilities of employers in the line with regulation of social care workers as stated in the General Council Social Care. The code requires that workers adhere to the standards set out in these codes, support other workers in meeting their code and take appropriate action when workers do not meet expected standards of conduct. These behavioural standards have been developed by the senior managers within Calderdale Residential Services to assist staff in 'living' the code of practice, thereby improving standards and the quality of service to young people in residential accommodation.

The Code of Practice for Residential Care Workers is a list of statements that describe the standards of professional conduct and practice required of all workers as they go about their daily work. The intention is to confirm the standards required in the Residential Service and ensure that workers know what standards of conduct Calderdale, colleagues, and Young people expect of them.

The behavioural standards are intended to reflect existing good practice and it is anticipated that workers and employers will recognise in these commitments the

shared standards to which they already aspire. The Residential Service will promote these standards through making the behavioural commitments widely available.

How will the commitments be used?

The behavioural commitments are a key step in the introduction of a standardised expectation of behavioural conduct for the Residential Service in Calderdale, and will support the guidance and understanding for all its workers outlining minimum expectations of practice when employed in the Residential Service. As a worker you will have criteria to guide your practice and be clear about what standards of conduct and behaviour you are expected to meet. You are encouraged to use the commitments to examine your own practice and to look for areas in which you can improve.

Young people using the service will be helped to understand how a worker will behave towards them and how the Residential Service should support workers to do their jobs well.

These behavioural standards are intended to complement and recognise the good practice in existence within the children's homes of Calderdale as well as give clear guidance to all Workers what behavioural standards are expected.

The Behavioural Commitments

The core underpinning value is Respect: this encompasses many facets for the young people, fellow workers, and the role & responsibilities the worker has within their role to support service delivery should be shown at all times while on duty at the designated home's of Calderdale Council.

Some aspects of Respect to be considered:

Greetings – When a worker, young person or relative other person is attending or leaving the home, they are to be greeted appropriate to the relationship the worker has with the individual. i.e. (colleague, carer, fellow professional)

Honesty – Open & honest with your colleagues and young people you work with about all matters related to work practice

Support others – Support to be pro-actively offered to fellow workers when needed to support their own practice, to include feedback when something positive is observed and when something could be improved.

Listen – When a fellow worker or young person is communicating then respect must be shown by listening to what they have to say, respecting views, opinions, and ideas demonstrated through eye contact, being with the person not doing other things which could be a distraction and giving verbal and non-verbal feedback ie nodding, smiling , use of active listening skills etc.

Challenge/Inform – It is the duty of all workers to provide and receive constructive criticism and information which is in the best interest of the young people and service, this includes addressing issues firstly with the person involved, not gossiping or discussing with others first.

Praise – Positive praise to be given to fellow workers for promoting practice that best meets the needs of the young people and service. Workers should demonstrate appreciation for colleagues specifically identifying positive attributes or actions.

Constructive Use of Time – Workers are expected to be committed to developing the service by taking responsibility for developing own knowledge and practice, and using time constructively.

Solution Focused: Residential services want to have the reputation of 'If we can – we will' - Show commitment to solving problems with service delivery issues and support team dynamics as an individual worker and team member.

Proximity – The worker must make effective use of appropriate body language, eye contact and proximity to make a colleague or young person feel that they are being listened to and cared for.

Expectations of Behaviour: All worker's are expected to display practice that conveys the person centred thinking qualities that are integral to working as part of a team caring for young people in the residential service of Calderdale Council, the following points are specific requirements to support each identified areas:

When working with Young people

- Interaction in a morning when the young people are getting out of bed and preparing for the day offers a great opportunity to demonstrate respect - i.e. staff out of the office and to be around the home with the young people
- Workers to be aware of using positive greetings and language, providing positive interaction and appropriate support whilst young people get ready to leave for school, training etc
- Workers strive to establish and maintain the trust and confidence of young people actively seeking to promote a positive relationship

- Workers to promote, understand, and use, the impact of proximity to convey emotional warmth/ physical affection/ intimacy e.g. when a young person is leaving or entering the home, and when young person is in need of emotional & physical support.
- The image and reputation of the service and it's young people to be promoted within the children's workforce and wider context
- Workers to record all relevant information as role requires in a non judgemental way, stating factual information which enables the young people to have access to their identity/plans (follow Calderdale procedures for access to information)

Change -over period/Team meetings/entering & leaving home:

- Acknowledgement of colleagues entering workplace, face-to-face interaction. i.e. (socially polite norms)
- Shift leader to conduct hand over (unless otherwise arranged/ agreed), other staff member finishing shift to support young people if in the home
- Workers to remain focused on service delivery issues, no personal conversations between colleagues to happen once changeover has started that will impair effective communication of information or attention to the needs of young people.
- All topics and debates in team meetings are to be relevant to service delivery issues and the measured outcomes for young people

Being an effective Team Member:

- Worker to be punctual and dressed appropriately to perform planned duties, arriving and leaving work during agreed hours
- To work effectively during agreed hours
- Personal phones not to be used which will distract from work practice, and no personal internet use that will distract from role & responsibilities while on duty
- Worker to be accountable for the quality of own work and take responsibility for maintaining and improving their knowledge and skills
- Support others to solve problems and address issues
- Worker to identify issues at work and take action to remedy them

- Worker to present positive impression of the team and service to young people and workers from outside the service.
- To react constructively to changing circumstances
- Worker must recognise, respect and promote different roles individuals have within the team.
- Recognise, respect and promote diversity within the team
- To seek, offer and reflect on feedback.
- To support other team members in all aspects of work.
- Have a shared approach to teamwork taking personal responsibility to address issues.
- Worker to understand own role within the team and wider organisation.
- No negative comments to be made about a fellow worker or relevant others.
- Worker to declare issues that might create conflicts of interest and make sure that they do not influence their judgement or practice

Responsibility of the Residential Service:

- Provide training and development opportunities to enable workers to strengthen and develop their skills and knowledge
- Promote the GSCC's codes of practice to workers and young people
- Manage the performance of workers and the organisation to ensure high quality services and care.
- Give workers clear information about their roles and responsibilities
- Effectively manage and supervise workers to support effective practice and good conduct and support workers to address deficiencies in their performance
- Inform workers about the Code of Practice and their personal responsibility to meet that code

Appendix 3**Emergency/Unplanned Admission Checklist**

Involving the young person and the family in the information gathering and the planning will aid the Young Person to feel that they are understood and the care they will receive is planned for them as a unique individual.

Emergency admissions can only be agreed by the Unit Manager/Assistant Unit Manager, and the on duty Service Manager. In situations where a manager of a home is unavailable the Service Manager can direct the residential unit to accommodate.

	Information Required	Received (tick)
1.	<ul style="list-style-type: none"> Reason and context for admission 	
2.	<p>To support an essential child-centred approach there are some assessments that are applicable to all Children, If they are completed they must be forwarded to the home:</p> <ul style="list-style-type: none"> Any assessment paperwork (Core, CAF, Asset) Care Plan Behavioural information Therapeutic /Interventions plan (If available) 	
3.	<ul style="list-style-type: none"> Medical consent 	
4.	<ul style="list-style-type: none"> Placement Plan (LAC doc's) Health (including psychological and psychiatric) Education (PEP) 	
5.	<ul style="list-style-type: none"> Placement history if available Placement history of other family members if appropriate 	
6.	<ul style="list-style-type: none"> Family contact information, including prohibited contact 	
7.	<ul style="list-style-type: none"> Genogram (family connections of significant relationships) Chronology (of significant events) 	
8.	<ul style="list-style-type: none"> Planning Meeting to happen within 72 hrs of admission, Social Worker to chair. 	
9.	<ul style="list-style-type: none"> Medical history to identify any allergies or medication information to support health needs. 	
10.	<ul style="list-style-type: none"> To support the assessment of placement suitability, the Unit Manager of the home will complete 'Placement Suitability Assessment'. This will help identify the needs of the individual, which can be contributed to the completion of the core assessment, and placement plan and risk assessments documents 	

METROPOLITAN BOROUGH OF CALDERDALE

CHILDREN & YOUNG PEOPLE'S SERVICE
DIRECTORATE

Head of Children's Social Care
Children and Young People's Service
Northgate House
Halifax
HX1 1UN

STATEMENT OF PURPOSE

Pertaining to

CHILDREN'S SHORT BREAK UNIT

LINDEN BROOK

AIMS AND OBJECTIVES

Calderdale Metropolitan Council Children and Young People's Service Directorate.

Linden Brook provides day and overnight services for children and young people (for ease of reference children and young people will be referred to as children throughout this document) from the ages of 4 to 17 in order to meet their individual assessed needs in a planned and constructive way. This is in conjunction with Every Child Matters This Local Authority short breaks service is managed within the policy guidelines of Calderdale Metropolitan Council and Children and Young Peoples Service Directorate. This service supports children to achieve the five "Every Child Matters" outcomes with specific reference to the guidance from the Department for Children, Schools & Families (Aiming High Short Breaks Implementation Guidance July 2008).

The objectives of the establishment are to support a Child or Young Person to:

1. Be Healthy – we support children to be physically, mentally, emotionally and sexually healthy. This is achieved by ensuring appropriate access to healthcare, empowering children to take responsibility for their own health and wellbeing. Support is provided to achieve maximum mobility and independence and access to appropriate advice in relation to emotional wellbeing and mental health.
2. Stay Safe – we ensure that children are safe from maltreatment, neglect, violence and sexual exploitation. We achieve this by ensuring that children can recognise and have opportunities to talk about maltreatment, staff are trained specifically in safeguarding, clinical and therapeutic procedures, carried out safely by staff that are trained and competent. The building is appropriately adapted and children do not feel bullied or discriminated against. We provide them with a caring, nurturing environment which enables them to minimise risk to themselves and others through good working and personal relationships.
3. Enjoy & Achieve – The staff encourage children by providing appropriate support with homework so that children can reach their full potential. We ensure that children achieve personal and social and recreational development. We ensure that children are happy and have fun with access to a range of age appropriate activities of their choice, there are opportunities for social networks and friendships and that there are appropriate systems in order to enable children to communicate effectively.
4. Making a Positive Contribution – this means that children are engaged in decision making, developing positive relationships and developing their self confidence. We ensure that children are able to communicate their views about the service, their choices and preferences as well as having the opportunity to participate in planning and decision making. Children and families will be involved in service design and development and will be supported through their key transitions.
5. Achieve Economic Wellbeing – we ensure that the environment is appropriately adapted and that there is access to accessible and safe transport which maximises opportunities for children. Support all children to make the best use of educational, training and employment opportunities.

We support our children towards the choice of their own future.

We help our children realise their full potential by promoting their self esteem.

We attend educational reviews and work alongside the children to actively prepare them for college, paid/voluntary work.

We view it as our responsibility to raise the aspirations of the children to support them to reach their goals.

We take the following additional measure to ensure that we meet our objectives:

- a) We work in partnership with parents and carers of disabled children and key multi-agency professionals to ensure that a consistent approach is developed across every aspect of the five Every Child Matters outcomes.
- b) Our partnership with parents and carers is underpinned by our participation approach that ensures that families as well as children are at the centre of decision making which affects their care and lives. Our participation approach ensures that parents and carers as well as children are empowered to participate fully and influence policy and practice development of the service.
- c) We ensure that we have a well trained workforce who can deliver on each aspect of the five Every Child Matters outcomes. This covers clinical procedures, behaviour management, moving and handling, safeguarding procedures, skills in facilitating preferred communication, of the child's choice.

Linden Brook serves as a dual purpose unit providing day care and overnight short breaks services for a maximum of seven children overnight at any one time, including an emergency bed, with up to two day care sessions provided the total number of children in the unit does not exceed eight. The maximum stay of each child should not exceed 28 consecutive overnight stays, or 120 overnight stays as a series of planned overnights, these arrangements are made under Section 17(6) or 20(4) of the 1989 Children Act. In exceptional circumstances, one child may be accommodated for a period not exceeding 6 months on a consecutive basis, or, an agreed shared care basis for a period not exceeding 12 months.

STAFFING STRUCTURE

The Service is managed on site by a Unit Manager. This Manager receives supervision and formal appraisal from the Service Manager – Disabled Children.

The staff team at Linden Brook are experienced and trained in the essential elements required in caring for children. Staff are supervised on a regular basis and training needs are assessed periodically. A copy of Calderdale Council's supervision policy is available at the Unit.

The staff team provides no less than 2 members of staff on duty at key times. Monday to Sunday and school holidays. Staffing levels will aim to reflect the assessed need in the unit at critical times or if there are fewer residents. There is a facility to provide increased staffing or even one to one arrangements when there are children whose behaviour is very challenging or when children's health needs are very complex.

There is a minimum requirement of one waking night worker and one sleep in worker. Staffing levels are increased at night as determined by individual risk assessments to ensure that the needs of all the children are met in the unit.

For children that receive day care, the service ensures that they can access all the facilities and participate in all the activities; measures are taken to ensure that there is sufficient space and staffing so that their needs and those of the children staying overnight are met.

Each shift incorporates a shift leader, who is responsible to manage the shift. If a situation is urgent, Calderdale operates an on call facility where the on call Service Manager would be contacted.

The Unit also has access to a bank of casual workers who have been recruited under the same rigorous standards as permanent staff. Casual workers are assigned to a residential unit for their induction programme, support and general supervision. They assist in providing cover for annual leave and sickness etc., for the regular staff and also provide additional cover for specific tasks.

Roles & Responsibilities of Staff

Unit Manager provides leadership and creates an environment where individual and collective needs are met (whilst keeping within, local, national and international policies and procedures).

- Lead and manage the staff team so that the Every Child Matters outcomes are achieved and that the requirements of the 1989 Children Act and the Social Care and Safeguarding procedures are met.
- Manage and monitor the quality of care
- Ensure that the National Minimum Standards are met.
- Manage and monitor administration of all duties relevant to the smooth running of the Unit
- Monitor and maintain the high standards of care provision
- Create opportunities for young people to fulfil their own needs
- Create a home that provides quality of life experience
- Liaise with social workers, education, health services and other agencies involved in services to the child
- Work in partnership with parents/those with parental responsibilities
- Recruitment
- Supervision of staff
- Provide support and guidance
- Ensure policies and procedures are disseminated to staff and implemented via Tri-X online
- Promote ongoing professional development
- Maintain good community relationships
- Attend meetings and represent the unit
- Assess training needs and monitor the effectiveness. Ensure that training plans are in place, which reflect the needs of the Unit and the development of individual staff. Further that there are improvements in practice and outcomes for children as a result of this training.
- Assist in the provision of training

- Maintain accurate records of staff, health and safety/fire safety etc
- Oversee the safety and well being of children and staff. Monitor health and safety practices
- Assess the fabric and budgetary requirements of the unit. Comply with financial instructions/ procedures and work within the allocated budget
- Ensure the environment is maintained to a high standard
- Ensure effective use of resources
- Assist in investigations (child protection/disciplinary)
- Respond to staff and children's grievances

Assistant Unit Managers - managing and supervising the day to day running of the unit in the absence of the unit manger with full delegated responsibility to mange within agreed policies and procedures.

Managing care – plan, implement, monitor and review care plans

- Ensure the protection of children utilising their applied knowledge of safeguarding practice and procedure
- Assess individuals needs
- Ensure involvement of children in decisions which affect them
- Promote equality and diversity

Managing the Service - review process for delivering service through ongoing monitoring of the quality of care

- Review the demands of the service making necessary changes when required
- Manage the implementation of change
- Contribute to developments
- Co-ordinate staffing
- Monitor the budget
- Comply with all council policies and procedures

Managing people – promote effective relationships and team working

- Contribute to selection and recruitment
- Lead and manage staff to achieve team/unit objectives
- Leading by example, role modelling the standards and expectations for the staff team to follow.
- Supervise and appraise staff
- Monitor training and attendance
- Chair relevant meetings
- Promote knowledge of policies and procedures

Children's Residential Workers are responsible for - providing care and support

- To support the provision of support of basic care needs to children
- To be aware of issues relating to the child, assess, monitor and develop personal plans
- Liaise with the child's social worker, family, colleagues etc

- Communicating with children so that their voice is represented and influencing their plans and reviews
- Support and develop; the practical, social, physical, emotional, personal, educational, leisure, cultural, contact needs and practical living skills for children.
- Report to AUM/UM
- Comply with all policies and procedures – especially safeguarding
- Keep legible and precise written records
- Attend meetings as required
- Ensuring that their training improves their practice and the outcomes for children.
- Maintain the property, furniture, grounds to a high standard
- Participate in 24 hour rota as required to meet the needs of the service
- Demonstrate good communication skills
- To demonstrate a non-judgemental, sensitive, approachable persona
- Manage crisis in line with agreed policy and procedure

Waking Night Children's Residential Workers are responsible for the:

1. Areas set out as responsibilities for Children's Residential Workers.
2. Well being and safety of children at night.
3. Frequent observation, monitoring and evaluation of any children who require technical, health or behavioural interventions, in line with their assessed needs and the agreed risk assessment.
4. Maintenance and custodianship of the building during the night.

The Cook is responsible for:

1. Providing well balanced and nutritious, home cooked meals; catering for individual diets and cultural needs.
2. Ensuring that hygiene standards are complied with.

Main meals are prepared on the premises by the cook who is experienced in the preparation of special diets, taking into account cultural, religious and ethnic needs. The majority of the staff team have a food hygiene certificate and they are able to prepare snacks and light meals.

Mealtimes are a group activity, it is not usual for children to take their meals in isolation, but this may occur in some instances e.g. illness, personal preference.

The Key Worker will:

- ❖ Ensure that the child is enabled to have their assessed needs fully met within the unit as well as the opportunity to achieve the outcomes that they aspire to.
- ❖ Proactively communicate with the child using their preferred method of communication.
- ❖ Act as a point of contact for the child, parent or carer, Social Worker, and all key professionals.
- ❖ Enable the child's participation in meetings and reviews.
- ❖ Devise and update plans of care in conjunction with relevant professionals, the child and parents/carers.
- ❖ Maintain accurate records for the child, which are appropriately stored.
- ❖ Work with carers and the child to fulfil the Care Plan and develop an individual programme that ensures that needs are met and outcomes achieved.

Each child is allocated a Key Worker. This will be a Children's Residential Worker who, in conjunction with an Assistant Unit Manager, will co-ordinate and plan care for the child when staying at Linden Brook

The Key Worker should be contacted if the family or child have any concerns or issues they feel they need to discuss.

However, in times of the Key Worker's absence, another member of the staff team will be available to help.

The Key Worker will not necessarily be on duty every time the child visits Linden Brook, but will make time for personal contact whenever they are.

RECRUITMENT

All staff are appointed under Calderdale's equal opportunities recruitment policy that complies with the Warner Guidelines. All applicants undergo a rigorous selection process. Calderdale Council has a detailed personnel procedure for the recruitment of staff and procedures that comply with the Children's Homes Regulations 2001. Copies of these procedures are available at the Unit.

The Council will not intentionally employ any unfit person as defined in Section 25 of the Children's Homes Regulations 2001 and all necessary checks are undertaken.

Where agency staff are contracted to work within the Unit, the Unit Manager or an Assistant Unit Manager will ensure that the requirements of Schedule 2 of the Children's Homes Regulations 2001 are fully complied with. This means that a member of the management team will verify the CRB's of agency workers prior to workers being engaged and that the referees will be telephoned before any start date to verify the reference and follow through on any concerns.

TRAINING AND DEVELOPMENT

All staff have access to continuing and post qualifying training. Training is promoted through supervision and the performance appraisal scheme so as to enhance personal and professional development and ensure that the needs of children are met and their outcomes are improved.

New staff are given an induction pack which evidences that they meet the required Calderdale Standards. A member of the management team will confirm that the standards are met during supervision.

There is a commitment to ensure that all the staff have relevant and appropriate qualifications i.e. NVQ 3/Diploma in Childcare level 3

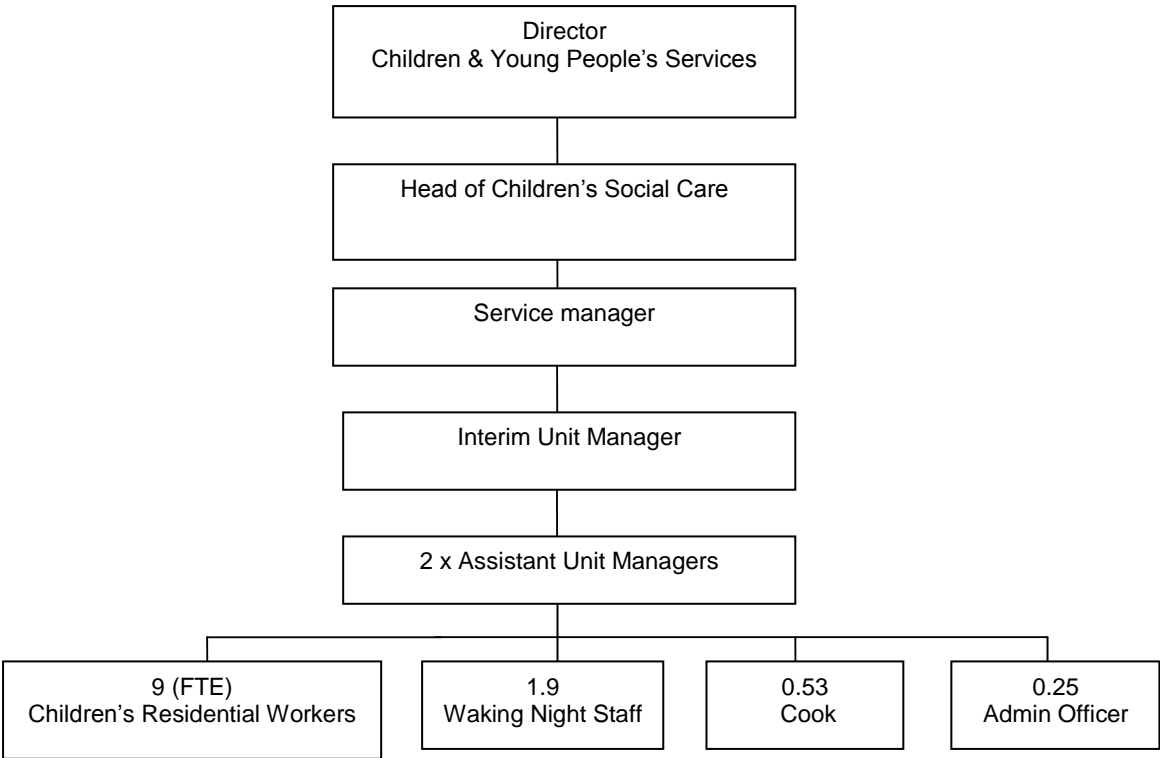
The staff at Linden Brook have the opportunity to obtain in-house training and apply for courses in the training programme, provided they are relevant to their working role and fulfil the National Minimum Standards.

SUPERVISION

Formal supervision is provided on a monthly basis for all staff for a period of 1-2 hours. Newly appointed Staff will be supervised fortnightly for the first six months. A written record of agreed action is kept confidentially on the person’s supervision file. All staff have their performance formally appraised each year.

Informal supervision supports daily practice and is exercised according to situational requirements.

ORGANISATIONAL STRUCTURE



GENERAL DETAILS OF CHILDREN TO BE ACCOMMODATED

Linden Brook can provide care and accommodation for up to seven children, aged between four and seventeen years of age. There is capacity for two children to receive day care, over the age of eight years, provided that the total number of children within the Unit does not exceed eight. The maximum number of children staying overnight at any one time is six with the facility for one child to stay overnight in an emergency.

Linden Brook provides a service to children with a moderate to severe learning disability or children who have a physical disability, sensory impairment or complex health need or autistic diagnosis where there is also a moderate or severe learning disability.

ADMISSION POLICY FOR LINDEN BROOK

1. Children, parents and carers can find out about the Service by making a direct enquiry to Linden Brook. If they wish to pursue the enquiry further they may ask

for an assessment of their needs, disabled children are considered to be children in need by the 1989 Children Act. Contact should be made with the First Response Team who, once the initial data checks have been completed will, in turn, pass their enquiry onto the Disabled Children's Team.

2. The Disabled Children's Team will undertake an assessment of needs that enables the participation of the child, parents, siblings and relevant family members. The team will consult with the key professionals during the assessment. At the conclusion of this assessment the Team will determine the key needs for the child and family and whether a short break would be the most appropriate way of meeting these needs. One of the options may be Linden Brook, in which case a visit to the Unit can be arranged.
3. The Assessment will be considered by the Team Manager for the Disabled Children's Team or where there are issues in relation to health funding by the Short Breaks Panel.
4. When the Assessment is to be considered by the Short Breaks Panel it will be submitted in advance to the Administrator for the Disabled Children's Team.
5. The Panel will consist of the following membership:
 - Service manager.
 - NHS Calderdale representative
 - Unit Manager, Linden Brook
6. The Panel will meet-monthly, as required.
7. The Social Worker/Community Nurse will notify the child and parents in writing of the Panel's decision.
8. On acceptance of the short break at Linden Brook, the family will receive a letter from the Unit Manager inviting the child and the parents to visit the Unit, to give them the opportunity to talk to staff and look around.
9. A plan that includes the use of Linden Brook as a short break will be drawn up between the Social Worker, the child, the parent or carer and the Unit Manager.
10. As part of the introductory process to the unit the child will be invited to visit for tea. The introductory process will be tailored to the needs of the child so the timing of this will vary accordingly.
11. The child will be introduced to their Key Worker who will be the main point of contact for the child and family. The detailed responsibilities of the Key Worker are outlined in the section entitled Approaches to Care
12. Linden Brook arranges plans for short breaks on a six-monthly cycle, therefore when a new child takes up their short breaks it may not always be possible to provide their first preference for the times or days of the breaks.
13. Linden Brook may need to cancel planned short breaks if an emergency occurs.

14. Bookings are allocated in advance for a period of six months. The Unit will consider requests to change bookings provided this does not exceed the agreed short break allocation and the request does not compromise the requirement to meet the needs of other children.

EMERGENCY ACCOMODATION

Requests for emergency accommodation outside the agreed plan for short breaks will only be considered within the guidelines of the relevant procedures, permission to accommodate a child can only be agreed by a Service Manager. This placement will then be subject to the normal review procedure. The Unit Manager will need to notify OFSTED. A Planning Meeting will be convened in order to ensure that the needs of the child can be met and to address any implications for the Unit in delivering the plan.

DISCHARGE POLICY FOR LINDEN BROOK

1. Young people will have their needs met by Adult Services when they reach the age of 18.
2. A Transition Assessment will be completed by the young person's social worker or community nurse and the allocated worker from Adult Services. This will involve discussion with the young person, parents, carers and all key professionals.
3. A young person has the right to information which will enable them to make an informed choice about the support and assistance they wish to receive.
4. The social worker or community nurse will send a referral and case summary to the appropriate Adult Services within one month of the young person's 16th birthday. The Adult Team will consider the information.
5. If a young person plans to leave school at aged 16, they should be offered the choice of a Transition Assessment, either prior to leaving school or prior to leaving further education. The Assessment will be offered by the Disabled Children's Team.
6. It is the responsibility of Adult Services to resolve any conflict of opinion in determining which service area should pick up the responsibility for a young person referred to them.
7. If a young person leaves Linden Brook before their 18th birthday to another Unit or area, the social worker/community nurse will provide a copy of the Care Plan and Assessment to the new carers provided consent has been obtained.
8. The Key Worker at Linden Brook will be actively involved in detailed planning with any service identified by Adult Services to ensure as smooth a transition as possible.

ACCOMMODATION AT LINDEN BROOK

Linden Brook is a purpose built detached bungalow in a quiet area of Skircoat, about a mile from the centre of Halifax.

All parts of the building are fully accessible to wheelchairs including the pleasant lawned gardens, which are securely enclosed at the rear of the house. The gardens also have some play equipment.

There are seven bedrooms in the Unit all rooms have their own wash hand basin apart from one which is a low stimulation room. There are two full bathrooms and a separate shower room. There are tracking systems in place throughout the Unit for those needing assistance. There is an intercom system, which connects all bedrooms to the waking night staff. There is also a bed for a sleep-in member of staff.

As well as a large lounge/dining room and indoor play area Linden Brook has a sensory room and a soft playroom and music room. Children are not encouraged to go into either the laundry or the kitchen without staff supervision.

DOMESTIC ARRANGEMENTS

Children are expected to keep their own rooms clean and tidy. They are encouraged to help with simple household chores, including preparation of meals, washing up etc. They are also expected to be responsible, where it is age appropriate for their own laundering and maintenance of clothing. Staff will assist children wherever necessary as agreed in their care plan.

APPROACHES TO CARE

We believe all children and young people have a right to achieve their full potential. We recognise that often children and young people need our services as a result of circumstances outside their control. We commit to work with children and young people to find ways to address issues related to their circumstances in ways that provide them with the skills, attitudes and behaviours to develop self management and self determination. We will provide opportunities for children and young people to understand what choices they have and take responsibility for the choices they make.

Children cared for within Calderdale Residential Services and the Short Breaks Unit will experience care based on the following principles and values underpinned by social pedagogy:

Social pedagogy is the upbringing or education of the child in its broadest sense. (Put simply it is 'Hearts, Hands and Heads approach')

- A focus on the child as a whole person with support for overall development
- Children and carers in the same life space not a hierarchical domain
- Reflection on work with theoretical knowledge underpinning all areas of work
- Practical support, sharing in all aspects of a child's daily life

Within the framework are the following theoretical models:

- Social Pedagogy working with children to develop their emotional, practical and intellectual skills to help them to achieve life-long well being

- Solution focused brief therapy- Through conversations with young people, we will help them to recognise positive aspects of their lives, and work with them to identify how to build on these
- Therapeutic crisis intervention and Team Teach – Supporting young people within their home to manage their emotions and concerns, and to teach them appropriate ways of recognising and dealing with stress and upset
- Restorative practice -‘repairing harm done to relationships and people over and above the need for assigning blame and dispensing punishment’
Key values create an ethos of respect, inclusion, accountability and taking responsibility, commitment to relationships, impartiality, being non-judgemental, collaboration, empowerment and emotional articulacy.
Key skills include active listening, facilitating dialogue and problem solving, listening to and expressing emotion and empowering others to take ownership of problems.

Linden Brook offers young people various forms of support to assist emotional well being: -

One to one support work	Anger management
Creative Leisure / Play activities	Basic living and independence skills
Assertiveness	Cultural awareness
Setting boundaries/discipline	
Group work	
Sexual awareness	
Menu and dietary advice	
Established links with other professionals/ agencies	

Through the application of all these practices young people cared for by Children’s Social Care will:

- Stay Safe
- Enjoy and achieve
- Be Healthy
- Achieve economic well being
- Achieve positive contribution

REVIEW ARRANGEMENTS

The first review will take place within three months of the short break commencing, then at six months and then at regular six monthly intervals. Children placed full time in an emergency will be reviewed within 72 hours, then three months after this and then at six monthly intervals.

All parties who play a role in the life of the child will be consulted prior to reviews and, where appropriate, invited to attend. This will include parents, carers or those with parental responsibility as well as a representative from the child’s school, the lead health professional overseeing their care, their Key Worker, Social Worker and any other professional agency representative.

Prior to every review Key Workers will undertake to ascertain the wishes, views and aspirations of children so as to ensure that these are represented. The Key Worker encourages and enables the child to contribute to their review.

A child can talk to the Children's Rights' Officer at any time if there are issues which they wish to discuss with an independent person.

In Calderdale Children's Social Care all Unit Placement Plans are reviewed at least monthly, more frequently as required and following a review. The plan is reviewed by Unit Manager, Assistant Unit Manager and Key Worker. Once completed this is sent to social worker, community nurse and parents for agreement.

CONSULTATION ABOUT THE OPERATION OF THE UNIT

Children and their parents/carers will be consulted and involved in decisions that affect their lives. Consultation, participation and involvement will take place informally, through written agreements, individual interviews, key worker sessions and community meetings with the children. The staff group encourages children to participate fully in all aspects of daily living: planning for refurbishments and menus etc.

Parents/carers are welcome to coffee mornings. There is also a group of parents/carers that form the 'Friends of Linden Brook', they meet with staff and plan occasional social events; this provides another informal source of support for parents and any issues that arise will be addressed by the unit.

COMMUNITY MEETINGS

Community Meetings with children are held monthly. Due to the children not being permanent residents there is no formal agenda; however the children can discuss any issue at any time. Children can invite advocates, senior managers or others to the meeting. Issues of group living are explored to identify positive and negative experiences in order to be able to address them through collaboration. Staff will actively seek to involve children in decisions regarding activities of daily living. Sometimes the Children's Rights Worker attends these meetings to act as an advocate for children.

Notes will be made of the meeting including how many children attended, the issues discussed and decisions made, requests from these meetings are fed into monthly team meetings and any decisions/outcomes from here go directly back to the Community Meetings on the same evening.

FACILITIES

Linden Brook has established good links with local community facilities. The Unit takes every advantage of leisure and sports facilities. The Unit has its own mini bus and days out are built into the activities available at Linden Brook. Favourite activities include bowling and visiting the cinema, the park or the shopping centres. The aim is to provide stimulating activities appropriate to the group from which the children can learn a variety of skills as well as the enjoyment to be found in group activities.

Children are encouraged to develop and experience a range of recreational activities, they are supported in any chosen hobby they may have and these issues are addressed in the planning process for short breaks.

There is a sensory room, soft playroom and music room at Linden Brook, alongside a large collection of toys, books, music and films.

There is a large garden, which is used for ball games and other organised recreational activities.

HEALTH CARE

All the health needs of a child will be assessed before a short break commences. Information on their needs is kept on the individual file. Any training is then arranged prior to their first short break.

Parents or carers are requested to provide sufficient quantities of any regular medication needed during the young person's stay at Linden Brook. All medication is kept in a secure cabinet and is administered by two members of staff using a counter-checking process. All administration of medication is noted on the individual file. Linden Brook has a medication administration policy and consent form, which can be provided on request.

If a child is ill during their stay at Linden Brook parents or carers will be informed as soon as possible and a decision regarding the child returning home will be discussed. Should the child remain at Linden Brook either his or her own GP or the locum service will be asked to visit as appropriate. If a child is unable to attend school due to illness they should not remain at Linden Brook unless the parents are already away on holiday.

Any equipment needed by the child will be noted on their individual file. Parents or carers are asked to provide this, where this is not possible equivalent equipment will be provided at Linden Brook. The staff will be given any training necessary for the safe and effective use and handling of individual equipment before the child's first visit.

SMOKING

Calderdale MBC is a non-smoking Authority. No smoking will be permitted by staff, visitors or children within the unit or the grounds.

EDUCATION

Children will continue to attend their own school whilst staying at Linden Brook during term time. Transport to and from school will be provided by bus or taxi; Linden Brook does not provide transport. Special schools are notified on a weekly basis of those children coming to stay. If carers transport children to school, they must continue to do so.

When a child is unable to attend school because of ill health, the family is advised and the child will return home.

Educational achievement is a priority for children resident at Linden Brook and every effort / encouragement is given towards children realising their potential. The staff encourage children by providing appropriate support with homework.

RELIGIOUS OBSERVANCES

Prior to admission any religious requirements will be discussed with the child and his or her carers. Arrangements will be made to assist and support any child to fulfil any religious obligations and observances they choose. The arrangements to meet these needs will be included in the care plan and adhered to by all staff. This will include making arrangements to attend the chosen place of worship, use of a room for private prayer or reading and the provision of any special diet as required. The family of the child and members of their religious community are requested to assist when the Unit needs additional knowledge so as to ensure that identified needs are met.

CONTACT

Contact arrangements will be discussed and detailed in the child's current placement plan.

Key Workers will maintain regular contact with families to discuss ongoing needs and update the care plan. Parents and Carers will notify staff of any changes necessary in the care of the child.

Contact between children and their parents, families and friends is always promoted and encouraged unless there is evidence that such contact would be damaging or detrimental to the child. Siblings and other relatives are also important and contact is encouraged through letter writing or sending cards on special occasions etc. Contact with other professionals, such as Social Workers, will not be restricted.

Parents, relatives, carers and friends are welcome to visit Linden Brook

Children are encouraged to show parents or carers the facilities available at Linden Brook

Visitors are not allowed in the bedroom areas unless accompanied by a member of staff.

A private telephone is available for children to contact family or friends.

The staff will inform parents of any accidents or illness as soon as possible. If parents or carers are going on holiday an alternative emergency address or telephone number will be needed.

BEHAVIOUR MANAGEMENT

The underpinning values of how we treat young people and manage behaviour are described in our residential services commitment to behavioural standards.

The Unit encourages and promotes a climate of achievement by offering children a structured reward system based on expected standards of behaviour. Both structure and standards are clearly explained to the child as part of their introduction to the Unit.

Types of behaviour that will be rewarded include: -

- Progress in self control
- Respect and recognition of others
- Politeness / use of appropriate language / behaviour
- Achievement at school /attending school/educational placement
- Achievement in a personal goal
- Engagement in appropriate activities

There are some types of behaviour that are unacceptable and will be challenged. These include:

- Bullying
- Racist, homophobic, sexist and any other form of discriminatory behaviour.
- Physical intimidation of other residents or workers.
- Malicious damage to property
- Children placing themselves at risk by absconding

Sanctions imposed will be clearly recorded in the sanction book and on the child's file.

It is recognised that disciplinary measures affect different children in different ways and that a sanction must be appropriate to that child and the situation. Rules and routine are required in a group living situation and also provide a structure for children, but it is recognised that a degree of flexibility is necessary to accommodate individual needs.

Linden Brook applies the Team Teach Intervention System to the management of behaviour. This seeks to promote understanding and awareness, teaching techniques of de-escalating situations and ensuring the safe resolution of conflicts. All staff are trained in Team Teach and attend annual refresher courses.

Behaviour that challenges staff may be associated with communication or levels of understanding or be associated with the child's disability. These behaviours will be recorded on the child's file and discussed with parents and other key professionals so an agreed approach to management and intervention is achieved.

In assessing whether a behaviour is deliberate or accidental staff will take into account the individual needs of the child and the circumstances. They will need to consult with the Shift Leader or Assistant Unit Manager to determine the appropriate intervention.

Each child's behavioural needs are approached on an individual basis. Staff ensure that in any responses to 'unacceptable' behaviour the child is treated with respect and dignity. Rather than use a sanction, the staff prefer to guide the child towards an acceptable way of meeting their needs, using positive reinforcement, praise, etc. Staff aim to work in partnership with carers and other professionals to provide an individual and consistent plan to manage challenging behaviour.

Where behaviour is deemed deliberate, and the child is felt to have sufficient understanding to benefit from the use of a sanction, sanctions may be considered in the following circumstances.

1. The child is endangering him/herself or others.
2. The child is causing distress/disruption to other children in the group.
3. The child has caused damaged to property.

If sanctions need to be used they will be clearly recorded in the sanction book and will also be recorded in the child's file. Any sanctions will be discussed with parents who will be shown the sanctions book. The sanctions used would be:

1. Time out, removing the child from the group for a cooling off period, with supervision at all times.
2. Withdrawal of treats or activities, where appropriate and understood by the child.

SAFEGUARDING

The overriding aim is to provide a "safe enough" environment that enables children to be and feel safe, within the Unit. Each child will have a risk assessment and there will be planned strategies to minimise risk to themselves or others.

All staff are trained, and are familiar with, and follow Calderdale Safeguarding Board's Procedures, via www.calderdale-scb.org.uk

EQUALITY AND DIVERSITY.

Linden Brook will continuously try to ensure that each child is treated with respect and dignity. Each child will be given fair and equal opportunities to develop their full potential with positive regard to gender, ethnicity, cultural and religious background, sexuality or ability.

BULLYING

The Unit responds strongly to bullying and follows the behaviour management policy and guidance of the Local Authority on such matters. Bullying will not be tolerated and children who are bullied are supported. Children who engage in bullying receive the message that it is the behaviour, not the person, which is unacceptable; they receive support and guidance to enable change to take place.

A bullying risk assessment is in place. Any incidents of bullying are monitored and evaluated and management strategies are put into place. All staff regard the welfare of the child to be paramount. The staff are vigilant in the protection of the child and will address and counter bullying behaviour.

UNAUTHORISED ABSENCES

The Local Authority has a joint protocol with West Yorkshire Police for assessing and managing unauthorised absences from the Unit. This protocol is part of the procedure manual and is available at the Unit. It is followed in all cases of unauthorised absence.

Children staying at Linden Brook are supervised at all times. All staff are trained to observe the children and intervene if they are experiencing difficulties; this approach has proved to be very effective in preventing children leaving the premises without supervision.

If a child is found to be away from the Unit without the prior knowledge of staff the Police will be informed immediately to assist in the search. Staff will attempt to find the child by contacting family, friends etc. Parents and carers will be notified of any such event as soon as possible.

FIRE PRECAUTIONS

A member of staff is appointed as Unit Fire Officer and has responsibility for ensuring that all fire equipment is correctly maintained and that regular practices are carried out with the results clearly recorded in line with the Authority's recognised procedure.

The Unit complies with the advice of West Yorkshire Fire Service and the Local Authority's Health & Safety Guidance. All staff have been trained in the use of fire extinguishers. All fire alarms and fire extinguishers are checked weekly and fire drills take place four times a year.

All the children have the arrangements for building evacuation explained to them as close to the point of admission as is reasonable. Children are also required to take fire drill and building evacuation seriously.

A serious view is taken by the Authority if any emergency equipment is interfered with or damaged and appropriate measures / action will be taken in the event of serious damage.

In the event of the fire alarm sounding all children will be evacuated by staff to a nearby designated safe area. If a fire occurs during the day, staff and children are evacuated into the garden area. If the fire occurs during the night, the children will either stay in their rooms or be evacuated onto the mini bus, depending on the severity of the fire.

Parents/carers will be notified if a fire occurs as soon as it is safe to do so.

COMPLAINTS

Children are informed about, and have access to, the Council's complaints procedure. Children can seek independent consultation from someone outside the direct management structure of the unit. The Children's Right's Officer, visits the Unit to discuss any concerns they may have. They also can contact the officer by telephone, 01422 371993. Children are invited/encouraged to discuss any issues they feel are of concern to them with the Regulation 33 visitors and OFSTED.

OFSTED is an independent body and is available to hear complaints about service delivery. You can contact them, as well as completing a Calderdale Council Complaints form, or you can contact them if you are dissatisfied with the treatment of your complaint. The OFSTED Inspector can be contacted on: 0300 123 1231 at the Manchester office of Ofsted, 3rd floor, Royal Exchange Buildings, St. Ann's Square, Manchester, M2 7LA.

Linden Brook is fully compliant with Calderdale Council's complaints procedure and children are made fully aware of their rights both on admission and throughout their stay. They are also made aware through the children's booklet as to how to contact OFSTED.

Linden Brook welcomes any compliments and feedback on the service provided from whatever source.

Residential Service Commitment **to** **Behavioural Standards**

What are our Behavioural Commitments?

The Code of Practice for the Residential Service Workers sets down the responsibilities of employers in the line with regulation of social care workers as stated in the General Council Social Care. The code requires that workers adhere to the standards set out in these codes, support other workers in meeting their code and take appropriate action when workers do not meet expected standards of conduct. These behavioural standards have been developed by the senior managers within Calderdale Residential Services to assist staff in 'living' the code of practice, thereby improving standards and the quality of service to young people in residential accommodation.

The Code of Practice for Residential Care Workers is a list of statements that describe the standards of professional conduct and practice required of all workers as they go about their daily work. The intention is to confirm the standards required in the Residential Service and ensure that workers know what standards of conduct Calderdale, colleagues, and Young people expect of them.

The behavioural standards are intended to reflect existing good practice and it is anticipated that workers and employers will recognise in these commitments the shared standards to which they already aspire. The Residential Service will promote these standards through making the behavioural commitments widely available.

How will the commitments be used?

The behavioural commitments are a key step in the introduction of a standardised expectation of behavioural conduct for the Residential Service in Calderdale, and will

support the guidance and understanding for all it's workers outlining minimum expectations of practice when employed in the Residential Service. As a worker you will have criteria to guide your practice and be clear about what standards of conduct and behaviour you are expected to meet. You are encouraged to use the commitments to examine your own practice and to look for areas in which you can improve.

Young People using the service will be helped to understand how a worker will behave towards them and how the Residential Service should support workers to do their jobs well.

These behavioural standards are intended to complement and recognise the good practice in existence within the Children's homes of Calderdale as well as give clear guidance to all Workers what behavioural standards are expected.

The Behavioural Commitments

The core underpinning value is Respect: this encompasses many facets for the Young People, fellow Workers, and the role & responsibilities the worker has within their role to support service delivery should be shown at all times while on duty at the designated home's of Calderdale Council.

Some aspects of Respect to be considered:

Greetings – When a worker, Young Person or relative other person is attending or leaving the home, they are to be greeted appropriate to the relationship the Worker has with the individual. i.e. (colleague, carer, fellow professional)

Honesty – Open & honest with your colleagues and Young People you work with about all matters related to work practice

Support others – Support to be pro-actively offered to fellow workers when needed to support their own practice, to include feedback when something positive is observed and when something could be improved.

Listen – When a fellow worker or Young Person is communicating then respect must be shown by listening to what they have to say, respecting views, opinions, and ideas demonstrated through eye contact, being with the person not doing other things which could be a distraction and giving verbal and non-verbal feedback ie nodding, smiling , use of active listening skills etc.

Challenge/Inform – It is the duty of all workers to provide and receive constructive criticism and information which is in the best interest of the young people and service, this includes addressing issues firstly with the person involved, not gossiping or discussing with others first.

Praise – Positive praise to be given to fellow workers for promoting practice that best meets the needs of the young people and service. Workers should demonstrate appreciation for colleagues specifically identifying positive attributes or actions.

Constructive Use of Time – Workers are expected to be committed to developing the service by taking responsibility for developing own knowledge and practice, and using time constructively.

Solution Focused: Residential services want to have the reputation of ‘If we can – we will’ - Show commitment to solving problems with service delivery issues and support team dynamics as an individual worker and team member.

Proximity – The worker must make effective use of appropriate body language, eye contact and proximity to make a colleague or Young Person feel that they are being listened to and cared for.

Expectations of Behaviour: All worker's are expected to display practice that conveys the person centred thinking qualities that are integral to working as part of a team caring for Young People in the residential service of Calderdale Council, the following points are specific requirements to support each identified areas:

When working with Young people

- Interaction in a morning when the Young People are getting out of bed and preparing for the day offers a great opportunity to demonstrate respect - i.e. staff out of the office and to be around the home with the Young People
- Workers to be aware of using positive greetings and language, providing positive interaction and appropriate support whilst Young People get ready to leave for school, training etc
- Workers strive to establish and maintain the trust and confidence of Young People actively seeking to promote a positive relationship
- Workers to promote, understand, and use, the impact of proximity to convey emotional warmth/ physical affection/ intimacy e.g. when a Young Person is leaving or entering the home, and when Young Person is in need of emotional & physical support.
- The image and reputation of the service and it's Young People to be promoted within the children's workforce and wider context
- Workers to record all relevant information as role requires in a non judgemental way, stating factual information which enables the Young People to have access to their identity/plans (follow Calderdale procedures for access to information)

Change -over period/Team meetings/entering & leaving home:

- Acknowledgement of colleagues entering workplace, face-to-face interaction. i.e. (socially polite norms)
- Shift leader to conduct hand over (unless otherwise arranged/ agreed), other staff member finishing shift to support Young People if in the home
- Workers to remain focused on service delivery issues, no personal conversations between colleagues to happen once changeover has started that will impair effective communication of information or attention to the needs of young people.
- All topics and debates in team meetings are to be relevant to service delivery issues and the measured outcomes for Young People

Being an effective Team Member:

- Worker to be punctual and dressed appropriately to perform planned duties, arriving and leaving work during agreed hours
- To work effectively during agreed hours
- Personal phones not to be used which will distract from work practice, and no personal internet use that will distract from role & responsibilities while on duty
- Worker to be accountable for the quality of own work and take responsibility for maintaining and improving their knowledge and skills
- Support others to solve problems and address issues
- Worker to identify issues at work and take action to remedy them
- Worker to present positive impression of the team and service to young people and workers from outside the service.
- To react constructively to changing circumstances
- Worker must recognise, respect and promote different roles individuals have within the team.
- Recognise, respect and promote diversity within the team
- To seek, offer and reflect on feedback.
- To support other team members in all aspects of work.
- Have a shared approach to teamwork taking personal responsibility to address issues.
- Worker to understand own role within the team and wider organisation.

- No negative comments to be made about a fellow worker or relevant others.
- Worker to declare issues that might create conflicts of interest and make sure that they do not influence their judgement or practice

Responsibility of the Residential Service:

- Provide training and development opportunities to enable workers to strengthen and develop their skills and knowledge
- Promote the GSCC's codes of practice to workers and Young People
- Manage the performance of workers and the organisation to ensure high quality services and care.
- Give workers clear information about their roles and responsibilities
- Effectively manage and supervise workers to support effective practice and good conduct and support workers to address deficiencies in their performance
- Inform workers about the Code of Practice and their personal responsibility to meet that code

METROPOLITAN BOROUGH OF CALDERDALE

DIRECTORATE OF CHILDREN AND YOUNG PEOPLE'S SERVICES

CHILDREN'S SOCIAL CARE

Northgate House
Northgate
Halifax
HX11UN

STATEMENT OF PURPOSE

Pertaining to

WESTGARTH

CHILDREN'S THERAPEUTIC CARE RESIDENTIAL HOME



"We offer a safe and caring home that will find ways to support every individual in all aspects of their lives.

Inspire young people to achieve and best prepare for their future lives."

INTRODUCTION

Residential care provided by Calderdale Council represents a positive placement choice for some children and young people based upon good innovative support and the achievement of positive outcomes.

It is a valued choice for those young people who have experienced family breakdown or numerous foster placements, and who do not want to live with another family.

For some young people who have strong links with their family and friends residential care is way of maintaining those links in a safe and stable environment. It is also an environment where older young people can to prepare for independence, establishing positive relationships and support networks while learning independent living skills

WESTGARTH

GENERAL DETAILS OF CHILDREN TO BE ACCOMMODATED

Westgarth accepts children and young people aged between 12 to 17 years old. All Calderdale children's residential homes admit young people in a planned way. The process for deciding on the placement in a particular home is via a Children's Gateway Panel. This meeting monitors and agrees plans for the placement of Looked After Children and Young People in Calderdale.

Through the Gateway Meeting, a placement in a particular residential home may be suggested. Following this, a joint discussion will take place by the social worker and the home manager/ other staff as to whether that home can appropriately meet that young person's assessed needs. Part of this discussion will be around the probable impact on the other young people in residence.

Their care and placement plans will demonstrate achievable goals against the five key outcomes under 'Every Child Matters' and will identify clearly, the role Westgarth will play in the planning and implementation of the young person's care plan. Clear objectives of the placement and the ability of Westgarth to be able to meet most if not all the assessed objectives, will be identified.

The resident group and their needs are important considerations within this context.

Care will be provided in the following circumstances: -

- **For young people who need a stable placement until they can achieve independence or reach the age of 18 years including young people from over seas**
- **For young people who are in the process of being reunited with their families or carers**

- For young people who are waiting for an alternative family placement or foster placement

ADMISSION AND LENGTH OF STAY

Admissions to Westgarth should be on a planned basis and will include introductory visits for the young person, their parents and social worker. Young people will be invited for tea and have an overnight stay pre-admission.

A planned placement will ideally provide 2 weeks' notice to the home to enable staff, resident young people and other agencies to adequately prepare for the new young person.

In exceptional circumstances any home may be required to take an unplanned admission. In these circumstances staff will work to **"Unplanned Admission Guidance – 2011"**. See appendix 2

A Placement Plan will be made for all young people on admission. This will state how the Care Plan will be carried out including who is responsible for what tasks, and what purpose this placement serves in the Care Plan.

We endeavour to ensure the stability and security of all placements, any decision on admission will take into account the impact of the current young people resident in order to minimise the impact on their stability and security.

All young people will be allocated a key worker who will assist with reviews, planning meetings etc. The key worker's role is to befriend and directly support the young people. The Key worker will also monitor, update and ensure that the placement plan is achieved through consultation with young people, that appropriate person's such as their social worker, parent/carer and their social worker, are included.

ACCOMMODATION AT WESTGARTH

Westgarth is a large, detached Victorian house set in good sized gardens. Westgarth is well located for local buses and the small town of Elland has a various selection of shops and amenities, including a swimming baths and cinema. Elland are easily accessible on foot.

Westgarth is a beautiful house and well maintained. The ground floor of the building is generally communal areas, large lounge, dining area, laundry and kitchen. There is a large office to front of building which is open to young people (unless confidential business occurring) and small office to rear. One young person's bedroom is also located on this floor.

The lounge is large, well decorated and comfortable and can accommodate home residents and staff. It is an area renowned for it's warmth and relaxed atmosphere many evenings are spent here watching television or playing board games.

The dining room can accommodate and seat 8 to 10 people comfortably and this enables us to promote visits from family and friends, we have regular family visits for tea. The dining area also is used as a computer/games room, it has a large flat screen television (wall mounted) which is used for xbox/ps activities and luxurious sofa for socialising and game playing. This room also overlooks Westgarth's well maintained grounds.

A private telephone room is available to residents and visitors.

The kitchen is the "hub" of the house, where young people and staff regularly congregate, it is modern and contains comfortable breakfast bar/seating area. The kitchen leads out to the garden, the garden has vast grassed area which is equipped with football nets and barbeque area with seating.

The grand stairway leads you from the entrance hall up to the second floor which comprises of four residents bedrooms, one staff bedroom, stairs to the attic (second staff bedroom) and two communal bathrooms. The bathrooms are well designed and modern, reflecting the needs of the young people.

The home is equipped with fire alarm, burglar alarm and sprinkler system, ensuring this is the safest home in Calderdale. Fire exits are accessible to each floor and all areas equipped with emergency lighting.

DOMESTIC ARRANGEMENTS

Young people are expected to keep their own rooms clean and tidy. They are encouraged to help with simple household chores, including preparation of meals, washing up etc. They are also expected to be responsible for their own laundering and maintenance of clothing. Staff will assist young people wherever necessary as agreed in their Care Plan.

CONSULTATION ABOUT THE OPERATION OF THE HOME

Resident young people and, where appropriate, their families will be consulted and involved in decisions that affects their lives. Consultation, participation and involvement will take place informally and through written agreements, individual interviews, key worker sessions and residents meetings. Staff encourage young people to participate fully in all aspects of group living, refurbishments, menus, placements etc. Residents are encouraged to participate in specific roles about the home; health and safety, fire safety, chairing residents meetings, policy making etc. this contributes directly to improved self esteem and responsibility for their own home.

RESIDENTS' MEETINGS

Residents' meetings are held monthly. These can be formal meetings with a set agenda to plan a holiday or consider issues of good behaviour or discipline. Residents can invite advocates, senior managers or others to the meeting. Issues of group living are explored to identify positive and negative experiences in order to be able to address them through collaboration. Staff will actively seek to involve young people in decisions regarding activities of daily living. Other meetings may be informal and held, for example, around the tea table. Sometimes the Children's Rights Worker attends these meetings to act as an advocate for young people.

Notes will be made of the meeting including how many young people attended, the issues discussed and decisions made, requests from these meetings are fed into monthly team meetings and any decisions/outcomes from here go directly back to resident group same evening.

FACILITIES

Young people are encouraged to take part in community leisure activities as individuals or as a group. Individual young people are also encouraged and supported to develop their own interests and hobbies both inside and outside the home.

Young people will also be able to take part in leisure activities organised by staff. The aim is to provide stimulating activities appropriate to the group from which the young people can learn a variety of skills as well as the enjoyment to be found in group activities. Young people are encouraged to participate in school activities and trips and the home arranges an annual holidays.

The lounge is equipped with large wall mounted flat screen television for general viewing. Young people are also provided with large television, free view box and dvd player in their own bedrooms. They are able to listen to their own music systems or music on televisions in their rooms as long as this does not impact on residents and neighbours.

A room can be provided for quiet work /relaxation. A computer is available to support learning and schoolwork along with other pastime activities such as computer games. Young people are provided with internet access and given lid number to access this on admission.

Board, computer games and art materials are available, as are books, newspapers and magazines (on request).

There is a large garden, which is used for ball games and other organised recreational and social activities. The home owns two mountain bikes and helmets which are available to use.

SECURITY MEASURES

The property has a fully operational house system with smoke detectors, carbon monoxide detectors, emergency lighting and outside lighting. Each landing and all communal/office spaces are equipped with H2O and CO2 fire extinguishers. There is a dry powder extinguisher and a fire blanket in the kitchen to cover electrical and oil fires.

Each floor is fitted with regulation fire doors and there is access to a fire escape. In addition, regular fire drills are in place to ensure that staff and young people are aware of procedures following fires. Staff are trained in all aspects of safety, general health and safety, fire, therapeutic crisis intervention and first aid.

The building is monitored by CCTV cameras on main exits, and also exit door chimes when doors are opened. Exit doors are secured at bedtimes but are operationally released in conjunction with fire panel.

APPROACHES TO CARE

We offer a safe and caring home that will find ways to support every individual in all aspects of their lives. Inspire young people to achieve and best prepare for their futures.

We believe we should create an environment where young people can talk openly and honestly without fear of judgment.

We believe every child has the right to be cared for. To live in an open and honest home. To feel safe and be allowed to achieve.

All young people should feel like an individual with their own personal needs. To achieve an open and honest culture within a diverse society. Offer support and ways to find meaningful outcomes to achieve best results.

We believe that Westgarth should provide an open and honest culture to break down barriers and progress.

For young people to be able to achieve in our home we as a team need to role model behaviour which represents open, honesty and trust. We can achieve this through reciprocal communication.

All young people have the right to be loved and protected and feel good about themselves.

AIMS AND OBJECTIVES

Staff at Westgarth work with young people aged between 12 and 18 years, and we aim to work in a planned and constructive way, meeting the individual needs of the young people we support in conjunction with **Every Child Matters**, so that every young person has the opportunity to;

Stay safe

Be Healthy

Enjoy and achieve

Make a positive contribution

Achieve economic wellbeing

The objectives of the establishment are to support a Young Person to –

STAY SAFE

- Providing a comfortable, well ordered home, that feels safe and secure, for young people who are being looked after by the Local Authority.
- Providing a caring and nurturing environment which enables them to minimise risk to themselves and others through good working and personal relationships.
- Facilitating contact with family and friends in a planned and safe way by promoting, maintaining and developing links with family and extended networks where it is safe to do so.

Dealing with allegations, complaints and concerns in a sensitive and timely manner, following correct procedures and process.

BE HEALTHY

- Provide good health information and support, through regular contact with the Designated or Named Nurse as appropriate, or through other services that are available for young people.
- Assisting them in making choices and making appropriate positive changes to their lives in a planned way.

POSITIVELY CONTRIBUTE

- Work collectively and creatively with other professionals and within the community to ensure that young people looked after are have positive experiences in the home and its environment.
- Ensure that young people feel able to participate fully in decisions which impact upon them and their families

- Create opportunities for participating in the running of the home, and for involvement in voluntary work or similar activities where appropriate.
- Promote involvement in voluntary work or similar activities that are community based

ENJOY AND ACHIEVE

- Take full advantage of services, activities and opportunities, which enables a young person to maximise their potential on all levels,.
- Taking active involvement in supporting a young persons education, training or employment, contributing to their personal education plan or pathway plan and assessment of need
- Enhancing their emotional well being, and improving self esteem through social and educational achievements, and the pursuit of special talents and interests

ACHIEVE ECONOMIC WELL BEING

- Support young people through care and into independence when this is part of their care plan/pathway plan.
- Support all young people to manage their finances effectively and gain a greater understanding of their economic situations..
- Support all young people to make the best use of educational, training and employment opportunities.
- Support young people to find suitable accommodation

VALUES STATEMENT AND PRINCIPLES OF CARE

Children cared for within Calderdale Residential Services will experience care based upon a range of principles and values using the following theoretical models and frameworks, all of which are evidenced as good practice.

Social Pedagogy

The upbringing or education of the child in its broadest sense by working with children and young people to develop their emotional, practical and intellectual skills and to help them achieve life-long well being using the 'hearts, hands and minds' approach to care. This entails

- A focus on the child as a whole person with support for overall development
- Children and carers in the same life space not a hierarchical domain
- Reflection on work with theoretical knowledge underpinning all areas of work
- Practical support, sharing in all aspects of a child's daily life

Solution focused brief therapy – helping children and young people to find their own solutions

- Through conversations with young people, which will help them to recognise positive aspects of their lives, and work with them to identify how to build on these strengths.

Therapeutic crisis intervention and Team Teach

- Provides staff with knowledge and skills so that they can become the catalyst through which the young person changes old habits, destructive responses and maladaptive behaviour patterns. Enables staff to help young people develop new responses to their environment that will enable them to achieve a higher level of social and emotional maturity.

Restorative practice 'repairing harm done to relationships and people over and above the need for assigning blame and dispensing punishment'

- Create an ethos of respect, inclusion, accountability and taking responsibility, commitment to relationships, impartiality, being non-judgemental, collaboration, empowerment and emotional articulacy.
- Includes active listening, facilitating dialogue and problem-solving, listening to and expressing emotion and empowering others to take ownership of problems.

ELEMENTS OF CARE

PROMOTING POSITIVE BEHAVIOUR AND REALTIONSHPIS

The underpinning values of how we work with young people and manage behaviour are **described in our residential services commitment to behavioural standards.**

(App 2)

The focus of the Home is to help children and young people develop relationships for the future. Staff use reflective practice and we have clear expectations in terms of

acceptable and none acceptable behaviour for both staff and young people. This is explained to all new residents as part of their introduction to the home or at the time of admission.

There are some types of behaviour that are unacceptable and will be challenged. These include: -

- Bullying
- Racist, homophobic, sexist and any other form of discriminatory behaviour.
- Physical intimidation of other residents or workers.
- Malicious damage to property
- Young people placing themselves at risk by absconding

Sanctions imposed will be clearly recorded in the sanction book and on the young person's file.

It is recognised that disciplinary measures affect different young people in different ways and that a sanction must be appropriate to that young person and the situation. It is also accepted that rules and routine are required in a group living situation and also provide a structure for young people but it is recognised that a degree of flexibility is necessary to accommodate individual needs.

Restraint is not used in residential care homes in Calderdale. Therapeutic crisis intervention is our chosen method to deal with conflict or challenging situations. Incidents of challenging behaviour will be reviewed and examined by the manager to promote reflective learning and to inform future practice.

EMOTIONAL WELLBEING

Building resilience through the promotion of educational achievement, involvement in leisure activities and participation, as well as forming positive and sustainable relationships within the home, are key aspects of our care.

We will actively encourage young people to participate in key aspects of their care, provide feedback on services offered and to participate in service development, through the support of the Children and Young People's Participation team and the Children's Rights worker.

All children and young people may access the website www.rights4me.org

We have strong and positive links with the Looked After and Adopted Children's Health team (LAACH) who are able to provide regular consultations for staff, offer support in the management of behaviour, with access to a psychologist and experienced mental health practitioners.

Staffs receive training and support in delivering appropriate therapeutic intervention. Specific interventions are only used where they are widely accepted or have a strong evidence base underpinning their effectiveness.

Westgarth offers young people various forms of support to assist emotional wellbeing : -

Types of behaviour that will be rewarded include: -

One to one support work	Group living
Creative Leisure / Play activities	Basic living and independence skills
Assertiveness	Cultural awareness
Family work	Setting boundaries/discipline
Group work	Counselling
Sexual awareness	Anger management
Health needs and health self assessment	Established links with other professionals/agencies
Menu and dietary advice	Support young people manage income
	placement planning

HEALTH CARE

Westgarth aims to promote a healthy lifestyle for all young people in residence.

Prior to a planned admission or immediately after, young people are encouraged to attend a health assessment. It is the right of any young person of sufficient age and understanding to refuse to attend a health assessment. However, they are encouraged to take up the opportunity and to be responsible for their health.

Anyone who is to remain for a period of more than 15 days or is likely to require medical treatment will continue to be registered with their own GP or will be registered with the local doctor closer to the home.

Arrangements will be made to accompany young people to their GP, hospital or dental appointments. The preference is that the young person's family should attend for planned appointments and this will be negotiated as part of the placement agreements.

All prescribed medication is kept in a locked medication cupboard in an area not accessible by young people. Only staff who have demonstrated their competency will administer medicines as per the policy and guidance of the authority. The home will also maintain a stock of household preparatory medicines e. g. cough linctus and paracetamol at the home to be used in interim where appropriate.

Health promotion is a constant topic of discussion at Westgarth. At an age of understanding, young people are encouraged to take a responsible attitude to their own health matters and encouraged to take advantage of any health promotions. Up to date appropriate health promotion literature and information is available for young people at the home.

Dietary needs are respected according to health, religious, cultural or ethnic needs.

We ensure that diets are nutritious and encourage young people in the preparation of their own food as far as possible.

Health promotion literature is available at the home, along with access to additional local services such as Branching Out/HX1, Sexual Health/teenage Pregnancy Advisor, Young Person's "One Stop Shop", Laura Mitchell Clinic and Looked After Children's Nurse.

SMOKING

No smoking will be permitted by staff or young people within the grounds. In exceptional circumstances an agreement between the young person and the home manager may result in an adaption to this rule which will be reflected in the young person's Care Plan designating where and when smoking may be allowed. The home manager must balance the risk considering the well being of the young person, the physical effects and the emotional anxiety a smoking ban may cause. Non- smoking initiatives are regularly available and can be accessed through LAC nurse/GP.

EDUCATION

All young people should attend their designated school or place of education. There are no educational facilities on premise but space is set aside for private study and the undertaking of homework. Young people are encouraged to improve their educational standards.

If education provision has broken down every effort will be made to reinstate the young person as soon as possible at their school and if this is not possible, alternatives will be negotiated through the Looked After Children Education team (LACE). If young people not allocated educational provision or refuse to access it, an individual education plan will be devised. This will encourage young people to have a structured day involving some form of educational activity.

Education achievement is a priority for young people resident at Westgarth and every effort / encouragement is given towards young people realising their potential.

Every young person in residential care will have a personal education plan (PEP) as a part of their Care Plan and we will support them in developing their plan. We will support a young person's involvement in school or college by attending Parents evenings, school meetings, college interviews etc as appropriate or as outlined in the placement plan.

RELIGIOUS OBSERVANCES

Prior to admission any religious requirements expressed will be discussed with the young person. Arrangements will be made to assist and support any young person

to fulfil any religious obligations and observances they choose. This would include making arrangements to attend the chosen place of worship, use of a room for private prayer or reading and the provision of any special diet as required. The family of the young person and members of their religious community are requested to assist where lack of the specific knowledge is recognised.

REVIEW ARRANGEMENTS

The first Child Care Review will take place within 20 days of the young person becoming Looked After at Westgarth and then at three months and then at regular six monthly intervals.

The Independent Reviewing Officer will be consulted and contacted regularly throughout the young person's stay to ensure they are aware of any changes/concerns within the placement.

Consultation with the young person will take place 20 days prior to the review.

Each young person has their own placement plan. This is a detailed plan which outlines the day to day issues which will affect their life in the Residential Care Home.

The young person is encouraged and supported to attend and contribute to the Review Meetings. If they feel unable to do so they are encouraged to put their thoughts/wants into writing. Key workers play a crucial role and will assist young people in whatever way they can.

All parties who play a role in the life of the young person will be consulted prior to reviews and, where appropriate, invited to attend. This would include parents, carers or those with parental responsibility as well as a representative from the young person's school/LACE team, their key worker, social worker, Pathway Team worker (where appropriate) and any other relevant professional agency representative.

A young person can talk to the Children's Rights' Officer at any time if there are issues which they wish to discuss with an independent person.

Individual Placement plans will be completed prior to the placement starting or within 5 working days of the start of the placement. They will be updated regularly in conjunction with the child or young person and their allocated social worker.

In Calderdale children's social care all placement plans are reviewed at least monthly and more frequently as required.

A review will take place prior to a young person ceasing to be Looked After or prior to moving to independence.

CONTACT- family and friends

Contact between children and their parents, families and friends is always promoted and encouraged unless there is evidence that such contact would be damaging or detrimental to the young person. Siblings and other relatives are also important and contact is encouraged through letter writing or sending cards on special occasions etc. Contact with other professionals, such as Social Workers, will not be restricted.

Parents, relatives, carers and friends are welcome to visit Westgarth. Appropriate areas are available for young people to receive adult visitors and siblings, young people are encouraged to show parents or carers the facilities available at Westgarth and spend quality family time at the home. This contributes to young people settling at the home and promotes their identity within the home.

Visitors are not allowed in the bedroom areas unless accompanied by a member of staff.

A private telephone/telephone room is available for young people to contact family or friends.

Contact arrangements will be detailed in the current placement plan.

Children and young people are encouraged to take part in age appropriate peer activities, and are encouraged and enabled to sustain friendships. This may involve friends visiting the home or visiting friend's homes. Overnight stays are possible in conjunction with care plan/placement plan and consultation with parents/carers/social workers.

SAFE CARE

The overriding aim is to provide a "safe enough" environment that enables young people to be and feel safe within the home. Each young person will have a fully comprehensive, Risk Assessment and there will be planned strategies to minimise risk to themselves or others. An Individual Crisis Management Plan is also provided which identifies specific risks to self/others and identifies ways of supporting young people when in crisis.

Staff will actively promote the welfare of children and young people living within the home.

All staff are trained and are familiar with and follow the Safeguarding Board's Procedures.

Visitors to the home will be monitored when on the premises, and friends are not allowed in bedrooms unless accompanied by staff

ANTI-DISCRIMINATORY PRACTICE.

Westgarth will continuously try to ensure that everyone is treated with respect and dignity. Each person will be given fair and equal opportunities to develop their full potential with positive regard to gender, ethnicity, cultural and religious background, sexual or disability.

BULLYING

The home responds strongly to bullying and follows the behaviour management policy and guidance of the home/authority. Bullying will not be tolerated and young people who are bullied are supported. Young people who engage in bullying receive the message that it is the behaviour, not the person that is unacceptable and receive support and guidance to change. A bullying risk assessment is maintained on the unit to monitor incidents of bullying and strategies to manage them. Residents contribute to establishment and maintenance of an anti-bullying slogan and general ethos on site.

A copy of the Residential Policy on Bullying is available on request

ABSENCE WITHOUT CONCENT

The authority has a joint protocol with West Yorkshire Police for assessing and managing unauthorised absences from the Unit. This protocol is part of the procedure manual and is available at the Unit. It is followed in all cases of unauthorised absences. The Police become involved if the young person is classified as “missing” and will attend to formalise procedures but this is dependent on assessment made by home staff in consultation with Police.

Where a child fails to return at a reasonable time, staff are concerned about their safety and whereabouts. According to age, vulnerability, individual situation and understanding, the child maybe reported to the Police as missing. If the situation is assessed as an unauthorised absence staff are responsible in ascertaining where the young person maybe and attempt to return them to the home. This will involve several calls to young person, family and other contacts. If the young person is not located or unwilling to engage with staff the young person will be reported to Emergency Duty Team. All unauthorised absences are recorded and closely monitored and meetings established where necessary if ongoing issue.

The Independent Reviewing Officer and social worker are kept informed.

FIRE PRECAUTIONS

A member of staff is appointed as Home Fire Officer and has responsibility for ensuring that fire equipment is correctly maintained and that regular practices are carried out with the results clearly recorded in line with the Authority's recognised procedure.

Fire drills are held on a regular basis at Westgarth and all the young people have the arrangements for building evacuation explained to them as close to the point of admission as is reasonable. Young people are also required to take fire drill and building evacuation seriously.

A serious view is taken by the Authority if any emergency equipment is interfered with or damaged and appropriate measures/action will be taken in the event of serious damage.

COMPLAINTS

All young people have access to and are informed about the Council and Home's complaints procedure. They can also request consultation with someone outside the direct management structure of the Home. Young people at Westgarth are invited/ encouraged to discuss any issues they feel are of concern to them with both the Regulation 33 visitors and the Commission for Social Care Inspection. Young people also have regular access to the Children's Rights Worker.

Ofsted are an independent body and are available to hear complaints about service delivery. You can contact them, as well as completing a Calderdale Council Complaints form, or you can contact them if you are dissatisfied with the treatment of your complaint. The Inspector can be contacted on 08456 404049 at North, 3rd floor, Royal Exchange Buildings, St. Ann's Square, Manchester, M2 7LA.

Westgarth is fully compliant with Calderdale Council's complaints procedure and young people are made fully aware of their rights, both on admission and throughout their stay here.

ORGANISATIONAL STRUCTURE

Director of Children and Young People's services

Head of Children's Social Care

Service Manager

Unit Manager

Assistant Unit Managers X 2

8 Residential Care Workers - Admin support – Domestic cleaner

All staff are appointed under Calderdale's equal opportunities recruitment policy which also follows the Warner Guidelines for safe recruitment. All applicants undergo a rigorous selection procedure.

STAFFING REQUIREMENTS AND DUTIES

What children in care say about staff in Children's homes (www.rights4me.org)

“The best staff are caring, good listeners and helpers, fun, happy, easy to get on with, supportive, understanding, and encouraging and keep us safe. Poor staff are moody, too strict, shout, or have favourites”

Staff make the difference between a good or bad children's home.

The staff team at Westgarth are experienced and trained in the essential elements required in caring for young people looked after by the local authority. Staff are supervised on a regular basis and training needs are assessed periodically. A copy of Calderdale Council's supervision policy is available at the home.

The staff team provides no less than 2 members of staff on duty at key times which are 3p.m. – 10p.m. Monday to Sunday and school holidays. Staffing levels will aim to reflect the assessed need in the unit at critical times or if there are fewer residents. At night there is a minimum cover of 2 sleep-in staff. Rotas will be compiled to show an appropriate mix of age, gender and experience.

Each shift incorporates a shift leader, who is responsible to manage the shift. If a situation is urgent, Calderdale operates an on call facility where the on call Service Manager would be contacted.

The home also has access to a bank of casual workers who have been recruited under the same rigorous standards as permanent staff. Casual workers are assigned to a residential home for their induction programme, support and general supervision. They assist in providing cover for annual leave and sickness etc., for the regular staff and also provide additional cover for specific tasks.

ROLES AND RESPONSIBILITIES OF STAFF

Unit Manager- providing leadership and ensuring that individual and collective needs are met whilst keeping within, local, national and international legislation, policies , procedures, and minimum standards .

The Manager will:

Establish the vision for the home and lead the team towards it.

- Manage and monitor quality of care

- Manage and monitor administration of all duties relevant to the smooth running of the unit
- Monitor and maintain the high standards of care provision
- Create opportunities for young people to fulfil their own needs
- Create a home that provides quality of life experience
- Liaise with social workers, education, health services and other agencies involved in services to the young person
- Work in partnership with parents/those with parental responsibilities
- Recruitment
- Supervision of staff
- Provide support and guidance
- Ensure policies and procedures are disseminated to staff and implemented
- Promote ongoing professional development
- Maintain good community relationships
- Attend meetings and represent the unit
- Assess training needs and monitor the effectiveness/needs of the home/young people
- Assist in the provision of training
- Maintain accurate records of staff, health and safety/fire safety etc
- Monitor health and safety practices
- Comply with financial instructions/ procedures and work within allocated budget
- Ensure the environment is maintained to a high standard
- Ensure effective use of resources
- Assist in investigations (child protection /disciplinary)
- Respond to staff and young people's grievances

Assistant Unit Managers- managing and supervising the day to day running of the residential care home in the absence of the unit manger, with full delegated responsibility to manage within agreed policies and procedures.

Managing care – plan, implement, monitor and review care plans

- Ensure the protection of young people utilising their applied knowledge of safeguarding practice and procedure
- Assess individuals needs
- Ensure involvement of young people in decisions which affect them
- Promote equality and diversity

Managing the Service - review process for delivering service through ongoing monitoring of the quality of care

- Review the demands of the service making necessary changes when required
- Manage the implementation of change
- Contribute to developments
- Co-ordinate staffing
- Monitor budget
- Comply with all council policies and procedures

Managing people – promote effective relationships and team working

- Contribute to selection and recruitment
- Lead and manage staff to achieve team/unit objectives
- Supervise and appraise staff
- Monitor training and attendance
- Chair relevant meetings
- Promote knowledge of policies and procedures

Residential care workers -acting as key workers and providing care and support to individual children and young people.

Residential care workers will:

- Support the provision basic care needs to young people
- be aware of issues relating to the young person, assess, monitor and develop personal plans
- Liaise with the young person's social worker, family , colleagues etc
- Support and develop; practical, social, physical, emotional , personal, educational, leisure, cultural, contact needs, practical living skills in the young person
- Report to Assistant Unit Manager or Unit Manger
- Comply with all policies and procedures – especially safeguarding
- Keep legible and precise written records
- Attend meetings as required
- Maintain the property , furniture, grounds to a high standard
- Participate in 24 hour rota a s required to meet the needs of the service
- Demonstrate good communication skills
- To demonstrate a non-judgemental, sensitive, approachable persona
- Manage crisis in line with agreed policy and procedure

TRAINING AND DEVELOPMENT

All staff have access to continuing and post qualifying training. Training is promoted through supervision and the performance appraisal scheme so as to enhance personal and professional development and ensure that the needs of children are met and their outcomes are improved

New staff are given an induction pack which evidences that they meet the required Calderdale Standards. A member of the management team will confirm that the standards are met during supervision.

There is a commitment to ensure that all the staff have relevant and appropriate qualifications including 80% of total staff to hold a recognised qualification i.e NVQ Child Welfare

The staff at Westgarth have the opportunity to obtain internal/external training and apply for courses in the training programme. Courses taken are relevant to working roles and identified by the National Minimum Standards. Staff also have access to appropriate work related literature at the home. Other forms of development and training are also available; conferences, NCB meetings and work shadowing in other areas (if appropriate).

Staff are fully skills audited and appraised annually to ensure training/development opportunities are identified/accessed/available.

SUPERVISION

Formal Supervision occurs monthly for all staff for a period of 1-2 hours. Staff will be supervised fortnightly for the first six months. A written record of agreed action is kept confidentially on the person's supervision file. All staff have their performance formally appraised each year.

Informal supervision supports daily practice and is exercised according to situational requirements.



Residential Service Commitment **to** **Behavioural Standards**

What are our Behavioural Commitments?

The Code of Practice for the Residential Service Workers sets down the responsibilities of employers in the line with regulation of social care workers as stated in the General Council Social Care. The code requires that workers adhere to the standards set out in these codes, support other workers in meeting their code and take appropriate action when workers do not meet expected standards of conduct. These behavioural standards have been developed by the senior managers within Calderdale Residential Services to assist staff in 'living' the code of practice, thereby improving standards and the quality of service to young people in residential accommodation.

The Code of Practice for Residential Care Workers is a list of statements that describe the standards of professional conduct and practice required of all workers as they go about their daily work. The intention is to confirm the standards required in the Residential Service and ensure that workers know what standards of conduct Calderdale, colleagues, and Young people expect of them.

The behavioural standards are intended to reflect existing good practice and it is anticipated that workers and employers will recognise in these commitments the shared standards to which they already aspire. The Residential Service will promote these standards through making the behavioural commitments widely available.

How will the commitments be used?

The behavioural commitments are a key step in the introduction of a standardised expectation of behavioural conduct for the Residential Service in Calderdale, and will support the guidance and understanding for all its workers outlining minimum expectations of practice when employed in the Residential Service. As a worker you will have criteria to guide your practice and be clear about what standards of conduct and behaviour you are expected to meet. You are encouraged to use the commitments to examine your own practice and to look for areas in which you can improve.

Young People using the service will be helped to understand how a worker will behave towards them and how the Residential Service should support workers to do their jobs well.

These behavioural standards are intended to complement and recognise the good practice in existence within the Children's homes of Calderdale as well as give clear guidance to all Workers what behavioural standards are expected.

The Behavioural Commitments

The core underpinning value is Respect: this encompasses many facets for the Young People, fellow Workers, and the role & responsibilities the worker has within their role to support service delivery should be shown at all times while on duty at the designated home's of Calderdale Council.

Some aspects of Respect to be considered:

Greetings – When a worker, Young Person or relative other person is attending or leaving the home, they are to be greeted appropriate to the relationship the Worker has with the individual. i.e. (colleague, carer, fellow professional)

Honesty – Open & honest with your colleagues and Young People you work with about all matters related to work practice

Support others – Support to be pro-actively offered to fellow workers when needed to support their own practice, to include feedback when something positive is observed and when something could be improved.

Listen – When a fellow worker or Young Person is communicating then respect must be shown by listening to what they have to say, respecting views, opinions, and ideas demonstrated through eye contact, being with the person not doing other things which could be a distraction and giving verbal and non-verbal feedback ie nodding, smiling, use of active listening skills etc.

Challenge/Inform – It is the duty of all workers to provide and receive constructive criticism and information which is in the best interest of the young people and service, this includes addressing issues firstly with the person involved, not gossiping or discussing with others first.

Praise – Positive praise to be given to fellow workers for promoting practice that best meets the needs of the young people and service. Workers should demonstrate appreciation for colleagues specifically identifying positive attributes or actions.

Constructive Use of Time – Workers are expected to be committed to developing the service by taking responsibility for developing own knowledge and practice, and using time constructively.

Solution Focused: Residential services want to have the reputation of 'If we can – we will' - Show commitment to solving problems with service delivery issues and support team dynamics as an individual worker and team member.

Proximity – The worker must make effective use of appropriate body language, eye contact and proximity to make a colleague or Young Person feel that they are being listened to and cared for.

Expectations of Behaviour: All worker's are expected to display practice that conveys the person centred thinking qualities that are integral to working as part of a team caring for Young People in the residential service of Calderdale Council, the following points are specific requirements to support each identified areas:

When working with Young people

- Interaction in a morning when the Young People are getting out of bed and preparing for the day offers a great opportunity to demonstrate respect - i.e. staff out of the office and to be around the home with the Young People
- Workers to be aware of using positive greetings and language, providing positive interaction and appropriate support whilst Young People get ready to leave for school, training etc

- Workers strive to establish and maintain the trust and confidence of Young People actively seeking to promote a positive relationship
- Workers to promote, understand, and use, the impact of proximity to convey emotional warmth/ physical affection/ intimacy e.g. when a Young Person is leaving or entering the home, and when Young Person is in need of emotional & physical support.
- The image and reputation of the service and it's Young People to be promoted within the children's workforce and wider context
- Workers to record all relevant information as role requires in a non judgemental way, stating factual information which enables the Young People to have access to their identity/plans (follow Calderdale procedures for access to information)

Change -over period/Team meetings/entering & leaving home:

- Acknowledgement of colleagues entering workplace, face-to-face interaction. i.e. (socially polite norms)
- Shift leader to conduct hand over (unless otherwise arranged/ agreed), other staff member finishing shift to support Young People if in the home
- Workers to remain focused on service delivery issues, no personal conversations between colleagues to happen once changeover has started that will impair effective communication of information or attention to the needs of young people.
- All topics and debates in team meetings are to be relevant to service delivery issues and the measured outcomes for Young People

Being an effective Team Member:

- Worker to be punctual and dressed appropriately to perform planned duties, arriving and leaving work during agreed hours
- To work effectively during agreed hours
- Personal phones not to be used which will distract from work practice, and no personal internet use that will distract from role & responsibilities while on duty
- Worker to be accountable for the quality of own work and take responsibility for maintaining and improving their knowledge and skills

- Support others to solve problems and address issues
- Worker to identify issues at work and take action to remedy them
- Worker to present positive impression of the team and service to young people and workers from outside the service.
- To react constructively to changing circumstances
- Worker must recognise, respect and promote different roles individuals have within the team.
- Recognise, respect and promote diversity within the team
- To seek, offer and reflect on feedback.
- To support other team members in all aspects of work.
- Have a shared approach to teamwork taking personal responsibility to address issues.
- Worker to understand own role within the team and wider organisation.
- No negative comments to be made about a fellow worker or relevant others.
- Worker to declare issues that might create conflicts of interest and make sure that they do not influence their judgement or practice

Responsibility of the Residential Service:

- Provide training and development opportunities to enable workers to strengthen and develop their skills and knowledge
- Promote the GSCC's codes of practice to workers and Young People
- Manage the performance of workers and the organisation to ensure high quality services and care.
- Give workers clear information about their roles and responsibilities
- Effectively manage and supervise workers to support effective practice and good conduct and support workers to address deficiencies in their performance
- Inform workers about the Code of Practice and their personal responsibility to meet that code

Appendix 3**Emergency/Unplanned Admission Checklist**

	Information Required	Received (tick)
--	----------------------	-----------------

Involving the Young Person and the family in the information gathering and the planning will aid the Young Person to feel that they are understood and the care they will receive is planned for them as a unique individual.

Emergency admissions can only be agreed by the Unit Manager/Assistant Unit Manager, and the on duty Service manager. In situations where a manager of a home is unavailable the Service manager can direct the residential unit to accommodate.

1.	<ul style="list-style-type: none"> Reason and context for admission 	
2.	<p>To support an essential child-centred approach there are some assessments that are applicable to all Children, If they are completed they must be forwarded to the home:</p> <ul style="list-style-type: none"> Any assessment paperwork (Core, CAF, Asset) Care Plan Behavioural information Therapeutic /Interventions plan (If available) 	
3.	<ul style="list-style-type: none"> Medical consent 	
4.	<ul style="list-style-type: none"> Placement Plan (LAC doc's) Health (including psychological and psychiatric) Education (PEP) 	
5.	<ul style="list-style-type: none"> Placement history if available Placement history of other family members if appropriate 	
6.	<ul style="list-style-type: none"> Family contact information, including prohibited contact 	
7.	<ul style="list-style-type: none"> Genogram (family connections of significant relationships) Chronology (of significant events) 	
8.	<ul style="list-style-type: none"> Planning Meeting to happen within 72 hrs of admission, Social Worker to chair. 	
9.	<ul style="list-style-type: none"> Medical history to identify any allergies or medication information to support health needs. 	
10.	<ul style="list-style-type: none"> To support the assessment of placement suitability, the Unit Manager of the home will complete 'Placement Suitability Assessment'. This will help identify the needs of the individual, which can be contributed to the completion of the core assessment, and placement plan and risk assessments documents 	

The core assessment is completed within 6 weeks of admission date.